



Date: February 4, 2026
Time: 4:00 p.m.

MOTION

That the capital threshold be increased from \$500 to \$1200

Moved: David Choneyko **Seconded:** Oliver Bussler **CARRIED**

MOTION

THAT Trustee Chorneyko (in his capacity as Finance chair) and the Corporate Officer meet with the auditor after the audit is completed and before approval.

Moved: David Choneyko **Seconded:** Oliver Bussler **CARRIED**

Motion from Committee

THAT read-only access on SAGE be established on the Firesmart Coordinator's computer in the office for Trustee use.

Moved: David Choneyko **Seconded:** Ray Appel **CARRIED**

2. Communications Committee (Chair Moher; Moher and Appel)

3. Hiring Committee (Chair Johnson; Johnson, Bussler, Moeller and Moher)

MOTION

To formally appoint Marjorie Colebrook be appointed as the Corporate Officer of the Gabriola Fire Protection Improvement District with the statutory responsibilities of administrator and treasurer as defined in GFPID Bylaw 109

Moved: Erik Johnson **Seconded:** Diana Moher **DISMISSED**

AMENDMENT

To add" with the statutory responsibilities of administrator and treasurer as defined in GFPID Bylaw 109"

Moved: Wayne Mercier **Seconded:** Oliver Bussler **CARRIED**

MOTION to dismiss the motion

Moved: John Moeller **Seconded:** Diana Moher **CARRIED**

MOTION:

To authorize Marjorie Colebrook to receive a Collabria Mastercard from Coastal Community Credit Union with a limit of \$5000

Moved: Erik Johnson **Seconded:** John Moeller **CARRIED**

MOTION:

Approval of opening a bank account at Coastal Community Credit Union for Marjorie Colebrook's Extended Health



Date: February 4, 2026
Time: 4:00 p.m.

Moved: Erik Johnson **Seconded:** John Moeller **CARRIED**

MOTION:

To confirm that Marjorie Colebrook and Erik Johnson (as board chair) contact a governance lawyer for guidance on legal matters that arise for the Gabriola Fire Protection Improvement District, such as, but not limited to, the inclusion of correspondence,

Moved: Erik Johnson **Seconded:** Diana Moher **AMENDED**

AMENDMENT

To solicit a written opinion from a BC attorney with a designation in governance on best practices for handling correspondence to public bodies and obtain an estimate of retainer costs for further consultation on governance best practices and report to the Board at next general meeting.

Moved: Wayne Mercier **Seconded:** Oliver Bussler **CARRIED**

UPDATED MOTION

That the Gabriola Fire Protection Improvement district authorize Marjorie Colebrook and Erik Johnson to solicit a written opinion from a BC attorney with a designation in governance on best practices for handling correspondence to public bodies and obtain an estimate of retainer costs for further consultation on governance best practices and report to the Board at next general meeting.

Moved: Erik Johnson **Seconded:** Diana Moher **CARRIED**

MOTION:

That the Hiring Committee be dissolved.

Moved: Erik Johnson **Seconded:** John Moeller **CARRIED**

- 4. Website Committee (Chair Appel; Appel and Chorneyko)
- 5. Freedom of Information Response Committee (Chair Johnson; Johnson, Bussler and Appel)

MOTION

To extend the reporting deadline to the April meeting

Moved: Wayne Mercier **Seconded:** Oliver Bussler **CARRIED**



Date: February 4, 2026
Time: 4:00 p.m.

6. Policy and Bylaw 97 Review Committee (Chair Moher; Moher, Johnson, Bussler and Mercier)

7. HR Committee (Chair Bussler; Bussler, Mercier, and Moeller)

MOTION

THAT Civic Excellence be considered amongst the governance lawyers that Eric Johnson as board chair in the corporate officer will be contacted.

Moved: Oliver Bussler **Seconded:** Diane Moher **CARRIED**

MOTION

THAT the board be authorized to schedule an in camera meeting to review the contracts of full-time staff before the March General Meeting

Moved: Oliver Bussler **Seconded:** David Chorneyko **CARRIED**

AMENDMENT

Change the from the Select Committee to fully board

Moved: John Moeer **Seconded:** Diana Moher **CARRIED**

8. Meeting Safety (Chair Bussler; Appel, Chorneyko, and Moeller)

9. Performance Management Framework (Chair Bussler; Bussler, John Moeller and Johnson)

10. Privacy Breach Committee (Chair Johnson; Johnson, Moher, and Mercier)

MOTION:

That the Corporate Officer be authorized to publish a notice in the Gabriola Sounder informing the public that all notifications to individuals for whom we have contract information have been sent. If individuals who worked for the Fire Department from 2009-2015 haven't been contacted to please contact the Corporate Officer

Moved: Erik Johnson **Seconded:** Wayne Mercier **CARRIED**

MOTION:

That the Privacy Breach Committee be dissolved.

Moved: Erik Johnson **Seconded:** Diana Moher **CARRIED**

GUEST SPEAKERS - None



CORPORATE OFFICER REPORT

FIRE CHIEF REPORT, DEPUTY CHIEF REPORT, AND ASSOCIATION

MOTION

That the Board directs the Corporate Officer to provide the auditor with a copy of GVFD Operational Guideline 4.08 SOS Training being signed October 21, 2025 as part of the materials available to the auditor

Moved: Wayne Mercier **Seconded:** David Chorneyko **CARRIED**

MOTION

To approve the contract with Harmac Pacific for live fire training on April 17 and 18, 2026

Moved: Diana Moher **Seconded:** John Moeller **CARRIED**

AMENDMENT

To change signing the authorization to the Gabriola Fire Protection Improvement District from the Gabriola Volunteer Fire Department

Moved: Wayne Mercier **Seconded:** John Moeller **CARRIED**

AMENDMENT

To mirror the insurance information from the SOS agreement

Moved: Oliver Bussler **Seconded:** Wayne Mercier **CARRIED**

MOTION

To approve the Memorandum of Understanding (MOU) between Coastal Emergency Communication Association (CECA) and the Gabriola Fire Protection Improvement District.

Moved: Diana Moher **Seconded:** John Moeller **TABLED**

Motion to table:

Moved: Wayne Mercier **Seconded:** Oliver Bussler **CARRIED**



Date: February 4, 2026
Time: 4:00 p.m.

MOTION

To change the Memorandum of Understanding (MOU) to a lease agreement between Coastal Emergency Communication Association (CECA) and the Gabriola Fire Protection Improvement District

Moved: John Moeller

Seconded: Oliver Bussler

CARRIED

MOTION

To approve the Agreement between the Regional District of Nanaimo (RDN) Emergency Support Services (ESS) and the Gabriola Fire Protection Improvement District

TABLED

MOTION

To use the money from BCEHS for the rental of the fire hall to purchase job shirts for 40 members at a cost of \$100 per shirt for a total of \$4000 to show our solidarity and appreciation

Moved Diana Moher

Seconded: John Moeller

DEFEATED

BUSINESS ARISING FROM THE MINUTES and UNFINISHED BUSINESS

1. Privacy Management Update – Ongoing

MOTION

That the corporate officer provide the trustees with a work plan and timeline for bringing the GFPID into compliance with 36.2 of FOIPPA. Which is implemented in privacy management program and have this due at the March General Meeting

Moved: David Chorneyko **Seconded:** Wayne Mercier

CARRIED

2. Bylaw XXX: Fire Department Establishing Bylaw – standing item (additional information in Corporate Officer Report).

3. Records and Information Management Bylaw

MOTION

That the board affirmed that it wishes to receive regular reporting on the status of board resolutions after they are adopted.

Moved: Wayne Mercier

Seconded: Ray Appel

CARRIED

MOTION



Date: February 4, 2026
Time: 4:00 p.m.

That the corporate officer be directed to report on the status of board resolutions with reasons for any unfulfilled resolutions that each general meeting as part of the Corporate Report

Moved: Wayne Mercier **Seconded:** David Chorneyko **CARRIED**

NEW BUSINESS

- 1. Disclosure of Conflict of Interest – Trustee Chorneyko and the data breach
- 2. Election

MOTION

THAT the board confirmed that April 14, 2026 10:00 am-12:00pm is an optional signing session for candidates to complete required election paperwork and that candidates may complete required signing and witnessing by appointment with the Corporate Officer and/or returning officer at other reasonable times and that the Corporate Officer update the published important dates to state clearly what documents must be completed who may witness them

Moved: Wayne Mercier **Seconded:** Oliver Bussler **CARRIED**

- 3. Code of Conduct

MOTION

The draft of the Code of Conduct to the Policy Committee and that the mandate of the Policy Committee be extended to include the Code of Conduct

Moved: Wayne Mercier **Seconded:** Diana Moher **CARRIED**

- 4. Governance (moved to March Meeting)

QUESTIONS PERIOD

ADJOURNMENT

THAT the meeting be moved to an in-camera session to consider confidential (legal/personnel) matters, per Bylaw 97 s.9, if necessary.

Next Meetings:

Communication Committee	February 9, 2026, at 2:00 pm
HR Committee	February 24, 2026, at 1:00 pm
Meeting Safety Committee	February 24, 2026, at 2:00 pm
Finance Committee (in camera)	February 25, 2026, at 2:00 pm
Next General (Open) Meeting	March 4, 2026, at 4:00 pm

Financial compensation for GFPID Trustees

I would like to thank Gabriola's fire chief Will Sprogis for his letter in the January 28 issue of the Sounder.

There were two things in his letter that struck a chord with me.

The first was his comments regarding the huge commitment that our volunteer firefighters make towards making our community safe. Chief Sprogis pointed out that while our paid on call firefighters are paid for their time spent on call outs, they are not paid for time spent maintaining licensing, accreditation, and studying and preparing for exams. It is my understanding that until quite recently, our volunteer firefighters were not even compensated to what would be considered minimum wage in BC. I hope that now that they have formed a union that they will be successful in gaining financial compensation that properly recognizes the important contribution they all make to ensuring our community is safe.

The second point that struck me was Chief Sprogis' comments regarding the important work of the unpaid Trustees of the Gabriola Fire Protection Improvement District. These Trustees, are elected to establish property tax levels to fund our excellent fire department. In addition they are tasked with the responsibility of providing oversight (but not the day to day operation) for our wonderful Gabriola Fire Department. This is very important work, and I have been thinking for some time now that perhaps it is long past time for Trustees to be doing this work as unpaid volunteers.

We pay people we elect to sit on the school board. We pay people for the work they do as Islands Trustees. And we pay our elected Regional District representatives. So, why should we not be willing to fund the people we elect to serve as trustees that finance and oversee our fire department. As someone who has attended public meetings of the GFPID for the last couple of years, I know that these dedicated folks contribute significant time and effort in performing their duties as trustees.

None of us want to see our taxes increase. But, I sincerely believe that elected officials should be properly compensated for the work they do as trustees of a tax payer funded community service that provides fire protection for the community.

I acknowledge that there has been at times considerable controversy regarding the performance of the trustees of the GFPID. It does not matter whether we agree with or even like certain trustees, we should acknowledge that the important work they are tasked with does involve a personal commitment that should be recognized financially. Personally, I have no desire or inclination to ever serve as a trustee of the GFPID even if were to be a paid position. But as things are now, we

can expect that going forward, most of those willing or able to serve as trustees on the GFPID will likely be retirees with pensions unless we are willing to pay them. Wouldn't it be great to get some younger members of the community to serve as trustees.

At the next AGM of the GFPID, I think someone should make a motion to compensate our Trustees. I am willing to make that motion but the big questions in my mind are how much compensation is appropriate and how will this be established? Should they be paid annually, monthly, or per meeting? Should the chair be compensated for extra duties? What about the chairs of committees? I have no idea as to what would be appropriate to answers these questions. I welcome some suggestions. Please reach out to me at [REDACTED].

