Financial Planning Committee
Agenda

Date: Wednesday, November 16, 2016
Time: 9:30 am - 12:30 pm
Location: Islands Trust Victoria Boardroom
200-1627 Fort Street, Victoria, BC

		Pages
1.	CALL TO ORDER	
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4.7 Proposed Amendments to Trust Council Policy 6.5.i General Revenue Fund Surplus

Will come as a late item.

4.8 FPC Report to Trust Council 178 - 178

5. NEW BUSINESS

6. NEXT MEETING

The next meetnig will take place on January 17, 2017.

7. ADJOURNMENT

*Approximate time is provided for the convenience of the public only and is subject to change without notice.

Financial Planning Committee
Minutes of Meeting

Date: October 19, 2016
Location: Islands Trust Victoria Boardroom
200-1627 Fort Street, Victoria, BC

Members Present
Peter Grove, Chair
Alison Morse, Vice-Chair
George Harris, Local Trustee (by phone)
Brian Crumblehume, TPC Rep
Paul Brent, LPS Rep
Peter Luckham, EC Rep
Laura Busheikin, EC Rep (by phone)
George Grams, EC Rep (by phone)
Susan Morrison, EC Rep

Staff Present
Cindy Shelest, Director Administrative Services
Nancy Roggers, Finance Officer
Russ Hotsenpiller, Chief Administrative Officer
David Marlor, Director Local Planning Services
Lisa Gordon, Director Trust Area Services

DRAFT

1. CALL TO ORDER

The meeting was called to order at 10:01 am

2. APPROVAL OF AGENDA

Status of hiring for the new Director of Administrative Services was added to new business.

By general consent, the Committee approved the amended agenda.

3. ADOPTION OF MINUTES / COORDINATION

3.1 Minutes of Meeting - August 24, 2016

Amend heading of 4.3 to “Financial” from Finance
Amend next meeting date to October 19, 2016

By general consent, the minutes of August 24, 2016 were adopted.

3.2 Follow up Action List

Director Shelest provided an update on each of the items in the FUAL.

4. BUSINESS

4.1 1st Consideration of Proposed 2017/18 Budget

Chief Administrative Officer Hotsenpiller introduced the first draft of the 2017/18 budget. He advised that the next draft would be coming to the November Financial Planning Committee meeting before going to Trust Council in December.

4.1.1 Briefing 2017-18 proposed budget

This draft is prior to release of the second quarter results which will be coming to the committee in November. The second quarter results and forecast for 2016-17 may affect the budget funds being requested. This draft of the 2017/18 budget shows a $400,000 increase which will be reviewed today.
He advised that he would like to discuss the notion of how we deal with the general revenue fund and surplus amounts with a view to developing more specific reserves that can carry forward from one year to the next. He feels that this would provide more transparency.

FPC-2016-028
It was MOVED and SECONDED
that the Financial Planning Committee direct staff to come back to the November FPC meeting with recommended changes to the general revenue fund surplus policy

CARRIED

Director Shelest advised the committee that she will not be leaving the Islands Trust. Committee members expressed their pleasure. Chief Administrative Officer Hotsenpiller advised that Cindy will be returning to full time work starting now.

4.1.2 Detail

Director Shelest advised that all documents are before the Committee and requested that any changes be made by resolution. She further advised that changes to the budget assumptions and principles may also be contemplated.

4.1.3 Project Requests Summary

Director Shelest reviewed the project requests.

Director Marlor advised that he has received additional information about housing needs assessments work being done by Capital Regional District which will mean a reduction of $13,000 in the Local Trust Committee project budgets.

Director Gordon gave information about the $15,000 funding request for the policy statement review. The Committee requested that the budget be changed to reflect the total that will be spent on the policy statement review in 2017/18.

FPC-2016-029
It was MOVED and SECONDED
that the Financial Planning Committee requests that under projects funded by grants the amount be increased by $100,000 to reflect the requirements for the adaptation strategy totaling $150,000

CARRIED

Break at 10:47

Reconvene at 10:58

It was requested that Director Shelest send comments about the reasons for the $12,500 reduction to the 2017/18 Salt Spring Island Water Protection Authority budget to the Salt Spring Island Local Trust Committee and review the $8,000 and $10,000 Trust Area Services requests.

Director Gordon advised that the $25,000 budget requested by Trust Programs Committee (TPC) is currently unallocated to specific projects. She will be asking that TPC review their work program items and advise what they will want done during 2017/18..

Director Marlor advised that where Local Trust Committees (LTC) change priorities or understaffing occurs LTC project budgets may not be spent. However what is presented for LTC project budget requests is based on what LTCs want done and what the Regional Planning Managers feel is achievable during 2017/18.

FPC-2016-030
It was MOVED and SECONDED
that the Financial Planning Committee requests that a budget item be included for enhancement of electronic meetings.

CARRIED

Director Shelest advised that we are at a zero percent tax increase as current increases will come from the coming from the general revenue surplus fund.

Individual business cases were reviewed by the Committee with questions.

Director Shelest reviewed the current general revenue fund balances with the Committee.

FPC-2016-030
It was MOVED and SECONDED
that the Financial Planning Committee receive the budget briefing document and all attachments for information.

CARRIED

4.1.4 LTC Projects Detail

4.1.5 SSI Water Protection Agency

4.1.6 Business Case - Electronic Data Management Project

4.1.7 Trust Fund Board budget requests

4.1.8 TAS Request - Census Contractor

4.1.9 Purchase of First Nations' Art

5. NEW BUSINESS

6. NEXT MEETING

The next meeting will be take place on Wednesday, November 16, 2016

7. ADJOURNMENT

By general consent, the meeting adjourned at 11:20 am.

_____
Peter Grove, Chair

/Certified Correct

_____
Nancy Roggers, Secretary and Recorder

Islands Trust

Print Date: November 8, 2016

Follow Up Action Report

Financial Planning Committee

21-Oct-2015

Activity	Responsibility	Target Date	Status
FPC requested staff review Islands Trust Policy 6.5.iii Purchase Procedure in light of present practices and come back to the Committee with recommendations	Cindy Shelest	16-Nov-2016	On Going

02-Mar-2016

Activity	Responsibility	Target Date	Status
FPC request staff to provide a report on the KPMG information technology report that provides comments and identifies measures being taken to address recommendations.	Cindy Shelest	16-Nov-2016	On Going

19-Oct-2016

Activity	Responsibility	Target Date	Status
Staff to recommend changes to the general revenue fund surplus policy	Cindy Shelest	16-Nov-2016	On Going
Update the policy statement budget to reflect the total that will be spent on the policy statement review in 2017/18.	Cindy Shelest	16-Nov-2016	On Going
Updated the budget for the projects funded by grants to reflect the total requirement of $150,000 for the adaptation strategy	Cindy Shelest	16-Nov-2016	On Going
Send comments to the SSI LTC about the $12,500 reduction to the 2017/18 SSIWPA budget.	Cindy Shelest	16-Nov-2016	On Going
Add a budget item for 2017/18 for the cost of the enhancement of electronic meetings	Cindy Shelest	16-Nov-2016	On Going

Follow Up Action Report

BRIEFING

To: Financial Planning Committee

For the Meeting of: October 19, 2016

From: Robert Kojima
Regional Planning Manager

Date prepared: September 29, 2016

File No.:

SUBJECT: NORTH PENDER ISLAND LOCAL TRUST COMMITTEE BUDGET REVISIONS

DESCRIPTION OF ISSUE:

The purpose of this briefing is to advise the Financial Planning Committee of budget revisions within the North Pender Island Local Trust Committee program budget.

BACKGROUND:

Islands Trust Policy 6.5.ii [Budget Control and Adjustment Authority] Section D.4 states that:

> *In cases where there is a desire to revise the budget within an Operational Unit, the change will be initiated at the request of the manager for that Operational Unit, or by the Chief Administrative Officer (CAO). A request for adjustments to the budget must be forwarded to the Treasurer for implementation, and must include both program and financial implications. The Financial Planning Committee must be informed of budget changes within an Operational Unit at the next scheduled meeting of the Committee.*

The 2016-17 North Pender Island Local Trust Committee program budget was approved for three projects for a total of $18,000, shown as follows:

Approved Project	Budget $	Spent $	Proposed $	Notes
Housing: STVR Review	$4000	$0	$4000	Public hearing scheduled
Housing: Affordable Housing	$4000	$0	$4000	Project to commence following STVR review
Waste Management	$7000	$6496	$10,000	Project on-going
OCP/LUB Amendments	$3000	$0	$0	Not anticipated this fy
Total	$18000	$6496	$18000	

The NPILTC is currently advancing two projects: STVR Review and Planning for Waste and Resource Management. The Waste and Resource Management Review project is currently underway; expenses related consultant work and additional meetings expenses are anticipated to exceed the budgeted $7000 for this project. Expenditures for this project in the fiscal year are now estimated to total $10,000, consisting of:

- $8100 – consultant
- $1300 – meeting expenses
- $600 – communications and contingency

The STVR review project is also well underway, with a public hearing scheduled for November. The LTC is anticipated to commence work on the second phase of the Affordable Housing initiative later in the fiscal year following completion of the STVR Review. At this point the LTC has not prioritized an OCP/LUB project, and no expenditures are anticipated for such a project this fiscal year.

Consistent with 'Budget Control and Adjustment Authority' Policy D.4, the Regional Planning Manager has requested that the Director of Administrative Services re-allocate the $3000 from the North Pender OCP/LUB Amendments project to the Waste Management Project. The purpose of this briefing is to inform the Financial Planning Committee of the changes.

ATTACHMENT(S):
none

AVAILABLE OPTIONS:

1. Receive for information

FOLLOW-UP:
none

Prepared By: Robert Kojima, RPM

Reviewed By/Date: David Marlor, DLPS,

Pc: Justine Starke, Island Planner

BRIEFING

To: Financial Planning Committee

For the Meeting of: October 19, 2016

From: Robert Kojima
Regional Planning Manager

Date prepared: October 5, 2016

File No.:

SUBJECT: SATURNA ISLAND LOCAL TRUST COMMITTEE BUDGET REVISIONS

DESCRIPTION OF ISSUE:

The purpose of this briefing is to advise the Financial Planning Committee of budget revisions within the Saturna Island Local Trust Committee program budget.

BACKGROUND:

Islands Trust Policy 6.5.ii [Budget Control and Adjustment Authority] Section D.4 states that:

> *In cases where there is a desire to revise the budget within an Operational Unit, the change will be initiated at the request of the manager for that Operational Unit, or by the Chief Administrative Officer (CAO). A request for adjustments to the budget must be forwarded to the Treasurer for implementation, and must include both program and financial implications. The Financial Planning Committee must be informed of budget changes within an Operational Unit at the next scheduled meeting of the Committee.*

The 2016-17 Saturna Island Local Trust Committee program budget was approved for two projects for a total of $6,000. At its last meeting (September 16, 2016) the LTC amended its Work Program to remove the current Top Priorities and replace them with First Nations Relationship Building and LUB Technical Review as the two Top Priorities. The costs associated with First Nations Relationship Building are currently unknown, but a staff report with options and recommendations will be considered by the LTC at its October 20th meeting. Staff will be proposing that no more than $3000 be allocated to this project. Costs associated with the LUB Technical Review for the remainder of FY 2016-17 are proposed to include a legal review, community consultation, and a contingency, not exceeding a total of $3000. The LTC has requested budgets for both projects for the subsequent (2017-18) fiscal year to complete both projects. The current year re-allocations are shown as follows:

Approved Project	Budget $	Revised Project	Budget $
Density Review	$3000	First Nations Relationship Building	$3000
Integrated Sustainability Plan	$3000	LUB Technical Review	$3000
Total	$6000		$6000

Consistent with 'Budget Control and Adjustment Authority' Policy D.4, the Regional Planning Manager has requested that the Director of Administrative Services re-allocate $3000 from the Density Review project to First Nations Relationship Building and $3000 from the Integrated Sustainability Plan project to the LUB Technical Review Project. The purpose of this briefing is to inform the Financial Planning Committee of the changes.

ATTACHMENT(S):
none

AVAILABLE OPTIONS:

1. Receive for information

FOLLOW-UP:
none

Prepared By: Robert Kojima, RPM

Reviewed By/Date: David Marlor, DLPS,

Pc: Gary Richardson, Island Planner

REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** **December 6, 2008**

From: Financial Planning Committee **File No: Quarterly Reports**

SUBJECT: SEPTEMBER 30, 2016 QUARTERLY FINANCIAL REPORT

RECOMMENDATION:

That the Islands Trust Council approve the September 30, 2016 Quarterly Financial Report as presented.

CHIEF ADMINISTRATION OFFICER COMMENTS: The financial report reflects that Islands Trust is generally following the financial plan for 2016/17.

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: There are no organizational implications to the recommendation.

FINANCIAL: Expenditures to September 30, 2016 are within approved budgets.

POLICY: There are no implications for existing policy.

IMPLEMENTATION/COMMUNICATIONS: Managers and Directors will receive ongoing reports throughout the year.

OTHER: None.

BACKGROUND

Islands Trust Policy 2.3. iii Financial Planning Committee Terms of Reference requires the Financial Planning Committee to report to Trust Council regarding the organization's financial management practices.

REPORT/DOCUMENT: The Islands Trust Statement of Net Financial Position (Balance Sheet) and Consolidated Statement of Revenue and Expenditures to September 30, 2016 are attached.

KEY ISSUE(S)/CONCEPT(S):

Statement of Net Financial Position (September 30, 2016 compared to March 31, 2016)
For the most part (unless otherwise identified) differences are due to timing of expenditures, receipt of revenues and reversal of accruals following fiscal year end. Results for September 30, 2015 are also provided for year over year comparison.

Consolidated Statement of Revenue and Expenditure
The benchmark for revenues and expenditures after six months (second quarter completion) of operations is 50% of the annual budget. The revenue and expense areas that vary significantly from the 50% benchmark include:

Revenue:

- Fees and Sales total includes $82,902.80 of receipts (75% of the Fees and Sales annual budget) offset by $3,468.80 in refunds and interest accrued on development application deposits.
- The general property tax requisition, special property tax requisition, and the Bowen island property tax requisition were all received during the second quarter.
- Investment income is higher than budget due to investment of the general property tax requisition received at the end of July. Investment income should level off as investments are drawn down to fund operations throughout the remainder of the fiscal year.
- Other revenues are lower than budget as we have fewer active approved grants than prior year.

Expenses:

Council

- Trust Council expenditures are lower than anticipated due to $35,000 budget to fund the Select Committee to Review the Victoria Office Location which is underspent and expected to remain underspent by the end of the fiscal period.
- Trust Area Services expenditures are lower than budget due to underspending on the $82,000 Policy Statement Review Project by $57,000.

Local Planning Services

- Projects are lower than budget due to changing priorities by Local Trust Committees. Regional Planning Managers are reviewing work programs to redirect funds as needed.

Trust Fund

- Board expenses are lower due to delay in appointment of members by the Provincial Government.
- Operations expenses are lower than budget due to spending on communications that will occur by the end of the fiscal year. There are also flexible working arrangements for staff that are making this lower than budget.
- Property Management expenses are lower than budget due to covenant & acquisition and property management expenditures that are expected to occur by the end of the fiscal year.

Administration

- CAO Office expenditures are higher than budget due to additional travel and training by the CAO that was not anticipated when the budget was formulated.
- Finance, Human Resources and Administrative Services are lower than budget due to timing of expenditures related to spending on salaries (offset in part by increased contractor expenses) and training.
- Computer/Furniture & Equipment Purchases are higher than budget due to timing of purchases of equipment which occurred early in the fiscal year.

FINANCIAL PROJECTIONS TO MARCH 31, 2017 FISCAL YEAR END

A detailed forecast for 2016/17 has been completed based on the second quarter results and has been forwarded to the Financial Planning Committee.

RELEVANT POLICY: Bylaw No. 165, Islands Trust Financial Plan Bylaw 2016/17.

DESIRED OUTCOME: Approval of the September 30, 2016 Quarterly Financial Report.

RESPONSE OPTIONS

Recommended:

That Trust Council approve the September 30, 2016 Quarterly Financial Report..

Alternative:

None identified.

Prepared By:	Nancy Roggers, Finance Officer	**November 1, 2016**
Reviewed By:	Cindy Shelest, Director of Admin Services	November 6, 2016
	Russ Hotsenpiller, Chief Administrative Officer	November 8, 2016
	Financial Planning Committee	November 16, 2016

Islands Trust
Statement of Net Financial Position
September 30, 2016

	Sept 30 2016	Sept 30 2015	Mar 31 2016
Financial Assets			
Cash & Short-term Investments	6,936,305	6,971,741	3,714,688
Accounts Receivable	147,662	60,520	358,102
Due (to) from TFB		(302)	
Total Financial Assets	7,083,968	7,031,959	4,072,790
Liabilities			
Wages & benefits payable	633,213	895,066	931,366
Accounts payable & accrued liabilities	318,495	272,912	521,009
Development Application Deposits	44,207	29,038	29,038
Deferred Revenue	32,483	52,025	44,108
Employee Benefit Obligations	105,443	81,224	105,443
Capital Lease Obligations	73,640	49,870	93,776
Cost Recovery Deposits	12,684	650	6,642
Total Liabilities	1,220,164	1,380,785	1,731,382
Net financial assets	**5,863,804**	**5,651,173**	**2,341,409**
Non-Financial Assets:			
Tangible Capital Assets	106,079	109,582	137,397
Prepaid Expenses	67,103	73,718	40,913
Total Non-Financial Assets	**173,181**	**183,301**	**178,310**
General Revenue Surplus Fund	**6,036,985**	**5,834,474**	**2,519,719**

Islands Trust
Statement of Revenue and Expenditure
September 30, 2016

Description	Prior YTD Actual	YTD Actual	Annual Budget	% of Budget
Revenue:				
Fees & Sales	47,242	79,434	110,000	72%
Provincial Grant	123,052	177,880	180,000	99%
Property Tax Levy General	6,187,953	6,249,834	6,249,833	100%
Special Property Tax Requisition	119,500	110,500	110,500	100%
Property Tax Levy Bowen	213,766	223,418	223,418	100%
Investment Income	19,526	28,403	50,000	57%
Other Revenues	53,703	17,298	50,000	35%
Total Revenue	6,764,742	6,886,767	6,973,751	99%
Expenses				
Council				
Trust Council	142,022	141,813	317,798	45%
Executive and Council Committees	74,368	57,146	120,108	48%
Trust Area Services	178,003	212,992	472,307	45%
General Admin Allocation - 17%	113,536	145,785	317,849	46%
Total Council Expenses	507,930	557,735	1,228,062	45%
Local Planning Services				
Local Trust Committees	384,157	343,142	726,000	47%
Projects	154,158	87,900	322,600	27%
Planning Staff	1,070,778	1,141,353	2,360,257	48%
LPS Facilities	162,874	160,884	339,392	47%
Bylaw Enforcement	147,189	147,464	299,581	49%
General Admin Allocation - 74%	525,105	634,592	1,383,574	46%
Total Local Planning Services Expenses	2,444,262	2,515,333	5,431,404	46%

Islands Trust
Statement of Revenue and Expenditure
September 30, 2016

Description	Prior YTD Actual	YTD Actual	Annual Budget	% of Budget
Trust Fund				
Board	8,383	8,413	20,000	42%
Operations	183,978	180,588	431,270	42%
Property Management	46,763	30,252	78,000	39%
General Admin Allocation - 9%	70,960	77,180	168,272	46%
Total Trust Fund Expenses	310,084	296,433	697,542	42%
General Admin				
CAO Office	126,148	178,874	326,283	55%
Financial, HR and Admin Services	331,977	360,009	870,712	41%
Office Operations	208,548	144,555	311,200	46%
Information Systems	134,461	93,681	200,000	47%
Computer/Furniture & Equipment Purchases	22,716	49,118	96,500	51%
Amortization Expense	20,212	31,319	65,000	48%
General Admin Recovery	(709,601)	(857,556)	(1,869,695)	46%
Total General Admin Expenses	134,461	0	0	0%
Less Non-Cash Expenditures - Amortization			(65,000)	
Transfer from General Revenue Surplus Fund			(318,257)	
Total Expenses	3,396,736	3,369,501	6,973,751	48%
Surplus (Deficit) to date	3,368,005	3,517,266	0	
General Revenue Surplus Fund, beginning of the period	2,466,469	2,519,719		
General Revenue Surplus Fund, end of the period	5,834,474	6,036,985		

BRIEFING

To: Financial Planning Committee **For the Meeting of:** November 16, 2016

From: Nancy Roggers, Finance Officer **File No.: 2016-17 Forecast**

SUBJECT: **FINANCIAL FORECAST FOR MARCH 31, 2017 YEAR END, UPDATED WITH SEPTEMBER 2016 ACTUAL RESULTS**

DESCRIPTION OF ISSUE:
The fiscal year ending March 31, 2017 was balanced with a transfer from the General Revenue Fund Surplus of $318,257. The year-end financial results for March 31, 2017 have been forecasted based on actual results to September 30, 2016 plus estimates to the end of the fiscal year. Based on this review the transfer from the General Revenue Fund Surplus will not be necessary. There will be an estimated contribution to the Fund of $36,886.

BACKGROUND:

A total net decrease from budget is indicated of $355,143. An explanation of the revenues and expenditures that contribute to the variance from budget are commented on below.

Revenue:

A total decrease from budget of $20,119 due to lower than anticipated Provincial Grant Revenues ($2,120); higher than anticipated other income; and lower estimated grant income ($25,000) which is offset by lower estimated projects funded by grants expenditures.

Expenditures:

Total forecasted expenditures are lower than budget by a net of $375,262. Some of the more significant items to note are:

- Salaries and benefits are lower than budget by $193,884 due to staff vacancies in Planning and the Executive office;

- Legal expenditures are forecast to be lower than budget by $100,000 due to lower than anticipated costs for bylaw litigation and receipt of legal cost settlements;

- Projects are expected to trend lower than budget by $124,600. It is expected that the following project budgets will remain unspent at the end of the year:

    - Policy statement review - $47,000
    - Select Committee to Review Victoria Office Location - $19,000
    - LTC projects - $58,000

- Telephone costs are forecast to be lower than budget by $12,150 due to savings realized by installation of new phone equipment in the Victoria and Salt Spring Island Offices. Further savings will be realized in 2017-18 when Gabriola Office installation occurs.

- Local Trust Committee expenditures on meetings, communications and special projects are lower than budget by $11,400;

- Islands Trust Fund expenditures for Board costs and covenants and acquisitions are lower than budget by $9,000;

- Statutory Notices are predicted to be higher than budget by $19,000 based to notices for TUPs due to bylaw enforcement of Short-Term Vacation Rentals;

- Meeting costs for the Executive Committee are higher than budget by $7,000 due to increased costs to hold some meetings on Gabriola and Salt Spring Islands;

- Insurance costs are higher than budget by $12,000 as costs increased for 2016-17 coverage;

- Contract services are higher than budget by $77,000 due to hiring contractors to cover staff shortages.

Other variances are not significant in nature.

CONCLUSIONS:

Based on the forecast results, the March 31, 2017 contribution to the General Revenue Fund Surplus is forecast to be $36,886 and the transfer from surplus originally budgeted of $318,257 will not be required.

ATTACHMENT(S):

Financial Forecast detail for 2016/17 fiscal year.

AVAILABLE OPTIONS: No other options identified.

FOLLOW-UP: Forward to Trust Council.

Prepared By: Nancy Roggers, Finance Officer

Reviewed By: Cindy Shelest, Director Administrative Services
Russ Hotsenpiller, Chief Administration Officer

Date: **November 16, 2016**

Islands Trust

Forecast to March 31, 2017 based on
YTD Actuals to September 30, 2016

Description	Annual Budget	YTD Actual	Forecast to March 31, 2017	Forecast Higher (Lower) than budget
Revenue:				
Fees & Sales "Development Permits	110,000	79,434	110,000	0
Provincial Grant	180,000	177,880	177,880	(2,120)
Property Tax Levy General	6,249,833	6,249,834	6,249,834	1
Property Tax Levy Bowen	223,418	223,418	223,418	0
Special Levy Property Tax Requisition	110,500	110,500	110,500	0
Interest Income	50,000	28,403	50,000	0
Other Income	0	4,491	7,000	7,000
Grant Income	50,000	12,807	25,000	(25,000)
Total Revenue	6,973,751	6,886,767	6,953,632	(20,119)
Expenditures				
Amortization Expense	65,000	31,319	65,000	0
Applications sponsored by Exec Committee	5,000	0	5,000	0
Audit	25,000	(1,900)	25,000	0
Bank Charges & Interest	8,000	2,204	4,000	(4,000)
Board of Variance	1,500	138	500	(1,000)
Carbon Offset Purchases	1,500	(530)	1,500	0
Communications	28,000	5,866	28,000	0
Information Systems	200,000	94,101	200,000	0
Contingency	15,000	0	15,000	0
Contract Services	83,000	57,280	160,000	77,000
Elections /By Elections	5,000	0	5,000	0
Equipment Supplies & Maintenance	15,000	9,023	15,000	0
Insurance	95,000	53,499	107,000	12,000
Islands Trust Fund	98,000	38,665	89,000	(9,000)
Land Title Registrations	3,000	2,316	5,000	2,000
Legal	254,981	97,150	156,000	(98,981)
Local Trust Committee expenses	100,900	44,522	89,500	(11,400)
Meeting Expense	127,300	69,968	134,000	6,700
Memberships	17,500	4,821	13,000	(4,500)
Notices Statutory & Non Statutory	17,997	22,536	36,500	18,503
Office Rent	370,000	184,897	370,000	0
Office Services	51,000	18,517	45,000	(6,000)
Postage & Courier	10,000	6,815	10,000	0
Projects funded by grants	50,000	12,807	25,000	(25,000)
Projects	389,600	101,658	265,000	(124,600)
Recruitment	5,000	4,051	7,000	2,000
Safety	5,000	3,941	5,000	0

Islands Trust

Forecast to March 31, 2017 based on
YTD Actuals to September 30, 2016

Description	Annual Budget	YTD Actual	Forecast to March 31, 2017	Forecast Higher (Lower) than budget
Salaries & Benefits	4,350,910	2,032,115	4,157,026	(193,884)
Stationary & Supplies	23,642	16,582	23,642	0
Subscriptions	5,000	2,703	5,000	0
Telephone	90,150	31,809	78,000	(12,150)
Training	132,450	66,086	126,000	(6,450)
Travel	81,500	40,724	85,000	3,500
Trustee Remuneration	529,578	266,701	529,578	0
Total Expenditures	7,260,508	3,320,384	6,885,246	(375,262)
Capital				
Computer Hardware and Software	71,500	44,252	71,500	0
Furniture and Equipment	15,000	3,141	15,000	0
Office Renovations	10,000	1,725	10,000	0
	96,500	**49,118**	**96,500**	**0**
Total Expenditures including Capital	7,357,008	3,369,502	6,981,746	(375,262)
Non-cash expenditures - amortization	(65,000)		(65,000)	
Transfer from General Revenue Fund Surplus	(318,257)			
Surplus	**0**	**3,517,266**	**36,886**	**355,143**

BRIEFING

To: Financial Planning Committee **For the Meeting of:** November 16, 2016

From: Cindy Shelest, Director Administrative Services **Date prepared:** November 8, 2016

SUBJECT: REVISIONS TO THE PROPOSED 2017/18 BUDGET SINCE OCTOBER 2016 MEETING

DESCRIPTION OF ISSUE:

The purpose of this briefing is to advise Financial Planning Committee of the changes that have been incorporated into the proposed 2017/18 Budget since their last meeting.

BACKGROUND:

Since Financial Planning Committee met in October and reviewed the 2017/18 Proposed Budget, the following activities have taken place:

- *The 2nd Quarter results and a revised forecast for 2016/17 were completed and revisions to the budget based on these results were incorporated*
- *Additional funding was requested by the Director Local Planning Services for Community to Community Funding ($20,000 less an anticipated $10,000 grant)*
- *Resolutions passed by the Financial Planning Committee on October 19 were incorporated*

ATTACHMENT(S): None.

AVAILABLE OPTIONS: **None**

FOLLOW-UP:

The proposed 2017/18 Budget Session materials for Trust Council will be presented to the Financial Planning Committee on November 16, 2016, for review, revisions, and forwarding to Trust Council.

Prepared By: Cindy Shelest, Director Administrative Services

Reviewed By/Date: Russ Hotsenpiller, Chief Administrative Officer

December 2016 Islands Trust Council

2017-2018 Proposed Budget

9:00 to 10:30 am Wednesday, December 7, 2016

Purpose:

- To provide Trust Council with an overview of the Financial Planning Committee's current draft of the 2017/18 budget;
- To discuss the proposed revenue, expenses and General Revenue Fund Surplus in detail; and
- To provide an opportunity for questions, comments and recommendations from Trustees before the Financial Planning Committee develops a draft budget package for public comment.

Chair: Peter Luckham, Chair, Islands Trust Council

Resources: Peter Grove, Chair, Financial Planning Committee
Cindy Shelest, Director, Administrative Services
Linda Adams, Chief Administrative Officer
Lisa Gordon, Director, Trust Area Services
David Marlor, Director, Local Planning Services

Introduction *(5 minutes)*	Peter Grove
2017-18 Draft 2 Budget Overview *(60 minutes)* • Overview of Budget • Proposed changes to revenue • Proposed changes to expenses • Staffing overview and proposed changes • Project requests summary • Proposal for general property tax increase • Impact on the General Revenue Fund Surplus	Cindy Shelest
Questions/Comments from Trustees *(30 minutes)* *This is an opportunity for Trustees to ask questions, seek clarification, recommend changes or review particular budget items. Examples:* *Example 1:* Could I have more information with regard to the rationale regarding Project XXX? *Example 2:* I recommend that the Financial Planning Committee review the expenditures related to budget item XXX and investigate potential increases/reductions for 2016/17. *Example 3:* I move that the Islands Trust Council request the Financial Planning Committee, prior to public consultation, to amend the draft 2016/17 budget in a manner that would result in a XXX % change in property taxes for the year.	Trustees

Document References

- **Budget Overview**
- **Budget Assumptions and Principles**
- **Budget Detail**
- **Project Requests Summary**
  - Summary of all Projects
  - LTC Project Request Details
  - Salt Spring Island Local Trust Committee Special Property Tax Requisition

NEXT STEPS:

- December 2016: Trustee recommendations and/or Trust Council direction to January 2016 meeting of the Financial Planning Committee
- January 2017: Financial Planning Committee preparation of a draft budget package for public consultation
- January-February 2017:
  - Consultation with Bowen Island Municipality on draft budget package
  - Consultation with public on draft budget package
- March 2017: Trust Council approval of a Budget Bylaw to be forwarded to the Minister by March 31, 2016

ISLANDS TRUST - 2017/18 PROPOSED BUDGET OVERVIEW

The proposed 2017/18 Budget is based on:

- The Budget Assumptions and Principles presented to Trust Council in September 2016 and reviewed by the Financial Planning Committee at their August 24 2016 and November 16 2016 meetings
- The Islands Trust Strategic Plan 2015-2019 adopted by Trust Council
- The Timelines for 2017/18 Budget Process reviewed by Trust Council in September 2016

Stakeholders:

To date, the following groups of Stakeholders have provided input into the Draft 2016/17 Budget:

GROUPS	RESPONSIBLE FOR	ACTION/STATUS
Financial Planning Committee	Develop and recommend the annual budget to Trust Council. Reviewing all budget proposals. Recommend the appropriate level amount to be held in General Revenue Surplus Fund. Review and approve financial reporting to Trust Council. Present the budget to Trust Council and provide guidance into the decision making process.	August 24, 2016 – Budget Assumptions and Principles reviewed October 19, 2016 – First draft of budget reviewed November 16, 2016 – Second draft of budget reviewed for presentation to Trust Council
Local Trust Committees	Discuss budget requests and work programs with planning staff. Provide budget requests to Director of Local Planning Services for review and allocation of resources. Be aware of the provisions of Policy 6.3.ii Special Property Tax Requisitions which permits an individual Local Trust Committee to request a special property tax requisition for additional operations that are not included within the general operations of all local trust committees.	All LTCs have included this item on their meeting agendas and submitted their budget requests. The Director of Local Planning Services has summarized these requests in the LTC Budget Request document A request from Salt Spring Island LTC for a Special Property Tax Requisition has been received
Municipalities	As per Policy 7.2.vi Municipal Tax Requisition Calculation all documents used to estimate the municipal tax requisition will be forwarded to the Treasurer of an island municipality for review by December 31 with a request that the island municipality Treasurer submit any concerns about the accuracy and completeness of the municipal tax requisition by February 28 of the following year.	Bowen Island Municipality Finance staff will be consulted as detailed in Policy 7.2.vi Municipal Tax Requisition Calculation by December 31 to confirm the calculation.
Trust Fund Board	Discuss budget requests and work programs with Trust Area Services staff. Endorse all budget requests for the Trust Fund's Board and Program operations.	Trust Fund board has included this item on their meeting agenda and submitted their budget requests. The Director of Trust Area Services has submitted approved budget items

Management	Coordinate the review of budget requirements for their departments in order to meet current Trust Council objectives and service levels. Look for opportunities to incorporate efficiencies and savings in the organization.	Managers have reviewed their individual budget lines and work programs and submitted budget requests where necessary to their Directors. Meetings have been held with the Management Team to review the proposed budget. The Management Team has provided preliminary estimates of projects related to the Strategic Plan adopted by Trust Council in September 2015.

Public Consultation:
In order to meet Trust Council's continued commitment to transparency and dialogue with the community, a public consultation on the 2017/18 draft budget will be undertaken in January/February of 2017.

Role of Trust Council:
The role of the Trust Council at its December 2016 meeting is to review the recommended draft of the 2017/18 budget and to discuss the revenue, expenses and the General Revenue Surplus Fund in detail before the Financial Planning Committee develops a draft budget for public consultation.
At its March 2017 meeting, Trust Council will approve the annual budget and financial plan, after considering the public input received and the recommendations of the Financial Planning Committee. Formal resolutions to direct the preparation of a budget bylaw will be made and the budget bylaw will be presented for consideration during the Trust Council regular business meeting.

Highlights:
Highlights of the Proposed 2017/18 Budget include:

- No projected tax increase overall for the Islands Trust Area
- A net increase in expenditures of $293,823 over the 2016/17 Budget
- A Special Property Tax Requisition request has been received from the Salt Spring Island Local Trust Committee related to the delegated authority to coordinate watershed management through the Salt Spring Island Watershed Protection Authority
- A transfer of funds from the General Revenue Surplus Fund of $450,000 is recommended, resulting in a projected General Revenue Surplus Fund Balance of $2.07 million at March 31, 2018, 113% of the recommended balance
- Service levels from 2016/17 are maintained
- Similar Provincial Grant revenues based on Regional District funding proposal
- The current BCGEU Collective Agreement allowance for a .5% increase on April 3, 2017 and a potential Economic Stability Dividend as of February 5, 2018.
- 1% increase to Trustee remuneration as per the Trustee Remuneration Policy and anticipated CPI increase for 2016 (to be verified by Stats Canada in December).
- No increases to staffing from 2016/17. Funding for the temporary Senior Inter-governmental Advisor position has been provided.
- A number of Project Requests were submitted by Local Trust Committees and reviewed by the Financial Planning Committee for inclusion in the budget, as outlined in the detail budget.
- A number of Strategic Plan projects have been identified by Trust Council. Staff have provided preliminary estimates of costs for inclusion in the budget, a outlined in the detail budget.

ISLANDS TRUST
2017/2018 FINANCIAL PLAN
ASSUMPTIONS AND PRINCIPLES – December 2016

PROCESS: Each line of the Detailed Budget is reviewed on a needs-basis by the responsible budget manager, giving consideration to previous years' spending and future work programs and services (including Trust Council's Strategic Plan initiatives). Local Trust Committees (LTCs) are asked to provide their project needs and review their LTC expense budgets, passing any resolutions required to adopt/modify their budget proposals. The Trust Fund Board requests budget changes to support the goals in its Regional Conservation Plan. Directors review their respective Committee work programs to ensure work plan activities are appropriately funded. The Director of Administrative Services reviews the detailed spending and projects costs on behalf of the organization with respect to completeness and accuracy and compiles the Detailed Budget for the year. The overall Detailed Budget is reviewed by Islands Trust Management Team prior to being submitted to the Financial Planning Committee for review and consideration. A first draft of the budget is forwarded to Trust Council in December.

A. Inflation

Assumption/Principle

- Where applicable, estimated general growth in expenditures will be based on the Consumer Price Index (CPI) for Victoria, as reported by Statistics Canada.

Status

- The proposed Detailed Budget for 2017/18 presented to Trust Council in December 2016 will reflect estimated growth in Victoria CPI and will be adjusted as the actual CPI is made available through the Statistics Canada reports in December 2016.

B. Non-market Growth in Property Taxes

Assumption/Principle

- The property tax base within the Islands Trust Area will grow by 1.0% due to new development activity.
- The Islands Trust uses a report from BC Assessment on non-market growth for the Southern Gulf Islands and Salt Spring to estimate the non-market growth for the Islands Trust Area as a whole, since the assessment value of this area represents approximately 65% of the total for the Islands Trust Area.

Status

- BC Assessment will provide the report on non-market growth for the Southern Gulf Islands in December 2016. Once received, data in the report will be used to adjust assumptions about non-market growth.

C. Alternate Funding Through Grants

Assumption/Principle

- The Grants Administrator monitors grant programs to seek opportunities to obtain funding for local trust committees to cover the expense of their program items.
- Management provides the Grants Administrator with an outline of local trust committee proposed projects so specific funding opportunities can be explored.
- Funding of local trust committee programs by grants reduces the requirement for funding through other sources of revenue.
- The annual budget normally includes an estimated amount of contingent grant revenue, to allow for revenue not yet identified. This amount is offset by an equal expense budget for contingent grant expenses. The result is no net effect on the bottom line.

Status

- The Grants Administrator position is a .4 FTE and is focused on LTC projects only. As in previous years', the draft 2017/18 budget will include $50,000 in contingent grant revenue and offsetting expenses.

