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PROACTIVE ADVOCACY ENSURES REGION'S VIEWS CONSIDERED IN DEVELOPING NEW LEGISLATION

The Environmental Services Committee recommends the adoption of the recommendation contained in the following report dated January 26, 2011, from the Commissioner of Environmental Services.

1. RECOMMENDATION

It is recommended that this report be received for information.

2. PURPOSE

This report highlights advocacy activities in the Environmental Services Department in the year 2010 as well as planned for 2011, which demonstrate the Department's proactive and collaborative approach to advocacy.

3. BACKGROUND

Environmental Services continues to advocate Region's position to Province on proposed legislation

Developments in environmental issues such as climate change, water conservation, and energy efficiency on policy agendas around the world results in an increasing number of domestic regulatory requirements. In many circumstances, there is potential for significant implications to water, wastewater and solid waste management services provided by York Region and its local municipalities.

Public notice about environmental matters being proposed by all government ministries covered by the *Environmental Bill of Rights* must be posted on the Province of Ontario's Environmental Registry. Thirteen provincial ministries must use the Registry to notify the public of proposals, decisions and exceptions regarding policies, Acts, instruments, or regulations that could significantly affect the environment.

The Environmental Registry has been regularly used by staff to monitor developing environmental policy directions from the Province. In 2009, 14 responses with comments were submitted to Environmental Registry postings relating to water, wastewater and solid waste management services.

In 2010, 11 staff reports covered ongoing advocacy work

In addition to responses to Environmental Registry postings, staff continually engage in advocacy and consultation with local municipalities, surrounding municipalities, conservation authorities, provincial agencies, and associations. Past reports on ongoing advocacy work have covered a wide spectrum of relevant policy issues (see *Attachment 1*). An advocacy position brings many benefits to the Region; highlights of the return on investment from this ongoing advocacy work include:

- Prior Notice and Consultation on York Region's need for an increased intra-basin transfer under the Great Lakes Charter to secure drinking water supply to the year 2031 was successfully completed in September 2010.

- Continued and persistent advocacy on infeasibility of mandatory phosphorus reduction targets for sewage treatment plants resulted in a more balanced approach to the final Phosphorus Reduction Strategy released in June 2010.

- Staff consultation with local municipalities resulting in submitted comments on proposed changes to Ontario's waste diversion framework in February 2010 which urged the Province to move towards a fair, holistic and more sustainable approach. Continuing to build upon current program successes will achieve additional, real environmental benefits and will avoid potential long-term financial impacts arising from changes to Provincial waste management policies including stranded assets.

4. ANALYSIS AND OPTIONS

Proactive advocacy maximizes investments and ensures sustainable and timely delivery of services

York Region engages in long-term planning exercises to ensure sustainable and timely delivery of water, wastewater and solid waste management services to meet demands of existing and planned growth. In response to these long-term plans for servicing, York Region commits significant capital investments to infrastructure.

New or changing legislation and provincial initiatives bring a level of uncertainty to York Region's ability to deliver quality projects in a timely fashion to accommodate water, wastewater and solid waste infrastructure needs of the growing population in York Region. This uncertainty can greatly impact York Region's Water, Wastewater and Solid Waste Management Capital Plans. Implications include delayed approvals and abandoned or under-utilized infrastructure as well as difficulty fulfilling requirements of Provincial and Regional growth plans.

Unique conditions in York Region require more investment and proactive initiatives

As the fastest growing municipality in the Greater Toronto Area (GTA), York Region has made and will continue to make significant investments to meet the long-term needs of growth as per the Province's Growth Plan. Rapid growth and associated capital requirements have caused the Region to incur debt to finance infrastructure capital costs. Debt costs to service approved growth are projected to increase over the next five years. This situation results in increased rate pressures as operating costs continue to be funded through reserves.

York Region is the only GTA municipality that does not border on the Great Lakes. The Region relies on Peel Region and the City of Toronto to provide drinking water obtained from Lake Ontario. Due to this unique circumstance, York Region has embraced water use efficiency since 1998 as a very effective component of the long-term drinking water supply strategy. The *Water for Tomorrow* program continues to incorporate leading edge technology and innovative programs since its inception and has resulted in water savings of approximately 22.4 million litres per day.

In addition to these unique servicing conditions, the Ministry of Environment requirements and associated impacts have required the Region to invest additional resources in a number of areas, including at Duffin Creek Water Pollution Control Plant. As part of the Certificate of Approval (Air) required for commissioning and operating the Stage 3 Expansion, the Ministry of Environment has imposed 10 mandatory conditions requiring upgrades and refurbishment of the existing Stage 1 and 2 liquids treatment process with the objective of achieving odour reduction benefits and paying particular attention to odour mitigation measures in the immediate future. Completion of required work is proceeding on a fast-track to meet due dates set by the Ministry of Environment and has had a $200M impact on the approved 10 year capital plan.

