



BRIEFING

To: Trust Programs Committee,
Working Group on service integration

From: Russ Hotsenpiller

For the Meeting of: May 14, 2018

File No.: NA

SUBJECT: SUMMARY REPORT ON SERVICE INTEGRATION REVIEW

DESCRIPTION OF ISSUE: To provide a summary of the service integration review being conducted by a working group of the Trust Programs Committee (TPC).

BACKGROUND:

The TPC working group has had three meetings:

Wednesday, January 24, 2018 in Victoria
Monday, February 19, 2018 in Nanaimo
Monday, April 16, 2018 on Salt Spring Island

The working group has been meeting to consider potential improvements to service delivery by the various government service providers, including the Islands Trust, to Salt Spring Island and the wider Trust area. This work was initiated in response to the incorporation process on Salt Spring Island in 2017, and specifically, to address a critique of the governance model on Salt Spring Island that is characterized by multiple agencies delivering community services in a non-coordinated manner.

The working group itself does not have specific terms of reference; rather Trust Council (TC) has tasked the working group to:

Identify potential governance or operational changes that could be adopted in order to improve the delivery and integration of all the types of services that are delivered to the Islands Trust Area. (2017-09-12, TC resolution)

As such, the working group is a forum for Trustees to review and discuss issues and to formulate recommendations to TPC and Trust Council. There is no specific budget allocated to this function.

The working group has been informed by Executive Committee's meeting with Selena Robinson, the Minister of Municipal Affairs and Housing, in January 2018, during which the Executive Committee requested that the Province play a leadership role with regard to better service integration on Salt Spring Island, in particular with brokering discussions between the Capital Regional District (CRD), Islands Trust, other relevant Ministries and improvement districts. The Islands Trust is also in receipt of two letters - post incorporation vote - from the Minister, that recommend **'the local agencies to seek opportunities to address the concerns that caused some voters to wish to see a change in governance,'** and **'for the local planning and service agencies to work together.'** Both in the meeting and through her communications, the Minister appears to be encouraging the various service providers to self-organize to address any governance or servicing issues.

A request was also made to the Minister for access to \$125,000 of transition funding to aid in the service integration enquiry. The response by the Ministry to the financial request was non-committal and the Executive Committee was told that any funds would require a full business case.

Key developments:

1. **Problem Solving Model:** The working group considered a six stage problem solving model and has been working towards defining the specific problems or challenges associated with multiple agencies delivering different services to communities.
2. **Agreements Monitoring Report:** Staff prepared a complete list of current and past agreements that relate to service integration or cooperation including; Protocol Agreements, Letters of Understanding, Memorandum of Understanding and Administrative Agreements. The working group received a list indicating that while some agreements are current and working well, there are many agreements that have lapsed, are not being followed by the Trust and/or the other signee, are obsolete, or the legislative framework is no longer applicable.
3. **List of real world service integration problems:** Working group members compiled an anecdotal list of service integration problems throughout the Trust Area. This material was collated and assisted in describing the general experience of service delivery across the region and established some common issues for the working group to focus upon.
4. **Working Group meeting on Salt Spring:** In support of community engagement and to better understand specific community concerns, Trust Programs Committee convened a public meeting on Salt Spring on April 16, 2018. Some key outcomes:
 - a. Approximately 40 members of public attended.
 - b. Several groups who are doing community based work on the island identified themselves and provided testimonials.
 - c. Extensive work is being done on island with regard to service integration and local governance i.e. Community Alliance, Positively Forward, Salt Spring Island Community Economic Commission, Salt Spring Islands Housing Council.
 - d. A request was made repeatedly to the working group to allow these various committees of the community to conclude their work prior to Trust Council contemplating any changes to agreements or process.
 - e. 'The Islands Trust can function to bring all agencies together to coordinate services.'
 - f. 'There should be more formal engagement between the Islands Trust, the CRD and improvement districts.'
 - g. Request was made to the working group to continue to work with community groups to affect changes.

Other notes are available through the TPC meeting minutes dated April 16, 2018.

Trends/Concepts

A number of key themes have developed over the course of the three meetings of the working group:

- The working group has primarily focused on problem identification and determining root causes associated with service integration and, has not advanced potential solutions.
- Willing partners: at this point there does not seem to be any specific initiatives being advanced to address service integration by other local service providers on Salt Spring, certainly none that have invited Islands Trust participation, including the CRD, Fire Department, improvement districts, and Ministry of Transportation and Infrastructure (MOTI). The next step for the working group may be to

engage with other elected officials or senior decision makers in order to agree on common problems and identify appropriate solutions.

- The working group, as it looks to preliminary solutions, has discussed whether future success is best served by the focusing upon :
 - i. refreshing and resigning the regional protocol agreements and letters of understanding or;
 - ii. emerging issues in cooperation with others on a project model basis, i.e. affordable housing or water resourcing/management issues;
- There has been a request from the community groups working on service/integration issues on Salt Spring to have the Islands Trust not implement any policy or process changes before the community itself has published its work and engaged with the wider community.
- While the working group was tasked by Trust Council with addressing issues that would relate across the Trust Area, it appears that there is general agreement that the Salt Spring example is timely, has regional significance and should be the focus of initial efforts by the Islands Trust.
- Community members have made the distinction between what they would call hard services versus land use planning services and have requested that the Islands Trust be clear in its communication when it references, “service integration,” primarily that service integration does not contemplate the Islands Trust integrating the land use function and water and sewer servicing.
- At the community meeting on Salt Spring there was repeated reference to look at how to better intersect planning and servicing around affordable housing, water service integration, options for water use, climate action, and bylaw enforcement.

ATTACHMENT(S): NA

FOLLOW-UP/NEXT STEPS:

The following recommended steps are provided for the working group to consider for its next actions:

- Wait for the Salt Spring island community groups to conclude their work.
- Engage with other politicians/decision makers/agencies to determine if there is potential for cooperation on program and service delivery.
- Develop an issue/findings paper for Trust Council that describes the problem being contemplated and includes a recommendation on the role the Islands Trust can play in the future; including:
 - The core issue being addressed or solved;
 - describing the goals of any future work,
 - the extent of work and related resourcing,
 - relaying the importance of service integration to the Islands Trust communities,
 - putting the work into a strategic context for Trust Council.

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Reviewed By: Chief Administration Officer

Date: May 9, 2018