Governance Committee
Agenda

Date:	Wednesday, July 15, 2026
Time:	10:00 am - 3:00 pm
Location:	Electronic Zoom Meeting

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8. CLOSED MEETING

That the meeting be closed to the public in accordance with the Community Charter, Part 4, Division 3, s.90,(i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and that the recorder and staff attend the meeting.

9. RISE AND REPORT

If requested

10. BUSINESS - WORK PROGRAM ITEMS (Continued)

10.1 Options for Consideration by the Incoming Trust Council to Improve the Existing Trust Council Committee Structure - Briefing — 41 - 45

Referred from Trust Council to Governance Committee to consider options for a request for decisions to be brought forward to Island Trust Council in September.

10.2 Harmonization of Resolutions Without Meeting Process - Request For Decision — 46 - 64

That Governance Committee forward the attached Trust Council Request For Decision entitled “Harmonization of Resolution Without Meeting Process” to Trust Council for their September 2026 meeting.

11. BUSINESS - OTHER

11.1 Fiscal 2027/28 Budget Business Cases - Discussion

11.2 Draft Chair letter to next Committee/Committee Chair - Discussion

12. BUSINESS - NEW

13. WORK PROGRAM — 65 - 65

For review and referral to Trust Council before each quarterly TC meeting

14. NEXT MEETING

Thursday, October 8, 2026, from 10:00 a.m. to 3:00 p.m.

15. ADJOURNMENT

*Approximate time is provided for the convenience of the public only and is subject to change without notice.

Governance Committee
Minutes of a Regular Meeting

Date:	**April 29, 2026**
Location:	**Electronic Meeting**
Members Present:	Judith Gedye, Bowen Island Municipality (Chair) Sam Borthwick, Denman Island Local Trust Area Timothy Peterson, Lasqueti Island Local Trust Area Lisa Gauvreau, Galiano Island Local Trust Area, and Islands Trust Conservancy Board Chair Laura Patrick, Salt Spring Island Local Trust Area, and Islands Trust Council Chair, (ex-officio)
Member Regrets:	Joe Bernardo, Gambier Island Local Trust Area
Members Absent:	Jamie Harris, Salt Spring Island Local Trust Area (Vice-Chair) Kate-Louise Stamford, Gambier Island Local Trust Area
Staff Present:	Reuben Bronee, Chief Administrative Officer Stefan Cermak, Director, Planning Services Derek Cockburn, Director, Financial and Employee Services Robert Barlow, Legislative Services Clerk/Recorder

1. CALL TO ORDER

Chair Gedye called the meeting to order at 10:00 a.m. and provided a territorial acknowledgement.

2. AGENDA

2.1 New Items and Re-Ordering of the Agenda

No additions to the agenda were presented for consideration:

2.2 Approval of Agenda

By general consent the agenda was approved as presented.

3. PUBLIC COMMENT PERIOD

No member of the public was present.

4. DELEGATIONS

None.

5. CORRESPONDENCE

None.

6. ADMINISTRATIVE COORDINATION

6.1 Draft Minutes of Previous Meeting

6.1.1 Governance Committee minutes of January 28, 2026

By general consent the Governance Committee minutes of January 28, 2026 were approved as presented.

6.1.2 Governance Committee minutes of February 17, 2026

By general consent the Governance Committee minutes of February 17, 2026 were approved as presented.

6.2 Resolutions Without Meeting

None.

6.3 Follow up Action List

No comment.

7. CLOSED MEETING

GC-2026-06
It was MOVED and SECONDED,
that the meeting be closed to the public in accordance with the Community Charter, Part 4, Division 3, s.90,(i)the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and that the recorder and staff attend the meeting.

CARRIED

The Committee closed the meeting at 10:06 a.m. and reconvened in open meeting at 10:28 a.m.

8. RISE AND REPORT

Chair Gedye reported on the following:

- the April 9, 2025 Governance Committee in-camera meeting minutes were adopted as presented;
- Governance Committee received legal advice.

9. BUSINESS - WORK PROGRAM ITEMS

9.1 Options for Consideration by the Incoming Trust Council to Improve the Existing Trust Council Committee Structure - Briefing

CAO Bronee introduced the Briefing. Committee discussion included:
- committee reports to Trust Council normally do not provide opportunities for discussion
- a need to clarify the meaning of "championing" initiatives at Trust Council
- how sub-committees (working groups) could be created, assigned a task, and report to the standing committee
- which standing committees could be disbanded or replaced by select committees
- a need for more analysis of alignment of standing committees which might be able to be accomplished by "exit interviews" of trustees
- priorities of the next term need to be considered
- a need to develop a process to identify appropriate issues that could be assigned to a select committee

GC-2026-07
It was MOVED and SECONDED,
that Governance Committee forward the briefing of April 29, 2026, "Options for consideration by the incoming Trust Council to improve the existing Trust Council committee structure" to Trust Council.

CARRIED

9.2 Table of Executive Committee Delegated Authorities – Briefing

Director Cermak introduced the Briefing. Committee discussion included:
- need to clarify what is meant by the Executive Committee (EC) to do "daily business"
- some suggestions for that clarification include keeping governance work moving forward; improving efficiency; avoiding delays; providing oversight; and that the EC is not a parallel governing body
- how to identify when a decision is critical for the EC to consider
- what areas currently might have problems
- all policies in the Briefing need to be hyperlinked for easy reference
- the EC is an extension of Trust Council (TC), not a separately recognized corporate governing body set by legislation. For example, hiring a Chief Administrative Officer is not a "day to day" business and therefore isn't exclusively an EC task
- Staff capacity needs to be considered when reviewing the committee structure
- EC is a coordinating and a decision-making body
- EC reviews the TC agenda, but does not approve it, and therefore doesn't necessarily endorse recommendations in TC agenda material
- EC can refer an issue to TC even though EC may have the authority to make a decision about that issue
- a review of delegated authority would be a major project
- it is important for all trustees to review all EC agendas

- need for transparency through communication about the activities and decisions of EC
- EC has a few legislative authorities and TC has assigned, through bylaws and policies, several responsibilities to EC
- the document on the website entitled "Responsibilities of the Islands Trust Council Chair, Vice-Chairs and Executive Committee" needs to be reviewed for currency
- the possibility of grouping the information in the Briefing by legislation, bylaw, and policy to support further discussion
- the possibility of highlighting the policies that are already planned to be amended

The Chair indicated that the Committee would continue discussion of the Briefing at the next scheduled regular meeting of July 15, 2026, and that she would message all committee members of the current discussion and the plan to continue that discussion.

Committee recessed at 11:44 a.m. and returned at 12:01 p.m.

9.3 Resolution-without-meeting (RWM) Policy and Meeting Procedure Bylaws – Request For Decision

CAO Bronee introduced the Request For Decision. Committee discussion included that a public facing backgrounder to explain when and how RWMs can or should be utilized or should not be used would be helpful.

GC-2026-08
It was MOVED and SECONDED,
that Governance Committee request staff to draft amendments to the Trust Council Local Trust Committee Meeting Procedures Bylaw and Trust Council Meeting Procedures Bylaw to include procedures for resolutions-without-meeting.

CARRIED

GC-2026-09
It was MOVED and SECONDED,
that Governance Committee request staff to provide recommended model language that can be provided to the Islands Trust Conservancy Board to be considered for addition to the Islands Trust Conservancy Meeting Procedures Bylaw 2004.

CARRIED

10. BUSINESS - OTHER

10.1 Annual Report: Approval of Governance Committee Section – Request For Decision

Director Cermak introduced the Request For Decision. Committee discussion included:

- the bulk of the work of the Committee is modernizing policies and therefore the annual report section should be amended to move the draft third paragraph to become the first paragraph and move the draft first paragraph about the remuneration policy to become the third paragraph
- replace the word “oversaw” in the current first paragraph with the word “initiated”

GC-2026-10
It was MOVED and SECONDED,
that Governance Committee approve the attached text as amended for inclusion in the 2025/26 Annual Report for approval by Trust Council and submission to the Minister of Housing and Municipal Affairs.

CARRIED

10.2 Ombudsperson Special Report No. 60 - Open Meetings: Best Practice Guide for Local Governments

Chair Gedye introduced the report, indicating that it is an updated guide (January, 2026) that is a resource for local governments and boards to ensure meeting standards and practices demonstrate openness, transparency, and accountability to the public.

GC-2026-11
It was MOVED and SECONDED,
that Governance Committee request staff to forward the item “Ombudsperson Special Report No. 60 - Open Meetings: Best Practice Guide for Local Governments” to all trustees and to the trustee on-boarding working group.

CARRIED

11. BUSINESS - NEW

None.

12. WORK PROGRAM

CAO Bronee updated the Committee in regards to the first item on the Work Program: “Corporate Planning”, indicating that he intends to bring a draft Corporate Plan to the Committee at the next meeting. He also suggested that Trustees Boland and Evans, who were part of the Financial Planning Committee working group that did some initial work on the Corporate Plan, be invited to the next Governance Committee meeting of July 15.

It was noted that the third item on the Work Program, the review and update of Trust Council Policy 7.2.1 Trustee Remuneration, has now been completed and hence will need to be removed from the Work Program.

GC-2026-12
It was MOVED and SECONDED,
that Governance Committee forward the Work Program, as amended, to Trust Council for approval.

CARRIED

13. NEXT MEETING

Wednesday, July 15, 2026, 10:00 a.m. to 3:00 p.m. to be held electronically.

14. ADJOURNMENT

By general consent the meeting was adjourned at 12:27 p.m.

____
Judith Gedye, Chair

Certified Correct:

____
Robert Barlow, Legislative Services Clerk/Recorder

Minutes are not official until adopted at a subsequent meeting.

Follow Up Action Report

Governance Committee

13-Aug-2025

Progress	Activity		Responsibility	Dates	Status
20%	**1**	staff to draft a policy combining Trust Council policies, with recommended updates, in priority order: 1. 2.2.1 Requests for Decision (RFD)/Reports and 2.2.2 Council Committee Preparation; 2. 2.4.1 Executive Committee Terms of Reference, 2.4.3 Executive Committee Election, 2.4.4 Executive Committee Legislative Role and 2.4.6 Executive Committee Meeting preparation; 3. 6.2.1 Priority Setting/Review Guidelines, and 6.7.1 Work Program, Follow-up Action List and Priorities Report; and 4. 5.4.2 Procedural Fairness in Rezonings, 7.1.1 Administrative Fairness Principles, 7.1.2 Handling of Administrative Fairness Complaints, and 7.1.5 Ombudsperson Referrals.	David Marlor	Target: 31-Dec-2026	In Progress

Follow Up Action Report

Governance Committee

18-Sep-2025

Progress	Activity	Responsibility	Dates	Status
25%	1 **Trust Council Direction:** that the Governance Committee prioritize the following recommendations of the 2022 Governance Report: · recommendation 1 [Election of Trust Council leadership]; · recommendation 11 [adoption of comprehensive, multi-year planning document], and · recommendation 7 [helping trustees fulfil their roles], with the understanding that: - recommendation 3 [committee membership], - recommendation 4 [committee mandates], - recommendation 5 [roles of committees], and - recommendation 6 [helping trustees understand their roles] - recommendation 8 (secretary to Trust Council) and - recommendation 15 [Trustee Compensation] will be undertaken by staff as appropriate, and: · recommendation 12 [communications and engagement], · recommendation 13 [management alignment with Trust Council] and · recommendation 14 [exploiting the potential for synergy between Islands Trust Conservancy and Islands Trust] will be undertaken when prioritised by Trust Council. AND that work not be undertaken any further on the following recommendations of the 2022 Governance Report: - recommendation 2 [number of committees and committee mandates]; - recommendation 10 [provincial representation]; and - recommendation 9 [First Nations representation]	David Marlor	Target: 31-Dec-2026	In Progress

Islands Trust

Follow Up Action Report

Governance Committee

29-Apr-2026

Progress		Activity	Responsibility	Dates	Status
0%	1	Staff to review the document on the website entitled "Responsibilities of the Islands Trust Council Chair, Vice-Chairs and Executive Committee" for currency	David Marlor	Target: 15-Jul-2026	Completed
0%	2	Staff to provide a revised Table of Executive Committee Delegated Authorities Briefing for the July 15, 2026 meeting that includes: ·all policies in the Briefing need to be hyperlinked for easy reference ·grouping the information in the Briefing by legislation, bylaw, and policy to support further discussion ·highlighting the policies that are already planned to be amended	David Marlor	Target: 15-Oct-2026	In Progress
0%	3	Staff to provide a public facing backgrounder to explain when and how RWMs can or should be utilized or should not be used	David Marlor	Target: 08-Oct-2026	In Progress
100%	4	staff to draft amendments to the Trust Council Local Trust Committee Meeting Procedures Bylaw and Trust Council Meeting Procedures Bylaw to include procedures for resolutions-without-meeting.	Robert Barlow	Target: 15-Jul-2026	Completed
100%	5	staff to provide recommended model language in regards to resolutions without meeting that can be provided to the Islands Trust Conservancy Board to be considered for addition to the Islands Trust Conservancy Meeting Procedures Bylaw 2004.	Robert Barlow	Target: 15-Jul-2026	Completed
100%	6	staff to forward the item "Ombudsperson Special Report No. 60 - Open Meetings: Best Practice Guide for Local Governments" to all trustees and to the trustee on-boarding working group.	Robert Barlow	Target: 15-Jul-2026	Completed

