



Select Committee to Review Victoria Office Location Agenda

Date: Wednesday, November 18, 2015
Time: 1:30 pm - 4:00 pm
Location: Islands Trust Victoria Office
200, 1627 Fort Street, Victoria, BC

	Pages
1. CALL TO ORDER	1:30 PM - 4:00 PM
2. APPROVAL OF AGENDA	
3. ADOPTION OF MINUTES/COORDINATION	
3.1 Minutes of Meetings	
3.1.1 <u>Select Committee Draft Minutes of October 21, 2015 (attached)</u>	3 - 7
3.2 Resolutions Without Meeting	
none	
3.3 Follow-up Action List	8 - 8
4. WORK PROGRAM ITEMS	
4.1 Review of Breifing Document Titled "Public Service Agency - HR Advice Regarding Relocation" (attached)	9 - 16
4.2 Review of Resource "Boham and Deal's Four Frames of Organization"	
4.3 Review of Other Resource/Information Items	
4.4 Identify Options That are not to be Discussed Initially or are Outside the Scope of the Review	
4.5 Determination of Workshop Parameters - Whether the Discussion be Broken into Two Scenarios	
A. Salt Spring Island to Remain with Islands Trust	
B. Salt Spring Island Incorporates	

5. DISCUSSION ITEMS

5.1 Workshop/Brainstorming Session to Analyze Two Possible Options (first two areas identified in informational - Attachment 4)

17 - 21

A. Full/Partial Move to Salt Spring Island

B. Status Quo

Note: Reference Attachment 3 (as amended by Trust Council September 15, 2015)

6. ON-GOING ITEMS

6.1 Budget Requests to Trust Council

6.2 Status Report for Trust Council

7. NEW BUSINESS

8. NEXT MEETING

8.1 Set the 2016 Tentative Schedule of Meetings

9. ADJOURNMENT

4:00 PM - 4:00 PM



Select Committee

Review of Victoria Office Location

Minutes of Regular Meeting

Date: October 21, 2015
Location: Islands Trust Victoria Boardroom
200-1627 Fort Street, Victoria, BC

Members Present

- Paul Brent
- Peter Grove
- Bruce McConchie
- Susan Morrison
- Alison Morse
- Dan Rogers
- Robert Kojima
- Clare Frater

Staff Present

- Cindy Shelest
- Linda Adams
- Carmen Thiel

1. CALL TO ORDER

The meeting was called to order at 2:00 pm

2. ELECTION OF CHAIR/VICE-CHAIR

Carmen Thiel explained the elections process to the committee.

Carmen Thiel called for nominations for Chair of the Select Committee.

Trustee McConchie was nominated for the position of Chair of the Select Committee and the nomination was Seconded. He was then asked if he accepts the nomination; he agreed to stand.

Carmen Thiel called a second time for nominations for Chair of the Select Committee.

Trustee Rogers was nominated for the position of Chair of the Select Committee and the nomination was Seconded. He was then asked if he accepts the nomination; he agreed to stand.

Carmen Thiel called a third and final time for nominations for Chair of the Select Committee. Hearing no further nominations, she declared the nominations closed.

There being more than one (1) nomination, ballots were distributed for a voting for the position of Chair. 2 staff members took the completed ballots to another room to count, they were tallied and Carmen Thiel declared a tie vote. She then advised that there being a tie vote that there would be a second vote and if there was a second tie, there would be a draw by lot.

Trustee Rogers immediately stated that he would like to step out of the running for the position of Chair.

Trustee McConchie then being the only nomination was declared Chair of the Select Committee.

He was congratulated by Carmen Thiel and the committee.

Carmen Thiel called for nominations for Vice Chair of the Select Committee.

Trustee Rogers was nominated for Vice Chair of the Select Committee and it was Seconded. He was asked if he accepts the nomination; he agreed to stand.

Carmen Thiel called a second time for nominations for Vice Chair of the Select Committee; hearing none she asked a third time. There were no further nominations for Vice Chair; she declared Trustee Rogers appointed to Vice Chair by acclamation.

Carmen Thiel asked the committee to join in congratulating Trustee Rogers in his appointment of Vice Chair.

Chair McConchie thanked the committee for his appointment as Chair.

3. APPROVAL OF AGENDA

Chair McConchie asked for any additions or amendments to the agenda.

The agenda was amended by adding item 5.11 – Extension of Office Lease

By general consent the Committee approved the agenda as amended.

4. ADOPTION OF MINUTES/COORDINATION

4.1 Minutes of Meetings

None

4.2 Resolutions Without Meeting

None

4.3 Follow-up Action List

None

5. WORK PROGRAM ITEMS

5.1 Review of TC resolutions re: Select Committee

Chair McConchie read aloud the Trust Council resolutions pertaining to the Select Committee – Review of Victoria Office Location (RVOL) and asked if anyone had any comments to add.

5.2 Review of amended Terms of Reference adopted by TC

The committee had a discussion regarding the Terms of Reference and it was suggested to delete the words “of the headquarters” in section 1.a).

RVOLSC-2015-001

It was Moved and Seconded that the Select Committee suggest Trust Council delete the words “of the headquarters” from Section 1 – Objectives of the Terms of Reference for Select Committee – Review of Victoria Office Location document.

