

Page 001

Withheld pursuant to/removed as

s.16

Preston, Hope CSCD:EX

From: Tubman, Tammy CSCD:EX on behalf of Minister, CSCD CSCD:EX
Sent: Wednesday, July 8, 2015 3:32 PM
To: 'ryan.windsor@csaanich.ca'; 'afinall@northsaanich.ca'; 'slprice@sidney.ca'
Cc: 'patrick.robins@csaanich.ca'; 'rbuchan@northsaanich.ca'; XT:Randy Humble, Town of Sidney MTIC:IN
Subject: CRD Governance

Ref: 157437

His Worship Mayor Steve Price
and Members of Council
Town of Sidney
2440 Sidney Avenue
Sidney, BC V8L 1Y7

His Worship Mayor Ryan Windsor
and Members of Council
District of Central Saanich
1903 Mount Newton Cross Road
Saanichton, BC V8M 2A9

Her Worship Mayor Alice Finall
and Members of Council
District of North Saanich
1620 Mills Road
North Saanich, BC V8L 5S9

Dear Mayors Price, Windsor and Finall, and Councillors:

Thank you for your letters regarding the potential amalgamation of three Saanich Peninsula municipalities and your request for funding to conduct a study on behalf of your residents.

I appreciate your patience as I consider how best to proceed with the questions of governance and services in the Capital area.

Given the complexity of this issue and the diversity of perspectives, I would like to hear directly from you and Council members about your interests and thoughts about service and governance integration in the Capital area. To this end, I would be pleased to convene a meeting with the Mayors and Councils from the Town of Sidney, the District of Central Saanich and the District of North Saanich, at my office in Victoria the week of July 13, 2015.

My staff will follow up in the coming days to arrange such a discussion.

Sincerely,

Coralee Oakes
Minister

pc: Mr. Randy Humble, Chief Administrative Officer, Town of Sidney
Mr. Patrick Robins, Chief Administrative Officer, District of Central Saanich
Mr. Rob Buchan, Chief Administrative Officer, District of North Saanich

157635

THE CITY OF VICTORIA



OFFICE OF THE MAYOR

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

February 17, 2015

Dear Minister Oakes,

On behalf of City Council and the citizens of Victoria, I am writing to ask that the Provincial government undertake a study on regional governance, based on the enclosed guidelines.

Residents of our region have made it clear that there is a real and widespread interest in studying amalgamation. During the municipal elections last year, City of Victoria ballots included a question on governance review, to which voters responded resoundingly in favour. Six of the seven other municipalities in the Capital Regional District also included similar questions, and found that voters supported amalgamation, or the study thereof.

It is apparent that there is a strong mandate from the residents of Greater Victoria for this undertaking. I propose that the enclosed document guide this study which should evaluate the various models to achieve good municipal governance, follow sound methods to assess the merits of each, and to ensure inclusion of all interested parties and agencies, including members of the public.

Finally, I'm writing to reaffirm that, as I expressed to you in person last week, I look forward to working on this exciting and potential transformative governance project with you. And I'm happy to play a supportive role in your work on this important file.

Sincerely,

A handwritten signature in black ink, appearing to read 'Lisa Heles'.

Lisa Heles
Victoria Mayor

Encl.

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.

CORRESPONDENCE SERVICES
Received:
FEB 26 2015
Sent: FEB 25 2015
ASSIGN TO:
<i>L.G.</i>
<input checked="" type="checkbox"/> MINISTER'S RESPONSE
<input type="checkbox"/> DM RESPONSE
<input type="checkbox"/> DIRECT REPLY
<input type="checkbox"/> NECESSARY ACTION
<input type="checkbox"/> COMMENTS/ADVICE
<input type="checkbox"/> PREMIER'S RESPONSE
<input type="checkbox"/> INFO/FILE

Preston, Hope CSCD:EX

From: Tubman, Tammy CSCD:EX on behalf of Minister, CSCD CSCD:EX
Sent: Wednesday, July 8, 2015 3:33 PM
To: 'lhelps@victoria.ca'
Cc: 'jjohnson@victoria.ca'
Subject: CRD Governance

Ref: 157635

Her Worship Mayor Lisa Helps
and Members of Council
City of Victoria
1 Centennial Square
Victoria, BC V8W 1P6

Dear Mayor Helps and Councillors:

Thank you for your letter of February 17, 2015, regarding governance in the Capital region and your offer to support work on this issue.

I appreciate your patience as I consider how best to proceed with the questions of governance and services in the Capital area.

Given the complexity of this issue and the diversity of perspectives, I would like to hear directly from you and Council members about your interests and thoughts about service and governance integration in the Capital area. To this end, I would be pleased to arrange a meeting at my office in Victoria the week of July 13, 2015.

My staff will follow up in the coming days to arrange such a discussion.

Sincerely,

Coralee Oakes
Minister

pc: Mr. Jason Johnson, City Manager, City of Victoria

157743

Weich, Rika I CSCD:EX

From: Jones, Anthony CSCD:EX
Sent: Tuesday, March 10, 2015 12:02 PM
To: CSCD Minister's Correspondence Action Items CSCD:EX
Cc: Brown, Tom G CSCD:EX
Subject: FW: Town of Sidney Re: Regional Amalgamation Study
Attachments: Town of Sidney - Amalgamaion Study.pdf

Anthony Jones

Administrative Assistant to the
Honourable Coralee Oakes
Minister of Community, Sport and Cultural Development

From: Sandi Dunic [mailto:sdunic@sidney.ca]
Sent: Tuesday, March 10, 2015 10:17 AM
To: Minister, CSCD CSCD:EX
Subject: Town of Sidney Re: Regional Amalgamation Study

Please see attachment (original to follow in mail).

Thank you.

Sandi Dunic, Deputy Clerk
TOWN OF SIDNEY
2440 Sidney Avenue
Sidney, BC V8L 1Y7
MAIN: 250-656-1139 | DIRECT: 250-656-5402
CELL: 250-883-2272 | FAX: 250-656-1056
sdunic@sidney.ca www.sidney.ca

CORRESPONDENCE SERVICES	
Received	MAR 10 2015
Sent	MAR 10 2015
ASSIGN TO:	LG
<input checked="" type="checkbox"/> MINISTER'S RESPONSE	
<input type="checkbox"/> MY RESPONSE	
<input type="checkbox"/> EXPECT REPLY	
<input type="checkbox"/> NECESSARY ACTION	
<input type="checkbox"/> COMMENTS/ADVICE	
<input type="checkbox"/> FOLLOWER'S RESPONSE	
<input type="checkbox"/> INFO/FILE	

This e-mail and attachments (if any) are only for the intended recipient(s) and may be confidential, privileged and/or subject to the British Columbia Freedom of Information and Protection of Privacy Act. Any unauthorized use, copying, disclosure or dissemination of this email and attachments is strictly prohibited. If you have received this email in error, please immediately delete this email and all attachments and contact the sender. Thank you for your cooperation.



TOWN OF SIDNEY

2440 Sidney Avenue, Sidney, British Columbia V8L 1Y7
Phone: 250-656-1184 Fax: 250-655-4508
Email: admin@sidney.ca Website: www.sidney.ca

March 9, 2015

Minister Coralee Oakes
Ministry of Community, Sport and Cultural Development
PO Box 9056, STN PROV GOVT.
Victoria, BC V8W 9E2
Email: CSCD.minister@gov.bc.ca

Dear Minister Oakes:

Subject: Town of Sidney - Community Opinion Poll on Amalgamation

Town of Sidney Council, in conjunction with the 2014 Local Government Election, included a question on the ballot, as per section 83 of the *Community Charter*, relating to municipal amalgamation.

The question presented to our community specifically referred to a provincially funded amalgamation study of the three municipalities of the Saanich Peninsula - the Town of Sidney, the District of North Saanich and the District of Central Saanich (please see attachment).

On behalf of Council, I request the Provincial Government to move forward with their commitment to undertake a governance review of municipalities in the Capital Region.

Council supports our citizens' request for an amalgamation study and we look forward to the Ministry's review.

Yours truly,

A handwritten signature in black ink, appearing to read "Steve Price".

Mayor Steve Price

Attach.

TOWN OF SIDNEY
DECLARATION OF OFFICIAL RESULTS

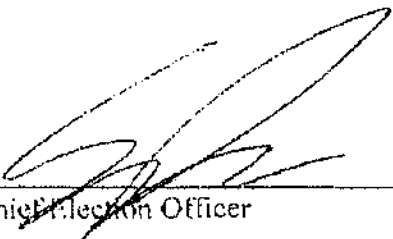
NON-BINDING QUESTION

*Are you in favour of a provincially funded study to investigate
the feasibility, costs and implications of amalgamating
the three municipalities of the Saanich Peninsula?*

I, Sandi Dunic, Chief Election Officer, do hereby declare the following results:

YES	2566
NO	1232

Dated at Sidney, BC
this 19th day of November, 2014.



Chief Election Officer

File: 6440-40-COM-16926

Date: February 19, 2015



Honourable Coralee Oakes
Minister of Community, Sport
and Cultural Development
PO Box 9056, STN PROV GOVT
Victoria, BC V8W 9E2

Dear Minister Oakes:

On behalf of City Council and the Colwood community, I am writing to express our support for the City of Victoria's request to the Provincial Government to undertake a study on regional governance using the proposed guidelines submitted with their letter (copy attached).

In October 2014, Colwood City Council reaffirmed its resolve to participate in the exploration process for amalgamation or integrated services in the future with one or more municipalities should the opportunity present itself. In November 2014, residents of the capital region clearly expressed a desire for a governance review.

COLWOOD CITY HALL
3300 Wishart Road
Colwood, BC V9C 1R1

CONTACT

Phone: 250.478.5999

Fax: 250.478.7516

mayor@colwood.ca

Open Office Hours

8:30 am – 4:30 pm

Monday – Friday

except stat holidays

www.colwood.ca

The guidelines proposed by the City of Victoria accurately thoughtfully define what needs to be considered, studied and evaluated, requires public consultation and effective participation, and establishes the need for prescribed timelines for implementation of the study and identifying implementation issues that need to be resolved.

Many municipalities in the capital region are committed to working together on this important issue to ensure the best possible governance model is in place for our region.

I hope you are able to expedite a meeting between Ministry officials and the City, individually or with municipal representatives from the capital region, to start the dialogue and next steps towards a governance review.

Sincerely,

Carol Hamilton

Mayor

Attachment



Colwood 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 at least three options 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.

157790

Weich, Rika I CSCD:EX

Subject: FW: Peninsula Amalgamation Study - next steps

From: Patrick Robins <Patrick.Robins@csaanich.ca>
Sent: Tuesday, March 17, 2015 3:07 PM
To: Denlinger, Becky CSCD:EX
Subject: Peninsula Amalgamation Study - next steps

Dear Deputy Minister Denlinger:

I thought I would do advance communication with the ministry with respect to possible next steps for a peninsula amalgamation study.

At last night's Central Saanich council meeting council resolved to invite Minister Oakes, the three peninsula municipalities (North Saanich, Central Saanich and Sidney) and the community's citizens to a forum to discuss next steps of a cost/benefit study on amalgamation.

We understand from Central Saanich Councillor Paltiel that Minister Oakes has expressed an interest in participating in such a forum. My preliminary communication with you is to confirm this and to determine dates that the minister might be available.

These are of course the early stages of putting together such a forum including confirmation from North Saanich and Sidney of their participation, format of forum, length, etc.

I understand you are away until next week but would like the opportunity to discuss this with you at your earliest convenience.

Sincerely,

Patrick J. Robins | Chief Administrative Officer
District of Central Saanich
1903 Mt. Newton Cross Rd.
Saanichton, BC V8M 2A9

Direct: 250-544-4201 | General: 250-652-4444 | Fax: 250-652-0135

CORRESPONDENCE SERVICES
Received: MAR 17 2015
Sent: MAR 17 2015
ASSIGN TO: LG
<input type="checkbox"/> MINISTER'S RESPONSE
<input checked="" type="checkbox"/> DM RESPONSE
<input type="checkbox"/> DIRECT REPLY
<input type="checkbox"/> NECESSARY ACTION
<input type="checkbox"/> COMMENTS/ADVICE
<input type="checkbox"/> PREMIER'S RESPONSE
<input type="checkbox"/> INFO/FILE

"The information contained in this transmission may contain privileged and confidential information of the District of Central Saanich. It is intended for review only by the person(s) named above. Dissemination, distribution or duplication of this communication is strictly prohibited by all recipients unless expressly

157833

Weich, Rika I CSCD:EX

From: Hart, Emma CSCD:EX
Sent: Friday, March 20, 2015 11:38 AM
To: CSCD Minister's Correspondence Action Items CSCD:EX
Cc: Bell, Jordan CSCD:EX; Ok-Stone, Angella CSCD:EX; Woodcock, Danielle CSCD:EX; Valentine, Lee CSCD:EX
Subject: FW: Letter to Minister Coralee Oakes
Attachments: Minister Oakes.pdf

Re: Amalgamation

Emma Hart
Administrative Assistant
Office of the Minister
Community, Sport and Cultural Development
T: 250 387 2283 F: 250 387 4312
Email: Emma.Hart@gov.bc.ca

From: Paula Kully [<mailto:pkully@sidney.ca>]
Sent: Thursday, March 19, 2015 2:17 PM
To: Minister, CSCD CSCD:EX
Cc: Ryan Windsor; Alice Finail - District of North Saanich s.22
Subject: Letter to Minister Coralee Oakes

Please see the attached letter from Mayor Steve Price to Minister Coralee Oakes.

Paula Kully, Executive Assistant

Town of Sidney, 2440 Sidney Ave.
Sidney, BC V8L 1Y7
250-656-1139 | pkully@sidney.ca



CORRESPONDENCE SERVICES	
Received:	MAR 23 2015
Sent:	ASSIC
<input type="checkbox"/> MINISTER'S RESPONSE	
<input type="checkbox"/> DM RESPONSE	
<input type="checkbox"/> DIRECT REPLY	
<input type="checkbox"/> NECESSARY ACTION	
<input type="checkbox"/> COMMENTS/ADVICE	
<input type="checkbox"/> PREMIER'S RESPONSE	
<input type="checkbox"/> INFO/FILE	

please respond under 157793

This e-mail and attachments (if any) are only for the intended recipient(s) and may be confidential, privileged and/or subject to the British Columbia Freedom of Information and Protection of Privacy Act. Any unauthorized use, copying, disclosure or dissemination of this email and attachments is strictly prohibited. If you have received this email in error, please immediately delete this email and all attachments and contact the sender. Thank you for your cooperation.



TOWN OF SIDNEY

Office of the Mayor

2440 Sidney Avenue, Sidney, British Columbia V8L 1Y7

Phone: 250-656-1184 Fax: 250-655-4508

Email: mayor@sidney.ca Website: www.sidney.ca

March 19th, 2015

The Honourable Coralee Oakes,
Minister of Community, Sport and Cultural Development
PO Box 9056, STN PROV GOVT.
Victoria, BC V8W 9E2

Dear Minister Oakes;

The Town of Sidney has recently learned that the District of Central Saanich wishes to conduct a community forum, involving the three Peninsula based municipalities, for the purpose of receiving feedback from the residents on how to best move forward with an amalgamation study. Prior to committing to any involvement in such a forum, the Town of Sidney is seeking a response and clarification from the Province as to what their expectations are, if any, from the Peninsula based municipalities along with the municipalities throughout the entire region regarding an amalgamation study or studies, and what approach the Province plans on taking with respect to funding and undertaking a study on the feasibility, costs and implications of amalgamation.

It is clear that the three Saanich Peninsula municipalities asked relatively similar questions, which garnered similar results from our respective electorates.

Sidney

Are you in favour of a provincially funded study to investigate the feasibility, costs and implications of amalgamating the three municipalities of the Saanich Peninsula?

Yes: 2,566 (68%) No: 1,232

North Saanich

Are you in favour of a study, provincially funded, to investigate the feasibility, costs and implications of amalgamating the three municipalities on the Saanich Peninsula of Sidney, Central Saanich and North Saanich?

Yes: 2,881 (68%) No: 1,727

Central Saanich

Should the District of Central Saanich petition the Province to fund a cost/benefit analysis of an amalgamation of Central Saanich, North Saanich and Sidney?

Yes: 3,588 (71%) No: 1,489

While all three questions specified that the study was to be funded by the Province, each was silent on who would carry out the study. From the Town of Sidney's perspective, it would certainly impact the impartiality and credibility of an amalgamation study if the local governments themselves were to undertake it; nor do we have the expertise or the available resources to carry out such a study.

Accordingly, it is imperative that the Province provides a timely response to my request for clarity regarding the desired approach and process to be taken on the amalgamation study, so that the Town of Sidney can determine whether it is appropriate to collaborate with the District of Central Saanich and the District of North Saanich on the establishment of a set of Peninsula-specific terms of reference. To be clear, while we have no intention of carrying out the study ourselves, we are willing and eager to assist with an area-specific terms of reference for such a study.

Thank you in advance and I look forward to hearing from you.

Sincerely,

A handwritten signature in black ink that reads "Steve Price". The signature is written in a cursive, flowing style.

Mayor Steve Price

c: Mayor Alice Finall, District of North Saanich
Mayor Ryan Windsor, District of Central Saanich



158/53

The Corporation of the District of Central Saanich

April 20, 2015

The Honourable Coralee Oakes
Minister of Community, Sport and Cultural Development
Room 124
Parliament Buildings
Victoria, BC V8V 1X4

Dear Minister Oakes:

File No. 0400-20/15

MINISTRY OF COMMUNITY,
SPORT AND CULTURAL DEVELOPMENT
MINISTER'S OFFICE

RECEIVED

APR 24 2015

ROUTE TO: _____

CC: _____

DRAFT REPLY ☐ DM ☐ FY/FILE ☐
REPLY DIRECT ☐ FNA ☐

Re: Municipal Amalgamation Funding and Setting Out a Plan of Study

Further to our correspondence dated April 14, 2015, at their Regular Council Meeting held on March 16, 2015, District of Central Saanich Council formally resolved to send correspondence to the Ministry of Community, Sport and Cultural Development petitioning the Provincial Government for funding a cost/benefit analysis on amalgamation of the three Peninsula municipalities. While we understand that funds will be made available by the province for an amalgamation study, we are submitting our request based on the fact that the majority of electors voted "yes" to the question: "Should the District of Central Saanich petition the Province to fund a cost/benefit analysis of an amalgamation of Central Saanich, North Saanich and Sidney?"

Should you have any questions in this regard, please do not hesitate to contact the Corporate Officer, Ms. Liz Cornwell, at 250-544-4202.

Sincerely,

Ryan Windsor
Mayor

Encl: Correspondence to The Honourable Coralee Oakes dated April 14, 2015

C: Members of Council

1903 Mount Newton Cross Road, Saanichton, B.C. V8M 2A9

Phone: (250) 652-4444 Fax: (250) 652-0135



The Corporation of the District of Central Saanich

April 14, 2015

File No. 2370-01/15
0400-20/15

The Honourable Coralee Oakes
Minister of Community, Sport and Cultural Development
Room 124
Parliament Buildings
Victoria, BC V8V 1X4

Dear Minister Oakes:

Re: Municipal Amalgamation Funding and Setting Out a Plan of Study

On behalf of Council, I wish to extend an invitation to you to attend a joint committee meeting on the subject of provincial government funding for a cost/benefit study of the District of Central Saanich, the District of North Saanich and the Town of Sidney. As you are aware, in November, 2014, a majority of residents in the three municipalities voted in favour of petitioning the Province to fund the study.

Council has resolved to invite the Mayors and Councils of the three municipalities and their citizens to attend and provide input at the meeting. Following the joint committee meeting, we respectfully request a meeting with you to discuss next steps, including development of the Terms of Reference for the study. The Mayors and Chief Administrative Officers of the 3 municipalities will be invited to the follow-up meeting.

In order to move forward, we ask that your staff provide us with dates and times you are available to attend the meeting.

We greatly appreciate your consideration of our invitation, and look forward to meeting with you to discuss the very important matter of the future of the Saanich Peninsula communities

Sincerely,

Ryan Windsor
Mayor

C: Members of Council

1903 Mount Newton Cross Road, Saanichton, B.C. V8M 2A7

Phone: (250) 652-4444 Fax: (250) 652-0155

158200

Weich, Rika I CSCD:EX

From: Hart, Emma CSCD:EX
Sent: Friday, May 1, 2015 2:02 PM
To: CSCD Minister's Correspondence Action Items CSCD:EX
Subject: FW: Capital Regional Amalgamation Study
Attachments: SKMBT_C65015050108290.pdf

Also sent to Jordan and Cami

Emma Hart
Administrative Assistant
Office of the Minister
Community, Sport and Cultural Development
T: 250 387 2283 F: 250 387 4312
Email: Emma.Hart@gov.bc.ca
Please consider the environment before printing or faxing

CORRESPONDENCE SERVICES
Received: MAY 1 2015
Sent: May 1 2015
ASSIGN TO:
<input checked="" type="checkbox"/> LG
<input checked="" type="checkbox"/> MINISTER'S RESPONSE
<input type="checkbox"/> DM RESPONSE
<input type="checkbox"/> DIRECT REPLY
<input type="checkbox"/> NECESSARY ACTION
<input type="checkbox"/> COMMENTS/ADVICE
<input type="checkbox"/> PREMIER'S RESPONSE
<input type="checkbox"/> INFO/FILE

From: Anja Nurvo [<mailto:anja.nurvo@esquimalt.ca>]
Sent: Friday, May 1, 2015 8:32 AM
To: Minister, CSCD CSCD:EX
Subject: Capital Regional Amalgamation Study

Please see attached correspondence from the Township of Esquimalt.

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



1229 Esquimalt Road
Esquimalt BC V9A 3P1
PHONE: 250-414-7100
FAX: 250-414-7111
www.esquimalt.ca

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,

A handwritten signature in black ink, appearing to read "Anja Nurvo".

Anja Nurvo, BA, LLB
Director of Corporate Services

Preston, Hope CSCD:EX

From: Hawkins, Sylvia E. CSCD:EX on behalf of Minister, CSCD CSCD:EX
Sent: Wednesday, July 8, 2015 4:58 PM
To: 'barb.desjardins@esquimalt.ca'
Cc: 'laurie.hurst@esquimalt.ca'
Subject: RE: CRD Governance - corrected email

Ref: 158200

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

Dear Mayor Desjardins and Councillors:

I am writing to invite you and Council to meet on the issue of governance and services in the Capital area. I feel it is important to hear from all local governments on this matter so I can better understand how to support a conversation in governance and service integration in the Capital area.

Given the complexity of this issue and the diversity of perspectives, I would like to hear directly from you and Council members about your interests and thoughts on service and governance integration in the Capital area. To this end, I would be pleased to arrange a meeting at my Victoria office the week of July 13, 2015.

My staff will follow up in the coming days to arrange this discussion.