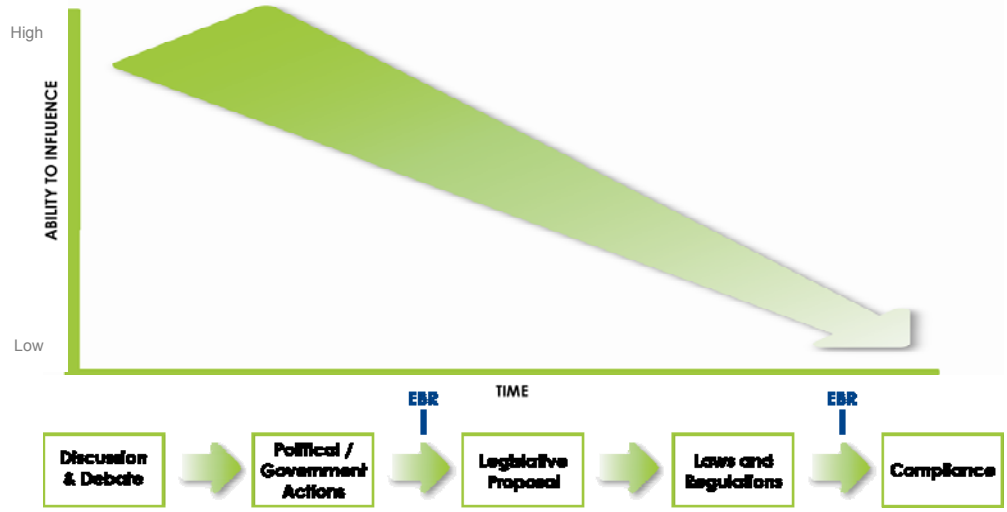
A proactive approach to monitoring and providing feedback to the Province on legislative developments is required to understand and address new regulatory requirements as well as mitigate financial impacts. Advocacy work is increasing in Environmental Services as water, wastewater and solid waste management are becoming increasingly more regulated by the Province. Examples include the Drinking Water Quality Management Standard, *Safeguarding and Sustaining Ontario's Water Act, (2007*), *Lake Simcoe Protection Act (2008)*, *Green Energy Act (2009)*, and most recently, *Water Opportunities and Water Conservation Act (2010)* as well as new requirements on projects imposed through conditions or Provincial approval.

York Region engaged in early stages of policy development for maximum impact

To ensure favourable results and a level of certainty in provincial and federal policy, York Region provides comments during the development phases of proposed legislation.

In most cases, staff become involved at the legislative proposal stage when laws and regulations are being proposed. Development of specific laws and regulations tend to occur later in the policy development process. Activity at this stage, will have relatively little input on how the regulatory framework is structured as the legislation has already been drafted (Figure 1).

Figure 1
York Region's Ability to Engage in Policy Development Over Time



In some instances, Environmental Services is already involved during the discussion and debate stage through association and committee participation with groups such as the Regional Public Works Commissioners of Ontario (RPWCO) and the Association of Municipalities of Ontario (AMO).

Early involvement in policy development processes ensures that significant policy issues are thoroughly considered at the forefront, including future implications and possible negative by-products. Early involvement also enables staff to be better able to maintain or increase service levels cost effectively. For example, consistent involvement from staff in implementation of the 2005 Great Lakes-St. Lawrence River Basin Sustainable Water Resources Agreement facilitated a thorough understanding of implications to municipalities in the consideration of various provincial policy options. Provincial commitments made in this Agreement had the potential to impact the Region's ability to service its growing population with a safe and secure drinking water supply. Continued involvement in this manner ensures impacts to the Region are adequately considered and minimized to the extent possible.

Strong and consistent messaging from a municipal perspective ensures Provincial policy supports the Region's initiatives. For example, the Region was persistent with its position that the draft Lake Simcoe Phosphorus Reduction Strategy disproportionately targeted sewage treatment plants and that other more cost-effective measures with greater environmental benefit needed to be pursued. The draft Strategy proposed proportional

reductions for all contributors, which would not recognize that some sectors, such as sewage treatment plants, are closer to the "goal line" in minimizing phosphorus loading contributions to the Lake Simcoe watershed than other sectors. Mandatory incremental load reductions for sewage treatment plants were subsequently removed from the final version of the Strategy as they were based on technology that has yet to be developed. Staff have identified future advocacy areas and ways to continue to be proactively involved in this manner.

Advocacy workshop established a foundation for proactive advocacy

In June 2010, an advocacy workshop was conducted with the Environmental Services Extended Management Team to identify priority areas for advocacy and develop a work plan for department-wide advocacy work. Roles and responsibilities were defined in terms of advocacy work and a formalized communication strategy was developed for proactive advocacy (see *Attachment 1*).

Once implemented, the newly developed advocacy process will include using notification emails to give management an understanding of policy developments as they occur. Advocacy work will be tracked in a central area to ensure consistent and focused messaging. Additionally, advocacy briefs are to be developed for universal understanding of a policy issue and to aid in providing strong, clear and consistent messaging on the Region's position (see *Attachment 2*). This strategy aims to help Environmental Services be more proactive and collaborative in advocacy work.

The degree of consultation and collaboration with other departments, local municipalities and servicing partners is dependent on the amount of time available for responses to Environmental Registry postings. Response timeframes typically vary between 30 and 90 days with longer comment periods normally given in early stages of policy development. Longer comment periods permit staff to consult and collaborate more comprehensively including obtaining Council endorsement prior to submission. However, shorter comment periods require quick responses and may include Council endorsement after submission (see *Attachment 3*).

York Region has an opportunity to continue a leadership role in proactively advocating for more sustainable policy from other levels of government

Currently, approximately 22 advocacy areas key to Environmental Services business are actively monitored (Table 1). Environmental Services identified additional areas on which proactive advocacy may be desirable (Table 1). Engagement needs to be initiated on these issues to monitor policy development to achieve for favourable outcomes in provincial and federal policy directives.