CARRIED

5.3 Determination of scope and initial time frames

Chair McConchie opened up the discussion by going round table for input from the committee members on how to determine the scope and time frame.

There were a variety of opinions and questions posed:

- Present a number of options and establish a scope early
- Identify an unrealistic option to start the flow of ideas
- Look at all options regarding impact and significant effort required
- Early discussion on geography/criteria
- Does it make sense to move off of Vancouver Island?
- Are there good reasons to move either part or all of the office and where do we go?
- Look at the pros and cons of having a Northern Office
- Are there rules and regulations of Public Sector
- Put this discussion on hold until the Salt Spring Island Referendum is complete
- Options would change if Salt Spring Island remains part of the Islands Trust
- Brainstorm exercise for a one hour for suggestions on identifying options
- Would it benefit the constituents and trustees?
- What impact would it have on staff?

There was open discussion regarding the options as follows:

- to either continue until June assuming Salt Spring Island (SSI) stays with the trust or waiting until June to see if SSI referendum goes through
- Cindy Shelest to gather some information from MyHR regarding interpretations and cost benefits

The consensus was to continue to address the question; there was further discussion with more ideas as follows:

- keeping planning staff in Victoria, regardless of what happens with SSI
- finding a balance between getting information without spending all your time
- what are the other benefits/costs to moving the office – identifying what’s more important
- identifying what department is reliant with other Ministries for meetings
- identify the number of topics the committee wants to get done by next meeting
- go through these items at Trust Council
- determine framework

5.11 Early discussion of Office Lease

RVOLSC-2015-002

It was Moved and Seconded that the Select Committee supports the Financial Planning Committee's recommendation to extend the office lease to September 2017.

CARRIED

5.4 Initial outline of process to be followed in carrying out the object of the Committee

Cindy Shelest advised the committee that she knows of some information they might find to be useful and offered to email a PowerPoint presentation "Bohman and Deal's four frames of organization" to the committee members.

There was a consensus from the committee to receive this information.

5.5 Identify resources and skill sets of the Members of the Committee

Chair McConchie asked if any of the committee members possessed any specific skills that they thought would be of value for the committee to be aware of. Some skills were identified such as: legal resources and skills around Workplace Strategies.

5.6 Review of information sheets provided by Staff and other resource material

Linda Adams gave a brief overview of the objectives contained within the Terms of Reference (ToR) addressing things like; branding; impact on carbon footprint; maximize employment engagement; maintaining cohesiveness of staff; accessibility for disabled persons, etc. She went on to go over the resolutions that deleted sections from the ToR.

5.7 Assignment of specific tasks and research

There was discussion around the staff costs associated with the relocation of the office; Cindy Shelest to send out information to assist the committee ie; moving within 32 km.

Linda Adams and Cindy Shelest answered questions regarding: replacing staff; moving staff and the costs associated; exempt staff; and how it affects costs.

5.8 Establishment of meeting schedule to March 31, 2016

RVOLSC-2015-003

It was Moved and Seconded that the next two meetings of the Select Committee will be on November 18, 2015, at 1:30 pm, and January 19, 2016, at 1:30 pm.

CARRIED

Additional dates will be determined at the November 18, 2015 meeting.

5.9 Initial input regarding budget requests for 2016/17 budget

The committee discussed the timeline related to submitting a budget request for 2016/17.

5.10 Budget requests for remainder of FY 2015-2016

Cindy Shelest to provide a detailed breakdown of costs for the current year.

5.11 Extension of Office Lease

This item was addressed earlier after item 5.3; further discussion ensued regarding framework ie. Status Quo/Move to Salt Spring Island/Move to Sidney/Duncan.

6. ADJOURNMENT and NEXT MEETING DATES(S)

Chair McConchie asked the members to send their ideas for options and discussion items and criteria to Sharon Lloyd-deRosario, Committee Secretary, to compile for the next meeting.

6.1. NEXT MEETING

The next two (2) meetings of the Select Committee will be held November 18, 2015, at 1:30 pm, and January 19, 2016, at 1:30 pm., at the Islands Trust office at #200, 1627 Fort Street, Victoria, BC.

SCRVOL-2015-004

It was Moved and Seconded that the Select Committee meeting be adjourned at 3:42 pm.

CARRIED

Bruce McConchie, Chair

Certified Correct:

Sharon Lloyd-deRosario, Recorder



**Select Committee
Review of Victoria Office Location**

Follow-up Action List

SC Mtg	Bold = regular items	WHO / Activity	TO	TARGET
BRUCE MCCONCHIE				
<i>Oct 21/15</i>		Suggest TC delete the words "of the headquarters" from Section 1 of TOR	TC	
<i>Oct 21/15</i>		Additional meeting dates to be decided at November meeting	SC	
<i>Oct 21/15</i>		Prepare Draft agenda for next meeting	SC	Done
CINDY SHELEST				
<i>Oct 21/15</i>		To email PowerPoint presentation "Boham & Deals four frames of org."	SC	Done
<i>Oct 21/15</i>		To supply information regarding costs associated with relocation of office within 32 km	SC	Done
<i>Oct 21/15</i>		To provide detailed breakdown of costs for the current year	SC	
SHARON LLOYD-DEROSARIO				
<i>Oct 21/15</i>		To receive ideas for options & discussion items and criteria from SC members to bring forward to next meeting	SC	
<i>Oct 21/15</i>		Prepare draft minutes for Nov 18/15 – Consideration to Adopt	SC	Done
<i>Oct 21/15</i>		Create Draft agenda in E-scribe - circulate agenda package for next meeting	SC	Done



Islands Trust

BRIEFING

To: Select Committee – Review of
Victoria Office Location

For the Meeting of: November 18, 2015.