D. Staffing Levels

Assumption/Principle

- In most cases, current staffing levels are appropriate to carry out the existing level of services and functions provided by the Islands Trust.
- Decreased staffing levels would result in a reduced level of services or functions.
- New functions or services may require either additional staffing or the deletion of some existing functions or service levels.

Status

- In support of Trust Council resolution TC-2016-004 (March 22, 2016 TC meeting), it is proposed that the temporary, full-time Senior Intergovernmental Policy Advisor position continue to be funded for the period April 1, 2017 to March 31, 2018.

E. Staffing Costs

Assumption/Principle

- In accordance with the *Islands Trust Act*, staff members at the Islands Trust are appointed subject to the *Public Services Act* and the *Public Service Labour Relations Act*. Unionized staff members at the Islands Trust are members of the BCGEU. Their compensation and benefits are subject to union contracts negotiated between the Public Services Agency and BCGEU.
- Excluded (non-union) management staff members are also subject to the *Public Service Act.* They are compensated according to a salary grid approved by the Executive Committee and consistent with the Public Service Agency Policy on Salary Administration for Management Employees. Benefits and related costs are also defined by the Public Service Agency.

Status

- A BCGEU agreement for the period April 1, 2014 to March 31, 2019 is currently in effect. During the fiscal year 2017/18 two reviews are applicable: one on April 2, 2017 (.5% increase) and a further Economic Stability Dividend effective February 4, 2018 (potential 1.0% increase).
- BCGEU contract employees are also eligible for "step" increases as they progress in their positions. A review of eligibility will be undertaken and estimates provided within the budget (in most cases it is assumed that existing staff will have reached the top step during the 2017/18 budget cycle).
- Excluded staff within the Islands Trust received a wage increase in July 2016 (ranging from 2 – 4 %). This budget does not include a provision for an increase during 2017/18.

F. Trustee Remuneration

Assumption/Principle

- Trust Council's Policy 7.2 Trustee Remuneration defines the process for determining the remuneration received by Trustees. As per Section D.2. remuneration is calculated based on four factors.
- The defined annual compensation amounts and the methodology for making adjustments are incorporated into a Trust Council Remuneration Bylaw.
- Section E.5.a) states that "In fiscal years where census results are not available, the previous year's remuneration will be adjusted on an annual basis, coinciding with the fiscal year, based on the annual change in the Victoria Consumer Price Index as reported by BC Statistics in December."

Status

- A new census is not anticipated prior to the first draft of the 2017/18 budget.
- Any increases will be included in the budget once the Consumer Price Index (CPI) for Victoria is known for this budget cycle (see Section A).

G. Office facilities

Assumption/Principle

- The Islands Trust maintains office facilities for staff in Victoria, and on Salt Spring and Gabriola islands.
- The Islands Trust will continue to lease office space for trustees on Denman, Galiano and North Pender, subject to trustee needs, and subject to Policy 7.4.iv (On-Island Trustee Offices).
- No further increase in space requirements is anticipated at this time.

Status

- The Victoria office lease term expires in September 2017.
- The Northern office (Gabriola Island) lease term expires in November 2017.
- In June 2015, the Islands Trust Council approved the creation of a Select Committee to review the location of the Victoria office. Should the review being undertaken in 2016/17 result in recommendations to relocate the office, the related costs would be subject to Trust Council's 2017/18 annual budget. In addition, an anticipated referendum on Salt Spring Island in March 2017 is expected to indicate whether Salt Spring Island will be incorporated as a municipality (potentially by late 2017). Both of these factors could impact future office needs and related leases.
- Should Salt Spring Island vote to incorporate, the Islands Trust expects to contract with the new municipality to provide planning services until 2020. The Salt Spring office lease term expires in February 2017. Future lease decisions will be guided by the Islands Trust Adaptation Strategy, should incorporation proceed.

H. **General Revenue Fund Surplus**

Assumption/Principle

- Trust Council's policy 6.5.i, section D.6, recommends a minimum level of Surplus as "three months of expenses net of three months of revenue, excluding revenue from property taxes or the provincial grant".
- The Islands Trust receives annual property tax funds in August of each year.

Status

- Based on the 2016/17 budget, the General Revenue Fund Surplus balance would be $2.1 million at March 31, 2017. As this amount represents 120% of the recommended minimum level of Surplus, no increase in the General Revenue Fund Surplus is required at this time.
- Islands Trust has not had to borrow funds in the last five years to fund operations prior to receiving the annual property tax funds.
- In the 2016/17 Budget several projects related to the Strategic Plan adopted by Trust Council in September 2015 were funded from the General Revenue Surplus Fund. It is anticipated that a similar request may be included in the 2017/18 budget.

I. Provincial Funding

Assumption/Principle

- The provincial government provides annual funding grants to the Islands Trust, consistent with funding levels provided to other small local governments

Status

- For the 2017/2018 fiscal year, the estimated grant amount provided by the Ministry of Community, Sport, and Cultural Development is $180,000.

J. Local Planning Services

Assumption/Principle

- The Islands Trust Council provides sufficient funding for LTCs to carry out their primarily function, which is land use planning and regulatory activities within their local trust area as permitted by the *Islands Trust Act* and consistent with Islands Trust Council Policy 5.9.1. These activities include the development of Official Community Plans and land use regulations and the processing of development applications and referrals from other agencies. Other activities may be undertaken where the Islands Trust Council has delegated additional powers to an LTC.
- LTC development application fees are intended to partially fund the costs of development application processing.
- Local Planning Services' Planner positions are fully staffed to the levels approved by the Islands Trust Council following the 2007 Local Planning Services Review. The budget process may propose new or modified positions.
- Local Planning Services' Bylaw Enforcement positions are fully staffed to the levels approved by the Islands Trust Council following the 2008 Bylaw Enforcement Function Review. The budget process may propose new or modified positions.
- OCP and land use planning project budgets over the long-term will be distributed between LTCs

based on their relative percentage of assessed value, per the resource allocation model.

Status

- All Local Planning Services positions will be fully staffed, with some minor fluctuations due to normal levels of turnover, leaves and workload variations.

K. Planner Resource Allocation

Assumption/Principle

- The current work program system which allocates planner time to LTCs will be maintained.
- Resources will continue to be fairly evenly distributed between the three planning regions (North, South, Salt Spring)

Status

- No updates at this time.

L. LTC Program and Strategic Plan Budget items in 2017/18 Proposed Budget

Assumption/Principle

- The Strategic Plan provides a framework to guide the overall direction of activities for the Islands Trust, to focus finite resources, and to achieve efficiencies where there are common LTC projects.
- Trust Council adopted a new Strategic Plan in September 2015. Estimated budget implications related to these strategies will be reviewed in the fall of 2016 for inclusion in the proposed 2017/18 budget.
- Early in the budget cycle (i.e. July-Sept) LTCs propose budget items for the next fiscal year on the basis of local priorities.
- Management evaluates initial LTC budget proposals against a number of criteria including: Does the proposal support work that is a provincial requirement?; Does the proposal directly support an activity identified in the Strategic Plan?; Does the proposal support work that is a continuation of a current OCP/LUB program?; and Does the proposal support recently adopted OCP policies? Management then prepares a draft budget for FPC discussion and consideration in November.
- FPC considers the draft budget prepared by management and evaluates all budget proposals, including those from LTCs, before recommending a draft budget to Trust Council in December.
- Trust Council provides FPC with direction regarding a further draft of the budget, to be released for public consultation in January and February. Following receipt of public comment and further recommendations from FPC, Trust Council makes the final decision on the overall budget and the individual components in March.
- LTCs have the option of requesting a Special Tax Requisition to raise funds for land use planning activities (or activities related to delegated powers) within their Local Trust Area that were not approved within the general Trust Council budget (see Trust Council Policy 6.3.ii).

Status

- Each LTC has been asked to identify LTC Budget requests for 2017/18, giving consideration to planning capacity to complete requests. In December, trustees will have an opportunity to review and suggest changes to the proposed budgets prior to final adoption of the budget in March 2017.

- It is anticipated that a Special Property Tax Requisition request will be received from the Salt Spring Island Local Trust Committee related to the delegated authority to coordinate watershed management through the Salt Spring Island Watershed Protection Authority.

M. Potential Salt Spring Island Incorporation

Assumption/Principle

- The current Salt Spring Island municipal incorporation process was initiated in 2012 when Salt Spring Island's elected officials requested a governance study from the MCSCD.
- The 2012 Governance Study was completed in 2013, its purpose being to identify, through public engagement and review, governance structures on the Island to see if there was support for proceeding to a full incorporation study. The Governance Study Committee recommended to the Minister that an incorporation study be undertaken and in 2015 the Ministry agreed to fund the study at a cost of $120,000. The purpose of the study was to examine the financial, governance and other implications of municipal incorporation for Salt Spring Island.
- The Incorporation Study Committee (ISC) received a preliminary Salt Spring Island Impact Study (SSIIS) in October 2015. In February of 2016, the ISC requested and received supplementary funding to aid in delivery of the final SSIIS with focus upon a road condition assessment, the hosting of public events, the updating of financial information and any further technical analysis that is required. The study is due in September of 2016
- Concurrent to the SSIIS, in 2015 the Ministry funded a companion report, that being the Islands Trust Impact Analysis (ITIA). The purpose of the ITIA was to 'examine the potential effect of Salt Spring Island incorporation on the Islands Trust in relation to fiscal stability and organizational adaptation.'
- In May 2016, Urban Systems was retained to update the ITIA to ensure that assessed valuations and underlying assumptions were compatible with the SSIIS and other resource documents.

Status

- A Transition Plan has been prepared by the CAO for Trust Council's consideration at September Trust Council. It is estimated that over the three year horizon of the adaption process the costs will be approximately $200-250,000.
- In order to lessen the financial and staff resource impacts to the Islands Trust through the transition period, application for a grant to the MCSCD is recommended for assistance with the delivery of a full Adaptation Plan and to fund a Transition Manager. Further, it is recommended that Trust Council create a contingency reserve for the Transition-Adaptation period, funded either through current taxation or reserves.

ISLANDS TRUST 2017/18 Budget DRAFT 2 for December Trust Council	2015/16 ACTUAL	2016/17 BUDGET	2016/17 FORECAST	2017/18 BUDGET	Increase (Decrease) 2017/18 from 2016/17
Revenue					
Fees & Sales	132,273	110,000	110,000	110,000	-
Provincial Grant	123,052	180,000	177,880	180,000	-
Property Tax Levy - General	6,187,953	6,249,833	6,249,834	**6,312,331**	62,498
Property Tax Levy - Bowen	213,766	223,418	223,418	**235,000**	11,582
Special LTC Tax Requisition	119,500	110,500	110,500	98,500	(12,000)
Transfer from Special Tax Surplus	42,981		0		
Transfer from GR Surplus Fund		318,257		**450,000**	131,743
Interest Income	61,233	50,000	50,000	50,000	-
Grant income for projects	307,846	50,000	25,000	150,000	100,000
Other Income			7,000		
Total Revenue	7,188,604	**7,292,008**	**6,953,632**	**7,585,831**	293,823
Expenses					
Amortization	48,990	65,000	65,000	65,000	-
Applications sponsored by EC	11,550	5,000	5,000	5,000	-
Audit	35,462	25,000	25,000	25,000	-
Bank Charges & Interest	4,385	8,000	4,000	5,000	(3,000)
Board of Variance	1,453	1,500	500	1,500	-
Carbon Offset Purchases	986	1,500	1,500	1,500	-
Committee Expense - FPC	5,905	7,000	7,000	7,000	-
Committee Expense - LPC	2,422	3,000	3,000	3,000	-
Committee Expense - TPC	4,060	4,000	4,000	4,000	-
Communications	26,123	28,000	28,000	28,000	-
Information Systems	207,308	200,000	200,000	200,000	-
Contingency	7,882	15,000	15,000	15,000	-
Contract Services	127,956	83,000	160,000	110,000	27,000
Elections		5,000	5,000	5,000	-
Equipment Leases	15,975	15,000	15,000	17,000	2,000
Insurance	94,195	95,000	107,000	110,000	15,000
Islands Trust Fund Administration	84,939	98,000	89,000	103,000	5,000
Land Title Registrations	2,715	3,000	5,000	3,000	-
Legal	292,495	254,978	156,000	255,000	22
Local Trust Committee	90,051	100,900	89,500	105,400	4,500
Meetings	107,571	113,300	120,000	120,000	6,700
Memberships	9,455	17,500	13,000	15,000	(2,500)
Notices - Statutory & Non-Statutory	15,710	18,000	36,500	18,000	-
Office	411,004	421,000	415,000	435,000	14,000
Postage, Courier & Delivery	11,570	10,000	10,000	10,000	-
Recruitment	18,586	5,000	7,000	5,000	-
Safety	5,971	5,000	5,000	5,000	-
Salaries & Benefits - Administration	1,974,877	2,149,907	4,157,026	2,157,503	7,596
Salaries & Benefits - Planning	1,779,858	1,930,324		1,940,514	10,190
Salaries & Benefits - Bylaw	248,725	270,681		270,681	-
Stationery & Supplies	19,929	23,642	23,642	25,000	1,358
Subscriptions	5,000	5,000	5,000	5,000	-
Telephone	69,769	90,150	78,000	82,500	(7,650)
Training	115,330	132,450	126,000	132,500	50
Travel	76,332	81,500	85,000	85,500	4,000
Trustee Remuneration	527,976	529,576	529,578	540,233	10,657
Operating Budget Subtotal	6,462,515	6,820,908	6,595,246	6,915,831	94,923
CAPITAL					
Computer	22,829	71,500	71,500	71,500	-
Office	18,825	15,000	15,000	30,000	15,000
Reserve for potential office moves		10,000	10,000	-	(10,000)
Capital Subtotal	41,654	96,500	96,500	101,500	5,000
PROJECTS					
Project - Funded by Grants		50,000	25,000	150,000	100,000
Project - Funded by Special requisition		110,500	110,500	98,500	(12,000)
Strategic Plan objectives		135,000	60,000	213,000	78,000
LTC Projects		144,100	94,500	172,000	27,900
Projects Total	588,171	439,600	290,000	633,500	193,900
Total Expenditures	7,092,340	7,357,008	6,981,746	7,650,831	293,823
Net Surplus (Shortfall)	96,264	(65,000)	(28,114)	(65,000)	-
Add non-cash Item - amortization		65,000	65,000	65,000	
Surplus (deficit)		0	36,886	0	

Islands Trust				
Projects				
2017/18 Draft 2 Proposed Budget				
				STRATEGIC
		OTHER	LTC	PLAN
Funded by other sources	Funded by Grants		*50,000*	
offsetting revenue accounts	Funded by Special Property Tax Requisition		*98,500*	
	Funded by Prov Govt - Transition Plan	*100,000*		
	above not included in totals			
STRATEGIC PLAN	Victoria Office Location			*10,000*
	Technology investment to support electronic meetings			*30,000*
	Policy Statement Review			*48,000*
	LPC Housing Needs Assessment Strategy			*40,000*
	Trust Programs Committee (unallocated)			*25,000*
OPERATIONAL	Electronic Data Management	*20,000*		
	Potential office move	*30,000*		
LPS	C2C Funding - First Nations	*10,000*		
LTC	Denman		*6,000*	
	Gabriola		*8,500*	
	Galiano		*14,500*	
	Gambier		*15,000*	
	Hornby		*2,000*	
	Lasqueti		*8,000*	
	Mayne		*14,500*	
	N. Pender		*19,000*	
	Salt Spring		*60,000*	
	Saturna		*8,000*	
	S. Pender		*8,500*	
	Thetis		*7,000*	
	Ballenas Winchelsea		*1,000*	
	TOTAL	***60,000***	***172,000***	***153,000***

2017/18 LTC EXPENSE BUDGET

	615-Denman	620-Gabriola	625-Galiano	630-Gambier	635-Hornby	640-Lasqueti	645-Mayne	650-N.Pender	655-Salt Spring	660-Saturna	665-S.Pender	670-Thetis	Ball/Winch	Total 2017/18
population	*1095*	*4050*	*1258*	*313*	*1074*	*359*	*1112*	*1996*	*9780*	*359*	*236*	*372*		*22004*
	5%	*18%*	*6%*	*1%*	*5%*	*2%*	*5%*	*9%*	*44%*	*2%*	*1%*	*2%*		
LTC EXPENSES **														
LTC Meeting Expenses	4,500	4,750	5,500	4,750	2,750	1,250	1,500	4,000	7,000	2,500	2,000	1,000		41,500
APC Meeting Expenses	600	600	500	500	500	500	500	600	1,500	500	500	500		7,300
Communications	500	1,250	500	1,000	1,000	1,000	1,000	500	1,250	300	300	1,000		9,600
Special Projects	500	1,000	500	500	500	500	500	500	4,500	500	500	500		10,500
SUB-TOTAL EXPENSES	6,100	7,600	7,000	6,750	4,750	3,250	3,500	5,600	14,250	3,800	3,300	3,000	0	68,900
Program	6,000	8,500	14,500	15,000	2,000	8,000	14,500	19,000	60,000	8,000	8,500	7,000	1,000	172,000
TOTAL	**12,100**	**16,100**	**21,500**	**21,750**	**6,750**	**11,250**	**18,000**	**24,600**	**74,250**	**11,800**	**11,800**	**10,000**	**1,000**	**240,900**
	5%	*7%*	*9%*	*9%*	*3%*	*5%*	*7%*	*10%*	*31%*	*5%*	*5%*	*4%*		

PROJECT CODE	DENMAN	Project	Budget		Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
		First Nations Relationship Building	$	1,000.00	x				Potential Protocol Agreement with K'omoks
		Denman Farm Plan Implementation	$	3,500.00					
		Targeted OCP/LUB Amendments	$	1,500.00	x				Marine, RAR or housing amendments
		TOTAL PROJECTS	$	6,000.00					

PROJECT CODE	Ballenas Winchelsea	Project		Budget		Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
		First Nations Relaionship Building	$	500.00		x				
		Crown Islet Advocacy	$	500.00		x				
		TOTAL PROJECTS	$	1,000.00						

PROJECT CODE	GABRIOLA	Project	Budget		Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
		Housing Options Review	$	2,500.00	x		x		
		Housing Needs Assessment	$	5,000.00	x				TC approved $40,000 budget for housing needs assessements. $5,000 for bylaw amendments
		First Nations Relationship Building	$	1,000.00	x				Potential Protocol Agreement with Snuneymux'w
		TOTAL PROJECTS	$	8,500.00					

PROJECT CODE	GALIANO	Project	Budget		Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
		Dock Review	$	4,500.00					continuation of 2016-17 project
		Telecommunications Strategy	$	5,000.00					completion / implementation of 2016 - 17 project
		OCP / LUB	$	5,000.00					specific project to be determined (technical amendments, forest policy)
		TOTAL PROJECTS	$	14,500.00					

PROJECT CODE	GAMBIER	Project	Budget		Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
		Gambier Island OCP Review	$	5,000.00	x		x		Targeted review
		DAI Bylaws	$	1,500.00	x				
		Foreshore Protection	$	8,000.00	x				
		First Nations Relationship Building	$	500.00	x				Continuation of St'a'pas Working Group
		TOTAL PROJECTS	$	15,000.00					

PROJECT CODE

HORNBY

Project	Budget		Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
First Nations Relationship Building	$	500.00	x				Potential C2C Forum with K'omoks
Ford Family Orchard Heritage Protection	$	500.00					
Review of Vacation Home Rentals	$	1,000.00	x	x			
TOTAL PROJECTS	$	2,000.00					

PROJECT CODE	LASQUETI	Project	Budget		Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
		OCP/LUB Review	$	7,000.00	x		x		Targeted review
		First Nations Relationship Building	$	1,000.00	x				Potential Protocol Agreement with Qualicum
		TOTAL PROJECTS	$	8,000.00					

PROJECT CODE	MAYNE	Project	Budget	Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
		Commercial Land Use Review	$ 4,500.00			x		
		RAR Implementation	$ 5,000.00	x	x	x		
		OCP / LUB Amendments	$ 5,000.00					specific project(s) TBD
		TOTAL PROJECTS	$ 14,500.00					

PROJECT CODE	N. PENDER	Project	Budget	Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
		Land Use Planning for Waste Management (completion)	$ 7,000.00			x		Communications, CIM, legal, Public hearing, contingency
		Housing (secondary suites)	$ 5,000.00				x	communications, CIM, Public hearing, contingency
		Housing (Needs Assessment)	$ 2,000.00				x	CRD undertaking housnig needs assessments. $2,000 for possible bylaw amendments.
		OCP / LUB	$ 5,000.00			x		to commence LUB or OCP amendment project
		TOTAL PROJECTS	$ 19,000.00					

SALT SPRING	PROJECT CODE	Project	Budget	Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
Project #1	4014	Watershed Management (exclusive of delegated authority 4045)	$ 20,000.00	1.1; 4.1; 4.2		yes	no	Consultation Program; Specialist Consultation; Facilitated Meeting Costs; Legal Review; Advertising, etc.
Project #2	4020	Ganges Village Planning - Harbourwalk	$ 4,000.00	5.3		yes	no	Public Hearing; Legal Review; Advertising; Communications
Project #3	4021	TUP's for secondary Suites and Cottages (Bylaw 471)	$ 2,000.00	5.2		no	no	In case adoption of Bylaw 471 is delayed (Legal Review and Meeting Costs)
Project #4	4057	Land Uses in Rural Watersheds	$ 1,000.00	5.6		yes	no	Potential changes to Project Charter, lead to caution to include project into next fiscal; Advertising; Communications
Project #5	4068	Integrated Community Sustainability Plan	$ 20,000.00	3.1; 5.2; 8.2	No. Consider LGA 484: DAI	yes	no	Consultation Program; Specialist Consultation; Facilitated Meeting Costs; Legal Review; Advertising, etc.
Project #6	4058	First Nations Heritage Conservation	$ 1,000.00	6.2		yes	no	Possible further background research; Meeting Costs; Consultation Program
	4030	Proposed National Marine Conservation Area Reserve - Internal Boundaries	$ 4,000.00	2.2		yes	no	Recent media announcements suggest Parks Canada is ready to proceed with this project thus: Consultation Program; Meeting Costs; Legal Review; Advertising, etc.
	2007	Bylaw Review - Procedural Updates	$ 3,000.00	7.1; 7.2	LGA 547 (LUC)	no	no	Development Approval Information Bylaw, Land Use Contracts (LUC), Bylaw Enforcement Policies; Soil Bylaw update, Outer Islands; Background Research
		Affordable Rental Housing: Cottages	$ 4,000.00	5.2		no	no	Consultation Program; Meeting Costs; Legal Review; Advertising, etc.
		Marine Environment Protection	$ 1,000.00	1.6; 2.1		no	no	Background Research; Scoping; Meeting Costs; Consultation Program
		OCP and LUB Review - Housing for Farm Workers; Subdivision for a Relative		5.1		no	no	Background Research
		Update the Farmland and Agricultural Land Reserve Inventory				no	no	Early Consultation Program (primarily with Ministry of Agriculture and agricultural community)

TOTAL PROJECTS	**$**	**60,000**
Special Levy Request		
SSIWPA Coordination	$	110,500

PROJECT CODE	SATURNA	Project	Budget	Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
		LUB Technical Review	$ 6,000.00					to review and update references in LUB
		First Nations relations	$ 2,000.00					costs associated with LTC priority to strengthen relations with first nations
		TOTAL PROJECTS	$ 8,000.00					

PROJECT CODE	S. PENDER	Project	Budget		Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
		OCP / LUB Amendments	$	6,000.00					heritage designation, agricultural review
		LUB Review (completion)	$	2,500.00					completion of LUB review (public hearing)
		TOTAL PROJECTS	$	8,500.00					

PROJECT CODE

THETIS

Project	Budget	Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
RAR Implementation	$ 1,500.00	x	x			
OCP/LUB Review	$ 3,000.00	x				Targeted review
First Nations Relationship Building	$ 500.00	x				
Thetis Associated Islands OCP/LUB	$ 2,000.00	x				
TOTAL PROJECTS	$ 7,000.00					

PROJECT CODE	LPC	Project	Budget		Strategic Plan	Prov. Requirement	Continuation of existing OCP/LUB	Newly Adopted Policy in OCP	Notes
		Housing Needs Assessments (Trust Council approved in September 2016	$	40,000.00	x				
		TOTAL PROJECTS	$	40,000.00					

STAFF REPORT

File No.: 1700-04 (2017/18 LPS Programs Budget)

DATE OF MEETING: September 23, 2016

TO: Saltspring Island Local Trust Committee

FROM: Stefan Cermak, Regional Planning Manager
Saltspring Island Office

SUBJECT: **2017/18 Local Planning Programs Budget Development**

RECOMMENDATIONS

1. That the Saltspring Island Local Trust Committee request an allocation of $4,500 to its 2017/18 Special Projects Budget;
2. That the Saltspring Island Local Trust Committee approve and forward the draft 2017/18 Salt Spring Island Project Budget Request to Financial Planning Committee as presented;
3. That the Saltspring Island Local Trust advise the Director of Administrative Services that a Budget Proposal will be submitted prior to the October 19, 2016 Financial Planning Committee meeting to support Salt Spring Island Watershed Management coordination services delegated from Trust Council and supported by Special Tax Requisition.

REPORT SUMMARY

The purpose of this report is to assist the Salt Spring Island Local Trust Committee (SSI LTC) in the 2017/18 Local Planning Programs budget development process. The SSI LTC is requested to approve and forward to the Financial Planning Committee a draft 2017/18 Salt Spring Island Project Budget Request by conclusion of the SSI LTC September 23, 2016 regular business meeting.

BACKGROUND

This report supplements staff reports considered by the SSI LTC at their previous meetings July 21, 2016 and September 1, 2016. No budget related resolutions were made at that time although the SSI LTC requested additional details, options and project estimates for 1) Affordable Rental Housing for Cottages; and 2) Watershed Management specifically regarding an Integrated Water Management Program and follow up actions from recommendations in the Water Conservation and Water Demand Management Report dated April 2016. The requested additional details were presented in the previous staff report.

Trust Council approved a $55,000 SSI LTC Project Budget for 2016/17. At time of drafting this report, the proposed Project Budget for 2017/18 totals $ 60,000 (Attachment 1). The total remains unchanged since LTC's last consideration September 1, 2016.

Local Trust Committee Expense Budgets:

A budget for Local Expense Account will be developed based on the current budget (2016/17). Local Trust Committees may request changes to this allocation (by resolution); however, consideration should be given to the historical spending and a rationale provided for making the request.

On June 29, 2016, the SSI LTC became aware of the significant change in the Special Projects budget line item from $4,500 in 2015/16 to $1,000 in 2016/17. Staff has drafted a resolution for SSI LTC consideration to restore the Special Projects budget line item to $4,500 in 2017/18. The rationale is to restore previous budget levels and the need for the SSI LTC to have flexible funding to meet unanticipated project demands.

Budget Request Guidelines:

When making Project Budget requests for the 2017/18 fiscal year, local trust committees and staff are advised to consider the following in order to obtain greater support of Trust Council for the requested budget item:

1. the project is required to meet Provincial legislation (in other words, not undertaking the project means that the Official Community Plan (OCP) or Land Use Bylaw (LUB) would not comply with Provincial legislation);
2. the project advances one of the objectives of the Islands Trust Strategic Plan;
3. the project is a continuation of an existing OCP or LUB program and is required to continue or complete the program; or
4. the project implements newly adopted policies in the OCP.

Generally speaking, the budgets are applied to external costs, including consultation programs, specialist consultant services, legal review, advertising and meeting room costs. Projects planned for the current fiscal (2016/17) which are not completed should be considered as a new project for the 2017/18 fiscal year with resources allocated to support that work. Attachment 1 is a Table summary of all projects currently on the Top Priority and Projects lists with comment regarding the above guidelines as well as the Salt Spring Island Local Trust Committee Strategic Priorities.

Budget Request Timeline (for 2017/18):

July 21	RPM begins developing budget estimates for consideration by LTC
Sept. 1	LTC reviews budget requests at LTC meeting
Sept. 23	LTC reviews and approves budget requests at LTC meeting
Oct. 19	Draft Budget and Program (Project) List considered by Financial Planning Committee (FPC)
Nov. 16	FPC approves a draft Budget and principles to be submitted to Trust Council
Dec. 6-8	Trust Council debates and endorses budget principles and preliminary budget

Jan. 2017	LTC pass resolution to fund "additional operations" (SSIWPA) via special tax requisition and engage in public consultation
Feb. 2017	FPC and Executive review budgets and programs
Mar. 2017	Trust Council approval of base budget and programs list

PLANNING SERVICES COMMENTS:

The Salt Spring Island Local Trust Committee is encouraged to undertake no more than five projects at a time, and it is difficult to undertake more than two or three significant initiatives even when fully staffed. The Proposed Projects Budget shown in Attachment 1 is a starting point for SSI LTC discussion and is based on the following assumptions:

- The following projects will remain ongoing:
    - Watershed Management and the Ganges Village Planning – Harbourwalk
- The following projects should be concluded:
    - Industrial Land Uses; Technical Amendments to the Land Use Bylaw; and Piers Island Bill 27 OCP Update
- The following projects may be concluded:
    - Land Uses in Rural Watersheds; Secondary Suites and Cottages – TUP Implementation
- The SSI LTC may anticipate an approved Projects Budget of $40,000 -$60,000

Note that the SSI LTC Project Budget Request includes allocation to land use planning activities in Watershed Management but does not include Salt Spring Island Watershed Protection Authority coordination activities. The budget for Coordination Services is via special tax requisition, relates to authority delegated by Trust Council, and is considered at Trust Council independent of the Local Planning Services programs budget.

At its meeting, the SSI LTC has the following options:

- Identify any other projects it is currently considering and add them to the budget request (and to the Salt Spring Island Local Trust Committee work program projects list if necessary);
- Amend expenses associated with any of the programs;
- Identify projects which may not have sufficient priority, resources or partners in the 2017/18 fiscal year and remove from the budget request;
- Consider a request for increase in the Local Trust Committee Expense Account to provide for additional LTC or APC meetings or Special Projects.

The following resolution will assist the LTC if considering any of the options:

> That the Saltspring Island Local Trust Committee revise the draft 2017-18 LTC Project Budget Request by including (amending) (deleting) _*insert project name(s)*__ with a budget of $_____;

NEXT STEPS

Approve and forward to the Financial Planning Committee a draft 2017/18 Salt Spring Island Project Budget Request.

Submitted By:	Stefan Cermak, Regional Planning Manager, Salt Spring Island Team	September 14, 2016

ATTACHMENTS

1. SSI LTC DRAFT 2017/18 Project Budget

BUSINESS CASE
ISLANDS TRUST

Completion of this form initiates a request to the management team for allocation of budget funds. 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: Carmen Thiel	Budget Source: (describe) New project budget for Fiscal 2017/18
Operational Unit: Management Group	
Name of Request (identify the problem, opportunity or need) Electronic Document Management (EDM)	
Date initiated: September 1, 2016	Date required: April 1, 2017

1. BACKGROUND (*A brief description of the current situation*.)

In April, 2011 Trust Council adopted a records classification system that was initially implemented for paper files of the Islands Trust. In 2011 Legislative Services created a formal document management system for paper records as part of the overall records management program for Islands Trust. The records management program aligns industry best practices for records management with Islands Trust legislative requirements.

The second phase of the overall records management program is to move electronic records to the current file structure that meets Islands Trust legislative requirements.

2. PROBLEM STATEMENT/OBJECTIVES (*What is the problem you are trying to solve? What strategic item is this addressing? What are the future needs? What personal or organizational objectives are being addressed?*)

This proposal is for the creation of a network folder structure on Islands Trust storage area network (SAN) based on the classification system adopted by Trust Council in April, 2011.

Proposed timeline subject to change:

By December 2016, create a network folder structure for electronic final form documents which meets the legislative and operational records management requirements of Islands Trust.

• By December 2017, complete migration of current electronic records from existing network folder structure to

the new EDM and remove the old network folder structure.

This will give staff certainty around the naming and retention of electronic records and emails and provide Islands Trust with the ability to retain and gather electronic documents required under the Freedom of Information and Protection of Privacy Act (FOIPPA).

Should Salt Spring Island choose to incorporate, having the EDM structure in place will enable Islands Trust to quickly identify all records to be transferred to the municipality.

3. PROJECTED RESULTS/DELIVERABLES (*How does this address the objectives described above*?)

The new structure will provide Islands Trust management and staff with:

- A secure storage location to save permanent electronic files
- The ability to manage and maintain retention schedules on electronic documents
- Formalize the digital document management process within Islands Trust

The following are the deliverables of the project:

- Create a single network folder structure which is connected to the three geographically separated offices
- Create a high-level folder structure
- Adopt standard naming convention for all final form documents being stored in the EDM
- Create user access and security within the file structure
- Create training for current and future Islands Trust management and staff
- Migrate current electronic records to the EDM

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

Option 1
Continue as currently with staff making uninformed decisions about the status of records (permanent or transient).
This has led to the deletion of records that should be kept or the retention of all electronic documents and emails in fear that deleted records may be needed at a later time. Over time the retention of all documents would lead to unmanageable amounts of information and increased server costs for the storage of unnecessary electronic files.

Option 2
Implement without the assistance of a contractor who has previously assisted other local governments with similar work.
In house staff members do not have the time or expertise required to assist all staff with decision making to cut over to a new system within a short time period. Implementing over a long period of time is likely to reduce staff buy in to the program, giving them time to put unacceptable structures in place in order to avoid having to apply EDM concepts.

Option 3
Hire a contractor, who has previously assisted other local governments with similar work.
The contractor would migrate existing documents to the new file structure by assisting and training the project

team members and champions in each office to cut over to a new system within a short period of time. This will enable Islands Trust to benefit from lessons learned by other local governments.

5. **CRITICAL SUCCESS FACTORS** (*What related factors have been identified? What risks are involved*?)

Critical Success Factors

- Ongoing support from Sponsor and Management
- Strong Change Management planning
- Staff buy-in of this new process
- Project is adequately resourced
- Project completes on time

Risk Factors

- Limited or no project budget
- Limited staff resources
- 100% compliance is necessary to ensure the success of this project

6. **CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION** (*Are there any concerns and how will they be addressed? Have other stakeholders been identified*?)

The EDM team has applied formal project management procedures. They have identified all of the stakeholders and assessed the impact and level of influence of each. Interviews have been conducted with the members of the Management Team who have all indicated their support for this project.

The Islands Trust Communications Specialist has been brought on to the EDM team to assist with the development of a communications plan and the creation of communications material.

Presentations will be done in each office (SSI, NO and Victoria) by members of the EDM team. Feedback and discussions will be monitored and responded to.

7. **BENEFIT/COST ANALYSIS SUMMARY** (*Summarize the benefits and costs included. Identify capital and operational needs. Are there one-time or start-up costs? Are there impacts in future years*?)

The following table represents one-time project costs during Fiscal 2017/18.

Item	**Details**	**Cost**
Consulting Fees	Hire Consultant to migrate current documents to the new system	$12,000
Technical Support	To establish new SAN structure	$ 5,000
Travel	For project team to go to offices to roll out the project and train staff	$ 1,000
Contingency		$ 2,000
TOTAL		**$20,000**

8. **RECOMMENDED DECISION** (*Clearly outline the decision being sought and why this particular decision is being recommended*)

The preferred option is Option 3 to hire a contractor who has previously assisted other local governments with similar work. This is being recommended so that Islands Trust can implement within a short period of time after the file structure and naming conventions are in place and understood by staff. In addition Islands Trust will benefit from lessons learned by other local governments.

9. **PURCHASING PROCEDURE** *(describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor*)

It is recommend that a direct award of consulting services take place to a known vendor who is already familiar with our file structure and records and who has experience implementing similar projects with more than one local government.

Initiator **Date**

Director **Date**

REVIEWED BY MANAGEMENT TEAM:	
Date received:	**Approved:** □ **YES** □ **NO**
Next steps:	

BRIEFING

To: Financial Planning Committee **For the Meeting of:** November 16, 2016

From: Mark van Bakel, Acting Manager Information Services **File No.:** Click here to enter text.

SUBJECT: STAFF RESPONSE TO KPMG INFORMATION SYSTEMS ASSESSMENT

DESCRIPTION OF ISSUE:

At its March 2, 2016 meeting, the Financial Planning Committee requested staff provide a response to the KPMG Information Systems Assessment Report. Staff have reviewed the report and the recommendations provided. The key points from staff's perspective are described in the Available Options section and a detailed response to each of the KPMG recommendations is included in Appendix A.

BACKGROUND:

In January 2015, when the Financial Planning Committee expressed interest in receiving an audit of Islands Trust Information Technology, Director of Administrative Services Shelest advised that an internal strategic review of Islands Trust information services had just been initiated and was scheduled to be completed in July 2015. She requested that the Financial Planning Committee reserve their request until the review was completed. In anticipation of an audit to occur in the 2015/16 fiscal year, $10,000 was included in budgeted audit expenses.

The internal Information Services Review was completed and received by the Financial Planning Committee at their August 26, 2015 meeting. FPC then requested staff work with Trustee Luckham to prepare a draft project charter regarding an assessment of Islands Trust's Information Technology systems. A project charter was established and an engagement was undertaken by KPMG to perform an Information Systems Assessment. The report was completed on in February 2016 and presented to FPC at their March 2 meeting. FPC requested that staff provide a report on the KPMG information technology report that provides comments and identifies measures being taken to address recommendations. Due to leaves of key personnel in Information Services, staff's response was delayed. It is being presented to the November 16, 2016 meeting.

ATTACHMENT(S):

KPMG Information Systems Assessment
Information Systems Strategic Review

AVAILABLE OPTIONS:

KPMG's Information Systems Assessment report provided several recommendations for the consideration of Islands Trust. Staff have reviewed the recommendations and detailed responses are outlined in Appendix A attached. In addition, the following three key points are highlighted which correspond to recommendations in the KPMG Report:

1. Project Management Framework

Given the lessons learned with the eSCRIBE Project, the need for a strong project management framework within Islands Trust was identified. We began with the creation of a new position – the Computer Application Support Technician (CAST). The CAST position was tasked with formalizing and documenting project management practices, with the continued support of IS. Since that time a project matrix has been developed, which now serves as the Islands Trusts Project Management Office (PMO). The project matrix outlines all projects in various states; active, completed, on hold and under consideration. Since implementing the new framework several major projects have been completed successfully, reinforcing the value of this approach.