Table 1
Summary of Key Advocacy Areas

Service Area	Advocacy Areas	
	Actively Monitored	**Identified for Proactive Monitoring**
Water and Wastewater	• Water Quality • Source Protection • Water Conservation and Efficiency • Water Opportunities • Wastewater Effluent • Septic Systems • Industrial Effluent • Nutrient Management (agriculture)	• Technology standards and guidelines • Water Leakage • Innovative Technologies • Odour Management • Inflow and Infiltration • Endocrine Disruptors • Emerging Contaminants
Solid Waste	• Extended Producer Responsibility • Energy from Waste • Biomedical Waste • Waste Generation and Diversion • Composting • Hazardous/Special Waste • Battery Recycling • Electronic Waste • Blue Box Recycling	• Packaging Standards
General	• Environmental Approvals • Toxics Reduction • Renewable Energy • Environmental Assessment • Brownfields • Air Quality	• Funding for Capital Projects, Pilot Projects • Climate Change • Sustainable Services/Asset Management • Green Energy/Energy management • Canadian Sustainability Strategy • Provincial Policy Statement • Community Engagement

To facilitate a consistent and comprehensive approach, staff initiated development of a communications strategy which will outline key activities that should be undertaken internally and externally within the advocacy process. It will also identify strategic partnerships that may be utilized to access information and engage in policy development. This strategy is expected to be completed by Q3 2011.

Advocacy work builds culture of collaboration with Province and stakeholders

Successful working relationships were developed through collaborative efforts to consult with provincial, national and bi-national stakeholders for York Region's intra-basin transfer proposal. A *lessons learned* workshop was conducted with staff from the Ministries of Natural Resources and the Environment. The outcomes of the workshop illustrated critical factors and key elements for success that can be applied to future projects (see *Attachment 4*). Further advocacy work will continue to build this culture of collaboration necessary for sustainable decisions to be made at all levels.

Staff will continue to build on successful working relationships with the Province and stakeholders through proactive advocacy

Targeted Proactive Advocacy has been identified as a priority program in the Environmental Services Department 2011 Performance Plan. A policy and advocacy toolkit will be developed for the department and issue-specific plans will be developed for some of the proactive advocacy areas identified above. For example, municipal input will be required for implementation of the recently passed Water Opportunities and Water Conservation Act, 2010. Proactive and consistent advocacy on this issue will ensure resulting regulatory requirements bolster York Region's initiatives and aid the Region in furthering success in the areas of water conservation and innovative technology, particularly with respect to work underway with the Long Term Water Conservation Plan.

Staff will continue to leverage the successful working relationships with the Province and stakeholders to ensure the Region's views are considered in development of or amendment to the legislative framework for water, wastewater, and solid waste services.

5. FINANCIAL IMPLICATIONS

Many of the benefits to advocacy work are intangible and include greater certainty in the provision of future services. For example, York Region has recently experienced positive results through advocacy work related to the Lake Simcoe Protection Plan and Great Lakes Intra-basin Transfer. With continued advocacy work in areas such as Ontario's waste diversion framework, the Region will continue to experience beneficial outcomes that align with environmental program priorities and objectives.

Advocacy work protects long-term investments in infrastructure

Approval of York Region's intra-basin transfer application received in September 2010 provides water supply certainty up to the year 2031, protecting long-term investments. This water supply certainty enables York Region and its servicing partners to fully utilize

investments in supplying the Towns of Aurora, Newmarket and East Gwillimbury with Lake Ontario drinking water including (as of November 2010):

- Over $100 million of water infrastructure in the ground
- Close to $350 million of wastewater infrastructure in the ground and currently underway
- Over $75 million in cost shared projects with Peel Region and the City of Toronto

Costs minimized through coordinated communication of emerging Provincial policy directions

While York Region supports protection of Lake Simcoe through the Lake Simcoe Protection Plan, early versions of the Phosphorus Reduction Strategy required wastewater facilities to bear a disproportionate burden with limited results. With continued and persistent advocacy, removal of mandatory phosphorus reduction targets from sewage treatment plants from the final Phosphorus Reduction Strategy avoided additional unreasonable costs to further upgrade York Region's wastewater facilities. Despite this change, York Region is still faced with advanced technology cost premiums.

Prior to the release of the Phosphorus Reduction Strategy, the MOE applied stringent phosphorus limits for effluent criteria on several projects, requiring significant capital costs. Total project costs to upgrade York Region's wastewater treatment plants which involve efforts of reducing phosphorus loads to Lake Simcoe include:

- Keswick Water Pollution Control Plant – 2010 Total Project Budget: $67 million (total estimated construction cost: $55 million)
- Sutton Water Pollution Control Plant – 2010 Total Project Budget: $44 million (total estimated construction cost: $30 million)

With existing and planned technologies at York Region's wastewater facilities in the Lake Simcoe watershed, a level of diminishing returns on investment for sewage treatment technology to remove phosphorus has been reached. At this point, continued investment in phosphorus reduction at York Region's wastewater facilities will yield minor results towards the overall goal of phosphorus reduction in Lake Simcoe compared to other more productive and less costly alternatives. Current treatment technologies at York Region's wastewater facilities presently achieve phosphorus removal efficiencies of 97 per cent and above. To this end, Keswick Water Pollution Control Plant has been upgraded to membrane treatment technology and best available technology has been used at recent expansions of York Region's remaining wastewater treatment plants in the Lake Simcoe watershed. Upgrades to best available technology that are reasonably economically achievable, increases phosphorus removal costs significantly, which directly impact wastewater rates.

Resources required to properly continue work with Province in areas of policy and advocacy

Effects of policy and advocacy work are far-reaching as all departmental services are affected by legislation, and associated plans and strategies. For example, continued efforts will be required to manage the progress of the *Water Opportunities and Water Conservation Act, 2010* as well as pursuit of funding for solid waste management initiatives.

A temporary full-time position was created to fill the gap created by increasing demands and lack of dedicated resources from existing staff. Staff continue to assess workload and manage required advocacy work with existing resources. Staff will review staffing resource needs to ensure continuity, knowledge retention, comprehensive coordination, and cost efficiencies to minimize impacts of Provincial and Federal policy. Ultimately these activities will help to make policy directives more sustainable for Environmental Services.

