Event Information / Opening Remarks

Event: Premier announces plan to eliminate tolls

Date: August 25, 2017 Time: TBC (morning) Location: TBC

Driving Directions: TBC

Speech Goals:

- Work with media to give people in Surrey and Maple Ridge good news their new government is removing tolls on the Golden Ears and Port Mann bridges
- Remind the public about government's commitment to making life more affordable.
- Show that the new government is working to make life better for people.

s.13

Format:

- Podium with mic, introduction by transportation minister
- · Outside, with Port Mann bridge in view.

Speakers:

- Premier John Horgan
- Minister of Transportation and Infrastructure Claire Trevena (Emcee)
- Minister of Municipal Affairs and Housing Selina Robinson
- Kevin Desmond, Chief Executive Officer, TransLink
- Stakeholders who benefit from toll removal
- · Mayor of Surrey Linda Hepner

Attire: Dress is business professional. Outdoor event (hot weather). Please dress accordingly.

Audience Size: approximately 50 attendees plus media

Event contact: Rick Devereux 250-812-1207

Program contact:

Renee Mounteney (exec director) - 250 208-8876 Lisa Gow (exec director) - 250 514-6826

ADM contact:

Speaking Notes

for

Premier John Horgan

Removal of Tolls – Port Mann and Golden Ears

Friday August 25, 2017 Time TBC Location TBC

Introduction/ thank you

 Good morning! It's great to be here, and to see so many familiar faces.

- Also with us:
 - OKevin Desmond, CEO for TransLink

- Welcome Surrey mayor Linda Hepner
 - <u>o Thanks for being with us for an important announcement that will help many people living in Surrey and everyone crossing the Fraser</u>

Announcement

- Ocommuters who have to drive to work, without transit options
- Commercial drivers moving goods
 that drive our economy

- These toll unfairly targeted lower mainland commuters
 - <u>Orivers in places like Kelowna, don't</u>pay tolls

- Today we're keeping our commitment to commuters and the people of BC
- We're putting *.13 money back into the pockets of families.
- As of September 1st, we're eliminating tolls on the Godlen Ears and Port Mann bridges

 They will cross toll free, just like every other driver who travels across a bridge in B.C.

- This is about fairness.
- It is about keeping our commitments.
- This is about making life a little easier for families who have been squeezed for years.

| s 13

> Getting rid of tolls on the Port Mann Bridge won't just help commuters in Surrey and Maple Ridge

- It will help people in New West and other communities that have seen increased traffic since tolling began.
- It will make traffic flow better throughout the region, saving businesses time and money.
- It will make a real difference for people and for communities.

• Families like...introduce family

 Families who struggled because the government kept hiking costs.

 Today's announcement is just one way we're going to make life more affordable for them.

s.13

s.13

-Removing

s.13

tolls is just the beginning.

Conclusion

- It takes a strong team to take a commitment and turn it into reality.
- I want to acknowledge the excellent and professional work of people in our ministries and at Translink

- Their work made this good news possible.
- Their professionalism and expertise has been invaluable.
- We're thankful for their hard work to make today happen.
- And I'm thankful to mayors from across the region for helping make today happen
- I am looking forward to continuing to work with mayors across the province
- To deliver on our commitments.

Strengthen our economy.

• And -make life better for the people who live here.

August 3, 2017 Human Rights Committee Announcement

Speech objectives:

- Announce consultations for a new Human Rights Commission
- Talk about how this will benefit people why you care
- Highlight the work done by MLAs on this file
- Tone: Compassionate and caring, taking action, focused on people

Format:

- Podium announcement at the Jim Deva Plaza in Vancouver's West End
- Questions and answers to follow

Order:

- MC: Parliamentary Secretary Ravi Kahlon introduces Premier
- Speaker 1: Premier John Horgan
- Speaker 2: Attorney General David Eby
- Speaker 3: MLA Spencer Chandra-Herbert
 - PS Ravi Kahlon intros PJH
 - o PJH speaks
 - PS Kahlon intros AG David Eby
 - AG Eby thanks PS Kahlon for leading consultation
 - AG Eby invites MLA Spencer Chandra-Herbert up to tell story
 - o PS Kahlon closes

Audience:

- Open to public
- Media and stakeholders invited

Special mentions:

- Minister Harry Bains and MLA Raj Chouhan
- Invited MLAs (list being finalized)
- Deputy Mayor Tim Stevenson

SPEAKING NOTES BEGIN NEXT PAGE

- Good morning
- Happy pride everyone
 - A time to celebrate
 - But also to resolve to work together
 - to fight inequality and discrimination in all forms
- We are gathered on the traditional territories of the
 - Musqueam
 - ○Squamish
 - oTsleil-Waututh

- I'm pleased to be here with members of my cabinet and caucus
- As well as friends and colleagues who have worked for many years to make our communities strong, inclusive and welcoming to everyone
- Building a better B.C. that is vibrant and full of opportunity starts with making sure everyone is invited to be a part of that future

- Every person deserves to be treated with dignity and respect, regardless of
 - physical ability
 - race,
 - religion,
 - sexual orientation,
 - gender identity or
 - gender expression
- It's our responsibility all of us to make that happen

- B.C. is the only province in Canada without a human rights commission.
- The previous government dismantled it in 2002.
- Today we start on a new path
- A new human rights commission for British Columbia
 - To fight discrimination
 - To educate and remove systemic barriers
 - Identify and eliminate inequality

- I've asked my Attorney General to take on the task of renewing the Commission.
- I want to acknowledge that this renewal has been championed by many of our MLAs
- One is Raj Chouhan, who introduced three separate private members bills to reinstate a Human Rights
 Commission
- And another of the strongest voices was Spencer Chandra-Herbert

- A tireless voice for justice and equality
- Fought hard to include gender identity and gender expression in the BC Human Rights Code
- He has worked in schools to teach openness and acceptance to kids
- Helped set up a line to report violence against the LGBTQ community
- [Additional acknowledgements]
 - Other MLAs
 - Stakeholders
 - Human rights campaigners
 - Special mentions TBC

 Working together, we will make British Columbia a fairer, more inclusive, and just province

ABE Announcement August 8, 2017

Speech objectives:

- Announce we're following through on our commitment on ABE and ELL
- Talk about why you care about opening the doors of opportunity
- Focus on people how this is going to help families

Format:

- Stand-up with podium and mic
- Premier to speak first, followed by two students (former and current)
- Q and A to follow

Audience:

- Invited guests from the post-secondary community
- Students who will benefit from this change
- Local media

Special mentions:

