

RESILIENT SAANICH TECHNICAL COMMITTEE

VPGO REVISIONS WORKSHOP DECEMBER 11, 2021 9AM-12PM DISTRICT OF SAANICH COUNCIL CHAMBERS & MS TEAMS

Facilitator: Kim Walker

Attendees: Brian Wilkes, Jeremy Gye, Stewart Guy, Tory Stevens, Purnima Govindarajulu, Chris Lowe, Bev Windjack, Kevin Brown (online), Tim Ennis, Kear Porttris, Councillor Rebecca Mersereau

Objectives for the Workshop:

- To bring all RSTC members up to speed on the review & revisions process
- To establish common understanding of VPGO revisions & rationale
- To create an opportunity for the RSTC to discuss each revision in depth
- To provide feedback to Kim in preparation for submission of final draft revisions

Pre Workshop Preparation:

- Review Kim's scope of work, draft revisions, & other workshop materials sent to RSTC by end of day, Dec 3
- Complete a 5 minute survey on the VPGO components (part of Dec 3 package)

AGENDA

- Welcome & Workshop Orientation**
- 9:00 – 9:05**
- Territorial Acknowledgement
 - Refreshments, breaks & stretches
 - Objectives, expectations, warm-up exercise
- Overview of Review & Analysis**
- 9:05 – 9:15**
- Stakeholder feedback
 - Vision/Principles in the Local Policy Context (e.g. OCP, Climate Plan...)
 - Insights from other environmental policy frameworks (e.g. Burnaby)
- Structured Deliberations**
- 9:15 – 11:00**
(with breaks)
- Revisions of draft vision, principles, goals, objectives
 - Thematic plans
- Test Scenarios**
- 11:00 – 11:50**
- 1- 2 scenarios involving the application of the EPF principles, goals, objectives to work through an issue and implement a program/bylaw
- Next Steps**
- 11:50 – 12:00**
- Next steps for Kim to finalize her revisions by January 7
 - Other steps needed by RSTC
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The focus of this stakeholder feedback review was to specifically look for comments, constructive criticisms, and suggestions that would contribute directly to the process of revising and editing the VPGOs.¹ Overall, there was strong support for Resilient Saanich and the draft components. However, a simple count of general support is not relevant. As I've said before, 'a good idea is a good idea whether it comes from one person or many'. Stakeholders who participated in the Milestone 1 engagement activities submitted well-considered perspectives, opinions, and suggestions. Some of the focus group participants also completed the survey and submitted letters to expand on their comments and suggestions. As a result, this review delved into the meaning of the messages as well as the words themselves.

** Please note, this is a working document for analytical purposes. It is not a report on the Milestone 1 public engagement results.

GENERAL COMMENTS & SUGGESTIONS

STAKEHOLDER FEEDBACK	KW COMMENTS
<ul style="list-style-type: none"> ▪ Clearly communicate the value of Resilient Saanich to all stakeholders - Private and public interests need to work together. Ensure both rural and urban voices are represented; develop goals & objectives specifically for private lands & public lands ▪ Include economic and social sustainability efforts alongside environmental sustainability ▪ Align the wording to the definitions of visions, principles, goals, objectives & strategies (reference to the triangle illustration) ▪ Include more specific examples in the goals & objectives – e.g. Garry oak ecosystem, daylighting streams, sustainable agriculture, etc. (more focus) ▪ Language is weak, indirect, constrained & defensive; make statements more positive (i.e. opportunity rather than loss) 	<ul style="list-style-type: none"> ▪ Overall, responses pointed out a need to more finely tune the draft, increase clarity, consider what may be missing, and simplify the writing. ▪ Technical terminology can be translated into plain language or explained (e.g. include a glossary)

¹ VPGO refers to the vision, principles, goals and objectives

VISION

WHAT IS A VISION

What does the Vision contribute toward a Resilient Saanich? What is the ultimate impact of the EPF?

- Statement of desired end state
- Generally, long time frame (5, 10, 20 or more years)
- What a place/organization wants to be
- Helps to set a clear direction & path to get there
- Collectively shared, unifies & inspires people
- Vivid, focused, easy to understand

DRAFT RSTC VISION	STAKEHOLDER FEEDBACK	KW COMMENTS
<p>By 2030, coordinated efforts by all in Saanich/WSÁNEĆ yield measurable improvements in climate change resilience, habitat conservation, watershed health and ecological footprint, benefiting all those who share and inhabit our community.</p>	<ul style="list-style-type: none"> ▪ There were questions and some confusion in relation to the Resilient Saanich and the OCP visions - e.g. will the OCP vision change to this one? Feedback included specific edits to the OCP vision. Arguments were made both in favour of keeping the OCP vision and in favour of a different vision. ▪ Who is this message for or about? <ul style="list-style-type: none"> - It sounds like a technical/scientific statement aimed at those who'll be implementing the policy (i.e. staff, workers). - It needs to resonate for everyone, it needs to inspire us, it needs to be a convincing rationale for action, the language (vs words) needs to engage & be inclusive of everyone in the community. - Reference to WSÁNEĆ – it's an incomplete list of local Indigenous groups ▪ Purpose of the vision? - make it more 'visionary'; long term; aspirational statement of what the ideal Resilient Saanich would look like ▪ The year 2030 prompted concerns re: interim measures, downplaying the urgency of issues, ambitious for a vision, the framework is not a time limited project, having to create a new EPF in 2031, need long-term (150 yr) vision of where Saanich hopes to be with biodiversity and climate change resiliency & short-term vision, matching with Climate Action Plan (2050 & 2030) ▪ The vision is missing some elements such as: <ul style="list-style-type: none"> - a human focus – e.g. education, awareness, stewardship, incentives - measures for accountability, multiple values & trade-offs, private-public partnerships - interconnectedness & ripple effects on quality of our work/ life/ play - the meaning of resilience ... planning for the future; in the face of change and many related 	<ul style="list-style-type: none"> ▪ Many visions already exist in related documents: CRD Regional Growth Strategy (1), OCP (4), Climate Action Plan (7). ▪ The date doesn't coincide with CRD (2038), Climate Action Plan (2050).- How does this vision fit and add value within the local/regional context of related environmental/ land management tools? ▪ The unique messages in this vision statement are reflected in the draft principles: <i>Coordinated efforts / P10; WSANEC / P2, benefiting all / P1 (?)</i> ▪ Details in the vision prompted many questions/ concerns/ suggestions for more detail and more comprehensive lists – to the point where the utility of having a vision gets lost. ▪ A vision statement is not a requirement for all policies and planning documents. How essential is a vision for the EPF? <p>Options for consideration:</p>

