

Memo

To: Resilient Saanich Technical Committee
From: Eva Riccius, Senior Manager Parks
Date: October 17, 2022
Subject: Resilient Saanich: Terms of Reference Update

On August 22, 2022 Saanich Council received the Resilient Saanich Milestone Two Progress Report and a Milestone 3 Workplan that was developed and approved by the Resilient Saanich Technical Committee (RSTC). Included in that report, Council also received the RSTC’s draft Principles and Goals for the Environmental Policy Framework and directed Planning to consider them in the Official Community Plan Update. The Progress Report and the Milestone 3 Workplan, summarized in this memo, provides updates to the attached RSTC Terms of Reference (Appendix B, as endorsed by Council October 21, 2021). The updates to the Terms of Reference include:

- The workplan in Appendix A.
- No additional appointments will be made to the RSTC for Milestone 3.
- Milestone 2 action items that are still ongoing include:
 - Review and evaluate the District’s GIS environmental mapping layers and atlas.
 - Develop a State of Biodiversity Report.
 - Review and evaluate the existing stewardship program and recommend improvements.
 - Begin drafting outline for Environmental Policy Framework.
 - Test and refine draft Environmental Policy Evaluation Tool on existing environmental policy.

Project timelines have been updated as follows:

Q1 Jan-Mar	Q2 Apr-Jun	Q3 Jul-Sep	Q4 Oct-Dec
2022			
Milestone Two (continued)	Milestone Two (continued)	Progress Report to Council Milestone Two (continued)	Milestone Three (& Milestone Two tasks continuing)
2023			
Milestone Three (continued)	Progress Report to Council		

Thank you for your continued commitment to the Resilient Saanich initiative.

Sincerely,

A handwritten signature in black ink, appearing to be 'E. Riccius', with a long horizontal flourish extending to the right.

Eva Riccius
Senior Manager Parks

Appendix A: RSTC Milestone 3 Workplan

Action	Level of Public Participation	Relative Expense	RSTC Role	Staff Role	Council Role
21. Hire consultant team to develop the Biodiversity Conservation Strategy <ul style="list-style-type: none"> • Apply future climate change, demographic and development predictions • Apply outcomes of additional studies that may have occurred 		\$\$\$\$\$	Advise team	Hire consulting team and oversee contract	
22. Continue the environmental policy gap analysis			Form a working group to decide how detailed this analysis should be. Use secretariat to help complete.	Initial gap analysis completed by staff and included in the RSTC binder	
23. Review and evaluate Saanich's Urban Forest Strategy			Provide input at draft document. Test the utility of the proposed EPF program plan outline and evaluation tool.	Apply RSTC EFP Principles and Goals	Council will consider the entire UFS as part of a separate process.
24. Review and evaluate the Ecosystem Section of the Climate and recommend improvements if necessary			Work with the Sustainability Section to understand goals and RSTC role. Draft SMART objectives.	Sustainability Section to engage with RSTC	

Action	Level of Public Participation	Relative Expense	RSTC Role	Staff Role	Council Role
25. Identify and analyze appropriate tools for conservation, including an enhanced Stewardship Program.	Consult and Collaborate		Work with the BCS consulting team and staff to identify and incorporate appropriate tools into the strategy	Work with RSTC and BCS consulting team to identify and incorporate appropriate tools into the strategy.	
26. Complete the Biodiversity Conservation Strategy and identify enhancements for the stewardship program with recommendations for implementation including indicators and monitoring.	Consult		Work with staff to advise the consulting team. Review draft strategy.	Work with RSTC to advise the consulting team. Review draft strategy.	Council will consider the entire BCS in a separate process.
27. Complete the draft Environmental Policy Framework document.			Complete draft report of advice to staff.	Use RSTC advice to write final EPF.	
28. Submit a progress report on Milestone 3 to Advisory Committees (Environment and Natural Areas, and Parks, Trails and Recreation) and Council.			RSTC is dissolved.	Staff to prepare report.	
29. Present a complete Resilient Saanich Environmental Policy Framework including a State of Biodiversity Report, a Biodiversity Conservation Strategy (incorporating the Enhanced Stewardship Program) to Council.				Staff to prepare package for Council.	Council to consider for approval.

Appendix B: Resilient Saanich Technical Committee Terms of Reference

Adopted August 9, 2021

With revisions adopted October 25, 2021.