6. LOCAL MUNICIPAL IMPACT

Staff continue to engage with local municipalities on issues that have the potential to affect provision of water, wastewater and solid waste management services. The strategy developed for advocacy work will continue to build on existing engagement initiatives with local municipalities. Staff continue to engage local municipalities on issues such as source water protection through quarterly meetings, which provide an update on ongoing technical studies, available provincial funding and highlight upcoming source water protection initiatives. Other issues include impacts to stormwater management from the Lake Simcoe Protection Plan, water conservation and efficiency and solid waste management.

7. CONCLUSION

Continuing coordinated and comprehensive advocacy work in relation to policy directives that affect York Region will reduce costs and help minimize impacts of provincial and federal policy and legislative developments by emphasizing a more sustainable approach.

The Region has already realized a return on investment in policy and advocacy work, particularly in Great Lakes Intra-Basin Transfer and Lake Simcoe protection. Through continued advocacy and in-depth consultation, York Region’s Intra-basin Transfer Application was successful, providing water supply certainty up to the year 2031 and protecting long-term investments. With proactive and persistent advocacy, the final Lake Simcoe Phosphorus Reduction Strategy shifted from more stringent controls on sewage treatment plants to allowing consideration of a variety of means to protect Lake Simcoe.

A number of policy areas have been identified in which more proactive advocacy may be desirable. More engagement in these advocacy areas will help ensure outcomes in provincial and federal policy directives that allow sustainable and timely delivery of services to York Region residents. Advocacy work will also continue to assist in proactively addressing new requirements as well as protecting the Region's long-term investments in capital infrastructure.

For more information on this report, please contact Laura McDowell, Director, Environmental Promotion and Protection at (905) 830-4444 Ext. 5077.

The Senior Management Group has reviewed this report.

(The four attachments referred to in this clause are attached to this report.)

Issue	2010 Report(s)	Collaboration	Formal Advocacy Outcome
Composting Guidelines	• Update on the Review of the Proposed Guideline for Composting Facilities and Compose Use in Ontario (Report No. 3 of the Environmental Services Committee)	• Local Municipalities • Community and Health Services	• Letter to Ministry of the Environment (January 22, 2010)
Environmental Approvals	• Proposed Legislative Frameworks for Modernizing Environmental Approvals (Report No. 6 of the Environmental Services Committee)	• Corporate Services - Legal Services	• Letter to Ministry of the Environment (April 1, 2010)
Great Lakes Intra-basin Transfer	• Great Lakes Intra-basin Transfer Application and Policy Advocacy (Report No. 1 of the Environmental Services Committee) • Great Lakes Intra-basin Transfer Application Update (Report No. 7 of the Environmental Services Committee)	• Ministry of Natural Resources • Ministry of the Environment • Regional Body (Illinois, Indiana, Michigan, Minnesota, New York, Ohio, Pennsylvania, Ontario, Quebec) • Corporate Services – Legal Services • Planning and Development Services	• Meetings with Ministries of the Environment and Natural Resources • Reports forwarded to Ministries of the Environment and Natural Resources
Lake Simcoe Protection	• Proposed Lake Simcoe Phosphorus Reduction Strategy (Report No. 5 of the Environmental Services Committee)	• Surrounding Municipalities • Ministry of Environment through the Coordinating Committee membership • Lake Simcoe Region Conservation Authority • Planning and Development Services	• Letter to Ministry of the Environment (April 16, 2010)
Municipal Wastewater Effluent	• Canada-wide Strategy for the Management of Municipal Wastewater Effluent (Report No. 4 of the Environmental Services Committee)	• Surrounding Municipalities • Local Municipalities	

Issue	2010 Report(s)	Collaboration	Formal Advocacy Outcome
Source Water Protection	• Update on Source Water Protection and Request for Additional Funds to Meet Requirements under the Clean Water Act (Report No. 5 of the Environmental Services Committee)	• Local Municipalities • Conservation Authorities • Ministry of Environment • Planning and Development Services	• Letter to Ministry of the Environment (April 9, 2010)
Oak Ridges Moraine	• Oak Ridges Moraine Conservation Plan Final LRSCA Subwatershed Plans (Report No. 5 of the Planning and Economic Committee – Joint Report with Environmental Services)	• Local Municipalities • Conservation Authorities • Ministry of Environment • Ministry of Municipal Affairs and Housing	
Waste Diversion	• Update on the Review of the Waste Diversion Act and Blue Box Material Management Issues (Report No. 2 of the Environmental Services Committee) • 2010 Waste Diversion Projection Update (Report No. 7 of Environmental Services Committee)	• Local Municipalities • Association of Municipalities of Ontario • Regional Public Works Commissioners of Ontario • Ministry of the Environment	• Letter to Ministry of the Environment (February 1, 2010)
Water Opportunities and Water Conservation	• Proposed Water Opportunities and Water Conservation Act, 2010 (Report No. 7 of the Environmental Services Committee)	• Local Municipalities • Corporate Services • Planning and Development Services	• Letter to Ministry of the Environment (July 16, 2010)

Regulatory Compliance & Policy Advocacy Brief

Lake Simcoe Protection

This briefing document provides a high-level summary of Provincial policies to protect Lake Simcoe as well as York Region's key messages.

