



Executive Committee Special Electronic Meeting Agenda

Date: Wednesday, October 4, 2023
Time: 12:30 pm
Location: Electronic meeting, Public venue
Islands Trust
200-1627 Fort Street
Victoria, BC V8R 1H8

Pages

1. CALL TO ORDER
2. APPROVAL OF AGENDA
 - 2.1 Introduction of New Items
 - 2.2 Approval of Agenda
3. EXECUTIVE COMMITTEE PROJECTS

That Executive Committee recommend to the Financial Planning Committee, for inclusion in the Fiscal Year 2024/25 Budget:

1. \$10,000 for History and Heritage Grants in Aid
2. \$15,000 for Application Sponsorship
3. \$30,000 for Reconciliation Action Plan
4. \$50,000 for Communications
5. \$1,000 for NAPTEP application sponsorship
6. \$10,000 Building footprint GIS data layer
7. \$35,000 for Policy Statement Amendment Project
8. \$90,000 for Bylaw Portal Licensing and Implementation Project
9. \$84,291 GIS Coordinator
10. \$34,000 for Microsoft 360
11. \$210,000 Salt Spring Island Office relocation

Attached Business Cases

- i. Building Footprint GIS Data Layer Update Business Case
- ii. Policy Statement Amendment Project Business Case
- iii. Bylaw Portal Licensing and Implementation Project Business Case
- iv. Salt Spring Office Relocation Business Case
- v. Microsoft 360 Business Case
- vi. Geographic Information Systems Staffing Requests

4. NEW BUSINESS

5. CORRESPONDENCE (for information unless raised for action)

- 5.1 Trustee Gauvreau re: History Heritage and Conservation Grant email dated September 7, 2023**

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6. NEXT MEETING

7. ADJOURNMENT



REQUEST FOR DECISION

To: Executive Committee **For the Meeting of:** October 4, 2023
From: Trust Area Services **Date Prepared:** September 29, 2023
SUBJECT: Executive Committee FY2024/25 Business Cases

RECOMMENDATION:

1. That Executive Committee recommend to the Financial Planning Committee, for inclusion in the Fiscal Year 2024/25 Budget:
 1. \$10,000 for History and Heritage Grants in Aid
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CAO COMMENTS: This is an initial recommendation to Executive Committee for the 2024/25 budget. The recommendation supports continuation of Trust Council programs and implementation of policy-directed activities. Executive Committee has an opportunity, early in the budget cycle, to consider these budget requests and allows for discussion and identification of priority budget items. If business cases do not adequately address critical issues, they can be amended for the next cycle of the budget process in November 2023. It is anticipated that there will be further information received with regard to the Salt Spring office relocation and GIS staffing position in the near term.

1 PURPOSE:

The purpose of this Request for Decision is for Executive Committee to recommend budget allocations for Fiscal Year 2024/25 to further the implementation of the Trust Council programs and activities.

2 BACKGROUND:

In order to support the work anticipated in the next fiscal year, the following items are recommended for consideration in the upcoming budget cycle.

Potential funding request	2024/25 Amount proposed	2023/24 Funding	Notes
History and Heritage Grants in Aid	\$10,000	\$4,000	Trust Council put this program on hold for 2023/24. In 2022/23 Executive Committee overspent the \$4,000 budget by \$2,000.
Application Sponsorship	\$15,000	\$5,000	In 2022/23 EC spent \$7,150. In 2021/22 EC spent \$13,485. The recently increased LTC fees bylaw have resulted in increased application fees.
Reconciliation	\$30,000	\$30,000	Staff recommend sustaining the reconciliation budget to respond to an anticipated increase in program activities and continued implementation of the Reconciliation Action Plan , and to support improvement of associated administrative practices. The budgeted funds will be used towards contract advisors; trustee and staff travel, food, venues and speaker honoraria/contract trainers for the Reconciliation Learning Group; and costs associated with the Snaw-naw-as/Islands Trust working group and any other working groups initiated under protocol agreements. The budget will also support travel costs for leadership to leadership meetings with First Nations. There is also a need to have contingency reconciliation program funds available to be responsive to emerging issues. Historical spending is not a helpful guide for budgeting as the Senior Indigenous Relations role has experienced a vacancy and the focus of the program is shifting from internal capacity building to engagement.
Communications	\$50,000	\$50,000	Staff recommend sustaining the communications budget to respond to an increasing demand for communications about Islands Trust and its projects. This budget supports use of contract communications/engagement support as needed as issues arise. Staff are preparing a detailed communications strategy that will underpin this request.

			Staff anticipate that communications initiatives driven by policy (e.g. annual report, consultation on budget) will proceed) and that routine support for LTC and Strategic Plan projects and initiatives will proceed, which at times require contracted graphic design (~\$8,000 in 2022/23). Staff also anticipate that a suite of new initiatives will be approved (e.g. website improvements, boosting of social media posts, island profile updates/redesign, and 50th anniversary). There is also a need to have contingency communication funds available to be responsive to emerging issues. Historical spending is not a helpful guide for budgeting as the Communications Specialist role has not had a permanent employee in recent years until this year.
NAPTEP application sponsorship	\$1,000	\$1,000	In 2022 Trust Council approved guidelines regarding sponsorship of NAPTEP applications. This budget supports implementation of that policy.
Building Footprint GIS Data Layer Update	\$10,000	N/A	Attachment 1. Business Case This will result in a updating a significantly outdated GIS layer which is baseline data for both Islands Trust Conservancy and Planning Services. The acquisition involves GIS interpretation of the most recently available orthophotos.
Policy Statement Amendment Project	\$35,000	\$30,000	Attachment 2. Business Case
Bylaw Portal Licensing and Implementation Project	\$96,595	N/A	Attachment 3. Business Case This proposal would fund the transition of Bylaw enforcement information over to CityView which will increase public transparency by offering the public new features such as the ability to track a bylaw compliance and enforcement file from submission to resolution. It will also offer staff improved software features and information tracking which will lead to better reporting to management and elected officials.

Potential funding request	2024/25 Amount proposed	2023/24 Funding	Notes
Salt Spring office relocation	\$210,000	N/A	Attachment 4. Business Case Only 1 quote received at this time, this is an approximation.
Microsoft 360	\$34,000	N/A	See attached report
Geographic Information System Staffing Request	\$84,291	N/A	See attached Business Case 1. GIS Coordinator or equivalent

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Work would be undertaken by staff assigned to the Executive Committee and consultants as required.

FINANCIAL: The FY2024/25 budget would need to include the required funds to support the projects.

POLICY: N/A

IMPLEMENTATION/COMMUNICATIONS: The Executive Committee decision will be forwarded to the Financial Planning Committee.

FIRST NATIONS: The initiatives noted above could require an element of First Nations engagement and engagement with Indigenous people/community living within the Islands Trust Area. This includes ensuring processes are culturally sensitive and safe for Indigenous inclusion, are reflective of reconciliation principles adopted by Islands Trust Council, and are communicated to First Nation governments within the Islands Trust Area who have treaty and territorial areas to ensure equitable participation and notification.

OTHER: N/A

4 RELEVANT POLICY(S): [Policy 6.3.1 Budget Process Policy](#)

5 ATTACHMENT(S):

- i. Building Footprint GIS Data Layer Update Business Case
- ii. Policy Statement Amendment Project Business Case
- iii. Bylaw Portal Licensing and Implementation Project Business Case
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- vi. Geographic Information Systems Staffing Requests

RESPONSE OPTIONS

Recommendation:

1. That Executive Committee recommend to the Financial Planning Committee, for inclusion in the Fiscal Year 2024/25 Budget:
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Alternatives:

1. Pass the recommendation above as amended.
2. Request that staff develop a business case for reconciliation program funding.
3. Request that staff develop a business case for communication funding.
4. Propose different resolutions.

Prepared By: Clare Frater, Director, Trust Area Services/September 28, 2023

Reviewed By/Date: Russ Hotsenpiller, CAO/September 29, 2023



**Budget Funding Request
Short-Form Business Case**

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Initiated by (name, title): Information Systems	Budget Source (select all that apply): ☐ Specific Project Funding (select all that apply) ☒ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ Furniture & Equipment ☐ Computer Hardware/Software/Supplies ☐ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☐ Temporary Temp Duration: _____ ☒ Other – please describe: ____Data Acquisition____
Business Area: Administrative Services	
Name of Request: Building Footprint Update \$10,000	
Date of Funding Request Submission: 7/24/2023	Funding Required for 2025): Dataset assessment and implementation
This request is to fund the updating of building location information data for the Islands Trust. This will be achieved by hiring an out side contractor to interpret the most recent orthophoto data and to subsequently create a new dataset. The building footprint dataset for the Islands Trust was acquired through an outsourcing contract in 2017, utilizing photo interpretation of 2016 orthophotos. However, with over seven years elapsed since its acquisition and the greatest amount of development experienced within the Trust Area, the dataset has become outdated, presenting potential obstacles for the Islands Trust Conservancy (ITC) and Planning Services (PS) in their efforts to assess land development pressures and address prevailing conservation challenges. By updating the building footprint dataset, the Islands Trust can realize a valuable opportunity to:	

Improve Decision-Making

Up-to-date and accurate data will enable the ITC to make more informed decisions regarding, conservation strategies, and property management and acquisitions, and enable local trust committees to make more informed land use planning decisions. The dataset will facilitate evidence-based analysis.

Enhance Conservation Efforts

The ITC, responsible for conservation initiatives, can leverage current and reliable data to identify conservation priorities, identify potential impacts on conservation areas from built infrastructure and effectively monitor changes in the natural and developed landscape. Ultimately, timely data will bolster the ITCs efforts in safeguarding the region's biodiversity and ecosystems and can assist in conservation priority area modelling.

Streamline Land-use Planning

Local trust committees tasked with land-use planning, will benefit from the updated dataset by having a comprehensive and accurate representation of the built environment. This will aid in identifying suitable development areas, managing growth, and ensuring responsible land use practices.

This initiative aligns with several Islands Trust Council strategic objectives, including:

Ecosystem Preservation and Protection

Updating the building footprint dataset will support the Trust Council's strategic goal of fostering ecosystem preservation and protection within the Trust Areas. By obtaining accurate and current data on the built environment in relation to ecosystems, the Trust can identify ecologically significant areas and implement targeted conservation efforts to safeguard these delicate ecosystems.

Compatible Human Activity and Development

The initiative to update the building footprint dataset directly aligns with the strategic objective of ensuring that human activity and the scale, rate, and type of development within the Trust Area are compatible with the integrity of Trust Area ecosystems. The dataset will provide essential information to assess the impact of human activities and development on the environment, helping to guide responsible land-use planning and decision-making.

Sustaining Island Character and Healthy Communities

Maintaining the accuracy and relevance of the building footprint dataset is vital for sustaining island character and promoting healthy communities. The data will enable the Trust to make informed decisions about land-use planning and development that preserve the unique character of the islands and support the well-being of the communities residing within the Trust Areas.

PROJECTED RESULTS/DELIVERABLES:

The primary deliverable of the project will be an updated and comprehensive building footprint dataset that accurately reflects the current state of building footprints across the Trust Area. This dataset will include information on building locations, sizes, types, and other relevant attributes.

In addition, the acquisition will result in the following significant outcomes and deliverables:

Improved Accuracy and Relevance

The Trust will receive an updated dataset with accurate and current information, enhancing the accuracy and relevance of land development assessments and evaluations of environmental conditions.

Data-Driven Decision-Making

Decision-makers within the Islands Trust, including the Islands Trust Conservancy Board and local trust committees, will have reliable data at their disposal, leading to data-driven decision-making processes that guide sustainable development, conservation endeavors, and property management strategies.

Demonstrated Commitment to Sustainability

Successfully completing the project and utilizing the updated dataset will demonstrate the Trust's commitment to sustainability, data-driven approaches, and informed decision-making, reaffirming its dedication to preserving natural resources and promoting community well-being.

RISK ASSESSMENT:

Risks	Impact	Mitigation
Budgetary limitations or insufficient resources, potentially impacting the dataset's scope and quality.	High Medium Low	Conduct a comprehensive budget analysis and secure adequate funding.
Unforeseen challenges or complications may cause delays in completing the project within the planned timeline.	High Medium Low	Develop a realistic project schedule with buffer periods for potential delays. Regularly monitor progress and implement agile project management practices to address issues promptly.
Inaccurate or incomplete data sources may result in inconsistencies and errors in the updated dataset.	High Medium Low	Establish data quality assurance processes to verify and validate data sources. Identify and document data gaps, and explore additional data sources or alternative methods to fill missing information. Clearly communicate data limitations to stakeholders.

ALTERNATIVES CONSIDERED:

Option 1 – Do nothing:

Benefits: No immediate financial or resource investment required, and no disruption to ongoing operations.

Risks: Outdated dataset hinders decision-making, potentially leading to suboptimal property management and missed conservation opportunities.

Financial Implications: No immediate cost, but long-term costs from missed opportunities and less efficient decision-making.

Resource Requirements: No additional resources needed for dataset updates.

Other Implications: Challenges in meeting strategic objectives and possible stakeholder dissatisfaction.

Option 2 – In-House Interpretation

Benefits: Complete control over the process and potential cost savings.

Risks: Requires expertise, and significant upfront investments in specialized software and training.

