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	July 20, 2026
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

Salt Spring Island Fire Protection District Meeting Procedures Bylaw No. 159

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