GFPID Corporate Officer

From: [REDACTED]
Sent: February 18, 2026 11:12 AM
To: GFPID Corporate Officer
Subject: communication skills workshop

Follow Up Flag: Follow up
Flag Status: Flagged

Hi Marjorie,

I would like to offer an hour or two with the Trustees to talk about how to improve communication.

I am a facilitator at the Haven on Gabriola, where we have taught thousands of people the elements of more effective communication. I've been a Gabriola resident for 40 years and am very fortunate to have many respectful relationships in the community.

If this sounds like something you might be interested in as a Trustee group, I am happy to volunteer my time. My deep wish is for good working relationships at the Fire Department. We need you in our community! A volunteer job should be fulfilling and fun, rather than a source of angst, worry, or animosity.

For the first session, I would concentrate on what people are wanting in communication, and what I think the whole purpose of engaging with each other is. This discussion would be 1-2 hours.

I would need a white board, some clipboards and paper, and the attendance of the entire Trustee Team.

With warmth and appreciation,
Louise

Louise Amuir
[REDACTED]

I am grateful and aware of how privileged I am to be living on these beautiful Snuneymuxw ancestral lands

February 25, 2026

To the community and my fellow trustees,

After careful reflection, I have decided to resign as Trustee effective at the conclusion of the May 6, 2026 AGM, at a natural transition point before the new board is seated. The timing aligns with established election processes and supports a smooth governance transition.

Serving on the Board has been challenging, meaningful, and ultimately worthwhile, but I believe good governance includes recognizing when a change best serves the institution. This decision is related to personal and family matters that now require more sustained presence and care.

During my term, a key area of focus was developing work on our website. This was not done alone. Much of that work was informed by the community, Staff and Trustee feedback and support, of which I am very grateful. I have worked intentionally to build a platform that supports continuity for the office, and I will remain available through May and for a short period following the AGM if needed.

Board work involved differing perspectives and, at times, difficult discussions, which are a part of serious governance. Even where views diverged, I remain confident in the care, effort, and responsibility my fellow trustees brought to their role.

I am deeply grateful for the trust placed in me and for the opportunity to serve, and I look forward to supporting the District in other ways as our community continues to grow and thrive.

A handwritten signature in cursive script, appearing to read "Raphael".

With appreciation,
Trustee Appel

Communications Committee Report (for March 2026 Open Meeting)

Submitted by Ray Appel

The Communications Committee met on February 9, 2026, in the Training Room. The meeting was very productive and focused. Present from the committee were Trustee Moher (Chair) and Trustee Appel. Trustees Mercier and Bussler, plus an audience member also attended, and they all contributed helpful observations and asked great clarifying questions. For simplicity sake, I've defined everyone present as "members" in this report.

NOTE: We will also have a public followup meeting on **March 16 at 2 pm** to continue to review current communication practices and to discuss opportunities to improve clarity, accessibility, and transparency for the community as discussed below.

February 9, 2026 meeting:

The meeting focused on improving how correspondence to the District is handled, from how it is received and acknowledged to how it is tracked, responded to, and made public. The discussion emphasized the importance of transparency, consistency, and legal compliance, and recognized that correspondence is a key way the public sees how the Board operates.



We also reviewed a draft correspondence flow chart (*from Feb. 7 on next page*) created by Trustee Appel, which outlines the role of the Corporate Officer in acknowledging correspondence, providing readily available information, and routing items to the appropriate committee, trustee, or the Board. Members agreed that prompt acknowledgement helps build public trust, but also stressed the need for reliable follow up so correspondence does not remain unresolved.

There was considerable discussion about what correspondence should appear in public agenda packages. The Committee agreed that correspondence related to policy, budgets, or governance, etc. should be listed publicly, while personal matters, personal complaints involving identifiable individuals, and in camera issues should be protected in most cases. Where details are withheld, members agreed that the existence of correspondence should still be noted to support accountability.

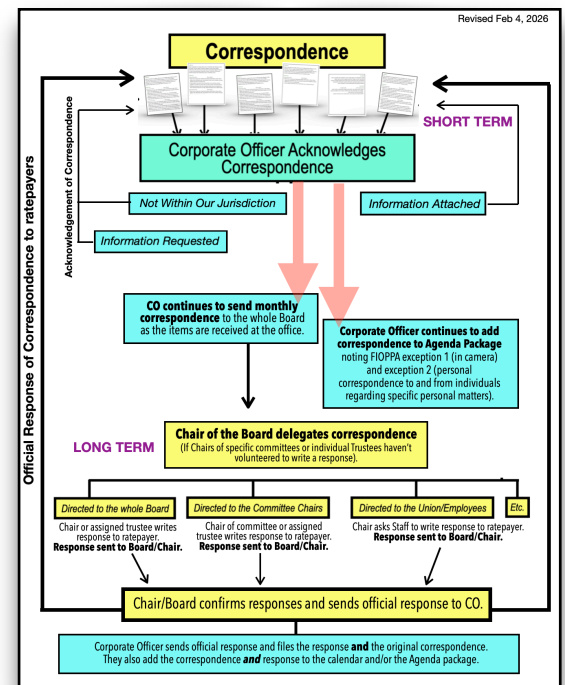
Those present also discussed how correspondence should be organized and responded to. There was support for grouping correspondence by topic and attaching it to relevant agenda items, as well as delegating response writing to committee chairs or individual trustees when appropriate. Some routine responses could proceed without full Board approval, while substantive matters should return to the Board for confirmation.

We also discussed that correspondence that moves between committees and the Board for further examination prior to issuing a detailed response may extend timelines; however, this additional review was considered appropriate to ensure clarity, accuracy, and accountability.

Finally, rather than continually amending core policies, those present supported developing a companion set of Guidelines (see DRAFT below) and using the flow chart as an operational tool to explain how existing policies work in practice. The members agreed to continue this work at a future meeting with the goal of bringing a clear and aligned framework forward to the Board.

A newer version of the Flow Chart based on the meeting discussion (updated Feb 21) is shown below.

Suggestions for the Correspondence Flow Chart



During the meeting, the discussion highlighted a number of specific ways the correspondence flow chart should be improved to better reflect how correspondence is actually handled and to support clarity and transparency. Members agreed the chart should clearly show that all correspondence is acknowledged promptly by the Corporate Officer, even when no substantive response is required, so people know their correspondence has been received. Early sorting of correspondence was seen as important, with clear categories shown in the chart for simple information requests, requests for routinely available records, matters outside the District's jurisdiction, and correspondence that requires further review or action.

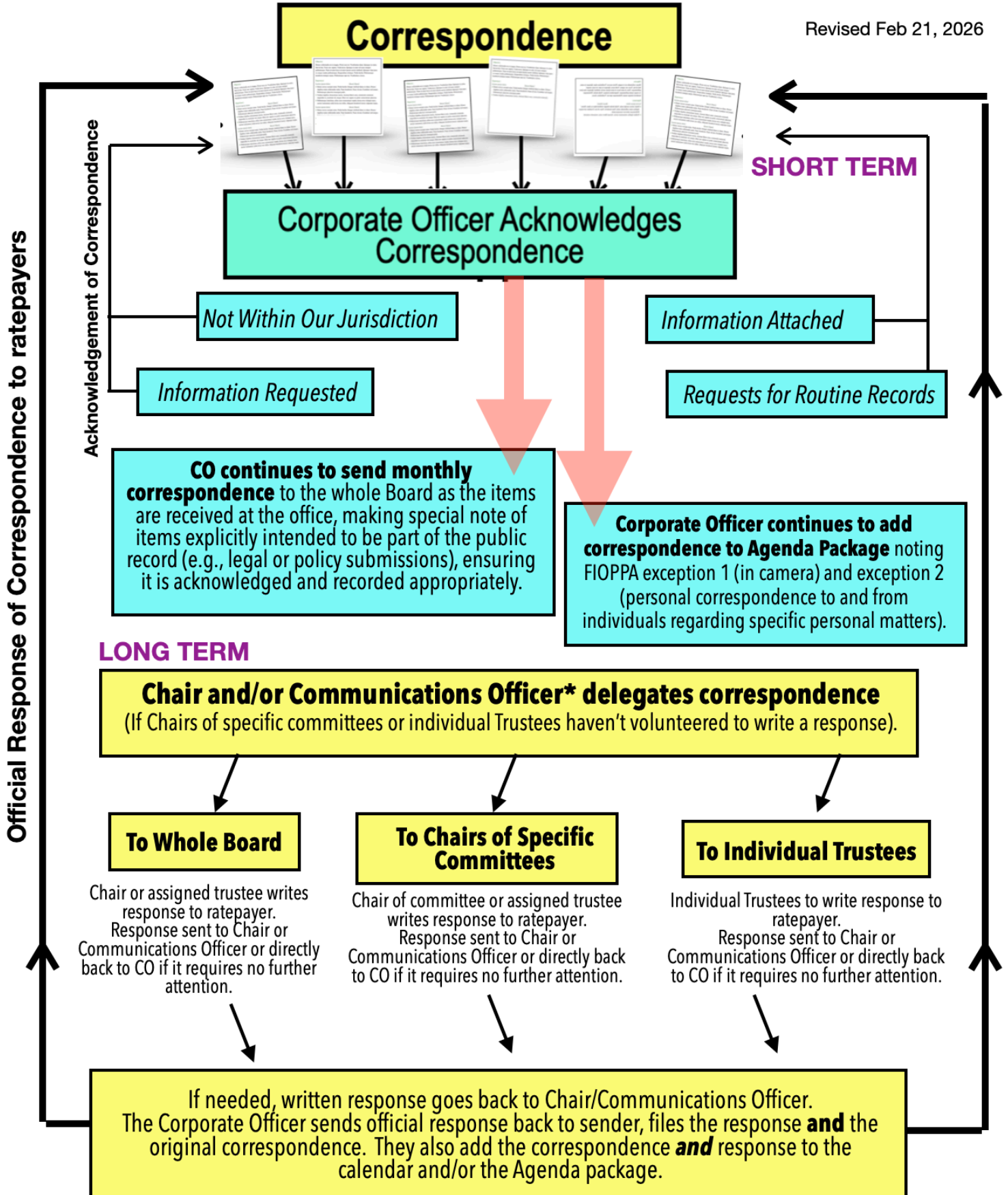
There was also agreement that the flow chart should clearly show exceptions to publication of some correspondence, such as in camera matters and correspondence involving personal or private issues. At the same time, members felt it was important that the existence of correspondence, such as a complaint being received, can still be recorded publicly without disclosing sensitive details. A clear distinction should be shown on the flow chart between purely personal correspondence, which would not be publicly recorded, and complaints or issues with broader relevance, which should be logged even when details are withheld.

Members emphasized that the flow chart should also show what happens after correspondence is acknowledged. This includes how correspondence intended for the public record, such as legal or policy submissions, is acknowledged and recorded, and how correspondence moves through committees or to the Board when further consideration is needed. The chart should make it clear that the Board Chair may delegate response drafting to committee chairs, individual trustees, or the Communications Officer, rather than assuming all responses come from the Chair. Finally, the Committee noted that the flow chart should reflect the need to track correspondence that requires follow up, so longer term responses are not forgotten.

See Draft flow Chart next page.

Flow Chart Revised Feb. 21, 2026 (after the Feb 9 meeting):

Revised Feb 21, 2026



*** Communications Officer not yet chosen.**

Correspondence Guidelines

Draft by Ray Appel Feb 16, 2026

Guiding Principles

The following Correspondence Guidelines are intended to supplement the Board's Communications Policy and Flow Chart. They do not *replace* policy. These guidelines are meant to be living documents and will be reviewed from time to time to reflect changes in practice or law, respond to community feedback, and improve clarity and consistency.

