



Policy:	2.3.1
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Policy Holder:	Chief Administrative Officer

COUNCIL COMMITTEE SYSTEM AND TERMS OF REFERENCE

Purpose

This Policy outlines the composition and general role of standing committees and select committees. The attachments include an overview of committee-specific functions for each established standing committee, and the terms of reference for each established standing committee.

A. Definitions

Governance means the structure and processes by which Trust Council, Executive Committee, local trust committees and council committees are directed, controlled, and held to account to achieve their goals and objectives.

Select Committee means 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.

Standing Committee means a regular permanent committee of Trust Council.

Trustee means a “local trustee” or “municipal trustee” as defined in the *Islands Trust Act*

B. Policy

1. Establishment and Membership

1.1 Standing Committees

1.1.1 A Council Committee System is adopted by Trust Council comprised of six standing committees and the Executive Committee (see Attachment 1):

1.1.1.1 Regional Planning

1.1.1.2 Financial Planning

1.1.1.3 Trust Programs

1.1.1.4 Governance

1.1.1.5 Accessibility

- 1.1.1.6 Chief Administrative Officer Performance Evaluation Committee
- 1.1.2 Membership for the Regional Planning, Financial Planning and Trust Programs committees includes trustees who have been appointed by the Trust Council Chair, and ratified by Trust Council.
- 1.1.3 The Governance Committee consists of seven members of Trust Council who have been elected by Trust Council. Election of the Governance Committee shall occur no later than the March Trust Council meeting in the calendar year following the quadrennial trustee election.
- 1.1.4 One Executive Committee member will be assigned by the Trust Council Chair to the Regional Planning Committee and the Trust Programs Committee.
- 1.1.5 The Financial Planning Committee is comprised of all members of the Executive Committee, the Chair (or designate) of the Regional Planning Committee, Trust Programs Committee, and the Governance Committee, a member chosen by the Islands Trust Conservancy Board and three (3) other local or municipal trustees.
- 1.1.6 The Chief Administrative Officer Performance Evaluation Committee is made up of the Executive Committee and the Chairs of the Financial Planning Committee, Trust Programs Committee, Regional Planning Committee and Governance Committee.
- 1.1.7 By the second Trust Council meeting following the quadrennial trustee elections, or as required, the Chair of Trust Council will recommend appointments to the Regional Planning, Trust Programs, Accessibility and Financial Planning committees for ratification by Trust Council, based on an indication of interest by trustees and on Trust Area-wide considerations.
- 1.1.8 The Trust Council Chair is an ex-officio member of the Trust Programs, Regional Planning, and Governance committees.
- 1.1.9 One of the two Trust Council elected members of the Islands Trust Conservancy is an ex-officio member of the Governance Committee, as determined by the Chair of the Islands Trust Conservancy.
- 1.1.10 The Accessibility Committee membership must meet the requirements of the *Accessible British Columbia Act*. The Accessibility Committee membership is:
- 1.1.10.1 a minimum of one and up to four people from organizations that support people with disabilities, or who have disabilities, in the Islands Trust Area;
 - 1.1.10.2 a minimum of one person who is Indigenous;

- 1.1.10.3 a minimum of one and up to two people from the Islands Trust Area;
- 1.1.10.4 a minimum of one and up to two trustees appointed by Trust Council Chair and ratified by Trust Council;
- 1.1.10.5 the Chair of Trust Council as an ex-officio member; and
- 1.1.10.6 half of the membership in 1 through 4 above must be people with a disability, or support people with disabilities, or are from an organization that supports people with disabilities.

1.1.11 Appointments under Section 1.1.10 will be by advertisement or other means as determined appropriate by the Executive Committee. Advertising will occur shortly after the local government general election. The Executive Committee will appoint members from the advertising or other process as soon as possible after the local government general election. Trust Council will ratify the appointments under section 1.1.10.

1.1.12 Membership appointed under 1.1.10 will continue until new members have been appointed. In the event a member resigns, the Executive Committee will determine the appropriate process to replace that person.