From: Cindy Shelest, Director
Administrative Services

File No.: Select Committee

SUBJECT: PUBLIC SERVICE AGENCY - HR ADVICE REGARDING RELOCATION

DESCRIPTION OF ISSUE:

To provide information to the Select Committee – Review of Victoria Office Location with respect to relocation of staff to a new location.

BACKGROUND:

As part of their Committee work, the Select Committee – Review of Victoria Office Location has requested information on the relocation provisions available to staff should the office be relocated.

The Director of Administrative Services sought advice from the Public Service Agency which is attached. The attached information relates to a move beyond 32 km of the existing office location. The Public Service Agency has advised that areas within 32 km, but having extraordinary transportation requirements (ie. Ferry or boat travel required) are not considered to be part of the Geographic Location. As such, a move to one of the Islands within the Trust Area would be considered as a move beyond 32 km.

ATTACHMENT(S):

Relocation Process for Unionized Staff - GEU Article 12.8 and PEA Article 12.04 (provided by PSA)
Relocation for Excluded (non unionized) Staff
Relocation Costs Covered for Staff

AVAILABLE OPTIONS:

Receive for information.

FOLLOW-UP:

As directed by the Select Committee.

Prepared By: Cindy Shelest, Director Administrative Services

Reviewed By: Chief Administration Officer

Date: November 5, 2015

Relocation Process for Unionized Staff

GEU Article 12.8 and PEA Article 12.04¹

- Least senior employee is issued written notification that the position they occupy is being relocated 90 days prior to date of relocation. Where there is more than one regular employee performing the work, the Employer will first canvass all employees for any volunteers. (Example: relocation date is **December 31, 2014**, therefore 90 days prior is **October 2, 2014**).
- The timeframe given to the employee to respond to this notification no later than 30 days before the relocation. We do try to encourage an earlier response, particularly if they are looking for vacancies, but they are not required to respond until 30 days prior. (Example – **December 1, 2014**)
- If there are multiple locations available for relocation, the ministry identifies all locations on the letter so employee can select their choices in order of preference. If multiple employees select the same geographical location to relocate to, seniority is the deciding factor.
- Employee responds to the letter informing the Employer if they are relocating or not (with cc to MYHR).
- If the employee **chooses to relocate**, the ministry proceeds with relocating the employee (i.e. sends relocation information to employee with ministry contact name, negotiates a move date, etc).

OR

- If employee chooses **not to relocate**, the Employer sends the employee a secondary letter confirming their decision that also outlines their options.
 - For GEU, the three options are: severance, early retirement (if eligible) or placement as per Article 13.4(c)(2).)
 - For PEA, the options are: vacancy selection, early retirement Article 37.05, or Severance Pay Article 37.07(b) and (c). This letter is copied to MYHR.
- The employee returns the letter that outlines their choice. The employee technically has up to 30 days prior to date of relocation date to respond (Example: **December 1, 2014**); if no answer is sent to the Employer by that date, the employee is deemed to have resigned and will be paid severance.
 - If the employee indicates **severance/retirement**, ministry negotiates with the employee their last day. The last day should be no later than the date of relocation unless there are exceptional circumstances.
 - If the employee has selected **placement**, a placement advisor from the BC PSA is assigned to work with the employee.

Note: For purposes of applying the placement option(s), employees are considered to have already refused one (1) offer as a result of refusing to relocate with their position. As such:

¹ GEU = Government Employees Union; PEA = Professional Employees Association. No Islands Trust staff are members of PEA

- *Refusal of one (1) job offer in the same classification in the employee's own geographic location means they have resigned, but may, if eligible, claim early retirement.*
 - *Refusal of one (1) job offer in a different classification in the employee's own geographic location, with a salary or maximum step pay range the same or comparable to employee's existing position, means employee shall claim early retirement or severance as outlined in Clause 13.4(i).*
 - *There is no guarantee that a vacancy will be identified and where no vacancy is identified by the effective date of relocation the employee will proceed to severance pay or early retirement.*
- If no placement made by the effective date of relocation (Example: **December 31, 2014**), the employee's severance is processed.
 - Displacement is **not** an option for these employees (based on the position being relocated, not eliminated). Over three year employees do not have the option to displace under three year employees as outlined in GEU Article 13.4(c) and for PEA Article 37. 03 (b)(ii). Their only right established under 12.8(a)(1) is access to 13.4(c) vacancy selection, and failing placement, early retirement or severance pay per 13.4(c)(7) (i.e., no other provisions of Article 13 or Article 37 are applicable).