- s.22 who completed an ESL certificate when the program was tuitionfree, who went on to complete a two-year Diploma and now works in the social services sector in Victoria
- s.22 a current adult upgrading/ESL student, who immigrated from China four years ago and plans to study computer science at UVic
- Education Minister Rob Fleming
- Advanced Education Minister Melanie Mark
- Camosun College Board Chair

SPEAKING NOTES BEGIN NEXT PAGE

- Traditional territories:
 - Lkwungen and WSÁNEĆ peoples
- Good morning everyone
- Thanks for being here
- Joined by Ministers:
 - Melanie Mark, Advanced Ed
 - Rob Fleming, Education
- As we deliver on a commitment that will:
 - Make life more affordable
 - Give help and hope to people
 - And a chance to get ahead

- Education is the great equalizer
- It can open the door to
 - oa good-paying job
 - oand a secure future
- For many, it can be the key to a better life
 - New Canadians who want to improve their language skills
 - Students getting ready for university
 - Adult learners who need to upgrade their skills for work
 - Or earn their high school diploma

- When the previous government brought in tuition fees for Adult Basic Education and English Language Learning:
 - Enrollment plummeted
 - Down 35% over three years
 - Shutting people out
- Thousands of people missed out because they couldn't afford it
- We can't afford to leave people behind
- We will help them get ahead
 - By investing in their education
 - And we will grow BC's economy as we do it

- As of September 1, Adult Basic
 Education and English Language
 Learning are once again tuition-free
- Opening the door to tens of thousands of British Columbians
- Any person who wants to upgrade their skills and build a better life, we are here to support you in doing that

September 6, 2017

Joint press conference with First Nations Leadership Council to open the BC Cabinet and First Nations Gathering 2017

Speech Objectives:

s.13

Format:

Side by side podiums with mics, shared announcement with First Nations leadership.
 Outside, with North Shore Mountains and harbour in background.
 Jack Poole Plaza, Vancouver Convention Centre

Order: **TBC

- Premier John Horgan
- Grand Chief Edward John
- Minister of Indigenous Relations and Reconciliation
- Grand Chief Stewart Phillip UBCIC
- Regional Chief Maureen Chapman

Audience:

- Open to public
- Media and stakeholders invited

SPEAKING NOTES BEGIN NEXT PAGE

Introduction

- Good Morning. Thank you for being here.
- We are gathered on the traditional territories of the
 - Musqueam
 - Squamish
 - Tsleil-Waututh
 - On behalf of the Government of British Columbia, I am honoured to have the opportunity to be here today.
 - Side by side, with the First Nations Leadership Council.
 - To mark the opening of the first BC Cabinet and First Nations Gathering of our government.
 - This is a unique moment in our history.
 - As Chief Chapman said to me in a meeting recently, "the doors are open to great opportunities."
 - We have a once in lifetime chance to build a true government-to-government relationship, together.
 - Based firmly in Reconciliation and Respect.
 - Scott Fraser, the Minister of Indigenous Relations and Reconciliation and I understand the magnitude of this moment, and of the challenges ahead.
 - We are so thankful to Grand Chief Edward John, Grand Chief Stewart Phillip, and Regional Chief Maureen Chapman for being here with us today.
 - And for your hope and optimism, and belief that this is a turning point for Indigenous Peoples in our province.
 - We share that belief, and that optimism, and we are humbled by the persistent hope for the future that you demonstrate.
 - For most of British Columbia's history, governments have made empty promises to First Nations and Indigenous Peoples, and unilateral decisions about their communities and land.
 - It's time to put an end to colonial policies and attitudes of the past, and transform how our government works with First Nations and all Indigenous peoples.
 - This year's Cabinet and First Nations Gathering is where we begin the important conversations about how we forge the path towards reconciliation,

- and how in partnership we can make life better for First Nations, create jobs, economic stability and prosper.
- We'll work together- over the next two days and coming months to address urgent challenges facing First Nations:
 - o food security and protection of salmon
 - wildfire and emergency response
 - the opioid crisis,
 - and support for children and families in communities.
- This is an opportunity for Minister's to meet face to face with First Nations Leadership
- To listen to the needs of communities, and to work to make life better for people in all regions of BC.
- "A rising tide lifts all boats", is a saying Grand Chief Stewart Phillip reminded me of when we spoke recently.
- Because shared prosperity, with First Nations and British Columbians benefits all of us.
- To that end, our government has committed to working with First Nations to:
 - establish a clear, cross-government vision of reconciliation to guide the adoption of:
 - o the United Nations Declaration on the Rights of Indigenous Peoples,
 - the Truth and Reconciliation Commission Calls to Action,
 - o and the Tsilhqot'in Supreme Court decision.
- In all Government Ministers' mandate letters, I included a requirement that they review policies, programs and legislation to determine how to bring the principles of the UN Declaration to action in British Columbia.
- And will work with First Nations, using the guidance already set down by our courts and the principles set out in the UN Declaration to bring certainty to your communities.
- Because we understand that job creation, economic stability and lasting success cannot be achieved without real progress towards reconciliation.
- We are at a pivotal moment in time, in our country and in our province.
- For the first time, we can see a path forward, towards true reconciliation.
- We don't underestimate the challenges ahead.
- We know it won't be easy, but we are here today, and we will be here every day, to walk down that path – side by side – with Indigenous Peoples.

- With the Tsilhqot'in decision, the UN declaration and the Truth and Reconciliation calls to action as our guide.
- I am so grateful for the opportunity to be here today.
- And for the opportunity in front of us, to work together to build a better future for all of us.

**

September 5, 2017

BC Cabinet and First Nations Leaders' Gathering Welcome Reception

s.13

Format:

• AV – Riser, podium, Screens, lighting, sound

Order:

5:00 pm	Reception Registration Opens & Partnership Gallery on display
5:30 pm	Reception start time
6:00 pm	Welcome Remarks & Introduce Musqueam Representative
6:03 pm	Traditional Territory Welcome – Musqueam Elder/Chief Sparrow
6:06 pm	Remarks on behalf of YVR regarding partnerships
6:09 pm	Remarks on behalf of the Province of British Columbia, Hon. John Horgan, Premier
6:12 pm	Thank you to Premier Horgan & Remarks on behalf of BC Federation of Labour
6:15 pm	Remarks on behalf of the Federal Government, Hon. Jody Wilson-Raybould
6:18 pm	Remarks representing First Nations partnerships and economic development, Councillor Willie Sellars
6:21 pm	Closing Remarks from BCBC Chair, Marcia Smith

Audience:

- 400 First Nations Leaders from across BC; 100+ Business Leaders from Business Council membership; 100+ Provincial Government representatives; BC Federation of Labour guests
- CLOSED TO MEDIA.

