



# Select Committee to Review Victoria Office Location Agenda

Date: Tuesday, January 17, 2017  
Time: 1:30 pm - 3:30 pm  
Location: Islands Trust - Victoria  
200 - 1627 Fort Street, Victoria, BC

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	Pages
1. CALL TO ORDER	
2. APPROVAL OF AGENDA	
3. ADOPTION OF MINUTES/COORDINATION	
3.1 Minutes of Meetings	
3.1.1 <u>Select Committee Draft Minutes of November 16, 2016 (attached)</u>	3 - 5
3.2 Resolutions Without Meeting	
none	
3.3 Follow-up Action List (attached)	6 - 6
4. WORK PROGRAM ITEMS	
4.1 Review of December Trust Council Input/Comments	
4.2 Review and Finalize the Revised Option Evaluation Matrix	7 - 8
5. DISCUSSION ITEMS	
5.1 Determination of Supporting Information for the Option Evaluation Matrix	
ie Objective (contextual) evidence, Best Available evidence & Experiential evidence	
6. ON-GOING ITEMS	
6.1 Development of Report and Draft Request for Decision, to Trust Council	
7. NEW BUSINESS	
none	
8. NEXT MEETING	
8.1 February 14, 2017, am - Teleconference Meeting	
Time to be determined	

9. ADJOURNMENT



## Select Committee Review of Victoria Office Location Minutes of Regular Meeting

**Date:** November 16, 2016  
**Location:** Islands Trust - Victoria  
200 - 1627 Fort Street, Victoria, BC

**Members Present**

- Dan Rogers, Vice Chair (attended via telephone)
- Peter Grove
- Susan Morrison
- Alison Morse
- Robert Kojima, Regional Planning Manager
- Clare Frater, Policy Analyst

**Staff Present**  Cindy Shelest, Director of Administrative Services

**Regrets**

- Bruce McConchie, Chair
- Paul Brent

### 1. CALL TO ORDER

Trustee Morrison was nominated to Chair the meeting.

**SCRVOL-2016-012**

**It was MOVED and SECONDED,**

THAT the Select Committee member Susan Morrison Chair the meeting.

**CARRIED**

Trustee Morrison called the meeting to order at 12:45 pm, noting that it was being held within the Coast Salish territory.

### 2. APPROVAL OF AGENDA

**By general consent** the Committee approved the agenda as presented.

### 3. ADOPTION OF MINUTES/COORDINATION

#### 3.1 Minutes of Meetings

##### 3.1.1 Select Committee Draft Minutes of October 19, 2016 (attached)

The minutes were amended by deleting the second sentence at item 4.1 and adding “which prompted a discussion on next steps moving forward” to the end of the first sentence.

**By general consent** the Committee adopted the minutes of October 19, 2016, as amended.

### **3.2 Resolutions Without Meeting**

none

### **3.3 Follow-up Action List**

This item was presented for information, with no changes made to on-going items.

## **4. WORK PROGRAM ITEMS**

### **4.1 Review of Draft Option Evaluation Matrix**

Director Shelest gave a brief update as to how Chair McConchie and she approached creating the document/matrix and where they collected the information from ie Select Committee meeting minutes and notes from the committee. She looked to the members for their opinion/input. Generally the committee liked the approach and format of the matrix. RPM Kojima and Vice Chair Rogers gave a quick explanation of their suggested changes/comments that were noted on the matrix and the agreed upon changes were incorporated in the revisions to the matrix.

The committee suggested several revisions to the matrix. Staff will update the matrix and circulate to the committee members.

### **4.2 Determination of Data & Background Information Needed to Support Statements in Matrix**

It was confirmed by the committee members that they wanted informed objective options in the report; they wanted to identify where they believe they already have data and identify what areas require more data; all to be placed in the report rather than in the matrix. Some ideas where to find data were raised, such as the census; it was raised that we have older economic data; data regarding severance costs; Tax assessment data; labour pool site; budget, for preliminary lease costs – research availability of space in Sidney. New data will be researched and brought to the next meeting for discussion.

### **4.3 Development of Report to Trust Council**

After discussing the timeline to complete the report for Trust Council, it was decided that the committee was not ready to report out at the upcoming December Trust Council meeting; rather the committee will hold a meeting in January to review the matrix and to draft an outline. They will then meet in February to agree on the draft report, to be completed for reporting out at the March Trust Council.

## **5. DISCUSSION ITEMS**

none

## **6. ON-GOING ITEMS**

## **6.1 Draft Request for Decision to Trust Council**

As discussed at item 4.3, it was decided to put off drafting the RFD until February.

## **7. NEW BUSINESS**

### **7.1 Expense Report & Budget Requests**

There were no changes.

### **7.2 Trust Council Briefing re: Council Committee Input to Strategic Planning Process + Section 5.5**

The committee reviewed Section 5.5 of the Strategic Planning Process document and the following revisions were discussed and made:

- Rows 2, 3 and 4 were deleted
- Row 6, "Is funding required or in place?" column, was revised to read "Funding Approved"
- Row 6, "Status" column, was revised to read "Under Way"

## **8. NEXT MEETING**

The next regular meeting of the Select Committee is scheduled for January 17<sup>th</sup>. A teleconference meeting will be held in the morning of February 14<sup>th</sup>; exact time to be determined.