Correspondence Guidelines provide a more comprehensive reference for board and committee members on what to do in this situation without wasting policy space on details that constantly need to be updated, avoid having to reinvent the wheel every time a situation arises, and generally help streamline process.

How Correspondence Is Managed

Once correspondence is received, it is date stamped and logged by the CO, retained in accordance with records management and FOIPPA requirements, and continue to be circulated to Trustees even if it is not intended for publication. The correspondence is then reviewed to determine Board decision or direction, or whether it should be referred to staff, a committee, or another appropriate body (see Flow Chart).

Publication and Disclosure (Defamation, Criticism, Legal Context)

We will have to distinguish between **criticism** and **defamation**. The Chair and CO have been tasked with getting guidance from a lawyer on legal matters that include types of correspondence. The findings should explain not just what libel/defamation is, but also what is **not**, and to clarify the difference between criticism and defamation and provide concrete examples. There's plenty of case law in this area so this should be a straightforward request?

Some questions: What is the route for appeal if someone feels that their correspondence is pertinent based on published guidelines and has been excluded for no good reason? Is there a third party who can mediate?

Typically Made Public	Typically Withheld or Limited
Requires a Board decision or direction	Contains personal, personnel, legal, or confidential information
Provides relevant information related to an agenda item	Raises human resources or employment matters
Raises a substantive governance or policy issue within the Board's authority	Is subject to legal review or legal advice
Helps the public understand how the Board is responding to community concerns	Could be harmful or misleading if published without context

Summarizing Correspondence

If we choose to do summaries, the summaries could be kept brief and factual, for example noting that correspondence was received from a member of the public on a particular subject. Detailed paraphrasing or rewording of a writer's views will be avoided. This approach helps reduce the risk of unintentionally changing the tone, emphasis, or intent of the original correspondence.

Anonymous Correspondence

Anonymous submissions shouldn't be ignored without reason. In looking at anonymous submissions, the Board should recognize that there can be legitimate reasons for someone to remain anonymous and not necessarily judge the personal motivations behind that choice.

Anonymous correspondence could be published when it raises a real governance, policy, or safety issue that the Board actually has the authority to deal with and can be understood without knowing who wrote it. This includes things like pointing out a safety concern, highlighting a policy gap, or adding relevant information to something already before the Board. If anonymity is needed to protect the writer and the content can be shared without causing harm, the focus stays on the issue itself, not the person behind it.

Sensitive Complaints and Whistleblower Considerations

The District recognizes that some matters are sensitive and need to be handled carefully, especially complaints or allegations involving staff, officers, or Trustees, or situations that require confidentiality or independence. These situations are dealt with through separate policies, such as complaint or whistleblower procedures adopted by the Board.

Appeals and Review

If someone feels their correspondence was excluded even though it seems to meet the published guidelines, they can ask for a review or clarification. The issue may be referred to the Communications Committee and/or brought to the Board for consideration. Where appropriate, third party advice or mediation may also be considered.

Website Committee Report (for March 2026)

Submitted by Trustee Appel

Election page

<https://www.gabriolafire.ca/general-6>

Additions to the Elections page has been notification of a Candidates Package, which will be linked to file(s) later in March, a Voter Checklist, information on the location of the voting booths, and due to a motion made at the February meeting, signing forms for candidates has moved from a single two-hour period on one day (April 14), to also include “optional signing appointments for candidates to complete required election paperwork which can be made by calling or emailing the corporate officer to set up an appointment”, which makes a lot of sense for those who aren’t able to sign the forms in the office on April 14.

Here are the elements I’ve added to the Trustee Election page:

- **March 23** marks the opening of nominations.
- **March 25** and **April 1** are the dates on which nomination advertisements will appear in the Sounder.
- **April 9** at 2:00 pm is the deadline for the close of nominations.
- **April 13** is the date on which a request for the Master Roll will be sent to BC Assessment.
- **April 14**, between 10:00 am and 2:00 pm, is scheduled for candidates and scrutineers to attend the GFPID Firehall office to complete required forms, *unless alternate arrangements are requested*.
- **April 15** and **April 29** are the dates on which the list of candidates will be advertised in the Sounder.
- **May 2**, from 11:00 am to 7:00 pm, is scheduled for Advance Voting.
- **May 6**, from 11:00 am to 7:00 pm, is General Election Day.
- **May 15**, is the date by which required election files will be forwarded to the Provincial Government Ministry.

As mentioned before, with the Returning Officer for the Election and the Corporate Officer, I created this webpage to ensure our community has clear, timely, and reliable access to information about the Gabriola Fire Protection Improvement District election. By centralizing election details in one publicly available location, I wanted to remove barriers to access and make it easy for residents to find important dates, voting information, and nomination requirements.

Committees

<https://www.gabriolafire.ca/about-4-1>

This is a new page I added showing the *Standing* Committees and the *Select* Committees at present. Committees are where much of the Board's detailed work happens. Sharing information about our committees helps ratepayers understand how decisions are developed, which trustees are involved in specific areas, and where questions or concerns can be directed. Transparency about committee roles and responsibilities supports accountability, informed public engagement, and trust in the Board's governance.

I see this page as also building *institutional memory*. Committees change over time as trustees come and go, but documenting their existence and purpose helps preserve continuity. It reduces reliance on informal knowledge or word-of-mouth explanations and supports smoother transitions for new trustees, staff, and members of the public who want to understand how the district operates.

Routinely Available Records

www.gabriolafire.ca/routinely-available-record

Just a reminder that to make the website and contents even more accessible, I added a section back in November on the Trustee portion of the website dedicated to information access called "Routinely Available Records". This section should be the **first place to visit** if you are looking to obtain information from the office.

It includes a clear list of records considered "routinely available" in compliance with Section 70 of the BC Freedom of Information and Protection of Privacy Act (FIPPA), which requires public bodies to proactively release certain records as outlined in Schedule A.

I serve on the FOI Committee with Trustee Bussler and the Chair, and we see this section as an important first step toward improving transparency while also helping save the District time and money by allowing many requests to be answered without the need for a formal FOI application. ***More to follow.***

Bylaws and Policies

www.gabriolafire.ca/bylaws

I've met with the Corporate Officer to look at the Bylaws page to begin the process of updating the page. Last month, I cleaned up the Bylaws page so that when searching for a Bylaw, you can either go by the number listed on the buttons or go by the description. For example, if you want know which Bylaw deals with Fire Regulations, the description on the button shows it's "Bylaw 102".

Stay tuned as I want to get the Policies up there too, in compliance with Section 70 of the BC Freedom of Information and Protection of Privacy Act (FIPPA), which requires public bodies to proactively release certain records as outlined in Schedule A. Putting policies on the website helps the community by reducing confusion, building trust, and saving time and money. When policies are public, everyone can see the decisions are made, which cuts down on misinformation and repeated questions to staff.

Calendar

www.gabriolafire.ca/meeting-schedule

Just a reminder that the calendar has a lot of information on it now. By clearly showing when board and committee meetings are happening, along with links to agendas, minutes, and recordings, you can see what is coming up, what is being discussed, and what decisions were made. Hopefully, it reduces confusion and repeat questions because the information is in one consistent place.

If you have any questions about what is on the calendar, please contact the Corporate Officer in the office at corporateofficer@gabriolafire.ca

Next Steps

Supporting Institutional Memory Through the Website

One of the less visible but most important things the website does is create *institutional memory*. This matters on a small board with regular, *yearly* turnover, where continuity is often the hardest thing to maintain. The website helps carry information forward in an accessible way, so progress does not reset every time there is a change in trustees. Over time, that kind of continuity supports better governance, and a more confident and informed community.

Ensuring Website Continuity and Transparency

To support continuity over the past while, I have been working closely with the office to make sure the structure, files, and workflow of the website is clear and easy to use. For the last while the Corporate Officer has already been taking care of the calendar we added, and she regularly updates agendas, links to meeting videos, draft minutes, revised minutes, agenda packages, notifications of upcoming committee and boards meetings, etc. several times a month.

I have also worked hard to make the layout and page structure intuitive, so other routine updates can be done quickly and confidently without needing technical expertise or reworking the site each time.

Website Governance Work and Ongoing Support

I will continue to see this work through over the next nine weeks, and I remain available for up to **30 days following the AGM** if required, to support a smooth transition and make sure nothing important is left unfinished.

With the website over the last eight months I focused on pulling core governance information into one clear, public place and explaining it in plain language. Things like agendas, minutes, bylaws, policies, financial statements, and long range planning documents are now easier to locate and easier to understand in context.



Trustee Appel
Website Committee

Literature Review

Meeting Safety Committee

Prepared by Trustee Appel
February 2026

Psychological Safety: The Board's Ultimate Risk-Management Asset. Elizabeth King. n.p., 2025.

To Change Your Company's Culture, Don't Start by Trying to Change the Culture. Beer, Michael. *Harvard Business School Working Knowledge*, December 14, 2021.

When Psychological Safety Has a Seat on the Board. Stanislav Shekshnia. *INSEAD Knowledge*, 19 March 2025.

Debunking Misconceptions About Workplace Psychological Safety. Jay Lau. *Harvard T.H. Chan School of Public Health News*, June 26, 2025. Based on research by Amy C. Edmondson and Michaela J. Kerrissey, originally published in *Harvard Business Review*.

When Psychological Safety Gets Weaponized. Elizabeth Eldridge. *Arpeggio Health Services Blog*, January 22, 2025.

The Dark Side of Psychological Safety. Elmore, Tim. *Psychology Today*, October 9, 2025.

Psychological Safety: The Board's Ultimate Risk-Management Asset. Elizabeth King. n.p., 2025.

Web Link

This article makes a pretty clear point: silence is one of the biggest risks a board can have. It starts with a story about a failed merger where several directors had real concerns but didn't speak up. The problem wasn't that the board lacked intelligence or information. It was that the environment didn't feel safe enough for people to say what they were actually thinking. When boards aren't safe places for honest conversation, important information stays buried and governance starts to fail. The author says that "honest dialogue must be embedded in the DNA" of the organization.

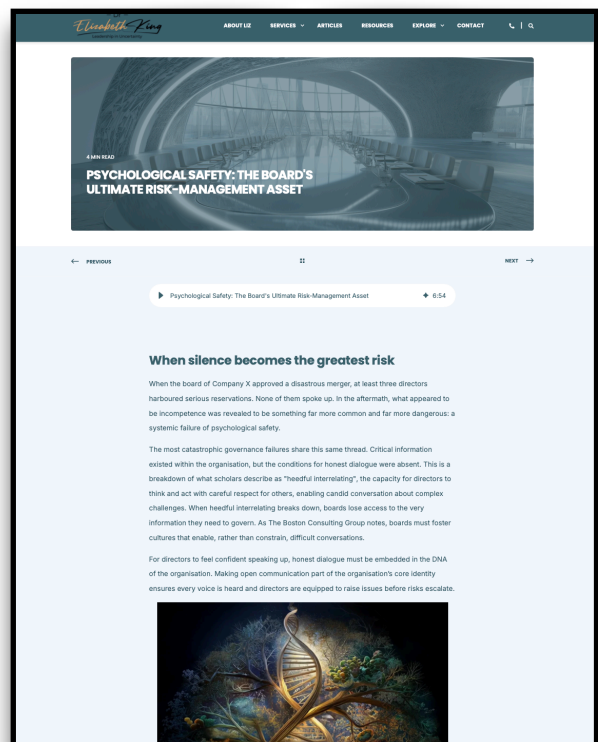
When people are worried about looking foolish, being criticized, or being shut down, the brain goes into threat mode. That makes it harder to think clearly, spot patterns, or work through complex issues. In other words, in unsafe environments, directors are literally less able to do the kind of thinking governance requires. When people feel safe, though, curiosity kicks in, collaboration improves, and those uncomfortable but important minority views are much more likely to surface. The article makes the case that real learning and good judgement only happen when people feel safe enough to be wrong sometimes.