Currently, all new projects follow the *Project Management Body of Knowledge*'s (PMBOK) Project Management Process Group and Knowledge Area's framework, and much of the project management documentation reflects the guidelines laid out in BC Provincial Government Project Management Toolbox. Monitoring of project Scope, Quality, Time, Budget, Resources, and Risk is now ongoing, culminating in project completion and a standardized lessons learned, which is filed with the PMO for future review and consideration.

2. Information Systems Strategic Plan (ISSP)

The IS Department has a 5-year operational plan with respect to our existing IT infrastructure and continues to revisit and adapt this plan on an annual basis in consultation with industry consultants. IS staff are engaging in a series of staff meetings intent on updating and maintaining the plan. These meetings are to provide greater feedback and discussions surrounding staff needs, which IS will be synthesizing into IS strategic directions.

KPMG's recommendation takes this existing process further into the development and maintenance of a long-term Information Systems Strategic Plan (ISSP) , reflecting best practice in the industry. This direction will benefit both IS and the IslandsTrust organization. To complete this level of planning requires involvement beyond the IS department and mayimpact financial and staff resources Discussions involving the Chief Administrative Officer and other management within Islands Trust continue to evolve. Some areas discussed have been the overall direction of the organization and how to best support Trust Council's vision and strategic priorities. Further alignment of IS and the overall strategic direction of the organization will require further discussion with Financial Planning Committee.

3. Technology options to support electronic meetings

Based on this recommendation and Trust Council's direction in the Strategic Plan, this project has been identified as a top priority for IS. Work is underway to explore ways to streamline our on-line meeting environment and improve the overall user experience. The first step in this review process, following our project management framework, is to build and define a business case and fully identify user requirements. In anticipation of entering into a procurement phase in 2017/18, a budget request has been put forward in the 2017/2018 budget.

FOLLOW-UP:

- Forward 2017/18 Budget Proposal for Electronic Meeting Technology to FPC's November 16, 2016 meeting
- Staff will continue to consider a long-term Information Systems Strategic Plan (ISSP)
- Forward to Trust Council for information

Prepared By: Mark van Bakel, Acting Manager Information Services

Reviewed By: Cindy Shelest, Director Administrative Services
Russ Hotsenpiller, Chief Administration Officer

Date: **November 4, 2016**

Appendix A

KPMG Recommendations and Staff Responses

1. **The Information Services Manager be responsible for the development and maintenance of a long-term ISSP, aligned with the Islands Trust Council Strategic Plan, that defines how the Information Services department and IS/IT initiatives will contribute to the achievement of the organization's strategic goals. The ISSP should cover investment/operational budget, funding sources, sourcing strategy, acquisition strategy, and legal and regulatory requirements. The ISSP should be sufficiently detailed to allow for the definition of tactical IS/IT plans.**

Staff supports the development and maintenance of a long-term Information Systems Strategic Plan (ISSP) is an important planning tool. After the Information Services Manager returned from leave in September 2016, discussions began around developing a plan that integrates with and contributes to the achievement of the organization's strategic goals. Discussions involving the Chief Administrative Officer and other management within Islands Trust continue to evolve. Some areas discussed have been the overall direction of the organization and how to best support Trust Council's vision and strategic priorities.

2. **Islands Trust consider how best to engage business units and Trustees in the development and approval of the ISSP. Consideration should be given to the establishment of an Information Systems Committee to guide the development of the ISSP, comprised of Information Services staff, staff from business units and Trustees.**

The IS Department has a 5-year operational plan with respect to our existing IT infrastructure and continues to revisit and adapt this plan on an annual basis in consultation with industry consultants. A current initiative is that IS staff are engaging in a series of staff meetings intent on informing the plan. These meetings are to provide greater feedback and discussions surrounding staff needs, which IS will be synthesizing into IS strategic directions.

KPMG's recommendation takes this existing process further into the development and maintenance of a long-term Information Systems Strategic Plan (ISSP) , reflecting best practice in the industry. We acknowledge that this further direction would benefit both IS and the IslandsTrust organization. To complete this level of planning requires involvement beyond the IS department and may have impact on financial and staff resources Discussions involving the Chief Administrative Officer and other management within Islands Trust continue to evolve. Some areas discussed have been the overall direction of the organization and how to best support Trust Council's vision and strategic priorities.

3. **A post-implementation review of the eScribe project be undertaken to identify lessons learned, assess whether the application as currently configured is meeting the organization's needs and whether there are any opportunities to enhance the application's effectiveness.**

An eScribe review team has convened and a number of times to date. Ongoing efforts are being made to streamline existing processes and identify new opportunities. Staff are currently communicating directly with the software provider in an effort to reduce identified risks associated with Scribe updates. A full report is expected for year end.

4. Islands Trust undertake a review of technology options for supporting on-line meetings in remote locations that could contribute to an improved experience for meeting administrators and participants.

Based on this recommendation and Trust Council's direction in the Strategic Plan, this project has been identified as a top priority for IS. Work is underway to explore ways to streamline our on-line meeting environment and improve the overall user experience. The first step in this review process, following our project management framework, is to build and define a business case and fully identify user requirements. In anticipation of entering into a procurement phase in 2017/18, a budget request has been put forward in the 2017/2018 budget.

5. **The IS/IT Project Management Framework used by Islands Trust include the following additional measures:**
    a. **The Framework should be formally documented by the Information Services Manager;**
    The Framework should provide for obtaining commitment and participation from affected stakeholders in the definition and execution of the project;
    The Project Plan should be maintained throughout the life of the project and, any changes should be approved in line with the project governance framework;
    b. **Project Risk Management should be incorporated into the Project Plan to provide for a systematic approach to identifying, analysing, responding to, monitoring and controlling the areas or events that have the potential to impact the project outcomes;**
    c. **Project performance should be measured against the planned project scope, schedule, quality, cost, and risk criteria, identifying any deviations from the plan. Assess the impact of deviations on the project and report results to key stakeholders. Recommend, implement and monitor remedial action, when required; and,**
    d. **On project closure, require that the project stakeholders assess and report on whether the project delivered the planned results and benefits. The report should identify and communicate any outstanding activities required to achieve the full project benefits and identify and document lessons learned for use on future projects.**

The Computer Application Support Technician (CAST) position was tasked with formalizing and documenting project management practices, with the continued support of IS. A project matrix has been developed, and now servers as the Islands Trusts Project Management Office (PMO). The project matrix outlines all projects in various states; active, completed, on hold and under consideration. Since implementing the new framework several major projects have been completed successfully, reinforcing the value of this approach.

Currently, all new projects follow the Project Management Body of Knowledge's (PMBOK) Project Management Process Group and Knowledge Area's framework, and much of the project management documentation reflects the guidelines laid out in BC Provincial Government Project Management Toolbox. Monitoring of project Scope, Quality, Time, Budget, Resources, and Risk is now ongoing, culminating in project completion and a standardized lessons learned, which is filed with the PMO for future review and consideration.

6. **To ensure that future procurement decisions for IT-enabled business projects are optimized, we**
    recommend that the IS/IT Project Management Framework define standard procurement practices to be followed, including the requirement to:
    a. **Identify, prioritize, specify and agree on business functional and technical requirements covering the full scope of the IT-enabled project;**
    b. **Identify, document and analyze risks associated with the business requirements and solution;**
    c. **Involve users in every stage of the procurement process;**
    d. **Develop a feasibility study that examines the possibility of implementing the requirements. Business management, supported to the business sponsor; and**

e. Obtain Project Sponsor approval and sign off on business functional and technical requirements and feasibility study reports at predetermined key stages. The Project Sponsor should make the final decision with respect to the choice of solution and acquisition approach.

Standard project management practices have been implemented by IS and the organization in general. prior to procurement, a business case is prepared. As part of the business case a requirements document is developed, risks are identified and rated, key users engaged, business solution options are evaluated, culminating with the sign off from the project sponsor.

7. The use of customized software be addressed in the development of the ISSP and that consideration of any alternatives to these customized solutions be considered within the context of the ISSP.

Staff continue to consider the pros and cons of customized versus off the shelf solutions when reviewing business solution options. At a high level the specific business needs, processes, the available infrastructure, resources, budget and return on investment all weigh in and drive the decision making process. As standard practice, these aspects are incorporated into the business case.

8. The Information Services Manager consider the potential to outsource additional IS/IT services within the scope of the ISSP.

Staff continue to consider outsourced IS/IT services where appropriate to cost and quality of service. KMPG and IS agree that IS has effectively struck a balance between in house fostered skills and resources and outsourced expertise.

9. Islands Trust consider adopting the five-year planning cycle for server management as recommended by Blackman.

Islands Trust servers are currently incorporated into the IS 5 year operations plan, which is outlined in the Information System Strategic Review. Future Strategic Planning documents will also reflect this, with efforts being made to make the operations plan more transparent and accessible.

KPMG

cutting through complexity

Information Systems Assessment

Islands Trust

March 4, 2016

kpmg.ca

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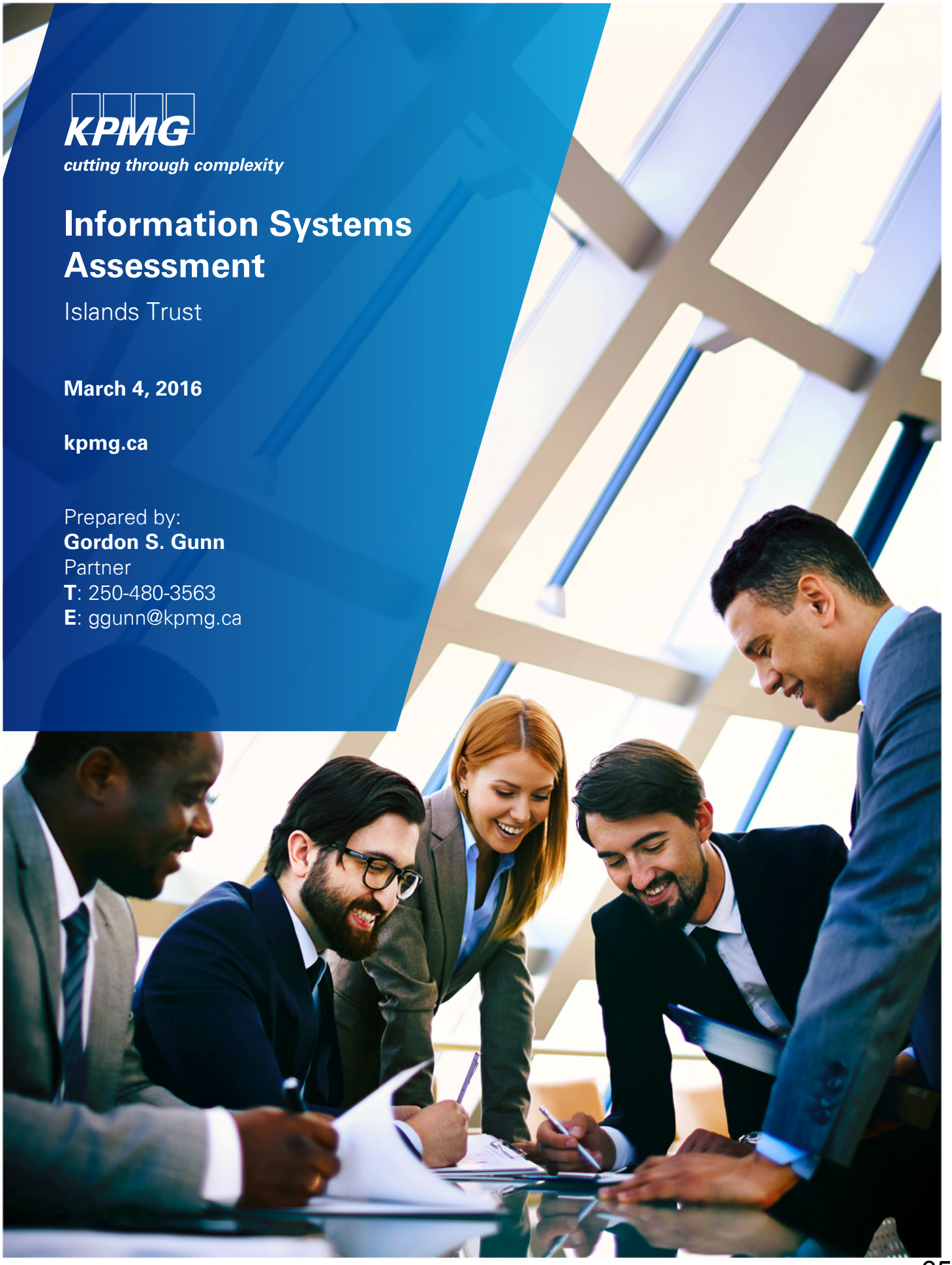




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Executive Summary

KPMG LLP was engaged by the Islands Trust to assess the effectiveness of its information systems ("IS") which encompasses all aspects of infrastructure support services for information technology ("IT"), office equipment and user support for employees, management and trustees in its existing Victoria, Gabriola Island and Salt Spring Island offices.

Our assessment was a high-level review, based upon information gathered through interviews, surveys and review of documentation. As a result, our report is not an exhaustive review of all aspects of information systems management but rather focuses on those areas having significant issues or implications for future IS/IT investments.

Key Finding and Conclusions

Islands Trust is a relatively small organization with a broad mandate. It provides a range of services to the Trust Area, consisting of 13 major islands and more than 450 smaller islands covering an area of approximately 5,200 square kilometers. To support the delivery of services to the population of approximately 25,000 people, Islands Trust must manage significant internal information systems, support the management of regular Trust Council and Local Trust Area meetings held regularly through the trust areas, and support communications and outreach to the population served. Information systems support the needs of approximately 50 staff and 26 Trustees. Of staff surveyed, 97% feel that information systems are "very important" or "critically important" for Islands Trust. Of Trustees surveyed, 90% feel that information systems are "very important" or "critically important" to the organization.

In general, staff and Trustees reported that Islands Trust has effective information systems that meet their business requirements. Through our discussions with Information Services staff and feedback from staff and Trustees, we concluded that systems are current, stable and available when required. Information Services staff follow industry best practices for upgrading systems as appropriate. Support services provided by the Information Services function are highly rated by both staff and Trustees.

As our review was critical in nature, we focused on aspects of information systems management that, from the information gathered, have not been fully effective in the past and where opportunities exist to improve future performance. We found that:

- Key concerns relate to change management, not to the operation of information systems;
- Islands Trust has not historically had a long-term approach to the planning for IT-enabled business projects (business projects with an IS/IT aspect), giving the perception that the organization is more reactive than proactive in the management of information systems;
- There is no long-term Information Systems Strategic Plan (ISSP) to guide the planning and implementation of new information systems and information technology, creating risks that investments in IS/IT are not aligned with the strategic objectives of the organization and that overlapping change initiatives may compete for scarce Information Services resources; and
- The *eScribe/iPad* project has been a challenged project since its initiation in 2012 and has significantly impacted the perspectives of staff and Trustees with respect to the effectiveness of information systems. The impact of this project has overshadowed successful IS/IT projects during the same time frame. Islands Trust has learned a number of key lessons from this project and these lessons have informed new approaches that management has adopted for project planning, solution procurement and project management.

From the review work performed, we have concluded that:

- The new organizational structure for Information Services supports the need for more structured management of the Information Services function and having the Information Services Manager report to the Director, Administrative Services is appropriate;
- The current complement of an Information Services Manager (1/2 position), IS Coordinator and CAS Technician, with support from three service contractors, is appropriate for the current needs of the organization. Future staffing requirements may be impacted by the level of change activity to be supported and by actions to further outsource infrastructure support;
- Information Services would benefit from the development of long-term Information Systems Strategic Plan (ISSP), with input from business units and Trustees, as a means of guiding long-term investment in IS/IT and communicating those plans to Trustees, management and staff;
- There are opportunities to strengthen and formalize the project management practices of the organization, to enhance the delivery of benefits from IT-enabled business projects;
- Islands Trust should recognize that there are risks and uncertainties in implementing new technologies and ensure that appropriate risk management practices are employed within its internally-developed IS/IT Project Management Framework (the "Framework"); and
- Procurement practices should ensure that business users and Information Services staff are involved in defining business and functional requirements for IS/IT projects and involved in the selection process.

Recommendations

To address our key findings and conclusions, we recommend that:

1. The Information Services Manager be responsible for the development and maintenance of a long-term ISSP, aligned with the Islands Trust Council Strategic Plan, that defines how the Information Services department and IS/IT initiatives will contribute to the achievement of the organization's strategic goals. The ISSP should cover investment/operational budget, funding sources, sourcing strategy, acquisition strategy, and legal and regulatory requirements. The ISSP should be sufficiently detailed to allow for the definition of tactical IS/IT plans.
2. Islands Trust consider how best to engage business units and Trustees in the development and approval of the ISSP. Consideration should be given to the establishment of an Information Systems Committee to guide the development of the ISSP, comprised of Information Services staff, staff from business units and Trustees.
3. A post-implementation review of the *eScribe* project be undertaken to identify lessons learned, assess whether the application as currently configured is meeting the organization's needs and whether there are any opportunities to enhance the application's effectiveness.
4. Islands Trust undertake a review of technology options for supporting on-line meetings in remote locations that could contribute to an improved experience for meeting administrators and participants.
5. The IS/IT Project Management Framework used by Islands Trust include the following additional measures:
    - The Framework should be formally documented by the Information Services Manager;
    - The Framework should provide for obtaining commitment and participation from affected stakeholders in the definition and execution of the project;
    - The Project Plan should be maintained throughout the life of the project and, any changes should be approved in line with the project governance framework;

- Project Risk Management should be incorporated into the Project Plan to provide for a systematic approach to identifying, analyzing, responding to, monitoring and controlling the areas or events that have the potential to impact the project outcomes;
- Project performance should be measured against the planned project scope, schedule, quality, cost, and risk criteria, identifying any deviations from the plan. Assess the impact of deviations on the project and report results to key stakeholders. Recommend, implement and monitor remedial action, when required; and,
- On project closure, require that the project stakeholders assess and report on whether the project delivered the planned results and benefits. The report should identify and communicate any outstanding activities required to achieve the full project benefits and identify and document lessons learned for use on future projects.

6. To ensure that future procurement decisions for IT-enabled business projects are optimized, we recommend that the IS/IT Project Management Framework define standard procurement practices to be followed, including the requirement to:
   - Identify, prioritize, specify and agree on business functional and technical requirements covering the full scope of the IT-enabled project;
   - Identify, document and analyze risks associated with the business requirements and solution;
   - Involve users in every stage of the procurement process;
   - Develop a feasibility study that examines the possibility of implementing the requirements. Business management, supported by the Information Services function, should assess the feasibility and alternative courses of action and make a recommendation to the business sponsor; and
   - Obtain Project Sponsor approval and sign off on business functional and technical requirements and feasibility study reports at predetermined key stages. The Project Sponsor should make the final decision with respect to the choice of solution and acquisition approach.
7. The use of customized software be addressed in the development of the ISSP and that consideration of any alternatives to these customized solutions be considered within the context of the ISSP.
8. The Information Services Manager consider the potential to outsource additional IS/IT services within the scope of the ISSP.
9. Islands Trust consider adopting the five-year planning cycle for server management as recommended by Blackman.



Scope and Objectives

Background

Since 1974, Islands Trust has been operating in accordance with the Islands Trust Act, with a mandate to preserve and protect the unique amenities and environment of islands in the Salish Sea.

Islands Trust achieves its mandate in several ways:

- At the local level, much of the work of the Islands Trust is carried out by local trust committees, a special-purpose form of local government, given authority for land use planning and regulation under the BC Local Government Act for the purpose of carrying out the Islands Trust's provincial object. Local trust committees develop and adopt Official Community Plans and land use bylaws for each local trust area to carry out the policies expressed in the Islands Trust Policy Statement.
- At the regional level, the Islands Trust Council has overall responsibility for carrying out the Islands Trust's provincial object. It is responsible for creating the Islands Trust Policy Statement that guides the content of Official Community Plans and land use regulations throughout the Islands Trust Area. Each term, it adopts a strategic plan to focus efforts in some priority areas related to the goals of the Policy Statement and adopts an annual budget to support planned activities.
- As the land conservation arm of the Islands Trust, the Islands Trust Fund also works at the regional level, helping island communities to protect special places throughout the Islands Trust Area. It accepts donations, grants and bequests of money, land and covenants in order to preserve and protect significant natural and cultural features in the Trust Area.

In August 2015, an internal Information Services review was completed by the Information Services Manager and submitted to the Financial Planning Committee of the Islands Trust Council. This review of Islands Trust's information systems is a follow-on step from the internal strategic review of Information Services.

KPMG LLP was engaged by Islands Trust to assess the effectiveness of their information systems which encompasses all aspects of infrastructure support services for information technology, office equipment and user support for employees, management and trustees in its existing Victoria, Gabriola Island and Salt Spring Island offices.

Scope and Objectives

The scope of the engagement included addressing the following questions:

1. Are the right purchasing choices being made?
2. Are investments serving the needs of Islands Trust?
3. Is Islands Trust being proactive or reactive in its information system initiatives?
4. Is Islands Trust staying current with its information system technology? Is there a plan in place to stay current? Is Islands Trust following best practices for systems upgrades?
5. Is the IT function staffed appropriately given the size of the organization?

To address these questions, we gathered sufficient information to assess:

- How technology choices are being made within Islands Trust;
- Whether best practices are followed in terms of hardware/software planning;

- Whether current information technology is serving Trustees and the public in the best way (i.e. access to website);
- Whether the information system needs of staff are being met;
- Whether the reporting structure of Information Systems within Islands Trust is appropriate; and
- Whether the Islands Trust makes appropriate use of staff and contractors to support the information system's infrastructure.

Out of Scope

The engagement did not involve assessing cyber security although the internal strategic review of the information services indicated that privacy is a significant concern.

Approach

The review approach included the following activities:

- Performed interviews with management, Information Services staff, finance department, external services support and Islands Trust council executives (see appendix 1). The series of interviews were either structured as focus groups (as in the case of the Information Services function) or one-on-one interviews;
- Requested relevant documents relating to procurement of new technology and IT planning;
- Carried out surveys for both staff and trustees, and analyzed responses to further substantiate finding documented in the interviews; and
- Performed a gap analysis of the organization highlighting key IS issues and areas for potential improvement (See Appendix 2).



Findings, Conclusions and Recommendations

Information Systems Context

The information systems/information technology needs of Islands Trust are impacted by the organization's mandate. Islands Trust provides its services within the Trust Area, consisting of 13 major islands and more than 450 smaller islands covering an area of approximately 5,200 square kilometers. To support the delivery of services to a population of approximately 25,000 people, Islands Trust must manage significant internal information systems, support the management of Trust Council and Trust Area meetings held regularly through the Trust Area and Vancouver Island, and support communications and outreach to the population served.

In undertaking this review, our focus was on assessing the overall effectiveness of information systems in meeting the needs of staff, management, trustees and public stakeholders. As we conducted our interviews, it was soon apparent that the perspectives of those interviewed were significantly influenced by a single project, the *eScribe*[1] implementation. This project, while addressing many of the organization's requirements has been impacted by unexpected technical problems and shortcoming on the *iPad* platform. We will discuss aspects of this project throughout our report.

As our assessment was intended to be a broad review of information systems effectiveness, we considered the *eScribe* project from a systemic perspective to avoid being overly influenced by the impacts of this single project. In considering the lessons learned from the *eScribe* project, we also recognize that management has made changes to the organizational structure of the Information Technology function within Islands Trust and taken steps to strength the planning, procurement and project management processes for information system/information technology initiatives. Management believes these measures will effectively address the lessons learned from the *eScribe* project.

As Islands Trust manages over 250 meetings annually in locations throughout the Islands Trust Area and on Vancouver Island, the ability to effectively manage these meetings is a critical need. To address the issues associated with the *eScribe* project, we recommend that:

- A post-implementation review of the *eScribe* project be undertaken to identify lessons learned, assess whether the application as currently configured is meeting the organization's needs and whether there are any opportunities to enhance the application's effectiveness; and
- Islands Trust undertake a review of technology options for supporting on-line meetings in remote locations that could contribute to an improved experience for meeting administrators and participants.

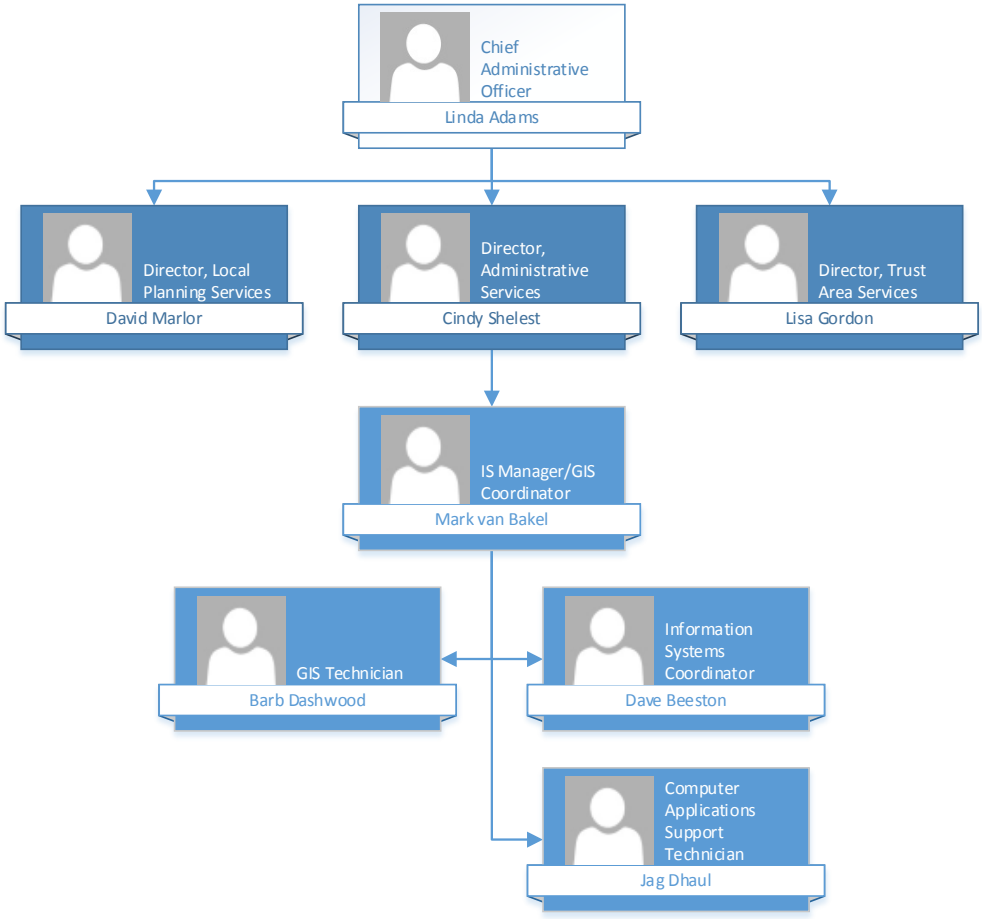
Information Services Function - Organizational Structure

The mission of the Information Services function is to deliver "the best possible information technology services and solutions in support of the Islands Trust communities, Islands Trust bodies and staff. With respect to Geographical Information Systems (GIS), the mission of the function is "To provide responsive, high-quality municipal GIS support and services to all Islands Trust communities, Islands Trust bodies and staff."

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[1] *eScribe* (eScribemeetings.com) is an integrated paperless meeting automation solution. *eScribe* meeting management software eliminates manual, paper-based processes by automating the lifecycle of meetings and providing all the necessary procedural support.

The Information Services function within Islands Trust is structured as per the following chart. The organization structure is the result of a recent re-organization that combined the Information Services team (2 staff) with the Geographical Information Systems ("GIS") team (2 staff). By consolidating the Information Services and GIS teams, Islands Trust has been able to better align skills and responsibilities, provide increased management and increase the support for IS projects and users.



The positioning of Information Services within the Administrative Services department is typical of many organizations, where corporate services such as finance, human resources and information technology are coordinated to support front-line service departments.

During our review, we heard suggestions that Information Services management should be strengthened and report to an executive level position with a strong IT background. With the establishment of the Information Services Manager position, we believe this organizational change will address the need for more structured management of the Information Services function and that having the Information Services Manager report to the Director, Administrative Services continues to be appropriate.

Information Services – Staff and Contract Resources

As indicated in the previous section, the Information Services function consists of four full-time staff, reporting through the Information Services Manager to the Director, Administrative Services. Of the four staff, approximately 1 ½ staff are committed to providing GIS services and 2 ½ staff are committed to IS services.

The Information Services staff provide primary (Tier 1) support to Islands Trust staff and Trustees. In addition, information system support services are partially outsourced to three external contractors: Blackman Support Services Ltd. (*Blackman*), *Think Communications (Think)* and *Caorda Web Solutions (Caorda)*, who provide specialized secondary (Tier 2) support.

Blackman provides expertise to support network equipment, storage-area networks, servers and desktop computers. *Think* provides support for the configuration and management of Islands Trust's Virtual Server environment. *Caorda* supports the organization's website environment.

By drawing upon outside resources for competencies and expertise, the Information Services function feels it significantly enhances the support model at a very efficient cost (estimated to be approximately $45,000 annually). When using contractor services, the organization is getting access to multiple skilled resources that can provide required coverage throughout the year. Using in-house resources can be more restrictive and provide little back-up support when a staff resource is unavailable.

Based upon the input gathered during our review, we concluded that:

- The current combination of in-house staff and external contractors is appropriate for supporting the IS needs of the organization;
- The Information Services Manager is perceived to have the skills and competencies to provide a more structured management approach to IS/IT;
- The Information Systems Coordinator does an effective job in supporting the IT infrastructure and responding to support requests. The continuing need for this position will be dependent upon the level and range of support services delivered in-house; and
- The Computer Application Support Technician ("CAST") is a key role in supporting the user community make effective use of IS/IT resources and for supporting change initiatives. The ongoing need for the CAST role is dependent upon the number and scope of future change initiatives. There may be an opportunity to increase business analyst support for business departments before, during and after change initiatives.

Organizations of the size and complexity of Islands Trust use a variety of sourcing approaches to meet the support requirements of their IS/IT infrastructure. This can make it difficult in assessing the appropriateness of the size of the in-house Information Services team. A standard rule-of-thumb suggests that an organization requires about 1 IS employee for every 50 front-end users, though this can vary widely depending on the complexity of the organization's information systems. Smaller organizations tend to have a lower ratio of IS staff to users (e.g. 1:30), while larger organizations tend to have a higher ratio (e.g. 1:300). The number of IS staff can also be impacted by the number of physical locations that must be supported. As Islands Trust serves a large geographic area, with three office locations, this increases the service requirements on the Information Services function.

Islands Trust has approximately 50 IT-enabled staff, which would suggest a need for at least one IS staff. However, if we consider the needs of 26 Trustees as part of the user community, then an estimate of 1 ½ IS staff would result.

Ultimately, if the Information Services function is to more effectively meet the needs of the user community in the future, then the current complement of an Information Services Manager (1/2 position), IS Coordinator and CAST is appropriate. Future staffing requirements may be impacted by opportunities to further outsource infrastructure support.

Effectiveness of Information Systems – Staff and Management Perspective

In interviewing the senior management team and selected staff, we found that:

- The challenges encountered on the *eScribe* project have overshadowed the successes on other IS/IT projects completed in the past two years, including: implementation of the VOIP telephone system; the Time, Leave and Attendance Management (TLAM) project; upgrades to the Trust Area Property Information System (TAPIS); and replacement of Cold Fusion applications;

- The Website upgrade project took two years to complete compared to a six-month project schedule. There were insufficient resources committed to the project which contributed to an implementation that was over schedule and over budget;
- Staff feel they have access to the hardware and software necessary to support their job functions. Software versions are current and hardware is refreshed on a reasonable schedule; and
- Staff expressed concerns about the effectiveness of server file structures in each office that are not consistently structured, are not aligned with hard-copy filing systems and, as a result, make it difficult to location digital documents when required.

In addition to our interviews, 34 Islands Trust staff also responded to a short survey on the effectiveness of information systems within Islands Trust. Key findings from the survey included:

- 97% of staff surveyed feel that information systems are "very important" or "critically important" for Islands Trust;
- 41% of staff surveyed feel that Islands Trust is "ineffective" or "slightly effective" in making procurement decisions and in implementing new information systems and technology;
- While the majority of staff feel that Islands Trust is effective in implementing new technology, 30% of staff surveyed feel that Islands Trust is "slightly effective" or "ineffective";
- The majority of staff feel that the organization is in supporting staff in managing the changes associated with new technology and meeting their training needs. However, about 1/3rd of respondents expressed some concerns with change management support;
- Staff surveyed were very satisfied with the availability of information systems supported by the Information Services function;
- Staff surveyed were also highly satisfied with the Information Services' user support function; and
- Overall, 77% of staff surveyed were "satisfied", "very satisfied" or "totally satisfied" with the information systems at Islands Trust.

Comments from staff included:

- "I think that it's the front-end transparency of the decisions to implement a new system that may generate a lot of issues. Users are very rarely asked for their input at the front-end and design stages."
- "Need more end-user engagement during procurement evaluation (staff and Trustees)."
- "Please take a strategic and holistic approach to information systems by first defining business process and requirements and understanding how business processes/systems should be integrated".

Effectiveness of Information Systems – Trustees and Public Perspectives

In interviewing the selected Trustees, we identified the following comments and issues:

- Trustees have little direct access to Islands Trust information systems, except those systems that support the management of Trust Council meetings, the Islands Trust website (http://www.islandstrust.bc.ca/) and the *MapIT* application which provides the public with access to land use data via a geographical interface.
- Trustees feel that they and the public are well served by the Islands Trust website and the *MapIT* application.
- Some Trustees expressed significant frustration with the *eScribe*/*iPad* solution for the management of Trust Council meetings. Implementation issues have disrupted the effective operation of Trust Council meetings and continued challenges are being experienced in working with *eScribe* documents in the *iPad* tablet environment.

- Some Trustees indicated that they prefer working with *iPads* compared to the prior laptop solution and that this may reflect a personal preference amongst Trustees;
- Trustees may be asked to approve funding for IS/IT projects, but are not typically involved in the planning for strategic information system initiatives and rely on the expertise of management;
- Trustees may focus more on the cost implications of information system projects that the associated benefits that may flow from the projects;
- "The inability to access the *MapIT* application (provides the public with online access to GIS data) on an *iPad* should have been a consideration in whether to adopt the *eScribe/iPad* solution";
- "Core functionality appears to work well"; and
- "We need to look at a more strategic approach."

In addition to our interviews, 11 Trustees also responded to a short survey on the effectiveness of information systems within Islands Trust. Key findings from the survey included:

- 90% of trustees surveyed feel that information systems are "very important" or "critically important" for Islands Trust;
- Trustees surveyed do not have a clear perspective on the effectiveness of funds spent on information systems;
- Trustees have concerns about the effectiveness of information systems implementation at Islands Trust;
- The majority of trustees are satisfied with the support they receive when new technologies are introduced, though some felt that training support might be more effective;
- Trustees surveyed felt that Information Services was very effective in providing help desk support when problems are reported; and
- Overall, 5 of 11 trustees surveyed reported being "somewhat satisfied" with information systems at Islands Trust, while 6 of 11 reported being "satisfied" or "very satisfied".

Comments from trustees included:

- "My main concern is with the decision-making process and the vision we have with regards to access and delivery of information within and from our organization."
- "We need to manage and plan for change better."
- "I find it ineffective when staff and Trustees use different technology."
- "There are examples of trying to implement new software without evaluation of the needs, and without input from staff."
- "Strategic initiatives are not as well-handled by the organization."
- "I am very satisfied with the people and the dedication they have to helping the organization function. I am less satisfied with some of the software choices that been complicated to implement and proven more problematic than helpful."

Information Technology – Planning

In conducting our review, we drew upon *Control Objectives for Information and related Technology* (COBIT®)[2] as a best practices guide for the management of information technology. *COBIT* is a governance model for information technology that provides good practices across a domain and process framework and presents

[2] *Control Objectives for Information and related Technology* (COBIT®), IT Governance Institute, 2007.

activities in a manageable and logical structure. *COBIT's* good practices represent the consensus of experts and, if employed, help optimise IT-enabled investments and ensure effective service delivery.

For many enterprises, information and the technology that supports it represent their most valuable, but often least understood, assets. Successful enterprises recognise the benefits of information technology and use it to drive their stakeholders' value. These enterprises also understand and manage the associated risks, such as increasing regulatory compliance and critical dependence of many business processes on information technology (IT).

The need for assurance about the value of IT, the management of IT-related risks and increased requirements for control over information are now understood as key elements of enterprise governance. Value, risk and control constitute the core of IT governance.

IT governance is the responsibility of executives and the board of directors, and consists of the leadership, organisational structures and processes that ensure that the enterprise's IT sustains and extends the organisation's strategies and objectives.

COBIT begins with the **Plan and Organize** domain. This domain covers strategy and tactics, and concerns the identification of the way IT can best contribute to the achievement of the business objectives. This domain typically addresses the following management questions:

- Are IT and the business strategy aligned?
- Is the enterprise achieving optimum use of its resources?
- Does everyone in the organization understand the IT objectives?
- Are IT risks understood and being managed?
- Is the quality of IT systems appropriate for business needs?

During our review, we identified the following:

- The Islands Trust Council develops and maintains a five-year strategic plan. The 2014 – 2018 Strategic Plan identifies 10 strategic objectives, reflecting input from the public and from Islands Trust bodies (local trust committees, the Trust Fund Board, Bowen Island Municipality and Council committees). It groups objectives and strategies according to broad goals derived from the Islands Trust's Object and Policy Statement. It also indicates the actions that will be taken to implement the strategies and identifies responsibilities for the actions to be taken;
- In reviewing the current and prior Strategic Plans, we found no mention of specific IS/IT initiatives in support of the organization's strategies; and
- We found no Management Plan or Information Systems Strategic Plan (ISSP) in place to guide the long-term direction of information systems.