## **9. ADJOURNMENT**

**By general consent** the meeting was adjourned at 2:18 pm.

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Susan Morrison, (Acting) Chair

Certified Correct:

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Sharon Lloyd-deRosario, Recorder



Islands Trust

## Select Committee Review of Victoria Office Location

### Follow-up Action List

SC Mtg	<b>Bold = regular items</b>	<b>WHO / Activity</b>	<b>TO</b>	<b>TARGET</b>
<b>BRUCE MCCONCHIE</b>				
<i>Standing Item</i>		Prepare Draft agenda for next meeting & forward to Committee Secretary	SLD	Ongoing
<i>Aug 24/16</i>		Prepare a Draft Briefing to Trust Council	SC	Jan. 16/16
<b>ROBERT KOJIMA</b>				
<i>May 31/16</i>		Report back re different scenarios "how we deliver service" issues & cost benefits	SC	Ongoing
<i>Nov 16/16</i>		Committee Members to		
<b>CINDY SHELEST &amp;/or COMMITTEE MEMBERS</b>				
<i>Nov 16/16</i>		New Data to be researched and brought to the next meeting	SC	Jan. 17/17
<b>SHARON LLOYD-DEROSARIO</b>				
<i>Standing Item</i>		Prepare draft minutes for next meeting – November 16/16 (Consideration to Adopt)	SC	Ongoing
<i>Standing Item</i>		Create Draft agenda in E-scribe - circulate agenda package for next meeting	SC	Jan./17
<i>Standing Item</i>		Update FUAL for next meeting agenda	SC	Ongoing
<i>Nov 16/16</i>		Revise the Option Evaluation Matrix with suggested amendments	SC	Jan. 17/17



VICTORIA OFFICE LOCATION REVIEW  
OPTION EVALUATION MATRIX

LEGEND:	
	Neutral/Caution
	Down-side
	Benefit

OUTCOMES TO BE ACHIEVED THROUGH OFFICE LOCATION	OPTIONS CONSIDERED					
	Status Quo Fort Street location	Move to a new location within 32 km zone (contractual limit before triggering relocation/severance clauses for staff)	Move of all Victoria staff to Salt Spring Island	Move of all or part of Victoria staff outside 32km zone but within Islands Trust area. (Mayne, North Pender examined; other trust areas not examined, by SC consensus, due to location limitations)	Move of all Victoria Planning staff to Sidney location	Move all or part of Victoria staff to a new Sidney satellite office (located within 32 km contractual zone)
	<b>PUBLIC CONSIDERATIONS</b>					
<b>Maximize employee engagement in the communities served – knowledge /understanding of Islands</b> (TC motion Sept 2015)	Staff disconnected from Islands Trust area communities Staff currently travel to meetings on a regular basis (Planning, Bylaw, Policy Advisory, TC) Staff more objective Staff has more anonymity	Staff disconnected from Islands Trust area communities Staff currently travel to meetings on a regular basis (Planning, Bylaw, Policy Advisory, TC) Staff more objective Staff has more anonymity	Staff gains “Island-community” understanding related to Island living in largest population base Note: not broad based knowledge across the Islands Trust area	More specific “local” knowledge (not broad across the Islands Trust area)	Staff disconnected from Islands Trust area communities. Staff travel regularly to islands. Trust Council meetings still held in Trust Areas	Staff disconnected from Islands Trust area communities. Staff travel regularly to islands. Trust Council meetings still held in Trust Areas
<b>Maximize convenient access for the public</b>	Bus Transit not convenient Lack of parking Inconvenient access from ferries and up-island	Closer access from ferries and up island Location along more convenient transit route Larger parking area	Geographically central to the highest Islands Trust area population Good transportation/parking options Note: Poor/inconvenient ferry access from SGI Trust Areas	More convenient for the public on particular islands where the move is anticipated. Less convenient for others	Closer access/more convenient to Swartz Bay ferries. Note: 16km/10 minute (no traffic) longer for up island from ferries. Convenient bus transit via express bus. Improved parking choices	
<b>Accessibility for disabled persons</b> (TC Motion Sept 2015)	Good	Good potential	unknown	Unknown	Good potential	Good potential
<b>Minimize on-going facility operational costs related to office location</b>	Possible increase upon renewal of existing location (likely minimal) Current location is not a green building – higher utility costs Potential leasehold improvements needed No moving costs incurred	Reduced utility costs of newer building Lease rates may increase (or decrease) with a move	Might be difficult to lease large enough office space Unclear if lease costs would be lower	Might be difficult to lease larger enough office space	Likely that office space at the same cost (potentially small increase) would be available Newer building would reduce ongoing utility costs Note: If partial staff move, it may be necessary to hire additional admin for reception	
<b>Minimize staff and Trustee travel and overtime costs</b>	TBD	TBD	TBD	TBD	TBD	TBD
<b>Maximize economic benefit to island economies within the Islands Trust Area</b>	Costs associated with office operations (lease, etc) not spent in Trust Area Staff not living in Trust Area not contributing monetarily day to day to local economies	Costs associated with office operations (lease, etc) not spent in Trust Area Staff not living in Trust Area not contributing monetarily day to day to local economies	Costs associated with office operations (lease, etc) spent in Trust Area. Staff living in Trust Area contributing monetarily day to day to local economies Note: Repatriation of tax dollars restricted to SSI local trust area.	Costs associated with office operations (lease, etc) spent in Trust Area. Staff living in Trust Area contributing monetarily day to day to local economies Note: Repatriation of tax dollars restricted to local trust area.	Costs associated with office operations (lease, etc) not spent in Trust Area Staff not living in Trust Area not contributing monetarily day to day to local economies	Costs associated with office operations (lease, etc) not spent in Trust Area Staff not living in Trust Area not contributing monetarily day to day to local economies