Sincerely,

Coralee Oakes
Minister

pc: Laurie Hurst, Chief Administrative Officer, Township of Esquimalt



DISTRICT OF METCHOSIN

May 26, 2015

File: 6420-02

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

MINISTRY OF COMMUNITY,
SPORT AND CULTURAL DEVELOPMENT
MINISTER'S OFFICE

RECEIVED

JUN 01 2015

ROUTE TO: _____

CC: _____

DRAFT REPLY ☐ DM ☐ FY/FILE ☐
REPLY DIRECT ☐ FVA ☐

Dear Minister Oakes

Re: Regional Governance Study - Amalgamation

On behalf of the District of Metchosin Council, I am writing to ask that Mayor Rams be included to participate in the dialogue and next steps towards a governance review.

It is our understanding that your staff have been in contact with the organization called "Amalgamation Yes" as to the coordination of a meeting inviting all Mayors.

Metchosin is not opposed to urban amalgamation providing that rural areas are kept separate. It is important that each Municipality be engaged in determining the terms of reference and program for any amalgamation study in the Capital Region. Many municipalities in the Capital Region are committed to working together on this important issue to ensure the best possible governance model is in place for our region and Metchosin is requesting to be included.

We greatly appreciate your consideration of our invitation, and look forward to meeting you to discuss the very important matter of the future of the Capital Region.

Sincerely,

Tammie Van Swieten
Deputy Corporate Officer

cc. Earle Anthony, Secretary
Amalgamation Yes

Preston, Hope CSCD:EX

From: Hawkins, Sylvia E. CSCD:EX on behalf of Minister, CSCD CSCD:EX
Sent: Wednesday, July 8, 2015 4:50 PM
To: 'oakbaymayor@oakbay.ca'
Cc: 'hkoning@oakbay.ca'
Subject: RE: CRD Governance - corrected email

Ref: 158807

His Worship Mayor Nils Jensen
and Members of Council
District of Oak Bay
2167 Oak Bay Avenue
Victoria, BC V8R 1G2

Dear Mayor Jensen and Councillors:

I am writing to invite you and Council to meet on the issue of governance and services in the Capital area. I feel it is important to hear from all local governments on this matter so I can better understand how to support a conversation in governance and service integration in the Capital area.

Given the complexity of this issue and the diversity of perspectives, I would like to hear directly from you and Council members about your interests and thoughts on service and governance integration in the Capital area. To this end, I would be pleased to arrange a meeting at my Victoria office the week of July 13, 2015.

My staff will follow up in the coming days to arrange this discussion.

Sincerely,

Coralee Oakes
Minister

pc: Ms. Helen Koning, Chief Administrative Officer, District of Oak Bay

Preston, Hope CSCD:EX

From: Tubman, Tammy CSCD:EX on behalf of Minister, CSCD CSCD:EX
Sent: Wednesday, July 8, 2015 3:39 PM
To: XT:Langford, City ENV:IN
Cc: 'jbowden@cityoflangford.ca'
Subject: CRD Governance

Ref: 158808

His Worship Mayor Stewart Young
and Members of Council
City of Langford
877 Goldstream Avenue, 2nd Floor
Victoria, BC V9B 2X8

Dear Mayor Young and Councillors:

I am writing to invite you and Council to meet on the issue of governance and services in the Capital area. I feel it is important to hear from all local governments on this matter so I can to understand how to support a conversation in governance and service integration in the Capital area.

Given the complexity of this issue and the diversity of perspectives, I would like to hear directly from you and Council members about your interests and thoughts on service and governance integration in the Capital area. To this end, I would be pleased to arrange a meeting at my Victoria office the week of July 13, 2015.

My staff will follow up in the coming days to arrange this discussion.

Sincerely,

Coralee Oakes
Minister

pc: Mr. Jim Bowden, Chief Administrative Officer, City of Langford

Preston, Hope CSCD:EX

From: Hawkins, Sylvia E. CSCD:EX on behalf of Minister, CSCD CSCD:EX
Sent: Wednesday, July 8, 2015 4:56 PM
To: 'mayor@saanich.ca'
Cc: 'andy.laidlaw@saanich.ca'
Subject: RE: CRD Governance - corrected email

Ref: 158812

His Worship Mayor Richard Atwell
and Members of Council
District of Saanich
770 Vernon Avenue
Victoria, BC V8X 2W7

Dear Mayor Atwell and Councillors:

I am writing to invite you and Council to meet on the issue of governance and services in the Capital area. I feel it is important to hear from all local governments on this matter so I can better understand how to support a conversation in governance and service integration in the Capital area.

Given the complexity of this issue and the diversity of perspectives, I would like to hear directly from you and Council members about your interests and thoughts on service and governance integration in the Capital area. To this end, I would be pleased to arrange a meeting at my Victoria office the week of July 13, 2015.

My staff will follow up in the coming days to arrange this discussion.

Sincerely,

Coralee Oakes
Minister

pc: Mr. Andy Laidlaw, Chief Administrative Officer, District of Saanich

Weich, Rika I CSCD:EX

From: Minister, CSCD CSCD:EX
Sent: Monday, July 13, 2015 9:17 AM
To: CSCD Minister's Correspondence Action Items CSCD:EX
Subject: FW: CRD Governance
Attachments: excerpt - June 22, 2015.pdf

CORRESPONDENCE SERVICES	
RECEIVED	JUL 13 2015
SENT	JUL 15 2015
ASSIGNED TO:	147
<input type="checkbox"/> MINISTER'S RESPONSE	
<input type="checkbox"/> DM RESPONSE	
<input type="checkbox"/> DIRECT REPLY	
<input type="checkbox"/> NECESSARY ACTION	
<input type="checkbox"/> COMMENTS/ADVICE	
<input type="checkbox"/> PREMIER'S RESPONSE	
<input type="checkbox"/> INFO/FILE	

From: Lorraine Hilton [mailto:hilton@oakbay.ca]

Sent: Friday, July 10, 2015 4:54 PM

To: Minister, CSCD CSCD:EX

Cc: Maura Jones; Helen Koning; Councillor Hazel Braithwaite; Councillor Kevin Murdoch; Councillor Michelle Kirby; Councillor Tara Ney; Eric Wood Zhelka; Councillor Croft; Mayor Nils Jensen

Subject: RE: CRD Governance

Dear Minister Oakes:

This is in response to Mayor Jensen's request that information be forwarded to you as noted in the email below.

The non-binding opinion question placed on the ballot for the District of Oak Bay 2014 General Local Election was as follows:

Are you in favour of the District of Oak Bay being amalgamated into a larger regional municipality? YES or NO.

The results were: YES: 2,184 NO: 3,594

As Mayor Jensen noted in his correspondence to you, Oak Bay Municipal Council recently considered a resolution in relation to a possible governance study to be undertaken by the Ministry. In this regard, please find attached an excerpt from the minutes of the June 22, 2015 Council meeting. Please note, however, that these minutes have not yet been finally adopted by Council.

Yours truly,

Lorraine Hilton
Municipal Clerk
The Corporation of the District of Oak Bay
2167 Oak Bay Avenue
Victoria, BC V8R 1G2
Phone: (250) 598-3311
Fax: (250) 598-9108

From: Mayor Nils Jensen

Sent: Wednesday, July 08, 2015 5:02 PM

To: Minister, CSCD CSCD:EX

Cc: Lorraine Hilton; Maura Jones; Helen Koning; Councillor Hazel Braithwaite; Councillor Kevin Murdoch; Councillor Michelle Kirby; Councillor Tara Ney; Eric Wood Zhelka; Tom Croft; Mayor Nils Jensen

Subject: Re: CRD Governance

Thank you Minister,

Perhaps we could arrange to meet at UBCM in September? We will have 6 of our 7 members of council and our CAO there.

As you know Oak Bay had a non-binding question on the ballot last November. Council also recently considered the issue. I will arrange to have a copy of the ballot question and recent motion forwarded to you.

We would welcome receiving information about any study you are planning to undertake on the issues you outline in your email. We understand other communities have made requests or are considering requests for you to conduct such a study.

You will also know that Oak Bay currently has integrated services with other municipalities. For instance police services are integrated with Saanich. Similarly we have mutual fire aid agreements in place with adjoining municipalities. Other services, such as water, sewage and solid waste are integrated under the umbrella of the CRD.

I would be interested in learning more about what you mean by 'governance integration' as mentioned in your email. We would welcome receiving information regarding the options you have in mind and any corresponding Ministry research on the topic.

Regards,
Nils

Nils Jensen
Mayor
Oak Bay
and
CRD Chair

On Jul 8, 2015, at 15:37, Minister, CSCD CSCD:EX <CSCD.minister@gov.bc.ca> wrote:

Ref: 158807

His Worship Mayor Nils Jensen
and Members of Council
District of Oak Bay
2167 Oak Bay Avenue
Victoria, BC V8R 1G2

Dear Mayor Jensen and Councillors:

I am writing to invite you and Council to meet on the issue of governance and services in the Capital area. I feel it is important to hear from all local governments on this matter so I can to understand how to support a conversation in governance and service integration in the Capital area.

Given the complexity of this issue and the diversity of perspectives, I would like to hear directly from you and Council members about your interests and thoughts on service and governance integration in the Capital area. To this end, I would be pleased to arrange a meeting at my Victoria office the week of July 13, 2015.

My staff will follow up in the coming days to arrange this discussion.

Sincerely,

Coralee Oakes
Minister

pc: Ms. Helen Koning, Chief Administrative Officer, District of Oak Bay

EXCERPT

20. *Inclusion of the District of Oak Bay as Stakeholder in Amalgamation Study*

MOVED by Councillor Murdoch, seconded by Councillor Braithwaite: That the following motion be lifted from the table:

WHEREAS Oak Bay would be impacted by any potential changes to regional governance;

THEREFORE BE IT RESOLVED that the Mayor be directed to draft a letter to the Minister of Community, Sport and Cultural Development requesting that the District of Oak Bay be included in any meetings, discussions, or studies the Province may initiate regarding a governance review or amalgamation related to core Greater Victoria municipalities.

CARRIED

Some members of Council spoke in support of the motion, emphasizing that the intention of sending correspondence requesting participation meetings, discussions or studies regarding a governance review or amalgamation was to insure that the District of Oak Bay would be represented in any forthcoming studies.

During the ensuing discussion, the majority of Council commented that sending correspondence as described in the motion would be premature at this point in the process. Members also emphasized the importance of respecting the response to the 2014 referendum in which a majority of residents indicated that they were not in support of amalgamation. Comments were made that it might be appropriate for the District of Oak Bay to participate in future discussions regarding a governance review or amalgamation once the process was determined.

MOVED by Councillor Murdoch, Seconded by Councillor Braithwaite: That the motion be amended by removing the words "or amalgamation".

CARRIED

(Councillors Croft, Kirby and Zhelka against the motion)

The question on the main motion as amended was then called.

DEFEATED

(Mayor Jensen and Councillors Croft, Kirby, Ney and Zhelka against the motion)

Page 029 to/à Page 030

Withheld pursuant to/removed as

s.16



Ref: 159543

Her Worship Mayor Carol Hamilton
and Members of Council
City of Colwood
3300 Wishart Road
Victoria, BC V9C 1R1

Dear Mayor Hamilton and Councillors:

As the new Minister of Community, Sport and Cultural Development, I appreciated meeting with your delegation at the 2015 UBCM Convention in Vancouver. It is always valuable to hear directly from local governments regarding issues and concerns in their communities.

I was especially pleased to meet with Acting Mayor Chong and Council as City of Colwood representatives were unable to attend the July meetings, where former Minister Coralee Oakes heard from Capital Region representatives on their perspectives and interests respecting integration of services and governance. I was pleased to fulfil Minister Oakes' promise to meet this fall.

I appreciated the opportunity to hear from your delegation and share ideas on how best to respond to the November 2014 referendum results in the Capital Region. While the referendum questions and the results were quite mixed, I understand there was a common thread in that the region's electors want their local governments to further explore the question of how to better integrate.

Having now completed the meetings with the full complement of CRD local governments, I will reflect on what I and Minister Oakes heard, give further thought to how best to facilitate a dialogue about integrated services and governance, and then follow up with all local governments in the region about how to move forward and what the Province of British Columbia will do to help.

Thank you again to your delegation for taking the time to meet with me at the Convention. I look forward to a continuing productive dialogue with your community.

Sincerely,

Peter Fassbender
Minister

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

Preston, Hope CSCD:EX

Subject: FW: Meeting with Minister Fassbender

From: Mayor <Mayor@saanich.ca>

Date: September 24, 2015 at 7:00:53 PM PDT

To: <Lia.Robbins@gov.bc.ca>

Subject: Re: Meeting with Minister Fassbender

Hello Lia,

I wished to meet with the Minister to discuss the governance study and I also wanted to discuss the CRD sewage project with him and his staff.

Richard Atwell
Mayor of Saanich

On Sep 24, 2015, at 3:05 PM, Robbins, Lia CSCD:EX <Lia.Robbins@gov.bc.ca> wrote:

Hello Mayor Atwell,

As discussed here at UBCM, Minister Fassbender and staff would welcome the opportunity to meet in Victoria in the coming weeks while the House is in session. Before we schedule a meeting, are you able to send me the topics of discussions for the meeting that you had mentioned?

Thanks very much!

Lia Robbins
Administrative Coordinator to Minister Fassbender
Community, Sport & Cultural Development (Ministry Responsible for TransLink)
250-387-6478



The Corporation of the District of Central Saanich

September 17, 2015

Honourable Peter Fassbender
Minister of Community, Sport and Cultural Development
(and Minister Responsible for TransLink)
PO Box 9845 Stn Prov Govt
Victoria, BC V8W 9T2

Dear Minister Fassbender:

File No. 0409-2015
MINISTRY OF COMMUNITY, SPORT AND CULTURAL DEVELOPMENT MINISTER'S OFFICE
RECEIVED
SEP 23 2015
ROUTE TO: _____
CC: _____
DRAFT REPLY <input type="checkbox"/> DM <input type="checkbox"/> FY/FILE <input type="checkbox"/>
REPLY DIRECT <input type="checkbox"/> FNA <input type="checkbox"/>

Re: Request for Confirmation of New Minister's Support or Provincial Financial Support for Peninsula Amalgamation Study

On behalf of the Municipal Council of the District of Central Saanich, I wish to congratulate you on your recent appointment as Minister of Community, Sport and Cultural Development.

At the Regular Council Meeting held on August 17, 2015, Council requested confirmation of Provincial financial support for a Peninsula Amalgamation Study in response to the majority of elector's "yes" votes to the question: "Should the District of Central Saanich petition the Province to fund a cost/benefit analysis of an amalgamation of Central Saanich, North Saanich, and Sidney?"

Attached are copies of correspondence dated April 14 and 20, 2015, sent to your predecessor entitled "Municipal Amalgamation Funding and Setting Out a Plan of Study", for your information and consideration.

Should you have any questions with respect to this matter, please do not hesitate to contact the Corporate Officer, Ms. Liz Cornwell, at 250-544-4202.

Sincerely,

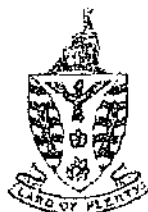
Ryan Windsor
Mayor

Enclosures (2)

C: Members of Council

1903 Mount Newton Cross Road, Saanichton, B.C. V8M 2A9

Phone: (250) 652-4444 Fax: (250) 652-0135



The Corporation of the District of Central Saanich

April 20, 2015

File No. 0400-20/15

The Honourable Coralee Oakes
Minister of Community, Sport and Cultural Development
Room 124
Parliament Buildings
Victoria, BC V8V 1X4

Dear Minister Oakes:

Re: Municipal Amalgamation Funding and Setting Out a Plan of Study

Further to our correspondence dated April 14, 2015, at their Regular Council Meeting held on March 16, 2015, District of Central Saanich Council formally resolved to send correspondence to the Ministry of Community, Sport and Cultural Development petitioning the Provincial Government for funding a cost/benefit analysis on amalgamation of the three Peninsula municipalities. While we understand that funds will be made available by the province for an amalgamation study, we are submitting our request based on the fact that the majority of electors voted "yes" to the question: "Should the District of Central Saanich petition the Province to fund a cost/benefit analysis of an amalgamation of Central Saanich, North Saanich and Sidney?"

Should you have any questions in this regard, please do not hesitate to contact the Corporate Officer, Ms. Liz Cornwell, at 250-544-4202.

Sincerely,

Ryan Windsor
Mayor

Encl: Correspondence to The Honourable Coralee Oakes dated April 14, 2015

C: Members of Council

1903 Mount Newton Cross Road, Saanichton, B.C. V8M 2A0

Phone: (250) 652-4444 Fax: (250) 652-0135



The Corporation of the District of Central Saanich

April 14, 2015

File No. 2370-01/15
0400-20/15

The Honourable Coralee Oakes
Minister of Community, Sport and Cultural Development
Room 124
Parliament Buildings
Victoria, BC V8V 1X4

Dear Minister Oakes:

Re: Municipal Amalgamation Funding and Setting Out a Plan of Study

On behalf of Council, I wish to extend an invitation to you to attend a joint committee meeting on the subject of provincial government funding for a cost/benefit study of the District of Central Saanich, the District of North Saanich and the Town of Sidney. As you are aware, in November, 2014, a majority of residents in the three municipalities voted in favour of petitioning the Province to fund the study.

Council has resolved to invite the Mayors and Councils of the three municipalities and their citizens to attend and provide input at the meeting. Following the joint committee meeting, we respectfully request a meeting with you to discuss 'next steps, including development of the Terms of Reference for the study. The Mayors and Chief Administrative Officers of the 3 municipalities will be invited to the follow-up meeting.

In order to move forward, we ask that your staff provide us with dates and times you are available to attend the meeting.

We greatly appreciate your consideration of our invitation, and look forward to meeting with you to discuss the very important matter of the future of the Saanich Peninsula communities

Sincerely,

Ryan Windsor
Mayor

C: Members of Council

19-5-2014 10:00 AM - 10:00 AM - 10:00 AM - 10:00 AM - 10:00 AM - 10:00 AM - 10:00 AM - 10:00 AM - 10:00 AM - 10:00 AM

Phone: (250) 650-0111 Fax: (250) 650-0155



Ref: 164951

His Worship Mayor Ryan Windsor
District of Central Saanich
1903 Mount Newton Cross Road
Saanichton, BC V8M 2A9

Dear Mayor Windsor:

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

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

His Worship Mayor Ryan Windsor

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 be 'P. Fassbender', with a long horizontal line extending to the right.

Peter Fassbender
Minister



Ref: 164951

Her Worship Mayor Carol Hamilton
City of Colwood
3300 Wishart Road
Victoria, BC V9C 1R1

Dear Mayor Hamilton:

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

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

Her Worship Mayor Carol Hamilton
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 long horizontal line extending to the right.

Peter Fassbender
Minister



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

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

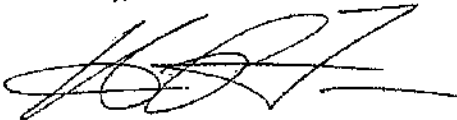
www.gov.bc.ca/cscd

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



Ref: 164951

His Worship Mayor Ken Williams
District of Highlands
1980 Millstream Road
Victoria, BC V8B 5H1

Dear Mayor Williams:

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

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

His Worship Mayor Ken Williams
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 long horizontal stroke extending to the right.

Peter Fassbender
Minister



Ref: 164951

His Worship Mayor Stewart Young
City of Langford
877 Goldstream Avenue, 2nd Floor
Victoria, BC V9B 2X8

Dear Mayor Young:

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

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

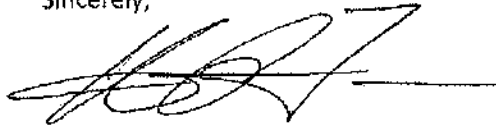
www.gov.bc.ca/csed

His Worship Mayor Stewart Young
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 horizontal line extending to the right.

Peter Fassbender
Minister



Ref: 164951

His Worship Mayor John Ranns
District of Metchosin
4450 Happy Valley Road
Victoria, BC V9C 3Z3

Dear Mayor Ranns:

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

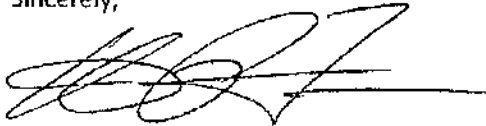
His Worship Mayor John Ranns

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 long horizontal line extending to the right.

Peter Fassbender
Minister



Ref: 164951

Her Worship Mayor Alice Finall
District of North Saanich
1620 Mills Road
North Saanich, BC V8L 5S9

Dear Mayor Finall:

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

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

Her Worship Mayor Alice Finall

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 be 'P. Fassbender', with a long horizontal line extending to the right.

Peter Fassbender
Minister



Ref: 164951

His Worship Mayor Nils Jensen
District of Oak Bay
2167 Oak Bay Avenue
Victoria, BC V8R 1G2

Dear Mayor Jensen:

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

His Worship Mayor Nils Jensen
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 long horizontal line extending to the right.

Peter Fassbender
Minister



Ref: 164951

His Worship Mayor Richard Atwell
District of Saanich
770 Vernon Avenue
Victoria, BC V8X 2W7

Dear Mayor Atwell:

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

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

His Worship Mayor Richard Atwell
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 long horizontal line extending to the right.

Peter Fassbender
Minister



Ref: 164951

His Worship Mayor Steve Price
Town of Sidney
2440 Sidney Avenue
Sidney, BC V8L 1Y7

Dear Mayor Price:

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

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

Office of the Minister

Mailing Address:
PO Box 5056 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/escd

His Worship Mayor Steve Price

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 long horizontal line extending to the right.

Peter Fassbender
Minister



Ref: 164951

Her Worship Mayor Maja Tait
District of Sooke
2205 Otter Point Road
Sooke, BC V9Z 1J2

Dear Mayor Tait:

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

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

Office of the Minister

Mailing Address:
PO Box 9056 Str 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

Her Worship Mayor Maja Tait
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



Ref: 164951

Her Worship Mayor Lisa Helps
City of Victoria
1 Centennial Square
Victoria, BC V8W 1P6

Dear Mayor Helps:

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

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

Her Worship Mayor Lisa Helps

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 long horizontal stroke extending to the right.

Peter Fassbender
Minister



Ref: 164951

His Worship Mayor David Screech
Town of View Royal
45 View Royal Avenue
Victoria, BC V9B 1A6

Dear Mayor Screech:

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

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

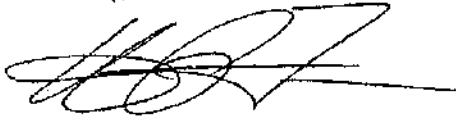
His Worship Mayor David Screech

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 be 'P. Fassbender', with a long horizontal stroke extending to the right.