1.2 Select Committees

- 1.2.1 Select committee membership is comprised of trustees who have been elected by Trust Council.
- 1.2.2 Select committees must have terms of reference established and approved by Trust Council.
- 1.2.3 If the Trust Council Chair is not an elected member of a select committee pursuant to section 1.2.1, they or designate shall be an ex-officio member of each select committee.
- 1.2.4 A select committee resolution is required to expend monies from the committee's budget account assigned by Trust Council, if any.
- 1.2.5 A select committee shall refer any reporting and findings, including resource needs, to Executive Committee prior to reporting to Trust Council.
- 1.2.6 A select committee will cease to exist once it has reported its findings, opinions and recommendations to Trust Council.

2. Committee Chair

- 2.1 Committee members shall elect the Committee Chair and Vice-Chair at the first meeting of the term or as required.
- 2.2 The Trust Council Chair may appoint an interim Committee Chair when required.

- 2.3 The Committee Chair will normally chair the committee meeting. However, the Chair may designate the Vice-Chair to act as Committee Chair. In the absence of the Chair and Vice-Chair, the committee shall choose a committee member to act as Chair of a meeting.

3. Available Resources

- 3.1 Each committee, with the assistance of its management support, is responsible to conduct its activities within its assigned budget accounts.
- 3.2 A standing or select committee resolution is required to expend monies from the committee's assigned committee projects or budget account, if any.

4. Staff Support

- 4.1 Staff's primary function to a committee is to act in a support/advisory role and as such, a committee may make requests of staff.
- 4.2 It is the Chief Administrative Officer's (CAO) role to manage and direct staff support to the committees and concerns in this regard should be communicated by the Committee Chair to the CAO. Unresolved matters by the aforementioned means shall be dealt with by the Executive Committee.

5. Meetings

- 5.1 The number of standing committee meetings per year is four and any further meetings must be planned within the approved committee's meeting expense account.
- 5.2 Select committees will decide on a schedule of regular meeting dates at the first meeting convened after the establishment of the committee.
- 5.3 Changes to the Master Meeting Schedule of regularly scheduled committee meetings must be coordinated with the Executive Coordinator.
- 5.4 Committee meetings during the Trust Council quarterly meetings are to be avoided.
- 5.5 The practice of recessing committee meetings to continue at a future date and time should be used sparingly due to the impact of unplanned meetings on staff resources.

6. Agenda/Minutes Preparation

- 6.1 Committee meeting agendas will be prepared by the designated staff in consultation with the Committee Chair.
- 6.2 The agenda will be distributed to committee members and the CAO at least seven days before the meeting.
- 6.3 The agenda shall be determined as follows:

- 6.3.1 Additional items may be placed on the agenda by agreement of a majority of the committee members present at the meeting.
- 6.3.2 The agenda shall be approved as the first item of business.
- 6.3.3 The agenda for standing and select committees should include:
 - 6.3.3.1 Approval of previous meeting minutes
 - 6.3.3.2 Follow-Up Action List (FUAL)
 - 6.3.3.3 Trust Council referral items
- 6.4 Minutes must be done in accordance with Trust Council Policy 6.13 Islands Trust Minutes Guidelines.
- 6.5 Each committee is required to maintain a FUAL using the Trust's standardized format.
- 6.6 The FUAL is updated within seven days of the Committee meeting and subsequently placed on the agenda of the next scheduled meeting. The FUAL is to be distributed to designated staff within seven days of the committee meeting.
- 6.7 Draft minutes of a committee meeting are considered for approval at the next meeting.

7. Council/Committee Relationship

- 7.1 Each standing committee shall maintain a work program - which must include:
 - 7.1.1 Items referred to the committee from Trust Council (including referral date).
 - 7.1.2 Projects, new initiatives, ideas, and issues identified by the committee.
 - 7.1.3 The top three (3) priorities/strategies that it is working on, as approved by Trust Council, and must include any of Trust Council's priorities that it has been assigned.
- 7.2 Each standing committee shall review and prioritize items within its work program, each Trust Council item referred to it, and shall report to Trust Council at the next quarterly Trust Council meeting on such items.
- 7.3 Standing committees are required to submit a Highlights Report to the Executive Coordinator in time for the Trust Council agenda package preparation deadline. The Highlights Report is to be presented by the Council Committee Chair (or designate).
- 7.4 All standing committee proposals and/or recommendations to be placed on the Trust Council agenda shall be referred to the Executive Committee to be placed on the Trust Council agenda. A select committee shall refer any reporting and findings, including resource needs, to the Executive Committee to be placed on the Trust Council agenda. These must be submitted for the Executive Committee's last meeting prior to when the Trust Council agenda package is distributed to trustees.