Follow Up Action Report

Governance Committee

29-Apr-2026

Progress	Activity		Responsibility	Dates	Status
100%	**7**	staff to invite Trustees Boland and Evans to the next Governance Committee meeting of July 15 to participate in the review of a draft Corporate Plan expected to be presented to the Committee	Robert Barlow	Target: 08-May-2026	Completed
100%	**8**	Staff to forward the Work Program as amended to Trust Council	Robert Barlow	Target: 08-May-2026	Completed

Islands Trust

REQUEST FOR DECISION

To:	**Governance Committee**	**For the Meeting of:**	July 15, 2026
From:	**Executive Office**	**Date Prepared:**	July 3, 2026
SUBJECT:	**New Corporate Planning Process**		

RECOMMENDATION:
That Governance Committee request staff to advance the draft Islands Trust Corporate Planning Process to Trust Council for consideration at its September 2026 meeting.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The current Trust Council has been trying to advance a corporate planning process since 2022. The process presented for consideration builds on the draft process endorsed by Council in 2023, but clarifies the output, expands the scope to address operational priorities, and enhances the level of senior staff support in the development of a corporate plan. If advanced by Governance Committee for Trust Council consideration in September and approved, the intent is to pilot the new process with the incoming Council. If it proves effective, consideration would then be given to formalizing the process in a new policy during the next Council term.

1 PURPOSE:

To advance a new corporate planning process for consideration by Trust Council that can be applied by the incoming Council to develop a corporate plan for the next Council term.

2 BACKGROUND:

In fall of 2023, Trust Council endorsed a draft corporate planning process developed by a working group of a subset members of the Financial Planning Committee. Council also asked the working group to continue working to finalize and implement that draft process. Subsequent work on that process was ultimately limited as Council focused on developing Trust Council's Strategic Plan, which was a primary component of the draft corporate planning process. The strategic plan was approved in March 2025.

In December 2025, Trust Council adopted the recommendation of the Islands Trust 2025 Operational Review to move beyond a strategic plan of Council to deliver a more holistic corporate plan for Islands Trust overall. The intent of that shift is to produce a corporate plan that addresses:

- Islands Trust Council's strategic priorities (as defined by trustees)
- Islands Trust's operational priorities (as defined by the senior staff leadership team)

The proposed process builds on and refines the endorsed draft process, but with a clearly defined product in the form of a corporate plan document finalized within the first year of a Council term.

This would replace the current practice of a stand-alone Trust Council Strategic Plan by folding that into the broader corporate plan. However, the process retains Council's accountability for defining its strategic priorities, while drawing more on the capacity of the CAO and senior staff to advance other aspects of the plan. The increased role of staff in this process is not intended to limit Council's role. Council retains oversight of the development and approval of its priorities and the overall corporate plan, but relies on staff to provide significant research, advice and recommendations. This is intended to try and avoid delays resulting from Council's limited meeting schedule.

The current Trust Council Strategic Plan was not approved until more than half way through the four-year Council term, despite a significant investment of time by Council. While the proposed timeline for the new process may be ambitious, it is designed to result in clearly defined priorities being set earlier in the term and in time to shape budget and project planning for at least three full fiscal years. The approach to developing the current strategic plan also did not appropriately consider the feasibility and resource requirements of the initiatives included in that plan. Consequently, limited organizational capacity ultimately impeded delivery of a number of those initiatives. The increased involvement of staff in the plan development is an essential element to addressing that gap in the new process, and to doing so on a more effective timeline.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
The proposed approach requires a higher level of staff involvement from the CAO and senior leadership.

The largest impact is on the workload of the CAO, who will carry lead responsibility for managing the process and delivering key components of work for Council. However, this is and should be a primary responsibility of the CAO and it is incumbent on them to manage their workload accordingly.

The impact on workload for members of the senior leadership team will be concentrated in steps 2 and 3 of the proposed process, which involve identification of priorities and related actions. While that work will not be evenly distributed on a weekly basis, over a 24-week period from January to June it is anticipated this will require an estimated 40-60 hours of work for each director. It is difficult to fully assess the impact this may have on other work given that it will be early in the term of a new Council. However, it will be the responsibility of the CAO to work with directors to assess and mitigate that impact so the planning process remains a high priority. Once a corporate plan is in place, this should help mitigate other pressures longer term by focusing resources on defined priorities.

A more detailed analysis of other resourcing impacts can be investigated if desired should Governance Committee advance the proposed process to Trust Council for consideration.

FINANCIAL:
The proposed planning approach is not expected to require additional funding, unless Council requests to contract external resources to support facilitation of the process.

The process is designed to facilitate the existing approach to budget planning. If properly applied, the application of clearly defined priorities and a stronger approach for identifying and amending those should help improved the effectiveness and efficiency of the budget process over time.

POLICY:
There is no existing dedicated policy regarding corporate planning for Islands Trust. Several policies include references to the need for alignment to Trust Council's Strategic Plan, and these could be updated over time to instead reference an Islands Trust Corporate Plan.

Section 5.2 of Trust Council Policy 2.4.1 Executive Committee Terms of Reference does assign Executive Committee responsibility to "coordinate the development, preparation and implementation of an organizational strategic plan." While the development of the corporate planning process has been nominally overseen by Governance Committee flowing out of the 2022 Islands Trust Governance Review, consistent with Policy 2.4.1 staff recommend that Executive Committee retain responsibility for implementation of the new process if adopted.

Longer term, staff recommend that the corporate planning process be formalized in a new Trust Council policy. However, the process should first be tested through implementation with the new Council following the 2026 election.

IMPLEMENTATION/COMMUNICATIONS:
If advanced by Governance Committee, the draft corporate planning process will be presented to Trust Council at its September 2026 meeting. If endorsed by Trust Council, staff will prepare to implement the process with the incoming Trust Council, with the goal of having a final corporate plan in place no later than September 2027.

A communications plan would be prepared to support the release of a new corporate plan as appropriate.

FIRST NATIONS RELATIONS:
There are no direct impacts to First Nations relations resulting from the proposed corporate planning process. It is anticipated, however, that aspects of Indigenous relations would be considered in the development of priorities under a new corporate plan.

OTHER: N/A

4 RELEVANT POLICY(S):
Trust Council Policy 2.4.1 Executive Committee Terms of Reference

5 ATTACHMENT(S):
1) Islands Trust Corporate Planning Process Overview - DRAFT

RESPONSE OPTIONS

Recommendation:
That Governance Committee request staff to advance the draft Islands Trust Corporate Planning Process to Trust Council for consideration at its September 2026 meeting.

Alternative:
- Governance Committee could request amendments to the draft planning process
- Governance Committee could opt not to advance the draft process to Trust Council.

Prepared By: Rueben Bronee, CAO, July 3, 2026

ISLANDS TRUST CORPORATE PLANNING PROCESS OVERVIEW

DRAFT

Updated July 3, 2026

Islands Trust

ISLANDS TRUST CORPORATE PLANNING PROCESS OVERVIEW

TABLE OF CONTENTS

CONTEXT

The purpose of a corporate plan is to provide the focus and clarity needed to guide allocation of Islands Trust resources in ways that ensure:

- Trust Council priorities and regulatory obligations are delivered;
- Islands Trust's core service responsibilities are met; and
- Ongoing improvements to service delivery and operations are implemented in a strategic and intentional manner.

In fall of 2023, Islands Trust Council approved a draft corporate planning process and asked the trustee working group that developed that process to continue working to finalize and implement it. However, subsequent work on that process was limited in favour of focusing on Islands Trust Council's Strategic Plan, with a final draft of that approved in March 2025.

In December 2025, Islands Trust Council adopted the recommendation of the Islands Trust 2025 Operational Review to move beyond just a strategic plan of Council to deliver a more holistic corporate plan for Islands Trust overall. The intent of that shift is to produce a corporate plan that addresses:

- Islands Trust Council's strategic priorities (as defined by trustees)
- Islands Trust's operational priorities (as defined by the senior staff leadership team)

The draft corporate planning process endorsed in 2023 forms the basis of what is proposed in this new approach. But while that process was intended to be broader than Council's strategic plan, it didn't fully articulate an output of a corporate planning process. It also didn't account for the operational components, and therefore would not capture the full scope of the majority of the work Islands Trust does.

The proposed approach resolves that, setting out a guiding direction not only for Council but for Islands Trust as an entire organization. It is designed to deliver a concrete product in the form of a corporate plan that serves as a foundation for work plans and budget planning for the balance of a Council term. It is different from the previously endorsed draft process in two substantive ways:

1. It incorporates Council's strategic priorities into a broader corporate plan, eliminating the need for a stand-alone Council strategic plan.
2. It is primarily a staff-led process that is still appropriately subject to the approval and direction of Trust Council, while ideally allowing for a more expeditious process that avoids problematic delays in the previous strategic planning process.

The process outlined in this document assumes that Council would apply this approach to draft and approve a corporate plan within the first year of the 2026-2030 Council term. If successful, the intent is then for the process to be formally enshrined in Council policy.

STEP 1: RESEARCH AND ANALYSIS

(October to February)

Effective planning begins with an understanding of the context in which Islands Trust operates. This ensures the corporate plan is reflective of reality and not an aspirational but unattainable direction.

A SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis provides a structured basis to catalogue significant internal and external factors that influence planning decisions. It allows for an assessment of how strengths and opportunities can be applied and how weaknesses and threats can be mitigated. Staff will augment this with broader research of relevance to Islands Trust's operating context.

This research and analysis will be undertaken by Islands Trust staff, with input from Islands Trust Council to bring their political and community lens to the exercise. Having staff lead this work:

- Ensures it reflects the full scope of the organization's operating context, including but not limited to the Council perspective.
- Draws on continuity of perspectives and historical knowledge, which is especially beneficial early in the term of a newly elected Council.

As a key input into planning decisions, the SWOT analysis should be based on data and documented evidence wherever possible. To support the development of a new corporate plan by a newly elected Islands Trust Council, staff could undertake this research and analysis during the election period and early in the term of the new Council.

The staff analysis will consider factors such as:

- Budget, human resources and other operational data and issues
- Relevant public survey and engagement data (budget consultation, strategic priorities survey)
- Demographic and population data
- Mapping and reporting data
- Tracking of current and emerging issues relevant to the Trust Area
- Analysis of external context, including provincial policy, political issues and legislation

Issues, data and information will be considered if they are of significance to the whole Trust Area or a significant portion of it. Matters specific to an individual local trust area are of less relevance, given the corporate plan is applicable to the work of Islands Trust overall. The exception would be local issues that may have a significant impact to Islands Trust, such as a major legal case that could have significant budget implications or set a precedent with imminent relevance to the whole Trust Area.

Staff will present the draft SWOT analysis and research report to Islands Trust Council for consideration and comment. This will ensure that trustees also have an opportunity to inform the analysis with their own community-based perspectives.

STEP 2: PRIORITY AND OUTCOME IDENTIFICATION

(January to April)

Typically, a corporate plan includes the following components:

- Vision: a concise statement of what the organization aspires to achieve.
- Mission: a concise statement of the organization's purpose.
- Values: the core beliefs, principles and standards that will shape how the organization functions.
- Priorities: the high-level areas the organization chooses to focus its work on for the duration of the plan.
- Outcomes: concise statements of what the organization wants to achieve for each priority.
- Actions: the specific projects or initiatives the organization will undertake to achieve each outcome.
- Measurement: realistic ways the organization can assess whether or not its actions are having the desired impact and making progress toward achieving outcomes.

Vision

In 2023, Trust Council approved a vision statement, but this was never subsequently applied in the development of the Council strategic plan. It could form the basis of consideration of a new vision for a corporate plan. However, it is a vision for the future of the Trust Area. If a new vision statement is developed for a corporate plan, it should be a vision for the future of Islands Trust as an organization, considering its role and impact in the Trust Area. This approach reflects the practical reality that Islands Trust alone cannot shape a vision for the entire experience and future of the Trust Area overall.

