



**CORPORATION OF THE
TOWNSHIP OF ESQUIMALT
Agenda - Final
Special Meeting of Council**

Municipal Hall
1229 Esquimalt Road
Esquimalt, B.C. V9A 3P1

Tuesday, April 5, 2016

5:15 PM

Esquimalt Council Chambers

1. **CALL TO ORDER**
2. **LATE ITEMS**
3. **APPROVAL OF THE AGENDA**
4. **MOTION TO GO IN CAMERA**

Motion to go In Camera pursuant to Section 90 of the Community Charter to discuss:

- Personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality;

In accordance with Section 90 (1) (a) of the Community Charter, and that the general public be excluded.

5. **RECONVENE THE SPECIAL MEETING OF COUNCIL AT 7:00 PM.**
6. **STAFF REPORTS**

Administration

- 1) [16-105](#) Draft Capital Region Amalgamation Study Guidelines and Process, Staff Report ADM-16-007

Recommendation:

That, following the receipt of public input, Council:

- 1) finalize the Capital Region Amalgamation Study Guidelines and direct staff to forward the Guidelines to the Province for consideration; and
- 2) provide comments to Minister Fassbender on the draft *Framework for Discussion*.

Attachments: [Draft Amalgamation Study Guidelines](#)
[2014 Election Results re Non-Binding Referendum Questions](#)
[Amalgamation Yes letter](#)
[City of Victoria letter](#)
[Letters with Province](#)
[Public Comments](#)

7. **COMMUNICATIONS**

- 1) [16-143](#) Email from Robert L Bish, dated March 30, 2016, Re: Governing Greater Victoria Study

Attachments: [Email - Robert Bish](#)

8. **PUBLIC INPUT (On items listed on the Agenda)**
Excluding items which are or have been the subject of a Public Hearing.
9. **ADJOURNMENT**



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Municipal Hall
1229 Esquimalt Road
Esquimalt, B.C. V9A 3P1

Staff Report

File #:16-105

REQUEST FOR DECISION

DATE: March 23, 2016

Report No. ADM-16-007

TO: Laurie Hurst, Chief Administrative Officer

FROM: Anja Nurvo, Director of Corporate Services

SUBJECT:

Draft Capital Region Amalgamation Study Guidelines and Process

RECOMMENDATION:

That, following the receipt of public input, Council:

- 1) finalize the Capital Region Amalgamation Study Guidelines and direct staff to forward the Guidelines to the Province for consideration; and
- 2) provide comments to Minister Fassbender on the draft *Framework for Discussion*.

RELEVANT POLICY:

Local Government Act
Community Charter

STRATEGIC RELEVANCE:

This Request for Decision relates to relationships with our neighbours and other levels of government.

BACKGROUND:

At the Committee of the Whole (COTW) meeting on April 20, 2015, Council reviewed the letter from Mayor Helps dated February 17, 2015 and the letter from Tony Heemskerk, Chair, Amalgamation Yes, dated January 7, 2015, together with draft proposed Capital Region Amalgamation Study Guidelines. The COTW discussed several revisions to the draft Guidelines. As directed by the COTW at that meeting, staff wrote to Minister Oakes, the Minister of Community, Sport and Cultural Development, regarding the Governance Review process and advised that Esquimalt will be

conducting further public consultation prior to Council making a decision and addressing the proposed Guidelines for the Study.

The draft Guidelines, revised in accordance with the COTW discussion, were reviewed by Council at its meeting on May 4th, 2015. At that time, Council directed staff to schedule a Town Hall meeting in the Fall in order to obtain public input into the draft Guidelines. The Town Hall meeting was postponed pending release of a report on amalgamation by Professor Bisch, which was expected to be released by the Fraser Institute early in 2016.

The Township received correspondence from Minister Fassbender, the new Minister of Community, Sport and Cultural Development, dated January 29, 2016 enclosing a draft *Framework for Discussion*, and requesting comments by early February. The Mayor responded by letter to Minister Fassbender, advising of our upcoming public consultation, and advised that we would provide comments following completion of consultation with our residents. We received a subsequent letter from Minister Fassbender dated February 11, 2016 which again enclosed a copy of the draft *Framework for Discussion* and requested comments by February 23, 2016.

Attached are the following:

1. Draft Capital Region Amalgamation Study Guidelines as discussed by Council at the April 20th COTW and May 4th Council meetings;
2. Summary of 2014 Election Results on the Non-binding Referendum Questions;
3. Letter from Amalgamation Yes dated January 7, 2015, and their proposed guidelines;
4. Letter from City of Victoria dated February 17, 2015, and draft guidelines as approved by the City of Victoria;
5. Letters with the Province, together with the draft *Framework for Discussion*; and
6. Public comments received on this issue to the date of writing this report.

ISSUES:

1. Rationale for Selected Option

Prior to providing the Province with recommended Capital Region Amalgamation Study Guidelines and comments on the Province's draft *Framework for Discussion*, Council wished to provide the opportunity for residents of Esquimalt to provide additional input to Council on the proposed Guidelines. This Special Council meeting has been scheduled specifically for this purpose.

2. Organizational Implications

There are no organizational implications.

3. Financial Implications

There are no financial implications of providing approved Capital Region Amalgamation Study Guidelines to the Province. The Guidelines include a clause that the Study of governance options for the Capital Region must evaluate the economic, social, environmental and cultural merits of each option.

4. Sustainability & Environmental Implications

There are no sustainability or environmental implications.

5. Communication & Engagement

A copy of this Staff Report, with all attachments, has been posted to the Township's website for two weeks prior to this Special Council meeting, inviting residents to attend to provide comments or alternatively to provide written input to Council.

Copies of comments received from the public to the date of preparing this Staff Report are attached. Copies of any additional written comments received prior to the Special Council meeting will be provided to Council at the meeting as Late Items.

ALTERNATIVES:

1. That, following the receipt of public input, Council:
 - 1) finalize the Capital Region Amalgamation Study Guidelines and direct staff to forward the Guidelines to the Province for consideration; and
 - 2) provide comments to Minister Fassbender on the draft *Framework for Discussion*.
2. That Council direct staff to prepare revised draft Guidelines and draft comments on the *Framework for Discussion* for Council's consideration at the next Regular Council meeting.



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

DRAFT

CAPITAL REGION AMALGAMATION STUDY - GUIDELINES

- 1) The study team must report to the Minister and must be instructed to carry out its task in a timely manner.
- 2) The study must be inclusive and engage all the municipal agencies in the Capital Region and the First Nations.
- 3) The study must examine the existing municipal structure (including the CRD) in the Capital Region and recommend changes to achieve good municipal governance across the region, including participation, accountability, efficiency, and effectiveness.
- 4) The study process must include opportunities for the public to interface with the study team during the preparation of the report, and the study must begin with a public participation opportunity to determine the public's preferred criteria for evaluating municipal governance options.
- 5) The study must consider at least three options for municipal boundaries in the Capital Region, and the reports on those options clearly show what data has been used to evaluate options or recommend a course of action.
- 6) When evaluating each option, consideration must be given to providing consideration of commercial, urban, residential and rural interests.
- 7) The study must evaluate the economic, social, environmental and cultural merits of each option.
- 8) The study must include a plan for public meetings to discuss the recommendations of the report, and the final report must go back to the residents for final approval prior to implementation.
- 9) The study must prescribe timelines for implementation of the study.
- 10) The study must identify implementation issues that need to be resolved.
- 11) The study must include an analysis of other amalgamated communities and include pros and cons (for areas such as Toronto, Halifax and Montreal) and review whether amalgamation has been effective.
- 12) The study must be unbiased and objective.
- 13) The study should include options for increased shared services as an alternative to amalgamation, in order to obtain increased efficiencies.
- 14) The study must be guided by the IAP2 principles of public participation, following best practices for "consult" to develop criteria for evaluating options for municipal governance and best practices for "involve" to actually evaluate and select a recommendation.



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

ELECTION RESULTS - GENERAL LOCAL ELECTION – 2014

NON-BINDING REFERENDUM QUESTIONS

QUESTION # 1 :

Are you in favour of the Township of Esquimalt exploring options to achieve efficiencies by further sharing some services with other municipalities?

VOTES: YES - 3731
 NO - 578

QUESTION # 2:

Are you in favour of exploring the reduction of the number of municipalities within Greater Victoria through amalgamation?

VOTES: YES - 2905
 NO - 1404

Mayor and Council,
Township of Esquimalt,
1229 Esquimalt Rd.,
Esquimalt, BC, V9A 3P1

Dear Mayor and Council,

CORPORATION OF THE TOWNSHIP OF ESQUIMALT		
For Information:		
<input checked="" type="checkbox"/> CAO	<input checked="" type="checkbox"/> Mayor/Council	
<input type="checkbox"/> Directors		
RECEIVED: JAN 13 2015		
Referred:		
<input type="checkbox"/> For Action	<input type="checkbox"/> For Response	<input type="checkbox"/> COTW
<input type="checkbox"/> For Report	<input checked="" type="checkbox"/> Council Agenda	<input type="checkbox"/> IC

January 7, 2015

Congratulations on your election November 15th, 2014. We were very pleased to see the results of the referendum question in your municipality where two questions revealed 87% and 67% of the electorate approved commencing a provincially funded study to investigate the issue of amalgamation.

The Premier and the Minister of Community, Sport and Cultural Development have committed to such a study in news releases and announcements – a study endorsed by your citizens and the majority at the ballot box throughout the Capital Region.

75% of Greater Victorians who cast referendum ballots in the November municipal elections voted in favour. Despite the varied questions, they provided clear direction that they wanted a governance review.

It is timely that you now communicate with the Province as the process begins to fulfill the mandate from your citizens.

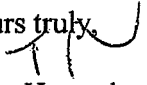
In anticipation of the work to be undertaken, our Board has developed a draft set of guidelines (attached) for the Provincially-led study. The overarching framework of the guidelines is that it must be unbiased, inclusive and timely.

These guidelines have been submitted to the Province and we invite your comments.

It is clear that the public has expressed a strong desire for a governance review and is expecting full cooperation from municipalities as work gets underway. As the Premier has noted, "There is only one taxpayer".

We look forward to hearing of your actions in this regard and request notification of when Council will be discussing this action item.

Yours truly,


Tony Heemskerk
Chair, Amalgamation Yes
www.amalgamationyes.ca
amalgamateyes@gmail.com

cc: Premier Christy Clark
Coralee Oakes, Minister of Community, Sport and Cultural Development
Becky Denlinger, Deputy Minister of Community, Sport and Cultural Development

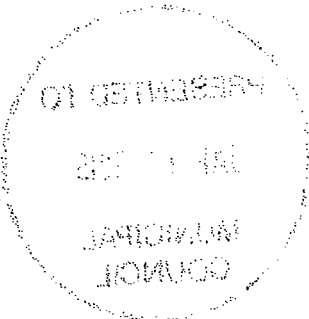
Attachment: Study Guidelines



CAPITAL REGION AMALGAMATION STUDY

GUIDELINES

- 1) The study team must report to the Minister and must be instructed to carry out its task in a timely manner.
- 2) The study must be inclusive and engage all the municipal agencies in the Capital Region and the First Nations.
- 3) The study must examine the existing municipal structure (including the CRD) in the Capital Region and recommend changes to achieve good municipal governance across the region, including efficiency, effectiveness and accountability.
- 4) The study process must include opportunities for the public to interface with the study team during the preparation of the report.
- 5) The study must consider at least three options for municipal boundaries in the Capital Region.
- 6) When evaluating each option, consideration must be given to providing consideration of commercial, urban, residential and rural interests.
- 7) The study must evaluate the economic, social and environmental merits of each option.
- 8) The study must include a plan for public meetings to discuss the recommendations of the report.
- 9) The study must prescribe timelines for implementation of the study.
- 10) The study must identify implementation issues that need to be resolved.