<b>LEGEND:</b>	
	Neutral/Caution
	Down-side
	Benefit

OUTCOMES TO BE ACHIEVED THROUGH OFFICE LOCATION	OPTIONS CONSIDERED					
	Status Quo Fort Street location	Move to a new location within 32 km zone (contractual limit before triggering relocation/severance clauses for staff)	Move of all Victoria staff to Salt Spring Island	Move of all or part of Victoria staff outside 32km zone but within Islands Trust area. (Mayne, North Pender examined; other trust areas not examined, by SC consensus, due to location limitations)	Move of all Victoria Planning staff to Sidney location	Move all or part of Victoria staff to a new Sidney satellite office (located within 32 km contractual zone)
<b>STAFF CONSIDERATIONS</b>						
<b>Maximize retention/Minimize costs due to staff turnover</b>	Access to large labor pool Access to training Spousal/partner job locations Full range of community services Diversity of housing Cost of housing (-)	Access to large labor pool Access to training Spousal job locations Full range of community services Diversity of housing Cost of housing (-)	Best labour pool in the Trust area Less Spouse/partner career opportunities Best services and amenities in the Trust area Limited access to higher education for some staff family members More obstacles to professional development Fewer housing options than Victoria location Moves by attrition would avoid staff relocation costs	Moves by attrition would avoid staff relocation costs Lower size of labour pool Limited access to higher education (high school and above) for staff family members More obstacles to professional development Fewer housing options	Impact on existing staff (increased personal travel and costs) could result in turnover of valuable staff Some staff who live in the area (outside of the downtown core) would consider this a benefit (with reduced personal travel and costs)	Impact on existing staff (increased personal travel and costs) could result in turnover of valuable staff Some staff who live in the area (outside of the downtown core) would consider this a benefit (with reduced personal travel and costs)
<b>Maintain cohesiveness of staff</b> (TC Motion September 2015)	Current level of staff cohesiveness unaffected	Most staff co-located	Most staff co-located	Most staff co-located	More dispersed	More dispersed
<b>Maximize proximity/access to other relevant agencies</b>	Good access to provincial and other governmental agencies	Good access to provincial and other governmental agencies	Reduced access to other governmental agencies due to increased travel time	Reduced access to other governmental agencies due to increased travel time	Good access to provincial and other governmental agencies	Good access to provincial and other governmental agencies
<b>Minimize 'transition costs' of any change to Islands Trust staff headquarters location</b>	No costs	Costs to relocate office but may be offset by lower lease costs	Costs to relocate Staff contractual /severance costs related to move	Costs to relocate Staff contractual /severance costs related to move	Costs to relocate office and possible need for additional secretarial staff if partial move	
<b>TRUSTEE CONSIDERATIONS</b>						
<b>Maximize convenience for trustees</b>	Low level of convenience for trustees to travel to Fort Street location	Location with better highway/transit location provides better access for SGI trustees	Geographically central to the highest population Ferry access for other Southern Gulf Islands is poor	More convenient for trustees on particular islands where the move is anticipated. Less convenient for other trustees.	More convenient for majority of trustees in Southern Area. Perhaps easier access for northern trustees.	
<b>Improve the strategic positioning (branding) of Islands Trust</b> (TC motion dated Sept 2015)	Lack of brand visibility for the Islands Trust organization Perception that the power center is misplaced	Visibility for the Islands Trust organization limited to mostly SGI and Van Island communities if strategic signing is employed Perception that the power center is misplaced	Increased Islands Trust presence in largest population in Trust area Improved perception that the Islands Trust is within the Islands Trust area	Visibility limited to a small population Improved perception that the Islands Trust is within the Islands Trust area	Increased visibility through strategic signage to Southern Gulf Island residents and general local communities	
<b>Consider the impact of carbon footprint of moving the office</b> (TC motion dated Sept 2015)	unknown	unknown	unknown	unknown	unknown	

\*Notation: SC indicated that an option for a one-time move of all Victoria staff to Nanaimo should not be ruled out – depending on SSI incorporation.