Vision examples from other jurisdictions for illustration:

- "To lead with purpose and steward a vibrant and resilient capital city" (City of Victoria)
- "We are progressive and work collaboratively for the common good to support a thriving inclusive and sustainable community." (qathet Regional District)
- "To support a healthy and vibrant Sunshine Coast with sustainable and affordable public services, and innovative partnerships." (Sunshine Coast Regional District)

Mission

The mission is already articulated in the Islands Trust Object in section 3 of the *Islands Trust Act*:

> "The object of the trust is to preserve and protect the Trust Area and its unique amenities and environment for the benefit of the residents of the Trust Area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, First Nations, other persons and organizations and the government of British Columbia."

Values

If an Islands Trust corporate plan includes values, they should be those not only of Council but of Islands Trust as an organization. Previous work reference Trust Council Policy 2.1.3 Governance

Principles, which presents a set of "principles [that] represent the shared values and beliefs of the Trustees regarding governance in keeping with the Trust's legislative mandate and policies." However, these are primarily focused on Council in its governance capacity, and have not been updated since 2009. Therefore, it is recommended that staff use the governance principles as a basis to develop proposed organizational values for consideration and endorsement by Islands Trust Council as part of the development of the corporate plan.

Values examples from other jurisdictions for illustration:
- Engagement Focused; Respectful; Collaborative; Accountable; Service-Driven; Supportive Work Environment; Inclusive (Cowichan Valley Regional District)
- Service Excellence, Community Support, Accountability (qathet Regional District)

Priorities and Outcomes

The corporate plan is designed to address two sets of priorities and related outcome statements for Islands Trust:

1. Islands Trust Council's strategic priorities for its term of office.
2. Operational priorities identified by senior staff to address operational issues.

Islands Trust Council should identify its priorities early in the term of a newly elected Council to set the foundation for its work through the term. This process should be led by trustees, with input, recommendations and facilitation support from staff.

Development of the priorities and related outcomes should take into account the SWOT analysis and related research. All priorities must clearly align with the Trust Object and the Policy Statement. It is recommended Council advance no more than five strategic priorities for the term.

Organizational priorities will be identified by staff through a parallel process, but will also draw on the SWOT analysis and other relevant research and inputs – such as the results of the annual staff survey. This work can begin in advance of the Council priority identification process, but will only be finalized once Council's priorities are known to ensure alignment where appropriate.

Executive Committee, in its capacity overseeing organizational operations, will be briefed by staff on the development of operational priorities as that process advances. Staff will advance no more than five operational priorities for the term.

As part of the priority identification process, Council and staff will also define a concise outcome statement for each priority. The outcome should articulate what Islands Trust is seeking to achieve by making something a priority.

Staff will bring the full collated set of Council and operational identified priorities and outcomes to Islands Trust Council for approval.

STEP 3: ACTION IDENTIFICATION

(April to June)

The actions are targeted initiatives selected to address the priorities and outcomes identified by Council and staff.

The development of potential actions will be led by staff, with a focus on developing actions that are operationally achievable and will have a demonstrable impact in achieving the desired outcomes. Council may opt to propose potential actions for consideration as part of their priority identification process (Step 2), and these will be assessed by staff as part of the action identification exercise. Identified actions do not need to be net new initiatives and can include continuation or expansion (or cancellation/reduction) of existing projects or programs.

Actions for inclusion in the corporate plan will be selected based on defined criteria. To be included in the plan, actions must:

1. Clearly contribute to advancing the Trust Object
2. Be within the legal authority and jurisdiction of Islands Trust
3. Be consistent with the Islands Trust Policy Statement (for Council priorities)
4. Clearly support one or more identified priorities and the related outcomes
5. Involve significant cross-organizational effort and/or operational impact
6. Require a significant resourcing commitment (staff time and/or budget)
7. Be able to be initiated and substantially advanced within the current Council term

Meeting all these criteria will not automatically result in a particular action being included in the corporate plan. Staff's presentation of potential actions to Council for consideration will include an overall feasibility assessment to confirm whether all the potential actions for inclusion in the plan can realistically be delivered within the practical limitations of organizational capacity. If they can't be, staff will recommend which actions should be included. Islands Trust Council will decide on the final list of actions to be included in the corporate plan.

The preliminary feasibility assessment may include options to:

- Manage delivery within currently available capacity
- Recommend deferring or cancelling existing work to reallocate resources to support the proposed actions
- Identify investment in net new resources to successfully implement the proposed actions

As part of its assessment, staff will also provide recommended timelines and sequencing of actions taking into account organizational capacity, budget considerations and any other relevant internal and external factors that may impact the ability to advance each action.

In this phase, staff will also identify potential measures for each priority and related outcome. As with actions, Council may also identify proposed measures as part of the priority identification process and these will be considered by staff. Measures will be selected based on availability of relevant data and information, or the potential to develop that data. Emphasis will be placed on developing measures of outcomes rather than outputs.

Approval of the actions at the June Trust Council meeting is essential to help inform early stages of the budget planning process, particularly development of budget assumptions and guidelines and the drafting of business plans to support related budget requests for the following fiscal year.

In confirming the final list of actions to be included in the corporate plan, Islands Trust Council will also consider assignment of responsibility for each action to a council committee where appropriate. This will be particularly relevant for actions to support Council's strategic priorities.

Actions to support organizational priorities will not necessarily be subject to direct committee oversight. Rather, it is expected the CAO will be responsible for seeking direction from Executive Committee given its responsibility for overseeing the operational direction of Islands Trust.

STEP 4: CORPORATE PLAN DRAFTING

(July to September)

Once Council has approved the identified priorities, outcomes, actions and measures, staff will draft the complete corporate plan for review and approval by Council. The plan will include recommended sequencing and timing for delivering on each included action.

Subject to the earlier stages of the planning process being complete on time, the draft plan will come to Council for approval at the first September meeting of a newly elected Council's term. This timeline allows for the corporate plan to inform deliberations on the draft budget considered by Council at it's December meeting. However, with the priorities and actions already approved in June, staff will be able to use these to inform early stages of the budget planning process before final approval of the overall plan itself.

Once approved, the corporate plan remains in place for the balance of the Council term. However, it is subject to an annual review in the spring of each year to consider whether any adjustments are needed in response to changes in Islands Trust's operating context or emerging priorities. As part of this review, both staff and Council may identify and recommend amendments.

The actions identified and approved in the corporate plan will subsequently be considered priorities for:

- Council Committee work programs.
- Departmental work plans.
- Budget planning for the subsequent fiscal year.

STEP 5: DEPARTMENT AND COMMITTEE WORK PLANS

(August to October)

Department Work Plans

Department work plans outline the major actions and activities that each department will undertake. This includes actions committed to in the corporate plan, as well as other major ongoing projects and programs. They are a critical bridge between the corporate plan and the annual budget process and long-term financial planning.

Department work plans identify projects along with high-level timelines and the anticipated level of required resourcing for each fiscal year. The department work plans serve effectively as a summary of the key information from individual project plans for all major work taking place across each of the five operational business units in Islands Trust:

- Executive Office
- Legislative and Information Services
- Planning Services
- Trust Area Services (including Islands Trust Conservancy)
- Financial and Employee Services

The department work plans will include a high-level assessment of the related impact on staff workload for each project.

Senior leadership staff hold primary responsibility for developing and maintaining work plans for their respective areas of oversight. During the initial cycle of developing a new corporate plan, department work plans will be developed in advance of Council's December meeting to inform the draft budget. They will then be updated following the annual review of the corporate plan as needed. Islands Trust Council will be advised on a quarterly basis of any substantive changes to department work plans.

Council does not approve department work plans themselves. However, Council can provide direction to staff to discontinue or defer projects or programs included in the plans at Council's discretion or at the recommendation of staff.

Related to the work plans, staff are initiating a more disciplined approach to the development of the business cases that support budget requests to ensure they reflect the true full cost of the proposed project or initiative to be funded. That assessment will ensure business cases reflect:

- Required dedicated funding, including in subsequent years if the project is expected to span multiple fiscal years.
- Impacts to the full organization and dependencies (e.g. the impact to workloads of existing staff).
- Potential policy impacts.

Committee Work Plans

Similar to department work plans, the various committees of Trust Council must also review and amend their work plans/programs as needed to align with the final direction of the corporate plan.

While local trust committees and the Islands Trust Conservancy have latitude to undertake projects separate from those identified in the corporate plan, Council Committees exist primarily to support delivery of Council priorities. Consequently, committee work programs must include:

- Items referred to the committee from Trust Council. These are expected to primarily consist of corporate plan priorities that Council may assign to committees once the plan is finalized.
- Projects, new initiatives, ideas and issues identified by the committee. Any new projects proposed by a committee should be clearly aligned with corporate plan priorities. Proposed projects that do not align with the corporate plan should only be endorsed by Council in exceptional circumstances, and with consideration of a staff feasibility study that identifies any impacts to other corporate plan priorities.
- The top three priorities the committee is working on, as approved by Council, and these must include any priorities assigned by Council to the committee.

It is incumbent on Trust Council to appropriately exercise its oversight of committees to maintain alignment to the corporate plan, particularly given the impact on appropriate allocation of Islands Trust budget and other resources.

ANNUAL REVIEW CYCLE

The annual review of the corporate plan serves two primary functions:

1. Assess progress against the actions and priorities in the plan
2. Allow for consideration of significant amendments and updates

1. Assessment and Reporting

Staff will provide quarterly updates on major plan actions as part of the regular reporting to Trust Council. However, as part of the annual review cycle described below, staff will also prepare an overall report on progress against the plan each March. This update will also help inform, where appropriate, the annual report for Islands Trust.

Where satisfactory progress is not being achieved on a plan action, as part of its March reporting staff will include:

- A transparent assessment of the barriers to implementation.
- Recommended mitigation options, including potential timeline and resources impacts and potential consequential updates that may be required to the corporate plan.

2. Plan Amendments and Updates

Council can amend the corporate plan at any time by a resolution. However, no new actions can be added to the corporate plan without first asking staff to provide a feasibility assessment for the proposed new action. Council can then decide whether to add the new actions based on the feasibility assessment. Staff's feasibility assessment may include recommendations to defer or remove existing actions if needed to allow for capacity to deliver on the proposed new action.

Similarly, staff cannot amend actions related to the operational priorities in the plan without Council approval. If staff recommend new actions, these must also be supported by a feasibility assessment to inform Council's decision.

Following its initial adoption, the corporate plan must be reviewed by Islands Trust Council at each of its March meetings. Council can approve minor amendments that do not impact resource requirements, and then the plan will be advanced as amended to inform the next budget cycle.

If Council opts to add actions during its annual review or request other amendments involving resource impacts, it can request feasibility assessments for those items in March and staff will provide those to Council when it meets in June. Council should approve any revisions to plan no later than June each year to inform the next budget planning cycle.

APPENDIX A: BUDGET PROCESS

The annual budget process embraces the detailed financial planning required to fund specific work in the first year of the five-year financial plan, and relies heavily on the work plans which are the drivers to achieve the corporate plan. This process is separate from, but dependent on, the corporate planning process.

The financial plan forecasts the financial resources required to fund corporate plan priorities and the ongoing operations of the organization over the following four years. This is the basis of the five-year financial plan bylaw that is updated and revisited annually during the budget cycle.

In the first year of a Council term, the timeline for the development of a new corporate plan will unavoidably overlap with the established timelines for the budget development process outlined below. However, provided the corporate planning process proceeds as scheduled, staff should be able to coordinate priorities and actions in the plan with budget planning and make adjustments in advance of the presentation of the draft budget at December Trust Council as needed.

Step 1: Islands Trust Council Sets Budget Assumptions, Principles, & Guidelines (June)

Islands Trust Council will set assumptions, principles, and guidelines to guide staff and the Financial Planning Committee (FPC) in the preparation of the draft budget. Assumptions will include items such as cost increases for inflation or changes in service levels. Principles will include a commitment to prioritise planned or ongoing corporate plan actions ahead of new work. Guidelines will include items such as limiting budget increases in discretionary costs to a set percentage.

Assumptions to be included in the future years financial forecast will also be included in this document to guide the financial projections in the long-term financial plan. Assumptions may include items such as inflation projections and levels of grant funding expected from external parties.

FPC, in alignment with their terms of reference, will draft this document on behalf of Islands Trust Council for their review, revision, and approval.

Step 2: Budget Submissions (June – September)

Executive Committee, ITC Board, Council Committee and Local Trust Committee Funding Requests (June – September)

The Islands Trust Conservancy (ITC) Board and local trust committees (LTCs) will submit funding requests to Islands Trust Council (via the FPC) for work they wish to undertake, including operating and project funding needs. The *Islands Trust Act* says LTCs and the ITC are their own legal entities. As such, while alignment is encouraged, these entities may have work they wish to undertake separate from priorities in the corporate plan.