Relocation Process for Excluded Staff

Excluded staff are not covered under a collective agreement. However, the process is similar to that for union staff in that written notice will be provided to excluded staff and they will need to choose whether they wish to relocate or not.

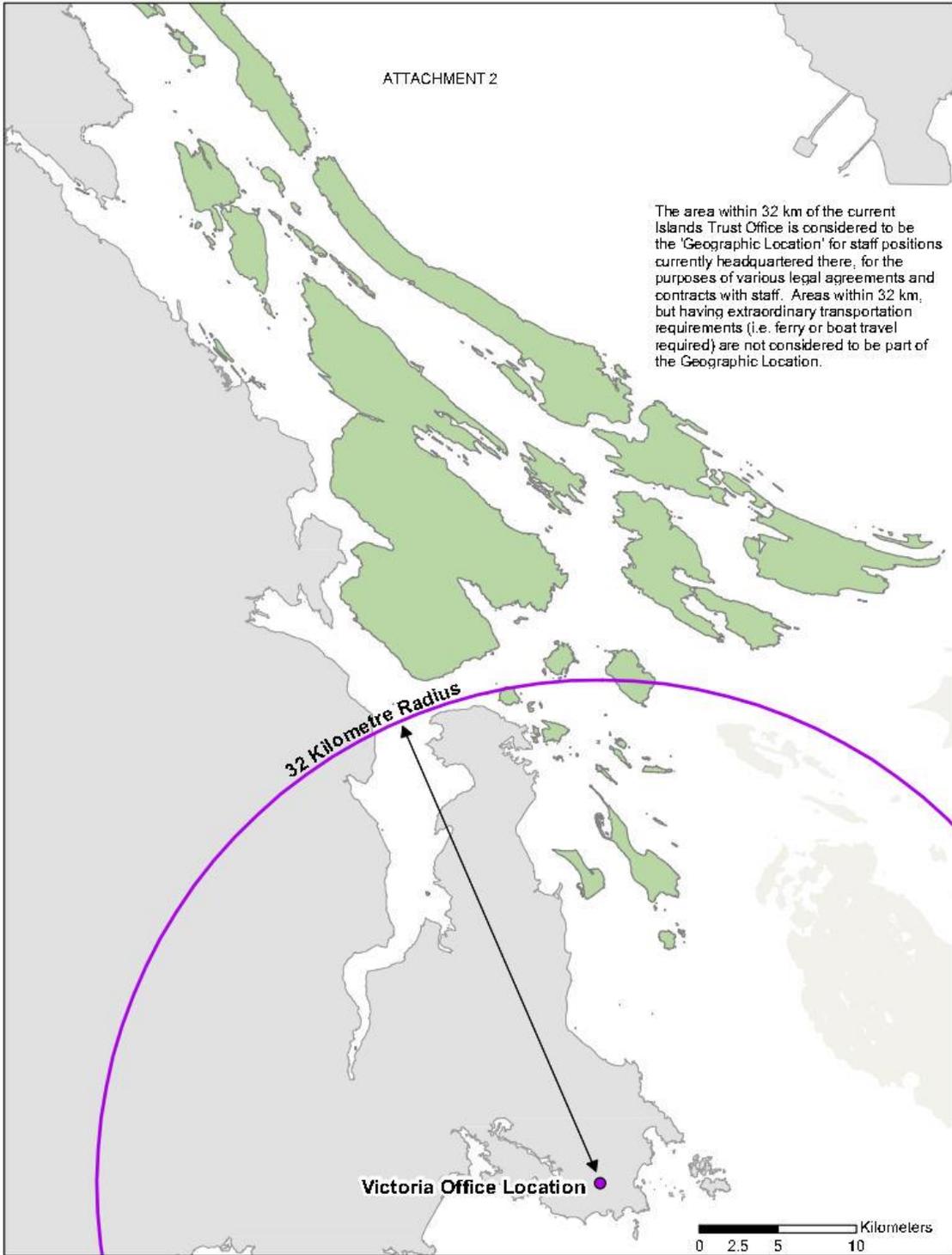
If the employee chooses to relocate, the ministry proceeds with relocating the employee. Severance would be provided to those who choose not to relocate. The Public Service Agency has reviewed several existing staff members who are excluded from the union and provided estimates reflecting that, should an excluded staff member choose not to relocate, the Islands Trust would be obliged to pay severance in the range of:

- Director Level - \$130-150K
- Manager Level - \$98-120K

Should all excluded staff in the Victoria office choose not to relocate, the total severance payable by the Islands Trust would be approximately \$700K, exclusive of the CAO position.

ATTACHMENT 2

The area within 32 km of the current Islands Trust Office is considered to be the 'Geographic Location' for staff positions currently headquartered there, for the purposes of various legal agreements and contracts with staff. Areas within 32 km, but having extraordinary transportation requirements (i.e. ferry or boat travel required) are not considered to be part of the Geographic Location.