DRAFT RSTC VISION	STAKEHOLDER FEEDBACK	KW COMMENTS
	<p>challenges (e.g. fires, floods, rising sea level - opportunities, outcomes, aspirations, desired end-state, benefits</p> <ul style="list-style-type: none"> ▪ The RSTC vision is not strong enough or direct enough. Several words/phrases were cited as vague, confusing or overlapping. <ul style="list-style-type: none"> - Does the word “conservation” mean only intact habitats will be the focus? – one suggested edit was to add “restoration”. A stronger message would use “rights” of nature or to a healthy environment. - What does ‘measurable improvements’ mean – how do we achieve transformational change, rather than incremental change - Scale of issue is at national/ international levels; what can Saanich do to scale up its efforts/impacts to mutually benefit other jurisdictions ▪ Suggested revisions: <ul style="list-style-type: none"> - “By 2030, coordinated efforts <i>in ecological protection, restoration, and enhancement</i> by all in Saanich/ WSÁNEĆ yield measurable improvements in ... and a <i>sustainable built environment</i>...” - “By 2030, coordinated efforts ... by all in Saanich/ WSÁNEĆ yield measurable improvements in <i>our ecological footprint, watershed health, climate change resilience, habitat and species conservation</i> to enable <i>current and future generations</i> to live healthily in our collective home”. - “<i>Saanich is a model steward working diligently to prevent and end the disruption caused by carbon-consuming practices to the natural environment</i>”. - “<i>To adopt best practices that will sustain and/or improve climate change resilience... within the municipality of Saanich and traditional territory of the WSANEC people with balanced outcomes that are achievable and measurable</i>”. - “<i>The District of Saanich and its residents working in partnership to enhance biodiversity and ecosystem resilience on public and private lands through stewardship and action</i>”. - “<i>The District of Saanich and its residents working in cooperation to enhance biodiversity and ecosystem resilience on the natural and built environment through actions regarding restoration and stewardship</i>”. 	<ul style="list-style-type: none"> ▪ Drop the vision and transform the key messages into more goals & objectives ▪ Create a different vision that galvanizes the concept of Resilience ▪ Make minor edits to clarify the existing statement ▪ Strengthen the draft principles to ensure the intent of vision is fully represented ▪ Drop the vision and include a clear purpose statement in the EPF that incorporates some of these key messages

PRINCIPLES

WHAT IS A PRINCIPLE

What are the requisite conditions (the indicators or measures) for success? What will guide the work? What are the foundational lenses (filters) to be applied?

- Guide actions/decisions
- Inspire, Provide direction
- Grounded in values about what matters
- Based on evidence about how to be effective
- Help navigate complex dynamic systems
- Point to outcomes and impacts

DRAFT RSTC PRINCIPLES	STAKEHOLDER FEEDBACK	KW COMMENTS
<p>P1. Recognize the intrinsic value of nature</p>	<ul style="list-style-type: none"> ▪ This is an important concept because of the connection between not considering the value of nature enough to biodiversity loss ▪ On valuing – consider monetizing the value of our natural areas and biodiversity, cost/benefit, return on investment ▪ “Recognize” is a weak word; not active or direct enough – suggestion to replace with “preserve & conserve” ▪ “Intrinsic value” is not well-understood or universally accepted – suggestion to drop ‘intrinsic’, values are human constructs, P1 doesn’t allow discussion of trade-offs between values ▪ The word “nature” is too general – it applies to anything living (native/indigenous species, cultured species, invasive species). How would a newcomer or average citizen know what has intrinsic value specifically in this bioregion? ▪ Does this principle recognize the value of natural (planted) assets in neighbourhoods e.g. mature trees, bushes, fruit trees, grasses etc. 	<ul style="list-style-type: none"> ▪ This is grounded in what matters vis a vis the importance of the environment – highlights a need to take into account the benefits and assets that natural features/systems contribute; the need to balance/weigh the “value of nature” (e.g. in land use/ conservation/ development matters) ▪ Intrinsic value is 1 of 5 value unique perspectives/world views; in the objective category (i.e. independent of human valuing processes) – does not guide actions or decision making in public policy forum ▪ Concern with what constitutes “nature” in the rural/urban landscapes, & indigenous/cultural landscapes ▪ Refocus on what/how to apply values toward desired outcomes (e.g. regenerative economics, full-cost accounting), and/or the integration of & implications of value trade-offs ▪ Link with P3 re: longevity perspectives ▪ Links with P8, P9 re: the bigger picture, systemic, intersectionality, cumulative & multiple effects

DRAFT RSTC PRINCIPLES	STAKEHOLDER FEEDBACK	KW COMMENTS
<p>P2. Respect Indigenous knowledge and land uses</p>	<ul style="list-style-type: none"> ▪ In general, there is strong support for ensuring First Nations' voices are a part of Resilient Saanich over the long term. Ideas included - partnerships, and integration of traditional knowledge/practices with Western scientific land management. ▪ The word "Respect" is too general, vague and open to wide interpretation – some suggestions included "respect & integrate", "preserve and protect", "build trust and understanding of and for Indigenous peoples" ▪ The message is unclear - Does this include learning from & implementing indigenous knowledge? What are the land use implications/applications/jurisdictions? ▪ P2 recognizes UNDRIP statement "... respect for indigenous knowledge, cultures and traditional practices contributes to sustainable and equitable development and proper management of the environment". ▪ P2 acknowledges - the resurgence of Indigenous culture & traditional knowledge, pre-colonial knowledge & land use principles. However, some caution was given to the lack or limitations of indigenous knowledge today. ▪ Ensure their voices are part of Resilient Saanich 	<ul style="list-style-type: none"> ▪ The respect for Indigenous peoples and for their potential contribution to long term sustainability and resilience is clearly evident. ▪ What can this principle add to current standard acknowledgement and engagement protocols? Does Saanich currently apply a First Nations/Indigenous lens to their policies and operations? ▪ Indigenous traditional land use knowledge is recognized as potentially important for future environmental management practices. P2 does not clarify or provide direction on how traditional practices should be considered or applied in today's landscape. ▪ This principle should probably be a stand-alone principle. ▪ A potential alternative: <i>Create opportunities for local Indigenous peoples to contribute their knowledge and skills in traditional land practices</i>
<p>P3. Consider future generations</p>	<ul style="list-style-type: none"> ▪ Vague but not contentious – associated with benefits over long time horizons (e.g. 7 generations), leaving a legacy, making good choices, making improvements now for future ▪ Consider that what we do now does not hinder opportunities (social & economic) for future generations who may be faced with higher population, higher costs, fewer resources, etc. ▪ Future generations includes all life, not just human ▪ Concept of time/future brought out discussions on "shifting baselines and normative change" across generations, particularly where habitats and landscapes change significantly over time (i.e. urbanization) 	<ul style="list-style-type: none"> ▪ How can this concept guide decisions, provide direction on a practical level? – P3 sounds like the same definition of "Sustainability" ▪ Incorporating long-term considerations into management plans and assessments may identify potential long term effects (positive & negative) ▪ What are the opportunity costs? Lost opportunities? ▪ Long time horizon in the context of "shifting baselines" links with P6 (i.e. looking forward,

DRAFT RSTC PRINCIPLES	STAKEHOLDER FEEDBACK	KW COMMENTS
		<p>looking back) – very different from conventional forecasting methods</p> <ul style="list-style-type: none"> What exactly should we be considering?
<p>P4. Ensure evidence-based² decision making</p>	<ul style="list-style-type: none"> Want science to guide decisions but don't want to have to wait for the science if when the losses are immediate and logic can prevail. Science is slow and doesn't always have answers Concerns: - that this can be used to undermine or prevent action to protect a healthy environment; "available data" leave the possibility of faulty decisions; data needs to be ground-truthed Accountability measures – need feedback loops, monitoring & adaptive management Implies need for benchmarks, data gathering, indicators, monitoring - mention the need for data, current state, reporting 	<ul style="list-style-type: none"> P4 & P5 both address the intersection of information & decision making; two sides of the same coin. Possibly combine the principles. P4 & P6 generated overlapping discussions on data collection & use Desire for defensible, durable, timely decisions Looking to continuous improvement
<p>P5. Adopt the precautionary principle when facing knowledge gaps</p>	<ul style="list-style-type: none"> Link P4 & P5 – “Ensure further environmental damage is prevented through the precautionary principle until evidence-based decision making provides clear direction”. Need to link this with filling the knowledge gaps – precautionary principle can lead to actions that are not scientifically based, vague, obstacle to progress Define “precautionary principle” to reduce misinterpretation & increase understanding on intent; add definition to glossary Implication for P7 – could create paralysis, negate leadership & innovations, excuse to not act when controversy or misleading formation arise, vague actions Very seldom used, though important re: consequences, impact – irreversibility of decisions, speed of destruction in relation to slower rate of scientific knowledge 	<ul style="list-style-type: none"> Consequences – irreversibility, magnitude, significance ““In order to protect the environment, the precautionary approach shall be widely applied by States according to their capabilities. Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation.” (Principle 15, Rio Conference, 1992)
<p>P6. Build upon foundational knowledge of historical land use</p>	<ul style="list-style-type: none"> Unclear, needs more refinement - whose history? how far back? What does this mean? How much information is enough? – there are limits to our historical knowledge currently Reasons confirming – to adapt, undo past mistakes; avoid memory loss, Sense of place – understand this place; value of lessons from past – community understanding of change, causes & long term irreversible implications/consequences; Baseline, well-grounded, linkages; 	<ul style="list-style-type: none"> P6 has conceptual links to P2, P3 & P4 Viewing information & knowledge with a long time horizon – looking back & looking forward

² Supported by as much available and appropriate scientific data, models and research, Indigenous knowledge, historic and cultural documents.