For our Board, this article implies that silence isn't about people being shy or difficult. It's a governance risk. If trustees are holding back concerns, gut feelings, or unpopular views, then the Board is making decisions with only part of the picture. That directly affects decision quality, financial oversight, safety, and public trust. Meetings that feel calm and efficient can actually be a red flag if that calm comes from people staying quiet instead of genuinely agreeing.

It also has clear implications for not only how we run meetings, but what happens *after*. In the Code of Conduct (being revised), under "Leadership and Collaboration" (item 2), it states that trustees will:

"Consider the issues before them and make decisions as a collective body. As such, trustees will actively participate in debate about the merits of a decision, but once a decision has been made, all trustees will recognize the democratic majority, ideally acknowledging its rationale when articulating their opinions on a decision."

The Code of Conduct explicitly expects trustees to actively participate in debate, recognize debate as essential to democratic governance, and encourage others, including staff, to share their perspectives. King's emphasis on honest dialogue and psychological safety is reflected in



the Code's focus on leadership, collaboration, and collective decision-making. By requiring trustees to listen, influence positively, and empower others to contribute, the Code helps create the conditions where people are less likely to withhold concerns or minority views.

The expectation that trustees support decisions once made further reinforces safety by signalling that disagreement during debate will not carry personal or political consequences *afterward*, which supports the open exchange the article identifies as essential to good judgement and effective governance.

See Appendix A for a sample "Safety Assessment" for Boards.

To Change Your Company's Culture, Don't Start by Trying to Change the Culture. Beer, Michael. *Harvard Business School Working Knowledge*, December 14, 2021.

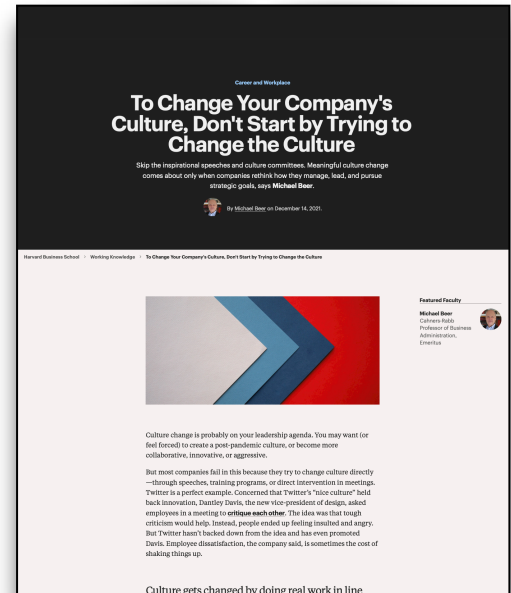
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Michael Beer's article basically says that culture and psychological safety do not change because leaders tell people to behave differently or roll out new values. They change when the actual way work is organized. When interactions are poorly designed, people tend to get defensive or go quiet instead of learning. Real psychological safety shows up when roles, decision processes, and expectations are clear, so people can speak honestly without worrying about personal fallout. In short, culture follows structure and process, not speeches or good intentions.

That helps explain why some of our verbal interactions as trustees have created tension. The problem is not that questions were asked, it is *how* and *why* they were asked. When governance processes are unclear or inconsistently applied, questions can land as personal challenges instead of routine procedural checks. For example, a conflict of interest question directed at a staff member without a clearly established process, can feel like an accusation even if that was never the intent. That reaction is human and predictable. Once someone feels personally exposed, psychological safety drops and people are less likely to speak openly going forward.

At the same time, the research also supports the concern that it is bad for governance if trustees feel uncomfortable asking questions. *Silence is not safety*. The balance does not come from telling trustees to stop asking questions or expecting staff to just absorb discomfort. It comes from fixing the process. Clear and predictable structures matter.

When those structures are in place, tough questions could feel routine and procedural rather than personal. That idea aligns directly with the board work currently underway, including the direction to staff to develop a policy that sets out how the “fire protection improvement district will fulfill the requirement that performance problems are identified and addressed in a constructive, objective way that does not humiliate or intimidate”. This approach recognizes that board culture is shaped through clear processes and predictable practices. Establishing a policy like this is an example of doing the “real work” the literature describes: clarifying expectations, creating shared understanding, and reducing the risk that accountability conversations become personal or inconsistent.



When Psychological Safety Has a Seat on the Board. Stanislav Shekshnia. *INSEAD Knowledge*, 19 March 2025.

Web Link

The article's big point is that effective boards work because people feel safe enough to speak up, disagree, and ask hard questions without worrying they'll be shut down or punished for it.

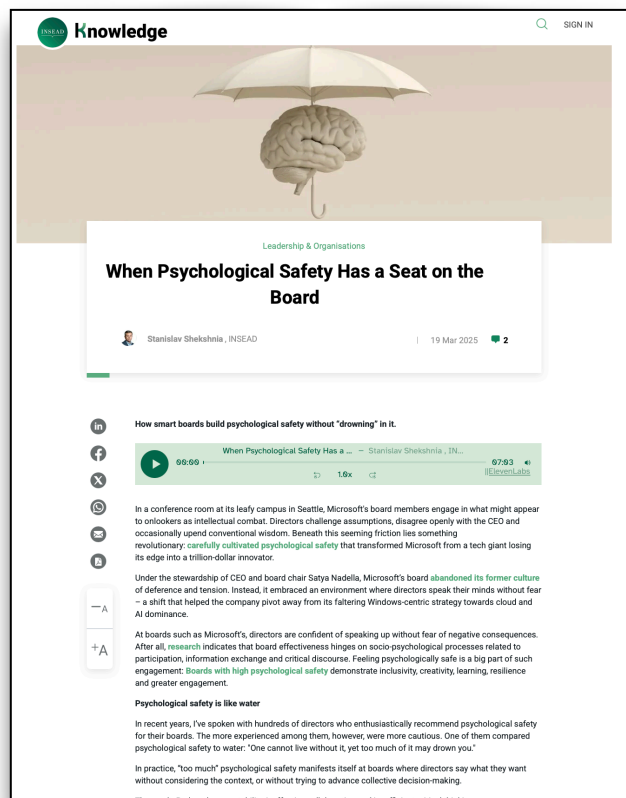
The Microsoft example in the article shows this well. On the surface it looks like constant debate and friction, but underneath that is a lot of trust and care in how people challenge each other. The author makes the case that psychological safety is essential for good governance because it helps boards share information, think clearly, and avoid blind spots. At the same time, he warns that too much "anything goes" safety can backfire if people speak carelessly, don't think about impact, or stop holding each other accountable.

The real skill is *balance*. Chairs matter a lot here. The best ones set clear ground rules, model respectful behaviour, slow things down when needed, and make sure everyone gets heard, while still keeping the focus on results, rigour, and collective responsibility. *Psychological safety isn't about comfort. It's about making better decisions together.*

Placed in the context of our meetings, this helps explain the tension we feel at times. Interactions such as trustees asking a staff member about the delay in sharing electronic copies of a document, or suggesting conflict of interest concerns or using the terms "never" or "always", etc. could sit at that fault line, depending how those concerns are framed. As the research points out, it's bad for governance if trustees feel uncomfortable asking questions at meetings, because silence is far riskier than awkwardness. *At the same time*, how questions are asked, why they're asked, and who is in the room matters a lot for psychological safety.

The balance isn't about stopping questions. It's about creating shared norms so trustees can ask necessary, sometimes uncomfortable questions, while staff don't feel personally targeted or exposed. That's the work of good process, good chairing, and clear expectations, not avoiding tough topics altogether.

The board's "Respectful Workplace Policy" draws an important boundary here, particularly on page 6 under "PSYCHOLOGICAL HARASSMENT OR BULLYING". That section refers to behaviour that, regardless of intent, has the effect of causing offence, humiliation, intimidation, or interfering with someone's ability to do their work. It includes a wide range of actions, from verbal aggression, ridicule, and misuse of authority to persistent unwarranted criticism or exclusion.



The literature reviewed in this article (*When Psychological Safety Has a Seat on the Board*), helps explain why this distinction matters. Tough questions focused on process, timing, or risk support good decision-making. Questions that imply blame, motive, or personal failure risk triggering the very conditions the safety statement is designed to prevent.

Read together, the article and the section of the “Respectful Workplace Policy” (under “PSYCHOLOGICAL HARASSMENT OR BULLYING”), point to the same balance around effective questions. The goal is not to reduce questioning, debate, or accountability. It is to ensure that those conversations are conducted in ways that preserve trust, allow people to think clearly, and keep the focus on collective responsibility rather than personal exposure. That balance is achieved through shared norms, good chairing, and clear processes, not by avoiding difficult topics.

Debunking Misconceptions About Workplace Psychological Safety. Jay Lau. *Harvard T.H. Chan School of Public Health News*, June 26, 2025. Based on research by Amy C. Edmondson and Michaela J. Kerrissey, originally published in *Harvard Business Review*.

Web Link

This article pushes back on a bunch of common myths about psychological safety, particularly in decision making. The big myth is that it does *not* mean we should avoid conflict. In fact, real psychological safety is what allows people to say hard things, disagree openly, and raise uncomfortable issues without fearing personal blowback. It also does not mean every idea gets accepted, or that accountability disappears. Leaders can still say no, make decisions, and address poor performance.

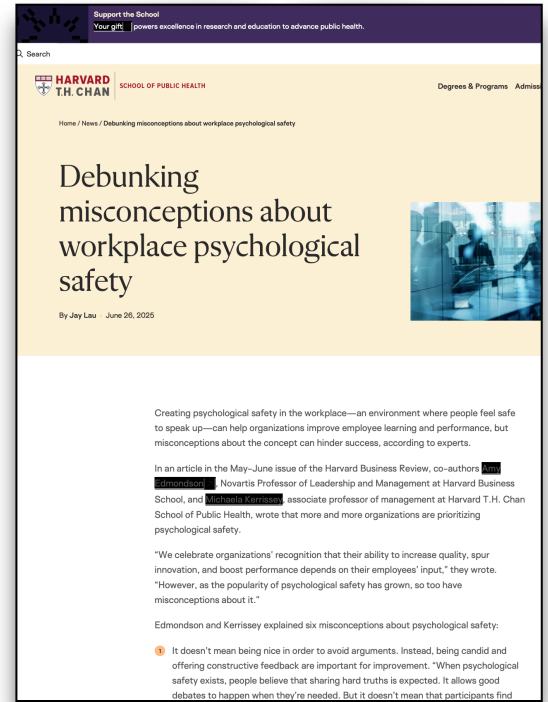
Another key point is that psychological safety cannot be created just by create Policy, Codes of Conduct, Bylaws or by telling people “you must feel safe.” It is built slowly, *interaction by interaction*, through how people talk to each other, how mistakes are handled, and how dissent is treated in real time. Importantly, it does not have to come from the very top. Any committee, at any level, can build it by focusing on shared goals and making it clear that honest input is expected and valued, even when it’s uncomfortable.

This lands squarely on what we are navigating as a board. We are dealing with complexity, public scrutiny, change, and real disagreement. Psychological safety for us does not mean smoother meetings, fewer hard questions, or everyone feeling comfortable. It means trustees, staff, and the chair can raise concerns early, ask clarifying questions, and challenge assumptions without those moments turning personal or punitive.

Bylaw 97 (currently under revision) states in item 52:

“Board members must use respectful language; must not use offensive gestures or signs; must speak only in connection with the matter being debated; may not speak about a vote of the board only for the purpose of making a motion that the vote be rescinded; and must adhere to the rules of procedure established under this bylaw and to the decisions of the Chair and board in connection with the rules and points of order.”

