

Subject: FW: FW: Public/private partnerships event notice

Date: Sun, 2 Jun 2002 10:18:51 -0700

From: Ernie Crist <ernie_crist@dnv.org>

To: "FONVCA (E-mail)" <fonvca@fonvca.org>

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

From: Ernie Crist

Sent: Sunday, June 02, 2002 10:13 AM

To: 'Dan London'; Ernie Crist; 'Elizabeth James'; John Hunter; 'David Moulton NET'; 'Pam Goldsmith-Jones'; 'Allan Orr DNV'; 'Angela Trudeau'; 'Bill Tracey DNV'; 'Brian Platts DNV'; 'Cathy Adams DNV'; 'Corrie Kost DNV'; 'Dave Sadler DNV'; 'Eric Anderson hotmail'; 'Maureen Bragg'; 'Peter Thompson DNV'

Cc: Agnes Hilsen; 'Co Mayor Don Bell'; Bill Denault; 'Councilor Doug MacKay-Dunn DNV'; Heather Dunsford; Janice Harris; Lisa Muri

Subject: RE: FW: Public/private partnerships event notice

Dear Dan:

Thank you for your response. I agree with your comments that "history has shown that the District Municipal government has not shown exemplary success in these types of relationships". The point is that the District has not shown exemplary success in any important area of municipal responsibility. This is not a biased observation but has been confirmed in countless reports and has been written, talked and reported about so often that I can only shake my head in disbelief that this community, including the business and professional community has stood idly by and allowed this to happen.

You may say that what has happened in the District of North Vancouver is a repetition of what occurred at the Provincial and Federal level in the recent past, albeit on a smaller scale. I have been the victim of this state of affairs as much as the taxpayers at large. I have made many attempts to rectify this and cannot therefore accept the criticism that I share in this responsibility. The current situation in the District is the accumulated result not only of the present but also the previous political leadership although I must admit that it is worse now than at any previous time in recent history.

In the Lower Mainland the District today stands as an example of nothing less than mismanagement. The only reason why it is not perceived so on the scale it should be on the North Shore is because of the apathy of local taxpayers in civic affairs. I do not believe that you are fully cognizant of the extent of the struggle I have waged to rectified this and I might add, other than from FONVCA, virtually without help. Certainly without help from the North Vancouver Business and professional community who have been silent all these years.

Whether the present situation will improve by virtue of the formation of political civic parties such as NET to challenge the rule of the present CCA endorsed District Council remains to be seen. Personally I believe that, notwithstanding this development, there is no substitute to guarantee good local government other than to support and strengthen FONVCA.

Ernie Crist

Crist]

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

From: Dan London [<mailto:dan@sunrisesolutions.bc.ca>]

Sent: Friday, May 31, 2002 1:55 PM

To: Ernie Crist; 'Elizabeth James'; John Hunter; 'David Moulton NET'; 'Pam Goldsmith-Jones'; 'Allan Orr DNV'; 'Angela Trudeau'; 'Bill Tracey DNV'; 'Brian Platts DNV'; 'Cathy Adams DNV'; 'Corrie Kost DNV'; 'Dave Sadler DNV'; 'Eric Anderson hotmail'; 'Maureen Bragg'; 'Peter Thompson DNV'
Cc: Agnes Hilsen; 'Co Mayor Don Bell'; Bill Denault; 'Councilor Doug MacKay-Dunn DNV'; Heather Dunsford; Janice Harris; Lisa Muri
Subject: RE: FW: Public/private partnerships event notice

Ernie,

I read your comments with interest, as a district taxpayer, and as an individual with experience over the past twenty years developing and implementing public/private sector business activities.

The statement in your conclusion that there is no substitute for effective management is not only precisely correct but, as John Hunter pointed out in his response, is the primary reason why many early partnerships were not successful. In most instances where partnerships failed, they were managed by the public sector partner, who lacked effective management experience. This condition is by no means a reason for not fully exploring the potential of such arrangements as methods to effectively and efficiently deliver public services and provide for capital projects. To that end, Liz James comment about studying both successful and unsuccessful projects is absolutely correct. My personal experience has been that success has been achieved where clear measureable outcomes were defined and the process professionally managed by a third party "secretariate" responsible for co-ordinating all stakeholders activities and interests.

As a taxpayer, in my view, history has shown that the District Municipal government has not had exemplary success in these types of relationships. Further, that Council (of which you have been a long standing member and therefore must accept responsibility), has not shown leadership (and not "political" as you suggest in your conclusion), by assisting staff to become educated in these matters. Rather, the order of the day has been to throw hand grenades at staff for inefficiencies, thus generating a believe among many of us the unwashed taxpayer that you and your fellow Councilors can't see over the edge of the sandbox.

I suggest you reflect on your own statement, "There are no easy answers but the best guarantee to protect the taxpayers from paying a huge price for the new municipal freedom is the electorate itself", from the perspective that while you and many other councilors support the status quo - we the taxpayers believe the quo has long since lost it's status!

Dan London

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

From: Ernie Crist [mailto:ernie_crist@dnv.org]

Sent: Thursday, May 30, 2002 8:19 PM

To: 'Elizabeth James'; John Hunter; 'David Moulton NET'; 'Dan London NET'; 'Pam Goldsmith-Jones'; 'Allan Orr DNV'; 'Angela Trudeau'; 'Bill Tracey DNV'; 'Brian Platts DNV'; 'Cathy Adams DNV'; 'Corrie Kost DNV'; 'Dave Sadler DNV'; 'Eric Anderson hotmail'; 'Maureen Bragg'; 'Peter Thompson DNV'
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In the publication "Re-inventing Government" by Osborne and Gabler one of the points stressed repeatedly is the need to have a clear understanding of the difference between municipal services provided by the public sector, operating as they do at cost, and filling such municipal services by the private sector motivated solely by the need to make maximum profit. The issue is currently on the for solving the municipal fiscal dilemma.