Relocation Costs (Moving Expenses) Covered for Staff

Excluded Staff:

The Public Service Agency's website (myHR) provides the following information about the type of relocation expenses that must be paid to excluded staff, where a position is permanently located to another geographic position:

- up to five days paid leave, plus travel time to find your new home
- the cost of travel expenses for you and your spouse on your initial house-hunting trip
- moving of household goods and effects, mobile homes and vehicles
- incidental expenses on relocation
- real estate and legal fees

More details are available at the following sites:

<http://www2.gov.bc.ca/myhr/article.page?ContentID=2331f8db-a945-b64e-ac08-993d7549537e&PageNumber=2>

<http://www2.gov.bc.ca/myhr/article.page?ContentID=2331f8db-a945-b64e-ac08-993d7549537e&PageNumber=4>

Unionized Staff:

Relocation costs for unionized staff are covered in the Collective Agreement. Some details of the current agreement are included in Attachment 1.

Relocation on Retirement

Employees who were requested to move to a new location are eligible for financial assistance to relocate again upon retirement.

Further information about costs payable to relocate employees upon retirement is available at:

<http://www2.gov.bc.ca/myhr/article.page?ContentID=2331f8db-a945-b64e-ac08-993d7549537e&PageNumber=3>

http://www2.gov.bc.ca/myhr/content_hub.page?ContentID=de8c4d64-7dbb-912c-0b5c-82d37763d4f4

Attachment 1

Excerpt from BCGEU Fourteenth Master Agreement Regarding Relocation Expenses

Part II - Relocation Expenses

2.1 Policy (a) Relocation expenses will apply: (1) to regular employees and to auxiliary employees who qualify pursuant to Clause 31.2 who have to move from one headquarters or geographic location to another after completing their probation period and after winning an in-service competition where the position is 295 permanently located at another headquarters or geographic location; (2) to employees who have to move from one headquarters or geographic location to another at the Employer's request to fill a position which is permanently located at another headquarters or geographic location. (b) Relocation expenses will not apply, but instead the applicable travelling, living and moving expenses provided under the Treasury Board Order on Board and Lodging will apply to the following groups of employees who will not be considered to be on relocation: (1) to field status, mobile and other employees whose normal duties require moves from one temporary headquarters to another or from one assignment to another; (2) to field status, mobile and other employees who are successful applicants for posted positions, where such positions are not permanently located at one headquarters or geographic location, such as is the usual case with field crew positions; (3) to apprentice employees when there is a preprogrammed change in their headquarters or geographic location. (c) To employees entitled to relocation expenses, the Employer will pay travelling, living and moving expenses on relocation in accordance with the following provisions.

2.2 Travel Expenses on Relocation (a) Initial Trip to Seek New Accommodation The Employer shall grant, with no loss of basic pay, prior to relocation, at a time mutually agreeable to the Employer and the employee, up to five days plus reasonable travel time, to an employee being relocated and shall reimburse the 296 employee for travel expenses for the employee and spouse in accordance with Treasury Board Order on Travel Expenses. Any time beyond specified time may be charged against the employee's annual vacation credits, however, expenses will not be payable. This leave must be for the specific purpose of locating accommodation, with the intent, in as many instances as possible, that furniture and household effects may be delivered directly to the new residence. (b) Travelling Expenses Moving to New Location The Employer shall provide reimbursement of travel expenses incurred during relocation for employees and dependents, for the actual travel time, plus accommodation and meals up to seven days at the new location when employees are unable to move into the new accommodation. Such expense allowances will be in accordance with the current Treasury Board Order on Travel Expenses. *Meals:* Adults - full rate Children 12 and under - one-half rate Motel or Hotel - on production of receipts *Private lodging:* at old or new location - current rate (c) Where dependents of an employee relocate at a time different than the employee, the Employer shall reimburse the employee for their dependents' travel expenses, meals and accommodation incurred while travelling to the new headquarters area. In such cases where the employee remains eligible for benefits pursuant to Section 2.3, the employee will be reimbursed for their dependents' meals at the new location for a period of up to seven days. The above allowances will be in accordance with the current Treasury Board Order on Travel Expenses. 297

2.3 Living Expenses Upon Relocation at New Location After the first seven days has expired at the new location and the employee can establish to the satisfaction of the Employer that there is no suitable housing available, then: (a) the Employer shall pay an employee not accompanied by dependents at the new location, a living allowance of **\$25** per day up to a maximum of 30 days; or (b) the Employer shall pay an employee accompanied by dependents at the new location, a living allowance of **\$30** per day up to maximum of 60 days; (c) where an employee is receiving the payment in (a) above and is later joined by their dependents at the new location and the employee is still eligible for payment under this Section, the payment shall be as in (b) above. However, the maximum period of payment under (a) and (b) shall not exceed 60 days.

2.4 Moving of Household Effects and Chattels On relocation, the Employer shall arrange and pay for the following: (a) moving of household effects and chattels up to 8,165 kg. including any item(s) which the contracted mover will accept as part of a load which includes household appliances and furniture, hobbies, boats, outboard motors and pianos; (b) comprehensive insurance to adequately protect the employee's household effects and chattels during the move up to a maximum of **\$60,000**; (c) where necessary, insured storage up to two months, upon production of receipts; (d) the packing and unpacking of the employee's household effects and chattels; e) when an employee is being relocated and opts to move their own household effects and chattels, the employee shall receive one of the following allowances: (1) **\$500** for a move not exceeding a distance of 240 kilometers; (2) **\$800** for a move which exceeds a distance of 240 kilometers; (3) **\$250** where the employee is entitled to receive the amount pursuant to Section 2.7(d). (f) where the employee exercises an option pursuant to (e) above then the provisions of (a) and (d) above shall not apply.

