

RESILIENT SAANICH TECHNICAL COMMITTEE
WORKSHOP HELD ON OCTOBER 3, 2020
SUMMARY REPORT

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1.0 WORKSHOP GOALS AND OBJECTIVES

A full-day facilitated workshop was held for the Resilient Saanich Technical Committee (RSTC) on October 3, 2020 in the Greek Community Hall at 4648 Elk Drive.

The main goal for the workshop was to initiate the review and drafting of goals and objectives for the Resilient Saanich Environmental Policy Framework (EPF). Additional objectives included:

- Establish foundations for productive committee work;
- Review and refine the scope of work for the RSTC, including a sound understanding of the purpose and potential content of the Environmental Policy Framework;
- Review and refine the RSTC role and relationships with Saanich staff and Council Liaison; and
- Develop a workplan with tasks, responsibilities and deadlines to finalize the goals and objectives and accomplish the Technical Committee's first milestone by the end of October.

2.0 PREPARATION FOR THE WORKSHOP

Saanich Environmental Services staff organized the venue and logistics for the day, prepared handout materials for Committee members, and arranged to have managers and senior staff from three other departments attend part of the workshop to answer any questions.

Kim Walker familiarized herself with the Resilient Saanich initiative, RSTC members and expectations for the workshop. Background materials were provided by Saanich Environmental Services; and publicly available material was reviewed online. Kim also spoke by phone with Adriane Pollard (Environmental Planning Services Manager), Thomas Munson (Senior Environmental Planner) and Rebecca Mersereau (Council Liaison, Acting Committee Chair), and eight of the Committee members prior to the workshop (see background references in Appendix A).

The workshop was designed to help committee members become more acquainted with each other and with District of Saanich, and come together more as a group. However, in keeping with the primary goal, most of the agenda was allocated to the Committee's scope of work and EPF goals and objectives, and to set out a detailed workplan to achieve Milestone One.

An agenda was developed around a series of structured discussions and activities, and distributed to everyone for their review a week before the workshop (see Appendix B for final agenda and list of participants; see Appendix C for a list of workshop activities and tools used).

3.0 WORKSHOP PROCEEDINGS

Councillor Rebecca Mersereau welcomed and thanked everyone for devoting a beautiful Saturday to the workshop. She also thanked the District staff and facilitator for their efforts in organizing and preparing the workshop. On behalf of everyone in attendance, Rebecca acknowledged that we were meeting on the traditional territories of the Lekwungen peoples (known today as the Esquimalt & Songhees Nations) and the WSÁNEĆ Nations. She emphasized the importance of indigenous perspectives to the work of the Committee, and asked for explicit consideration by all given that a First Nations representative is not yet appointed to the Committee.

3.1 LAYING THE GROUNDWORK

The first half of the morning was dedicated to giving RSTC members an opportunity to get to know each other a little more; and to establish some foundations for working effectively together. Guided questions and activities included a brief history and Committee assets.

HISTORICAL CONTEXT

A summary of historical events leading to Resilient Saanich and the Technical Committee was developed by the facilitator for the workshop (see Appendix D). The EDPA Public Process Report of December 2016 was also distributed by Saanich Environmental Services at the workshop.

Interest in the history and issues related to the former Environmental Development Permit Area bylaw varied among the Committee members. Some felt it was very important that everyone has a good understanding of what happened in order to determine what the environmental policy framework is meant to resolve, which in turn would identify what the Framework should encompass. Others felt it was more important to not dwell on the past, but rather to concentrate on making sure there was common understanding of what an environmental policy framework is in general terms, and what the Committee's scope of work entails; and then begin identifying goals and objectives.

Two questions helped focus the discussions:

1. *For those who are less familiar or less concerned with the history, what's missing from your pool of knowledge? Do you have any unanswered questions about the history?*
2. *For those who know more/are concerned more with the history, what are the key lessons the Committee can take from the historical context and apply to your work?*

Unanswered questions and comments (from question 1):

- How does everyone feel about the Framework first? (e.g. applicability to private / public lands)
- What kind of political influence was there regarding the EDPA issues? Were former councillors influenced by trying to please certain stakeholders or community members?
- One member acknowledged having limited understanding [of past issues] but felt that it looks like we're moving backwards
- The overarching framework is where we should start
- What is the link between the EDPA and the Official Community Plan (OCP) and is this relevant?

Key lessons (from question 2):

- Be transparent & keep Saanich aware of our processes
- Fill in the gaps in scientific knowledge & definitions of terms e.g. ecosystems means different things to different people
- Need to recognize how deeply divisive the EDPA issue was to the fabric of the community (even within households)
- There was a loss of public trust
- There are constraints we face on the RSTC to come up with effective paths forward – municipal structure, resources, the many interests we need to consider, our imagination/ability to look at it in a fresh way
- We need Indigenous people here [on the RSTC] – preferably more than one so they do not feel they are speaking alone
- We need to have effective communication
- Need to find common ground in Saanich (amongst all)

GROUP BUILDING – KISS ACTIVITY

Resilient Saanich Technical Committee members have extensive knowledge and experience in fields related to environmental conservation planning & management, ecology, biology, and landscape architecture. However, each member also brings other skills and abilities of potential value to committee work.

The KISS activity was a quick-thinking process whereby Committee members responded to the question below, regarding more specific or related knowledge, insights, skills and services. Each identified asset was recorded on a post-it note and displayed on a flip chart sheet.

KISS = KNOWLEDGE, INSIGHTS, SKILLS, SERVICES

What do you bring to the table that you believe will be of value to this group? (e.g. beyond technical skills, local knowledge, experiential)

Of the fifty-five human assets identified through the KISS activity, only four highlighted subject-matter expertise (see full list in Appendix E).

Reflective comments:

- What we need as an RSTC, is different skills & interests (e.g. political, real estate, philosophical)
- We're fairly like-minded (e.g. as scientists); it's about the degree on how we look at things
- ... need a range ... environment + social + economy ++

GROUP BUILDING – THE ART OF SEEING ACTIVITY

People bring diverse perspectives and values to group work that are not always obvious. Diversity can be a great strength as well as a challenge at times (e.g. group decision making).

The Art of Seeing activity helped to illustrate some of the workshop participants' unique and diverse perspectives, using 'Community Resilience' as the topic and their choice of a photograph that resonated for them (see photo interpretations in Appendix F).

Some emerging themes:

- Support from and connections with nature
- The importance of culture
- Locally grown and locally available food
- Places for social interaction
- Families at play
- Sense of joy, lack of stress
- People working together & sharing what they have
- Ability for nature to respond and heal
- The potential for this committee to mend divisions in the community

Reflective comments:

- Resilience is wide-ranging: emotional - ecological - cultural - structural
- We see differently
- When you look for it, you can find it almost anywhere

GROUP BUILDING – GROUND RULES

The facilitator offered some perspectives on team building and some of the common processes involved in forming a cohesive group (see Appendix G). When asked "What can a technical committee achieve that individuals or stakeholders can't?", the following insights were offered by Committee members:

- RSTC can be a meeting of minds that others can't (e.g. advocates, stakeholders) because of the existence of cooperation and trust within the group
- We can provide evidence-based decision making support

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- Do we know what a Technical Committee is?
 - Focused mission
 - Prefer to be acknowledged as ‘practitioners’. This [committee] is more than technical
 - RSTC allows space and time for this effort to resolve
 - Problem solving approaches are thoughtful

The Technical Committee members brainstormed on possible “ground rules” or “principles of good practice” that may help keep their work processes moving smoothly. Some offered suggestions and others posed questions that will require further deliberation (see preliminary list of ground rules in Appendix H).