Our review identified a number of concerns from trustees and staff with respect to IS/IT planning, including that:

- Islands Trust is not strategic enough with respect to the use of IS/IT;
- IS/IT projects are more reactive than proactive;
- Information Services staff are not always involved in the initial planning and assessment phases of some IT-enabled change initiatives;
- There is more focus on cost management of IS/IT initiatives that on value and risk management; and
- Trustees and managers have limited insight into planned IS/IT initiatives.

Within the **Plan and Organize** domain, COBIT recommends that organizations create a strategic plan that defines, in co-operation with relevant stakeholders, how IT goals will contribute to the enterprise's strategic objectives and related costs and risks. The strategic plan should include how IT will support IT-enabled

investment programmes, IT services and IT assets. IT should define how the objectives will be met, the measurements to be used and the procedures to obtain formal signoff from the stakeholders.

We recommend that the Information Services Manager be responsible for the development and maintenance of a long-term ISSP, aligned with the Islands Trust Council Strategic Plan that defines how the Information Services function and IS/IT initiatives will contribute to the achievement of the organization's strategic goals. The ISSP should cover investment/operational budget, funding sources, sourcing strategy, acquisition strategy, and legal and regulatory requirements. The strategic plan should be sufficiently detailed to allow for the definition of tactical IT plans.

The development of an ISSP is both a governance process and a means of communicating the direction the organization is taking. As such, it is important that the development of the ISSP have input from the Information Services function, business departments and Trustees before being adopted. There are a number of ways that IS organizations obtain input from stakeholders, including: consultative processes such as interviews, focus groups and surveys; review of the organization's strategic and management plans; and/or, joint development through an Information Systems Committee (comprised of Information Services staff, staff from business units and Trustees).

We recommend that Islands Trust consider how best to engage business units and Trustees in the development and approval of the ISSP. Consideration should be given to the establishment of an Information Systems Committee to guide the development of the ISSP, comprised of Information Services staff, staff from business units and Trustees.

Information Technology – Project and Change Management

Within the **Plan and Organize** domain of *COBIT*, the **Manage Project** control objective sets the standard for an organization's approach to managing the change associated with IT-enabled business initiatives.

Our review identified a number of concerns from Trustees and staff with respect to IS/IT project management, including that:

- Project sponsors may not have the capacity to fulfil their management roles;
- The need for a dedicated Project Manager may not be considered;
- The required resources to support the project may be understated or under-funded by Trustees;
- Compatibility with the organization's technical architecture may not be fully considered; and
- Technical and project risks may not be effectively considered and risk management plans may be inadequate.

Management has acknowledged that some IS/IT initiatives have suffered from some of the concerns identified above but the organization has learned from these experiences and has now adopted the IS/IT Project Management Framework (the "Framework"), a more formal set of project management practices over IS/IT initiatives, including:

- Assignment of a Project Sponsor from the business unit most affected by the IS/IT initiative;
- Assignment of a Project Manager for key IS/IT initiatives;
- Completion of a business case to support the investment in the IS/IT initiative; and
- Preparation of a Project Plan.

We support the measures taken by management to enhance the internally-developed IS/IT Project Management Framework and recommend that the following additional measures as outlined in COBIT be considered:

- **The Framework be formally documented by the Information Services Manager;**

- **The Framework provide for obtaining commitment and participation from affected stakeholders in the definition and execution of the project;**
- **The Project Plan should be maintained throughout the life of the project and, any changes should be approved in line with the project governance framework;**
- **Project Risk Management be incorporated into the Project Plan to provide for a systematic approach to identifying, analyzing, responding to, monitoring and controlling the areas or events that have the potential to impact the project outcomes;**
- **Project performance be measured against the planned project scope, schedule, quality, cost, and risk criteria, identifying any deviations from the plan. Assess the impact of deviations on the project and report results to key stakeholders. Recommend, implement and monitor remedial action, when required; and,**
- **On project closure, require that the project stakeholders assess and report on whether the project delivered the planned results and benefits. The report should identify and communicate any outstanding activities required to achieve the full project benefits and identify and document lessons learned for use on future projects.**

Information Technology – Procurement

The second domain within *COBIT* is the **Acquire and Implement** domain, which includes the processes involved in defining business requirements, selecting IT hardware and software solutions and procuring IT resources.

Our review identified a number of concerns with respect to how Islands Trust goes about selecting IS/IT hardware and software solutions, including that:

- Business and functional requirements are not always clearly defined at the commencement of the procurement process;
- Information Services staff are not always involved in the planning and procurement stages of IT-enabled business projects;
- Compatibility of solutions with the organization's IT architecture is not always considered. For example, the *eScribe* software product was selected, in part, due to its compatibility with *SharePoint,* a browser-based collaboration and document management platform from Microsoft. Ultimately, Islands Trust choose not to implement *SharePoint* due to cost considerations. Use of Apple *iPads* for Trustees is inconsistent with the organization's Windows architecture and the inability to support access to MapIT on *iPads* may not have been considered in the selection process;
- Islands Trust may be overly reliant on customized software solutions that increase risks associated with the ongoing ability to maintain custom software; and
- Islands Trust may not have optimized opportunities to outsource IT services where available.

Management is generally confident that its' IS/IT procurement processes are appropriate to the requirements of the organization and reflect the lessons learned from prior projects.

The Information Services Manager is confident that the use of customized software and the decision to maintain the current scope of in-house operations are cost-effective solutions that effectively address the business requirements of the organization.

To ensure that future procurement decisions for IT-enabled business projects are optimized, we recommend that the IS/IT Project Management Framework define standard procurement practices to be followed, including the requirement to:

- **Identify, prioritize, specify and agree on business functional and technical requirements covering the full scope of the IT-enabled project;**

- **Identify, document and analyze risks associated with the business requirements and solution;**
- **Involve users in every stage of the procurement process;**
- **Develop a feasibility study that examines the possibility of implementing the requirements. Business management, supported by the Information Services function, should assess the feasibility and alternative courses of action and make a recommendation to the business sponsor; and,**
- **Obtain Project Sponsor approval and sign off on business functional and technical requirements and feasibility study reports at predetermined key stages. The Project Sponsor should make the final decision with respect to the choice of solution and acquisition approach.**

Our project scope did not provide for us to do a detailed assessment of the use of customized software to support the business requirements of the organization. We understand that Islands Trust has identified the availability of packaged software that could replace current customized software solutions. However, the Information Services Manager's assessment is that replacement of customized software with packaged solutions would not be cost-effective for the organization.

We recommend that the use of customized software be addressed in the development of the ISSP and that consideration of any alternatives to these customized solutions be considered within the context of the ISSP.

In July 2015, the Information Services Manager prepared an internal assessment of information systems within Islands Trust, including an evaluation of the organization's sourcing strategies. Specifically, the internal assessment evaluated the current sourcing strategy (using a combination of in-house and contractor resources) against the option of outsourcing services to Shared Services BC ("SSBC"). As Islands Trust is considered part of the BC Public Sector, it has access to the same technology solutions and services available to the BC provincial government. The internal analysis concluded that the current sourcing model is more cost effective and provides higher service quality than the services offered by SSBC.

The internal assessment prepared by the Information Services Manager suggests there is little advantage to be gained from the outsourcing of IS/IT services to SSBC. While this conclusion appears reasonable based upon the analysis provided, it does not close the book on this conversation. In general, we find that organizations are increasingly outsourcing their IS/IT requirements to achieve efficiencies and acquire access to skills and competencies not available in-house. This is a long-term trend and suggests that Islands Trust should continue to evaluate opportunities to outsource aspects of its IT environment. To some extent, Islands Trust has already outsourced support services to take advantage of these benefits.

In the future, assessment of new opportunities to outsource IT infrastructure services would be facilitated by:

- Maintaining an inventory of in-house and contracted IT services;
- Maintaining a detailed cost-analysis of IS/IT services to support a comparison of alternative support arrangements;
- Identifying service providers, including SSBC, that are able to provide the services needed by Islands Trust;
- Identifying specific IS/IT services that offer the greatest opportunity for outsourcing; and
- Obtaining price and service quotes from selected service providers that provide a more objective basis for comparing service options.

We recommend that the Information Services Manager consider the potential to outsource additional IS/IT services within the ISSP.

The internal assessment prepared by the Information Services Manager identified that Islands Trust follows an infrastructure lifecycle for the IT infrastructure based on a five-year renewal period (four years for laptop

computers). Maintaining a technology replacement program on a lifecycle basis is a best practice approach for ensuring the effective integration of hardware and software.

During our review, we were informed that Blackman uses a five-year planning cycle for server management which coincides with the server warranty cycle. Blackman has recommended that Islands Trust move to this five-year planning cycle but this recommendation has not be adopted.

We recommend that Islands Trust consider adopting the five-year planning cycle for server management as recommended by Blackman.



Appendix 1

Interview List and Schedule

Order	Interviewee	Title/Position	Interview Type	Place	Date and Time
1	Lisa Gordon	Director, Trust Area Services	One-on-one	Islands Trust Office	Friday Nov 13, 11:30am-12:30pm
2	David Marlor	Director, Local Planning Services	One-on-one	Islands Trust Office	Friday Nov 13, 12:30pm-1:30pm
3	Linda Adams	Chief Administrative Officer	One-on-one	Islands Trust Office	Friday Nov 13, 1:30pm-2:30pm
4	Cindy Shelest	Director, Administrative Services	One-on-one	Islands Trust Office	Tuesday Nov 17, 1:30pm-2:30pm
5	IT Services Focus Group	Administrative Services	Focus group	Islands Trust Office	Tuesday Nov 17, 2:30pm-4pm
6	Finance Focus Group	Administrative Services	Focus group	Islands Trust Office	Tuesday Nov 17, 4:15pm-5pm
7	Evan Fredrickson	Blackman Support Services Ltd.	One-on-one	KPMG Office	Wednesday Nov 25, 2:00pm-3:00pm
8	Stefan Cermak	A/Regional Planning Manager (Salt Spring)	One-on-one	Phone	Monday Nov 30, 11:00am – 12:00pm
9	George Grams	Trustee and Vice Chair, Executive Committee	One-on-one	Phone	Tuesday Dec 1, 8:30am - 9:00am
10	Ann Kjerulf	Regional Planning Manager (Northern)	One-on-one	Phone	Tuesday Dec 1, 9:15am – 9:45am
11	Peter Luckham	Trustee and Chair, Islands Trust Council	One-on-one	Phone	Tuesday Dec 1, 11:00am - 11:30am

Order	Interviewee	Title/Position	Interview Type	Place	Date and Time
12	Laura Busheikin	Trustee and Vice Chair, Executive Committee	One-on-one	Phone	Wednesday Dec 2, 2:30pm -3:00pm
13	Susan Morrison	Trustee and Vice Chair, Executive Committee	One-on-one	Phone	TBD

IT Services –Focus Group

Mark Van Bakel – Geographical Information Systems Coordinator

Dave Beeston – Information Systems Coordinator

Jag Dhaul – Computer Application Support Technician

Finance –Focus Group

Cindy Shelest – Director, Administrative Services (Treasurer)

Nancy Roggers – Finance Officer



Appendix 2 - Gap Analysis

In conducting our review, we drew upon *Control Objectives for Information and related Technology* (COBIT®)[3] as a best practices guide for the management of information technology. *COBIT* is a governance model for information technology that provides good practices across a domain and process framework and presents activities in a manageable and logical structure. *COBIT's* good practices represent the consensus of experts and, if employed, help optimise IT-enabled investments and ensure effective service delivery.

Based upon the scope and objectives for the assessment, we drew from *COBIT (Version 4)* relevant control objectives and performed a gap analysis against the practices in place at Islands Trust. The gap analysis is summarized in the following table:

Control Objective #	Control Objective	Observations	Gap
Plan and Organize 1.2 Control Objective	**Business – IT Alignment** - Establish processes of bi-directional education and reciprocal involvement in strategic planning to achieve business and IT alignment and integration. Mediate between business and IT imperatives so priorities can be mutually agreed.	We did not identify an IS strategic planning process within Islands Trust that would allow for reciprocal involvement in strategic planning.	There is no IT strategic planning process in place.
Plan and Organize 1.4 Control Objective	**Strategic Plan** - Create a strategic plan that defines, in co-operation with relevant stakeholders, how IT goals will contribute to the enterprise's strategic objectives and related costs and risks. It should include how IT will support IT-enabled investment programmes, IT services and IT assets. IT should define how the objectives will be met, the measurements to be used and the procedures to obtain formal signoff from the stakeholders. The IT strategic plan should cover investment/operational budget, funding sources, sourcing strategy, acquisition strategy, and legal and regulatory requirements. The strategic plan should be sufficiently detailed to allow for the definition of tactical IT plans.	We noted that the Trust Council maintains a long-term strategic plan that would provide a basis for aligning IS plans. However, the Information Services function does not maintain an IS strategic plan that guides the long-term investment in IS and IT.	There is no IS Strategic Plan in place.
Plan and Organize	**IT Strategy Committee** - Establish an IT strategy committee at the board level. This committee should ensure that IT governance, as part of enterprise	The Trust Council has limited involvement in IS decision making, other than to review and	The Trust Council has limited involvement in the

[3] *Control Objectives for Information and related Technology* (COBIT®), IT Governance Institute, 2007.

Control Objective #	Control Objective	Observations	Gap
4.2 Control Objective	governance, is adequately addressed; advise on strategic direction; and review major investments on behalf of the full board.	approve funding of individual IS projects.	governance of IS investments.
Plan and Organize 4.4 Control Objective	**Organizational Placement of the IT Function** - Place the IT function in the overall organizational structure with a business model contingent on the importance of IT within the enterprise, specifically its criticality to business strategy and the level of operational dependence on IT. The reporting line of the chief information officer (CIO) should be commensurate with the importance of IT within the enterprise.	As a small organization, Islands Trust does not have a Chief Information Officer. The Information Services Manager reports through the Director, Administrative Services, a member of the senior management team. While some staff indicated an interest in having a CIO role providing oversight of the Information Services function, this is likely beyond the needs and resources of the organization.	Given the size of the organization, the structure of the Information Services function is appropriately placed within the Administrative Services function.
Plan and Organize 4.6 Control Objective	**Establishment of Roles and Responsibilities** - Establish and communicate roles and responsibilities for IT personnel and end users that delineate between IT personnel and end-user authority, responsibilities and accountability for meeting the organization's needs.	There appears to be an appropriate understanding of the respective roles of Information Services staff and end users.	No gap identified.
Plan and Organize 4.10 Control Objective	**Supervision** - Implement adequate supervisory practices in the IT function to ensure that roles and responsibilities are properly exercised, to assess whether all personnel have sufficient authority and resources to execute their roles and responsibilities, and to generally review key performance indicators.	The newly established role of Information Services Manager will address the supervisory requirements of the Information Services function. Oversight of the Information Services function is provided by the Director, Administrative Services.	No gap identified.
Plan and Organize 4.12	**IT Staffing** - Evaluate staffing requirements on a regular basis or upon major changes to the business, operational or IT environments to ensure that the IT function has	With the recent reorganization of the Information Services and GIS functions, we have concluded that the	No gap identified.

Control Objective #	Control Objective	Observations	Gap
Control Objective	sufficient resources to adequately and appropriately support the business goals and objectives.	Information Services function has sufficient staff resources to fulfil its responsibilities.	
Plan and Organize 10.1 Control Objective	**Programme Management Framework** - Maintain the programme of projects, related to the portfolio of IT-enabled investment programmes, by identifying, defining, evaluating, prioritising, selecting, initiating, managing and controlling projects. Ensure that the projects support the programme's objectives. Co-ordinate the activities and interdependencies of multiple projects, manage the contribution of all the projects within the programme to expected outcomes, and resolve resource requirements and conflicts.	The Information Services function is responsible for a small portfolio of IS projects at any one time. We did not identify a Programme Management Framework in place, though this requirement may not be necessary for Islands Trust.	No significant gap identified.
Plan and Organize 10.2 Control Objective	**Project Management Framework** - Establish and maintain a project management framework that defines the scope and boundaries of managing projects, as well as the method to be adopted and applied to each project undertaken. The framework and supporting method should be integrated with the programme management processes.	While we did not identify a formal Project Management Framework in place, we did observe that many of the standard practices employed by Islands Trust in managing there IS/IT projects are in place. The Information Services function has taken lessons learned and updated their project management approach.	The Project Management approaches followed address the control objective but could be formalized in a framework document.
Plan and Organize 10.3 Control Objective	**Project Management Approach** - Establish a project management approach commensurate with the size, complexity and regulatory requirements of each project. The project governance structure can include the roles, responsibilities and accountabilities of the programme sponsor, project sponsors, steering committee, project office and project manager, and the mechanisms through which they can meet those responsibilities (such as reporting and stage reviews). Make sure all IT projects have sponsors with	It is standard practice in Islands Trust to assign a Project Sponsor for all significant IS/IT projects. In some past projects, the Project Sponsor may not have had sufficient capacity to fulfil the role and this should be considered in future projects.	No significant gap identified.

Control Objective #	Control Objective	Observations	Gap
	sufficient authority to own the execution of the project within the overall strategic programme.		
Plan and Organize 10.7 Control Objective	**Integrated Project Plan** - Establish a formal, approved integrated project plan (covering business and information systems resources) to guide project execution and control throughout the life of the project. The activities and interdependencies of multiple projects within a programme should be understood and documented. The project plan should be maintained throughout the life of the project. The project plan, and changes to it, should be approved in line with the programme and project governance framework.	It is standard practice for Islands Trust to prepare project plans to guide key IS/IT projects.	No gap identified.
Plan and Organize 10.8 Control Objective	**Project Resources** - Define the responsibilities, relationships, authorities and performance criteria of project team members, and specify the basis for acquiring and assigning competent staff members and/or contractors to the project. The procurement of products and services required for each project should be planned and managed to achieve project objectives using the organization's procurement practices.	We identified that some past IS/IT projects have been impacted by insufficient access to resources to ensure project success. Some projects have proceeded with insufficient funding which has impacted the project's delivery of benefits.	Without a full understanding of the strategic benefits delivered by IS/IT projects, funding constraints can result which impacts the project's ability to deliver the benefits sought.
Acquire and Implement 1.1 Control Objective	**Definition and Maintenance of Business Functional and Technical Requirements** - Identify, prioritize, specify and agree on business functional and technical requirements covering the full scope of all initiatives required to achieve the expected outcomes of the IT-enabled investment programme.	We observed that some IS/IT projects are initiated without the active involvement of Information Services staff. In these situations, it is possible that key technical requirements or constraints may be missed, negatively impacting the project outcomes.	Information Services staff should be actively engaged in all IT-enabled business projects, from the commencement to the end of the project.
Acquire and Implement	**Detailed Design** - Prepare detailed design and technical software application requirements. Define the criteria for acceptance of the	We observed that requirements definition is a standard practice within the project management	Current practices appear consistent with the control objective.

Control Objective #	Control Objective	Observations	Gap
2.2 Control Objective	requirements. Have the requirements approved to ensure that they correspond to the high-level design. Perform reassessment when significant technical or logical discrepancies occur during development or maintenance.	approach. However, we also heard concerns that some past projects may have proceeded even when key requirements are not fully met.	
Acquire and Implement 5.1 Control Objective	**Procurement Control** - Develop and follow a set of procedures and standards that is consistent with the business organization's overall procurement process and acquisition strategy to acquire IT-related infrastructure, facilities, hardware, software and services needed by the business.	Islands Trust has a Procurement Policy that guides all procurement activities, even those for IS/IT projects. We observed that the practices followed are consistent with the control objective.	No gap identified.
Acquire and Implement 5.3 Control Objective	**Supplier Selection** - Select suppliers according to a fair and formal practice to ensure a viable best fit based on specified requirements. Requirements should be optimized with input from potential suppliers.	Islands Trust has a Procurement Policy that guides all procurement activities, even those for IS/IT projects. We observed that the practices followed are consistent with the control objective.	No gaps identified.
Acquire and Implement 7.1 Control Objective	**Training** - Train the staff members of the affected user departments and the operations group of the IT function in accordance with the defined training and implementation plan and associated materials, as part of every information systems development, implementation or modification project.	Our survey of staff and Trustees identified that users are generally satisfied by the training support provided when new IS/IT is introduced to the organization.	No gaps identified.



Appendix 3

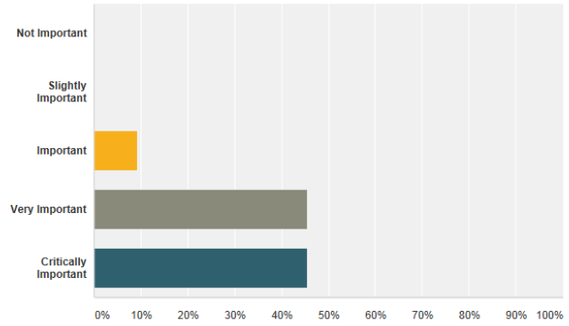
Trustee Survey Results

The following Trustee survey was conducted between December 8, 2015 and December 18, 2015 and was responded to by 11 of 26 Islands Trust trustees.

Q1

In your opinion, how important are information systems/technology in supporting your function as trustee at Islands Trust?

Answered: 11 Skipped: 0

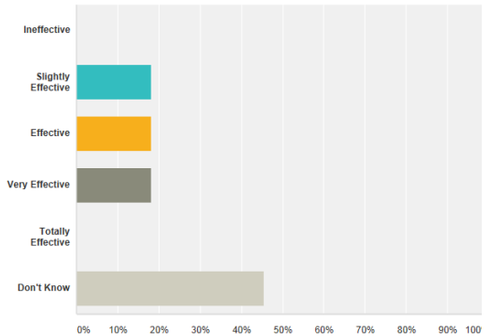


Answer Choices	Responses	
Not Important	0.00%	0
Slightly Important	0.00%	0
Important	9.09%	1
Very Important	45.45%	5
Critically Important	45.45%	5
Total		11

Q2

In your opinion, how effectively are funds spent on information technology at Islands Trust in supporting the organization's key operational and strategic goals?

Answered: 11 Skipped: 0

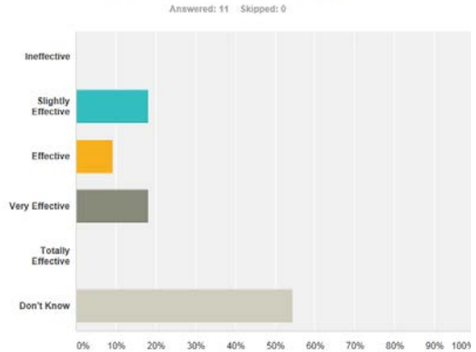


Answer Choices	Responses	
Ineffective	0.00%	0
Slightly Effective	18.18%	2
Effective	18.18%	2
Very Effective	18.18%	2
Totally Effective	0.00%	0
Don't Know	45.45%	5
Total		11

Q3

In your opinion, how effective is Islands Trust in making decisions regarding procurement and implementation of new information system/technology?

Answered: 11 Skipped: 0

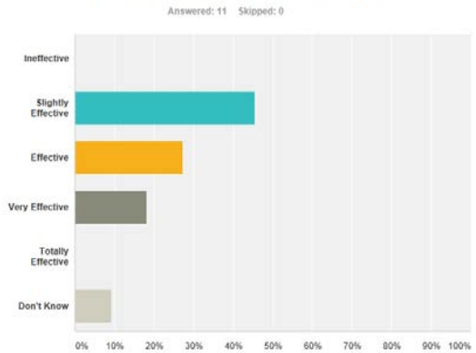


Answer Choices	Responses	
Ineffective	0.00%	0
Slightly Effective	18.18%	2
Effective	9.09%	1
Very Effective	18.18%	2
Totally Effective	0.00%	0
Don't Know	54.55%	6
Total		11

Q4

In your opinion, how effective is Islands Trust in implementing new technology?

Answered: 11 Skipped: 0

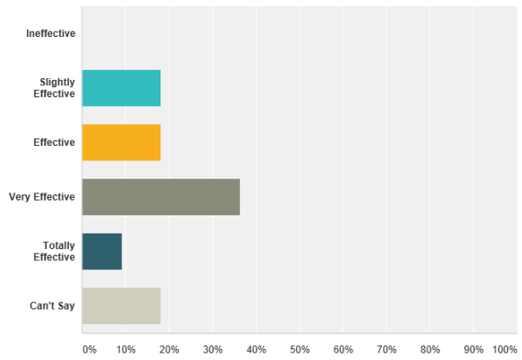


Answer Choices	Responses	
Ineffective	0.00%	0
Slightly Effective	45.45%	5
Effective	27.27%	3
Very Effective	18.18%	2
Totally Effective	0.00%	0
Don't Know	9.09%	1
Total		11

Q5

Do you feel the organization is effective in supporting trustees in managing changes when implementing new technology (consider impacts on operational process and responsibilities as trustees)?

Answered: 11 Skipped: 0

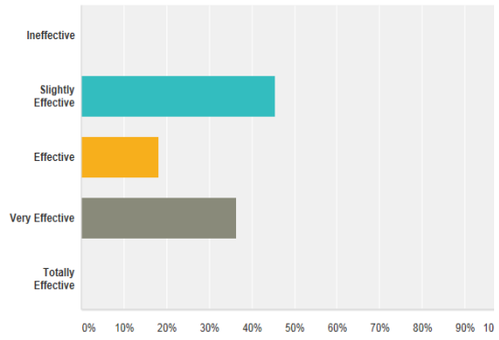


Answer Choices	Responses	
Ineffective	0.00%	0
Slightly Effective	18.18%	2
Effective	18.18%	2
Very Effective	36.36%	4
Totally Effective	9.09%	1
Can't Say	18.18%	2
Total		11

Q6

In your experience, how effective is Islands Trust in meeting your training needs when introducing new technology?

Answered: 11 Skipped: 0

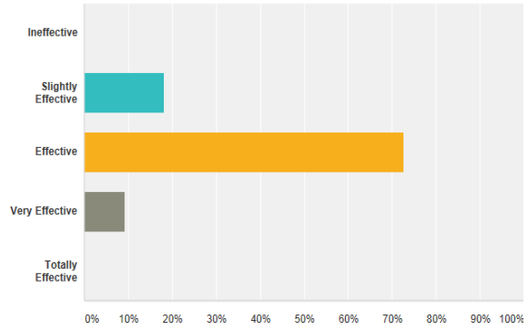


Answer Choices	Responses	
Ineffective	0.00%	0
Slightly Effective	45.45%	5
Effective	18.18%	2
Very Effective	36.36%	4
Totally Effective	0.00%	0
Total		11

Q7

In your opinion, how effective is the IT function to make sure you have the information systems when you need them?

Answered: 11 Skipped: 0

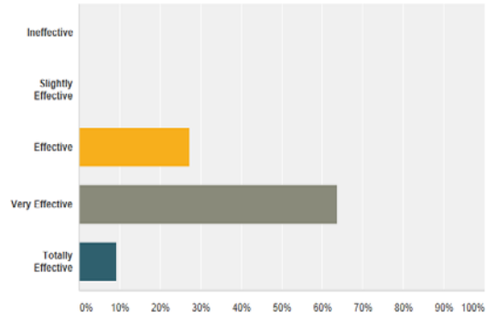


Answer Choices	Responses	
Ineffective	0.00%	0
Slightly Effective	18.18%	2
Effective	72.73%	8
Very Effective	9.09%	1
Totally Effective	0.00%	0
Total		11

Q8

In your experience, how effective is the IT function in responding to requests for support when you have hardware/software/knowledge issues?

Answered: 11 Skipped: 0

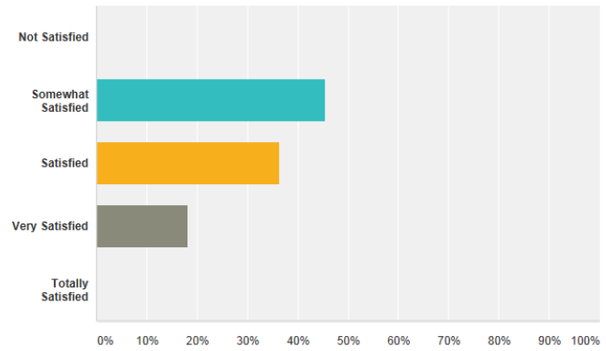


Answer Choices	Responses	
Ineffective	0.00%	0
Slightly Effective	0.00%	0
Effective	27.27%	3
Very Effective	63.64%	7
Totally Effective	9.09%	1
Total		11

Q9

Overall, how satisfied are you with the information systems at islands Trust?

Answered: 11 Skipped: 0



Answer Choices	Responses	
Not Satisfied	**0.00%**	0
Somewhat Satisfied	**45.45%**	5
Satisfied	**36.36%**	4
Very Satisfied	**18.18%**	2
Totally Satisfied	**0.00%**	0
Total		11



Appendix 4

Staff Survey Results

The following staff survey was conducted between December 8, 2015 and December 18, 2015 and was responded to by 34 of approximately 50 Islands Trust staff.

Q1

Q1

Q2

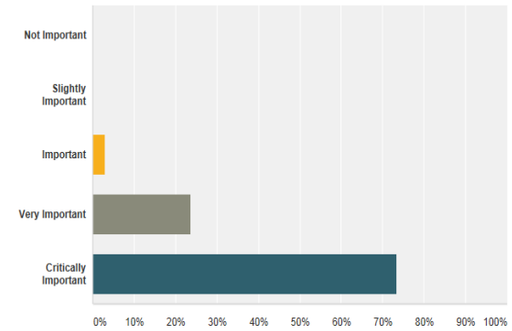
Q2

Q3

Q4

In your opinion, how important are information systems/technology in supporting your job function at Islands Trust?

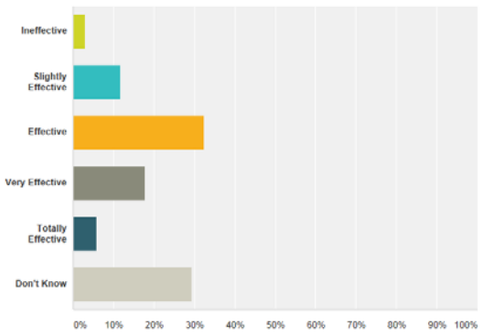
Answered: 34 Skipped: 0



Answer Choices	Responses	
Not Important	0.00%	0
Slightly Important	0.00%	0
Important	2.94%	1
Very Important	23.53%	8
Critically Important	73.53%	25
Total		34

In your opinion, how effectively are funds spent on information technology at Islands Trust in supporting the organization's key operational and strategic goals?

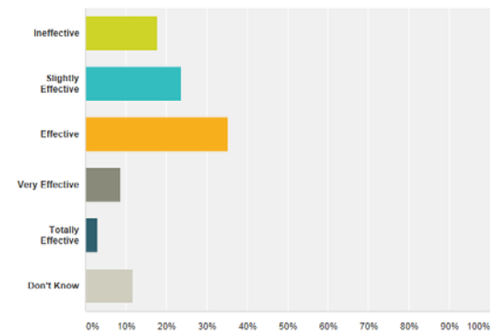
Answered: 34 Skipped: 0



Answer Choices	Responses	
Ineffective	2.94%	1
Slightly Effective	11.76%	4
Effective	32.35%	11
Very Effective	17.65%	6
Totally Effective	5.88%	2
Don't Know	29.41%	10
Total		34

In your opinion, how effective is Islands Trust in making decisions regarding procurement and implementation of new information system/technology?

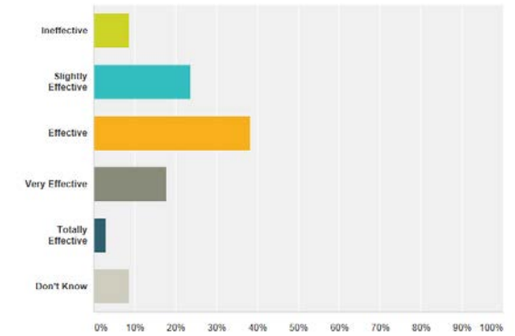
Answered: 34 Skipped: 0



Answer Choices	Responses	
Ineffective	17.65%	6
Slightly Effective	23.53%	8
Effective	35.29%	12
Very Effective	8.82%	3
Totally Effective	2.94%	1
Don't Know	11.76%	4
Total		34

In your opinion, how effective is Islands Trust in implementing new technology?

Answered: 34 Skipped: 0

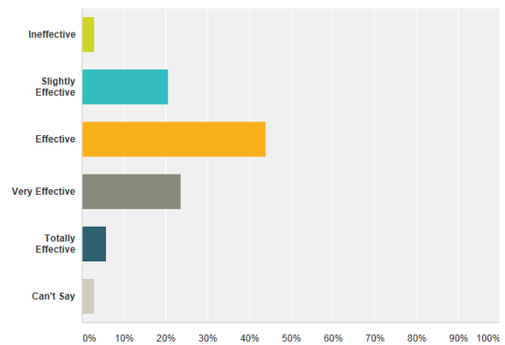


Answer Choices	Responses	
Ineffective	8.82%	3
Slightly Effective	23.53%	8
Effective	38.24%	13
Very Effective	17.65%	6
Totally Effective	2.94%	1
Don't Know	8.82%	3
Total		34

Q5

Do you feel the organization is effective in supporting staff in managing changes when implementing new technology (consider impacts on operational process and job responsibilities)?

Answered: 34 Skipped: 0

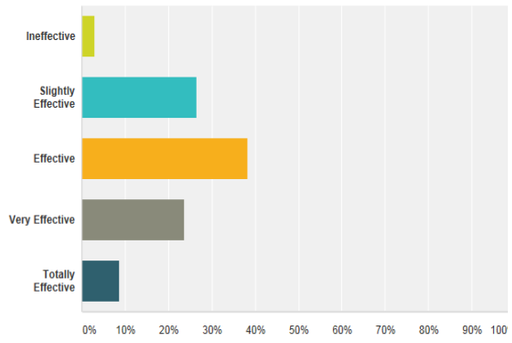


Answer Choices	Responses	
Ineffective	2.94%	1
Slightly Effective	20.59%	7
Effective	44.12%	15
Very Effective	23.53%	8
Totally Effective	5.88%	2
Can't Say	2.94%	1
Total		34

Q6

In your experience, how effective is Islands Trust in meeting your training needs when introducing new technology?

Answered: 34 Skipped: 0

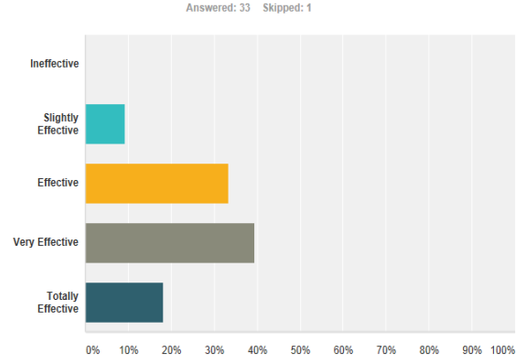


Answer Choices	Responses	
Ineffective	2.94%	1
Slightly Effective	26.47%	9
Effective	38.24%	13
Very Effective	23.53%	8
Totally Effective	8.82%	3
Total		34

Q7

In your opinion, how effective is the IT function to make sure you have the information systems when you need them?

Answered: 33 Skipped: 1

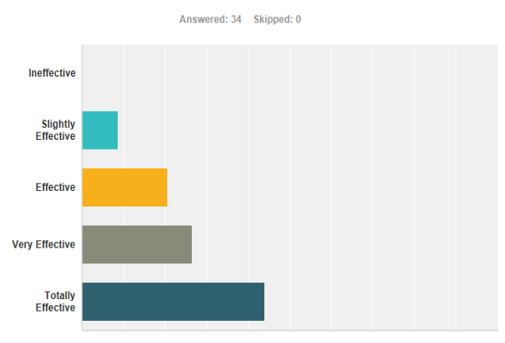


Answer Choices	Responses	
Ineffective	0.00%	0
Slightly Effective	9.09%	3
Effective	33.33%	11
Very Effective	39.39%	13
Totally Effective	18.18%	6
Total		33

Q8

In your experience, how effective is the IT function in responding to requests for support when you have hardware/software/knowledge issues?

Answered: 34 Skipped: 0

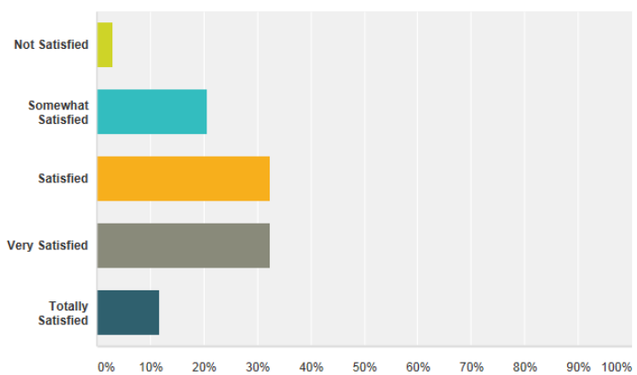


Answer Choices	Responses	
Ineffective	0.00%	0
Slightly Effective	8.82%	3
Effective	20.59%	7
Very Effective	26.47%	9
Totally Effective	44.12%	15
Total		34

Q9

Overall, how satisfied are you with the information systems at islands Trust?

Answered: 34 Skipped: 0



Answer Choices	Responses	
Not Satisfied	**2.94%**	1
Somewhat Satisfied	**20.59%**	7
Satisfied	**32.35%**	11
Very Satisfied	**32.35%**	11
Totally Satisfied	**11.76%**	4
Total		34

Islands Trust

Information Systems

Strategic Review

Prepared by:

Mark van Bakel, A/Manager Information Systems

August 17, 2015

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1. Document Confidentiality Statement

The information in this document is confidential to the members of Islands Trust Executive/Directors, specifically identified Islands Trust Trustees and Staff and members of the Islands Trust Information Systems unit and should not be disclosed to any other unauthorized person. Should it be considered at a meeting of an elected body, the meeting should be closed subject to s. 90(1)(d) of the Community Charter (to consider matters related to the security of the property of the Islands Trust). It may not be reproduced in whole, or in part, nor may any of the information contained therein be disclosed without the prior consent of the Director of Administrative Services of Islands Trust.

2. Executive Summary

Information Technology (IT) supports everything we do at the Islands Trust; enabling all aspects of our workflows, communications, and administration. In order to better understand the current state of information technology management at the Islands Trust, and to better plan for the future, we have undertaken a strategic review of the existing IT strategies, in order to make sure the current objectives are on track. This document will further serve as a reference point upon which improvements can be strategically planned for and implemented on an ongoing basis. Although the Geographic Information Systems unit (GIS) is not currently directly tied to Information Services (IS), greater integration will be proposed as a strategic direction, and as such has been included in the review.