THE CITY OF VICTORIA



OFFICE OF THE MAYOR

February 17, 2015

Dear Mayor Desjardins,

I am writing to apprise you of the actions taken by Victoria City Council towards a governance review.

On behalf of Council, I have written to Minister Coralee Oakes requesting the Provincial government undertake a study on regional governance, based on the enclosed guidelines. I have also requested a meeting with Minister Oakes to discuss these recommendations.

We are proposing the enclosed document to guide this study, to effectively evaluate the various models to achieve good municipal governance, to follow sound methods to assess the merits of each, and to ensure inclusion of all interested parties and agencies, including members of the public. These guidelines are a slightly amended version of those sent to all of us by the Amalgamation Yes group.

Residents of our region have made it clear that there is a real and widespread interest in a governance review. There is a strong mandate from the residents of Greater Victoria to evaluate the current model and others to achieve good municipal governance. I encourage you to consider writing a similar request to Minister Oakes.

I look forward to working with you on this important issue and to bringing the best possible governance to our region.

Sincerely,

Lisa Helps
Victoria Mayor

Encl.

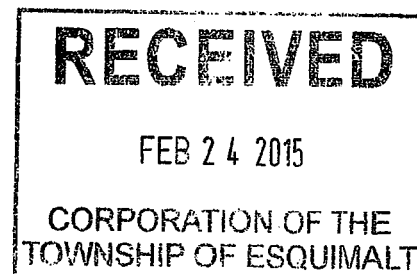
Cc.

Mayor Richard Atwell
Mayor Alice Finall
Mayor Carol Hamilton
Mayor Nils Jensen
Mayor Steve Price

Mayor John Ranns
Mayor David Screech
Mayor Maja Tait
Mayor Kenneth Williams
Mayor Ryan Windsor
Mayor Stewart Young



CORPORATION OF THE TOWNSHIP OF ESQUIMALT		
For Information:		
<input type="checkbox"/> CAO	<input type="checkbox"/> Mayor/Council	
<input type="checkbox"/> _____		
RECEIVED: FEB 26 2015		
Referred: _____		
<input type="checkbox"/> For Action	<input type="checkbox"/> For Response	<input type="checkbox"/> COTW
<input type="checkbox"/> For Report	<input checked="" type="checkbox"/> Council Agenda	<input type="checkbox"/> IC



Guidelines for Study on Amalgamation

- 1) The study team must report to the Minister and must be instructed to carry out its task in a timely manner.
- 2) The study must be inclusive and engage all the municipal agencies in the Capital Region and the First Nations.
- 3) The study must examine the existing municipal structure (including the CRD) in the Capital Region and recommend changes to achieve good municipal governance across the region, including participation, accountability, efficiency and effectiveness.
- 4) The study process must include opportunities for the public to interface with the study team during the preparation of the report.
- 5) The study must consider more than one option for municipal boundaries in the Capital Region.
- 6) When evaluating each option, consideration must be given to providing consideration of residential, commercial, urban, and rural interests.
- 7) The study must evaluate the economic, social, environmental and cultural merits of each option.
- 8) The study must include a plan for public meetings to discuss the recommendations of the report.
- 9) The study must prescribe timelines for implementation of the study.
- 10) The study must identify implementation issues that need to be resolved.

Via email to
CSCD.Minister@gov.bc.ca

May 1, 2015

Honourable Coralee Oakes
Minister of Community, Sport and Cultural Development
PO Box 9056
Stn Prov Govt
Victoria, BC V8W 9E2

Dear Minister Oakes:

Re: Capital Regional Amalgamation Study

This will confirm that the Council of the Township of Esquimalt recently reviewed the draft Amalgamation Study Guidelines submitted to the Province by the City of Victoria and by the Amalgamation Yes group.

Council is acting on this matter and is moving forward on the mandate received from the public on the non-binding referendum questions relating to amalgamation and shared services at the 2014 local government election. However, prior to submitting proposed Study Guidelines to the Province, Council will conduct further public consultation on the draft Guidelines. We will be holding a Town Hall meeting and inviting public comments on the draft Guidelines in the near future in order to obtain concrete direction and clear criteria from the public on this important issue.

Following the completion of the public consultation process, we will provide further correspondence to you.

Please contact me if you have any questions relating to this issue or our process.

Yours truly,



Anja Nurvo, BA, LLB
Director of Corporate Services

For Information:

☒ CAO☒ Mayor/Council

RECEIVED: NOV 10 2015

Referred: Anya☐ For Action☒ For Response☐ COTW☐ For Report☒ Council Agenda☐ IC

NOV 05 2015

PRESENTED TO

NOV 16 2015

MUNICIPAL
COUNCIL

Ref: 164951

Her Worship Mayor Barbara Desjardins
 Township of Esquimalt
 1229 Esquimalt Road
 Victoria, BC V9A 3P1

Dear Mayor Desjardins:

As the new Minister of Community, Sport and Cultural Development, I am writing to provide you with a brief update regarding discussions on the topic of service and governance integration in the Capital region.

I am very pleased that, following two final meetings held during the week of UBCM Convention, Minister Oakes and I have now met with all of the Capital region municipalities. It was very useful for me to hear directly from some of the region's local government representatives, and to learn about the other meetings from my staff and from Minister Oakes.

While individual interests and perspectives are diverse, there have been shared views on the common thread from the 2014 referenda results -- namely, that there may be benefit to the region from local governments exploring further the question of how to better integrate services and governance. I know that informing the public and others about the current governance and services profile of the Capital region will be of continuing interest to many of you, especially respecting the number of services already undertaken in a shared or integrated way.

Recognizing the range of ideas we have heard, I propose that we continue our conversation, with all local governments at the table, to consider how the region might wish to move forward and how the Province of British Columbia could support these efforts.

Accordingly, I would like to invite the region's Mayors to meet with me later in November or in early December 2015. Dates I can be available include November 27th (either 2:00-3:30 or 2:30-4:00) or December 3rd (3:00-4:30). As this will be an important conversation and understanding that we will need to accommodate many schedules, I respectfully request this first meeting be direct with Mayors and we will build in future opportunities to engage your councillors and Chief Administrative Officers.

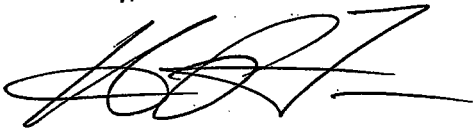
.../2

Her Worship Mayor Barbara Desjardins
Page 2

I look forward to receiving a representative response as to which date you can all be available to meet. Please send your collective response on which time works for all Mayors to Ms. Lia Robbins, via email at: Lia.Robbins@gov.bc.ca, or by telephone at: 250 387-6478. I have requested that Ministry of Community, Sport and Cultural Development staff develop a short agenda to guide our dialogue, to be provided for your review prior to our meeting. Staff will provide location details for our meeting as soon as we have a date.

I trust that you find this a reasonable path forward, and I thank you in advance for your contributions to this important topic.

Sincerely,

A handwritten signature in black ink, appearing to read 'P. Fassbender', with a stylized flourish at the end.

Peter Fassbender
Minister



400-504
DEC 10 2015

December 7, 2015

Ref: 165343

Her Worship Mayor Barbara Desjardins
Township of Esquimalt
1229 Esquimalt Road
Victoria, BC V9A 3P1

Dear Mayor Desjardins:

CORPORATION OF THE TOWNSHIP OF ESQUIMALT		
For Information:		
<input type="checkbox"/> CAO	<input checked="" type="checkbox"/> Mayor/Council	
RECEIVED: DEC 15 2015		
Referred:		
<input type="checkbox"/> For Action	<input type="checkbox"/> For Response	<input type="checkbox"/> COTW
<input type="checkbox"/> For Report	<input type="checkbox"/> Council Agenda	<input type="checkbox"/> IC

Thank you for the productive and thoughtful meeting we had on December 3, 2015. I appreciated the opportunity to speak with you and collectively share our thoughts and interests on governance and service integration in the Capital region. I commend all of the Mayors for a positive discussion, which I believe reflected our shared focus on good value for the region's taxpayers.

In terms of moving forward, after I have had a chance to reflect further on our meeting, I will provide a "Framework for Discussion" that is based on what I heard during our meeting. I anticipate providing you with this Framework early in the new year, and trust you will take the opportunity to provide comments at that time so that we may confirm our shared understanding of next steps soon after. It is my expectation that this shared understanding will inform Provincial considerations in identifying a more specific role for a facilitator in terms of assisting with agreed upon next steps.

Once again, I appreciated the collaborative approach the mayors brought to our meeting. Thank you for your participation, and I look forward to further discussions in the new year.

Sincerely,

Peter Fassbender
Minister



January 29, 2016

Ref: 165544

Her Worship Mayor Barbara Desjardins
Township of Esquimalt
1229 Esquimalt Road
Victoria, BC V9A 3P1

Dear Mayor Desjardins:

Thank you again for the productive conversation on December 3, 2015, respecting governance and service integration opportunities for the Capital region, and for your continued participation in this dialogue.

As promised in my December 7, 2015 letter, I have now had an opportunity to reflect on what was articulated at the meeting. Although opinions varied, I believe a number of common interests were identified which could benefit from further collaborative discussion. To this end, I have enclosed a *Framework for Discussion* which I believe could assist the region in this regard. The Framework outlines a potential approach, goals and roles for facilitated fact-finding to help identify the real issues and opportunities for Capital region communities. This could be a basis for a Terms of Reference for a consultant.

As a next step, I would appreciate your feedback on the Framework by February 5, to allow the Province to assist the region in moving forward in the most effective way possible. Please send your comments to Ms. Michelle Dann in the Governance and Structure Branch, Ministry of Community, Sport and Cultural Development, by email at: Michelle.Dann@gov.bc.ca.

If there appears to be a shared understanding on the Framework or only minor changes are required, then the Province will proceed to next steps – in particular, seeking to retain an appropriate consultant. However, if your feedback indicates that a further opportunity for discussion is warranted before you are ready to move forward, then I am happy to convene another meeting with all the area Mayors. I will advise further, once I have had a chance to review your feedback.

I look forward to receiving your thoughts on the Framework. I thank you in advance for your contributions to this important topic and wish you a Happy New Year.

Sincerely,

Peter Fassbender
Minister

Enclosure

44

LETTER FROM THE TOWNSHIP OF ESQUIMALT
For Information:
☒ Info ☐ Mayor/Council

RECEIVED FEB 01 2016

Diane

☒ For Action ☐ For Response ☐ COTW
☐ For Project ☐ Council Agenda ☐ IC

Ministry of Community,
Sport and Cultural Development and
Minister Responsible for TransLink

Office of the Minister

Mailing Address:
PO Box 9056 Stn Prov Govt
Victoria BC V8W 9E2
Phone: 250 387-2283
Fax: 250 387-4312

Location:
Room 310
Parliament Buildings
Victoria BC

www.gov.bc.ca/cscd

A FRAMEWORK FOR COMMENT

CAPITAL INTEGRATED SERVICES AND GOVERNANCE INITIATIVE

PURPOSE

Capital region citizens (through the 2014 referendum results) and local governments (through meetings with CSCD Ministers) have expressed a common interest in gathering facts about current service delivery, improving the understanding about service delivery best practices and exploring further the opportunities to better integrate service and governance.