ACTION: Review and refine Technical Committee ground rules

3.2 CLARIFYING THE SCOPE OF WORK

Discussions regarding the Technical Committee’s scope of work began with an overview of the scope and purpose of the Resilient Saanich initiative (see notes in Appendix I). There was some confusion, both prior to and early the workshop, with respect to the Committee’s role in actually producing a Biodiversity Strategy. There was also some confusion over what appears to be overlaps between a Biodiversity Strategy and the Environmental Policy Framework.

Rebecca explained that Technical Committee members are not expected to draft the Biodiversity Strategy or the Environmental Policy Framework. However, the RSTC’s role does include giving direction and making recommendations for staff to do the work, as well as reviewing and approving the deliverables before they are considered by the public or Council. Rebecca added that having a technical committee work directly with staff and consultants is a unique situation. She reaffirmed that in addition to developing an overarching Environmental Policy Framework (which she described as a strategic high-level plan for environmental programming in Saanich), Council’s direction was also to develop a Biodiversity Conservation Strategy, advise on how to conduct/improve stewardship programming, and to consider climate change adaptation. In response to questions from Committee members received prior to the workshop, she confirmed with the Mayor and the CAO that the Resilient Saanich process must consider, but not necessarily result in a recommendation for a new environmental development permit area (EDPA).

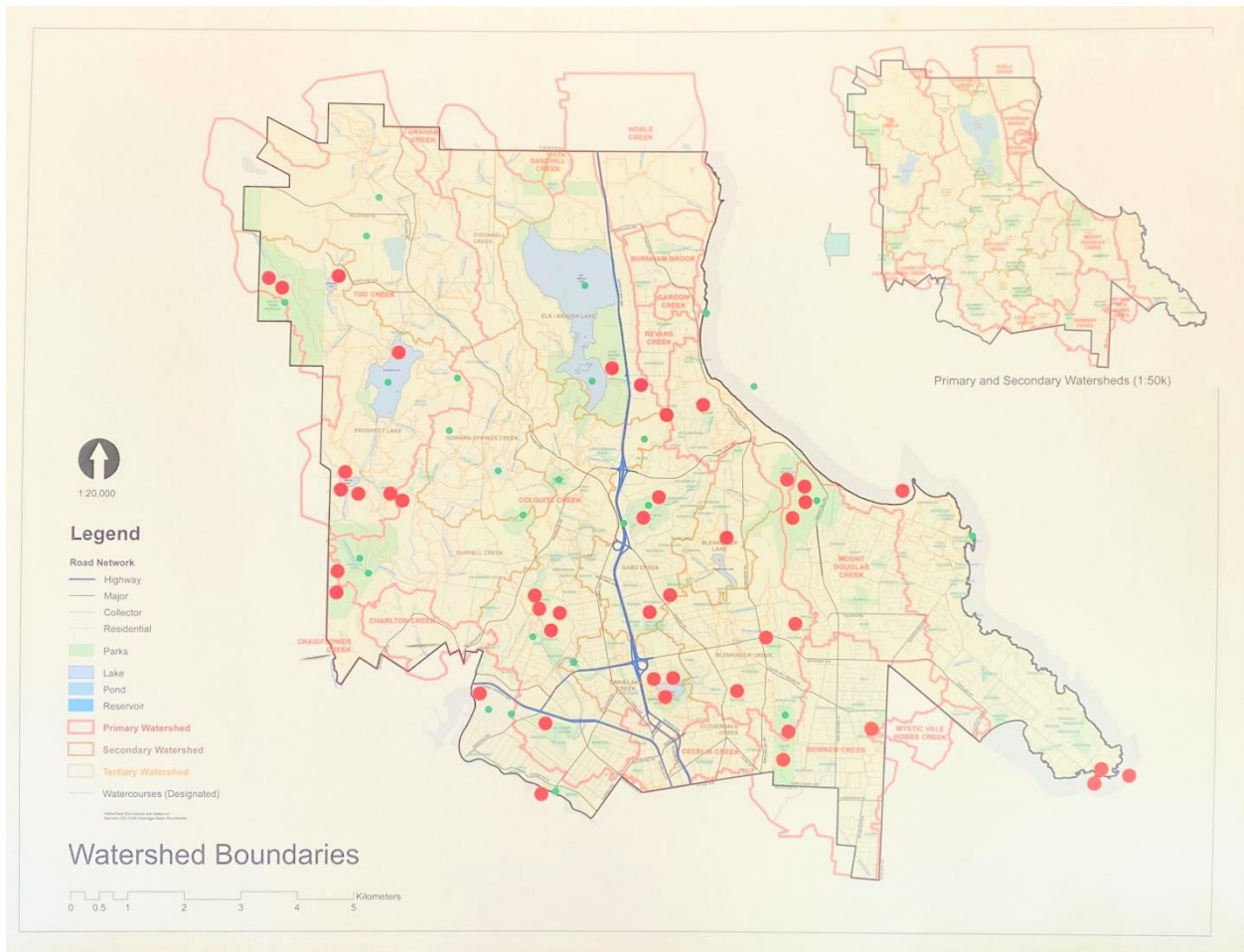
Other discussions included:

- Where to focus and prioritize the Committee’s efforts - the Biodiversity Strategy? ... the EPF goals and objectives? ... or Climate Adaptation?
- How much can we push the boundaries i.e. addressing constraints between what is (what exists) and what can be (where we want to go) to create a liveable future.
- What additional work is needed vis a vis the Climate Plan, and existing municipal policies and plans?
- Can the OCP be revised? (RM: Yes, portions can be revised but Saanich relies on other policies more for day to day management)

In response to expectations between staff and the RSTC, Rebecca said she would assess each situation with staff and get back to the Committee with an answer (e.g. frequency of meetings).

3.3 COMMUNITY MAP

Participants were asked to identify some of their favourite places in Saanich over the lunch break (see map below). Everyone shared at least one special place to start the afternoon's discussions.



3.4 ENVIRONMENTAL POLICY FRAMEWORK

Approximately half of the workshop focused on the concept and content of the Environmental Policy Framework. The workshop participants were joined by Saanich staff members - Lesley Hatch (Manager of Water Resources), Maggie Baynham (Senior Sustainability Planner), Adriane Pollard (Manager of Environmental Services), and Eva Riccius (Senior Manager of Parks). Lesley, Maggie, Adriane and Eva came for lunch and stayed for another 1.5 hours to answer questions. They provided some useful insights in two areas of interest:

- The departments operationalize directives from Council and high level policies/plans through a range of plans and management tools
- Various departments communicate and work both within and across departments on a regular basis (e.g. among environmental planning, sustainability and land use planning staff)

Before leaving the workshop, Eva gave Kim an EPF goal/objective, based on what she heard from the RSTC: "Create a set of policies, regulations and programs that enhance nature in Saanich on private and public lands - with a view to connect with our neighbours".