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	<ul style="list-style-type: none"> ▪ 'Focus should be on future to put into place things that will help us achieve an environmentally sustainable community', past practices need only be supported where they meet future goals and objectives ▪ "Historical land use" - lots of confusion over whether this is referring to pre or post colonial history – tied to cultural resurgence of Indigenous peoples (positive)? Is this about returning to a natural state a some arbitrary past point in time (negative)? Does this mean if it was industrial it should remain industrial and if it was a field it should remain a field? ▪ Make note of where the knowledge comes from and the evidence 	<ul style="list-style-type: none"> ▪ How did we get here? – lots of interest in baselines, cause & consequence ▪ Natural history? ▪ Traditional Indigenous uses & contribution to sense of place
<p>P7. Lead by example through innovation and best practices</p>	<ul style="list-style-type: none"> ▪ "Lead by example" - focus on doing something, others are already leading and we need to follow ▪ "Innovation & best practices" contradict each other – either you want innovation or want to keep up with best practice ▪ What's missing - working collaboratively with landowners to create and achieve common goals; adopt new ways of working with stakeholders; what to prioritize (e.g. least degraded areas with high probability for success such as parks & undeveloped lands to demonstrate success) ▪ P7, 9, & 10 are often used to justify new carbon intensive and unnecessary building when simple renovation or enhancing would do 	<ul style="list-style-type: none"> ▪ Linkages between P7, P8, P10 in relation to human factor – leadership, collaboration, partnerships ▪ Opportunity oriented
<p>P8. Look beyond our borders to achieve results at a bioregional scale</p>	<ul style="list-style-type: none"> ▪ Vague – unclear what this means ▪ Too passive in the wording – need to be more proactive in building upon & connecting with other municipalities; leading the way where there is inaction at the regional level (ie be an influencer) ▪ Work across jurisdictional boundaries, regional planning - wildlife corridors, protected areas, watersheds, airsheds ▪ Still doesn't acknowledge the global scale of the problem 	<ul style="list-style-type: none"> ▪ Linkages with P1 re maintaining ecosystem/bioregional values & benefits ▪ New ways of working with stakeholders & other local governments? ▪ Ecological functions & systems don't recognize political boundaries ▪ Human dimension or spatial dimension?
<p>P9. Address climate adaptation and mitigation in all that we do</p>	<ul style="list-style-type: none"> ▪ "All that we do" - Too broad, over reaching; Not everything we do can support climate adaptation; there will always be cost/benefits to each decision, unrealistic, vague, need specifics ▪ Meaning? - "How do you plan to adapt the climate?" ▪ Word edits: replace "address" with "Consider"; "Continue to address..."; 	<ul style="list-style-type: none"> ▪ Subject-specific nature of P9 looks unique in list of principles ▪ Specific reference to Climate Action Plan

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	<ul style="list-style-type: none"> ▪ “Mitigation” – it’s uninspiring/ bureaucratic/ ambiguous - this means make less worse or slow the impacts. We should be stabilizing, reducing... 	
<p>P10. Work in partnership with diverse interests to achieve outcomes that realize multiple values and benefits</p>	<ul style="list-style-type: none"> ▪ Vague wording, open to interpretation - “diverse”, “working in partnership”, “interests”, “achieve outcomes”, needs to recognize values of partners too ▪ Missing – the need to scale up our collaborations beyond Saanich boundaries ▪ Re “Outcomes” - this is a recipe for inaction, keep it simple; Often prevents hard decisions from being made – might box you in; this might create compromises for the environment ▪ Suggested edits – “realize environmental values and benefits”, “all interests” instead of diverse interests; “work collaboratively” instead of work in partnership ▪ Does this include built & natural environment? Needs to be clearer; we need regenerative development ▪ Suggestions: - regenerative development, achieve a common vision; continuous community engagement 	<ul style="list-style-type: none"> ▪ Solutions-oriented or interest-based approaches ▪ Partnerships as avenue for continuous or ongoing engagement, working together ▪ “Diverse” – many, different, divergent, opposing - Multiple interests? ▪ People-focussed
<p>General</p>	<ul style="list-style-type: none"> ▪ Principles: they don’t cover everything they need to, no priority on how principles should guide conflicting interests, might not be fully understood or embraced, full of jargon, sound like ideologies rather than pragmatic or scientific <p>New principles suggested by stakeholders:</p> <ul style="list-style-type: none"> ▪ Preservation of natural habitats on private and public land (scope) ▪ Create clear mechanisms for community oversight/involvement ▪ “Work to integrate the built environment into ecosystems by ensuring designs mimic ecological functions within the landscape” ▪ Add education/engagement principle (the human dimension) – take active part in community engagement and education to increase understanding, support, buy-in and active participation. ▪ “Recognize that piecemeal approaches aren’t effective. A systems approach – consider the whole system “, integration of sustainability (soc, econ, env) ▪ “choose the path of humility rather than hubris in our decision making, and being cautious when it comes to engineering our way out of environmental problems” - precaution 	<ul style="list-style-type: none"> ▪ 10 is a lot of principles. ▪ How do they fit with the OCP values, Climate Plan principles etc? ▪ What’s the difference between EPF principles and evaluation matrix performative criteria? In terms of function, I don’t see much difference – one is guiding principles and the other is in terms of their application. ▪ The RSTC Notes to Kim reflected on (<i>among other things</i>): <ul style="list-style-type: none"> - usefulness of principles as policy filters - how many principles to include (10 is a lot) - possible additions (stewardship, equity) <p>Suggestions:</p>

DRAFT RSTC PRINCIPLES	STAKEHOLDER FEEDBACK	KW COMMENTS
	<ul style="list-style-type: none"> ▪ “Recognize that the health of the natural environment and human health and well-being are inextricably linked” ▪ “Decisions are made under a robust democratic framework with full transparency. There should be some kind of mechanism to ensure that we get transparency”. ▪ Make decisions in a timely fashion ▪ Respect private property rights – recognize rights & expectations of landowners, need to be partners ▪ Track progress/measure success ▪ Reduce all concerned costs and expenses – use volunteers, use regulatory measures only when needed – use full range of tools (education, regulation, partnerships, stewardship, economic, research, etc) ▪ Empowerment – Saanich residents are empowered to contribute and participate in biodiversity in real and meaningful ways. ▪ One Planet Saanich principles – zero waste, appropriate materials, ecological regenerative farming etc, ▪ Equity – locally, access to nature, global perspective, intergenerational; “ensure equitable distribution of environmental benefits & burdens (Jan 26, 2015 Right to a Healthy Environment) ▪ Resilient to what the future holds e.g. natural disasters; “be more resilient in the face of change” – adaptive management ▪ Regenerative economics 	<ul style="list-style-type: none"> ▪ Consider deleting P9 (climate) - different than the other principles (ie thematic) ▪ Consider how to incorporate stakeholder suggestions in principles, or alternatively as goals/objectives ▪ Reduce the number of principles by grouping theme but the retaining key concepts ▪ RSTC indicated interest in new principles or incorporating principles for stewardship & equity

GOALS

WHAT IS A GOAL

What do we need to achieve (the outcomes) to fulfill the mandate for the Environmental Policy Framework?