2.1. Conclusions

The following is a list of conclusions and strategic directions drawn from the strategic review that best describe the current state of IS and GIS, and are deemed most capable of supporting their ongoing success.

- IS and GIS staff and services, and the planning tools already in place, are effectively keeping pace with the technology of the day.

- Annual IS Infrastructure spending represents approximately 20% of total IT capital expenditures, which functions as a cost effective and quality assured model for maintaining a modern, adaptable, and supportable infrastructure.

- Alternative Support Services providers, such as Share Services BC (SSBC), are not cost or service quality competitive with the current support model.

- Administration of GIS has proven to be portable, demonstrated by its history within the Islands Trust. Given that the moves have not impacted the level of service, it follows that the Administrative Services Unit (AS) is the most appropriate home for GIS, given the existing close ties with IS.

- Given existing and growing ties between IS and GIS we propose further integration under an IS Manager. By merging the IS and GIS units under a single IS Manager we see benefit from the

integration in the areas of software licensing, hardware, applications, resources, support and unit cohesion.

IT is a dynamic and ever-changing. As such, this strategic review process will be applied on an annual basis such that IS and GIS priorities and directions are regularly re-assessed, and specific actions determined. We believe that this process will allow the Islands Trust IT to realize its position as a leader in the use of technology amongst BC local governments, to the benefit of Islands Trust staff, Trustees and Islanders.

3. Situational Review

Both IS and GIS have changed significantly over the years, in terms of administration, technology, and staffing. IS is currently a two person unit, staffed by the Information Services Coordinator and the Computer Application Support Technician. Parallel to IS in the management structure, under the direction of the Director of Administrative Services, the GIS unit is comprised of a Coordinator and Technician. These two units have to a large extent co-evolved, sharing in a number of administrative shifts and structural changes, significant technology advances, and for a short period of time even staff.

3.1. Background

When the Island Trust Act was enacted in 1974, IS and GIS technology and services did not exist. Pen and paper were the systems/technologies of the day, and mapping services were provided by the province through the provincial Ministry of Municipal Affairs. In the mid-80s, the Trust decided to staff a "draftsman" position to provide these services internally, right around the time the first personal computers were making their way into the workplace. By the early 90s, computers and information technology were being applied to such an extent at the Trust that outside contractors were brought in to provide Information services.

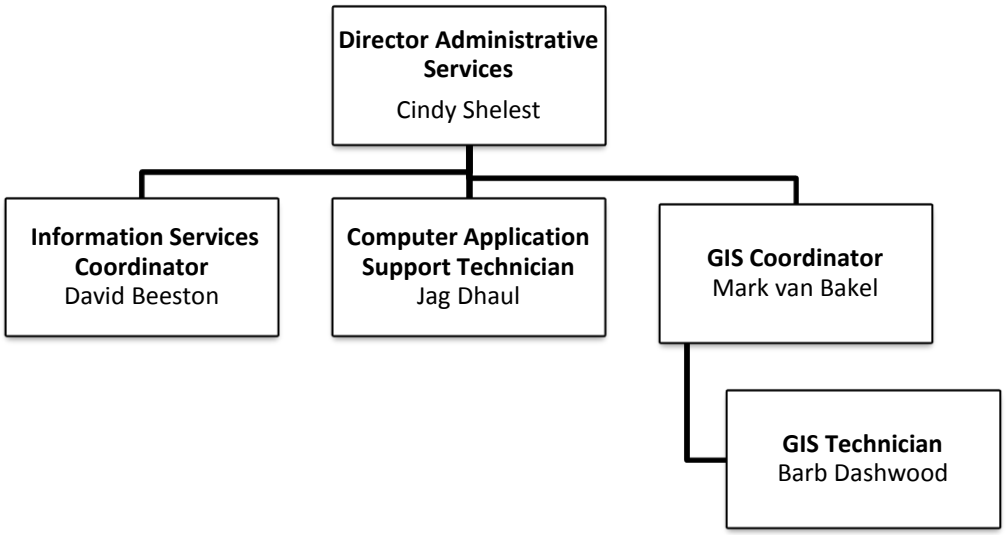
By the mid-90s, mapping was making the leap from mylar (semi-transparent paper) and coloured pencils to computers, and developing into a coherent discipline referred to as GIS. Barb Dashwood, our modern day GIS Technician, started with the Trust in 1992 as a mapping technician (draftsperson), hand drawing all maps, and in 1995 Tyrone Guthrie joined her to coordinate/mange both IS and GIS. It didn't take long for the growing demands of these two evolving disciplines to out strip internal resources, and so Tyrone orchestrated the creation of two separate units, staying on as the GIS Coordinator within Local Planning Services (LPS), and transitioning Robert Quill, from Legislative Clerk to a dedicated IS Coordinator within Administrative Services (AS). IS support was once again contracted out, but now under Roberts Quill's coordination.

Over the course of the following seven years, the new GIS unit shifted from Local Planning Services (LPS), to Trust Area Services (TAS), and back to LPS, largely driven by the growing number of Islands Trust staff and associated administration shuffles. In 2002, Brett Korteling replaced Tyrone as the GIS

Coordinator and advised GIS move to AS in order to better serve the mapping needs of TAS and the Islands Trust Fund (ITF), in addition to those of LPS. Then in 2007 it returned to LPS, based on recommendations made in the Stantec LPS strategic planning report. In 2007, Mark van Bakel replaced Brett as GIS coordinator, and in 2008 David Beeston replaced Robert as IS Coordinator, who along with Barb Dashwood formed the staff base for GIS and IS until 2014 when Jag Dhaul joined IS as the Computer Application Support Technician.

In 2009, David signed Blackman Services for contracted IS support, and together with their assistance designed and implemented a much improved and supportable IS system; leveraged by GIS to provide full system integration of desktop and server based GIS services and tools. Following the greater degree of IS integration, GIS moved back to AS in 2014 where it continues to reside today, as outlined in the organization structure provided below.

3.1.1. Existing Organizational Structure



See Appendix A for complete Position Descriptions.

3.2. Information Services

IS is currently responsible for all information technology (with the exception of GIS) maintenance, planning, initiatives, service and support, by leveraging the use of external contractors. Please refer to Appendix B: *Islands Trust Technical Environment* for an exhaustive outline and description of the core technologies and services provided and supported by IS.

3.2.1. Mission Statement

Committed to delivering the best possible information technology services and solutions in support of the Islands Trust communities, Islands Trust bodies and staff.

3.2.2. Information Services Vision Statement

To be recognized as the Islands Trust's preferred source of information technology services and support (value and quality of service), and recognized as one of the IS leaders in the community of BC local governments.

3.2.3. Existing Strategies

The current IS strategy is a comprehensive plan used to guide the design and development, support and financing of the existing and emerging IS infrastructure (see Appendix B).

3.2.3.1. Infrastructure

Existing Islands Trust systems are reviewed on an ongoing basis in order to determine if an area or aspect of the infrastructure is in need of improvement. As technology continues to evolve IS looks to take advantage of these gains, while maintaining a consistent and predictable budget, and highly supportable systems.

The infrastructure lifecycle for the Islands Trust technical environment is based on a 5 year renewal period (with the exception of Laptop Computers which run a 4 year cycle). That is each piece of equipment – Servers, Storage, Network gear, etc. is purchased with the expectation that it will be replaced within 5 years. The renewal plan is based on a complex model, which is designed to serve two key functions; stabilize the annual budget, and ensure all related components are kept within the technical operations window for which they were designed. A sample of the lifecycle has been provided below. Note that this cycle is reviewed and updated each year to ensure technology and budget concerns are being met. Also note that this is provided only as an example and does NOT identify all IS budget items, nor is it a complete listing of Islands Trust hardware.

YEAR	REPLACEMENT/RENEWAL
1	Replace SAN, Upgrade, Various Desktop/Laptop/UPS Refreshes
2	SonicWall Routers, Primary Network Switches, Various Desktop/Laptop/UPS Refreshes
3	VM Server Replacement (1 of 3), Replace Backup Tape AutoLoader, Various Desktop/Laptop/UPS Refreshes
4	VM Server Replacement (2 of 3), Backup Server, Various Desktop/Laptop/UPS Refreshes
5	VM Server Replacement (3 of 3), Gabriola/SSI Server, Various Desktop/Laptop/UPS Refreshes
6	Repeat cycle from Year 1…

This level of flexible planning is required as technology and priorities continue to shift. For example, five years ago IS initiated a move to Virtual Systems (VS), which has since become the industry norm. Over a period of four years, the IS infrastructure evolved from a stand-alone server based environment with

local hard drives to fully virtualized servers (multiple operating systems running on individual servers) using Storage Area Network – SAN (networked hard drives).

This involved the retirement of numerous older servers and the purchase of replacement systems designed to support the new environment as well as re-engineering of the existing network. Although the total cost of the migration was in excess of $100,000, it was absorbed into the 5 year lifecycle while maintaining sufficient budget to maintain the support of all other parts of the IS Infrastructure.

Although the implementation cost may seem high, the subsequent savings are enormous if one considers all the associated costs of physical servers. These include the cost of the physical servers ($5,000 to $10,000 each) , the space they occupy, the required cooling system, their power supply, backup licensing, maintenance fees, and cost of replacement within a 5-7 year lifecycle. Given our current budget, we would need to significantly reduce our server count (currently 35 virtual machines), which would force us to reduce the level of network and application performance. As it stands IS is able to deliver all the resources that the Islands Trust needs to operate at peak efficiencies, while allowing it to maintain a financially and functionally sustainable server environment.

Each innovation in technology provides opportunity; some we can take advantage of (i.e. Virtual Servers) and some we cannot (i.e. Cloud Computing). Each new innovation is however carefully evaluated to determine its cost/benefit/return to the Islands Trust workspace, and added to the IS infrastructure when and where appropriate.

3.2.3.2. Financing

Although the IS budget is fine-tuned each year and adjusted to reflect the 5 year lifecycle used to maintain this year by year, it is based on the capital cost of the infrastructure. The capital cost is a combination of all the parts of the infrastructure added into one lump sum, as described below.

ITEM	DESCRIPTION	COST
Storage Area Network (SAN)	Networked hard drives	$30,000
Virtual Machine Servers	Multiple Operating Systems running on individual servers	$30,000 $5,000 $5,000
System Backup	Server Tape Autoloader	$20,000
Computers	Desktop and Laptops	$75,000
Uninterrupted Power Supply (UPS)	Backup power	$15,000
Software License Upgrades	MS Exchange MS Server etc	$30,000
Software Support /Maintenance Contracts	SPAM Filter eSCRIBE	$20,000
	TOTAL	**$250,000**

The capital cost rounds out to $250,000, with the current annual infrastructure spending amounting to $50,000, or 20% of the total existing infrastructure cost. When coupled with the IS renewal cycle the 20% annual capital investment ensures equity maintenance and a modern, adaptable, and supportable infrastructure today, and tomorrow.

To put this in perspective, if the Islands Trust were to adopt the service model provided by Shared Services BC (refer to section 3.2.4), the annual fees associated with servers alone would amount to $40,000. For just $10,000 more, IS has been able to design and build a complete IT environment, including a sustainable renewal strategy.

3.2.3.3. Support Services

The current IS support structure consists of a two phased approach. Primary support is provided by in house staff (IS Coordinator). IS manages day to day operations, planning, infrastructure and most incident responses. Three contractors (*Blackman*, *Think and Caorda*) provide secondary, or tier two, specialized expert support, each bring highly trained expert skills to IS, thereby enhancing the expertise of our in house staff.

Blackman brings expertise in Networks, SANs, Firewall, Servers, Desktops (OS and Applications), *Think* provides expertise in the configuration and management of the Virtual Server environment, and *Caorda* provides expertise in the support of our Websites. Each of these organizations has staff members who are subject matter experts in each of the vast number of information systems technologies employed at the Islands Trust. These staff members are regularly upgrading their skills as new versions of Exchange Servers, Firewall Apps etc. are released. While Islands Trust IS support staff have general knowledge in all of these areas, the vast amount of hardware and software applications and operating systems exceeds the ability of any single person to become an expert in each. In addition while we require the advice and support of a person who is an expert on the setup and configuration of network firewalls, there is very little active work in this area. As such it does not make sense to hire someone internally with this expertise. They would quickly run out of work and the wages for a person with this level of knowledge would make it impossible for us to staff the position adequately.

By performing most of the day to day operations in house we are able to provide highly responsive and available operations support to the Islands Trust staff. The $45,000 spent on contracting services gives IS direct access to the equivalent of 5-6 highly training Information Systems staff whenever we need their services. By enhancing this support model with contracted subject matter experts where and when needed, IS is able to provide a reliable and secure state of the industry IT environment at a very cost effective price.

In addition to Infrastructure Support, IS maintains a suite of software support contracts. These typically take the form of annual licensing fees, totalling approximately $20,000 (does not include GIS), which help maintain the multitude of software application upon which the Islands Trust staff rely upon. For instance, IS pays annual support for software packages such as ESCRIBE (meeting management

software), Barracuda (our SPAM filter), Symantec (our software backup application), Trend Micro (our desktop anti-virus application) and many others. Generally the industry norm is that the annual support cost for software applications is 20 per cent of the purchase price. With every new software application purchased, IS determines if ongoing support is required, and if so ensures that this annual cost is properly budgeted for. These support budgets provide staff with the ability to upgrade software for users (trustees and staff) as new versions become available, as well as to obtain technical support from the software provider in the event of problems.

3.2.4. Alternate Strategies

As part of the IS strategic review, alternate service delivery approaches were considered. Given that the Islands Trust is technically part of the BC Public Sector, it has access to the same technology solutions implemented by the provincial government, making Shared Services BC (SSBC) one of the logical alternatives. SSBC technology services provide a one stop shop for network, computer, communications, printing, database, network storage and website services and support, and would essentially represent a contract combining the skills and services of *Blackman, Think, Caorda*, the IS Coordinator and CAST position.

Cost Analysis

The following table is a best attempt at estimating the annual costs if we were to participate in the SSBC technology service and support model. Cost estimates were derived from *Technology Solutions: Broader Public Sector (BPS) Rates and Lead Times* (See Appendix C).

SERVICE	RATE	UNITS	EST MONTHLY	ANNUAL COST
Standard PC (Vista)	160/m	28	$4,480.00	$53,760.00
Mapping PC (Vista)	225/m	3	$675.00	$8,100.00
Laptop (Vista) (we have 38)	203/m	38	$7,714.00	$92,568.00
Roaming Profile – 6/m/profile (we have 60)	6/m	60	$330.00	$3,960.00
Email Service	10/m/profile + 3.38/m/GB storage	140	$4,932.00	$59,184.00
MB Recovery	one-time $1250	NA	$1,250.00	$15,000.00
Print Services	17/m/profile	60	$1,020.00	$12,240.00
Basic Servers – 1100/m/server (we have 20)	1100/m/server	20	$2,200.00	$26,400.00
DB and Web Servers – (we have 10)	1300/m	10	$13,000.00	$156,000.00
Storage – 4/m/GB (we have 8 TB)	4/m/GB	8 TB	$32,768.00	$393,216.00
Backup	.5/m/GB	2.5 TB	$1,280.00	$15,360.00
IIS Support	150/m/site	8	$1,200.00	$14,400.00
DB Support	500/m/DB	4	$2,000.00	$24,000.00
Application Support	35/m/app	30+	$1,050.00	$12,600.00
Gateway (Website and Email)	2700/m/port	4	$2,916.00	$34,992.00

Firewall	1300/m	3	$3,900.00	$46,800.00
Professional Services	125/h	NA	NA	NA
ESTIMATED TOTAL COSTS			**$80,715.00**	**$968,580.00**

Comparing the estimated annual cost of SSBC with the existing combined support ($45,000) and IS staff (~$140,000) costs, it quickly becomes apparent that our current strategy outperforms SSBC on a cost basis.

Service Analysis

Further research also suggests that our current approach outperforms the SSBC model in service quality as well. In order to evaluate SSBC service quality we surveyed staff who have worked for the Province in varying capacities over the years, and asked them to describe their experience, and compare our current level of service to the Shared Service model.

Although survey response was low, the comments were informative and ranged from "I can't remember" to "there's no comparison". In general the SSBC experience was that of a much larger service organization, far more impersonal, and slowed down by its own bureaucracy. Compared to the Islands Trust IS experience, which was described as responsive, efficient and proactive, and it appears that at least those staff that have SSBC as a frame of reference prefer our current support model.

3.3. Geographic Information Systems

The Islands Trust Mapping department provides Geographic Information System (GIS) and information services to Islands Trust bodies, staff, consultants, developers, and the general public. For example, Local Trust Committees rely on GIS information when planning staff have included maps and aerial photography within a community planning report, or in evaluating a development application. GIS is an organized collection of computer hardware, software, geographic data, and personnel designed to efficiently capture, store, update, manipulate, analyze, and display all forms of geographically referenced information. What distinguishes the GIS system from other information systems and services is the spatial component of the data, and the ability to present this information graphically in the form of maps. For example, Local Trust Committees rely on GIS information when planning staff have included maps and aerial photography within a community planning report, or in evaluating a development application .

3.3.1.2. Mission Statement

To provide responsive, high-quality municipal GIS support and services to all Islands Trust communities, Islands Trust bodies and staff.

3.3.1.3. Geographical Information Systems Vision Statement

To be recognized as a leader in applied GIS technology, appropriate to the service requirements of the Islands Trust.

3.3.2. Existing Strategies

Maintenance and support for the Islands Trust GIS is considerably less complex than that of its IS counterpart. Although GIS relies heavily on the IS hardware and network infrastructure, GIS is primarily based upon software application and data processing . IS essentially provides the stable foundation on which the GIS framework is built.

The vast majority of GIS support and services are provided in house by the GIS Coordinator and Technician. Outside contractors are brought on an annual basis for data acquisitions, and as required for application development projects (i.e. TAPIS Info). These three areas, software licensing, data acquisitions, and application development form the basis of the current GIS strategy.

Software Licensing

Up until 2011, the Islands Trust supported a limited number of desktop and server based GIS software applications, licensing each individually, and sharing the more expensive of these amongst GIS staff. This essentially required staff to take turns using GIS software licenses/applications when performing GIS operations and analysis. Server applications were also limited to small implementations, with limited CPU integration (horsepower), translating into slower web based applications with a long list of functional limitations.

In 2011 the Islands Trust successfully negotiated an Enterprise License Agreement (ELA) with ESRI, the industry standard for GIS software, and our preferred software provider. Under the new agreement Islands Trust has license to distribute unlimited desktop and server software, for essentially the same cost as our previous license arrangement (~$16,000). As a result GIS staff are now licensed to use the most advanced and current desktop GIS software available. Server based GIS products are also fully enabled, with no CPU limitations, translating into flexible and fast server based mapping services (i.e. TAPIS Map and MapIT). And as an added bonus, Bowen Islands Municipality has been included in the ELA such that they too have access to unlimited number of licenses, at no additional cost to Bowen Island or the Islands Trust.

Data Acquisitions

Orthophoto (spatially corrected aerial imagery) have become an integral data component of almost every project within the Islands Trust. From reducing time spent on bylaw field investigations, to supplementing local planning application reviews, orthophotos have become the foundation base map on which all other data is referenced. Imagery acquisitions represent the single largest annual GIS expenditure. Whereas most municipalities acquire orthophotos on an annual basis at a resolution of 10 cm, given the comparatively large rural residential spatial extent of the Trust area, and associated acquisition cost, the Islands Trust renewal cycle has been set at 3 years at a spatial resolution of 30 cm, and the cost distributed annually at $25,000. As the annual cost of acquiring orthophotos comes down, as is the long term trend, imagery resolution specifications and renewal cycles may increase, to further expand the quality, utility and effectiveness of this already core dataset.

Application Development

The application, and associated data, referred to as TAPIS Info (Trust Area Property Information System) has since its creation been managed and maintained by the GIS unit. Closely tied to Islands Trust spatial datasets (i.e. Property Boundaries) BC Assessment and Land Title (LTO) data, and LPS, Bylaw and ITF files are accessed and maintained via this database interface. A recent review of the application's functionality and supportability indicated that TAPIS Info was in need of a major overhaul. "Off the shelf" licensed Industry applications were considered as an alternative to custom application development, however, the cost of implementation proved too high when compared to in-house development, and the limited flexibility of better business practices workflows geared towards larger municipal and regional governments too restrictive. TAPIS Info has since been updated and upgraded, complete with new source code and improved workflows, at a fraction of the cost of off the shelf solutions. Staff response has been overwhelming in favour of the updates, and the improved flexibility of the application support model.

3.4. SWOT

SWOT is an acronym for Strengths, Weaknesses, Opportunities and Threats, which employs a structured planning method often incorporated into situation analysis. The intent here is to help describe the IS and GIS strategic position in terms of the four key areas in order to better determine what if any strategic changes are in order.

A brief overview the categories follow:

- **Strengths**: Strengths are the qualities that enable us to accomplish the organization's mission.
- **Weaknesses**: Weaknesses are the qualities that prevent us from accomplishing our mission and achieving our full potential.
- **Opportunities**: Opportunities are presented by the environment within which our organization operates.
- **Threats**: elements in the environment that could cause trouble for the business or project.

IS and GIS staff, and Islands Trust Management were asked to provide input for each of the four categories. The summation of the results have been organized into IS and GIS specific findings for each category. Primary findings for each category are listed below, in order of importance.

3.4.1. Strengths

IS

- In house staff expertise, and dedication to high quality of service
- High quality and highly supportable hardware (desktops, laptops, cell phones etc.)
- Proactive support rather than reactive
- Well documented Software/Hardware succession strategy ensuring no part of the active system ages beyond accepted support cycle.

- In house staff has broad knowledge base covering entire system. While expertise on every aspect is not possible, sufficient skills to manage, provide support, engineering and lifecycle management, as well as keeping in tune with changes in technology.
- Alignment with BC Government allows preferential pricing in some cases (Microsoft Select, Adobe etc.) allowing significant savings when purchasing Software Licenses.
- Active membership in MISA allows knowledge sharing with similar organizations throughout BC.
- Ongoing network security improvements include:
    - Regularly scheduled monthly server operating system updates, and established process for critical security updates.
    - Victoria office physical security improvements, moving to secure location with dedicated electrical circuits and environmental controls.
    - Documented and standardized server builds and configurations.
    - Firewall configuration review and adjustments to limit exposure to the internal network.
    - Establishment of best practices password policies.
    - VPN access was removed for most staff and a single Terminal Server implemented to provide standardized and secure remote access.
    - Centrally managed install of an Enterprise class anti-virus product .
    - Secure corporate wireless; one for internal computers, a second for non-Islands Trust systems.
- Ongoing workstation security improvements include:
    - Implementation of a standard Windows 7 image, whereby workstation operating system, Office products and Internet Explorer updates are installed to a pilot group as they are released, then deployed to all workstations. Deployments are managed using Microsoft's Windows Software Update Services.
    - With the implementation of a standard Windows 7 image, the majority of users no longer have local administrator access to their computers. This significantly limits the damage that a virus can do to a workstation and network file shares.
    - With the implementation of a standard Windows 7 image, software restrictions have been applied that prevent software from running in locations commonly used by malware.

GIS

- Highly skilled in house staff, supporting a broad range of leading edge desktop and server GIS products.
- Relevant, reliable, effective and supportable online tools (i.e. TAPIS Info and Map)
- Unified software and licensing. Standardized around ESRI desktop and server products, under one single enterprise license agreement (ELA) which extends to any and all ESRI software products. Current license agreement extended to Bowen Islands Municipality at a significant cost savings for their GIS operations.
- Standardized spatial data mode, simplifying the process of implementing map projects, and supporting and maintaining core datasets (i.e. parcel and zoning boundaries)
- Well documented operations manuals, maintaining institutional knowledge and mapping out exactly how things get done
- Open data policy and processes in place to ensure improved public access to relevant and up-to-date data (i.e. MapIT).
- GIS applications rate among the heavy users of network traffic and system resources. Current IS resources provide a solid foundation for existing and planned GIS framework.

3.4.2. Weaknesses

IS

- Multiple office structure (i.e. limited options for island office internet connectivity) – limits of current internet bandwidth cause need for local servers in both SSI and NO to service local file access requirements. This adds cost (servers, maintenance, etc.) along with complexity of the system (manage data sync process, file system security etc.). Increases in bandwidth are available but the ex-urban cost makes this outside our budget expectations.
- Communication with trustees and staff often limited to announcements of change, when things are changing. This could be related to limited face time with Island office staff and widely dispersed political representatives in many locations. Current office visits infrequent, and brief. Regular trustee and staff turnover.
- Small number of IS staff, with large skill base requirements – supplement this by contracting out selective IS operations to subject matter experts where appropriate (VMware consultant for tier 3 support of VM server farm), network engineering and firewall security etc.
- Mobile clients (trustees and staff)visiting locations with minimal wireless connectivity reduce remote access effectiveness.
- Systems have not been systematically reviewed to ensure protection of personal privacy in accordance with the Privacy Commissioner's recent recommendations.
  (see https://www.oipc.bc.ca/guidance-documents/1545, https://www.oipc.bc.ca/guidance-documents/1439, http://www.oipc.bc.ca/guidance-documents/1447)

GIS

- Tacit knowledge (knowledge, methodologies) carried in the minds of individual staff members, which would better serve the organization if it were communicated via operations documentation.
- TAPIS Info application development and support contractors proving difficult to attract, due in large part to the small size of the project contract.

3.4.3. Opportunities

IS

- Innovations in technology provide various options for future consideration – laptop/tablet convergence, GSM equipped laptops, remote office allowing for home based workers (including office phones)
- Private Cloud technology price point continues to drop… opportunity for greater remote access for Trustees and mobile/home based workers.

GIS

- There is a growing trend towards large data purchasing consortiums or partnerships. Recent projects administered by the Province suggest a growing opportunity to share and reduce acquisition costs with a large group of data clients.

- Cloud computing is rapidly emerging as a technology trend that almost every industry that provides or consumes software, hardware, and infrastructure can leverage. The technology and architecture that cloud service and deployment models offer may provide opportunities for the Islands Trust GIS to become more cost-effective, productive, mobile and flexible.
- Computing platforms continue to proliferate and diversify, and HTML5 based web applications create an opportunity to produce platform independent mapping content, meaning phones and tablets, in addition to desktops and laptops, will be able to access the same web based mapping sites (i.e. TAPIS Map).
- As open source GIS software in which the source code used to create the program is freely available rather than licensed for distribution and sale, continues to evolve and mature opportunities to reduce overall GIS software licensing costs may emerge.

3.4.4. Threats

IS

- Lack of active network monitoring – currently being addressed (low threat)
- Lack of organization wide business continuity plan – IS BCP in place. (low)
- Cyber security (low – but constant)
- Lack of DMZ or demilitarized zone for web servers (low)
- Over use of administrator account and lack of regular password change (low)
- Small number of Windows 2003 servers still in use (low)
- Unclear whether websites content management system (Umbraco) is maintaining security updates (low)
- Web applications and database accounts access and privileges (low)
- Externally available custom web application review to assess and reduce risks (low)

GIS

- Changing/evolving industry standard web platforms, such as the recent deprecation of Silverlight, the current viewer technology employed by TAPIS Map. (low – currently being addressed)

3.4.5. Analysis

The following section will address the priority weaknesses and threats using the identified strengths and emerging opportunities.

3.4.5.1. Weaknesses

Weaknesses in reference to SWOT analysis are areas capable of improvement. The IS and GIS units are continually striving for improvement, but given the nature of IT and the changing demands of staff, there will always we room for improvement. The following are just a few priority areas identified during the staff survey and systems review.

Multiple Offices

Network connectivity amongst multiple remote offices, with small staff, requiring full network functionality remains one of the greatest IS challenges. Although there are many possible solutions interoffice networking options creates a price point deterrent; Fiber is too expensive and cable is too slow. The currently implemented solution involves storing data at each site/office and syncing back to main office in Victoria. The threat, albeit low, associated with this configuration is that network disruption can occur in the event of large data moves between offices. Private cloud technology creates an opportunity to reduce/eliminate the risk of network disruption, while creating opportunities for improved and more flexible remote access for Trustees and mobile staff, by creating a single cloud based storage. As the price point for private cloud technology improves so does the viability of this potential solution.

Change Management

Communicating changing IS systems and processes has been identified as an aspect in need of greater attention, and alternative approaches. Staff have described previous project rollouts as abrupt and sometimes disruptive. In an effort to improve the experience associated with system changes, IS has recently been employing the following change management strategies:

- Start at the top - Review proposed changes with upper management first before delivering message to staff. Build case for change, and craft a vision for staff.
- Employ Ambassadors – Identify and empower early adopters of change, and build support through their leadership and example.
- Engage everyone – Mobilize all staff to help create a sense of ownership.
- Assess and Adapt – Review and assess the overall success of project rollouts, paying particular attention to the transition experience, and apply strategies to address issues in future projects.

Rather than merely conveying and implementing change, IS is now working towards enabling and facilitating through greater communication and openness. One recent example of this is the ongoing phone system upgrades. The current phone system in the Victoria office had exceeded its end-of-life, meaning that the support for the system was only available ad-hoc. In the case of a major failure, we would not be able to obtain replacement parts for repair. Additionally, any repairs would be based on time and parts billing, meaning that even if the parts are somehow available they would be very costly. The phone system chosen as the solution that met the current and future needs of the Islands Trust is internet based VOIP (Voice over IP). VOIP systems consistently exceed existing phone system functionality, enable workers to effectively stay securely connected to the office and to each other, at home, or wirelessly, thereby supporting potential future work from home strategic initiatives, and greatly expanding the communication options available to our mobile employees. This, plus the estimated cost savings in the order of $40,000 over 10 years supports the assessment that IS continually finds ways to save the Islands Trust money, while at the same time expanding the level of services provided to Staff and Trustees.

All these features and benefits clearly helped build the case for change, which was supported by management. With management on board, staff were surveyed regarding the proposed technology, and potential impacts to the user experience and workflows. IS chose a multi phased rollout, with “just

in time" training at each stage, which has resulted in far greater rates of adoption from staff than anticipated. Not only did staff take ownership of the new technology, but early and eager adopters of "soft phone" technology (solely computer based phone) has resulted in significant savings to the Islands Trust, given the reduced number of required desktop phones.

Institutional Knowledge

When employees leave a job, employers often lose institutional knowledge or history that they take with them, and many organizations lack sufficient planning to facilitate the transfer of that knowledge. With the GIS Technician (Barb Dashwood) poised to retire in the coming years, after over 25 years of service, the GIS unit is working hard to capture her knowledge and workflows that have yet to be translated and transcribed into the GIS Operations Manual. Projects are in place to translate remaining paper copy maps into digital, and the associated staff knowledge to procedures. Restructuring IS (refer to section *4. Strategic Planning Outcomes*) also creates an opportunity to transition staff before her departure, facilitating a more natural transfer of knowledge.

Application Development

Development and Support contracts associated with TAPIS Info have proven difficult to award, given the small size and low monetary rewards for potential contractors. Work is currently underway to unify the development framework of GIS and IS applications, such that future support contracts can be amalgamated under one larger suite of applications. Through this processes of unification IS and GIS hope to benefit from a far more supportable and cost effective application development and support model.

3.4.5.2. Threats

As with all IT environments, there are always threats. However, a well-planned and implemented support model, renewal schedule, and technology review process helps ensure that the threats are addressed on an ongoing basis. A brief discussion of known threats, and how they are being addressed has been provided below.

Active Network Monitoring

IS has moved from the Symantec Mail Filter to a more proactive Barracuda Server. This system is far more efficient and configurable enabling the review and configuration of SPAM and Malware filter levels. By doing so, IS has greatly reduced the amount of potential threats that are permitted through the email system. In addition to this, more proactive system monitoring has been implemented with error and intrusion notification. This has been implemented on the workstations and laptops, and will be fully implemented on all servers in the coming months. General intranet (connectivity between offices, and offices' access to the internet) monitoring has also been put in place, alerting staff immediately of any network outage on any site/office, allow for far improved outage response times.

Business Continuity Planning

A business continuity plan (BCP) for the IS portion of the Islands Trust infrastructure has been created.

This represents a critical planning tool in the event of a major incident (earth quake etc.) where, for example, the main office in Victoria becomes damaged and inaccessible. The BCP helps ensure we have the ability to rebuild the current IT environment, recovering all electronic files and records, as well getting critical applications back in service. The organization wide BCP is highlighted as deficient, but is beyond the scope of just the IS unit. In short, the IS BCP, a crucial component of the organization wide BCP, is ready for integration once work commences on the larger planning process.

Cyber security

IS has implemented a number of policies in the recent years which have allowed the Islands Trust to greatly reduce the threat of cyber security breaches. The security policies of the workstations and laptops as well as the security protocols managed by the Active Directory server combine to minimize the damage a virus or malware application can do, should they somehow manage to get into the Islands Trust domain. In addition, the move from the Symantec Mail filter to the Barracuda Server reduces this threat even further. While this threat will never be completely eliminated, IS has managed to bring it to a controlled state and will continue to work to keep it at this level.

Platform Deprecation

No one in the IT industry can consistently predict trends in platform adoption and deprecation (retirement). Silverlight, for example, is still described as "a powerful development tool for creating engaging, interactive user experiences for Web and mobile applications" by Microsoft, while at the same time Google is in the process of dropping browser support for Silverlight enabled web applications. The application TAPIS Map is currently implementing Silverlight technology, and as such has a limited lifespan, given Google's chosen direction. GIS has however taken steps to minimize this threat. The current application development and management software which has been utilized to build and configure the TAPIS Map site is what the GIS industry has come to describe as "future proofed", meaning the configuration is independent of the platform. Rather than rebuilding the application from scratch, we are now in a position to migrate configuration to HTML 5, the latest trend, when the industry dictates.

Demilitarized Zone (DMZ)

Currently the primary web server is located on the main network along with the rest of the servers. If an intruder was able to hack into this server the risk of exposure to all internal systems is increased. A DMZ is a physical or logical sub-network that contains and exposes an organization's external-facing services to a larger and untrusted network, usually the Internet. This DMZ would be firewalled off from the main network and only provide access to resources that are needed for the website to function. This work would need to be coordinated with Caorda (website developer and support contract) to ensure all internal resource requirements are met.

Administrator Account

While steps have been taken to reduce the usage of the domain Administrator account, the password for this account has been used in a number of other locations (services, applications etc.). An Administrator level account should only be utilized when needed to perform an action that requires

specific high level permissions. As such all areas where the domain Administrator account is in use need to be identified, and these should be reduced to less-privileged accounts. In addition the user name and password of the domain Administrator account should be changed on a regular basis, with limit distribution to core IT staff.

Windows 2003

There are a small number of Windows 2003 servers that remain in use. As of July 2015, Microsoft ended support for the Windows Server 2003 operating system and as a result is no longer providing security updates. A project is currently underway to migrate the Applications web site away from its Cold Fusion platform, which will enable the retirement of one of the Windows 2003 servers. Other applications still in use on the Windows 2003 servers should be migrated to servers running supported operating systems and the remaining Windows 2003 servers should be decommissioned.

Accounts Access and Privileges

There are several accounts in use for web applications and database access that provide higher levels of access than is required. For example, an account may have local administrator rights to a server that only needs write access to a database. An assessment is underway on accounts used for running web applications and accessing databases. Following the practice of Principle of Least Privilege (PoLP), access levels are being adjusted to ensure that accounts have the minimum permissions required.

Custom Web Application

Custom web software developed for Islands Trust should be reviewed to ensure they follows industry standard best practices to limit the security risk of these applications. This process will identify all custom software that is available externally and working with the developers of these applications we will ensure they follow security best practices. For example:

- If application is secured by credentials, ensure there are no pages that provide unauthenticated access to the application.
- Use parameterized SQL instead of dynamic SQL queries.
- Ensure applications have appropriate cross-site scripting prevention.

4. Strategic Planning Outcomes

The final stage of the strategic review process is to take the information gathered in the situational review, and SWOT Analysis and assess the current strategy, identify the most important issues facing the Islands Trust IT infrastructure, appraising the options and set priorities in order to plan for strategic action.

Consideration of the situational review suggests that IS and GIS have infrastructure management well in hand. The existing strategies for maintaining an advanced, highly functional, and highly supportable infrastructure are succeeding, allowing it to achieve the shared goal of delivering the best possible information technology services and solutions in support of Islanders, Trustees and Islands Trust staff.

- The Islands Trust IT meets or exceeds industry standards, and is delivered at a bargain when compared to alternative service providers.
- The existing infrastructure renewal strategy cost effectively maintains a highly supportable and functional IT environment that consistently meets or exceeds the business needs and expectation of the Islands Trust staff.
- The existing support model ensures required access to IT expertise when and where it is needed at a competitive rate, while maintaining a highly personal and responsive support experience for the user.
- Issues identified in the SWOT analysis are being addressed on an ongoing basis. There are no issues that do not already have a solution in the works, or at least in the wings.
- GIS is keeping pace with local government trends, and delivering high quality applications and mapping products.

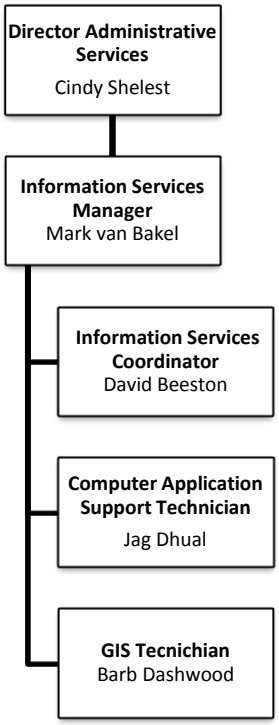
A recent development that supports this assessment of IS was the introduction of roaming desktop profiles. Roaming profiles essentially locked down desktop computer security in response to increased desktop management and security support issues. By securing the desktop and automating the patching and delivery of software applications and updates, the potential for malware and viruses to get into Islands Trust systems has been reduced by an order of magnitude. By creating roaming user profiles (your personal settings) which can move from one computer to another, IS essentially removed the limitations associated with the '1 computer to 1 staff person' paradigm. With the change, any staff person can use any computer and have their familiar tools and setup (printers, favorites etc.) instantly available. To put all this in perspective, since the introduction of roaming profiles there have been no new malware or virus related support issues, representing a significant savings in reduced support time and the associated user down time.