Prior to the workshop, Saanich staff had distributed their Gap Analysis and examples of goals and objectives from other municipal environmental policy frameworks. The background documents were referred to by various individuals but not discussed in detail. Several other documents (from international to local strategies) were also identified as potential references.

ACTION: RSTC members were encouraged to pass along additional links and references to Thomas for redistribution to everyone.

A wide range of questions and concerns emerged throughout the day in relation to the Resilient Saanich Terms of Reference. Topics that could not be fully addressed during the workshop were recorded for follow-up in a Glossary list (see Appendix J) and Parking Lot list (see Appendix K).

ACTION: The glossary will be completed for the next committee meeting and parking lot items revisited in future meetings.

After brainstorming and reviewing their work, the Committee recognized that instead of developing goals and objectives, they had been working on a set of cross cutting principles. At some point, the Committee's approach to identifying goals and objectives had shifted from an inductive to a deductive process. RSTC members began to recognize the importance of including principles in the Policy Framework that would apply across all Saanich departments and municipal activities. The principles should address best practices; but they will also need to be linked to measurable outcomes so that progress can be tracked and evaluated (see Appendix L for the list of preliminary principles and goals).

ACTION: The list of principles and goals will be reviewed and refined for the next committee meeting.

3.5 COMMITTEE WORKPLAN

Throughout the workshop, the Technical Committee's main concern has been to make tangible progress toward their first Milestone action – to develop a set of draft goals and objectives for October 30. A matrix of immediate follow up actions was drawn with tasks and deadlines assigned (see Appendix M).

The RSTC has also been assigned to assist Saanich staff in developing an evaluation matrix that will be used to select policy tools to implement the Environmental Policy Framework (see Appendix N). Although the evaluation matrix was not discussed during the workshop, the draft principles and goals may be useful for the matrix.

4.0 COMMITTEE MEETING

Councillor Mersereau chaired the Committee meeting to address the matter of appointing a Chair and other topics from the workshop (see Appendix O).

APPENDIX A: BACKGROUND REFERENCES

The following written material and phone discussions helped in preparing the workshop agenda.

Written Material:

- Resilient Saanich Environmental Policy Framework Terms of Reference. June 11, 2020. Prepared by Environmental Services Planning Department.
- Member input on workshop – a draft detailed agenda prepared by B. Wilkes and J. Gye (28 August, 2020) and compilation of comments/feedback.
- RSTC Member Bios. Aug 20 2020. Prepared by Environmental Services Planning Department.
- RSTC Actions for Milestone One and Two. Prepared by Environmental Services Planning Department.
- Minutes of the RSTC Meeting held on August 13, 2020.
- Public announcements and materials available on the District of Saanich website, including Resilient Saanich fact sheets (1-5), e-Bulletins (1-3), timeline, handout (Aug 19-2020).
- Various Times Colonist and Victoria News articles from July 2017 to July 2020
- Draft Environmental Policy Framework Gap Analysis. Prepared by Environmental Services Planning Department.
- EDPA Public Process Report. December 2016.

Phone Discussions:

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- | | |
|---|---------------|
| ▪ Adriane Pollard, Thomas Munson & Councillor Rebecca Mersereau | Sept 23, 2020 |
|---|---------------|
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- | | |
|-----------------------------|---------------|
| ▪ Brian Emmet, RSTC member | Sept 28, 2020 |
| ▪ Jeremy Gye, RSTC member | |
| ▪ Tory Stevens, RSTC member | |
| ▪ Kevin Brown, RSTC member | |
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- | | |
|--------------------------------------|---------------|
| ▪ Brian Wilkes, RSTC member | Sept 29, 2020 |
| ▪ Stewart Guy, RSTC member | |
| ▪ Tim Ennis, RSTC member | |
| ▪ Purnima Govindarajulu, RSTC member | |
| ▪ Councillor Mersereau | |

APPENDIX B: RSTC WORKSHOP AGENDA AND PARTICIPANTS

AGENDA

Welcome - Introductions & Orientation (Rebecca & Kim)

- 9:00 – 9:30**
- Acknowledge traditional territory
 - Welcome RSTC members, District staff & facilitator
 - Orientation to COVID19 protocols, the facilities & today's work
 - Quick warm-up - exercise

Laying the Groundwork - Purpose of the RSTC & Team Building

- 9:30 – 10:45**
- Brief history on how we got here; why establish a technical committee
 - Committee assets & opportunities – exercise
 - Developing a productive & well-functioning team – exercise

Scope of Committee Work – Expectations & Context

(check in)

- 10:45 – 11:30**
- Visualizing the RSTC scope of work (what's in, what's not)
 - Resources, roles & relationships of Committee, Council, Staff
 - Expectations & assumptions
 - What do RSTC members expect of themselves – exercise

Understanding Policy Frameworks – What is it, What can it look like

- 11:30 – 12:00**
- What is a policy framework – general purpose, key elements, applications
 - Sample framework goals & objectives from other jurisdictions

Lunch Break

Environmental Policy Framework – Formulating a Draft Set of Goals & Objectives

- 12:30 – 3:00**
- Quick energizer
 - Regulatory/management context for Resilient Saanich & Gap Analysis
 - Saanich community/environmental context for goals & objectives – exercise
 - Roll up your sleeves – key components, missing elements

Committee Workplan – Milestone 1 (& 2?)

(check in)

- 3:00 – 3:30**
- Develop a workplan to achieve milestones (i.e. tasks, timelines, responsibilities, deadlines)
 - Immediate follow-up activities/actions (To Do list from the workshop)

Committee Meeting – Formal Decisions & Motions (Rebecca)

- 3:30 – 4:00**
- This time has been set aside to address the question of appointing a Chair and any other decisions that require formal decisions.

WORKSHOP PARTICIPANTS AND GUESTS

Council Liaison for the RSTC: Councillor Rebecca Mersereau

Resilient Saanich Technical Committee:

- Brian Wilkes
- Tory Stevens
- Bev Windjack
- Jeremy Gye
- Purnima Govindarajulu
- Kevin Brown
- Stewart Guy
- Brian Emmet
- Tim Ennis

District of Saanich staff and managers:

- Thomas Munson, Senior Environmental Planner
- Courtney Clarke, Clerk for the RSTC
- Adriane Pollard, Manager of Environmental Services
- Lesley Hatch, Manager of Water Resources Division
- Maggie Baynham, Senior Sustainability Planner
- Eva Riccius, Senior Manager of Parks

Councillor Mersereau, Thomas and Courtney attend all day. Adriane, Lesley, Maggie and Eva came for lunch and stayed during the first half of the afternoon to respond to questions and provide any additional information the RSTC may need.

NOTES, GUIDELINES & SUGGESTIONS FOR THE DAY

- The agenda is just a tool to focus the day and can be adjusted as needed to ensure adequate time is given to the main task of developing goals and objectives.
- The role of the facilitator is to provide enough structure to move through the agenda and ensure full opportunity for everyone's participation, while inviting an open flow of discussions and questions throughout the day.
- The facilitator will check in at mid points for short stretches but participants are encouraged to take breaks on their own as needed throughout the day.
- General rules of engagement apply as for any gathering – everyone in the room has something to offer, respect everyone, listen to each other, be courteous toward the quieter voices, take turns, watch your segues, contribute.
- Everyone is encouraged to help keep us all focussed and get the most from this time.
- Please feel free to interject at any time with questions, comments, perspectives, ideas, etc.
- Concerns, questions and clarifications can be addressed as the RSTC does its work. This won't be your last opportunity.
- If a topic requires more time & discussion, there will be a "Parking Lot" flip chart sheet to set it aside for future.
- If a word or phrase requires clarification or common understanding, there will be a "Glossary" flip chart sheet available for all to use.

