



REVISED AGENDA & NOTICE - CITIZENS' ASSEMBLY COUNCIL COMMITTEE

Friday, July 26, 2019, 9:00 A.M.

Joint Meeting with Victoria & Saanich Committees

Saanich Municipal Hall - Council Chambers - 770 Vernon Avenue

Pages

A.	CALL TO ORDER	
B.	APPROVAL OF AGENDA	
*C.	READING OF MINUTES	
*C.1	<u>Minutes from the meeting held July 22, 2019</u>	1
	<i>Addendum: Minutes</i>	
D.	INTRODUCTORY REMARKS	
E.	NEW BUSINESS	
E.1	<u>Rules of Order</u>	
*E.2	<u>Discussion on Terms of Reference for Citizen's Assembly</u>	8
	<i>Addendum: Revised Attachments, New Attachment</i>	
	Attachments:	
	<ul style="list-style-type: none">• Saanich Terms of Reference• <i>Saanich's Identification of Substantive Differences Table</i>• <i>Victoria Terms of Reference - Revised from July 22 Meeting</i>• <i>Victoria's Identification of Substantive Differences Table</i>• <i>Victoria's Section 3 TOR with Comments</i>• Introduction Report• Link to Victoria Committee Meetings:	
	https://www.victoria.ca/EN/main/city/mayor-council-committees/council-committee-meetings.html	

- Link to Saanich Committee Meetings:

<https://www.saanich.ca/EN/main/local-government/committees-boards/citizens-assembly-standing-committee.html>

E.3 Next Meeting

F. ADJOURNMENT



MINUTES – JOINT COMMITTEE CITIZENS' ASSEMBLY COUNCIL COMMITTEE

July 22, 2019, 2:00 P.M.

Joint Meeting of Victoria & Saanich Committees

Victoria City Hall - Council Chambers - 1 Centennial Square

The City of Victoria is located on the homelands of the Songhees and Esquimalt People

CITY OF VICTORIA:

PRESENT: Mayor Helps, Councillor Young, Councillor Loveday, Councillor Alto

STAFF PRESENT:

J. Jenkyns - City Manager, C. Mycroft - Manager of Executive Operations, C. Havelka - Deputy City Clerk, M. Fedyczkowska – Legislation and Policy Analyst, B. Eisenhauer - Head of Engagement, P. Angelblazer - Committee Secretary

DISTRICT OF SAANICH:

PRESENT: Mayor Haynes, Councillor Brownoff, Councillor Chambers, Councillor Plant

STAFF PRESENT:

P. Thorkelsson – Chief Administrative Officer, A. Bains – Manager, Legislative Services/Municipal Clerk, L. Merry – Senior Committee Clerk

A. CALL TO ORDER

B. APPROVAL OF AGENDA

Moved By Councillor Loveday
Seconded By Councillor Alto

That the agenda be approved.

CARRIED UNANIMOUSLY

C. INTRODUCTORY REMARKS

Committee remarked:

- *Words of welcome to Saanich Councillors, staff, and members of the audience*
- *Expression of willingness for a well designed, and facilitated process*
- *Mandates of both committees in relation to their respective councils*

D. NEW BUSINESS

D.1 Rules of Order

D.2 Discussion on Terms of Reference for Citizens' Assembly

1.0 Objectives:

Saanich:

- Emergency services were implied, however appreciation of the added clarity of the Victoria draft wording.

Victoria:

- Importance of including explicit mention of emergency service integration in the draft terms of reference.

General Agreement:

- Saanich will refer to Council

2.1 Openness & Transparency:

Saanich:

- Need for clarification on the wording of “ongoing and predictable basis.”

Victoria:

- Public expectations around transparency of the process, needed ability for citizens to follow the progress of the process as it develops.

General Agreement:

- Saanich will refer to Council

2.5 Independence:

Saanich:

- Concerns around Victoria’s draft wording on the voiding of the role of the consultant.

Victoria:

- The aim of the draft wording is to ensure the independence of the assembly’s decision-making.

Recommended changes:

- **Revert to previous wording provided by Saanich**

2.6 Well-informed:

Saanich:

- Intention of the technical report wording is to ensure that decisions of the Assembly are well informed.

- Concern that Victoria draft wording removes explicit requirement of informed decision-making.

Victoria:

- Apprehension to having wording that may require the Assembly to base their final decision on the recommendation provided in the technical report.
- Appreciation of new insight into the original wording provided by Saanich.

Recommended changes:

- **Victoria Council will consider original wording**

2.7 Balance:

Saanich:

- No issue with extra wording that adds clarification.

General Agreement:

- Saanich will refer to Council

2.8 Collaborative Decision-Making:

Saanich:

- Concern around the lack of specificity as to when consensus has not been reached.
- Concern of Saanich versus Victoria voting splits
- Concern of adding operational principles into guiding principles section.

Victoria:

- Discussion as to what should happen when a consensus has not been met, and how divergent views can be considered in a final report.

Recommended changes:

- **Revert to previous wording, add “where consensus is not realized, document divergent views.”**

3.0 Mandate:

Saanich:

- Will not endorse any changes to the mandate of the Assembly outside of what was decided by referendum.

- The Assembly should be allowed to come to an indeterminate conclusion.

Victoria:

- Should the mandate, or any other part of the document not prescribe that the Assembly comes to a decision and recommends a yes or no outcome on amalgamation, then the conclusion of the process could be unsatisfactory to all parties involved.

Recommended changes:

- **That the draft alterations to the mandate be removed and placed as section 3.1. of the terms of reference.**

General Agreement:

- The revised wording will be sent back to respective councils, with discussion to take place on whether or not the word “may,” could be added in the draft 3.1. in between ‘Assembly’ and ‘advise’.
- Victoria staff will consider if 3.3., 3.4., and 3.18. can be combined.
- Victoria and Saanich will ask for clarification from the Ministry of Municipal Affairs and Housing.

Committee recessed at 3:23 p.m. and returned at 3:29 p.m.

3.6 Cultural and Land Use Priorities:

Saanich:

- Importance of Saanich’s unique rural community, and ensuring recognition of this difference within the process.

Victoria:

- Wording of 3.6 reflective of an intention to allow the Assembly to examine similarities of the communities and how it might be impacted by amalgamation.

General agreement:

- Victoria and Saanich staff shall meet to resolve numbering differences ahead of the Friday meeting.

4.0 Constraints on the Assembly:

Recommended changes:

- **Victoria will remove the proposed deletion for the consideration of information for a third party technical team.**

General agreement:

- Whether the assembly provides a yes/no recommendation will be referred to the next Joint Committee meeting upon clarification from the Ministry of Municipal Affairs and Housing.
- The wording differences around Councils being constrained or not constrained by the outcome of the Assembly are of no effect.

5.0 Schedule of the Citizens' Assembly:

Saanich:

- Due to the current timeline, it might not be possible to begin in 2019.
- Chair and facilitator are the same, simply different words.
- There should not be constraints on how many roundtables the Assembly would be able to schedule, so long as there are multiple.
- There should not be a prescribed schedule for the Assembly.
- Meetings of the Assembly should not be attended by the public. Public attendance component can be satisfied by a webcast and by the roundtables.

Victoria:

- Appreciates the flexibility of the wording provided by Saanich for multiple sections.
- As the Assembly is a vital democratic process, importance of having the possibility for public attendance in the process was noted.

Recommended changes:

- **Revert to previous wording for all proposed changes, aside from facilitator/chair**

General agreement:

- Discussion on facilitator/chair shall be referred to respective Councils.

6.0 Reporting & Communications:

Saanich:

- Preference for original wording for final report, however flexibility is important for the Assembly.
- Disagreement with the ability to allow for letters from members of the Assembly.
- Explanation that the original wording providing for the Chair to approve all public communication is to ensure that individual members are not seen as speaking for the Assembly as a whole.

Victoria:

- April timeline for the final report is unlikely.
- Correspondence from members being included in the final report would allow for members with divergent views to express those officially as opposed to over other platforms.
- Initial apprehension for the original wording providing for the facilitator to approve all public communication due to an understanding that the outcome would mean that only the facilitator would publically be allowed to comment.

Recommended changes:

- **Keep original wording on the drafting of an interim document.**
- **On the final report timeline, revert to original wording and change “45 days” to “45-90 days”.**
- **That the “requirement” to include correspondence from members in the final report be changed to be an “option”.**
- **On the public communication section, revert to original wording and change “exclusive spokesperson” to be “official spokesperson” and that “public communication” becomes “official communications”.**
- **Strike the language indicating “free to share personal views,” though the change does not preclude the ability for members to do so.**

General Agreement:

- Refer the discussion on the final report timeline to respective councils.
- The discussion on including correspondence from members be referred to respective councils.

7.1 Recruitment Process:

Saanich:

- Business owners also have a stake in the discussion on amalgamation. The original wording was left over from previous discussions that had included non-resident property and business owners.

Victoria:

- As residents can also be business owners, the civic lottery would likely provide for the inclusion of business owners in the lottery.

General Agreement:

- The discussion should be referred to respective councils.

7.2 Number of Members:

Saanich:

- Concerns that members of amalgamation lobby groups would influence the process by gaining membership in the assembly

Victoria:

- Concerns around the lack of clarity as to what would be considered an interested stakeholder group, particularly what level of association with that group would warrant being considered a part of interested stakeholder.

General Agreement:

- Saanich will refer consideration of the wording of 'business owner transfer eligibility to employee' back to Council.
- Saanich and Victoria will refer the definition of 'interested stakeholder group' to their respective Councils, and potentially to a consultant.

Discussion on further items was concluded due to time considerations

D.3 Next Meeting

The Joint Committee will meet next on July 26, 2019 at 9:00 a.m. at the Saanich Council Chambers.

E. ADJOURNMENT

Moved By Councillor Alto
Seconded By Councillor Loveday

That the meeting be adjourned at 5:00 p.m.

CARRIED UNANIMOUSLY

CITY CLERK

MAYOR

DRAFT for Discussion

Terms of Reference – Citizens’ Assembly between the District of Saanich and the City of Victoria

Terms of Reference

The following Community Opinion Question was included on the ballot for the 2018 General and Local School Board Elections in Saanich and Victoria and supported by a majority of voters in both municipalities.

“Are you in favour of spending up to \$250,000 for establishing a Citizens’ Assembly to explore the costs, benefits and disadvantages of the amalgamation between the District of Saanich and the City of Victoria?” (the “Question”)

1.0 The District of Saanich and the City of Victoria Objectives

The municipalities of Saanich and Victoria have adopted an innovative and transparent public process to explore the costs, benefits and disadvantages of the amalgamation between the District of Saanich and the City of Victoria (the “Question”). The Citizens’ Assembly (the “Assembly”) process is expected to be a deliberative one, providing the residents of Saanich and Victoria with the opportunity to directly and actively participate. The Assembly is expected to be an impartial advisory body that is tasked with representing the residents of Saanich and Victoria in investigating the costs, benefits and disadvantages of the amalgamation between the District of Saanich and the City of Victoria. The Assembly will exemplify the highest standards of transparency, accountability and citizen engagement in delivering their report findings to the respective municipal Councils.