Lake Simcoe Protection Act, 2008

- To protect and restore the ecological health of the Lake Simcoe watershed
- Provides, among other things:
  - Authority to establish a Lake Simcoe Protection Plan with clear objectives and targets
  - Establishment of two advisory committees:
    i) Lake Simcoe Science Committee
    ii) Lake Simcoe Coordinating Committee
  - Authority to make regulations to govern activities in shoreline, tributary and wetland areas of the watershed
  - Amendments to the *Ontario Water Resources Act* to establish a regulation-making authority to create a water quality trading program
  - Authority to apply regulations under section 28 of *Conservation Authorities Act* to areas that are outside jurisdiction but within watershed

Regulations

O. Reg. 219/09 – General

- Covers matters related to implementing the Lake Simcoe Protection Plan including transition and the watershed boundary
- Prescribes specific instruments that are subject to the *Lake Simcoe Protection Act*

Draft Shoreline Protection Regulation

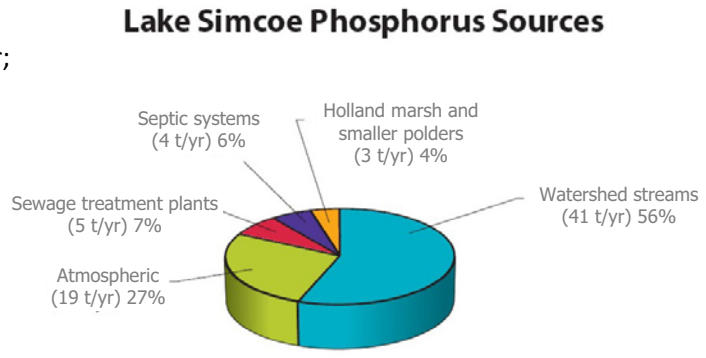
- Draft shoreline regulation will rely on a mix of soft and hard compliance tools, building on existing tools and mechanisms to the extent possible.
- Would reduce phosphorus by protecting the shorelines of the watershed through restrictions on specified activities, including the removal of vegetation, application of fertilizers, requiring setbacks on septic systems and offering enhanced protection of wetlands.

Lake Simcoe Protection Plan

- Applies primarily to the Lake Simcoe watershed and seeks to improve the overall health of the Lake Simcoe watershed with a specific focus on restoration of the coldwater fish community in the Lake.
- Proposes to reduce the total loading of phosphorus to the Lake from 72 tonnes per year to 44 tonnes per year to achieve the target dissolved oxygen level of 7 mg/L for the Lake.
- Targets, indicators and policies organized into themes: aquatic life, water quality, water quantity, shorelines and natural heritage, and other threats and activities (i.e., invasive species, climate change, recreational activities).

Lake Simcoe Phosphorus Reduction Strategy

- Takes a proportional reduction approach to reaching the whole-lake phosphorus loading goal of 44 tonnes per year; this approach will be reassessed in 2015 considering any new science and information that becomes available.
- Subwatershed phosphorus loading targets will be developed that add up to the whole-lake goal.
- Emphasis on stewardship throughout the Strategy; stewardship strategy to help align stewardship programming in watershed and build on and encourage best management practices in every sector.



- Baseline loads for sewage treatment plants are set out in the Strategy. Compliance limits will be applied to each sewage treatment plant at its next expansion or by 2015, whichever occurs first. The Ministry of the Environment (MOE) intends to further evaluate water quality trading in consultation with watershed stakeholders.

York Region's Sewage Treatment Plants in Lake Simcoe Watershed

COUNCIL ATTACHMENT 2

Sewage Treatment Plant	Treatment Level	Phosphorus Removal Efficiency (2009)	Total Load (2009)	Portion of Total Load to Lake
Keswick Water Pollution Control Plant	Extended aeration plant with tertiary level treatment	97.14%	485 kg	0.67%
Sutton Water Pollution Control Plant	Sequencing batch reactor with continuous backwash, upflow sand filters	98.25%	38 kg	0.05%
Schomberg Water Pollution Control Plant	Extended aeration plant with continuous backwash tertiary sand filters	99.34%	11 kg	0.02%
Holland Landing Lagoons	Facultative seasonal discharge lagoon system	99.02%*	31 kg	0.04%
Mount Albert Water Pollution Control Plant	Extended aeration plant	99.20%	9 kg	0.01%

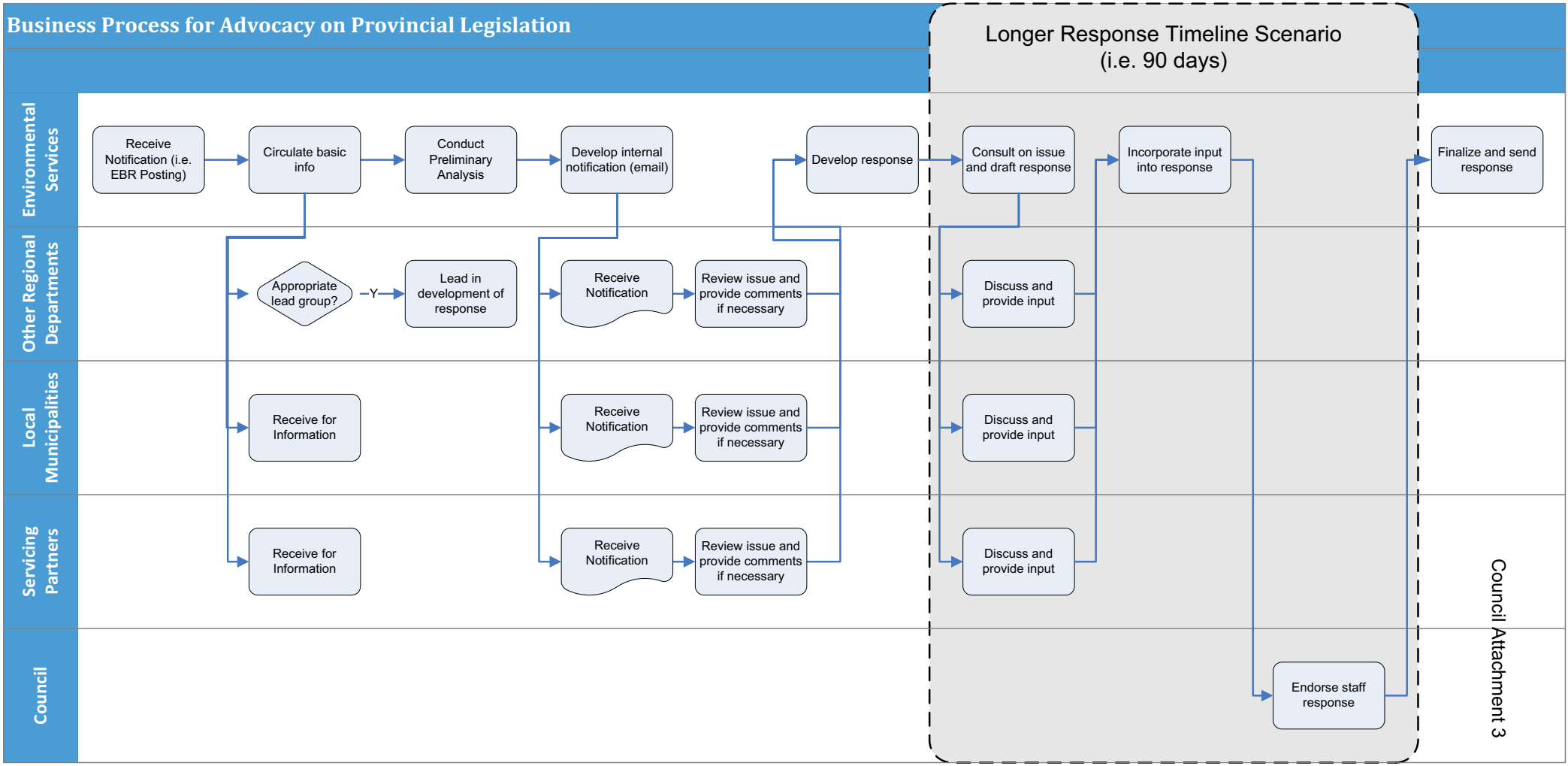
*Facultative lagoons provide efficient treatment of municipal sewage. However, they are limited in terms of treatment volumes due to the necessary land requirements.

