



# Select Committee to Review Victoria Office Location Agenda

Date: Tuesday, February 14, 2017  
Time: 10:30 am - 11:30 am  
Location: Islands Trust Victoria Boardroom  
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 January 17, 2017 (attached)</u>	2 - 4
3.2 Resolutions Without Meeting	
none	
3.3 Follow-up Action List (attached)	5 - 5
4. WORK PROGRAM ITEMS	
4.1 Final Review of the Revised Option Evaluation Matrix	6 - 7
5. DISCUSSION ITEMS	
none	
6. ON-GOING ITEMS	
6.1 Development of Report and Draft Request for Decision, to Trust Council	8 - 11
(Review of final draft RFD with background information)	
7. NEW BUSINESS	
none	
8. NEXT MEETING - TBD	
9. ADJOURNMENT	



**DRAFT**

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

**Date:** January 17, 2017  
**Location:** Islands Trust - Victoria  
200 - 1627 Fort Street, Victoria, BC

**Members Present**

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

**Staff Present**

- Cindy Shelest, Director of Administrative Services
- Sharon Lloyd-deRosario, Committee Secretary

**Guests**

- Russ Hotsenpiller, CAO
- Emma Restall, Executive Coordinator

**1. CALL TO ORDER**

Chair McConchie called the meeting to order at 1:00 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 November 16, 2016**

The minutes were amended by adding “Sharon Lloyd-deRosario, Committee Secretary” as Staff Present.

**By general consent** the Committee adopted the minutes of November 16, 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 December Trust Council Input/Comments

The Committee agreed that the Matrix would respond to Trust Council's comments adequately and that they had no further input at this time.

### 4.2 Review and Finalize the Revised Option Evaluation Matrix

The committee reviewed and discussed the revised Matrix and made some modifications as required.

**By unanimous consent** the Option Evaluation Matrix was approved as amended.

There was a discussion regarding the options that were in the report to Trust Council which consequently led to the drafting of the Matrix.

## 5. DISCUSSION ITEMS

### 5.1 Determination of Supporting Information for the Option Evaluation Matrix

#### **SCRVOL-2017-001**

**It was MOVED and SECONDED,**

THAT the Select Committee recommends to Trust Council that the Management Team, their administrative support staff and the Trust Fund Board staff remain within the greater Victoria area (32km or less from current location) for the foreseeable future and that staff examine the possibility of a satellite office for the southern planning team members and/or other staff.

**CARRIED**

CAO Hotsenpiller commented that the committee has done some valuable work which has been indicated not only through the relocation study but it will also raise visibility of the Islands Trust.

The committee agreed that it was time for Staff to move forward from this point on.

## 6. ON-GOING ITEMS

### 6.1 Development of Report and Draft Request for Decision, to Trust Council

See resolution at item 5.1.

After discussion it was determined that there needed to be a document created to accompany the report to Trust Council that connected the work done and the outcome accomplished, which would also aid in explaining the Matrix.

Vice Chair Rogers volunteered to create a cover document to accompany the Matrix for the report to Trust Council with staff input from Clare Frater; to be reviewed at the next Select Committee meeting in February. He advised that he would send the draft to Chair McConchie next week to review and circulate to the committee prior to the meeting.

**7. NEW BUSINESS**

none

**8. NEXT MEETING**

The next regular meeting of the Select Committee is scheduled for February 14, 2017, via teleconference at 10:30 am.

**9. ADJOURNMENT**

**By general consent** the meeting was adjourned at 2:20 pm.

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Bruce McConchie, 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>DAN ROGERS</b>				
<i>Jan. 17/17</i>		Prepare a cover document to accompany the Matrix for the report to TC	SC	Feb. 14/17
<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	Done
<b>SHARON LLOYD-DEROSARIO</b>				
<i>Standing Item</i>		Prepare draft minutes for next meeting – January 17, 2017 (Consideration to Adopt)	SC	Ongoing
<i>Standing Item</i>		Create Draft agenda in E-scribe - circulate agenda package for next meeting	SC	Feb./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	Feb. 14/17