Financial Implications: Initial investment in technology, training, and personnel.

Resource Requirements: Training personnel and investing in software.

Other Implications: Increased data quality control.

Option 3 – Contracted Interpretation Services

Benefits: Outsourcing to a specialized data service provider offers access to expert skills and technology without the need for in-house expertise and capital investment.

Risks: Reliance on an external provider may lead to potential delays or miscommunications if expectations are not met. Financial Implications: The estimated cost for the contracted service is \$10,000, based on 2017 project costs. Resource Requirements: Minimal internal resources needed for project management and communication with the service provider. Other Implications: Faster project implementation due to expertise.
CRITICAL SUCCESS FACTORS: Data Availability The availability of recent and reliable data sources, including the acquisition of 2024 orthophotos, is a critical success factor for ensuring that the building footprint dataset accurately reflects the current state of the Trust Area. The inclusion of budget allocation for 2024 orthophoto acquisition is vital to address the data gap resulting from the skipped 2023 orthophotos. Without this allocation, decision-makers may continue to rely on outdated information, potentially leading to incorrect planning and conservation decisions. Technical Expertise: Adequate technical expertise in geospatial analysis, remote sensing, and data interpretation is a success factor to ensure accurate processing and mapping of building footprints. Without the necessary expertise, the risk of errors in data interpretation and mapping increases, compromising the dataset's reliability and utility. Budget Allocation Sufficient budget allocation is critical for undertaking the data acquisition and interpretation. Without timely data acquisition and allocation of sufficient budget, the project may face further delays which could impact the Trust's ability to achieve its strategic objectives.
RECOMMENDED OPTION: Staff recommend Option 3 - Contracted Interpretation Services This recommendation is based on several factors: Access to Specialized Expertise Option 3 allows the Islands Trust to tap into the expertise of a specialized data service provider with experience in geospatial analysis and remote sensing. This ensures accurate and reliable data interpretation, enhancing the dataset's quality and usability. Faster Project Implementation Leveraging the external provider's proficiency expedites the project's implementation. This timely data acquisition is critical to avoid further data gaps and maintain the dataset's relevance. Flexibility and Customization Contracted services offer flexibility to tailor the data acquisition and interpretation process to meet the Trust's unique needs and objectives. The dataset can be customized to align precisely with the organization's conservation and planning requirements. Potential Stakeholder Trust Enhancement: Engaging with a reputable external data provider may enhance stakeholder trust and confidence in the accuracy and reliability of the updated dataset.
COST/BENEFIT ANALYSIS:

Ultimately, the Trust's ability to achieve its strategic objectives of ecosystem preservation, compatible development, and sustaining island character and healthy communities hinges on making a well-informed decision that appropriately considers both the tangible and intangible aspects of the initiative. While the financial cost of contracted services is quantifiable and budgeted, it is essential to assess the potential savings and the added value of specialized expertise and timely data acquisition. Qualitative aspects, such as the quality of the dataset and stakeholder satisfaction, also play a significant role in ensuring the project's overall success.

Quantitative Considerations

Financial Costs

The contracted interpretation services, as mentioned in Option 3, will incur a specific financial cost estimated at \$10,000. This cost includes the contracted service provider's fees for data processing, and interpretation. The financial investment is a direct expenditure that needs to be budgeted for within the Trust's financial planning.

Financial Benefits (Savings)

Quantifiable benefits can arise from the contracted interpretation services. By outsourcing the data acquisition and interpretation, the Trust can avoid significant upfront capital investments in technology, specialized personnel training, which could amount to a considerably higher cost if the work were done in-house. Additionally, the contract may provide cost certainty, ensuring that the project is completed within the agreed budget.

Qualitative Considerations

Non-Quantifiable Costs

Some non-quantifiable costs associated with contracted interpretation services may include potential delays or miscommunications in the collaboration with the external service provider. If the provider's deliverables do not meet the Trust's expectations, revisions or further engagements may be required, leading to intangible costs in terms of time and effort. Ensuring effective communication and a clear understanding of project expectations are crucial to mitigating such risks.

Non-Quantifiable Benefits

Engaging contracted interpretation services can offer several non-quantifiable benefits. Access to specialized expertise enhances the accuracy and reliability of the dataset, contributing to improved decision-making for the Trust's conservation and planning efforts. The external provider's cutting-edge technology and resources can lead to a higher-quality dataset that better supports the organization's strategic goals. Additionally, the ability to expedite the project timeline through the provider's expertise can have intangible benefits in terms of timely data availability.

PURCHASING PROCEDURE:

The initiative to contract interpretation services for updating the building footprint dataset will require a Request for Proposal (RFP) purchasing process. Here's how the RFP process will support this initiative:

Drafting the RFP

The Islands Trust will prepare a detailed RFP document outlining the project's objectives, scope of work, technical requirements, deliverables, timeline, evaluation criteria, and any other relevant information.

Advertising the RFP

The Trust will publish the RFP to invite interested service providers to submit their proposals. The RFP will be advertised on the Trust's website and BC Bid, to ensure a wide reach.

Proposal Submission

Service providers who are interested in participating will submit their proposals, which will include their proposed approach, methodology, team composition, relevant experience, and a breakdown of their costs.

Evaluation Process

The Trust will evaluate the received proposals based on predetermined criteria such as technical expertise, experience, cost, timeline, and the ability to meet project objectives. An evaluation committee or team will be appointed to review and score the proposals.

Vendor Selection

After the evaluation process, the Trust will select the most qualified and suitable vendor based on the RFP's evaluation criteria.

Contract Negotiation

Once the preferred vendor is selected, the Trust will enter into negotiations with the vendor to finalize the contract terms, including the scope of work, timeline, deliverables, and the agreed-upon cost.

Contract Award

After successful negotiations, the contract will be awarded to the selected vendor. The service contract will define the terms and conditions of the project.

Project Execution

With the service contract in place, the selected vendor will commence the data acquisition and interpretation process in accordance with the agreed-upon timeline and deliverables.

By employing the RFP purchasing process, the Islands Trust can ensure a fair and competitive selection of a qualified vendor with the expertise necessary to update the building footprint dataset accurately and efficiently. The RFP process allows for transparency, openness, and the opportunity to choose the best-suited provider for the project's success.

PROPOSED IMPLEMENTATION STRATEGY:

The timeline for the roll-out of the recommended solution will vary depending on the duration of each phase of the RFP process. However, a tentative timeline could be as follows:

- **Planning and Preparation (May – September 2024)**
In the months leading up to the completion of the 2024 orthophoto acquisition project, typically in September, the Islands Trust will conduct detailed planning and preparation for the contracted interpretation services. This includes finalizing the scope of work, budget allocation, and outlining the requirements for the RFP.
- **Vendor Selection and Contract Negotiation (September 2024)**
- **Project Commencement and Data Collation (October 2024)**
- **Data Interpretation and Processing (November 2024)**

Considering the anticipated timeline, the initiative could potentially be completed by the end of the calendar year 2024, assuming a smooth and efficient execution of each phase.

STAFF RESOURCING:

To achieve success on this initiative, the following staff resources will be needed:

Project Manager (Senior Staff)

The Project Manager will be responsible for overseeing the entire initiative, coordinating with stakeholders, managing the RFP process, and liaising with the contracted interpretation services provider.

Estimated Hours: Approximately 10-20 hours (depending on the complexity of the RFP process and vendor selection).

GIS Specialist (Technical Staff)

The GIS Specialist will work closely with the Project Manager and the contracted service provider to ensure data compatibility, conduct quality assurance checks, and assist with data integration into the Trust's systems.

Estimated Hours: Approximately 10-20 hours (involvement throughout the data interpretation and processing phase).

Total Estimated Staff Hours: 20 - 40 hours.

The estimated staff hours appear reasonable when assessed in conjunction with other work underway or planned. The initiative spans a duration of approximately 3 to 4 months, which allows for the allocation of staff time over a reasonable period.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Concerns, if any, have been identified, and effective measures have been proposed to address them. Potential concerns related to workload, technical expertise, vendor selection, and stakeholder engagement will be managed proactively to ensure a successful outcome.

Overall, the proposed initiative is poised to achieve success in updating the building footprint dataset with current and accurate information, aligning with the Trust's strategic goals for ecosystem preservation, compatible development, and sustaining island character and healthy communities.



Initiator Name, Title

July 24, 2023

Date

Reviewed by Department Lead: Stefan Cermak,
Director Planning Services

September 29, 2023

Date



**Budget Funding Request
Short-Form Business Case**

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Requested by (<i>Committee or Operational Unit</i>): Executive Committee	Budget Source (select all that apply): ☒ Specific Project Funding (select all that apply) ☒ Third Party Contractors ☒ Staff Travel Expense ☒ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ Furniture & Equipment ☐ Computer Hardware/Software/Supplies ☐ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☐ Temporary ☒ Other – please describe: _____ Revised Budget Breakdown: -\$10,000: Implementation of Communications Strategy (design, development and distribution of engagement materials and supports, promotional ads, mail-outs, etc.) -\$20,000: Public Engagement Phase 4 (in-person engagement events/special meetings for some LTCs/IMs as desired, staff travel, etc.) -\$5,000: Legal Services
Department: Trust Area Services	
Name of Request: Policy Statement Amendment Project (PSAP)	
\$ Value of Request (<i>indicate by fiscal year and total if project is multi-year</i>) FY24/25 \$35,000 FY 25/26 \$13,000 estimated FY 26/27 \$ depends on implementation plan not yet developed Total: \$48,000 plus FY26/27 TBD Over \$280,000 has been spent since the project's inception in 2019 on public engagement, First Nations engagement, and other project related expenses, in addition to considerable staff hours.	Funding Required for (date range): April 1, 2024 – March 31, 2025
Date of Submission to Finance: October 5, 2023	

TIE TO ISLANDS TRUST GUIDING DOCUMENTS: *(Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.)*

Trust Council's Policy Statement Amendment Policy (1.2.1) states that each term, Trust Council will identify Policy Statement review and/or amendment tasks. Early on in the 2018-2022 term, Trust Council requested Executive Committee, with involvement from Trust Programs Committee as appropriate, to review and develop recommendations for amendments to the Islands Trust Policy Statement, primarily through the priority lenses of reconciliation, climate change, and housing. This multi-year project commenced in 2019 and has involved, to date, three phases of public engagement, two phases of early and meaningful engagement with First Nation governments, substantial review and analysis by Trust Programs Committee and Executive Committee, and periodic Trust Council discussion. The project will reach completion after the draft new Policy Statement bylaw has achieved first, second, third, and fourth reading by Trust Council and final adoption by the Minister of Municipal Affairs.

In September 2022, Trust Council passed the following resolution:

That Trust Council request staff to prepare a Policy Statement Amendment Project Communications Strategy for the consideration of the incoming Executive Committee and Trust Council in early 2023.

Staff have contracted a communications consultant in FY 2023-24 to implement the communications strategy Trust Council received in March 2023.

The funding requested via this business case will support implementation of a project charter approved by Trust Council. The requested funds would be spent as follows:

- \$10,000: Continued implementation of Communications Strategy (design, development and distribution of engagement materials and supports, promotional ads, mail-outs, etc.) and hiring of contracted communications support.
- \$20,000: Public Engagement Phase 4 (in-person engagement events/special meetings hosted by some LTCs/IMs as desired, staff travel, etc.)
- \$5,000: Legal Services

ISSUE/OPPORTUNITY: *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

Background: The currently Policy Statement is almost 30 years old and does not adequately address reconciliation, climate change and housing. This business case is requesting funding for the next stage of the Policy Statement Amendment Project that has been underway since 2019 and has involved extensive engagement. While First Reading of the first draft of the bylaw had been anticipated in July 2021, Trust Council instead requested enhanced community engagement, followed by direction to staff to implement [32 resolutions](#). In March 2023, Trust Council adopted a project charter which allows for a substantial amount of time for consideration of future drafts of the revised Policy Statement. Due to staff vacancies in 2023, project implementation has been delayed by six months from what was articulated in the March 2023 project charter.

The project will reach completion after the draft new Policy Statement bylaw has achieved first, second, third, and fourth reading by Trust Council and final adoption by the Minister of Municipal Affairs. More detailed project information is available on the [Islands 2050 webpage](#).

Current Project Status:

Staff have developed a revised draft, as per Trust Council's [32 resolutions](#), after engaging with internal and external staff partners and seeking legal counsel in the process. Staff are engaging with First Nations to seek

their early input on the draft. Staff are now engaging and working in cooperation with eight First Nations who accepted capacity funding to seek their early input on the draft. Staff anticipate presenting Draft 2 of the revised Policy Statement to Trust Programs Committee and Executive Committee in January 2024 along with a summary of comments from First Nations and recommendations for additional changes. These committees will then prepare recommendations for Trust Council to consider.

Staff have contracted a communications consultant to assist with implementation of a communications strategy for the project from now until March 2024.

PROJECTED RESULTS/DELIVERABLES:

The April 2024-March 2025 work on this project will result in First Reading of Bylaw 183 of the Policy Statement. The funding requested will enable this to happen through support for communications including materials, public engagement by local trust committees/Bowen Island Municipal Council, and revisions to Draft 2 of the Policy Statement, and legal review of the draft.