In establishing the Assembly, the municipalities have three objectives:

- 1.1 To learn about the costs, benefits and disadvantages of the amalgamation between the District of Saanich and the City of Victoria including shared and contrasting values, concerns and needs of residents of Saanich and Victoria regarding neighbourhoods, change, growth, service delivery, governance, capital and infrastructure needs, land use planning and strategic and regulatory frameworks.
- 1.2 To fully understand the costs, benefits and disadvantages of the amalgamation between the District of Saanich and the City of Victoria including residents’

visions for the future of their respective communities and potentially an amalgamated Municipality.

- 1.3 To provide local residents with an unprecedented opportunity to explore the future of Saanich and Victoria.

2.0 Guiding Principles for the Citizens' Assembly

- 2.1 Openness and Transparency – The Assembly will regularly share its learning and deliberations with the public.
- 2.2 Accountability and Legitimacy – The Assembly will work within a defined mandate and budget on behalf of the residents of Saanich and Victoria. The Assembly will deliver its Final Report directly to the Municipal Councils of Saanich and Victoria.
- 2.3 Effective Representation – The Assembly will be charged with the responsibility of representing the needs and interests of the residents of Saanich and Victoria. The members of the Assembly will be selected to broadly represent the demographics of the municipalities.
- 2.4 Accessibility – The Assembly will provide reasonable supports to address barriers that may prevent a member of the Assembly from participating successfully.
- 2.5 Independence – The Assembly will have full independence to determine how to best fulfill its mandate, under the advisement of an experienced, third-party consultant who will facilitate the Assembly process.
- 2.6 Well-Informed – The Assembly's recommendations will be informed by a range of perspectives and sources of expertise including the technical report.
- 2.7 Balance – The Assembly will consider a diversity of voices and perspectives in its deliberations.
- 2.8 Collaborative Decision-Making – The Assembly will work towards consensus when drafting their recommendations, while also respecting and documenting differing perspectives among its members.
- 2.9 Respect – The Assembly will strive to be conscientious and fair-minded in their deliberations and in their consultations with the residents of Saanich and Victoria.

3.0 Mandate of the Citizens' Assembly

The Assembly is tasked by the District of Saanich and the City of Victoria to explore the costs, benefits and disadvantages of the amalgamation between the District of Saanich and the City of Victoria.

Specifically, the Assembly will:

- 3.1 Identify common aspirations for good local governance to provide a basis for evaluating costs, benefits and disadvantages of amalgamation and status quo of the municipalities relative to their current independent status.
- 3.2 List the issues which the Assembly believes needs to be resolved for amalgamation to merit consideration, including issues related to the implementation and integration of the municipalities under amalgamation.

In satisfying their mandate and developing recommendations, the Assembly will be expected to consider and analyze the positive and negative impacts of amalgamation (at a minimum) the following:

- 3.3 Assets and liabilities of Saanich and Victoria including any related impacts on local rate payers.
- 3.4 Cultural and land use priorities and differences of the two municipalities. Balance of the issues of economy of scale with community identity and representation.
- 3.5 Comparison of corporate structures and approaches to governance of the two municipalities. Ongoing work with local First Nations toward Reconciliation.
- 3.6 Neighbourhood level implications.
- 3.7 Congruency and alignment of strategic and political priorities of the municipalities (as expressed in Strategic Plans, Official Community Plans and other significant strategic and plan documents).
- 3.8 Past investment in and future needs for capital assets, infrastructure replacement reserves including the analysis of anticipated impacts on an amalgamated municipality.
- 3.9 Variations in levels of service of the two municipalities including the development of clear recommendations on aligning service levels in an amalgamated municipality.

- 3.10 Clear delineation of advantages and disadvantages for the respective municipality in considering amalgamation versus those accruing solely to a combined municipality arising from amalgamation.
- 3.11 To the extent possible, consideration of costs, benefits and disadvantages of amalgamation between the District of Saanich and the City of Victoria over both the short and long terms (i.e. Over 5 year, 20 year, 50 year horizons).
- 3.12 Commentary from the Assembly on other opportunities for service integration is considered part of the Assembly's mandate.
- 3.13 If full amalgamation of Saanich and Victoria is recommended by the Assembly, commentary and recommendations from the Assembly on the integration of full municipal operations (both in the short and longer term) is expected as part of the Assembly's mandate.
- 3.14 In meeting its mandate and the expectations outlined in the Terms of Reference, the Assembly will, to the greatest extent possible, represent the consensus view of the members. ~~Minority views of Assembly members and community members may be included in the Citizens' Assembly's Final Report.~~

4.0 Constraints on the Citizens' Assembly

The Assembly will enjoy wide latitude, subject to the processes and mandate laid out in the Terms of Reference, in its ability to make recommendations to Saanich and Victoria regarding the costs, benefits and disadvantages of the amalgamation between the District of Saanich and the City of Victoria.

Recommendations must take into consideration the information gathered by a third-party technical team. In accordance with the process guidance provided by the Ministry of Municipal Affairs and Housing, the Municipal Councils of Saanich and Victoria will have the final authority to accept, modify or reject specific recommendations from the Assembly subject to the processes and mandate laid out in the Terms of Reference.

5.0 Schedule of the Citizens' Assembly

The Assembly will convene during 6-12 Saturday sessions beginning in 2019, and concluding in 2020. Additional meetings of the Assembly may be scheduled at the discretion of the Chair of the Assembly (see 8.2 for roles and responsibilities of the Chair). Meetings of the Assembly will not allow the public to attend in person but will be viewable by the public through webcast. The Assembly will also host multiple public roundtable meetings in both municipalities during the course of the Assembly schedule, with one of the meetings to discuss the technical report, which will be open to all local residents. The Assembly at the start of their process will set and define their schedule.

6.0 Reporting and Communication of the Citizens' Assembly

The Assembly will communicate regularly about its work to the public, Municipal Councils of Saanich and Victoria and to the joint municipal working group as outlined below.

6.1 General Reporting

The municipalities will develop a shared webpage that will list the members of the Assembly, a detailed agenda including all speakers and resources, and the Assembly's Terms of Reference. Following each Assembly meeting, a brief summary of its activities and progress will be posted.

6.2 Interim Directions Document

As early as possible in their process, the Assembly will issue a brief directions document listing its draft values and the issues or questions that the Assembly believes deserve further study and consideration during their deliberations.

6.3 Final Report

The Assembly will deliver its Final Report to the Municipal Councils of Saanich and Victoria no later than 45 days after the last Assembly meeting. The report will include a letter from the Chair, an overview of the process, and the proposed values, identified issues and final recommendations of the Assembly. It will also include an Appendix that will contain copies of all materials considered by the Assembly, a list of the members of the Assembly, and a 'Minority Report' that documents any dissenting perspectives.

6.4 Communications

The Chair is authorized as the exclusive spokesperson for the Assembly and will approve all public communications regarding the conduct of the Assembly unless otherwise delegated.

6.5 The Assembly will present the Final Report to the Municipal Councils of Saanich and Victoria, which may, at their discretion, refer the report to municipal staff for comment, response and clarification, where appropriate, prior to considering the final recommendations.

7.0 Composition of the Citizens' Assembly

7.1 Recruitment Process

Members of the Assembly will be randomly selected by Civic Lottery — a mechanism that ensures that a broad, representative cross-section of local residents and business owners are selected to participate.

7.2 Number of Members

The Assembly will consist of 100 members. In order to be eligible to serve on the Assembly, an applicant must:

Appendix "A"

- 7.2.1 Reside within the municipal boundaries of the District of Saanich or the City of Victoria as defined by the area map. (See Map – XXXX)
 - 7.2.2 Be at least 16 years of age on the date of the Civic Lottery;
 - 7.2.3 Only one person per residential address (unit in building) or business address will be eligible to become a member of the Assembly.
 - 7.2.4 If a member of the Assembly is a business owner, they cannot transfer their eligibility to an employee.
 - 7.2.5 Employees of the District of Saanich and the City of Victoria, as well as elected officials (municipal, provincial or federal), are ineligible to serve as Assembly members.
 - 7.2.6 The Chair will ensure that individuals that are members of stakeholder groups that support or do not support the amalgamation of Saanich and Victoria, are ineligible to serve as Assembly members.
- 7.3 Assembly Composition
- The Assembly will generally reflect the composition of the population of each municipality with regard to:
- 7.3.1 An equal proportion of male and female members;
 - 7.3.2 A proportionate number of members from different age cohorts based on census data;
 - 7.3.3 A proportionate number of renters and home owners;
 - 7.3.4 A proportionate number of members from the two municipalities – 57 members from Saanich, 43 members from Victoria (based on BC Statistics population data); and
 - 7.3.5 At least five members who self-identify as Aboriginal. (check % of census data)
 - 7.3.6 A proportionate number of urban and rural residents.
- 7.4 Proportions will be established based on the most recent (2016) census profile. To assist Assembly members to participate, members will be reimbursed for reasonable childcare, eldercare, and transportation costs or other reasonable expenses that could be a barrier to participation. Assistance will also be provided to those members with differing physical or learning abilities.
- 7.5 The working language of the Assembly is English. Translation services are not available.

8.0 Roles and Responsibilities

8.1 Roles and Responsibilities of Citizens' Assembly Members

Members of the Assembly are expected to fulfil their duties and agree to:

- 8.1.1 Attend each of the sessions of the Assembly as well as public roundtable meetings.
- 8.1.2 Work to understand and represent the varied perspectives of *all* Saanich and Victoria residents.
- 8.1.3 Treat each other with respect and take an active role in the work of the Assembly.
- 8.1.4 Work collaboratively to achieve a strong consensus concerning the Assembly's recommendations.

If a member of the Assembly must withdraw owing to illness or unexpected events, their position may be filled from the pool of applicants at the discretion of the Chair.

8.2 Roles and Responsibilities of the Chair

The Chair of the Assembly will be the Facilitator appointed by the District of Saanich and the City of Victoria who will design and host the meetings and proceedings of the Assembly. The Chair will not be a municipal employee and is expected to remain neutral with regards to the recommendations or direction of the Assembly. The Chair is charged to:

- 8.2.1 Oversee a fair and representative member selection process.
- 8.2.2 Develop a balanced learning program that involves residents, community organizations and experts to provide a range of perspectives.
- 8.2.3 Ensure that the Assembly's learning program is balanced, adequate and reflects a range of reasonable perspectives.
- 8.2.4 Follow Robert's Rules of Order in supporting respectful dialogue and deliberation amongst members leading to consensus based decisions.
- 8.2.5 Ensure that regular updates concerning the Assembly's proceedings are made publicly available.
- 8.2.6 Provide opportunities to inform and convey perspectives from local residents and stakeholders to Assembly members.
- 8.2.7 Produce and deliver a Final Report concerning the Assembly's activities and recommendations to the Municipal Councils of Saanich and Victoria.
- 8.2.8 Exercise discretion in ensuring the integrity and sound conduct of the Assembly.
- 8.2.9 Ensure that the design and conduct of the Assembly are consistent with good democratic practices.