2.5 Moving of Mobile Homes (a) On relocation, an employee who owns a mobile home may opt to have their mobile home moved by the Employer in either of the following circumstances: (1) where the employee's new headquarters area is on the list of isolated areas, providing no suitable accommodation is available; or (2) where an employee is living in a mobile home which was moved to its present location by the Employer, and the employee's headquarters prior to the impending relocation is named on the list of isolated locations. (b) Where an employee's mobile home is moved by the Employer under this Section then the Employer shall also arrange and pay for the following: (1) moving of single wide mobile trailer or home up to the maximum width allowed on the highway with a permit including any skirting, cabanas or attachments. Where mobile homes in excess of the above are involved, the Employer will pay: 299 (i) the equivalent cost of moving a single wide mobile trailer or home up to the maximum width allowed on highways with a permit; or (ii) the real estate and legal fees involved in selling the extra wide trailer up to a maximum of **\$5,000**; (2) comprehensive insurance to adequately protect the employee's household effects, chattels and trailer during the move up to a maximum of **\$60,000**; (3) the setting up and levelling of a mobile home or double wide, at the new location to a maximum of **\$600** upon production of receipts; (4) the packing and unpacking of the employee's household effects and chattels if required. (c) Where an employee is living in a mobile home and is not included in (a) above, and chooses to move the mobile home to the new headquarters area, the employee shall be entitled to reimbursement for costs covered in (b) above up to a maximum of **\$2,500** upon production of receipts. (d) Where the employee opts under this Section to have a mobile home moved, there shall be no entitlement to the provisions of Sections 2.4 and 2.10.

2.6 Moving of Personal Vehicles Upon Relocation The Employer shall reimburse employees for the cost of transporting one personal vehicle and one trailer towed by the personal vehicle. The vehicle and trailer, where applicable, may be driven in which case current vehicle allowance rates for the vehicle only will apply, or, vehicle and trailer, where applicable may be shipped by rail or boat, in which case the cost of the least expensive method will be paid. 300 In addition, the Employer will pay for any additional transportation charges such as ferry fares for the vehicle and trailer with or without load.

2.7 Incidental Expenses on Relocation The Employer shall pay to the employee upon relocation only one of the following amounts, to cover incidental expenses on relocation, and once the employee has claimed one allowance no alternate further claim may be made: (a) when an employee purchases a private dwelling house in the new location - **\$600**; (b) when the employee is moving to rental accommodation in the new location - **\$300**; (c) when an employee is moving with a mobile home - **\$200**; (d) when the employee is moving to room and board - **\$150**. The application for incidental expenses on relocation must be made by the employee on the appropriate form within 60 days of the employee's arrival at the new location, unless there is no available suitable housing, in which case application must be made within 60 days of suitable housing becoming available.

2.8 Notice to Employee Upon Relocation It is understood and agreed that the Employer will provide employees with reasonable notice of the relocation effective date, and wherever possible, at least one month's notice shall be given. Where less than one month's notice is given, or the relocation date is altered either earlier or later than the relocation effective date given which directly results in duplication of

rent costs to the employee, then the Employer agrees to reimburse the employee, upon production of receipts, for the duplicate rent payments at the new location.

2.9 Requested Relocation by Employee Where an employee requests a relocation from one headquarters or geographic location to another, all travelling and living expenses incurred in such a move are the responsibility of the employee.

2.10 Real Estate and Legal Fees On relocation or within one year of the effective date of relocation, an employee who purchases and/or sells their private dwelling house, will be entitled to claim for the following expenses upon production of receipts: (a) Reimbursement of fees to a maximum of **\$8,500**, charged by a real estate agency for the selling of the employee's private dwelling home in which they resided immediately prior to relocation. (b) An employee who has sold their own home without the aid of a realtor shall be entitled to claim **\$2,000**. (c) Allowance for legal fees encumbered upon the employee because of the purchase of their private dwelling house in which they live after relocation will be paid in accordance with the following: $\frac{3}{4}$ 1% of the first **\$50,000** of the purchase price; $\frac{3}{4}$ one-half of 1% of any amount of the purchase price above **\$50,000**; $\frac{3}{4}$ the total cost to the Employer under part (c) shall not exceed **\$1,000**. (d) Where an employee purchases a reasonable amount of property, secures a joint mortgage (land and private dwelling) and begins construction within six months of relocation (i.e., foundation poured), they shall be entitled to reimbursement of 302 legal fees not to exceed the amount specified in (c) above. In these circumstances, the reimbursement shall be for one transaction only. (e) The employee may only claim legal fee reimbursement in either (c) or (d) above, not both.