In the April 2024-March 25 the following activities are proposed for the project :

- EC and TPC develop recommendations for further revisions, as requested by TC
- Trust Council considers TC/EC recommendations and passes resolutions on further revisions required. Staff will make those revisions.
- Approval in principle by Trust Council (possibly in Late Summer/Fall 2024)
- A six-month internal referral process to local trust committees and Bowen Island Municipality (prior to First Reading). The intent is that local trust committees and Bowen Island Municipality will, as they deem necessary or desirable, undertake local public engagement using a method selected by the local trust committee/Bowen Island Municipal Council to inform their referral responses. As this is not part of local work programs the public engagement events would be supported/organized by Trust Area Services staff.
- After incorporating feedback from local trust committees and Bowen Island Municipality referral responses, Trust Council would undertake First Reading and then refer the document to other agencies/First Nations for at least three months.

RISK ASSESSMENT: *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks.)*

The proposed recommended option carries the following risks and options for mitigation:

Risk: A lack of timely and responsive communications materials risk developing a lack of public confidence in the project, circulation of misinformation, and poor levels of public engagement or high levels of engagement at the wrong points in the project. The lack of a proactive communications strategy at the outset of the project, lack of political consensus, ongoing vacancies in the TAS Communications Specialist position, and widespread misinformation about the project have slowed progress on the Policy Statement Amendment Project in recent years. To mitigate these risks going forward, Trust Council requested staff in September 2022 to develop a communications strategy to be implemented in FY 2023-24.

- The risks can be mitigated through ongoing implementation of the communications strategy with support from an external contractor to provide resiliency.

Risk: Extended timeframe incurred by having two referral periods increases the staff resources required for the project and increases risks to the project (e.g. staff turnover, emerging issue that competes for project resources). The approach of internal referral/public engagement prior to First Reading, does not represent typical local government bylaw review process.

- This risk could be mitigated by Trust Council foregoing the proposed approval in principle step and moving straight to First Reading, which would be followed by a concurrent referrals process and a coordinated public engagement process which could remove at least six months from the project timeline.

Risk: Adoption of revised Policy Statement in December 2026, after the next local elections.

- This risk could be mitigated by Trust Council foregoing the proposed approval in principle step and moving straight to First Reading, which would be followed by a concurrent referrals process and a coordinated public engagement process.
- This risk could be mitigated by Trust Council holding special meetings promptly when needed rather than considering the document only at regular quarterly meetings.

Risk: Lack of coordinated Trust Area-wide approach to public engagement. The planned approach is to refer the draft document, after receiving approval in principle from Trust Council to local trust committees and Bowen Island Municipality for six months. During this time, local trust committees and Bowen Island Municipality could undertake local public engagement, with some Trust Area Services staff support, at regular or special meetings, to inform their referral responses. This de-centralized approach could result in uneven delivery of public engagement, unavailable resources due to overlapping decentralized engagement activities and, depending on the engagement and data collection methods used, a lack of public confidence in the engagement process. The lack of a central on-line public engagement methods, such as a survey and virtual community workshops, may result in some community members feeling that there were not offered a convenient way to provide their views on the new draft.

- This risk could be mitigated by Trust Council reconsidering the approach to public engagement and undertaking a coordinated Trust-wide approach that includes a survey and possibly virtual community workshops

Risk: Lack of backfill for regular Senior Policy Advisor work leading to lack of progress on other initiatives and/or staff burnout. This business case assumes that the Senior Policy Advisor position is seconded to this project full-time, as has been the case in recent years. This means that the other duties that this position is responsible for do not have dedicated staff resources. In recent years, the Director of Trust Area Services has been undertaking many of these additional duties in addition to her regular work (often outside of regular work hours), and the Grants Manager has taken on legislative monitoring, and drafting of local trust committee advocacy letters and thank you letters to Trust Council delegates, as time permits within regular work hours. This informal backfill by the Director is not sustainable into the future and the ability of the Grants Manager to continue to support additional activities is in question as the demand for grant-related support is on the rise. The risk is that Trust Area Services' work in other areas (e.g. Trust Council/local trust committee advocacy/coordination, policy research/development, legislative monitoring, indicator reporting, agreement monitoring/development, organization of special Trust Council sessions, grants in aid administration, research into science topics for accuracy purposes, delegation thank you letters, etc.) would need to be paused or continue to be paused. An additional risk is staff burnout and/or lowered staff morale due to continuing requests for Trust Area Services support that cannot be accommodated in regular working hours.

- This risk (to other activities supported by Trust Area Services) could be mitigated by Trust Council funding backfill of the Senior Policy Advisor position or halting (not funding) OCP amendment project(s) to free up Planning Services staff time to support.

ALTERNATIVES CONSIDERED: *(What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.)*

Option 1: Status quo- Implement project charter as approved in September 2023: \$35,000

Description of activities in 2024/25

- Trust Council considers TC/EC recommendations and passes resolutions on further revisions required and staff to make those revisions
- Legal review, as required
- Proactive and reactive communications about the project
- Approval in principle by Trust Council
- A six-month internal referral process to local trust committees and Bowen Island Municipality. During this time, local trust committees and Bowen Island Municipality can opt to undertake local public engagement as determined by them (could include some Trust Area Services staff support as needed) at regular or special meetings/events) to inform their referral responses.

Benefits – This is in keeping with the direction already provided by Trust Council.

Risks – as noted above

Financial implications – \$35,000 requested would go to:

- Communications - \$10,000 - further communications materials to support project implementation and specifically promotion of engagement during the six-month referral process
- Legal - \$5,000 - to support the legal aspects of the project as needed
- Public engagement - \$20,000 – to support local public engagement selected by local trust committees and Bowen Island Municipality. This is a modest amount and would not enable all entities to host in-person special LTC/IM meetings/engagement events or enable in-person Trust Area Services staff participation at all events.

Resource requirements – Requires the full-time support of Senior Policy Advisor and additional support from Director of Trust Area Services, and Program Coordinator and Communication Specialist. Staff hours required for public engagement depend on the options selected by local trust committees/Bowen Island Municipal Council. Staff hours required for re-drafting will depend on the scope of changes requested by Trust Council.

Other implications- None.

Option 2: Option 1 with Trust-wide Virtual/Print Public Survey: \$55,000 (Option 1 plus \$20,000 for a Trust Area-wide survey to receive input).

Description – This option would include all elements of Option 1 with an additional Trust Area wide public engagement survey. The additional funding would go to contracted survey research and preparation, survey design, survey set-up, survey analysis, and survey results report.

Benefits – As for Option 1 with constituents also receiving a virtual engagement option (survey) and Trust Council also receiving survey results that are collected in a consistent manner across the Trust Area.

Risks – Lack of contractor availability for contractors skilled at survey design on policy topics.

Financial implications – \$55,000 requested would go to:

- All elements of Option 1, i.e.
 - Communications - \$10,000 - further communications materials to support project implementation and specifically promotion of engagement during the six-month referral process
 - Legal - \$5,000 - to support the legal aspects of the project as needed
 - Public engagement - \$20,000 – to support local public engagement selected by local trust committees and Bowen Island Municipality. This is a modest amount and would not enable all entities to host in-person special LTC/IM meetings/engagement events or enable in-person Trust Area Services staff participation at all events.
- Trust-wide Survey - \$20,000 - \$18,000 for survey design and analysis by contractor, with \$2,000 for printing, distribution and return mail costs for print copies of the survey.

Resource requirements –

- All elements of Option 1, and
- Trust-wide Survey – staff time to procure contractor for survey and to monitor the contract

Other implications- None.

Option 3: Option 2 with Virtual Community workshop: \$65,000 (Option 2 plus \$10,000 for virtual community workshop to receive input).

Description – This option would include all elements of Options 2 and a virtual community workshop that includes attendance by Islands Trust subject matter experts (possibly held over multiple days).

Benefits – All benefits of Option 2 plus constituents are offered an event that provides access to subject matter experts; participants in the virtual community workshop can hear the perspectives of people throughout the region, Trust Council receives collated workshop engagement results in a consistent manner.

Risks –All risks of Option 2 plus potential lack of contractor availability for virtual community workshop design, facilitation and note-taking.

Financial implications – \$65,000 requested would go to:

- All elements of Option 1, i.e.
 - Communications - \$10,000 - further communications materials to support project implementation and specifically promotion of engagement during the six-month referral process
 - Legal - \$5,000 - to support the legal aspects of the project as needed
 - Public engagement - \$20,000 – to support local public engagement selected by local trust committees and Bowen Island Municipality. This is a modest amount and would not enable all entities to host in-person special LTC/IM meetings/engagement events or enable in-person Trust Area Services staff participation at all events.
- Trust-wide Survey - \$20,000 - \$18,000 for survey design and analysis by contractor, with \$2,000 for printing, distribution and return mail costs for print copies of the survey.
- Virtual Community Workshop - \$10,000 – designed and delivered by contractor, with Islands Trust staff attending as subject matter experts

Resource requirements –

- All elements of Option 2, and

- Virtual Community Workshop – staff time to procure contractor for workshop, advise on content, and to monitor the contract; also a few hours from internal subject matters experts to participate in virtual community workshop.

Other implications- None.

Option 4: Communication and legal elements of Option 1 with no public engagement: \$15,000

Benefits – Cost and staff time savings; accelerated project delivery leading to some reduced risks to the project (e.g. staff turnover, emerging issue that competes for project resources)

Risks – Trust Council and local trustees would receive unstructured feedback and may receive negative comments about the lack of a fourth phase of public engagement for the project.

Financial implications – \$15,000 requested would go to:

- Communication and legal elements of Option 1 but with no public engagement.
 - Communications - \$10,000 - further communications materials to support project implementation and specifically promotion of engagement during the six-month referral process
 - Legal - \$5,000 - to support the legal aspects of the project as needed

Resource requirements – Staff hours saved by not undertaking public engagement depend on the options that would have been selected by local trust committees/Bowen Island Municipal Council, and the extent of unstructured public feedback received.

Other implications- Would require dedicated communications effort to advise the public of key messages such as the following:

- The draft being developed by Trust Council is informed by the results of previous phases of Trust Area wide public engagement, engagement with First Nations and referral agency comments.
- Trustees always want to hear the views of constituents to inform their decisions and votes
- Members of the public can write and present to Trust bodies/Bowen Island Municipality to share their views

Option 5: Not proceed at this time or postpone until a future fiscal year: \$0

Benefits – Staff and financial resources available for other work.

Risks –The risks of not proceeding include the following:

Risk: continuing to operate under the guidance of a 30-year old document that does not reflect Trust Council's commitments to improve language and guidance relating to reconciliation, climate change and affordable housing may result in decisions that are not consistent with current values or current/predicted environmental conditions.

Risk: the public engagement results may be viewed as dated and no longer relevant.

Risk: staff turnover during a pause in the project could result in a loss of corporate memory leading to inefficiencies and loss of knowledge.

Risk: The Province of BC may amend the Islands Trust Act to require the Islands Trust Council to amend or considering amending the Policy Statement at regular intervals. The Local Government Act requires regional

districts to, every five years, seek input on the need for review of the regional growth strategies from its citizens; affected local governments; First Nations; boards of education, greater boards and improvement district boards; and the Provincial and federal governments and their agencies; and consider whether the regional growth strategy must be reviewed for possible amendment.

Financial implications – Funds available for other initiatives.

Resource requirements – Staff time to communicate cancellation or delay of the project.

Other implications- None.

Optional add-on to Options 1-4: Backfill Senior Policy Advisor position temporary part-time (for FY24/25 three days/week): \$71,600

Benefits – Resources available for regular Senior Policy Advisor duties; reduced pressure on other staff to take on this positions' work. (e.g. Trust Council/local trust committee advocacy/coordination, policy research/development, legislative monitoring, indicator reporting, agreement monitoring/development, organization of special Trust Council sessions, grants in aid administration, research into science topics for accuracy purposes, delegation thank you letters, etc.)

Risks – Delay in recruitment. This is mitigated by having an up to-date job profile that is already through classification process.

Financial implications – \$71,600 requested (would be in addition to costs of Options 1-6)

Resource requirements – Staff time to hire and supervise.

Other implications- None.

SUMMARY TABLE OF OPTIONS					
Activities	Opt 1	Opt2	Opt3	Opt4	Opt5
Communications (\$10k)	X	X	X	X	X
Legal (\$5k)	X	X	X	X	X
Local LTC/BIM led public engagement (\$20k)	X	X	X		
Trust-wide virtual/print survey (\$20k)		X	X		
Trust-wide Virtual Community Workshop (\$10k)			X		
TOTAL COST	\$35k	\$55k	\$65k	\$15k	\$0
TOTAL COST with Optional Add-on for staffing backfill (\$71.6k)	\$106.6k	\$126.6k	\$136.6k	\$86.6k	N/A

CRITICAL SUCCESS FACTORS: (What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)

- Full staffing levels within Trust Area Services; administrative support available to manage correspondence as needed
- Adequate internal and external communications to build a shared understanding by members of Trust Council, First Nations, referral agencies, and the public, on the revised draft Policy Statement and the project purpose, scope, and timeline.
- Available staff and contractors
- Trust Council leadership.