Similarly, Council Committees will submit funding requests to support work they have been directed to undertake by Islands Trust Council or wish to propose for consideration. Council Committee submissions are expected to prioritize corporate plan actions assigned to a committee.

Any other projects proposed by a committee will be expected to demonstrate how they align with corporate plan priorities where possible. Where there is no clear alignment, submissions must provide a strong rationale and include staff feasibility study that identifies any impacts to corporate plan priorities. Funding of committee requests that do not directly support corporate plan priorities will only be considered in exceptional circumstances.

The Executive Committee will submit funding requests for the work they are legislatively required to undertake, as well as for any duties or tasks delegated to them by Trust Council. Their submission will include operating and project funding needs, along with any new staffing requests and information services projects. Submissions for staffing requests and information services projects that support corporate plan priorities should be prioritized.

Departmental Financial Plans (August - September)
Based on the activities planned for the next year (per the corporate plan and department work plans) departmental budgets will be compiled by department leads and submitted to finance.

These budgets outline expected costs for planned activities. They must conform to the assumptions, principles, and guidelines set by Islands Trust Council. If staff identify a need to step outside of these guidelines, a case should be brought forward to FPC. An example would be a desire to hire a new staff position that is not directly related to delivering on priorities in the corporate plan.

Departmental financial plans will include costs for corporate plan initiatives assigned to the department, including operational priority actions. Business cases associated with all initiatives will be drafted for Islands Trust Council and will include:

- How an initiative/project achieves the set objective.
- A cost/benefit analysis of the proposed approach to delivering the action/project.
- Staff resourcing associated with the proposed action/project.
- A timeline for the proposal, identifying key milestones.
- Alternative options for consideration.
- Estimated full costs for the recommended and other options.

Business cases must be based on realistic assessments of the true cost and requirements of implementation. They must include consultation with other business areas that will have a role in enabling the success of the project to ensure viability of the proposed options. In considering business cases at all stages of the budget process, FPC and Council should give priority to those that demonstrate clear alignment with priorities identified in the corporate plan.

Step 3: Draft Annual Budget Preparation (September – October)

The departmental budgets, Executive Committee requests, ITC Board requests, LTC and Council Committee requests are compiled by financial staff to create a draft annual budget. The draft is compared to the corporate plan to ensure consistency and completeness.

Step 4: Senior Management Review (September)

The Director, Financial and Employee Services, and Chief Administrative Officer review the draft budget with the senior management team.

Step 5: Financial Planning Committee Review (October – November)

Financial Planning Committee will review and refine the draft budget and financial plan before forwarding to Islands Trust Council for review.

Step 6: Islands Trust Council Review (December)

Islands Trust Council will review the draft budget, ensure alignment with the corporate plan, and give direction for changes as required.

Islands Trust Council will determine whether to undertake public consultation on the draft budget and, if so, will approve the draft budget for that purpose.

Step 7: Public Feedback & Consultation with Trust Municipalities (January – February)

If approved by Islands Trust Council, a public consultation and feedback period will take place to allow members of the public to share their thoughts on the draft budget plan. The form and extent of any proactive public engagement on the draft budget will be at the discretion of Council. Engagement with Trust Municipalities will also take place, as required under Islands Trust Council policy.

Step 8: Financial Planning Committee Review (January – February)

FPC will review and further refine the draft budget, considering any feedback from public consultation, and advance it to Islands Trust Council for approval. The draft five-year financial plan will be reviewed at the same time before submission to Islands Trust Council for approval.

Step 9: Islands Trust Council Approval (March)

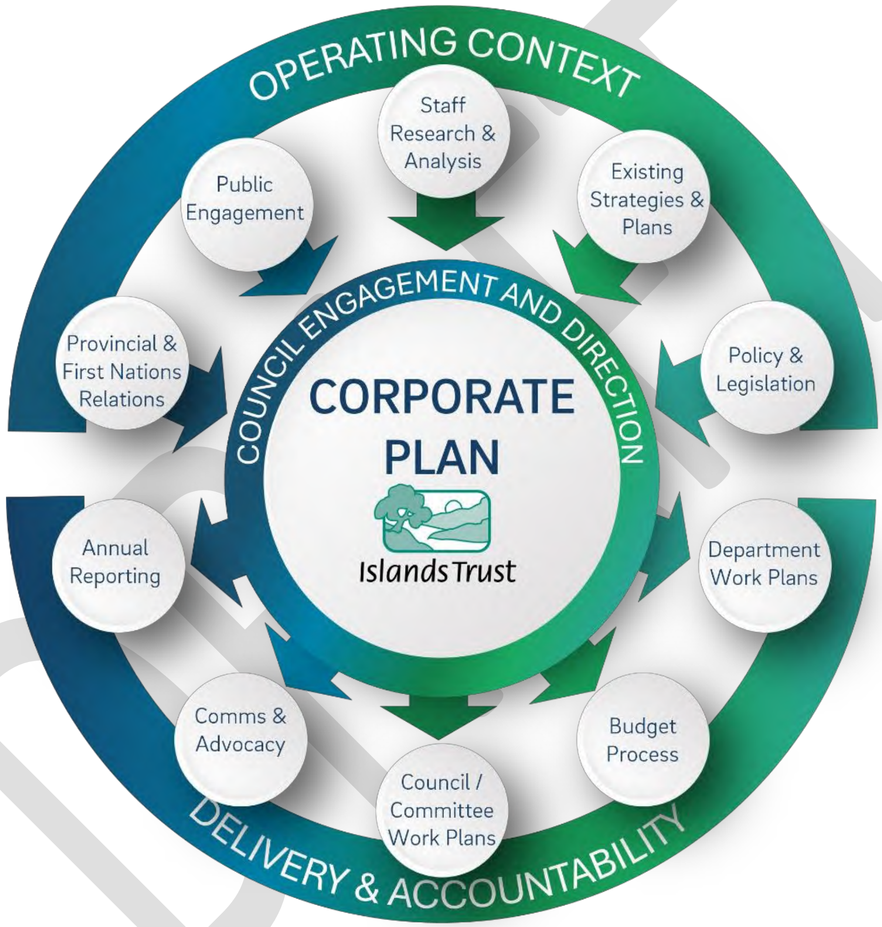
Islands Trust Council will review and approve the annual budget and five-year financial plan bylaw for submission to the Ministry. Any budget decisions that result in changes to the corporate plan will be incorporated into an updated corporate plan as needed.

Step 10: Financial Plan Bylaw Submission to Ministry (March)

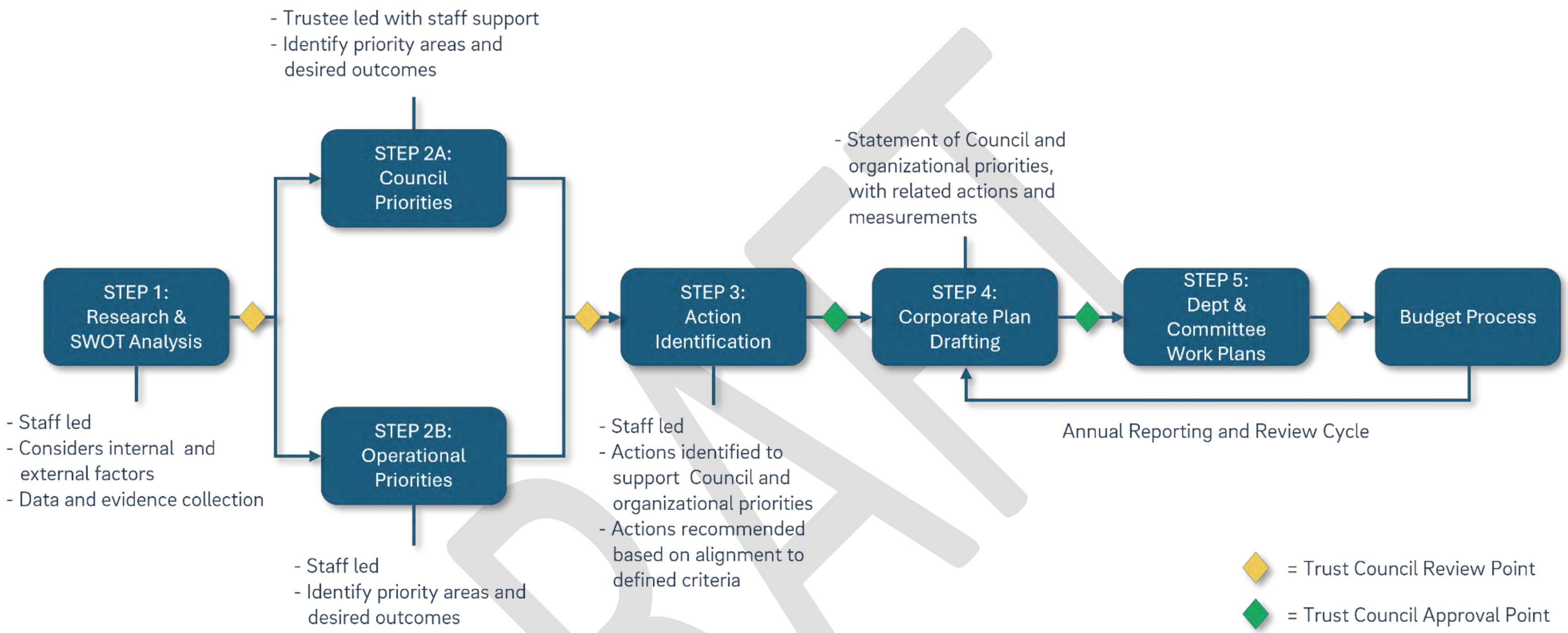
Staff will prepare a plan report to accompany the bylaw submission to the Ministry.

APPENDIX B: CORPORATE PLAN PROCESS MAPPING

Corporate Planning Framework



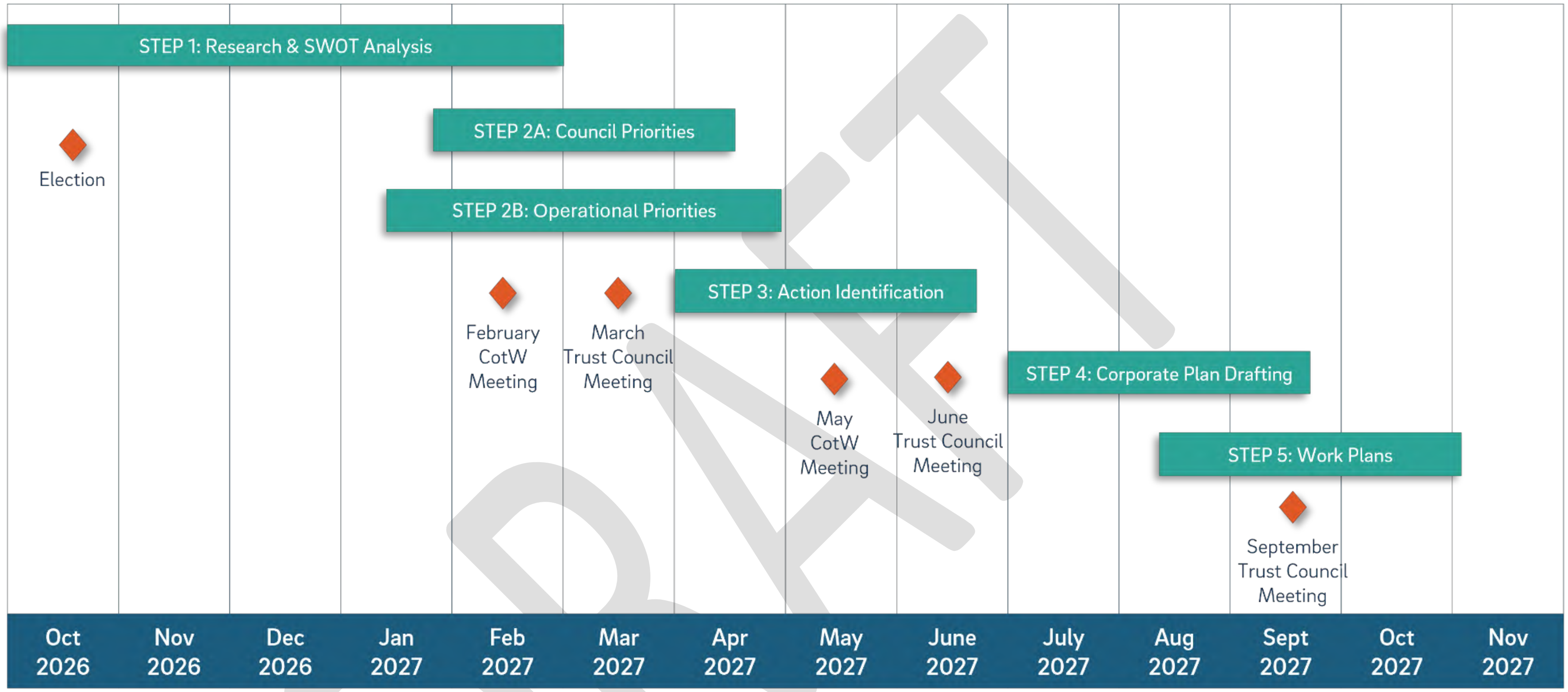
High-Level Process Map



Critical Success Factors:

- Focused, collaborative and constructive engagement by Council
- Adequate allocation of staff resources during the planning period
- Ongoing commitment to following the approved plan and related processes (feasibility assessments etc.) by staff and Council
- Flexibility and adaptability where and when needed to respond to changes in context and priorities

Planning Process Timeline



Planning Process Steps

STEP 1: RESEARCH & SWOT ANALYSIS				
LEAD	**TIMELINE**	**KEY INPUTS**	**OUTPUT**	**NOTES**
CAO/Senior Leadership Team	October - February	▪ Budget, operational and HR data ▪ Relevant public survey and engagement data (budget consultation, strategic priorities survey) ▪ Existing strategic plan and work plans ▪ Demographic and population data ▪ Mapping and reporting data ▪ Tracking of current and emerging issues relevant to the Trust Area ▪ Analysis of external context, including provincial issues/legislation ▪ Trustee perspectives*	SWOT Analysis and report to Islands Trust Council	*Trustees will review the staff report and analysis and have the opportunity to contribute their perspectives to the SWOT at their February Committee of the Whole meeting If needed, a second Committee of the Whole meeting can be scheduled.