8.3 Roles and Responsibilities of the Victoria and Saanich Community

All residents of Saanich and Victoria have a role to play in assisting and ensuring the success of the Assembly. Members of the community are encouraged to participate and:

- 8.3.1 Attend public roundtable meetings hosted by members of the Assembly to discuss its progress and solicit community perspectives.
- 8.3.2 Attend occasional open sessions of the Assembly to observe its proceedings.
- 8.3.3 Submit ideas to the Assembly website and review regular public updates.

8.4 Roles and Responsibilities of the District of Saanich and the City of Victoria

The District of Saanich and City of Victoria will respect and support the independence and integrity of the Assembly and municipal elected officials and staff will remain at arm's length during deliberations of the Assembly.

Municipal staff will endeavour to:

- 8.4.1 Provide logistical support for Assembly activities, including venue booking, providing food, and additional supports as needed;
- 8.4.2 Provide expertise and access to existing strategic plans, financial and other documents; and
- 8.4.3 Give careful and timely consideration to the Assembly's Final Report.

9.0 Decision Making of the Assembly

Wherever possible decisions will be made on the consensus of its members. It is expected that discussion, debate and decision-making of the Assembly will be undertaken in accordance with Robert's Rules of Order.

Divergent views are to be respected in this process including the opportunity for their expression in a Minority Report of the Assembly submitted to the Municipal Councils of Saanich and Victoria.

Saanich - Substantive Differences Table

	Saanich	Victoria	Recommendations for Council:
THE DISTRICT OF SAANICH AND THE CITY OF VICTORIA OBJECTIVES			
1.0	Does not include study of emergency services in the scope of research.	Includes study of emergency services in the scope of work.	<p>The municipalities of Saanich and Victoria have adopted an innovative and transparent public process to explore the costs, benefits and disadvantages of the amalgamation between the District of Saanich and the City of Victoria (the “Question”).</p> <p>The Citizens’ Assembly (the “Assembly”) process is expected to be a deliberative one, providing the residents of Saanich and Victoria with the opportunity to directly and actively participate.</p> <p>The Assembly is expected to be an impartial advisory body that is tasked with representing the residents of Saanich and Victoria in investigating the costs, benefits and disadvantages of the amalgamation between the District of Saanich and the City of Victoria. In doing so, the Assembly will exemplify the highest standards of transparency, accountability and citizen engagement in delivering their report findings to the respective municipal Councils.</p>
1.1	To learn about the costs, benefits and disadvantages of the amalgamation between the District of Saanich and the City of Victoria including shared and contrasting values, concerns and needs of residents of Saanich and Victoria regarding neighbourhoods, change, growth, service delivery, governance, capital and infrastructure needs, land use planning and strategic and regulatory frameworks.	To learn about the costs, benefits and disadvantages of the amalgamation between the District of Saanich and the City of Victoria including shared and contrasting values, concerns and needs of residents of Saanich and Victoria regarding neighbourhoods, change, growth, service delivery, governance, capital and infrastructure needs, land use planning, emergency services and strategic and regulatory frameworks.	<p>Saanich – it is the intent that the scope of work would include “emergency services”.</p> <p>Saanich will refer the addition to Council (Jul. 22/19)</p>

Saanich - Substantive Differences Table

	Saanich	Victoria	Recommendations for Council:
1.2	To fully understand the costs, benefits and disadvantages of the amalgamation between the District of Saanich and the City of Victoria including residents' visions for the future of their respective communities and potentially an amalgamated Municipality.	To fully understand the costs, benefits and disadvantages of the amalgamation between the District of Saanich and the City of Victoria including residents' visions for the future of their respective community and potentially an amalgamated Municipality.	
1.3	To provide local residents with an unprecedented opportunity to explore the future of Saanich and Victoria.	To provide local residents with an unprecedented opportunity to explore the future of their communities.	
GUIDING PRINCIPLES FOR THE CITIZENS' ASSEMBLY			
2.1	<u>Openness and Transparency</u> – The Assembly will regularly share its learning and deliberations with the public.	<u>Openness and Transparency</u> – The Assembly will regularly share its learning and deliberations with the public on an ongoing and predictable basis.	Saanich will refer the additional wording to Council. (Jul 22/19)
2.2	<u>Accountability and Legitimacy</u> – The Assembly will work within a defined mandate and budget on behalf of the residents of Saanich and Victoria. The Assembly will deliver its Final Report directly to the Municipal Councils of Saanich and Victoria.	<u>Accountability and Legitimacy</u> – The Assembly will work within a defined mandate and budget on behalf of the residents of Saanich and Victoria. The Assembly will deliver its Final Report directly to the respective municipal Councils.	
2.3	<u>Effective Representation</u> – The Assembly will be charged with the responsibility of representing the needs and interests of the residents of Saanich and Victoria. The members of the Assembly will be selected to broadly represent the demographics of the municipalities.	Same	<u>Effective Representation</u> – The Assembly will be charged with the responsibility of representing the needs and interests of the residents of Saanich and Victoria. The members of the Assembly will be selected to broadly represent the demographics of the municipalities.

Saanich - Substantive Differences Table

	Saanich	Victoria	Recommendations for Council:
2.4	<u>Accessibility</u> – The Assembly will provide reasonable supports to address barriers that may prevent a member of the Assembly from participating successfully.	Same	<u>Accessibility</u> – The Assembly will provide reasonable supports to address barriers that may prevent a member of the Assembly from participating successfully.
2.5	<u>Independence</u> – The Assembly will have full independence to determine how to best fulfill its mandate, under the advisement of an experienced, third-party consultant who will facilitate the Assembly process.	<u>Independence</u> – The Assembly will have full independence to determine how to best fulfill its mandate.	<u>Independence</u> – The Assembly will have full independence to determine how to best fulfill its mandate, under the advisement of an experienced, third-party consultant who will facilitate the Assembly process. (Jul 22/19)
2.6	<u>Well-Informed</u> –The Assembly’s recommendations will be informed by a range of perspectives and sources of expertise including the technical report.	<u>Well-Informed</u> – The Assembly will deliver sound recommendations in its Final Report. The Assembly’s recommendations will be informed by a range of perspectives and sources of expertise.	Victoria will consider the original wording (including the technical report). (Jul 22/19)
2.7	<u>Balance</u> – The Assembly will consider a diversity of voices and perspectives in its deliberations.	<u>Balance</u> – The Assembly will consider a diversity of voices and perspectives in its deliberations. The Facilitator will work to ensure that there is room for all voices.	Saanich will refer the additional wording to Council. (Jul 22/19)
2.8	<u>Collaborative Decision-Making</u> – The Assembly will work towards consensus when drafting their recommendations, while also respecting and documenting differing perspectives among its members.	<u>Collaborative Decision-Making</u> – The Assembly will work towards consensus when drafting their recommendations, while also respecting and documenting differing perspectives among its members and retaining a recourse to majority vote.	Victoria will consider the original wording – to remove the highlighted sentence. (Jul 22/19)
2.9	<u>Respect</u> – The Assembly will strive to be conscientious and fair-minded in their deliberations and in their consultations with the residents of Saanich and Victoria	Same	

Saanich - Substantive Differences Table

	Saanich	Victoria	Recommendations for Council:
MANDATE OF THE CITIZENS' ASSEMBLY			
3.0	The Assembly is tasked by the District of Saanich and the City of Victoria to explore the costs, benefits and disadvantages of the amalgamation between the District of Saanich and the City of Victoria.	The Assembly is tasked by the District of Saanich and the City of Victoria to learn about the needs and interests of local residents, examine the full basket of implications of creating a new, amalgamated municipal structure, and advise the respective Councils on whether or not the municipalities should proceed towards amalgamation.	Victoria will consider the original wording and include the ballot question. (Jul 22/19)
3.1	Specifically, the Assembly will: Identify common aspirations for good local governance to provide a basis for evaluating costs, benefits and disadvantages of amalgamation and status quo of the municipalities relative to their current independent status.	Specifically, the Assembly will: Identify common aspirations for good local governance to provide a basis for evaluating amalgamation and status quo.	Use Saanich wording. (Jul 22/19)
3.2	List the issues which the Assembly believes needs to be resolved for amalgamation to merit consideration, including issues related to the implementation and integration of the municipalities under amalgamation.	List the issues which the Assembly believes needs to be satisfactorily resolved for amalgamation to merit consideration.	
3.3 (Vic)	N/A	Detail recommendation(s) concerning the amalgamation of Victoria and Saanich, including any conditions that need to be satisfied if an amalgamation was to proceed.	
3.4 (Vic)	N/A	List issues and recommendations for addressing identified issues with regard to the implementation and the integration of the municipalities should the Assembly recommend amalgamation.	

Saanich - Substantive Differences Table

	Saanich	Victoria	Recommendations for Council:
	In satisfying their mandate and developing recommendations, the Assembly will be expected to consider and analyze the positive and negative impacts of amalgamation (at a minimum) the following:	In satisfying their mandate and developing recommendations, the Assembly will be expected to consider and analyze (at a minimum) the following:	
3.3 (Saa) 3.5 (Vic)	Assets and liabilities of Saanich and Victoria including any related impacts on local rate payers.	Assets and liabilities of Saanich and Victoria including any related impacts on local rate payers resulting from amalgamation.	Wordsmith (Jul 22/19). Look at combining 3.3, 3.4 and 3.18 (Victoria).
3.4 (Saa) 3.6 (Vic) 3.7 (Vic)	Cultural and land use priorities and differences of the two municipalities. Balance of the issues of economy of scale with community identity and representation.	3.6 Cultural and land use priorities and similarities and differences of the two municipalities and any anticipated impacts arising from amalgamation. 3.7 Balance of the issues of economy of scale with community identity and representation.	Wordsmith (Jul 22/19). Look at combining 3.3, 3.4 and 3.18 (Victoria).
3.5 (Saa) 3.9 (Vic) 3.10 (Vic)	Comparison of corporate structures and approaches to governance of the two municipalities. Ongoing work with local First Nations toward Reconciliation.	3.9 Comparison of corporate structures and approaches to governance of the two municipalities and the anticipated impacts (positive and negative) arising from amalgamation. 3.10 All analysis and recommendations of the Assembly are informed and mindful of the ongoing work with local First Nations of reconciliation.	
3.8 (Vic) 3.10 (Saa)	Clear delineation of advantages and disadvantages for the respective municipality in considering amalgamation versus those accruing solely to a combined municipality arising from amalgamation.	Delineation of the clear weighing of the overall advantages versus disadvantages accruing to the individual municipalities versus those accruing solely to the combined municipality arising from amalgamation.	