RECOMMENDED OPTION: <i>(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)</i> Option 1 is recommended by Executive Committee as consistent with Trust Council’s adopted project charter.
COST/BENEFIT ANALYSIS: <i>(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)</i> <u>Quantitative Analysis:</u> Comparative regional growth strategy/official community plan update processes in BC local governments have notably higher budgets and cover smaller geographic areas. <u>Qualitative Analysis:</u> Amending the Islands Trust Policy Statement will enable Trust Council to more effectively carry out its mandate to preserve and protect the unique amenities and environment of the Trust Area. It will also help to fulfill Trust Council’s commitments to address reconciliation, climate change, and housing.
PURCHASING PROCEDURE: <i>(Describe any purchasing processes that will be needed to support this initiative (i.e. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (i.e.: external competition, government-restricted internal competition, etc.)</i> All expenditures will be in accordance with Procurement Policy 6.5.3.
PROPOSED IMPLEMENTATION STRATEGY: <i>(What are the specific features of the “roll-out” of the recommended solution? What is the <u>timeline</u> and anticipated <u>date of completion</u> for this initiative?)</i> As outlined above and as per the Policy Statement Amendment Project Charter and Communications Plan.
STAFF RESOURCING <i>(What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)</i> In FY 2024-25, the project is estimated to require the following staff time: • 0.25 FTE - TAS Director • 1.0 FTE - Senior Policy Advisor • 0.5 FTE - Program Coordinator • 0.15 FTE - Senior Indigenous Relations Advisor • 0.15 FTE – Communications Specialist • 0.1 FTE - Legislative Services Clerk (or other clerks as available) • Will also require support from staff across the organization. Without additional staff resources, Trust Area Service’s (TAS) regular workload will need to be reduced. During critical periods, a certain amount of overtime is expected to fulfil project needs.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: <i>(Discuss proposed change management requirements, communications needed, involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified?)</i> Change management will be undertaken via proposed updated to the approved project charter. Communications are guided by a communications plan. This project will be managed by the Executive Committee with involvement by Trust Programs Committee as appropriate. Staff anticipate that Trust Programs Committee will be deeply involved in developing recommendations for amendment. First Nations are providing comment on the staff draft in Fall 2024 and will receive the document for comment after First Reading. Staff have, through work with First Nations to date, heard an interest for the Policy

Statement amendment process, including timelines, to be co-designed with participating First Nations, and that this multi-year project is not currently being delivered in a manner that reflects this. Staff have advised that if there is a desire for fundamental change the model of project delivery there is a need for it to be discussed between Islands Trust and First Nations' leadership.

Requested by (Committee or Business unit): Executive Committee

Prepared by (name, title)/date: Clare Frater, Director, Trust Area Services

Reviewed by (name, title)/date: Russ Hotsenpiller, CAO



**Budget Funding Request
Short-Form Business Case**

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Initiated by (name, title): Information Systems	Budget Source (select all that apply): ☐ Specific Project Funding (select all that apply) ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ Furniture & Equipment ☒ Computer Hardware/Software/Supplies ☐ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☐ Temporary Temp Duration: _____ ☐ Other – please describe: _____
Business Area: Administrative Services	
Name of Request: Bylaw Portal Licensing and Implementation \$90,000	
Date of Funding Request Submission: 7/21/2023	Funding Required for (date range): From April 2023 onwards we are requesting an additional \$6,000 per year for annual license fees for operational software.
ISSUE/OPPORTUNITY: The Islands Trust currently utilizes a legacy in house developed web application referred to as Trust Area Property Information System (TAPIS). TAPIS serves as the sole repository and management console for all Islands Trust land use information, including Bylaw records. The Islands Trust first developed the software in 2003, with ongoing updates continuing till this day. This application, although central to Islands Trust information management, represents a series of technological challenges and limitations, including but not limited to; no online transaction capacity, no online application status tracking, limited integration of mapping, no online access from the field, and limited reporting capacity.	

In 2022 the Islands Trust was awarded a Government of British Columbia “Local Government Development Approvals Program” (LGDAP) grant to assist in improving public service delivery. For the Islands Trust the grant will assist in improving Islands Trust Regional Planning service delivery through the implementation of CityView software, transitioning from the legacy TAPIS application to an industry standard software suite in support of development application approvals.

Bylaw was originally included in the planned transition from TAPIS to CityView, but due to LGDAP grant restrictions this portion of the information system development application improvements project was dropped. **This proposal would fund the transition of Bylaw over to CityView, including a new information system and public accessible portal, resolving the technological challenges and limitations posed by TAPIS.**

While TAPIS has served as the central repository for all Islands Trust land use information and Bylaw records since 2003, it lacks essential features required for efficient public service delivery and information management. Some of the identified issues with TAPIS include:

Lack of online transaction capacity

The inability to process transactions online limits the convenience and accessibility for public stakeholders, hindering the timely processing of bylaw files.

No online application status tracking

Without a system for online file status tracking, applicants have no real-time visibility into the progress of their file, causing uncertainty and delays.

Limited integration of mapping

Geospatial data is crucial for land use planning and decision-making. The lack of robust mapping integration in TAPIS restricts the ability to visualize and analyse data effectively.

No online access from the field

Field staff and officials may face challenges accessing critical information in real-time, potentially impacting their ability to make informed decisions on-site.

Limited reporting capacity

Inadequate reporting capabilities hinder data analysis and make it challenging to generate valuable insights from the available information.

This initiative aligns with several strategic objectives of the Islands Trust Council, including:

Technology Modernization

The proposed initiatives aim to address the strategic goal of modernizing the Islands Trust's ability to regulate land use activity and work with others. By transitioning from the legacy TAPIS application to the CityView information management system, the Trust can significantly improve its ability to regulate land use activities effectively.

Capacity Building and Training

Provide training and capacity-building programs for Trust staff involved in land use regulation. Ensuring that personnel have the necessary skills and knowledge will improve their effectiveness in managing land use activities and working with others.

By implementing these strategies, the Islands Trust can modernize its land use regulation capabilities, ensure sustainable development, and foster effective collaboration with stakeholders, resulting in better bylaw enforcement outcomes and the overall well-being of the communities it serves.

Future Needs:

Technological Upgrades

The Trust needs modern and robust technology tools to manage the increasing volume of land use information effectively.

Capacity Building

The successful implementation of the new system will require appropriate training and capacity building for staff and stakeholders to utilize CityView to its fullest potential.

Data Integration

Seamless integration of data from various sources, including mapping and regional planning, is essential to ensure effective decision-making and improved land use regulation.

PROJECTED RESULTS/DELIVERABLES:

The projected results and deliverables of the initiative to transition the Bylaw component from the legacy TAPIS to CityView include:

Enhanced Land Use Regulation System

The implementation of CityView or a similar modern software suite will result in an enhanced land use regulation system for the Islands Trust. The new system will offer improved functionalities and capabilities, addressing the limitations of the current TAPIS application.

Seamless Data Flow

The integrated bylaw and local planning modules will enable seamless data flow between land use planning and bylaw enforcement activities. This means that information generated during the planning phase, such as development applications, will automatically be available for bylaw enforcement purposes and vice versa.

Online Transaction Capacity

The upgraded system will provide online transaction capacity, allowing stakeholders to process transactions online. This enhanced accessibility will streamline the bylaw process and improve convenience for applicants.

Real-time Ticket Status Tracking

The new system will include a feature for online infraction status tracking. Applicants and stakeholders will have real-time visibility into the progress of their files, reducing uncertainty and delays.

Online Access from the Field

Staff and officials will have the ability to access violation and development application information in real-time from the field. This feature will empower them to make informed decisions on-site, increasing operational efficiency.

Expanded Reporting Capacity

The upgraded system will offer expanded reporting capabilities, allowing for more comprehensive data analysis and generating valuable insights from the available information. This will support evidence-based decision-making.

Public Accessible Portal

The proposal includes the development of a public-accessible portal, providing community members with access to relevant land use information and Bylaw infraction files and records. This portal will promote transparency and community engagement.

Improved Efficiency and Productivity

The combination of online transaction processing, real-time infraction tracking, and enhanced reporting will lead to improved efficiency and productivity in the Trust's land use regulation processes.

Long-term Sustainability

The upgraded system's advanced capabilities and technology will position the Islands Trust for long-term sustainability in managing land use and bylaw activities, adapt to changing needs, and accommodate future growth and challenges.

RISK ASSESSMENT:

Risks	Impact	Mitigation
Technical Challenges Implementing a new software system, especially one with various integrated modules, can pose technical challenges during the transition phase. Data migration, system compatibility, and potential software bugs or glitches may arise, impacting the smooth functioning of the integrated system.	High Medium Low	Pilot Testing and User Feedback Conduct comprehensive pilot testing of the integrated system with a selected group of staff and stakeholders to identify and address technical challenges. Gathering user feedback during this phase will help refine the system before full deployment.
Staff Training and Adoption Ensuring that staff members are adequately trained and comfortable using the new integrated system is essential. Resistance to change or lack of proper training can lead to inefficiencies and reduced productivity during the initial stages of implementation.	High Medium Low	Comprehensive Training Program Develop a comprehensive training program to educate staff members on using the new integrated system effectively. Providing ongoing training and support will aid in the system's smooth adoption.
Data Security and Privacy With an integrated system handling sensitive land use and bylaw enforcement data, there is an increased risk of data breaches, unauthorized access, or potential privacy violations. Protecting confidential information and ensuring robust data security measures become critical.	High Medium Low	Data Security Measures Implement robust data security protocols, such as encryption, and access controls.

Cost Overruns: Complex software integration projects can be subject to unexpected costs, such as additional customization or third-party integration requirements. Budget overruns could strain the financial resources allocated for the initiative.	High Medium Low	Clear Project Scope and Contingency Planning Define a clear project scope and have contingency plans in place for potential cost overruns or delays. Regular monitoring and reporting of project progress can help identify any deviations from the plan and take corrective action.
ALTERNATIVES CONSIDERED:		
Option 1: Status Quo (Do Nothing)		
Benefits: No immediate financial investment required, and minimal disruption to current operations.		
Risks: Continued use of the outdated TAPIS system with its limitations, inefficiencies, and reduced community engagement due to outdated technology and limited online access.		
Financial Implications: No direct financial costs, but potential missed opportunities for improvement.		
Resource Requirements: No additional resources required although maintaining the legacy TAPIS system for bylaw enforcement while operating a new Cityview system for the rest of Planning Services and the Islands Trust Conservancy leads to inefficiencies which will increase over time as the legacy system is no longer maintained and the rest of the organization uses a different operating system, challenges for staff due to system limitations.		
Other Implications: Hindered achievement of strategic objectives related to technology modernization, community engagement, and efficient land use regulation.		
Option 2: Incremental Upgrade of TAPIS		
Benefits: Lower initial financial investment, familiarity for staff, and gradual improvements to address some limitations.		
Risks: Incremental approach may not fully resolve all technological challenges, and system may still lack essential functionalities.		
Financial Implications: Lower initial costs than a full system replacement, but ongoing upgrades and maintenance may be required, which could potentially exceed the initial CityView implementation costs.		
Resource Requirements: IT resources, developers, and staff training needed for upgrading the existing system.		
Other Implications: May not fully address long-term needs, risking inadequate technology for future growth and challenges.		
Option 3: Full System Replacement with CityView Bylaw Module		
Benefits: State-of-the-art technology with comprehensive features for efficient land use regulation, seamless integration between planning and bylaw enforcement modules, improved community engagement through a public-accessible portal, and better data analysis capabilities.		
Risks: High initial investment, potential technical challenges during implementation, and staff adaptation to the new system.		
Financial Implications: Highest initial investment, but offers comprehensive solution and potential cost savings in the long run.		
Cost Summary		
Software Licenses & Subscriptions		\$24,000
Implementation Services		\$40,000

Information Services	\$2,500
Data Conversion	\$10,000
Training	\$7,500
CityView Annual Software Maintenance	\$6,000
Total	\$90,000
Resource Requirements: Substantial IS and Bylaw staff resources, and Bylaw staff training needed for a successful system replacement. Other Implications: Aligns with strategic objectives, providing a modern, efficient, and user-friendly solution to address current and future land use management challenges.	
CRITICAL SUCCESS FACTORS: Related Factors Identified: Stakeholder Engagement The active involvement and engagement of stakeholders, including staff, and the public, are critical for the successful implementation of the bylaw information system. Stakeholder input, feedback, and buy-in are essential to ensure the system meets their needs and expectations. Data Migration and Integration The smooth migration of data from the legacy TAPIS system to the new CityView and seamless integration with other modules such as Planning are crucial for data accuracy and system functionality. Comprehensive Training Adequate training for staff members on using the new system effectively is essential to maximize its benefits and ensure a smooth transition from the old system. Effective Change Management A well-structured change management strategy is necessary to address potential resistance to change and ensure a positive transition for staff and stakeholders. Timely Implementation Adhering to a realistic and achievable timeline for implementation is vital to avoid delays and cost overruns and potential disruptions to ongoing land use regulation processes. Among the identified factors, all are considered critical to the success of this initiative: Outcomes if Critical Success Factors are Not Met: Ineffective Use of the New System Without stakeholder engagement and buy-in, the new system may not be used to its full potential, resulting in suboptimal land use regulation processes and missed opportunities for improved efficiency. Data Inconsistencies and Inaccuracies If data migration and integration are not executed properly, the new system may lack essential historical data, leading to data inconsistencies and hindering informed decision-making. Reduced Efficiency	

Inadequate training for staff may lead to reduced efficiency in using the new system, resulting in longer processing times for Bylaw files and increased administrative burden.