Peter Fassbender
Minister



December 7, 2015

Ref: 165343

His Worship Mayor Ryan Windsor
District of Central Saanich
1903 Mt. Newton Cross Road
Saanichton, BC V8M 2A9

Dear Mayor Windsor:

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



December 7, 2015

Ref: 165343

Her Worship Mayor Carol Hamilton
City of Colwood
3300 Wishart Road
Victoria, BC V9C 1R1

Dear Mayor Hamilton:

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



December 7, 2015

Ref: 165343

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

Dear Mayor Desjardins:

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



December 7, 2015

Ref: 165343

His Worship Mayor Ken Williams
District of Highlands
1980 Millstream Road
Victoria, BC V9B 6H1

Dear Mayor Williams:

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



December 7, 2015

Ref: 165343

His Worship Mayor Stewart Young
City of Langford
877 Goldstream Avenue, 2nd Floor
Victoria, BC V9B 2X8

Dear Mayor Young:

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



December 7, 2015

Ref: 165343

His Worship Mayor John Ranns
District of Metchosin
4450 Happy Valley Road
Victoria, BC V9C 3Z3

Dear Mayor Ranns:

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



December 7, 2015

Ref: 165343

Her Worship Mayor Alice Finall
District of North Saanich
1620 Mills Road
North Saanich, BC V8L 5S9

Dear Mayor Finall:

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



December 7, 2015

Ref: 165343

His Worship Mayor Nils Jensen
District of Oak Bay
2167 Oak Bay Avenue
Victoria, BC V8R 1G2

Dear Mayor Jensen:

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



December 7, 2015

Ref: 165343

His Worship Mayor Richard Atwell
District of Saanich
770 Vernon Avenue
Victoria, BC V8X 2W7

Dear Mayor Atwell:

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



December 7, 2015

Ref: 165343

His Worship Mayor Steve Price
Town of Sidney
2440 Sidney Avenue
Sidney, BC V8L 1Y7

Dear Mayor Price:

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



December 7, 2015

Ref: 165343

Her Worship Mayor Lisa Helps
City of Victoria
1 Centennial Square
Victoria, BC V8W 1P6

Dear Mayor Helps:

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



December 7, 2015

Ref: 165343

His Worship Mayor David Screech
Town of View Royal
45 View Royal Avenue
Victoria, BC V9B 1A6

Dear Mayor Screech:

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



December 7, 2015

Ref: 165343

Her Worship Mayor Maja Tait
District of Sooke
2205 Otter Point Road
Sooke, BC V9Z 1J2

Dear Mayor Tait:

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

His Worship Mayor Ryan Windsor
District of Central Saanich
1903 Mt. Newton Cross Road
Saanichton, BC V8M 2A9

Dear Mayor Windsor:

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

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



January 29, 2016

Ref: 165544

Her Worship Mayor Carol Hamilton
City of Colwood
3300 Wishart Road
Victoria, BC V9C 1R1

Dear Mayor Hamilton:

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

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



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

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



January 29, 2016

Ref: 165544

His Worship Mayor Ken Williams
District of Highlands
1980 Millstream Road
Victoria, BC V9B 6H1

Dear Mayor Williams:

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

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



January 29, 2016

Ref: 165544

His Worship Mayor Stewart Young
City of Langford
877 Goldstream Avenue, 2nd Floor
Victoria, BC V9B 2X8

Dear Mayor Young:

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

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



January 29, 2016

Ref: 165544

His Worship Mayor John Ranns
District of Metchosin
4450 Happy Valley Road
Victoria, BC V9C 3Z3

Dear Mayor Ranns:

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

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



January 29, 2016

Ref: 165544

Her Worship Mayor Alice Finall
District of North Saanich
1620 Mills Road
North Saanich, BC V8L 5S9

Dear Mayor Finall:

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

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



January 29, 2016

Ref: 165544

His Worship Mayor Nils Jensen
District of Oak Bay
2167 Oak Bay Avenue
Victoria, BC V8R 1G2

Dear Mayor Jensen:

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

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



January 29, 2016

Ref: 165544

His Worship Mayor Richard Atwell
District of Saanich
770 Vernon Avenue
Victoria, BC V8X 2W7

Dear Mayor Atwell:

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

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



January 29, 2016

Ref: 165544

His Worship Mayor Steve Price
Town of Sidney
2440 Sidney Avenue
Sidney, BC V8L 1V7

Dear Mayor Price:

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

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



January 29, 2016

Ref: 165544

Her Worship Mayor Maja Tait
District of Sooke
2205 Otter Point Road
Sooke, BC V9Z 1J2

Dear Mayor Tait:

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

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



January 29, 2016

Ref: 165544

Her Worship Mayor Lisa Helps
City of Victoria
1 Centennial Square
Victoria, BC V8W 1P6

Dear Mayor Helps:

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

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



January 29, 2016

Ref: 165544

His Worship Mayor David Screech
Town of View Royal
45 View Royal Avenue
Victoria, BC V9B 1A6

Dear Mayor Screech:

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

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



February 11, 2016

Ref: 166017

His Worship Mayor Ryan Windsor
District of Central Saanich
1903 Mt. Newton Cross Road
Saanichton, BC V8M 2A9

Dear Mayor Windsor:

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



February 11, 2016

Ref: 166017

Her Worship Mayor Carol Hamilton
City of Colwood
3300 Wishart Road
Victoria, BC V9C 1R1

Dear Mayor Hamilton:

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



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



February 11, 2016

Ref: 166017

His Worship Mayor Ken Williams
District of Highlands
1980 Millstream Road
Victoria, BC V9B 6H1

Dear Mayor Williams:

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



February 11, 2016

Ref: 166017

His Worship Mayor Stewart Young
City of Langford
877 Goldstream Avenue, 2nd Floor
Victoria, BC V9B 2X8

Dear Mayor Young:

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

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



February 11, 2016

Ref: 166017

His Worship Mayor John Ranns
District of Metchosis
4450 Happy Valley Road
Victoria, BC V9C 3Z3

Dear Mayor Ranns:

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



February 11, 2016

Ref: 166017

Her Worship Mayor Alice Finall
District of North Saanich
1620 Mills Road
North Saanich, BC V8L 5S9

Dear Mayor Finall:

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

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



February 11, 2016

Ref: 166017

His Worship Mayor Nils Jensen
District of Oak Bay
2167 Oak Bay Avenue
Victoria, BC V8R 1G2

Dear Mayor Jensen:

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



February 11, 2016

Ref: 166017

His Worship Mayor Richard Atwell
District of Saanich
770 Vernon Avenue
Victoria, BC V8X 2W7

Dear Mayor Atwell:

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



February 11, 2016

Ref: 166017

His Worship Mayor Steve Price
Town of Sidney
2440 Sidney Avenue
Sidney, BC V8L 1Y7

Dear Mayor Price:

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



February 11, 2016

Ref: 166017

Her Worship Mayor Maja Tait
District of Sooke
2205 Otter Point Road
Sooke, BC V9Z 1J2

Dear Mayor Tait:

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



February 11, 2016

Ref: 166017

Her Worship Mayor Lisa Helps
City of Victoria
1 Centennial Square
Victoria, BC V8W 1P6

Dear Mayor Helps:

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



February 11, 2016

Ref: 166017

His Worship Mayor David Screech
Town of View Royal
45 View Royal Avenue
Victoria, BC V9B 1A6

Dear Mayor Screech:

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

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



March 8, 2016

Ref: 166096

His Worship Mayor Ryan Windsor
District of Central Saanich
1903 Mt. Newton Cross Road
Saanichton, BC V8M 2A9

Dear Mayor Windsor:

I am writing further to the draft Framework for the Capital Integrated Services and Governance Initiative sent to you in January. I appreciate the efforts that mayors have taken to share their thoughts and work with others to begin discussions on these matters, and I also recognize that there are details to be worked through as the Initiative unfolds. Based on the feedback received, I believe that the Framework materially reflects the views of the region's mayors for advancing the Initiative. Given the changing timelines, the Framework has been adjusted to reflect an updated schedule. Please find a revised Framework enclosed for your reference.

As you are certainly aware, there continues to be much community interest respecting effective delivery of services and governance arrangements. I am, therefore, very pleased that we are now positioned to assist the region in moving ahead with this Initiative, which will provide an important opportunity for Capital area local governments to respond to this interest, with further collaborative work in relation to local service delivery and governance. In our initial meeting, I heard general agreement respecting the need to collect and share facts with communities about current governance arrangements and service delivery. This information gathering and dissemination exercise will be an important first step; it will assist the region's taxpayers to better understand the perspectives of the region's local governments respecting current service delivery arrangements and any opportunities for further integration, and will assist local governments to further their conversations and engagement with citizens.

As I have suggested previously, the Framework will now serve as the basis for developing a request for proposals for the Province of British Columbia to retain a consultant on behalf of the region. That consultant will play a central role in moving the Initiative forward, gathering facts and perspectives respecting local practices from municipalities, and from the Capital Regional District, given its important role as a service provider.

I have requested that Ministry of Community, Sport and Cultural Development staff begin the search for consultant(s) for the Initiative. The search will be carried out according to the Province's procurement process. I anticipate that the request for proposals will be posted to BC Bid sometime in March. If you are interested in staying informed about the procurement process, I have asked Ministry staff to provide

.../2

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

His Worship Mayor Ryan Windsor
Page 2

updates to your local government staff. Ministry staff are also available to respond to any questions about the Initiative or the process; please email Ms. Michelle Dann, Director, Governance and Structure Branch at: Michelle.Dann@gov.bc.ca.

Thank you for your important contribution to this Initiative, and I look forward to again being in touch with you once we have a consultant in place.

Sincerely,

A handwritten signature in black ink, appearing to read 'Peter Fassbender', with a stylized, flowing script.

Peter Fassbender
Minister

Enclosure

pc: Ms. Michelle Dann
Director
Governance and Structure Branch



March 8, 2016

Ref: 166096

Her Worship Mayor Carol Hamilton
City of Colwood
3300 Wishart Road
Victoria, BC V9C 1R1

Dear Mayor Hamilton:

I am writing further to the draft Framework for the Capital Integrated Services and Governance Initiative sent to you in January. I appreciate the efforts that mayors have taken to share their thoughts and work with others to begin discussions on these matters, and I also recognize that there are details to be worked through as the Initiative unfolds. Based on the feedback received, I believe that the Framework materially reflects the views of the region's mayors for advancing the Initiative. Given the changing timelines, the Framework has been adjusted to reflect an updated schedule. Please find a revised Framework enclosed for your reference.

As you are certainly aware, there continues to be much community interest respecting effective delivery of services and governance arrangements. I am, therefore, very pleased that we are now positioned to assist the region in moving ahead with this Initiative, which will provide an important opportunity for Capital area local governments to respond to this interest, with further collaborative work in relation to local service delivery and governance. In our initial meeting, I heard general agreement respecting the need to collect and share facts with communities about current governance arrangements and service delivery. This information gathering and dissemination exercise will be an important first step; it will assist the region's taxpayers to better understand the perspectives of the region's local governments respecting current service delivery arrangements and any opportunities for further integration, and will assist local governments to further their conversations and engagement with citizens.

As I have suggested previously, the Framework will now serve as the basis for developing a request for proposals for the Province of British Columbia to retain a consultant on behalf of the region. That consultant will play a central role in moving the Initiative forward, gathering facts and perspectives respecting local practices from municipalities, and from the Capital Regional District, given its important role as a service provider.

I have requested that Ministry of Community, Sport and Cultural Development staff begin the search for consultant(s) for the Initiative. The search will be carried out according to the Province's procurement process. I anticipate that the request for proposals will be posted to BC Bid sometime in March. If you are interested in staying informed about the procurement process, I have asked Ministry staff to provide

.../2

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

Her Worship Mayor Carol Hamilton
Page 2

updates to your local government staff. Ministry staff are also available to respond to any questions about the Initiative or the process; please email Ms. Michelle Dann, Director, Governance and Structure Branch at: Michelle.Dann@gov.bc.ca.

Thank you for your important contribution to this initiative, and I look forward to again being in touch with you once we have a consultant in place.

Sincerely,

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

Peter Fassbender
Minister

Enclosure

pc: Ms. Michelle Dann
Director
Governance and Structure Branch



March 8, 2016

Ref: 166096

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

Dear Mayor Desjardins:

I am writing further to the draft Framework for the Capital Integrated Services and Governance Initiative sent to you in January. I appreciate the efforts that mayors have taken to share their thoughts and work with others to begin discussions on these matters, and I also recognize that there are details to be worked through as the Initiative unfolds. Based on the feedback received, I believe that the Framework materially reflects the views of the region's mayors for advancing the Initiative. Given the changing timelines, the Framework has been adjusted to reflect an updated schedule. Please find a revised Framework enclosed for your reference.

As you are certainly aware, there continues to be much community interest respecting effective delivery of services and governance arrangements. I am, therefore, very pleased that we are now positioned to assist the region in moving ahead with this Initiative, which will provide an important opportunity for Capital area local governments to respond to this interest, with further collaborative work in relation to local service delivery and governance. In our initial meeting, I heard general agreement respecting the need to collect and share facts with communities about current governance arrangements and service delivery. This information gathering and dissemination exercise will be an important first step; it will assist the region's taxpayers to better understand the perspectives of the region's local governments respecting current service delivery arrangements and any opportunities for further integration, and will assist local governments to further their conversations and engagement with citizens.

As I have suggested previously, the Framework will now serve as the basis for developing a request for proposals for the Province of British Columbia to retain a consultant on behalf of the region. That consultant will play a central role in moving the Initiative forward, gathering facts and perspectives respecting local practices from municipalities, and from the Capital Regional District, given its important role as a service provider.

I have requested that Ministry of Community, Sport and Cultural Development staff begin the search for consultant(s) for the Initiative. The search will be carried out according to the Province's procurement process. I anticipate that the request for proposals will be posted to BC Bid sometime in March. If you are interested in staying informed about the procurement process, I have asked Ministry staff to provide

.../2

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

Her Worship Mayor Barbara Desjardins
Page 2

updates to your local government staff. Ministry staff are also available to respond to any questions about the Initiative or the process; please email Ms. Michelle Dann, Director, Governance and Structure Branch at: Michelle.Dann@gov.bc.ca.

Thank you for your important contribution to this Initiative, and I look forward to again being in touch with you once we have a consultant in place.

Sincerely,

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

Peter Fassbender
Minister

Enclosure

pc: Ms. Michelle Dann
Director
Governance and Structure Branch



March 8, 2016

Ref: 166096

His Worship Mayor Ken Williams
District of Highlands
1980 Millstream Road
Victoria, BC V9B 6H1

Dear Mayor Williams:

I am writing further to the draft Framework for the Capital Integrated Services and Governance Initiative sent to you in January. I appreciate the efforts that mayors have taken to share their thoughts and work with others to begin discussions on these matters, and I also recognize that there are details to be worked through as the Initiative unfolds. Based on the feedback received, I believe that the Framework materially reflects the views of the region's mayors for advancing the Initiative. Given the changing timelines, the Framework has been adjusted to reflect an updated schedule. Please find a revised Framework enclosed for your reference.

As you are certainly aware, there continues to be much community interest respecting effective delivery of services and governance arrangements. I am, therefore, very pleased that we are now positioned to assist the region in moving ahead with this Initiative, which will provide an important opportunity for Capital area local governments to respond to this interest, with further collaborative work in relation to local service delivery and governance. In our initial meeting, I heard general agreement respecting the need to collect and share facts with communities about current governance arrangements and service delivery. This information gathering and dissemination exercise will be an important first step; it will assist the region's taxpayers to better understand the perspectives of the region's local governments respecting current service delivery arrangements and any opportunities for further integration, and will assist local governments to further their conversations and engagement with citizens.

As I have suggested previously, the Framework will now serve as the basis for developing a request for proposals for the Province of British Columbia to retain a consultant on behalf of the region. That consultant will play a central role in moving the Initiative forward, gathering facts and perspectives respecting local practices from municipalities, and from the Capital Regional District, given its important role as a service provider.

I have requested that Ministry of Community, Sport and Cultural Development staff begin the search for consultant(s) for the Initiative. The search will be carried out according to the Province's procurement process. I anticipate that the request for proposals will be posted to BC Bid sometime in March. If you are interested in staying informed about the procurement process, I have asked Ministry staff to provide

.../2

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

His Worship Mayor Ken Williams
Page 2

updates to your local government staff. Ministry staff are also available to respond to any questions about the Initiative or the process; please email Ms. Michelle Dann, Director, Governance and Structure Branch at: Michelle.Dann@gov.bc.ca.

Thank you for your important contribution to this Initiative, and I look forward to again being in touch with you once we have a consultant in place.

Sincerely,

A handwritten signature in black ink, appearing to read 'Peter Fassbender', with a stylized, flowing script.

Peter Fassbender
Minister

Enclosure

pc: Ms. Michelle Dann
Director
Governance and Structure Branch



March 8, 2016

Ref: 166096

His Worship Mayor Stewart Young
City of Langford
877 Goldstream Avenue, 2nd Floor
Victoria, BC V9B 2X8

Dear Mayor Young:

I am writing further to the draft Framework for the Capital Integrated Services and Governance Initiative sent to you in January. I appreciate the efforts that mayors have taken to share their thoughts and work with others to begin discussions on these matters, and I also recognize that there are details to be worked through as the Initiative unfolds. Based on the feedback received, I believe that the Framework materially reflects the views of the region's mayors for advancing the Initiative. Given the changing timelines, the Framework has been adjusted to reflect an updated schedule. Please find a revised Framework enclosed for your reference.

As you are certainly aware, there continues to be much community interest respecting effective delivery of services and governance arrangements. I am, therefore, very pleased that we are now positioned to assist the region in moving ahead with this Initiative, which will provide an important opportunity for Capital area local governments to respond to this interest, with further collaborative work in relation to local service delivery and governance. In our initial meeting, I heard general agreement respecting the need to collect and share facts with communities about current governance arrangements and service delivery. This information gathering and dissemination exercise will be an important first step; it will assist the region's taxpayers to better understand the perspectives of the region's local governments respecting current service delivery arrangements and any opportunities for further integration, and will assist local governments to further their conversations and engagement with citizens.

As I have suggested previously, the Framework will now serve as the basis for developing a request for proposals for the Province of British Columbia to retain a consultant on behalf of the region. That consultant will play a central role in moving the Initiative forward, gathering facts and perspectives respecting local practices from municipalities, and from the Capital Regional District, given its important role as a service provider.

I have requested that Ministry of Community, Sport and Cultural Development staff begin the search for consultant(s) for the Initiative. The search will be carried out according to the Province's procurement process. I anticipate that the request for proposals will be posted to BC Bid sometime in March. If you are interested in staying informed about the procurement process, I have asked Ministry staff to provide

.../2

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

His Worship Mayor Stewart Young
Page 2

updates to your local government staff. Ministry staff are also available to respond to any questions about the Initiative or the process; please email Ms. Michelle Dann, Director, Governance and Structure Branch at: Michelle.Dann@gov.bc.ca.

Thank you for your important contribution to this Initiative, and I look forward to again being in touch with you once we have a consultant in place.

Sincerely,

A handwritten signature in black ink, appearing to read 'Peter Fassbender', with a stylized, flowing script.

Peter Fassbender
Minister

Enclosure

pc: Ms. Michelle Dann
Director
Governance and Structure Branch



March 8, 2016

Ref: 166096

His Worship Mayor John Ranns
District of Metchosin
4450 Happy Valley Road
Victoria, BC V9C 3Z3

Dear Mayor Ranns:

I am writing further to the draft Framework for the Capital Integrated Services and Governance Initiative sent to you in January. I appreciate the efforts that mayors have taken to share their thoughts and work with others to begin discussions on these matters, and I also recognize that there are details to be worked through as the Initiative unfolds. Based on the feedback received, I believe that the Framework materially reflects the views of the region's mayors for advancing the Initiative. Given the changing timelines, the Framework has been adjusted to reflect an updated schedule. Please find a revised Framework enclosed for your reference.

As you are certainly aware, there continues to be much community interest respecting effective delivery of services and governance arrangements. I am, therefore, very pleased that we are now positioned to assist the region in moving ahead with this Initiative, which will provide an important opportunity for Capital area local governments to respond to this interest, with further collaborative work in relation to local service delivery and governance. In our initial meeting, I heard general agreement respecting the need to collect and share facts with communities about current governance arrangements and service delivery. This information gathering and dissemination exercise will be an important first step; it will assist the region's taxpayers to better understand the perspectives of the region's local governments respecting current service delivery arrangements and any opportunities for further integration, and will assist local governments to further their conversations and engagement with citizens.

As I have suggested previously, the Framework will now serve as the basis for developing a request for proposals for the Province of British Columbia to retain a consultant on behalf of the region. That consultant will play a central role in moving the Initiative forward, gathering facts and perspectives respecting local practices from municipalities, and from the Capital Regional District, given its important role as a service provider.

I have requested that Ministry of Community, Sport and Cultural Development staff begin the search for consultant(s) for the Initiative. The search will be carried out according to the Province's procurement process. I anticipate that the request for proposals will be posted to BC Bid sometime in March. If you are interested in staying informed about the procurement process, I have asked Ministry staff to provide

.../2

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

His Worship Mayor John Ranns

Page 2

updates to your local government staff. Ministry staff are also available to respond to any questions about the Initiative or the process; please email Ms. Michelle Dann, Director, Governance and Structure Branch at: Michelle.Dann@gov.bc.ca.

Thank you for your important contribution to this Initiative, and I look forward to again being in touch with you once we have a consultant in place.

Sincerely,

A handwritten signature in black ink, appearing to read 'Peter Fassbender', with a stylized, cursive script.

Peter Fassbender
Minister

Enclosure

pc: Ms. Michelle Dann
Director
Governance and Structure Branch



March 8, 2016

Ref: 166096

Her Worship Mayor Alice Finall
District of North Saanich
1620 Mills Road
North Saanich, BC V8L 5S9

Dear Mayor Finall:

I am writing further to the draft Framework for the Capital Integrated Services and Governance Initiative sent to you in January. I appreciate the efforts that mayors have taken to share their thoughts and work with others to begin discussions on these matters, and I also recognize that there are details to be worked through as the Initiative unfolds. Based on the feedback received, I believe that the Framework materially reflects the views of the region's mayors for advancing the Initiative. Given the changing timelines, the Framework has been adjusted to reflect an updated schedule. Please find a revised Framework enclosed for your reference.

As you are certainly aware, there continues to be much community interest respecting effective delivery of services and governance arrangements. I am, therefore, very pleased that we are now positioned to assist the region in moving ahead with this Initiative, which will provide an important opportunity for Capital area local governments to respond to this interest, with further collaborative work in relation to local service delivery and governance. In our initial meeting, I heard general agreement respecting the need to collect and share facts with communities about current governance arrangements and service delivery. This information gathering and dissemination exercise will be an important first step; it will assist the region's taxpayers to better understand the perspectives of the region's local governments respecting current service delivery arrangements and any opportunities for further integration, and will assist local governments to further their conversations and engagement with citizens.