The proposed Initiative will help facilitate a discussion among local governments in the Capital region toward identifying any potential opportunities to enhance the efficient delivery of service that citizens need. The Initiative will provide the opportunity for individual perspectives to be heard and may lay the groundwork for local governments to pursue options for greater integration of services and governance.

PRINCIPLES

Principles to guide the Initiative:

- *Aim for efficiency* – there is only one taxpayer and it is the responsibility of all governments to ensure the most efficient and effective delivery of public services.
- *Start with the facts* – a full understanding of current arrangements will be an important first step in positioning the region's local governments with respect to service and governance opportunities and challenges.
- *Respect different views* – a structured conversation on governance and service integration provides a way for local governments to inform and hear from their public and key stakeholders, and enables any local government in the region to participate if they so choose.
- *Supporting future choices* – the Initiative is not about reaching a specific, unilateral outcome; it is about understanding the opportunities for service and governance integration in order to help local governments make future choices.
- *Collaboration is key* – success depends on local governments in the Capital area participating, being engaged and fully committed to this conversation with one another and with their citizens.

COMPONENTS OF AN APPROACH

The Initiative presents an opportunity for the province to support local governments to collect information and facts on the integration of services and governance. This information and research will assist local government to further their conversations and engagement with citizens and stakeholders. The goals of an approach would include:

- *Support Fact Finding* –collecting and sharing information and facts about the current state of services and governance in the Capital region; local governments can use that to inform and engage with their public.
- *Increased Understanding* – researching and sharing best practices among local governments in the Capital area and learning from other jurisdictions; helping local governments research underlying issues or barriers to effective integrated service delivery.
- *Share Findings* – local governments consider the way forward to explore potential opportunities for further integration and reporting out on the consultant's work and progress made to date.

A FRAMEWORK FOR COMMENT

CAPITAL INTEGRATED SERVICES AND GOVERNANCE INITIATIVE

ROLES

Local governments' role focuses on collaboration and consideration of opportunities for greater integration, including:

- Continued conversations among local governments and stakeholders to identify opportunities for greater integration, and sharing that information.
- Participation in meetings related to the Initiative.
- Working with the consultant to facilitate the collection of information, sharing ideas of what the underlying issues are (e.g. through local government staff).
- Communication with their citizens and engagement in education and discussion.
- Communication of the shared understanding of the outcomes of the discussions.

Province's role focuses on facilitating the discussion among local governments:

- Retain/fund a consultant to work collaboratively with local governments to collect information and to assist local governments in creating opportunities to increase understanding of the facts.
- Facilitate discussion(s) among local governments to help them identify any underlying issues as well as common interests/opportunities towards service and governance integration.
- Communicate to the participants the shared understanding of the outcomes of the discussions.

TIMELINE

- Agreement on the Framework for Discussion – Feb 2016
- Announce/Launch Initiative – Feb/Mar 2016
- Interim Account on Progress – May 2016
- Final findings – Summer/Fall 2016



CORPORATION OF THE TOWNSHIP OF ESQUIMALT

Municipal Hall, 1229 Esquimalt Road, Esquimalt, B.C. V9A 3P1
Website: www.esquimalt.ca Email: info@esquimalt.ca

Voice: (250) 414-7100
Fax: (250) 414-7111

Office of the Mayor

Via email to CSCD.Minister@gov.bc.ca

February 4, 2016

Honourable Peter Fassbender
Minister of Community, Sport and Cultural Development
PO Box 9056 Stn Prov Govt
Victoria, BC V8W 9E2

Dear Minister Fassbender:

Re: Capital Region Governance

Thank you for your letter of January 29th, 2016, enclosing a copy of a *Framework for Discussion*, and requesting feedback on the Framework by February 5, 2016. Unfortunately, we are not able to provide feedback within that timeframe.

As I had advised Minister Oakes by letter on May 1, 2015, and yourself at our December 3rd meeting, prior to moving forward on the governance issue and submitting proposed Study Guidelines to the Province, Council of the Township of Esquimalt has determined that it will conduct further public consultation. We will be scheduling a Town Hall meeting and inviting public comments in the near future in order to obtain concrete direction and clear criteria from the public on this important issue.

Following the completion of the public consultation process, we will provide further comments to you on the Framework and on the draft Study Guidelines.

As a comment to your direction and development of process, I am disappointed that there is no reference to the almost unanimous discussion at the December 3rd meeting that a CRD review should be included in any discussions going forward.

We look forward to working with you on this important matter respecting governance and service integration opportunities for the Capital region.

Yours truly,

Barbara Desjardins
Mayor

COPY



0110-01

CORPORATION OF THE TOWNSHIP OF ESQUIMALT		
For Information:		
<input type="checkbox"/> CAO	<input checked="" type="checkbox"/> Mayor/Council	
<i>Anja</i>		
RECEIVED: FEB 15 2016		
Referred:		
<input type="checkbox"/> For Action	<input type="checkbox"/> For Response	<input type="checkbox"/> COTW
<input type="checkbox"/> For Report	<input type="checkbox"/> Council Agenda	<input type="checkbox"/> IC

February 11, 2016

Ref: 166017

Her Worship Mayor Barbara Desjardins
Township of Esquimalt
1229 Esquimalt Road
Victoria, BC V9A 3P1

Dear Mayor Desjardins:

I am writing to follow up on my letter of January 29, 2016, enclosing a *Framework for Discussion* respecting governance and service integration opportunities in the Capital region. I would like to thank all those who have provided comments to date.

Some have indicated that more time to review the Framework would be appreciated. I know that this is a busy time for us all, and I want to ensure that everyone has the opportunity to provide comments, while at the same time ensuring that we are well placed to move forward in a thoughtful and timely way.

To that end, I welcome any further comments or feedback by **February 23, 2016**. Please send them to Ms. Michelle Dann in the Governance and Structure Branch, Ministry of Community, Sport and Cultural Development, by email at: Michelle.Dann@gov.bc.ca.

Again, thank you for your contributions.

Sincerely,

Peter Fassbender
Minister



A FRAMEWORK FOR COMMENT

CAPITAL INTEGRATED SERVICES AND GOVERNANCE INITIATIVE

PURPOSE

Capital region citizens (through the 2014 referendum results) and local governments (through meetings with CSCD Ministers) have expressed a common interest in gathering facts about current service delivery, improving the understanding about service delivery best practices and exploring further the opportunities to better integrate service and governance.

The proposed Initiative will help facilitate a discussion among local governments in the Capital region toward identifying any potential opportunities to enhance the efficient delivery of service that citizens need. The Initiative will provide the opportunity for individual perspectives to be heard and may lay the groundwork for local governments to pursue options for greater integration of services and governance.

PRINCIPLES

Principles to guide the Initiative:

- *Aim for efficiency* – there is only one taxpayer and it is the responsibility of all governments to ensure the most efficient and effective delivery of public services.
- *Start with the facts* – a full understanding of current arrangements will be an important first step in positioning the region's local governments with respect to service and governance opportunities and challenges.
- *Respect different views* – a structured conversation on governance and service integration provides a way for local governments to inform and hear from their public and key stakeholders, and enables any local government in the region to participate if they so choose.
- *Supporting future choices* – the Initiative is not about reaching a specific, unilateral outcome; it is about understanding the opportunities for service and governance integration in order to help local governments make future choices.
- *Collaboration is key* – success depends on local governments in the Capital area participating, being engaged and fully committed to this conversation with one another and with their citizens.

COMPONENTS OF AN APPROACH

The Initiative presents an opportunity for the province to support local governments to collect information and facts on the integration of services and governance. This information and research will assist local government to further their conversations and engagement with citizens and stakeholders. The goals of an approach would include:

- *Support Fact Finding* –collecting and sharing information and facts about the current state of services and governance in the Capital region; local governments can use that to inform and engage with their public.
- *Increased Understanding* – researching and sharing best practices among local governments in the Capital area and learning from other jurisdictions; helping local governments research underlying issues or barriers to effective integrated service delivery.
- *Share Findings* – local governments consider the way forward to explore potential opportunities for further integration and reporting out on the consultant's work and progress made to date.

A FRAMEWORK FOR COMMENT

CAPITAL INTEGRATED SERVICES AND GOVERNANCE INITIATIVE

ROLES

Local governments' role focuses on collaboration and consideration of opportunities for greater integration, including:

- Continued conversations among local governments and stakeholders to identify opportunities for greater integration, and sharing that information.
- Participation in meetings related to the Initiative.
- Working with the consultant to facilitate the collection of information, sharing ideas of what the underlying issues are (e.g. through local government staff).
- Communication with their citizens and engagement in education and discussion.
- Communication of the shared understanding of the outcomes of the discussions.

Province's role focuses on facilitating the discussion among local governments:

- Retain/fund a consultant to work collaboratively with local governments to collect information and to assist local governments in creating opportunities to increase understanding of the facts.
- Facilitate discussion(s) among local governments to help them identify any underlying issues as well as common interests/opportunities towards service and governance integration.
- Communicate to the participants the shared understanding of the outcomes of the discussions.

TIMELINE

- Agreement on the Framework for Discussion – Feb 2016
- Announce/Launch Initiative – Feb/Mar 2016
- Interim Account on Progress – May 2016
- Final findings – Summer/Fall 2016

Carole Witter
507 Head Street
Esquimalt, BC
V9A 5S1

Mayor and Council
Township of Esquimalt
1229 Esquimalt Rd.
Esquimalt, BC
V9A 3P1

April 28, 2015.

Dear Mayor and Council,

CORPORATION OF THE TOWNSHIP OF ESQUIMALT		
For Information:		
<input checked="" type="checkbox"/> CAO	<input checked="" type="checkbox"/> Mayor/Council	
<input type="checkbox"/> <u>Anja / Bill / Self.</u>		
RECEIVED: APR 29 2015		
Referred:		
<input type="checkbox"/> For Action	<input type="checkbox"/> For Response	<input type="checkbox"/> COTW
<input type="checkbox"/> For Report	<input type="checkbox"/> Council Agenda	<input type="checkbox"/> IC

I am confident that Esquimalt will give its citizens ample opportunity for legitimate input on the amalgamation question. However, I am concerned that a recent editorial accusing Mayor and Council of ducking the issue and "giving voice to fear" might compel you to expedite the consultation process.

Currently, Esquimalt is heavily engaged in the much more pressing task of determining the best sewage treatment model for the region, all within a very tight time frame. We are making great strides toward breaking ground on our Village Project and are deciding how best to implement our Economic Development Strategic Plan. Rushing into the amalgamation discussion at this time would only distract us from these current priorities.

If Mayor and Council are committed to obtaining the best information from residents for successful study outcomes please do not rush the amalgamation discussion. This is a discussion that deserves energized public involvement, and I doubt this would be the case if we were to proceed post haste.

I would ask that Mayor and Council not rush into public engagement around the amalgamation issue and that you defer engaging citizens in the decision-making process until after the summer break.

Sincerely,
Carole Witter.

Y. H. Freedman
1019 de Costa Place
Victoria, British Columbia, V9A 6X8



Member of the
Institute of Chartered
Accountants of
British Columbia

April 30, 2015

Corporation of the Township of Esquimalt
1229 Esquimalt Rd, Esquimalt B.C.
V9A 3P1, Canada

Mayor and Council

CORPORATION OF THE TOWNSHIP OF ESQUIMALT		
For Information:		
<input checked="" type="checkbox"/> CAO	<input checked="" type="checkbox"/> Mayor/Council	
<input type="checkbox"/> Any / Bill / Jeff		
RECEIVED: APR 30 2015		
Refer to:		
<input type="checkbox"/> For Action	<input type="checkbox"/> For Response	<input type="checkbox"/> COTW
<input type="checkbox"/> For Report	<input type="checkbox"/> Council Agenda	<input type="checkbox"/> IC

Residents are looking forward to thoughtful input, respectful discussion and fact-based decision-making regarding amalgamation. I would hope that this Council would take time to provide residents with an appropriate ample opportunity for legitimate input on this very important question.

