



AGENDA
RESILIENT SAANICH TECHNICAL COMMITTEE
March 29, 2022 at 6:30 p.m.
Via MS Teams
Council Chambers, Municipal Hall

In light of the COVID-19 pandemic and to ensure social distancing, this meeting is closed to the public and can be viewed/heard via MS Teams. Please note that MS Teams callers are identified by their phone number which can be viewed on screen by all attendees at the meeting.

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|--|---|----------|
| 1. Call to Order | Chair, T. Stevens | |
| 2. Territorial Acknowledgement | Clr. R. Mersereau | |
| 3. Approval of Agenda | Chair, T. Stevens | |
| 4. Adoption of Minutes | | |
| <ul style="list-style-type: none">• February 22, 2022 Meeting (attachment) | | |
| 5. Receipt of Correspondence | | |
| <ul style="list-style-type: none">• Memo from Manager of Environmental Services dated February 10, 2022 (attachment) | | |
| 6. RSTC Discussion on First Nations Presentations | Chair, T. Stevens | 45 mins. |
| <ul style="list-style-type: none">• Follow-up to meetings with Elder Eric Pelkey and Cultural Safety Training sessions with Roundtable Consulting• Next steps in First Nations work | | |
| 7. Update on Contract: State of Biodiversity RFP | A. Pollard | 10 mins. |
| 8. RSTC Discussion on Principles, Goals, and Objectives Reports | | 45 mins. |
| <ul style="list-style-type: none">• Stewardship Working Group• Mapping Working Group• Environmental Policy Framework Working Group | C. Lowe
B. Wilkes
Chair, T. Stevens | |

* * Next Meeting: April 26, 2022 * *

Please email Nancy.Chaggar@saanich.ca if you are not able to attend.

MINUTES
RESILIENT SAANICH TECHNICAL COMMITTEE
Saanich Municipal Hall, Council Chambers
Via Microsoft Teams
February 22, 2022

Present: Councillor Rebecca Mersereau (Council Liaison); Tory Stevens (Chair); Kevin Brown; Tim Ennis; Purnima Govindarajulu; Stewart Guy; Chris Lowe; Brian Wilkes; Bev Windjack.

Staff: Eva Riccius, Senior Manager of Parks; Adriane Pollard, Manager of Environmental Services; Thomas Munson, Senior Environmental Planner; Carolyn Richman, Environmental Education Officer; and Nancy Chaggar, Senior Committee Clerk.

Guest(s): Elder Eric Pelkey.

Regrets: Jeremy Gye; Kear Porttris.

1. **CALL TO ORDER**

The meeting was called to order at 6:30 p.m.

2. **TERRITORIAL ACKNOWLEDGEMENT & DIVERSITY, EQUITY AND INCLUSION STATEMENT**

Councillor Mersereau read the Territorial Acknowledgement and the Diversity, Equity and Inclusion Statement.

3. **APPROVAL OF AGENDA**

MOVED by B. Windjack and Seconded by C. Lowe: "That the Agenda for the February 22, 2022 Resilient Saanich Technical Committee meeting be approved."

CARRIED

4. **ADOPTION OF MINUTES**

MOVED by B. Windjack and Seconded by T. Ennis: "That the minutes of the January 25, 2022, Resilient Saanich Technical Committee meeting be adopted as amended."

CARRIED

- Add the following bullet point to page 3, item 10: "The Committee was reluctant to move forward without a written report supporting the recommendations."

5. **RECEIPT OF CORRESPONDENCE**

MOVED by B. Wilkes and Seconded by C. Lowe: "That the correspondence be received for information."

CARRIED

6. **W̱SÁNEĆ LEADERSHIP COUNCIL PRESENTATION**

Elder Eric Pelkey presented to the Committee on the history of the W̱SÁNEĆ people and the following was noted:

- W̱SÁNEĆ had a far reaching territory prior to colonization.
- 10,000 years ago, the land flooded significantly to the point that ŁÁU (Mount Newton) was covered with water. The water eventually diminished and the Creator told the people that the emerging land would be called W̱SÁNEĆ. This is how the Nation and territory got their name. When the colonial settlers arrived and asked what the name of the territory was, they were not able to pronounce W̱SÁNEĆ and called it “Saanich”.
- The W̱SÁNEĆ people are still here and continue to occupy the land.
- In 1852 the peace treaty was initiated as a result of conflict between colonial settlers (Sir James Douglas) and the W̱SÁNEĆ people. The parties met atop PKOLS mountain ready for war. A priest missionary helped to calm the conflict and there was an understanding that there would be an agreement for peace: the village and way of life of the W̱SÁNEĆ people would be honoured. However, there were misunderstandings and the treaty was not honoured.
- This is still a matter of negotiations with the Crown.
- The District recently entered into a Memorandum of Understanding with the W̱SÁNEĆ Leadership Council which outlines a number of intended future co-operations related to environmental values.

7. **UPDATE ON CONTRACTS: MILESTONES 2 & 3 RFQ**

The Manager of Environmental Services provided an update and the following was noted:

- There was high interest in the RFQ but no bids were received.
- The plan moving forward is to approach consultants who were interested in the contract and ask them to provide a scope of work for the first phase which is the State of Biodiversity report.
- A second RFQ will be issued for the balance of the work which is the project coordinator and the biodiversity conservation strategy.
- This means there will be a delay in having the project coordinator available to support the work plan.
- Obligations have been met because the RFQ process was followed. This leaves room for flexibility moving forward.
- The Committee should consider recommendations for alternate methodology.
- It was determined that interested companies had capacity issues and that the project coordinator position had too many hours.
- Breaking up the project as described may solve some of the problems.
- There should be consistency in methodologies used for the state of biodiversity and conservation strategy.
- It is important to remain open and see what other methodologies there might be.
- The Committee may state their preference for the conservation standard methodology being used.
- Discussions around options for the project coordinator contract ensued.
- Skillset for project coordination is vastly different than biology skillset.

MOVED by T. Stevens and seconded by S. Guy: “That the Resilient Saanich Technical Committee recommends that the contract be split into two: The first piece being the state of biodiversity report with a recommendation that conservation standard be used as the first choice (but open to other methodologies), and the second contract, which can be led simultaneously, includes the project coordination and development of the biodiversity conservation strategy which will build on the state of biodiversity report and the methodology used.”

The Motion was then Put and CARRIED

8. REPORT OF STEWARDSHIP WORKING GROUP

C. Lowe provided an update and the following was noted:

- The scheduled meeting for last week did not occur.
- A meeting is tentatively scheduled for February 24 and an update will be provided at the March 22 RSTC meeting.

9. REPORT OF MAPPING WORKING GROUP

B. Wilkes provided an update and the following was noted:

- The focus has been on SEI and ESA polygons including Saanich ecosystem mapping polygons.
- The maps should reflect the areas of the most important biodiversity in Saanich.
- It was agreed that the mapping needs to be updated to correct errors and to include areas that are not currently mapped.
- TEM mapping would be the best option for rural Saanich.
- A combination of mapping tools is needed to address the landscapes of value inside the Urban Containment Boundary.
- The Saanich ecosystem mapping method has some definition and science problems. The working group is still working on finding conclusions for this.
- It was suggested that the District add a natural assets layer to capture the role of various ecosystem types.
- The environmental services provided by healthy and intact ecosystems have measurable financial benefits.
- The working group will prepare a report with recommendations for the Committee's consideration.

10. REPORT OF ENVIRONMENTAL POLICY FRAMEWORK WORKING GROUP

The Chair, K. Brown, and S. Guy provided an update and the following was noted:

- The goals and objectives put into the framework need to apply to the whole body of environmental policy in Saanich. An agreement with Staff should be established.
- A draft incorporating Tim's work as well as discussions from the working group is in the works and will be brought to the committee when review by the working group is complete.
- The framework should demonstrate how environment, impacts, and policy are linked together.

11. ADJOURNMENT

MOVED by T. Ennis and Seconded by S. Guy: "That the meeting of the Resilient Saanich Technical Committee be adjourned."

CARRIED

The meeting was adjourned at 8:21 p.m.

NEXT MEETING

The next meeting is scheduled for March 22, 2022 at 6:30 p.m.

Tory Stevens, Chair

I hereby certify these Minutes are accurate.

Committee Secretary

DRAFT

Memo

To: Resilient Saanich Technical Committee
From: Adriane Pollard, Manager of Environmental Services
Date: February 10, 2022
Subject: Resilient Saanich Vision, Principles, Goals, and Objectives

Please find attached the final draft of Kim Walkers report. As a refresher, her contract was to:

- Improve clarity;
- Making the goals and objectives more S.M.A.R.T.;
- Make revisions based on stakeholder feedback;
- Communicate with staff and RSTC Chair; and
- Facilitate a workshop with the RSTC.

The contract was based upon Council's motion to adopt the RSTC Terms of Reference which included funds for a consultant to "finalize the project vision, principles, goals, and objectives" (revise the draft and hold a workshop). The document itself cannot be changed (with the exception of mutually agreeable minor changes), as it is the contract deliverable.

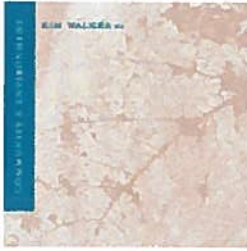
The committee has a number of options going forward, including:

- A. Endorse the report in its entirety via a motion;
- B. Endorse the report subject to recommended changes to the Principles, Goals, and Objectives in a motion for Council consideration. This may include a memo from the committee;
- C. Receive the report only, via a motion with a recommendation for next steps; or
- D. An alternate approach/motion as determined by the committee.

In aid of upcoming discussions with the W̱SÁNEĆ Leadership Council (WLC), a copy of Kim Walker's report, along with this committee's motion and meeting minutes (and memo if one is written) will be forwarded to the WLC.

Per the RSTC Terms of Reference, Council will decide on the final vision, principles, goals, and objectives. Similar to the milestone one check-in, Staff will prepare a summary report to Council which will include; the consultant report, any material from the RSTC, and the response from the W̱SÁNEĆ Leadership Council. As before, the Committee is encouraged to present their thoughts/rational directly to Council in regard to the final vision, principles, goals, and objectives.

Attachment: 1



RESILIENT SAANICH PUBLIC ENGAGEMENT

STAKEHOLDER FEEDBACK REVIEW & REVISED PRINCIPLES, GOALS & OBJECTIVES

FOR THE ENVIRONMENTAL POLICY FRAMEWORK

FEBRUARY 1, 2022

Prepared by: Kim Walker Community and Environment
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kim@kimwalker.ca

Prepared for: District of Saanich, Environmental Services
770 Vernon Avenue, Victoria BC, V8X 2W7

FORWARD

At its heart, Resilient Saanich is a pragmatic response to the cumulative and inequitable problems of environmental degradation. Complex problems require complex solutions. And there is a myriad of issues, ideas, concerns and responsibilities to consider within the Saanich community. All are connected in some way. All are relevant.

The District of Saanich conducted its Milestone 1 public engagement process in late Winter/early Spring 2021 with a request for feedback on the Resilient Saanich draft vision, principles, goals and objectives. A total of 220 pages of stakeholder submissions, committee minutes and focus group reports were reviewed and considered.