SPEAKING NOTES BEGIN NEXT PAGE

- Good Evening, thank you for the warm welcome.
- I'd first like to acknowledge that we are on the traditional territories of the
 - Musqueam
 - Squamish
 - Tsleil-Waututh
- Thank you to the Business Council of British Columbia and the BC
 Federation of Labour for hosting this welcoming event.
- And thank you to the First Nations Leaders from across BC, Business Council members, Provincial and

- federal Government representatives, and BC Federation of Labour representatives who are here tonight.
- I'm excited about the next two days, and I'm excited about the opportunities we have before us.
- This Cabinet and First Nations
 Gathering is where we begin the important conversations about how we forge a clear path towards reconciliation,
- And work with First Nations, using the guidance already set down by our courts and the principles set out in the UN Declaration,

- to bring <u>certainty</u> to communities, and shared prosperity for everyone in British Columbia.
- Because we understand that job creation, economic stability and lasting success can't be achieved without true reconciliation.
- We're going to spend our time and energy finding solutions and opportunities to the problems we face together
- And we will work together- over the next two days and coming months and years - to address urgent challenges like:

- protection of precious natural resources like our wild pacific salmon
- wildfire and emergency response,to help keep communities safe
- the urgent opioid crisis that has taken far too many people from their families,
- and provide support for children and families in communities, where they it.
- And we'll keep working to make life better for people in all regions of BC.
- Because shared economic success benefits all of us.

- The BC government is under new management,
- We know the challenges ahead will be significant, but we are hopeful for a brighter future, optimistic about what we can achieve,
- and squarely focussed on working in partnership with First Nations, and everyone in this room, to build a Better BC.
- I look forward to doing that with you.
- Thank you.

Ridesharing Messages

Main Messages:

- We're working towards a "made in BC" ridesharing solution that meets consumers' needs while creating a level playing field for all service providers, including taxi drivers and owners.
- Premier John Horgan has identified the creation of a safe, fair and accessible ride-sharing system as a priority for government and we are working to create a fair approach to ride sharing.
- I'm looking forward to working with Green Party Leader Andrew Weaver and a full range of stakeholders as we develop a made in BC plan that protects jobs that currently exist while ensuring British Columbians have access to the modern ridesharing services they expect.

Additional contrast:

Unlike the BC Liberals, we understand how important jobs in the taxi industry are. That's why
we're going to listen to the taxi industry and work to protect jobs as we move forward with
ridesharing.

Q: Have you changed your position?

- S.13 Our position has always been to find a made in BC solution that ensures a level playing field for all service providers.
- We're developing a plan that protects jobs that currently exist while ensuring British Columbians have access to the modern ridesharing services they expect.

Q: Do you have a deal with Andrew Weaver to bring in ridesharing?

- We'll work with all MLAs and all stakeholders as we move forward.
- Our focus is on a made in BC plan that protects jobs that currently exist while ensuring British
 Columbians have access to the modern ridesharing services they expect.

Q: Will you be supporting Andrew Weaver's bill?

 It's too early to prejudge the process, but this is a complex file that involves a lot of consultation.

s.13

Q: Are you sticking to your 2017 timeline?

We're going to work hard to get this done in a timely way, to provide certainty for everyone involved.^{s.13}
 complex process and we will take the time to get it right.

August 1, 2017 Prince George call-backs

Key Messages

- I travelled to Williams Lake and Prince George because we need to give our full support to
 - the tens of thousands of people who have been evacuated
 - who don't know when they can go home
 - who might be afraid to go back
- As leaders, it's important that we see the situation first-hand, and listen to people affected
- Yesterday I joined Prime Minister Trudeau and his cabinet on a tour of the wildfire response near Williams Lake:
 - Met RCMP and Canadian Armed Forces
 - Visited emergency response centre
 - Took an aerial tour of the region
- I also travelled to Prince George with members of our cabinet task force
 - Met evacuees who are anxious about returning home
 - Thanked first responders for keeping people safe
- The fire situation is changing very quickly and it's far from over
- Our government is helping people by:
 - Extending financial support to evacuees -- \$600 every 14 days
 - O Sharing as much information as we can about what's happening
 - Reaching out to communities through our cabinet task force

Questions and Answers

Why haven't you visited Prince George until now? The wildfires should have been your top priority.

- I was at a Shamrocks game in Langford when I first learned the province had declared a state of emergency into the wildfire situation.
- This was during the transition period, when the government was about to change but the hand-over hadn't happened yet.
- Right away I got on the phone with the then-minister responsible. We worked together, the previous and the incoming government, to share information and help people.
- Shortly after that I was on a plane to Kamloops to meet with emergency responders and evacuees.
- As leaders, it's important to see the situation first-hand and do everything we can to help, without getting in the way.
- On our first day as government, we had a cabinet meeting. Our first item of business was more support for people affected by wildfires
 - Extended state of emergency
 - More support for evacuees \$600 every 14 days
 - Cabinet task force
- Our government is working hard every day to help people affected by wildfires

Why didn't you travel to Kamloops or Prince George on Day 1 as Premier? Christy Clark was here, you weren't.

- The wildfire situation is one of our highest priorities.
 - I've made two trips to meet people affected by wildfires since the state of emergency was declared
 - o I raised it in meetings with the Prime Minister in Ottawa last week
 - Our first act as a government was more support for people affected
- My cabinet ministers have also travelled to the interior to reach out
- It's a volatile and stressful situation for the people who live here
- We're committed to do everything we can to help

Why was your first act to leave the province, rather than focus on wildfires?

- It was the people who urgently need our help that were at the heart of my trip to Ottawa and Washington DC last week
- When I met with Prime Minister Trudeau in Ottawa
 - We talked about a number of issues
 - but top-of-mind for both of us was the wildfire response
- I later went to Washington DC to fight for BC jobs in the softwood lumber dispute. We need to make sure we get a softwood deal that's
 - good for BC workers
 - good for the softwood industry
 - and our economy
- These are urgent problems people face today, that affect their lives and livelihoods.
- As Premier, I'm hard at work every day finding solutions to those problems.

You've been criticized by mayors and local MLAs for not sharing information about the wildfires. How do you respond to that?

- We're working as hard as we can to get timely information out to people
 - including MLAs
- We've set up regular briefings, daily briefings, at their request
- We'll continue to keep communities up to date for as long as the wildfire situation continues

How are you going to build back trust with the people of Rural BC when you let LNG Pacific NorthWest go south, and are against projects like Kinder Morgan?

- For too long, people in BC have been working harder than ever but not getting ahead.
- Our priority is helping people:
 - Giving families relief from high costs and fees
 - Delivering better services like health care and education
 - Creating good jobs and opportunity throughout BC
- Everyone deserves a government that's working for them.
- It won't happen overnight. But I'm committed to get it done.