Saanich - Substantive Differences Table

	Saanich	Victoria	Recommendations for Council:
3.6 (Saa) 3.12 (Vic)	Neighbourhood level implications.	Consideration of impacts at the neighbourhood level not only for the broad community.	
3.11 (Vic) 3.11 (Saa)	To the extent possible, consideration of costs, benefits and disadvantages of amalgamation between the District of Saanich and the City of Victoria over both the short and long terms (i.e. Over 5 year, 20 year, 50 year horizons).	Consideration of benefits and costs of amalgamation over both the short and long terms (i.e. over 5 year, 20 year, 50 year horizon)	
3.7 (Saa) 3.13 (Vic)	Congruency and alignment of strategic and political priorities of the municipalities (as expressed in Strategic Plans, Official Community Plans and other significant strategic and plan documents).	Consideration of the congruency and alignment of the Official Community Plans and other significant strategic and plan documents of the municipality.	
3.8 (Saa) 3.15 (Vic)	Past investment in and future needs for capital assets, infrastructure replacement reserves including the analysis of anticipated impacts on an amalgamated municipality.	Status and strategies of capital and infrastructure replacement reserves including the analysis of anticipated impacts on an amalgamated municipality.	
3.14 (Vic)	N/A	Consideration of democratic representation and accessibility of elected officials to residents and other stakeholders.	
3.9 (Saa) 3.16 (Vic)	Variations in levels of service of the two municipalities including the development of clear recommendations on aligning service levels in an amalgamated municipality.	Variations in levels of service of the two municipalities including the development of clear recommendations on aligning service levels in an amalgamated municipality.	
3.12 (Saa) 3.17 (Vic)	Commentary from the Assembly on other opportunities for service integration is considered part of the Assembly's mandate.	If full amalgamation of Saanich and Victoria is not recommended by the Assembly, commentary from the Assembly on other opportunities for service integration is considered part of the Assembly's mandate.	

Saanich - Substantive Differences Table

	Saanich	Victoria	Recommendations for Council:
3.13 (Saa) 3.18 (Vic)	If full amalgamation of Saanich and Victoria is recommended by the Assembly, commentary and recommendations from the Assembly on the integration of full municipal operations (both in the short and longer term) is expected as part of the Assembly's mandate.	If full amalgamation of Saanich and Victoria is recommended by the Assembly, commentary and recommendations from the Assembly on the integration of full municipal operations (both in the short and longer term) is expected as part of the Assembly's mandate.	Wordsmith (Jul 22/19). Look at combining 3.3, 3.4 and 3.18 (Victoria).
3.14 (Saa) 3.18 (Vic)	In meeting its mandate and the expectations outlined in the Terms of Reference, the Assembly will, to the greatest extent possible, represent the consensus view of the members.	In meeting its mandate and the expectations outlined in the Terms of Reference, the Assembly will, to the greatest extent possible, represent the consensus view of the members. Divergent views of Assembly members and community members will also be included in the Citizens' Assembly's Final Report.	
CONSTRAINTS ON THE CITIZENS' ASSEMBLY			
4.0	The Assembly will enjoy wide latitude, subject to the processes and mandate laid out in the Terms of Reference, in its ability to make recommendations to Saanich and Victoria regarding the costs, benefits and disadvantages of the amalgamation between the District of Saanich and the City of Victoria. Recommendations must take into consideration the information gathered by a third-party technical team. In accordance with the process guidance provided by the Ministry of Municipal Affairs and Housing, the Municipal Councils of Saanich and Victoria will have the final authority to accept, modify or reject specific recommendations from the Assembly subject to the processes and mandate laid out in the Terms of Reference.	The Assembly will enjoy wide latitude, subject to the processes and mandate laid out in the Terms of Reference, in its ability to make recommendations to Saanich and Victoria regarding the costs, benefits and disadvantages of the amalgamation between the District of Saanich and the City of Victoria. Recommendations must include a final YES/NO recommendation to the respective Councils on proceeding towards a Referendum on amalgamation. The Councils of Saanich and Victoria will have the final authority to accept, modify or reject specific recommendations from the Assembly at their discretion.	On Hold (Jul 22/19). Get clarity from the Ministry of Municipal Affairs & Housing to confirm whether or not the Assembly must make a recommendation on amalgamation.

Saanich - Substantive Differences Table

	Saanich	Victoria	Recommendations for Council:
SCHEDULE OF THE CITIZENS' ASSEMBLY			
5.0	<p>The Assembly will convene during 6-12 Saturday sessions beginning in 2019, and concluding in 2020. Additional meetings of the Assembly may be scheduled at the discretion of the Chair of the Assembly (see 8.2 for roles and responsibilities of the Chair). Meetings of the Assembly will not allow the public to attend in person but will be viewable by the public through webcast. The Assembly will also host multiple public roundtable meetings in both municipalities during the course of the Assembly schedule, with one of the meetings to discuss the technical report, which will be open to all local residents. The Assembly at the start of their process will set and define their schedule.</p>	<p>The Citizens' Assembly will convene during 4-6 full-day Saturday sessions beginning in September 2019, and concluding in March 2020. Additional meetings of the Assembly may be scheduled at the discretion of the Facilitator. The Citizens' Assembly will also host 3 roundtable meetings with public participation during the course of their session's schedule.</p> <p>The Assembly will meet according to the following schedule: Xx</p> <p>All meetings of the Assembly will be open to the public.</p>	<p>(Jul 22/19). Victoria agreed to: ...beginning in 2019, and concluding in 2020. Additional meetings of the Assembly may be scheduled at the discretion of the Chair of the Assembly. Meetings of the Assembly will not allow the public to attend in person but will be viewable by the public through webcast. The Assembly will also host multiple public roundtable meetings in both municipalities during the course of the Assembly schedule, with one of the meetings to discuss the technical report, which will be open to all local residents. The Assembly at the start of their process will set and define their schedule.</p>
REPORTING AND COMMUNICATION OF THE CITIZENS' ASSEMBLY			
6.0	<p>The Assembly will communicate regularly about its work to the public, Municipal Councils of Saanich and Victoria and to the joint municipal working group as outlined below</p>	<p>The Citizens' Assembly will communicate regularly about its work to the public, Municipal Councils and to the joint Municipal Working Group.</p>	
6.1	<p><u>General Reporting</u> The municipalities will develop a shared webpage that will list the members of the Assembly, a detailed agenda including all speakers and resources, and the assembly's Terms of Reference. Following each Assembly meeting, a brief summary of its activities and progress will be posted.</p>	<p>Same</p>	

Saanich - Substantive Differences Table

	Saanich	Victoria	Recommendations for Council:
6.2	<p><u>Interim Directions Document</u> As early as possible in their process, the Assembly will issue a brief directions document listing its draft values and the issues or questions that the Assembly believes deserve further study and consideration during their deliberations.</p>	<p><u>Interim Directions Document</u> Following its second meeting, the Assembly will issue a brief directions document listing its draft values and the issues or questions that the Assembly believes deserve further study and consideration during their deliberations.</p>	Use Saanich wording (Jul 22/19)
6.3	<p><u>Final Report</u> The Assembly will deliver its Final Report to the Municipal Councils of Saanich and Victoria no later than 45 days after the last Assembly meeting. The report will include a letter from the Chair, an overview of the process, and the proposed values, identified issues and final recommendations of the Assembly. It will also include an Appendix that will contain copies of all materials considered by the Assembly, a list of the members of the Assembly, and a 'Minority Report' that documents any dissenting perspectives.</p>	<p><u>Final Report</u> The Assembly will deliver its report to the municipalities no later than April 2020. The report will include a letter from the Facilitator, an overview of the process, and the proposed values, identified issues and final recommendations of the Assembly. It will also include an Appendix that contains copies of all materials considered by the Assembly, a list of the members of the Assembly, and any correspondence provided by individual members and a "Minority Report" that documents any dissenting perspectives.</p>	<p>Saanich to discuss the length of time with Council. (Jul 22/19)</p> <p>Saanich to discuss the receipt of correspondence with Council (Jul 22/19)</p>
6.4	<p><u>Communications</u> The Chair is authorized as the exclusive spokesperson for the Assembly and will approve all public communications regarding the conduct of the Assembly unless otherwise delegated.</p>	<p><u>Communications</u> The Assembly's Facilitator is authorized as the spokesperson for the Assembly.</p> <p>Members of the Assembly are free to share personal views regarding the Assembly's conduct whenever and however they choose.</p>	<p><u>Communications (Jul 22/19)</u> The Chair is authorized as the official spokesperson for the Assembly and will approve all official communications regarding the conduct of the Assembly unless otherwise delegated.</p>
6.5	<p>The Assembly will present the Final Report to the Municipal Councils of Saanich and Victoria, which may, at their discretion, refer the report to municipal staff for comment, response and clarification, where appropriate, prior to considering the final recommendations.</p>	<p>The Citizens' Assembly will present this report to the respective Municipal Councils, which may, at their discretion, refer the report to the respective municipalities' staff for comment, response and clarification, where appropriate, prior to considering the final recommendations.</p>	

Saanich - Substantive Differences Table

	Saanich	Victoria	Recommendations for Council:
COMPOSITION OF THE CITIZENS' ASSEMBLY			
7.1	<u>Recruitment Process</u> Members of the Assembly will be randomly selected by Civic Lottery — a mechanism that ensures that a broad, representative cross-section of local residents and business owners are selected to participate.	<u>Recruitment Process</u> Members of the Citizens' Assembly will be randomly selected by Civic Lottery – a mechanism that ensures that a broad, representative cross-section of local residents are selected to participate.	<u>Recruitment Process (Jul 22/19)</u> Members of the Citizens' Assembly will be randomly selected by Civic Lottery – a mechanism that ensures that a broad, representative cross-section of local residents are selected to participate.
7.2	<u>Number of Members</u> The Assembly will consist of 100 members. In order to be eligible to serve on the Assembly, an applicant must:	<u>Number of Members</u> The number of members of the Citizens' Assembly will be 21 Victoria residents and 28 Saanich residents determined jointly by Saanich and Victoria Councils in consultation with the Citizens' Assembly Facilitator. In order to be eligible to serve on the Citizens' Assembly, an applicant must:	
7.2.1	Reside within the municipal boundaries of the District of Saanich or the City of Victoria as defined by the area map. (See Map – XXXX)	Reside within the legal municipal boundaries of the District of Saanich or the City of Victoria; and	Reside within the legal municipal boundaries of the District of Saanich or the City of Victoria; and (Jul 22/19)
7.2.2	Be at least 16 years of age on the date of the Civic Lottery;	Be at least 16 years of age as of September 1, 2019.	Be at least 16 years of age on the date of the Civic Lottery; (Jul 22/19)
7.2.3	Only one person per residential address (unit in building) or business address will be eligible to become a member of the Assembly.	N/A	Only one person per residential address (unit in building) will be eligible to become a member of the Assembly. (Jul 22/19)
7.2.4	If a member of the Assembly is a business owner, they cannot transfer their eligibility to an employee.	N/A	Delete (Jul 22/19)
7.2.5	Employees of the District of Saanich and the City of Victoria, as well as elected officials (municipal, provincial or federal), are ineligible to serve as Assembly members.	Employees of the District of Saanich or the City of Victoria, as well as elected officials (municipal, provincial or federal), are ineligible to serve as Assembly members.	Employees of the District of Saanich or the City of Victoria, as well as elected officials (municipal, provincial or federal), are ineligible to serve as Assembly members. (Jul 22/19)