In theory, the public sector should be cheaper since the private sector, in addition to recovering the cost of doing business, must also make a profit at least equal to the average return of investment capital in general.

Since the conditions for the delivery of services vary from municipality to municipality, careful calculations are needed to determine the cheapest way for their delivery. For instance, if a specific service requires a huge outlay of new capital or temporary manpower, its cost must be included in the equation. In such instances it may indeed be fiscally advantageous to turn to the private sector.

It all depends on circumstances. A whole number of criteria, benchmarks and conditions come into play. Benchmarking and efficiency criteria are crucial in determining accurate comparisons. This is indeed the crux and requires good and strong management and above all, effective political leadership.

Other than comparing taxes, we have little or no idea how efficient we are in the District. Funds accessed from reserves and the Heritage Fund are seldom taken into consideration when comparisons with other municipalities are being made. The potential income from a Heritage Fund left in the bank is never taken into consideration.

On the other hand, people who are philosophically opposed to the public sector and whose motto is private enterprise at all cost often take the simplistic view that services provided by the private sector are less costly. This is not necessarily so, however. The private sector may not be as concerned with the environment nor with the social consequences of their operations or with appearance or esthetics. Often flexibility in making changes and adapt to a new situation is lacking. The private sector may well adapting to opportunities in increasing their efficiency and thus their profitability but the municipality may not share in this. This can be costly in an age of rapid technological changes.

Under such circumstances, anticipated savings may not materialize once the municipality has committed to go private. What is more it may have no choice but to continue with existing agreements even though they may be no longer advantageous. Contracts with private enterprise to protect the municipality against such aberrations can be long and costly and are not always successful especially when dealing with large companies.

In conclusion - notwithstanding the pros and cons of municipal services provided by either the private sector or by the public sector, there is no substitute for strong political leadership and effective management. There are no easy answers but the best guarantee to protect the taxpayers from paying a huge price for the new municipal freedom is the electorate itself. Judging by the low turnout during municipal election time as well as the results of the last election in the District this may prove to be the most challenging aspect the New Municipal Charter represents.

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

From: Elizabeth James [<mailto:cagebc@yahoo.com>]

Sent: Wednesday, May 29, 2002 10:06 AM

To: John Hunter; 'David Moulton NET'; 'Dan London NET'; 'Pam Goldsmith-Jones'; 'Allan Orr DNV'; 'Angela Trudeau'; 'Bill Tracey DNV'; 'Brian Platts DNV'; 'Cathy Adams DNV'; 'Corrie Kost DNV'; 'Dave Sadler DNV'; 'Eric Anderson hotmail'; 'Maureen Bragg'; 'Peter Thompson DNV'
Cc: 'Agnes Hilsen DNV Clerk's Office'; 'Co Mayor Don Bell'; 'Councilor Bill Denault'; 'Councilor Doug MacKay-Dunn DNV'; 'Councilor Ernie Crist DNV'; 'Councilor Heather Dunsford DNV'; 'Councilor Janice Harris DNV'; 'Councilor Lisa Muri DNV'

Subject: Re: FW: Public/private partnerships event notice

John:

Apparently, there are as many good examples of where they have not worked. What I'd really like is to attend a well-chaired meeting where both sides can be heard.

Cheers,

Liz

John Hunter <johnhunter@idmail.com> wrote:

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

From: The Vancouver Board of Trade
[\[mailto:reservations@boardoftrade.com\]](mailto:reservations@boardoftrade.com)
Sent: May 24, 2002 4:57 PM
To: John Hunter
Subject: Public/private partnerships event notice

Thursday, June 6
Policy Forum
Event #030214

Speakers: Steve Beatty, Managing Director, Privatization, Airports & Infrastructure Practice, KPMG; John Haythorne, Partner, Bull, Houser & Tupper; Robert A. Skene, Senior Vice-President of Business Development & Chief Financial Officer, Job Wave Canada

PUBLIC/PRIVATE PARTNERSHIPS: A look at what works

As public sector organizations find it more and more difficult to finance and manage public projects directly, public/private partnerships - known as P3s - increasingly are being considered as a means of proceeding with needed improvements and initiatives. At the same time, vested interests insist that it is not in the public interest to use this means of undertaking projects that serve the public. A recent survey, however, showed that a substantial majority of British Columbians favour this approach.

There are many examples of the successful use of this model, especially in other provinces and other countries. In the UK and other jurisdictions, P3s are helping deliver public services successfully in

such diverse areas as transport, defense, water, education and health. Here in B.C., there are a number of public/private partnerships that are also working well. In this forum, our panel of experts will discuss examples that they have been involved with, and will outline the guidelines that are necessary to ensure success. Join us for this important and timely review of how this collaborative approach is reducing investment backlog while providing clear benefits to the public.

Location: Coast Plaza Hotel & Suites Stanley Park - Denman Ballroom, 1763 Comox Street
Time: Registration & Breakfast: 7:30-8 a.m.; Program: 8-9:30 a.m.

Sponsored by Bull, Housser & Tupper; KPMG

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