The article directly reinforces the Board’s statement that respectful language, relevance, and adherence to procedure are essential to effective governance. One of the author’s key misconceptions is that psychological safety means every idea must be accepted. Instead, the article is explicit that leaders and boards can listen carefully, consider input, and still say no. Disagreement, voting outcomes, and chair rulings are not failures of psychological safety; they are part of it when handled within clear, predictable rules.



In that way, the Board's statement operationalizes the article's message. It creates a framework where before, during and after the voting proceedings, trustees can raise hard questions, disagree openly, and challenge assumptions, while still trusting that those contributions will be heard, managed fairly, and resolved through established governance processes rather than through escalation or personal conflict.

When Psychological Safety Gets Weaponized. Elizabeth Eldridge. *Arpeggio Health Services Blog*, January 22, 2025.

Web Link

This article makes the case that psychological safety is starting to get misused in some workplaces. The author says that “psychological safety” is sometimes “weaponized”, and she argues that feeling *uncomfortable* is not the same thing as being *unsafe*. As we know, our work involves challenge, feedback, disagreement, and sometimes embarrassment, and none of that automatically means harm. In fact, some discomfort is often part of learning and growth.

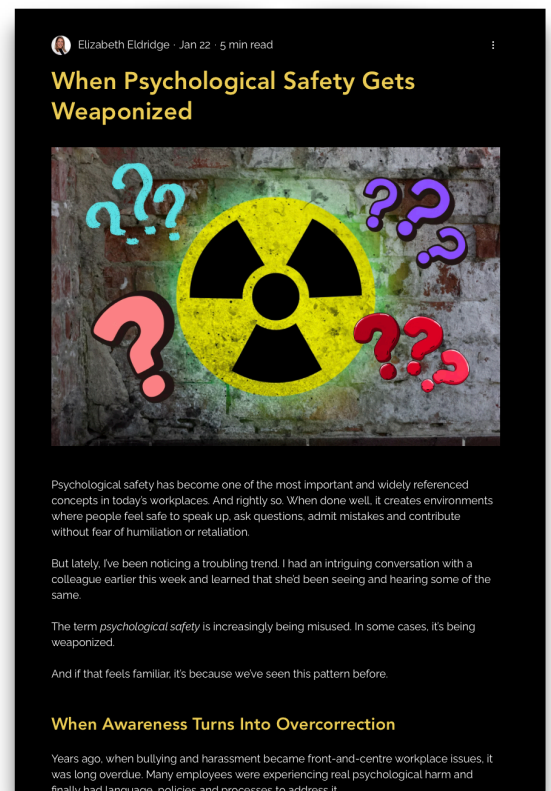
The problem, Eldridge says, starts when the language of psychological safety is used as a shield to avoid accountability or shut down necessary conversations. She gives examples where respectful performance management or clear expectations are labelled “unsafe” simply because someone didn’t like hearing them. When that happens, leaders become hesitant to lead, feedback dries up, expectations get fuzzy, and ironically real psychological safety gets weaker, not stronger.

This feels very relevant to where our board is right now. We are operating in a small, visible governance environment with real stakes, strong opinions, and a lot of history in the room. Discomfort at the table is not a sign that something has gone wrong. It could mean that the board is continuing to deal with the issues that matter.

We need a balance. For our board, the most useful takeaway here is the line between *tough* questions and *threatening* ones. Asking hard questions is part of our job. Avoiding them actually increases risk. But how those questions are framed matters a lot in a governance setting like ours. Questions that focus on process, timing, data, or decision pathways invite clarity and learning. Questions that imply motive, blame, or personal failure tend to shut people down, even if that wasn’t the intent. If it isn’t dealt with, it’s not conducive to real long term psychological safety.

Eldridge writes that psychological safety means “You can speak up without fear of ridicule or retaliation, you can ask questions without being made to feel small, you can make a mistake without being shamed, you can disagree respectfully and you can receive feedback without it becoming personal or punitive”.

The quote defines psychological safety in practical, behavioural terms. That is exactly what the board’s Respectful Workplace Policy and meeting conduct rules are designed to protect. For example, in Bylaw 97 (currently under review), the Chair’s authority during voting and the requirement that trustees not interrupt, disrupt, or undermine the process reinforce



psychological safety by making decision points clear and contained. When everyone knows when debate happens, when questions are appropriate, and when a decision is being taken, people can speak openly beforehand without fear that the process will devolve into conflict or theatre.

In this sense, procedural discipline supports the conditions described in the quote above about what psychological safety means. It keeps disagreement respectful, feedback impersonal, and participation safe right up to the point where the Board must make and accept a decision by vote.

The Dark Side of Psychological Safety. Elmore, Tim. *Psychology Today*, October 9, 2025.

Web Link

One of the useful provocations in this article is the reminder that psychological safety was never meant to mean comfort at all costs. It was meant to mean that people can speak honestly without fear of humiliation or retaliation. Somewhere along the way, those two ideas got blurred. Discomfort started being treated as harm. The author is blunt about this. If a workplace or a team can't tolerate tension, correction, or challenge, it doesn't actually become safer. It becomes quieter, more political, and less honest. People stop learning and start protecting themselves. Ironically, that's when trust erodes, not when it grows.

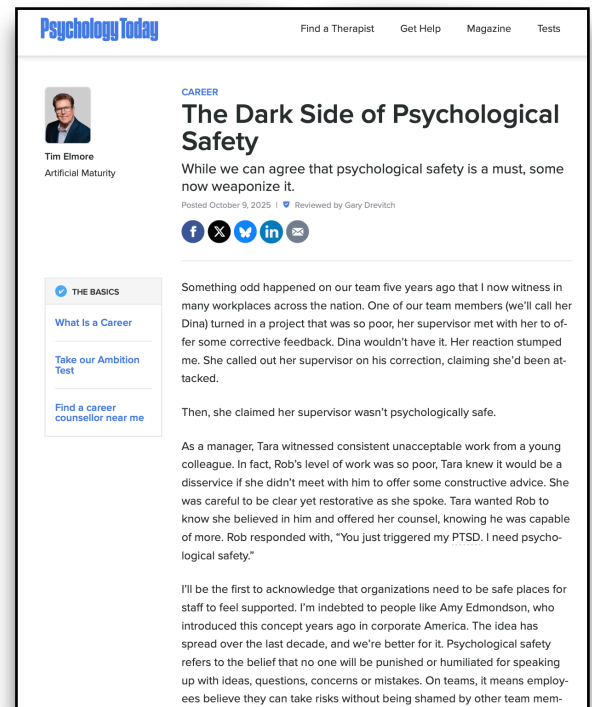
The article also makes a subtle but important distinction that applies really well to boards. Psychological safety is not about protecting people from hard conversations. It's about making those conversations *survivable*. A healthy group can say "this isn't good enough," or "I'm concerned about this decision," without turning that into a judgment about someone's character, competence, or intent. When safety is high, people don't confuse critique of the work with an attack on the person. When safety is low, even neutral questions can feel threatening, and people brace themselves instead of thinking clearly.

Elmore says,

"Educate your team on what psychological safety is and isn't. Many people have never enjoyed a psychologically safe work environment. Toxic workplaces are everywhere. People may bring distorted definitions with them. Consequently, leaders must teach and model what safety looks like. Convince the team that growth won't happen by accident, but rather by healthy nudges from everyone at all levels. Practice "show and tell" on this issue..."

The Board has already taken concrete steps that reflect this article's guidance. Through our Code of Conduct, Respectful Workplace Policy, Bylaw 97 and clear meeting procedures, we have defined what acceptable behaviour looks like and set boundaries around how debate, disagreement, and decision-making occur. By explicitly affirming that debate is essential, encouraging participation, and distinguishing between tough questions and harmful conduct, the Board is already educating itself on what psychological safety *is and isn't*. The ongoing use of literature reviews, shared language, and reflection on meeting dynamics is also a form of "show and tell," modelling that learning and improvement are expected parts of governance, not signs of failure.

The next step could be to make that learning more visible and more routine. This could mean continuing to name psychological safety explicitly when setting meeting norms, having the



Chair model how to frame hard questions constructively, and periodically revisiting expectations around debate, accountability, and respect. Rather than assuming shared understanding, the Board can treat psychological safety as a skill that improves with practice, using real governance moments to reinforce what healthy challenge looks like. In line with the quote, growth will come not from policies alone, but from consistent, small “nudges” in how we speak, listen, and respond to one another at the table.

Summation

This literature review really just says that psychological safety is not about making meetings feel nice or avoiding awkward moments. It is about making sure people can say what they think without worrying it will come back to bite them. Over and over, the research points to *silence* as a bigger risk than *disagreement*. When trustees or staff keep questions or concerns to themselves, the board is only working with part of the story.

At the same time, safety does not mean comfort or going easy on each other. Hard questions, debate, and course correction are part of good governance. Trouble starts when questions land as personal or accusatory, or when normal discomfort gets treated like harm, which usually shuts people down fast.

The board is already laying good groundwork through clear meeting procedures, the Code of Conduct, the Respectful Workplace Policy, Bylaw 97 and by being explicit that questioning and debate are part of the role. That is a great start to helping make disagreement feel more routine and less personal.

Where this can go next is possibly being a bit more deliberate around meetings. Beforehand, it helps to name why debate matters and what good, tough questions sound like. In the meeting, it is about steady chairing that slows things down when needed, keeps questions focused on process and risk, and makes space for quieter voices. Afterward, it means reminding everyone that disagreeing during meetings has no personal consequences once a decision is made, and occasionally checking in on how the discussion felt, not just what was decided.

Over time, treating psychological safety as something you practice, not something you assume, is what lets people challenge each other honestly while still pulling in the same direction.

PSYCHOLOGICAL SAFETY ASSESSMENT FOR BOARDS

Anonymous Concern Channel Setup

Implementation Checklist:

- Confidential reporting mechanism established
- Clear process for handling sensitive issues
- Protection protocols for concern raisers
- Regular review and response procedures
- Communication about how concerns are addressed

Dissent Appreciation Scripts

Use when directors raise challenging questions

"Thank you for raising that important concern"

"I appreciate you bringing a different perspective"

"That's exactly the kind of question we need to explore"

"Your willingness to challenge our thinking is valuable"

SAFETY INDICATOR TRACKING

Monthly Observations

- Number of questions asked during meetings
- Frequency of minority viewpoints expressed
- Instances of directors changing their mind
- Quality of debate on controversial topics
- Time spent exploring dissenting views

Red Flags for Psychological Unsafety

- Meetings consistently end in unanimous agreement
- Directors rarely ask questions or express uncertainty
- Challenging topics are avoided or quickly dismissed
- Same voices dominate discussions repeatedly
- Bad news or concerns are not surfaced until crises emerge

PSYCHOLOGICAL SAFETY ASSESSMENT FOR BOARDS

INDIVIDUAL DIRECTOR SELF-ASSESSMENT

Rate your comfort level (1-5 scale: 1 = Very Uncomfortable, 5 = Very Comfortable)

Expressing Uncertainty

- I feel comfortable saying "I don't know" in board meetings _____
- I can admit when I've made a mistake without fear of judgment _____
- I feel safe asking questions that might seem obvious to others _____
- I can express uncertainty about complex issues without losing credibility _____

Challenging Ideas

- I feel comfortable disagreeing with the chair or CEO _____
- I can question prevailing assumptions without social consequences _____
- I feel safe raising concerns about popular initiatives _____
- I can express minority viewpoints without feeling excluded _____

Sharing Concerns

- I feel comfortable raising sensitive issues _____
- I can discuss potential failures or risks openly _____
- I feel safe reporting information that contradicts optimistic projections _____
- I can express concerns about fellow directors' behaviour if needed _____

Learning Orientation

- I feel comfortable admitting when I've changed my mind _____
- I can acknowledge gaps in my knowledge or expertise _____
- I feel safe experimenting with new approaches _____
- I can learn from failures without shame or blame _____