Saanich - Substantive Differences Table

	Saanich	Victoria	Recommendations for Council:
7.2.6	The Chair will ensure that individuals that are members of stakeholder groups that support or do not support the amalgamation of Saanich and Victoria, are ineligible to serve as Assembly members.		The Chair will ensure that individuals that are Board members or staff of Amalgamation Yes or other groups that support or do not support the amalgamation of Saanich and Victoria, are ineligible to serve as Assembly members. (Jul 22/19)
7.3	<p><u>Assembly Composition</u> The Assembly will generally reflect the composition of the population of each municipality with regard to:</p> <p>7.3.1 An equal proportion of male and female members;</p> <p>7.3.2 A proportionate number of members from different age cohorts based on census data;</p> <p>7.3.3 A proportionate number of renters and home owners;</p> <p>7.3.4 A proportionate number of members from the two municipalities – 57 members from Saanich, 43 members from Victoria (based on BC Statistics population data); and</p> <p>7.3.5 At least five members who self-identify as Aboriginal. (check % of census data)</p> <p>7.3.6 A proportionate number of urban and rural residents.</p>	<p><u>Assembly Composition</u> The Assembly will generally reflect the composition of the population of the two municipalities with regard to:</p> <ul style="list-style-type: none"> - Gender - Broad age group - Renters versus home owner - Aboriginal/Metis status and at least five who self-identify as Aboriginal/Metis. 	
7.4	Proportions will be established based on the most recent (2016) census profile. To assist Assembly members to participate, members will be reimbursed for reasonable childcare, eldercare, and transportation costs or other reasonable expenses that could be a barrier to participation. Assistance will also be provided to those members with differing physical or learning abilities.	Proportions will be established based on the most recent (2016) census profile. To assist Assembly members to participate, members will be reimbursed for reasonable childcare, eldercare, and transportation costs and will receive an honorarium of \$100 per meeting. Assistance will also be provided to those members with differing physical or learning abilities.	

Saanich - Substantive Differences Table

	Saanich	Victoria	Recommendations for Council:
7.5	The working language of the Assembly is English. Translation services are not available.	N/A	
ROLES AND RESPONSIBILITIES			
8.1	<p><u>Roles and Responsibilities of Citizens' Assembly Members</u> Members of the Assembly are expected to fulfil their duties and agree to:</p> <p>8.1.1 Attend each of the sessions of the Assembly as well as public roundtable meetings.</p> <p>8.1.2 Work to understand and represent the varied perspectives of <i>all</i> Saanich and Victoria residents.</p> <p>8.1.3 Treat each other with respect and take an active role in the work of the Assembly.</p> <p>8.1.4 Work collaboratively to achieve a strong consensus concerning the Assembly's recommendations.</p> <p>If a member of the Assembly must withdraw owing to illness or unexpected events, their position may be filled from the pool of applicants at the discretion of the Chair.</p>	Same	
8.2	<p><u>Roles and Responsibilities of the Chair</u> The Chair of the Assembly will be the Facilitator appointed by the District of Saanich and the City of Victoria who will design and host the meetings and proceedings of the Assembly. The Chair will not be a municipal employee and is expected to remain neutral with regards to the recommendations or direction of the Assembly. The Chair is charged to:</p>	<p><u>Roles and Responsibilities of the Chair</u> The Facilitator of the Assembly will be appointed by the District of Saanich and the City of Victoria to design and host the proceedings of the Citizens' Assembly. The Facilitator will not be a municipal employee and is expected to remain neutral with regards to the recommendations or direction of the Assembly. The Facilitator, with the support of an Assembly Working Group, is charged to:</p>	

Saanich - Substantive Differences Table

Saanich	Victoria	Recommendations for Council:
<p>8.2.1 Oversee a fair and representative member selection process.</p> <p>8.2.2 Develop a balanced learning program that involves residents, community organizations and experts to provide a range of perspectives.</p> <p>8.2.3 Ensure that the Assembly's learning program is balanced, adequate and reflects a range of reasonable perspectives.</p> <p>8.2.4 Follow Robert's Rules of Order in supporting respectful dialogue and deliberation amongst members leading to consensus based decisions.</p> <p>8.2.5 Ensure that regular updates concerning the Assembly's proceedings are made publicly available.</p> <p>8.2.6 Provide opportunities to inform and convey perspectives from local residents and stakeholders to Assembly members.</p> <p>8.2.7 Produce and deliver a Final Report concerning the Assembly's activities and recommendations to the Municipal Councils of Saanich and Victoria.</p> <p>8.2.8 Exercise discretion in ensuring the integrity and sound conduct of the Assembly.</p> <p>8.2.9 Ensure that the design and conduct of the Assembly are consistent with good democratic practices.</p>	<p>8.2.1 Oversee a fair and representative member selection process.</p> <p>8.2.2 Develop a balanced learning program that involves residents, community organizations and experts to provide a range of perspectives.</p> <p>8.2.3 Supporting respectful dialogue and deliberation amongst members leading to consensus based decisions and uphold assembly procedures as per these terms of reference. If members feel that consensus based decisions-making is not working at any given point in the deliberations, a group of three members may request that the Facilitator call a vote on any given matter. Once three members ask for this, the Facilitator must ask the Assembly to decide the matter by vote.</p> <p>8.2.4 Ensure that regular updates concerning the Assembly's proceedings are made publicly available.</p> <p>8.2.5 Provide opportunities to inform and convey perspectives from local residents and stakeholders to Assembly members.</p> <p>8.2.6 Produce and deliver a Final Report concerning the Assembly's activities and recommendations to the municipal Councils.</p> <p>8.2.7 Exercise discretion in ensuring the integrity and sound conduct of the Assembly.</p>	

Saanich - Substantive Differences Table

	Saanich	Victoria	Recommendations for Council:
	N/A	<p><u>Roles and Responsibilities of the Advisory Working Group</u> The Citizens' Assembly has the option to form a Working Group to support the work of the Citizens' Assembly. The role of the Working Group is to provide guidance to the Facilitator and Assembly in order to:</p> <ul style="list-style-type: none"> - Ensure that the design and conduct of the Assembly are consistent with good democratic practices. - Ensure that the Assembly's learning program is balanced, adequate and reflects a range of reasonable perspectives. <p>The Working Group will not comment on the recommendations made by the Citizens' Assembly.</p> <p>The members of the Working Group will be approved by the Councils of the District of Saanich and the City of Victoria and will include representatives with well-regarded expertise in local government operations, deliberative processes and governance.</p>	
8.3 (Saa) 8.4 (Vic)	<p><u>Roles and Responsibilities of the Victoria and Saanich Community</u> All residents of Saanich and Victoria have a role to play in assisting and ensuring the success of the Assembly. Members of the community are encouraged to participate and:</p> <p>8.3.1 Attend public roundtable meetings hosted by members of the Assembly to discuss its progress and solicit community perspectives.</p>	<p><u>Roles and Responsibilities of the Victoria and Saanich Community</u> All residents of Saanich and Victoria have a role to play in assisting and ensuring the success of the Assembly. Members of the community are encouraged to participate and:</p> <p>8.3.1 Attend public roundtable meetings hosted by members of the Assembly to discuss its progress and solicit community perspectives.</p>	

Saanich - Substantive Differences Table

	Saanich	Victoria	Recommendations for Council:
	<p>8.3.2 Attend occasional open sessions of the Assembly to observe its proceedings.</p> <p>8.3.3 Submit ideas to the Assembly website and review regular public updates.</p>	<p>8.3.2 Submit ideas to the Assembly website and review regular public updates.</p>	
<p>8.4 (Saa)</p> <p>8.5 (Vic)</p>	<p><u>Roles and Responsibilities of the District of Saanich and the City of Victoria</u></p> <p>The District of Saanich and City of Victoria will respect and support the independence and integrity of the Assembly and municipal elected officials and staff will remain at arm's length during deliberations of the Assembly.</p> <p>Municipal staff will endeavour to:</p> <p>8.4.1 Provide logistical support for Assembly activities, including venue booking, providing food, and additional supports as needed;</p> <p>8.4.2 Provide expertise and access to existing strategic plans, financial and other documents; and</p> <p>8.4.3 Give careful and timely consideration to the Assembly's Final Report.</p>	<p><u>Roles and Responsibilities of the City of Victoria and the District of Saanich</u></p> <p>The role of the municipal elected officials and staff is to support the Citizens' Assembly.</p> <p>The municipalities will endeavour to:</p> <ul style="list-style-type: none"> - Provide expertise and access to existing strategic, plan, financial and other documents. - Give careful and timely consideration to the Citizens' Assembly's final report. - Provide logistical support for Assembly activities, including venue booking, food and additional supports as needed. The District of Saanich and the City of Victoria will respect and support the independence and integrity of the Citizens' Assembly. 	
DECISION MAKING OF THE ASSEMBLY			
<p>9.0</p>	<p>Wherever possible decisions will be made on the consensus of its members. It is expected that discussion, debate and decision-making of the Assembly will be undertaken in accordance with Robert's Rules of Order.</p> <p>Divergent views are to be respected in this process including the opportunity for their</p>	<p>It is expected that discussion, debate and decision making of the Citizens' Assembly will be undertaken based on consensus of members. If members feel that consensus based decision making is not working at any given point in the deliberations, a group of three members may request that the Facilitator call a vote on any given matter. Once three members ask for this, the</p>	

Saanich - Substantive Differences Table

	Saanich	Victoria	Recommendations for Council:
	expression in a Minority Report of the Assembly submitted to the Municipal Councils of Saanich and Victoria.	<p>Facilitator must ask the Assembly to decide the matter by vote.</p> <p>Divergent views are to be respected in this process including the opportunity for their expression in the Final Report of the Assembly submitted to Saanich and Victoria Councils.</p>	
PROCESS CONCERNS			
10.0	N/A	If the Facilitator or the majority of members of the Citizens' Assembly lose confidence in the process, there is an appeal for review to the Council of Saanich and Victoria through the Joint Standing Committee.	

~~DRAFT for Discussion~~

Terms of Reference – Citizens' Assembly ~~between~~ on the Amalgamation of the District of Saanich and the City of Victoria – Victoria City Council Endorsed

Terms of Reference

The following Community Opinion Question was included on the ballot for the 2018 General and Local School Board Elections ~~in Saanich and Victoria and supported by a majority of voters in both municipalities.:~~

"Are you in favour of spending up to \$250,000 for establishing a Citizens' Assembly to explore the costs, benefits and disadvantages of the amalgamation between the District of Saanich and the City of Victoria?" (the "Question")

1.0 ~~The District of Saanich and the City of Victoria Objectives~~

The municipalities of Saanich and Victoria have adopted an innovative and transparent public process to ~~explore~~ support the completion of an analysis of the costs, benefits and disadvantages of the amalgamation between the District of Saanich and the City of Victoria ~~(the "Question").~~ The Citizens' Assembly (the "Assembly") process is expected to be a deliberative one, providing the residents of ~~Saanich and Victoria~~ and Saanich with the opportunity to directly and actively participate in evaluating the case for the municipalities' amalgamation.