As I have suggested previously, the Framework will now serve as the basis for developing a request for proposals for the Province of British Columbia to retain a consultant on behalf of the region. That consultant will play a central role in moving the Initiative forward, gathering facts and perspectives respecting local practices from municipalities, and from the Capital Regional District, given its important role as a service provider.

I have requested that Ministry of Community, Sport and Cultural Development staff begin the search for consultant(s) for the Initiative. The search will be carried out according to the Province's procurement process. I anticipate that the request for proposals will be posted to BC Bid sometime in March. If you are interested in staying informed about the procurement process, I have asked Ministry staff to provide

.../2

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

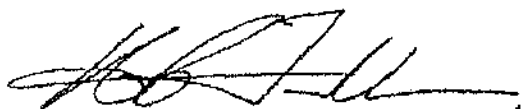
Her Worship Mayor Alice Finall

Page 2

updates to your local government staff. Ministry staff are also available to respond to any questions about the Initiative or the process; please email Ms. Michelle Dann, Director, Governance and Structure Branch at: Michelle.Dann@gov.bc.ca.

Thank you for your important contribution to this Initiative, and I look forward to again being in touch with you once we have a consultant in place.

Sincerely,

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

Peter Fassbender
Minister

Enclosure

pc: Ms. Michelle Dann
Director
Governance and Structure Branch



March 8, 2016

Ref: 166096

His Worship Mayor Nils Jensen
District of Oak Bay
2167 Oak Bay Avenue
Victoria, BC V8R 1G2

Dear Mayor Jensen:

I am writing further to the draft Framework for the Capital Integrated Services and Governance Initiative sent to you in January. I appreciate the efforts that mayors have taken to share their thoughts and work with others to begin discussions on these matters, and I also recognize that there are details to be worked through as the Initiative unfolds. Based on the feedback received, I believe that the Framework materially reflects the views of the region's mayors for advancing the Initiative. Given the changing timelines, the Framework has been adjusted to reflect an updated schedule. Please find a revised Framework enclosed for your reference.

As you are certainly aware, there continues to be much community interest respecting effective delivery of services and governance arrangements. I am, therefore, very pleased that we are now positioned to assist the region in moving ahead with this Initiative, which will provide an important opportunity for Capital area local governments to respond to this interest, with further collaborative work in relation to local service delivery and governance. In our initial meeting, I heard general agreement respecting the need to collect and share facts with communities about current governance arrangements and service delivery. This information gathering and dissemination exercise will be an important first step; it will assist the region's taxpayers to better understand the perspectives of the region's local governments respecting current service delivery arrangements and any opportunities for further integration, and will assist local governments to further their conversations and engagement with citizens.

As I have suggested previously, the Framework will now serve as the basis for developing a request for proposals for the Province of British Columbia to retain a consultant on behalf of the region. That consultant will play a central role in moving the Initiative forward, gathering facts and perspectives respecting local practices from municipalities, and from the Capital Regional District, given its important role as a service provider.

I have requested that Ministry of Community, Sport and Cultural Development staff begin the search for consultant(s) for the Initiative. The search will be carried out according to the Province's procurement process. I anticipate that the request for proposals will be posted to BC Bid sometime in March. If you are interested in staying informed about the procurement process, I have asked Ministry staff to provide

.../2

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

His Worship Mayor Nils Jensen

Page 2

updates to your local government staff. Ministry staff are also available to respond to any questions about the Initiative or the process; please email Ms. Michelle Dann, Director, Governance and Structure Branch at: Michelle.Dann@gov.bc.ca.

Thank you for your important contribution to this Initiative, and I look forward to again being in touch with you once we have a consultant in place.

Sincerely,

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

Peter Fassbender
Minister

Enclosure

pc: Ms. Michelle Dann
Director
Governance and Structure Branch



March 8, 2016

Ref: 166096

His Worship Mayor Richard Atwell
District of Saanich
770 Vernon Avenue
Victoria, BC V8X 2W7

Dear Mayor Atwell:

I am writing further to the draft Framework for the Capital Integrated Services and Governance Initiative sent to you in January. I appreciate the efforts that mayors have taken to share their thoughts and work with others to begin discussions on these matters, and I also recognize that there are details to be worked through as the Initiative unfolds. Based on the feedback received, I believe that the Framework materially reflects the views of the region's mayors for advancing the Initiative. Given the changing timelines, the Framework has been adjusted to reflect an updated schedule. Please find a revised Framework enclosed for your reference.

As you are certainly aware, there continues to be much community interest respecting effective delivery of services and governance arrangements. I am, therefore, very pleased that we are now positioned to assist the region in moving ahead with this Initiative, which will provide an important opportunity for Capital area local governments to respond to this interest, with further collaborative work in relation to local service delivery and governance. In our initial meeting, I heard general agreement respecting the need to collect and share facts with communities about current governance arrangements and service delivery. This information gathering and dissemination exercise will be an important first step; it will assist the region's taxpayers to better understand the perspectives of the region's local governments respecting current service delivery arrangements and any opportunities for further integration, and will assist local governments to further their conversations and engagement with citizens.

As I have suggested previously, the Framework will now serve as the basis for developing a request for proposals for the Province of British Columbia to retain a consultant on behalf of the region. That consultant will play a central role in moving the Initiative forward, gathering facts and perspectives respecting local practices from municipalities, and from the Capital Regional District, given its important role as a service provider.

I have requested that Ministry of Community, Sport and Cultural Development staff begin the search for consultant(s) for the Initiative. The search will be carried out according to the Province's procurement process. I anticipate that the request for proposals will be posted to BC Bid sometime in March. If you are interested in staying informed about the procurement process, I have asked Ministry staff to provide

.../2

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

His Worship Mayor Richard Atwell
Page 2

updates to your local government staff. Ministry staff are also available to respond to any questions about the Initiative or the process; please email Ms. Michelle Dann, Director, Governance and Structure Branch at: Michelle.Dann@gov.bc.ca.

Thank you for your important contribution to this Initiative, and I look forward to again being in touch with you once we have a consultant in place.

Sincerely,

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

Peter Fassbender
Minister

Enclosure

pc: Ms. Michelle Dann
Director
Governance and Structure Branch



March 8, 2016

Ref: 166096

His Worship Mayor Steve Price
Town of Sidney
2440 Sidney Avenue
Sidney, BC V8L 1Y7

Dear Mayor Price:

I am writing further to the draft Framework for the Capital Integrated Services and Governance Initiative sent to you in January. I appreciate the efforts that mayors have taken to share their thoughts and work with others to begin discussions on these matters, and I also recognize that there are details to be worked through as the Initiative unfolds. Based on the feedback received, I believe that the Framework materially reflects the views of the region's mayors for advancing the Initiative. Given the changing timelines, the Framework has been adjusted to reflect an updated schedule. Please find a revised Framework enclosed for your reference.

As you are certainly aware, there continues to be much community interest respecting effective delivery of services and governance arrangements. I am, therefore, very pleased that we are now positioned to assist the region in moving ahead with this Initiative, which will provide an important opportunity for Capital area local governments to respond to this interest, with further collaborative work in relation to local service delivery and governance. In our initial meeting, I heard general agreement respecting the need to collect and share facts with communities about current governance arrangements and service delivery. This information gathering and dissemination exercise will be an important first step; it will assist the region's taxpayers to better understand the perspectives of the region's local governments respecting current service delivery arrangements and any opportunities for further integration, and will assist local governments to further their conversations and engagement with citizens.

As I have suggested previously, the Framework will now serve as the basis for developing a request for proposals for the Province of British Columbia to retain a consultant on behalf of the region. That consultant will play a central role in moving the Initiative forward, gathering facts and perspectives respecting local practices from municipalities, and from the Capital Regional District, given its important role as a service provider.

I have requested that Ministry of Community, Sport and Cultural Development staff begin the search for consultant(s) for the Initiative. The search will be carried out according to the Province's procurement process. I anticipate that the request for proposals will be posted to BC Bid sometime in March. If you are interested in staying informed about the procurement process, I have asked Ministry staff to provide

.../2

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

His Worship Mayor Steve Price

Page 2

updates to your local government staff. Ministry staff are also available to respond to any questions about the Initiative or the process; please email Ms. Michelle Dann, Director, Governance and Structure Branch at: Michelle.Dann@gov.bc.ca.

Thank you for your important contribution to this Initiative, and I look forward to again being in touch with you once we have a consultant in place.

Sincerely,

A handwritten signature in black ink, appearing to read 'Peter Fassbender', with a stylized, flowing script.

Peter Fassbender
Minister

Enclosure

pc: Ms. Michelle Dann
Director
Governance and Structure Branch



March 8, 2016

Ref: 166096

Her Worship Mayor Maja Tait
District of Sooke
2205 Otter Point Road
Sooke, BC V9Z 1J2

Dear Mayor Tait:

I am writing further to the draft Framework for the Capital Integrated Services and Governance Initiative sent to you in January. I appreciate the efforts that mayors have taken to share their thoughts and work with others to begin discussions on these matters, and I also recognize that there are details to be worked through as the Initiative unfolds. Based on the feedback received, I believe that the Framework materially reflects the views of the region's mayors for advancing the Initiative. Given the changing timelines, the Framework has been adjusted to reflect an updated schedule. Please find a revised Framework enclosed for your reference.

As you are certainly aware, there continues to be much community interest respecting effective delivery of services and governance arrangements. I am, therefore, very pleased that we are now positioned to assist the region in moving ahead with this Initiative, which will provide an important opportunity for Capital area local governments to respond to this interest, with further collaborative work in relation to local service delivery and governance. In our initial meeting, I heard general agreement respecting the need to collect and share facts with communities about current governance arrangements and service delivery. This information gathering and dissemination exercise will be an important first step; it will assist the region's taxpayers to better understand the perspectives of the region's local governments respecting current service delivery arrangements and any opportunities for further integration, and will assist local governments to further their conversations and engagement with citizens.

As I have suggested previously, the Framework will now serve as the basis for developing a request for proposals for the Province of British Columbia to retain a consultant on behalf of the region. That consultant will play a central role in moving the Initiative forward, gathering facts and perspectives respecting local practices from municipalities, and from the Capital Regional District, given its important role as a service provider.

I have requested that Ministry of Community, Sport and Cultural Development staff begin the search for consultant(s) for the Initiative. The search will be carried out according to the Province's procurement process. I anticipate that the request for proposals will be posted to BC Bid sometime in March. If you are interested in staying informed about the procurement process, I have asked Ministry staff to provide

.../2

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

Her Worship Mayor Maja Tait

Page 2

updates to your local government staff. Ministry staff are also available to respond to any questions about the Initiative or the process; please email Ms. Michelle Dann, Director, Governance and Structure Branch at: Michelle.Dann@gov.bc.ca.

Thank you for your important contribution to this Initiative, and I look forward to again being in touch with you once we have a consultant in place.

Sincerely,

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

Peter Fassbender
Minister

Enclosure

pc: Ms. Michelle Dann
Director
Governance and Structure Branch



March 8, 2016

Ref: 166096

Her Worship Mayor Lisa Helps
City of Victoria
1 Centennial Square
Victoria, BC V8W 1P6

Dear Mayor Helps:

I am writing further to the draft Framework for the Capital Integrated Services and Governance Initiative sent to you in January. I appreciate the efforts that mayors have taken to share their thoughts and work with others to begin discussions on these matters, and I also recognize that there are details to be worked through as the Initiative unfolds. Based on the feedback received, I believe that the Framework materially reflects the views of the region's mayors for advancing the Initiative. Given the changing timelines, the Framework has been adjusted to reflect an updated schedule. Please find a revised Framework enclosed for your reference.

As you are certainly aware, there continues to be much community interest respecting effective delivery of services and governance arrangements. I am, therefore, very pleased that we are now positioned to assist the region in moving ahead with this Initiative, which will provide an important opportunity for Capital area local governments to respond to this interest, with further collaborative work in relation to local service delivery and governance. In our initial meeting, I heard general agreement respecting the need to collect and share facts with communities about current governance arrangements and service delivery. This information gathering and dissemination exercise will be an important first step; it will assist the region's taxpayers to better understand the perspectives of the region's local governments respecting current service delivery arrangements and any opportunities for further integration, and will assist local governments to further their conversations and engagement with citizens.

As I have suggested previously, the Framework will now serve as the basis for developing a request for proposals for the Province of British Columbia to retain a consultant on behalf of the region. That consultant will play a central role in moving the Initiative forward, gathering facts and perspectives respecting local practices from municipalities, and from the Capital Regional District, given its important role as a service provider.

I have requested that Ministry of Community, Sport and Cultural Development staff begin the search for consultant(s) for the Initiative. The search will be carried out according to the Province's procurement process. I anticipate that the request for proposals will be posted to BC Bid sometime in March. If you are interested in staying informed about the procurement process, I have asked Ministry staff to provide

.../2

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

Her Worship Mayor Lisa Helps

Page 2

updates to your local government staff. Ministry staff are also available to respond to any questions about the Initiative or the process; please email Ms. Michelle Dann, Director, Governance and Structure Branch at: Michelle.Dann@gov.bc.ca.

Thank you for your important contribution to this Initiative, and I look forward to again being in touch with you once we have a consultant in place.

Sincerely,

A handwritten signature in black ink, appearing to read 'Peter Fassbender', with a stylized, cursive script.

Peter Fassbender
Minister

Enclosure

pc: Ms. Michelle Dann
Director
Governance and Structure Branch



March 8, 2016

Ref: 166096

His Worship Mayor David Screech
Town of View Royal
45 View Royal Avenue
Victoria, BC V9B 1A6

Dear Mayor Screech:

I am writing further to the draft Framework for the Capital Integrated Services and Governance Initiative sent to you in January. I appreciate the efforts that mayors have taken to share their thoughts and work with others to begin discussions on these matters, and I also recognize that there are details to be worked through as the Initiative unfolds. Based on the feedback received, I believe that the Framework materially reflects the views of the region's mayors for advancing the Initiative. Given the changing timelines, the Framework has been adjusted to reflect an updated schedule. Please find a revised Framework enclosed for your reference.

As you are certainly aware, there continues to be much community interest respecting effective delivery of services and governance arrangements. I am, therefore, very pleased that we are now positioned to assist the region in moving ahead with this Initiative, which will provide an important opportunity for Capital area local governments to respond to this interest, with further collaborative work in relation to local service delivery and governance. In our initial meeting, I heard general agreement respecting the need to collect and share facts with communities about current governance arrangements and service delivery. This information gathering and dissemination exercise will be an important first step; it will assist the region's taxpayers to better understand the perspectives of the region's local governments respecting current service delivery arrangements and any opportunities for further integration, and will assist local governments to further their conversations and engagement with citizens.

As I have suggested previously, the Framework will now serve as the basis for developing a request for proposals for the Province of British Columbia to retain a consultant on behalf of the region. That consultant will play a central role in moving the Initiative forward, gathering facts and perspectives respecting local practices from municipalities, and from the Capital Regional District, given its important role as a service provider.

I have requested that Ministry of Community, Sport and Cultural Development staff begin the search for consultant(s) for the Initiative. The search will be carried out according to the Province's procurement process. I anticipate that the request for proposals will be posted to BC Bid sometime in March. If you are interested in staying informed about the procurement process, I have asked Ministry staff to provide

.../2

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

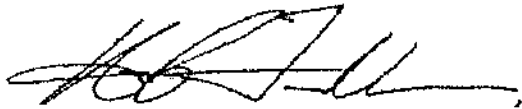
His Worship Mayor David Screech

Page 2

updates to your local government staff. Ministry staff are also available to respond to any questions about the initiative or the process; please email Ms. Michelle Dann, Director, Governance and Structure Branch at: Michelle.Dann@gov.bc.ca.

Thank you for your important contribution to this initiative, and I look forward to again being in touch with you once we have a consultant in place.

Sincerely,

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

Peter Fassbender
Minister

Enclosure

pc: Ms. Michelle Dann
Director
Governance and Structure Branch

Holland, Jodie CSCD:EX

166117

From: Lisa Helps (Mayor) <mayor@victoria.ca>
Sent: Sunday, January 31, 2016 10:37 AM
To: Minister, CSCD CSCD:EX
Cc: Public Service Centre - Internet email; Faganello, Tara CSCD:EX
Subject: Re: Ref: 165544 Governance and Service Integration Opportunities for the Capital Region

Follow Up Flag: Follow up
Flag Status: Completed

Categories: FYI/File

This looks great to me. In my opinion, it accurately reflects the discussion we had together in early December. Thank you.

We have a council meeting on February 4th and I'd like to share this with my Council. Is this acceptable to you? And is it acceptable to do so in a public meeting?

Thanks again and I look forward to working with you on this project,

Lisa

--
Lisa Helps, Victoria Mayor
www.lisahelpsvictoria.ca<<http://www.lisahelpsvictoria.ca>>
250-661-2708
@lisahelps

"We're all just walking each other home." - Rumi

On Jan 29, 2016, at 1:21 PM, Minister, CSCD CSCD:EX <CSCD.minister@gov.bc.ca<<mailto:CSCD.minister@gov.bc.ca>>> wrote:

Please find attached letter requesting feedback by February 5, 2016. Original letter to follow by mail.

Thank you.

<Scan_20160129.pdf><165544 Framework for Discussion Capital Project.docx>

Holland, Jodie CSCD:EX

126 x 4

From: Fassbender.MLA, Peter <Peter.Fassbender.MLA@leg.bc.ca>
Sent: Friday, February 5, 2016 1:34 PM
To: Minister, CSCD CSCD:EX
Subject: FW: 165544
Attachments: Minister Fassbender - Feb 2016..pdf

Follow Up Flag: Follow up
Flag Status: Completed

Categories: FYI/File

From: Cindy Denomme [mailto:cdenomme@oakbay.ca]
Sent: February 5, 2016 1:32 PM
To: Fassbender.MLA, Peter <Peter.Fassbender.MLA@leg.bc.ca>
Cc: Dann, Michelle CSCD:EX <Michelle.Dann@gov.bc.ca>
Subject: Ref: 165544

Minister Fassbender,

Attached is a letter from Mayor Jensen.

Thank you.

Cindy Denomme
Executive Assistant
District of Oak Bay
2167 Oak Bay Avenue
Victoria, B.C. V8R 1G2
250-598-3311 ext 7429

CORRESPONDENCE SERVICES	
Received:	FEB 16 2016
Sent:	FEB 16 2016
ASSIGN TO:	
LG GS	
<input type="checkbox"/> MINISTER'S RESPONSE	
<input type="checkbox"/> DM RESPONSE	
<input type="checkbox"/> DIRECT REPLY	
<input type="checkbox"/> NECESSARY ACTION	
<input type="checkbox"/> COMMENTS/ADVICE	
<input type="checkbox"/> PREMIER'S RESPONSE	
<input checked="" type="checkbox"/> INFO/FILE	

Xref 165544

February 4, 2016

The Honourable Peter Fassbender
Minister of the Environment
Minister of Community, Sport and Cultural Development
Room 301, Parliament Buildings
Victoria, BC V8V 1X4

Dear Minister:

Thank you for your correspondence dated January 27, 2016, inviting feedback on comments with regard to the "Framework for Discussion in relation to the governance and service integration opportunities for the Capital region".

Unfortunately the time frame is simply too short and does not provide ample opportunity for Mayor and Council to consider its collective remarks without a scheduled Council/Committee of the Whole meeting. Staff will endeavour to have your letter before Council in the next week or two and feedback will be sought from Council and forwarded to your staff in due course.

We appreciate that the province is wanting to move forward and assist the region in the most effective way possible, but in order to make this possible the District of Oak Bay's Council needs more time to consider your request.

Sincerely,

Nils Jensen
Mayor

NJ:cd

Holland, Jodie CSCD:EX

From: Richard Atwell <ratwell@crd.bc.ca>
Sent: Wednesday, February 24, 2016 1:20 AM
To: Dann, Michelle CSCD:EX
Cc: Minister, CSCD CSCD:EX
Subject: Capital Integrated Services and Governance Initiative

Follow Up Flag: Follow up
Flag Status: Completed

Categories: FYI/File

February 23, 2016

Hon. Peter Fassbender
 Minister of Community, Sport and Cultural Development
 Room 310, Parliament Buildings
 Victoria, BC V8V 1X4

Dear Minister Fassbender,

Thank you for meeting with the 13 mayors of Greater Victoria and sharing the resulting draft framework titled "Capital Integrated Services and Governance Initiative".

As mayor of the largest municipality in the Capital Region, and where the municipal ballot results were 88% in favour of local government reform, I appreciate the opportunity to comment on the approach outlined in the draft framework.

As mayors, we have a responsibility to demonstrate that we have heard the voices of people throughout the region, and any individual comments or suggestions otherwise by local elected officials undermines the potential benefit that can result from this initiative.

I trust my mayoral colleagues will agree that, despite the variety of referendum questions on the 2014 municipal ballot, there exists a strong groundswell of support among the electorate to examine local government services, and that it is imperative that we respond appropriately.

In that regard, it is important that we collectively recognize the extent to which our local residents have a sophisticated level of awareness and knowledge of local government services, or simply what's working and what's not working.

While it will be useful to identify and examine existing shared services (e.g. Greater Victoria Public Library), systemic problems in major service areas in our region must be frankly and openly acknowledged for this to be a fulsome and meaningful initiative.

Within that context, I offer the following comments:

1. Consultation with the public and stakeholders must be organized by the Province through its facilitator/consultant, and not left to local councils.
2. The Province's consultant should play a proactive role rather than act as a mere facilitator, and she/he must be completely independent with no preconceived views on what form local government should take. For this reason, academics with clear published biases would be unacceptable to act as the consultant.
3. All municipalities in the CRD must participate. Public opinion, various polls, and the referendum results all demand it.

4. The history of municipal cooperation or lack thereof, and the failure of the CRD Board to reach consensus on decisions that require compromise has resulted in the general public losing confidence in the ability of municipal leaders to put the interests of the entire region ahead of their own municipalities. How will the proposed "collaboration" and "continued conversations" differ from those stances adopted by local leaders in the past?
5. The role of the CRD and its effectiveness as a service provider in an environment of multiple municipalities must be included in the review. It is the "elephant in the room".
6. The timeline for completion of the study must be such that the electorate is able to vote on potential changes to local governance in a binding referendum on or before the 2018 municipal election. The electorate is expecting their referendum mandate to be acted upon; this is not an issue that will wane over time.

There is also an immediate need to communicate more information to the residents of Greater Victoria on the status of this initiative, as negative speculation tends to fill the void when other information is absent.

In closing, I am fully supportive of a governance review to commence as soon as possible, subject to my comments above, and thank you for the opportunity to review the draft framework.