Part III Where a regular employee is required to relocate: (a) as a result of the Employer moving its operation from one geographic location to another (see Master Agreement Clause 12.8); (b) as a result of accepting a placement pursuant to Article 13, provided the employee is in receipt of layoff notice; (c) as a result of a placement pursuant to Article 36; the employee will be entitled to the following reimbursements in addition to the provisions of MOU #3 Part II, upon production of receipts: (a) real estate commission fees not to exceed \$15,000. Where a claim is made under this section, there shall be no entitlement to MOU #3 Part II, 2.10(a); (b) except where the terms of the employee's mortgage allow the employee to transfer the mortgage to a new residence without penalty, the mortgage discharge fee not to exceed **\$200** and mortgage pre-payment penalty, if any; (c) survey certificate fee as required for the acquisition of a mortgage/purchase of a private dwelling at the new location; (d) interim financing fees and/or interest charges incurred for the purchase of the private dwelling house in the new location for a maximum period of 60 days. The employee shall provide the necessary documentation to demonstrate that such interim financing arrangements were incurred and/or duplicate mortgage payments have been made. 303 Part III does not apply where the employee's private dwelling in which they resided immediately prior to relocation is not sold.

Attachment 3 (DRAFT)

Preliminary list of Potential Objectives, Sub-Objectives and Performance Measures

To evaluate Islands Trust Victoria Office Location Options

(as amended by Trust Council at workshop on September 15, 2015)

TRUST COUNCIL OBJECTIVES	SUB OBJECTIVES	EXAMPLES OF PERFORMANCE MEASURES TO EVALUATE EACH LOCATION OPTION
BENEFITS TO ISLAND ECONOMIES		
Maximize economic benefit to island economies within the Islands Trust Area	Maximize the total annual take-home pay of Islands Trust staff positions headquartered to locations within the Islands Trust Area	Estimated annual take-home pay of positions headquartered within the Islands Trust Area Annual economic multiplier of pay for positions headquartered within the Islands Trust Area, relative to total economy Estimated annual revenue to island landlords / suppliers / contractors etc. from Islands Trust operations
	Maximize net economic benefit to the Islands Trust Area	Estimated value of economic benefit vs related property tax increases necessary to produce it
Maximize equitability (degree to which any costs are borne by the beneficiaries)	Maximize the degree to which the beneficiaries of any change would bear the costs of the change	Economic/convenience benefits per Local Trust Area (or Islands Municipality) vs. tax increases (if any) borne by those taxpayers
ORGANIZATIONAL COST EFFECTIVENESS FOR TAXPAYERS		
Minimize transition costs of any change to Islands Trust staff headquarters location	Minimize costs to build, renovate or lease a new physical facility (e.g. costs of project management, rezoning, designing, building, leasehold improvements to a new physical facility) – size and cost estimates to be determined by no. of staff to be accommodated, local construction/lease costs, etc.)	Estimated costs (\$)
	Minimize physical office moving costs	Estimated office moving costs (\$)
	Minimize accessory costs of office move (e.g. new furniture, stationery, leasehold improvements, IT changes, lease penalties)	Estimated accessory costs of move (\$)
	Minimize staff and contractor time spent planning/undertaking/responding to office move	Estimated hours/costs
	Minimize HR costs of change in	HR costs, as estimated by PSA

TRUST COUNCIL OBJECTIVES	SUB OBJECTIVES	EXAMPLES OF PERFORMANCE MEASURES TO EVALUATE EACH LOCATION OPTION
	staff headquarters (e.g. reimbursement of staff costs for personal move, severance pay owed for staff who choose not to move, recruitment/moving costs for new staff)	(i.e. for headquarter moves > 32 km from current location)
Minimize on-going operational costs related to office location	Minimize on-going office lease costs (or financing costs if a new facility is constructed)	Estimated annual lease costs after change (if any)
	Minimize on-going costs of trustee and staff travel (e.g. to communities served, meetings, etc.)	Estimated annual travel costs related to location
Minimize on-going costs due to staff turnover	Minimize cost of living associated with the office location	Availability of housing affordable at salary levels
	Maximize availability of spousal work opportunities associated with the office location	TBD
	Maximize availability of community amenities associated with the office location	Availability of medical care, educations, cultural and recreational opportunities
MAXIMIZE SERVICE LEVELS FOR CLIENTS		
Maximize productive staff during transitional period, if any	Minimize staff time spent to make location change, if any	Estimated aggregated staff time required to effect change, if any
Maximize productive time of staff after any change in office location	Minimize travel time of staff related to office location	Estimated aggregated annual travel time related to location
Maximize convenience for trustees of office location	Minimize travel time for trustees to attend an office location	Estimated aggregated annual travel time, Number of ferry trips
Maximize convenience for public of office location	Minimize travel time for public to attend an office location	Estimated aggregated annual travel time, Number of ferry trips
Accessibility for disabled persons		
ACHIEVE ISLANDS TRUST OBJECT		
Minimize overall organizational disruption due to transition	Minimize loss of organizational knowledge	Estimated number of incumbent staff who would leave the organization as a result of location change, if any
	Maximize proximity of staff working on the same functional team (during transition phase)	TBD
Minimize on-going organizational disruption due to location	Minimize office 'down-time' due to external factors (power outages, road closures, etc.)	TBD
	Maximize proximity of staff working on the same functional team (after transitional phase)	TBD
Maximize staff knowledge/understanding of	TBD	TBD