Delayed Implementation

If the initiative faces significant delays in implementation, the Islands Trust may continue to suffer from the limitations of the outdated TAPIS system, hindering progress towards strategic objectives.

In summary, meeting critical success factors, such as stakeholder engagement and comprehensive training is essential for the successful implementation and effective utilization of the bylaw information system. Failure to address these factors may lead to inefficient processes, data inconsistencies, and delayed progress, hindering the achievement of the strategic goals of the Islands Trust.

RECOMMENDED OPTION:

Recommendation: Based on the evaluation of the options, the preferred choice is:

Option 3: Full System Replacement with CityView Bylaw Module

Summary of Reasons for Choosing Option 3

Comprehensive Solution

Provides a comprehensive solution that addresses all the identified issues and limitations of the current legacy system. By opting for a full system replacement with CityView, the Islands Trust can overcome the technological challenges and limitations of the current TAPIS system.

Immediate Benefits

Integration with third-party applications can deliver near immediate benefits by adding functionalities or features that are not present in the current system. This approach can quickly address some of the identified technological challenges and limitations.

Seamless Integration

CityView is an industry-standard software suite, offering seamless integration of various modules, including the recently implemented planning module. This integration ensures a holistic view of land use information and fosters efficient decision-making and data analysis.

Streamlined Processes

The CityView Bylaw Module streamlines land use regulation processes, making them more efficient and less time-consuming. This streamlining results in improved community service delivery and better dispute resolution outcomes.

Mitigating Risks

While a full system replacement may pose some implementation challenges, the benefits of CityView's comprehensive features and seamless integration outweigh these risks. Adequate planning, staff training, and change management can mitigate potential obstacles.

In conclusion, Option 3, which involves a full system replacement with CityView Bylaw Module, offers the most optimal solution to address the identified issues and opportunities. The modernization of the land use regulation system, along with the integration of the Bylaw Module, ensures improved efficiency, data accuracy, and community engagement. By embracing this comprehensive approach, the Islands Trust can more

effectively regulate land use activities, protect ecosystems, and sustain healthy island communities in alignment with their strategic goals.

COST/BENEFIT ANALYSIS:

Quantitative Considerations

Financial Costs

System Replacement Cost

The implementation of the CityView Bylaw Module and integration with other modules will involve upfront costs, including licensing fees, software implementation, customization, and data migration. These costs should be carefully evaluated and budgeted for in the project plan.

Software Licenses & Subscriptions	\$24,000
Implementation Services	\$40,000
Information Services	\$2,500
Data Conversion	\$10,000
Total	\$76,500

Training and Support

The cost of providing comprehensive training to staff and stakeholders on the new system's functionalities and ongoing support should be factored into the budget.

Training	\$7,500
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Maintenance and Upgrades

Ongoing costs related to system maintenance, updates, and potential upgrades should be considered. Ensuring the system remains up-to-date and compatible with future requirements is essential for long-term sustainability.

CityView Annual Software Maintenance	\$6,000
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Financial Benefits (Savings)

Efficiency Gains

The CityView Bylaw Module's enhanced features and seamless integration can lead to improved efficiency in land use regulation processes. Streamlined workflows and automation may reduce administrative costs and save staff time.

Qualitative Considerations

Non-Quantifiable Costs

Learning Curve

Staff and stakeholders may require time to adapt to the new system, which could impact productivity during the initial transition period.

Change Management

The organization will need to invest in change management efforts to address resistance to change and ensure smooth adoption of the new system.

Non-Quantifiable Benefits**Improved Decision-Making**

The CityView Bylaw Module's comprehensive data and reporting capabilities can empower decision-makers with better insights and data-driven information for strategic planning.

Enhanced Collaboration

Seamless integration with the planning module and other components can improve collaboration among various departments and external stakeholders, fostering more coordinated land use management efforts.

Transparency and Accountability

The new system can enhance transparency in land use decision-making and accountability for regulatory actions, leading to increased public trust in the organization.

Better Community Engagement

The public-accessible portal and online transaction capacity can facilitate better communication with the community, improving community engagement and feedback.

In summary, the quantitative considerations involve financial costs and benefits, with the initial investment being the main financial concern. On the other hand, qualitative considerations encompass non-quantifiable aspects such as the learning curve, change management efforts, and the potential for improved decision-making, collaboration, transparency, and community engagement. Balancing these quantitative and qualitative factors is crucial in making an informed decision about the full system replacement with the CityView Bylaw Module.

PURCHASING PROCEDURE:

The implementation of the CityView Bylaw Module will be directly awarded to the CityView software vendor due to their unique qualifications, seamless integration potential with the recently implemented planning module, time efficiency, risk mitigation, and cost-effectiveness.

Unique Qualifications

The selected vendor offering the CityView Bylaw Module possesses unique qualifications, technical expertise, and experience in delivering similar solutions in the industry. Their track record demonstrates successful implementations in other organizations, giving us confidence in their capabilities.

Seamless Integration

The CityView Bylaw Module aligns perfectly with the recently implemented planning module. Directly awarding the contract to the same vendor ensures seamless integration between the modules, enabling efficient data sharing and enhancing the overall functionality of the land use regulation system.

Time Efficiency

By opting for a direct award, we can expedite the procurement process and accelerate the implementation timeline. This approach reduces the need for lengthy competitive bidding processes and allows us to promptly capitalize on the benefits of the CityView Bylaw Module.

Risk Mitigation

Through the planning module procurement process we have assessed that the selected vendor is well-established, and has a proven track record of delivering reliable solutions. The direct award minimizes potential risks associated with selecting an unfamiliar vendor.

Cost-Effectiveness

The direct award approach also offers cost-effectiveness in terms of resource utilization and procurement expenses. By avoiding the costs associated with running a competitive bidding process, we can allocate resources more efficiently to the actual implementation.

Minimal Disruptions

By directly working with the same vendor that implemented the planning module, we expect minimal disruptions during the integration process. The vendor is already familiar with our organization's processes and data structures and can effectively align the Bylaw Module with our existing system.

In conclusion, the direct award procurement approach is the most appropriate choice for implementing the CityView Bylaw Module. The selected vendor's unique qualifications, seamless integration potential, time efficiency, risk mitigation, and cost-effectiveness collectively provide a compelling justification for this decision.

PROPOSED IMPLEMENTATION STRATEGY:

The roll-out of the recommended solution, which involves the full system replacement with the CityView Bylaw Module, will be executed in a phased approach to ensure smooth implementation and minimal disruptions. The specific features of the roll-out are as follows:

Phase 1: Project Planning and Preparation

- Define project scope, objectives, and deliverables.
- Appoint a project team and project manager.
- Initiate contract negotiations with the selected vendor.

Phase 2: Workflow Review and Optimization:

- Review existing workflows and processes related to land use regulation and bylaw enforcement.
- Identify areas for improvement and optimization to align with the new CityView Bylaw Module's functionalities.
- Engage relevant stakeholders and users to gather feedback and insights into workflow enhancement opportunities.

Phase 3: System Configuration and Customization

- Work with the vendor to configure the CityView Bylaw Module to meet the organization's specific needs.
- Customize the module to seamlessly integrate with the existing planning module and other relevant systems.
- Conduct thorough testing to ensure the module functions as intended.

Phase 4: Training and User Acceptance Testing

- Provide comprehensive training to staff members and stakeholders on using the CityView Bylaw Module effectively.
- Conduct user acceptance testing to validate the system's functionality and address any issues before the full deployment.

Phase 5: Pilot Implementation

- Implement the CityView Bylaw Module in a pilot environment with a selected group of users.
- Gather feedback and assess the module's performance and effectiveness during the pilot phase.

Phase 6: Full System Deployment

- Based on the feedback from the pilot phase, make any necessary adjustments to the module.
- Roll out the fully functional CityView Bylaw Module to all relevant departments and stakeholders.
- Monitor the system's performance and address any additional feedback or issues.

Phase 7: Post-Implementation Support and Optimization

- Provide ongoing support to users and address any post-implementation issues.
- Continuously optimize the system based on user feedback and evolving needs.

Timeline and Anticipated Date of Completion

The timeline for the roll-out of the recommended solution will be dependent on the complexity of system integration, data migration, and the customization required for the CityView Bylaw Module. However, based on preliminary estimates the anticipated date of completion for this initiative is approximately 4 to 6 months from the project initiation. It is important to note that this timeline is subject to adjustments based on unforeseen challenges, feedback from pilot implementation, and other factors that may impact the implementation process. Close monitoring and effective project management will be critical in adhering to the timeline and achieving a successful roll-out.

STAFF RESOURCING:

Staff Resources Needed for the Initiative

Project Manager (Senior Management Level)

- The project manager will oversee the entire implementation process, including planning, coordination, and monitoring.
- Hours Required: Approximately 20-30 hours throughout the project.

Business Analyst (Mid-Level Staff)

- The business analyst will support the needs assessment, gather requirements, and the workflow review and optimization stage.
- Hours Required: Approximately 20-30 hours throughout the project.

IT Team (Technical Staff)

- The IT team will be responsible for system security and network access.
- Hours Required: Approximately 5-10 hours throughout the project.

User Representatives (End Users)

- User representatives will participate in user acceptance testing, provide feedback, and validate system improvements.
- Hours Required: Approximately 10-20 hours each, varying based on participation.

Total Estimated Staff Hours: 55 - 90 hours.

Assessment of Expected Staff Hours

The estimated staff hours of required for this initiative appear reasonable when assessed in conjunction with other work underway or planned. While the project will demand a significant amount of staff time, the phased approach allows for a structured allocation of resources. Moreover, involving end users and stakeholders during the pilot and user testing stages ensures a collaborative effort, optimizing the use of staff resources.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Concerns and Mitigation Strategies

Change Resistance

The introduction of a new system and optimized workflows may encounter resistance from staff members accustomed to the existing processes. To address this concern, a comprehensive change management strategy will be developed. This strategy will include clear and consistent communication about the benefits of the CityView Bylaw Module, opportunities for staff involvement, and training programs to build staff confidence in using the new system.

Training and Support

Adequate training and support for staff and end-users will be vital to ensure a smooth transition to the new system. A comprehensive training program will be developed as part of the service contract to equip staff with the necessary skills to utilize the CityView Bylaw Module effectively. Ongoing support will be provided post-implementation to address any questions or challenges that may arise.

Communication and Collaboration Strategies

Collaborative Workshops and Feedback Sessions

Collaborative workshops and feedback sessions will be organized to gather input from Bylaw staff. These sessions will provide a platform for open dialogue, allowing stakeholders to express their concerns and suggestions, and fostering a sense of ownership in the initiative.

Regular Progress Updates

Regular progress updates will be communicated to all stakeholders to keep them informed about the status of the implementation. This will include milestones achieved, any changes to the project plan, and upcoming activities. Transparent communication will foster trust and ensure that stakeholders are well-informed.

Change Champions

Identifying change champions within the organization who are enthusiastic about the initiative and can advocate for its benefits will be instrumental in overcoming resistance and promoting buy-in among staff members. These champions will serve as role models and provide support during the transition.

Collaborative Decision-Making

Encouraging collaborative decision-making among stakeholders will ensure that their perspectives are considered in the customization and configuration of the CityView Bylaw Module. Engaging stakeholders in decision-making will enhance their commitment to the success of the initiative.

Identification of Other Stakeholders

In addition to the bylaw enforcement officers and administrative staff previously identified as stakeholders, the following groups may also be involved:

IT Department

The IT department will play a crucial role in system configuration, integration, and technical support.

Finance Department

The finance department may be involved in budget and contract planning and financial approvals related to the initiative.

Leadership Team

The management team's support and buy-in will be critical for the success of the initiative.

An inclusive and well-coordinated approach to change management, communication, and collaboration will facilitate a smooth and successful implementation of the CityView Bylaw Module, fostering support among stakeholders and maximizing the benefits of the new system.



Initiator Name, Title

July 21, 2023

Date

Stefan Cermak, Director Planning Services

Reviewed by Department Lead: Name, Title

September 29, 2023

Date



Islands Trust

**Budget Funding Request
Short-Form Business Case**

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Requested by (Committee or Operational Unit): Executive Committee	Budget Source (select all that apply): ☐ Specific Project Funding (select all that apply) ☒ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☒ Furniture & Equipment ☐ Computer Hardware/Software/Supplies ☐ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☐ Temporary Temp Duration: _____ ☐ Other – please describe: _____
Department: Planning Services	
Name of Request: Salt Spring Office Relocation	
\$ Value of Request (indicate by fiscal year and total if project is multi-year): FY 2024/25 - \$210,000	Funding Required for (date range): April 1, 2024-March 31, 2025
TIE TO ISLANDS TRUST GUIDING DOCUMENTS: <i>(Indicate how the proposed project/activity/work ties to Trust Council's strategic plan, Policy Statement directives, Council Bylaws, work programs, the Trust's object, etc. Provide a copy/paste of the relevant reference, along with hyperlinks to external documents where available.)</i> <i>Strategic Plan goal: effective, efficient, and collaborative governance. The February, 2022 Islands Trust Governance Review and previous similar reviews have acknowledged benefits and challenges of the satellite office model and does not recommend any change to the location of an office on Salt Spring Island. In the interest of serving approximately over one third of all Islands Trust residents with central offices, this is best achieved by maintaining the Salt Spring Office.</i> <i>Islands Trust Governance Principles Policy 2.1.3 outlines the relevant values of Openness, Service Quality, Responsible Responsiveness, Community Involvement, and Inter-Agency Relations.</i>	

ISSUE/OPPORTUNITY: *(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)*

The Salt Spring Island office lease has been terminated effective July 24, 2024.