Individual Score: ____/80

COLLECTIVE BOARD ASSESSMENT

Rate your board's culture(1-5 scale:1 = Never, 5 = Always)

Leader Modeling

- Chair/CEO acknowledge their own uncertainties and limitations _____
- Leaders actively seek perspectives that challenge their views _____
- Authority figures demonstrate vulnerability appropriately _____
- Leadership responds constructively to dissent and challenge _____

Inquiry Culture

- Questions are welcomed and explored thoroughly _____
- Curiosity is valued over quick consensus _____
- Minority perspectives are actively sought and heard _____
- Debate and discussion are encouraged, not avoided _____

Failure Learning

- Near-misses and small failures are examined constructively _____
- Learning from mistakes is prioritised over blame assignment _____
- Past decisions are reviewed for improvement opportunities _____
- Failures are treated as data rather than judgement occasions _____

Dissent Protocols

- Systematic processes exist for surfacing disagreement _____
- Devil's advocate roles are formally assigned when needed _____
- Structured debate formats are used for complex decisions _____
- Minority reports or dissenting views are documented _____

Truth-Telling Rewards

- Directors who raise difficult issues are thanked and supported _____
- Uncomfortable realities are addressed rather than avoided _____
- Messengers of bad news are protected, not punished _____
- Honesty is explicitly valued over harmony _____

Board Culture Score: ____/100



SCORING INTERPRETATION

Individual Scores(out of 80)

- 65-80: High psychological safety
- 50-64: Moderate safety with room for improvement
- 35-49: Low safety requiring attention
- Below 35: Critical safety deficit

Board Culture Scores (out of 100)

- 80-100: Excellent psychological safety culture
- 60-79: Good culture with enhancement opportunities
- 40-59: Developing culture requiring systematic improvement
- Below 40: Poor culture requiring immediate intervention

NEXT STEPS

- If scores are high: Maintain current practices and model for other boards
- If scores are moderate: Implement 2-3 building practices consistently for 6 months
- If scores are low: Engage external facilitation and commit to systematic culture change

Based on research from King & Badham (2019), Edmondson (2019), and the Mindful Board Assessment Survey. Download additional resources at: www.drlizking.com

Corporate Officer Report – February 25, 2026

General

It was a very busy month finishing up year-end and organizing to start 2026 off well. I did not have time to complete all tasks. My motion log is only for 2025. 2026 will be at the next meeting.

The upcoming month will be mainly focused on ensuring the auditor has all the required information, working on bylaws and policies.

Completed Motions 2025

Month	Motion	Responsibility	Status
July	THAT Trustee Chorneyko draft an outline of what would be required to create a Privacy management program in accordance with FIPPA 36.2 and report at the next general meeting	Trustee Chorneyko	Completed
July	THAT the GFPIID confirm the appointment of Doane Grant Thornton as auditor for the current fiscal year, in accordance with the decision of the landowners at the 2025 Annual General Meeting, subject to the receipt and board approval of a written proposal outlining scope of work, estimated cost, and expected deliverables for the current fiscal year audit, and that the Corporate Officer be authorized to initiate contract discussions accordingly. AND that the results of those discussions be reported to the board, and be brought back to the landowners for reconsideration, if deemed necessary.	Corporate Officer	Completed
July	THAT the board direct staff to compose a new Officer Positions Establishment Bylaw which accurately reflects the current Local Government Act and present that bylaw to the board for passage at the next General Meeting	Corporate Officer	Completed
July	THAT the Board of Trustees affirms its intention to implement the approved firefighter pay increase retroactively, and authorizes the payment of back pay covering the period from January 1, 2025, to the date the new rates are implemented, calculated in accordance with the rates approved in the 2025 budget; And further THAT the Corporate Officer be directed to calculate and disburse the back pay as part of the next regular payroll cycle following processing of the 2025 tax levy revenues.	Corporate Officer	Completed

July	THAT the board of trustees commissions a select committee - consisting of Trustees Moher, and Bussler and Johnson to engage in a review and audit of current policies, that committee to report to the board at the September General Meeting, the report to addressa. GFPID Policies correctly adopted which should be continuedb. GFPID Policies which require revision and formal adoptionc. GFPID Policies which should be done away with or revised entirelyd. Policy gaps	Trustees	Completed
July	THAT \$6000 dollars be allocated to the painting of the burn building/live fire centre and Hall #2 as requested in the Chief's report	Corporate Officer	Completed
August	THAT the board place the following amounts into accounts as specified in the 2025 Levy - \$200,000 into the truck reserve fund at TD - \$30,000 into the equipment reserve fund at TD - \$75,000 into the Fire Hall reserve fund at TD - \$10,000 into the Contingency fund at Coastal Community	Corporate Officer	Completed
August	THAT it is necessary to bring the Grant Doan estimate back to the landowners for consideration	Corporate Officer	Completed
August	THAT a special general meeting with the landowners by convened on September 3, 2025 at 7pm for consideration of the auditor for 2026.`	Corporate Officer	Completed
September	THAT the Gabriola Fire Protection Improvement District authorize recovery of the following capital expenditures from the Capital Reserve Fund for Buildings. Those are the installation of a Level 2 smart charger at Hall 1, which costs \$4,435. The two compressor replacements for Hall 1 are for \$11,710 and \$11,944. For Hall 2, the installation of a Level 2 smart charger at the cost of \$3,815. Those capital expenditures, the cost of which we're aiming to recover, total \$31,904	Corporate Officer	Completed
September	That Bylaw 111 passed the third reading be adopted.	Corporate Officer	Completed
September	THAT payment of \$562,722 from the capital reserve bylaw for trucks be authorized to complete payment to Fort Garry Trucks for the construction of engine number nine.	Corporate Officer	Completed
September	That Bylaw 112 passed the third reading be adopted.	Corporate Officer	Completed

September	THAT the corporate officer compile the information requested in the correspondence from Mr. James Arends. Consisting of the names of all members of the finance committee during the period specified. The names of the chairs of the finance committee during those periods. The dates for the finance committee had meetings. The minutes for the finance committee from those meetings. Any forms, guidelines, policies, or procedures regarding the use of any credit cards used by the Gabriola Fire Protection Improvement District and or the Gabriola Volunteer Fire Department. Any forms, guidelines, policies, or procedures regarding reimbursement of expenses and or disbursements by the Gabriola Fire Protection Improvement District and or the Gabriola of Fire Department. And the operational guidelines in use by the Gabriola Fire Department, in electronic form, to be distributed to the trustee.	Corporate Officer	Completed
September	THAT the motion of July 2025 to the Finance Committee to conduct a comprehensive review and analysis of the Gabriola Fire Improvement District's current financial management practices be rescinded, as it is covered elsewhere.	Trustees	Completed
September	THAT the Board authorize the department (via Chief) to apply for the 2026 UMBC Volunteer Fire Department Training and Structural Protection Equipment grant (up to \$30,000).	Corporate Officer	Completed
October	To accept the Finance Committee's recommendation that the election budget be \$10,000	Corporate Officer	Completed
October	To accept the Finance Committee's recommendation that the board formalize the administrative support position.	Corporate Officer	Completed
October	To accept the Finance Committee's recommendation that the board approve the early disbursement from the 2026 Levy of \$100,000 on January 2, 2026.	Trustees	Completed
October	To accept the Finance Committee's recommendation that the board adopt the Terms of Reference for the Finance Committee as amended	Trustees	Completed
October	That the board accept the job description, job posting, hiring ad and time management policy and that the board approve moving forward with the hiring process for the Corporate Officer.	Trustees	Completed
October	To allocate \$25,000 from 2025 deployment, \$25,000 from capital equipment reserves and \$30,000 from 2025 SOS income to purchase Auto Ex Equipment for \$80,000 from Associated Fire Safety Group	Corporate Officer	Completed
October	To apply for the UBCM Nexgen 911 grant for CAD	Corporate Officer	Completed

October	That the board accept the current model	Trustees	Completed
October	To approve the current model budget of #1,711,374 for 2026	Trustees	Completed
October	That Bylaw 113 passed the third reading be adopted.	Trustees	Completed
November	That the board accept the resignation of Wayne Mercier as Board Chair, as received on October 22, 2025, by email.	Trustees	Completed
November	That the board declare the position of chair as vacant	Trustees	Completed
November	The Corporate Officer calls for nominations from the board. Erik Johnson nominated. No other nominations. Erik Johnson elected by acclamation.	Trustees	Completed
November	That the board accept the Finance Committee recommendation that a Jay Dearman Youth account for donations to the fire department youth program be opened at the to Coastal Community Credit Union.	Trustees	Completed
November	THAT the Election Policy presentation be accepted.	Trustees	Completed
November	To consult with the Office of the Inspector of Municipalities about the best way to incorporate the training services provided to SOS by the Gabriola Volunteer Fire Department.	Corporate Officer	Completed
November	To approve the purchase of one 2024 Records and Information Management Manual for Local Government Organizations, Sixth Edition from the Local Government Management Association.	Corporate Officer	Completed
November	To nullify motion#24-G15 (from March 2024) and place the \$19,000 insurance money into the Capital Reserves (Truck) fund.	Corporate Officer	Completed
November	THAT the corporate officer liaises with Trustee Moeller and WorkSafeBC and develop a plan for bringing the GFPIID and GVFD into compliance with their directives about bullying and harassment and present that plan to the board at the December General Meeting for approval and implementation	Corporate Officer	Completed
November	To accept the revised Election Policy as presented	Trustees	Completed
November	THAT the GVFD work with BCEHS to formalize the Emergency Hosting agreement and present it to the board at the December General Meeting	Fire Chief	Completed
December	THAT the corporate officer record in the minutes the correspondence with landowners was handled improperly, and that the board recommit itself to adhere to the correspondence policy adopted at the November general meeting	Corporate Officer	Completed
December	That the corporate officer prepare a report breaking down all professional expenses by consultant to be presented in camera.	Corporate Officer	Completed

December	That the Gabriola Fire Protection Improvement District cease all business relations with Amui HR consultancy effective December 31, 2025	Trustees	Completed
December	That the board extend Marjorie Colebrook's contract to February 28, 2026 or until the permanent position has been filled with a wage increase to \$30/hour starting January 1, 2026.	Trustees	Completed
December	That the purposes and procedures policy be annulled and declared void	Trustees	Completed
December	To rescind the unnumbered vacation policy	Trustees	Completed
December	To approve the updated Extended Health Policy	Trustees	Completed
December	That the chief report on the changes to service provision with the SOS contract, and provide records of those changes at the next general meeting	Fire Chief	Completed
December	To approve the sale of old auto ex equipment for \$4000 to Mudge Island	Trustees	Completed
December	That the board approve the changes to the GERTIE contract as circulated in advance of the meeting	Trustees	Completed
December	That the board approve the changes to the BC Emergency Health Services (BCEHS) – Emergency Hosting agreement as circulated in advance of the meeting	Trustees	Completed
December	That the board submit the respective workplace policy as amended to WorkSafe BC for feedback, and reconsider the policy based on that feedback	Trustees	Completed
December	That the Gabriola Fire Protection Improvement District strike a select committee consisting of trustees Johnson, Mercier, Moher, and the Corporate Officer for the purpose of examining the device involved in the privacy breach reported in October 2025, compiling a register of affected persons, reporting to the board, and composing notifications which meet the requirements of the Freedom of Information Protection and Privacy Act, the committee to report in January, and that the committee be chaired by Chair Johnson	Trustees	Completed
December	That the board approved the sum of \$2,000 for the purchase of an appropriate identity monitoring product for persons affected by the privacy breach	Corporate Officer	Completed