- Guide actions/decisions
- Inspire, Provide direction
- Grounded in values about what matters
- Based on evidence about how to be effective
- Help navigate complex dynamic systems
- Point to outcomes and impacts

DRAFT RSTC GOALS	STAKEHOLDER FEEDBACK	KW COMMENTS
<p>G1. Protect, restore and enhance the ecological function and biological diversity of Saanich.</p>	<ul style="list-style-type: none"> ▪ This goal is not achievable for private lands within the Urban Containment Boundary & it's not clear if it is attainable in Saanich Parks due to the extent of degradation from invasive species. ▪ Need targets (many e.g. #ha to protect, specific areas) to ensure economic development activities don't supersede goal; to be able to agree on whether goal is being achieved. Include monitoring, reporting, revising as needed ▪ Restoration has 3 benefits: 1) reverse biodiversity loss, 2) recover ecosystem services, 3) reconnect people with nature. It requires habitat connectivity across a wide range of land uses including private lands, education, incentives & other tools ▪ Landowners will not see themselves in this goal unless it's clarified; need their cooperation & acceptance – G1 prone to different interpretations; sounds ideological; need clear development directions ▪ Protection, restoration & enhancement are distinct. All are important – consider individual goals for each; ▪ “Restore” – not sure what this means; restore to what point in time? to what degree? to what end? prioritized how? ▪ “Ecological function” – to what ends or for what purpose? e.g. safe harvest/food security 	<ul style="list-style-type: none"> ▪ Explicit goals and objectives for public & private lands could help alleviate tensions and contribute greater clarity for suitable strategies and approaches. - Related objectives could highlight different approaches for various rural / urban land uses, regional collaboration, future / existing developments, parks / other municipal lands ▪ What is the desired outcome?
<p>G2. Develop and implement complimentary and coordinated policies, strategies, regulations, and incentives grounded in the overarching set of guiding principles to achieve the vision.</p>	<ul style="list-style-type: none"> ▪ The list could also include partnerships, advocacy, municipal operations, education programs ...but need specific ones & a timeline by which this will be achieved ▪ These tools (policies, strategies etc) are used to achieve a goal and objective – shouldn't be in a goal ▪ How will the environmental policy framework be coordinated with economic and social sustainability policies and tools – e.g. how will other priorities be addressed (e.g. housing affordability) 	<ul style="list-style-type: none"> ▪ The essence of this message seems to be for Saanich to have a complement of tools and to coordinate these across the municipality. ▪ The last clause (grounded in ...) is redundant. ▪ The list of tools is incomplete, which is a problem in a goal. If something is not on the list (e.g.

DRAFT RSTC GOALS	STAKEHOLDER FEEDBACK	KW COMMENTS
	<ul style="list-style-type: none"> ▪ “Regulations” - given past practices, this word scares people. Should regulations be a goal or an outcome (or means to achieving a goal) - the need for regulations needs to be explained & better understood somewhere in the EPF ▪ “Complimentary” – should be “complementary” ▪ The principles need to be very clear & strong to achieve G2 ▪ What guarantee is there that policies will be implemented or enforced? – need incentives for good behaviour 	<p>programs, communications, operations etc) it won't be considered.</p>
<p>General</p>	<ul style="list-style-type: none"> ▪ Get landowners excited about positive actions on their properties rather than being forced; encourage people to want to contribute to biodiversity / climate resilience on their properties (e.g. enhance birds, grow species at risk, Fire Smart their properties) ▪ Goals need more work - sustainability concept is missing (social, econ), too vague (look at Burnaby, Windsor), public lands only? Priorities such as first effort on parks/public lands? ▪ How will the multi-jurisdictional context be considered? How do these connect with OCP, local area plans, Climate plan? <p>Suggestions for new goals:</p> <ul style="list-style-type: none"> ▪ Capture the breadth of actions & strategies (e.g. climate, biodiversity, stewardship etc); make them broad enough to apply across all departments, identify outcomes ▪ Specifically address natural & managed areas, urban & rural areas, private & public lands, etc ▪ Include goals for: Connectivity, Monitoring & Reporting (e.g. from Climate Plan), Increasing public awareness of the importance of this policy and why, Partnering regionally in climate & biodiversity actions, leading by example “To work in cooperation/ in partnership with private landowners to enhance their properties for biodiversity values and resilience on the properties” ▪ “To develop an effective, measurable, private land stewardship program working encouragingly with landowners, bot in built areas and within the rural areas” 	<ul style="list-style-type: none"> ▪ The goals were criticized as either too broad or not broad enough. Alternative approaches would be: <ul style="list-style-type: none"> a) Have more g&o to address the range of strategies & actions that people want to see addressed – i.e. a goal for each of the “strategic pillars”. Pull the list from the draft vision and other RSTC mandated tasks. b) develop a clear logic flow/thought process from implementing goals & objectives to realizing the vision – i.e. 1. Scope (e.g. rural/urban, private/public, range of tools, cross-departmental, regional collaboration 2.Data collection, 3. Coordination across departments, 4. Community outreach (stewardship, education etc), 5. Specific tools/ initiatives/ themes to fill gaps, 6. Adaptive management, 7. Monitoring & reporting c) use the 5 beneficial outcomes identified in the revised RSTC terms of reference as the goals

OBJECTIVES

WHAT IS AN OBJECTIVE

How will the goals be achieved?

- Guide actions / steps toward achieving the goals and vision

DRAFT RSTC OBJECTIVES	STAKEHOLDER FEEDBACK	KW COMMENTS
<p>O1. Fairly and effectively manage³ the natural and built environment to adapt to climate change, and enhance biodiversity and other essential ecosystem services</p>	<ul style="list-style-type: none"> ▪ Reads like a goal ▪ Words “fairly” and “effectively” are loaded, vague, difficult to determine & measure, potentially undermining the general intent. Raised questions of who decides what’s fair and effective, fair to whom or to what (vis a vis environment)? – define or remove “fairly” ▪ “manage” – does this include all lands in Saanich and not just municipal lands? ▪ “built environment” – cultural or man-made? ▪ “enhance biodiversity” – needs to be specifically directed towards native species & their habitats ▪ “manage ... environment to adapt to climate change” & “enhance biodiversity” should be two different objectives 	<ul style="list-style-type: none"> ▪ What does “ecosystem services” mean? ▪ Break out into multiple objectives
<p>O2. Foster resistance and regenerative capacity (i.e., resilience) in our landscapes against escalating environmental shock and stressors</p>	<ul style="list-style-type: none"> ▪ Reads like a goal ▪ “Resilience is more than regenerative capacity – resiliency shouldn’t be limited to climate change programming which is what O1&2 sound like ▪ “Foster resilience (i.e. regenerative capacity) in our landscapes to adapt to environmental stressors (such as invasive species, increased storms, heat waves)”. ▪ “In” our landscapes? “of” our landscapes? – does this include air & water too? ▪ Unclear – generality of statement could limit its usefulness or be so unbound & excessive ▪ Suggestions: “Foster resistance and regenerative capacity (i.e., resilience) in our landscapes TO BUFFER THEM against escalating environmental shock and stressors; 	<ul style="list-style-type: none"> ▪ What does “foster resistance” mean?