APPENDIX C: WORKSHOP ACTIVITIES & TOOLS

Teambuilding, Working with Others

- **Ground Rules** – Guidelines and principles of good practice to facilitate group processes for communication and production
- **The Art of Seeing Activity** – Each participant chooses a photograph (from a selection) which speaks to them in response to a question or topic provided by the facilitator. They then share their photo and why they chose it. This technique is useful to develop an appreciation for and elicit diverse perspectives and values
- **Community Mapping** – Each participant marks 1-3 special places on their community map, based on a list of criteria or in response to a question. This exercise highlights community assets, sense of place and participant valuations of community features
- **KISS Activity** – Identification of human capital/assets (knowledge, insights, skills, service) that individuals bring to a group or organization

Orienting & Organizing

- **Review of Gap Analysis (sp.)** – Discussion of municipal management tools and gaps to develop a common understanding of potential goals and objectives for the Environmental Policy Framework.
- **Sample Goals/Objectives (sp.)** – Review of sample frameworks from other jurisdictions to gain a common understanding of what a policy framework for Saanich might contain
- **Graphic/Visual Representations** – Use of simplified graphs/drawings of the Environmental Policy Framework and its components as a means for visualizing, clarifying, and focussing on the framework and scope of the Committee's work

Working on the Deliverables

- **Brainstorming** – Exploration of the range of possible topics and objectives to be considered. Brainstorming is an open ended non-judgemental process to encourage creativity and lateral thinking
- **Basic Workplan Matrix** – Identification of tasks with assigned responsibilities and deadlines
- **Parking Lot** – A flip chart set aside to document complex questions or issues that require further attention but cannot be adequately addressed during the session
- **Glossary Board** – A flip chart set aside to list any terms that might need clarification or a stated definition to increase common understanding (e.g. acronyms, jargon, technical terminology, vague words)

APPENDIX D: CHRONOLOGY – HISTORICAL CONTEXT FOR RSTC

2012

- March Environmental Development Permit Area (EDPA) bylaw created**
- Bylaw to protect sensitive ecosystems on private lands

2015 - 2016

- February Saanich bylaws standard review process conducted**
- Staff report sent to Environmental and Natural Areas Advisory Committee on EDPA
- May 15-Feb 16 Public Process to “Check in” on the EDPA**
- Extensive feedback from 2 open houses, 2 town halls, survey, stakeholder consultations & final report
- 2016 Economic Analysis of the EDPA**
- The “Rollo Report” assessed impacts to property values

2017

- 2016-2017 Individual Properties Removed from the EDPA**
- Council approves applications from property owners to be removed from the EDPA
- March Temporary Suspension of the EDPA**
- For single family zoned properties (except rezoning or subdivision applications) until Council receives the report from Diamond Head Consulting and makes a decision on the future of the EDPA
- June Diamond Head draft report received by Council**
- independent review of the EDPA, with public & municipal consultations
- November Environmental Policy Framework (EPF) given direction**
- Comprehensive approach to include environmental plans, strategies, policies & other municipal management tools

2018

- April Environmental Development Permit Area (EDPA) rescinded**
- Following extensive public hearing on several issues related to the application and effectiveness of the bylaw

May \$250,000 designated to support development of EPF

2019 - 2020

- July Draft Terms of Reference for Technical Advisory Committee (RSTC)**
- October Finalized Terms of Reference for RSTC & direction to proceed with expedited workplan for EPF "Resilient Saanich"**
- January Climate Plan adopted by Council**
- July Technical Committee (RSTC) members appointed**
- 13 August RSTC meeting #1 (in person)**
- 17 August Technical Committee (RSTC) member appointed**
- 9 September RSTC meeting #2 (conference call)**
- 3 October RSTC workshop (in-person)**
- 30 October RSTC draft Goals & Objectives for the EPF**

APPENDIX E: RESULTS FROM THE KISS ACTIVITY

Several of these assets were not categorized by the committee members. As such, any misinterpretations or misplacements were made by the facilitator, with apologies.

Knowledge	Insights
<ul style="list-style-type: none"> ▪ Invested (??) In development in Saanich for +30 years ▪ Deep in some areas, broad in others ▪ Public service ▪ Decision making ▪ Team work ▪ Student of life ▪ Community well being ▪ Almost understand national systems ▪ Governance ▪ Urban biodiversity ▪ Ecology ▪ Contextual thinker ▪ Deep community history & networks 	<ul style="list-style-type: none"> ▪ Path forward ▪ Innovation ▪ Healthy lifestyle ▪ Importance of nature ▪ Love of outdoors ▪ Problems here occur everywhere; what can we learn? ▪ Recognize my ignorance ▪ People perceive differently ▪ Political acumen (in Saanich) ▪ Believing in the possibilities ▪ Risk taking
Skills	Services
<ul style="list-style-type: none"> ▪ Management ▪ Public presentation ▪ Facilitator ▪ Outdoor survival ▪ Keen gardener ▪ Outdoor adventure ▪ Natural history background ▪ Willing to solve problems ▪ Detail oriented but like to connect dots ▪ Curious ▪ Networking ▪ Policy analysis & development ▪ Work on multi-disciplinary teams & with diverse client groups (insight) ▪ Organizational ability ▪ Listen ▪ Effective communication ▪ Integration of ideas ▪ Pretty good cook 	<ul style="list-style-type: none"> ▪ Often asked for opinion by councillors, staff, clients, communities ▪ Handy ▪ Committed volunteer ▪ Raise my hand ▪ Live ideals (walk the talk) ▪ Action ▪ Participate in public processes ▪ Social action ▪ Reconciliation – finding “common ground” or at least a common enemy ▪ Push boundaries ▪ Host ▪ Working to highlight climate emergency! ▪ Passionate energy

APPENDIX F: SAMPLES FROM THE ART OF SEEING ACTIVITY

Instructions for The Art of Seeing Activity

You all have 6 photographs in your packages.

1. Pick 1 photo that speaks to you
2. Describe your photo and hold it up for everyone else to see
3. What do you see in the photo that conveys a message about Community Resilience?
4. What did this exercise demonstrate?

Kevin: I had [a photo of] the older house with abundant greenery and decorated power pole in front. The picture seemed dominated by our hard infrastructure (the house, the power pole, the parking space with car); the resilience was represented by the colorful decoration of the pole, reference to the many cultures and perspectives? (ICA - Intl Cultural Association) that make up community and the mature vegetation which softened the hard lines of the house. We may need hard infrastructure to provide our lifestyles, but culture and nature are necessary for more enjoyable, fulfilling lives and communities.

Thomas: My photo was the community food market, examples of which I have seen all over the world in my travels, including of course in and around Victoria.

Resilience is demonstrated by the variety of local foods available for residents, a variety not seen in our food stores.