[RSTC TOR.pdf \(saanich.ca\)](#)

Resilient Saanich Technical Committee

Terms of Reference

Adopted August 9, 2021

With revisions adopted October 25, 2021.

TABLE OF CONTENTS

BACKGROUND	2
PURPOSE OF THE ENVIRONMENTAL POLICY FRAMEWORK.....	2
ENVIRONMENTAL POLICY FRAMEWORK GOALS & OBJECTIVES	2
PROCESS & PUBLIC ENGAGEMENT.....	3
TECHNICAL COMMITTEE.....	3
PROPOSED REVISIONS TO THE TERMS OF REFERENCE FOR THE RESILIENT SAANICH TECHNICAL COMMITTEE	3
BACKGROUND	3
PURPOSE OF THE RESILIENT SAANICH TECHNICAL COMMITTEE (RSTC).....	4
STATUS OF THE RESILIENT SAANICH TECHNICAL COMMITTEE	4
SCOPE OF COMMITTEE WORK.....	4
SELECTION OF COMMITTEE MEMBERS.....	4
APPOINTMENT OF THE CHAIR	5
ROLES & RESPONSIBILITIES	5
MEETINGS, AGENDAS, AND MINUTES	6
BUDGET	7
OTHER COMMITTEE MATTERS.....	7
WORK PLAN.....	8
BUDGET AND TIMING.....	16
ROLES & RESPONSIBILITIES.....	18
DELIVERABLES.....	18
Appendix A: PROCESS & PUBLIC ENGAGEMENT	19

BACKGROUND

Saanich currently has a variety of policies, programs, plans, and regulatory tools to protect and enhance the natural environment. These have developed over time without an over-arching policy framework, resulting in gaps and inconsistencies in the district's approach to management of the natural and built environment. Meanwhile, new Local Area Plans and updates to environmental plans, such as Saanich's new Climate Plan and existing Urban Forest Strategy, are underway without the benefit of such a framework. A work plan to produce an overarching Environmental Policy Framework was prepared for consideration by Council. The intent of the Framework is to produce a more coherent body of plans, policies, bylaws and strategies in support of a more resilient Saanich.

On November 6, 2017, Council made the following motion:

“That Council direct staff to bring Council a report as soon as possible on the potential of developing a Saanich program which includes the topics of Climate Adaptation, a Biodiversity Conservation Strategy, and Stewardship Program to serve as a policy framework for other Saanich environmental policies and programs, and a new Environmental Development Permit Area be considered part of this program; and that the Diamond Head report recommendations be considered a component of this report.”

This motion was made in anticipation of the rescindment of the Environmental Development Permit Area (EDPA) which occurred on April 23, 2018.

Further, on May 7, 2018, Council designated up to \$250,000 to fund decisions emanating from this staff report.

PURPOSE OF THE ENVIRONMENTAL POLICY FRAMEWORK

- Rationalize existing and new environmental policies and programs into the Framework;
- Develop a new Biodiversity Conservation Strategy and enhanced Stewardship Program to serve with Saanich's new Climate Plan as the strategic pillars for the Framework
- Evaluate the strength of the Environmental Policy Framework (EPF) and the Biodiversity Conservation Strategy (BCS) to replace the EDPA. Identify a range of potential policy tools, possibly including a new EDPA, for managing the environment in Saanich.

ENVIRONMENTAL POLICY FRAMEWORK GOALS & OBJECTIVES

The Technical Committee has developed a draft set of principles, goals and objectives for the Framework. In addition, the Committee has proposed a thematic model to identify, review, develop and coordinate key areas of environmental policy within Saanich. Key thematic areas include (but are not limited to) climate adaptation, biodiversity conservation, stewardship, urban forestry and coastal marine conservation. Many of these thematic areas are key parts of the EPF or are being revised by staff concurrently. Others can be launched by Council under the unifying umbrella of the EPF as priorities, time and resources allow. The EPF goals and objectives will shape the subsequent process of assessment, research, analysis, report writing, and public engagement.

The EPF will result in a coordinated and consistent environmental program for Saanich by recommending updates to existing bylaws, policies, and programs as well as new ones. Some will have a direct focus on the environment and others may have a different operational focus that nevertheless have the potential to impact or influence the environment in significant ways. Some of the recommendations may require further, independent public process.

A progress report to Council will follow the goal and objective setting exercise allowing for public input before adoption.

PROCESS & PUBLIC ENGAGEMENT

The process follows three milestones plus a final phase to complete the Environmental Policy Framework. Along with the milestones, Saanich Public Participation levels are set for each action in the following pages. Appendix A outlines the staff approach to public engagement.