³ “Manage” encompasses protection, rehabilitation, enhancement, as well as planned development and managed use.

DRAFT RSTC OBJECTIVES	STAKEHOLDER FEEDBACK	KW COMMENTS
<p>O3. Engage and support citizens in diverse approaches to active and beneficial stewardship</p>	<ul style="list-style-type: none"> ▪ Clarify what's needed – e.g. improve communication with and environmental understanding among landowners, voluntary private land stewardship, community education & shared learning, homeowners need guidance and support (there's a lot of confusing & conflicting out there) ▪ Include the word “collaborative” – points to the idea of strengthening partnerships & engaging different stakeholders ▪ “citizens” – change to landowners to include owners that are not citizens; are businesses considered citizens? Commercial property owners? ▪ A stewardship program will require purposeful and deliberate outreach by the District of Saanich. Use variety of incentives; motivate. ▪ People and stakeholder groups can contribute in many different ways with different levels of ability, knowledge, resources. Need some flexibility to allow for creativity & innovation; Foster sense of pride; Show appreciation. 	<ul style="list-style-type: none"> ▪ Perhaps use “residents, businesses & property owners” – more specific & comprehensive than citizens ▪ Include ngo's, learning institutions, other organizations ▪ Last note relates to Principle 10
<p>O4. Update bylaws and policies across all departments to be transparent and consistent with the Environmental Policy Framework</p>	<ul style="list-style-type: none"> ▪ Sounds like Saanich is not transparent – “more transparent”? ▪ Lots of concern for current bylaws that don't work very well - depends on enforcement, they are rules-based rather than objectives-based, can restrict or hinder innovations ▪ Which bylaws and policies are most problematic or potentially most valuable to achieve EPF goals (e.g. zoning); what about new policies? ▪ Question of the cost of bylaw changes and equitable distribution of costs, considering low income residents ▪ How will this be done? – suggest an interdepartmental working group; suggest adding “as appropriate” ▪ Implies that EPF is paramount over other policies ▪ Add municipal practices 	<ul style="list-style-type: none"> ▪ Same issue with having lists that are not complete or somehow make it clear that just bylaws and policies are on the list ▪ Some comments could become additional objectives (e.g. bullets 1, 3) ▪ Bullet 4 – new principle on equity? ▪ New objective to fill gaps in existing bylaws/policies?
<p>General</p>	<ul style="list-style-type: none"> ▪ Not SMART (specific, measurable, attainable, realistic, time-bound) - if they aren't measurable then progress toward them can't be determined, they're too vague, they might be measurable but not sure they are realistic or attainable ▪ Suggest merging the goals and objectives & shift the idea of SMART objectives to the strategy (thematic) level 	<ul style="list-style-type: none"> ▪ It's possible to merge the g&o into goals. The draft objectives read better as goals. ▪ Suggestion to focus SMART measurements at the strategic objective level makes sense. - This leaves a gap, though, in what Council has

DRAFT RSTC OBJECTIVES	STAKEHOLDER FEEDBACK	KW COMMENTS
	<ul style="list-style-type: none"> ▪ Municipal interest in densification counters efforts to protect privately owned orchards/ Garry oak meadows. ▪ Public decision making and management practices – significant demand to change, Regional Growth Strategy supports this work (objective 2.1 identifies principles to guide land protection, conservation & management) ▪ Lack of or inadequate amount of data is a concern, particularly if we don't have good baseline or historical data. How can we develop measured progress and know if these objectives have been met? <p>Suggestions:</p> <ul style="list-style-type: none"> ▪ Identify targets or baselines, even if they are general, look at examples from other cities – e.g. % of conservation ▪ Move the 2030 date to the objectives level – i.e. measurable & time-bound ▪ Add Restoration and Biodiversity objectives ▪ Look at Langford policies (4.10.1, 4.10.2, 4.10.3, 4.10.4) re: restoration practices dealing with invasive & native species in parks, public & private lands ▪ Look at Saanich Climate Plan & integrated stormwater management for complementary / coordinated objectives ▪ “Gather the baseline for habitat and species conservation action planning in Saanich, including public and private land (considering Sensitive Ecosystem inventory areas, Significantly Treed Areas, parks and protected areas, wildlife corridors and stepping stones for connectivity, urban forest canopy, known or status unknown priority conservation species)”. ▪ “Create and sustain the means to identify key indicators of the health of our ecosystems (terrestrial and marine), to monitor and report on these to guide future municipal action”. ▪ Protect what is green and natural on properties slated for development and redevelopment. ▪ Reinstate those neighbourhoods that were previously in the EDPA back into a similar plan. ▪ Create a plan that addresses the need for housing that respects and does not compromise the environmental impacts on neighbourhoods. ▪ Need accountability measures beyond elections 	<p>directed RSTC to produce (to establish objectives for the RPF).</p> <p>- Wonder if objectives drafted for each theme area could be written into the EPF to guide the future development of related strategies/ plans.(existing ones such as Climate Plan could be plugged in)</p> <ul style="list-style-type: none"> ▪ Ask Adriane for existing measures/documents related to bullets 4—8 under suggestions?

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THEMATIC PLANS

DRAFT RSTC THEMATIC PLANS	STAKEHOLDER FEEDBACK	KW COMMENTS
Climate Change	▪	<ul style="list-style-type: none"> ▪ The thematic plans were not included in the Milestone 1 Public Engagement materials, and therefore not included in the scope of work for this contract. ▪ However, many of these topics were talked about or referenced by several stakeholders in the form of tangible examples of issues, opportunities, strengths & weaknesses. ▪ There may be some useful ideas and specific suggestions throughout the feedback materials that the Committee might wish to consider in finalizing their list of themes, and in developing specific goals and objectives.
Biodiversity	▪	
Urban Forestry (includes soil and green space conservation)	▪	
Stewardship	▪	
Water Management (includes storm water and watershed health)	▪	
Land Use Planning & Development	▪	
Marine Shoreline	▪	
Saanich's Ecological Footprint	▪	
Agriculture (includes sustainable practice & food security)	▪	
Green Economy	▪	
Transportation (environmental aspects)	▪	
Governance and Administration (of environmental policies and service areas)	▪	

RSTC DRAFT VISION IN CONTEXT

CRD Growth Strategy Vision (2018)

In 2038, Capital Regional District residents enjoy a healthy and rewarding quality of life. We have a vital economy, livable communities and steward our environment and natural resources with care. Our choices reflect our commitment to collective action on climate change.

Saanich OCP Vision (2008)

Saanich is a sustainable community where a healthy natural environment is recognized as paramount for ensuring social well-being and economic vibrancy, for current and future generations.

Environmental Integrity

Saanich is a model steward working diligently to improve and balance the natural and built environments. Saanich restores and protects air, land, and water quality, the biodiversity of existing natural areas and eco-systems, the network of natural areas and open spaces, and urban forests.

Social Well-Being

Saanich offers opportunities for balanced, active, and diverse lifestyles. Housing, public services and amenities are affordable, accessible and inclusive. Residents enjoy food security through the safeguarding of agricultural land and the promotion of community gardens and urban farming. The community's heritage is valued and promoted. Residents take advantage of a diverse range of recreational, educational, civic, social, arts, and cultural services.

Economic Vibrancy

Saanich's economy is connected locally, regionally, and globally, providing diverse economic opportunities, ranging from high technology to agriculture. Our economy and labour force is responsive and has the ability to adapt to change. Saanich's clean, appealing environment, skilled workforce, responsive public services, and excellent community infrastructure make it an ideal location to live, work, and conduct business.