Planning Process Steps

STEP 2A: COUNCIL PRIORITY AND OUTCOMES IDENTIFICATION				
LEAD	**TIMELINE**	**KEY INPUTS**	**OUTPUT**	**NOTES**
Council with staff support	January - April	▪ Research and SWOT analysis report ▪ Survey of trustees ▪ Islands Trust Act ▪ Islands Trust policies ▪ Indigenous Relations Action Plan	Vision statement Statement of up to five Islands Trust Council strategic priorities for the Council term, with supporting outcome statements for each.	Staff will circulate the research and SWOT analysis report to Council in advance, with an accompanying survey to assess their individual priorities. Council engages in vision and priority setting at a February Committee of the Whole meeting, with ratification at March Council meeting.

Planning Process Steps

STEP 2B: OPERATIONAL PRIORITY AND OUTCOMES IDENTIFICATION				
LEAD	**TIMELINE**	**KEY INPUTS**	**OUTPUT**	**NOTES**
CAO/Senior Leadership Team	January - April	▪ Research and SWOT analysis report ▪ Staff survey results and engagement ▪ 2025 Operational Review ▪ Five-Year Information Technology Plan	Statement of up to five Islands Trust operational priorities for the Council term, with supporting outcome statements for each.	Staff will brief Executive Committee on the development of operational priorities. Trust Council will review the final list of Council and operational priorities at its March meeting.

Planning Process Steps

STEP 3: ACTION IDENTIFICATION				
LEAD	**TIMELINE**	**KEY INPUTS**	**OUTPUT**	**NOTES**
CAO/Senior Leadership Team	April - June	▪ Council strategic priorities and outcomes ▪ Operational priorities and outcomes ▪ Preliminary feasibility assessments ▪ Alignment to criteria set out in the corporate plan process ▪ Indigenous Relations Action Plan ▪ Five-Year Information Technology Plan ▪ 2025 Operational Review	Options of actions to advance each identified priority, supported by a preliminary feasibility assessment. Actions will be accompanied by recommended measures for each priority and outcome where feasible.	Trustees may also identify potential actions during their priority setting, and staff will assess those as part of the action identification process. Council may consider draft actions at its May Committee of the Whole
Trust Council	June Trust Council Meeting	▪ Proposed actions identified by staff	Confirmation by Trust Council of the final actions to be included in the corporate plan.	Once confirmed, actions will then serve as an input into the initial stages of budget planning.

Planning Process Steps

STEP 4 CORPORATE PLAN DRAFTING				
LEAD	**TIMELINE**	**KEY INPUTS**	**OUTPUT**	**NOTES**
CAO	July - September	▪ Council strategic priorities and outcomes ▪ Operational priorities and outcomes ▪ Confirmed actions ▪ Research and SWOT analysis report	Draft of the complete corporate plan for approval by Trust Council at its September meeting.	The CAO may seek direction on the draft from Executive Committee as needed prior to the presentation to Council for approval.
Trust Council Approval	September Trust Council Meeting	▪ Draft corporate plan	Approved corporate plan reflecting any edits directed by Council.	

Planning Process Steps

STEP 5: DEPARTMENT AND COMMITTEE WORK PLANS				
LEAD	**TIMELINE**	**KEY INPUTS**	**OUTPUT**	**NOTES**
CAO/Senior Leadership Team	August - October	▪ Corporate plan priorities and confirmed actions ▪ Committee and LTC work plan projects ▪ Core and ongoing operational programs and initiatives ▪ Assessment of department capacity	Preparation of department work plans for each division of the organization, reflecting corporate plan priorities, committee work plans, and other major ongoing programs and initiatives. Work plans will inform the development of the final draft budget.	Department work plans are not subject to Council approval, but Council can provide feedback and has the discretion to direct that work be paused or cancelled.
Trust Council Committee Chairs with support from staff	August - October	▪ Draft corporate plan ▪ Existing Committee work plans	Updated committee work plans to inform development of the final draft budget.	Committee work plans are subject to Council approval. Where committee meeting calendars allow, revised work plans to align with priority actions confirmed in June should come to the September Trust Council meeting.

Planning Process Steps

CORPORATE PLAN ANNUAL REVIEW PROCESS				
LEAD	**TIMELINE**	**KEY INPUTS**	**OUTPUT**	**NOTES**
Trust Council	March Council Meeting	▪ Corporate plan ▪ Evolving issues and context	Approved corporate plan OR recommended amendments.	If no amendments are requested, the plan is approved status quo in March and the following two steps do not apply.
CAO/Senior Leadership Team	March - May	▪ Corporate plan ▪ Requested amendments from March Council meeting	Action options and supporting feasibility assessments for any requested new actions.	
Trust Council	June Council Meeting	▪ Corporate plan ▪ Staff action options and feasibility assessments for new actions	Approved updated corporate plan	

BRIEFING

To:	**Trust Council**	**For the Meeting of:**	June 16, 2026
From:	**Executive Office**	**Date Prepared:**	May 1, 2026
SUBJECT:	**Options for consideration by the incoming Trust Council to improve the existing Trust Council committee structure**		

PURPOSE:

To provide an overview of the considerations and options related to the potential changes to the Trust Council committee structure, which would be forwarded to the new Trust Council to consider following the 2026 election.

BACKGROUND:

At its December 2025 meeting, Trust Council endorsed the recommendations presented in the 2025 Islands Trust Operation Review, including:

> Recommendation 5: Trust Council direct staff to work with the Governance Committee to provide Trust Council with options to improve the current committee structure in advance of the 2026 election.

This briefing was subsequently provided to the Governance Committee for consideration at its April 29, 2026 meeting, and the committee resolved to advance it to Trust Council for information.

Legislative and Policy Context

The *Islands Trust Act* requires, in addition to Trust Council, that there be an Executive Committee, local trust committees, and the Islands Trust Conservancy Board. Trust Council Policy 2.3.1: Council Committee System prescribes the creation of six standing committees in addition to Executive Committee:

1. Regional Planning Committee
2. Financial Planning Committee
3. Trust Programs Committee
4. Governance Committee
5. Chief Administrative Officer Performance Evaluation Committee
6. Accessibility Committee

With the exception of the Accessibility Committee, which is required by the *Accessible British Columbia Act*, these standing committees exist at the discretion of Trust Council.

A standing committee is considered "a regular permanent committee of Trust Council." They operate with a defined terms of reference and a work plan approved by Trust Council to support its work for the duration of a four-year term. Membership of each stranding committee is defined in policy.

Policy 2.3.1 also provides for select committees comprised of trustees elected by Trust Council. A select committee is defined as "a committee established and elected by Trust Council to consider or inquire into any matter and to report its findings, opinions and recommendations to Trust

Council." Select committees, therefore, typically have a narrower mandate and are intentionally more temporary in nature.

Some form of committee system is vital and the use of standing and select committees is a standard practice in local government administration. In the context of Islands Trust, it would be unrealistic to expect effective governance to be managed solely through a 26-member council that only meets four times a year, or to rely solely on the Executive Committee to govern the organization between those meetings.

However, given the budget and staff time dedicated to supporting committees, it is incumbent on trustees and staff to ensure the effort is yielding the best benefit. Some concerns have been raised during the current term by trustees and staff about the effectiveness of the current complement of standing committees.

Historical Context

The current committee structure has evolved as needs have changed over the years.

Prior to 1998 Trust Council had four committees: Environmental Planning Committee, Policy Planning Committee, Financial Planning Committee, and Local Planning Committee.

In 1998, the Environmental Planning Committee and Policy Planning Committee were combined into the Trust Policy Committee when Trust Council adopted Policy 2.3.1 that established the Local Planning Committee, Financial Planning Committee and the Trust Policy Committee. The Trust Policy Committee was renamed Trust Programs Committee in March 2001.

In August 2020, in response to similar issues to those recently raised, staff presented a recommendation to Council that the Trust Programs and Local Planning Committees be merged into a single committee. Council opted to maintain the existing committee structure. The Local Planning Committee was renamed Regional Planning Committee in December 2020. These committees have remained the same with no change significant changes to their terms of reference since these dates.

The 2022 Islands Trust Governance Review report noted that committees can and should be the "workshops of Trust Council" to deliberate on policy and other issues in detail. That report included three relevant recommendations with regard to the committee structure and role:

> Recommendation 2: The Trust Council should undertake a comprehensive review of its committee structure, with the idea of increasing the number of committees with mandates more focused on the subjects and issues that reflect Trust Council priorities. Frequent use should be made of sub-committees and ad hoc committees to address particular topics.
>
> Recommendation 4: Committee mandates should reflect Trust Council's priorities and areas of greatest concern...Establishment of a governance committee with a mandate to ensure that governance best practices are in place at Trust Council is of special importance. (Note The Governance Committee was established in response to this recommendation.)
>
> Recommendation 5: Recommendations from committees to Trust Council should be truly "owned" and championed by the committee; actual proposals are likely to have been developed by staff, but the recommendation as to the disposition of the proposal must belong to the committee.

At its September 2025 meeting, Trust Council provided direction to the Governance Committee on prioritization of the Governance Review recommendations. Recommendations 4 and 5 were categorized as to "be undertaken by staff as appropriate." Trust Council directed that not further work be undertaken on recommendation 2 regarding a review of the committee structure. However, this was followed by the December 2025 adoption of the Operational Review recommendation, and this briefing is therefore presented in response to that recommendation.

Options for Consideration

The Governance Review recommendations acknowledge that issues related to the effectiveness of the current committee structure may be partly structural but also related to how committees undertake their work and the extent to which they adhere to their prescribed mandates.

With the transition to a new Trust Council following the October 2026 election, there is an opportunity to reset the committee structure. The following options are presented for consideration in that context. The Governance Committee may choose to recommend one or all for the current Trust Council to, in turn, recommend to a newly elected Council.

Option 1: Stronger Engagement by Trust Council

Over time, it appears committees have had a tendency to drift from the work plans set out by Trust Council to initiate new projects sparked by committee members' interests. Council is required to review and approve committee work plans at every Trust Council meeting, but typically does so with little engagement or discussion.

This option proposes no change to the existing committee structure, but that Trust Council take a more direct and active role in setting committee priorities, and revising them as needed. This would not require any changes to current policies. Rather it would require Council to be more active in its role as defined in policy of holding standing committees to account for delivering on a defined set of priorities aligned with the mandate set by Council.

Consistent with recommendation 5 of the Governance Review, it would also see Council set a clear expectation that recommendations from a committee be "owned and championed" by committee members when they are presented to Council.

This approach is recommended to be applied under any of the other options outlined below.

Pros:

- No change to existing committee structure, and therefore no changes to policy are required.
- Enhances committees' accountability to Council, providing greater clarity and oversight of committee mandates and work plans.
- Should improve the efficiency and effectiveness of committee work.

Cons

- Requires more engagement by Council in considering and approving committee work plans.

Option 2: Realignment of Standing Committees

The existing standing committees have broadly defined mandates, but there may be potential to more closely align some of these with the identified strategic priorities of Trust Council.

Staff recommend this would not apply to:

- Accessibility Committee, whose mandate is primarily determined by the applicable provincial legislation.
- Chief Administrative Officer Performance Evaluation Committee, whose mandate is already narrowly focused.
- Financial Planning Committee, whose mandate is already focused on financial management issues.