Milestone 1 stakeholders concurred at a high-level with the Resilient Saanich Technical Committee (RSTC) on what needs to be done to protect the environment. However, as one RSTC member wrote, “While we are working on pieces of the EPF (vision, goals, objectives), we have not articulated anywhere what the whole document would look like. I think we need to come to a common understanding of this before we can make progress.”

This broader question of what the full EPF document will encompass was beyond the scope of this review and revision exercise. However, the Technical Committee and Saanich Staff members did have some opportunity for reflection during the last few months. At least four distinct perspectives of the EPF document emerged from various meetings. Although each described the EPF as an ‘overarching’ or ‘umbrella’ document, the goals and objectives would be crafted and organized in four different ways.

Resilient Saanich is an ambitious and challenging initiative. Many thanks to the contributions and support of all stakeholders, RSTC members and Saanich staff involved. Every conversation brings new insights. More work is still needed; with more interaction, more clarity, and more melding of words and visions. I am hopeful that the results of this revisions exercise has been a constructive contribution to the ongoing development of the Resilient Saanich initiative.

Kim Walker,
Community and Environment

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1.0 INTRODUCTION

District of Saanich is developing the Resilient Saanich Environmental Policy Framework (EPF) with support from the Resilient Saanich Technical Committee (RSTC). In December 2020, the Technical Committee drafted goals and objectives for the policy framework, as well as a vision, ten guiding principles, and a preliminary list of theme-based plans (see Appendix A). The RSTC's draft vision, principles, goals and objectives (VPGOs) were distributed to stakeholders and the general public from late January to early April, 2021 for comments and other feedback.¹

Results from the public engagement illustrated a need to improve the VPGOs for clarity and substance. Kim Walker was contracted during the Fall, 2021 to "take the results of the engagement process and return with a revised draft of the vision, principles, goals and objectives for the consideration of the RSTC".² The scope of work and methodology is summarized in Appendix B. This report presents the results of the stakeholder review, the Technical Committee's considerations and the VPGO revisions.

2.0 STAKEHOLDER REVIEW AND ANALYTICAL PROCESS

2.1 STAKEHOLDER FEEDBACK REVIEW

The stakeholder feedback review included results from online and paper feedback forms, focus group reports, Saanich committee minutes, letters and emails, and memos from Saanich departments.³ The review focussed on constructive criticisms and suggestions that would directly contribute to the process of revising and editing the VPGOs. District of Saanich efforts to reach out to Indigenous communities for feedback are ongoing, and are not reflected in these revisions.

There was strong overall support among stakeholders for Resilient Saanich and the draft VPGOs. This level of support lends credence to criticisms that were expressed, although the quality and substance of comments was considered more relevant to this exercise than a count of support.

¹ RSTC introduced the concept of thematic plans to implement the EPF. The thematic plan model was not distributed for public comment.

² See RSTC meeting minutes (May 25, 2021), Milestone One/ Action 7 Public Engagement Report (July 5, 2021), p. 15, and Scope of Work in Appendix B of this report.

³ Resilient Saanich Milestone One/ Action 7 Public Engagement Report, Appendices D to J (July 5, 2021), pp. 24-224.

Stakeholders submitted well-considered opinions and suggestions. Comments that added depth to concepts, word changes, or specific ideas were noted. Comments that indicated confusion or frustration with the language and tone were also noted (e.g. references to messages perceived as vague, jargon, technical, ideological, negative, lacking detail to enable progress to be measured).

Stakeholder feedback on the vision, principles, goals and objectives is summarized in Sections 3.1 to 3.3, respectively. Specific comments from stakeholders are summarized in Appendix C with accompanying editorial notes.

2.2 TECHNICAL COMMITTEE FEEDBACK ON REVIEW AND REVISIONS

The Resilient Saanich Technical Committee received ongoing progress reports with the stakeholder feedback, analytical material and draft revisions. Opportunities were available to submit comments and feedback through two small group meetings; meetings with the Chair, Council Liaison and Staff; email correspondence; monthly Committee meetings; and a two-part RSTC December workshop session.

The workshop was held on December 11th (with an additional session on the 16th) for the purpose of:

- Bringing the RSTC together and up to speed on the review & revisions process,
- Establishing common understanding of VPGO revisions & rationale,
- Creating an opportunity for the RSTC to discuss each revision in depth, and
- Providing feedback on the draft revisions.

Just prior to the workshop, some Committee members had expressed interest in establishing a clear, common understanding of what the policy framework document should look like before addressing the goals and objectives in detail. It was agreed that the highest priority would be given to discuss the principles,⁴ and less time would be given to address the goals and objectives.

The RSTC's overall opinion on the revised principles, goals and objectives has been difficult to assess. Discussions and feedback throughout the process focussed primarily on explaining, a) the function of the EPF as an "umbrella" document, and b) the fundamental concepts within the vision and principles. Significant concerns were expressed by some Technical Committee members. Supportive and detailed editorial comments were also voiced. However, the December workshop sessions provided a rare opportunity for the RSTC to revisit the EPF subject matter in depth. In this respect, the criticisms, suggestions, discussions and reflections has become an important part of the larger Resilient Saanich development process (see Appendix D for a summary of RSTC feedback).

⁴ Two draft versions were developed for the guiding principles. Revisions 'A' kept each principle intact, and Revisions 'B' combined some of the principles.

2.3 NEXT STEPS

The revised principles, goals and objectives presented in Section 3 in this report are based on the feedback and data available as of December 31, 2021. However, more work is still needed before the principles, goals and objectives are finalized.

Many stakeholders had commented on what they perceived to be three significant oversights in the draft VPGO material released for public feedback. Stakeholders did not see an integrated systemic approach reflected in the vision, principles, goals and objectives. They did not see the specific issues or environmental management targets that need to be addressed. And, they did not see the presence of Indigenous voices in the Resilient Saanich process.

INDIGENOUS REVIEW AND FEEDBACK

The immediate next step to completing the revisions involves feedback from Indigenous community representatives. Saanich Council and Staff, Technical Committee members and public engagement participants are unanimous in their desire for the Resilient Saanich initiative to be inclusive.

Indigenous feedback on the draft VPGOs had not been obtained within the timeframe allocated to complete this assignment. However, the RSTC Council Liaison and Chair had an initial meeting with the WSÁNEĆ Council on November 30, 2021. Rather than asking for feedback on the draft VPGOs, WSÁNEĆ Council members will be given the revised principles, goals and objectives for their review and feedback.

SCOPE AND CONTEXT OF RESILIENT SAANICH

Stakeholders were not aware that the RSTC had begun to design an integrated thematic model⁵ in December 2020 to implement the Environmental Policy Framework. The Technical Committee will take additional steps to complete the thematic plan model.

The RSTC is also interested in meeting with Saanich Staff to clarify and confirm the policy framework's overall scope and content. This was clearly articulated in December as an important step to completing the goals and objectives. Clarifying the scope and content of the EPF will also respond to stakeholders' feedback of critical oversights.

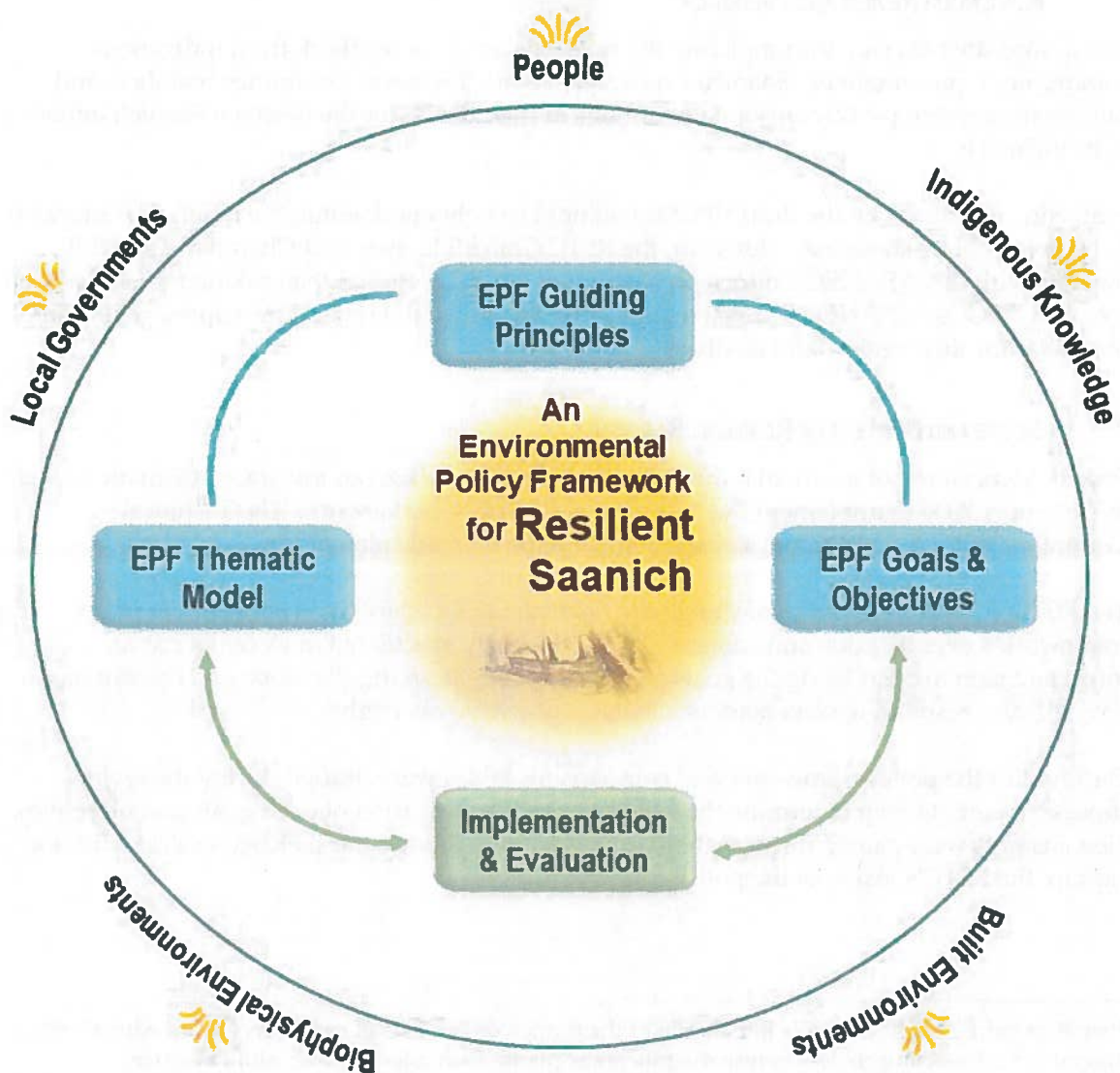
Outlines for the policy framework and comparisons tables were drafted during the review process, mainly to help determine the substance and organization of draft goals and objectives. New insights were gained through these exercises, even though the sketched outlines did not capture the RSTC's vision of the policy framework.

⁵ See Appendix A for the RSTC's illustration of the framework as a set of concentric circles with a VENN diagram of intersecting circles representing thematic plans. Examples include: climate action, biodiversity, urban forestry, stewardship and other environmental management topics.

As the Environmental Policy Framework is developed and refined, further steps are suggested to visually encapsulate the whole systems approach and relevance of Resilient Saanich across municipal operations and the broader community. Figure 1 offers a starting point for future discussions.