GIS has demonstrated its ability to deliver responsive, high-quality local government GIS support and services with recent TAPIS Info and TAPIS Map upgrades; replacing an end of life application with a state of the art mapping and file management software solution. The mapping component alone represents a significant leap forward in technology for the Islands Trust. Where previously staff could only view a single orthophoto tile at a time due to software and network resource limitations, both staff and the general public are now able to access and view our entire orthophoto collection simultaneously, representing more than 1000 individual tiles.

Organizational Restructuring

Although the IS and GIS infrastructure is in good order, the strategic review process has illustrated the potential for efficiency gains through the restructuring of unit management. Under the current management structure, the Director of Administrative Services is briefed by both IS and GIS, when much of the material is related, if not duplicated. Although IS and GIS budgets are unique in some respects (i.e. GIS data acquisitions), recent application development projects and ongoing licensing agreements create a duplication of service contracts and budget items that has the potential to complicate if not obscure organization wide expenditures. For example, IS reports the "organization wide" software licensing expenditures, yet these do not include any reference to GIS applications or data licensing. The proposed restructuring would provide for one single point of reference for the Director, relating to all IS and GIS issues. The IS Manager (See Appendix D: IS Manager Job Description) would coordinate both unit budgets, staff and projects, while continuing to administer aspects of the GIS unique to the field (i.e. data acquisitions), while handing over broader IS aspects (i.e. custom application development and support coordination) to the IS Coordinator.

Proposed restructuring of Information Services (IS/GIS)



By merging the IS and GIS units under a single IS Manager, we see benefit from the integration in following areas:

- Software
- Hardware
- Applications
- Resources
- Support
- Unit Cohesion

Software Licensing

IS maintains records and budget associated with organization wide software licensing, while GIS maintains an independent budget and renewal cycle for all Desktop and Server GIS applications. By integrating these two budgets, we'll be better able to assess organization wide licensing costs, and reduce the duplication within the budget processes.

Hardware

IS manages a series of printer lease and maintenance contracts, intent on staying current with existing printer technology and ensuring ongoing support of existing units, while GIS plotters and scanner units are procured, and contracts negotiated, independently. By combining the lease and maintenance contracts of printers, plotters and scanners alike, we hope to reduce overall costs through expanded lease agreements and extended maintenance contracts.

Custom Applications

Currently IS supports a suite of applications (i.e. Bylaw Management, Meetings Resolutions and FUAL etc.), while GIS supports a single application referred to as TAPIS Info. Although closely tied to Islands Trust spatial datasets (i.e. Property Boundaries) BC Assessment and LTO Parcel data are not spatial in nature, nor is the database interface a logical extension of existing GIS infrastructure. It therefore follows that the application support would be better suited to IS. Work is underway to unify the development framework of GIS and IS applications, such that future support contracts can be amalgamated under one larger suite of applications. Through this processes of unification IS and GIS hope to benefit from a far more supportable and cost effective application development and support model. It follows that administration of this contract would be best suited to the IS unit and its associated budget.

IT Resource

Following the leap from desktop GIS to server and web based products, GIS has grown into the biggest IS client/customer. GIS is highly reliant on IS for security services, network resources (storage and CPU horsepower), consuming more IT resources than any other unit within the Islands Trust. Unification of IS and GIS would mean the planning, allocation, and consumption of IT resources by GIS would be more closely managed and monitored by the resource service provider, resulting in far fewer surprises (support calls), with potential cost savings through planned-for resource allocation efficiencies.

System Support

As GIS systems continue to integrate with existing enterprise systems (i.e. SQL Server) the number of IS network, database, and developer support requests also grow, while the budget for these services resides squarely within IS. The GIS industry as a whole is in the process of evolving from a user's desktop, to web base mapping applications, and the Islands Trust GIS is keeping pass with this transition. As a result the degree of web specific support requirements has grown exponentially in recent years. By unifying IS and GIS units and associated budgets we will greatly simplify and clarify the invoicing and associated unit cost assignments.

Unit Cohesion

Unit cohesion is a concept coined in the military yet it applies directly to any work environment, referring to the degree to which group members come together as one unit to reach a common goal. By

binging IS and GIS closer together under a single point of management, there is a greater potential to support and nurture all group members as a team, further unified by a their shared goals. Currently IS is essentially a team of one. By merging IS and GIS we will establish and formalize a team of four.

5. Conclusion

The following is a list of conclusions and strategic directions drawn from the strategic review that best describe the current state of IS and GIS, and are deemed most capable of supporting their ongoing success.

- The current IS and GIS infrastructure maintenance and support strategy is effectively keeping pace with the technology of the day.

- Annual IS Infrastructure spending represents approximately 20% of total IT capital expenditures, which functions as a cost effective and quality assured model for maintaining a modern, adaptable, and supportable infrastructure.

- Alternative Support Services providers, such as Share Services BC (SSBC), are not cost or service quality competitive with the current IS support model.

- Administration of GIS has proven to be portable, demonstrated by its history within the Islands Trust. Given that the moves have not impacted the level of services, it follows that AS is the most appropriate home for GIS, given the existing close ties with IS.

- Given existing and growing ties between IS and GIS we propose further integration under an IS Manager. By merging the IS and GIS units under a single IS Manager we see benefit from the integration in the areas of software licensing, hardware, applications, resources, support and unit cohesion.

With the creation of a single unit, merging the IS and GIS units, the following objectives are provided as guiding principles which have been synthesized from their existing and emerging strategies.

- Maintain and optimize resources (financial, equipment, people, systems)

- Utilize systems to generate information to improve efficiency and effectiveness of decision making within larger organization.

- Continue to build capacity in order to adapt to an ever-changing technology environment.

- Enhance communication and collaboration within operational unit and with the larger organization.

- Foster a strong understanding throughout the organization of the value added by IS resources.

These conclusions, and the guiding principles, are part of a living document. An annual update of the strategic review will be conducted by the IS Manager to re-assess the changing realities of the Islands Trust IT environment, review effectiveness of existing strategies and determine if new strategies are required.

6. Appendix A: Existing Job Descriptions



POSITION DESCRIPTION
Island's Trust

POSITION TITLE:	Information Systems Coordinator	POSITION NUMBER(S):	36552
DIVISION: (e.g., Division, Region, Department)	Administrative Services		
UNIT: (e.g., Branch, Area, District)		LOCATION:	Victoria
APPROVED CLASSIFICATION	u/r	CLASS CODE	
SUPERVISOR'S TITLE:	Director, Administrative Services	POSITION NUMBER	36538
SUPERVISOR'S CLASSIFICATION:	BL	PHONE NUMBER:	250 – 405-5150

PROGRAM

In 1974 the Government of British Columbia enacted special protective legislation entitled the Islands Trust Act and created the Islands Trust. The Islands Trust is mandated to preserve and protect the Trust Area and its unique amenities and environment for the benefit of the residents of the Trust Area and of the Province generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations, and the government of the Province. Under legislation there are two Local Trustees elected for each group of islands designated as a Local Trust Area. Together with an appointed Chair, Local Trustees are responsible for land use decisions within their respective Local Trust Area, excluding First Nation reserves. Each Local Trust Committee has land use jurisdiction over a major island, plus smaller islands and surrounding waters.

PURPOSE OF POSITION

The Information Systems Coordinator (ISC) leads/ manages information systems projects including developing business analysis, leading project and contract management and providing expertise on testing and implementation. The position is further responsible for Corporate Systems Information planning and support, database and Corporate website administration and coordinating Island Trust's telecommunications needs. The ISC is also responsible to the Islands Trust in the area of tracking industry and technology trends and advancements, analyzing this information and determining the optimal path for the Trust to follow within the information superhighway. Introducing technology and process that improves the working environment and productivity of the Trustees and Trust employees, as well as meets the philosophical goals of the Trust (Zero Carbon Footprint, Paperless Office etc) is vital. Continuous improvement of the workspace for all Trustees and Trust Employees is an essential goal for this position.

NATURE OF WORK AND POSITION LINKS

The Information Systems Coordinator (ISC) operates within an environment of users with different levels of technical sophistication whose concerns are diverse and complex. The position interacts with staff in three regional offices to assist them in using a variety of integrated applications. The ISC provides resolution options, strategies and recommendations on existing and potential web services as well as database initiatives. The ISC must meet deadlines associated with multiple projects, create innovative training materials and maintain current knowledge of industry trends for web and database development. This position maintains key links with the following:

Information Systems Group: to provide technical knowledge and advice on information system issues.
Web Advisory Group: to provide technical knowledge related to web design, layout, and structure, to develop web prototypes and to coordinate contractor website development.
Islands Trust staff and Trustees: to provide application and database training and support, website advice, management of help desk support, and coordination and implementation of hardware and software implementation.
Islands Trust Management Group: to provide research, analysis and recommendations on strategic information system and telecommunication issues.
Information Technology Contractors: to supervise and coordinate contractors on projects, manage help desk support, and approve invoices for payment.
Business Applications Users: to act as representative between applications users and the vendors or database administrators.
Vendors: to procure new hardware and software and maintain relationship for future support of products.

Telephones and data: to coordinate contracted services for hardware and software implementation for phone, mobile, electrical and internet services.
Internet Service Provider: to coordinate contracted services to provide Internet Service to Island's Trust.
Canadian Internet Registration Authority (CIRA): to maintain domain names.
Software Licensing: to coordinate licensing agreements for software products.
Workplace Technology Services: to manage IDIR and BCeID accounts (client access).

SPECIFIC ACCOUNTABILITIES / DELIVERABLES

Leads the management of information systems projects including project management, business analysis, technical analysis; adhering to project management, business analysis and contract management best practices by:

- Developing project scope, deliverables, budget and timelines with the project owner, researching and developing technological alternatives, cost benefits analysis, budget implications, program area resources and policy/procedural enhancements and working with service providers to design backup strategies to meet business requirements and conducting post implementation review of completed projects;
- Monitoring project, modifying plan if required, providing a formal procedure for requesting and approving scope modifications;
- Incorporating change management processes and detailing changes through reports to project owner;
- Preparing feasibility studies, requirements analysis, developing business cases, use case scenarios, workflow, logical and data process modelling, budget implications, technical alternatives, information strategy plans and project proposals according to government, industry and Island's Trust IT standards;
- Identifying and documenting business situations that require technological solutions and provides analytical support for the development, maintenance and enhancement of specific systems and/or applications;
- Analyzing and reviewing existing systems to identify potential enhancements and/or changes necessary to resolve user problems or improve operating efficiency;
- Assisting in the development, testing and implementation of system enhancements to meet new or changing user needs;
- Responsible for negotiating and selecting contractors through the appropriate competitive process (i.e. direct award, invitation to quote, request for proposal) as defined in the purchasing policy and certify contract invoices for payment upon completion of services; as well, responsible for monitoring the work of contracts and personally supporting the critical parts of the system on a 24 hours Support/Monitoring system;
- Providing analytical support for the development, enhancement, maintenance, testing, user problem resolution, implementation, documentation and evaluation of project systems and functionality and ensuring that contractors and third party applications achieve the service level commitments made to line managers;
- Developing and testing business continuity and disaster recovery plans;
- Providing ongoing support to users by monitoring application performance, identifying problems, initiating corrective actions and recommending improvements;
- Familiarization with each Trust team is required to continuously review current work procedures, and work with team leaders to either improve or introduce new process/tools in order to continuously improve the working environment of all Trustees and employees.

Manages day to day delivery of corporate Information Systems operations and business relationships by:

- Developing and maintaining corporate technology standards, information technology and security polices and procedures, and business contacts for software applications, including documentation and agreements between other vendors and support organizations (e.g. business line applications, WTS);
- Managing and often prioritizing the work-load of three systems contractors for help desk, networks, databases, website development and Sequel (SQL) Server database support;
- Responding to client complaints, negotiating strategies for their resolution and liaising with systems contractors to ensure that problems and issues are addressed expediently;
- Coordinating application level security for third-party supported applications, responding to client complaints and negotiating strategies for their resolution;
- Maintaining and executing emergency response and business continuity plan for information technology;
- Preparing annual information technology reports and annual and multiyear capital forecasting;
- Tracking, maintaining (through warranties or planned replacement), reviewing and procuring (using standard procurement methods) IT systems assets;
- Creating expenditure forecasts for next fiscal year by category and by business unit;
- Ensuring systems documentation is maintained and updated.
- Ensuring continuous improvement of HW/SW environment with ongoing development and implementation of 1, 3, and 5 year IS infrastructure planning. Integrate new technologies where appropriate to ensure ongoing IS

improvement within budget structure.
- Regularly review advancing technological opportunities with Trust members and introduce new technologies which improve the Trust employee workspace where appropriate.

Responsible for the administration and development of Relational Database Management Systems (RDBMS) by:
- Analyzing and modifying current and future states of business systems for optimization, architecture, performance, and processes and ensuring they align with the enterprise (the organization);
- Maintaining corporate data models and following established and relational database management system modeling, best practices and design standards;
- Integrating new applications/releases with existing database architecture and incorporated standard business rules;
- Creating beta versions of database models during the conceptual stages of development prior to production and implementation of approved course of action (data models, user-interface, data types and structure);
- Designing user-interface graphics, menu systems and navigation and creating user-interface data tables and data libraries, queries, user forms, reports, output, and event driven programming languages such as Visual Basic for Applications;
- Providing staff training, including creating training and reference materials on database usability and maintenance.

Responsible for administration of corporate Website, as Chair of the Web Advisory Group, by:
- Maintaining knowledge of industry web standards to improve and determine content and visual design of two corporate websites and managing the websites' designs and functionalities;
- Providing technical advice, training and direction to web content editors and providing options, recommendations on existing and potential web services, statistical data and reporting to Management Group;
- Recommending amendments to web policies and procedures and developing standard operating procedures, user guides and training materials for the delivery of e-service web products;
- Developing graphics material, associated layout and design, color scheme, navigation schematic, style sheets, HTML pages, menu systems, e-forms and web content to meet business requirements.
- Apply continuous improvement model/philosophy to Website and where appropriate integrate with general IS working environment. Work towards as seamless workspace providing support for Trust team both within and outside the office environment. This involves introduction/integration of new technologies as they become available, as well as modifying the existing tools/process as required. Provide training to staff as required.

Coordinates the installation of telecommunications equipment including telephones, mobile phones, web conferencing, information trees, and high-speed Internet services by:
- Analyzing specifications and requirements for new telecommunication installations and enhancements;
- Advising on the selection and effective use of telecommunications equipment and services;
- Maintaining an up-to-date inventory of structure diagrams for telephone moves, adds and changes;
- Purchasing telecommunications hardware and software.
- Ensuring network access for trustees and employees is maintained at an optimal performance and security level. As technology advances, take advantage of these changes where possible to improve the working conditions for all trustees and staff.
- Look to continuously improve communications and productivity as well as reduce cost where possible with introduction of new tools, technologies.

FINANCIAL RESPONSIBILITY

Administers the Information Systems (I.S.) budget by preparing and monitoring the following:
- Computer Hardware and Software budget ($80,000 annually);
- Technical Support budget ($50,000 annually);
- Computer Supplies budget ($3,000 annually);
- Computer Internet budget ($6,000 annually);
- Computer Trustee hardware and Internet ($3,000 annually);
- Managing service contracts and certification of deliverables;
- Confirming product delivery within purchase order specifications and financial procurement policies;
- Performs cost benefit analysis while researching and developing business cases
- Estimates costs of operating/ownership for applications, and of development and/or enhancement projects
- Prepares and manages contracts, and acts as Qualified Receiver for release of payment
- Estimates costs of operating/ownership for applications, and of development and/or enhancement projects. Financial planning requires a 1, 3 and 5 year view to ensure the IS environment is both stable and reliable in the short term as well as continuously improving as new technologies become available. The long term view must contain a

vision as to where the IS environment of the Trust is moving as well as a plan on how it is to get there. This view must be supported in the annual budget each year.

DIRECT SUPERVISION (i.e., responsibility for signing the employee appraisal form)

Role	# of Regular FTE's	# of Auxiliary FTE's
Directly supervises staff	0	0
Supervises staff through subordinate supervisors	0	0

PROJECT /TEAM LEADERSHIP OR TRAINING (Check the appropriate boxes)

Role	# of FTE's	Role	# of FTE's
Supervises contractors	3	Provides formal training to other staff ☒	45
Lead project teams	2 - 8	Assigns, monitors and examines the work of contractors ☒	3

SPECIAL REQUIREMENTS

- Must possess a valid BC Driver's License (Class 5)

TOOLS / EQUIPMENT

- Standard office software including; PowerPoint, Visio, Access, MS SQL, ColdFusion, Dreamweaver, Fireworks, Captivate, Flash, Photoshop, Illustrator, Flex Builder and Mobile Communications Hardware
- Network and data management software
- Standard office equipment
- Personal computer or laptop

WORKING CONDITIONS

- Working environment stressful due to constant shifting priorities.
- Travel to remote offices (possibly overnight) at least 5 x per year.
- Project based overtime expected when needed.

WORK EXAMPLES

COMMENTS

- This position works closely with management on desktop and network issues related software and hardware as well as short-term and long-term Information Systems projects and analysis.
- Formal training is on an as-required basis when organization-wide software changes are implemented.

PREPARED BY

Original JD written by: Lynnette M. Kissoon, JD Writer, BC PSA (Feb 2008)	DATE: D. Beeston/T. Hays Updated Oct 27, 2009	D. Beeston – Incumbent T. Hays – Human Resources

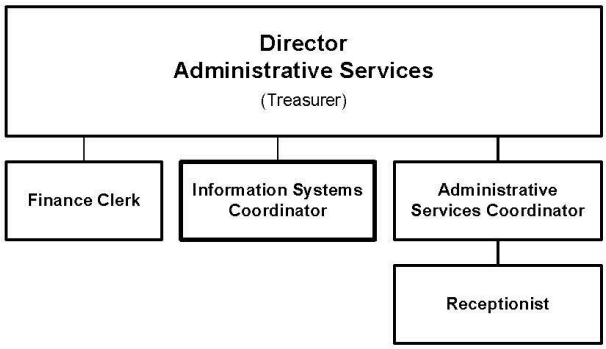
EXCLUDED MANAGER AUTHORIZATION

I confirm that:

1. the accountabilities / deliverables were assigned to this position effective: **April 1, 2007**
2. the information in this position description reflects the actual work performed.
3. a copy has / will be provided to the incumbent(s).

NAME:	SIGNATURE:	DATE:
Craig Elder, Director Admin Srvs		Oct 27, 2009

ORGANIZATION CHART



STAFFING CRITERIA

Education:
- University degree in Computer Science, Information Systems or equivalent, with course work in business analysis, project management and systems planning or an equivalent combination of education, training and experience.

Experience:
- 3 years related experience in project management, business analysis, technology assessment and systems planning
- Experience in managing clients' expectations and working with a wide range of clients
- Experience working with a wide range of desktop and network software and hardware and in resolving a diverse range of technology issues and problems
- Experience with Relational Database Management Systems (RDBMS) application development in a network or desktop database testing and development environment
- Experience with website design and rich Internet application development
- Experience with software licensing, software and hardware procurement, and life-cycles
- Experience with staff training one-on-one or in classroom settings

Knowledge:
- Knowledge of client business and needs analysis
- Knowledge of change management practices
- Knowledge of cost-benefit analysis methodology, techniques and processes
- An understanding of client/server infrastructure software and hardware configurations, and problem resolution methodologies, techniques and processes
- Knowledge of project management methodologies, techniques and processes
- Knowledge of information system technology developments to ensure familiarity with current and emerging technology capacities, options and solutions
- Knowledge of organizational financial management and control processes

Skills and Abilities
- *Ability* to research, analyze and investigate various options to achieve the client's objectives
- *Ability* to communicate, orally and in writing, providing and obtaining business or systems information of a complex nature effectively, clearly and concisely in a timely manner and format and at an appropriate level
- *Ability* to negotiate/manage contracts for service outside of government
- *Ability* to quality assure systems development and implementation performed by contractors
- *Ability* to work with all levels of staff and establish effective working relationships
- *Ability* to resolve systems software/hardware and related technology issues economically, efficiently and effectively
- *Ability* to develop financial and budget analysis reports in relation to technology projects and contracts

Skills:
- Excellent verbal and written communication skills
- Project management skills including project estimating, monitoring and tracking
- Excellent interpersonal skills
- Skill in prioritizing and managing workload and timelines

COMPETENCIES

Service Orientation implies a desire to identify and serve customers/clients, who may include the public, co-workers, other branches/divisions, other ministries/agencies, other government organizations, and non-government organizations. It means focusing one's efforts on discovering and meeting the needs of the customer/client.
Results Orientation is a concern for surpassing a standard of excellence. The standard may be one's own past performance (striving for improvement); an objective measure (achievement orientation); challenging goals that one has set; or even improving or surpassing what has already been done (continuous improvement)
Teamwork and Co-operation is the ability to work co-operatively within diverse teams, work groups and across the organization to achieve group and organizational goals. It includes the desire and ability to understand and respond effectively to other people from diverse backgrounds with diverse views.
Analytical Thinking is the ability to comprehend a situation by breaking it down into its components and identifying key or underlying complex issues. It implies the ability to systematically organize and compare the various aspects of a problem or situation, and determine cause-and-effect relationships ("if...then…") to resolve problems in a sound, decisive manner. Checks to ensure the validity or accuracy of all information.
Initiative involves identifying a problem, obstacle or opportunity and taking appropriate action to address current or future problems or opportunities. As such, initiative can be seen in the context of proactively doing things and not simply thinking about future actions. Formal strategic planning is not included in this competency.
Information Seeking is driven by a desire to know more about things, people or issues. It implies going beyond the questions that are routine or required in the job. It may include "digging" or pressing for exact information; resolution of discrepancies by asking a series of questions; or less-focused environmental "scanning" for potential opportunities or miscellaneous information that may be of future use.
Organizational Awareness is the acumen to appreciate and the ability to use the power relationships in either one's own, or other, organization(s). This includes the ability to identify the real decision-makers and the individuals who can influence them; and to predict how new events or situations will affect individuals and groups within the organization.

POSITION DESCRIPTION
Islands Trust

POSITION TITLE:	GIS Coordinator	POSITION NUMBER(S):	53340
DIVISION: (e.g., Division, Region, Department)			
UNIT: (e.g., Branch, Area, District)	EXEC	LOCATION:	
APPROVED CLASSIFICATION		CLASS CODE	STO24
SUPERVISOR'S TITLE:		POSITION NUMBER	
SUPERVISOR'S CLASSIFICATION:		PHONE NUMBER:	

PROGRAM

The Islands Trust is mandated to preserve and protect the trust area and its unique amenities and environment, in cooperation with municipalities, regional districts, improvement districts, the provincial government and other related organizations and people. Under legislation, each of the thirteen Local Trust Committees is an autonomous local government with land use planning and regulatory authority. Local Trust Committees consist of three elected officials. Together these officials form the Islands Trust Council.

PURPOSE OF POSITION

Under the general direction of the Director, Administrative Services, the GIS Coordinator is responsible for the planning, coordination, management and coordination of the Islands Trust Geographic Information System (GIS), Trust Area Property Information System (TAPIS), geo-spatial data repositories, and cartographic production. This responsibility includes: managing GIS and database software throughout life cycle; leading system development including integration of various software modules and data; managing data collection, translation, integration and maintenance; providing quality assurance for data and cartographic products; providing training and technical support to staff; supervising staff and administering data collection and system development contracts.

NATURE OF WORK AND POSITION LINKS

20% **Plan GIS Technology and GIS Data Management Strategies:**

- Develop and maintain GIS policies and procedures for executive approval;
- Ensure strategic systems meet Islands objectives and adhere to GIS data and GIS technology standards;
- Address GIS data and GIS technology architecture issues;
- Prioritize GIS activities and projects;
- Develop and maintain GIS data management standards and ensure adherence.
- Implement and manage corporate GIS databases and data repositories; including data capture and exchange; control access and security;
- Develop and supervise GIS development and maintenance contracts;
- Facilitate GIS stakeholder committees and manage multi-stakeholder data.

20% **Advanced GIS Analyst duties:**

- Write GIS scripts as required to streamline workflow;
- Undertake advanced GIS analysis for special projects;
- Integrate GIS and RDMS systems in multi-platform environment.

20% **Manage TAPIS application tracking management system:**

- Coordinate system development and maintenance and implement revisions and enhancements;
- Ensure access to system for all relevant staff;
- Provide training sessions for staff on system operation;
- Perform TAPIS specific GIS and database updates and maintenance.

15% **Coordinate GIS Initiatives/Activities:**

- Recommend selection, coordinate acquisition/construction and implementation of GIS tools;
- Coordinate multiple island projects;
- Review GIS project plans to determine if they adhere to standards;
- Implement GIS project management (e.g. planning, organizing and monitoring GIS project progress);
- Provide quality assurance and approval for GIS definition, design, construction, implementation/installation and data management projects;
- Coordinate internet-based mapping initiative.

10% **Communicate GIS information and activities to management and professional staff in the Islands Trust and partner agencies and coordinate training:**

- Generate presentations and provide GIS information sessions to senior management and staff, trustees and interest groups;
- Participate as a member of the Information Systems Committee;
- Provide/coordinate GIS training for staff, including technical training in use of GIS packages; technical training in use of custom developed GIS applications; and technical training in use of GIS technology;
- Provide/coordinate training for regional operators to enable them to support GIS technology including: GIS software packages; custom developed GIS applications; work-stations; servers; printers/plotters; digitizers; monitors; network access; GIS data storage, archiving and retrieval devices.

10% **Supervise a Mapping Technician or Co-op Students:**

- Identify employee goals and objectives, set performance standards; evaluate employee performance, take action to improve performance, discipline staff, handle "step one" grievances;
- Recommend/provide training as required;
- Participate in recruitment of staff to regular positions, update and revise job descriptions as required;
- Determine workload priorities, delegate work as necessary;
- Provides direction and assistance on complex or technical procedures.

5% **Keep up-to-date with trends and standards in GIS technology:**

- Liaise with other agencies having GIS capability (e.g. Forests, EMPR, 7 Regional Districts etc.) and coordinating groups;
- Attend GIS package information sessions and training courses as appropriate;
- Coordinate software development efforts to ensure custom designed corporate, program and regional GIS applications meet business needs and adhere to GIS data and GIS technology standards.

SPECIFIC ACCOUNTABILITIES / DELIVERABLES

FINANCIAL RESPONSIBILITY

DIRECT SUPERVISION (i.e., responsibility for signing the employee appraisal form)

Role	# of Regular FTE's	# of Auxiliary FTE's
Directly supervises staff		
Supervises staff through subordinate supervisors		

PROJECT /TEAM LEADERSHIP OR TRAINING (Check the appropriate boxes)

Role		# of FTE's	Role		# of FTE's
Supervises students or volunteers	☐		Provides formal training to other staff	☐	
Lead project teams	☐		Assigns, monitors and examines the work of staff	☐	

SPECIAL REQUIREMENTS

Education and Experience:

- Secondary school graduation and a degree in geography, community planning, computer studies or equivalent combination of education and experience;
- At least three years experience in the land-use planning field, utilizing ArcView 3.2 and ArcGIS 9.x (ArcView and ArcInfo versions), preferrably with local government.

Knowledge, Skills and Abilities:

- Knowledge of RDMS such as Microsoft Access and Microsoft SQL Server;
- Knowledge of Quality Assurance techniques;
- Knowledge of cartographic standards;
- Knowledge of GIS landscape evaluation methodologies;
- Knowledge of internet data protocols (TCP/IP, HTTP, FTP);
- Familiarity with web enabled GIS data delivery strategies;
- Basic programming skills in Avenue, Visual Basic or SQL;
- Strong supervisory skills including performance management;
- Strong oral and written communication skills;
- Proven administration, organizational planning and priorization skills;
- Ability to provide input to the overall organization's information technology needs and direction to IT maintenance requirements;
- Ability to deal effectively with the public, other government agencies, legal and land development professionals, and with junior and senior technical and professional staff.

TOOLS / EQUIPMENT

WORKING CONDITIONS

WORK EXAMPLES

COMMENTS

PREPARED BY

NAME:	DATE:	

EXCLUDED MANAGER AUTHORIZATION

I confirm that:

1. the accountabilities / deliverables were assigned to this position effective: **(Date)**.
2. the information in this position description reflects the actual work performed.
3. a copy has / will be provided to the incumbent(s).

NAME:	SIGNATURE:	DATE:

ORGANIZATION CHART

(Delete this section if you have attached a graphical organization chart)

Deputy Minister Title
Assistant Deputy Minister Title
Director Title, Classification, Position Number
Manager Title, Classification, Position Number
Supervisor Title, Classification, Position Number
Topic Position Title, Classification, Position Number
Peer Position Title, Classification, Position Number
Peer Position Title, Classification, Position Number

POSITION DESCRIPTION
Islands Trust

POSITION TITLE:	Computer Applications Support Technician (CAST)	POSITION NUMBER(S):	106581
DIVISION: (eg, Division, Region, Department)	Administrative Services	LOCATION	Victoria
APPROVED CLASSIFICATION	Information Systems Level 18	CLASS CODE	Grid 18
SUPERVISOR'S TITLE:	Director, Administrative Services	POSITION NUMBER	36538
SUPERVISOR'S CLASSIFICATION:	Strategic Leadership	PHONE NUMBER:	

PURPOSE OF POSITION

The Computer Applications Systems Technician (CAST) is a member of the Information Technology Services Team at Islands Trust. The CAST will provide orientation, training and support to users of applications in all areas of the organization. The position requires a strong understanding of business processes to provide a lead on process improvement initiatives. The position is further responsible for administration of the Islands Trust's website and the telecommunications network.

NATURE OF WORK AND POSITION LINKS

The Computer Applications Systems Technician operates within an environment of users with different levels of technical sophistication whose concerns are diverse and complex. The position interacts with staff in three regional offices to assist them in using a variety of integrated applications. As an internal service provider the CAST focuses on continuous improvement and staff support.

SPECIFIC ACCOUNTABILITIES / DELIVERABLES

Responsibilities include, but are not limited to:

Providing users (Staff and Trustees) with orientation, training and support on multiple and diverse computer applications utilized within Islands Trust to manage its operations, such as:

- Microsoft Office applications (Word, Excel, Task Manager, Calendar)
- eSCRIBE meeting management software (developed in Sharepoint)
- Website (Umbraco software)

In collaboration with users, reviews, analyses and recommends process improvements related to computer application systems utilized within Islands Trust. Initiates and implements process improvements and new software solutions as necessary.

Responsible for administration of corporate Website by:

- Maintaining knowledge of industry web standards to recommend improvements to architecture and visual design of two corporate websites and managing the websites' design and functionality;
- Providing technical advice, training and direction to web content editors and providing options and recommendations on existing and potential on-line tools, user data and reporting;
- Recommending amendments to web policies and procedures and developing standard operating procedures, user guides and training materials for the delivery of on-line services;
- Developing graphics material, associated layout and design, color scheme, navigation schematic, style sheets, HTML pages, menu systems, e-forms and web content to meet business requirements.

Participates in the management of information systems projects by:

- Maintaining knowledge of project management and process improvements processes and tools;
- Maintaining knowledge of the organization's business processes and software functionalities in order to assess and provide options and recommendations on improvements to existing processes and tools and/or the design of new tools to support effective operations management and change management initiatives;
- Understanding of user perspectives and needs related to change management initiatives and identifying the impact of recommended changes on users;
- Developing and updating standard procedures, user guides and training materials as required.

Creates and maintains systems and process documentation and computer applications software training materials, for use within the organization.

Acts as backup to the Information Systems Coordinator as required, including but not limited to responding to Help Desk Queries and managing system tape backup process.

STAFFING CRITERIA

PREFERRED QUALIFICATIONS:

- Ability to understand complex business processes and provide process improvements recommendations and implement solutions that are consistent with the overall strategic goals of the organization
- Demonstrated ability to work under pressure, to multi-task, to work independently, to problem solve and to take initiative
- Demonstrated ability to communicate effectively both verbally and in writing

REQUIRED TRAINING AND EXPERIENCE:

- Completion of a 2 year diploma in Computer Science with 2+ years of recent related experience
- Recent training in or experience with a variety of software applications
- Experience with Microsoft Office, Access and Sharepoint would be an asset
- Recent experience in website development and administration
- Recent experience in training, one-on-one or in classroom settings

KNOWLEDGE:

- Knowledge of client business and needs analysis and problem resolution methodologies, techniques and processes
- Knowledge of change management practices
- Knowledge and understanding of client/server infrastructure software and hardware configurations, and database structures and dependencies
- Knowledge of project management methodologies, techniques and processes
- Knowledge of information system technology developments to ensure familiarity with current and emerging technology capacities, options and solutions

COMPETENCIES

Service Orientation implies a desire to identify and serve customers/clients, who may include the public, co-workers, other branches/divisions, other ministries/agencies, other government organizations, and non-government organizations. It means focusing one's efforts on discovering and meeting the needs of the customer/client.
Results Orientation is a concern for surpassing a standard of excellence. The standard may be one's own past performance (striving for improvement); an objective measure (achievement orientation); challenging goals that one has set; or even improving or surpassing what has already been done (continuous improvement)
Teamwork and Co-operation is the ability to work co-operatively within diverse teams, work groups and across the organization to achieve group and organizational goals. It includes the desire and ability to understand and respond effectively to other people from diverse backgrounds with diverse views.

Analytical Thinking is the ability to comprehend a situation by breaking it down into its components and identifying key or underlying complex issues. It implies the ability to systematically organize and compare the various aspects of a problem or situation, and determine cause-and-effect relationships ("if...then…") to resolve problems in a sound, decisive manner. Checks to ensure the validity or accuracy of all information.
Initiative involves identifying a problem, obstacle or opportunity and taking appropriate action to address current or future problems or opportunities. As such, initiative can be seen in the context of proactively doing things and not simply thinking about future actions. Formal strategic planning is not included in this competency.
Information Seeking is driven by a desire to know more about things, people or issues. It implies going beyond the questions that are routine or required in the job. It may include "digging" or pressing for exact information; resolution of discrepancies by asking a series of questions; or less-focused environmental "scanning" for potential opportunities or miscellaneous information that may be of future use.
Organizational Awareness is the acumen to appreciate and the ability to use the power relationships in either one's own, or other, organization(s). This includes the ability to identify the real decision-makers and the individuals who can influence them; and to predict how new events or situations will affect individuals and groups within the organization.

POSITION DESCRIPTION
Island Trusts

POSITION TITLE:	GIS Technician	POSITION NUMBER(S):	50689
DIVISION: (e.g., Division, Region, Department)			
UNIT: (e.g., Branch, Area, District)	EXEC	LOCATION:	
APPROVED CLASSIFICATION		CLASS CODE	STO N18
SUPERVISOR'S TITLE:		POSITION NUMBER	
SUPERVISOR'S CLASSIFICATION:		PHONE NUMBER:	

PROGRAM

PURPOSE OF POSITION

The GIS Technician is responsible for maintaining land-related information and designing and producing map products to support land use planning within the Islands Trust mandate area. The technician acts as a skilled resource to planning staff for land related information queries and also provides information and graphics to support the land conservation initiatives of the Islands Trust Fund.

This position works closely with other agencies, consultants and contractors to develop project specifications, provide quality assurance, and transfer data. The technician must have the ability to gather data from diverse sources, integrate it within the Islands Trust GIS framework, and generate standard map products as well as custom mapping on demand.

NATURE OF WORK AND POSITION LINKS

40% Produce standard digital map products and amendments to support land use planning and regulation.

Prepare maps for official community plans, rural land use bylaws, zoning bylaws, public notices of amendment bylaws and permits.

Edit existing maps for bylaw amendments, and consolidation of bylaws.

Research and gather source information from external agencies, contractors and conservancy organizations.
Digitize and convert GIS data to fit Islands Trust GIS framework.
Compile base maps including private parcel cadastre, public lands, environmentally sensitive areas, agriculture and forest land reserves, and other resource and environmental themes.

30% Maintain digital cadastral spatial and attribute data in geographic information and relational database systems.

Maintain electronic and hard copy inventories of survey plans by downloading from Land Titles Office or document scanning.

Maintain up-to-date digital data by accurately registering survey plans, sketch maps, and air photos to GIS datasets and digitizing amendments.

Maintain parcel and ownership database (TAPIS) as new survey plans are received.

Ensure that data from external sources meets minimum standards and is consistent with Islands Trust spatial and attribute data.

SPECIFIC ACCOUNTABILITIES / DELIVERABLES

Verify ownership and tenure by retrieving information from Land Titles Office, BC Assessment Authority, Crown Lands, and other resource agencies including web based searches and data transfers.

15% Produce custom map products and research to support staff work program inquiries and requests from public and external agencies

Answer public inquiries related to mapping.
Create custom map products for external agencies and public.
Organize information for notification of property owners.
Perform complex database queries to support work program requests.

5% Inventory, organize and maintain digital and hard copy map documents

Inventory and maintain cadastral, and bylaw maps.
Maintain base cadastral and bylaw maps in GIS and archival hard copy.

Convert legacy map documents to digital format.

5% Develop mapping and data standards and provide quality assurance for digital and hard copy products

Determine, in conjunction with planning staff, appropriate graphic formats, line weights, fonts, and information for specific map products.

5% Perform other related duties

Attend GIS information and training sessions.

Provide GIS training to staff as required.

Attend staff and committee meetings to report on GIS work program, and mapping department policies, procedures and standards.

FINANCIAL RESPONSIBILITY

DIRECT SUPERVISION (i.e., responsibility for signing the employee appraisal form)

Role	# of Regular FTE's	# of Auxiliary FTE's
Directly supervises staff		
Supervises staff through subordinate supervisors		

PROJECT /TEAM LEADERSHIP OR TRAINING (Check the appropriate boxes)

Role		# of FTE's	Role		# of FTE's
Supervises students or volunteers	☐		Provides formal training to other staff	☐	
Lead project teams	☐		Assigns, monitors and examines the work of staff	☐	

SPECIAL REQUIREMENTS

Completion of Grade 12 and appropriate training and experience, or graduation from a technical institute or university. Two years experience with the preparation of maps and graphic materials. Two years experience with the use of GIS (e.g. ArcView, Arc/Info), database management systems (e.g. Microsoft Access), graphics software (e.g. Corel Draw, Adobe Illustrator), and office productivity software (e.g. MS Excel, MS Word).