TECHNICAL COMMITTEE

A Technical Committee will be used to lead the development of the Environmental Policy Framework and support staff in completing the Resilient Saanich Program. A Terms of Reference as amended by the committee, follows.

PROPOSED REVISIONS TO THE TERMS OF REFERENCE FOR THE RESILIENT SAANICH TECHNICAL COMMITTEE¹

BACKGROUND

The draft Principles, Goals, Objectives and Thematic Model for the Environmental Policy Framework recommended by the Technical Committee will require refinements to the Committees current Terms of Reference. The Committee feels that these changes will provide the following beneficial outcomes for the Resilient Saanich program:

- Create better tools to conserve and enhance the natural environment on *both* private and public property (e.g. address the shortcomings of the rescinded EDPA as a policy tool and how its goals and objectives might be better achieved);
- Improve the quality of mapping and inventory data;
- Improve consistency and quality of environmental assessment and reporting for Qualified Professionals and staff;
- Improve the coordination of environmental policies and implementation between municipal departments; and
- Expand the focus of environmental planning to include areas such as watershed health, stormwater management, pollution abatement, waste management, transportation, housing, environmental equity and risk reduction, and the critical role of land-use planning and development in exacerbating or remedying matters of environmental concern.

¹ The RSTC TOR can be amended by a motion brought forward to Council.

PURPOSE OF THE RESILIENT SAANICH TECHNICAL COMMITTEE (RSTC)

The Committee proposes that its purpose be amended to provide independent analysis, recommendations and other input as might be helpful to Council, Staff and consultants to shape and inform the development of an Environmental Policy Framework.

STATUS OF THE RESILIENT SAANICH TECHNICAL COMMITTEE

Of the four types of official committees, the RSTC is considered a Technical Committee because it does not routinely report directly to Council, deals with specific technical matters, and includes a Council member as a liaison. Staff are responsible for preparing reports to Council regarding RSTC progress and outcomes, although draft reports are reviewed by the Technical Committee. Once the Environmental Policy Framework and its three pillars (Climate Plan, Biodiversity Conservation Strategy and Enhanced Stewardship Program) is adopted by Council, the RSTC will be disbanded.

SCOPE OF COMMITTEE WORK

- Review and prepare the draft vision, principles, goals and objectives of the Environmental Policy Framework;
- Develop a draft evaluation matrix for assessing new and existing policy needed for the implementation of the Environmental Policy Framework;
- Define the scope of further research and environmental data collection needed to develop the Biodiversity Conservation Strategy and the Enhanced Stewardship Program;
- Advise staff and consultant on process to develop a State of Biodiversity Report and a subsequent Biodiversity Conservation Strategy.
- Provide preliminary performance outcomes (objectives) and a gap analysis for the core thematic areas of the Framework as time permits.(core areas to be determined);
- Revision of Milestones 1, 2 and 3 actions, deliverables and processes, as appropriate;
- Identify, evaluate, and recommend actions to achieve the Environmental Policy Framework goals and objectives through the thematic plan model;
- Prepare a report with observations, analysis, discussion and recommendations to inform the final Environmental Policy Framework; **It is understood by the Committee that the final Environmental Policy Framework will be completed by staff for consideration by Council;** and
- Other such duties as defined by Council.

SELECTION OF COMMITTEE MEMBERS

The current membership of the Committee includes people with the following expertise and backgrounds:

- Active and retired biologists with expertise in vertebrates, invertebrates, plants, terrestrial ecology, landscape ecology, aquatic ecology, marine biology, etc.;
- Climate scientists;
- Conservation planning and management professionals;
- Resource economists;
- Arborists and landscape architects; and
- Senior government scientific staff.

Efforts remain underway to find a replacement for a Committee member with an Indigenous People's perspective.

Staff subject matter experts, technical, and contract clerical support continue to be provided.

Terms for members on the RSTC may be renewed for Milestone 3 depending on the objectives, potential studies, and on-going project direction. Representation, to an overall maximum of 12 people, may be needed from the following areas of expertise using the same selection process:

- Environmental education;
- Environmental policy/program development and evaluation;
- Stewardship consultants;
- Biologists;
- Landscape architecture and community development planning;
- Urban Foresters; and
- Community representatives with experience or expertise in stewardship.

APPOINTMENT OF THE CHAIR

The Committee has adopted a rotating Chair position filled by a member of the Committee.

