



DRAFT

Salt Spring Island Fire Protection District

Strategic Planning and Policy Development Committee

Terms of Reference Policy

POLICY ADMINISTRATION

Policy Number	AG-4108-07
Policy Category	Governance
Approved By	Board of Trustees
Approval Date	TBD
Supersedes	AG-4108-01; AG-4108-02; AG-4108-03; AG-4108-04; AG-4108-05; AG-4108-06

PURPOSE

To establish the mandate, composition, responsibilities, and accountability of the Strategic Planning and Policy Development Committee. The Committee supports long-term organizational planning, governance excellence, policy development, risk awareness, and continuous improvement.

SCOPE

The Committee supports the Board of Trustees in fulfilling its oversight responsibilities related to strategic planning, governance, and policy development. The Committee's scope includes the review, analysis, and recommendation of strategic priorities, governance practices, policies, organizational performance measures, risk management considerations, and long-term planning initiatives. The Committee operates in an advisory capacity and provides recommendations to the Board of Trustees but does not exercise independent decision-making authority. The Committee's activities apply to all governance and policy matters assigned by the Board and relevant to the effective administration and future direction of the District.

DEFINITIONS

“Committee” means the Strategic Planning and Policy Development Committee as established by the Board of Trustees.

“District” means the Salt Spring Island Fire Protection District.

POLICY STATEMENT

Membership

1. Committee members shall be appointed annually by the Board following the Annual General Meeting. Appointments should consider governance, strategic planning, public administration, emergency services, legal, policy, or organizational development experience.
2. The Committee shall consist of:
 - a. Up to three Trustees (including the Board Chair as an ex officio member)
 - b. Up to two public members with relevant expertise. Public members must be eligible electors or residents within the District and serve in a volunteer capacity.
 - c. Ex officio members: Board Chair, Chief Administrative Officer, and Fire Chief.
3. The Committee shall appoint a Chair from among the Trustee members.

Committee Roles & Responsibilities

Strategic Planning

The Committee shall monitor, develop, and recommend strategic planning initiatives to the Board. Responsibilities include reviewing strategic priorities, performance measures, service delivery objectives, risk management considerations, and long-range organizational planning. The Committee should monitor progress toward strategic goals and recommend updates to the strategic plan as required.

Policies

The Committee shall review and recommend governance and operational policies as assigned by the Board. The Committee should maintain a policy review schedule, identify policy gaps, recommend policy modernization, and ensure consistency across the District policy framework.

Governance

The Committee shall review governance matters and make recommendations to the Board. Responsibilities include Board orientation, governance training, committee structure reviews, code of conduct matters, governance best practices, and legislative monitoring.

Accountability and Reporting

The Committee shall report its activities, findings, and recommendations to the Board after each meeting. An annual work plan and annual report should be presented to the Board outlining priorities, completed initiatives, policy reviews, governance improvements, and future recommendations.

Meetings

1. The Committee shall meet monthly or at the call of the Chair in accordance with applicable bylaws.
2. The Committee shall establish a schedule of its regular meetings for the coming year and publish the schedule on the District's calendar.
3. Meetings and their minutes are open to the public except as provided in Part 4 Division 3 of the Community Charter.
4. The Chair presides over meetings. If the Chair is not present five minutes after the scheduled start of a meeting, the committee shall choose one of the Trustees present as chair for that meeting and continue with its agenda. If the Recorder is not present, the committee shall choose a recorder for the meeting.
5. Each Committee member has exactly one vote on a question.
6. Electronic participation may be permitted where authorized by District bylaws and meeting procedures.

RECORDS MANAGEMENT

Committee records shall be managed in accordance with District records management requirements. Meeting agendas, minutes, reports, strategic planning documents, policy review records, and governance materials shall be retained in accordance with AG-5201 Document Management Policy.