However, I, as well as other residents, am concerned that a recent editorial accusing Mayor and Council of ducking the issue and "giving voice to fear" might coerce you to expedite the consultation process.

There are important issues facing The Township of Esquimalt. The sewage treatment issue in the West Shore is only just being brought forward to residents as to location and system. This will require considerable consideration by residents. As well, the very important issue of Economic Development implementation is now being dealt with by a residents committee. Further decisions regarding Economic Development may very well be brought forward to Public Hearings for further input by residents.

I therefore urge Council not to place another important questions before residents to be dealt with in a rushed and hurried manner. Better decision making is carried out when residents have the time to consider the amalgamation question without being forced by time constraints.

Thank you for deferring public input into the amalgamation issue until an appropriate time.

Yours truly,

Y. H. ("Hy") Freedman, CPA CA., B. Eng., M. Econ.

Kim Maddin

From: Anja Nurvo
Sent: April 30, 2015 08:37
To: Kim Maddin
Subject: FW: Feedback from website for Mayor and Council

For mail log in please

Anja Nurvo, BA, LLB
Director of Corporate Services
Corporate Services
Township of Esquimalt
Phone: 1-250-414-7135
www.esquimalt.ca

CORPORATION OF THE TOWNSHIP OF ESQUIMALT		
For Information:		
<input checked="" type="checkbox"/> CAO	<input checked="" type="checkbox"/> Mayor/Council	
<input type="checkbox"/> Anja / B. Hill		
RECEIVED: APR 30 2015		
Referred:		
<input type="checkbox"/> For Action	<input type="checkbox"/> For Response	<input type="checkbox"/> COTW
<input type="checkbox"/> For Report	<input type="checkbox"/> Council Agenda	<input type="checkbox"/> IC

From: Meagan Brame
Sent: April 29, 2015 9:26 PM
To: Anja Nurvo
Subject: Fwd: Feedback from website for Mayor and Council

For correspondence pls

Meagan Brame
Esquimalt Councillor
Community Connected, Community Committed

Sent from my iPad

Begin forwarded message:

From:
Date: April 28, 2015 at 10:02:41 PM PDT
To: <mayorandcouncil@esquimalt.ca>
Subject: Feedback from website for Mayor and Council

This is information submitted via the Esquimalt website.

* Please reply within 2 business days. *

Diane
Adolph

947 Dunsmuir rd
Victoria
BC
V9A5C4
Dear Mayor and Council,

I am writing to make sure that you do not respond to the bully tactics of amalgamation yes and the other group, greater victoria conversation.

Take the time the community needs to develop the guidelines for this study by the province. We must do this on our time line and not on their timeline. Esquimalt will not be bullied, by the CRD or anyone.

Sincerely,

Diane Adolph and
Brian Hammond

Kim Maddin

From: Anja Nurvo
Sent: April 30, 2015 08:37
To: Kim Maddin
Subject: FW: Feedback from website for Mayor and Council

For mail log in please

Anja Nurvo, BA, LLB
Director of Corporate Services
Corporate Services
Township of Esquimalt
Phone: 1-250-414-7135
www.esquimalt.ca

CORPORATION OF THE TOWNSHIP OF ESQUIMALT		
For Information:		
<input checked="" type="checkbox"/> CAO	<input checked="" type="checkbox"/> Mayor/Council	
<input type="checkbox"/> Anja / Bill / Jeff		
RECEIVED: APR 30 2015		
Referred:		
<input type="checkbox"/> For Action	<input type="checkbox"/> For Response	<input type="checkbox"/> COTW
<input type="checkbox"/> For Report	<input type="checkbox"/> Council Agenda	<input type="checkbox"/> IC

From: Meagan Brame
Sent: April 29, 2015 9:26 PM
To: Anja Nurvo
Subject: Fwd: Feedback from website for Mayor and Council

for correspondence pls

Meagan Brame
Esquimalt Councillor
Community Connected, Community Committed

Sent from my iPad

Begin forwarded message:

From: <
Date: April 29, 2015 at 8:05:25 PM PDT
To: <mayorandcouncil@esquimalt.ca>
Subject: Feedback from website for Mayor and Council

This is information submitted via the Esquimalt website.

* Please reply within 2 business days. *

Bruce
Devitt

1141 Hadfield Avenue
Victoria
British Columbia
V9A5N8

Hi folks, a couple of thoughts:

1. We are all focused on sewage and other things right now and amalgamation is not a priority until much later. Lets get our priorities right. I think you will agree.
2. re sewage - "innovations" the physical attendance is extremely low. I have no idea of the web

streaming viewing. The notice of these 3 days was very short. We were focused on the May round tables and had other things planned this week. Tuesday I had a luncheon meeting but was able to catch it on the web. Wednesday Celia and I attended. Thursday I have garden help coming but will catch it on the web. So the good news it is available for those interested but will most bother?. My comment is too bad more could not be involved there was good information re siting and analysis and a logical processes for proceeding whether which technology proposed was involved. This would have been useful for next week.

I am still concerned about the CRD agenda in this consultation process we could be just rubber stamping a mediocre procedure rather developing a strategy for a less costly and more environmentally friendly with cost recovery and economic offsets.

Springing these Innovation sessions on short notice was not good.

Anyway just some of my thoughts for the record.

Thanks for listening, Bruce

Kim Maddin

From: Anja Nurvo
Sent: April 30, 2015 08:37
To: Kim Maddin
Subject: FW: Feedback from website for Mayor and Council

For mail log in please

Anja Nurvo, BA, LLB
Director of Corporate Services
Corporate Services
Township of Esquimalt
Phone: 1-250-414-7135
www.esquimalt.ca

CORPORATION OF THE TOWNSHIP OF ESQUIMALT		
For Information:		
<input checked="" type="checkbox"/> CAO	<input checked="" type="checkbox"/> Mayor/Council	
<input checked="" type="checkbox"/> <u>Anja Nurvo / Bill Scott</u>		
RECEIVED: APR 30 2015		
Referent:		
<input type="checkbox"/> For Action	<input type="checkbox"/> For Response	<input type="checkbox"/> COTW
<input type="checkbox"/> For Report	<input type="checkbox"/> Council Agenda	<input type="checkbox"/> IC

From: Meagan Brame
Sent: April 29, 2015 9:25 PM
To: Anja Nurvo
Subject: Fwd: Feedback from website for Mayor and Council

for correspondence pls

Meagan Brame
Esquimalt Councillor
Community Connected, Community Committed

Sent from my iPad

Begin forwarded message:

From: <_____
Date: April 28, 2015 at 7:46:19 PM PDT
To: <mayorandcouncil@esquimalt.ca>
Subject: Feedback from website for Mayor and Council

This is information submitted via the Esquimalt website.

* Please reply within 2 business days. *

Sean
MacUisdin

878 Kindersley Rd
Victoria
British Columbia
V9A 4N2
Dear Mayor and Council,

I have been rather disturbed at the sudden emergence of what appear to be high pressure and very public bullying tactics designed to force Esquimalt's Mayor and Council into adjusting the

strategic paramountcy of the municipality's plans and move the mandate of opening a discussion about Amalgamation higher up the list of priorities of Council. I would like to state categorically that it is my belief that Esquimalt Mayor and Council have established the correct and logical list of priorities and Amalgamation has taken its rightful place well down that list.

Esquimalt has successfully left a period of high emotion and political turmoil behind as it navigated the complexities of the sewage issue, and this successful navigation was completed in part by Mayor and Council's determination to thoroughly engage the public on a rational timeline and with established facts. I am a firm believer that our successful battle against the imposition of the CRD's sewage plan was a costly one, however, in that it was a distraction away from the priorities of Esquimalt residents; that of economic development, infrastructure improvements, and core revitalization through the Village Project. Esquimalt is now on the right track as it moves through the logical priorities of a new Council; budget, economic development and a new focus of core revitalization strategies. In my opinion, Amalgamation is well down that list and should not be broached any earlier than the fall sitting and even later as we move into the complexities of the upcoming Village Project.

I am thankful of the letter to the TC by Mayor Desjardins and I continue to have confidence that Mayor and Council will not bow to the clamouring of an outside special interest group. Esquimalt residents did indeed give Mayor and Council a mandate to broach the question on Amalgamation, however, the mandate is four years in length and was nothing more than the beginning of a discourse. There is no rush here, for not all municipalities have even bought into the proposal. Let's have the discussion, but not until we've accomplished the real priorities of our community.

Beyond that, the strategy of demanding a conversation before the coming positive changes we will see throughout the next four years is a telling one, for I believe there is a fear that a strong and revitalized Esquimalt is not in Amalgamation Yes' best interests. I request you do not play into their strategy. Let the conversation be an honest one and have the residents of this amazing community fully understand what they have in their municipality and potentially, what they may give up.

Respectfully,

Sean Pól MacÚisdein de na Clann Dhomhnail

Proud Resident of Esquimalt.

115-01 JM
amalgamation A/CAO

Kim Maddin

From: Anja Nurvo
Sent: April 30, 2015 08:36
To: Kim Maddin
Subject: FW: Feedback from Website for Barb Desjardins

CORPORATION OF THE TOWNSHIP OF ESQUIMALT		
For Information:		
<input checked="" type="checkbox"/> CAO	<input checked="" type="checkbox"/> Mayor/Council	
<input type="checkbox"/> Anja / B. 11/3/15		
RECEIVED: APR 30 2015		
Referred:		
<input type="checkbox"/> For Action	<input type="checkbox"/> For Response	<input type="checkbox"/> COTW
<input type="checkbox"/> For Report	<input type="checkbox"/> Council Agenda	<input type="checkbox"/> IC

For mail log-in please

Anja Nurvo, BA, LLB
Director of Corporate Services
Corporate Services
Township of Esquimalt
Phone: 1-250-414-7135
www.esquimalt.ca

-----Original Message-----

From: Barb Desjardins
Sent: April 29, 2015 9:23 PM
To: Anja Nurvo
Cc: Mayor and Council
Subject: FW: Feedback from Website for Barb Desjardins

file for correspondence please agenda
Barb Desjardins

Mayor

Township of Esquimalt

<http://www.esquimalt.ca/>

From:
Sent: April 29, 2015 8:04 PM
To: Barb Desjardins
Subject: Feedback from Website for Barb Desjardins

This is information submitted via the Esquimalt website.

Eric
Pittman

882 Dunsmuir Rd
Esquimalt
BC
V9A 5B7

Dear Mayor Desjardins and Council

I have been watching the pressure applied through various tactics with regards to the amalgamation question. To me, it sounds a bit eager, like wolves inviting sheep to vote on what's for dinner. I ask that you stay the course on the current sewage issue and not divide your energies. There is no funding cut off for

amalgamation studies or negotiating the sovereignty of our township. I believe the proper way to go about it is exactly how you handled the sewage and I am sure you will do an excellent job when the time is right.