ROLES & RESPONSIBILITIES

All member of the committee have signed the Saanich's Respectful Workplace Policy and endeavour to give equal opportunity for input to each member. All RSTC members are encouraged to participate in discussions.

Committee discussion should be limited to within meeting times or emails through the clerk outside of the meetings.

The committee may form informal working groups to advance work on selected issues. These will mostly consist of committee members but volunteer experts from the community may be consulted where working groups see the benefit. Working groups report to the technical committee.

Role of the Chair

The role of the Chair of the committee is to facilitate the meetings of the RSTC in a professional, unbiased, and orderly manner. The chair is the *guardian of the process*, ensuring a fair and consistent committee without unwarranted outside interference. The Chair will sign the adopted minutes. Chair will circulate to RSTC, the notes from biweekly meetings between chair and staff. Chair will circulate a "to do" list after each meeting.

Role of Secretariat (proposed)

The secretariat will carry the work between meetings, ensure continuity of the process and prepare briefing materials to assist the committee. The secretariat will provide support for the chair and working groups, improving the efficiency of recording and communication between all parties including staff and advancing committee work between meetings. This will allow better coordination between RSTC working groups and between the RSTC and staff. The ability to make more progress between meetings is essential to completing this work by the end of March, 2023.

Role of Committee Members

Committee members are expected to attend every meeting (or send regrets in advance), read materials in advance of the meetings, review the agenda and minutes in advance of the meeting, and be prepared to participate in committee discussion. Committee members are encouraged to participate in public engagement activities and associated planning to help provide context when the Committee's work forms the basis of content for engagement.

Role of Optional Appointed Council Liaison

If a Council liaison is appointed to the committee, the main role is to keep Council informed of progress. The Council liaison is a non-voting member and their presence does not impact quorum.

Role of Staff

Municipal staff members provide the necessary technical, professional, secretarial, and administrative support to the committee, but do not participate in voting as they are not RSTC members.

The following roles will be performed by Saanich staff throughout the Resilient Saanich initiative:

- project management and administration;
- facilitate public engagement on Resilient Saanich;
- oversee consultant contracts, ensuring adherence to terms of reference and 'signing off' on deliverables in consultation with the RSTC;
- identify and pursue grant and partnership opportunities in consultation with the Committee and with consultants (where applicable);
- facilitate an avenue for the Committee to provide advice directly to Council where there is not agreement between staff and the Committee on an approach or initiative under Resilient Saanich;
- assist the Chair in setting RSTC meeting agendas;
- attend bi-weekly meetings with the RSTC Chair and Council Liaison to coordinate Committee and staff work;
- attend RSTC meetings, workshops, and working group meetings as required; and
- prepare draft materials for RSTC review and offer feedback on RSTC recommendations as requested.

Role of the Clerk

The clerk will be responsible for:

- Recording and distributing minutes;
- Facilitating agenda setting with the Chair;
- Distributing agendas, minutes, and reference material;
- Drafting correspondence for signature;
- Booking meeting space and venues; and
- Other related duties upon request.

Members of the Public

Meetings of technical committees are open to the public; speakers may be invited to attend a meeting at the discretion of the Committee.

MEETINGS, AGENDAS, AND MINUTES

The Committee will meet as required to conduct business in accordance with its mandate. Special meetings may be held at the call of the Chair. Staff will circulate a call for agenda items, draft agenda, and minutes of the prior meeting seven days in advance of each meeting when possible. The minutes will record issues, main points of discussion, decisions, and action items identified with a responsible party and due

date. All members may contribute to the agenda and comment on the accuracy of the minutes prior to adoption. The agenda and minutes will be adopted at the beginning of each meeting.

BUDGET

Honouraria, reimbursements, refreshments, and clerical support will be funded through the Resilient Saanich budget. Honouraria of \$250/meeting will be offered to professional members who would otherwise not be paid. The honourarium would cover travelling expenses and time spent outside of meetings.

OTHER COMMITTEE MATTERS

- Of the number of voting members appointed to compose the RSTC, a majority of at least 50% shall be a quorum.
- At the first meeting after appointment by Council, the RSTC will establish a regular schedule of meetings, including the date, time, and place of committee meetings.
- All agendas and minutes of the meetings will be posted to the District of Saanich website.
- Achieving consensus is the preferred form of decision-making.
- Members will conduct themselves with respect for fellow members and remain objective. If and when necessary, members will declare a conflict of interest and refrain from providing advice or recommendations that may result in gain for the member individually, or the organization it represents. Non-adherence to Saanich's respectful workplace policy may be grounds for dismissal from the committee.