All feasible opportunities are being explored; however, as of September 2023 only one location has been found that may accommodate Salt Spring Island office needs. That space requires redesigning, some construction, and consideration of furniture needs including kitchenette appliances.

PROJECTED RESULTS/DELIVERABLES: *(How does this address the issue/opportunity described above? Indicate how results of this work will impact decision-making by trustees or staff. Will this work result in better decisions, more efficient decision-making, more efficient completion of work, better public perception, etc. Consider all possible results from undertaking this work.)*

Complete move into new office and serving the public no later than July 1, 2024.

Meeting terminating lease requirements to clean vacated space in July 2024.

RISK ASSESSMENT: *(List and discuss potential risk factors associated with this work, if identified. List and discuss the options that exist to mitigate identified risks.)*

Timing. The current office space must be vacated by July 2024. An opportunity may arise whereby relocation can happen sooner. However, the budget cycle imposes costs to be borne in the next fiscal year. Current opportunities may expire if not acted upon in a timely manner. Timing is a key factor in ensuring continuity of services.

Further risks are identified in the options listed below.

ALTERNATIVES CONSIDERED: *(What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.)*

Option 1: Do nothing

- Benefits – reduced budget expenditure on office leases.
- Risks – poor governance, no office for public members to engage with staff or elected officials, no server location, no staff interactions, no filing storage location
- Financial implications – reduced lease costs; costs associated with disposal of office furniture; alternate space required for storage of records; alternate space required for elected officials to work and meet with the public and staff (as per [Policy 7.4.4](#)); substantial increase in staff travel costs for meetings and site visits; possible severance pay if office location is terminated and staff cannot be accommodated to work elsewhere.
- Other implications- busiest Islands Trust office (amount of “foot traffic” or in office meetings with the public) in terms of public serviced in person); loss of local employment on Salt Spring Island, governance impacts, organizational impacts.

Option 2: Fund Relocation Costs (\$210,000)

- Benefits – Keeps office open on Salt Spring Island; ensures office meets minimal operational requirements
- Risks – Governance wants versus operational needs. Relocating offices will be expensive and will be challenging for some elected officials to accept despite staff being required to be as fiscally prudent and responsible as possible; Evolving workplace needs – Salt Spring Island staff are increasingly traveling from off island thus reducing the total office space required – the risk is finding the right balance of decreasing office space while still meeting the need of the local population.
- Financial implications – Significant. Rare.
- Resource requirements – Substantial staff time is required to relocate.

- Other implications- opportunity to implement progressive shared work spaces and to create a new meeting/shared space available to the public.

Option 3: Fund [lesser] Relocation Costs (\$to be determined)

- Benefits – Reduced relocation costs
- Risks – extremely limited options available; no evidence available to reduce costs while meeting needs; reducing costs to current option will lead to a poor work environment for staff, poor meeting space for elected officials; and even possible decreased job satisfaction and performance; reducing upfront costs will likely lead to requests for future office improvement costs
- Financial implications – reduce initial relocations costs; likely future relocation related costs at a more expensive rate
- Resource requirements – same as option 2
- Other implications- same as option 2

CRITICAL SUCCESS FACTORS: *(What related factors have been identified that are important to the success of completing this work/initiative? Which of these factors are considered critical to the success of this initiative? Discuss outcomes if critical success factors are not met.)*

Safe and effective relocation of the Salt Spring office.

RECOMMENDED OPTION: *(State your recommendation, referencing the options discussed earlier, and summarise why you chose it over others.)*

Option 2.

COST/BENEFIT ANALYSIS: *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Quantitative:

- Design and Renovation: \$185,000
- Moving and Storage: \$5,000
- Cleaning of old office: \$3,000
- Appliances: \$2,000
- Furniture Replacement: \$5,000
- Contingency: \$10,000

Total: \$210,000

Qualitative:

The Salt Spring Office of the Islands Trust seeks to maintain a safe and accessible space for staff, members of the public, and elected officials. This includes making sure that people, information, and property are as safe and accessible as possible. We seek to provide a high quality of service, and ensure that service levels are minimally disrupted to the greatest extent feasible within the bounds of employee and public safety.

Minimum office needs include the following:

- Reception space (min. one work space)
- Available parking
- Small conference/meeting room
- Three private (potentially shared) offices
- Six semi-private / open workspaces
- Kitchenette (store and heat up food, common area for eating)

- Connected network space and one office printer
- Document storage space (fire proof cabinets)
- Restrooms

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (i.e. Direct Award, RFP, ITQ to qualified vendor) if goods or services need to be procured for the work. If this is for new staff hiring, indicate likely hiring method (i.e.: external competition, government-restricted internal competition, etc.)*

As per procurement policies.

PROPOSED IMPLEMENTATION STRATEGY: *(What are the specific features of the “roll-out” of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)*

- **Needs Assessment:** Staff have been engaged in a needs assessment (ensuring community, staff, and elected official need are met) while implementing a modernized workforce structure such as sharing office spaces to reduce overall spatial needs.
- **Options Identification:** Staff have contacted real estate agents to help locate new office locations. Staff have also reached out to known Ganges property owners and properties listed for sale in the Ganges area for possible lease opportunities. Staff have been in discussion with other agencies such as the CRD, NSSWD and SD64. Staff have had advanced discussions with one existing property owner who has available space.
- **Options Assessment:** Staff are still assessing options; however, staff need to submit a business case to meet budget drafting deadlines.
- **Decision.** A decision on location is expected by January 2024.
- An RFP or possible direct award for design: Jan. 2024.
- An RFP for renovation: March 2024/ award April 2024
- Required office purchases in May –June 2024
- Move in by July 1, 2024
- Clean up old office space in July 2024.

STAFF RESOURCING: *(What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level/role. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

Relocating the Salt Spring office will require help from numerous sources:

- Relocation task force already formed (PS, IS, Admin Services, CAO) 2 hours/month
- Salt Spring staff: clear office of unnecessary documents and items (already slowly occurring); (1-2 hours/week)
- Information Services: remove information technology infrastructure (servers, Wi-Fi, etc.) and install in new location (2 days removal, 3 days installation, likely over weekend in June 2024)
- Finance/Legal: Negotiate lease agreement – especially factoring in likely required capital upgrades; guide procurement processes (8 - 16 hours)
- Project management and task execution (Planning Services) – includes moving details, office design, furnishings, etc.(80 hours)
- Communications (Trust Area Services) (12 hours)

Hour estimates are very rough estimates and may change based on Options Assessment.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: *(Discuss proposed change management requirements, communications needed, and involvement with others. Are there any concerns related to these? If so, how will these be addressed? Have other stakeholders been identified?)*

Staff expectations: The only available space that currently meets operational needs would have less amenities than the current space (ex: no kitchen, no respite space, and only access to public washrooms). Ensuring a safe

and accessible space will take priority thus staff expectations will need to be managed. This has already begun with clear communications and setting realistic expectations.

Communications: relocating the office will cause service disruptions. This should be able to be minimized to no greater than a week; however, clear communications will be required to the community about where the office is relocating to and to be patient with the process.

Requested by (Committee or Business unit): Executive Committee

Prepared by (name, title)/date: Stefan Cermak, Director Planning Services / September 15, 2023

Reviewed by (name, title)/date: Russ Hotsenpiller, CAO / September 29, 2023



BRIEFING

To:	Executive Committee	For the Meeting of:	October 4, 2023
From:	Information Services	Date Prepared:	September 29, 2023
SUBJECT:	Microsoft 365 Upgrade		

PURPOSE:

The purpose of this briefing is to communicate the proposed budget allocation for Microsoft 365 (MS 365) software licensing, which represents a significant increase in software expenditure (\$34,000) for the upcoming fiscal year (2024/25).

BACKGROUND AND ANALYSIS:

Our objective is to ensure that this strategic investment aligns seamlessly with our organization's transition from Windows 10 to Windows 11, addresses the impending end of life for Office 2016 and Office 2019, and supports our critical IT infrastructure, such as roaming profiles, shared office spaces, and remote work capabilities. This analysis will not only evaluate the cost implications but also underscore the necessity of upgrading to MS 365 E3 to maintain full local control of Group Security Policy, safeguard our environment from unplanned updates, and enhance endpoint security while optimizing the overall budget allocation for our IT needs.

Accordingly, in the upcoming fiscal year (2024/25), we are planning a significant migration from our current Windows 10 desktop environment to Windows 11. It is crucial to note that extended support for both Windows 10 and Office 2016 is scheduled to end on October 13, 2025. Additionally, the only current office package available besides Office 2016, Office 2019, is also reaching its end of life at the same time. Therefore, it is imperative that we upgrade our workspace next fiscal in order to ensure a functioning and fully supported work environment in time for the planned End of Life (EOL) of these products. Given the circumstances, transitioning to MS 365 is the most practical and necessary choice.

The MS 365 license matrix is notably complex, and we have meticulously reviewed the various licensing levels to identify the most cost-effective solution that meets Islands Trust's specific needs. After careful consideration, we have selected MS 365 E3 for several compelling reasons, which are explored below.

- Our user environment relies on a roaming profile configuration, allowing any staff member to log into any Islands Trust computer within our offices and access their personalized desktop profile. This includes preferred custom desktop settings, browser bookmarks, printer configurations, network access, and more. This flexibility is of utmost importance to accommodate our diverse workforce.
- This configuration also supports our current office sharing scenario, where multiple staff members share offices and connect to common workstations. Each worker benefits from a custom account profile on whichever computer they connect to. In cases of computer issues or replacements, a seamless transition is achieved by simply logging out of one laptop and into another, with no further setup required.

- We utilize a Terminal Server farm that enables remote work for staff working from home or traveling. This setup grants full access to files, applications, and other essential resources. To maintain this setup and address security concerns, it is imperative to have the license capabilities included in the MS 365 E3 license. This level of licensing provides full local control of Group Security Policy for Office apps, which is mandatory for our workspace. It serves as a critical transition point from Microsoft controlling local configurations, ensuring that we retain control over critical aspects of our IT environment. Without this level of control, Microsoft would have the authority to install patches, modify computer configurations during updates, and introduce applications without our consent, which is not aligned with our requirements.

As demonstrated in a recent Islands Trust test case, Microsoft's updates can have unintended consequences. In this instance, Microsoft automatically enabled "OneDrive," a feature that allows simultaneous storage of files on the local computer and in Microsoft's cloud storage. However, the syncing process unintentionally transferred ownership and control of files from our local user to the cloud storage, causing significant disruption. Reverting this change required a time-consuming process involving data backup, removal, reconfiguration, and restoration, highlighting the importance of maintaining control over our environment.

One notable benefit of the MS 365 E3 suite that will help offset some of the annual costs is the endpoint security it provides for workstations. This will allow us to discontinue some of our Trend Micro licenses, reducing the annual cost of the Trend package by approximately \$3,000.00. Looking ahead, there are potential opportunities to further leverage the robust features within MS 365, particularly Microsoft Teams in the future. Teams, as the Microsoft alternative to Zoom Meetings and phones, not only offers video conferencing capabilities and a desktop phone alternative but also serves as a comprehensive collaboration platform. As we explore the full spectrum of its functionalities, including document sharing, real-time collaboration, integrated workflows, and communication tools, we anticipate increased productivity and streamlined operations. Furthermore, Teams seamlessly integrates with other MS 365 applications, creating synergies that could potentially reduce our reliance on additional software solutions. While the transition from Zoom Meetings and phones to Teams is not be feasible in the immediate future due mainly due to the addition cost of \$12,000 per year plus a one time \$10,000 cost for the transition from Teams to Zoom. As with any other technological option however this will be considered as a potential option in future reviews and will remain a potential option.

CONCLUSION:

In conclusion, this is essentially an unavoidable cost of doing business and what is proposed is the best solution available. The MS 365 E3 license aligns with our organization's specific needs and provides the necessary control over our IT environment while ensuring full support for our upcoming transition to Windows 11 and the end of life for Office 2016 and Office 2019. This investment is essential to maintain our operational efficiency, security, and flexibility.