December	That the draft revision of Bylaw 97, distributed to the trustees on Monday, November 17th, 2025, be published with the minutes of this meeting, and that the corporate officer provide all trustees the full background materials, including board directions, committee minutes, drafts, correspondence, and working documents related to the draft revision of Bylaw 97, distributed to the trustees on Monday, November 17th, 2025, and that this material be distributed by December 12th, 2025.	Corporate Officer	Completed
December	That staff provides the trustees with a copy of all correspondence between the Gabriola Fire Protection Improvement District or the Gabriola Volunteer Fire Department and SOS which is Safer Ocean Systems for the calendar year 2025 and the correspondence about the Rogers contract be similarly provided and the correspondence between the Gabriola Fire Protection Improvement District or its staff with Amui HR Inc. about contracts be similarly provided and the correspondence between the Gabriola Fire Protection Improvement District or its staff and other oversight or regulatory bodies not limited to the Office of the Inspector of Municipalities, the Ministry of Finance, ECEHS and the Canada Revenue Agency be similarly provided.		Completed

On-going Motions 2025

Month	Motion	Responsibility	Status
September	THAT the most recent financial statements be presented at the next meeting (two-month lag)	Corporate Officer	On-going
October	To have the Establishing bylaw as a standing item on future agendas	Corporate Officer	On-going **would like to resume work on this bylaw
November	THAT the Corporate Officer be authorized to acknowledge receipt of correspondence to incoming correspondence in collaboration with the Communications Committee, using response templates developed by that Committee; AND THAT the Communications Committee is responsible for forwarding all matters requiring further action to the appropriate Committee Chair and/or to the Board. AND that information identified in policy 24-11 as being available without special request be provided immediately		On-going

November	THAT Committee Reports be submitted in writing one week in advance of each general meeting to the Corporate Officer for inclusion in the Agenda Package distributed before Board meetings	Trustees	On-going
November	THAT the Chief's report going forward include an accounting of staff and material resources allocated to work with SOS during each month and THAT this report include an update on our agreement to "discuss how [we] ... can reasonably support ... the creation of additional training for the STCW Advanced Fire Fighting course and MED Domestic Vessel Safety" as set out in our contract with SOS	Fire Chief	On-going
November	THAT the District implement advance voting for a trial period of three election cycles. During this period, the public shall be informed of the number of advance votes cast, the costs incurred, and any other relevant data. At the conclusion of the three-year election cycles, the Board will review the results and determine whether advance voting should be continued, modified, or discontinued.	Trustees	On-going
December	That the Gabriola Fire Protection Improvement District strike a select committee consisting of Trustees Busler, Moeller, and Mercier to report on HR contractual agreements and to report to the board at the March General Meeting.	Trustees	On-going
December	To strike a select committee policy committee consisting of trustees Moher (Chair), Johnson, Bussler, and Mercier for the purpose of examining a replacement for bylaw 97 and unifying the presentation and composition of each policy -to ensure consistent numbering, formatting and eliminate contradictions. That committee to report to the board at the March general meeting	Trustees	On-going

Other Status Motions 2025

November	To approve the purchase of a heat pump for Hall 2 and allocate \$6000 from Capital Reserve Funds (Hall Maintenance)	Fire Chief	Completed - will need bylaw to transfer money
November	That the Financial Statement include reimbursements to staff	Trustees	Moved to Finance Committee

August	THAT the August 2023 motion to pay the chair for FOI request be withdrawn.	No action	No action
July	THAT the board establish a select committee consisting of trustees Bussler, Appel, and Johnson to examine the handling of FOI requests and generate recommendations for the purpose of reducing future costs. That the committee be empowered to examine the practice of the GFPID, the policies of other improvement districts, and to seek consultation with subject matter experts. The committee will report to the board within 90 days.	Trustees	Not Completed
November	THAT the board establish a select committee consisting of trustees Bussler, Appel, and Johnson to examine the handling of FOI requests and generate recommendations for the purpose of reducing future costs. That the committee be empowered to examine the practice of the GFPID, the policies of other improvement districts, and to seek consultation with subject matter experts. The committee will report to the board within 90 days.	Trustees	Not Completed
July	THAT the board commission the Finance Committee, to undertake a comprehensive review and analysis of the Gabriola Fire Improvement District's current financial management practices, including but not limited to: procurement, invoice processing, expense approvals, emergency expenditures, reimbursements, petty cash, signing authority, and account access procedures;	Trustees	Rescinded
December	That the fire protection improvement district directs staff to develop a policy to set out how we will fulfill the requirement that "performance problems are identified and addressed in a constructive, objective way that does not humiliate or intimidate."	Trustees	Sent to committee CO has a draft policy for review
October	That the corporate officer be given permission to respond to correspondence using the responses developed by the Communication Committee, responses will be selected at the end of the general meeting for correspondence accepted at that meeting.	TABLED	Tabled
August	THAT the board accept the Privacy Management Program Outline submitted by Trustee Chorneyko and THAT the Corporate Officer be directed to draft a plan of work for establishing a Privacy Management Program and THAT the Corporate Officer report on progress towards the establishment of a Privacy Management Program at each regular General Meeting of the board	TABLED	Tabled

August	<p>THAT staff be directed to provide the hiring committee with a description of what they do by August 27, 2025 and THAT staff be directed to provide the finance committee with a list of contractors performing administrative functions (e.g. bookkeeping fees, AMUI, Privacyworks, etc.) and the associated annual expenses by August 27, 2025 and THAT staff be directed to work with the finance committee to draft cost estimates for the establishment of a dedicated Corporate Officer and a fire hall clerk by September 17, 2025 and</p> <p>THAT the finance committee provide the board with a recommendation for staffing structure of the improvement district that balances financial realities with the administrative responsibilities of the organization by October 1,2025.</p>	Trustees	<p>Tabled to September, never brought up again - Hiring Committee has now been dissolved</p>
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Working on Motions 2025

August	To request that staff provide 3 estimates from consultants on the systems of the improvement district's cybersecurity.	Corporate Officer	Working on
October	THAT the board accept the Privacy Management Program Outline submitted by Trustee Chorneyko - and THAT the Corporate Officer be directed to work with the board to establish a Privacy Management Program - and THAT the Corporate Officer report on progress towards the establishment of a Privacy Management Program at each regular General Meeting of the board until further notice	Corporate Officer	Draft sent to Board in September
November	THAT the board approve the Fire Chief to spend up to \$110,000 from the Capital Reserve Fund (Trucks) to purchase a replacement command vehicle and equip it as approved by the GVFD Officer Committee	Fire Chief	Truck is being built – anticipate arrival in March 2026
December	That the Corporate Officer develop a Records and Information Management Bylaw, similar to the one in Appendix A of the Records and Information Management Manual for Local Government Organizations, which was published by the Local Government Management Association of BC by March 2026	Corporate Officer	Working on

Bylaw Updates

- Bylaw 114 RECORDS MANAGEMENT BYLAW To be presented to the board at the April Meeting
- Bylaw 115 Dispersing South Hall Heat Pump To be presented to the board at the April Meeting

Bylaw 116: Dispersing New Command Vehicle

Awaiting final delivery of truck in Feb 2026

Audit Updates

- All documents must be submitted to the auditor by March 23
- Audit to be completed by April 2

Policy/Bylaw Updates

- Created Code of Conduct
- Template for Policies – Each template will have the following banner

Policy Name:	
Policy Number:	Policy Type:
Approval Date	Date for Review
Revised	

- Working on policy types and the numbering system
- Excellent suggestion to have two sets of documents working together
 - Policies
 - Guidelines

Grants Updates

- UBCM 2024: Burn Building (\$40,000) – Completed – writing final report
- UBCM 2025: SPU Trailer Expansion (up to \$30,000) - Submitted
- UBCM 2026: Next Generation 911 (up to \$45,000) - - Submitted

Fire Chief's Report – March 2026

Fire Hazard Rating

- The current fire hazard rating is **Low**.
- Category 1 campfires are permitted.
- Campfires and burn barrels are allowed.
- Category 2 and 3 open burning is permitted with a valid burn permit.

Fire Permits

Burn permits may be obtained through the Fire Department office or by emailing info@gabriolafire.ca.

Call Volume Report

- February call volume report provided.

Monthly Operational Review

- We are recognizing and celebrating **Bill Sprogis** for 28 years of dedicated medical service to the island. He is stepping down as a First Responder but will continue serving as a frontline firefighter.
- CVIs were completed for another year.

Community Events & Initiatives

- FireSmart debris chipping program scheduled for Saturday, April 18 and April 25.
- Emergency Preparedness & FireSmart Open House on May 2.
- Jay Dearman Junior Firefighter Fund ongoing.

Equipment Readiness

- Preparing for the arrival of the new command vehicle. It has been completed and is ready for shipment.
- Hose testing and general equipment maintenance are currently underway.

Ongoing Projects

- Preparing for Harmac Pacific training course on April 17–18, pending receipt of their insurance documentation.
- Developing an operational guideline for Safer Ocean Systems (SOS).

Grants

- Awaiting decision on the 2026 Training and Equipment Grant.
- The Union of British Columbia Municipalities (UBCM) grant may be reduced by the province. Letters of community support advocating for the Volunteer/Composite Fire Department Training and Equipment Grant would be beneficial.
- The FireSmart grant may be reduced for 2027. We may need to consider funding the coordinator position through the operational budget.

Staffing & Budget Considerations

- Small update to be provided.

Safer Ocean Systems (SOS)

- March rent received: \$2,000.
- Upcoming courses:
 - Basic Marine Course – March 17–18
 - Basic Refresher – April 1

Motions

- CECA MOU – Rationale for maintaining status as an MOU.
- RDN ESS – Rationale for maintaining the agreement.
- SOS Contract.

Thank you for your continued support and commitment to community fire safety.

Respectfully submitted,
Fire Chief

GVFD Deputy Chief's Report – March 4, 2026

February Tuesday Night Training Summary Review

- Feb 03 Fire Medix Primary & Secondary (SCAB MASK FIT TEST)
- Feb 10 EVO (Emergency Vehicle Operations)
- Feb 17 Portable Fire Extinguishers
- Feb 24 Platoon Training BCEHS Landing Zone

Upcoming Training

March 2025
<ul style="list-style-type: none">• Mar 03 Fire Medix Drowning• Mar 10 Ch17 Fire Attack / Ch 5 Fire Behavior / EV• Mar 17 Fire Attack / Communications• Mar 23 Ch 13 Live Fire• Mar 28-29 Live Fire weekend• Mar 31 Platoon check-in /HR/

One Captain starting Fire Instructor 2 April 08-29

One Lieutenant starting Fire Instructor 2 April 08-29

One member Finished Fire Instructor 1 online training February 2026.

One Officer Starting ESM-2 in April.

One Lieutenant is starting Fire Leadership Jan 15 – April 15, 2026

Fire Prevention / FireSmart Update:

- Tree Chipping event April 18, 25/2026
- May 2 GVFD Open house and (Wildfire Awareness month)

Fire Inspections:

- GIRO
- Silva Bay
- Pages Resort
- Hope Centre

Report to Board of Trustees March 2026

Advance and General Election – 2026

Submitted by Cheryl Hannebauer

Purpose of Report

This report outlines the proposed calendar, procedures, and administrative processes for the 2026 Advance and General Election for the Gabriola Fire Protection Improvement District. The purpose is to confirm key dates, document voting and counting procedures, and clarify voting processes.

Election Calendar (2026)

The election calendar has been established by the Returning Officer, Corporate Officer, and Board designate. Some dates and times for this election (2026) are:

- **March 23** marks the opening of nominations.
- **March 25** and **April 1** are the dates on which nomination advertisements will appear in the Sounder.
- **April 9** at 2:00 pm is the deadline for the close of nominations.
- **April 13** is the date on which a request for the Master Roll will be sent to BC Assessment.
- **April 14**, between 10:00 am and 2:00 pm, is scheduled for candidates and scrutineers to attend the GFPIID Firehall office to complete required forms, *unless alternate arrangements are requested*.
- **April 15** and **April 29** are the dates on which the list of candidates will be advertised in the Sounder.
- **May 2**, from 11:00 am to 7:00 pm, is scheduled for Advance Voting.
- **May 6**, from 11:00 am to 7:00 pm, is General Election Day.
- **May 15**, is the date by which required election files will be forwarded to the Provincial Government Ministry.