WORK PLAN

Milestone One: Initiate June 2020-June 2021²

The purpose of Milestone One is to gather information on what we already have in place that would fit into the new *Resilient Saanich* framework. Staff will also gather information on established targets for conservation and examples of effective frameworks and strategies used by other jurisdictions. This information will be provided to the public as information.

The Technical Committee will be established and will work towards setting the goals and objectives that will create the foundation for the rest of the project. Milestone One would end with a progress report to Council and adoption of the goals and objectives.

Action	Level of Public Participation	Relative Expense	RSTC Role	Staff Role	Council Role
1. Create a webpage and subscribe-able bulletins to keep residents updated and engaged in the project, progress, and opportunities for involvement.	Inform Ideas: The website can be adapted based on feedback from users	\$	-no change		
2. Draft a <i>Resilient Saanich</i> framework skeleton of existing policies, etc. Conduct a gap analysis. Identify options for filling gaps using the Green Bylaws Toolkit and other references.	Inform Ideas: Publish summary for information and review	\$	-no change		
3. Collate and analyze examples of, and guides for, municipal-	Inform Ideas: Publish summary for	\$	-no change		

² All timelines and deliverables to be reviewed by RSTC to promote a sustainable workload and reasonable timelines

scale biodiversity conservation strategies and stewardship programs for applicable models and lessons for Saanich.	information and review				
4. Summarize international, national, provincial, regional, and municipal targets for biological conservation.	Inform Ideas: Publish summary for information and review	\$	-no change		
5. Publish the 4 th edition of the ESA Atlas.	Inform Ideas: Our Backyard, email, website	\$	Not endorsed by RSTC by end of Milestone 1.		
6. Establish the Technical Committee and, with staff:	Ideas: Advertising, social media	\$	-no change		
a) Draft an outline for the Environmental Policy Framework;	Inform Ideas: update project website		Draft Environmental Policy Framework outline.	Support RSTC orientation & provide feedback on drafts.	Consider recommendations with the Milestone One progress report.
b) Develop Policy Evaluation Tool; and	Inform Ideas: update project website		Develop the first draft of the Policy Evaluation Tool (formerly 'Evaluation Matrix').	Ensure principles/evaluation framework apply to future strategies/plans/policies and current plans as they are updated.	Consider recommendations with the Milestone One progress report.
c) Draft a preliminary workplan (including scope) for developing	Inform Ideas: update project website		Draft the work plan and scope statements for the	Receive for information to note the scope of activities and services subject to the	Consider recommendations with the Milestone One progress report.

the Environmental Policy Framework. ³			Environmental Policy Framework.	Environmental Policy Framework. Review the work plan and scope statements for the EPF	
7. Gain public feedback on the proposed project goals and objectives.	Involve Ideas: Open houses, pop-up events, feedback forms	\$\$	-no change		
8. Hire a temporary GIS staff person.	Inform Ideas: update project website	Separate Funding	-no change		
9. Identify an enhancement to the stewardship program	Inform Ideas: Website, events	\$	Gap analysis. Provide preliminary ideas for enhancements.	Review and comment	
10. Submit a progress report to Advisory Committees and Council including gaps in data and information considered important for the completion of the framework.	Consult Council Meeting	\$	RSTC reviews staff submission to Council.	Develop progress report on Milestone 1.	Consider the report and approve/reject new TOR and workplan

³ Any changes to the workplan would need to be approved by council.

**Milestone Two: Assess
July 2021 – June 2022**

Milestone Two will build on the objectives established in Milestone One. All existing data will be collated and analyzed for principle thematic areas as these are addressed by the Committee to identify and fill gaps in knowledge.

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.

Milestone Two will end with a progress report to Council.