Yours truly,

Richard Atwell
Mayor of Saanich

This message is intended only for the use of the individual or entity named above, and may contain information that is privileged, confidential or exempt from disclosure under applicable law. If you are not the intended recipient or their employee or agent responsible for receiving the message on their behalf your receipt of this message is in error and not meant to waive privilege in this message. Please notify us immediately, and delete the message and any attachments without reading the attachments. Any dissemination, distribution or copying of this communication by anyone other than the intended recipient is strictly prohibited. Thank you. Please consider the environment before printing this email.

CORRESPONDENCE SERVICES	
Received:	FEB 25 2016
Sent:	FEB 25 2016
ASSIGN TO:	
LG GS	
<input type="checkbox"/>	MINISTER'S RESPONSE
<input type="checkbox"/>	DM RESPONSE
<input type="checkbox"/>	DIRECT REPLY
<input type="checkbox"/>	NECESSARY ACTION
<input type="checkbox"/>	COMMENTS/ADVICE
<input type="checkbox"/>	FREEMER'S RESPONSE
<input checked="" type="checkbox"/>	INFO/FILE

XREF 165544
166117

Holland, Jodie CSCD:EX

166241

From: Fassbender.MLA, Peter <Peter.Fassbender.MLA@leg.bc.ca>
Sent: Saturday, February 13, 2016 7:42 PM
To: Minister, CSCD CSCD:EX
Subject: FW: Governance and Service Integration Opportunities for the CRD
Attachments: Feb 12 - Dann, Prov Govt, governance.pdf; GN Protocol.pdf

Follow Up Flag: Follow up
Flag Status: Completed

Categories: FYI/File

From: Jill Preston [<mailto:jpreston@oakbay.ca>]
Sent: February 12, 2016 4:28 PM
To: Dann, Michelle CSCD:EX <Michelle.Dann@gov.bc.ca>
Cc: Fassbender.MLA, Peter <Peter.Fassbender.MLA@leg.bc.ca>
Subject: Governance and Service Integration Opportunities for the CRD

Dear Ms. Dann:

Attached please find correspondence from Mayor Nils Jensen.

Sincerely,

Jill Preston
Administrative Secretary
The Corporation of the District of Oak Bay
2167 Oak Bay Avenue
Victoria, BC V8R 1G2
phone: (250)598.5311 ext. 7411
jpreston@oakbay.ca

CORRESPONDENCE SERVICES
Received: FEB 24 2016
ASSIGN TO: LG GS
<input type="checkbox"/> MINISTER'S RESPONSE
<input type="checkbox"/> GM RESPONSE
<input type="checkbox"/> DIRECT REPLY
<input type="checkbox"/> NECESSARY ACTION
<input type="checkbox"/> COMMENTS/ADVICE
<input type="checkbox"/> PRESIDENT'S RESPONSE
<input checked="" type="checkbox"/> INFO/FILE

xref 165544
166117



THE CORPORATION OF THE DISTRICT OF OAK BAY
MUNICIPAL HALL – 2167 OAK BAY AVENUE – VICTORIA, B.C. V8R 1G2
PHONE 250-598-3311 FAX 250-598-9108 WEBSITE: www.oakbay.ca

February 12, 2016

Michelle Dann
Governance and Structure Branch
Ministry of Community, Sport
And Cultural Development

Email: Michelle.Dann@gov.bc.ca

Dear Ms. Dann:

**Governance and Service Integration Opportunities
for the Capital Regional District**

This will acknowledge your correspondence received February 3, 2016, in respect to the above noted subject which was considered by Oak Bay Municipal Council on February 9, 2016.

At that time, Council adopted the following resolution:

That the Mayor be directed to write to the Minister of Community, Sport and Cultural Development to advise of the following:

- *The District of Oak Bay is interested in being involved in discussions that might take place regarding integration of services in the region;*
- *The Council feels the framework as proposed in the document forwarded to our Council requires more clarity as the goals are insufficiently defined.*

I have taken the liberty of providing you with a copy of a document prepared jointly by administrators from around the Capital Region outlining inter-municipal service integration that is already taking place. Entitled "Good Neighbor Protocol / Cooperative Efforts Inventory", it includes initiatives undertaken amongst municipalities in the region and is up to date as of January, 2016.

If you require further information or have any questions, please do not hesitate to contact me or our chief administrative officer, Helen Koning.

Yours truly,

Nils Jensen
Mayor

Attachment: Good Neighbor Protocol / Cooperative Efforts Inventory

cc: The Honourable Peter Fassbender, Minister of Community, Sport and Cultural
Development and Minister Responsible for Translink
Oak Bay Municipal Council



**GOOD NEIGHBOUR PROTOCOL
COOPERATIVE EFFORTS INVENTORY**
Updated: January 2016

	Cooperative Effort ¹	Function ²	Participants ³	No. of Years ⁴	Comments
1.	Tri-Municipal Council Meetings	Administration	North Saanich, Central Saanich, Sidney	22+	meeting - share info
2.	Area CAO Meetings	Administration	All Local Governments, School District, GVPL, CREST, Islands Trust	26+	meeting - share info - approx monthly
3.	Corporate Officers Group	Administration	All Local Governments	8+	meeting - share info
4.	Greater Victoria Labour relations Association	Administration	CRD, Victoria, Victoria/Esquimalt Police, Esquimalt, Oak Bay, North Saanich, Central Saanich, Sidney, Colwood, Metchosin, GVPL, McPherson Theatre, Royal Oak BP	20+	Joint Service Provision
5.	GIS/Natural Areas Atlas	Engineering	All Local Governments	55	CRD holds data - access to & input from all municipalities
6.	Saanich Peninsula Waste Water System	Engineering	Sidney, Central Saanich, North Saanich	47	CRD purchases (spacial data (orthos, Lidar, Planimetric) for all & provides assistance
7.	Refuse Disposal & Recycling	Engineering	All Local Governments	42	CRD delivers service
8.	Regional Trunk Sewer (Town of Sidney does not participate in any "regional" trunk sewers, just a small number of 'Peninsula' sewers.	Engineering	Oak Bay, Central Saanich, Saanich, Colwood, Sidney, Esquimalt, Victoria, Langford, View Royal	48	Not sure why Sidney would be listed here and not NS – both participate in funding Saanich Peninsula Wastewater, which includes 'peninsula' trunks. CRD delivers service
9.	Regional Water Supply	Engineering	All Local Governments	56+	Formerly, Greater Victoria Water Commission CRD delivers service

1. Cooperative Effort – any service, program, policy, or activity that involves sustained cooperation with another local government(s)
2. Function – the department, division, area, or function where the cooperative effort primarily resides
3. Participants – those local governments participating in a particular cooperative effort
4. Number of Years – best guess at approximate number of years the cooperative effort has been occurring.

	Cooperative Effort ¹	Function ²	Participants ³	No. of Years ⁴	Comments
10.	Saanich Peninsula Water Supply – Debt	Engineering	Sidney, Central Saanich, North Saanich	39	CRD delivers service
11.	Septage Disposal (No septage in Sidney – this is a product from septic tanks which we don't have)	Engineering	All Local Governments	41	CRD delivers service - regulates & contracts for regional provider
12.	Stormwater Quality Management	Engineering	Oak Bay, Saanich, Colwood, Esquimalt, Victoria, Langford, View Royal	22	CRD delivers service
13.	Saanich Peninsula Stormwater Quality Annual Report	Engineering	Central Saanich, North Saanich, Sidney, CRD		CRD delivers service
14.	Emergency repair clamps and couplings	Engineering	Victoria, Oak Bay, CRD, Saanich	26+	Reciprocal support
15.	Large diameter hot tapping of water mains	Engineering	Victoria, Oak Bay, CRD, Saanich	26+	Reciprocal support
16.	Pressure test and chlorination of new water mains	Engineering	Victoria, Oak Bay, CRD, Saanich	21+	Reciprocal support
17.	Central Saanich Integrated Stormwater Plan	Engineering	Saanich, Central Saanich, CRD	9	Flooding/Environmental CRD provides service
18.	Cross Border Agreements	Engineering	Victoria, Oak Bay, Saanich, View Royal	56+	Various road maintenance, street lighting, and utility servicing (water and sewer) functions Reciprocal support
19.	Joint Tendering (Town of Sidney does not participate in joint tendering)	Engineering	Victoria, Oak Bay, Sidney, Esquimalt, Saanich Oak Bay is out	14	Joint tendering process in purchase of road pavement marking paints. Project did not proceed but opportunity for it in coming years Rotating/shared service

1. Cooperative Effort – any service, program, policy, or activity that involves sustained cooperation with another local government(s)
2. Function – the department, division, area, or function where the cooperative effort primarily resides
3. Participants – those local governments participating in a particular cooperative effort
4. Number of Years – best guess at approximate number of years the cooperative effort has been occurring.

	Cooperative Effort ¹	Function ²	Participants ³	No. of Years ⁴	Comments
20.	Snow and Ice Removal	Engineering	Esquimalt, Oak Bay, Central Saanich, Highlands, View Royal, Victoria	118	Greater Victoria Cooperative Plan, cross jurisdictional transportation corridor snow clearing, sharing of municipal resources if required. Reciprocal support
21.	Police Services – Fleet Maintenance	Engineering	Various Municipalities Oak Bay is out	8	Occasional MVI inspections
22.	Police Vehicles – Fleet Maintenance	Engineering	Core Municipalities Oak Bay is out	8	Drive Team Unit Van maintenance, Regional Unit
23.	Police Vehicles – Fleet Maintenance	Engineering	Core Municipalities Oak Bay is out	7	Develop specifications as required for regional program vehicles (i.e. Drive Team Van)
24.	E&N Rail Trail	Engineering	CRD, Esquimalt, View Royal, Victoria	18	Now being coordinated by CRD Parks, initially this was an Esquimalt, Victoria, View Royal project. CRD delivers service
25.	BC Transit Study	Engineering	All CRD Municipalities, MOTH, BC Transit	7	In addition the CRD has collaborated on a Transit funding options report
26.	West Nile Reduction	Engineering	All local governments	12	Reciprocal support
27.	Local water distribution	Engineering	Victoria and Esquimalt	86+	Water distribution system – Victoria owns the system in both Victoria and Esquimalt and Victoria provides service to Esquimalt
28.	Yard Waste drop off	Engineering	Esquimalt and View Royal	14	One common yard waste drop off facility located in Esquimalt Esquimalt provides service for both munis
29.	Sewer maintenance and operation	Engineering	Esquimalt and View Royal	14	Only Includes pump stations
30.	Signage Fabrication Vehicle Identity / Striping	Engineering	Metchosin View Royal	7 11	Fabrication of a variety of specialty signs and striping of vehicles for the

1. Cooperative Effort – any service, program, policy, or activity that involves sustained cooperation with another local government(s)
2. Function – the department, division, area, or function where the cooperative effort primarily resides
3. Participants – those local governments participating in a particular cooperative effort
4. Number of Years – best guess at approximate number of years the cooperative effort has been occurring.

	Cooperative Effort ¹	Function ²	Participants ³	No. of Years ⁴	Comments
			Central Saanich City of Victoria CRD	16+ 26+ 16+	purpose of identification.
31.	Vehicular Bridge Maintenance	Engineering	View Royal, Saanich	16+	Craigflower Bridge
32.	Vehicular Bridge Maintenance	Engineering	Esquimalt, Saanich	46+	Tillicum Bridge
33.	Water/Sewer	Engineering	Oak Bay, Saanich	Up to 26+	Saanich providing sewer and water service to portions of UVic in Oak Bay.
34.	Water	Engineering	Central Saanich, Saanich	Up to 26+	Central Saanich providing water service to some properties in Saanich on Central Saanich Road.
35.	Highway 17 Task Force	Engineering	North Saanich, Central Saanich, Sidney	7	Joint project
36.	Traffic Safety	Engineering	Oak Bay, Saanich, Esquimalt, Victoria, Langford, Central Saanich, Sidney, Sooke, Highlands		CRD appoints and funds a traffic safety Commission
37.	Inflow and Infiltration Enhancement Program	Engineering	All Local Governments		CRD Service excludes Sooke and EA's under Liquid Waste Management Plans
38.	Colwood/Langford Sewer	Engineering	Colwood, Langford		CRD delivers service - including lines that go through Colwood with Langford flow
39.	Sanitary Sewer (2015)	Engineering	Highlands, Langford		Highlands connected to Langford Sewer System Langford provides Sewer to part of the Highlands
40.	On-Site Sewer Systems Management Program	Engineering	Saanich, View Royal, Colwood, Langford		CRD delivers service under Liquid Waste Management Plan
41.	Regional Source Control Program	Engineering	All Local Governments		CRD delivers service
42.	Liquid Waste Management	Engineering	All Local Governments		CRD delivers service

1. Cooperative Effort – any service, program, policy, or activity that involves sustained cooperation with another local government(s)
2. Function – the department, division, area, or function where the cooperative effort primarily resides
3. Participants – those local governments participating in a particular cooperative effort
4. Number of Years – best guess at approximate number of years the cooperative effort has been occurring.

	Cooperative Effort ¹	Function ²	Participants ³	No. of Years ⁴	Comments
43.	SCADA – flow monitoring	Engineering	CRD, Oak Bay, Esquimalt, C. Saanich, N. Saanich, Sidney, View Royal	11+	CRD delivers service under sewer & water
44.	Finance Directors	Finance	All Local Governments	26+	meetings - share info
45.	Water Consumption data	Finance	All Local Governments	9	CRD collects & Municipalities collect & CRD collates
46.	Tax Collectors meetings	Finance	All Local Governments	18	meeting - share info
47.	Computer training courses	Finance	All Local Governments	12	When one of us arranges a training session, other municipalities can send people. Reciprocal - if space - other local gov't staff can come
48.	PSAB Working Groups	Finance	All Local Governments	7.5	adhoc working groups to address issues implementing new PSAB rules (e.g. TCA, contaminated sites) Joint project - adhoc groups to address PSAB proposed changes
49.	Engineering Geodata sharing	Finance	All Local Governments	9	
50.	Intermunicipal Business Licences	Finance	All Local Governments	14	Joint service delivery - common license across region
51.	Debt Service	Finance	All Local Governments		CRD delivers service through Municipal Finance Authority (MFA)
52.	Technology, software, hardware, applications, standards, policies, practices	IT	Victoria, CRD, Nanaimo, Campbell River, Vancouver, Kamloops, Kelowna, Abbotsford, Coquitlam, Langely, North Vancouver, Delta, Richmond, Oak Bay, Central Saanich, Delta, Richmond, New Westminster, White Rock, Esquimalt, Sidney, Colwood, Langford, View Royal	10+	Sharing insights and experiences with other Municipal organizations meetings to share information and joint training

1. Cooperative Effort – any service, program, policy, or activity that involves sustained cooperation with another local government(s)
2. Function – the department, division, area, or function where the cooperative effort primarily resides
3. Participants – those local governments participating in a particular cooperative effort
4. Number of Years – best guess at approximate number of years the cooperative effort has been occurring.

	Cooperative Effort ¹	Function ²	Participants ³	No. of Years ⁴	Comments
53.	MISA - Municipal Information Systems Association	IT	All municipal organizations across BC	10+	MISA BC exists to promote greater co-operation among local government staff in the IT field by sharing information and developing common solutions on a broader and cost-effective scale Training & Courses & Conference
54.	IT advice and guidance	IT	Local Government Municipal Association	2	Providing IT related advice to the LGMA association Providing IT related advice to the LGMA
55.	GIS related advice and information	IT	CRD, Victoria, Burns Lake, Sidney, Langford, Oak Bay, Esquimalt, View Royal	6	Requests for advice, assistance and opinions on GIS related matters.
56.	GIS Municipal Group	IT	CRD, Central Saanich, Colwood, Esquimalt, Highlands, Langford, Metchosin, North Saanich, Oak Bay, Sidney, Sooke, Victoria, View Royal	10	GIS staff from CRD and Member municipalities meet every 3- 4 months to share information and expertise. meeting - share info - approx quarterly
57.	Digital Mapping Service	IT		7	Highlands contracts Langford for Service Langford provides mapping service to Highlands under contract
58.	Greater Victoria Fire Chief's Meetings	Fire	All local governments	15+ 25 +	Meetings - share information & coordinate
59.	Core Fire Chief's Meeting	Fire	Oak Bay, Saanich, Victoria, Esquimalt	9	Meeting - share information & coordinate
60.	Fire Mutual Aid Agreement	Fire	Sidney, Central Saanich, North Saanich, Victoria Airport Authority		Reciprocal support
61.	Fire Mutual Aid Agreement	Fire	Esquimalt, , Victoria, Oak Bay, Saanich	25+	This agreement is out of date since 2008 ish and has not been renewed.

1. Cooperative Effort – any service, program, policy, or activity that involves sustained cooperation with another local government(s)
2. Function – the department, division, area, or function where the cooperative effort primarily resides
3. Participants – those local governments participating in a particular cooperative effort
4. Number of Years – best guess at approximate number of years the cooperative effort has been occurring.

	Cooperative Effort ¹	Function ²	Participants ³	No. of Years ⁴	Comments
					Our Fire Chiefs should explore discussions to explore future needs. Doesn't Exist anymore
62.	Fire Mutual Aid Agreement	Fire	Highlands, Colwood, Langford, View Royal, Willis Point (CRD)	20 +	
63.	Greater Victoria Fire Training Officer's Meetings	Fire	All Fire Departments – Sooke - Sidney	20+	Ongoing every two months meeting - share information - every 2 mos
64.					
65.	Greater Victoria Fire Prevention Officers Meetings	Fire	All GV Fire Departments	25 +	duplicate maybe
66.	Automatic Aid Fire Agreement	Fire	Colwood and View Royal	9	Reciprocal support
67.	Social Services	Fire	Colwood and View Royal	9	Reciprocal support
68.	Local Government Emergency Programmers Advisory Committee	Fire	All local governments	6	
69.	Esquimalt Emergency Programs	Community Safety	Esquimalt, Victoria/Esquimalt ESS, CFB Esquimalt, Victoria Police, Ambulance	11	
70.	Regional Emergency Program Advisory Commission	Community Safety	All local governments, provincial government, DND, Hydro, Gas, Coroner, Airport authority, Utilities	6(?)	CRD Bylaw establishes staff commission to share information and collaborate
71.	Local Government Bylaw Notice Working Group	Community Safety	All municipalities using BON's and Provincial Government	1	Joint Project - work with Province re implementation
72.	Critical Incident Stress Management Team	Fire	Core Fire Departments	8+	Joint administration
73.	Automatic Aid Arrangement for High Rise Incident Response	Fire	Core Fire Departments	7	No agreement exists. This may be added to the review of the core mutual aid agreement

1. Cooperative Effort – any service, program, policy, or activity that involves sustained cooperation with another local government(s)
2. Function – the department, division, area, or function where the cooperative effort primarily resides
3. Participants – those local governments participating in a particular cooperative effort
4. Number of Years – best guess at approximate number of years the cooperative effort has been occurring.

	Cooperative Effort ¹	Function ²	Participants ³	No. of Years ⁴	Comments
					Reciprocal support
74.	Fireworks Regulations	Fire	Central Saanich, Colwood, Esquimalt, Highlands, Langford, Metchosin, North Saanich, Oak Bay, Saanich, Sidney, Sooke, View Royal	9	
75.	Tower Crane Agreement	Fire	Saanich, Victoria	5	Expires in April 2016
76.	Tower Crane Rescue Service	Fire	, Esquimalt, Saanich, Sidney, Colwood, View Royal	1 – 45 – 9	
77.	Fire Services Agreement for Durrance Road	Fire	CRD, Saanich	16	Saanich provides Fire Protection to CRD (for Durrance Road area)
78.	Fire Mutual Aid Agreement	Fire	Esquimalt, View Royal	33+	This agreement is out of date since 2008 ish and has not been renewed. Our Fire Chiefs should explore discussions to explore future needs. Esquimalt, View Royan, expired agreement in 2008
79.	Extreme Weather Protocol	Fire	Victoria, BC Housing, VIHA, Saanich	7+	
80.	Emergency Planning & Response, Volunteer Support	Fire	Provincial Emergency Program, All Local Governments	25+	
81.	Fire Dispatch (Saanich)	Fire	Saanich, Oak Bay, Central Saanich, Sidney, Esquimalt, North Saanich, View Royal, Colwood	10	Ongoing, Esquimalts renewal of the contract is in March 2016 Saanich delivers service to other municipalities under contract
82.	Fire Dispatch (Langford)	Fire	Sooke, Highlands, Langford, Metchosin	11	

1. Cooperative Effort – any service, program, policy, or activity that involves sustained cooperation with another local government(s)
2. Function – the department, division, area, or function where the cooperative effort primarily resides
3. Participants – those local governments participating in a particular cooperative effort
4. Number of Years – best guess at approximate number of years the cooperative effort has been occurring.

	Cooperative Effort ¹	Function ²	Participants ³	No. of Years ⁴	Comments
83.	Fire Dispatch (CRD)	Fire	Langford, Highlands, Metchosin, Sooke, CRD (Electoral Areas)	25	CRD delivers service (& CRD contracts with Langford for the actual service delivery) CRD Program
84.	Hazardous Material Incident Response	Fire	All Local Governments Hazmat – Oak Bay Lead	8	CRD delivers service (funds local firefighters training for HAZMAT & provides vehicles & equipment)
85.	Community Wildfire Protection Plan	Fire	CRD, View Royal	7+	CRD/View Royal Agreement
86.	Confined Spaces Agreement	Fire	UVic, Saanich, Oak Bay	5+	
87.	Search and Rescue Searches for Missing Persons	Police	Local Government SAR Teams, PEP	21+	Reciprocal Support (SAR Teams) & funding from PEP
88.					CRD/View Royal Agreement
89.	Compensation, job evaluation, job descriptions, policies & procedures, forms, contacts and research. ~some organizations contact us regularly for information where some are yearly, example surveys.	Human Resources	1. CRD 2. Victoria 3. Nanaimo 4. Kamloops 5. Kelowna 6. Abbotsford 7. Coquitlam 8. Langley 9. North Vancouver 10. Delta 11. Richmond 12. Greater Victoria Public Library 13. Central Saanich 14. Metro Van 15. New Westminster 16. Cowichan Valley	Nos. 1 – 22 are 28 years	Reciprocal responses to queries

1. Cooperative Effort – any service, program, policy, or activity that involves sustained cooperation with another local government(s)
2. Function – the department, division, area, or function where the cooperative effort primarily resides
3. Participants – those local governments participating in a particular cooperative effort
4. Number of Years – best guess at approximate number of years the cooperative effort has been occurring.