Figure 1: Elements of Resilient Saanich

Resilient Saanich is at the nexus of biophysical and built environments, local governments, a diverse population, and the rich local Indigenous knowledge. Three key EPF features will direct environmental management, with evaluations and iterative learning processes to inform policy and implementation.



3.0 REVISED VISION, PRINCIPLES, GOALS AND OBJECTIVES

3.1 VISION

The Resilient Saanich Technical Committee's draft vision included three distinct concepts: 1) the notion of coordinated efforts, 2) the inclusion of Indigenous communities, and 3) the inclusion of both human and non-human inhabitants as beneficiaries. These concepts were also reflected in the guiding principles.

In general, stakeholders felt the draft vision was not strong or direct enough. Words were cited as vague or confusing, and the intended audience for the vision was not clear. Also in relation to the draft vision statement, there was some confusion around how the Resilient Saanich initiative relates to the Official Community Plan.

The draft vision for Resilient Saanich has been removed with agreement from the RSTC. Given the existence of several visions in related plans⁶ as well as stakeholders' comments, the Technical Committee concluded that a clear purpose statement for the EPF would be more useful. A purpose statement is currently being written by the RSTC in lieu of the vision statement.

3.2 GUIDING PRINCIPLES

The Resilient Saanich Technical Committee developed guiding principles to serve as a lens, or filter that would support the development of environmental policies and other related municipal tools.⁷ Suggestions for new principles came from stakeholders as well as from Committee members. Draft revisions and additions were discussed at length with the RSTC. Ten of the Committee's original draft principles were reorganized into seven principles and three new principles were added.

Stakeholders were more concerned with comprehension and message tone, rather than content. As a result, the draft principles were revised with simpler and more direct language (see Table 1). Section 3.4 supplements the revised principles with descriptions of specialized concepts and technical terms.

⁶ The draft vision was compared with one vision in the Regional Growth Strategy (2018), four in the Saanich's Official Community Plan (2008), and seven in the Saanich Climate Plan (2020), and others.

⁷ The phrase "municipal tools" refers to the various ways in which local government carries out its authority, including policy procedures, strategies and plans, bylaws, programs and partnerships.

Table 1: Revised Guiding Principles

Value the Basics	Account for the many values of nature as essential to life and well-being.
<hr/>	
Our natural environment is invaluable. Healthy ecosystems are essential to the basic survival of all forms of life, as well as to social and economic vitality within our communities.	
Appreciate Indigenous Knowledge	Listen and learn many ways to know the lands and waters in Saanich.
<hr/>	
Indigenous knowledge offers deep understanding of the lands, waters, plants and animals. Indigenous knowledge, cultures and traditional practices are recognized worldwide by the United Nations for their contribution to environmental and social sustainability.	
Safeguard Diversity, Equity & Inclusivity	Create safe and welcoming public services and spaces for everyone.
<hr/>	
A healthy environment is recognized around the world as a basic human right. Access to nature and equitable distribution of benefits and costs are priorities. From policy development to public works, the District of Saanich is committed being a safe, equitable, inclusive and welcoming place for people of all identities and abilities.	
Manage for Complexity	Adopt a whole systems approach to the mutual benefit of all.
<hr/>	
Complexity is largely characterized by the presence of dynamic and multiple inter-relationships, non-linear cause and effect patterns, and uncertainties. Ecological and socio-economic systems are examples of complex systems. These and other systems are intimately connected at the community level, with local government at the hub.	
Learn from the Past, Plan for the Future	Learn from shared successes and failures to make better choices for generations to come.
<hr/>	
Knowledge of our natural history is central to local environmental and land-use management practices. Actions that were made by generations that came before us have had both positive and negative effects on how we live today. To the extent of what we know and what can be known, we are responsible for how our actions and decisions will contribute to the well-being of future generations.	

Make Accountable & Cautious Decisions

Inform decisions with sound evidence; act with care; and adjust actions with new knowledge to make better choices and avoid major damage.

It's important that decisions in the public interest are based on reliable and defensible evidence when risks of damage are widespread or irreversible. Research data, local and Indigenous knowledge, best practices and evaluation results are examples of defensible evidence. Doing nothing in the absence of evidence is not defensible. Saanich will use the best knowledge available and strive toward continuous learning and improvements.

Work with Bioregional Partners

Work with governments beyond Saanich borders to match efforts with large scale issues.

Wildlife, flowing water, large wetland areas, and the air around us all move across political boundaries. Managing our environment means working with other jurisdictions at whatever scale is needed to protect, manage and restore the ecological structures, functions, and compositions in Saanich.

Lead & Collaborate

Lead, innovate and work with others to achieve common goals.

Resilient communities are able to face challenges, be creative, take responsibility, change and adapt. Strong leadership is an essential ingredient for community resilience. Leadership is the courage and commitment to act - as well as the willingness to be part of a talented network of residents, businesses, organizations, First Nations and other governments.

Galvanize Climate Actions

Act now to help Saanich adapt to and reduce the harmful effects of global climate change.

We live in the midst of many global crises but climate change is unprecedented in terms of its far reaching effects. Everyone is responsible. Everyone has a role in reducing the local and global effects of climate change through adaptive and mitigative actions.

Build Community Capacity

Invest in an informed and skilled community that can help to create a more resilient Saanich.

Resilience goes hand in hand with capacity, sense of belonging and community commitment. Engaging the Saanich community through active learning, citizen science programs and other volunteer stewardship opportunities is a worthwhile long term investment toward building resilience.

3.3 GOALS AND OBJECTIVES

Two goals and four objectives were distributed as RSTC drafts for feedback through the public engagement process. Stakeholders were generally supportive, although the goals and objectives were criticized as vague and confusing. Objectives read more like goals and lacked the desired level of detail to establish clear directions. Stakeholders felt that these shortcomings would leave the goals and objectives open to misunderstandings and misinterpretations. Some suggested transforming the objectives into goals. Others called for identification of specific strategies and actions within the goals and objectives.

Stakeholders were looking to the Resilient Saanich initiative as both visionary and tangible. They emphasized the importance of communicating the value of Resilient Saanich to all stakeholders and interests; to inspire and to get people excited. Some notable distinctions were made between rural and urban needs, new and existing land use developments, indigenous and introduced species. However, stakeholders strongly expressed the need to be explicit in how private and public lands would be addressed.

The draft goals and objectives have been rewritten, expanded and re-organized into ten goals and twenty-two objectives nested within the goals (see Table 2). New material was drawn from the revised RSTC Terms of Reference (October 25, 2021) to add more substance. Material was also drawn from the Climate Action Plan (2020). Once the revision process was completed, District Staff assisted in making them more specific, measurable, achievable, relevant, and time-bound (SMART), based on current evidence.

The revised goals and objectives look and feel significantly different from the original drafts that were presented to the public in 2021. The original draft goals and objectives were organized with the intent of making all four objectives applicable to two goals. The revised version integrates the three main “pillars”⁸ of Resilient Saanich plus an organizational category into the goals and objectives, in no order of priority (see Figure 2). They have not been edited for plain language in anticipation that the goals and objectives may change, but Section 3.4 supplements the revised goals and objectives with descriptions of specialized concepts and technical terms.

⁸ The three pillars are climate adaptation, biodiversity conservation and stewardship. Climate Action includes climate adaptation and mitigation measures.

Figure 2: Revised Goals & Objectives

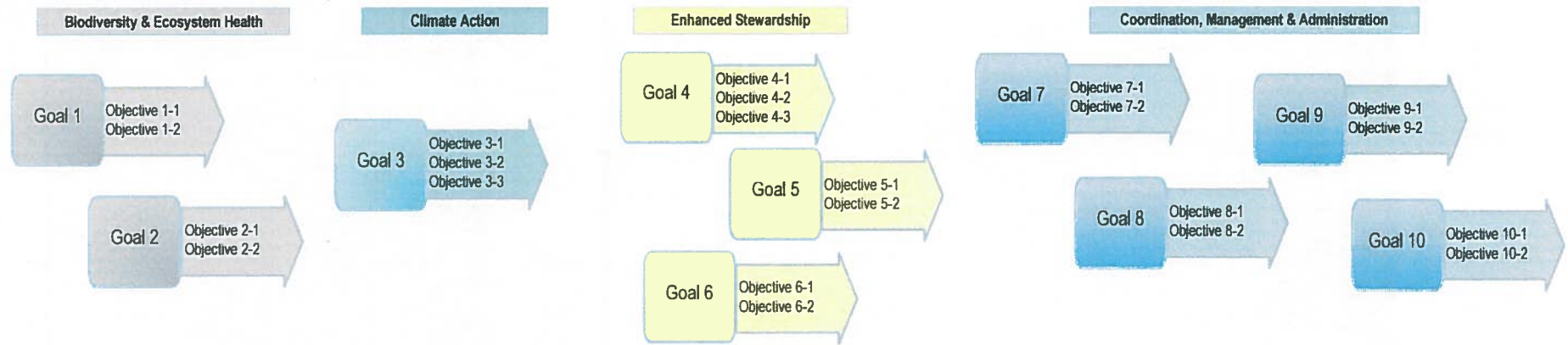


Table 2: Revised Goals and Objectives

BIODIVERSITY & ECOSYSTEM HEALTH	
Goal 1	Enhance biological diversity and ecosystem health throughout Saanich. Objective 1-1 Increase the natural abilities of ecosystems to resist stress and damage from human activity. Objective 1-2 Coordinate with municipal, regional and other governments throughout the Capital Region on cross-boundary features such as habitat corridors, sensitive areas, watercourses and airsheds.
Goal 2	Establish new tools to protect, restore and enhance the biological diversity and ecosystem health of private lands in Saanich by 2025.⁹ Objective 2-1 Work with private landowners to identify incentives, information resources, and management tools to increase landowner contributions toward Resilient Saanich. Objective 2-2 Work with private landowners and the land development industry to identify innovative policy and bylaw options.

CLIMATE ACTION	
Goal 3	Prioritize actions that reduce local and global effects of climate change, consistent with Intergovernmental Panel on Climate Change (IPCC) recommendations. Objective 3-1 Cut greenhouse gas (GHG) emissions throughout Saanich to half of 2007 levels by 2030 and to net-zero by 2050 or sooner. Objective 3-2 Replace all fossil fuel use with renewable energy sources by 2050 or sooner. Objective 3-3 Help our community become resilient to climate change through infrastructure and building upgrades, flood hazard management, emergency preparation, community self-sufficiency, and environmental protection and enhancement.

⁹ Privately owned lands and land developments include properties used for residential, agricultural, commercial-industrial, and institutional purposes.

Table 2: Revised Goals and Objectives

ENHANCED STEWARDSHIP

Goal 4 Engage and support Saanich residents, businesses and landowners to be active stewards.

Objective 4-1 Expand volunteer programs for parks and public spaces by 2025, in the areas of citizen science, ecological restoration and community education.

Objective 4-2 Develop a private land stewardship program by 2025 in collaboration with rural and urban landowners and land developers, to contribute toward climate action and biodiversity conservation.

Objective 4-3 Identify barriers and increase opportunities for stewardship and involvement of underrepresented communities.

Goal 5 Increase community understanding of policies, plans, programs, bylaws and partnerships implemented under the Resilient Saanich Environmental Policy Framework.