**VICTORIA OFFICE LOCATION REVIEW  
OPTION EVALUATION MATRIX**

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

OUTCOMES TO BE ACHIEVED THROUGH OFFICE LOCATION	OPTIONS CONSIDERED					
	Status Quo Fort Street location	Move to a new location within 32 km zone <small>(contractual limit before triggering relocation/severance clauses for staff)</small>	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. <small>(Mayne, North Pender examined; other trust areas not examined, by SC consensus, due to location limitations)</small>	Move of all Victoria Planning staff to Sidney location	Move all or part of Victoria staff to a new Sidney satellite office <small>(located within 32 km contractual zone)</small>
<b>PUBLIC CONSIDERATIONS</b>						
<b>Maximize employee engagement in the communities served – knowledge /understanding of Islands</b> <small>(TC motion Sept 2015)</small>	Staff disconnected from Islands Trust area communities Staff 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 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 (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 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 Poor/inconvenient ferry access from SGI & other 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. 16km/10 minute (no traffic) longer for up island from ferries. Convenient bus transit via express bus. Improved parking choices	Closer access/more convenient to Swartz Bay ferries. Depends on specific staff 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> <small>(TC Motion Sept 2015)</small>	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	Reduced utility costs of newer building Lease rates may increase (or decrease) with a move	Reduced utility costs of newer building Lease rates may increase (or decrease) with a move	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 It may be necessary to hire additional admin for reception	Likely that office space at the same cost (potentially small increase) would be available Newer building would reduce ongoing utility costs 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 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 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/Partner 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 staff & family members More obstacles to professional development Fewer housing options than current 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 staff 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 staff 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	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.	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	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	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.



## REQUEST FOR DECISION

**To:** Islands Trust Council

**For the Meeting of:** March 14 – 16, 2017

**From:** Select Committee, Review of Victoria  
Office Location

**Date Prepared:** February 8, 2017

**File No.:**

**SUBJECT: REPORT AND RECOMMENDATION OF SELECT COMMITTEE RE: FUTURE ACTIONS REGARDING STAFF CURRENTLY IN VICTORIA OFFICE**

**RECOMMENDATION:** That Trust Council adopt the recommendations of the Select Committee “That the Management Team, their Administrative Support staff and the Trust Fund Board staff remain within the Greater Victoria area (32km or less from current location) for the foreseeable future and that staff examine the possibility of a satellite office for the Southern Planning Team members and/or other staff “as presented” and give directions as to the suspension of work by the Committee”.

### **CHIEF ADMINISTRATIVE OFFICER COMMENTS:**

Staff is in support of the recommendation of the Select Committee. In particular it is clear that serving the interests of constituents remains a priority for any office location selection. The Select Committee went through an iterative process (pro and con) of identifying criteria that they deemed important to the process of office selection that was summarized in the Office Selection Matrix. There remains however significant work to address types of tenure (lease, own), comparative costs of our current lease vs marketplace, the cost of leasehold improvements to the current building, wider staff engagement, moving costs, design options, and costs associated with opening a new satellite office.

A further point of emphasis relates to how we operate or provide services to the community and whether any anticipated changes to how we do our business could affect how we house ourselves as an organization. Factors that could create a shift in the nature of our business are the Salt Spring incorporation process, changes to the Islands Trust Act or a maturation of our relationships with First Nation communities.

While it is not recommended that we have certainty on all of these matters prior to selecting an optimal office location, it is recommended that the organization addresses or analyses these issues as we move toward a defensible and informed decision.

Trust Council may deem that the Select Committee has fulfilled its mandate or may wish to task the Committee with further work. At this point, staff is developing analysis, costs and preferred options in a business case for the Victoria Office location, including the recommendation of the Select Committee. This is important as; once again, we are facing a decision on our current one year lease, due March 31.

It should be noted that this matter is neither on the Trust Council work plan nor the Executive Committees work plan at this time and the Committee may wish to make a recommendation for the Executive Committee to make this a priority and to consider any resources needed to complete this work.



## **IMPLICATIONS OF RECOMMENDATION**

**ORGANIZATIONAL:** The recommendation will provide certainty about the location of much of the management and administrative staff and provide some direction to senior management to allow it to pursue alternative methods and locations of effectively delivering planning and other services to southern gulf islands.

**FINANCIAL:** There should be no financial implications from the recommendations that would not have arisen in any case due to the expiry of office leases and the need to provide appropriate office space for staff and others.