August 3, 2017 Human Rights Committee Announcement

Speech objectives:

- Talk about consultations for a new Human Rights Commission why government must be to be proactive about rights and justice
- Talk about what's at stake with a focus on people
- Highlight the work done by MLA Spencer Chandra-Herbert, and others, on this file
- Tone: Compassionate and caring, taking action, focused on people

Format:

- Podium announcement at the Jim Deva Plaza in Vancouver's West End
- MC PS Ravi Khlaon; Speakers Premier John Horgan, Attorney General David Eby, MLA Spencer Chandra Herbert

Order:

- PS Ravi Khalon intros PJH
- PJH speaks
- PS Khalon intros AG David Eby
- AG Eby thanks PS Khalon for leading consultation
- AG Eby invites MLA Spencer Chandra-Herbert up to tell story
- PS Khalon closes

Audience:

- Open to public
- Media and stakeholders invited

Special mentions:

- Minister Harry Bains and MLA Raj Chouhan as also having worked on this file
- Invited MLAs (list being finalized)

- Deputy Mayor Tim Stevenson
- Other special guests TBD

SPEAKING NOTES BEGIN NEXT PAGE

- Pleased to be here in advance of Pride, vibrant and exciting human rights parade
- Here to announce British Columbia will re-establish a human rights commission to fight inequality and discrimination in all its forms
- Every person deserves to be treated with dignity and respect.
- A human rights commission we will create a
 - o more inclusive and just society,
 - where we work together to eliminate inequality and prevent discrimination on the basis of
 - race,
 - religion,
 - sexual orientation,
 - gender identity and
 - gender expression
- B.C. is the only province in Canada without a human rights commission. The previous commission was dismantled in 2002 in favour of a complaintdriven tribunal.
- I've asked B.C.'s Attorney General to oversee a public consultation with British Columbians about what a renewed human rights commission will look like.
- The AG will have more details about the consultation.
- This renewal was championed by many of our MLAs
- One of the strongest voices I want to thank today is Spencer Chandra-Herbert
 - A tireless voice for justice and equality
 - Fought hard to include gender identity and gender expression in the BC Human Rights Code
 - Helped set up a line to report violence against LGBTQ community
 - Teaches openness and acceptance to kids in schools

Q&A TOPICS

- Allocation of quota within Canada and within B.C.
- Government's support for exclusion of western red cedar and high value products from any settlement with the US
- Response to Wildfires, salvage opportunities and relief for companies that have lost timber supply
- Expected log export policy changes

 Support for remanufacturers, independents and the value added sector

August 3, 2017 Human Rights Committee Announcement

Speech objectives:

- Announce consultations for a new Human Rights Commission
- Talk about how this will benefit people why you care
- Highlight the work done by MLAs on this file
- Tone: Compassionate and caring, taking action, focused on people

Format:

- Podium announcement at the Jim Deva Plaza in Vancouver's West End
- Questions and answers to follow

Order:

- MC: PS Ravi Khalon introduces Premier
- Speaker 1: Premier John Horgan
- Speaker 2: Attorney General David Eby
- Speaker 3: MLA Spencer Chandra-Herbert
 - o PS Ravi Khalon intros PJH
 - o PJH speaks
 - PS Khalon intros AG David Eby
 - AG Eby thanks PS Khalon for leading consultation
 - AG Eby invites MLA Spencer Chandra-Herbert up to tell story
 - PS Khalon closes

Audience:

- Open to public
- · Media and stakeholders invited

Special mentions:

- Minister Harry Bains and MLA Raj Chouhan
- Invited MLAs (list being finalized)
- Deputy Mayor Tim Stevenson
- Mary Woo-Sims, former HRC Commissioner

SPEAKING NOTES BEGIN NEXT PAGE

- Good morning
- Happy pride everyone
 - A time to celebrate
 - But also to resolve to work together
 - to fight inequality and discrimination in all forms
- We are gathered on the traditional territories of the
 - Musqueam
 - ○Squamish
 - oTsleil-Waututh

- I'm pleased to be here with members of my cabinet and caucus
- As well as friends and colleagues who have worked for many years to make our communities strong, inclusive and welcoming to everyone
- Building a better B.C. that is vibrant and full of opportunity starts with making sure everyone is invited to be a part of that future

 Every person deserves to be treated with dignity and respect,

s.13

 It's our responsibility – all of us – to make that happen

- B.C. is the only province in Canada without a human rights commission.
- The previous government dismantled it in 2002.
- Today we start on the path to renewal
- A new human rights commission for British Columbia
 - To fight discrimination
 - Remove systemic barriers
 - Identify and eliminate inequality

- I've asked my Attorney General to oversee a public consultation with British Columbians about what a renewed human rights commission will look like.
- The renewal that begins today was championed by many of our MLAs
- One of the strongest among them was Spencer Chandra-Herbert
 - A tireless voice for justice and equality
 - Fought hard to include gender identity and gender expression in the BC Human Rights Code

 Helped set up a line to report violence against LGBTQ community

- [Additional acknowledgements]
 - Other MLAs
 - Stakeholders
 - Human rights campaigners
 - Special mentions TBC
- Working together, we will make British Columbia a fairer, more inclusive, and just province

August 3, 2017

Human Rights Committee Announcement

Speech objectives:

- Announce consultations for a new Human Rights Commission
- Talk about how this will benefit people why you care
- Highlight the work done by MLAs on this file
- Tone: Compassionate and caring, taking action, focused on people

Format:

- Podium announcement at the Jim Deva Plaza in Vancouver's West End
- Questions and answers to follow

Order:

- MC: Parliamentary Secretary Ravi Kahlon introduces Premier
- Speaker 1: Premier John Horgan
- Speaker 2: Attorney General David Eby
- Speaker 3: MLA Spencer Chandra-Herbert
 - o PS Ravi Kahlon intros PJH
 - PJH speaks
 - o PS Kahlon intros AG David Eby
 - AG Eby thanks PS Kahlon for leading consultation
 - o AG Eby invites MLA Spencer Chandra-Herbert up to tell story
 - o PS Kahlon closes

Audience:

- Open to public
- · Media and stakeholders invited

Special mentions:

- Minister Harry Bains and MLA Raj Chouhan
- Invited MLAs (list being finalized)
- Deputy Mayor Tim Stevenson

SPEAKING NOTES BEGIN NEXT PAGE

- Good morning
- Happy pride everyone
 - OA time to celebrate
 - But also to resolve to work together
 - to fight inequality and discrimination in all forms
- We are gathered on the traditional territories of the
 - Musqueam
 - Squamish
 - **OTsleil-Waututh**