However, there is greater opportunity to consider the roles of the Trust Programs Committee, Regional Planning Committee and Governance Committee. The new Council is expected to engage in a process to identify its strategic priorities early in its term. This could and should then result in a review of the terms of reference and work plans for these three committees in particular to provide as much focus as possible in support of the priorities identified.

This should include consideration of whether these committees would be better replaced by standing committees with more specific strategic mandates. Given the resourcing implications, staff do not recommend creation of additional standing committees. However, Council could consider, for example, the potential for a standing committee focused on Indigenous and intergovernmental relations if that was identified as a strategic priority – possibly in place of the Trust Programs Committee.

Pros:

- Could help to mitigate some of the concern about "scope creep" and ensure committee time and energy is more efficiently and effectively supporting priorities for the term.
- Enhances committees' accountability to Council, providing greater clarity and oversight of committee mandates and work plans.

Cons:

- Changes to the terms of reference or structure of standing committees would require amendments to policy. Because the timeline for establishing standing committees is set out in policy, the existing committee structure would need to be upheld and initiated under a new Council, with any changes to be made subsequent to that.
- Risk of needing to further amend terms of reference if new issues arise and/or priorities shift that need dedicated committee support.

<u>Option 3: Replace Some Standing Committees with Select Committees</u>

Similar to option 2, this option would replace some existing standing committees with select committees to address priority topics and issues as defined by Council.

As noted above, select committees are intended to be primarily single-issue focused and typically time-limited in nature. This can make them a more nimble and flexible mechanism to deal with priority topics and issues that may arise throughout a Council term. Participation in select committees may also be more appealing to trustees who have an interest in a specific topic but are less interested in committing to participate in a standing committee for an entire term.

However, the need to establish and elect members for select committees on a more ad hoc basis at Trust Council, does add a certain amount of administrative work. In contrast, standing committees membership is established at the start of term and only amended if a member steps down from a committee. The absence of more broadly defined standing committees could also risk resulting in Executive Committee by default needing to take on more work as issues arise.

Pros:

- Provides greater nimbleness and flexibility in the committee structure, and could ensure committee time and energy is more efficiently and effectively supporting priorities for the term.
- May enhance trustee participation in committees with more defined mandates and timeframes.
- Could reduce the overall volume of meetings and related administrative work over the course of the term.

Cons:

- Could unintentionally increase the workload for Executive Committee.
- Could reduce the number of opportunities for trustees to participate in committees.

- Under the remuneration policy, trustees are compensated for participation in standing committees but not select committees. This could be addressed through a minor policy amendment.
- Changes to the terms of reference or structure of standing committees would require amendments to policy. While the provisions for select committees are established, the removal of any standing committees requires policy updates.
- Because the timeline for establishing standing committees is set out in policy, the existing committee structure would need to be upheld and initiated, with any changes to be made subsequent to that.

FOLLOW-UP:

In consideration of the Operational Review recommendation, Trust Council may request that staff advance this briefing to the new Trust Council post-election for consideration as is, or with further analysis if desired.

Prepared By: Rueben Bronee, CAO

REQUEST FOR DECISION

To:	Governance Committee	**For the Meeting of:**	July 15, 2026
From:	Legislation and Information Services	**Date Prepared:**	July 10, 2026
SUBJECT:	**Harmonization of Resolution Without Meeting Process**		

RECOMMENDATION:
That Governance Committee forward the attached Trust Council Request For Decision entitled "Harmonization of Resolution Without Meeting Process" to Trust Council for their September 2026 meeting.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

1 PURPOSE:

1. To provide Governance Committee with a draft Trust Council bylaw (210) to amend Islands Trust Council Meetings Procedures Bylaw, 2004, by replacing text in regards to resolutions without meeting.
2. To provide Governance Committee with a draft Trust Council bylaw (211) to amend Local Trust Committees' Meeting Procedure Bylaw No. 197, 2024, by replacing text in regards to resolutions without meeting.
3. To provide Governance Committee with a draft Trust Council model bylaw to amend Islands Trust Conservancy Meeting Procedures Bylaw, 2019, by replacing text in regards to resolutions without meeting.

2 BACKGROUND:

Provincial legislation provides Islands Trust a governing tool to make resolutions outside of a meeting, referred to as "Resolutions Without Meeting (RWM)". Currently there exists three separate Trust Council policies that speak to the use of RWMs. Below is a table of comparison between legislative restrictions and policy restrictions in regards to the use of RWMs:

	Trust Council	TC Standing and Select Committees	Executive Committee (EC)	Islands Trust Conservancy Board (ITCB)	Local Trust Committees (LTCs)
LEGISLATION	**s.13 of the *Islands Trust Act***	**None**	**BC Reg 189/92**	**BC Reg 189/92**	**s.26(3) of the Islands Trust Act**
Restrictions	• Cannot be used to give 2nd or 3rd readings to bylaws.	None	• Chairperson and one other member consider the	• Chairperson and one other member consider the matter urgent	• Cannot be used to give 2nd or 3rd readings to bylaws.

	• Cannot be used to consider approval of local trust committee bylaw sent to Council for approval. • Cannot be used to consider approval of an Island Municipality bylaw sent to council for approval. • For a bylaw requiring 2/3 vote, 1st reading and adoption is by 2/3 of those eligible to vote.		matter urgent • Calling a meeting is impractical • Defines urgent as requiring immediate action as a result of unforeseen circumstances • Includes rules on procedures for voting	• Calling a meeting is impractical • Defines urgent as requiring immediate action and as a result of unforeseen circumstances • Includes rules on procedures for voting	• Applies to Executive Committee Acting as a Local Trust Committee.
POLICY	[TC Policy 2.2.3]	[TC Policy 2.2.3]	[TC Policy 2.4.2]	[TC Policy 2.4.2]	[TC Policy 4.1.5]
Restrictions	• Should be deemed to be urgent • Should be for issues not requiring discussion or debate, or are not considered controversial, sensitive or complex • Applies to Trust Council standing and select committees • Establishes procedures	• Should be deemed to be urgent • Should be for issues not requiring discussion or debate, or are not considered controversial, sensitive or complex • Applies to Trust Council standing and select committees • Establishes procedures	• No restrictions beyond the regulatory restrictions above. • Establishes process for voting	• No restrictions beyond the regulatory restrictions above. • Establishes process for voting	• Should be deemed urgent and must need to be dealt with before the next meeting • Should be for issues not requiring discussion or debate, or are not considered controversial, sensitive or complex • Establishes process for voting

The legislation is specific to Trust Council, LTCs, and Special Voting to EC and ITCB. No other body can use RWMs as per legislation. The Council Committees are allowed to use RWMs by policy, not by legislation.

The Accessibility Committee is under the *Accessible BC Act* and RWM legislation does not extend to them so the Accessibility Committee is unable to use RWMs. Similarly, Advisory Planning Commissions and Boards of Variances cannot conduct RWMs.

There are restrictions in regards to what sorts of issues that Council Committees (and Trust Council itself) can or cannot be addressed by an RWM:

- should be deemed to be urgent

- should be for issues not requiring discussion or debate, or are not considered controversial, sensitive or complex

Typically, RWMs are used for administrative issues which are:
- relatively simple;
- urgent or time-sensitive;
- and a special meeting is impractical or not necessary to deal with the issue.

Only the EC and ITCB are statutorily restricted to only considering urgent items resulting from unforeseen circumstances; there is no such restriction for other Islands Trust bodies. However, Trust Council policies impose an urgency requirement on them. Beyond the urgency requirement, there are no restrictions on types of resolutions EC and ITCB can consider.

The complexity of legislation, policies, and practices makes it challenging for the public, for trustees, and for staff to understand the practice of using RWMS and to use them consistently and appropriately. The complexity will be simplified by amending relevant procedure bylaws to ensure that the process for all Islands Trust bodies is very similar, if not exactly the same.

The authority for Trust Council to establish procedures for local trust committees is under s.8 of the *Islands Trust Act*. The proposed amendment to the local trust committee meeting procedure bylaw meets this requirement. Adoption of the amendment will require a 2/3 majority vote under Section 10 of the Islands Trust Act.

Trust Council does not have authority to direct the Islands Trust Conservancy Board as to how to run Board meetings. However, in the interest of efficiency, Trust Council can make recommendations to the Islands Trust Conservancy Board on procedures. In this case, staff recommend Trust Council provide model language for the Islands Trust Conservancy Board to consider in relation to processing of resolutions without meetings.

Also for consistency, staff recommend that Trust Council amend its own meeting procedures bylaw to update the resolution without meeting procedures consistent with the advice to the Islands Trust Conservancy Board and the language in the proposed amendments to the local trust committees meeting procedures bylaw.

Once adopted, the policies on resolutions without meetings (policies 2.2.3, 2.4.2 and 4.1.5) can be rescinded. To ensure there is no gap, staff recommend that a Trust Council resolution to rescind these policies occurs after Trust Council has adopted the amending bylaws.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
Harmonized resolution without meeting procedures will Increase efficiency.

FINANCIAL:
None.

POLICY:
Trust Council policies can be replaced with procedure bylaws.

IMPLEMENTATION/COMMUNICATIONS:

Operational procedures for staff will be developed to be consistent with the amended procedures bylaws.

FIRST NATIONS RELATIONS:
None.

OTHER:
None.

4 RELEVANT POLICIES:

- Trust Council Policy 2.2.3 (Trust Council Resolutions Without Meeting)
- Trust Council Policy 2.4.2 (Executive Committee and Islands Trust Conservancy Board Resolutions Without Meeting)
- Trust Council Policy 4.1.5 (Local Trust Committee Section 26 Resolutions Without Meeting)

5 ATTACHMENT:

- Draft Islands Trust Council Request For Decision – Harmonization of Resolution Without Meeting Process

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<u>RESPONSE OPTIONS</u>

Recommendation:
That Governance Committee forward the attached Trust Council Request For Decision entitled "Harmonization of Resolution Without Meeting Process" to Trust Council for their September 2026 meeting.

Alternative:
That Governance Committee forward, as amended, the attached Trust Council Request For Decision entitled "Harmonization of Resolution Without Meeting Process" to Trust Council for their September 2026 meeting.

Prepared By: **David Marlor, Director, Legislative and Information Services**

Reviewed By/Date:

Islands Trust

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	September 10, 2026
From:	Governance Committee	**Date Prepared:**	July 15, 2026

SUBJECT: **Harmonization of Resolution Without Meeting Process**

RECOMMENDATIONS:

1. That Trust Council Bylaw 210, cited as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2026", be read a First Time.
2. That Trust Council Bylaw 210, cited as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2026", be read a Second Time.
3. That Trust Council Bylaw 210, cited as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2026", be read a Third Time.
4. That Trust Council Bylaw 211, cited as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2026", be read a First Time.
5. That Trust Council Bylaw 211, cited as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2026", be read a Second Time.
6. That Trust Council Bylaw 211, cited as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2026", be read a Third Time.
7. That Trust Council forward the Briefing "Model Amendment Bylaw to Incorporate Standard Resolutions Without Meeting Procedures into Islands Trust Conservancy Bylaw No. 2" to Islands Trust Conservancy Board.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

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1 PURPOSE:

1. To provide Trust Council with a draft Trust Council bylaw (210) to amend Islands Trust Council Meetings Procedures Bylaw, 2004, by replacing text in regards to resolutions without meeting.
2. To provide Trust Council with a draft Trust Council bylaw (211) to amend Local Trust Committees' Meeting Procedure Bylaw No. 197, 2024, by replacing text in regards to resolutions without meeting.
3. To provide Trust Council with a draft briefing to Islands Trust Conservancy Board to provide a model amendment bylaw in regards to standard text for Resolutions Without Meeting procedures.

