MINUTES

GOVERNANCE REVIEW CITIZEN ADVISORY COMMITTEE

Held at the Cedar Hill Golf Course, Banquet Room

Wednesday, May 11, 2016 at 7:00 p.m.

Chair:	John Schmuck
Present:	Art Beck; Joe Calenda; Matt Gauk; Caleb Horn; Andrew Medd; Karin McTaggart; Jim Schneider; Brian Wilkes
Regrets:	Julian Anderson; Phil Lancaster; Fiona Morgan; Mano Sandhu
Consultant:	Linda Allen, Managing Partner, CitySpaces Consulting Ltd.
Staff:	Penny Masse, Senior Committee Clerk, District of Saanich
Guest:	Paul Thorkelsson, Chief Administrative Officer, District of Saanich

1. REVIEW OF AGENDA

The Chair called the meeting to order and welcomed the Committee and guests.

MOVED by J. Calenda and Seconded by B. Wilkes that the agenda be adopted as circulated.

CARRIED

2. ADOPTION OF MINUTES

MOVED by C. Horn and Seconded by K. McTaggart: "That the minutes of the Governance Review Citizen Advisory Committee meeting held on April 27, 2016 be adopted as circulated."

CARRIED

3. CORRESPONDENCE

Nil

4. REQUEST FOR PROPOSAL (RFP)

Discussion of Second Draft of the Proposed RFP
Ms. Allen provided an overview of the amended draft RFP and the following was highlighted:
- As per Committee suggestion the table has been removed from Page 5 and the Consultant's Scope of Work has been clarified to include the requirement of accurate and regular communication and on-going evaluation.
- The Term and Budget section of the RFP states the upset amount of the consultant(s) budget, including fees, expenses and GST is $65,000. This section further clarifies what the District of Saanich will support (administration) and details the responsibilities of the consultant(s).

- The Submission and Evaluation Process section now includes the requirement of publically accessible examples of similar work undertaken by the firm or consultant(s) and the requirement that the proponent provide three references (references should be attached to the relevant examples).

The Committee discussed the amended RFP and the following was noted:

- The Evaluation Criteria and Scoring section should be better weighted to allow for fair evaluation when considering expenses and experience. It was suggested that the score for the Proposed Budget be raised to a 20 point weight and the Personnel and Firm and/or Understanding the Project sections could be summarized and amalgamated to allow for a more rigorous budget assessment. It should be clear that the evaluation process will be dependent upon how many applications are received; if five applications are received it shall be shortlisted to two firms.
- $31,000 of the $100,000 budget has been expended; therefore, $69,000 remains. The Selection process was fairly costly. If more money is needed by the Committee a request to Council would be channeled through the CAO office.
- A detailed logistics plan should be included in the RFP (Deliverable #2B).
- The RFP should clearly indicate the amount of printed materials that will be required to be produced; a firm with graphics capabilities would be appreciated as it could get costly. Proponents can provide recommendations on how printing costs will be handled within the budget. One approach could be to lower the consultant's budget to allow for 10% in expenses that can be used as needed. All creative, including advertising, will need to be covered by the budget. Social media, SCAN, contracts, trade organizations and social groups should be actively sourced for networking and getting the word out.
- The goal is to have consultant(s) in place by end of June, 2016.
- It can be estimated that the consultant will be required to work 400 hours on this project; if so, the budget of $65,000 may be too high. Printed materials and community engagement may be much more expensive than anticipated.

MOVED by J. Calenda and Seconded by Z. Hancyk to adopt the Request for Proposal as amended, including a revised budget for the consultant(s) in the amount of $55,000 plus related expenses.

CARRIED

Discussion of Proposed 2-Step Methodology for Selecting a Consultant
The Committee discussed undertaking a democratic selection process and the following was noted:

- A two-step selection process would be the most democratic; each of the bids are independently reviewed and scored by all members of the Committee. Scores are then compiled in a spreadsheet (Vice Chair to compile) and the top three or four choices would be identified. It was suggested that a Sub-Committee of the GRCAC be established to undertake the interview process.

MOVED by J. Calenda and Seconded by J. Schneider to approve the Consultant Interview Sub-Committee to consist of Art Beck (Chair), Zig Hancyk, Karin McTaggart and Mano Sandhu.

CARRIED

5. **NEXT MEETING DATES**

- May 25, 2016 – Cedar Hill Golf Course – Banquet Room – 7:00 p.m. to 9:00 p.m.

- June 15, 2016 – Kirby Room (Police / Fire Building) – 7:00 p.m. to 9:00 p.m. *(Please note: this meeting may be cancelled at the discretion of the Vice Chair in the case that no new agenda items arise and/or there is nothing new to report in regard to RFP responses.)*

- June 29, 2016 – Kirby Room (Police Fire Building) – 7:00 p.m. to 9:00 p.m.

