



June 1, 2016

Ref: 167375

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

Dear Mayor Helps and Councillors:

I am very pleased to be writing to update you on the progress of the Capital Integrated Services and Governance Initiative.

As you may recall, the Ministry of Community, Sport and Cultural Development posted a request for proposal (RFP) to BC bid to retain a consultant on behalf of the region, which closed April 15, 2016. The Framework for Discussion document, which was the outcome of our shared understanding about service delivery best practices and exploring further the opportunities to better integrate service and governance in the Capital region, informed the RFP. The successful proposal (reviewed by a panel of Ministry and local government staff from the town of View Royal and the District of Saanich) was a combined submission from Urban Systems and Circle Square Solutions. Mr. Dale Wall will lead the project team. As some of you may know, Mr. Wall is a former provincial Deputy Minister. Team members will include Mr. Dan Huang, Mr. Shaun Heffernan and Mr. James Klukas of Urban Systems and Mr. George Abbott, Mr. Bob de Faye and Mr. Chris Trumpy of Circle Square Solutions.

The project team is very interested to begin the process of hearing from you and your councils. They would like to meet with councils between now and the end of June to receive your perspective on this important initiative. To this end, I am advised that Mr. Wall will be reaching out to Chief Administrative Officers (CAO) in the near future. If you or your CAO wants to contact Mr. Wall, he can be reached at: [Dale@circlesquaresolutions.com](mailto:Dale@circlesquaresolutions.com).

The team has developed an engagement strategy that is flexible and customized to the requirements of individual local governments. They hope to be able to meet with each local government for at least one hour between now and the end of June in order to introduce their work and more importantly to hear the perspectives of you and your council. The team will also be preparing a description of how services are currently delivered in the Capital Region, best practices from other local governments (and other public bodies), as well as presenting the challenges and opportunities associated with various approaches to governance and service integration. Once this is completed, they plan to schedule a second round of meetings this fall with councils or groups of councils to discuss the tentative results with you and provide you with the opportunity to further inform their work.

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This is a complex and challenging project. The Urban Systems/Circle Square Solutions team brings a great deal of experience in working with local governance matters to the project. I am hopeful that you will engage with them in this dialogue, and that your work together will form the foundation for local government's future choices about governance and service integration opportunities in the Capital Region. I anticipate being able to provide local governments a status update on the project progress in the late summer. I also expect that once the project team has provided preliminary findings (in the fall) we will be in a position to discuss further our next steps toward implementation of those findings.

Sincerely,

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

Peter Fassbender  
Minister

pc: Her Worship Mayor Barbara Desjardins, Chair  
and Members of the Board  
Capital Regional District