Draft EPF Vision (12 31 20)

By 2030, coordinated efforts by all in Saanich/WSÁNEĆ yield measurable improvements in climate change resilience, habitat conservation, watershed health and ecological footprint, benefiting all those who share and inhabit our community.

Climate Action Plan Vision (2020)

By 2050, Saanich is 100% powered by renewable energy and is a resilient, thriving community, where climate action has improved the quality of life for all people in Saanich.

EXAMPLES FROM OTHER LOCAL FRAMEWORKS

Saanich Peninsula Environmental Coalition (May 2021). A Bioregional Framework for the Saanich Peninsula
The Bioregional Framework is defined by a vision of ecological sustainability: In respectful collaboration with the WSÁNEĆ Nation, the municipalities of Central Saanich, North Saanich, and Sidney recognize the rich and interconnected ecology of the Saanich Peninsula Bioregion and commit to work together to foster a healthy and sustaining environment for the future.

EXAMPLES FROM OTHER LOCAL GOVERNMENTS

Metro 2050 Regional Growth Strategy (draft 2021)
Metro Vancouver is a region of diverse and complete communities connected by sustainable transportation choices where residents take pride in vibrant neighbourhoods that offer a range of opportunities to live, work, play, and learn, and where natural, agricultural, and employment lands are protected and enhanced. Shaping long-term growth and development in the region is essential to meeting this vision in a way that protects the natural environment, fosters community well-being, fuels economic prosperity, provides local food security, improves social equity, provides diverse and affordable housing choices, ensures the efficient provision of utilities and transit, reduces greenhouse gasses, and contributes to resiliency to climate change impacts and natural hazards.
Metro Vancouver Ecological Health Framework (2018)
A beautiful, healthy and resilient environment for current and future generations.

Burnaby OCP (updated May 2014)
This OCP envisions a more complete community, an environmentally aware community, a community of economic opportunity, a community with increased transportation choice, an involved community and a community within a livable region. To a large degree, the growth management approach outlined in this document is already well underway. It will continue to protect Burnaby's major open space and other amenity areas, and at the same time, offer economic opportunities in relation to existing and emerging needs. It will pursue the development of a more complete community that brings people, jobs, services and amenities together in more accessible ways. It will also continue to involve the

citizens of Burnaby in the ongoing planning of the City that adds to its livability, as well as that of the Region as a whole.

Burnaby Environmental Sustainability Strategy (April 2014)

Burnaby is a global leader in protecting and regenerating ecosystems, supporting a healthy and prosperous community. (supplemented by a longer narrative vision)

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Linkages to the 20-Year Strategic Vision

The 20-Year Strategic Vision serves as a cornerstone for Council and City administration when making decisions with respect to programs, services, and infrastructure, and provide the community with an avenue for input on the future of the City. Through this vision, City Council identified jobs, reputation, and quality of life as Council themes. The EMP works in alignment with the 20-Year Strategic Vision.

20-Year Vision

We will Change Our Future.

Jobs – Through a diversified economy, and by supporting entrepreneurship and small business, Windsor will have jobs

2017 Environmental Master Plan

The EMP was developed with consideration of the triple bottom line: environment, social and economy and many of the actions listed in the plan link closely with federal and provincial initiatives to grow and diversify the economy through green jobs.

The federal government’s commitment to address climate change and grow the economy is outlined in the Pan-Canadian Framework on Clean Growth and Climate Change: “We will continue to grow our economy and create good jobs as we take ambitious action on climate change. We will work to ensure that the Pan-Canadian Framework opens new opportunities for Canadian businesses to not only maintain but also enhance their competitiveness”.

Similarly, the Province of Ontario’s Five-Year Climate Action Plan outlines a transition to a low-carbon economy. “Businesses and industry will benefit from programs and initiatives to help them thrive in a low carbon economy. The province will continue to build Ontario’s clean-tech sector. It will work to retain existing businesses, protect existing jobs and create new ones. It will support innovation and productivity, business certainty and stability.”

Reputation – Through celebrating all successes, emphasizing its fiscal

The 2006 Environmental Master Plan was born out of City Council’s recognition that to improve Windsor’s

Windsor Ontario

sustainability, and encouraging favourable conversation about the city, Windsor will be a positive place.

reputation and quality of life addressing environmental concerns was required. In 2005, City of Windsor residents were surveyed about the overall quality of Windsor's environment, only 4.8 % believed that it was better than that of other Ontario Cities.

Since the approval of the 2006 Environmental Master Plan, three Reports on the State of the Environment (ROSE) have been developed. These reports track environmental performance over time. As indicated in the 2017 ROSE report, most environmental indicators are tracking in alignment with the goals of the EMP. However, more needs to be done to convey our successes to Windsor residents and across the country. Additional objectives have been added under Goal E: Promote Awareness to help improve the reputation of Windsor's environment.

The City of Windsor is already being acknowledged for their leadership on climate change issues. Health Canada and the Institute for Catastrophic Loss Reduction (ICLR) have published a number of case studies highlighting work on extreme heat and the urban heat island undertaken by the City of Windsor. The City of Windsor has also received accolades for the innovative Retention Treatment Basin that reduces combined sewer overflows into the Detroit River.

Quality of Life – By strengthening the city as a whole through supporting its neighbourhoods and districts, encouraging convenient transit and transportation options, and excellent service delivery, Windsor will provide a high quality of life for all.

The EMP reflects the City's commitment to enhancing environmental performance and facilitating social well-being and economic prosperity.

The EMP's 5 goals provide direction to improve the Quality of Life of Windsor residents:

Goal A: Improve Air Quality – To be proactive with community groups, industry and other levels of governments to improve Windsor's air quality.

Goal B: Improve Water Quality – To be proactive in managing wastewater, stormwater and potable water to improve Windsor's water quality.

Goal C: Responsible Land Use – To enhance our community through naturalization, reforestation, park and urban planning, densification and community initiatives.

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Goal D: Increase Resource Efficiency – To increase resource efficiency, conserve water and energy and reduce waste.