2 BACKGROUND:

Provincial legislation provides Islands Trust a governing tool to make resolutions outside of a meeting, referred to as "Resolutions Without Meeting (RWM)". Currently there exists three separate Trust Council policies that speak to the use of RWMs. Below is a table of comparison between legislative restrictions and policy restrictions in regards to the use of RWMs:

	Trust Council	TC Standing and Select Committees	Executive Committee (EC)	Islands Trust Conservancy Board (ITCB)	Local Trust Committees (LTCs)
LEGISLATION	**s.13 of the *Islands Trust Act***	**None**	**BC Reg 189/92**	**BC Reg 189/92**	**s.26(3) of the Islands Trust Act**
Restrictions	• Cannot be used to give 2nd or 3rd readings to bylaws. • Cannot be used to consider approval of local trust committee bylaw sent to Council for approval. • Cannot be used to consider approval of an Island Municipality bylaw sent to council for approval. • For a bylaw requiring 2/3 vote, 1st reading and adoption is by 2/3 of those eligible to vote.	None	• Chairperson and one other member consider the matter urgent • Calling a meeting is impractical • Defines urgent as requiring immediate action as a result of unforeseen circumstan ces • Includes rules on procedures for voting	• Chairperson and one other member consider the matter urgent • Calling a meeting is impractical • Defines urgent as requiring immediate action and as a result of unforeseen circumstances • Includes rules on procedures for voting	• Cannot be used to give 2nd or 3rd readings to bylaws. • Applies to Executive Committee Acting as a Local Trust Committee.
POLICY	**TC Policy 2.2.3**	**TC Policy 2.2.3**	**TC Policy 2.4.2**	**TC Policy 2.4.2**	**TC Policy 4.1.5**
Restrictions	• Should be deemed to be urgent • Should be for issues not requiring discussion or debate, or are not considered controversial, sensitive or complex • Applies to Trust Council standing and select committees • Establishes procedures	• Should be deemed to be urgent • Should be for issues not requiring discussion or debate, or are not considered controversial, sensitive or complex • Applies to Trust Council standing and select committees • Establishes procedures	• No restrictions beyond the regulatory restrictions above. • Establishes process for voting	• No restrictions beyond the regulatory restrictions above. • Establishes process for voting	• Should be deemed urgent and must need to be dealt with before the next meeting • Should be for issues not requiring discussion or debate, or are not considered controversial, sensitive or complex • Establishes process for voting

The legislation is specific to Trust Council, local trust committees, and Special Voting to Executive Committee and Islands Trust Conservancy Board. No other body can use RWMs as per legislation. Council Committees are allowed to use RWMs by policy, not by legislation.

The Accessibility Committee is under the *Accessible BC Act* and RWM legislation does not extend to them so the Accessibility Committee is unable to use RWMs. Similarly, Advisory Planning Commissions and Boards of Variances cannot conduct RWMs.

There are restrictions in regards to what sorts of issues that Council Committees (and Trust Council itself) can or cannot be addressed by an RWM:

- should be deemed to be time sensitive
- should be for issues not requiring discussion or debate, or are not considered controversial, sensitive or complex

Typically, RWMs are used for administrative issues which are:

- relatively simple;
- urgent or time-sensitive;
- and a special meeting is impractical or not necessary to deal with the issue.

Only the EC and ITCB are statutorily restricted to only considering urgent items resulting from unforeseen circumstances; there is no such restriction for other Islands Trust bodies. However, Trust Council policies impose an urgency requirement on them. Beyond the urgency requirement, there are no restrictions on types of resolutions EC and ITCB can consider.

The complexity of legislation, policies, and practices makes it challenging for the public, for trustees, and for staff to understand RWMs and to use them consistently and appropriately. The complexity will be simplified by amending relevant procedure bylaws to ensure that the process for all Islands Trust bodies is very similar, if not exactly the same.

The authority for Trust Council to establish procedures for local trust committees is under s.8 of the *Islands Trust Act*. The proposed amendment to the local trust committee meeting procedure bylaw meets this requirement. Adoption of the amendment will require a 2/3 majority vote under Section 10 of the *Islands Trust Act*.

Trust Council does not have authority to direct the Islands Trust Conservancy Board as to how to conduct Board meeting procedures. However, in the interest of efficiency, Trust Council can make recommendations to the Islands Trust Conservancy Board on procedures. In this case, staff recommend Trust Council provide model language for the Islands Trust Conservancy Board to consider in relation to processing of resolutions without meetings.

Also for consistency, staff recommend that Trust Council amend its own meeting procedures bylaw to update the resolution without meeting procedures consistent with the advice to the Islands Trust Conservancy Board and the language in the proposed amendments to the local trust committees meeting procedures bylaw.

Once adopted, the policies on resolutions without meetings (policies 2.2.3, 2.4.2 and 4.1.5) can be rescinded. To ensure there is no gap, staff recommend that a Trust Council resolution to rescind these policies occurs after Trust Council has adopted the amending bylaws.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
Harmonized resolution without meeting procedures will Increase efficiency.

FINANCIAL:
None.

POLICY:
Trust Council policies can be replaced with procedure bylaws.

IMPLEMENTATION/COMMUNICATIONS:
Operational procedures for staff will be developed to be consistent with the amended procedures bylaws.

FIRST NATIONS RELATIONS:
None.

OTHER:
None.

4 RELEVANT POLICIES:

Trust Council Policy 2.2.3 (Trust Council Resolutions Without Meeting)
Trust Council Policy 2.4.2 (Executive Committee and Islands Trust Conservancy Board Resolutions Without Meeting)
Trust Council Policy 4.1.5 (Local Trust Committee Section 26 Resolutions Without Meeting)

5 ATTACHMENTS:

- Draft Bylaw 210 (Amend Bylaw 101 – Trust Council Meeting Procedures)
- Draft Bylaw 211 (Amend Bylaw 197 – Local Trust Committee Meeting Procedures)
- Draft Briefing to Islands Trust Conservancy Board to consider adopting a bylaw to amend Islands Trust Conservancy meeting procedures

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RESPONSE OPTIONS

Recommendations:

1. That Trust Council Bylaw 210, cited as “Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2026”, be read a First Time.
2. That Trust Council Bylaw 210, cited as “Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2026”, be read a Second Time.

3. That Trust Council Bylaw 210, cited as “Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2026”, be read a Third Time.
4. That Trust Council Bylaw 211, cited as “Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2026”, be read a First Time.
5. That Trust Council Bylaw 211, cited as “Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2026”, be read a Second Time.
6. That Trust Council Bylaw 211, cited as “Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2026”, be read a Third Time.
7. That Trust Council forward the Briefing “Model Amendment Bylaw to Incorporate Standard Resolutions Without Meeting Procedures into Islands Trust Conservancy Bylaw No. 2” to Islands Trust Conservancy Board.

Alternatives:

As requested by trust council.

Prepared By: **David Marlor, Director, Legislative and Information Services**

Reviewed By/Date:

ISLANDS TRUST COUNCIL

BYLAW NO. 210

****
A BYLAW TO AMEND ISLANDS TRUST COUNCIL MEETING PROCEDURES BYLAW
****

Islands Trust Council, having jurisdiction in respect of the Islands Trust Area in the Province of British Columbia pursuant to the *Islands Trust Act*, as amended, enacts as follows:

1. Islands Trust Council Meetings Procedures Bylaw, 2004, is amended as follows:

a) By inserting the following definitions to section 1.1 in alphabetical order:
- "entitled to vote" means a member of a Trust body who has not previously advised the Secretary or their delegate that they will not be available via any means during the period the vote is being taken, or has not declared a conflict of interest, or is not an ex-officio member under Policy 2.3.1 [Council Committee Systems].
- "not requiring discussion" means not considered to be controversial, sensitive, complex or otherwise benefitting from discussion and debate.
- "Special voting" means a Resolution Without Meeting by the Executive Committee or Islands Trust Conservancy Board as provided for in BC Reg 182/92 [Islands Trust Special Voting Regulation]
- "telecommunication" means communication by electronic mail (email) or by voice via a telephone or video conference call.
- "urgent" means where the issue in question requires immediate action as a result of unforeseen or unavoidable circumstances and must be dealt with before the next regular meeting.

b) By replacing Section 8.15, Resolutions Without Meeting, in its entirety, with the following:

"Resolutions Without Meeting (RWM)
Principles

8.15 Normally most issues will be discussed and motions voted on at a properly called and constituted meeting.

8.16 Subject to sections 8.22 and 8.23, a resolution-without-meeting may be conducted if an issue is deemed by the chair of an Islands Trust body that:
  a. the decision is time-sensitive, and
  b. it cannot be deferred to a scheduled meeting, and
  b. it is of a nature where discussion is not required.

8.17 A resolution-without-meeting cannot be conducted if:
  a. an issue is deemed by the chair of an Islands Trust body to require a staff report, a Briefing, or a Request for Decision to be presented to that Islands Trust body, or,
  b. at least one member of the pertinent Islands Trust body wishes to debate the issue.

8.18 The resolution-without-meeting process is dependent on the timely contribution and response of trustees. If a trustee expects to be absent and not able to access their Islands Trust email account, they must notify the Secretary or their delegate of that situation. If such notification is provided, the absent Trustee will not be assumed to be abstaining from voting.

Voting

8.19 A resolution-without-meeting is carried where a majority of the members of an Islands Trust body entitled to vote on the resolution inform the Secretary or their delegate of their approval in person or by telecommunication.

8.20 Subject to Section 8.18, when a simple majority is required to carry the resolution, and only 50 percent or less of the eligible votes received are in favour after two business days from the calling of the vote, those entitled to vote who did not inform the Secretary or their delegate of their vote will be considered to be abstaining.

8.21 Subject to Section 8.18, when a 2/3 majority is required to carry the resolution, and only less than 2/3 of the eligible votes received are in favour after three business days from the calling of the vote, those entitled to vote who did not inform the Secretary or their delegate of their vote will be considered to be abstaining.

Legislated Limitations

8.22 Islands Trust Council cannot utilize a Resolution Without Meeting to:

a) give a bylaw second or third reading; or
b) make a decision on a local trust committee or island municipality bylaw referred to it under Section 27(3) or Section 38(3) of the Islands Trust Act.

8.23 The Executive Committee must:

a) consider the matter being voted on to be urgent, and
a) consider that calling a regular or special meeting to conduct the vote is not practical.

8.24 The Accessibility Committee is enacted under the *Accessible British Columbia Act*, and does not have the ability to conduct votes outside of a meeting.

8.25 If a member of an Islands Trust body considers that they are not entitled to participate in a vote pursuant to Section 100(2) of the Community Charter (regarding a conflict of interest), the member must make a declaration giving the general reason(s) for the conflict of interest and must withdraw from voting and any discussion thereof. The declaration is as per Appendix B of Islands Trust Council Policy 2.1.1 (Statutory Rules of Conduct).

Conducting of the Resolution Without Meeting

8.26 Any member of a Trust body or staff may notify the chair of that Trust body of an apparent need for a resolution-without-meeting and will provide text for the proposed motion to the chair to consider.

8.27 For an Executive Committee resolution-without-meeting, the chair and one other member must consider the matter to be urgent and calling a regular or special meeting to conduct the voting is impractical. Notification of the EC resolution-without-meeting must include why it is considered urgent and why it is not practical to hold a special or regular meeting to make the decision.

8.28 The chair of all Islands Trust bodies, except for the Executive Committee, will decide if a resolution-without-meeting is appropriate and, if so, will request designated staff to conduct the resolution-without-meeting.

8.29 All members of the Islands Trust body entitled to vote will be given simultaneous notice of a resolution-without-meeting and the ability to view information on the subject of the resolution where available.

8.30 If any member of the Islands Trust body who is entitled to vote believes that the motion requires debate, they must notify the chair of that Islands Trust body of their belief as soon as possible after receiving the notice of the resolution-without-meeting. The chair of that Islands Trust body must declare that the resolution-without-meeting is cancelled.

8.31 If a resolution-without-meeting is cancelled, and the chair of that Islands Trust body deems the issue:

c) remains time sensitive, urgent or cannot wait until the next scheduled meeting, the chair can request designated staff to conduct a resolution-without-meeting to establish a special meeting, or,

d) is not time sensitive or not urgent, designated staff will add the issue to the agenda of the next scheduled meeting unless the chair directs otherwise.

8.32 Designated staff will request or call for a mover and a seconder to the proposed motion and will notify the chair when there is a mover and a seconder.

8.33 The chair of the Islands Trust body will authorise staff to send out the Call for a Vote.

8.34 A member entitled to vote may vote either "in favour", or "opposed", or they can declare that they abstain from voting. An abstention vote is recorded in the affirmative ("in favour"), and a notation will be made beside the name of the member who abstained.

Results of the Vote

8.35 Once the vote has been conducted, staff will notify the chair of the vote results.

8.36 The chair will declare the vote to be carried or defeated in accordance with the results.

8.37 All members of the Islands Trust body will be notified of the results of the vote and will be provided a copy of the completed resolution-without-meeting, if applicable.

8.38 Staff will provide a report on each completed resolution-without-meeting that will be placed on the agenda of the next regular meeting and recorded in the minutes of that meeting."

2. This Bylaw may be cited for all purposes as "Islands Trust Council Meeting Procedures Bylaw, 2004, Amendment Bylaw No. 1, 2026".