- I'm pleased to be here with members of my cabinet and caucus
- As well as friends and colleagues who have worked for many years to make our communities strong, inclusive and welcoming to everyone
- Building a better B.C. that is vibrant and full of opportunity starts with making sure everyone is invited to be a part of that future

- Every person deserves to be treated with dignity and respect,^{\$.13}
 regardless of
 - physical ability
 - race,
 - religion,
 - sexual orientation,
 - gender identity or
 - gender expression
- It's our responsibility all of us to make that happen

- B.C. is the only province in Canada without a human rights commission.
- The previous government dismantled it in 2002.
- Today we start on the path to renewal
- A new human rights commission for British Columbia
 - To fight discrimination

s.13

Identify and eliminate inequality

 The renewal that begins today was championed by many of our MLAs

e 1

 One is Raj Chouhan, who introduced three separate private members bills

6

to reinstate a Human Rights

Commission

s.13

s.13

- A tireless voice for justice and equality
- Fought hard to include gender identity and gender expression in the BC Human Rights Code

 Helped set up a line to report violence against the LGBTQ community

- [Additional acknowledgements]
 - Other MLAs
 - Stakeholders
 - Human rights campaigners
 - Special mentions TBC
- Working together, we will make British Columbia a fairer, more inclusive, and just province

September 4, 2017 Labour Day Picnic

Speech goals:

- Share in the celebration at labour day in New Westminster
- Celebrate our successes, and highlight our commitments to help working people

Format:

• Up to 5 mins, no podium -- no paper notes

Audience:

- Labour leaders and members
- Supporters
- Members of the public

Special Mentions:

- Lori Mayhew, President New West Labour Council (hosts)
- Hon. Harry Bains (also speaking)
- Irene Lanzinger, BC Fed (speaker)
- Hon. Patricia Hajdu, MP and Minister of Employment, Workforce Development and Labour
- Sponsors and volunteers

SPEAKING NOTES BEGIN NEXT PAGE

- Friends -- it's great to be here with you
 - All of us together
- On this special day where we recognize the hard-working people of B.C.
 - Whose labour built this province
 - Who should be sharing in the wealth of our great province
- Every person who gets up and goes to work every day, deserves a government that is working for them
 - That makes life easier
 - And works hard to find solutions to the problems they face

- The rights workers enjoy today are due to the hard-fought victories of the labour movement
- I want to recognize and thank everyone who is here today -- from the rank and file members to the elected leadership -- who are doing their part every day to keep up the fight
- Because everyone deserves
 - oa good job
 - owith good wages
 - and to come home, safe and healthy, to their family at the end of every day

- I'm excited to be your Premier
- Together, we're going to make life better for working people
- How many of you crossed a bridge to get here today?
- Last week we removed unfair bridge tolls
 - Getting people to and from work faster
 - And giving families relief
- We're getting BC moving again

- And we will make sure BC is working for working people
 - With fair pay for fair work
 - Jobs and apprenticeship opportunities
 - Stronger employment standards
 - And safer workplaces for all
- We're getting started by giving B.C.'s lowest paid workers a raise to \$15 an hour
- The Fair Wage Commission will get us there
- It's the right thing to do

- There is a lot of work ahead of us -we have to work hard every day
 - In the Legislature and our communities
- We're committed to making life better for people:
 - More affordable
 - Better services
 - Good jobs and economy that works for everyone
- We can build that better BC together
- Thanks for being here -- enjoy the day

August 28, 2017 Interior call-backs -- Wildfires

Key Messages

- Yesterday, Minister Donaldson and I visited the B.C. Interior to give our full support to people and communities affected by wildfires
 - In Kamloops, we thanked the deputy mayor and emergency responders for their continued hard work
 - We heard directly from people affected by wildfires at the Cache Creek resilience centre
 - We met with mayor and council and First Nations in Ashcroft
 - And we toured lands devastated by wildfires
 - There are no words to describe the destruction, loss
 - To homes, businesses, cultural sites, communities
- When people are in trouble, communities come forward to help.
 We're grateful to everyone who is donating to the Red Cross and opening their homes to their neighbours.
- Our government is helping people by:
 - Extending financial support to evacuees -- \$600 every 14 days
 - Funds for affected small businesses
 - o Reaching out to communities through our cabinet task force
- We're also looking ahead to how we can help communities rebuild. When the crisis passes, it's more important than ever to help people and communities recover.
- We're here for people, not just during the crisis, but into the future.

August 28, 2017
Interior call-backs -- Wildfires
Questions and Answers

Exactly how are you going to help communities rebuild once this crisis is over?

- The crisis isn't over. My focus right now is making sure people affected by wildfires are supported and safe.
- We're giving financial support to people and small businesses.
 We'll keep that going until this year's wildfire season is behind us.
- There's more to be done over the long term. Ranchers have lost farmland. First nations have lost important sources of food and sustenance. Communities need support in order to rebuild. Government will be there every step of the way.

Why didn't you travel to Kamloops or Prince George on Day 1 as Premier? Christy Clark was here, you weren't.

- The wildfire situation is one of our highest priorities.
 - This is my fourth trip to meet people affected by wildfires since the state of emergency was declared
 - Our first act as a government was more support for people affected
 - My cabinet ministers have also travelled to the interior to reach out
- It's a difficult and stressful situation for the people who live here
- We're committed to do everything we can to help

August 28, 2017

Interior call-backs -- Wildfires

You've been criticized by mayors and local MLAs for not sharing information about the wildfires. How do you respond to that?

- We're working as hard as we can to get timely information out to people
 - o including MLAs
- We've set up regular briefings, daily briefings, at their request
- We'll continue to keep communities up to date for as long as the wildfire situation continues

How are you going to build back trust with the people of Rural BC when you let LNG Pacific NorthWest go south, and are against projects like Kinder Morgan?

- For too long, people in BC have been working harder than ever but not getting ahead.
- Everyone deserves a government that's working for them no matter where in BC they happen to live. People in rural BC deserve:
 - better access to health care in their community
 - o schools that are safe and the resources to help kids succeed
 - Jobs and economic opportunity in our natural resources sector as well as the new economy
- It won't happen overnight. But I'm committed to get it done.

ADVICE TO MINISTER – CONFIDENTIAL ISSUE NOTE

JP v. HMTQ et al Updated Aug. 30, 2017

Key Facts Regarding the Issue:

JP commenced litigation arising from the removal of her children and her subsequent involvement with MCFD. After a lengthy trial, on July 14, 2015 Justice Walker issued a decision on liability only, which found negligence, misfeasance and breach of duty. The province has filed an appeal of the decision; the Court of Appeal also granted to father, BG, leave for a late appeal of the earlier family law decision (where Justice Walker found that the father had sexually abused the children and he granted sole custody to JP and no contact at all for BG with his children).