- 7.5 The Committee Chair (or designate) may request an opportunity to directly present committee matters to the Executive Committee.
- 7.6 It is the role of the Executive Committee members of Council Committees to ensure inter-committee liaison on relevant information, referrals, status on Council priorities/strategies, and to keep the Executive Committee apprised of the Council Committee's directions and activities and vice versa.

8. Rules of Conduct/Voting

- 8.1 Trust Council Meeting Procedure Bylaw 101 governs the proceedings of committees as applicable. In cases not provided for under Bylaw 101, Robert's Rules of Order Newly Revised shall apply to the proceedings of committees.
- 8.2 The quorum of a council committee is 50% of all of its members.
- 8.3 The Executive Committee member designate on the Regional Planning Committee and Trust Programs Committee shall have the full voting privileges of a committee member.
- 8.4 Ex-officio members of Council Committees and select committees shall be non-voting members and shall not be included in determining quorum of a meeting.

9. Liaison

- 9.1 Liaison with provincial, federal, and local government politicians shall be requested by a Committee Chair to the Trust Council Chair or the CAO so that the Trust's political liaison can be coordinated. The Council Committee is expected to provide an outline regarding the purpose of the meeting, a proposed discussion strategy and recommended Islands Trust representation.
- 9.2 Liaison with provincial, federal, and local government staff shall be requested by the staff liaison member (in consultation with CAO when liaison is required with senior staff). It is expected that trustees, for the purpose of committee business, would meet other government staff with an Islands Trust staff member.
- 9.3 Liaison with the media shall be coordinated through the CAO and the Trust Council Chair who in turn may refer specific inquiries to the Council Committee Chair.

10. General Role of Standing Committees

- 10.1 To provide policy advice to Trust Council in response to Trust Council's referrals, committee initiatives and external requests of the Trust.
- 10.2 To provide feedback to staff on matters going to Trust Council.
- 10.3 To implement and maintain a committee-specific work program.
- 10.4 To make recommendations to Trust Council on inter-agency liaison or protocol initiatives.

- 10.5 To create sub-committees (or task forces) which may be comprised of trustees, staff or external persons as required for a specific duration to examine a particular committee matter upon approval by Trust Council.
- 10.6 To provide input and feedback to the annual budget process.
- 10.7 To provide input to Trust Council's organizational strategic planning process.

C. Legislated References

Trust Council Meeting Procedure Bylaw 101

D. Attachments/Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

Attachment 1: Standing Committee-Specific Functions

Attachment 2: Regional Planning Committee Terms of Reference

Attachment 3: Financial Planning Committee Terms of Reference

Attachment 4: Trust Programs Committee Terms of Reference

Attachment 5: Governance Committee Terms of Reference

Attachment 6: Accessibility Committee Terms of Reference

Attachment 7: Chief Administrative Officer Performance Evaluation Committee Terms of Reference