Warm Regards,
Eric Pittman
882 Dunsmuir Rd

113-51
amalgamation

Kim Maddin

From: Anja Nurvo
Sent: May 1, 2015 13:34
To: Kim Maddin
Subject: FW: Feedback from website for Mayor and Council

CORPORATION OF THE TOWNSHIP OF ESQUIMALT		
For Information:		
<input type="checkbox"/> CAO	<input type="checkbox"/> Mayor/Council	
<input checked="" type="checkbox"/> <u>Anja</u>		
RECEIVED: MAY 04 2015		
Referred:		
<input type="checkbox"/> For Action	<input type="checkbox"/> For Response	<input type="checkbox"/> COTW
<input type="checkbox"/> For Report	<input type="checkbox"/> Council Agenda	<input type="checkbox"/> IC

For mail log in

Anja Nurvo, BA, LLB
Director of Corporate Services
Corporate Services
Township of Esquimalt
Phone: 1-250-414-7135
www.esquimalt.ca

-----Original Message-----

From: Barb Desjardins
Sent: May 1, 2015 1:23 PM
To:
Cc: Mayor and Council; Anja Nurvo
Subject: Re: Feedback from website for Mayor and Council

Thank you Tania. We appreciate you taking time to email on this

Sent from my iPhone

> On May 1, 2015, at 12:26 PM, wrote:
>
> This is information submitted via the Esquimalt website.
>
> * Please reply within 2 business days. *
>
> Tania
> Keller
> !
>
> 1127 Heald Ave.
> Victoria
> BC
> V9A 5J7
> Hello Mayor Desjardins and Council;
>
> I was not impressed with the way that Susan Jones portrayed our position on
amalgamation in the recent letter in the Times Colonist.
>
> I voted in favour of a study, and appreciate the opportunity that a Town-hall
will provide for me to give input into study guidelines. Amalgamation is an
important topic among many, it is not the most important topic.
>
> And please don't be bullied into someone else's timeline for this issue.
>
> Sincerely,
>
> Tania Keller

Kim Maddin

From: Anja Nurvo
Sent: May 4, 2015 08:15
To: Kim Maddin
Subject: FW: Amalgamation: Good Question!

For mail log in,

Anja Nurvo, BA, LLB
Director of Corporate Services
Corporate Services
Township of Esquimalt
Phone: 1-250-414-7135
www.esquimalt.ca

CORPORATION OF THE TOWNSHIP OF ESQUIMALT		
For Information:		
<input type="checkbox"/> CAO	<input checked="" type="checkbox"/> Mayor/Council	
<input type="checkbox"/>	<input checked="" type="checkbox"/> Anja	
RECEIVED: MAY 04 2015		
Referred:		
<input type="checkbox"/> For Action	<input type="checkbox"/> For Response	<input type="checkbox"/> COTW
<input type="checkbox"/> For Report	<input type="checkbox"/> Council Agenda	<input type="checkbox"/> IC

From: Barb Desjardins
Sent: May 4, 2015 7:38 AM
To: Anja Nurvo
Subject: FW: Amalgamation: Good Question!

for file

Barb Desjardins

Mayor

Township of Esquimalt

<http://www.esquimalt.ca/>

From: Morlene Tomlinson
Sent: May 3, 2015 10:15 PM
To: Mayor and Council
Subject: Amalgamation: Good Question!

I'm writing in response to recent media hype over Esquimalt's approach to the question of regional amalgamation. I suspect that you've received many comments from local residents and I hope you don't mind an additional few cents worth.

Taking time to work our way through this issue as a community is not a bad thing.. it's part of the engagement process that people in Esquimalt value. From the little I've heard directly from neighbours and others I encounter, Esquimalt residents favour amalgamation primarily because they perceive that it will save money and reduce property taxes through shared services and the reduction in number of civil servants at the municipal level. However, I've also heard that people like having the ability to easily connect with their local politicians directly and have influence of matters that concern their immediate community.

So, part of this conversation and accompanying investigation needs to include an unbiased, clinical look at whether cost savings have resulted from amalgamation in other jurisdictions and, whether individual communities have felt equally or better served. Although I don't have a problem with amalgamation, personally, I am sensitive to the fact that the CRD model hasn't served Esquimalt well at all. I believe that when we voted "yes" it was to investigate these very questions.

One bit of research I'd like to see is how places like Halifax are doing post-amalgamation and whether significant cost-savings were a direct result, and whether communities still felt strongly connected to their local government.

Only after we're able to review and analyse this kind of information will constituents be able to make truly informed decisions.

Best regards,

M

JM
(A/C/O)

Kim Maddin

From: Anja Nurvo
Sent: April 30, 2015 13:48
To: Kim Maddin
Subject: FW: amalgamation issue to discuss at a later date

For mail log in please

Anja Nurvo, BA, LLB
Director of Corporate Services
Corporate Services
Township of Esquimalt
Phone: 1-250-414-7135
www.esquimalt.ca

CORPORATION OF THE TOWNSHIP OF ESQUIMALT		
For Information:		
<input checked="" type="checkbox"/> CAO	<input type="checkbox"/> Mayor/Council	
<i>Anja - See File</i>		
RECEIVED: MAY 01 2015		
<input type="checkbox"/> For Action	<input type="checkbox"/> For Response	<input type="checkbox"/> COTW
<input type="checkbox"/> For Approval	<input type="checkbox"/> For Approval & Agenda	<input type="checkbox"/> IC

From: Barb Desjardins
Sent: April 30, 2015 12:39 PM
To: Anja Nurvo
Subject: Fwd: amalgamation issue to discuss at a later date

For file

Sent from my iPhone

Begin forwarded message:

From:
Date: April 30, 2015 at 10:33:09 AM PDT
To: Mayor and Council <Mayor.and.Council@esquimalt.ca>
Subject: amalgamation issue to discuss at a later date

Mayor and council of Esquimalt, I'm writing to say that the issue of amalgamation needs to be put aside to deal with more pressing issues at the moment. There seems to a lot of emails and facebook posts to address this issue. Please know I support this issue being addressed at a later date. I actually like Esquimalt just as it is so hoping that we can remain as is!! Thank you all for all your hard work and dedication to making Esquimalt a great place to live. Christina (Chris) Rodin

Kim Maddin

From: Anja Nurvo
Sent: May 1, 2015 13:34
To: Kim Maddin
Subject: FW: Feedback from website for Mayor and Council

CORPORATION OF THE TOWNSHIP OF ESQUIMALT		
For Information:		
<input type="checkbox"/> CAO	<input type="checkbox"/> Mayor/Council	
<input checked="" type="checkbox"/> <i>Anja</i>		
RECEIVED: MAY 04 2015		
Referred:		
<input type="checkbox"/> For Action	<input type="checkbox"/> For Response	<input type="checkbox"/> COTW
<input type="checkbox"/> For Report	<input type="checkbox"/> Council Agenda	<input type="checkbox"/> IC

For mail log in

Anja Nurvo, BA, LLB
Director of Corporate Services
Corporate Services
Township of Esquimalt
Phone: 1-250-414-7135
www.esquimalt.ca

-----Original Message-----

From: Barb Desjardins
Sent: May 1, 2015 1:23 PM
To:
Cc: Mayor and Council; Anja Nurvo
Subject: Re: Feedback from website for Mayor and Council

Thank you Tania. We appreciate you taking time to email on this

Sent from my iPhone

> On May 1, 2015, at 12:26 PM, ' wrote:

> This is information submitted via the Esquimalt website.

> * Please reply within 2 business days. *

> Tania

> Keller

> 1127 Heald Ave.

> Victoria

> BC

> V9A 5J7

> Hello Mayor Desjardins and Council;

> I was not impressed with the way that Susan Jones portrayed our position on amalgamation in the recent letter in the Times Colonist.

> I voted in favour of a study, and appreciate the opportunity that a Town-hall will provide for me to give input into study guidelines. Amalgamation is an important topic among many, it is not the most important topic.

> And please don't be bullied into someone else's timeline for this issue.

> Sincerely,

> Tania Keller

JM
(A/CAD)

Kim Maddin

From: Anja Nurvo
Sent: July 29, 2015 16:58
To: Kim Maddin
Subject: FW: Feedback from website for Mayor and Council

CORPORATION OF THE TOWNSHIP OF ESQUIMALT		
For Information:		
<input checked="" type="checkbox"/> SAG	<input checked="" type="checkbox"/> Mayor/Council	
<i>Anja for file.</i>		
RECEIVED: JUL 30 2015		
Referred:		
<input type="checkbox"/> For Action	<input type="checkbox"/> For Response	<input type="checkbox"/> COTW
<input type="checkbox"/> For Report	<input type="checkbox"/> Council Agenda	<input type="checkbox"/> IC

For mail log-in please.

Anja Nurvo, BA, LLB
Director of Corporate Services
Corporate Services
Township of Esquimalt
Phone: 1-250-414-7135
www.esquimalt.ca

-----Original Message-----

From: Beth Burton-Krahn
Sent: July 29, 2015 4:50 PM
To: Laurie Hurst; Anja Nurvo
Subject: FW: Feedback from website for Mayor and Council

Hello

Could you please add this to our first agenda as 'correspondence received?'

Thanks,

Beth

From:
Sent: July 29, 2015 4:25 PM
To: Mayor and Council
Subject: Feedback from website for Mayor and Council

This is information submitted via the Esquimalt website.

* Please reply within 2 business days. *

Marsha
Henderson

660 Goyette Rd
Saanich

As a resident of the CRD, I have serious concerns regarding Premier Clark's mandate to Minister Coralee Oakes, to 'present options to Cabinet on potential processes under which local governments could either amalgamate or integrate service delivery by June 30, 2016' (Please contact me if you'd like to see the Clark letter and the full transcript, they can't be attached to this format of email). See below for a link to the recording of Minister Oakes at a meeting with local amalgamation proponents.

Premier Clark's mandate is quite specific regarding an outcome. My concern is that we're being led by the Province, by the Chamber of Commerce and by a small group of vocal individuals financed largely by particular business interests, into something that's not going to be good for us as a region, and based on significant research available, is often costly and ineffective.

Minister Oakes states 'I have a lot of experience with the Chamber of Commerce, worked for them for 14 years, and have always, you know, one of the key things in our uh, BC Chamber policy book, was amalgamation for Victoria.' (page 1)

Minister Oakes states 'what I have got the green light is to look at regional districts as a, as a pilot which was identified in 2007, they said look at some pilot, of governance, uh, governance restructuring. So I've got the ability right now, I've got the green light to look at amalgamation.' (page 2)

My concern is that our local Council's meetings with Minister Oakes, however innocuous, gave implied consent to proceed; the apparent need for this consent is referred to frequently by Minister Oakes in the following comments:

'The first process local governments have to ask us to do a governance study' (page 1) 'We run into this little challenge in, on, around respecting local governments autonomy, that's the one challenge that I always have because if I, if we didn't have that one little piece, man what I could do!' (page 3) 'I imagine if I the minister was invited to have a conversation with the local government to talk about amalgamation, I'm pretty sure that the other communities...no one wants to be left out of conversations especially if it might affect them? (page 3) 'I just can't force other local governments.' (page 3) 'We will send that letter out which is going to drive the conversation cause I can guarantee you, if I say I'm going to sit down with Victoria to talk about this, other people are going to want to come and be a part of that conversation.' (page 5) 'it's pretty hard for local governments with media there...every time somebody has shown up to the media to ask for something that the citizens have asked for, um and asked for a vote on that, it's pretty hard for local governments, um not to move forward on that.' (page 8)

The phrase 'integrate service delivery' used by Premier Clark and also referred to as 'shared services' by Minister Oakes, refers to a phase in the process of implementing amalgamation on a region; it and the phrases 'governance study' or 'governance restructuring' are considered softer language that's more palatable for residents who oppose amalgamation. This appears to be confirmed in Minister Oake's words that 'as we come forward I think you're going to see us use different language. You're going to see us use language like restructuring, you're going to see 'shared services'.'