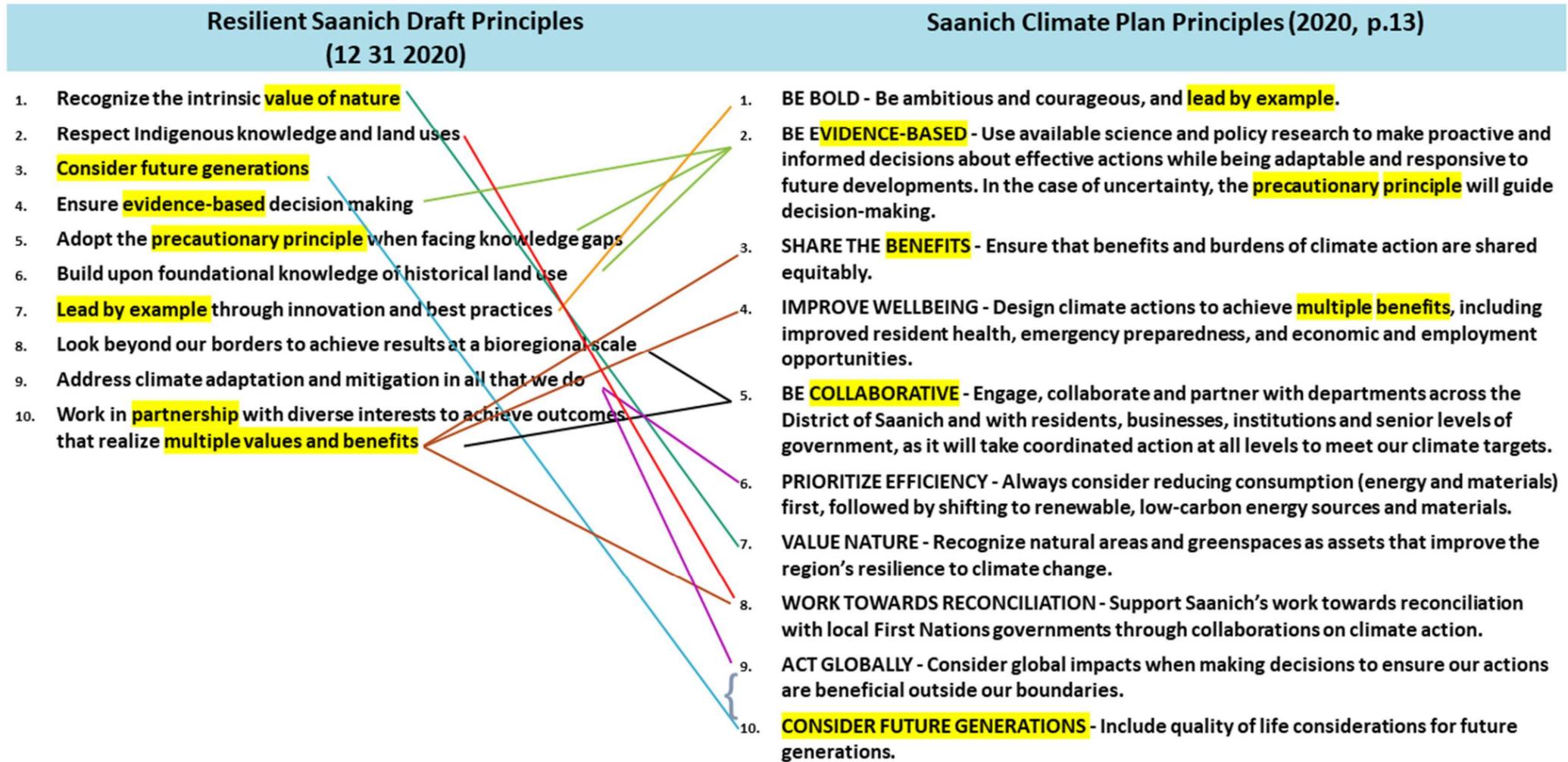
Goal E: Promote Awareness – To foster an engaged community and staff that appreciates and protects its local environment through active communication.

The EMP was created with the understanding of the direct relation between the environment, to human health and the economy which is clearly articulated in the introduction section of the EMP. Progress is tracked through regular Reports on the State of the Environment (ROSE).

RESILIENT SAANICH PRINCIPLES IN CONTEXT

Resilient Saanich Draft Principles (12 31 2020)	Saanich Climate Plan Principles (2020, p.13)	Saanich Official Community Plan Community Values 4. Environmental Integrity (07 08 2008, p.4-3)	CRD Regional Growth Strategy Principles 2.1 Protect, Conserve and Manage Ecosystem Health (Jan 2018, p. 23)	Saanich One Planet Sustainability Scan (May 2019)	Saanich Peninsula Environmental Coalition. A Bioregional Framework for the Saanich Peninsula (05 2021)
<ol style="list-style-type: none"> 1. Recognize the intrinsic value of nature 2. Respect Indigenous knowledge and land uses 3. Consider future generations 4. Ensure evidence-based¹ decision making 5. Adopt the precautionary principle when facing knowledge gaps 6. Build upon foundational knowledge of historical land use 7. Lead by example through innovation and best practices 8. Look beyond our borders to achieve results at a bioregional scale 9. Address climate adaptation and mitigation in all that we do 10. Work in partnership with diverse interests to achieve outcomes that realize multiple values and benefits 	<ol style="list-style-type: none"> 1. BE BOLD - Be ambitious and courageous, and lead by example. 2. BE EVIDENCE-BASED - Use available science and policy research to make proactive and informed decisions about effective actions while being adaptable and responsive to future developments. In the case of uncertainty, the precautionary principle will guide decision-making. 3. SHARE THE BENEFITS - Ensure that benefits and burdens of climate action are shared equitably. 4. IMPROVE WELLBEING - Design climate actions to achieve multiple benefits, including improved resident health, emergency preparedness, and economic and employment opportunities. 5. BE COLLABORATIVE - Engage, collaborate and partner with departments across the District of Saanich and with residents, businesses, institutions and senior levels of government, as it will take coordinated action at all levels to meet our climate targets. 6. PRIORITIZE EFFICIENCY - Always consider reducing consumption (energy and materials) first, followed by shifting to renewable, low-carbon energy sources and materials. 7. VALUE NATURE - Recognize natural areas and greenspaces as assets that improve the region's resilience to climate change. 8. WORK TOWARDS RECONCILIATION - Support Saanich's work towards reconciliation with local First Nations governments through collaborations on climate action. 9. ACT GLOBALLY - Consider global impacts when making decisions to ensure our actions are beneficial outside our boundaries. 10. CONSIDER FUTURE GENERATIONS - Include quality of life considerations for future generations. 	<ol style="list-style-type: none"> 1. Effective measures for addressing climate change. 2. Protection, conservation, and rehabilitation of ecologically sensitive areas. 3. Environmental stewardship, public education, awareness, and participation. 4. Efficient sustainable management of growth. 5. A well-designed built environment protecting the natural environment and utilizing green building practices. 6. Strong and vibrant neighbourhoods, each with their own unique character and identity, having convenient services and access to parks and open space within easy and safe walking and cycling distance and opportunities for social interaction and involvement. 7. A balanced, convenient, accessible, and efficient mobility network that integrates land use and mobility planning for all travel modes. 8. Enhanced opportunities for cycling, walking, and transit as alternatives to automobile use. 9. Coordinated sustainable infrastructure. 10. Energy and resource conservation, including the use and reuse of renewable and alternative resources. 11. Protection and restoration of watersheds. 12. Enhanced connection with nature. 	<ol style="list-style-type: none"> 1. Waste discharges of all types should not exceed the assimilative capacity of the natural environment (including land, air and water) 2. Depletion rates for natural resources should not exceed the regenerative capacity of the ecosystems that produce them 3. Consumption of scarce renewable and non-renewable resources should be minimized through conservation, efficiency and application of technology and reduce, reuse and recycle practices 4. Benefits derived from healthy ecosystems should be recognized and integrated into land use management and service delivery decisions 5. Decision-making should give first priority to options that maintain ecosystem and population health and support the ongoing ability of natural systems to sustain life. 	<ol style="list-style-type: none"> 1. Health and happiness – Encouraging active, social, meaningful lives to promote good health and wellbeing 2. Equity and local economy – Creating safe, equitable places to live and work which support local prosperity and international fair trade 3. Culture and community – Nurturing local identity and heritage, empowering communities and promoting a culture of sustainable living 4. Land and nature – Protecting and restoring land for the benefit of people and wildlife 5. Sustainable water – Using water efficiently, protecting local water resources and reducing flooding and drought 6. Local and sustainable food – Promoting sustainable humane farming and healthy diets high in local, seasonal organic food and vegetable protein 7. Travel and transport – Reducing the need to travel, encouraging walking, cycling and low carbon transport 8. Materials and products – Using materials from sustainable sources and promoting products which help people reduce consumption 9. Zero waste – Reducing consumption, re using and recycling to achieve zero waste and zero pollution 10. Zero carbon energy – Making buildings and manufacturing energy efficient and supplying all energy with renewables 	<ol style="list-style-type: none"> 1. Ecosystem Integrity ... Supporting ecosystem integrity and connectivity based on informed best management practices protects vulnerable species and supports important ecosystems. Maintaining ecosystem integrity also functions to mitigate the effects of climate change, support food security, and ultimately sustain a high quality of life on the Peninsula. 2. Jurisdictional Collaboration ... Increasing cooperation and coordination among jurisdictions improves efforts of conservation and ecological sustainability and also increases available funds and resources by addressing redundancies. 3. Community Perspective ... Community Perspective addresses this inherent interconnection of people and nature, recognizing that the Peninsula public has the power to foster healthy and resilient ecosystems that, in turn, will provide the foundation for healthy, resilient, and prosperous communities on the Peninsula.