	Cooperative Effort ¹	Function ²	Participants ³	No. of Years ⁴	Comments
			17. White Rock 18. Municipal Human Resources Inc. 19. City of Vancouver 20. West Kelowna 21. LGMA 22. Swan Lake 23. Colwood Fire Hall 24. Rowing Canada 25. Guelf 26. York Region 27. Town of Newmarket	Nos. 23 – 28 are within the last 2 years	
90.	Provided training for:	Human Resources	1. Central Saanich 2. Esquimalt 3. Rowing Canada 4. Victoria City Rowing Club	Within last 4 years	
91.	Organizations whose staff have attended our internal courses:	Human Resources	1. Central Saanich 2. Esquimalt 3. CRD 4. Town of Ladysmith	Within last 4 years	
92.	Accommodation and Return to Work Information	Human Resources	1. Kelowna 2. Victoria	Within last 4 years	
93.	BC Municipal Safety Association (BCMSA)	OHS	All Local Governments	21	Training & Courses - including conference & courses
94.	Safety Training	OHS	All Local Governments	16	
95.	Safety and Disability Management Advisory Services	OHS	All Local Governments	16	
96.	Victoria Family Court Building/Committee	Other	All Local Governments	47	CRD delivers service - statutory requirement

1. Cooperative Effort – any service, program, policy, or activity that involves sustained cooperation with another local government(s)
2. Function – the department, division, area, or function where the cooperative effort primarily resides
3. Participants – those local governments participating in a particular cooperative effort
4. Number of Years – best guess at approximate number of years the cooperative effort has been occurring.

	Cooperative Effort ¹	Function ²	Participants ³	No. of Years ⁴	Comments
97.	Animal Control	Other	Sooke, Highlands, Metchosin, Esquimalt	36	Sidney is part of CRD Animal Control CRD delivers service, some by requisition, some by agreement
98.	Animal Control	Community Safety	Esquimalt, Victoria	4	Victoria and Esquimalt each buy service from same private provider
99.	Royal Oak Burial Park	Other	Victoria, Saanich	91	Joint ownership
100.	Greater Victoria Public Library	Other	Victoria, Esquimalt, Oak Bay, Saanich, Central Saanich, Colwood, Highlands, Langford, Metchosin, View Royal.	49	GVPL extends service to the following First Nations in our service area: Esquimalt Nation, Sian'new (Beecher Bay) First Nation, Songhees Nation, Tsartlip First Nation, Tsawout First Nation and to the Juan de Fuca Electoral Area, via a contract for service. Joint Service Provision - Victoria's Library operated by the group of municipalities
101.	Vancouver Island Regional Library	Other	Sidney, North Saanich, Sooke CRD (part of JDF Electoral Area) North Saanich, Sidney, Sooke		Service jointly run with many Vancouver Island municipalities
102.	Health Facilities Planning Division administers a 10 year capital plan for development and enhancement of health infrastructure in the Region	Other	All Local Governments		CRD delivers Hospital District service to all 13 municipalities & electoral areas
103.	By-Law Enforcement	Other	Metchosin, Highlands, Juan de Fuca Electoral Area, Salt Spring Island Electoral Area, Southern Gulf Islands Electoral Area		CRD delivers service and 2 municipalities contract with CRD for it

1. Cooperative Effort – any service, program, policy, or activity that involves sustained cooperation with another local government(s)
2. Function – the department, division, area, or function where the cooperative effort primarily resides
3. Participants – those local governments participating in a particular cooperative effort
4. Number of Years – best guess at approximate number of years the cooperative effort has been occurring.

	Cooperative Effort ¹	Function ²	Participants ³	No. of Years ⁴	Comments
			CRD 3 Electoral Areas, Highlands, Metchosis		
104.	Dog Licensing	Other	Colwood, Langford, Metchosis, Highlands, Sooke, Juan de Fuca Electoral Area, Salt Spring Island Electoral Area, Southern Gulf Islands Electoral Area		(CRD wants to delete)
105.	CRD Community Planning	Planning	CRD Juan de Fuca EA, C Saanich, Colwood, Langford, Metchosis, Saanich		CRD delivers service to JDF EA with help from surrounding municipalities who participate in Public Hearings & vote at the CRD Board
106.	Juan de Fuca Electoral Area Local Planning	Other	Metchosis, Central Saanich, CRD		
107.	Community Health	Other	All Local Governments		CRD delivers service, includes Health Regulation & Health Bylaws
108.	Air spade sharing	Parks	Victoria, Oak Bay	9	Joint purchase, shared for tree work by the two municipalities Joint Ownership of equipment for tree work
109.	Measuring Up SPARK BC (accessibility program)	Parks & Recreation	All local governments	8	Provincial Program
110.	Falls Prevention Program for Frail Adults	Parks & Recreation	, Saanich, VIHA	7	
111.	Sport Field Renovations	Parks & Recreation	Esquimalt, School Districts, Saanich	16+	Special work done on cost recovery basis
112.	Staff Training	Parks & Recreation	Oak Bay, VIHA, Victoria, Saanich	8	Staff training/education, pesticide applicators training Training VIHA provides pesticide applicators training to group

1. Cooperative Effort – any service, program, policy, or activity that involves sustained cooperation with another local government(s)
2. Function – the department, division, area, or function where the cooperative effort primarily resides
3. Participants – those local governments participating in a particular cooperative effort
4. Number of Years – best guess at approximate number of years the cooperative effort has been occurring.

	Cooperative Effort ¹	Function ²	Participants ³	No. of Years ⁴	Comments
113.	VI Parks & Grounds Assoc	Parks & Recreation	All Local Governments, SD, UVIC & Camosun	32+	Training - meeting - share information
114.	Parks Managers Meeting	Parks & Recreation	All Local Governments	8	meeting - share information
115.	Playground Surfacing purchasing	Parks and Recreation	CRD Parks, School District 61, Oak Bay, Victoria, Esquimalt, Saanich	16	Shared orders for engineered wood chip playground surfacing Joint purchasing
116.	Equipment Sharing	Parks & Recreation	Saanich, Victoria, Oak Bay Esquimalt,	26+	Reciprocal support
117.	Parks Planner Meetings	Parks & Recreation	All Local Governments, Parks Canada	8	Meeting - share Info
118.	Galloping Goose/Lochside Trail Meeting	Parks & Recreation	All Local Governments Oak Bay out	11+	CRD Service - includes bylaw enforcement collaboration with municipalities
119.	Gorge Waterway Initiative	Parks & Recreation	CRD, Victoria, Saanich, Esquimalt, View Royal & NGOs	11+	CRD Service - includes bylaw enforcement collaboration with municipalities
120.	Recreation Integration Victoria (RIV)	Parks & Recreation	Victoria, Oak Bay, Saanich, Esquimalt, Panorama, Westshore	26	Service supported by all municipalities for integration of persons with disabilities into recreation programs; cost share basis. Joint Service - cost shared - to integrate persons with disabilities into recreation programs
121.	Intermunicipal Aquatics Coordinators	Parks & Recreation	All Local Governments	21+	Information and program sharing meetings, 4 – 6 times per year.

1. Cooperative Effort – any service, program, policy, or activity that involves sustained cooperation with another local government(s)
2. Function – the department, division, area, or function where the cooperative effort primarily resides
3. Participants – those local governments participating in a particular cooperative effort
4. Number of Years – best guess at approximate number of years the cooperative effort has been occurring.

	Cooperative Effort ¹	Function ²	Participants ³	No. of Years ⁴	Comments
					Meeting - share info
122.	Intermunicipal Recreation Committee – 2 groups, 1 for Directors and 1 for Managers	Parks & Recreation	All local Governments, YM/YWCA, PISE	16+	Programs Involved: <ul style="list-style-type: none"> • Coast Capital Swims/Skates • GROOVY (youth programmers) • Aquatics Program – Regional meetings (Aquatic Coordinators) • Regional Annual Recreation Pass Campaign • Aquatics Bursary Program (Aquatic Coordinators) • May Pass (Active Communities GV) • Young Chefs on the Run Pass (Active Communities GV) • Active Communities Campaign • Healthy Food Initiatives – Thrifty Foods • LIFE Program • BC Youth Week Regional Planning (Youth Programmers) • Fit in Fitness Website • TC 10K Run Clinics • Canadian Tire Jump Start Program • Active Parent Pass • HARA – Health and Recreation (Island Health) • Kidsport • Eat Well Get Moving (Thrifty Foods)

1. Cooperative Effort – any service, program, policy, or activity that involves sustained cooperation with another local government(s)
2. Function – the department, division, area, or function where the cooperative effort primarily resides
3. Participants – those local governments participating in a particular cooperative effort
4. Number of Years – best guess at approximate number of years the cooperative effort has been occurring.

	Cooperative Effort ¹	Function ²	Participants ³	No. of Years ⁴	Comments
					<ul style="list-style-type: none"> • Prescription to Health (Active Communities GV) • Regional Drowning Prevention Campaign • Advanced Aquatics Joint Recruitment Program • Joint Staff Training • Regional Learn to Skate Program (BCRPA 2015 award recipient) • Positive Ticketing Program in partnership with regional police depts./RCMP • Support of annual Island Fitness Conference • Healthy Kids R Us Initiative • Regional Assessment of Drop-in Fees and Charges
123.	Arts	Parks & Recreation	Victoria, Esquimalt, Oak Bay, Saanich, CRD Oak Bay out	11+	<ul style="list-style-type: none"> • Public art lectures series • Public art inventory <p>CRD maintains Public Art Website Landmarks Lecture series?</p>
124.	JdF – Centennial Pool – Debt/Public Building/Public Building – Tech. Wing	Parks & Recreation	Colwood, Highlands, Langford, Metchosin, View Royal	43	
125.	Westshore Parks & Recreation Complex	Parks & Recreation	Colwood, Highlands, Langford, Metchosin, View Royal		Joint Service Delivery
126.	Panorama Recreation Center/Peninsula Community Recreation	Parks & Recreation	Central Saanich, North Saanich, Sidney	39	CRD delivers service
127.	Regional Parks	Parks & Recreation	All Local Governments	50	CRD delivers service

1. Cooperative Effort – any service, program, policy, or activity that involves sustained cooperation with another local government(s)
2. Function – the department, division, area, or function where the cooperative effort primarily resides
3. Participants – those local governments participating in a particular cooperative effort
4. Number of Years – best guess at approximate number of years the cooperative effort has been occurring.

	Cooperative Effort ¹	Function ²	Participants ³	No. of Years ⁴	Comments
128.	Royal Theatre	Parks & Recreation	Oak Bay, Saanich, Victoria	42	CRD delivers service
129.	Arts Grants/Arts Development Office	Parks & Recreation	Esquimalt, Highlands, Metchosin, Oak Bay, Saanich, Victoria, View Royal	14	CRD delivers service
130.	CRD Arts	Parks & Recreation		2	Highlands participates as Tier 2 participant
131.	Regional Parks By-Law Enforcement	Parks & Recreation	CRD, Saanich, Victoria, West Shore RCMP, Langford	11+ for some participants	
132.	Sooke Regional Museum	Parks & Recreation	CRD		CRD funds service
133.	Joint Recreation Software Replacement RFP	Parks and Recreation	Victoria, Saanich, Oak Bay, WestShore Parks & Recreation, Esquimalt		a joint committee is coordinating the replacement of software, as the current software will no longer be supported beyond 2017.
134.					
135.	Vancouver Island Development Officers Group	Planning	Vancouver Island Municipalities	7	Information sharing
136.	Pesticide Use Reduction Education	Planning	All Local Governments Oak Bay out	8	
137.	Climate Action	Planning	All Local Governments		CRD delivers service which helps municipalities and community
138.	Environmental Roundtable	Planning	All Local Governments	24	CRD delivers service
139.	Regional Growth Strategy	Planning	All Local Governments	10	CRD delivers service
140.	Regional Housing Trust Fund	Planning	Oak Bay, Central Saanich, Saanich, Esquimalt, Sooke, Victoria, View Royal, Metchosin, North Saanich, Highlands	41	Highlands is now a full participant for last 2 years CRD delivers service
141.	Regional Planning Services	Planning	All Local Governments	46	CRD delivers service

1. Cooperative Effort – any service, program, policy, or activity that involves sustained cooperation with another local government(s)
2. Function – the department, division, area, or function where the cooperative effort primarily resides
3. Participants – those local governments participating in a particular cooperative effort
4. Number of Years – best guess at approximate number of years the cooperative effort has been occurring.

	Cooperative Effort ¹	Function ²	Participants ³	No. of Years ⁴	Comments
142.	CRD Development & Planning Advisory (Staff) Committee	Planning	All Local Governments	26+	CRD delivers service - staff committee a requirement of service
143.	Core Area Planning Directors Meeting	Planning	Victoria, Esquimalt, Oak Bay, Saanich, View Royal	11	meeting - share information
144.	Regional Arts (Staff) Meeting	Planning	Victoria, Esquimalt, CRD and Saanich	8	CRD Public Art website and Landmarks Lecture Series CRD delivers service - joint project
145.	Planning Lecture Series	Planning	Victoria, Saanich (and UVIC)	9	Training
146.	Subdivision Application Review	Planning	Metchosis, Saanich	8	
147.	Building & Plumbing Officials monthly meeting	Planning	All Local Governments	26+	Meeting - share information
148.	Peninsula Agricultural Commission	Planning	Saanich, North Saanich, Central Saanich, Sidney, Metchosis	16+	Meeting - share information and advise Local Governments on Agriculture
149.	Regional Information Services	Planning	All Local Governments		CRD delivers service
150.	Capital Region Emergency Services Telecommunications (CREST) 9-1-1	Police	All Local Governments	5	Joint Service provision & CRD delivers some regional funding
151.	Persons with mental health issues Integrated Mobile Crisis Response Team	Police	RCMP, Central Saanich, Saanich, Oak Bay, Victoria, VIHA VIHA & Police depts within CRD	9	VIHA delivers service with Local Area Police Departments
152.	Forensic identification services, keep of prisoners, K9, traffic analysis, computer forensic - Operational Support. Computer forensics is now integrated with Victoria Police	Police	Oak Bay, Saanich	<1	

1. Cooperative Effort – any service, program, policy, or activity that involves sustained cooperation with another local government(s)
2. Function – the department, division, area, or function where the cooperative effort primarily resides
3. Participants – those local governments participating in a particular cooperative effort
4. Number of Years – best guess at approximate number of years the cooperative effort has been occurring.

	Cooperative Effort ¹	Function ²	Participants ³	No. of Years ⁴	Comments
	and services Victoria, Oak Bay. Established July 2015				
153.	Organized crime - Combined Forces Special Enforcement Unit (CFSEU)	Police	RCMP, Municipal Police, Saanich	31 +	
154.	Tip line - Crime Stoppers	Police	RCMP, Central Saanich, Saanich, Oak Bay, Victoria	26	
155.	Intelligence - Criminal Intelligence Service BC/YT (CISBC)	Police	RCMP, Municipal Police, Saanich	11	
156.	Crisis negotiation - Crisis Negotiation Team	Police	Central Saanich, Saanich, Oak Bay, Victoria	11	
157.	Riot squad - Crowd Management Unit (CMU)	Police	Central Saanich, Saanich, Oak Bay, Victoria	11	
158.	Complaint receipt and dispatch - Dispatch	Police	Saanich, Oak Bay	11	
159.	Underwater search and recovery - Greater Victoria Dive Team	Police	Central Saanich, Saanich, , Victoria	11	
160.	Emergency response - Greater Victoria Emergency Response Team (ERT)	Police	Central Saanich, Saanich, Oak Bay, Victoria	38	
161.	Saanich partnered with the Vancouver Island Integrated Major Crime Unit in April 2013. Investigates all homicides.	Police	Saanich, Oak Bay, Victoria, RCMP	2	
162.	Auto crime - Integrated Municipal Provincial Auto Crime Task Force (IMPACT)	Police	RCMP, Municipal Police,	11	
163.	National security - Integrated National Security Enforcement Team (INSET)	Police	RCMP, Municipal Police	5+	
164.	Traffic - Integrated Road Safety Unit (IRSU)	Police	RCMP, Central Saanich, Oak Bay, Saanich, Victoria	11	
165.	Sexual predators - Integrated Sexual Predator Team (ISPOT)	Police	RCMP, Central Saanich, Saanich, Oak Bay, Victoria	11	

1. Cooperative Effort – any service, program, policy, or activity that involves sustained cooperation with another local government(s)
2. Function – the department, division, area, or function where the cooperative effort primarily resides
3. Participants – those local governments participating in a particular cooperative effort
4. Number of Years – best guess at approximate number of years the cooperative effort has been occurring.

	Cooperative Effort ¹	Function ²	Participants ³	No. of Years ⁴	Comments
166.	Intelligence	Police	Saanich, Central Saanich, Oak Bay	11	
167.	Specialized investigative functions (non homicide), serious crimes, financial crimes, child abuse, youth, street crime unit - Investigative Services	Police	Saanich, Oak Bay	8	
168.	Computer forensics is now integrated with Victoria Police. Integrated Tech Crime Unit (TCU). Established July 2015	Police	Saanich, Victoria,	<1	
169.	Youth in crisis - Mobile Youth Services Team (MYST)	Police	RCMP, Central Saanich, Saanich, Oak Bay, Victoria	11	
170.	Multi-jurisdictional serious crimes investigation - Multi-Jurisdictional Serious Crime Task Force	Police	RCMP, Central Saanich, Oak Bay, , Saanich, Victoria	26	
171.	Internet child exploitation - National Child Exploitation Coordination Centre (NCECC)	Police	RCMP, Municipal Police,	10	
172.	Training - Police Academy	Police	Municipal Police, Saanich	40	
173.	Superintendency of policing - Police Services Division, Ministry of Public Safety & Solicitor General	Police	Municipal Police	9	
174.	Undercover operations - Provincial Undercover Coordinator	Police	RCMP, Municipal Police	5+	
175.	Use of force standards - Provincial Use of Force Coordinator	Police	RCMP, Municipal Police, Saanich	11	
176.	Use of force standards - Provincial/Municipal ERT Coordinator	Police	Municipal Police	11	

1. Cooperative Effort – any service, program, policy, or activity that involves sustained cooperation with another local government(s)
2. Function – the department, division, area, or function where the cooperative effort primarily resides
3. Participants – those local governments participating in a particular cooperative effort
4. Number of Years – best guess at approximate number of years the cooperative effort has been occurring.

	Cooperative Effort ¹	Function ²	Participants ³	No. of Years ⁴	Comments
177.	Restorative Justice	Police	Victoria, Oak Bay	1	
178.	Saanich Reserve Police - Reserve Police	Police	Oak Bay, Victoria, Saanich	9	
179.	Accident reconstruction - Traffic Accident Analysis	Police	Saanich, Oak Bay, Central Saanich	9	
180.	Use of force/firearms training - Use of Force	Police	Saanich, Oak Bay	9	
181.	Victim assistance - Victim Services	Police	RCMP, Central Saanich, Saanich, Oak Bay, Victoria	26	
182.	Greater Victoria Police Victim Services - assistance to victims of crime	Emergency Services	All municipalities except Sooke (my recollection is that they didn't have enough resources to support the Sooke detachment)		CRD provides funding to Non Profit joint service provider, N Saanich pays directly
183.	High risk domestic violence investigations - Regional Domestic Violence Unit (RDVU)	Police	Saanich, Oak Bay, Victoria, RCMP, MCFD, Victim Services	5	
184.	Joint RCMP Detachment	Police	Sidney, North Saanich Colwood, Highlands, Langford, Metchosin, N Saanich, Sidney, Sooke, View Royal, CRD (3 EAs)		Joint Service Delivery - these areas served by RCMP - Local government & provincially funded, Provincially administered,
185.	Rotary Baseball Field Maintenance	Parks	Sidney, North Saanich		Sidney provides for facility located in NS
186.	Seniors Centre	Facilities	Sidney, North Saanich		
187.	Sidney Lions Foodbank	Facilities	Sidney, North Saanich		Operating & Mlce Costs
188.	Rotary Park, North Saanich	Parks & Recreation	N Saanich, Sidney		
189.	Seniors Centre	Community Health	N Saanich, Sidney		
190.	Sidney Lions Foodbank	Community Health	N Saanich, Sidney		Operating and Maintenance costs

1. Cooperative Effort – any service, program, policy, or activity that involves sustained cooperation with another local government(s)

2. Function – the department, division, area, or function where the cooperative effort primarily resides

3. Participants – those local governments participating in a particular cooperative effort

4. Number of Years – best guess at approximate number of years the cooperative effort has been occurring.

	Cooperative Effort ¹	Function ²	Participants ³	No. of Years ⁴	Comments
191.	Regional 911	Emergency Services	All Local Governments	35	CRD delivers service
192.	Police Computer Forensics - since July 2015?	Police Services	Oak Bay, Saanich, Victoria/Esquimalt		
193.	Various Police collaborative items	Police Services	mixed - suggest: (C. Saan, Oak Bay, Saanich, Vic/Esq, RCMP), (C. Saan, Oak Bay, Saanich, Vic/Esq), (Oak Bay, Saanich), etc		List of shared or co-operative services is confusing - maybe list sharing groups & list their shared services - I'm not sure Oak Bay is really excluded as much as indicated
194.	Police Fleet Maintenance- Drive Team Unit: Van mltce & develop specs as required		Core Municipalities	7	
195.	Regional Emergency Program Support	Community Safety	All Local Governments		CRD delivers service - coordination - is this really #88?
196.	Training - Human resources	Human Resources	C Saanich, Esquimalt, Rowing Canada, Victoria City Rowing Club		
197.	Victoria-Esquimalt Joint Policing	Police Services	Victoria & Esquimalt		Joint Service Delivery - Victoria administers, Municipal Governance is shared (Joint Police Board)
198.	Joint RFP for audit services		Victoria, Saanich, Central Saanich, North Saanich and Oak Bay		
199.	Greater Victoria Joint Purchasing Group		all Greater Victoria municipalities, school district and CRD		joint purchasing opportunities and information sharing
200.	Metro Vancouver Municipal Purchasing Group		lower mainland and Fraser Valley municipalities, Victoria, Saanich, Nanaimo, Campbell River, Kelowna		information sharing
201.	Purchasing card group		un by Shared Services and all municipalities in BC can partake		co-operative purchasing opportunities
202.	BC Petroleum Purchasing Group		all BC municipalities can partake		co-operative purchasing opportunities for petroleum products

1. Cooperative Effort – any service, program, policy, or activity that involves sustained cooperation with another local government(s)
2. Function – the department, division, area, or function where the cooperative effort primarily resides
3. Participants – those local governments participating in a particular cooperative effort
4. Number of Years – best guess at approximate number of years the cooperative effort has been occurring.