Key Messages

- Through close partnerships with local municipalities and the Lake Simcoe Region Conservation Authority, and by working with the provincial and federal governments, York Region has consistently demonstrated a commitment to protecting Lake Simcoe.
- Sewage treatment plants represent only 7 per cent of total phosphorus contributions to the Lake. Costs to further reduce phosphorus loadings from sewage treatment plants would cause municipalities to bear a disproportionate financial burden of phosphorus reductions.
- MOE has applied new phosphorus limits for effluent criteria on several recent projects. Further reductions to already improved phosphorus concentrations have significant negative implications on the Region's ability to service populations as planned and approved through growth projections and environmental assessments.
- York Region's facilities are operating at a higher standard than similar facilities within the watershed. York Region has implemented changes to its facilities during recent expansions to further lower effluent phosphorus concentrations. Proportional reductions, if imposed, need to take into account existing efforts to reduce phosphorus at sewage treatment plants.
- Any reduction targets for sewage treatment plants depend on new technologies not yet available. Consequently, performance details and overall financial viability are unknown.
- The Plan does not address opportunities for more significant phosphorus reductions at a lower cost. Practices in other sectors known to achieve sizeable reductions in phosphorus loadings are only recommended as best management practices.
- Province needs a more coordinated approach that holds all phosphorus contributors to an equitable standard. York Region recommends that regulatory controls, similar to those imposed on sewage treatment plants, be placed on larger phosphorus contributors in the Lake Simcoe watershed.
- Further and in-depth consultation is required to collaborate with municipalities and to achieve the goals of the Plan.

Related Activities to Date

For a listing of related activities to date, please refer to the Policy Tracking Matrix (ENV Policy and Advocacy Items – eDOCS #1473688).


Business Process for Advocacy on Provincial Legislation
Longer Response Timeline Scenario
(i.e. 90 days)
Environmental Services
Other Regional Departments
Local Municipalities
Servicing Partners
Council
Receive Notification (i.e. EBR Posting)
Circulate basic info
Conduct Preliminary Analysis
Develop internal notification (email)
Develop response
Consult on issue and draft response
Incorporate input into response
Finalize and send response
Appropriate lead group?
Y
Lead in development of response
Receive Notification
Review issue and provide comments if necessary
Discuss and provide input
Receive for Information
Receive Notification
Review issue and provide comments if necessary
Discuss and provide input
Receive for Information
Receive Notification
Review issue and provide comments if necessary
Discuss and provide input
Endorse staff response
Council Attachment 3