¹ Supported by as much available and appropriate scientific data, models and research, Indigenous knowledge, historic and cultural documents.



BURNABY	WINDSOR	VANCOUVER
<p>Early in the ESS process, the Steering Committee drafted a set of guiding principles to help communicate the City's values and to ensure a consistent approach was used in developing and implementing the ESS. These guiding principles are presented here as they represent the 'spirit' of the ESS.</p> <p>The Draft Guiding Principles are also intended to:</p> <ul style="list-style-type: none"> • be clear, concise, simple and action-oriented; • apply to all actions; • be separate from, and broader than, strategies, actions and other policy direction(s); and • help guide the project through to completion. <p>The guiding principles may also help to influence and direct future decision-making should challenges and opportunities arise that may not be addressed within the details of the ESS.</p> <p>Ecosystem Health</p> <ol style="list-style-type: none"> 1. We recognize that we need healthy ecosystems for our survival, health and well-being, and that species and ecosystems also have intrinsic value (in their own right). 2. We aim to "live off the interest" to ensure continued ecosystem health and resilience. 3. We undertake and encourage ecosystem based management, protect the health of existing ecosystems, and actively enhance and restore degraded ecosystems. <p>Integration of Systems</p> <ol style="list-style-type: none"> 4. We recognize that economic vitality, environmental health, social equity and human health are all interrelated and mutually dependent. 5. We seek synergies rather than trade-offs, and strive for solutions with multiple benefits. <p>Connections</p> <ol style="list-style-type: none"> 6. We acknowledge that local actions can have far-reaching impacts. 7. We recognize that the well-being of our community is linked with the (ecological, social and economic) well-being of the region, the province, the nation and the world. <p>Wise Use of Resources</p> <ol style="list-style-type: none"> 8. We proactively manage our resources by seeking creative solutions and prioritizing actions that create holistic and long term value for our community (ecological, social and economic). <p>The Long View</p> <ol style="list-style-type: none"> 9. We make decisions and act today with the long-term resilience of our community and ecosystems in mind, and prepare ourselves for changes to come. 10. We recognize our responsibility for the well-being of future generations. <p>Leadership</p> <ol style="list-style-type: none"> 11. We lead by example, learn from others, and foster leadership by community stakeholders. 12. We work to encourage and reward positive behaviour. <p>Collaboration</p> <ol style="list-style-type: none"> 13. We work together to achieve our shared goals, across City departments, business sectors, public interests, institutional programs, neighbouring municipalities and other levels of government. <p>Engagement</p> <ol style="list-style-type: none"> 14. We build trust by fostering internal and external relationships, partnerships, and networks. 15. We engage in and support education, building community awareness, responsibility and participation. 16. We employ and promote diverse methods of community engagement. <p>Evaluation and Improvement</p> <ol style="list-style-type: none"> 17. We commit to continual improvement through adaptive management and building on the success of others. 18. We monitor and evaluate our performance toward our goals with targets and indicators, and adjust our approach accordingly. 19. We clearly communicate our performance to stakeholders and the public. 	<p>While implementing the Environmental Master Plan, the City of Windsor will:</p> <ul style="list-style-type: none"> ❖ Form Partnerships: We will pursue partnerships between the City and the community, other governments, private and voluntary sectors to work towards solutions to environmental challenges and opportunities. ❖ Engage Residents: We will build awareness, actively involve stakeholders, and seek feedback on the Plan's progress. ❖ Focus on Innovation and Balance: We will review and consider best practices while balancing economic, social and ecological considerations. ❖ Work Together: Internally, the Corporation and its agencies will collaborate and communicate about the Plan's implementation. ❖ Lead By Example: We will act as leaders by providing responsible and proactive service to our residents. ❖ Track Our Progress: We will monitor, evaluate, and report on the Plan's progress to Council and the community-at-large and implement follow-up actions. ❖ Achieve Realism: We will strive for a balance between ambitious and achievable planning. 	<p>While implementing the <i>Ecological Health Framework</i>, Metro Vancouver commits to:</p> <p>Building resilience and adapting to a changing climate Incorporate mechanisms to bolster ecological resiliences and help ecosystems adapt to climate change.</p> <p>Mainstreaming ecosystem services Ensure the goods and services provided by nature are incorporated into decision-making related to regional land use management and core service provision, and assist others to do so.</p> <p>Promoting space for nature Work with member jurisdictions to prevent habitat fragmentation and to understand ecosystem connectivity across the region, recognizing that nature needs room to thrive in our rapidly developing region.</p> <p>Striving for continuous improvement Continue to enhance environmental management systems to achieve improvements in overall environmental performance in operations, and encourage others to do so.</p> <p>Metro Vancouver will implement the <i>Ecological Health Framework</i> by:</p> <p>Collaborating with member jurisdictions and other parties Work with member jurisdictions, other levels of government, and stakeholders to solve problems, maximize mutual benefits and avoid unintended consequences.</p> <p>Connecting research to practice Use and share current science and information to assist in the development and implementation of evidence-based policies and practices, and encourage additional research to test effective solutions.</p> <p>Increasing public awareness Improve public understanding of the important role nature plays in residents' daily lives by communicating the benefits of green spaces and the ways in which residents can support ecological health in their communities.</p> <p>Employing an adaptive management approach Continue to fine-tune programs in response to monitoring and assessment, collaboration with member jurisdictions and other partners, advances in science and technology, changing regulatory regimes and public values, and evaluations of effectiveness with an aim to reduce uncertainty over time.</p> <p>The strongest connections to these guiding principles are highlighted with colour-coded beside each strategy.</p>

Key ingredients to Resilience

Individual

1. Pursue a meaningful goal - sense of purpose
2. Challenge assumptions - creativity, flexibility
3. Cognitive flexibility - accept reality
4. Growth through suffering - failure is an opportunity, learn & grow
5. Act despite the fear - courage
6. Emotion regulation - use judgment, manage
7. Feeling of agency - capacity to act & shape life circumstances
8. Social support - networks, resources

Community

1. People – community members
2. Systems thinking – complex, interrelated
3. Adaptability – dynamic
4. Transformability – fundamental change
5. Sustainability – spatial (other communities), temporal (future gen), ecosystems
6. Courage – confront challenges, take responsibility

Sources:

Heshmat, Shahram, Ph.D. May 11, 2020. The 8 Key Elements of Resilience. A roadmap for developing mental resilience skills. Blog posting available at <https://www.psychologytoday.com/us/blog/science-choice/202005/the-8-key-elements-resilience>

Six Foundations for Community Resilience. This post is based on a chapter from Post Carbon Institute's 2016 book, The Community Resilience Reader. Available at <https://www.resilience.org/six-foundations-for-community-resilience/>

Resilience:

- Sense of purpose/meaning
- Challenge assumptions - creative thinking/problem solving
- Flexibility/adaptability
- Social networks - resources/community

- Courage - overcome/change/take responsibility
- Knowledge & learning
- Systems thinking - complex, interrelatedness
- Transformability - fundamental change
- Sustainability - spatial, temporal

Principles:

- Guide actions/decisions
- Inspire, Provide direction
- Grounded in values about what matters

- Based on evidence about how to be effective
- Help navigate complex dynamic systems
- Point to outcomes and impacts

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