

Updated

GOVERNANCE REVIEW INITIATIVE

COMMUNICATIONS & ENGAGEMENT ROADMAP

“At the District we recognize that providing citizens with knowledge and tools about public process and encouraging public participation is an integral part of good governance”

– District of Saanich Public Process Handbook, 2014

“Governance determines who has power, who makes decisions, how other players make their voice heard and how accountability is rendered.”

– Institute of Governance

PROJECT: DISTRICT OF SAANICH GOVERNANCE REVIEW (2015-16)

This report is an update to the Communications and Engagement Roadmap on Council’s agenda on June 15th. At that time Council directed staff to revise the Roadmap in light of Council’s discussion and comments offered by members of the public.

The updated Roadmap identifies:

- The goal, principles, and topic areas for discussion;
- What and when information and educational materials will be communicated to various audiences; and
- Four alternative engagement approaches.

While the overall goal and principles remain essentially unchanged, several aspects have been strengthened and augmented. Most importantly, this update sets out **four alternatives** for engagement, along with Order of Magnitude costs. Each of these alternatives is discussed in more depth later in the report; all would involve retaining a consultant as a facilitator and logistics coordinator.

Regardless of which alternative is selected, the District may choose to establish a Public Engagement Advisory Group to give guidance to staff and the consultant in relation to the communications and engagement process. Participants would be identified through a publicly advertised notice and selected by senior management.

1. An enriched engagement process, which would include a number of additional café-style conversations with community associations and other Saanich-based stakeholder groups.



2. The same enriched engagement process as #1, plus a closing “symposium” in lieu of an “open house”.
3. Search Symposiums, wherein the group offers suggestions on the topics to be discussed, ranks the preferred topics, then breaks into small groups to come up with recommendations.
4. Residents Assembly / Forum, which meets regularly over 6-8 months to discuss and make recommendations.

BROAD SCOPE OF PROJECT

Regardless of what approach Council selects for engagement the engagement component, there would four phases over the period October 2015 to September 2016;

1. Phase 1: October-December,
Raise awareness of project – traditional and social media
Prepare educational materials
2. Phase 2: February-June, 2016
Engage residents, stakeholder groups, Saanich staff
3. Phase 3: Prepar report for Council, Summer 2016
4. Phase 4: Council review

OVERALL GOAL AND PRINCIPLES

To ensure that Saanich residents, Saanich-based stakeholder groups, District committees and staff are informed about the Governance Review Initiative, and provided with opportunities to actively engage in identifying and prioritizing ways and means to optimize local governance. This review will be undertaken within the context of the following principles¹:

- **Legitimate sphere of influence** – legal and constitutional authority to make decisions;
- **Inclusive participation** – all residents and stakeholders have a voice in decision-making, either directly or through an elected body (Council);
- **Consensus-oriented** – Council mediates among differing interests to reach a broad consensus on what is in the best interests of Saanich’s residents and stakeholders;
- **Effective and efficient** – producing results that meet needs while making the best use of resources;



¹ Derived from: United Nations Development Program

- **Accountable** – decision makers are accountable to the public and institutional stakeholders; and
- **Transparent** – processes, programs and information are directly accessible to those concerned with them, and enough information to understand and monitor them.

OVERALL APPROACH

A neutral third-party will be engaged to conduct the process, with assistance from Saanich’s senior staff. The overall approach will be three-fold:

- Providing accurate, regular **information** about the Governance Review Initiative using a range of communications tools. All materials – whether in print or online format – will adhere to the Graphic Standards of the District of Saanich; and
- Preparing a series of **educational materials** related to the following four topics:
 - *The role and powers of local government (municipalities and regional districts);*
 - *How the District interacts and communicates with residents and Saanich-based stakeholders;*
 - *How the District is governed internally; and*
 - *What is the District’s relationships with its sister municipalities and the CRD, and should this be changed, to achieve more cost savings and efficiencies?*
- Providing a number of opportunities for resident and Saanich-based stakeholder groups, Saanich Committees, and staff **engagement** throughout the project. The ideas, preferences, and recommendations contributed by all participants are documented and seriously considered by decision-makers.

KEY MESSAGES

The key messages to convey to residents and stakeholder groups are:

- In November 2014, 88% of Saanich voters approved a non-binding question to have a government review initiated by the District of Saanich. In light of this governance response, Saanich Council will be taking a Governance Review Initiative.
- The District of Saanich is undertaking a Governance Review Initiative to:
 - Understand how well the District, its sister municipalities, and the CRD are currently meeting the community’s needs;



- Identify issues and gaps in the District’s current governance model; and
- Identify strategies to optimize the District’s governance in terms of **four topic areas**:
 - *The role and powers of local government (municipalities and regional districts);*
 - *How the District interacts and communicates with residents and Saanich-based stakeholders;*
 - *How the District is governed internally; and*
 - *What is the District’s relationships with its sister municipalities and the CRD, and should this be changed, to achieve more cost savings and efficiencies?*
- The Governance Review Initiative will begin in September 2015, and take approximately one year to complete. There will be several opportunities to participate in the Governance Review Initiative.

A nine minute video “What is Governance”

[HTTPS://YOUTU.BE/3GRH2XPGNLG](https://youtu.be/3GRH2XPGNLG)

AUDIENCES

- Residents, Saanich-based stakeholder groups, Saanich Committees, District staff, CRD and member municipalities.

COMMUNICATIONS TOOLS

- Preparation of relevant information and educational materials to be shared on the District’s website;
- Ads and media releases in traditional print media and online newspapers:
 - Saanich News;
 - Saanich Voice Online; and
 - District’s website and social media channels.
- Periodic podcasts;
- Consultants’ social media channels;
- Posters at recreational centres, community bulletin boards, and emailed to Saanich-based stakeholder groups; and
- Letters to stakeholder groups (email, postal service)

ENGAGEMENT ALTERNATIVES

As earlier described in this report, there are four alternative approaches to engaging the public in connection with the subject of governance. These are shown in a comparison matrix on the following page.



ENGAGEMENT ALTERNATIVES

	#1 ENRICHED	#2 ENRICHED	#3 SEARCH SYMPOSIUMS	#4 RESIDENTS ASSEMBLY
Educational Materials	Common in all four alternatives			
Engagement minutes, analysis, summary	Common in all four alternatives			
Speaker and Respondents Series	Common in all four alternatives			
Community meetings	Cafe-style conversations – 4 Geographical Preference pre-registration	Cafe-style conversations – 16 Geographical, youth, young parents, seniors, recent immigrants, and other affinity groups.	Cafe-style conversations – 4 Geographical. Open to all. Preference pre-registration	
Focus Groups	Saanich-based stakeholder groups – 4	Saanich-based stakeholder groups – 8	Saanich-based stakeholder groups – 8	
Symposium		Facilitated session, based on input from community meetings and focus groups	Six guided symposia, agenda developed by the participants at the session, using an open search process	
Forum	Saanich-based stakeholder groups – 4			Facilitated bi-weekly meetings over three months. Same 25-30 participants. Participants selected through lottery process. Transcribed and recorded.
Open House	At end of process, prior to report to Council			
Report to Council	Common in all four alternatives			
Approximate Cost	\$60-65,000	\$75,000 +	\$75,000	\$80,000+