Objective 5-1 Increase active learning programs on the contributions of healthy ecosystems, climate change actions and EPF tools toward a more resilient and vibrant community.

Objective 5-2 Continue ongoing information and community outreach efforts on the Resilient Saanich initiative.

Goal 6 Support a broad network of partners to implement the Climate Plan and Biodiversity Conservation Strategy.

Objective 6-1 Expand partnerships with learning institutions, professional & industry associations, non-government organizations, businesses and volunteer stewards.

Objective 6-2 Create a network of citizen scientists by 2025 to help monitor and report on Resilient Saanich progress.

Table 2: Revised Goals and Objectives

COORDINATION, MANAGEMENT & ADMINISTRATION	
Goal 7	Establish and update regulatory, management & administrative tools to be consistent with the Environmental Policy Framework principles, goals and objectives.
	Objective 7-1 Fill significant gaps by developing and updating tools for blasting, noxious weeds, water conservation, impermeable paving surfaces, screening and landscaping, ecosystem and riparian area protection, energy conservation and GHG emissions.
	Objective 7-2 Improve existing tools that address pesticide use, land subdivision and development, building construction, stormwater drainage, boulevards, parks management and control, tree protection, soil removal and fill, waterways, streamside protection, land covenants, land use density and structure regulations, GHG reduction targets and other air borne emissions.
Goal 8	Expand the role of Environmental Services Section to coordinate the implementation of Resilient Saanich across all Saanich departments.
	Objective 8-1 Enhance inter-departmental advisory services with support on how to apply the Resilient Saanich guiding principles in decision making.
	Objective 8-2 Coordinate an inter-departmental team to advance the concepts and relevance of Resilient Saanich principles, goals and objectives.
Goal 9	Improve consistency and quality of environmental assessment and reporting by Qualified Professionals and staff.
	Objective 9-1 Establish standards and training opportunities for technical environmental work.
	Objective 9-2 Improve the quality of, and access to, environmentally significant area mapping and inventory data.
Goal 10	Monitor, evaluate and report progress toward environmental protection and enhancement.
	Objective 10-1 Establish benchmarks, key indicators, metrics and methods to measure changes over time.
	Objective 10-2 Establish and deliver an evaluation and reporting schedule that contributes to ongoing improvements and adaptations.

3.4 TECHNICAL TERMS AND CONCEPTS

The following terms and concepts are found amongst the revised principles, goals and objectives. They are also found in various stakeholder comments, in Appendix C.

Adaptive Management	The incorporation of deliberate learning into professional practice to reduce uncertainty in decision making. Specifically, it is the integration of design, management, and monitoring to enable practitioners to systematically and efficiently test key assumptions, evaluate the results, adjust management decisions, and generate learning. (Conservation Measures Partnership, 2020)
Airshed	An airshed is an area where the movement of air (and related pollutants) tends to be limited by topography or meteorology. An example is a valley where surrounding mountains trap air pollution. Saanich lies within the Georgia Basin-Puget Sound Airshed. (Government of British Columbia, n.d.)
Benchmark	Benchmark means to measure performance against a standard of quality (i.e. industry sector or technical standard). (Federation of Canadian Municipalities)
Biodiversity	All varieties of life and their processes, encompassing the full range of natural variability, including genetic diversity, species diversity, and ecosystem diversity. (Saanich Official Community Plan, 2008)
Bioregion	A bioregion is a concept that identifies geographic units of similar socio-economic, abiotic and biotic features. Bioregions transcend political boundaries and can be useful in focussing on the need to collaborate across jurisdictions to resolve transboundary concerns such as climate change, contiguous wildlife corridors, habitat fragmentation, ecologically significant areas, and watersheds. Saanich is located within the Cascadia bioregion.
Adaptation	Actions taken to help our community cope with or adjust to a changing climate. Contrasted with mitigation. (Saanich Climate Plan, 2020)
Citizen Science	Citizen science means the involvement of the public in scientific research – whether community-driven research or global investigations. (Citizen Science Association)
Climate Change	Climate change refers to the effects of burning fossil fuels and emitting other greenhouse gasses (including methane and refrigerants), which trap increasing amounts of the sun's energy in our atmosphere, causing potentially serious and rapid changes in the earth's climate. (Saanich Climate Plan, 2020)
Climate Action	See Adaptation and Mitigation.
Collaborate	In the context of public participation approaches, the concept of collaborating is “to partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution”. Collaborating involves seeking and incorporating advice and recommendations into decisions as much as possible”. (International Association for Public Participation)
Community Capacity Building	Capacity-building is defined as the process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive in a fast-changing world. (United Nations, October 22, 2020)

Conservation	Conservation means protecting the environment through the responsible use of natural resources. Conserved areas are lands and waters where use is limited. In some cases, certain commercial activities and harvesting of biological resources may be allowed so long as biodiversity is conserved. (Government of Canada)
Covenant	Covenant means a voluntary agreement between the landowner and a covenant holder (a municipality, regional district, or an approved non-governmental organization under section 219 of the <i>Land Title Act</i>) to protect the land according to the wording of the covenant. Covenants apply to whoever owns the land, thus ensuring that the agreed protection endures over the long term. (Green Bylaws Toolkit, 2007)
Ecosystem	A complete system of living organisms interacting with the soil, land, water, and nutrients that make up their environment. An ecosystem is the home of living things, including humans. It can be any size, but it always functions as a whole unit. Ecosystems are commonly described according to the major type of vegetation, for example, an old-growth forest or a grassland ecosystem. (Saanich Official Community Plan, 2008)
Ecosystem Services	Ecosystem services means a wide range of services from natural capital which make human life possible. The most obvious ecosystem services include the food we eat, the water we drink and the plant materials we use for fuel, building materials and medicines. There are also many less visible ecosystem services such as the climate regulation and natural flood defences provided by forests, the billions of tonnes of carbon stored by peatlands, or the pollination of crops by insects. Even less visible are cultural ecosystem services such as the inspiration we take from wildlife and the natural environment (World Forum on Natural Capital)
Environmental Assessment	A study undertaken to evaluate the impacts of a proposed development on the natural environment, including the physical environment (e.g. soil erosion, agricultural capability, unstable slopes, streams, flooding, ground water, air quality, noise, contamination of land or water, storm water run-off and aesthetics) and biological resources (e.g. birds, mammals, food chain effects, vegetation, biological diversity, loss or reduction of habitat, rare or endangered species, and rare or representative ecosystems. (Saanich Official Community Plan, 2008)
Environmentally Sensitive Area (ESA) also known as Environmentally Significant Area	A term often used loosely to mean a site or area that has environmental attributes worthy of retention or special care. ESAs are important in the management of all landscapes and their functioning condition. ESAs range in size from small patches to extensive landscape features. They can include rare or common habitats, plants, and animals. ESAs require special management attention to protect fish and wildlife resources and other implicit natural systems or processes. They have also been broadly defined to include other scenic, historic, or cultural values, and may also include hazard lands. (Saanich Official Community Plan, 2008)
ESA Atlas	A series of maps published by the District of Saanich providing environmental information for new or revised bylaws, and ecological data for the development of new planning strategies. (Saanich Official Community Plan, 2008)
Equity	Equity emphasizes the importance of: a) being sensitive to people of all identities, abilities and socio-economic experiences, particularly those who are under-represented and marginalized, and b) working to eliminate systemic discrimination of all forms.

Evidence-Based Decision Making (EBDM)	A management and decision making model based on deliberative and judicious use of the best available, relevant and valid information from multiple sources. Evidence is used to inform decisions rather than to defend preconceived positions. Evidence can come from qualitative and quantitative research, professional/academic expertise, practice, local and Indigenous knowledge and many other verifiable sources. EBDM is an iterative process that involves questioning, verifying, evaluating, applying, reporting, learning and improving. Also called evidence-based practice.
Flood Hazard Management	Policies, regulations, guidelines, funding and information used to reduce and manage risks and damage associated with floods. Ideally an integrated approach that coordinates land use planning and management; flood protection works; and emergency preparedness, response and recovery measures.
Greenhouse Gas (GHG)	Gases present in the atmosphere which reduce the Earth's loss of heat into space and therefore contribute to global temperatures through the greenhouse effect. Greenhouse gases are essential to maintaining the temperature of the Earth, however, an excess of greenhouse gases can raise the temperature of a planet to uninhabitable levels. Greenhouse gases include water vapour, carbon dioxide (CO ₂), methane (CH ₄), nitrous oxide (N ₂ O) and ozone. (Saanich Official Community Plan, 2008)
Habitat Corridor	An area of land that connects pockets of habitats. Corridors facilitate wildlife movement from one area to another, and reduce other adverse effects where natural habitats have been reduced or fragmented as a result of land development, resource extraction, roads, railways and utility corridors. Also called wildlife corridors and green corridors.
Healthy Ecosystem	Terrestrial, riparian and shoreline areas with high ecological value that support habitat and biodiversity; support rare, threatened or endangered plant and animal species; and contribute to the continued functioning of natural processes such as groundwater infiltration, water purification, air filtration, carbon sequestration and soil nutrient management. Healthy ecosystems can be on developed, partly developed or undeveloped public and private spaces. (CRD Regional Growth Strategy, 2018)
Indicator	Indicator means data that identifies the condition or state of something being measured. (Federation of Canadian Municipalities)
Indigenous Knowledge	<p>The United Nations Declaration on the Rights of Indigenous Peoples (June 2006) states that, "Recognizing that respect for indigenous knowledge, cultures and traditional practices contributes to sustainable and equitable development and proper management of the environment."</p> <p>Local and indigenous knowledge refers to the understandings, skills and philosophies developed by societies with long histories of interaction with their natural surroundings. For rural and indigenous peoples, local knowledge informs decision-making about fundamental aspects of day-to-day life. This knowledge is integral to a cultural complex that also encompasses language, systems of classification, resource use practices, social interactions, ritual and spirituality. These unique ways of knowing are important facets of the world's cultural diversity, and provide a foundation for locally-appropriate sustainable development. (UNESCO)</p>
Landscaping	Any combination of trees, bushes, shrubs, plants, flowers, lawns, bark mulch, decorative boulders and gravel, decorative paving, planters, foundations and sculptures, decorative fences and the like, tastefully arranged and maintained to enhance and embellish the appearance of a property or, where necessary, to effectively screen a lot, site, or storage yard. (Saanich Official Community Plan, 2008)