READ A FIRST TIME THIS	DAY OF	Month,	2026
READ A SECOND TIME THIS	DAY OF	Month,	2026
READ A THIRD TIME THIS	DAY OF	Month,	2026
ADOPTED THIS	DAY OF	Month,	2026

____________________________ ____________________________

David Marlor, SECRETARY Laura Patrick, CHAIR

ISLANDS TRUST COUNCIL

BYLAW NO. 211

****
A BYLAW TO AMEND ISLANDS TRUST COUNCIL MEETING PROCEDURES BYLAW
****

Islands Trust Council, having jurisdiction in respect of the Islands Trust Area in the Province of British Columbia pursuant to the *Islands Trust Act*, as amended, enacts as follows:

1. Local Trust Committees' Meeting Procedure Bylaw No. 197, 2024, is amended as follows:

a) By replacing Section 3 in its entirety with the following:

1. In this Bylaw, the following definitions apply:
- "entitled to vote" means a member of a local trust committee who has not previously advised the Secretary or their delegate that they will not be available via any means during the period the vote is being taken, or has not declared a conflict of interest, or is not an ex-officio member under Policy 2.3.1 [Council Committee Systems].
- "not requiring discussion" means not considered to be controversial, sensitive, complex or otherwise benefitting from discussion and debate.
- "Secretary" means the person appointed by Islands Trust Council under Section 17(1)(a) of the *Islands Trust Act*.
- "telecommunication" means communication by electronic mail (email) or by voice via a telephone or video conference call.
- "urgent" means where the issue in question requires immediate action as a result of unforeseen or unavoidable circumstances and must be dealt with before the next regular meeting.

b) By adding the following after section 55:

Resolutions Without Meeting (RWM)
Principles

56. Normally most issues will be discussed and motions voted on at a properly called and constituted meeting.
57. In exceptional circumstances, a resolution-without-meeting may be conducted if an issue is deemed by the chair of a local trust committee to meet three criteria:
    a. it is time sensitive, and,
    b. it cannot be deferred to a scheduled meeting, and,
    c. it does not require discussion.
58. A resolution-without-meeting cannot be conducted if:
    a. an issue is deemed by the chair of a local trust committee to require a staff report, a Briefing, or a Request For Decision to be presented to that local trust committee, or,
    b. at least one member of the pertinent local trust committee wishes to debate the issue.
59. The resolution-without-meeting process is dependent on the timely contribution and response of trustees. If a trustee expects to be absent and not able to access their Islands Trust email account, they must notify the Secretary

or their delegate of that situation. If such notification is provided, the absent Trustee will not be assumed to be abstaining from voting.

Voting

60. A Resolution Without Meeting is carried where a majority of the members of a local trust committee entitled to vote on the resolution inform the Secretary or their delegate of their approval in person or by telecommunication.
61. Subject to Section 59 when a simple majority of members is required to carry the resolution, and only one or less of the eligible votes received are in favour after two business days from the calling of the vote, those entitled to vote who did not inform the Secretary or their delegate of their vote will be considered to be abstaining.

Legislated Limitations

62. Boards of Variance and Advisory Planning Commissions are enacted under the *Local Government Act*, and do not have the ability to conduct votes outside of a meeting.
63. If a member of a local trust committee considers that they are not entitled to participate in a vote pursuant to Section 100(2) of the Community Charter (regarding a conflict of interest), the member must make a declaration giving the general reason(s) for the conflict of interest and must withdraw from voting and any discussion thereof. The declaration is as per Appendix B of Islands Trust Council Policy 2.1.1 (Statutory Rules of Conduct).

Conducting of the Resolution Without Meeting

64. Any member of a local trust committee or staff may notify the chair of that local trust committee of an apparent need for a resolution-without-meeting and will provide text for the proposed motion to the chair to consider.
65. The chair of the local trust committee will decide if a resolution-without-meeting is appropriate and, if so, will request designated staff to conduct the resolution-without-meeting.
66. All members of the local trust committee entitled to vote will be given simultaneous notice of a resolution-without-meeting and the ability to view information on the subject of the resolution where available.
67. If any member of the local trust committee who is entitled to vote believes that the motion requires debate, they must notify the chair of that local trust committee of their belief as soon as possible after receiving the notice of the resolution-without-meeting. The chair of that local trust committee must then declare that the resolution-without-meeting is cancelled.
68. If the chair of a local trust committee deems the issue:
    a) remains time sensitie and cannot wait until the next scheduled meeting, the chair can request designated staff to conduct a resolution-without-meeting to establish a special meeting, or,
    b) is not urgent, designated staff will add the issue to the agenda of the next scheduled meeting unless the chair directs otherwise.
69. Designated staff will request or call for a mover and a seconder to the proposed motion and will notify the chair when there is a mover and a seconder.
70. The chair of the local trust committee will authorise staff to send out the Call for a Vote.
71. A member entitled to vote may vote either "in favour", or "opposed", or they can declare that they abstain from voting. An abstention vote is recorded in the affirmative ("in favour"), and a notation will be made beside the name of the member who abstained.

Results of the Vote

72. Once the vote has been conducted, staff will notify the chair of the vote results.
73. The chair will declare the vote to be carried or defeated in accordance with the results.
74. All members of the local trust committee will be notified of the results of the vote and will be provided a copy of the completed resolution-without-meeting, if applicable.
75. Staff will provide a report on each completed resolution-without-meeting that will be placed on the agenda of the next regular meeting and recorded in the minutes of that meeting."

2. This Bylaw may be cited for all purposes as "Local Trust Committees' Meeting Procedure Bylaw No. 197, 2024, Amendment Bylaw No. 1, 2026".

READ A FIRST TIME THIS	DAY OF	Month,	2026
READ A SECOND TIME THIS	DAY OF	Month,	2026
READ A THIRD TIME THIS	DAY OF	Month,	2026
ADOPTED THIS	DAY OF	Month,	2026

____________________________ ____________________________

David Marlor, SECRETARY Laura Patrick, CHAIR

BRIEFING

To:	**Islands Trust Conservancy Board**	**For the Meeting of:**	September 29, 2026
From:	**Islands Trust Council**	**Date Prepared:**	July 10, 2026

SUBJECT: **Model Amendment Bylaw to Incorporate Standard Resolutions Without Meeting Procedures into Islands Trust Conservancy Bylaw No. 2**

PURPOSE:

To provide a model bylaw to the Islands Trust Conservancy Board in regards to standard text for Resolutions Without Meeting Procedures.

BACKGROUND:

Trust Council is proposing to update its meeting procedures bylaw and the local trust committee procedures bylaw to include procedures for resolutions without meeting that are consistent across all Trust Council bodies.

Trust Council does not have authority to establish procedures for the Islands Trust Conservancy Board; those procedures are established by the Board in Islands Trust Conservancy Bylaw 2. Therefore, Trust Council has provided draft language that the Islands Trust Conservancy Board can consider for an amendment to Bylaw 2.

The intent is to provide consistent approach to handling resolutions-without-meetings throughout the organization, to avoid confusion, ensure consistency for staff processing the resolutions, and transparency to the public.

ATTACHMENT:

Attachment 1: Model Bylaw Language.

FOLLOW-UP:

N/A

Prepared By: **David Marlor, Director, Legislative and Information Services**

Reviewed By/Date:

Attachment 1:
Model Bylaw Language for Resolutions-without-meeting

1. Islands Trust Conservancy Meeting Procedure Bylaw 201, as amended, is amended as follows:

    a) By adding the following definitions in alphabetical order in Section 1.1:
    - “entitled to vote” means a member of a local trust committee who has not previously advised the Secretary or their delegate that they will not be available via any means during the period the vote is being taken, or has not declared a conflict of interest, or is not an ex-officio member under Policy 2.3.1 [Council Committee Systems].
    - “not requiring discussion” means not considered to be controversial, sensitive, complex or otherwise benefitting from discussion and debate.
    - "Secretary" means the person appointed by Islands Trust Council under Section 17(1)(a) of the *Islands Trust Act*.
    - "telecommunication" means communication by electronic mail (email) or by voice via a telephone or video conference call.
    - “urgent” means where the issue in question requires immediate action as a result of unforeseen or unavoidable circumstances and must be dealt with before the next regular meeting.

    b) By renumbering Part 12 to Part 13, and adding a new Part 12 with the following text:

PART 12 - Resolutions Without Meeting (RWM)

Principles

12.1 Normally most issues will be discussed and motions voted on at a properly called and constituted meeting.

12.2 In exceptional circumstances, a resolution-without-meeting may be conducted if an issue is deemed by the chair of the Islands Trust Conservancy Board to meet three criteria:
a. it is urgent, and,
b. it cannot be deferred to a scheduled meeting, and,
c. it does not require discussion.

12.3 A resolution-without-meeting cannot be conducted if:
a. an issue is deemed by the chair of the Islands Trust Conservancy Board to require a staff report, a Briefing, or a Request For Decision to be presented to that body or,
b. at least one member of the pertinent Board wishes to debate the issue.

12.4. The resolution-without-meeting process is dependent on the timely contribution and response of trustees. If a trustee expects to be absent and not able to access their Islands Trust email account, they must notify the Secretary or their delegate of that situation. If such notification is provided, the absent Trustee will not be assumed to be abstaining from voting.

Voting

12.5. A Resolution Without Meeting is carried where a majority of the members of the Islands Trust Conservancy Board entitled to vote on the resolution inform the Secretary or their delegate of their approval in person or by telecommunication.

12.6 Subject to Section 12.4 when a simple majority of members is required to carry the resolution, and only one or less of the eligible votes received are in favour after two business days from the calling of the vote, those entitled to vote who did not inform the Secretary or their delegate of their vote will be considered to be abstaining.

Legislated Limitations

12.7 If a member of the Islands Trust Conservancy Board considers that they are not entitled to participate in a vote pursuant to Section 100(2) of the Community Charter (regarding a conflict of interest), the member must make a declaration giving the general reason(s) for the conflict of interest and must withdraw from voting and any discussion thereof. The declaration is as per Appendix B of Islands Trust Council Policy 2.1.1 (Statutory Rules of Conduct).

Conducting of the Resolution Without Meeting

12.8 Any member of the Islands Trust Conservancy Board or staff may notify the chair of the Islands Trust Conservancy Board of an apparent need for a resolution-without-meeting and will provide text for the proposed motion to the chair to consider.

12.9 The chair of the Islands Trust Conservancy Board will decide if a resolution-without-meeting is appropriate and, if so, will request designated staff to conduct the resolution-without-meeting.

12.10 All members of the Islands Trust Conservancy Board entitled to vote will be given simultaneous notice of a resolution-without-meeting and the ability to view information on the subject of the resolution where available.

12.11 If any member of the Islands Trust Conservancy Board who is entitled to vote believes that the motion requires debate, they must notify the chair of the Islands Trust Conservancy Board of their belief as soon as possible after receiving the notice of the resolution-without-meeting. The chair of the Islands Trust Conservancy Board must then declare that the resolution-without-meeting is cancelled.

12.12 If the chair of the Islands Trust Conservancy Board deems the issue remains urgent and cannot wait until the next scheduled meeting, the chair can request designated staff to conduct a resolution-without-meeting to establish a special meeting, otherwise designated staff will add the issue to the agenda of the next scheduled meeting unless the chair directs otherwise.

12.13 Designated staff will request or call for a mover and a seconder to the proposed motion and will notify the chair when there is a mover and a seconder.

12.14 The chair of the Islands Trust Conservancy Board will authorise staff to send out the Call for a Vote.

12.15 A member entitled to vote may vote either "in favour", or "opposed", or they can declare that they abstain from voting. An abstention vote is recorded in the affirmative ("in favour"), and a notation will be made beside the name of the member who abstained.

Results of the Vote

12.16 Once the vote has been conducted, staff will notify the chair of the vote results.

12.17 The chair will declare the vote to be carried or defeated in accordance with the results.

12.18 All members of the Islands Trust Conservancy Board will be notified of the results of the vote and will be provided a copy of the completed resolution-without-meeting, if applicable.

12.19 Staff will provide a report on each completed resolution-without-meeting that will be placed on the agenda of the next regular meeting and recorded in the minutes of that meeting."

2. This Bylaw may be cited for all purposes as "Islands Trust Conservancy Meeting Procedure Bylaw 2019, Amendment Bylaw No. __, 202__".

Islands Trust

Print Date: July 9, 2026

Follow Up Action List

Active Projects Report

Governance Committee

1. *Corporate Planning*	Responsible	Dates
Activity: Continue implementation of enhanced corporate planning processes: Visioning - complete; Values - skipped; SWOT - complete; Strategic Plan - in progress; Departmental work plans - upcoming; incorporating work plans into the financial plan - upcoming.	Rueben Bronee	Rec'd: 17-Apr-2023 Target: 15-Jul-2026

2. *Meeting process (Bylaw 101 and policies)*	Responsible	Dates
Activity: Review and recommend amendments to the Trust Council Meeting Procedure Bylaws 101 and related policies to address the concerns raised by Great Northern Management Consultants in the 2022 Governance Review Report of the Islands Trust.	David Marlor	Rec'd: 17-Apr-2023 Target: 30-Sep-2026