Ability to find and retrieve data from internet sources. Ability to read and interpret resource maps, survey plans, aerial photographs and other spatial documents. Ability to interpret land use planning documents. Understanding of sources of error in maps and aerial photographs. Thorough knowledge of provincial mapping standards , digital data formats and principles of geographic information systems. Professional judgement with regard to the resolution of discrepancies in spatial data.

Good communication skills. Ability to convey technical information to the public and trustees. Discretion and tact with regard to communication of sensitive information. Ability to deal effectively with the public, other government agencies, legal and land development professionals, and with technical and professional staff. Ability to complete work in a timely and accurate fashion.

TOOLS / EQUIPMENT

WORKING CONDITIONS

WORK EXAMPLES

COMMENTS

PREPARED BY

NAME:	DATE:	

EXCLUDED MANAGER AUTHORIZATION

I confirm that:

1. the accountabilities / deliverables were assigned to this position effective: **(Date)**.
2. the information in this position description reflects the actual work performed.
3. a copy has / will be provided to the incumbent(s).

NAME:	SIGNATURE:	DATE:

ORGANIZATION CHART

(Delete this section if you have attached a graphical organization chart)

Deputy Minister Title
Assistant Deputy Minister Title
Director Title, Classification, Position Number
Manager Title, Classification, Position Number
Supervisor Title, Classification, Position Number
Topic Position Title, Classification, Position Number
Peer Position Title, Classification, Position Number
Peer Position Title, Classification, Position Number

7. Appendix B: Islands Trust Technical Environment

General philosophy – we incorporate an N+1 HW configuration. This allows ANY single component to fail with no direct impact to the Islands Trust computer environment. In the case of equipment of which supports this (Servers, Storage etc.) this involves internal components as well as the device itself. In some cases this involves a "hot spare" such as the network gear, and in other areas such as the server farm where there are more than two components, it is designed so that it is able to operate after losing a single component. Details are provided within each individual grouping as how this philosophy is incorporated, as well as minimal requirements for back in service in the event of a major incident.

Lifecycle

The business lifecycle for the Islands Trust technical environment is based on a 5 year renewal period (with the exception of Laptop Computers which run a 4 year cycle). That is each piece of equipment – Servers, Storage, Network gear, etc. is purchased with the expectation it will be replace in 5 years. The renewal plan is based on a complex model, which is designed to server 2 key functions – stabilize the annual budget and ensure all related components are kept within the technical operations window for which they were designed. As such the big ticket items are spread out to balance the load. A sample of the cycle is listed below. Note – this cycle is reviewed and updated each year to ensure technology and budget concerns are being met. Also note that this does NOT identify all Information Systems budget items, nor is it a complete listing of hardware. It is provided as an example ONLY. Also the real cycle is dynamic; continually being updated as technologies evolve and business requirements change.

Year 1 – Replace SAN, Upgrade, Various Desktop/Laptop/UPS Refreshes

Year 2 – SonicWall Routers, Primary Network Switches, Various Desktop/Laptop/UPS Refreshes

Year 3 – VM Server Replacement (1 of 3), Replace Backup Tape AutoLoader, Various Desktop/Laptop/UPS Refreshes

Year 4 - VM Server Replacement (2 of 3), Backup Server, Various Desktop/Laptop/UPS Refreshes

Year 5 - VM Server Replacement (3 of 3), Gabriola/SSI Server, Various Desktop/Laptop/UPS Refreshes

Repeat….

There are a number of other major items that need to be worked into the cycle but do not follow the 5 year plan. These are items such as the Microsoft Exchange Server, Microsoft Server Licenses etc… We have been using MS Exchange 2007 for 7+ years and are planning on upgrading to MS Exchange 2013 in fiscal 2014-15. We are planning on purchasing licenses for Server 2012 R2 (or Server 2014 R2 if it has stabilized) in fiscal 2016-17. These type of purchases are driven by a number of factors. One is requirements of the organization of course. We moved to 2008 R2 in part due to the need to move from 32 bit to 64 bit servers. This was required for a number of the applications we were planning on moving to (MS SQL Database, MS Exchange 2007 etc.) as well as a supportability (third party will ONLY be supported for a vendor for a limited time – usually they will support 2 previous releases). It is a bit of a

house of cards as the requirements drive the need drive the requirements. We needed to upgrade MS Exchange as Microsoft was removing support for the version we were using. As well a number of new capabilities/features were available with the new MS Exchange. However migrations are costly, both in $$ and it the work for the migration as well as training, configuration, ensuring all existing systems continue to work with the new application/platform. Due to this ever changing complex environment, we are constantly reviewing our existing systems to ensure we have as much warning as possible when a change is forced upon us. One such example is the Islands Trust custom built applications (PO Submission, Meeting Halls, and Phone List etc.) There are in excess of 30 of these applications and most are running with NO issues. However due to the language of creation (Cold Fusion) and the platform (windows 32 bit) we are forced to upgrade/replace them. The problem is complex but in simple terms we can no longer obtain support for Cold Fusion applications as it is a dying language and very few contractors have this skill set, as well Microsoft has announced the End Of Life (a date after which no future fixes, security updates, patches will be created) for the Windows 2003 Server planform upon which these tools reside. As we do not have the in house expertise to migrate these to a new platform, and cannot obtain within the current market place, we have made other plans. These involve replacing some tools with off the shelf applications, retiring some as no longer required, and looking for custom solutions for the rest. We can look at the past and say why did they choose a language such as this, however this would not help. At the time (some 10 + years ago) this seemed a good technological choice. Things change – fast in this industry.

Long winded but if you are still with me you get the picture. Information Technology is an ever evolving field. It is likely that in 10 years or so, many of the choices we make now will be second guessed. However we make the best decisions we can with the information we have… Ultimately we strive to provide our client base a stable, reliable, high performing work environment which enables them to take the services we provide for granted….

Power

All critical systems within the Islands Trust have UPS (Uninterrupted Power Supply) with sufficient backup power to enable the systems to remain in full operation for a period of 10 minutes and then sufficient power and automated process to perform a clean ordered shut down. In addition the systems have been configured to enable a controlled restart of all systems upon the resumption of power. These UPS units also provide protection for the systems from any power related issues (spikes etc.). In addition all critical systems have dual power supplies with alternate UPS for each supply to remove any single point of failure. For a complete listing of the UPS systems refer to the Index.

Server

We incorporate a VMware Server Environment. We currently have 3 Physical Servers however the system is capable of reduced operations with two of the servers. We provide each Virtual Server a ranking as to its criticality in the event of reduce operating capacity. For instance the Exchange Sever, Web Server etc. are ranked 1, whereas the various test and design servers used by the Website support and Mapping teams are ranked 3. Non critical servers which will effect day to day operations are ranked

2 – an example of these would be Vicdc2 – our backup DNS server. Full ranking information is listed in the Server section of the index within the Virtual Server subsection.

A standalone server is used to run the Backup process. This server runs on a “Black LAN” or a private network within the Islands Trust Office which allows the backups to be run at maximum network speeds without interfering with the general use network traffic. Specifications for this server are included in the Server section of the Index along with minimal replacement requirements.

We maintain a single server in each of the Salt Spring and Gabriola offices to server as local file storage and local DNS and print server operations. These servers are synced to the Victoria SAN in real time. In the event of failure the system switches to the Victoria site to provide these operations. This has been tested and operates quite well. The only noticeable difference is some delay on print requests. Specifications for these servers are included in the Server section of the Index along with minimal replacement requirements.

Storage

We currently incorporate a SAN (storage area network) for our storage requirements. The SAN has a full network switch which allows the multiple networks as outlined in the network section of this document. In addition it incorporates two distinctive storage areas – high speed and standard. This allows the implementation of applications such as a Microsoft Exchange server, SQL databases etc. which require extremely fast storage (which is accordingly very expensive) and what I refer to as standard storage (this storage is also quite fast however is considerably less expensive). There are two reasons for this (although the second is connected to the first). Cost is the first – all things being equal we would run the fastest storage that would be available if we had unlimited resources. The second provides a clearer explanation however – the SAN unit standard storage is still much faster than a standard DA (direct attached) disk. In addition these disks have much higher capacity, meaning we can put much more storage space in the same physical storage rack/power space. Finally the standard storage is still fast enough to out run the systems they are attached to meaning the bottleneck in using this is NOT the storage but rather a combination of the speed of the computer the user is operating, the operating system on the operators computer, the application in question etc. Details on the SAN are included in the Storage section of the Index along with minimal replacement requirements.

Network

We maintain a fully integrated hardwired and WIFI network for user access within each of the 3 Islands Trust Offices. We have fully redundant Sonicwall Routers as well as Fully Managed Layer 2 Switches (equipped with redundant power supplies) in each office (Victoria, Salt Spring and Gabriola). We also provide a guest WIFI network with each site. In addition we maintain a number of secondary LAN networks (Black LANs) for various operations within the Victoria office. One network is reserved for backups, anther for server-storage communications. A set of network diagrams detailing these configurations are included in the Index within the Network Section. In addition all network hardware

and software is detailed in the hardware and software subsection along with minimal requirements for replacement.

Our network includes a number of gateways which Islands Trust offices access to the Internet. In addition we maintain a secure intranet between the Victoria, Salt Spring and Gabriola offices (via a SHAW VPLS gateway). The Victoria office has a 25 MB/s Fiber Gateway and all public facing outgoing services as well as secure external gateway access to the Islands Trust are configured for this portal. We maintain SHAW Business 50 internet gateways in both of the Salt Spring and Gabriola offices to provide direct internet access and backup remote access for Islands Trust Technical support. Currently we secure all Internet portals with SSL Certificate technology. A full listing of the IP address information and an Internet/Intranet diagram is provided in the network section of the Index.

Backup

We utilize a 5 year backup cycle using a network backup process. We maintain a dedicated server to operate the backups directly connect to the Dell PowerVault 124 T. This system is capable of utilizing both LTO 3 and LTO 4 tapes. We have a number of legacy LTO 3 tapes of which we utilize on a rotating basis for daily incremental. We utilize the faster and higher capacity LTO 4 tapes for the weekly, monthly and yearly backups. We use the Symantec Backup Software Suite to manage the backup process. It operates with very little user intervention. Provided the tapes are swapped out on schedule the process is otherwise fully automated.

The Microsoft Exchange server is backed up each night via the Symantec provided MS Exchange backup agent. This allows the recovery from the full database down to a single email as required.

Logs of each backup session are automatically sent to both the IT Systems Coordinator and the Blackman helpdesk (contractor providing IS technical support). Any problems with the backup are highlighted in these logs and are addressed within 24 hours.

Details regarding the HW, SW as well as the backup cycle are detailed in the Backup section of the Index.

SW and Licensing

The Islands Trust has purchased considerable SW for use by its personal. In the event of rebuilding any part of the system (from a single computer to the Server farm) access to the SW as well as licenses is critical. In some cases the SW is available from the original vendor, however in most cases the vendor has a newer version and as such does not willingly provide access to “legacy” versions. However it is generally the case that our licensing does NOT cover the new versions. This is very common with Microsoft and Adobe who either require you to purchase the newer version with no credit for the older SW, or provide a discount for the upgrade. As such we maintain an installable version of each SW package of which we purchase within our network. In addition the license key is installed in a text file within the installation directory. Secondary access to the licensing of the software of which was purchased from our major vendors is available from their licensing sites. More custom software does not provide this option in most cases however – this is the case for packages such as WINZIP etc.

A full listing of SW currently deployed within the Islands Trust with licensing details is provided in the Index within one of the following sections – Desktop and Laptops, Server and Network. The location of each software package will be included within the Computers and Network sections of the Index.

Desktop and Laptops

The Index includes a table of current computers and where they are located as well as what operating system and software is installed on each. This is limited to desktop and laptop commuters and does not include servers. In addition the Terminal Server will not be detailed in this section as it will be covered in the Virtual Server section. Recommendations for replacement hardware will be provided.

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Server

Virtual Server

Storage

Network

Network Hardware

Network Software + Security

Network Diagrams

Backup

All active network based file systems are backed up on a daily basis with some exceptions. We do not backup the Mapping and Database development servers, and the backup database is not backed up, but rather used on a weekly basis to validate the current database backup (a full database restore from the main database server is performed on the backup database server to validate the backup).For a complete listing of the backup strategy as well as the HW description refer to the Index.

Desktop and Laptop Computers

Hardware

We have 2 basic types of computers for staff – office based and portable. Within these two categories we have a number of models. This is due in some cases the specific requirements of staff, and in other cases the inevitable change due to the availability of hardware. Our base guidelines are to refresh office based computers each 5 years and portable computers each 3-4 years. The variety of portable computers creates the need for the variance in refresh – as well as the target clients.

Office based computers or Desktops are either standalone towers with attached monitors, keyboards and mice. They are not generally equipped with WIFI, but rely on hard wired network connections. Recently we have begun deploying the Lenovo M90 All-In-One series which is a self-contained desktop with the entire computer built into the footprint of a 23 inch monitor. These come equipped with WIFI by default. As we refresh the current tower based computers we will replace them with this series in most cases. Of course there is ALWAYS an exception and in this case it is the members working in the Mapping Office. They require a higher powered desktop computer with a custom video card. Currently there are 3 of these systems deployed.

Portable computers come in many shapes and sizes. This is due to a combination of the available technology and the requirements of the end user. In most cases a standard Lenovo T Class 15" laptop is deployed, however upon request due to travel issues we have optionally deployed the Lenovo X Class 11" mini computers. We are also trialling the Lenovo 10" Tablet/Laptop cross over. Finally we have deployed a Dell Vostro 3550 for the Trustees usage. These are non-enterprise level computers, and have a lower price tag. As the Trustees are elected for a 3 year term, we have determined the life span for these systems would coincide with the term length. The systems were purchased with 3 year warranties.

With the exception of the Lenovo Tablets, all systems are deployed with Microsoft Windows 7 Professional.

A listing of current deployed hardware as well as information on suppliers is contained within the Index.

Software

General Software deployed for Islands Trust staff:

- Microsoft Windows 7 Professional
- Microsoft Office Standard 2010
- Trent Micro Antivirus (desktop)
- Foxit PDF
- Adobe Acrobat X (Limited Licenses)
- Adobe Photoshop (Limited Licenses)
- Adobe InDesign (Limited Licenses)
- Adobe Illustrator (Limited Licenses)
- ColorBar (Limited Licenses)
- DonorPro (Limited Licenses)

There are a number of other packages that are deployed on a custom basis. For a complete listing of all SW and Licensing information, as well as location for recovery purposes refer to the Index.

Phones

Note, given the current status I have excluded a phone systems review within this document… it can be added upon request, however it is a moving target. We currently have 3 Nortel Systems – a BCM 400 in Victoria (MD March 2014), and a BCM 50 (MD March 2017) in both the Gabriola and Salt Spring office.

We have a TELUS PRI providing dial tone for each system. None of them have any current support contract; however the BCM 50s are supportable from TELUS on a time/charges basis. The Victoria system has exceeded Manufacture Discontinue (MD) which means that parts are no longer available. Any support for this system would come from the open market and parts may not be available…

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Power

Victoria

- Wiring Closet
  - APC Smart-UPS 1500 (SUA1500)
    - AP9617 Network Management Card
  - APC Automatic Transfer Switch (AP7750)
- Server Room
  - APC Smart-UPS 2200XL (SU2200XLNET)
    - 30a circuit
    - AP9630 Network Management Card
  - APC Smart-UPS 3000 (SMX3000RMLV2UNC)
    - 30a circuit
    - AP9630 Network Management Card
  - APC Smart-UPS 1500 (SUA1500RM2U)
    - 15a circuit
    - AP9630 Network Management Card
  - Air conditioner

Salt Spring

- APC Smart-UPS 1500 (SMT1500)
  - 15a circuit
  - AP9630 Network Management Card

Gabriola

- APC Smart-UPS 1500 (SMT1500)
  - 15a circuit
  - AP9630 Network Management Card

Servers

Victoria

- ITESX01
  - Dell PowerEdge R720
  - Service Tag = GFCN4V1
  - CPUs = 2x Intel Xeon E5-2660 2.20GHz eight-core
  - RAM = 64GB
  - RAID Controller = PERC H710 512MB cache
  - Hard Drives:
    - 2x 300GB 10k RPM SAS (RAID-1)
  - NICs
    - 1x on-board Intel 4P I350-t (quad port)
    - 2x add-in Intel 82571EB (quad port)
  - Power supply = Dual redundant
  - DRAC card = Yes
  - Operating System = VMware ESXi 5.1
- ITESX02
  - HP ProLiant ML350 G5
  - Product number = 459264-005
  - Serial number = MXQ8060392
  - CPUs = 2x Intel Xeon E5410 2.33GHz quad-core
  - RAM = 32GB
  - RAID Controller = Smart Array E200i 128MB cache
  - Hard Drives:
    - 4x 146GB 10k RPM SAS (RAID-10)
  - NICs
    - 1x on-board Broadcom NC373i (single port)
    - 1x add-in Intel NC364T (quad port, upper NIC)
    - 1x add-in Intel 82576 (quad port, lower NIC)
  - Power supply = Dual redundant
  - iLO card = Yes (basic)
  - Operating System = VMware ESXi 5.1
- ITESX03
  - Dell PowerEdge R720
  - Service Tag = G8TZBX1
  - CPUs = 2x Intel Xeon E5-2660 2.20GHz eight-core
  - RAM = 64GB
  - RAID Controller = PERC H710 512MB cache
  - Hard Drives:
    - 2x 300GB 10k RPM SAS (RAID-1)
  - NICs
    - 1x on-board Intel 4P I350-t (quad port)
    - 2x add-in Intel 82571EB (quad port)
  - Power supply = Dual redundant
  - DRAC card = Yes
  - Operating System = VMware ESXi 5.1

- ITBackup01
  - HP ProLiant ML350 G5
  - Product number = 459264-005
  - Serial number = MXQ81301ZZ
  - CPUs = 2x Intel Xeon E5410 2.33GHz quad-core
  - RAM = 32GB
  - RAID Controller = Smart Array E200i 128MB cache
  - Hard Drives:
    - 4x 146GB 10k RPM SAS (RAID-10)
    - 2x 300GB 15k RPM SAS (RAID-1)
  - NICs
    - 1x on-board Broadcom NC373i (single port)
    - 1x add-in Intel PRO/1000 PT (dual port)
  - Power supply = Dual redundant
  - iLO card = Yes (basic)
  - Operating System = Windows 2008 R2 Standard

Salt Spring

- SaltSpringFS
  - HP Proliant
  - Product number = ML115 G5
  - Serial number = 2UX92402KF
  - CPUs = 1x AMD Athlon 2.30GHz dual-core
  - RAM = 2GB
  - RAID Controller = NVIDIA nForce RAID Controller
  - Hard Drives:
    - ?
  - NICs
    - 1x on-board NC105i (single port)
  - Power supply = Single
  - iLO card = No
  - Operating System = Windows 2003 R2 Standard

Gabriola

- NorthernFS
  - HP Proliant
  - Product number = ML115 G5
  - Serial number = 2UX92402L4
  - CPUs = 1x AMD Athlon 2.30GHz dual-core
  - RAM = 2GB
  - RAID Controller = NVIDIA nForce RAID Controller
  - Hard Drives:
  - NICs
    - 1x on-board NC105i (single port)
  - Power supply = Single
  - iLO card = No
  - Operating System = Windows 2003 R2 Standard

Storage

Victoria

- Storage Controller
  - 1x Dell MD3220i
    - iSCSI-based, dual-controller
    - 10x 146GB 15k RPM SAS (RAID-10)
    - 6x 300GB 10k RPM SAS (RAID-10 with 6x 300GB on MD1220)
    - 8x 500GB 7.2k RPM NL-SAS (RAID-6)
  - 1x Dell MD1220
    - Connected to each MD3220i controller via SAS cable
    - 6x 300GB 10k RPM SAS (RAID-10 with 6x 300GB on MD3220i)
    - 4x 1TB 7.2k RPM NL-SAS (RAID-5)
- Network
  - 2x Dell PowerConnect 5424 24-port gigabit managed switch
- Layout
  - Four discreet IP subnets
    - 10.1.0.x
    - 10.1.1.x
    - 10.1.2.x
    - 10.1.3.x
  - Each MD3220i controller has a total of four gigabit ports for the iSCSI network:
    - Two Cat5e cables going to each of the two switches
    - Each port is on a separate subnet
  - Each ESXi host has a total of four gigabit ports for the iSCSI network
    - Two Cat5e cables going to each of the two switches
    - Each port is on a separate subnet
  - Backup server has a total of two gigabit ports for the iSCSI network
    - One Cat5e cable going to each of the two switches
    - Each port is on a separate subnet (10.1.0.x and 10.1.1.x)

- Islands Trust SAN Infrastructure

Network

Victoria

- Internet
  - Service
    - Shaw Fibre 25Mbps service
      - 69.196.72.44/30 – Interconnect
      - 64.141.7.112/28 – Assigned IP block
    - Shaw Cable (Business 50?) service
      - 184.71.20.144/30 – IP 1
      - 184.71.20.148/30 – IP 2
      - 184.71.20.152/30 – IP 3
    - Shaw MPLS (dedicated link to Salt Spring and Gabriola)
  - Hardware

- 2x Sonicwall NSA 2400 routers (in hardware failover config)

- LAN
  - Hardware
    - 4x HP v1910-24G 24-port gigabit managed switches
    - 1x HP v1910-48G 48-port gigabit managed switch
- Wireless
  - Hardware
    - 2x Sonicwall Sonic Point access points

Salt Spring

- Internet
  - Service
    - Shaw Cable (Business 50?) service
      - 184.69.112.140/30 – Primary router
      - 184.69.16.136/30 – Backup router
    - Shaw MPLS (dedicated link to Salt Spring and Gabriola)
  - Hardware
    - 2x Sonicwall TZ 200W routers (warm backup)
- LAN
  - Hardware
    - 1x HP v1910-48G 48-port gigabit managed switch

Gabriola

- Internet
  - Service
    - Shaw Cable (Business 50?) service
      - 184.69.14.84/30 – Primary router
      - 184.69.14.104/30 – Backup router
    - Shaw MPLS (dedicated link to Salt Spring and Gabriola)
  - Hardware
    - 2x Sonicwall TZ 200W routers (warm backup)
- LAN
  - Hardware
    - 1x HP v1910-48G 48-port gigabit managed switch

SSL Certificates - Leased via Go Daddy

Login URL: https://mya.godaddy.com/
Account # 31633509
Password: it admin password + 2
PIN: 5342
Account email dbeeston@islandstrust.bc.ca

- applications.islandstrust.bc.ca (expires 2014-02-25)
- mail.islandstrust.bc.ca (expires 2013-12-02)
- meetings.islandstrust.bc.ca (expires 2015-06-05)
- rdp.islandstrust.bc.ca (expires 2016-01-19)
- apps.islandstrust.bc.ca (expires 2016-06-18)

Backups

General backup strategy

Daily Incremental Backups

- Runs Monday through Thursday
- Tapes remain onsite in the autoloader
- Backup sets are retained for 4 weeks

Weekly Full Backups

- Runs Friday (Saturday for the separate ITMAP backup job)
- Currently take 2 tapes
- Backup sets are retained for 4 weeks – stored in the local bank

Monthly Full backups

- Runs every 4th Friday
- Currently takes 3 tapes
- Backup sets are retained for 1 year – stored at the Gabriola office

Yearly Full backups

- Runs once a year
- Currently takes 3 tapes
- Backup sets are retained for 5 years – stored at the Gabriola office

Offsite strategy:

The two most recent full backup sets are retained at secure offsite storage. The Islands Trust Information Systems Coordinator is responsible for cycling the tapes following the 'tape change schedule' document provided.

Tape storage space required to support this strategy is for 5 active tapes (weeklies and/or monthlies) plus any archival tapes. If annual tapes are to be archived on the offsite storage (recommended) then we would need storage space for an additional 3 tapes per year growing to a total of 15 tapes for rotating 5 year retention.

Tape Backup Hardware:

We use a 16 slot (2 magazines) Dell PowerVault 124T LTO4 autoloader tape drive; each slot can hold one LTO3 or LTO4 tape. The LTO4 technology allows for 800 GB native/1600 GB compressed storage per tape.

This autoloader is currently partitioned as follows:

- Slots 1-8 (daily tapes)
- Slots 9-15 (weekly/monthly tapes)
- Slot 16 (cleaning tape)

Definitions for the backup types employed:

Incremental – Backup only files which are new or have been updated and have not been backed up already. This option requires less media and less time because files that have already been backed up are not backed up again. Use of this option requires careful management and cataloging of your media. In the event that you lose your data, you will need to locate your most recent full back up AND all of the incremental backups that were made since you're most recent Full backup.

Full – Back up all of the files that are selected regardless of when they were last backed up or when they were last updated. This is the typical backup and requires the most media resources.

Recommended Off Site Storage Space Requirement

Note this is based on the recommended strategy of storing annual backups (one full backup for each year for a 5 year period). This has not been approved and is currently a recommendation ONLY.

Year 1 – 8 Tapes – 5 Active plus 3 Annual (one year annual)

Year 2 – 11 Tapes – 5 Active plus 6 Annual (two year annual)

Year 3 – 14 Tapes – 5 Active plus 9 Annual (three year annual)

Year 4 – 17 Tapes – 5 Active plus 12 Annual (four year annual)

Year 5 – 20 Tapes – 5 Active plus 15 Annual (five year annual)

Year 6 – 20 Tapes – 5 Active plus 15 Annual (five year annual – year one replaced with year six)

Year 7 – 20 Tapes – 5 Active plus 15 Annual (five year annual – year two replaced with year seven)

Repeat…

Note this strategy is based on the projected storage growth for the Islands Trust over the upcoming 5 to 7 year period. If the growth in storage requirements exceeds predicted we may need to increase the

number of tapes required for each stage. This increase would be unlikely to exceed one tape for each cycle if it is required. This would put the worst case storage requirement at 27 tapes over the 5 year period.

The 5 year retention period is based on the expected 100% reliability of the tape storage media. The reliability of recovery of data decreases from 100% following 5 years. Islands Trust may determine this period too long, of which case we will reduce the cycle, or too short, of which case we will exercise an effort to locate a reliable backup procedure which exceeds 5 years. Simply recovering the 5 year tapes and transferring to new tapes would get us an additional 5 years…

8. Appendix C – Shared Services BC Experience



Technology Solutions

Broader Public Sector (BPS)
Rates and Lead Times

Last Revised: October 2014

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Broader Public Sector (BPS)

Rates and Lead Times

INTRODUCTION

This document provides a consolidated listing of the rates and service delivery lead times, where applicable, for ordering Shared Services BC (SSBC) technology services for Broader Public Sector (BPS) clients.

Rates

In cases where there may be discrepancies between the rates published within the Technology Services Catalogue and iStore, the rates in iStore will be deemed correct.

Service Delivery Lead Times

SSBC delivers technology services within the published lead times, which begin once the order is approved by the BPS expense authority, (i.e., order has "booked" status in iStore), and end once the service has been deployed to the client. Note: these lead times do not apply for orders that are incomplete or contain invalid information; the lead times for these orders will begin once the order has been corrected.

Service delivery lead times are time objectives which are used to develop service levels. The listed lead times represent the line item lead time. An order may contain several line items, each with an individual lead time. Further review and analysis is required to identify groups of line items that are ordered together and therefore should have a composite lead time. In this case, the composite lead time may be the furthest out lead time as some line items may be filled concurrently. The most conservative approach for estimating the overall lead time for an order with multiple line items is to add the lead times together for all the line items.

Emergency Ordering - SSBC delivers services within published lead times, or on an emergency basis in response to unplanned events outside of the client's control where there is a safety or security threat, or a highly sensitive public policy issue. Expedited services are not available.

Please Note
For BPS orders, lead times for entering requests into iStore may vary based on volume and whether complete and valid information has been provided in the iStore request form.

Revisions

For information about Service Catalogue changes, please visit the SSBC Client Resource Centre website to view the "Services Change Log". If you are not able to access this link, please contact your SSBC Director of Client Relations or Client Integration Analyst

OFFICE SOLUTIONS

Voice Network Services

Notes:

- Lead times begin once the order is approved by the Ministry or BPS expense authority (i.e. order has "booked" status in iStore, and the Voice order is received in ITIMS) and end once the service has been deployed to the client (i.e. Voice service has been "shipped").
- For BPS orders, lead times for entering requests into iStore (i.e. Voice order has "entered" status in iStore) may vary based on volume and whether complete and valid information has been provided in the iStore request form.
- For Voice Network Consulting, please refer to Consulting Services.

Base Voice Service

Service	Rate	Unit of Measure	Type	Lead Time (Business Days)
Base Voice	$37.30	Line	Monthly	25
Base Voice - Install	$156.25	Event	One-Time	N/A
Base Voice with Voice Mail - Install	$156.25	Event	One-Time	N/A
Convert Enhanced Station to Base Voice	$156.25	Event	One-Time	25
Software Changes	$18.75	Event	One-Time	15
Cancel Base Voice	$18.75	Event	One-Time	25

Enhanced Voice Services

Service	Rate	Unit of Measure	Type	Lead Time (Business Days)
Enhanced Station	$13.06	Set	Monthly	25
Enhanced station - Install	$156.25	Event	One-Time	N/A
Enhanced station with Voice Mail - Install	$156.25	Event	One-Time	N/A
Convert existing Base Voice to Enhanced Station	$156.25	Event	One-Time	25
Cancel Enhanced Station (if not cancelled with Base)	$93.86	Event	One-Time	25
Software/Key Lineup Report	$18.75	Event	One-Time	10
Change Voice Key Lineup Request	$18.75	Event	One-Time	10
Voice Mail	$6.50	Mailbox	Monthly	10
Install Voice Mail	$18.75	Event	One-Time	N/A
Voice Mail Option Changes	$18.75	Event	One-Time	10
Cancel Voice Mail	$18.75	Event	One-Time	10
Information Trees	$115.79	Information Tree	Monthly	25
Information Tree - Install	$93.86	Event	One-Time	N/A
Information Tree changes	$18.75	Event	One-Time	25
Cancel Information Tree	$18.75	Event	One-Time	25
Automatic Call Distribution (ACD)	$67.60	Per Agent	Monthly	25

Please visit https://ssbc-client.gov.bc.ca/services for the most current rates and lead times.

ACD - per Agent Install	$156.25	Event	One-Time	N/A
ACD changes	$93.86	Event	One-Time	25
Cancel Automatic Call Distribution (ACD)	$18.75	Event	One-Time	25

Supplemental Voice Services

Service	Rate	Unit of Measure	Type	Lead Time (Business Days)
Calling Cards	$0.21	Minute	Consumption	3
Calling cards - Add	$18.75	Event	One-Time	N/A
Cancel Calling Card	$18.75	Event	One-Time	10
Directory Listings	$6.19	Listing/ Book	Monthly	15
Directory Listings (per Listing per Book) - Add	$18.75	Event	One-Time	N/A
Cancel Directory Listings	$18.75	Event	One-Time	15
ISA and ISDN Lines	$77.43	Line	Monthly	25
ISA and ISDN Lines - Install	$93.86	Event	One-Time	N/A
Cancel ISA and ISDN Lines	$18.75	Event	One-Time	25
Toll Free Services	Varies	Minute	Consumption	25
Toll Free Services - Install	$93.86	Event	One-Time	N/A
Cancel Toll Free Services	$18.75	Event	One-Time	25
Move Voice Network Services - Different Building	$156.25	Event	One-Time	25
Move Voice Network Services - Within Building	$93.86	Event	One-Time	25

Custom Voice Services

Service	Rate	Unit of Measure	Type	Lead Time (Business Days)
Custom Voice Services	Varies	Varies	Fixed Quote	25
Cancel Custom Voice Services	$18.75	Event	One-Time	25

Interactive Voice Response (IVR) Service

Service	Rate	Unit of Measure	Type	Lead Time (Business Days)
Interactive Voice Response Consulting	Varies	Dollars	Fixed Quote	Varies
Interactive Voice Response IVR Setup	Varies	Dollars	Fixed Quote	Varies
ASR Engine Enhancement Setup	Varies	Dollars	Fixed Quote	Varies
Text to Speech Enhancement Setup	Varies	Dollars	Fixed Quote	Varies
Interactive Voice Response Consumption	$0.12	Each Minute	Consumption	N/A
ASR Engine Enhancement Tier 2 Consumption	$0.05	Each Minute	Consumption	N/A
ASR Engine Enhancement Tier 3	$0.06	Each	Consumption	N/A

Please visit https://ssbc-client.gov.bc.ca/services for the most current rates and lead times.

Service	Rate	Unit of Measure	Type	Lead Time (Business Days)
Consumption		Minute		
ASR Engine Enhancement Tier 4 Consumption	$0.07	Each Minute	Consumption	N/A
Text to Speech Enhancement Consumption	$0.05	Each Minute	Consumption	N/A
IVR Change	Varies	Dollars	Fixed Quote	Varies
IVR Voice Recording Change	$330.00 (per 350 words)	Each	One Time	Varies
Interactive Voice Response IVR Onetime - Cancel	Varies	Dollars	Fixed Quote	Varies
ASR Engine Enhancement Onetime – Cancel	Varies	Dollars	Fixed Quote	Varies
Text to Speech Enhancement Onetime - Cancel	Varies	Dollars	Fixed Quote	Varies

Audio Conferencing Services

Service	Rate	Unit of Measure	Type	Lead Time (Business Days)
Add Audio Conferencing Service Account	$0.00	Event	One-Time	4
Audio Conference reservationless	$0.05	Per Minute	Consumption	N/A
Operator Scheduled Conference	$0.15	Per Minute	Consumption	N/A
Event Coordination and Conferencing	$0.16	Per Minute	Consumption	N/A
Added security PIN for On Demand and reservationless conferencing	$0.19	Per Minute	Consumption	N/A
Dial out to participant North America	$0.04	Per Minute	Consumption	N/A
CD or Digital Recording	$6.25	Each	Consumption	N/A
Transcription	$8.44	Per Minute	Consumption	N/A
Recorded conference available through Play back	$0.04	Per Minute	Consumption	N/A
Dial out to Participant Overseas	Varies	Per Minute	Consumption	N/A
Global Toll Free Access	Varies	Per Minute	Consumption	N/A
Cancel Audio Conferencing Service Account	$0.00	Event	One-Time	4

Web Conferencing Service

Service	Rate	Unit of Measure	Type	Lead Time (Business Days)
Web Conferencing (Live Meeting Service)	$24.00	Account	Monthly	4
Cancel Web Conferencing (Live Meeting Service – IMAC Charge)	Variable (see Note 2)	Account	One-Time	4

Notes:
1. Rates are subject to review at a future date.
2. Subscription to Web Conferencing (Live Meeting Service) is currently a minimum one-year financial commitment from the date a new conference account is created. Subscription will be renewed on an annual basis until the account is cancelled. Accounts cancelled before the one-year renewal date will be billed for the remainder of the year.
3. For additional information, please see Service Bulletin #343.

Videoconferencing

Shared Services BC is working with the service provider to streamline the billing process. As a result, final pricing may change and SSBC will advise of any changes to rates.

Service	Rate	Unit of Measure	Type	Lead Time (Business Days)
Videoconferencing Service Account[1 & 2]	Varies	Each	Consumption	4
Certify an Existing Site	$112.50	Each	One-Time	N/A
Registered Room (flat rated)[2 & 3]	$687.00	Each	Monthly	5
Optional Equipment or Services	Varies	Each	Fixed Quote	Varies
Add a Conferencing Accessory – Video Conference Phone	Varies	Each	Fixed Quote	9
Add a Conferencing Accessory – Miscellaneous Equipment	Varies	Each	Fixed Quote	Varies
New Rooms[4]				
Install a New Room	$3,744.00	Each	One-Time	Varies
High Definition Room – Small	$4,400.00	Each	Monthly	Varies
High Definition Room – Medium	$4,425.00	Each	Monthly	Varies
High Definition Room – Large	$4,606.00	Each	Monthly	Varies
Telepresence Room – 1 Screen	$5,900.00	Each	Monthly	Varies
Telepresence Room – 2 Screen Standard	$9,394.00	Each	Monthly	Varies
Telepresence Room – 2 Screen Enhanced	$18,000.00	Each	Monthly	Varies
Telepresence Room – 3 Screen	$13,725.00	Each	Monthly	Varies
Telepresence Room – 4 Screen	$27,313.00	Each	Monthly	Varies

Notes:
1. Optional pay-per-use features are billed to the moderator's Videoconferencing Service Account (see BPS Consumption rates below).
2. A one-time iStore $18.75 IMAC charge applies to add a Videoconferencing Service Account or a Registered Room.
3. Flat monthly rate for existing rooms with high consumption.
4. Videoconferencing services for new rooms are currently provided for a 36-month renewable term.

BPS Consumption
Pay-per-use features are billed directly to the moderator's Service Account.

Features	Telepresence Room	High Definition Room	Registered Existing Room	Unregistered Existing Room	Rest of World	Audio[1]
Base	*per minute per port*					
Reservationless: multi-point or bridged point-to-point[2] (participant dial-in)	$0.00	$0.00	$0.00	$0.70	$0.70	$0.049
Optional	*per minute per port*					
Scheduled: multi-point or bridged point-to-point[2] (operator dial-out[3])	$0.00	$0.10	$0.10	$0.80	$0.80	$0.149
Event Conferencing coordination - basic	$1.88	$1.88	$1.88	$1.88	$1.88	N/A
Dedicated conference operator	$1.88 *per minute per conference*					

Notes:
1. Some participants may join in by audio only.
2. Bridged point-to-point would be used for a conference requiring pre-scheduling or operator assistance.
3. Long-distance charges apply for dial-out to ISDN endpoints.