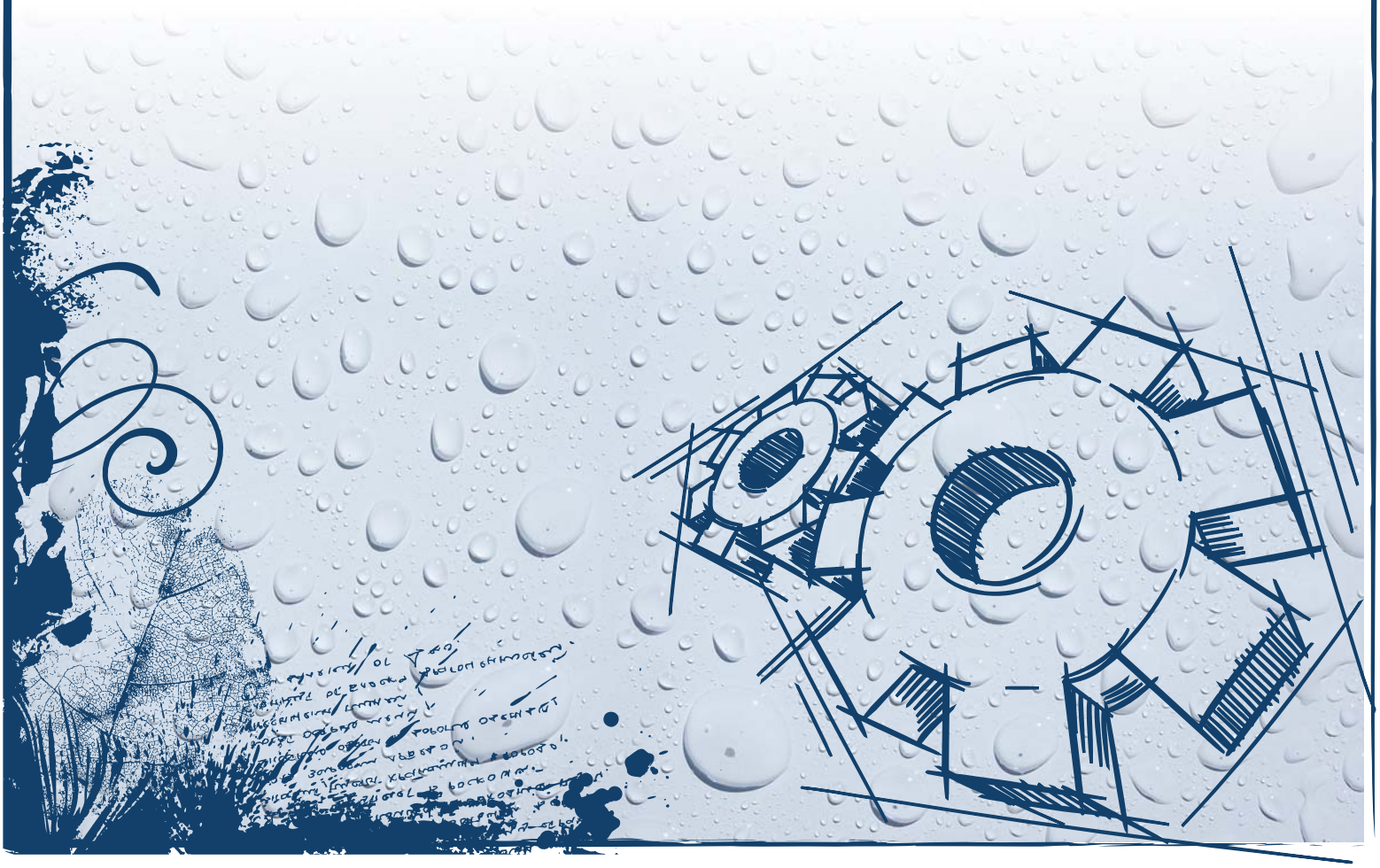
COUNCIL ATTACHMENT 4

York Region

YORK REGION'S INTRA-BASIN TRANSFER WITH RETURN FLOW

Lessons Learned Workshop Summary

November 2010



Lessons Learned Workshop

To reflect on the successful working relationships that developed through a collaborative effort to consult with provincial, national and bi-national stakeholders, a lessons learned workshop for York Region's Intra-basin Transfer with Return Flow was conducted on November 16, 2010.

Together, staff from Ministry of Natural Resources, Ministry of the Environment and York Region developed an effective process for consulting with stakeholders and future collaborations. Good working relationships and effective communication were keys to the success of this initiative.

The Project Model for Collaboration

The attached poster summarizes the workshop outcomes in terms of critical success factors and key elements for future success.

Explaining the Project – Explain the project with a multi-layer and multi-disciplinary lens. Demonstrate how local issue relates to regional, national and global perspectives. Provide historical context. Illustrate consequences of "do nothing". Simplify the project to facilitate understanding.

Partners – Identify partners who are key to the success of the project and develop, if possible, strong professional working relationships.

Key Activities – Set the groundwork by first applying lessons learned from other projects. Break the problem down into a simple format so that all can understand the purpose and necessity of the project. Map the process and path to be taken.

Key Resources – Build the foundation by gathering key resources.

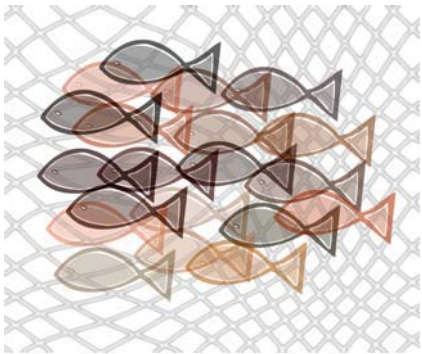
Stakeholders – Cast a wide net to capture stakeholders.

Relationships – Build relationships with stakeholders and the project by understanding various drivers and purposes. Inform decision-makers to maintain the path forward. Set ground rules by establishing terms of reference. Ask questions and provide answers.

Communication – Keep open communication through inclusive engagement. Ensure communication occurs at multiple levels and tailor messages to audiences.

Values – Define core values necessary for success. Recognize that problems are opportunities to become leaders.

Must Do's – Key elements for future success.