The continued ability to grow these foods and to sell them locally to support local farms and farmers is a great example of a community's resilience against outside forces.

Rebecca: The [public] bench representing an inclusive place for social interaction

Tory: My picture was of the family sitting on a bench with a bike or two in the foreground. I was assuming they were on a community bike path....This brings together multiple things in my mind including family, playing outside, connecting to nature, childhood exploration...all things foundational to community resilience.

Purnima: I chose the picture of the young woman blowing bubbles - it indicates a resilient community because taking time to play shows a physically and mentally healthy community, at peace with itself and with the world, a sense of joy and lack of stress. Ultimately it is this intangible sense of joy and wellbeing that we want to achieve when we say we want to create a resilient community.

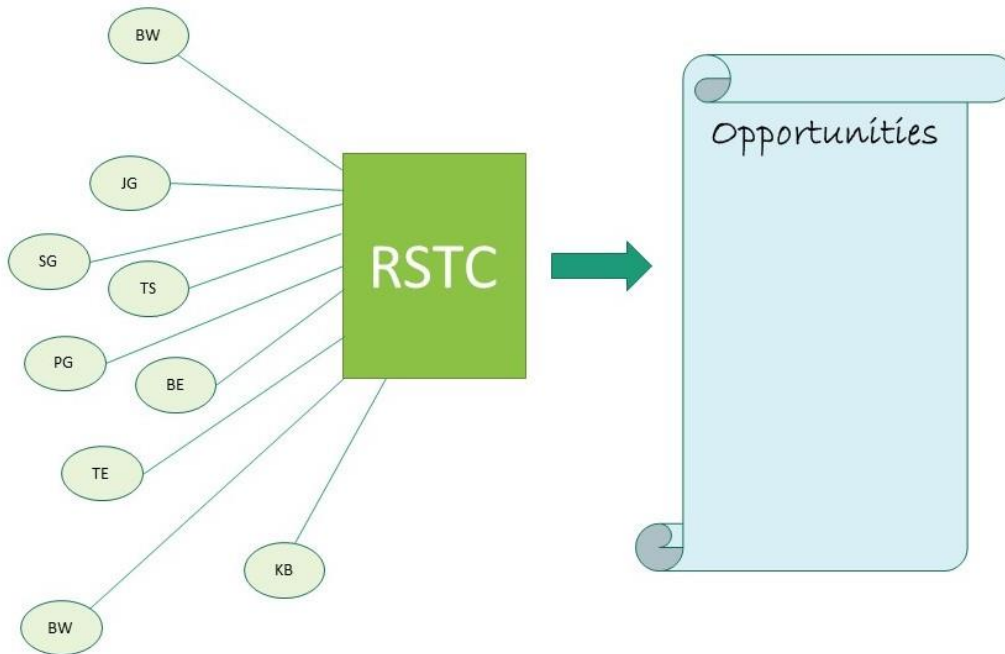
Bev: [re: photo of two people listening to music by sharing ear phones]

Working together, sharing what you have, for a positive outcome

Jeremy: I think the quilt was a good visual metaphor of how community and local government action on many fronts and based on a common set of values can result in enhanced environmental and community resilience.

... the RSTC is an example of an adaptation to local government practice on behalf of residents that is intended to overcome some of the constraints of the traditional reliance of Council on staff alone (i.e. an example of community resilience in action).

APPENDIX G: GROUPS AND GROUP DEVELOPMENT STAGES



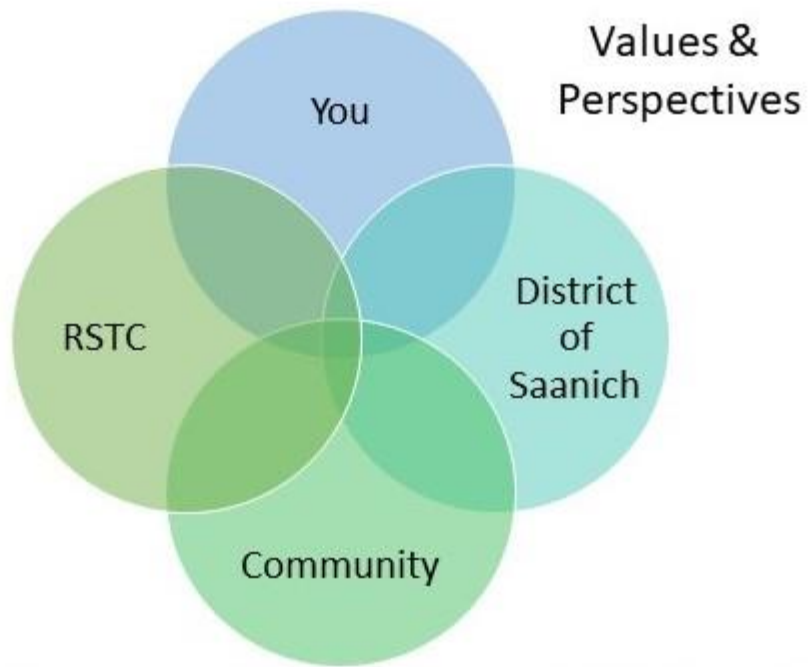
A committee is comprised of individuals, but working together as a committee has different opportunities to effect change than do individuals.

Ladder of Citizen Participation

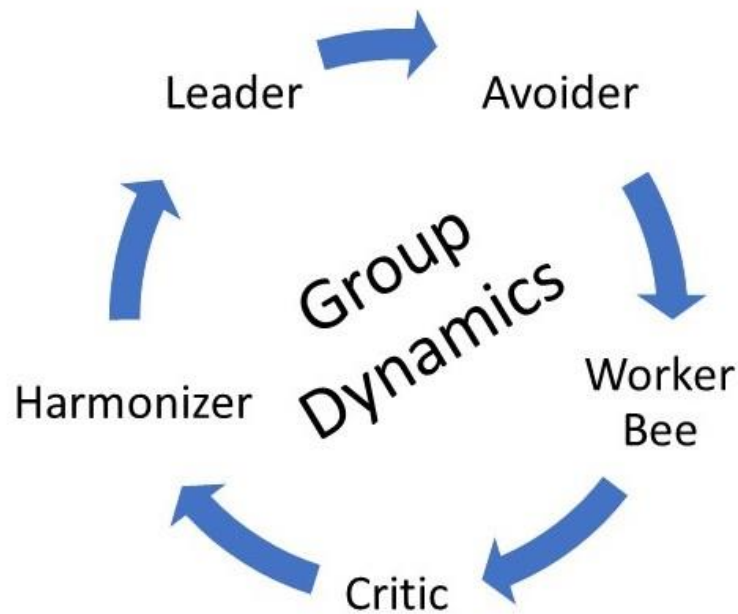


Sherry Arnstein, 1969

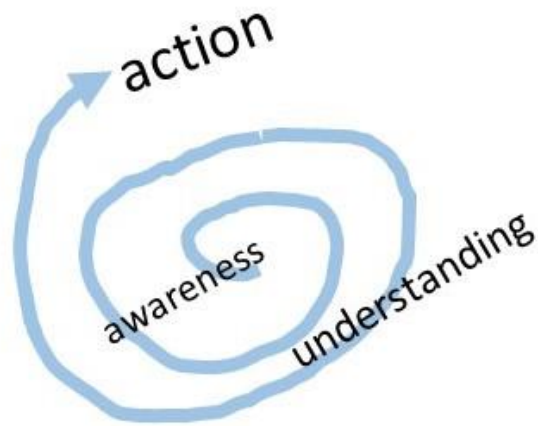
Sherry Arnstein originated the model to illustrate different levels of public influence in citizen participation. Advisory committees can have considerably more power and influence than individuals attending an open house or other type of information/consultations session. [note: The International Association for Public Participation has updated Arnstein's model as the Spectrum of Public Participation. Written permission is required to use the Spectrum but it is illustrated in part on page 5 of the EPF Terms of Reference, June 11, 2020]



As individuals you bring your own values & perspectives, some of which will not meld with values/perspectives embodied in other entities of which you are a part.