Mitigation	Actions taken to reduce climate change, primarily by reducing greenhouse gas emissions. Contrasted with adaptation. (Saanich Climate Plan, 2020)
Natural Environment	Natural and semi-natural areas, both land and water, that have ecological, scenic, renewable resource, outdoor recreation, and/or greenway value. The 'natural environment' may be within developed or undeveloped areas, whether publicly or privately owned, and not necessarily an undisturbed area. (Saanich Official Community Plan, 2008)
Noxious Weeds	Plants that spread and cause a nuisance, pose risks to human and animal health, and threaten to invade native habitats. (District of Saanich Noxious Weed Bylaw and webpage, 2000).
Precautionary Principle	Resolutions adapted by the 1992 Rio Conference, states that, "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". (United Nations, 1993)
Preservation	Preservation means protecting the environment from harmful human activities. (National Geographic Society)
Qualified Professional	An applied scientist or technologist, or a team thereof, specializing in a particular applied science or technology, including but not limited to ecology, agrology, biology, chemistry, engineering, geology or hydro geology and, (a) who is a registered member in good standing in BC of the appropriate professional organization, is acting under that organization's Code of Ethics and is subject to disciplinary action by that organization, and (b) who, through suitable education, experience, accreditation and knowledge, may be reasonably relied on to provide advice only within his or her area of expertise, and (c) who carries sufficient Professional Liability Insurance and General Liability Insurance to defend any recommendations made to the Municipality in court and pay the fine if convicted, and (d) whose area of expertise is recognized in the assessment methods as one that is acceptable for the purpose of providing all or part of an assessment report in respect of that development proposal, and is acting within that particular area of expertise. (Saanich Official Community Plan, 2008)
Renewable Energy	Renewable energy is energy derived from natural processes (e.g., sunlight and wind) that are replenished at a faster rate than they are consumed. (Saanich Climate Plan, 2020)
Resilience	Resilience is the ability of a system—like a family, a country, or Earth's biosphere—to cope with short-term disruptions and adapt to long-term changes without losing its essential character. (Post Carbon Institute, 2015)
Restoration	Measures taken to re-establish habitat features, functions, and conditions damaged or destroyed by human or natural activities. (Saanich Official Community Plan, 2008)
Riparian Area	The moist nutrient rich lands adjacent to streams. Riparian areas are transitional zones between aquatic and terrestrial (or upland) ecosystems and often exhibit vegetation characteristics of both; they are not as dry as upland environments and not as wet as aquatic or wetland systems. (Saanich Official Community Plan, 2008)
Sense of Place	The essential character and spirit of an area. More specifically, characteristics which make a place special or unique and foster a sense of authentic human attachment and belonging. (Saanich Official Community Plan, 2008)

SMART	An acronym for “specific, measurable, achievable, relevant, time-bound”. SMART objectives are intended to direct actions to achieve tangible goals. They also help in determining whether the goals and objectives were/are being fulfilled.
Stewardship	Responsibility for the care and protection of resources so that they will be available to future generations. (Saanich Official Community Plan, 2008)
Sustainability or Sustainable Development	The concept of meeting the needs of the present without compromising the ability of future generations to meet their needs. Sustainability is based on the efficient and environmentally responsible use of natural, human, and economic resources, the creation of efficient infrastructures, and the enhancement of residents’ quality of life. (Saanich Official Community Plan, 2008)
Target	A desired level of performance set for a specific situation in a plan or program. (CRD Regional Growth Strategy, 2018)
Watercourse	A river, stream, creek, waterway, lagoon, lake, spring, swamp, marsh or other natural body of fresh water, or a canal, ditch, reservoir or other man-made surface feature in which water flows constantly, intermittently, or at any time. (Saanich Official Community Plan, 2008)
Whole Systems Approach or Systems-Based Management	Whole systems approach is interchangeable with systems-based management, an approach is one that works with the intricate and complex web of interactions among all components of our natural (biotic and abiotic) and human-centred environment.

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APPENDIX A: RSTC DRAFT OUTLINE FOR ENVIRONMENTAL POLICY FRAMEWORK

Draft 13, December 31, 2020

Resilient Saanich Environmental Policy Framework

In November 2017, Saanich Council directed that an Environmental Policy Framework be developed to serve as a framework for Saanich environmental policies and programs. Subsequently, a technical committee of natural resource practitioners and specialists was selected and asked to develop goals and objectives for the policy framework. The following is the initial result of that work. It starts with consideration of the Vision for Saanich as provided in the Official Community Plan¹⁰, and then specifies the vision, guiding principles, goals and objectives of an overarching Resilient Saanich Environmental Policy Framework. These are to be reflected in all that happens in Saanich; they are intended to promote the level of meaningful structural change necessary for the District and the communities it supports to become more resilient, inclusive and effective in adapting to climate change, biodiversity loss, pandemics and other environmental challenges that might arise.

Framework Vision:

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.

Framework Guiding Principles¹¹:

1. Recognize the intrinsic value of nature;
2. Respect Indigenous knowledge and land uses;
3. Consider future generations;
4. Ensure evidence-based¹² 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;

¹⁰ The vision from the OCP: "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."

¹¹ Principles are defined as cross-cutting values statements that will guide behaviour and decision-making within the Corporation of the District of Saanich including both elected officials and staff.

¹² Supported by as much available and appropriate scientific data, models and research, Indigenous knowledge, historic and cultural documents.

Framework Goals¹³:

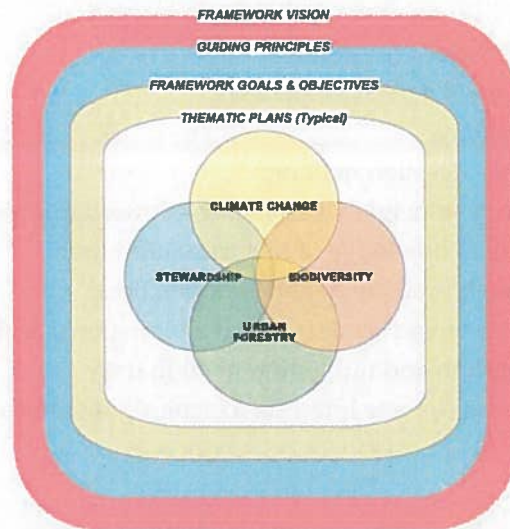
1. Protect, restore and enhance the ecological function and biological diversity of Saanich.
2. Develop and implement complimentary and coordinated policies, strategies, regulations, and incentives grounded in the overarching set of guiding principles to achieve the vision.

Framework Objectives¹⁴:

1. Fairly and effectively manage¹⁵ the natural and built environment to adapt to climate change, and enhance biodiversity and other essential ecosystem services;
2. Foster resistance and regenerative capacity (i.e., resilience) in our landscapes against escalating environmental shock and stressors;
3. Engage and support citizens in diverse approaches to active and beneficial stewardship;
4. Update bylaws and policies across all departments to be transparent and consistent with the Environmental Policy Framework.

Thematic Plans

The implementation of Saanich’s environmental policy framework will be outlined and developed in a series of thematic plans—one for each area of environmental focus or concern. These are nested within



¹³ Goal is defined as the outcome Saanich is looking for.

¹⁴ Objectives are defined as the purpose of actions intended to attain a desired goal

¹⁵ “Manage” encompasses protection, rehabilitation, enhancement, as well as planned development and managed use.

the overall vision, principles, goals and objectives of the policy framework as illustrated in the following graphic.

The Venn diagram above shows the various themes intersecting with one another. This intersection is intended to convey the way in which the different thematic areas influence and inform one another. Conservation of tree canopy, for instance, is a policy focus not just for urban forestry, but also for Climate Adaptation (e.g. cooling effect of shade on the urban heat island) and Biodiversity (e.g. species diversity and habitat provision).

Several Thematic Plans already exist, such as Saanich's plans for Climate Action, Urban Forest Management, Active Transportation and Agriculture and Food Security); others remain to be developed. The following is a preliminary list of thematic plans that the Committee is currently considering for the Environmental Policy Framework:

Climate Change

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)

As indicated in the outline below, nested within each plan are the policies and program objectives that will make up Saanich's response to its diverse environmental challenges and opportunities. For its implementation, each plan also needs to set forth the strategies and tools it will adopt in pursuit of program objectives, along with an action plan.

TYPICAL OUTLINE OF A THEMATIC PLAN

(the outline can vary depending on the thematic plan)

1. Relevant Landscapes and Scales
2. Evaluation of ecosystem health and functional condition
3. Desired future condition
4. Gap analysis and SWOT assessment
5. Policies and program objectives
6. Strategies (approaches)
7. Tools
8. Action Plan (tasks, timelines, lead department, resources)
9. Monitoring and Assessment

APPENDIX B: REVIEW & REVISIONS METHODOLOGY

SCOPE OF WORK

The scope of work to revise the RSTC's draft vision, principles, goals and objectives was based on the following considerations:

- The Environmental Policy Framework (EPF) will provide a coordinated and consistent approach to environmental management in the District of Saanich through application of a vision and set of principles, goals and objectives.
- The RSTC included a preliminary list of thematic plans in its December 31 Milestone 1 document which identifies a range of environmental areas of concern that provides contextual background for the EPF goals and objectives (e.g. Climate Plan, Biodiversity Conservation Strategy, Urban Forestry and other topics).
- Improving clarity may include a number of tasks, such as: copy editing; translating technical or specialized terms; using plain language; explaining or defining terms (e.g. glossary); and illustrating the progression from vision to objectives.
- Improving substance will require more detailed information from District Staff based on available data and the RSTC Terms of Reference to make the goals and objectives more specific, measurable, achievable, relevant, time-bound (i.e. SMART).
- Revisions will be based on stakeholder feedback compiled in the Milestone One/ Action 7 - Public Engagement Report (July 5,2021).
- District Staff is continuing to reach out to Indigenous communities for feedback on the draft RSTC goals and objectives this Fall. Subject to additional agreement between the District of Saanich and Kim Walker, results from these efforts will be reviewed and considered for the revisions.
- A clear understanding of expectations from Staff and Committee early in the process will help focus the writing/editing tasks and results.
- A draft revision of the vision, principles, goals and objectives will be presented to the RSTC for discussion and their approval.

STAKEHOLDER FEEDBACK REVIEW

All public and stakeholder feedback material was reviewed for specific comments, criticisms and suggestions regarding the draft vision, principles, goals and objectives.¹⁶

- The review included data from 168 online and paper feedback forms, 2 focus group reports, 8 Saanich committee minutes, 24 letters and emails to staff or Council, 1 letter from government, 1 letter from a group of academic specialists, and 5 memos from Saanich departments.
- There was some overlap in data results as some of the focus group participants also completed the survey and submitted letters to expand on their comments and suggestions.
- District of Saanich efforts to reach out to Indigenous communities for feedback are ongoing, and are not reflected in these revisions.

The following considerations were used to guide the stakeholder feedback review:

- General feedback on satisfaction levels toward the work was not relevant for this exercise.
- The quality and substance of comments submitted on specific topics was considered relevant for this exercise.
- Consideration was given to constructive criticisms and suggestions that might help improve clarity and substance of the VPGOs (e.g. comments that added depth of concepts, word changes, specific ideas and examples, target audiences).
- Comments that indicated confusion or frustration with the language and tone were also considered helpful (e.g. references to messages perceived as vague, jargon, technical, ideological, negative, lacking detail to enable progress to be measured).

¹⁶ District of Saanich (July 5, 2021, pp. 24-224)

LITERATURE SCAN

A brief scan of documents and references was conducted to help clarify the VPGO messages. The scan delved into the meaning of the messages as well as words that the Technical Committee used.