PROVINCIAL-MUNICIPAL COLLABORATION

COUNCIL ATTACHMENT 4

Moving Forward With Collaboration

Developed as a result of Great Lakes Charter Prior Notice and Consultation Process

Partners

Ontario

MINISTRY OF THE ENVIRONMENT

MINISTRY OF NATURAL RESOURCES

York Region

Corporate Services
Environmental Services
Planning and Development
Transportation Services

Key Activities

Project Planning

- *Apply lessons learned*
- *State the problem in simple format*
- *Process mapping*
- *Identify roles*
- *Scenario planning*

Key Resources

Common goals and objectives
Clear guidance
Knowledge/information
People, budget, time
Technology
"Constructive Tension"

Explaining the Project

Simplify to facilitate understanding

Historical context

Multi-disciplinary

Consequences of "do nothing"

Relationships

- Drivers/purpose
- Informed decision makers = Action
- Terms of reference
- Questions & Answers

Communication

- Inclusive engagement
- Multi-level
- Tailored/Translation
- Innovation/technology
- Active listening

Stakeholders

- Municipalities
- Servicing Partners
- Regulatory Bodies
- First Nations
- Environmental Non-governmental Organizations
- Residents
- Industrial, Commercial and Institutional Sector

Values

PROBLEM → OPPORTUNITY → LEADERSHIP

Must-Do's

1. build the team (meet face-to-face)
2. identify common goals/objectives
3. plan the timeline
4. define roles and responsibilities
5. meet regularly and follow through

CRITICAL FACTORS AND KEY ELEMENTS FOR FUTURE SUCCESS

Appendix – Results of Bell Ringer Exercise

Participants at the workshop were asked to populate a list of lessons learned for: the Intra-basin Transfer process; consulting with stakeholders; and collaborating and working together on a challenging, complex project.

Lessons Learned	Key Activities	Key Resources	Explaining the Project	Relationships	Communication	Stakeholders	Values
For the Intra-basin Transfer process							
Adaptability to changes along the way – anticipate uncertainties	✓						✓
Documenting process as a framework	✓						
Define process maps	✓						
Understanding common road blocks	✓						
Early understanding of process	✓						
Being well prepared and resourced from the start, good communication process	✓						
Willingness to be open and transparent throughout							✓
Commitment from all to be engaged							✓
Being fully informed and knowledgeable		✓					
Patience, educating							✓
Connecting the dots and seeing the big picture			✓				
Working within the broader policy context (regulatory issues/science, e.g., places to grow, Greenbelt, ORMCP, etc.)			✓				
Multi-level collaboration and communication tailored to audience				✓			
Applying lessons learned from others (do your homework, provincial government, provide input early on)			✓				
Simple explanation of Intra-basin Transfer and why what we are doing is important			✓				
It's never as simple as it seems	✓						
Develop a framework to analyze cumulative impacts (common foundation for all, has to be representative of 'live' data)	✓						
Consider workshop of best practices when regulations come into effect							
Clarity of roles between MOE and MNR	✓						
Expect to be asked for more information		✓					
Level of effort (business case, resources and "commitment")		✓					✓
Stay together and keep informed	✓						
Challenging to explain politically						✓	
Broader perspective needed			✓				

Lessons Learned	Key Activities	Key Resources	Telling the Story	Relationships	Communication	Stakeholders	Values
For consulting with stakeholders							
Make sure technology works	✓						
Regularly scheduled meetings	✓						
Scheduling meetings far enough in advance				✓			
Provide materials and meeting objectives in advance to allow time for preparation				✓			
Clear, simple messaging with details available in “back pocket”			✓				
No prep time (provide overview in meetings and allow time for comment after)				✓			
Ground rules (terms of reference, stick to the topic)				✓			
Clear timelines for deliverables				✓			
Questions answered for the full group				✓			
Common electronic ‘library’					✓		
Inclusive of everyone						✓	
Meaningful and relevant materials and engaging with First Nations			✓				
Good use of translation tools (i.e. French)			✓				
Multiple formats for engagement (emails, phone, meetings, etc.)				✓			
Proponents present to other jurisdictions (talk with those requesting the transfer, make the offer to avoid the “lost in translation’” issues)			✓				
Flexibility (contingency plan, more time, expect the unexpected)	✓						
Maintain the level of patience							✓
Commitment to answer all questions				✓			
Cast wide net to capture all stakeholders						✓	
Broad engagement, inter-department, provincial ministry						✓	
Be aware of conflicting strategic priorities			✓				
Present clearly the total context by which York Region was operating using various means for communication			✓				
Ensuring engagement with all stakeholders						✓	
Willingness to meet separately to understand issues and resolve				✓			
Add buffer time	✓						
Don’t assume stakeholders know history or take for granted statues, regulations, etc.			✓				
Understanding politics of strategic goals, their positions			✓				

Lessons Learned	Key Activities	Key Resources	Telling the Story	Relationships	Communication	Stakeholders	Values
For collaborating and working together on a challenging, complex project							
Patience, commitment, flexibility, perseverance							✓
Developing clear path forward and understanding goals/objectives	✓						
Regular conference calls	✓						
Identifying challenges/lack of understanding	✓						
Understanding drivers/interests of all parties				✓			
Preparation at front-end	✓						
Being innovative with how stakeholders were engaged				✓			
Challenge: How to get the green light to move forward?				✓			
Making sure decision-makers had all relevant information				✓			
Improve understanding between Municipalities/Ministries on internal processes/policies/strategic goals/directions	✓						
Clarity moving between Charter and Agreement process (grey area)		✓					
The politics of politics				✓			
Comprehensive document (set the context, facilitate understanding)			✓				
Website – detailed information made available					✓		
Make sure that all understand common/differences at outset (especially in large number groups)	✓						
Engage without fear							✓
How do you create trust?							✓
Recognized opportunity to raise the bar (be leaders)		✓					
Credible							✓
Understand the consequences of not moving forward			✓				
Ask questions/provide answers					✓		
Identify the common goal	✓						
Identify people's/organizations roles	✓						
Respecting the process (transparency, honestly, openness)							✓
Finding the fine line between impartiality and guidance				✓			
Face to face meetings a must (especially at the beginning)	✓						
Team lead (project management, continuity of key roles)	✓						
Multi-disciplinary engagement (planning, environmental, engineering, social etc.)			✓				
Breaking down the issue into components that are easier to understand and communicate			✓				
Follow through on commitments							✓
Responsibility and accountability to all parties							
Constructive tension							✓