People often play different roles within a group. Sometimes people change roles but it's useful to understand and address the motivations underlying these roles.



Efficacy

This is a simplified version of a citizen action process. The path is never straightforward.

APPENDIX H: RSTC OPERATING PRINCIPLES OR “GROUND RULES”

- Don't get too much into the leaves - big picture
- Consensus of strategic goals
- How do we come to agreement? Vote? Consensus?
- Check my own biases
- Respect diversity
- Be aware of the impact we have as the RSTC
- Equality - we all have equal opportunity to contribute
- Future orientation - keep future generations in mind
- Chant more (hold our meetings at the Greek Hall) 😊
- Keep the end users [of the EPF] in mind
- Need their buy-in
- How to leverage all community members & stakeholders to achieve the broader goals of the Policy Framework? What is in their best interest?
- How can we engage 'informally with others immediately
- Confidentiality - need to be aware of when/what is confidential
- Be an avenue for ideas from our networks
- Be transparent - with respect to external communication

APPENDIX I: COMMENTS ON SCOPE OF WORK & RSTC ROLE

1. CREATE an Environmental Policy Framework

- Develop principles. What are the boundaries? – Principles, Goals & Objectives
- Processes & decisions, reviews
 - Learned from EDPA (e.g. fairness)
- We don't have the time to roll up the sleeves. We do have time to review materials. We're not starting from scratch (e.g. Burnaby's environmental policy framework) and we can work with staff by bringing expertise and research to guide the process
- Need to take a more comprehensive systems view and include Indigenous perspectives
- Imagine what's possible
- Will need to consider a transition period [in implementing the framework]
Now - - - - > Future
- Consider the regulatory side of policies fed/provincial - - - > municipal

2. RATIONALIZE existing and new environmental policies & programs

- Need to review and ensure the consistency of existing policies & programs

3. INTEGRATE the Climate Action Plan with a new Biodiversity Conservation Strategy & enhanced Stewardship Program

- There are gaps and inconsistencies with the RSTC tasks and the Framework. How do we integrate what exists (i.e. Climate Plan) with what doesn't exist? Who is doing the Biodiversity Strategy work? (p. 1 in the Terms of Reference)

4. PRODUCE options for a new Environmental Development Permit Area considering the Diamond Head report recommendations

APPENDIX J: GLOSSARY OF TERMS

Words and phrases that require clear definitions within the context of Resilient Saanich

Biodiversity Conservation	
Stewardship	
Policy Tools/instruments	means chosen to address a problem/achieve goals. Categories of tools include legal/regulatory (e.g. bylaws), economic/fiscal (e.g. taxes, incentives), partnership based (e.g. advocacy), information/communication (e.g. education programs)
Gap Analysis	
Policy Framework	sets out principles/goals/objectives to guide decisions & more specific policies
Consensus	
Technical	
Restoration	
Novel Ecosystem	
Principles	filter of values - that we use to develop the goals/objectives etc. - e.g. Respect for nature
Goal	actionable; describes what to do by when; outcome. - e.g. Goal for natural intelligence: by 2025- all residents are having a positive interaction/impact on the natural environment
Stewardship	
Restoration	
Green infrastructure	
Natural assets	
Manage/steward (whatever becomes a goal)	

APPENDIX K: PARKING LOT

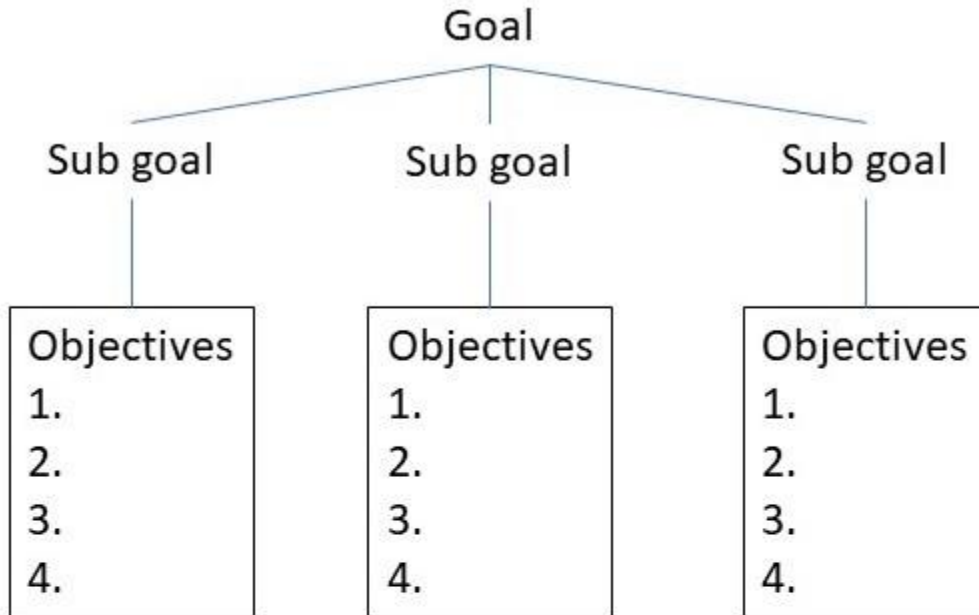
Topics that require more dedicated time for deliberation & clarification

1. EDPA
 - a) Understand the past
 - b) Include in EPF?
2. Critical skills - Needed? Missing?
3. First Nations perspective
4. Resilience & Resistance
5. Confidentiality issues
6. Decision making - consensus
7. Business - details of minutes
8. Expectations for dealing with the public
9. Discussion on the Biodiversity Strategy
10. Working definitions for RSTC's Scope of Work
11. Definitions of Principles, Goals - what's the difference?
12. Melding land use planning & tools with the EPF - e.g. zoning bylaws
13. Linking strategies to management plans, operational plans, action plans
14. Roundtables - & other relevant resources to identify indicators & measures