- The vision and principles were compared with related local documents.¹⁷
- Additional scans of other municipal environmental frameworks were also conducted to learn how their visions and principles were written.
- Given some ambiguity around the branding of the Environmental Policy Framework under the name “Resilient Saanich”, the draft principles were compared with characteristics of resilience.¹⁸
- A small selection of background references were reviewed for explanations of specialized language and concepts used.¹⁹

Some sketched outlines were created for discussion with Saanich Staff and the Resilient Saanich Technical Committee in an effort to make sense of how the EPF fits into the municipality’s ‘toolbox’ of policies, plans and strategies. Follow-up questions and discussions included:

- How does the placement of the EPF under the OCP’s Environmental Integrity vision affect both tangible and conceptual connections to social well-being and economic vibrancy?
- How does the draft EPF vision fit with visions in the OCP, Regional Growth Strategy, and Climate Plan? What does the vision contribute? Is it necessary to have a vision? Could a purpose statement contribute more than a vision statement?
- How do the guiding principles distinguish the Environmental Policy Framework? How do they relate to the OCP values and Climate Plan principles?
- How do the vision, principles, goals, objectives, and thematic topics fit together?
- Based on observations from stakeholders and RSTC members, is it possible to group some of the draft principles and reduce the list without losing the original concepts?
- Is it possible to allocate objectives to specific goals (i.e. nesting)?

¹⁷ See the Regional Growth Strategy (2018), Saanich Official Plan (2008), Saanich Climate Plan (2020), the Saanich Peninsula’s Bioregional Framework (2021) and the One Planet Saanich Sustainability Scan (2019)

¹⁸ See Post Carbon Institute (2015), for example.

¹⁹ Precautionary principle, Indigenous knowledge and evidence-based decision making, for example.

COMMITTEE AND STAFF FEEDBACK

The Technical Committee, RSTC Council Liaison and Manager of Environmental Services were regularly consulted and updated on the review and revisions process. In addition to an initial start-up meeting, the following exchanges occurred (see Figure 3):

- The RSTC submitted notes on their individual insights and reflections from the public engagement results.
- Several emails, online meetings and briefings kept members of the Committee and Staff up to date and provided opportunities to ask clarifying questions.
- Project summaries and questions for feedback were prepared for the RSTC October and November meetings. The October summary was delivered online by the Manager of Environmental Services and the November summary was delivered in person by Kim Walker.
- Two online meetings were held with a small group of the RSTC.
- A 3-hour workshop was held with the RSTC, followed by a 3-hour evening meeting to complete the Committee's review and feedback on the revisions.

EDITS & REVISIONS

Editing and revising the Technical Committee's draft vision, principles, goals and objectives was an iterative process. All of the information and material gathered from the stakeholder feedback review, literature scan and consultations with members of the RSTC and Staff was used throughout.

The following considerations were used to guide the edits and revisions:

- Preserve the essence of the Technical Committee's core messages;
- Translate technical or specialized terms and provide a separate definition if warranted;
- Edit for more specific, measurable, achievable, relevant, time-bound (SMART), where possible; and
- Edit for plain language. Standard acceptable readability levels for the general public are 60-70 on the Flesch Reading Ease scale and not higher than grade 8 on the Flesch-Kincaid Grade Level scale.

The revised principles, goals and objectives were distributed to District Staff for their review at the same time as they were distributed to the RSTC. Staff did not comment on the principles other than asking two clarifying questions.

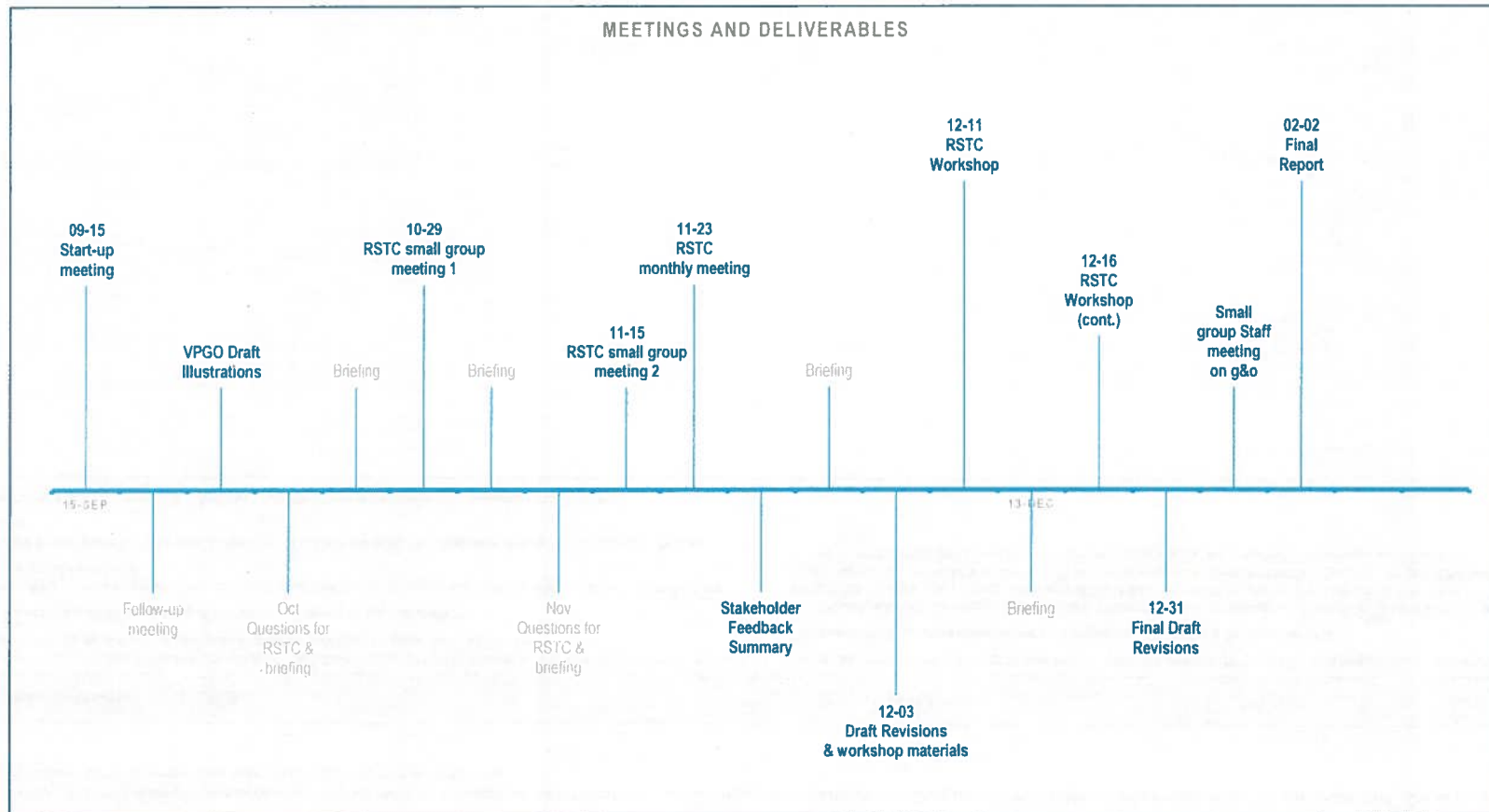
Staff submitted written feedback on the revised goals and objectives, with a follow-up online meeting. The focus of Staff feedback was to help making the goals and objectives more specific, measurable, achievable, relevant, and time-bound (SMARTer) to the extent possible based on current available data.²⁰

The principles were discussed at length with members of the RSTC during the small group meetings and workshop sessions, with additional written comments. The draft principles were tested for readability with the Microsoft Word grammar tool. The median score for the revised principles is 67.25 on the Flesch Reading Ease scale and 6.9 on the Flesch-Kincaid Grade Level scale.

The revised goals and objectives were distributed to the RSTC but they were not discussed due, in part, to the limited time available to them. Also, the revised goals and objectives were not tested for readability, in anticipation that they may be adjusted and refined by the Resilient Saanich Technical Committee.

²⁰ For example, climate action goals and objectives were discussed in relation to the Saanich Climate Plan (2020).

Figure 3: Meetings and Deliverables Timeline



APPENDIX C: SUMMARY OF STAKEHOLDER FEEDBACK

Appendix C contains summaries of comments and suggestions from Resilient Saanich Milestone 1 public engagement participants. They have been condensed into key messages for the vision, and each of the principles, goals and objectives. General comments were also collected and documented.

SUMMARY OF STAKEHOLDER FEEDBACK	EDITORIAL NOTES
<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 (note – this is a reference to the triangle illustration in the public engagement material) ▪ 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) ▪ 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.

DRAFT VISION	SUMMARY OF STAKEHOLDER FEEDBACK	EDITORIAL NOTES
<p>By 2030, coordinated efforts by all in Saanich/WSANEC 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 WSANEC – 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 year) 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 challenges (e.g. fires, floods, rising sea level - opportunities, outcomes, aspirations, desired end-state, benefits ▪ 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 in ecological protection, restoration, and enhancement by all in Saanich/ WSANEC yield measurable improvements in ... and a sustainable built environment..." - "By 2030, coordinated efforts ... by all in Saanich/ WSANEC yield measurable improvements in our ecological footprint, watershed health, climate change resilience, habitat and species conservation to enable current and future generations to live healthily in our collective home". - "Saanich is a model steward working diligently to prevent and end the disruption caused by carbon-consuming practices to the natural environment". - "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". - "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". - "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". 	<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> <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 <p>Revisions:</p> <ul style="list-style-type: none"> ▪ The vision was deleted and will be replaced by the RSTC with a purpose statement

DRAFT PRINCIPLES	SUMMARY OF STAKEHOLDER FEEDBACK	EDITORIAL NOTES
<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 give priority to/weight the “value of nature” (e.g. in land use/ conservation/ development matters) ▪ Intrinsic value is 1 of 5 unique value perspectives/world views; intrinsic value is an objective value (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 (regenerative economics, full-cost accounting?), and/or the integration of & implications of value trade-offs ▪ Potential link with P3 re: longevity perspectives; & P8/P9 re: bigger picture, systemic foundations, cumulative/multiple effects <p>Revisions:</p> <ul style="list-style-type: none"> ▪ “Value the Basics...”
<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? ▪ Loose reference to 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"> ▪ 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 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>Revisions:</p> <ul style="list-style-type: none"> ▪ “Appreciate Indigenous Knowledge...”
<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 similar to definition of “Sustainable Development” ▪ 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, looking back) – very different from conventional forecasting methods ▪ What exactly should we be considering? <p>Revisions:</p> <ul style="list-style-type: none"> ▪ P3 & P6 were combined into “Learn from the Past, Plan for the Future...”

DRAFT PRINCIPLES	SUMMARY OF STAKEHOLDER FEEDBACK	EDITORIAL NOTES
<p>P4. Ensure evidence-based²¹ 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 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 need 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 both generated discussions on data collection & use ▪ Desire for defensible, durable, timely decisions ▪ Looking to continuous improvement <p>Revisions:</p> <ul style="list-style-type: none"> ▪ P4 & P5 were combined into "Make Accountable & Cautious Decisions..."
<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; define in a 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>Revisions:</p> <ul style="list-style-type: none"> ▪ P4 & P5 were combined into "Make Accountable & Cautious Decisions..."
<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 ▪ "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"> ▪ P6 has conceptual links to P2, P3 & P4 ▪ Viewing information & knowledge with a long time horizon – looking back & looking forward ▪ How did we get here? – lots of interest in baselines, cause & consequence ▪ Natural history? ▪ Traditional Indigenous uses & contribution to sense of place <p>Revisions:</p> <ul style="list-style-type: none"> ▪ P3 & P6 were combined into "Learn from the Past, Plan for the Future..."
<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>Revisions:</p> <ul style="list-style-type: none"> ▪ P7 & P10 were combined into "Lead & Collaborate..."