**POLICY:** The direction to explore a satellite office may enhance the strategic plan objectives to:

- a) Improve community and agency understanding and support of the Islands Trust
- b) Improve community engagement and participation in Islands Trust work. (Objective 9 and 10 of Strategic Plan)

**IMPLEMENTATION/COMMUNICATIONS:** The recommendation would be referred to senior Staff for implementation.

**OTHER:** This recommendation would be in pursuit of Strategy 5.5 of the Strategic Plan.

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## **BACKGROUND**

- Trust Council established the Select Committee at its September 17, 2015 meeting. The objective of the Committee was to “To investigate whether relocation of some or all of the Islands Trust Victoria Office staff positions might better serve the interests of Trust Area constituents.” Terms of reference were established by Trust Council (TC).
- The Committee was made up of 6 Trustees elected by TC and 2 staff appointed by the CAO
- The Committee met on October 19 and November 18, 2015, January 19, May 31, August 24, October 19 and November 16, 2016 and January 17 and February 14, 2017.
- The Committee was assisted from time to time by the CAO and the Director of Administration Services assisted throughout the meeting process.
- The Committee commenced its deliberations by examining the scope of its investigations and discussions. It determined to begin with a cost/benefit examination of various potential scenarios and to request information regarding:
  - a) Staff costs associated with moving offices outside the 32 km zone
  - b) The frequency of meetings by various senior staff with other persons and agencies in the greater Victoria area.
  - c) Square footage of current office space occupied in Victoria location by various departments.
  - d) The impact of any move on the Trust Fund Board.The first three reports were provided by the Director of Administrative Services with input from other senior staff. The fourth report was provided by the Chair of the Trust Fund Board, Trustee Law.
- As well the Committee reviewed the material provided as background to the Terms of Reference dealing with matters such as branding, carbon footprint, employment engagement, cohesiveness of staff, accessibility etc.
- The Committee also reviewed the work done by staff on Leading Workplace Strategies
- The Committee determined to restrict its considerations of any potential move outside the greater Victoria area only to Gabriola, Salt Spring, Pender and Mayne trust areas. The Committee proceeded to look at the pro’s and cons those options in relation to each other and also in relation to some form of the status quo of remaining within the greater Victoria Area.

- The Committee drew upon all of the resources listed in this report as well as the knowledge of staff committee members and the knowledge of the trustee committee members who represented North Pender, Saturna, Salt Spring, Keats, Thetis and Bowen Islands.
- The Committee determined based on all of the material presented that there were few if any ways in which the Trust could serve constituents better with a move of the core Management or Administrative staff outside the Victoria area. The only clear way in which it might benefit constituents better would be in the form of more expenditures (ie. office rent, perhaps housing, transportation, other living and meeting expenses etc.) in a particular trust area but it was noted that “benefit” would be limited to one trust area.
- The Committee discussed extensively the possibility of establishing a more visible “satellite” office to provide planning or other services. Sydney was discussed as a possibility.
- The Committee developed a matrix of various considerations based on the discussions and the materials referenced above. It has discussed the matrix at length and assigned various “values” to the matrix.
- In addition to the matrix, the Committee unanimously adopted the motion referenced in this material.
- The purpose of the second part of the motion is to allow staff to consider the options to reconfigure its working locations.

**REPORT/DOCUMENT:**

The Terms of Reference and all Minutes for the Select Committee are found here <http://www.islandstrust.bc.ca/trust-council/council-committees/select-committees/>

Victoria Office Location Review Option Evaluation Matrix

**KEY ISSUE(S)/CONCEPT(S):**

To provide certainty and guidance to Staff regarding the issues addressed by the Select Committee.

**RELEVANT POLICY:**

Strategic Plan Strategy 5.5

**DESIRED OUTCOME:**

For Trust Council to determine the issue of the location of Management staff, Administrative Support staff and the Trust Fund Board staff.

To allow Staff to investigate and make recommendations regarding best work practices and locations.

For Trust Council to determine any future work of the Select Committee.

## **RESPONSE OPTIONS**

### **Recommended:**

That Trust Council adopt the recommendations of the Select Committee  
“That the Management Team, their Administrative Support staff and the Trust Fund Board staff remain within the Greater Victoria area (32km or less from current location) for the foreseeable future and that staff examine the possibility of a satellite office for the Southern Planning Team members and/or other staff”.

That Trust Council determine that the Select Committee has completed its work and be disbanded.

### **Alternative:**

That Trust Council not adopt the recommendation of the Select Committee but refer the recommendation back to the Select Committee with further directions.

That Trust Council adopt the recommendations with amendments.

That Trust Council adopt the recommendations with or without amendments and determine to disband the Select Committee.

That Trust Council adopt the recommendations with or without amendments and determine not to disband the Select Committee but rather give it directions on future work.

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**Prepared By:** Dan Rogers, Vice Chair

**Reviewed By:** Russ Hotsenpiller, CAO and Clare Frater, Director, Trust Area Services

**Dated:** February 8, 2017