The appeals were heard November 2016. The judgment will be released this Thursday, Aug. 31 at 10 a.m. Given the profile of the case, the Court will be hosting a simultaneous counsel and media lockup between 9 a.m. and 10 a.m. that morning.

A factum outlining government's position with respect to the appeal of Judge Walker's (civil law) decision was posted on Jan. 11, 2016.

Mr. Plecas submitted his interim report to the Minister on Dec. 14, 2015. The report was provided to the Representative of Children and Youth in advance of the Minister making the report public. Plecas has committed to a second phase of the report which will focus on a review of case practice in the JP v HMTQ matter.

Background:

A BC Supreme Court judge ruled against the Ministry in civil court where a mother was suing the ministry for negligence, bad faith, and breach of public duty. Government initiated an appeal and a policy review through Bob Plecas.

On Nov. 23, 2015, the BC Court of Appeal approved the applications by William Strickland (MCFD team leader at time of involvement) and BG to be added as parties to the appeal. Both applicants filed their own factums and challenged the findings made by Justice Walker in relation to them personally.

There are a number of negative findings contained in the BC Supreme Court judge decision.

Justice Walker found that the plaintiffs had proven the following:

- Misfeasance
- Intentional misconduct
- Bad faith
- Reckless disregard for the director's obligation to protect children; and
- Breach of the standard of care
- Breach of fiduciary duty

He found that:

- the Director did not owe a duty of care to JP, so her claims in negligence and breach of duty fail – but her claims in misfeasance do not.
- the Director failed to adequately assess and investigate the report of sexual abuse of the
 older children and unreasonably supported the father's claim to custody of the children

ADVICE TO MINISTER - CONFIDENTIAL ISSUE NOTE

even if he had sexually abused them. He also finds the Director approached the case with a closed mind.

 the immunity that ordinarily attaches to good faith discretionary decisions is not afforded to the Director and social workers in this case.

The individual staff members who were involved and who testified are named (full names and roles) in the decision and critical comments are made. The decision sets out that fault is not attributable to a single employee. Judge Walker finds that "different employees are at fault for different and not necessarily mutually exclusive reasons depending on the point in time".

The plaintiff also made a complaint to the Office of the Privacy Commissioner that she does not want Mr. Plecas to review her files. The OIPC has since ruled that the disclosures in question were authorized under s.33.2(c) of the *CFCSA*, and that security arrangements made by the Ministry for the conduct of its review met its obligation, pursuant to s. 30 of the *Act*, to make reasonable security arrangements against such risks as unauthorized access, collection, use, disclosure or disposal.

History:

- The Plaintiff, JP filed a Writ of Summons and Statement of Claim served on Legal Services Branch Dec. 11, 2011.
- JP is acting on her own behalf, and as litigation guardian for her minor children, who are also plaintiffs in the action.
- In the Statement of Claim the plaintiff alleges that MCFD owed a duty of care to her and her children while investigating allegations of sexual abuse against her ex-spouse as disclosed by her children.
- The children were removed from plaintiff's care in December 2009. They were returned to her care in 2012.
- Plaintiff is seeking damages alleging negligence, and breach of fiduciary duty vis-à-vis this
 Ministry and its staff in respect of the investigation of sexual abuse and the subsequent
 apprehension of her children.
- Media has covered the trial. An editorial published in the Vancouver Sun on July 5, 2013 states: "This is an ugly indictment of the ministry and calls out for an investigation by the Representative of Children and Youth. Aside from the liability issues, there is a serious question about how this happened and why it took so long to resolve."

Program Contact: Christine Massey, Allison Bond

Page 72 to/à Page 75

Withheld pursuant to/removed as

August 31, 2017 VIU Nanaimo - Children in care

Speech Goals:

- Deliver good news about the expansion of the tuition waiver for former youth in care to all 25 public post-secondary institutions.
- Offer hope to youth in care and those who care about them.

Quote: "The tuition waiver changes lives. It opens up opportunity for youth aging out of care. It empowers these youth to choose their own future. That is why we are expanding the tuition waiver program for former youth in care."

Format:

- Minister Mark MC
- Podium with speeches

Speakers:

Premier John Horgan
Minister of Advanced Education Melanie Mark
Minister of Children and Families Katrine Conroy
President of VIU, Ralph Nilson
22 Student, former youth in care

Attire: Dress is business professional.

Audience Size: approximately 30 attendees plus media

Event contact: Joleen Badger 250-884-6049
Rick Devereux (day of) 250-812-1207
Janina Stajic, VIU Communications Manager 250-618-2360
250-740-6288

DM contact: Shannon Baskerville, DM, AVED, 250-216-0712

Speaking Notes

for

Premier John Horgan

Tuition Waiver For Former Youth in Care

Friday Sept. 1, 2017 10:30 a.m. VIU, Shq'apthut Gathering Place

CHECK AGAINST DELIVERY

- Good morning everyone
- Thanks for being here
- Joined by Ministers
 - Melanie Mark, Advanced Ed
 - Katrine Conroy, Children and Family Development
- As we deliver on a commitment that will help youth transitioning from care.
- We're here at Vancouver Island
 University because they have been leaders in reaching out to these youth.

- They were the first post-secondary in B.C. to offer former youth in care a path to success.
- They reached out to these youth, and said "we believe in you."
- And they did it without the full formal support of previous government.
- Because it was the right thing to do.
- Thanks to leaders like VIU we know that the tuition waiver changes lives.
- It opens up opportunity for youth aging out of care.

- It empowers these youth to choose their own future.
- That is why we are expanding the tuition waiver program for former youth in care.
- It will now be available at all 25 public post-secondary institutions in B.C.
- We want youth in our care system to know we are looking out for them.
- That we believe in their potential.
- That is why we are putting the supports in place so that they can thrive, not just survive.

- The tuition waiver program is just the beginning.
- We are going to do a better job of supporting children in our care system, and also when they become adults and embark on the next stage of their lives.
- Education is the great equalizer.
- It can open the door to
 - o a good-paying job
 - oand a secure future
- For many, it is the key to a better life
- Children in care need to know that we believe they can succeed.

• And we will be here to help them on the path to a brighter future.

Advice to Premier Q&As on Washington Trade Delegation

For background – Gerard has known Ross for more than 15 years since they worked on the turnaround plan for several US steel mills

s.13

- We're here fighting for the thousands of British Columbians whose jobs depend on softwood and on trade.
- We've been successful in putting the case for BC wood, workers and communities in front of the two top US trade negotiators:
 - Lighthizer, who is deeply involved in NAFTA
 - Ross, softwood
- Vital support from embassy, our own intergovernmental relations department and Leo Gerard, who has long-standing relationships with Lighthizer and Ross, to make sure BC's voice is heard
- Mr. Gerard represents many of the British Columbians whose jobs we are fighting for.
- Steelworkers have long advocated against the tariffs we're fighting against.
- They've joined us in pushing for a good deal for BC jobs in the softwood dispute.