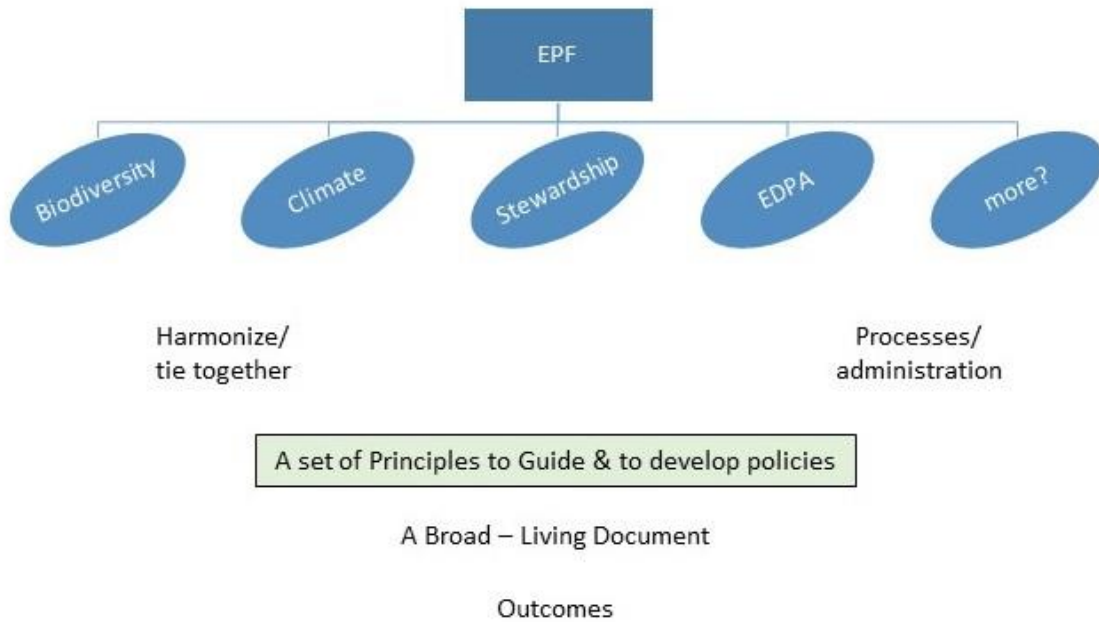
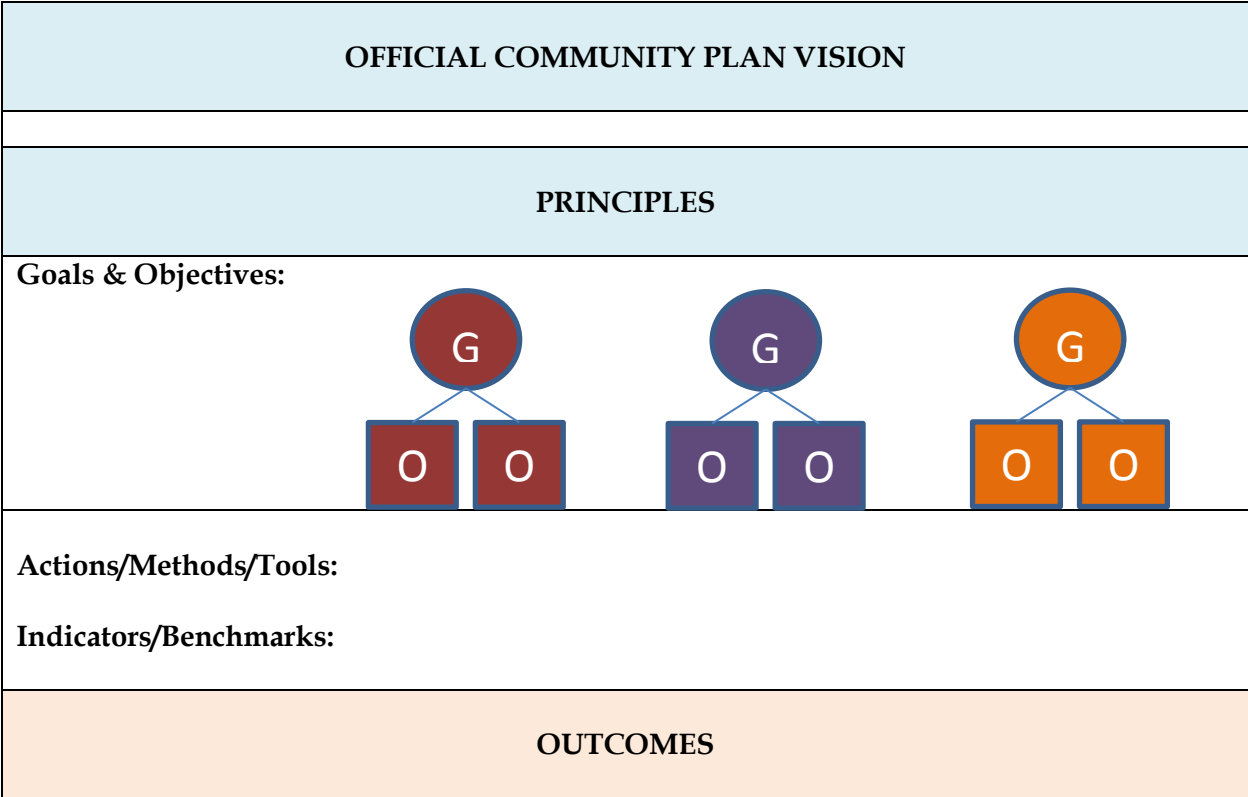
APPENDIX L: DRAFT PRINCIPLES AND GOALS FOR THE EPF

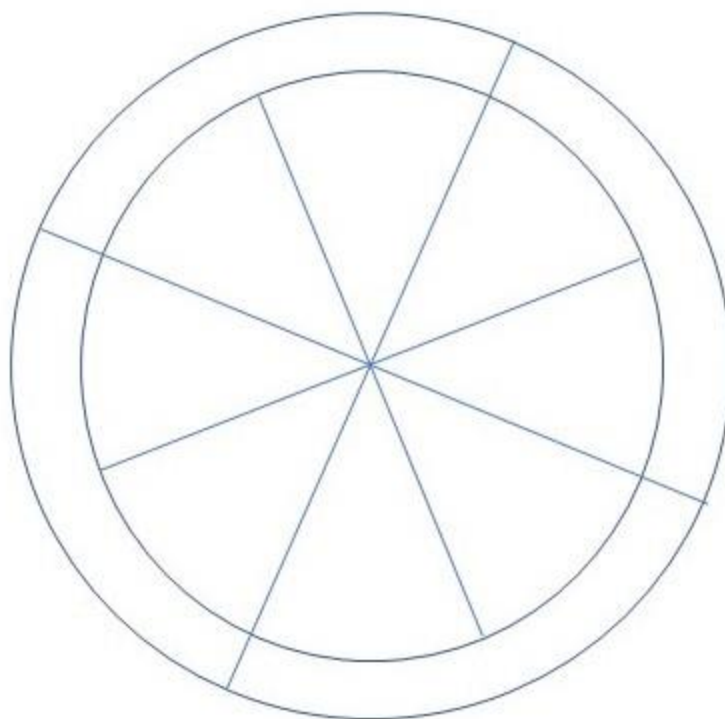
Meta goal	<ul style="list-style-type: none">▪ Consistent and transparent applications and procedures across depts
Goals	<ul style="list-style-type: none">▪ To manage natural assets to meet defined objectives and thresholds▪ Ensure District of Saanich minimizes further damage and enhances the environment through the EPF (net positive effects)▪ Demonstrate leadership through environmental protection/stewardship of public land▪ Activate & animate the community
Objectives	<ul style="list-style-type: none">▪ Establish a green infrastructure network (see Surrey framework) – enhance natural & built structures▪ Update bylaws to be consistent with the EPF; the objective is to have regular reviews – need to include land use planning staff from the start, be more proactive rather than reactive with environmental policies▪ Involve residents and businesses▪ Benchmarks & indicators – measurables, actions, need to be more useful (e.g. Comox Valley strategy, interactive dashboards)▪ Increase agricultural land and soil▪ Systems approach – proper functioning system – functional vs structural
Principles	<ul style="list-style-type: none">▪ Environment includes the built environment▪ Private & public land▪ Precautionary Principle▪ Evidence-Based▪ Think of Saanich within larger contexts – jurisdictional, ecological (watershed), private/public – environmental issues cross boundaries▪ Acknowledgement of historic use of the land – it’s not static▪ Respect the interconnectedness of environment and society▪ Clarity of standards, procedures and assessment review processes▪ Continuous improvement, adaptive management▪ Cumulative impacts▪ Biocentric perspective, intrinsic values of nature▪ Stewardship role▪ Open input – diverse, inclusive, avoid bias▪ Restorative development – enhancement & restoration; look to the future