²¹ Supported by as much available and appropriate scientific data, models and research, Indigenous knowledge, historic and cultural documents.

DRAFT PRINCIPLES	SUMMARY OF STAKEHOLDER FEEDBACK	EDITORIAL NOTES
<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 (i.e. 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>Revisions:</p> <ul style="list-style-type: none"> ▪ "Work with Bioregional Partners..."
<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..."; ▪ "Mitigation" – it's uninspiring/ bureaucratic/ ambiguous - this means make less worse or slow the impacts. We should be stabilizing, reducing... 	<ul style="list-style-type: none"> ▪ Subject-specific nature of P9 looks unique in list of principles ▪ Specific reference to Climate Action Plan <p>Revisions:</p> <ul style="list-style-type: none"> ▪ "Galvanize Climate Actions..."
<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>Revisions:</p> <ul style="list-style-type: none"> ▪ P7 & P10 were combined into "Lead & Collaborate ..."

DRAFT PRINCIPLES	SUMMARY OF STAKEHOLDER FEEDBACK	EDITORIAL NOTES
<p>General</p>	<ul style="list-style-type: none"> ▪ Principles 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 ▪ "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"> ▪ 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? ▪ The RSTC Notes 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>Options for consideration:</p> <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 retaining key concepts ▪ RSTC indicated interest in new principles or incorporating principles for stewardship & equity

DRAFT GOALS	SUMMARY OF STAKEHOLDER FEEDBACK	EDITORIAL NOTES
<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. <ul style="list-style-type: none"> - 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? ▪ Stakeholders pointed to equity related concerns between existing landowners & new developments. There are strong interests in finding more innovative & creative ways to support and partner with private landowners & private sector and get them excited to contribute to shared goals & objectives vs just having simplistic rules they need to follow which don't fit every situation or solve the bigger biodiversity problems. <p>Revisions:</p> <ul style="list-style-type: none"> ▪ RSTC Draft Goal 1 was separated and revised into Goals 1 & 2
<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) ▪ "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 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 	<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. programs, communications, operations etc.) it won't be considered. <p>Revisions:</p> <ul style="list-style-type: none"> ▪ Revised Goal 7 and Objectives 7-1, 7-2 were developed from RSTC Draft Goal 2, the Revised RSTC Terms of Reference, p.3 bullet 1, & Gap Analysis
<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, both 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. <p>Alternative approaches might be:</p> <p>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.</p> <p>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</p>

DRAFT OBJECTIVES	SUMMARY OF STAKEHOLDER FEEDBACK	EDITORIAL NOTES
<p>O1. Fairly and effectively manage²² 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>Revisions:</p> <ul style="list-style-type: none"> ▪ Created a new principle & Objective 4-3 from the concept of fairness (i.e. equity)
<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 programing which is what O1&O2 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? <p>Revisions:</p> <ul style="list-style-type: none"> ▪ O2 was revised into Objective 1-1
<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 NGOs, learning institutions, other organizations ▪ Last note relates to Principle 10 <p>Revisions:</p> <ul style="list-style-type: none"> ▪ O2 was revised into Goals 4, 5 & 6
<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>Revisions:</p> <ul style="list-style-type: none"> ▪ O3 was revised into Goal 4

²² "Manage" encompasses protection, rehabilitation, enhancement, as well as planned development and managed use.

DRAFT OBJECTIVES	SUMMARY OF STAKEHOLDER FEEDBACK	EDITORIAL NOTES
<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 ▪ 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"> ▪ Suggest merging the goals and objectives & shift the idea of SMART objectives to the strategy (thematic) level ▪ 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 	<ul style="list-style-type: none"> ▪ It's possible to merge the goals & objectives into goals. The draft objectives read better as goals. ▪ Suggestion to focus SMART measurements at the strategic objective level makes sense. <ul style="list-style-type: none"> - This leaves a gap, though, in what Council has directed RSTC to produce (to establish objectives for the RPF). - 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) ▪ Ask staff for existing measures/documents related to bullets 4—8 under suggestions

APPENDIX D: SUMMARY OF RESILIENT SAANICH TECHNICAL COMMITTEE FEEDBACK

Appendix D was compiled from the RSTC Notes to Kim (September 21), RSTC small group meetings (October 29 & November 15), RSTC workshop meetings (December 11 & 16), and email correspondence from various Technical Committee members.

VISION	EDITS, REVISIONS & EDITORIAL NOTES
<ul style="list-style-type: none"> ▪ The calls in the public comments to re-visit the Vision should be heeded. Does it now capture what we intend? Should there be a 10-year and a 100-year vision? Is a Vision statement really needed? ▪ It would be helpful to get some clarity around (and words for) what the outcomes of the EPF will be. ▪ Re: regional and local policy context - There are a lot of visions and at some point the strength of a vision statement becomes less impactful. Maybe we don't need to include a vision. ▪ There are 3 distinct concepts in the RSTC draft vision that are most important – 1) the notion of "coordinated efforts", 2) the inclusion of "W̱SÁNEĆ" communities, and 3) inclusion of both human and non-human inhabitants as beneficiaries. [The discussion revealed that these concepts are also reflected in the principles] ▪ The concepts of "climate change resilience, habitat conservation, watershed health and ecological footprint" represent the end desired state, not the means to the end (i.e. nouns not verbs) ▪ The vision could be replaced with an introduction, policy context, statement of purpose and a brief description of what Resilient Saanich means. ▪ The date 2030 is not far off; it may be more appropriate to consider short, medium and long term visions and goals. 	<ul style="list-style-type: none"> ▪ The vision was deleted ▪ Dates were moved to the goals & objectives level, based on Staff suggestions on what could be achieved by when ▪ RSTC is drafting a purpose statement to replace the vision statement

PRINCIPLES	EDITS, REVISIONS & EDITORIAL NOTES
<p>P1</p> <ul style="list-style-type: none"> ▪ P1 is about changing the way all of us perceive nature and may be more consistent with First Nations attitudes. Perhaps we need to specify both "intrinsic" value and the value of ecological goods and services – they are both important ways of perceiving the value of nature, but the latter emphasizes the value of green infrastructure ▪ Drop the word "intrinsic" & consider replacing it with "essential". Change to "recognize that nature has value". Clarify what "value" means (i.e. the right of nature to exist outside of human values). ▪ Re: "honour the intrinsic value of nature" principle – that principle is not reflected in this document. <p>P2</p> <ul style="list-style-type: none"> ▪ Respect <i>and integrate</i> indigenous knowledge. ▪ Strong support for including Indigenous voices. Need to go beyond respect – collaboratively – have Indigenous re-write in a way that is appropriate. It is important that we keep learning and listening. People want to be heard. Need to be clear what respect means to indigenous communities. ▪ The focus seems to be on traditional land uses – how to manage the land; relationship with the land – sense of place. ▪ How is Saanich going to implement this from a practitioner's point of view? Do not want it to become restrictive or political. ▪ Ask for First Nations feedback on appropriate wording for principle 2 <p>P3 & P6</p> <ul style="list-style-type: none"> ▪ Keep P3 & P6 separate. ▪ Unsure what P6 means. If it is referring to traditional Indigenous land uses then it fits with P1. But is P6 referring to post-contact land uses? ▪ Not comfortable with stating a timeline. ▪ Vague statement but is important to consider that what we do now does not hinder what we do in the future. Unless we have a good understanding of where we are now, it will be hard to move forward and learn from our mistakes. ▪ Future generations includes all life, where habitat and landscapes change over time. ▪ It is important to consider a "do no harm" approach or taking positive effects to reduce impacts on future generations; it will also be important to consider foundational knowledge of the ecological state. ▪ Change "community resilience" to "resilience". ▪ In terms of climate change, what lies ahead will be unprecedented. ▪ P6 is vague; revise it to read "historical ecological conditions". ▪ It may be appropriate to include small descriptors of the goals. ▪ Err on the side of simplicity in the writing. <p>P4 & 5</p> <ul style="list-style-type: none"> ▪ Combine P4 (evidence-based) & P5 (precautionary). ▪ Science can be slow and may not always be the answer. ▪ It is important to have evidence-based decision-making from legitimate sources. There is a difference between science-based and evidence-based. Evidence-based is critical; it is about placemaking and how you feel about a space. Multi-knowledge streams should inform this principle. ▪ Change "decision-making" to "environmental management". ▪ Language is needed that explains the principles in a more fulsome manner. ▪ When you have a knowledge gap, you should attempt to fill it; precautionary principle is often misunderstood. Need to use the knowledge we have; doing nothing is not the answer. ▪ Evidence-based includes science/data, policy and practice. 	<ul style="list-style-type: none"> ▪ Stakeholder and RSTC suggestions and feedback were used to develop the final revised principles. ▪ P1 [Value the Basics], P2 [Appreciate Indigenous Knowledge], P8 [Work with Bioregional Partners] & P9 [Galvanize Climate Actions] were kept as separate principles ▪ P3 & P6 were merged [Learn from the Past, Plan for the Future] ▪ P4 & P5 were merged [Make Accountable & Cautious Decisions] ▪ P7 & P10 were merged [Lead & Collaborate] ▪ Three new principles were created from RSTC and stakeholder suggestions ▪ Principles with linking concepts were merged to keep the list as small as possible. RSTC endorsement was not completely unanimous (i.e. p3 & P6). Reasons in favour of keeping P1, P8 & P9 separate were helpful. ▪ Detailed discussions in the workshop (Dec 11 & 16), including suggested edits, were particularly helpful toward gaining a common understanding of some of the draft principles. ▪ The principles were heavily edited in the interest of stand-alone statements that could be easily understood by members of the public. ▪ Specialized concepts and terms were added (see Section 3.4) for future use when the EPF document is written at the conclusion of Milestone 3 in the Resilient Saanich workplan.

PRINCIPLES

EDITS, REVISIONS & EDITORIAL NOTES

P7

- There may be other factors in determining strong leadership. Leadership means taking initiative and bold action.
- Saanich should take an active approach. It will be important to do something well before something new is initiated.
- Use "demonstrate strong leadership with courage, initiative and commitment". "Strong leadership" is preferable over "active leadership".
- It may be appropriate to combine P7 and P10.

P8

- Important for broadening public perception at large (recognizing that environment and ecosystems do not end at municipal borders) but lends itself more to governmental structures and actions.
- There were two different takes from the focus groups on what it meant; Revision 'A' could be the descriptor.
- Ecological function should be expanded to "ecological structure, function and composition".

P9

- The climate change principle, is a different beast – we must recognize that climate change will affect the natural environment in a myriad of ways and explicitly state that. It needs to be retained somehow, even if it needs rewording at some point.
- The phrase "all that we do" is vague and all encompassing. Rephrase from "all..." to what's relevant.
- Adaptation and mitigation was left out in the revision [replaced with 'actions']; it's important to keep both adaptation and mitigation.

P10

- It is important to ensure that cultural and diverse voices are heard; everyone benefits from diversity and inclusion. Diverse interests goes beyond culture and gender, climate justice, environmental justice.
- Change to "work to encourage partnerships". Change "collaborate" to "partnerships"; it will be important to nurture partnerships that support a full range of private, public and not-for-profit stakeholders as environmental stewards.
- Some like collaborate, some recommend cooperate; some like both partnership and collaboration.
- Collaborating means rolling up your sleeves; partner is more like a funder. Partnerships should be sought to build capacity.
- Environmental degradation is impacting marginalized residents; it will be important to ensure they are adequately consulted.
- Change "support" to "promote".
- P10 is not clear. Rewrite "...achieve outcomes that realize multiple values and benefits from environmental stewardship.