Action	Level of Public Participation	Relative Expense	RSTC Role	Staff Role	Council Role
11. Review and evaluate the District's GIS environmental mapping layers and atlas.	Inform Ideas: update project website		Review GIS mapping goals, objectives and methodology in consultation with Saanich staff. Evaluate the accuracy, completeness and ease of use of the data layers for multiple stakeholders. Secretariat to draft report including recommendations for refinement of mapping elements and methodology.	Support RSTC and provide feedback on briefing memo. Facilitate consideration by Council of the Committee's advice.	Consider and approve/reject RSTC recommendations.
12. Develop a State of Biodiversity Report	Inform Ideas: update project website Workshops for invited members of the	\$\$\$	Work with staff to develop a proposal to council to authorize and fund State of Biodiversity Report using the Conservation Measures Partnership protocol,	Develop a proposal to council to authorize and fund a State of Biodiversity Report using the CMP protocol.	Receive proposal for decision (with the Milestone One progress report). Consider requests for funding for

	<p>public to help identify important targets, indicators, threats.</p> <p>Ideas: Publish for comment, presentations</p>		<p>following guidance from the draft outline developed by the Biodiversity Working Group.</p> <p>Set terms and expectations for the report by providing input to the TOR.</p> <p>Support consultant and staff in gap analysis.</p> <p>Consider when/how/if to address these gaps & provide recommendations as needed.</p> <p>Review and provide feedback on proposed methodologies and the draft report.</p>	<p>Draft and finalize Terms of Reference to commission State of Biodiversity Study.</p> <p>Develop draft RFP/TOR & outputs.</p> <p>Oversee contract management.</p> <p>Share information about data availability and gaps.</p> <p>Consultant to identify gaps and limitations in existing data and information required to assess and evaluate the current condition of selected natural assets.</p> <p>Consultant to draft report.</p>	<p>additional studies/data gathering and State of Biodiversity Study , as required, RFP/TOR and task outputs – see below).</p> <p>Consider the final study budget and report.</p>
<p>13. Review and evaluate the existing stewardship program and recommend improvements.</p>	<p>Consult</p> <p>Ideas: Publish for comment, presentations</p>	<p>\$\$</p>	<p>Integrate stewardship with biodiversity where appropriate.</p> <p>Address gaps and opportunities to improve existing Saanich stewardship programs and activities.</p>	<p>Facilitate RSTC review of programs/activities.</p> <p>Provide feedback on draft recommendations.</p> <p>Operationalize final recommendations if possible.</p>	<p>Consider recommendations and provide direction to staff on implementation and resourcing.</p>

				Seek direction & resourcing from Council as needed.	
14. Review and evaluate Saanich's Urban forest Strategy			Provide input to UFS review at: scope of work, draft document. Use the UFS to test the utility of the proposed EPF thematic plan outline; goals, objectives, principles; and evaluation matrix.	Provide opportunity for RSTC to review proposed scope of work and draft document.	Council will consider the entire Urban Forest Strategy as part of separate process.
15. Begin drafting outline for Environmental Policy Framework.	Inform Ideas: update project website		Review input from public and staff. Refine outline. Work with Consultant/secretariat to begin developing the RSTC report on proposed contents of the Environmental Policy Framework.	To be determined.	To be determined.
16. Produce draft Terms of Reference for a consulting team for the Biodiversity Conservation Strategy.	Consult Council Meeting	\$	Review draft Terms of Reference for Biodiversity Conservation Strategy.	Draft and finalize the Terms of Reference for RSTC review or approve the existing contractor for the State of Biodiversity.	To be determined.
17. Test and Refine Draft Environmental Policy Evaluation Tool on existing environmental policy ⁴	Inform Ideas: update project website	\$	Review and refine the current draft of this tool. Apply it to one or more existing environmental policies. Assess and refine tool.	Review and comment on subsequent drafts of the tool. Submit to Council for review and consideration.	Receive, review and comment on the Policy Evaluation Tool.
18. Draft a Milestone 3 Workplan.	Inform Ideas: update project website		Work with staff to create a workplan.	Provide feedback on proposed workplan and facilitate	Consider workplan.

⁴ Formerly referred to as the "Evaluation Matrix".

				consideration by Council.	
19. Call for Milestone 3 Technical Committee members	Ideas: Advertising, social media	\$		Facilitate public engagement; report to Council.	Appoint members.
20. Submit a progress report to Advisory Committees and Council.	Consult Council Meeting	\$	Review report before submission to Council.		

**Milestone Three: Plan
July 2022 – March 2023**

Milestone Three will be assisted by a renewed and expanded Technical Committee. The focus of Milestone 3 will be to complete the Biodiversity Conservation Strategy, the enhanced Stewardship Program and the Environmental Policy Framework report, including recommendations for the development and implementation of the remaining principle thematic areas.

At this point, the process to develop a Biodiversity Conservation Strategy and enhanced Stewardship Program will be complete and staff will check in with Council on progress and next steps.