TRUST COUNCIL OBJECTIVES	SUB OBJECTIVES	EXAMPLES OF PERFORMANCE MEASURES TO EVALUATE EACH LOCATION OPTION
island communities/ecosystems/economies		
Maximize proximity/access to other relevant agencies	Maximize access to relevant provincial and regional govts and community organizations	Estimated annual travel time related to location
Improve the strategic positioning of Islands Trust		
Consider the impact of the carbon footprint of moving the office		
Maximize employee engagement in the communities served		
Maintain the cohesiveness of staff		
Accessibility for disabled persons		

DRAFT

Attachment 4

DRAFT – Preliminary List of Potential Office Location Alternatives to be Examined¹

(As amended by Trust Council at a workshop on September 15, 2015)

Option	Description	Comments
Status Quo	29 staff positions headquartered in Victoria 9 staff positions headquartered on SSI 13 staff positions headquartered on Gabriola	Should SSI incorporate, these numbers would change during the three years after incorporation
Salt Spring Island options	One time move ² of all Victoria staff positions to Salt Spring Island	Should SSI incorporate, the total numbers of staff to be accommodated on Salt Spring under these options would change significantly during the three years after incorporation.
	One time move of Executive, Administrative, Trust Area Services staff positions to Salt Spring Island PLUS One-time move of Southern planning staff positions to Sidney (<32 km from current headquarters) ³	
	Move by attrition ⁴ of Executive, Administrative, Trust Area Services staff positions to Salt Spring Island PLUS One time move of Southern planning team staff positions to Sidney (<32 km from current headquarters)	
Gabriola Island options	One time move of all Victoria staff positions to Gabriola Island	
	One time move of Executive, Administrative, Trust Area Services staff positions to Gabriola Island PLUS One-time move of Southern planning staff positions to Sidney (<32 km from current headquarters)	
	Move by attrition of Executive, Administrative, Trust Area Services staff positions to Gabriola Island PLUS One time move of Southern planning team staff positions to Sidney (<32 km from current headquarters)	
North Pender options	One time move of all Victoria staff positions to N. Pender Island	
	One time move of Executive, Administrative, Trust Area Services staff positions to N Pender Island PLUS One-time move of non-Pender members of the Southern planning staff positions to Sidney (<32 km from current headquarters)	

¹ The number of alternatives to be examined would increase the costs of a study. Trust Council may wish to identify any alternatives that would NOT be acceptable and should therefore not be included in a study.

² 'One time move' refers to a move where new office facilities would be leased, constructed or renovated in a new location and staff positions would be relocated to the new facilities over a short period of time.

³ A move of employee headquarters to a new location outside a 32 km radius triggers an obligation to pay personal relocation expenses or severance costs for employees not choosing to continue in the position.

⁴ 'Move by attrition' refers to a move where new office facilities would be leased, constructed or renovated and staff positions would be relocated as they became vacant. While 'move by attrition' would avoid costs of employee relocation, severance, etc, it could be associated with costs related to duplicate office facilities, disruption of staff teamwork, etc.

Option	Description	Comments
	<p>Move by attrition of Executive, Administrative, Trust Area Services staff positions to N. Pender Island</p> <p>PLUS</p> <p>One time move of non-Pender members of the Southern planning team staff positions to Sidney (<32 km from current headquarters)</p>	
<p>Mid-Island options (e.g. Nanaimo, Ladysmith, Duncan)</p>	<p>One time move of Executive, Administrative, Trust Area Services staff positions to a mid-island location</p> <p>PLUS</p> <p>One-time move of Southern planning staff positions to Sidney (<32 km from current headquarters)</p>	
	<p>Move by attrition of Executive, Administrative, Trust Area Services staff positions to a mid-island location</p> <p>PLUS</p> <p>One time move of Southern planning team staff positions to Sidney (<32 km from current headquarters)</p>	
<p>Sidney options</p>	<p>One time move of all Victoria staff positions to Sidney (< 32 km from current headquarters)</p>	<p>This location is least convenient for travel to and from the northern islands</p>
	<p>Move by attrition of all Victoria staff positions to Sidney</p>	
<p>Distributed options</p>	<p>To be considered instead of or in addition to other options for southern planning team:</p> <p>a. Move by attrition of southern team positions to southern islands</p> <p>b. One-time move of southern team positions to southern islands</p>	
	<p>All islands have an office which would represent both the Islands Trust and Local Trust Committees</p>	
<p>Work From Home options</p>	<p>To be considered in addition to or instead of other options:</p> <p>Selected staff positions are offered full- or part-time Work From Home agreements</p>	<p>Work from Home agreements are voluntary agreements, offered to staff under specific conditions. Not all staff positions are suitable for Work from Home arrangements and not all staff have suitable space and facilities to succeed in a Work from Home arrangement. Work from Home agreements do not determine a geographical location for a position.</p>
<p>Other Options</p>	<p>To be identified by Trust Council, Select Committee and/or consultant</p>	