6. **PRINCIPLES OF LOCAL GOVERNANCE**

- Mr. Wilkes distributed a document (Attachment 'A') detailing how process and structure direct Policy Governance. Mr. Wilkes used the Saanich Environmental Development Permit Area (EDPA) bylaw as an example of how an analytical framework can be utilized to determine what is working, what is not working and what gaps can be addressed in regard to Saanich's governance policies.
- A Policy Governance Model calls for clear policies in four areas:
  o Policies on governance process;
  o Policies required to fulfill the purpose of the Council;
  o Policies relating to Council to staff; and
  o Policies defining and limiting executive authority.
- The Community Charter details and defines the framework used in determining the role of municipal governments.
- The Committee had a wide-ranging discussion regarding the principles of local governance; it was agreed that these principles, along with a focus on Saanich internal governance, would be further discussed at future GRCAC meetings.

7. **SEARCH SESSION #2**
- *Discussion arising from the "3 Streams" from Search Session #1 (March 30, 2016).* It was decided this agenda item would be moved to a future GRCAC agenda.

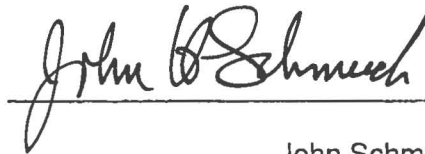8. **PROPOSED "ROUND ROBIN" AT THE CLOSE OF MEETINGS**

- It was decided that once a consultant is secured there should be a sharing of process and information with the Ministry of Community, Sport and Cultural Development regarding its "Integration Initiative" for the Capital Region. Chair is to write a letter to establish initial communication and to indicate where the GRCAC is at in the review process.
- An invitation to 'Amalgamation Yes' should also be initiated.
- A process should be established for answering any questions that are a result of the RFP process; if necessary, questions can be sent as a poll to Committee members in order to stay within desired timelines.
- Topics to continue the Search Session discussion should be included in the next GRCAC meeting agenda.
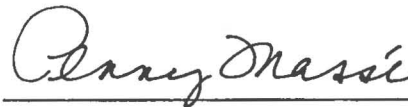
7. **ADJOURNMET**

   MOVED by J. Calenda and Seconded by M. Gauk that the meeting be adjourned at 8:48 p.m.

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CARRIED

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   The next scheduled meeting date is Wednesday, May 25, 2016 at 7:00 p.m. and will be held in the Cedar Hill Golf Course, Banquet Room.

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John W. Schmuck

John Schmuck, CHAIR
Governance Review Citizen Advisory Committee (GRCAC)

Penny Masse

Penny Masse, Senior Committee Clerk
District of Saanich

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Policy Governance
- Specific structure and rules for roles, responsibilities and accountability
- Council makes policy
- CAO, staff implement policy
- CAO role is pivotal; performance assessed based on effective implementation
- Generally CAO stands between Council and staff. Staff only has one boss.
- Staff and CAO support policy process with background info and analysis

How's it working? Example of the EDPA
- Over 2000 properties captured in ESAs, EDPA requires special process for development permits
- Implementation has created large public outcry
- Property owners are restricted on what they can do on their property
- Concerns that property values are affected

What the bylaw says	What the Open House information said
The objectives of this Development Permit Area are to: • Protect the areas of highest biodiversity within Saanich; • Require mitigation during development; and • Require restoration to damaged or degraded ecosystems during development	The EDPA has three objectives: • Protect biodiversity • Mitigate damage during development • Restore degraded ecosystems

- ESA atlas based on 1998-2002 Sensitive Ecosystem Inventory mapping (done mostly by summer students)

The District of Saanich's Environmentally Significant Areas (ESA) Atlas states that:
- "to be included in the ESA atlas, data must be from a comprehensive environmental inventory using technically acceptable standards."

- "this atlas should be used as a flagging tool and should not be used in place of individual site assessments".

EDPA Bylaw has language exempting properties from needing a EDPA permit
Exemption 14 states:
"A development permit is not required for the following activity: Where field verification by a Registered Professional Biologist, or other appropriate professional approved by Saanich, reveals the boundaries can be refined and the proposed development is shown to be outside the Environmentally Significant Area."

Some biologists reports are disagreed to by staff, resulting in delays and cost to property owners.

But there is no authority in the bylaw for staff to reject a report. Staff have proposed to change this to assume authority for "approving" biologists reports.

Also, staff argue that this exemption was never meant to be used to remove a parcel from the ESA
But that's what it says. Adjusting the boundaries may result in a property being removed.

Staff have suggested that reports should address connectivity, restoration potential, species at risk, condition, landscape context. None of these terms are in the EDPA bylaw.

Staff opposition to removing the Rainbow street properties were based on these reasons, even though they are not mentioned in the EDPA

There is no real effort to adhere to the purpose: protect areas of highest biodiversity

Core governance questions:

Who is in charge?
Policy Board or not? What elements of Policy governance would benefit Council?
If staff have an idea of what they want to happen that is different from Councils, why has this not been detected and corrected?
What is the depth of understanding of complex issues when Council makes a decision?

Back to Policy Governance:

Council is a policy council

Policy Governance Model calls for clear policies in four areas

- Policies on governance process

- Policies required to fulfill the purpose of the Council

- Policies relating the Council to the staff

- Policies defining and limiting executive authority

Useful analytical framework to look at Saanich policy to detect what's working, not working and gaps