Data Network Services

Notes:

- Lead times begin once the order is approved by the Ministry or BPS expense authority (i.e. order has "booked" status in iStore, and the Data order is received in ITIMS) and end once the service has been deployed to the client (i.e. Data service has been "shipped").
- For BPS orders, lead times for entering requests into iStore (i.e. Data order has "entered" status in iStore) may vary based on volume and whether complete and valid information has been provided in the iStore request form.
- For Data Network Consulting, please refer to Consulting Services.

Client Access Service

Service	Rate	Unit of Measure	Type	Lead Time (Business Days)
Pharmacy	Varies	Circuit	Fixed Quote	20
Small Office	Varies	Circuit	Fixed Quote	35
Medium Office	Varies	Circuit	Fixed Quote	55
Large Office	Varies	Circuit	Fixed Quote	130
Large Office Plus	Varies	Circuit	Fixed Quote	130
Special Assembly	Varies	Circuit	Fixed Quote	130
High Availability	Varies	Circuit	Fixed Quote	35
Move Client Access Service	Varies	Circuit	Fixed Quote	30
Change Data Network Services - In House Configuration Change	$62.50	Event	One-Time	10
Change Data Network Services - On Site Configuration Change	$625.00	Event	One-Time	20
Change Data Network Services - Other	Varies	Event	Fixed Quote	30
Cancel Client Access Services	Varies	Circuit	Fixed Quote	20

Notes:

- For Shared Access requests where available, shared cost will be reflected in a fixed quote.
- For emergency orders, clients should be aware additional expenses may be associated (i.e. clients may be asked to submit a Data Network Consulting order for a quote to cover any overtime charges from service providers).

Wi-LAN Service

Service	Rate	Unit of Measure	Type	Lead Time (Business Days)
Wi-LAN Service	$75.00	Access Point	Monthly	45
Install Wi-LAN Service	Varies	Access Point	Fixed Quote	45
Cancel Wi-LAN Service	N/A			20

Notes:

- Lead times are subject to verification of building infrastructure and network configuration.
- The published lead time is for most urban areas. Service delivery for rural and remote requirements may be reviewed on a case by case basis.

Remote Access Services

Service	Rate	Unit of Measure	Type	Lead Time (Business Days)
Remote Access Services	Varies	Hours	Consumption	8
SPAN/Dial	$3.44	Hours	Consumption	N/A
Virtual Private Network (VPN)	$0.43	Hours	Consumption	N/A
Change Remote Access Services	$0.00	Each	N/A	8
Static IP Address (In House Configuration Change)	$62.50	Event	One-Time	10
Cancel Remote Access Services	$0.00	Each	N/A	8

Domain Name Registration Service

Service	Rate	Unit of Measure	Type	Lead Time (Business Days)
Add or Renew Domain Name Registration	Varies	Each	Fixed Quote	10
Transfer Domain Name Registration	Varies	Each	Fixed Quote	Varies

Workstation Services

Workstation Services

Service	Rate	Unit of Measure	Type	Lead Time (Business Days)
Standard Desktop Vista	$158.75	Workstation	Monthly	12
Standard Desktop Vista Without Monitor	$150.00	Workstation	Monthly	12
High Performance Desktop Vista without Monitor	$212.50	Workstation	Monthly	12
Standard Laptop Vista	$175.00	Workstation	Monthly	12
Small Laptop Vista	$203.75	Workstation	Monthly	12
Small Desktop U3	$157.00	Workstation	Monthly	12
Small Desktop U3 Without Monitor	$148.00	Workstation	Monthly	12
Tower Desktop U3	$156.25	Workstation	Monthly	12
Tower Desktop U3 Without Monitor	$147.50	Workstation	Monthly	12
Standard Laptop U3	$173.00	Workstation	Monthly	12
Tablet Laptop U3	$202.00	Workstation	Monthly	12
Ultralight Laptop U3	$193.75	Workstation	Monthly	12
High Performance Desktop U3	$225.00	Workstation	Monthly	12
Rugged Tablet U3	$329.00	Workstation	Monthly	12
Utility PC U3	$150.00	Workstation	Monthly	12
Ultabook Laptop	$187.50	Workstation	Monthly	12
14 inch Laptop	$175.00	Workstation	Monthly	12
Slate-Light Laptop	$150.00	Workstation	Monthly	12
Slate-Pro Laptop	$162.50	Workstation	Monthly	12
All in One Desktop Mac U3	$225.00	Workstation	Monthly	N/A
Small Desktop Mac	$168.75	Workstation	Monthly	N/A
High Performance Desktop Mac U3	$450.00	Workstation	Monthly	N/A
Standard Laptop Mac U3	$215.00	Workstation	Monthly	N/A
Ultralight Laptop Mac U3	$200.00	Workstation	Monthly	N/A
Standard Class	$0.00	Workstation	N/A	N/A
Locked Class	$0.00	Workstation	N/A	N/A
High Touch Deployment	$0.00	Workstation	N/A	N/A
Low Touch Deployment	$0.00	Workstation	N/A	N/A
Cancel Workstation (9 or fewer)	$0.00	Workstation	N/A	N/A
Full-time Desktop Terminal Services (DTS)	$56.25	User	Monthly	4
Cancel Full-time Desktop Terminal Services	$0.00	Each	N/A	4
Part-time/Evening Desktop Terminal Services	$25.00	User	Monthly	4
Cancel Part-time/Evening Desktop Terminal Services	$0.00	User	N/A	4
Additional VIP Plus Users	$156.25	User	Monthly	4
Home Support	$437.50	Support Call	One-Time	4
Roaming User Profiles	$5.94	Profile	Monthly	3
Cancel Roaming User Profile	$0.00	Profile	N/A	3
Move Workstation Services (9 or fewer)	$0.00	Workstation	N/A	12
Move Workstation Services (10 or more)	Varies	Dollars	Fixed Quote	12
Move Software Services	$0.00	Each	N/A	12
Hardware Installation Only	$0.00	Each	N/A	12
Software Installation Only	$0.00	Each	N/A	12
Change Account (Modify/Delete ID)	$0.00	Each	N/A	3
Change File Share	$0.00	Each	N/A	3
Modify Workstation	$0.00	Each	N/A	12
Workstation Project Services	Varies	Dollars	Fixed Quote	12
Software Package QA & Deploy	Varies	Dollars	Fixed Quote	12
Software QA Only	$555.00	Each	One-Time	12

Please visit https://ssbc-client.gov.bc.ca/services for the most current rates and lead times.

Notes:

Rates:

- For further information on the new VIP Plus Support service, please see Service Bulletins #267 and #248
- For additional hardware or software please see related product listings:
  - Workstation Additional Hardware Product Listing
  - Workstation Additional Software Product Listing
- Additional hardware or software costs over $1,000 will be quoted on a monthly basis to adhere to amortization policy/rules.

Lead Times:

- For any activities requiring on-site visits the lead time published here is an average of Urban, Rural and Remote.
- Any activity requiring IMAC Coordination may require up to two additional days.
- The Project Services lead time published here is representative of an average low-complexity project.
- SSBC will deliver services within these published lead times, which begin once the order is approved by the expense authority (i.e. order has status of "booked" in iStore) and end once the service has been deployed to the client.
- These lead times do not apply for orders that are incomplete or contain invalid information; the lead times for these orders will begin once the order has been corrected.

Office Productivity Services

IDIR Directory and Authentication Service

Service	Rate	Unit of Measure	Type	Lead Time (Business Days)
IDIR Directory and Authentication Service	$6.25	UserID	Monthly	3
Cancel IDIR Directory and Authentication Service	$0.00	UserID	N/A	3

Note: For Office Productivity Consulting rates, please refer to Consulting Services.

Messaging Service

Service	Rate	Unit of Measure	Type	Lead Time (Business Days)
Messaging Service	$9.38	Mailbox	Monthly	6
Cancel Messaging Service	$0.00	Mailbox	N/A	6
Mailbox Restore	$1,250.00	Restore	One-Time	5
Incremental Storage	$3.38	GB	Consumption	N/A

Note: For Office Productivity Consulting rates, please refer to Consulting Services.

Mobile Enterprise Service

Notes:

- Multiple devices can be added to the same client profile at no additional cost using "Update Mobile Device" in iStore. Upgrade iStore orders for an ActiveSync Device are not necessary. If Deskside assistance is required for an upgraded device, call 7-7000 (Option 3).
- For BPS orders, lead times for entering requests into iStore may vary based on volume and whether complete and valid information has been provided in the iStore request form.

Mobile Device Access Service

Service	Rate	Unit of Measure	Type	Lead Time (Business Days)
ActiveSync Service	$18.30	IDIR	Monthly	4
ActiveSync Service – Update Mobile Device	$0.00	Each	N/A	4
Cancel ActiveSync Service	$0.00	Each	N/A	2

Legacy BlackBerry Enterprise Service

Service	Rate	Unit of Measure	Type	Lead Time (Business Days)
Legacy Blackberry Enterprise Service	$18.30	IDIR	Monthly	4
Legacy BlackBerry Enterprise Service - Upgrade	$0.00			4
Cancel Legacy Blackberry Enterprise Service	$0.00	Each	N/A	2

Shared File and Print Service

Service	Rate	Unit of Measure	Type	Lead Time (Business Days)
Shared File and Print Service	$16.36	Home Drive	Monthly	3
Cancel Shared File and Print Service	$0.00	Home Drive	N/A	6
Shared File and Print Queue Service	$0.00	Each	N/A	12
SFP Enhanced Auditing Service	Varies	Each	Fixed Quote	22
Dedicated SFP Server	Varies	Each	Fixed Quote	22
Cancel Dedicated SFP Server	Varies	Each	N/A	22
Incremental Storage	$3.38	GB	Consumption	N/A

Note: For Office Productivity Consulting rates, please refer to Consulting Services.

Collaboration Services

Collaboration Services are included in the Workstation Services and Messaging Service for customers who have completed Upgrade 2.0 refresh to a Vista office environment.

SharePoint Team Collaboration Service

Service	Rate	Unit of Measure	Type	Lead Time (Business Days)
SharePoint Team Collaboration Service	$352.80	Site	Monthly	5
Cancel SharePoint Team Collaboration	$0.00	Each	N/A	22
Incremental Managed Storage	$75.00	GB	Consumption	N/A

Note: For Office Productivity Consulting rates, please refer to Consulting Services.

BUSINESS SOLUTIONS

Hosting Services

Note:

- For BPS orders, lead times for entering requests intoiStore may vary based on volume and whether complete and valid information has been provided in the iStore request form.

Mainframe Services

Mainframe Services	Rate	Unit of Measure	Type	Lead Time (Business Days)
Mainframe Services	Varies	Varies	Forecast Consumption	N/A
Mainframe Consulting Services	Varies	Dollars	Fixed Quote	8
Mainframe Consulting Services – Mainframe Print Queue	$0.00	Each	Monthly	8

Application Hosting Services for UNIX/Linux or Windows

Application Hosting Services	Rate	Unit of Measure	Type	Lead Time (Business Days)
UNIX				
Solaris/AIX Virtual Development or Test	$668.75	Each	Monthly	3
AIX Virtual Production	$737.50	Each	Monthly	3
Solaris Virtual Production	$731.25	Each	Monthly	3
Solaris Application or Database – Tier 1 Small	$1,306.25	Each	Monthly	20
Solaris Application or Database – Tier 1 Medium	$1,712.50	Each	Monthly	20
Solaris Application or Database – Tier 1 Large	$2,937.50	Each	Monthly	20
Solaris Application or Database – Tier 2 Small	$1,018.75	Each	Monthly	20
Solaris Application or Database – Tier 2 Medium	$1,312.50	Each	Monthly	20
Solaris Application or Database – Tier 2 Large	$2,212.50	Each	Monthly	20
Solaris Application or Database – Tier 3 Small	$1,050.00	Each	Monthly	20
Solaris Application or Database – Tier 3 Medium	$1,343.75	Each	Monthly	20
Solaris Application or Database – Tier 3 Large	$2,250.00	Each	Monthly	20
Solaris Development or Test – Tier 1 Small	$1,156.25	Each	Monthly	20
Solaris Development or Test – Tier 1 Medium	$1,562.50	Each	Monthly	20
Solaris Development or Test – Tier 1 Large	$2,787.50	Each	Monthly	20
Solaris Development or Test – Tier 2 Small	$868.75	Each	Monthly	20
Solaris Development or Test – Tier 2 Medium	$1,162.50	Each	Monthly	20
Solaris Development or Test – Tier 2 Large	$2,070.00	Each	Monthly	20
Solaris Development or Test – Tier 3 Small	$900.00	Each	Monthly	20
Solaris Development or Test – Tier 3 Medium	$1,187.50	Each	Monthly	20
Solaris Development or Test – Tier 3 Large	$2,100.00	Each	Monthly	20
Solaris Web – Tier 1 Small	$1,306.25	Each	Monthly	20
Solaris Web – Tier 1 Medium	$1,712.50	Each	Monthly	20
Solaris Web – Tier 1 Large	$2,937.50	Each	Monthly	20
Solaris Web – Tier 2 Small	$1,018.75	Each	Monthly	20
Solaris Web – Tier 2 Medium	$1,312.50	Each	Monthly	20
Solaris Web – Tier 2 Large	$2,212.50	Each	Monthly	20
Solaris Web – Tier 3 Small	$1,050.00	Each	Monthly	20
Solaris Web – Tier 3 Medium	$1,343.75	Each	Monthly	20

Please visit https://ssbc-client.gov.bc.ca/services for the most current rates and lead times.

Application Hosting Services	Rate	Unit of Measure	Type	Lead Time (Business Days)
Solaris Web – Tier 3 Large	$2,250.00	Each	Monthly	20
AIX Application or Database – Tier 1 Medium	$2,325.00	Each	Monthly	20
AIX Application or Database – Tier 2 Medium	$1,925.00	Each	Monthly	20
AIX Application or Database – Tier 3 Medium	$1,962.50	Each	Monthly	20
AIX Development or Test – Tier 1 Medium	$2,175.00	Each	Monthly	20
AIX Development or Test – Tier 2 Medium	$1,775.00	Each	Monthly	20
AIX Development or Test – Tier 3 Medium	$1,812.50	Each	Monthly	20
Linux				
Linux Virtual Development or Test	$668.75	Each	Monthly	3
Linux Virtual Production	$731.25	Each	Monthly	3
Linux Application or Database – Tier 1 Small	$1,181.25	Each	Monthly	20
Linux Application or Database – Tier 1 Medium	$1,368.75	Each	Monthly	20
Linux Application or Database – Tier 1 Large	$2,037.50	Each	Monthly	20
Linux Application or Database – Tier 2 Small	$900.00	Each	Monthly	20
Linux Application or Database – Tier 2 Medium	$975.00	Each	Monthly	20
Linux Application or Database – Tier 2 Large	$1,318.75	Each	Monthly	20
Linux Application or Database – Tier 3 Small	$887.50	Each	Monthly	20
Linux Application or Database – Tier 3 Medium	$942.50	Each	Monthly	20
Linux Application or Database – Tier 3 Large	$1,262.50	Each	Monthly	20
Linux Development or Test – Tier 1 Small	$1,025.00	Each	Monthly	20
Linux Development or Test – Tier 1 Medium	$1,193.75	Each	Monthly	20
Linux Development or Test – Tier 1 Large	$1,887.50	Each	Monthly	20
Linux Development or Test – Tier 2 Small	$750.00	Each	Monthly	20
Linux Development or Test – Tier 2 Medium	$793.75	Each	Monthly	20
Linux Development or Test – Tier 2 Large	$1,168.75	Each	Monthly	20
Linux Development or Test – Tier 3 Small	$731.25	Each	Monthly	20
Linux Development or Test – Tier 3 Medium	$781.25	Each	Monthly	20
Linux Development or Test – Tier 3 Large	$1,200.00	Each	Monthly	20
Linux Web – Tier 1 Small	$1,181.25	Each	Monthly	20
Linux Web – Tier 1 Medium	$1,343.75	Each	Monthly	20
Linux Web – Tier 1 Large	$2,035.00	Each	Monthly	20
Linux Web – Tier 2 Small	$900.00	Each	Monthly	20
Linux Web – Tier 2 Medium	$943.75	Each	Monthly	20
Linux Web – Tier 2 Large	$1,318.75	Each	Monthly	20
Linux Web – Tier 3 Small	$931.25	Each	Monthly	20
Linux Web – Tier 3 Medium	$975.00	Each	Monthly	20
Linux Web – Tier 3 Large	$1,350.00	Each	Monthly	20
Windows				
Windows Virtual Development or Test	$668.75	Each	Monthly	3
Windows Virtual Production	$725.00	Each	Monthly	3
Windows Application or Database – Tier 1 Small	$1,122.50	Each	Monthly	20
Windows Application or Database – Tier 1 Medium	$1,287.50	Each	Monthly	20
Windows Application or Database – Tier 1 Large	$1,887.50	Each	Monthly	20
Windows Application or Database – Tier 2 Small	$887.50	Each	Monthly	20
Windows Application or Database – Tier 2 Medium	$968.75	Each	Monthly	20
Windows Application or Database – Tier 2 Large	$1,306.25	Each	Monthly	20
Windows Application or Database – Tier 3 Small	$875.00	Each	Monthly	20
Windows Application or Database – Tier 3 Medium	$931.25	Each	Monthly	20
Windows Application or Database – Tier 3 Large	$1,247.50	Each	Monthly	20
Windows Development or Test – Tier 1 Small	$987.50	Each	Monthly	20
Windows Development or Test – Tier 1 Medium	$1,118.75	Each	Monthly	20
Windows Development or Test – Tier 1 Large	$1,750.00	Each	Monthly	20

Please visit https://ssbc-client.gov.bc.ca/services for the most current rates and lead times.

Application Hosting Services	Rate	Unit of Measure	Type	Lead Time (Business Days)
Windows Development or Test – Tier 2 Small	$743.75	Each	Monthly	20
Windows Development or Test – Tier 2 Medium	$787.50	Each	Monthly	20
Windows Development or Test – Tier 2 Large	$1,162.50	Each	Monthly	20
Windows Development or Test – Tier 3 Small	$731.25	Each	Monthly	20
Windows Development or Test – Tier 3 Medium	$787.50	Each	Monthly	20
Windows Development or Test – Tier 3 Large	$1,187.50	Each	Monthly	20
Windows Web – Tier 1 Small	$1,122.50	Each	Monthly	20
Windows Web – Tier 1 Medium	$1,256.25	Each	Monthly	20
Windows Web – Tier 1 Large	$1,887.50	Each	Monthly	20
Windows Web – Tier 2 Small	$887.50	Each	Monthly	20
Windows Web – Tier 2 Medium	$931.25	Each	Monthly	20
Windows Web – Tier 2 Large	$1,306.25	Each	Monthly	20
Windows Web – Tier 3 Small	$912.50	Each	Monthly	20
Windows Web – Tier 3 Medium	$968.75	Each	Monthly	20
Windows Web – Tier 3 Large	$1,337.50	Each	Monthly	20
Application Storage				
Tier 1 Storage	$3.75	GB	Monthly	5
Tier 1 Storage Mirrored	$4.06	GB	Monthly	5
Tier 2 Storage	$1.13	GB	Monthly	5
Tier 2 Storage Mirrored	$1.56	GB	Monthly	5
Tier 3 Storage	$0.69	GB	Monthly	5
Data Backup				
Data Backup Services (Monthly, Weekly or Daily)	$0.45	GB	Consumption	8
Extended Retention (Finite or Infinite)	$0.25	GB	Consumption	10
Modify Data Backup Services	$0.00	Each	N/A	5
Service Options				
Windows Citrix Server Support	$540.00	Each	Monthly	20
Windows IIS Support	$127.50	Each	Monthly	20
Apache Support	$91.25	Each	Monthly	20
Tomcat Support	$70.00	Each	Monthly	20
Solaris/AIX Application Monitoring – Small	$125.00	Each	Monthly	20
Solaris/AIX Application Monitoring – Medium	$242.50	Each	Monthly	20
Solaris/AIX Application Monitoring – Large	$561.25	Each	Monthly	20
Windows/Linux Application Monitoring - Small	$86.25	Each	Monthly	20
Windows/Linux Application Monitoring - Medium	$175.00	Each	Monthly	20
Windows/Linux Application Monitoring - Large	$430.00	Each	Monthly	20
Solaris/AIX Batch Monitoring – Small	$81.25	Each	Monthly	20
Solaris/AIX Batch Monitoring – Medium	$156.25	Each	Monthly	20
Solaris/AIX Batch Monitoring – Large	$356.25	Each	Monthly	20
Solaris/AIX Batch Scheduling	Varies	Dollars	Fixed Quote	20
Windows/Linux Batch Monitoring - Small	$66.25	Each	Monthly	20
Windows/Linux Batch Monitoring - Medium	$111.25	Each	Monthly	20
Windows/Linux Batch Monitoring - Large	$247.50	Each	Monthly	20
Windows/Linux Batch Scheduling	Varies	Dollars	Fixed Quote	20
Solaris/AIX Database Management - Small	$406.25	Each	Monthly	20
Solaris/AIX Database Management - Medium	$481.25	Each	Monthly	20
Solaris/AIX Database Management - Large	$680.00	Each	Monthly	20
Windows/Linux Database Management - Small	$353.75	Each	Monthly	20
Windows/Linux Database Management - Medium	$398.75	Each	Monthly	20
Windows/Linux Database Management - Large	$535.00	Each	Monthly	20
Solaris, AIX, Linux or Windows Disaster Recovery	Varies	Dollars	Fixed Quote	20
Solaris/AIX Image Performance - Small	$71.25	Each	Monthly	20

Please visit https://ssbc-client.gov.bc.ca/services for the most current rates and lead times.

Application Hosting Services	Rate	Unit of Measure	Type	Lead Time (Business Days)
Solaris/AIX Image Performance - Medium	$146.25	Each	Monthly	20
Solaris/AIX Image Performance - Large	$345.00	Each	Monthly	20
Windows/Linux Image Performance - Small	$56.25	Each	Monthly	20
Windows/Linux Image Performance - Medium	$101.25	Each	Monthly	20
Windows/Linux Image Performance - Large	$237.50	Each	Monthly	20
Solaris/AIX Server Capacity - Small	$62.50	Each	Monthly	20
Solaris/AIX Server Capacity - Medium	$180.00	Each	Monthly	20
Solaris/AIX Server Capacity - Large	$498.75	Each	Monthly	20
Windows/Linux Server Capacity - Small	$47.50	Each	Monthly	20
Windows/Linux Server Capacity - Medium	$136.25	Each	Monthly	20
Windows/Linux Server Capacity - Large	$391.25	Each	Monthly	20
Solaris/AIX Cluster Management - Small	$175.00	Each	Monthly	20
Solaris/AIX Cluster Management - Medium	$292.50	Each	Monthly	20
Solaris/AIX Cluster Management - Large	$611.25	Each	Monthly	20
Windows/Linux Cluster Management - Small	$132.50	Each	Monthly	20
Windows/Linux Cluster Management - Medium	$221.25	Each	Monthly	20
Windows/Linux Cluster Management - Large	$476.25	Each	Monthly	20
Extended Support 5x12 – Small, Medium or Large	$65.00	Each	Monthly	20
Extended Support 7x24 – Small, Medium or Large	$132.50	Each	Monthly	20
Extended Support Remote 7x24 – Small, Medium or Large	$31.25	Each	Monthly	20
Hosting Network Services				
Hosting IP Subnet (VLAN) Service	$0.00	Each	Monthly	40
Hosting Load Balancing Service	$0.00	Each	Monthly	40
Hosting BC Secure Access Gateway (BC SAG) Service	Varies	Dollars	Fixed Quote	40
Hosting Consulting Services	Varies	Dollars	Fixed Quote	40
Custom Hosting Services	Varies	Dollars	Fixed Quote	40
Hosting Upgrade Services	Varies	Dollars	Fixed Quote	40
Legacy Equipment Upgrades	Varies	Dollars	Fixed Quote	40
Legacy Equipment Support	Varies	Dollars	Fixed Quote	20
Hosting Additional Software (see Product Listing)	Varies	Varies	Varies	Varies
Cancel Application Hosting Services	Varies	Dollars	Fixed Quote	Varies

Shared Hosting Services

Shared Hosting Services	Rate	Unit of Measure	Type	Lead Time (Business Days)
Shared Database Services	$592.50	Instance	Monthly	12
Incremental Managed Storage	$75.00	GB	Consumption	N/A
Shared Web Hosting Services	$225.00	Website	Monthly	5
Incremental Storage	$3.38	GB	Consumption	N/A
Cancel Shared Hosting Services	Varies	Dollars	Fixed Quote	Varies

OpenVMS Service

OpenVMS Service	Rate	Unit of Measure	Type	Lead Time (Business Days)
OpenVMS Service	Varies	Varies	Varies	N/A
Cancel OpenVMS Service	Varies	Dollars	Fixed Quote	7

Please visit https://ssbc-client.gov.bc.ca/services for the most current rates and lead times.

Security Services

Third Party Gateway Service

Service	Rate	Unit of Measure	Type	Lead Time (Business Days)
Network Security Device Consulting	(see Notes)			5
Small Third Party Gateway Monthly	$1,889.98	Each	Monthly	45
Medium Third Party Gateway Monthly	$2,668.90	Each	Monthly	45
Large Third Party Gateway Monthly	$3,288.88	Each	Monthly	45
Custom Third Party Gateway Monthly	Varies (Quote)	Dollars	Monthly (Fixed Quote)	45
Rule Configuration Update Request	(see Notes)			10
Cancel Third Party Gateway Service	(see Notes)			45

Notes:

- There is no charge for Network Security Device Consulting for the initial consultation required with SSBC.
- There is no charge for a Rule Configuration Update Request.
- Cancel Third Party Gateway Service has no charges. Prior to completing a Cancel Third Party Gateway a Stranded Cost PI will be completed to recover any costs SSBC is unable to shed such as annual maintenance fees.
- Lead time includes purchasing of new firewall hardware and software, where a Virtual Firewall can be used the delivery time may be considerable quicker.
- For BPS orders, lead times for entering request into iStore may vary based on volume and whether complete and valid information has been provided in the iStore request form.

Firewall Service

Service	Rate	Unit of Measure	Type	Lead Time (Business Days)
Network Security Device Consulting	(see Notes)			5
Small Firewall Monthly	$1,065.35	Each	Monthly	45
Medium Firewall Monthly	$1,247.18	Each	Monthly	45
Large Firewall Monthly	$1,537.51	Each	Monthly	45
Custom Firewall Monthly	Varies (Quote)	Dollars	Monthly (Fixed Quote)	45
Rule Configuration Update Request	(see Notes)			10
Cancel Firewall Service	(see Notes)			45

Notes:

- There is no charge for Network Security Device Consulting for the initial consultation required with SSBC.
- There is no charge for a Rule Configuration Update Request.
- Cancel Firewall Service has no charges. Prior to completing a Cancel Firewall a Stranded Cost PI will be completed to recover any costs SSBC is unable to shed such as annual maintenance fees.
- Lead time includes purchasing of new firewall hardware and software, where a Virtual Firewall can be used the delivery time may be considerable quicker.
- For BPS orders, lead times for entering request into iStore may vary based on volume and whether complete and valid information has been provided in the iStore request form.

Corporate Application Services

Service	Rate	Unit of Measure	Type	Lead Time (Business Days)
Corporate Application Services -CTS-CLIFF	$35.00	Licence	Monthly	N/A
Corporate Application Services - Remedy	Varies	Varies	Varies	N/A
Corporate Application Services – Add, cancel or modify Remedy ID, or minor application changes	$0.00	Each	N/A	N/A
Corporate Application Services - Add CARA ID	$18.75	User	Monthly	N/A
Corporate Application Services – Cancel CARA ID	$0.00	Each	N/A	N/A
Corporate Application Projects	Varies	Dollars	Fixed Quote	N/A

Corporate Software Asset Management

Rates:

- For Workstation additional software, please see the Workstation Additional Software Product Listing
- For Hosting additional software, please see the Hosting Additional Server Software Product Listing

Consulting Services

IT Solutions Consulting

Rates for IT Solutions Consulting are charged as Professional Services. Please see the Consulting Services Rates for details.

Consulting Services

Service	Rate	Unit of Measure	Type	Lead Time (Business Days)
Corporate Application Projects	Varies	Dollars	Fixed Quote	Varies
Data Network Consulting	Varies	Varies	Fixed Quote	Varies
Hosting Consulting Services	Varies	Dollars	Fixed Quote	40
Mainframe Consulting Services	Varies	Dollars	Fixed Quote	8
IT Solutions Consulting	Varies	Varies	Fixed Quote	Varies
Office Productivity Consulting	Varies	Dollars	Fixed Quote	Varies
Professional Services - Administrative Support	$50.00	Hours	Fixed Quote	Varies
Professional Services - Analyst	$81.25	Hours	Fixed Quote	Varies
Professional Services - Intermediate Analyst	$106.25	Hours	Fixed Quote	Varies
Professional Services - Senior Analyst	$118.75	Hours	Fixed Quote	Varies
Professional Services - Technical Specialist	$125.00	Hours	Fixed Quote	Varies
Professional Services - Management / Other	Varies	Dollars	Fixed Quote	Varies
Voice Network Consulting	Varies	Varies	Fixed Quote	Varies
Workstation Project Services	Varies	Dollars	Fixed Quote	12*

Notes:

- For BPS orders, lead times for entering requests into iStore may vary based on volume and whether complete and valid information has been provided in the iStore request form.
- Consulting Services can be provided for one-time or ongoing requirements, or to manage projects.
- Rates vary based on whether internal or external resources are included in a fixed quote:
  - SSBC internal staff resources are quoted in hours or dollars, based on professional services rates.
  - External resources are quoted in dollars only, based on external quote.
- *The Workstation Project Services lead time published here is representative of an average low-complexity project.

OTHER SERVICES

BCeID Authentication Service

Service	Rate	Unit of Measure	Type	Lead Time (Business Days)
BCeID Authentication Service	$0.00	N/A	N/A	N/A

Note:

- This service is not ordered in iStore. Please see How to Order in the Service Description for further information.

STAFFING CRITERIA

Education:

- University degree in Computer Science, Information Systems or equivalent, with course work in business analysis, project management and systems planning or an equivalent combination of education, training and experience.

Experience:

- 5 years related experience in project management, business analysis, technology assessment and systems planning
- Demonstrated supervisory and or management experience

Skills and Abilities

- *Ability* to research, analyze and investigate various options to achieve the client's objectives
- *Ability* to communicate, orally and in writing, providing and obtaining business or systems information of a complex nature effectively, clearly and concisely in a timely manner and format and at an appropriate level
- *Ability* to negotiate/manage contracts for service outside of government
- *Ability* to quality assure systems development and implementation performed by contractors
- *Ability* to work with all levels of staff and establish effective working relationships
- *Ability* to develop financial and budget analysis reports in relation to technology projects and contracts

Skills:

- Excellent verbal and written communication skills
- Project management skills including project estimating, monitoring and tracking
- Excellent interpersonal skills
- Skill in prioritizing and managing workload and timelines

9. Appendix D: IS Manager Job Description

Islands Trust

POSITION DESCRIPTION
Island's Trust

POSITION TITLE:	Information Systems Manager	POSITION NUMBER(S):	
DIVISION: (e.g., Division, Region, Department)	Administrative Services		
UNIT: (e.g., Branch, Area, District)		LOCATION:	Victoria
APPROVED CLASSIFICATION	u/r	CLASS CODE	
SUPERVISOR'S TITLE:	Director, Administrative Services	POSITION NUMBER	3
SUPERVISOR'S CLASSIFICATION:	BL	PHONE NUMBER:	250 - 405-5150

PROGRAM

The Islands Trust is incorporated under the Islands Trust Act of British Columbia. The objective of the Islands Trust is to preserve and protect the Trust area and its unique amenities and environment for the benefit of the residents of the Trust area and of the Province generally. The Islands Trust is comprised of 16 distinct corporate entities: the Trust Council, 13 Local Trust Committees (LTC), one municipality and the Trust Fund Board.There is a Local Trust Committee for each island or group of islands designated as a local trust area under the Island Trust Act. Comprised of locally elected trustees and one Executive Committee member, a LTC is responsible for land-use planning and regulation for its area of jurisdiction. As such, its responsibilities include preparation and adoption of an Official Community Plan, comprehensive land use bylaws, regulation of soil removal and deposit, and authorization of certain Local Government Act permits.In addition, there is an Islands Trust Fund Board, a special provincial conservation agency, that has a broad goal to preserve and protect significant areas and features on behalf of the Board and is authorized to acquire and hold money, land and partial interests in land with a mandate to accept conservation covenants on land, as well as reception of land itself from benevolent landowners.

PURPOSE OF POSITION

The Information Systems Manager (ISM) ensures the Information Services (IS) unit's organizational effectiveness. The ISM leads the work unit in day-to-day operations including program and financial management, supervision of staff and program evaluation and strategic direction.

NATURE OF WORK AND POSITION LINKS

- Implements and maintains policies and goals that support the organization's Information Technology (IT) needs.
- Accomplishes financial objectives by preparing an annual budget (~$500,000), scheduling expenditures, reviewing deviations and initiating corrective action where required.
- Recommends information technology strategies, policies, and procedures by evaluating organization outcomes, identifying problems, evaluating trends, anticipating requirements.
- Oversees the deployment, monitoring, maintenance, development, upgrade, and support of all current information technology systems, ensuring that needs of organization are being addressed.
- Maintains quality service by establishing and enforcing organization standards.
- Negotiates and administers supplier and support contracts and service agreements.
- Directs technological research which reflects organization and unit goals, strategies, and practices.
- Ensure the creation and maintenance of all written documentation, including system and user manuals, license agreements, and documentation of modifications and upgrades.

- Oversees the planning and execution of all projects developed and delivered by the IS unit.
- Prepares requests for proposals and conducts all necessary meetings to facilitate selection of project services and products.
- Planning and overseeing the preparation and dissemination of project communications.
- Communicating with end users to ascertain needs and to ensure that resources meet user or project requirements.
- Communicate regularly with executive management and all users of information services and systems.
- Supervising unit staff, including training, evaluation, guidance, discipline, while working closely with and taking direction from the Director of Administrative Services
- Maintains professional and technical knowledge by attending educational workshops; reviewing professional publications; establishing personal networks; benchmarking state-of-the-art practices; participating in professional societies.

DIRECT SUPERVISION (i.e., responsibility for signing the employee appraisal form)

Role	# of Regular FTE's	# of Auxiliary FTE's
Directly supervises staff	3	0
Supervises staff through subordinate supervisors	0	0

PROJECT /TEAM LEADERSHIP OR TRAINING (Check the appropriate boxes)

Role	# of FTE's	Role	# of FTE's
Supervises contractors	3	Ensures quality and substance of all contractor related deliverables ^	60
Lead project teams	2 - 8	Assigns, monitors and examines the work of contractors	3

SPECIAL REQUIREMENTS

• Must possess a valid BC Driver's License (Class 5)

TOOLS / EQUIPMENT

- Standard office software including; PowerPoint, Visio, Access, MS SQL, ColdFusion, Dreamweaver, Crystal Reports, JavaScript, Flash, Photoshop, HTML 5.0, IOS + Mac Tools, IPAD Management Platform, and Mobile Communications Hardware
- Network and data management software
- Standard office equipment
- Personal computer or laptop

WORKING CONDITIONS

- Working environment stressful due to constant shifting priorities.
- Travel to remote offices (possibly overnight) at least 5 x per year.
- Project based overtime expected when needed.

WORK EXAMPLES

COMMENTS

- This position works closely with executive management on short-term and long-term Information Systems projects and strategic analysis and planning.
- Formal training is on an as-required basis when organization-wide software changes are implemented.

PREPARED BY

Original JD written by: Lynnette M. Kissoon, JD Writer, BC PSA (Feb 2008)	DATE: M. van Bakel/C. Shelest Updated July 21, 2015	M. van Bakel - Incumbent C. Shelest – Director of Administrative Services

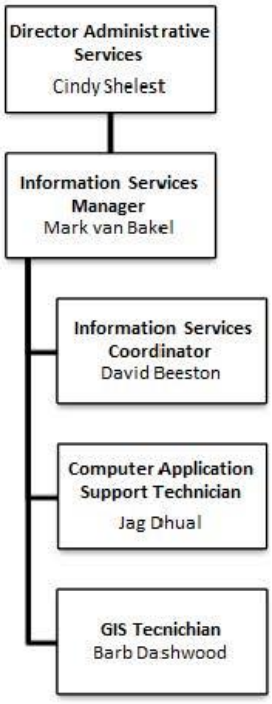
EXCLUDED MANAGER AUTHORIZATION

I confirm that:

1. the accountabilities / deliverables were assigned to this position effective: ???????
2. the information in this position description reflects the actual work performed.
3. a copy has / will be provided to the incumbent(s).

NAME: Cindy Shelest, Director Admin Services	SIGNATURE:	DATE:

ORGANIZATION CHART



FINANCIAL PLANNING COMMITTEE REPORT

To: Trust Council **Date:** November 16, 2016

WORK PROGRAM

1. First Draft of the 2017/18 Budget

Current
Reviewed Draft Assumptions and Principles at FPC meeting August 24, 2016.
Reviewed first draft of proposed budget at FPC meetings October 19 and November 16, 2016 meetings.

Planned
First draft of proposed Budget to December 2016 Trust Council.
Review public consultation documents from Communications in January 2017 and seek public input in February 2017.

2. Complete the 2016/17 Forecast

Current
Review 2016/17 Forecast at FPC November 16, 2016 meeting.

Planned
Forward briefing to Trust Council's December 2016 meeting.

3. Propose Revisions to Trust Council Policy 6.5.i General Revenue Fund Surplus

Current
Proposed revisions presented to FPC at November 16, 2016 meeting.

Planned
Complete further revisions requested by FPC

WORK PROGRAM STATUS *(Completed, Changed, and Future Priorities)*
The Financial Planning Committee has adopted the above noted priorities for the third quarter of fiscal 2016/2017. New work program items will be reviewed and assessed throughout the year.

UPDATE (*on Meetings, Agency Liaison, Resource Requirements, etc.)* The Financial Planning Committee met on October 19 and November 16, 2016. The next meeting of the Financial Planning Committee is proposed to be held January 17, 2017. The Committee's financial resources are sufficient at this time.

Cindy Shelest
Designate Staff

Peter Grove
Chair