1. Cooperative Effort – any service, program, policy, or activity that involves sustained cooperation with another local government(s)
 2. Function – the department, division, area, or function where the cooperative effort primarily resides
 3. Participants – those local governments participating in a particular cooperative effort
 4. Number of Years – best guess at approximate number of years the cooperative effort has been occurring.
-



TOWN OF VIEW ROYAL

45 View Royal Avenue, Victoria, BC, Canada V9B 1A6

Ph. 250-479-6800 • Fx. 250-727-9551 • E. info@viewroyal.ca • www.viewroyal.ca

February 9, 2016

Ministry of Community, Sport & Cultural Development and
Minister Responsible for TransLink
PO Box 9056 Stn. Prov. Govt.
Victoria, BC
V8W 9E2

Attention: Minister Peter Fassbender

Dear Min. Fassbender:

Re: Governance and Service Integration Opportunities for the Capital Region

At the Council meeting held February 2, 2016, Council was in receipt of your letter dated January 29, 2016 regarding governance and service integration opportunities for the Capital Region.

If you have any further questions or concerns, please do not hesitate to contact this office.

Yours truly,
TOWN OF VIEW ROYAL

Elena Bolster
Deputy Municipal Clerk

MINISTRY OF COMMUNITY, SPORT AND CULTURAL DEVELOPMENT MINISTER'S OFFICE	
RECEIVED	
FEB 10 2016	
ROUTE TO: _____	
CC: _____	
DRAFT REPLY <input type="checkbox"/>	DM <input type="checkbox"/> FV/FILE <input checked="" type="checkbox"/>
REPLY DIRECT <input type="checkbox"/>	FVA <input type="checkbox"/>



Recycled Paper



THE CORPORATION OF THE DISTRICT OF OAK BAY
MUNICIPAL HALL – 2167 OAK BAY AVENUE – VICTORIA, B.C. V8R 1G2
PHONE 250-598-3311 FAX 250-598-9108 WEBSITE: www.oakbay.ca

February 12, 2016

Michelle Dann
Governance and Structure Branch
Ministry of Community, Sport
And Cultural Development

Email: Michelle.Dann@gov.bc.ca

Dear Ms. Dann:

**Governance and Service Integration Opportunities
for the Capital Regional District**

This will acknowledge your correspondence received February 3, 2016, in respect to the above noted subject which was considered by Oak Bay Municipal Council on February 9, 2016.

At that time, Council adopted the following resolution:

That the Mayor be directed to write to the Minister of Community, Sport and Cultural Development to advise of the following:

- *The District of Oak Bay is interested in being involved in discussions that might take place regarding integration of services in the region;*
- *The Council feels the framework as proposed in the document forwarded to our Council requires more clarity as the goals are insufficiently defined.*

I have taken the liberty of providing you with a copy of a document prepared jointly by administrators from around the Capital Region outlining inter-municipal service integration that is already taking place. Entitled "Good Neighbor Protocol / Cooperative Efforts Inventory", it includes initiatives undertaken amongst municipalities in the region and is up to date as of January, 2016.

If you require further information or have any questions, please do not hesitate to contact me or our chief administrative officer, Helen Koning.

Yours truly,

Nils Jensen
Mayor

Attachment: Good Neighbor Protocol / Cooperative Efforts Inventory

cc: The Honourable Peter Fassbender, Minister of Community, Sport and Cultural
Development and Minister Responsible for Translink
Oak Bay Municipal Council



Preston, Hope CSCD:EX

From: Marotz, Nicola CSCD:EX
Sent: Wednesday, February 24, 2016 8:23 AM
To: Lynch, Karen CSCD:EX
Subject: FW: 165544 Governance and Service Integration Opportunities for the Capital Region

Here is e-mail from Mayor Screech

From: Dann, Michelle CSCD:EX
Sent: Tuesday, February 9, 2016 2:52 PM
To: Marotz, Nicola CSCD:EX; Faganello, Tara CSCD:EX; Van den Brink, Grace CSCD:EX
Subject: Fwd: 165544 Governance and Service Integration Opportunities for the Capital Region

FYI

Begin forwarded message:

From: Mayor And Council Email <mayorandcouncil@viewroyal.ca>
Date: February 9, 2016 at 2:46:58 PM PST
To: "'michelle.dann@gov.bc.ca" <michelle.dann@gov.bc.ca>
Subject: RE: 165544 Governance and Service Integration Opportunities for the Capital Region

Good afternoon,

Please see below on behalf of Mayor Screech.

Thanks,

Jennifer Cochrane

Executive Assistant | Office of the Mayor & CAO

Town of View Royal | 45 View Royal Avenue | Victoria, BC V9B 1A6

d: 250.708.2255 | p: 250.479.6800 | f: 250.727.9551

viewroyal.ca | [facebook.com/townofviewroyal](https://www.facebook.com/townofviewroyal) | twitter.com/townofviewroyal



From: David Screech
Sent: February-09-16 12:39 PM
To: Jennifer Cochrane
Subject: Re: Response to Min. Fassbender

In general I was ok with it. I do have concerns about how they will choose the facilitator. It is critical that the right person do the study and I would like to know how the choice will be made.

I also think that the Province needs to help local governments get the pertinent information out there.

In his letter the Minister makes reference to local governments informing the residents of the facts, I think the province should have a role in this. Other than that I was generally in agreement with his proposal.

Thanks,

David

David Screech

Mayor of View Royal

Preston, Hope CSCD:EX

From: Dann, Michelle CSCD:EX
Sent: Thursday, February 4, 2016 1:47 PM
To: Marotz, Nicola CSCD:EX
Cc: Faganello, Tara CSCD:EX; Lynch, Karen CSCD:EX
Subject: FW: Framework Response
Attachments: Letter 165544 Minister Fassbender.pdf

FYI

From: Carol Hamilton [mailto:mayor@colwood.ca]
Sent: Thursday, February 4, 2016 1:45 PM
To: Dann, Michelle CSCD:EX
Subject: Framework Response

Michelle

Thank you for the opportunity but as stated in an earlier email to the Minister I and others do not believe we are being given enough time to review and make comment. I for one, did not receive the framework to review until Monday this week as it was not attached to the letter,

s.22

and a number of agenda's to read and meetings already scheduled to juggle. Our Council would appreciate having a discussion but that not likely to be on agenda until Feb 23.

All that said...I will say that what sticks out for me throughout the framework and was discussed at the Mayors meeting Dec 3rd was

s.16

s.22

but I would be open to having a conversation on this at a mutually convenient time. Without addressing the CRD impact I do not believe there will be success in this undertaking.

Regards

*Mayor Carol Hamilton
City of Colwood
3300 Wishart Rd
Colwood, B.C. V9C 1R1
Ph: 250-478-5999
Fx: 250-478-7516
Cell: 250-216-5970*

*Great things are done by a series of small things brought together.
- Vincent Van Gogh*

Preston, Hope CSCD:EX

From: Dann, Michelle CSCD:EX
Sent: Tuesday, February 23, 2016 9:26 AM
To: Preston, Hope CSCD:EX
Cc: Lynch, Karen CSCD:EX
Subject: FW: Minister's Letter

Categories: Saved

FYI

From: Teresa Sullivan [<mailto:tsullivan@sooke.ca>]
Sent: Tuesday, February 9, 2016 1:59 PM
To: Van den Brink, Grace CSCD:EX
Cc: Dann, Michelle CSCD:EX; Kerrie Reay
Subject: RE: Minister's Letter

Hi Grace,

Thanks for sending me the letter and request for feedback. The only thing that concerns me is the 'final findings' timeline slated for the Summer/Fall of 2016. We don't think this provides enough time for public engagement **and** the development of service delivery options.

Teresa

From: Van den Brink, Grace CSCD:EX [<mailto:Grace.VandenBrink@gov.bc.ca>]
Sent: Tuesday, February 09, 2016 1:21 PM
To: Teresa Sullivan
Cc: Dann, Michelle CSCD:EX
Subject: Minister's Letter

Hello Teresa:

Thank you for returning my call today. Please see attached for the letter and enclosure as requested.

If you have any questions, please do not hesitate to call.

Regards,
Grace

Grace Van den Brink
Community Relations
Ministry of Community, Sport and Cultural Development
Tel: 250 356-5673
Email: Grace.VandenBrink@gov.bc.ca

Preston, Hope CSCD:EX

From: Faganello, Tara CSCD:EX
Sent: Wednesday, February 3, 2016 9:11 AM
To: Marotz, Nicola CSCD:EX; Dann, Michelle CSCD:EX; Lynch, Karen CSCD:EX
Cc: Dawes, Jacquie CSCD:EX
Subject: FW: Ref: 165544 Governance and Service Integration Opportunities for the Capital Region

Please see below....Mayor Helps aok with CRD framework

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

From: Lisa Helps (Mayor) [<mailto:mayor@victoria.ca>]
Sent: Wednesday, February 3, 2016 8:52 AM
To: Minister, CSCD CSCD:EX
Cc: Public Service Centre - Internet email; Faganello, Tara CSCD:EX
Subject: Re: Ref: 165544 Governance and Service Integration Opportunities for the Capital Region

Thanks for getting back to us re: the draft but public nature of this document. This is me signing off and saying it looks great! I'm not going to share with Council at this point as I don't imagine other mayors will as well, noting that it's just in draft form. Thanks again and I look forward to working on this project.

Lisa

--

Lisa Helps, Victoria Mayor
www.lisahelpsvictoria.ca<<http://www.lisahelpsvictoria.ca>>
250-661-2708
@lisahelps

s.22

On Jan 29, 2016, at 1:21 PM, Minister, CSCD CSCD:EX <CSCD.minister@gov.bc.ca<<mailto:CSCD.minister@gov.bc.ca>>> wrote:

Please find attached letter requesting feedback by February 5, 2016. Original letter to follow by mail.

Thank you.

<Scan_20160129.pdf><165544 Framework for Discussion Capital Project.docx>

Preston, Hope CSCD:EX

From: Dann, Michelle CSCD:EX
Sent: Saturday, February 6, 2016 3:47 PM
To: Faganello, Tara CSCD:EX
Cc: Marotz, Nicola CSCD:EX; Lynch, Karen CSCD:EX
Subject: Fwd: Ref: 165544 Governance and Service Integration Opportunities for the Capital Region

Begin forwarded message:

From: Ken Williams <KWilliams@highlands.ca>
Date: February 5, 2016 at 10:08:24 PM PST
To: "Michelle.Dann@gov.bc.ca" <Michelle.Dann@gov.bc.ca>
Subject: Ref: 165544 Governance and Service Integration Opportunities for the Capital Region

Feb 5, 2016

Ref: 165544

Dear Minister Fassbender,

Thanks for your communication of Jan. 29. The District of Highlands appreciates your focus of gathering the facts and listening to all points of view.

Kind regards,

Mayor Ken Williams
District of Highlands

Sent from my iPad

Page 167 to/à Page 168

Withheld pursuant to/removed as

s.16

TOWN OF SIDNEY



Office of the Mayor
2440 Sidney Avenue, Sidney, British Columbia V8L 1Y7
Phone: 250-656-1184 Fax: 250-655-4508
Email: mayor@sidney.ca Website: www.sidney.ca



February 2, 2016

Ref: 165544

The Honourable Peter Fassbender
Minister of Community, Sport and Cultural Development
and Minister Responsible for TransLink
PO Box 9056 Stn Prov Govt
Victoria, BC V8W 9E2
Via Email: Michelle.Dann@gov.bc.ca

Dear Minister Fassbender:

In response to your letter of January 29, 2016, please be advised that Sidney Town Council is supportive of the proposed approach regarding the capital integrated services and governance initiative.

The Town of Sidney will be pleased to work with the consultant engaged to facilitate this initiative. Our only concern may be around what appears to be a very tight timeline. Meeting such a timeline will be wholly dependent on the scope of work required by the consultant.

On behalf of Council, I would like to convey our appreciation of your efforts in regards to this important regional issue. We look forward to working with you and your Ministry.

Sincerely

Mayor Steve Price



THE CORPORATION OF THE DISTRICT OF OAK BAY
MUNICIPAL HALL – 2167 OAK BAY AVENUE – VICTORIA, B.C. V8R 1G2
PHONE 250-598-3311 FAX 250-598-9108 WEBSITE: www.oakbay.ca

February 12, 2016

Michelle Dann
Governance and Structure Branch
Ministry of Community, Sport
And Cultural Development

Email: Michelle.Dann@gov.bc.ca

Dear Ms. Dann:

**Governance and Service Integration Opportunities
for the Capital Regional District**

This will acknowledge your correspondence received February 3, 2016, in respect to the above noted subject which was considered by Oak Bay Municipal Council on February 9, 2016.

At that time, Council adopted the following resolution:

That the Mayor be directed to write to the Minister of Community, Sport and Cultural Development to advise of the following:

- *The District of Oak Bay is interested in being involved in discussions that might take place regarding integration of services in the region;*
- *The Council feels the framework as proposed in the document forwarded to our Council requires more clarity as the goals are insufficiently defined.*

I have taken the liberty of providing you with a copy of a document prepared jointly by administrators from around the Capital Region outlining inter-municipal service integration that is already taking place. Entitled "Good Neighbor Protocol / Cooperative Efforts Inventory", it includes initiatives undertaken amongst municipalities in the region and is up to date as of January, 2016.

If you require further information or have any questions, please do not hesitate to contact me or our chief administrative officer, Helen Koning.

Yours truly,

Nils Jensen
Mayor

Attachment: Good Neighbor Protocol / Cooperative Efforts Inventory

cc: The Honourable Peter Fassbender, Minister of Community, Sport and Cultural
Development and Minister Responsible for Translink
Oak Bay Municipal Council



Preston, Hope CSCD:EX

From: Van den Brink, Grace CSCD:EX
Sent: Wednesday, February 10, 2016 12:40 PM
To: Marotz, Nicola CSCD:EX; Faganello, Tara CSCD:EX
Cc: Andrade, Ana CSCD:EX; Dann, Michelle CSCD:EX; Lynch, Karen CSCD:EX
Subject: RE: Ref: 165544

Hello:

The executive admin assistant, Central Saanich, called back this morning. She said Mayor Windsor had no feedback at this time.

From: Marotz, Nicola CSCD:EX
Sent: Tuesday, February 9, 2016 4:02 PM
To: Faganello, Tara CSCD:EX
Cc: Andrade, Ana CSCD:EX; Dann, Michelle CSCD:EX; Van den Brink, Grace CSCD:EX; Lynch, Karen CSCD:EX
Subject: RE: Ref: 165544

Tara: In response to the request for an update, please see the brief outline below (many thanks Grace for the outline and making the phone calls). In summary, we have received feedback from 8 of 13 municipalities, with 3 of the 8 responses indicating the timeframe was too short. We would suggested that extending the timeline to Feb 23 would be appropriate (assuming that a letter to that effect goes out from the MO by the end of this week). Grace is getting that letter underway. Please let us know if you need anything further at this time. Cheers Nicola

In response to the comments received to date including the telephone calls this morning:

Outstanding (e.g. staff following up with mayor): 3

- Central Saanich
- Langford
- Sooke

Awaiting comments (e.g. staff said comments were on the way in): 2

- Metchosin (to be sent in this week)
- Saanich (mayor said were to be sent in by yesterday)

Comments that Framework discussion timeframe too short: 3

- Colwood
- Esquimalt
- Oak Bay

Comments supportive of framework:2

- Sidney
- Victoria

Comments on choosing a facilitator:

- Highlands

Comments on choosing a facilitator and informing the public:

Back to you.
J.

Sent from my iPad

On Feb 5, 2016, at 4:02 PM, "Dawes, Jacquie CSCD:EX" <Jacquie.Dawes@gov.bc.ca> wrote:

Joan -s.13
s.13

From: Faganello, Tara CSCD:EX
Sent: Friday, February 5, 2016 3:57 PM
To: Dawes, Jacquie CSCD:EX; Dick, Joan L CSCD:EX
Subject: FW: Ref: 165544

Just in case you haven't seen this. Do we have any different direction on next steps?

From: Dann, Michelle CSCD:EX
Sent: Friday, February 5, 2016 1:55 PM
To: Faganello, Tara CSCD:EX
Cc: Marotz, Nicola CSCD:EX; Lynch, Karen CSCD:EX
Subject: Fwd: Ref: 165544

FYI

Begin forwarded message:

From: Cindy Denomme <cdenomme@oakbay.ca>
Date: February 5, 2016 at 1:32:20 PM PST
To: "peter.fassbender.MLA@leg.bc.ca" <peter.fassbender.MLA@leg.bc.ca>
Cc: "Michelle.Dann@gov.bc.ca" <Michelle.Dann@gov.bc.ca>
Subject: Ref: 165544

Minister Fassbender,

Attached is a letter from Mayor Jensen.

Thank you.

*Cindy Denomme
Executive Assistant
District of Oak Bay
2167 Oak Bay Avenue
Victoria, B.C. V8R 1G2
250-598-3311 ext 7429*

Preston, Hope CSCD:EX

From: Van den Brink, Grace CSCD:EX
Sent: Wednesday, February 10, 2016 12:40 PM
To: Marotz, Nicola CSCD:EX; Faganello, Tara CSCD:EX
Cc: Andrade, Ana CSCD:EX; Dann, Michelle CSCD:EX; Lynch, Karen CSCD:EX
Subject: RE: Ref: 165544

Hello:

The executive admin assistant, Central Saanich, called back this morning. She said Mayor Windsor had no feedback at this time.

From: Marotz, Nicola CSCD:EX
Sent: Tuesday, February 9, 2016 4:02 PM
To: Faganello, Tara CSCD:EX
Cc: Andrade, Ana CSCD:EX; Dann, Michelle CSCD:EX; Van den Brink, Grace CSCD:EX; Lynch, Karen CSCD:EX
Subject: RE: Ref: 165544

Tara: In response to the request for an update, please see the brief outline below (many thanks Grace for the outline and making the phone calls). In summary, we have received feedback from 8 of 13 municipalities, with 3 of the 8 responses indicating the timeframe was too short. We would suggested that extending the timeline to Feb 23 would be appropriate (assuming that a letter to that effect goes out from the MO by the end of this week). Grace is getting that letter underway. Please let us know if you need anything further at this time. Cheers Nicola

In response to the comments received to date including the telephone calls this morning:

Outstanding (e.g. staff following up with mayor): 3

- Central Saanich
- Langford
- Sooke

Awaiting comments (e.g. staff said comments were on the way in): 2

- Metchosin (to be sent in this week)
- Saanich (mayor said were to be sent in by yesterday)

Comments that Framework discussion timeframe too short: 3

- Colwood
- Esquimalt
- Oak Bay

Comments supportive of framework:2

- Sidney
- Victoria

Comments on choosing a facilitator:

- Highlands

Comments on choosing a facilitator and informing the public:

- View Royal

Comment on further discussion on the framework re: future consultant and terms of reference

- North Saanich

From: Faganello, Tara CSCD:EX
Sent: Tuesday, February 9, 2016 1:56 PM
To: Marotz, Nicola CSCD:EX; Dann, Michelle CSCD:EX
Cc: Andrade, Ana CSCD:EX
Subject: RE: Ref: 165544

Hi

If possible, I would like to get an update to the MO by end of day/tonight on what we heard. Also, what would be a reasonable extension to the response date be given we don't want to over delay progress?

Thanks

T

From: Marotz, Nicola CSCD:EX
Sent: Tuesday, February 9, 2016 8:25 AM
To: Faganello, Tara CSCD:EX; Dann, Michelle CSCD:EX
Subject: RE: Ref: 165544

Tara – we'll start putting together a summary of who has responded so far and what they've said (I believe we have about 6 or 7 responses to date). I'll catch up with Grace about calling around to those we haven't heard from, and then put together some thoughts for a letter. If you need anything further today, please let me know ^{s.22}
Cheers Nicola

From: Faganello, Tara CSCD:EX
Sent: Friday, February 5, 2016 5:14 PM
To: Dann, Michelle CSCD:EX
Cc: Marotz, Nicola CSCD:EX
Subject: FW: Ref: 165544

Per below, are we able to do a call around on Tuesday to conduct a little survey to see how things are going and then advise MO on a new deadline? Heads up we'll probably have to draft the extension letter too.

From: Dick, Joan L CSCD:EX
Sent: Friday, February 5, 2016 4:35 PM
To: Dawes, Jacquie CSCD:EX
Cc: Faganello, Tara CSCD:EX
Subject: Re: Ref: 165544

J:
I have talked to MPF about the call I had with Mayor Jensen. He suggested that ^{s.13}

s.13

s.13

Back to you.

J.

Sent from my iPad

On Feb 5, 2016, at 4:02 PM, "Dawes, Jacquie CSCD:EX" <Jacquie.Dawes@gov.bc.ca> wrote:

Joan -s.13
s.13

From: Faganello, Tara CSCD:EX
Sent: Friday, February 5, 2016 3:57 PM
To: Dawes, Jacquie CSCD:EX; Dick, Joan L CSCD:EX
Subject: FW: Ref: 165544

Just in case you haven't seen this. Do we have any different direction on next steps?

From: Dann, Michelle CSCD:EX
Sent: Friday, February 5, 2016 1:55 PM
To: Faganello, Tara CSCD:EX
Cc: Marotz, Nicola CSCD:EX; Lynch, Karen CSCD:EX
Subject: Fwd: Ref: 165544

FYI

Begin forwarded message:

From: Cindy Denomme <cdenomme@oakbay.ca>
Date: February 5, 2016 at 1:32:20 PM PST
To: "'peter.fassbender.MLA@leg.bc.ca'" <peter.fassbender.MLA@leg.bc.ca>
Cc: "'Michelle.Dann@gov.bc.ca'" <Michelle.Dann@gov.bc.ca>
Subject: Ref: 165544

Minister Fassbender,

Attached is a letter from Mayor Jensen.

Thank you.

*Cindy Denomme
Executive Assistant
District of Oak Bay
2167 Oak Bay Avenue
Victoria, B.C. V8R 1G2
250-598-3311 ext 7429*

TOWN OF SIDNEY



Office of the Mayor
2440 Sidney Avenue, Sidney, British Columbia V8L 1Y7
Phone: 250-656-1184 Fax: 250-655-4508
Email: mayor@sidney.ca Website: www.sidney.ca



February 12, 2016

Ref: 165544

The Honourable Peter Fassbender
Minister of Community, Sport and Cultural Development
and Minister Responsible for TransLink
PO Box 9056 Stn Prov Govt
Victoria, BC V8W 9E2
Via Email: Michelle.Dann@gov.bc.ca

Dear Minister Fassbender:

Re: Your letter of February 11th, 2016

On behalf of Sidney Town Council, I would like to thank you for providing us with a copy of *Framework for Discussion* and advise that we have no further comments at this time.

We look forward to continuing to work with you on this important issue within the Capital Region.

Sincerely

Mayor Steve Price

Dick, Joan L CSCD:EX

From: Hart, Emma CSCD:EX
Sent: Monday, June 22, 2015 3:45 PM
To: Brown, Tom G CSCD:EX; Dick, Joan L CSCD:EX
Cc: Ok-Stone, Angella CSCD:EX
Subject: Amalgamation Correspondence
Attachments: Amalgamation - North Saanich.pdf

Hi Joan,

I am emailing this over as I typically would email these to Jordan as soon as I got them. I will include the hardcopy in your daily folder.