Amalgamation Yes (AY), the group behind this push, refers to themselves as 'grassroots'. AY had 21 people attend their recent AGM; they consistently attract about 100 people to their various community meetings, and they had less than 100 members on several facebook groups; since shut down. This is not a significant voice in the region, yet it's been amplified by the Province and the media. How many letters and calls have you received from residents other than AY members? Does the expressed interest warrant continued participation in the process of this proposed 'study'? Are people really aware of what we stand to lose in amalgamation and what it will likely cost us? Or are they upset at and think amalgamation will 'get rid of the CRD'?

Minister Oakes admits there are no models for amalgamation of a regional district 'We are the only province in Canada that has this type of structure...what we're doing is ground-breaking' (page 5). Please don't let our region become part of a government experiment.

We in Victoria have access to 2 professors who are considered experts in the field of governance and amalgamations in particular, can provide a wealth of information and can be considered unbiased and professional. They are Bob Bish and Jim McDavid. Professor Mona Brash is also very knowledgeable on the subject. Perhaps Council might request a meeting with any of them to gain information before proceeding.

May I request a quick email back from you, as confirmation you've received this? Thank you.

Recording of Minister Oakes meeting (begins about the 2 minute mark)
https://soundcloud.com/user776628093/coralee-oakes-minister-of?utm_source=soundcloud&utm_campaign=share&utm_medium=email

Kim Maddin

From: Anja Nurvo
Sent: July 30, 2015 08:28
To: Kim Maddin
Subject: For mail log
Attachments: CC mandate letter to CO.docx; highlited transcript of Coralee Oakes March 10 2015.docx

These are the attachments to the previous one I forwarded to you for the mail-log.

Anja Nurvo, BA, LLB
Director of Corporate Services
Corporate Services
Township of Esquimalt
Phone: 1-250-414-7135
www.esquimalt.ca

From: Beth Burton-Krahn
Sent: July 29, 2015 8:44 PM
To: Laurie Hurst; Anja Nurvo; Mayor and Council
Subject: FW: transcript

These attachments go with the previous email I have requested be added to our agenda for the 17th under correspondence. Marsha was unable to send them directly to mayor and council so she sent to me to send to all of us.

thanks,
Beth

From: Beth Burton-Krahn |
Sent: July 29, 2015 5:31 PM
To: Beth Burton-Krahn
Subject: Fwd: transcript

----- Forwarded message -----
From: **Marsha Henderson**
Date: Wed, Jul 29, 2015 at 5:21 PM
Subject: transcript
To: Beth Burton-Krahn



June 12, 2015

Honourable Coralee Oakes
Minister of Community, Sport and Cultural Development
Parliament Buildings
Victoria, British Columbia
V8V 1X4

Dear Minister:

On behalf of the people of British Columbia, I would like to thank you for the contributions made by you and your ministry over the past 12 months to make our province stronger.

You have been part of a government that has continued to deliver on the promises we made in our election platform, Strong Economy, Secure Tomorrow during the past 24 months. Balancing the budget for a third time, having our triple A credit rating confirmed and re-confirmed as stable by Moody's Investors Service, and continuing to support the growth of a diverse economy are all accomplishments of which we collectively and you individually can be rightly proud.

I am very pleased to note that you and each of your colleagues were again able to live within your voted legislative budgets. The people of our province elect us to work on their behalf to control spending.

Living within our means is demonstrating our respect for the people of our province and the tax dollars they send to Victoria. By keeping government lean and reducing the cost of administration, we can make significant investments in people and the infrastructure on which they depend to succeed in a strong and growing economy.

As a result of our strong fiscal position, we have been able to provide new assistance to single parents as they return to the workforce, greater income exemptions for single parents on income assistance and continued record investments in funding for public health care, education and transportation services on which families depend.

Our government is resolute in our desire to grow the economy as a way to enable more British Columbians to participate in the economy and obtain meaningful, family-supporting work. The work your ministry does each and every day to contribute to these efforts are noticed and valued.

Office of the
Premier

Mailing Address:
World Trade Centre
740 - 999 Canada Place
Vancouver BC V6C 3L3

In particular, I would like to congratulate you and your ministry for:

- Working with the organizers and communities that successfully hosted the Canada Winter Games in Prince George
- Successfully concluding a new Peace River Agreement with the communities of northeast British Columbia
- Launching the new NBCF-Small Communities Fund with the federal government to allow communities with populations under 100,000 access funds to improve vital infrastructure

As you know, the annual mandate letter you receive is designed to be an ongoing workplan for your ministry that is updated on an annual basis. You will undoubtedly notice some changes since last June.

Your mandate for the following year is as follows:

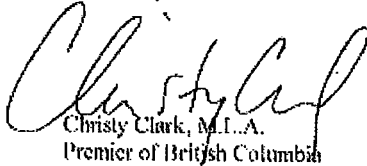
1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Work with the Ministry of Natural Gas Development to ensure communities facing growth due to LNG development are provided support to manage and mitigate the impacts of significant economic development and population growth.
3. Develop and present legislation to the House to implement the commitment to limit local government election expenses by March 31, 2016.
4. Working with the Ministry of Jobs, Tourism and Skills Training, report out and implement the ministry's plan to grow BC's creative economy and creative workforce.
5. Review the recommendations made by Chris Trumphy to improve the operations of the office of the Auditor General for Local Government and provide options for reform.
6. Develop and present options to Cabinet on potential processes under which local governments could either amalgamate or integrate service delivery by June 30, 2016
7. Maximize the opportunity to showcase British Columbia to the world as Vancouver hosts the Women's FIFA World Cup Final in July, 2015.
8. Work with the federal government to secure funding for British Columbia available under the Building Canada Communities Fund.

9. Work with your colleagues to ensure that the annual UBCM convention provides a comprehensive exchange of ideas with municipal partners.

In addition, as discussed and approved by Cabinet, our government is committed to ensuring British Columbia government services are easily accessed by our citizens and businesses. Minister Naomi Yamamoto will be leading this initiative on my behalf and over the following 12 months she will be reaching out to all ministries to assist in reducing unnecessary red tape and regulation.

It is hard to believe but it has been two years since the people of British Columbia put their faith in us to lead their province. We have accomplished much in those two years, but much work remains to deliver the promise of a strong economy and secure tomorrow for our citizens. I look forward to working with you over the coming year.

Yours truly,



Christy Clark, M.L.A.
Premier of British Columbia

Minister Coralee Oakes speaks on a Blue Sky Plan for Amalgamation of Victoria, March 10, 2015
Sourced from www.AmalgamationYes.ca (beginning at 1:56 mark of recording)

Minister Oakes: I think I'm here for maybe another purpose today (laughter) maybe (more laughter) maybe just a little bit of backstory. We get together as Cabinet; we have a Strategic Planning session every summer. And we go through the whole session and then we have the opportunity, the Premier goes, let's have a blue sky, you know, session, where you can just put everything out on the table, if there's something that you really, really want to do, put it out there on the table and, and we'll see what happens.

And for many of you in the room, I have a lot of experience with the Chamber of Commerce, worked for them for 14 years, and have always, you know, one of the key things in our uh, BC Chamber policy book, was *amalgamation for Victoria*. Um, and every single year I remember the work that happened and the great work that folks like Rob and John brought forward to say, you know what, how can we support more efficient, effective, open government? And um, you know, I put that on the table, and I said, you know, I think that, I think it's time. I think that the communities are ready. I think it's time to start that conversation on how we can uh, be supporting a more effective governance structure that's going to save taxpayers money. (Applause, cheers)

And so I put it out there and they said, Coralee, I think it's something that we're excited about but I don't know if we're ready, I don't know if the communities are ready and I kept, again, persevering and I kept, every couple of months I brought it up. And when the election came around, when the local government election, I said you know, I think we're ready. I think the communities (more laughter) are ready (more laughter) to put it on the ballot. It's the same thing (much laughter). No but I said, trust me. Trust me that the people on the ground, you know what I'm hearing and all the work that's happening for so many years, you know, trust us, trust people on the ground that uh, put it on the ballot, and let's see what happens. Well, we did.

You know, we gave the, you know that, the, well the people gave the go ahead to say, yes, you know what, let's put, let's pass the cynicism that they think, and overwhelmingly, ummm, (slight pause) thank you...now we've got it. Uh, we've got that green light to start looking at it.

So now's where the real work comes. Now the real work, and this is where it becomes more of an interactive, uh session and um, it might be difficult with me standing, so maybe I'll get uh, if you have a pen, and to start taking some notes and really let the idea, there's a couple of options on how we can look at the next steps. And I know that people around this room have been thinking about this for many, many years. And my experience has always been, and I, you know, when I worked at the, the, the bureaucracy in government, I'm a firm believer in grassroots. I'm a believer that if you want something to be successful, especially something like this, we've got to be having a conversation with folks. It's not about me going in, or the bureaucrats going in and saying this is the process of what it will look. There are a few pieces that I have to say, that there is a process. The first process local governments have to ask us to do a governance study.

But I think we're getting the motions coming forward and that's starting, we're starting to see that work happen. Um, but this is your time. Um, and I'll come back but I would like to hear, I'd like to open the floor to hear what your ideas on the process. Um...you know you've got eight communities that put this on the ballot. Are those eight communities all going to work, should we look at a phased in approach? Is there ideas that you have because you know, I've spent my entire Christmas going through amalgamation studies and reports on uh, United States, Canada, the UK, and Australia. So I've read a lot of different reports on what works, what doesn't work, things that we need to look at first. One of the most critical things is when we look at um, sometimes you have to be cautious on amalgamations where the costs drive up, depending on what your staffing levels are, depending on what your costs are. So there's some certain things that we absolutely need to look at. Um, there might be a phased in, where we look at trying to drive some, some of those, uh, cost drivers down, because the more you start looking at how you're going to group things. So there's certainly some steps and things that we need to look like, but you guys are the experts? So...

Questioner: Can I just ask a question for clarification? You said the municipal governments now need to make their requests of you. So is that every municipal government or because I know Victoria has already put forward a motion. So is it every municipal government or...is that going to work, or what are you asking for?

Minister Oakes: Sure. Well, we've got the letter. From Victoria.

Questioner: Do you need it from every municipality? What are you saying?

Minister Oakes: Well, at this point, we can do a governance study for Victoria because you've asked us. Um, but that starts the ball rolling. Right? That starts, the fact that you've got this first piece? (*Questioner:* being there now.) Yes. (much laughter, some garbled conversation)

Questioner: we need to let people know.

Susan Jones: I think, to do a proper study, we do need the entire region under that umbrella of the study. So, I guess, um, we've got lots of smart people in this room, and they are community. We need to figure out how we can draw them in so that this is a collective effort. Um, and, I, I, so everybody knows, I'm Susan Jones, the past chair of AY. Um, and I'm...Greater Victoria Conversation Project and getting feedback from residents. And I've got to tell you, there are residents from every single municipality who want to be involved in a study. They don't necessarily want amalgamation, just like that, they want information to make an informed decision. So although Victoria has put their foot in it, there's other communities that aren't going to, but the residents want them to. So we've got this logjam. How do we break that?