Workplan details will be developed at the end of Milestone 2.

Action	Level of Public Participation	Relative Expense	RSTC Role	Staff Role	Council Role
21. Hire consultant team to develop the Biodiversity Conservation Strategy and <ul style="list-style-type: none"> Analyze biodiversity requirements; Apply future climate change, demographic, and development predictions; 	n/a	\$\$\$\$\$			

<ul style="list-style-type: none"> Apply outcomes of additional studies that may have occurred. 					
22. Review and evaluate Ecosystem section of Climate Plans and activities and recommend improvements.	To be referred to the Sustainability Section.		Draft appropriate SMART objectives for the Ecosystems section of the Climate Plan.	Facilitate RSTC to draft appropriate SMART objectives for the Ecosystems section of the Climate Plan.	Council will consider at a future date.
23. Identify and analyze appropriate tools for conservation, including an enhanced Stewardship Program.	<p>Consult Ideas: Options workbook; focus groups</p> <p>Collaborate Ideas: Statistically viable survey</p>	\$\$\$\$\$			
24. Complete the biodiversity conservation strategy and identify enhancements for the stewardship program with recommendations for implementation such as indicators and monitoring,	<p>Consult Ideas: Open Houses, piloting</p>	\$\$\$			
25. Submit a progress report to Advisory Committees and Council.	Council Meeting	\$			

Complete the <i>Resilient Saanich</i> Framework		
Action	Level of Public Participation	Relative Expense
26. Present a complete <i>Resilient Saanich</i> environmental policy framework including a Biodiversity Conservation Strategy, enhanced Stewardship Program ⁵ , to Council for consideration.	Consult Ideas: Presentations, Environment & Natural Areas Advisory Committee	\$\$
27. Implement, monitor, and report to Council on indicators within two years (Milestones 4 and 5).	Collaborate Ideas: Establish a citizen science program to assist with monitoring.	\$

Table 1: Approach to Develop the *Resilient Saanich* Framework

BUDGET AND TIMING

After the goals and objectives are established, the budget can be refined as the scope of the initiative will be more defined. The budget for the initiative is \$250,000. Included expenditures are approximated as:

- Supplies and clerical support for the Technical Committee (\$20,000);
- Honorariums for the Technical Committee (\$36,000);
- Milestone 3 Consultant contracts (\$100,000); anticipate using only a portion of this funding due to the efficiencies of the CMP protocol;
- Additional staff time (\$20,000);
- A survey (\$25,000);
- Other public engagement (\$9,000);
- General expenses for print production, advertising, facility rentals, refreshments, supplies, graphic design, etc. (\$10,000);
- Enhanced stewardship opportunities. (Budget to be determined by Council); and
- Additional data collection, research, analysis (Council approval).

With the additional work plan actions identified by the RSTC, the public engagement restrictions due to COVID-19, and the request for a consultant to finalize the project vision, principles, goals, and objectives, an additional \$197,000 is required subject to Council's approval of the revised Terms of Reference:

- Retain the services of a third-party consultant to undertake a leadership and project manager (Secretariat) role for Milestone 2 (up to \$60,000)
- RSTC goals and objectives workshop (\$1,000)
- Consultant to revise the draft goals and objectives (\$25,000)...may be able to reduce cost with help of secretariat
- Honouraria for additional meetings (\$20,000)
- Additional staff time (\$6,000)

⁵ Development Permit Areas, amendments to or recommendations for existing policies and bylaws; and new policies and bylaws, are some of a number of tools that will be considered by the committee in the course of developing the Biodiversity Conservation Strategy and the Enhanced Stewardship Plan.

- Public Engagement materials (\$10,000)
- Retain the services of a third-party consultant to produce conservation measures study (approximately \$60,000)
- Retain the services of a third-party consultant to produce a public state of biodiversity report based on the conservation measures study (\$15,000)

Additional funds for a two year GIS Analyst position have been approved to input inventory data and creating mapping products for a total cost of \$110,000. It is anticipated that with the delay in the start of Milestone Two, the GIS Analyst position may need to be extended past two years. A request for these funds will be made to Council in the future if needed.

Costs will be minimized by:

- Utilizing part time staff;
- Looking for external grant opportunities; and
- Exploring partnerships with academic institutions, community stewardship groups, senior governmental representatives, Indigenous Peoples, and non-governmental environmental organizations.

Potential for greater costs include:

- Higher consultant costs than expected; and
- Enhanced stewardship opportunities through the life of the project may require additional, on-going funds.