Q: Did you promise him anything?

- We're both here to fight for jobs ensure BC gets a good deal in this dispute.
- For 16 years we had a government that failed to stand up for forest workers while mills closed and this agreement expired.
- I'm here to work with people and fight for an economy that works for everyone in BC.

Q: What did you talk about?

We talked about how we can work to ensure BC gets the best deal in the softwood agreement.

Q: Why are you meeting with the National Homebuilders Association?

- They want BC softwood.
- The Homebuilders have been allies in our fight for a fair deal in this dispute.
- Q: Did the Secretary of Commerce indicate to you how close a Softwood deal is and what that will be?
 - I made it clear to him that I will fight for the jobs in our forest sector.
 - We want a deal that protects BC workers and communities by restoring historic market access.
 - BC deserves a good deal in the final agreement, and I will continue to stand up for our interests.
 - I think we've been making good progress and I'm optimistic.
- Q: What did you speak with Congresswoman DelBene about? Is she supportive of your demands?
 - Congresswoman DelBene is a strong voice in trade issues.
 - She represents Washington State, our immediate neighbour and trading partner to the south.
 - I've made softwood lumber a priority and I'm hopeful our conversations will help shape a fair deal in the agreement.

Q&A on Fall Session Dates

Q. Why didn't you come back earlier in the summer, as you originally committed to in your agreement with the Green Party?

• It was out intention to return to the legislature earlier, as outlined in our agreement with the Green caucus.

s.13

- We discussed the impact of their delay with the Green Party, and determined that coming back the week after Labour Day was the earliest and most reasonable choice.
- This fits within the time requirement for presenting our budget to the people of BC.

Q. Why wait until Friday the 8th to sit for only one day that week? Why not come back Tuesday the 5th, right after labour day?

• The annual First Nations Leaders' Gathering is being held September 6-7, and our government fully respects that important event.

Q. Why aren't you allowing the traditional week between throne day and budget day?

- s.13 a new government, we felt it was important to present our budget at the earliest opportunity.
- The budget will outline some of the ways we're going to help make people's lives better.

Q. How long will the session go for?

 The fall legislative session for 2017 is expected to continue until the end of November.

Q. Will a full fall sitting be permanent, or continue to be optional?

- Full, and permanent.
- The BC Liberals called the legislature "busy work" and called fall sittings when they felt like it, or if they had a political game to play.
- When the fall sitting was created, it was intended to be a regular sitting to do the work of government.
- Unlike the previous government, we'll will respect that, and will take full advantage of the opportunity to build a better BC and make people's lives better.

Capital Integrated Services & Governance Initiative Report Questions and Answers August 21, 2017

Key Messages

- This report, commissioned by the previous government, was supposed to find opportunities for workable amalgamation – to bring services together and help make them more affordable for local families.
- But we're disappointed that it seemed to focus more on inventories of services in the communities than ideas about how to make service amalgamation work and the potential benefits to residents.
- Our focus moving forward will be on helping make services work better and more affordably for British Columbians.
- At this point, we want to give local governments and their residents time to review and discuss the report being released today.

Background

- The Capital Integrated Services and Governance Initiative (CISGI) originated from the results from
 the 2014 local government ballot questions where eight of 13 municipalities in the Capital region
 included some form of question on amalgamation or governance/service integration, with the
 majority of voters in all but Oak Bay responding in the affirmative.
- Subsequently in meetings with former ministers, local governments expressed interests in
 gathering facts about current service delivery, increasing understanding about service delivery best
 practices and exploring further the opportunities to better integrate services and governance in the
 Capital region (defined for the purposes of this report as the 13 municipalities and the Capital
 Regional District located on southern Vancouver Island).
- The CISGI report is being shared with mayors and board chair on August 16, 2017, and made available online on August 21, 2017. The largest part of the report is the service profiles. Services are grouped into 16 categories with descriptions of how each service is generally delivered by local governments in the region. Each service profile reviews general service coverage, the sharing of any attributes of the services, service delivery methods, decision making, service delivery costs (where applicable), and funding.
- As there are outstanding requests for the report under *Freedom of Information and Protection of Privacy Act*, the report has to be released on or before August 23, 2017.
- The Capital Integrated Services and Governance Initiative launched last summer was intended
 to facilitate fact-finding about services in the region and to identify opportunities available to local
 governments to better integrate services in the area.

- This report is the result of a common interest in gathering facts about how and services are delivered by the region's local governments.
- The report's recommendations fall into three main groups:
 - Build on in-progress regional service initiatives (e.g., emergency 911; economic development; housing).
 - Create a regional framework for discussing service integration and governance (i.e., consistent municipal reporting; leaders' forum for discussion; regional dashboard to monitor progress).
 - Evaluate new opportunities for improving service integration (i.e., using a service analysis tool developed by the consultants).

Top Q & As

1. What are the report's key findings?

- Much of the report is devoted to profiles of the 16 key services delivered by local governments in the Capital region, such as police, fire, water, recreation and housing.
- We are a bit disappointed the report didn't provide much in the way of specific information, ideas and analysis on whether the region should advance toward amalgamation or not.

2. What new information does the report provide? Isn't this information we already know?

- This report was commissioned by the previous government in consultation with local leaders. It
 offers a summary of key services provided by local governments in the Capital region all in one
 place.
- While most of the information is not new, the analysis could provide municipal councils, the Capital Regional District Board and residents with a constructive basis for future discussion and decisions.

3. Given the absence of new information, are you going to commission another study?

- We don't intend to commission another study. Our focus will be to help the CRD and municipalities improve services and make life more affordable for people in the region.
- This report did look at some ideas for improving services, and we'll be speaking with municipalities about some of those ideas.

4. Is your government going to promote the idea of amalgamation?

- Our focus will be to help the CRD and municipalities improve services. There is local frustration
 around some key issues, like housing and transit, and we're committed to working with local
 governments to make those services more available and affordable.
- If the mayors and municipalities discuss the issue and decide as a group that they would like to pursue the idea of amalgamation, then we would certainly work with them.

5. Why wasn't the report released earlier?

- The former government had extended the original deadline.
- The findings were then under review, followed by the Provincial election period.
- Our government is focused on our mandate of making life more affordable for ordinary people throughout the province.
- We have released the report as soon as possible given the changes in government and to my new ministry.

6. Does the report impose any actions on local governments?

- This report does not impose any outcomes, and neither will our government.
- This initiative was always based on a key understanding that local governments will make their own
 decisions about integrated services and governance.