Minister Oakes: Well, I think the, the first step is the citizens have spoken, the citizens have, they have clearly spoken, and so yes, it might be a piece where um, we...we do some supportive, um work with local governments on, you know, again, evaluate it, reminding what their citizens have asked for. Um, and we're prepared to do that work. Um, but again, again, there is a process. You know...(garbled) does that mean you're going to have amalgamation by next year? No, this is going to be, you know, it is going to be a long process. And we might need to look at phased in approaches. We might need to look at um, the first step is to start doing the, the, the research, right? To start gathering the facts. It would be, it would be um...it would be not a wise process...Rob?

Rob:* It's interesting to me that the, the uh, current local government act, there's a piece that hasn't been done yet, which is the local government structure. So there might be an avenue for the Province to start talking about this, to get the conversation going at a higher level. So you've got the grassroots work being done by us at the lower level, trying to get every municipality asking the question. But meanwhile can the Province not come in and say OK we're going to start examining the local government from the regional governance perspective now, and trying to clean that issue up. Start that now and that conversation can start right away, it doesn't have to wait for anybody.

Minister Oakes: There's, there's two pieces um, on that. First, in 2007 there was a regional district study that was done in conjunction with the Community Charter. I asked for that one too, I asked when I first got elected and we tackled it because, y'know, it's, it's very difficult and it's right across the province of British Columbia, when you've got one piece of governance for municipalities but we don't tackle the regional district governance, you've got two different issues, and unless we start identifying governance, um, how we're going to fix the governance, it's really, really difficult for communities to move projects forward, as we've seen. Um...I haven't got the green light for that, but what I have got the green light is to look at regional districts as a, as a pilot which was identified in 2007, they said look at some pilot, of governance, uh, governance restructuring. So I've got the ability right now, I've got the green light to look at amalgamation. I've got the green light to look at a couple of pilots across the province, and this is one, around infrastructure and regional governance. So, while we're not tackling the entire province, they have given me the green light to look at a pilot on how we're going to address that. Um, and there's some pieces of tools that we can look at in a pilot process that provides us the ability to do that.

Questioner: I'm just wondering if there might be value, at this point, in calling the mayors together. Um, for a conversation with respect to, y'know, where they are at, and what their plans are in terms of footbuilding the committee (?) I did hear that a mayor from a community that did not have a question on the ballot, but within the CRD, quite eagerly said yes, she would attend a meeting if the province called it. So, there may be some opportunity there to kickstart a thinking on this.

Minister Oakes: We run into this little challenge in, on, around respecting local governments autonomy, that's the one challenge that I always have because if I, if we didn't have that one little piece, man what I could do! (loud, long laughter) But it's probably a good thing that we have that, right? But with, I think with Victoria, um, uh, having a conversation is, here's the thing. I imagine if I the minister was invited to have a conversation with the local government to talk about *amalgamation*, I'm pretty sure that the other communities um, and this is just my own personal and Linda, you might wanna, um, jump in here, it's I...no one wants to be left out of conversations especially if it might affect them? It's this crazy little thing, right? Nobody, so I'm happy, if there was a conversation and even if we could get two or three of the local governments represented? I'm pretty sure it would drive the conversation where we would get other people uh, to come and attend that meeting. Now what we really have to look at, there's a couple of options on what type of 'grassroot process' should we be looking at? Um, and there's some pros and cons to any kind of process uh, um, if it gets too many people, if it gets too...there are, there are some risks there. We want to make sure it's 'grassroots', we want to make sure that we're talking to lots of people, um, but you know, when it's so big, and so goliath, that it will be really difficult to kind of pull the pieces together. And I think you know, first step starting a study to start getting the information, cause you can't make good decisions on what's going to happen unless you've got really valid solid information. And we have to start racking our mind around and that's for each of you to take away and then come back to us, well, what kind of structure is going to work on um, you know, is it, uh, is it, if it's a citizen led conversation, and Susan (Jones) you know your idea of the conversation, how does that fit into, to all of this? So...I'm process driven so I kind of like to have here's the start and here is the process that you work through? Um, I would say for a process driven application, if we could have a meeting set where we get invited and uh, start driving that, a few of the other local governments to come to the table. Linda, do you have any comments on?

Linda: Yah, it's uh, uh, the question about amalgamation is a very interesting one and um, in some of the communities where I'm from, um, people are uh, somewhat nervous um, about uh, amalgamation in um, but in other areas um, they're very strong for amalgamation. And so, uh, it has to be very citizen driven um, I believe. Because if it's not, then um, there will be controversy around it and it will be more difficult to get through that process. And um...

John:* Can you ask us what resources will be made available to us from the province? For a study?

Minister Oakes: Sure. So, the first question is the ask. The second question I've already put money aside for a governance study. Um, and the question will be what kind of study do we want to look at. So, that's getting...there are a number of different options that we have? And um, until we have a conversation it's really premature. Again, I don't want to come in and dictate to a 'grassroots organization' what it should look like? Um, so we need to have that first meeting with local governments to decide...when the intent was put...by the citizens to come back to us? Um, what is that intent. You live here. You understand what that is. So taking that feedback to figure out what the, uh, on the governance study, what will be the best for the sentence (?)

Questioner: I'm just curious that when I talk to residents, they feel they've already spoken. So now they have to speak again, through their local government who've just been elected for a 4 year term. They're, they're anticipating the local governments to move forward. And they're tired. They're just assuming it's a done deal. And so they don't understand the importance of having to rally, once again, to encourage their local elected officials to get moving on it. I, I just don't know how to reconcile that? It's difficult as a, as a uh, volunteer, to try and fire up people once again.

Minister Oakes: Well, and democracy's difficult. If it was easy, it would have been an easy process to have all these solutions. But you know what, guess what? Um...

Questioner: But if, I love what you're saying this morning, that money's been put aside, that the study's going to happen. So if, I mean, if you say that, then, then we on the 'grassroots' say that, that might create the pressure. Like I'm just, how can we work together to get...

Minister Oakes: Well, and I did. So, so I walked you through the process, right? For first one, I again, trust me when I say if you, if a local government was to ask for a meeting with the minister, which we've got a letter from Victoria, right? To start the conversation and I come out now and say, 'Look, we're going to have this conversation with Victoria around amalgamation' and other groups, right, that we start, I've been asked to speak to the Chamber, I've been asked to speak to a couple of other organizations. People are going to want to be a part of it. And so, the first step is we've got to figure out what that date looks like that we can have the great and you know what, it might mean a few phone calls with a couple other local governments that may have to be driven by people in this room, saying 'your citizens, your citizens asked your elected officials to do this', right? And it may, it, it, please do not expect that the government is going to come in and solve all these problems.

Questioner: Oh, no I don't. But, but I'm just saying that if, if Victoria, you polled that discussion and Victoria asking for and then your ministry invites other municipalities to come to the table because Victoria, you know what I mean? Just so it comes from, leadership from above...

Minister Oakes: No, I understand that absolutely, communication, information out. I just can't force other local governments.

Questioner: I just want to emphasize this meeting's on amalgamation. Really, it should be meetings on the study. Because I would think any municipality, if they could get information about how they could improve their efficiency. Even if they weren't particularly interested in amalgamation, that, that should be of interest to any local government. To be part of 'the study' or 'studies'.

Minister Oakes: You know what, that is a, you know what, I've talked with my staff about that. Thank you for bringing that up, because as we come forward I think you're going to see us use different language. You're going to see us use language like restructuring, you're going to see 'shared services' ('shared services' echoed by another person), that right? I didn't want to come into the room and have that language and then you think that I'm trying to steer us away from what was put on the ballot. Because we might find that there, an integrated service plan or governance study is going to look different than what you may originally think about what an amalgamation. In all the studies and research I've done, um, if you look at Toronto, or you look at Winnipeg, sometimes we've made decisions that haven't effectively uh, achieved the results of saving efficiencies in taxpayer dollars. And I mean that is what we want. We want a good government.

Rob Wickson: So those are top down examples? What we're trying to build here is a bottom up. (Response: yes, yes)

Questioner: I would like to see some models, there are studies out there and models that go with these studies because, uh, I've been here for 3 and a half years and I've heard, you know, a variety of opinions and views on amalgamation, and uh, really, it's all over the map. I think it's wonderful that we're committing ourselves to bring it all together, but those models are really important for the public. Because these models are ever changing, they're dynamic, they're fluid. I would feel more secure in any conversation, let's nail this down now, let's have a look at the final, final models that could actually be apropos for Greater Victoria.

Minister Oakes: So here's the, here's the, going back to the conversation where I had at Christmastime, where I read massive amounts of amalgamation from all over, really, the Western world, you're not going to get that, you're not going to get a model. British Columbia's the only province in Canada that has the type of governance structure that we do, where you have a regional district and you have the tiered government that we have. When we looked at introducing the Local Election Campaign Financing Act last year, you've got school boards, you've got uh, Islands Trust,

you've got um Park Board, you've got, right? There, it is, it is very complicated. We are the only province in Canada that has this type of structure, and to put that, the other thing that British Columbia has that's unique to any other place and that's why it's difficult to find a model, that's why what we're doing is ground-breaking. It's because we have service agreements, we've got thousands and thousands of service agreements, as you well know. Whether it's water, whether it's sewer, whether it's fire, whether it's policing, in every community you have to disentangle that in order to find the model that's going to fix the, to fix the ... So our first thing is we need to gather that information. What kind of contracts are in place for the region. Where does it make sense on that. So the idea of having, you know, the, the, the integrated service study to understand what that looks like, to determine what type of governance is going to you know, to that is a process that we need to look at.

But our first step is to get people to invite us. Which I think we're going to no, but, but we've got a letter from the city of Victoria. So don't give up.

Rob Wickson: The big nut in the room is Saanich.

John Schmuck: garbled comment ...laughter...

Dale Gann: Thanks, Minister. Dale Gann. Um, I agree with what Shellie's saying. The question wouldn't even be on the ballot if it wasn't for the grassroots efforts that have already happened. It's about time the government shows some leadership, cause this community is not demonstrating it. And it will not. And we have to take that very seriously.

Minister Oakes: But what I'm saying. I appreciate that, and I want you to be successful. And what I am saying we and you, we, we do not have the authority in the provincial government to dictate to another authority of government which is a local government on what they're going to do. What I'm saying is you've got a letter from the city of Victoria that wants to have a meeting with the Minister. We will send that letter out which is going to drive the conversation cause I can guarantee you, if I say I'm going to sit down with Victoria to talk about this, other people are going to want to come and be a part of that conversation.

Shellie Gudgeon: Just a follow up on that. Will that be transparent? Will the public... (garbled) we can put pressure on the other municipalities

Minister Oakes: My commitment to you is that we will absolutely have a transparent, clear process. We'll be reaching out to business organizations and other organizations and communities so that you know, um, when that is. So give us a little bit of time on when that meeting might look like so it might be an April meeting so it gives us enough time to do the proper steps of getting it out to the media and so people know.

Questioner: I love what you're saying. You've given me great hope, thank you. Um, I think uh, as we get going, what I'm hearing you saying about all the organizations, the 'grassroots' have spoken and not the 'grassroots', the population and yet there will still be this loss of identity which I don't care because I think my neighbourhood will be stronger with amalgamation. But I think that uh, I just caution that you may lose that um, that, that element that's needed if you just, if you focus more on the um, lobby groups of business and others you also have to include the communities ...

Minister Oakes: I'm only saying because I know the communities the, the business right? So that's what I'm saying...

Questioner: Yeah, but I'm saying the other ones are the ones that voted ...and, and

Minister Oakes: But that's where it becomes your job around this room, you're the 'grassroots' team, I'm not trying to dictate to you how you get people to a room, you know what that looks like. So um, that will be you know, a great opportunity ...