All election dates and information have been posted on the GFPIID (Trustee) portion of the website (gabriolafire.ca), with the exception of internal advertising deadlines for the Sounder.

Poll Clerks

Fourteen paid Poll Clerk positions have been filled, with four additional individuals placed on a wait list. Poll Clerks will receive confirmation of their assigned dates and shift times by email by/on April 16th from the Returning Officer and Corporate Officer. Both Advance Voting Day and General Election Day will be staffed using two shifts per day.

Advance Voting Procedures: May 2, 2026

For Advance Voting, a secured ballot box will be used. This ballot box will only be used for the advanced voting. If a standard ballot box cannot be obtained from BC Elections, a sealed bankers box will be used as an alternative. Prior to the opening of the poll, scrutineers will inspect the ballot box to confirm it is empty and will sign a verification form.

At the close of polls at 7:00 pm, the ballot box will be sealed. The seal will be initialled by the Returning Officer, Corporate Officer, and scrutineers. The Corporate Officer will document the

sealed ballot box with a photograph. The Returning Officer and Board designate will then witness the placement of the sealed ballot box into the safe, which will remain secured until the end of General Election Day.

A ballot tally form will be completed at the conclusion of Advance Voting, documenting the number of ballots issued and used.

General Election Day Procedures: May 6, 2026

Prior to the opening of polls on General Election Day, an unused ballot box will be inspected to confirm it is empty. Scrutineers will sign a verification form confirming this. The ballot box will then be secured, with keys held by the Returning Officer.

At the close of polls at 7:00 pm, the Advance Voting ballot box will be retrieved from the safe by the Corporate Officer. Both the Advance and the General Election ballot box will then be moved to the main office area for counting.

The count will be conducted by the Returning Officer, Corporate Officer, and the Corporate Officer's assistant, in the presence of candidates or scrutineers. The Advance Voting ballots will be counted first, followed by the General Election ballots. Tally sheets will be used to track and confirm results.

AGM Voting Procedures

Attendees at the Annual General Meeting will be required to bring identification to confirm landowner eligibility. A table will be set up with the Board designate and a volunteer using the roll book to verify eligibility based on the Assessment Roll. Once confirmed as a landowner, attendees will receive a coloured identifier to be used for voting on any motions arising at the AGM.

This requirement will be communicated in advance through the GFPIID website and advertised in the Sounder to ensure attendees are aware that identification is required.

If ballot counting extends beyond 11:00 pm, the inaugural meeting will be postponed to a date and time to be determined by the Corporate Officer.

Budget		Unit	Cost	Total
Advertising	3 "Call for Nominations"	3	\$ 250	\$ 750
	3 "Candidates/AGM"	3	\$ 250	\$ 750
Supplies	Boxes, tape			\$ 100
Returning Officer	Preparation	40	\$ 40	\$ 1,600
	Advanced Polls	9	\$ 40	\$ 360
	Election Day	16	\$ 40	\$ 640
Assistant to the C/O	Preparation	8	\$ 25	\$ 200
	Advanced Polls	8	\$ 25	\$ 200
	Election Day	16	\$ 25	\$ 400
Poll clerks	Advanced Polls (8 ppl)	64	\$ 25	\$ 1,600
	Election Day (8 ppl)	64	\$ 25	\$ 1,600
	Counting of ballots	10	\$ 25	\$ 250
				\$ 8,200
	Safe			\$ 1,000
			TOTAL	\$ 9,200

Gabriola Fire Protection Improvement District

Policy Name: Code of Conduct	
Policy Number:	Policy Type: Role of the Board
Approval Date	Date for Review
Revised	

PURPOSE

The Gabriola Fire Protection Improvement District (GFPIID) is committed to shared expectations for conduct and behaviour for how members of the GFPIID Board should conduct themselves while carrying out their responsibilities and in their work as a collective decision-making body for their community. It is the responsibility of GFPIID trustees to uphold both the letter and the spirit of this Code of Conduct in their dealings with other GFPIID trustees, staff, and the public.

Integrity – means conducting oneself honestly and ethically.

Trustees will -

1. Be truthful, honest, and open in all dealings, including those with other trustees, staff, and the public, while protecting confidentiality where necessary.
2. Behave in a manner that promotes public confidence, including actively avoiding any participation in a matter in which the trustee has a conflict of interest, or where participation would constitute an improper use of office or unethical conduct.
3. Ensure that their actions comply with duly adopted bylaws, policies and resolutions of the Board.
4. Behave ethically in all GFPIID matters, including at open and closed meetings.
5. Follow through on responsibilities by resolution or bylaw.
6. Direct their minds to the merits of the decisions before them, ensuring that they do not discriminate, and act on the basis of relevant information and principles with due consideration of the consequences of those decisions.
7. Frankly correcting or apologizing for any errors or mistakes made while carrying out official duties.

Respect – means actively valuing and acknowledging the validity of different viewpoints, experiences, and opinions without needing to agree with them.

Trustees will:

1. Treat every person with dignity, understanding, and respect.

2. Actively listen allowing others to express their views without interruption or immediate judgment
3. Acknowledge that every person's values, beliefs, ideas, and contributions add diverse perspectives. Fostering collaboration leads to better, more creative, and mutually beneficial solutions
4. Demonstrate awareness of their own conduct, avoid discrimination, and consider how their words or actions may be perceived by others as offensive or demeaning.
5. Not engage in behaviour that is contrary to our Respectful Workplace Policy
6. Recognize and value the distinct roles and responsibilities of the local government staff.
7. Shall respect the organizational structure of the GVFD and GFPID
8. Call for and expect respect from the community towards staff, union members, and volunteers.
9. Ensure that public statements and social media posts that concern other elected officials, staff, volunteers, and the public are respectful.

Accountability – means an obligation and willingness to accept responsibility or to account for one's actions.

Trustees will:

1. Be responsible for the decisions that they make, be accountable for their own actions, and honour and support the lawful implementations of the resolutions and bylaws of the Board.
2. Carry out their duties in an open and transparent manner so that the public can understand the processes and rationale used to reach decisions and the reasons for taking certain actions.
3. Ensure that information and decision-making processes are accessible to the public while protecting confidentiality where necessary.
4. Correct any mistakes or errors in a timely and transparent manner.
5. Listen to and consider the opinions and needs of the community in all decision-making.
6. Act in accordance with the law, which includes, but is not limited to, applicable statutes and policies that govern or guide local government
7. Seek to achieve and maintain an understanding necessary to the performance of their duties.
8. Be informed and bring relevant issues to the Board of Trustees for discussion.

Leadership and Collaboration – mean the ability to lead, listen to, and positively influence others; it also means coming together to create or meet a common goal through collective effort.

Trustees will

1. Behave in a manner that builds public trust and confidence in the local government when representing the GFPID.
2. Consider the issues before them and make decisions as a collective body. As such, trustees will actively participate in debate about the merits of a decision, but once a decision has been made, all trustees will recognize the democratic majority. Recognition of the democratic majority includes supporting and not obstructing the lawful implementation of duly adopted resolutions.
3. Recognize that debate is an essential part of the democratic process and encourage constructive discourse while empowering other trustees and staff to provide their perspectives on relevant issues.
4. As leaders of their communities, calmly face challenges and provide considered direction on issues they face as part of their roles and responsibilities while empowering their fellow trustees and staff to do the same.
5. Recognize, respect, and value the distinct roles and responsibilities others play in providing good governance and commit to fostering a positive working relationship with and among other trustees, staff, volunteers, and the public.
6. Recognize the importance of the role of the chair of meetings and treat that person with respect at all times.
7. Provide considered direction on district policies and support fellow trustees and staff to do the same.
8. Educate colleagues and staff on the harmful impacts of Discriminatory conduct and take action to prevent this type of conduct from recurring if necessary.
9. Foster positive working relationships between trustees, staff, volunteers, and the public.
10. Positively influence others to adhere to the foundational principles of responsible conduct in all local government dealings.

Confidential Information:

"Confidential Information" is as defined in the Freedom of Information and Protection of Privacy Act (FIPPA) Part 2 Division 2 (Sections 12-22).

Trustees will

1. Shall only access GFPID information and records for GFPID business and not for furthering any private interest or as a means of making personal gains.
2. Shall not alter any GFPID records.
3. Confidential information must be maintained in confidence after their term, and any confidential information in the trustee's possession at the end of a trustee's term must be destroyed.
4. No GFPID business should be done by personal email.

Conflict of Interest:

If a trustee attending a meeting considers that he or she is not entitled to participate in the discussion of a matter, or to vote on a question in respect of a matter, because the member has

- (a) a direct or indirect pecuniary interest in the matter, or
- (b) another interest in the matter that constitutes a conflict of interest,

the trustee must declare this and state in general terms the reason why the member considers this to be the case. If a Board member is in doubt, he or she must disclose their circumstances and consult with the Chairperson. The Chairperson will, if necessary, request staff to seek a legal opinion.

Apprehension of Bias:

There must be no apprehension of bias, based on what a reasonable person might perceive. If a Board member is in doubt, he or she must disclose their circumstances and consult with the Chairperson. The Chairperson will request staff to seek a legal opinion.

Signed: _____

Print name: _____

Date: _____



107 Seventh St, Garden City
New York, 11530, United States

First Due Quote

Prepared By: Travis Grimsley
Valid Until: May 31, 2026
Quote Number: 1545132000366773405

Gabriola Volunteer Fire Department (BC)

We are excited to present pricing for the First Due Suite! Please see below detailed breakdown. It is important to note that First Due is a cloud-based system, and all Support, Maintenance, Hosting and Upgrades are ALWAYS INCLUDED.

First Due Modules Included - Description

Occupancy Management & Pre-Incident Planning Manage Occupancies, Pre-Incident Mapping, ArcGIS Maps, Fire Systems, Hazardous Material, and Contacts.	CA\$ 1,400.00
Responder Web Responder dashboard and Responder iOS/Android App with notifications, statusing and routing.	CA\$ 1,400.00
Inspections Field Inspections, Configurable Checklists, Violation Management, Virtual Inspections, Inspections Scheduler, and Integrated Pre-Incident Planning.	CA\$ 1,700.00
Incident Reporting - Provincial Fire Documentation Fire Code Reporting Incident Documentation, Provincial Compliance	CA\$ 1,700.00
Personnel Management Store, Manage and Access Employee Records including demographic data, certifications and employment information.	CA\$ 700.00
Basic Training Records Assign Training, Record Completions, View Training Logs, and Manage Certifications.	CA\$ 1,400.00
Events & Activities Create Events, View Global Activity Log, and Access Global Calendar.	CA\$ 700.00
Assets & Inventory Assets, vehicles, equipment and inventory management, assets and equipment checks, and work order management.	CA\$ 2,050.00
CAD Integration (Other) Receive CAD Data to support First Due Responder and Incident Reporting modules via sFTP, XML, or API.	CA\$ 700.00
Essentials Online Training Package Up to 4 Hours Online Training with certified First Due Instructor	CA\$ 700.00
Implementation and Configuration Services Services related to configuring and customizing the First Due Platform as described in the Statement of Work.	CA\$ 1,400.00

Grand Total CA\$ 13,850.00

Annual Subscription CA\$ 11,750.00

**Excluding Tax*

Optional Add-Ons

First Due Modules	Description	Price
Investigations	Organize, analyze and document investigations, keeping case information secure and separated from, but integrated with other modules.	CA\$ 1,400.00