7. What are the next steps for the local governments in the Capital region?

- All local governments need some time to review this report and consider what opportunities they see for communities, neighbours and the region.
- It is important that local governments hear from their residents on this matter.
- Once that has occurred, local governments are encouraged to share thoughts and plans with their neighbours and citizens.

8. s.13

How can this report make any difference?

- As one of the local governments in the Capital region, the CRD participated in the report as a key service provider (e.g., potable water).
- Rather, the report offers facts and tools to facilitate dialogue among all 14 local governments in the Capital region regarding services and governance.
- Each local government, including the Capital Regional District, may make its own decisions based on the information provided by this report.

Amalgamation Q & As

- 9. During the election campaign, the BC NDP expressed support for an amalgamation study for the Capital region. Will the Province commission an amalgamation study for local governments in the Capital region?
 - All communities and local governments now have the report, so at this stage we believe it's time to look forward. That means talking with their residents a bit more about what they'd like to see happen.
 - From our perspective, the report is done, we've made it public, and we don't intend to commission another study on this.
 - For us, it's about listening to the frustration from local residents about some key services, so we
 want to focus on working with communities to make those services more available and affordable.

10. Why are you going back on the commitment your party made?

- We think the driving force behind any amalgamation should come from residents via their elected local governments.
- To that end, everyone should take some time with the report being released today and determine what they see as their next steps.
- While lacking the specific detailed options we were hoping for, this report does provide necessary
 groundwork for those discussions and determinations; instigating another report is not helpful at
 this point.

11. But as the minister, do you think amalgamation is the right move?

• The right move is to let the local leaders digest this report and discuss their next steps, and talk about it with residents.

12. Duncan and North Cowichan supported an amalgamation study. Why didn't local governments in the Capital region do the same?

- When considering amalgamation, each situation is unique.
- There are a number of key differences between the 13 municipalities in the Capital region and Duncan-North Cowichan.
- Duncan and North Cowichan coordinated an amalgamation ballot question for the 2014 local elections and received a positive response from their respective communities.
- Local governments in the Capital region do not have the same clarity because the municipalities
 were not consistent in how they phrased their ballot questions, and not all municipalities chose to
 include a question in the first place.
- Duncan and North Cowichan share a boundary, similar community spirit and identity.
- The geography, settlement pattern, service distribution and community identity vary widely among the 13 municipalities in the Capital region.
- Because Duncan and North Cowichan already share key services and infrastructure, the two
 jurisdictions have a strong understanding of service delivery and governance models in the region.
- Municipalities in the Capital region have not yet achieved a similar level of understanding and operations.

Technical/Background Q & As

13. Which areas are covered in the report?

- This report covers the 13 municipalities and the regional district that are located in the Capital region.
- They are Saanich, Victoria, Langford, Central Saanich, Oak Bay, Esquimalt, Colwood, Sooke, Sidney, North Saanich, View Royal, Metchosin, Highlands and the Capital Regional District.

14. How was the information in the report collected?

- To create the report, the consultants:
 - met with each municipal council, the Capital Regional District Board, the Juan de Fuca electoral area director and staff from local governments,
 - reached out to stakeholders (e.g., Chamber of Commerce, academics and community interest groups) and invited First Nations to participate, and
 - o ran a six-week online "open house" for the public through PlaceSpeak including an online survey, wrapping up with three public report out sessions.

15. Who participated in the consultation?

• Local government staff and elected officials, stakeholders (e.g., Chamber of Commerce, academics, community interest groups) and the public.

16. How many people participated in the PlaceSpeak Virtual Open House and survey?

- PlaceSpeak had significant uptake with 2171 views, 294 people connecting and actively following topics, generating 108 comments in the discussion forum.
- The online survey received 202 responses.

a. Are these good numbers?

 The consultants consider this level of involvement an adequate representation of the region.

b. Does the participation in PlaceSpeak represent a good cross-section of citizens from the Capital region?

- PlaceSpeak participants who connected to the topic represented every local government in the Capital region.
- The number of participants engaged in each community varied widely, but in general larger communities had more participants than smaller ones, with some exceptions.

Organizations	Number of Connections	Percentage (%) of Total Connections
Central Saanich	9	3.0%
Colwood	5	1.7%
Esquimalt	23	7.8%
Highlands	1	0.3%
Juan de Fuca Electoral Area	2	0.7%
Langford	7	2.4%
Metchosin	5	1.7%
North Saanich	10	3.4%
Oak Bay	34	11.5%
Saanich	61	20.6%

Sidney	8	2.7%
Sooke	4	1.4%
Victoria	100	33.8%
View Royal	10	3.4%
Non-Resident	15	5.7%
Total	294	

17. Who created this report?

- Urban Systems and Circle Square Solutions jointly created this report based on the framework agreed upon by the former minister and area mayors in 2016.
- Founded in 1975, Urban Systems is a private company that works with clients to help build prosperous, sustainable, resilient and healthy communities. Urban Systems operates offices in nine B.C. communities.
- Founded in 2013, Circle Square Solutions is a full-service policy and governance consulting firm based in British Columbia. Staff includes George Abbott, former B.C. provincial government minister, and Dale Wall, former B.C. provincial government deputy minister.

18. How were the consultants chosen?

- The former Ministry of Community, Sport and Cultural Development posted a Request for Proposal (RFP) to retain a consultant. The RFP closed on April 15, 2016.
- Urban Systems and Circle Square Solutions submitted a joint proposal in response to the RFP. Their
 proposal was selected by an evaluation panel consisting of staff from the former Ministry of
 Community, Sport and Cultural Development and senior staff from local governments in the Capital
 region.

19. How much did this report cost?

• Urban Systems and Circle Square Solutions delivered the report for \$94,500, funded by the former Ministry of Community, Sport and Cultural Development.

20. Why was this report requested in the first place

- In the 2014 local government elections, eight out of 13 municipalities in the Capital region placed non-binding questions on the ballot ranging from investigating greater service integration to amalgamation.
- However, the ballot results provided little guidance on the best place to begin a conversation in the region around governance and service integration.
- Former ministers spoke with representatives of all municipalities to develop a framework for the Capital Integrated Services and Governance Initiative.
- The framework ultimately agreed to between the region's mayors and the Province described it as
 an "opportunity for the Province to support local governments to collect information and facts on
 the integration of services and governance".

21. Does the CRD's new Regional Growth Strategy factor into the findings of this report?

 No. The CRD's Regional Growth Strategy and the Capital Integrated Services report are two separate initiatives.

- The Regional Growth Strategy approval process is still underway.
- For both projects, the Province is supporting local governments in the Capital region to find a path forward.