AUTHORITY

The Committee is a standing committee of the Board of Trustees and operates in an advisory capacity. The Committee does not have independent decision-making authority and may only make recommendations to the Board unless expressly authorized. The Committee operates in accordance with: District bylaws, including the Meeting Procedures Bylaw; Freedom of Information and Protection of Privacy Act (FOIPPA) and the BC Community Charter.

COMPLIANCE AND ENFORCEMENT

All Committee members shall comply with this policy, applicable District bylaws, and relevant legislation, including the Freedom of Information and Protection of Privacy Act (FOIPPA) and the Community Charter. Committee members are expected to conduct themselves in accordance with established standards of ethical behaviour, confidentiality requirements, and the public interest. Failure to comply with this policy may result in actions consistent with District policies and procedures, including removal from the Committee or other appropriate measures as

determined by the Board of Trustees. Unauthorized disclosure of confidential information, or the improper use, alteration, or destruction of records or information, may result in disciplinary action and potential legal consequences.

REFERENCES & RELATED DOCUMENTS

[SSIFPD Meeting Procedures Bylaw 2025](#)

[Freedom of Information and Protection of Privacy Act \(FOIPPA\)](#)

REVIEW AND REVISION

This shall be reviewed periodically to ensure alignment with legislative and operational requirements.

REVISION HISTORY

Version	Date	Approved By
AG-4108-01	December 7, 2015	Board of Trustees
AG-4108-02	June 25, 2018	Board of Trustees
AG-4108-03	October 22, 2019	Board of Trustees
AG-4108-04	January 20, 2020	Board of Trustees
AG-4108-05	May 17, 2021	Board of Trustees
AG-4108-06	September 16, 2024	Board of Trustees



Salt Spring Island Fire Protection District (SSIFPD) Staff Report

Date: July 13, 2026
 Subject: Draft Finance and Audit Committee Terms of Reference Policy AG-4107-05 - Update
 To: Board of Trustees
 From: Rodney Dieleman, CAO

Background

The Strategic Planning and Policy Development Committee is undertaking a structured 12-month policy modernization program to ensure all District policies are current, consistent, legally compliant, and aligned with Board governance best practices. The policy update project includes a complete master policy register and standardizing policy templates.

Summary of Changes between the Current Policy (AG-4107-04) and the Proposed Draft Finance and Audit Committee Terms of Reference Policy (AG-4107-05):

The draft policy retains the existing Committee structure and core financial oversight functions while substantially modernizing the document. The revisions provide clearer governance authority, expand financial oversight responsibilities, strengthen accountability and records management requirements, improve legislative compliance, and align the policy with the District's standardized policy framework.

Topic	Previous Policy (AG-4107-04)	Updated Policy (AG-4107-05 Draft)	Change Summary
Purpose & Scope	Focused primarily on committee membership, responsibilities, meetings, and accountability.	Adds formal Purpose and Scope sections establishing the Committee's role in financial stewardship, transparency, accountability, financial sustainability, and governance oversight.	Expands and clarifies the Committee's mandate and advisory function.
Policy Structure	Traditional Terms of Reference format.	Standardized policy format including Purpose, Scope, Definitions, Authority, Records Management, Compliance, References, Review, and Revision History.	Modernizes the policy and aligns it with the District's governance framework.
Definitions	No definitions section.	Adds definitions for "Committee" and "District."	Improves clarity and consistency of terminology.
Membership	Up to three Trustees, up to two public members, and ex	Membership structure retained with minor wording updates,	Minor administrative and