The Assembly is expected to be an impartial advisory body that is tasked with representing the residents of ~~Saanich and Victoria~~ and Saanich in investigating the costs, benefits and disadvantages of the amalgamation between the District of Saanich and the City of Victoria. ~~The~~ In doing so, the Assembly will exemplify the highest standards of transparency, accountability and citizen engagement in ~~delivering their report findings~~ reaching detailed recommendations to the respective municipal Councils.

In establishing the Assembly, the municipalities have three objectives:

- ~~1.1~~ 1.1 ———— To learn about the costs, benefits and disadvantages of the amalgamation ~~—between the District of Saanich and the City of Victoria including shared and —contrasting values, concerns and needs of residents of~~ Victoria and Saanich and Victoria ~~—regarding~~ neighbourhoods, change, growth, service delivery, governance, capital ~~———~~ and infrastructure needs,

land use planning, emergency services and strategic and regulatory frameworks.

- 1.2 To fully understand the costs, benefits and disadvantages of the amalgamation between the District of Saanich and the City of Victoria including residents' visionsvision for the future of their respective communitiescommunity and potentially an amalgamated Municipalitymunicipality.
- 1.3 To provide local residents with an unprecedented opportunity to explore the future of Saanich and Victoriatheir communities.

2.0 Guiding Principles for the Citizens' Assembly

- 2.1 **Openness and Transparency** – The Assembly will regularly share its learning and deliberations with the public on an ongoing and predictable basis.
- 2.2 **Accountability and Legitimacy** – The Assembly will work within a defined mandate and budget on behalf of the residents of Saanich and Victoria. The Assembly will deliver its Final Report directly to the respective municipal Councils of Saanich and Victoria.
- 2.3 **Effective Representation** – The Assembly will be charged with the responsibility of representing the needs and interests of the residents of Saanich and Victoria. The members of the Assembly will be selected to broadly represent the demographics of the municipalities.
- 2.4 **Accessibility** – The Assembly will provide reasonable supports to address barriers that may prevent a member of the Assembly from participating successfully.
- 2.5 **Independence** – The Assembly will have full independence to determine how to best fulfill its mandate, under the advisement of an experienced, third-party consultant who will facilitate the Assembly process.
- 2.6 **Well-Informed** – The Assembly will deliver sound recommendations in its Final Report. The Assembly's recommendations will be informed by a range of perspectives and sources of expertise including the technical report.
- 2.7 **Balance** – The Assembly will consider a diversity of voices and perspectives in its deliberations. The Facilitator will work to ensure that there is room for all voices.

- 2.8 **Collaborative Decision-Making** – The Assembly will ~~work towards~~seek consensus when drafting their recommendations, while also respecting and documenting differing perspectives among its members.
- 2.9 **Respect** – The Assembly will strive to be conscientious and fair-minded in their deliberations and in their consultations with the residents of ~~Saanich and~~ Victoria and Saanich.

3.0 Mandate of the Citizens' Assembly

The Assembly is tasked by the District of Saanich and the City of Victoria to explore the costs, benefits and disadvantages of the amalgamation between the District of Saanich and the City of Victoria.

Specifically, the Assembly will:

- 3.1 Advise the respective Councils on whether or not the municipalities should proceed towards amalgamation or any other recommendations.
- ~~3.1.3.2~~ Identify common aspirations for good local governance to provide a basis for ~~evaluating~~ costs, benefits and disadvantages of amalgamation and status quo of the municipalities relative to their current independent status.
- 3.3 List the issues ~~that~~which the Assembly believes needs to be satisfactorily resolved for amalgamation to merit consideration, ~~including issues related to the implementation and integration of the municipalities under amalgamation.~~
- 3.4 Detail recommendation(s) concerning the amalgamation of Victoria and Saanich, including any conditions that need to be satisfied if an amalgamation was to proceed.
- ~~3.23.5~~ List issues and recommendations for addressing identified issues with regard to the implementation and the integration of the municipalities should the Assembly recommend amalgamation.

In satisfying their mandate and developing recommendations, the Assembly will be expected to consider and analyze ~~the positive and negative impacts of amalgamation~~ (at a minimum) the following:

- 3.6 Assets and liabilities of Saanich and Victoria including any related impacts on local rate payers resulting from amalgamation.
~~3.3~~

3.7 Cultural and land use priorities and similarities and differences of the two municipalities— and any anticipated impacts arising from amalgamation.

3.43.8 Balance of the issues of economy of scale with community identity and representation.

3.53.9 Delineation of the clear weighing of the overall advantages versus disadvantages accruing to the individual municipalities versus those accruing solely to a combined municipality arising from amalgamation.

3.10 Comparison of corporate structures and approaches to governance of the two municipalities and the anticipated impacts (positive and negative) arising from amalgamation.

3.11 All analysis and recommendations of the Assembly are informed and mindful of the ongoing work with local First Nations of reconciliation. toward Reconciliation.

3.6

3.12 Consideration of benefits and costs of amalgamation over both the short and long terms (i.e. Over 5 year, 20 year, 50 year horizons).

~~3.7— Neighbourhood level implications.~~

3.83.13 Consideration of impacts at the neighbourhood level not only for the broad community.

3.93.14 Consideration of the congruency and alignment of strategic and political priorities of the municipalities (as expressed in Strategic Plans, the Official Community Plans and other significant strategic and plan documents), of the municipalities.

3.103.15 Consideration of democratic representation and accessibility of elected officials to residents and other stakeholders.

3.16 Past investment in and future needs for Status and strategies of capital assets, and infrastructure replacement reserves including the analysis of anticipated impacts on an amalgamated municipality.

~~3.11~~

3.123.17 Variations in levels of service of the two municipalities including the development of clear recommendations on aligning service levels in an amalgamated municipality.

~~3.10 Clear delineation of advantages and disadvantages for the respective municipality in considering amalgamation versus those accruing solely to a combined municipality arising from amalgamation.~~

~~3.11 To the extent possible, consideration of costs, benefits and disadvantages of amalgamation between the District of Saanich and the City of Victoria over both the short and long terms (i.e.~~

~~3.13.18~~ 3.12 — If full amalgamation of Saanich and Victoria is not recommended by the Assembly, commentary from the Assembly on other opportunities for service integration is considered part of the Assembly's mandate.

3.19 ~~3.13~~ — If full amalgamation of Saanich and Victoria is recommended by the Assembly, commentary and recommendations from the Assembly on the integration of full municipal operations (both in the short and longer term) is expected as part of the Assembly's mandate.

3.14 — In meeting its mandate and the expectations outlined in the Terms of Reference, the Assembly will, to the greatest extent possible, represent the consensus view of the members. Minority Divergent views of Assembly members and community members may will also be included in the Citizens' Assembly's Final Report.

4.0 Constraints on the Citizens' Assembly

The Assembly will enjoy wide latitude, subject to the processes and mandate laid out in the Terms of Reference, in its ability to make recommendations to ~~Saanich and~~ Victoria and Saanich regarding the costs, benefits and disadvantages of the amalgamation between the District of Saanich and the City of Victoria.

Recommendations must take into consideration the information gathered by a third-party technical team. ~~In accordance with the process guidance provided by the Ministry of Municipal Affairs and Housing, the Municipal Recommendations must include a final Yes/No recommendation to the respective Councils on proceeding towards a Referendum on amalgamation. The~~ Councils of Saanich and Victoria will have the final authority to accept, modify or reject specific recommendations from the Assembly at their discretion, subject to the processes and mandate laid out in the Terms of Reference at their discretion.

5.0 Schedule of the Citizens' Assembly

The Citizens' Assembly will convene during ~~4-6-12 full-day~~ Saturday sessions beginning in 2019, and concluding in 2020. Additional meetings of the Assembly

may be scheduled at the discretion of the Facilitator. ~~Chair of the Assembly (see 8.2 for roles and responsibilities of the Chair).~~ Meetings of the Assembly will not allow the public to attend in person but will be viewable by the public through webcast. The Citizens' Assembly will also host ~~multiple public~~ roundtable meetings ~~in both municipalities with public participation~~ during the course of ~~the Assembly~~ their session's schedule, with one of the meetings to discuss the technical report, which will be open to all local residents.

The Assembly at the start of their process will set and define their schedule.

6.0 Reporting and Communication ~~Communications~~ of the Citizens' Assembly

The Citizens' Assembly will communicate regularly about its work to the public, Municipal Councils ~~of Saanich and Victoria~~ and to the joint Municipal Working Group ~~as outlined below~~.

~~6.1~~

General Reporting

The ~~municipalities~~ Municipalities will develop a shared webpage that will list the members of ~~the~~ Assembly, a detailed agenda including all speakers and resources, and the Assembly's Terms of Reference. Following each Assembly meeting, a brief summary of its activities and progress will be posted.

~~6.2~~

Interim Directions Document

As early as possible in their process, the Assembly will issue a brief directions document listing its draft values, and the issues or questions that the Assembly believes deserve further study and consideration ~~during their deliberations~~.

~~6.3~~

Final Report

The Assembly will deliver its Final Report to the Municipal Councils of Saanich and Victoria no later than 45 days after the last Assembly meeting. The report will include a letter from the Chair ~~Facilitator~~, an overview of the process, and the proposed values, identified issues and final recommendations of the Assembly. It will also include an Appendix ~~appendix~~ that ~~will contain~~ contains copies of all materials considered by the Assembly, a list of the members of the Assembly, and any correspondence provided by individual members and a ~~'Minority Report'~~ 'minority report' that documents any dissenting perspectives.

6.4 Communications

~~The~~ Chair ~~Assembly's Facilitator~~ is authorized as the ~~exclusive official~~ spokesperson for the Assembly and ~~will~~ approve all ~~public~~ official communications regarding the Assembly's conduct ~~of the Assembly~~ ~~unless otherwise delegated~~.

~~6.5~~—The Citizens' Assembly will present ~~the Final Report~~this report to the respective Municipal Councils ~~of Saanich and Victoria~~, which may, at their discretion, refer the report to ~~—municipal staff~~the respective municipalities' Staffs for comment, response and clarification, where appropriate, ~~—prior~~ to considering the final recommendations.

7.0 Composition of the Citizens' Assembly

7.1 Recruitment Process

Members of the Citizens' Assembly will be randomly selected by Civic Lottery — a mechanism that ensures that a broad, representative cross-section of local residents ~~and business owners~~ are selected to participate.

7.2 Number of Members

The number of members of the Citizen's Assembly will ~~consist of 100 members~~be 21 Victoria residents and 28 Saanich residents. In order to be eligible to serve on ~~the~~this Citizens' Assembly, an applicant must:

- ~~7.2.1~~—Reside within the legal municipal boundaries of the District of Saanich or the City of Victoria ~~as defined by the area map. (See Map—XXXX); and~~
- ~~7.2.2~~—Be at least 16 years of age ~~on the date of the Civic Lottery;~~as of September 1, 2019.
- ~~7.2.3~~—Only one person per residential address (unit in building) or business address will be eligible to become a member of the Assembly.