Thanks,

Emma Hart

Administrative Assistant

Office of the Minister

Community, Sport and Cultural Development

T: 250 387 2283 F: 250 387 4312

Email: Emma.Hart@gov.bc.ca

ü Please consider the environment before printing this email.

From: Emma.Hart@gov.bc.ca [<mailto:Emma.Hart@gov.bc.ca>]
Sent: Monday, June 22, 2015 3:27 PM
To: Hart, Emma CSCD:EX
Subject:



MINISTRY OF COMMUNITY, SPORT AND CULTURAL DEVELOPMENT MINISTER'S OFFICE	
RECEIVED	
JUL 22 2015	
ROUTE TO: _____	
CC: _____	
DRAFT REPLY <input type="checkbox"/>	DM <input type="checkbox"/> FY/FILE <input type="checkbox"/>
REPLY DIRECT <input type="checkbox"/>	FNA <input type="checkbox"/>

Office of the Mayor

June 17, 2015

The Honourable Coralie Oakes
Minister of Community, Sport and Cultural Development
PO Box 9056
STN PROV GOVT
Victoria, BC V8W 9E2

Dear Minister Oakes:

I write again in regards to the results of the non-binding referendum question in the last general local government elections. The wording of our referendum question is:

Are you in favour of a study, provincially funded, to investigate the feasibility, costs and implications of amalgamating the three municipalities on the Saanich Peninsula of Sidney, Central Saanich and North Saanich?

North Saanich Council passed a resolution on June 15, 2015 to request funds from the Province for a peninsula focused amalgamation study, which would be conducted by the three municipalities. Council also passed a resolution to request a meeting at the upcoming UBCM in September with North Saanich, Central Saanich and the Town of Sidney. I will be inviting Central Saanich and Sidney to submit a similar request to you.

On behalf of myself and Council, I thank you for your consideration in this regard.

Yours truly,

A handwritten signature in black ink, appearing to read "Alice Finall".

Alice Finall
Mayor, District of North Saanich

cc: Mayor Steve Price, Town of Sidney
Mayor Ryan Windsor, District of Central Saanich

Dick, Joan L CSCD:EX

From: O'Connor-Dixon, Lara CSCD:EX
Sent: Thursday, July 2, 2015 11:44 AM
To: Dick, Joan L CSCD:EX
Subject: FW: Amalgamation Letters for Joan
Attachments: Amalgamation letters.pdf

Joan,

Here are the letters from that file we reviewed, plus one that just came in!

Lara

Marquis, Yvette CSCD:EX

From: Bell, Jordan CSCD:EX
Sent: Thursday, February 19, 2015 2:56 PM
To: Marquis, Yvette CSCD:EX
Subject: FW: Tourism Victoria
Attachments: Destination Marketing Amalgamation Covering Brief Minister Yamamoto.pdf; 4.3.B - Amalgamation and Destination Marketing Implications.pdf

Please make sure we bring this one forward as well.

From: Holme, Matt JTST:EX
Sent: Tuesday, February 10, 2015 10:47 AM
To: Bell, Jordan CSCD:EX
Cc: Ehl, Cameron CSCD:EX; Sandur, Parveen JTST:EX
Subject: Tourism Victoria

Hi Jordan,

MNY had breakfast today with Paul Nursey and Dave Cowen. Paul is the CEO of Tourism Victoria and Dave is the board chair. s.13

s.13

s.13

Anyway, they asked about

getting a meeting with Minister Oakes and I agreed to pass along the message.

If you could call Paul at s.22 or flip him a note at paul.nursey@tourismvictoria.com that would be great.

Thanks,

Matt

TOURISM VICTORIA

Marketing our favourite destination

February 8, 2015

Destination Marketing Implications of Greater Victoria Amalgamation Briefing:

Background:

- Please see the attached briefing note prepared for the Tourism Victoria Board of Directors meeting on January 30th, 2015.
- The Tourism Victoria Board of Directors voted unanimously to support the amalgamation study process, to support the principle of amalgamation and to work with partners to support placing an moratorium on the creation of the new municipal/community Destination Marketing Organizations while the municipal boundaries are under study.
- Tourism Victoria supports the principle of alignment and efficiently in the Destination Marketing system and partners with Destination BC on an ongoing basis.
- The basic premise is that with such a small population base and lack of critical mass in accommodation in each municipality, it does not make much business sense to create the overhead to start marketing the "brand" of a municipality (e.g.- Colwood, North Saanich, Sidney, etc.) when the boundaries of the municipalities are about to go under study.
- Tourism Victoria will align with the process lead by the Province of British Columbia in terms of geographic scope etc.

Next Steps:

- Initial briefing and discussion with Minister Yamamoto and staff to understand perspectives on the topic on February 10, 2015. Industry is keen to understand, if at an early conceptual level, how the amalgamation study will unfold.
- There is long standing track record of many research studies which conclusively prove that customers do not understand small artificially created place brands. Tourism Victoria will work this summer to conduct a research study to conduct primary analysis of customers to the region as to examine the degree to which they have unaided awareness of each municipality.
- Tourism Victoria has already started to engage marketing partners and advocacy associations to ensure there is broad support before proceeding too far. Initial responses:
 - Hotel Association of Greater Victoria: Already has a position supporting amalgamation. Believes that placing a moratorium on the creation of community DMOs in the Greater Victoria area while amalgamation is studied is a good idea.
 - Destination British Columbia: President & CEO Marsha Walden has been briefed and this initial supportive e-mail response was received on February 3rd, 2015. "We are certainly supportive of any efforts to reduce fragmentation and increase collaboration between DMOs."
 - Tourism Industry Association of British Columbia: Supportive in concept with initial discussions with Ian Robertson. Ian will work this issue up through his policy committees and his Board of Directors promptly.
 - Hotel Association of British Columbia: Vancouver Island Board of Directors representatives are supportive. Meeting with James Chase in mid-February to discuss.
 - Greater Victoria Chamber of Commerce: Supportive of one Destination Marketing Organization for the Greater Victoria region. Will run this issue through their Board of Directors quickly in order to signal support.

TOURISM VICTORIA

Marketing our favourite destination

Engaging Constructively With Regional Players:

- With a coalition of industry leaders and industry associations being built, Tourism Victoria intends to meet discreetly and professionally with the leaders of key municipalities to brief them on this approach and seek feedback. It is not expected that all conversations will be easy, but it is respectful to go and discuss the merits of alignment and seek feedback and input.
- In the fall of 2015, with broad support for a moratorium in place, the intention is to hold a Greater Victoria tourism summit to discuss collaboration. We feel this work will help to create some positive tension about working together and collaborating during the intervening period while amalgamation is studied and prepared for municipal elections in 2014.

Request: As the Government of British Columbia considers its work on amalgamation, it ensure that that expected increased efficiency; alignment and impact of destination marketing in Greater Victoria are considered in the study. Furthermore, once sufficient primary research and industry support has been garnered, request that the Government of British Columbia use what levers it has at its disposal to place a moratorium on the creation of new Community Destination Marketing Organizations in the area being studied for amalgamation until the study is complete and voters in the Greater Victoria Region have exercised their democratic right to vote on the matter.

Prepared by: Paul Nursey
February 7, 2015

157516

Marquis, Yvette CSCD:EX

From: Debbie Nadeau <dnadeau@victoria.ca>
Sent: Sunday, April 12, 2015 2:02 PM
To: Marquis, Yvette CSCD:EX
Cc: Debbie Nadeau; Colleen Mycroft
Subject: Follow Up: Meeting Request - Mayor Helps/Minister Oakes
Attachments: image001.gif; image002.png; image003.gif; image004.gif; image005.gif

Good afternoon Yvette,

Thank you for your email below. I am following up to see if there has been any progress on setting a meeting date. Mayor Helps would like to discuss AGLG, amalgamation and Strong Fiscal Futures report with Minister Oakes. I am hopeful that there are a few dates/times in the near future that work for Minister Oakes' schedule.

Looking forward to hearing back from you at your earliest convenience.

Have a great day.

Kind regards,

Debbie Nadeau
 Executive Secretary
 Mayor's Office
 City of Victoria
 1 Centennial Square, Victoria BC V8W 1P6

T 250.361.0597 F 250.361.0248

From: Marquis, Yvette CSCD:EX [<mailto:Yvette.Marquis@gov.bc.ca>]
Sent: Tuesday, Mar 24, 2015 2:44 PM
To: Colleen Mycroft; Debbie Nadeau
Subject: RE: Follow Up: Meeting Request - Mayor Helps/Minister Oakes

Good afternoon,
 I'm so sorry, I'm not able to confirm a time yet. The office has been extremely busy these last few weeks and we have not had a chance to have a scheduling meeting.
 I hope to have word for you soon. Thanks so much for your patience.

From: Colleen Mycroft [<mailto:cmycroft@victoria.ca>]
Sent: Tuesday, March 24, 2015 2:36 PM
To: Debbie Nadeau; Marquis, Yvette CSCD:EX
Cc: Colleen Mycroft
Subject: Follow Up: Meeting Request - Mayor Helps/Minister Oakes

Good afternoon Yvette,

I am looping back to see if there has been any progress on setting a date for meeting between Mayor Help sand Minister Oakes?

Thank you for the update.

Colleen Mycroft
Executive Assistant
City Manager's Office
City of Victoria
1 Centennial Square, Victoria BC V8W 1P6

T 250.361.0202 F 250.361.0248

[Description: Description: Description: Description: <cid:image001.gif@01CF3C88.FC1AFE40><<http://www.victoria.ca/>>

[Description: Description: Description: Description: <cid:image003.gif@01CF3C88.FC1AFE40><<https://www.facebook.com/CityofVictoriaPage>>

[Description: Description: Description: Description: <cid:image004.gif@01CF3C88.FC1AFE40><<https://twitter.com/cityofvictoria>>

[Description: Description: Description: Description: <cid:image005.gif@01CF3C88.FC1AFE40><<http://www.linkedin.com/company/city-of-victoria-bc?trk=biz-companies-cym>>

From: Debbie Nadeau
Sent: Wednesday, Mar 18, 2015 8:52 AM
To: 'Marquis, Yvette CSCD:EX'
Cc: Debbie Nadeau; Colleen Mycroft
Subject: RE: Meeting Request - Mayor Helps/Minister Oakes

Good morning Yvette,

Thank you for your email. The topics of discussion are amalgamation and what other files that Minister Oakes is working on where, as the mayor of the capital city, Mayor Helps can help and support her.

Have a great day!

Debbie Nadeau
Executive Secretary
Mayor/Manager's Office
City of Victoria
1 Centennial Square, Victoria BC V8W 1P6

T 250.361.1597 F 250.361.0248

[Description: Description: Description: <cid:image001.gif@01CF3C88.FC1AFE40><<http://www.victoria.ca/>>

[Description: Description: Description: <cid:image003.gif@01CF3C88.FC1AFE40><<https://www.facebook.com/CityofVictoriaPage>>

[Description: Description: Description: <cid:image004.gif@01CF3C88.FC1AFE40><<https://twitter.com/cityofvictoria>>

[Description: Description: Description: <cid:image005.gif@01CF3C88.FC1AFE40><<http://www.linkedin.com/company/city-of-victoria-bc?trk=biz-companies-cym>>

From: Marquis, Yvette CSCD:EX [<mailto:Yvette.Marquis@gov.bc.ca>]
Sent: Friday, March 13, 2015 3:01 PM
To: Debbie Nadeau
Subject: FW: Meeting Request - Mayor Helps/Minister Oakes

Good afternoon Debbie,
Thanks so much for Mayor Helps' request to meet with Minister Oakes.
Would you mind confirming what the topic of discussion would be please?
I will bring your request forward in an upcoming scheduling meeting and I hope to have word for you soon.
Have a great weekend.

Yvette Marquis
Administrative Coordinator to the
Honourable Coralee Oakes
Minister of Community, Sport and Cultural Development Room 124, Parliament Bldgs Victoria, BC V8V 1X4
250-387-0896

From: Debbie Nadeau [<mailto:dnadeau@victoria.ca>]
Sent: Thursday, March 12, 2015 3:28 PM
To: Minister, CSCD CSCD:EX
Cc: Colleen Mycroft; Debbie Nadeau
Subject: Meeting Request - Mayor Helps/Minister Oakes

Good afternoon Minister Oakes,

Mayor Helps would be interested in arranging a meeting with you. Are there a few dates/times in the near future that work for yourself and Mayor Helps to meet? Please advise.

Thank you,

Debbie Nadeau
Executive Secretary
Mayor/Manager's Office

City of Victoria
1 Centennial Square, Victoria BC V8W 1P6

T 250.361.1597 F 250.361.0248

[Description: Description: Description: cid:image001.gif@01CF3C88.FC1AFE40][<http://www.victoria.ca/>](http://www.victoria.ca/)

[Description: Description: Description:
cid:image003.gif@01CF3C88.FC1AFE40][<https://www.facebook.com/CityofVictoriaPage>](https://www.facebook.com/CityofVictoriaPage)

[Description: Description: Description: cid:image004.gif@01CF3C88.FC1AFE40][<https://twitter.com/cityofvictoria>](https://twitter.com/cityofvictoria)

[Description: Description: Description:
cid:image005.gif@01CF3C88.FC1AFE40][<http://www.linkedin.com/company/city-of-victoria-bc?trk=blz-companies-cym>](http://www.linkedin.com/company/city-of-victoria-bc?trk=blz-companies-cym)

157474

Jones, Anthony CSCD:EX

From: Marquis, Yvette CSCD:EX
Sent: Wednesday, February 11, 2015 10:27 AM
To: Jones, Anthony CSCD:EX
Subject: FW: Meeting with Minister.

Pls add to matrix. Thanks!

From: Earle Anthony [mailto:s.22]
Sent: Tuesday, February 10, 2015 3:58 PM
To: Marquis, Yvette CSCD:EX
Subject: Meeting with Minister.

Hi Yvette.

The Board of Amalgamation Yes would like to arrange a meeting between a number of Mayors in the Capital Region and the Minister to discuss the proposed Study into Municipal Governance in the Capital Region. The details of our proposal is as follows:

- 1) The purpose of the meeting is to initiate a conversation between the Minister and the Mayors of the Capital Region. There are many questions in the minds of the Mayors regarding the format of the study and the conditions the Minister will impose on the promised funding for the study. I am sure the Minister will also have many questions for the Mayors.
- 2) Once a date and time are set by the Minister's office it is our intention to extend a written invitation to all 13 Mayors. At this point we are certain of the attendance of four Mayors representing about 60% of the population of the region. We expect commitments from three more Mayors in the near future.
- 3) It is our intention that this initial meeting be a chance to exchange views rather than a decision-making meeting.
- 4) I would expect the meeting to last an hour.
- 5) It is difficult to get all Mayors in the same place at the same time. Mondays and Tuesdays are municipal council meeting days; Wednesday is Regional District meeting days. So Thursday and Friday are the best days for the Mayors. An evening meeting is also a possibility.
- 6) We are suggesting May because the estimates will be over, hopefully the Minister's legislation will be passed third reading by this time. If we have to reschedule the meeting at the last minute, we will lose a number of the Mayors.

The above proposal is very flexible. If the Minister wants to extend the invitation to the Mayors, that is fine with us. If the Minister would prefer to meet with the Mayors without a rep from Amalgamation Yes, that is fine. We just want the meeting to take place.

I welcome any comments.

Earle

Marquis, Yvette CSCD:EX

From: Earle Anthony <s.22
Sent: Thursday, February 12, 2015 10:18 AM
To: Marquis, Yvette CSCD:EX
Subject: Meeting with Mayors.

Hi Yvette

Last night we attended a meeting involving the three Mayor on the Peninsula and it appears very likely that they would respond positively to an opportunity to meet with the Minister to discuss a study into Amalgamation.

In summary, my current assessment of the position of the Mayors regarding attendance at the proposed meeting with the Minister is as follows:

- 4 Certain
- 3 Very Likely
- 3 Probable
- 3 Uncertain.

One of the uncertain Mayors is from Sooke. I propose to meet with her in the next two weeks.

Thanks for your consideration of our request.

Earle

Marquis, Yvette CSCD:EX

From: Weich, Rika I CSCD:EX
Sent: Tuesday, October 14, 2014 9:57 AM
To: Marquis, Yvette CSCD:EX
Cc: Hawkins, Sylvia E. CSCD:EX; Tubman, Tammy CSCD:EX
Subject: FW: Non-binding referendum question on municipal ballots in Greater Victoria

Hi Yvette,
Forwarding this one to you as it mentions meeting request in the last paragraph. Thx,
Rika

From: Minister, CSCD CSCD:EX
Sent: Friday, October 10, 2014 12:09 PM
To: CSCD Minister's Correspondence Action Items CSCD:EX
Subject: FW: Non-binding referendum question on municipal ballots in Greater Victoria

From: Amalgamation Yes [<mailto:amalgamateyes@gmail.com>]
Sent: Thursday, October 9, 2014 4:45 PM
To: Minister, CSCD CSCD:EX
Subject: Non-binding referendum question on municipal ballots in Greater Victoria

Honourable Coralee Oakes

Minister of Community, Sport and Cultural Development,

Province of BC

Dear Minister Oakes,

On behalf of the members and Board of the Capital Region Amalgamation Society, and the thousands of residents of Greater Victoria, please accept our heartfelt thanks for the October 8th communique of endorsement and support to those municipalities who have agreed to a non-binding referendum question on the November municipal ballot.

November 15th will be a historic day for the Victoria Capital Region, but we remain concerned that there remains 5 municipalities who have not, or

will not , enfranchise their electorate similarly. It is even more egregious that two of these mayors have declared they are not seeking reelection, yet they are steadfast in their refusal to deny a ballot question. On behalf of those residents, we hope that there may be some opportunity for persuasion or intervention.

We are also pleased to note your emphasis and commitment on the availability of staff and resources to implement the next stages of this process, pending the outcome of the election and ballots.

To that end, we look forward to arranging a meeting with you as soon as practicable after the election. Once again, thank you for the ongoing support, and for your continued dedication to improving local government in Greater Victoria.

Yours truly,

Susan Jones,

Chair,

Capital Region Amalgamation Society

www. amalgamationyes.ca

email: amalgamateyes@gmail.com

Jones, Anthony CSCD:EX

From: Marquis, Yvette CSCD:EX
Sent: Tuesday, October 21, 2014 3:58 PM
To: Jones, Anthony CSCD:EX
Subject: FW: Meeting with the Minister.

Pls add to matrix. Print and cliff.
Thank you!

From: Earle Anthony [mailto:s.22]
Sent: Wednesday, October 15, 2014 9:36 AM
To: Marquis, Yvette CSCD:EX
Subject: Meeting with the Minister.

Hi Yvette

Further to our telephone conversation this morning, on behalf of the Board of Amalgamation Yes, I request arrangements be made for a short (20 minute) meeting with the Minister sometime following the Municipal Elections on November 15. November 20 would be perfect.

s.22

Thanks

Earle

Marquis, Yvette CSCD:EX

From: Lisa Coburn <LCoburn@northsaanich.ca>
Sent: Thursday, April 9, 2015 4:07 PM
To: Marquis, Yvette CSCD:EX
Subject: FW: Meeting with Minister Oakes

Joan wants letters.

Hi Yvette,
Mayor Finall is hoping that the Minister will be able to meet with her in the near future. Can you suggest possible meeting dates?
Thank you,

Lisa Coburn | *Deputy Clerk*
District of North Saanich | 1620 Mills Rd | North Saanich BC V8L 5S9
T 250-655-5458 | F 250-655-5489 | www.northsaanich.ca

From: Lisa Coburn
Sent: Friday, March 6, 2015 10:28 AM
To: 'Marquis, Yvette CSCD:EX'
Subject: RE: Meeting with Minister Oakes

Good morning Yvette,
Are you able to suggest any possible meeting dates?
Many thanks,

Lisa Coburn | *Deputy Clerk*
District of North Saanich | 1620 Mills Rd | North Saanich BC V8L 5S9
T 250-655-5458 | F 250-655-5489 | www.northsaanich.ca

From: Marquis, Yvette CSCD:EX [<mailto:Yvette.Marquis@gov.bc.ca>]
Sent: Monday, January 5, 2015 3:36 PM
To: Lisa Coburn
Subject: Meeting with Minister Oakes

Hi Lisa,
Thanks so much for the request. We are still working on the Minister's calendar for the new year so I'm not able to suggest possible meeting dates at this time.
I hope to be in touch soon, once we have a better idea of what Minister Oakes' schedule will look like.
I appreciate your patience. Thank you!

Yvette Marquis
Administrative Coordinator to the
Honourable Coralee Oakes
Minister of Community, Sport and Cultural Development
Room 124, Parliament Bldgs
Victoria, BC V8V 1X4
250-387-0896

From: Lisa Coburn [<mailto:LCoburn@northsaanich.ca>]
Sent: Monday, December 22, 2014 12:27 PM
To: Minister, CSCD CSCD:EX
Subject: Meeting with Minister Oakes

Attn: Yvette Marquis, Administrative Coordinator

Good afternoon Yvette,
Mayor Alice Finall and CAO Rob Buchan would like the opportunity to meet with the Honorable Coralee Oakes to discuss the BC Ferries and NavCan issue and possible legislative solutions. If you could provide me with some possible dates and times it would be appreciated.
All the best of the season,

Lisa Coburn | *Deputy Clerk*
District of North Saanich | 1620 Mills Rd | North Saanich BC V8L 5S9
T 250-655-5458 | F 250-655-5489 | www.northsaanich.ca

Amalgamation

157919

Hart, Emma CSCD:EX

MXO says yes
when we do
Amalg. mtg.

From: Marquis, Yvette CSCD:EX
Sent: Wednesday, April 1, 2015 4:03 PM
To: Hart, Emma CSCD:EX
Subject: FW: Tourism Victoria

Pls add to matrix

From: Bell, Jordan CSCD:EX
Sent: Tuesday, February 10, 2015 2:19 PM
To: Holme, Matt JTST:EX
Cc: Ehl, Cameron CSCD:EX; Sandur, Parveen JTST:EX; Marquis, Yvette CSCD:EX
Subject: RE: Tourism Victoria

Thanks Matt. I've cc'd Yvette. We'll be in touch with them.

Jordan

From: Holme, Matt JTST:EX
Sent: Tuesday, February 10, 2015 10:47 AM
To: Bell, Jordan CSCD:EX
Cc: Ehl, Cameron CSCD:EX; Sandur, Parveen JTST:EX
Subject: Tourism Victoria

Hi Jordan,

MNY had breakfast today with Paul Nursey and Dave Cowen. Paul is the CEO of Tourism Victoria and Dave is the board chair. s.13

s.13

s.13

getting a meeting with Minister Oakes and I agreed to pass along the message.

If you could call Paul at s.22

or flip him a note at paul.nursey@tourismvictoria.com that would be great.

Thanks,

Matt

Anyway, they asked about