VISUALIZING THE ENVIRONMENTAL POLICY FRAMEWORK



<p>Principles (applies to all)</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
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Similar to the Metro Vancouver Ecological Health Framework

ENVIRONMENTAL POLICY FRAMEWORK CONTENT

Variations on how to organize/structure the Framework

Environmental Assets	Municipal Structures (Depts)	Thematic Areas
Land Water Shoreline (fresh, marine) Air Soil Light & Sound Ecosystem Aesthetics	Engineering Planning Parks & Recreation Public Works Finance Corporate Services Fire Police	Growth Management Conservation & Protection of Green Space
e.g. Resilient Saanich Gap Analysis	e.g.	e.g. Burnaby, Maple Ridge

APPENDIX M: FOLLOW-UP ACTIONS

Also, see Appendix N for Milestones One and Two

WHO	WHAT	WHEN
Brian W Tory Stewart	Principles & Goals - refine & consolidate	October 14
Tim Thomas	Glossary of Terms	October 14
Kevin	RSTC Ground Rules - refine & consolidate	October 14
All	Review other Environmental Frameworks	Ongoing
Thomas	Next Meeting - schedule, organize	Oct 19 - 23
Purnima Bev	Field trips (ideas include Haliburton, urban landscapes, Mt. Douglas Park)	After October
Kevin Brian E	Identify Themes for the EPF	October 14
Kim	Draft Workshop Summary, reference for Metro Vancouver Ecological Framework	October 6 (7 th at the latest)

APPENDIX N: RSTC ACTIONS FOR MILESTONES ONE AND TWO



RSTC Actions for Milestone One

By the end of 2020, staff must complete public engagement to gain feedback on the proposed project goals and objectives. By March 2021, staff must submit a progress report to Council so they may consider the proposed goals and objectives.

Q4 2020 Actions for the RSTC are:

- To support Saanich staff in reviewing and preparing the draft goals and objectives of the Environmental Policy Framework during Milestone One
 - This is the first priority so that staff can begin public engagement. The draft goals and objectives are needed no later than October 30th, 2020.

- Further refine the scope for the Environmental Policy Framework and data collection
 - This is the second priority and is needed by January 2021 so that gaps in data and information important for the completion of the framework can be included in the progress report to Council. Note that this action item continues in Milestone 2 in greater detail.

- To assist Saanich staff with the development of an evaluation matrix for selection of policy tools needed for the implementation of the Environmental Policy Framework during Milestone One
 - This is the third priority and is needed by February 2021 so that staff can report on progress to council.



RSTC ACTIONS FOR MILESTONE 2

In order to fulfil the objectives, the Technical Committee may recommend additional studies that may be needed such as data collection, analysis, natural asset valuation, a corridor study, etc. Consultants would need to be hired to deliver any such research. The Technical Committee will lead the setting of standards and methodologies to further the objectives.

The Technical Committee to determine whether further data or research is advisable via a staff report to Council.

Q2-Q3 2021 Actions for the RSTC are:

- To assist Saanich staff to define the scope of further research and environmental data collection needed to develop the Environmental Policy Framework
 - This is the main action item for the RSTC in 2021. This information is needed by September 2021 so staff can submit a report to Council with recommendations for further study if needed. If Council approves, the information will be used to develop Requests for Proposals and Terms of Reference for consultant contracts.
- To assist Saanich staff with refinement of Milestones 1, 2 and 3 actions and processes as described in the Environmental Policy Framework
 - This is an on-going action item. Staff will bring forward project outlines and questions to the RSTC for completing Milestone 2 action items.

APPENDIX O: COMMITTEE MEETING

RESILIENT SAANICH TECHNICAL COMMITTEE - WORKSHOP

Held at the Greek Community Hall

October 3, 2020 at 9:00 am—4:00 pm

Present: Kim Walker (Facilitator), Councillor Rebecca Mersereau (Council Liaison), Kevin Brown, Brian Emmett, Tim Ennis, Jeremy Gye, Stewart Guy, Tory Stevens, Purnima Govindarajulu, Bev Windjack, Brian Wilkes

Staff: Thomas Munson (Staff Liaison), Senior Environmental Planner; Courtney Clarke (Committee Clerk) Planning Assistant Clerk.

Councillor Mersereau called the meeting to order at 9:05 a.m. and read the First Nations acknowledgement. The Resilient Saanich Technical Committee met in person and were led by Kim Walker (Facilitator) through a series of discussions, brainstorming, and group input activities/discussions. A summary report of the day will be provided by the facilitator.

The committee was joined by Adriane Pollard, Manager of Environmental Services; Eva Riccius, Senior Manager Parks, Maggie Baynham, Senior Sustainability Planner, and Lesley Hatch, Senior Manager of Water Resources for lunch and an hour afterwards to meet the committee members and to answer questions.

Following the Agenda for the afternoon, Councillor Mersereau reviewed the requirements for the chair position, as included in the committee's Terms of Reference and also the Advisory Committee's requirements. After the review, there was a call to canvass volunteers from the group for interest in the chair position.

A proposal was discussed for the possibility of appointing members as alternating chairs for a short, specified time frame. There was discussion around whether public/media inquiries would be directed to the chair as a spokesperson for the committee, or if inquiries would be delegated to Councillor Mersereau. It was noted that a follow-up discussion may be scheduled with Legislative Services regarding the scope of detail required for taking minutes.

There was group discussion around the possible interest and availability of committee members for the chair position, and informal nominations for Brian Wilkes or Stewart Guy to be appointed as Chair, resulting in the following motions.

Motion: MOVED by T. Ennis and Seconded by B. Emmett, "That Brian Wilkes be appointed Chair effective now for a three-month term, followed by appointing Stewart Guy to Chair for the following three months."

CARRIED

Motion: MOVED by K. Brown and 2nd by B. Wilkes, “That staff be directed to explore, and if possible, develop a web form or dedicated email address for the public to provide input for consideration throughout the Resilient Saanich process and to provide a summary of that input for receipt at the Resilient Saanich Technical Committee meetings.”

CARRIED

ADJOURNMENT

The meeting adjourned at 4:00 p.m.

Councillor Mersereau, Council Liaison

I hereby certify these Minutes are accurate.

Committee Secretary