	officio members; public members must be eligible voters or residents.	including use of "eligible electors" and clarification that public members serve in a volunteer capacity.	terminology updates.
Financial Oversight Responsibilities	Focused on financial condition monitoring, budgets, capital plans, taxation bylaws, auditor appointment, and financial policies.	Expands oversight to include financial controls, reserve strategies, long-term financial planning, investments, debt management, and financial risk management.	Broadens the Committee's financial governance role.
Audit Oversight	Auditor appointment and acceptance of audited financial statements included within general responsibilities.	Establishes a dedicated Audit Oversight section.	Provides greater prominence and clarity for audit-related responsibilities.
Budget & Financial Planning	Focused on annual operating budgets, projections, financing proposals, capital plans, and tax levy bylaws.	Adds review of long-range financial plans, reserve balances, taxation impacts, and asset replacement funding requirements.	Expands focus to long-term financial sustainability.
Accountability & Reporting	Required reporting after meetings and an annual report summarizing meetings, decisions, and outcomes.	Requires reporting of activities, findings, recommendations, annual work plans, priorities, accomplishments, and emerging risks.	Strengthens reporting and governance oversight.
Meetings	Governed by Meeting Procedures Bylaw 2021 with detailed meeting procedures.	Retains most provisions and adds electronic participation where permitted.	Updates procedures to support modern meeting practices.
Records Management	No records management requirements.	Adds records retention and management requirements referencing the Document Management Policy.	Introduces formal records governance and retention requirements.
Authority	Advisory role implied but not expressly defined.	Explicitly states the Committee operates in an advisory capacity and has no independent decision-making authority.	Clarifies authority and reporting relationship to the Board.
Legislative References	References Meeting Procedures Bylaw No. 146 (2021).	References the Meeting Procedures Bylaw 2025, FOIPPA, the Community Charter, and records management requirements.	Strengthens legislative and policy alignment.
Compliance & Enforcement	No dedicated compliance provisions.	Adds ethics, confidentiality, compliance obligations, enforcement provisions, and consequences for non-compliance.	Significantly strengthens accountability requirements.
Policy Administration	Limited approval and amendment history.	Includes policy administration details such as policy category, superseded policies, approval	Improves policy control, administration, and

		information, and revision history.	version management.
Review & Revision	Revisions made at the discretion of the Board.	Establishes periodic review requirements.	Creates a formal review and maintenance process.

Recommendation

That the Board of Trustees approve Finance and Audit Committee Terms of Reference Policy No. AG-4107-05.

Respectfully Submitted,

Rodney Dieleman
Corporate Administrative Officer



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Salt Spring Island Fire Protection District

Finance and Audit Committee Terms of Reference Policy

POLICY ADMINISTRATION

Policy Number	AG-4107-05
Policy Category	Governance
Approved By	Board of Trustees
Approval Date	TBD
Supersedes	AG-4107-01; AG-4107-02; AG-4107-03; AG-4107-04

PURPOSE

To establish the mandate, composition, responsibilities, and accountability of the Finance and Audit Committee. The Committee supports financial stewardship, transparency, accountability, long-term financial sustainability, and sound governance.

SCOPE

The Committee supports the Board of Trustees in fulfilling its oversight responsibilities for the District's financial management, reporting, auditing, budgeting, financial planning, reserves, investments, capital financing, debt management, and financial risk management. The Committee provides advice and recommendations to promote sound financial stewardship, accountability, transparency, regulatory compliance, and the long-term financial sustainability of the District. The Committee acts in an advisory capacity and does not have independent decision-making authority except as expressly authorized by the Board.

DEFINITIONS

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 - c. Ex officio members: Board Chair, Chief Administrative Officer, and Fire Chief.
3. The Committee shall appoint a Chair from among the Trustee members.

Committee Roles & Responsibilities

The Committee monitors and reports on the financial condition of the District. Responsibilities include review of financial statements, financial controls, reserve strategies, long-term financial planning, capital financing, debt management, investment practices, and financial risk management. Committee recommendations remain advisory and do not authorize expenditures unless approved by the Board.

Audit Oversight

The Committee shall recommend the appointment of the external auditor and review annual audited financial statements.

Budget and Financial Planning

The Committee shall review annual budgets, financial forecasts, and capital plans. The Committee should review long-range financial plans, reserve balances, taxation impacts, and asset replacement funding requirements.

Accountability and Reporting

The Committee shall report its activities, findings, and recommendations to the Board. An annual work plan and annual report should be provided to the Board outlining priorities, accomplishments, emerging risks, and recommendations.

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