P11 [new principle, now called "Safeguard Equity, Diversity & Inclusivity"]

- Add "socio economic status".
- A glossary of terms or footnotes may be needed.
- Change to "Design and manage municipal governance tools, services and land uses that are safe, equitable and inclusive", or, "welcoming of everyone".
- This new principle addresses our original intention in P10 regarding "diverse interests".
- It is appropriate to look at how the municipality is currently operating and what values tend to be predominant; what would need to be done to change in order to see values representative of the way the municipality does business.

P12 [new principle, now called "Build Community Capacity"]

- Citizen-led initiatives are encouraged. The term to use is "citizen science" instead of "research". There may be a way to do this in a way to build community capacity.
- P12 reads more like an objective.

PRINCIPLES

EDITS, REVISIONS & EDITORIAL NOTES

New suggestions

- Private land stewardship
- Equity across generations or across cultures, classes, etc. (or add to p3)
- A principle that explicitly recognizes connections between abiotic environment, ecosystems and biodiversity, and human health and wellness

Other Feedback

- Should each principle have an explanatory sentence or short paragraph? Are principles shaped in a way that they can be used as policy filters? Are there principles that need to be removed, changed or added? The thematic plans can also address specific principles & objectives, and catch many of the subjects that are missing.
- Caution against too many; 10 principles is a lot.
- ... some of the RSTC principles could be combined while others should remain as stand-alone principles ... Keep principles 1, 8, 9 separate – they are quite different in intent and don't combine well. I like your rewording of principles 1 and 8 in draft revision a; ... agree with combining original principles 3 and 6; 4 and 5; and 7 and 10.
- Suggest taking a step back and look at the RSTC's mandate and review the VPGOs to make sure the EPF will address original concerns regarding policy implementation at the operational level. A different set of principles might provide more practical guidance – e.g. setting standards, monitoring & reporting, coordinating across the municipal departments.
- Don't want to lose the high level principles that the committee has worked and agreed on.
- The Vision and Principles are essential parts of the EPF. They provide a sense of what we are trying to do and provide some "glue" to hold the framework together – it is not just to make the bureaucracy more efficient and have a more complete checklist to follow when tweaking policy or approving budgets, but to also give the natural environment a higher priority in how we (public, council, staff) think and act. That involves some change in values and priorities and recognizing that our actions as humans have broader consequences than many/most of us acknowledge.
- The committee could provide history and context to the principles to help [this] process.
- The condensed principles (draft "b") were not broad enough to use as principles but were very well worded and could be useful as objectives.
- Re: December 31 final draft revisions - On the Framework Guiding Principles ... the footnotes on the next page ought to be moved under the relevant principle. I still think these guiding principles need work. When I look at what was in the original framework from December 2020, I think I still prefer some of these. For example, to me, "Respect Indigenous knowledge and land uses" is stronger than "Appreciate Indigenous knowledge".

GOALS & OBJECTIVES	EDITS, REVISIONS & EDITORIAL NOTES
<p>Goal 1</p> <ul style="list-style-type: none"> ▪ "ecological function" and "biological diversity" are distinct from one another. ▪ Ecological function should be expanded to "ecological structure, function and composition" ▪ Remove the word "enhance". It is redundant. Don't lose "protect and restore" <p>Goal 2</p> <ul style="list-style-type: none"> ▪ Replace "complimentary" with "complementary". <p>Objective 2</p> <ul style="list-style-type: none"> ▪ Make sure any use of the word "landscapes" is inclusive of water...i.e. land and waterscapes or something else. <p>Objective 3</p> <ul style="list-style-type: none"> ▪ Engage and support all those living and/or working in Saanich... <p>SMART goals & objectives</p> <ul style="list-style-type: none"> ▪ ... We can try this ... but the aspirational nature of the Framework doesn't really lend itself to that formula. For example, it's difficult to measure things like coordination, and to put time bounds on aspirational goals seems unnecessary, even unwise. ▪ The EPF is an aspirational document. Consequently, it is neither possible nor desirable to make the goals and objectives SMART (specific, measurable, achievable, realistic, timely). <p>Nesting goals & objectives</p> <ul style="list-style-type: none"> ▪ The committee understands that nesting objectives under goals is standard practice (refer to the VENN diagram). Matching (nesting) the draft objectives to the draft goals doesn't work. Only objective 4 could be nested specifically under goal 2. All the other objectives fit under both of the draft goals. <p>Other feedback</p> <ul style="list-style-type: none"> ▪ Do we need objectives? (a reference to having objectives in the thematic plans) ▪ Saanich has already endorsed the One Planet Saanich concept. It, too, is an overarching framework that focusses on keeping our ecological footprint to a size commensurate with our population. This could be a goal or a principle. Reduce our ecological footprint (see wording in One Planet Saanich documents). ▪ The 3 pillars are the priorities – biodiversity, climate action, stewardship. ▪ How will the goals change over time? Why do we have just two goals? (a reference to the original RSTC draft) ▪ The goals and objectives should speak to the Environmental Policy Framework (EPF). Themes pick up the specific environmental goals and objectives. The Biodiversity Strategy is a theme; the Climate Plan is also a theme. ▪ The goal of the EPF is to answer the question - what is the problem for which the EPF is a solution; and it needs to be strategic. ▪ I now believe there are too many Goals, which, together with the Objectives, look more like a workplan than Goal statements. The two goals we first suggested ... still make sense to me. Too many goals will lead to too many unreached goals. Are the objectives under specific goals exclusive to that goal? Are there objectives that serve more than one goal? I can't tell. 	<ul style="list-style-type: none"> ▪ The revised goals and objectives were informed mainly from stakeholder feedback, with Staff input to make them SMART(er). ▪ There was not enough time during the December workshops to discuss the revised goals and objectives. ▪ Comments that were made during the workshops referred mainly to the RSTC's original draft versions. Those who spoke, did not support the new direction that the revised goals and objectives took (i.e. significantly expanded and detailed goals & objectives, with objectives nested under goals). ▪ Most of these Appendix D comments were submitted prior to the revisions distributed in December.

ENVIRONMENTAL POLICY FRAMEWORK	EDITS, REVISIONS & EDITORIAL NOTES
<p>The Nature of an "Overarching" Policy Framework</p> <ul style="list-style-type: none"> ▪ Many [stakeholder] comments asking for specifics and details seem to indicate that it was not understood by readers that the EPF is an aspirational document. It's a "meta" document aimed at being an overarching umbrella with the specifics coming in the individual thematic plans. ▪ ... as an overarching document, the focus is on environmental policies/programs but the implications reach across the range of municipal responsibilities (e.g. social well-being, economy, transportation, land use). ▪ The RSTC views the role of the EPF as providing a lens and identifying strategic priorities for environmental policies & management programs in Saanich. ▪ The meaning behind the phrase "aspirational document" refers to the EPF being a high level framework for operational plans and strategies. It also conveys the idea of "continuous improvement". ▪ One item that now appears to have been lost is the relationship and link between the Framework as a conceptual and policy "umbrella" and the items that fall under the umbrella: the thematic plans.... this link was the conceptual breakthrough for us that made the policy framework make sense. I liked how it was depicted that the plans fit within the Framework Goals, which were nested within the Framework Purpose. That's not evident now. I don't see our original ideas or the original structure reflected in this [final draft revisions] document. ▪ I think the crux decision is whether "our" (RSTC) idea of the EPF being: (1) an umbrella framework; (2) the principles being a policy filter tool, and (3) leaving detailed objectives to "thematic detailed strategies" is worthwhile (i.e., few goals and objectives) ▪ I seem to be stuck on the idea that an umbrella policy should be simple and straightforward. To me, a dense EPF with 10 goals and even more objectives is a complication that will not make managing the environmental policies in Saanich clearer and easier or lead to effective coordinated policies, strategies, bylaws, etc. I see the EPF as, 1. a statement of the overall goals 2. The policy filters (principles). These 2 things guide the analysis of current thematic areas and the creation of new thematic areas. This is where detailed goals, objectives and actions are embedded. But as a working document, I would like to get more feedback from those who will be working with it.. Saanich staff. Do they see all the details at the umbrella level as helpful? <p>Content</p> <ul style="list-style-type: none"> ▪ The draft VPGOs released for public feedback did not include any introduction or background as context. At a minimum, any future versions should include an introduction and background piece that reflects on the rationale for the EPF including concerns and the purpose of improving the coordination of policies and management plans. The EPF document would benefit from a front piece that gives more context: where the EPF came from, what it is intended to do, and how it is intended to be used. ▪ I'm expecting the next version to be longer, clearer, with more explanatory notes, and to explain how the whole Framework will address what we were asked by Council to do: "... develop a program... to serve as a policy framework for other Saanich environmental policies and programs... etc." ▪ Integrate with larger context (CRD) and collaborate with other levels of government to achieve global climate stability ▪ The document should be written in a clear, concise manner that gets the point across. It will be important to consider who the audience is. ▪ A small point but with a big impact: the headings should include "Framework". So, Framework Purpose, Framework Guiding Principles, Framework Goals, etc. ▪ Vision, Principles, Goals and Objectives of the EPF should firmly encourage leadership and initiative by the public and not just rely on staff to accomplish goals. <p>Graphic Illustration of the EPF</p> <ul style="list-style-type: none"> ▪ The illustration that RSTC developed as part of the draft Goals & Objectives has a lot of careful and deliberate thinking behind it; and Council approved the VENN diagram this past summer. The concentric rings (moving from the outside to inside) shows the "nested" characteristics of the vision, principles, g&o, & thematic plans. ▪ Kim's illustration shows a hierarchical, top down, relationship which the RSTC explicitly does not want the Framework to look like. The overarching nature of the EPF is more like a web, than a linear progression ▪ I think Kim's work is helping to narrow/align our roles and work in the developing the EPF. I see this as a step getting closer to the final product and I imagine we'll be adjusting the principles, goals and objective from Kim's suggestions and work. ▪ Sitting with staff is extremely important for us and should be factored into our work going forward. 	<ul style="list-style-type: none"> ▪ RSTC comments, explanations & feedback on the EPF as a "whole" have been part of an ongoing dialogue throughout this exercise. Envisioning the framework has become clearer with each new conversation, although there is no singular vision of its scope and content. ▪ Graphic illustrations/sketched outlines, companions with related local government plans, and background literature on other environmental frameworks were explored for the purpose of gaining clarity on how the goals and objectives should be edited or revised. This was within the scope of work but only for the purpose of editing the goals and objectives. ▪ Additional work - such as accompanying the VPGOs with an introduction, background context, purpose statement, and more detailed discussion of how the EPF would be implemented – was beyond the scope of revising the principles, goals and objectives. ▪ One last effort was made (when writing this report) to capture some of the feedback and new insights gained with an illustration (see Figure 1) to place the EPF within two contexts: 1) the external community context (i.e. people, physical/biophysical environments, indigenous knowledge, and government), and 2) the governance context (i.e. policy – implementation – evaluation – adaptation).