Attachment 1: SUMMARY OF STANDING COMMITTEE-SPECIFIC FUNCTIONS

<p style="text-align: center;">REGIONAL PLANNING COMMITTEE (RPC)</p> <ol style="list-style-type: none"> 1. Growth Management Tools 2. Community Planning Tools 3. Development Management Tools 4. Local Planning Service Delivery 	<p style="text-align: center;">TRUST PROGRAMS COMMITTEE (TPC)</p> <ol style="list-style-type: none"> 1. Environmental Policy 2. Research and Information Systems Program 3. Sustainable Communities Policy 4. Trust Area Program Initiatives
<p style="text-align: center;">FINANCIAL PLANNING COMMITTEE (FPC)</p> <ol style="list-style-type: none"> 1. Annual Budget 2. Long Term Financial Planning 3. Fiscal Controls 4. Annual Audit 	<p style="text-align: center;">GOVERNANCE COMMITTEE (GC)</p> <ol style="list-style-type: none"> 1. Governance structure and processes 2. Governance Best Practices 3. Legislative Reform
<p style="text-align: center;">ACCESSIBILITY COMMITTEE (AC)</p> <ol style="list-style-type: none"> 1. Identify barriers to individuals in or interacting with the organization 2. Advise the organization on how to remove and prevent barriers to individuals in or interacting with the organization 3. Develop an Accessibility Plan and advise on implementation of the Plan 4. Review the Accessibility Plan every three years including seeking public feedback on the Accessibility Plan and how to remove and prevent barriers to individuals in or interacting with the organization 	<p style="text-align: center;">CHIEF ADMINISTRATIVE OFFICER PERFORMANCE EVALUATION COMMITTEE (CAOPEC)</p> <ol style="list-style-type: none"> 1. Initial and on-going evaluation of the Chief Administrative Officer as outlined in policy 2.5.1

Attachment 2: Regional Planning Committee Terms of Reference

The Regional Planning Committee provides advice to the Islands Trust Council and management by undertaking the following responsibilities:

1. Development Management – overseeing the procedures for processing of land use bylaws, permits etc., in an efficient and effective manner
2. Local Trust Committee Functions – responding to local trust committee planning needs applicable throughout the Trust Area
3. Local Planning Services – advising on the provision and allocation of resources to deliver local planning services to island communities
4. Public Awareness/Education – promoting opportunities for the enhanced public awareness of land use planning and the Islands Trust's local planning services
5. Emerging Issues – Identifying and reporting to Council on emerging issues related to the committee's areas of responsibility for Trust Council direction
6. Policy Guidance – Developing guidelines, policies and models for use by staff and local trust committees and/or Trust Council as requested by Trust Council
7. Liaison – Maintain liaison with Islands Trust Conservancy Board and Trust Programs Committee, as required.

Attachment 3: Financial Planning Committee Terms of Reference

The Financial Planning Committee provides advice to the Islands Trust Council and management by undertaking the following responsibilities:

1. Annual Budget Process

To facilitate Council's involvement in the annual budget process by:

1. providing direction to all program units, via management, in overseeing the process of budget preparation
2. assisting Council in establishing the principles and assumptions for the development of the budget
3. reviewing the base operating needs and all program requests against the principles and assumptions and make recommendations to Council
4. representing the interests of Council, Executive Committee, and Council Committees throughout the budget process

2. Budget and Financial Planning

To facilitate the linkage of the annual strategic planning process with the annual budget process through:

1. the interpretation of Council's priorities/strategies and related work programs into resource allocation requirements both for the annual budget and for long range planning practices
2. direction to management in the development of long range financial planning and capital budgeting
3. facilitating Council's involvement in the preparation of a three year operational and capital budget plan

3. Financial Management

To report to and make recommendations to Council regarding the organization's financial management practices such as:

1. a regular financial reporting system
2. development of financial management policies and procedures
3. assessing/monitoring revenue generating and expenditure control practices, management recommendations for financial resource allocations within and during the annual budget
4. review financial reporting documents for the Ministry/Treasury Board and/or public presentation via the Executive Committee

4. Annual Audit

The Financial Planning Committee will appoint from amongst its members, but excluding members of the Executive Committee and trustees who are not members of Trust Council, an Annual Audit Committee for the purposes of the annual audit and will report directly to Council by:

1. reviewing audit reports
2. reviewing with management the management letter recommendations and determining necessary actions

3. monitoring the implementation of the auditor's recommendations
4. recommending an accounting firm to Trust Council, each year, to conduct the annual audit
5. reviewing with the auditors the year end audit (and interim audit) work program

5. Islands Trust Conservancy Support

To provide advice to the Islands Trust Conservancy Board on financial services and support available from the Islands Trust.

6. Management Advice

To monitor and review the Trust's financial management, budget and financial planning practices and to assess management's recommendations to Trust Council in these areas, through consultation with the Trust's auditors as required.