Staff will advise Council on any upcoming budgetary issues as part of the regular progress reporting.

The completion date of this program of work has been adjusted from Q3 2022 to Q1 2023 as a result of Council endorsed alteration to the work program and increasing the opportunity for First Nations collaboration.

Q1 Jan-Mar	Q2 Apr-Jun	Q3 Jul-Sep	Q4 Oct-Dec
2020			
Direction from Council	Milestone One (extended due to COVID-19)		
2021			
Milestone One (continued)	Progress Report to Council	Milestone Two	
2022			
Milestone Two (continued)	Progress Report to Council	Milestone Three	
2023			
Progress Report to Council	(Completion phase)		

Table 2: Project Timeline

ROLES & RESPONSIBILITIES

There are roles and responsibilities for staff, consultants, the public, Mayor and Council, and the Technical Committee.

- Staff from Environmental Stewardship and Parks continue to manage the project, including public engagement,
- Interdepartmental staff will participate as technical advisors, subject experts, and assist with contracting, public engagement, mapping services, etc.
- Consultants will conduct research, work with citizen scientists, and produce scientific reports. Consultants would also conduct surveys, analyze data, and produce studies if required. Ultimately, consultants would produce the final Biodiversity Conservation Strategy and potentially subsequent policy work.
- Members of the public have a role to play in keeping informed and providing feedback. More involved roles include attending public engagement events and reviewing documents published on the website.
- Mayor and Council are responsible for ensuring the entire staff of Saanich understand and are part of *Resilient Saanich*.

DELIVERABLES

Summary documents and progress reports will be published during the course of the initiative. The Climate Plan has been completed in advance of the final *Resilient Saanich* policy framework.

The final deliverables of this project will be a Report to Council with attachments that are anticipated to include the following for Council consideration:

- Summary of public engagement process and outcomes (staff);
- Environmental Policy Framework Report (RSTC);
- Resilient Saanich Program Report (staff);
- A policy evaluation tool (RSTC);
- Potentially additional research papers;
- A State of Biodiversity Report (RSTC, staff, consultant)
- A Biodiversity Conservation Strategy (RSTC, staff, consultant);
- Guidance for proceeding with thematic plans (RSTC);
- An enhanced Stewardship Program (RSTC, staff).

The Report to Council will also include any financial implications for implementing the recommended actions, monitoring, and reporting.

Appendix A: PROCESS & PUBLIC ENGAGEMENT

Saanich's Public Participation Policy has a continuum of five levels of participation, as shown in Table 4, based on the International Association of Public Participation (IAP2). This project would include: Inform, Consult, Involve, and Collaborate.

Table 4: IAP2 Spectrum of Public Participation

Inform	Consult	Involve	Collaborate	Empower
To provide balanced and objective information to support understanding by the public.	To obtain feedback on analysis, alternatives, issues and/or decisions.	To work with the public to ensure that concerns and aspirations are understood and considered.	To facilitate discussions and agreements between public parties to identify common ground for action and solutions.	To place final decision making in the hands of the public.

Government Partners during the process may include:

- First Nation Governments;
- Federal Government;
- Provincial Government; and
- Capital Regional District.

Other stakeholders may include:

- Committees of Council;
- Non-governmental environmental organizations;
- Indigenous Peoples;
- Saanich residents;
- Community Stewardship Groups;
- Community Associations;
- Development industry;
- Consulting Biologists;
- University of Victoria;
- Camosun College; and
- Others as needed.

The process would be guided by existing Saanich policy and practice, such as:

- Meaningful public engagement is essential;
- Guidance from scientists and other professionals, including staff, is critical;
- Checking in with Advisory Committees and Council at major milestones is required;
- Lessons learned from Saanich's past experience and from other municipalities will be valuable; and
- An adaptive, flexible process and Project Management techniques will be needed to ensure success.

Staff will complete a Project Charter for each phase which will include plans for public engagement based on the Terms of Reference. Table 1 details the steps for each milestone.

As a result of the public engagement process in Milestone One, staff will include the follow actions as recommended in the public engagement report and endorsed the RSTC:

- Supportive funding be made available to retain a First Nations representative to provide feedback on the draft.
- The results of the inclusivity and preferences questions be used to guide future engagement as part of Resilient Saanich (such as adding cultural groups to the lists of targeted stakeholders);
- Staff continue efforts to engage First Nations for more in-depth stakeholder engagement for the future phases.