~~7.2.4~~—If a member of the Assembly is a business owner, they cannot transfer their eligibility to an employee.

- ~~7.2.5~~—Employees of the District of Saanich ~~and the~~or City of Victoria, as well as elected officials (municipal, provincial or federal), are ineligible to serve as Assembly members.

~~7.2.6~~—The Chair will ensure that individuals that are members of ~~stakeholder groups that support or do not support the amalgamation of Saanich and Victoria, are ineligible to serve as Assembly members.~~

7.3.7.3—Assembly Composition

~~The~~ Assembly will generally reflect the composition of the population of the two municipalities with regard to: each ~~municipality with regard to:~~

~~7.3.1~~—An equal proportion of male and female members;

~~7.3.2 A proportionate number of members from different age cohorts based on census data;~~

~~7.3.3 A proportionate number of renters and home owners;~~

~~7.3.4 A proportionate number of members from the two municipalities— 57 members from Saanich, 43 members from Victoria (based on BC Statistics population data); and~~

~~7.3.5 At least five members who self-identify as Aboriginal. (check % of census data)~~

~~7.3.6 A proportionate number of urban and rural residents.~~

- ~~• Gender~~
- ~~• Broad age group~~
- ~~• Renter versus homeowner~~
- ~~• Aboriginal/Metis status and at least five who self-identify as Aboriginal/Metis~~

~~7.4 Proportions will be established based on the most recent (2016) census profile. To assist Assembly members to participate, members will be reimbursed for reasonable childcare, eldercare, and transportation costs ~~or other reasonable~~ expenses that could be a barrier to participation, and will receive an honorarium of \$100 per meeting. Assistance will also be provided to those members with differing physical or learning abilities.~~

~~7.5 The working language of the Assembly is English. Translation services are not available.~~

8.0 Roles and Responsibilities

~~8.1 Roles and Responsibilities of Citizens' Assembly Members~~

~~Members of the Assembly are expected to fulfil their duties and agree to:~~

- ~~8.1.1 Attend each of the sessions of the Citizens' Assembly as well as public roundtable meetings.~~
- ~~8.1.2 Work to understand and represent the varied perspectives of *all* Saanich and Victoria residents.~~
- ~~8.1.3 Treat each other with respect and take an active role in the work of the Assembly.~~
- ~~8.1.4 Work collaboratively to achieve a strong consensus concerning the Assembly's recommendations.~~

_____ If a member of the Assembly must withdraw owing to illness or unexpected events, ~~their~~his or her position may be filled from the pool of applicants at the discretion of the ChairFacilitator.

8.2 — Roles and Responsibilities of the ChairFacilitator

—The ChairFacilitator of the Citizens' Assembly will be ~~the Facilitator~~ appointed by the District of —Saanich and the City of Victoria ~~who will to~~ design and host the ~~meetings and~~—proceedings of the Citizens' Assembly. The ChairFacilitator will not be a municipal employee and is _____ expected to remain neutral with regards to the recommendations or direction of _____ the Assembly. The ChairFacilitator, with the support of an Assembly Working Group, is charged to:

8.2.1• _____ Oversee a fair and representative member selection process.

8.2.2• _____ Develop a balanced learning program that involves residents, community organizations and experts to provide a range of perspectives.

~~8.2.3• _____ Ensure that the Assembly's learning program is balanced, adequate and reflects a range of reasonable perspectives.~~

8.2.4• _____ ~~Follow Robert's Rules of Order in supporting~~Supporting respectful dialogue and deliberation amongst members leading to consensus based decisions and uphold assembly procedures as per these terms of reference. If members feel that consensus based decision-making is not working at any given point in the deliberations, a group of three members may request that the Facilitator call a vote on any given matter. Once three members ask for this, the Facilitator must ask the assembly to decide the matter by vote.

8.2.5• _____ Ensure that regular updates concerning the Assembly's proceedings are made publicly available.

8.2.6• _____ Provide opportunities to inform and convey perspectives from local residents and stakeholders to Assembly members.

8.2.7• _____ Produce and deliver a Final Report concerning the Assembly's activities and recommendations to the ~~Municipal~~municipal Councils ~~of Saanich and Victoria~~.

8.2.8• _____ Exercise discretion in ensuring the integrity and sound conduct of the Assembly.

8.3 Roles and Responsibilities of the Advisory Working Group

The Citizen's Assembly has the option to form a Working Group to support the work of the Citizens' Assembly. The role of the Working Group is to provide guidance to the Facilitator and Assembly in order to:

8.2.9• _____ Ensure that the design and conduct of the Assembly are consistent with good democratic practices.

• Ensure that the Assembly's learning program is balanced, adequate and reflects a range of reasonable perspectives.

The Working Group will not comment on the recommendations made by the Citizens' Assembly.

The members of the Working Group will be approved by the Councils of the District of Saanich and City of Victoria and will include representatives with well-regarded expertise in local government operation, deliberative processes and governance.

8.3 8.4 Roles and Responsibilities of the Victoria and Saanich Communitycommunity

~~_____~~All residents of Saanich and Victoria have a role to play in assisting and ensuring ~~_____~~the success of the Citizens' Assembly. Members of the community are encouraged to ~~_____~~participate and:

~~8.3.1~~• ~~___~~ Attend public ~~roundtable~~roundtables meetings hosted by members of the Citizens' Assembly to discuss its progress and solicit community perspectives.

~~8.3.2~~ ~~Attend occasional open sessions of the Assembly to observe its proceedings.~~

~~8.3.3~~• ~~___~~ Submit ideas to the Assembly website, and review regular public updates.

~~8.4~~ 8.5 Roles and Responsibilities of the District of Saanich and the City of Victoria and the District of Saanich

~~_____~~The District of Saanich and City of Victoria will respect and support the ~~_____~~independence and integrity of the Assembly

The role of the municipal elected officials and staff is to support~~will remain at arm's length during deliberations of~~ the Citizens' Assembly.

~~_____~~Municipal staff~~The municipalities~~ will endeavour to:

~~8.4.1~~ ~~Provide logistical support for Assembly activities, including venue booking, providing food, and additional supports as needed;~~

~~8.4.2~~• ~~___~~ Provide expertise and access to existing strategic ~~plans, plan,~~ financial and ~~_____~~other documents; ~~and,~~

~~8.4.3~~• ~~___~~ Give careful and timely consideration to the Citizens' Assembly's Final Report~~final report~~.

• Provide logistical support for Assembly activities, including venue booking, food, and additional supports as needed. The District of Saanich and City of Victoria will respect and support the independence and integrity of the Citizens' Assembly.

9.0 — Decision **Makingmaking** of the Assembly

~~—Wherever possible decisions will be made on the consensus of its members. It is~~ It is expected that discussion, debate and decision-making of the Citizens' Assembly will be ~~undertaken in accordance with Robert's Rules of Order~~ based on consensus of members. If members feel that consensus based decision making is not working at any given point in the deliberations, a group of three members may request that the Facilitator call a vote on any given matter. Once three members ask for this, the Facilitator must ask the assembly to decide the matter by vote.

~~—Divergent views are to be respected in this process including the opportunity for their expression in a~~ Minority ~~the Final~~ Report of the Assembly submitted to ~~the Municipal~~ Councils of Saanich and Victoria.

10.0 Process Concerns

If the Facilitator or the majority of the members of the Citizens' Assembly lose confidence in the process, there is an appeal for review to the Council of Saanich and Victoria through the Joint Standing Committee.

Appendix A – Glossary of Terms

"Citizens Assembly" means the group of citizens of Saanich and Victoria who are appointed to under these Terms of Reference.

"Citizens Assembly Standing Committee" means a Committee of Saanich Council, and a Committee of Victoria Council both or which are established and appointed by the Mayor of each municipality under their respective Terms of Reference

"Facilitator" means the person appointed by Saanich and Victoria Councils as a consultant to lead the Citizen's Assembly process and acts as the Chairperson of the meetings of the Citizen's Assembly

"Joint Committee" means the combined Citizen's Assembly Standing Committees meeting for the purposes outlined in Terms of Reference.

"Working Group" means a group of people, independent from the Citizen's Assembly appointed to provide technical expertise and guidance as outlined in section 8.3 of the Terms of Reference.

Substantive TOR Differences

This document contains a table referring to the location of a substantive change and a brief summary of Saanich’s position and Victoria’ position. This table should be used as a quick reference along with the compared TOR document.

Section Reference	Saanich	Victoria	Next steps
1.0 Objectives	Does not include study of emergency services in the scope of research	Includes study of emergency services in the scope of research	General agreement; Saanich will refer to Council
2.1 Openness and Transparency	Requires Citizen’s Assembly to regularly share information	Adds requirement to share information on an ongoing and predictable basis	General agreement; Saanich will refer to Council
2.5 Independence	Third party consultant to advise Assembly how to best fulfill mandate	Citizen’s Assembly has full discretion to decide how to best fulfill its mandate	Victoria reinstated original wording
2.6 Well-Informed	Requires that the Citizen’s Assembly recommendations to be informed by technical report.	Removes the explicit condition that the Citizen’s Assembly recommendations are informed by the technical report	Victoria will consider original wording
2.7 Balance	Requires Citizen’s Assembly to consider diversity of voices ad perspectives.	Adds that facilitator will make room for all voices.	Saanich will refer to Council
2.8 Collaborative decision-making	Requires consensus in recommendations while respecting and documenting divergent views	Adds recourse for majority vote when three or more Citizen’s Assembly members request a majority vote when there is a lack of consensus.	Victoria to remove proposed wording; Victoria to add new language; no majority vote
3.0 Mandate	Citizens’ Assembly mandate is to explore costs, benefits, and disadvantages of amalgamation	Citizens’ Assembly mandate is to learn needs and interests of residents, examine implications, and advise Council.	Victoria and Saanich to refer to revised wording to respective Councils.

		Adds 3.3 – requirement for the Citizens’ Assembly to provide detailed recommendations.	Victoria to look at combining 3.3, 3.4, and 3.18 in draft combined TOR Get clarity from Province about potential provision for recommendation.
3.6 Cultural and land use priorities	Requires Assembly to examine differences in cultural and land use priorities	Adds examination of similarities and anticipated impacts of amalgamation	
3.8 Advantages and disadvantages	Saanich TOR does not contain this section.	Adds this section. Requires Citizen’s Assembly to examine advantages and disadvantages of amalgamation for each municipality	
3.9 Corporate and governance structures	Requires Assembly to compare corporate structures and approaches to governance	Adds analysis of anticipated impacts of amalgamation.	
3.10 Local First Nations	Requires Assembly to examine ongoing work with local First Nations towards Reconciliation	Adds that all Assembly recommendations will be informed by and mindful on ongoing work with local First Nations towards reconciliation	
Final paragraph in 3.0	Allows for minority views to be included in the final report	Requires divergent views to be included in the final report	
4.0 Constraints on the Assembly	Requires Assembly to consider information from third party technical team in recommendation	Does not require Assembly to consider information from third party technical team	Victoria will remove its proposed deletion.