Attachment 4: Trust Programs Committee Terms of Reference

The Trust Programs Committee provides advice to the Islands Trust Council and management by undertaking the following responsibilities:

1. identifying and reporting to Council on emerging issues related to the committee's areas of responsibility for Trust Council direction
2. maintaining a committee work program to manage committee initiatives and Council referrals for quarterly review by Trust Council
3. developing guidelines, policies and models for use by staff and local trust committees and/or Trust Council as requested by Trust Council
4. preparing recommendations for inter-agency initiatives and feedback on proposed inter-agency agreements
5. providing input to the continued development and maintenance of a useful research and information system
6. providing recommendations for legislation reform initiatives and feedback on proposed legislative amendments and legislation
7. maintaining a liaison with the Islands Trust Conservancy Board

The responsibilities stated apply to the following areas:

1. Resource Management - promoting sustainability in the use of natural resources of the Trust Area
2. Land Conservation - promoting protection and preservation of ecosystems throughout the Trust Area
3. Water Management - promoting protection and preservation of groundwater and surface water supply and quality
4. Marine Environment - promoting protection and preservation of coastal and deep water marine ecosystems
5. Sustainable Communities - promoting liveable communities:
 - with sustainable and viable local economies
 - with housing that accommodates socio-economic diversity
 - with regard for the carrying capacity of supporting island environments
6. Conservation Strategy - developing strategies beyond regulatory tools to achieve the Islands Trust's Object
7. Public Awareness/Education - promoting enhanced public awareness of environmental, economic and social sustainability in island communities and opportunities for their improvement

Attachment 5: Governance Committee Terms of Reference

The purpose of the Governance Committee is to provide focus upon improvement of governance, to develop and recommend to the Trust Council good governance and management approaches and frameworks, and to lead processes to support and evaluate the effectiveness of Trust Council and its committees.

The Governance Committee provides advice to the Islands Trust Council and management by undertaking the following responsibilities:

1. initially reviewing the Islands Trust Governance Report dated March 8, 2022 and submitting a prioritized list of the recommendations in that Report to Trust Council with advice as to possible actions
2. identifying, evaluating and providing, on an on-going basis, advice to Trust Council on emerging governance and management issues with respect to areas of concern, best practices, and appropriate structures and procedures to allow Trust Council to function most effectively
3. maintaining a committee work program to manage committee initiatives and providing Trust Council with quarterly updates
4. providing recommendations to Trust Council for legislation reform initiatives to improve Trust Council governance and management

The Governance Committee may contract external expertise to provide advice subject to funding by Trust Council and at the discretion of the committee.

The responsibilities stated apply to the following area:
Trust Council Governance and Management

Attachment 6: Accessibility Committee Terms of Reference

The Accessibility Committee is a mandatory requirement under the *Accessible British Columbia Act* effective September 1, 2023.

The Accessibility Committee provides advice to the Islands Trust Council and management by undertaking the following responsibilities:

1. identify barriers to individuals (public, employees, trustees) in or interacting with the organization in offices, owned or leased locations, Islands Trust Conservancy lands owned or leased, including meeting and public hearing locations
2. identify barriers to individuals (public, employees, trustees) in or interacting with the organization electronically through the Islands Trust website, social media accounts, telephone, electronic meetings or other electronic means
3. advise the organization on how to remove and prevent barriers to individuals in or interacting with the organization
4. develop an Accessibility Plan that address the issues identified, with options and recommendations to remove the barriers, and advise on implementation of the Plan
5. review the Accessibility Plan every three years and seek public feedback on the Accessibility Plan; and, as part of the review, seek feedback generally from the public on potential accessibility barriers and how to remove and prevent barriers to individuals in or interacting with the organization

Attachment 7: Chief Administrative Officer Performance Evaluation Committee Terms of Reference

The purpose of the Chief Administrative Officer Performance Evaluation Committee is to provide the initial (after hiring) and on-going annual performance evaluation of the Chief Administrative Officer.

1. Initial and on-going evaluation of the Chief Administrative Officer as outlined in policy 2.5.1
2. Other duties as required by the Executive Committee under Policy 2.4.1