Prepared By: Mark van Bakel, Senior Technical Analyst
Reviewed By/Date: D Beeston, R Hotsenpiller



**Budget Funding Request
Short-Form Business Case**

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Initiated by (name, title): Mark van Bakel Senior Technical Analyst Information Systems	Budget Source (select all that apply): ☐ Specific Project Funding (select all that apply) ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ Furniture & Equipment ☐ Computer Hardware/Software/Supplies ☐ New Staff Resources (see Staff Costing Tool) ☒ Permanent ☐ Temporary Temp Duration: _____ ☐ Other – please describe: _____
Business Area: Administrative Services	
Name of Request: Geographical Information Systems (GIS) Coordinator – 1.0 FTE Salary range \$ 84,291	
Date of Funding Request Submission: 6/21/2023	Funding Required for (date range): From April 2024 onwards we are requesting an additional \$70,000 - \$80,000 per year for annual salary.
ISSUE/OPPORTUNITY: The Islands Trust currently has 1 fte functionally dedicated to the provision of GIS services at the Islands Trust, that being the GIS Technician. The Islands Trust is facing challenges due to the overwhelming demand for GIS services and limited GIS Staff resources and support, which is resulting in a burden on the GIS Technician. In the absence of a dedicated GIS Coordinator, GIS Analyst or Computer Application Support Technician (CAST) support, the GIS Technician has been compelled to take on the responsibilities of the GIS Coordinator alongside their own duties, as summarized below.	

GIS Technician:

- Spatial datasets edits.
- General mapping/cartographic tasks.
- Consolidation of bylaw amendments.
- Mailing list and subject property map product development.
- Maintenance of digital and hard copy map archives.
- Small scale project execution (i.e. Subdivision potential map development)
- Plotter maintenance and supplies management.
- Annual updating of Islands Trust Conservancy (ITC) mapping for brochures.

GIS Coordinator:

- Implementation and administration of GIS Server and Desktop software environments.
- Design and implementation of GIS spatial databases.
- Imagery acquisition planning, quality assurance and archive data processing and implementation.
- Assist with recruitment of and provide training for ITC GIS Coop students.
- Design, development and implementation of parcel data (i.e. PMBC) maintenance strategies.
- Data alignment workflow (i.e. Zoning and Protected Areas) development.
- Management of data sharing with outside agencies and individuals.
- BC Assessment and Land Title Office data maintenance.
- GIS License and user account administration.
- Advanced GIS modelling (i.e. SQL, ESRI Model Builder, Python).
- ITC Field data collection system design strategies, implementation, and administration.
- Web map application (i.e. MapIT, Projected Places) development.
- Development and Implementation of spatial data metadata standards (i.e. source, acquisition date, methodology).
- Prioritization of day-to-day GIS activities.
- Monitoring of GIS trends and standards.

The list of GIS Coordinator and Technician duties demonstrates a wide range of responsibilities and skill sets required for effective GIS operations. The duties of a GIS Coordinator involve strategic planning, system administration, staff recruitment, and advanced GIS modelling, among others. These tasks require a higher level of expertise and a focus on system-wide management. On the other hand, the GIS Technician duties involve cartographic/mapping tasks, spatial data editing, and day-to-day operational support. Combining both roles places an excessive workload on the technician, compromising the quality and efficiency of both the coordination and technical aspects of GIS operations. There has also been a significant increase in the amount of GIS work required by:

- Planners associated with applications
- Long range projects
- Enquiries
- Islands Trust Conservancy

GIS services constitute a wide range of service requests from simple mapping requests, to official community plan (OCP) and land use projects to the array of Conservancy mapping needs. The volume of requests for these services has increased in recent years, both in volume and complexity.

For instance, for mapping services the following trend has been identified:

2019 – 29 per month
2020 - 42 per month
2021 – 47 per month
2022 – 55 per month
2023 – 70 per month

To address these challenges and ensure the effective delivery of GIS services, it is recommended that additional full time equivalent GIS resources are acquired. This would re-establish a clear division of responsibilities between a GIS administration and mapping, address volume issues, deliver proper management, effective support, and optimal utilization of resources. This role will alleviate the burden on the GIS Technician, allowing them to focus on their core responsibilities and ensuring attention to detail, timely delivery, and effective development of GIS based map products. The GIS Coordinator will further enhance quality control and assurance, improve productivity and performance, and provide essential support for the increased demand for GIS services.

How We Got Here:

The following is a list of key contributing factors to the challenges faced by GIS staff resources. These factors are further visualized in Appendix B, which illustrates the interplay between these factors and their impact on GIS resource availability.

Coop Funding Discontinued: A 2008 GIS Staff Resource Assessment recommended that the Islands Trust would benefit from 2.5 dedicated GIS staff, indicating that the existing staff required additional resources. An annual Co-op position was established as a means of addressing the 0.5 FTE shortfall, however it was discontinued in 2019.

Creation of Senior Technical Analyst (IS Manager): In response to the 2016 KMPG Information Systems Assessment Report, which highlighted the need for greater project management focus and improved oversight and management of the IS group, the position of GIS Coordinator was transformed into a newly created role under the PSA classification of Senior Technical Analyst, serving as IS management. At the time the justification for this transition was supported by a stable GIS server and software infrastructure and the availability of Senior Technical Analyst, Coop and CAST staff resources.

CAST Support: In 2019 Nigel Hughes, a two term GIS Co-op student, accepted a position as Computer Application Support Technician, while continuing to provide GIS support through to his departure in 2020. Although the position was successfully filled the recruit does not possess the same GIS experience and is therefore unavailable to provide GIS support.

Platform Upgrades: In 2018 major upgrades of the Islands Trust GIS infrastructure were began, with the replacement of ArcGIS Server with ArcGIS Portal, and ArcGIS Desktop with ArcGIS Pro. The infrastructure changes were implemented by the GIS Technician, highlighting the technician's ability to handle complex and administrative level tasks but at the expense of their primary responsibilities.

IS Project Demands: The Senior Technical Analyst's project management demands, such as the Victoria office renovation, hybrid meetings and workforce, and the Islands Trust website, have further reduced available GIS resources.

ITC Project Demands: A move to in-house property monitoring, Both the monitoring of current properties and the Expansion of ITC protected areas and increased needs from other ITC programs (e.g. conservation modelling, expanding natural area datasets, introduction of a Species at Risk Program, etc.) has led to increased GIS project demands, amplifying the strain on existing GIS resources. See Appendix A for a more detailed description of emerging GIS needs.

Increased Development Applications: The 2021 peak in development applications nearly doubled the previous 10-year average, intensifying the need for robust GIS support, at a time when GIS resources were being cut (i.e. GIS Coop Funding) or refocused (i.e. IS Project Demands).

Staff Growth: Since 2008, the staff count has increased from 52 to 70 in 2023. The steady growth in staff numbers within the organization has resulted in an increased demand for IS support. Consequently, this growth has placed additional strain on available GIS resources by limiting the availability of Senior Technical Analyst GIS support.

GIS Technician Backfilling: The backfilling strategy undertaken by the GIS Technician has enabled the successful implementation of GIS infrastructure upgrades. However, it is important to acknowledge that this approach, while providing temporary relief, serves as a short-term and intermittent Band-Aid solution. It does not adequately address the underlying issue of limited resources nor does it offer a sustainable solution to effectively meet the growing demand for GIS services.

Demand for Higher Level Services: The increasing GIS administration requirements, coupled with growing GIS project demands, have placed a significant burden on the GIS Technician. In addition to their primary responsibilities as a GIS Technician, they are now also supporting a rising demand for higher-level GIS administrative and analyst service requests. It is evident that this dual role arrangement is not sustainable and has adverse effects on both the technician's well-being and the overall quality of GIS services provided.

PROJECTED RESULTS/DELIVERABLES:

Adding resourcing to the IS team in the form of a GIS Coordinator will result in the following benefits:

Reduced Risk of Burnout: An additional FTE will address the identified issue of overwhelming demand for GIS services and the burden it has placed on the GIS Technician.

Enhanced GIS data quality and reliability: Appointment of a dedicated GIS Coordinator will allow the GIS Technician to focus on their primary responsibilities, resulting in expanded attention to detail and better service delivery outcomes.

Streamlined GIS service requests and support: The GIS Coordinator will establish efficient workflows and systems to handle GIS service requests from staff across the organization. This will reduce response times, provide timely assistance, and ensure that GIS support is effectively provided to meet the needs of different business units.

Improved GIS project management: The GIS Coordinator will bring a project management focus to GIS initiatives, ensuring that projects are well-planned, executed, and monitored. This will result in more effective and efficient project delivery, with improved timelines, resource allocation, and stakeholder communication.

Strengthened GIS data governance and quality control: The GIS Coordinator will implement robust data governance practices, including data validation, documentation, and version control. This will ensure the integrity of GIS data, minimize errors, and improve overall data quality and consistency.

Enhanced GIS capacity: With more time, GIS staff will have the opportunity to prioritize GIS skill development, fostering a more capable GIS team. This will enable them to effectively address GIS-related challenges and provide comprehensive support for the organization's GIS needs.

Improved coordination of GIS activities: The GIS Coordinator will serve as a central point of contact for GIS-related matters, facilitating collaboration and coordination among different teams and stakeholders. This will foster efficient information sharing, promote interdisciplinary collaboration, and ensure that GIS activities align with organizational objectives.

RISK ASSESSMENT:

Hiring a new GIS Coordinator to support the GIS team comes with minimal risk to the organization. The main risk lies in not adequately addressing the growing demands for GIS services. Potential risks associated with hiring a new GIS Coordinator include challenges typically associated with recruitment, such as difficulties in finding or retaining suitable candidates.

Overall, while there are some inherent risks associated with the recruitment, the potential benefits of hiring a GIS Coordinator outweigh these risks. Adequate measures can be taken to mitigate these risks and ensure the successful integration of the new role into the GIS team and IS Group.

ALTERNATIVES CONSIDERED:

Option 1: Do not hire the proposed 1.0 FTE (Status Quo)

Benefits: None.

Risks: Without hiring a GIS Coordinator, the organization will continue to face limitations in effectively managing GIS resources and addressing GIS-related challenges. This includes insufficient support for GIS projects and services, lower quality deliverables, and missed opportunities for leveraging GIS capabilities. The organization may experience inefficiencies, reduced GIS effectiveness, and hindered decision-making.

Financial implications: No immediate financial implications, but the organization will continue to face resource limitations and potential costs associated with inadequate GIS support.

Resource requirements: None - the organization will rely on existing staff and intermittent solutions, resulting in ongoing strain on resources and limited GIS capabilities.

Option 2: Reallocate IS Coordinator resource following staff members Retirement

Benefits: Reallocating the IS Coordinator resource to GIS would result in an increase in GIS staff resources without adding an additional staff member to the IS Group. This reallocation would provide immediate support to the growing demands for GIS services and projects within the organization.

Risks: By reallocating the IS Coordinator resource to GIS, there is a potential risk of diminished IS capacity. This could result in reduced support for information systems, infrastructure maintenance, and overall IT management. The organization may need to rely more heavily on third-party contracted support, such as Blackman Support Services, which can lead to increased costs and potential challenges in maintaining consistent service levels.

Financial implications: The financial implications of this option would depend on the specific arrangements made with Blackman Support Services or any other third-party contractor. It may result in increased costs for IT support and services.

Resource requirements: None - the organization will rely on existing staff and third party contactors.

Option 4: Engage with independent contractors for project-related work

Benefits: This option allows for access to specialized expertise and resources on a project-by-project basis. It provides flexibility and the ability to tap into a wider range of skills and knowledge without the long-term commitment of a permanent hire. Risks: Risks associated with finding suitable contractors, potential for higher hourly rates compared to hiring a permanent staff member, and challenges in integrating external resources into the organization's workflow. Financial implications: Costs will vary depending on the scope and duration of the projects, as well as the rates charged by the independent contractors. Resource requirements: Staff time to identify and engage with suitable contractors, manage the projects, and ensure effective collaboration and knowledge transfer.
CRITICAL SUCCESS FACTORS: Comprehensive and accurate job description: Developing a well-drafted job description that clearly outlines the required education, skills, and qualifications is crucial for attracting suitable candidates during the hiring process. A precise job description ensures that the right talent pool is targeted, increasing the chances of finding qualified individuals who can contribute effectively to the GIS initiative. Rigorous and well-executed hiring process: Conducting a thorough and meticulous hiring process is essential to secure high-quality staff for the GIS role. This process should include robust screening, interviewing, and evaluation techniques to assess candidates' suitability and compatibility with the position and organizational requirements. A well-executed hiring process enhances the likelihood of finding competent individuals who can make significant contributions to the GIS initiative. Comprehensive orientation and on-boarding: Providing a comprehensive orientation program for the newly hired staff is crucial for enabling them to perform their duties effectively and contribute to the organization's success. Proper on-boarding ensures that new hires are equipped with the necessary knowledge, resources, and support to navigate their roles and responsibilities, increasing their ability to deliver optimal results in the GIS initiative. Support from elected officials and management: Gaining support from Islands Trust elected officials and management is vital to secure the necessary funding and resources for the new GIS position. Having the backing of key decision-makers ensures the allocation of financial resources and organizational support required for the successful implementation of the GIS initiative. Without adequate support, the initiative may face financial constraints and limited resources, hampering its effectiveness and overall impact.
RECOMMENDED OPTION: : Hire a permanent GIS Coordinator 1.0 FTE This option provides the greatest benefit to the organization and ensures the well-being of staff members involved in GIS operations. By hiring a GIS Coordinator, the organization can access skilled resources dedicated to addressing GIS-related challenges and driving improvements within the organization. Benefits of Option 2 include: • Enhanced GIS capabilities: Hiring a permanent GIS Coordinator allows for the development of a highly skilled GIS team capable of meeting the organization's evolving GIS needs. This increased capacity will enable the team to tackle complex projects and deliver high-quality GIS services to support the Islands Trust mandate.