	<p>Does not require final yes/no recommendation to Council for referendum</p> <p>Councils are constrained by processes and mandate in the TOR</p>	<p>Requires Assembly to provide a final yes/no recommendation to Council on whether to proceed to a referendum.</p> <p>Council is not constrained by processes and mandate in the TOR</p>	<p>Will be referred to respective Councils</p>
5.0 Schedule of Citizen’s Assembly	<p>6-12 days of meetings</p> <p>Beginning in 2019 and ending in 2020</p> <p>Additional meeting can be scheduled by Chair</p> <p>Assembly will host multiple round tables</p> <p>One round table dedicated to technical report</p> <p>Does not set schedule in TOR</p> <p>Public cannot attend but can be viewed by webcast</p>	<p>4-6 days of meetings</p> <p>Beginning in September 2019 and ending in March 2020</p> <p>Additional meetings can be scheduled by Facilitator</p> <p>Assembly will host 3 roundtable meetings</p> <p>No comment about round table topics Will set schedule in TOR</p> <p>All assemblies are open to the public and no comment about webcast</p>	<p>-</p> <p>Keep Saanich wording</p> <p>Same idea, different word, to be discussed</p> <p>Keep Saanich wording.</p> <p>Keep Saanich wording.</p> <p>Keep Saanich wording.</p>
6.0 Reporting and Communications	<p>Assembly to draft interim direction document as early as possible</p>	<p>Assembly to draft Interim direction document after second meeting</p>	<p>Keep Saanich wording.</p> <p>Refer 45-90 days to Councils.</p>

	<p>Final report to be delivered to Council no later than 45 days after last Assembly meeting</p> <p>Final report to include letter from Chair</p> <p>Chair is exclusive spokesperson and approves all public communication</p>	<p>Final report no later than April 2020</p> <p>Final report to include letter from Facilitator.</p> <p>Adds option to include correspondence by individual members</p> <p>Facilitator is non-exclusive spokesperson. Members are allowed to share personal views whenever and however</p>	<p>Agreement.</p> <p>Saanich will refer to Council.</p> <p>Spokesperson is official not exclusive.</p> <p>Spokesperson to approve all official communication.</p> <p>Remove 'free to share personal views', though this is not precluded.</p>
7.1 Recruitment process	Assembly is made up of residents and business owners	Assembly is made up of residents	<p>Discussion about residents, business owners, non-resident business owners</p> <p>Refer to respective Councils.</p>
7.2 Number of Members	<p>100 members; 43 Victoria residents and 57 Saanich residents</p> <p>Uses Civic Lottery to select Assembly members</p>	<p>49 members; 21 Victoria residents and 28 Saanich residents</p> <p>Uses a Civic Lottery and Assembly members are determined jointly by</p>	<p>Use Civic lottery; use Saanich wording</p>

	<p>Eligible persons are:</p> <ul style="list-style-type: none"> - Residents in legal boundaries of municipality - At least 16 years of age on date of lottery - Only one person per household or business - Business owner cannot transfer eligibility to employee - Not staff or elected officials of municipalities - Not members of interested stakeholder groups 	<p>both councils in consultation with Facilitator</p> <p>Eligible persons are:</p> <ul style="list-style-type: none"> - Residents in legal boundaries of municipality - At least 16 years of age on date of lottery - Not staff or elected officials of municipalities 	<p>Saanich to refer consideration of 'business owner transfer eligibility to employee' language to Council</p> <p>Saanich and Victoria to refer definition of 'interested stakeholder group' to Council</p> <p>Refer option to receive advice from consultant.</p>
7.3 Assembly composition	<p>Reflect composition of the population of the two municipalities with regard to:</p> <ul style="list-style-type: none"> - Equal proportion of male and female members - Proportionate number of renters and homeowners - Proportionate urban and rural residents 	<p>Reflect composition of the population of the two municipalities with regard to:</p> <ul style="list-style-type: none"> - Gender - Broad age group - Renter versus homeowner - Aboriginal/metis status and at least five members who self-identify as Aboriginal/Metis 	

	<ul style="list-style-type: none"> - Proportionate residents from both municipalities – 57 Saanich and 43 Victoria - At least 5 members who identify as Aboriginal 		
After 7.3 assembly composition	<p>Reimbursement includes:</p> <ul style="list-style-type: none"> -reasonable childcare, eldercare, and transportation costs -other reasonable expenses that provide barrier to participate -No honorarium <p>English is working language, no translation services available</p>	<p>Reimbursement includes:</p> <ul style="list-style-type: none"> -reasonable childcare, eldercare, and transportation costs -\$100 honorarium per meeting <p>No comment about working language or translation services</p>	
8.2 Roles and Responsibilities of Chair/Facilitator	<p>Chair to ensure that the Assembly’s learning program is balanced, adequate and reflects a range of reasonable perspectives.</p> <p>Follow Robert’s Rules of Order</p>	<p>Learning program is responsibility of advisory working group.</p> <p>Use procedures in the TOR to support deliberation. Opportunity to hold a vote on any given matter conditions.</p>	
8.3 Roles and responsibilities of working group	No working group	Working group is responsible for ensuring design and conduct of Assembly are consistent with good democratic practices, and that learning program is balanced, adequate, and	

		<p>reflects a range of perspectives. In Saanich, these are responsibility of Chair.</p> <p>Sets rules for advisory working group, including inability to comment on recommendations and requirement that members satisfy eligibility rules and are approved by Councils.</p>	
8.3 Roles and responsibilities of Saanich/Victoria communities	Includes to attend occasional open sessions	Does not include attendance at open sessions	
8.3 Roles and responsibilities of Saanich/Victoria	Officials and staff to support at arm's length	Officials and staff to support without requirement for arm's length	
10. Process Concerns	Does not include this section.	Adds this section If Facilitator or Assembly lose confidence in process, can appeal for review to the Joint Standing Committee	

Victoria's Proposed Changes to Saanich's TOR in Section 3

This document is intended to convey Victoria's proposed changes to Saanich's Terms of Reference. It shares Victoria's proposed additions, deletions, or modifications. It would be best to use this as a stand-alone document and refer to the section numbers used in this document.

3.0 Mandate of the Citizens' Assembly

The Assembly is tasked by the District of Saanich and the City of Victoria to explore the costs, benefits and disadvantages of the amalgamation between the District of Saanich and the City of Victoria.

Specifically, the Assembly will:

3.1 Advise the respective Councils on whether or not the municipalities should proceed towards amalgamation or any other recommendations.

This item is new.

~~3.13.2~~ Identify common aspirations for good local governance to provide a basis for evaluating costs, benefits and disadvantages of amalgamation and status quo of the municipalities relative to their current independent status.

3.3 List the issues ~~which~~that the Assembly believes needs to be satisfactorily resolved for amalgamation to merit consideration, ~~including issues related to the implementation and integration of the municipalities under amalgamation.~~

The crossed-off text has been moved to and rephrased in Victoria's 3.5.

3.4 Detail recommendation(s) concerning the amalgamation of Victoria and Saanich, including any conditions that need to be satisfied if an amalgamation was to proceed.

This item is new.

~~3.2~~

~~3.33.5~~ List issues and recommendations for addressing identified issues with regard to the implementation and the integration of the municipalities should the Assembly recommend amalgamation.

In satisfying their mandate and developing recommendations, the Assembly will be expected to consider and analyze ~~the positive and negative impacts of amalgamation~~ (at a minimum) the following:

3.6 Assets and liabilities of Saanich and Victoria including any related impacts on local rate payers ~~resulting from amalgamation.~~

3.4

3.7 Cultural and land use priorities and similarities and differences of the two municipalities ~~and any anticipated impacts arising from amalgamation.~~

3.8 Balance of the issues of economy of scale with community identity and representation.

3.5

3.9 Delineation of the clear weighing of the overall advantages versus disadvantages accruing to the individual municipalities versus those accruing solely to a combined municipality arising from amalgamation.

~~3.6~~ **This item was another item in Saanich's TOR.**

3.10 Comparison of corporate structures and approaches to governance of the two municipalities and the anticipated impacts (positive and negative) arising from amalgamation.

3.11 All analysis and recommendations of the Assembly are informed and mindful of the ongoing work with local First Nations of reconciliation. toward Reconciliation.

~~3.7~~

3.12 Consideration of benefits and costs of amalgamation over both the short and long terms (i.e. Over 5 year, 20 year, 50 year horizons).

This item was another item in Saanich's TOR.

~~3.8~~ ~~Neighbourhood level implications.~~

This item has been moved to and rephrased in Victoria's 3.13

~~3.9~~3.13 Consideration of impacts at the neighbourhood level not only for the broad community.

~~3.10~~3.14 Consideration of the congruency and alignment of strategic and political priorities of the municipalities (as expressed in Strategic Plans, the Official Community Plans and other significant strategic and plan documents). of the municipalities.

~~3.11~~ Consideration of democratic representation and accessibility of elected officials to residents and other stakeholders.

3.15

This item is new.

~~3.16 Past investment in and future needs for Status and strategies of capital assets, and~~ infrastructure replacement reserves including the analysis of anticipated impacts on an amalgamated municipality.

~~3.12~~

~~3.13~~ 3.17 Variations in levels of service of the two municipalities including the development of clear recommendations on aligning service levels in an amalgamated municipality.

~~3.10 Clear delineation of advantages and disadvantages for the respective municipality in considering amalgamation versus those accruing solely to a combined municipality arising from amalgamation.~~

This item has been moved to and rephrased in Victoria's 3.9

~~3.11 To the extent possible, consideration of costs, benefits and disadvantages of amalgamation between the District of Saanich and the City of Victoria over both the short and long terms (i.e.~~

~~3.12~~ 3.18 ~~3.12~~ — If full amalgamation of Saanich and Victoria is not recommended by the Assembly, commentary from the Assembly on other opportunities for service integration is considered part of the Assembly's mandate.

~~3.13~~ 3.19 — If full amalgamation of Saanich and Victoria is recommended by the Assembly, commentary and recommendations from the Assembly on the integration of full municipal operations (both in the short and longer term) is expected as part of the Assembly's mandate.

~~3.14~~ — In meeting its mandate and the expectations outlined in the Terms of Reference, the Assembly will, to the greatest extent possible, represent the consensus view of the members. Minority Divergent views of Assembly members and community members may will also be included in the Citizens' Assembly's Final Report.

Introduction Report

Staff have prepared two documents to support discussion about the Terms of Reference (TOR) for the Citizen's Assembly on the Amalgamation of the District of Saanich and the City of Victoria.

Each municipal council has prepared a TOR. Victoria adapted the Saanich TOR by proposing additions and deletions. The first document identifies where there are any changes proposed by Victoria. The proposed deletions are in striked-through red font. The proposed additions are in underlined red font. This document contains all proposed changes, including substantive and non-substantive

The second document contains a table noting the location and providing a brief summary of any substantive changes that are proposed by Victoria. The table should be used to help refer to substantive changes in the first document.