Questioner: you have to remember that the character of communities and what have you, and that's only going to come from those communities...

Questioner : We're going to have a couple more, a couple more referendums before this is all finished, four years maybe eight years from now, and we don't want to...these people actually live here and want to keep their community flavour.

Questioner : On Saanich Peninsula, our questions were all very similar. Support was overwhelming for a peninsula uh, study or looking into it. Would you be interested then in doing, let's say like a coming to a town hall on the Saanich Peninsula between our 3 municipalities to discuss it there, uh as part of that community involvement?

Minister Oakes: Yeah. I think that's how you're going to be successful. I think that, I think if you look at trying to get 13 and communities and again, I don't want, I don't want to suggest how this process is going to look like? Um, I think you, we should be getting the information back from, um, what, what services people have and where the communities are aligned, because I think you might see a phased in approach and you might see some different developments. So I think your approach and what you're suggesting is how we get success.

Questioner: I was part of the school board that was amalgamated and it was um, government directed, and it was the ugliest process I have ever been through in my life. And 20 years later they're still fighting it at my school board table. And so I can tell you that that's not the way to do it? Um, it was horrendous. None of us wanted it and the government decided it needed to be done. And um, it was, honestly they're still fighting it. At our local school board table. And I...7 years trying to pull the two unions together, trying to pull the administration together. We were the only school district in the province that actually got rid of one of our superintendants. Everybody else made them assistant superintendants, and assistant secretary treasurers, and kept all their staff, and it was to save money! So um, as, as difficult as the processes are, I can tell you the one from the top down uh, still is not working in school, in many school districts.

Shellie Gudgeon: I don't think anyone in this room disagrees with you, that it shouldn't be just top down. I think we all know it needs to be bottom up meeting top down. But what's frustrating for the bottom up people is we have no money! And the local governments have made it absolutely clear, they're not putting any money towards an amalgamation or regovernance conversation. So, it is going to burn us out, you're going to burn the, the electorate out because we don't have the capacity or the finances to, to, to help this 'grassroots' meet top-down. So that's what I'm feeling once again very frustrated about. If the government was able to somehow, by commission or organization that can go from local neighbourhood associations, a process where each one is given a little bit of money to host a conversation, to talk to their neighbours, and then move it forward the entire region, and then take all that down and have a principal investigators...to look at it to say this is what we're hearing. Or not hearing. From all of these neighbourhood associations in the Capital Regional District. So I really think it has to, it, it, uh, Minister Oakes is process driven. We have processes in place in the region through neighbourhood associations. That's the appropriate way. The local government will not fund those conversations. We have to watch through the Ministry to provide a process to fund it. That's what I would like to see answered.

Minister Oakes: We're not going to answer the question. (Laughter)...And that's what we wanted to hear. We wanted to hear...it's just neighbourhood associations...and I'll bring that back, I'll bring that back to staff and to see how that can fit into the governance study. On, you know, cause they were looking, do you want to do a citizen, you know, like a citizen assembly. Do you, cause you know there's different things that government has done in the past. I like the idea of neighbourhood associations, that's another good group to have a look at. So we'll take that back, that feedback...

Questioner: Not every community has neighbourhood associations, though, so it's going to have to be...

Minister Oakes: So here's what, here's what, I heard one thing here and then, nope, that's not going to work

Questioner: All I'm saying is we need to be flexible...

Minister Oakes: All I'm saying, all I'm saying is for this to be successful, there needs to be some clear path, like there needs to be a little bit of agreement. If, if we can't get agreement even in this room, then it's going to be really difficult moving forward.

Questioner: I'm not disagreeing. (She's not disagreeing, says another voice...Shellie?)

Minister Oakes?: I'm just saying that not every community has neighbourhood associations, so to be able to contact somebody, say in the West Shore, there's really not a neighbourhood association...so I have no problem as decisions...

Shellie: But local government could certainly come up with something in that area to do the same...

Minister Oakes: I'm not challenging. But my ask, but my ask... is you need to start wrap, wrapping your mind around, don't. It'll be very, very, it's going to be complicated enough coming forward. Come with a clear picture of what your ask is.

Shellie: I would like the government's support, with all respect. I would like the Provincial government's support to assist us and people that are, that do care about the governance in the region, to come up with an effective solution to move forward. Doing it all on our own, I don't know about other people in the room, I'm, you're, you're, you're wearing us out! If you were to convene a, a workshop perhaps, (Right on! from another participant) and invite all of the region (applause) to participate in a workshop on what would, and how we go 'grassroots' up, that would be delightful! And I'm sure you have ...

Minister Oakes: We can do that. So, this is the time to talk, right? Like, so we need to hear from...

Shellie: a workshop...a workshop on how we have the conversation about how we look at sites (?)

Minister Oakes: We'd be happy to do that. We'd have to co-ordinate that.

Shellie: And it would be hard for any municipality to say no to that.

Minister Oakes: And we would be happy to, and that is something we can do.

Questioner: Minister Oakes, thank you very much. It's a, it's a huge challenge for all of us in this room to take that positive vote that the residents voted on and go forward. The residents said we want this. They made that very, very clear. The provincial government has that message from the residents, the local government has that message from the residents. The local government, with the exception of Victoria and possibly others are not moving forward. Shellie's comments are bang on. It's been left to people like myself and Colin and many others in this room to carry this forward. To bootstrap the conversation, to, to raise money and it's been, it's been very tiring and I think, I think someday I feel like there's just y'know this, this momentum with the municipal governments to just let them go, cause...and, and we do need help... the provincial government to take leadership, to put the message out to the residents, challenge the residents to now challenge the municipalities...

Minister Oakes: Exactly, and that was my, that's, that's the other thing. How many people have actually attended their local governments. Now we're going through budget so it's a great time to actually go to your y'know and to you, every local government has the opportunity for citizens to y'know um community, committee of the wholes, to ask a question.

Questioner: I think to, with all due respect, when we all vote and say this is what we want, and it doesn't happen, they get worn down. What's the point in showing up when what I'm looking for isn't going to happen? Right?

Minister Oakes: I understand that, but we also have a democratic process and as frustrating as it is, there is, right? So, so again, going to one meeting with your local government and standing up and saying we as citizens voted for this. It's one meeting, right? It's probably half an hour of your time because figure out when the committee of the whole, when they open it up to um, and it's pretty hard for local governments with media there and I know firsthand, um, being on local government, every time somebody has shown up to the media to ask for something that the citizens have asked for, um and asked for a vote on that, it's pretty hard for local governments, um not to move forward on that.

Questioner: Minister, with all due respect, Sidney...

Minister Oakes: I'm trying, I'm trying...

Questioner: So I won't ask you a specific question, but the city of Victoria has sent you a letter. I'm not sure that we've actually got a response yet from you. It might be the very first step is a response to us says we're happy to meet with the city of Victoria and please invite those other associations that you want to that meeting. And could you 'cc' that to Amalgamation Yes so we can't deal with it in-camera. Then it's out there.

Minister Oakes?: And every other municipality.

Questioner: And then, and then, but it's up to us to ask so it may be that we would suggest the Peninsula group work with you. And this is the one that it, that's up to us, but at least it's come back then and we force the next step. And the public get to see it. Because I think Shellie's quite right, that...have busted their butts and made the statement. It's gone to referenda questions amazingly supported, delightfully supported. And I think people think they put that one to bed. And there's a lot more work to be done.

Minister Oakes: But perhaps, perhaps it wasn't clear what my, what my commitment at the very beginning, we got a letter from Victoria. So I'm going to publicly, now that I have a letter, and that's what I said a couple of times before, is that I'm going to now do a meeting where I invite and let everybody know so give us a little bit of time on the, I don't want to just send a letter in the mail? I wanna do a proper uh, so everyone knows we'll do a media, kind of, we'll make it public and make it transparent and we'll put it out there. Granted it's Victoria, but I'll say for, you know, if I am meeting, the Minister's meeting with Victoria. Um, I will give enough time so that there, it might be a 3 week or 4 week time before I meet with Victoria, to give other local governments a time to get it on the agenda so that they can be a part of that meeting as well. So that's my commitment to you. We will also hold a workshop so that we can have that conversation on what that looks like and that will start the process moving forward on what this looks like. (applause)

* the voices of Rob Wickson, John Schmuck, Shellie Gudgeon and Niall Paltiel where not self-identified, have been identified by the transcriber. Niall Paltiel voluntarily disclosed his attendance at the meeting.

Anja Nurvo

From: Barb Desjardins
Sent: March 30, 2016 1:54 PM
To: McKenzie Pollock
Cc: Laurie Hurst; Mayor and Council; Anja Nurvo
Subject: Re: Robert Bish re: Governing Greater Victoria study

It is important to have this available for Tuesday night as Beth has requested and we should review this correspondence at council Monday . That puts it out for people to read prior to Tuesday's mtg

Sent from my iPhone

On Mar 30, 2016, at 1:43 PM, McKenzie Pollock <McKenzie.Pollock@esquimalt.ca> wrote:

From: Jeff Miller
Sent: March 30, 2016 7:06 AM
To: Kim Maddin
Subject: Fwd: Governing Greater Victoria study

Mail log please

Sent from my iPad

Begin forwarded message:

From: Robert Bish
Date: March 30, 2016 at 6:42:02 AM PDT
To: <jeff.miller@esquimalt.ca>
Subject: FW: Governing Greater Victoria study

I got a message that Laure is out of the office.

I am writing to invite you to access a newly published monograph that describes how the Greater Victoria Region is governed and how services are provided.

The link below will take you to *Governing Greater Victoria: The Role of Elected Officials and Shared Services* by Robert Bish and Josef Filipowicz, with the assistance of Professor Jim McDavid and Brian Walisser, former Executive Director of Local Government Policy and Research at the Ministry. I ended up as lead author because I have done four editions of *Local Government in British Columbia*, published by the Union of BC Municipalities, and have done other studies of the regional district model here in BC. Many other elected and appointed local government officials also contributed. While our original intent was to update some figures on the costs of elected officials in response to statements by *AmalgamationYes*, when the Fraser Institute offered staff support to do the statistical comparisons and tables, followed by publication of the results, we produced the most thoroughly developed analysis of the governance of local services in a metropolitan area, not only in a regional district, that has been done in Canada.

Our study was done independently of the current Ministry initiative to work with local governments in Greater Victoria to research and assess options for service delivery and governance, but we believe our report sets the background and framework for responses to the current RFP and subsequent studies. We believe you, your mayor and your councillors will be interested in the monograph. As a Fraser Institute publication, it is electronic and free, but its size (84pp) is a big one for home printers and it should be printed double sided for the tables. We hope you are able to have copies printed for your mayor and council, or at minimum, pass on this message so they can download copies for themselves.

We have been concerned that the regional district model is not well understood by residents and even some councillors. Given the interest in governance in Greater Victoria at the present time we hope our work can help improve the understanding of how systems of government that maintain communities while providing for integrated services actually work with the Greater Victoria example. That knowledge will assist everyone to continue the evolution of a local government system that has the potential to be both representative and efficient; an outcome that benefits us all.

<https://www.fraserinstitute.org/studies/governing-greater-victoria-the-role-of-elected-officials-and-shared-services>

Thank you,
Robert L. Bish
Professor Emeritus, School of Public Administration
University of Victoria

<http://www.uvic.ca/hsd/publicadmin/people/home/adjunct%20et%20al/bishbob.php>
<http://www.tulo.ca/research/>

<DOC033016-005.pdf>