- **Improved job satisfaction and staff retention:** By providing the GIS Technician with a dedicated GIS Coordinator, job satisfaction and retention potential are enhanced. This leads to higher levels of staff engagement, motivation, and loyalty, contributing to a positive work environment.
- **Effective implementation of changes and improvements:** The permanent GIS Coordinator will play a crucial role in driving desired changes and improvements within the organization. With a dedicated resource focused on GIS operations, the organization can effectively implement new strategies, technologies, and processes that will benefit the organization as a whole.

COST/BENEFIT ANALYSIS:

Quantitative Discussion:

The annual ongoing cost of hiring a permanent 1.0 FTE GIS Coordinator is estimated at approximately \$108,000, annually which includes salaries, benefits, training, and professional dues. It is important to note that costs may rise modestly each year based on potential salary increases.

Savings will be realized through the prevention of potential future staff leaves and the need for paid backfill. By providing the GIS Technician with appropriate work-life balance, the organization can reduce the likelihood of staff burnout and turnover. This translates to savings in terms of reduced costs for paid leave, as well as lower recruitment and training expenses associated with staff turnover.

Qualitative Discussion:

Hiring a permanent GIS Coordinator brings qualitative benefits to the organization. Staff members with a proper work-life balance are more engaged, productive, and invested in their work. They exhibit higher levels of job satisfaction and are more likely to collaborate effectively with others, contributing to overall organizational success. Additionally, reduced turnover resulting from improved work-life balance leads to lower costs for the organization in terms of lost working hours and recruitment and training expenses.

PURCHASING PROCEDURE:

Since the hiring of staff does not fall under the procurement of goods or services, a procurement process is not applicable. Instead, a hiring process will be conducted following standard Public Service Agency (PSA) practices. This process includes obtaining approval to reinstate the currently vacant position, reviewing the job description and classification, posting the job externally, collecting and reviewing resumes, conducting skill testing, interviews, reference and criminal record checks, issuing offer letters, and providing comprehensive on-boarding and training for the new staff member. These steps ensure a thorough and compliant hiring process in accordance with established procedures.

PROPOSED IMPLEMENTATION STRATEGY:

To ensure immediate relief from resource challenges, it is advisable to continue to support GIS Technician backfilling. This will help alleviate the workload and provide temporary support until the new staff member is hired and fully on-boarded.

The hiring process will be initiated in mid-March 2024, following budget approval, with screenings and interviews taking place in April 2024. The anticipated start date for the new hire is in May 2024. Comprehensive training for the new staff member will be conducted over a period of 2-3 months, ensuring they are fully equipped to fulfil their role. The true benefits of the hiring, including improved GIS resources, are expected to be realized by the fall of 2024.

STAFF RESOURCING:

Pre-hiring activities:

Senior Technical Analyst: Coordinated the backfilling of the GIS Technician role to ensure immediate relief from resource challenges during the hiring process. This includes identifying suitable candidates, screening resumes, conducting interviews for the backfill position, and making the necessary arrangements for the backfill. Review and update existing GIS Coordinator job description for new staff, screen applicant resumes, prepare and mark written assessments, conduct interviews, conduct reference checks, and make job offers. Estimated time: 40 hours.

Employee Services Coordinator: Administer job posting, collect resumes, administer written assessments, schedule interviews, prepare offer letters, and file for criminal record checks. Total time: 5 hours.

Interview Panellists (Senior Technical Analyst + 2 others): Conduct interviews and participate in post-interview discussions. Estimated time: 2 hours per interviewee per panellist.

Post-hiring activities:

Senior Technical Analyst: Oversee and conduct training and orientation with new staff for a period of 2-3 months.

Employee Services Coordinator: Process new hire paperwork, schedule and deliver basic new hire orientation and onboarding sessions. Total time: 15 hours.

Others across the organization: Provided orientation to other departments and relevant processes over the course of 1 week.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

The business case has been provided to the Trust management team for their consideration and support. In the event that the position receives approval, appropriate internal communications will be conducted to inform staff about the upcoming hiring process. The competition will be advertised both internally within the organization and externally on platforms such as the BC PSA job site and other relevant job portals, following standard hiring procedures. This approach ensures transparency and provides equal opportunities for potential candidates.

Initiator Name, Title

Date

Appendix A: Islands Trust Conservancy Emerging GIS Needs

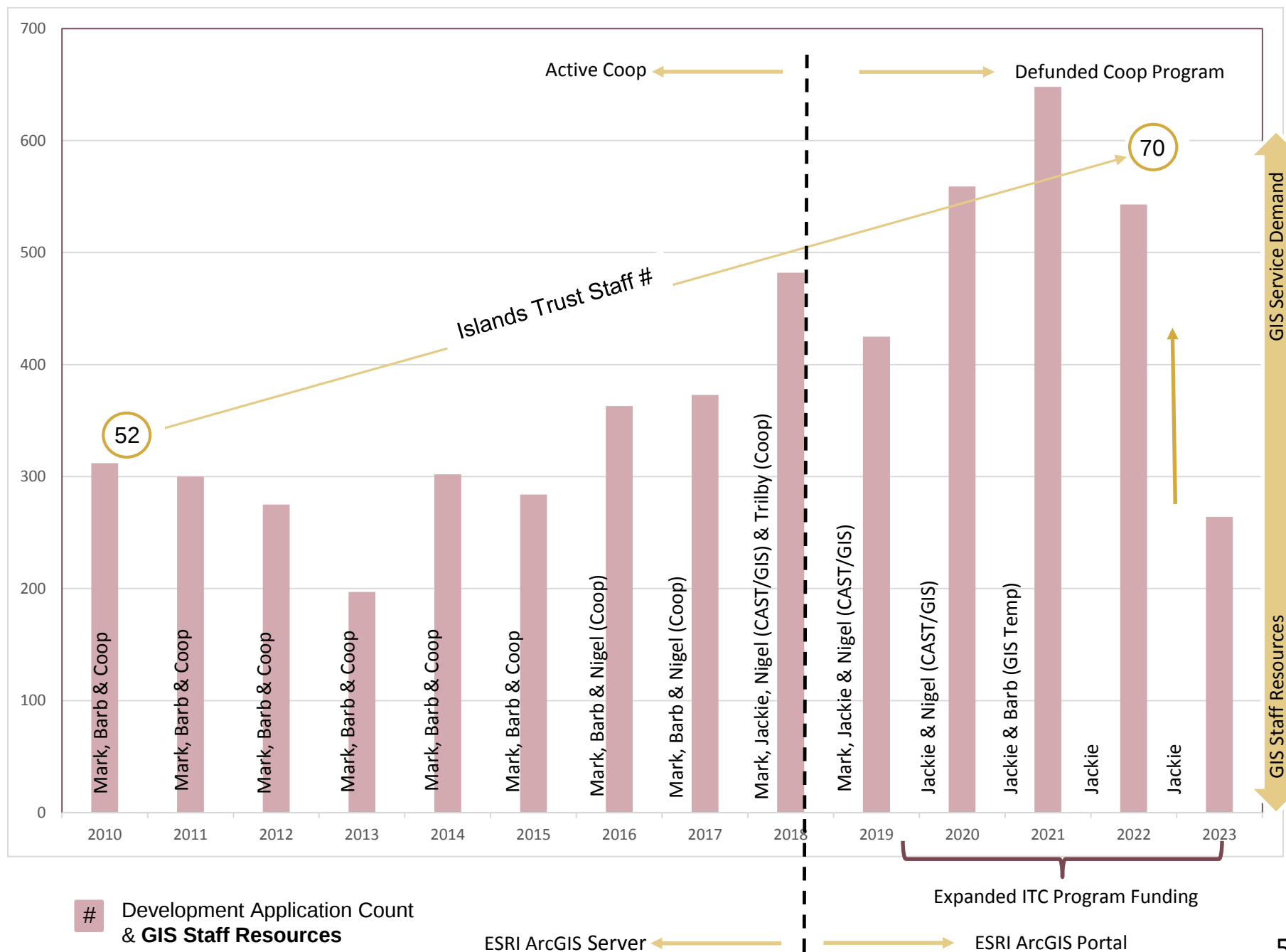
Islands Trust Conservancy (ITC) uses GIS resources to assist with conservation planning, communications products, grant reporting, annual reports and property management needs. As ITC responsibilities grow, due to increases in protected areas and expanding needs such as Climate Change, species at risk management and First Nations engagement, so have ITC's GIS needs. GIS support from Islands Trust Information Systems (IS) is integral to ITC's work and ITC increasingly leans on IS for technology solutions and day-to-day support for the following:

- Creation of mapping for communications and reporting
- review of new data and maintenance and updates of existing data, including Terrestrial Ecosystem Mapping, shoreline and marine mapping, species at risk occurrence mapping, and protected areas mapping
- Integration of Islands Trust Conservancy sourced data into internal mapping systems for use by staff (i.e. TAPIS)
- Data analysis for communications, conservation planning and property management
- Statistical information for annual reports and grant reports
- Business analysis to assist with sourcing new software and hardware for property management
- Training and support for safety devices that are used in the field
- Design, training and support of in-the-field tools that assist ITC staff and contractors to more effectively and efficiently collect data, including set up of GPS data collection and associated apps, syncing of in-the-field data collection apps and internal reporting systems
- Training and support for ArcPro, ArcGIS Online, and other mapping software, so that we can become more self-sufficient when it comes to creating maps

As ITC grows its protected areas and programs, it is clear that IS no longer has the resources to support ITCs increasing GIS needs. ITC is hopeful that solutions can be found to support service gaps that we are experiencing as the ITC work program grows.

*-Kate Emmings
Manager, Islands Trust Conservancy*

Appendix B: Contributing Factors to GIS Staff Resources Challenges



From: Lisa Gauvreau <lgauvreau@islandstrust.bc.ca>
Sent: Tuesday, August 15, 2023 11:58 AM
To: Executive Admin <execadmin@islandstrust.bc.ca>
Subject: History and Heritage Conservation Grant

Hello All

I hope everyone is having a wonderful summer full of sunshine and good vibes.

I am writing to you for consideration of re-funding the History and Heritage Conservation Grant for the next budget cycle, 2024/25. I hope that the Executive Council will recommend to Trust Council that they vote to re-fund the Grant in Aid, which I believe is up for your consideration this September.

Why?

On September 15th, Galiano Island will host two showings of Marie Clements's film *The Bones of Crows*. Marie is a resident of Galiano and will be attending this event. The film is a drama about residential schools.

The event is organized by community members Jane Wolverton and Jeannine Georgeson and the Local volunteer group "Cinema Galiano." The showing will be at our South End Community Hall.

The first showing at 1 pm will be a small unannounced private event, with members from the local Indigenous community and surrounding Islands, Mayne Island and Penelakut Island. We expect 40-50 people to attend, and travel arrangements are through Water Taxis, BC Ferries and Islands transportation from volunteer drivers.

Lunch and refreshments will be available to those attending the afternoon event only.

This private event will bring an opportunity for reconnection between these communities and to share and process feelings stemming from the events depicted in the film. The film was shot partially at the Kamloops Indian Residential School, which holds special meaning for Galiano Island and the local Indigenous community. The event will be all ages.

A second showing will be held at 7 pm; this event will be open to the public. We anticipate 50-70 people to come and see the film. The admission price will be \$10.

We feel this public event will inform our community by telling the true story of the horrors of residential schools.

Anticipated costs: \$2500
Hall Rental - \$285 full-day rental (includes kitchen)

Water taxi services - \$500 estimate at this point
Lunch and refreshments - \$750 estimate at this point

I reached out earlier this month to Clare Frater and Mike Richards to see about any available funding from the Islands Trust for this meaningful event, but I soon realized the History and Heritage Conservation Grant in Aid did not get support for re-funding from Trust Council this year. The decision was made not to do it.

Funding for events like these goes far in dispelling myths and stereotypes in our rural communities; this event would have been a good fit for the funding. I think opportunities like these, should they arise in our various communities, will end up a forgone benefit in the future if funds are not earmarked for such meaningful events.

Thank you, and have a wonderful day.

Lisa Gauvreau (she, her, hers)
Galiano Island Local Trustee
Islands Trust
200-1627 Fort Street | Victoria BC V8R 1H8
islandstrust.bc.ca

Preserving and protecting over 450 islands and surrounding waters in the Salish Sea

I respectfully acknowledge that the Islands Trust Area is located within the treaty lands and territories of the BOKÉĆEN, Cowichan Tribes, K'ómoks, Lyackson, MÁLEXEL, Qualicum, scəwáθən, səliwətaʔ, SEMYOME, shíshálh, Skwxwú7mesh, Snaw-naw-as, Snuneymuxw, Songhees, Spune'luxutth', SṪÁUTW, Stz'uminus, ʔaʔəmen, Ts'uubaa-asatx, Wei Wai Kum, We Wai Kai, WJOLÉLP, WSIKEM, Xeláltxw, Xwémalhkww, Xwsepsum, and xʷməθkʷəy̓əm First Nations. Islands Trust is committed to reconciliation and to working together to preserve and protect this ecologically, culturally, and spiritually significant region in the Salish Sea.