

Appendix A: Corporate and Partnership Capacity Review

The following provides an overview for discussion of the Region of Peel’s and Peel Climate Change Partnership’s capacity to implement effective Regional Climate Change Policy. **Bolded** are Peel Region’s strongest success factors which can be immediately leveraged to maximize beneficial outcomes to address emerging climate change risks and opportunities.

| Key Success Factors to Implement Effective Climate Change Policy and Program Plans ⁵ | REGION OF PEEL CAPACITY (CORPORATE) | Comments | PARTNERSHIP CAPACITY (COMMUNITY) | Comments | Opportunities |
|---|-------------------------------------|--|----------------------------------|--|---|
| 1. Strong leadership (and political commitment) ^x | Low | <p>A lack of awareness and understanding of Peel’s vulnerabilities to climate change resulting in minimal leadership support to address risks from climate change, and leverage opportunities</p> <p>Corporately – Support the following actions from the Term of Council Priority - Leading (Government is future-oriented and accountable):</p> <p>1. I trust that sustainability and long-term benefits to future generations are considered</p> <p>2. I trust that coordination and partnerships occur</p> <p>3. I trust that a systematic approach to innovation is in place</p> <p>4. I trust that the community voice and participation is welcome</p> <p>5. I trust that Peel is a well-managed government</p> <p>6. I trust that the Region of Peel is a model and progressive employer</p> | Low to Medium | <p>Strategies are already identified through existing next steps plan processes (revised governance / mandate and composition). A May 2016 meeting will provide further direction to strengthen the Partnership.</p> <p>An implementation assessment is underway that will provide insight into opportunities of alignment at the Partnership level.</p> <p>There is commitment and leadership being shown in IPD and Real Property Asset Management, and among Conservation Authorities, and Area Municipalities.</p> <p>Leadership in Public Works and Public Health is needed to support climate change Partnership activities.</p> <p>There is strong leadership emerging at the Provincial and Federal Level.</p> | <p>Continue leveraging current champions within the Partnership and Steering Committee (and seek out new leaders) to advocate for stronger regional planning policy that uses climate change as a lens for planning.</p> <p>Provide champions the information they need to promote stronger regional climate change planning policy. This will require the completion of the Synthesis and recommendations report.</p> <p>The Region of Peel should consider preparing an engagement strategy to take advantage of federal and provincial policy windows (e.g. Provincially, Ontario proposed the Climate Change Mitigation and Low-Carbon Economy Act to introduce a cap and trade program. There has also been the release of the Ontario Climate Change Strategy in late 2015. Federally, the pan-Canadian framework for combatting climate change is anticipated to be released September 2016)</p> |
| 2. A transparent, inclusive and structured, integrated ⁶ | Medium | <p>ToCP and Strategic Plan processes provide the best example thus far of integrated planning. There are staff with</p> | High | <p>IPD is demonstrating integrated planning processes through the Synthesis Reporting workshops, Partnership Needs Assessment. Strategic</p> | <p>Integrated planning processes are IPD and the Partnership’s greater strength. Integrated planning processes are</p> |

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| planning process | | <p>the competency to support better integrated planning processes through strategic plan renewal.</p> <p>Corporate work plans and priorities would be better supported by drawing from Partnership work plans.</p> | | <p>Implementation Assessment, adaptation and mitigation workgroups, and Steering Committee collaborative work planning.</p> | <p>significant enablers that should be leveraged corporately.</p> <p>Collaborating more closely with ToCP planning leads will be beneficial.</p> |
| 3. Central management and coordination by planning staff | Low | <p>Climate change is only beginning to emerge as a corporate priority, therefore appropriate resources and staff have not yet been appropriately allocated to competently manage and coordinate climate change planning efforts corporately.</p> <p>The Corporation has an opportunity to support existing IPD planning efforts and collaboration with the Partnership.</p> | High | <p>Two dedicated staff leading integrated planning efforts with Partners.</p> <p>Work required to maintain the secretariat function for the Partnership within IPD is significant.</p> | <p>The current misaligned outcomes between Partnership and Corporate planning efforts on climate change and the lack of capacity and competency in this field corporately presents ongoing challenges and risks to the integrity of Partnership planning processes.</p> <p>Corporate planning (change management) efforts related to the ToCP should take more direction from reports approved by the Partnership Steering Committee now and into the future.</p> <p>Corporate Resources (project planning, research, communications support now directed corporately) should be redirected to support the Partnership planning efforts that are already applying an evidence informed approach.</p> |
| 4. In-depth research and analysis (information and data)* involving extensive coordination and collaboration | Low | <p>The Region of Peel is in early stages of applying an evidence informed approach to policy and planning.</p> | High | <p>5 Vulnerability Assessments and a Synthesis Report drafted and inventory complete.</p> <p>Needs assessment and implementation processes nearly complete.</p> <p>Scope of work for recommendations report in progress.</p> | <p>See above – ToCP should weigh the evidence from Partnership work as high from an input perspective, and apply this evidence into their planning processes in order to support ongoing communication efforts.</p> |
| 5. An external advisory group to provide best practice advice | Low | <p>The GTA-Clean Air Council (GTA-CAC) is the only external group currently supported corporately with a mandate to</p> | Medium | <p>External agencies include Ontario Climate Consortium (OCC), Great Lakes Integrated Sciences and Assessments (GLISA), and the Ontario Centre for</p> | <p>Peel Climate Change Partnership Steering Committee (and workgroups) are well suited to continue providing appropriate</p> |

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| and guidance (knowledge mobilization and social learning) ⁶ | | mobilize and broker knowledge on climate change. | | <p>Climate Impacts and Adaptation Resources (OCCIAR).</p> <p>The only group capable of providing sound evidence informed advice for climate change planning are IPD, and Toronto and Region Conservation and Credit Valley Conservation Authority staff.</p> <p>The existing workgroups within the Partnership have the potential to provide better guidance and support with renewed membership composition.</p> | <p>guidance, and direction for climate change planning in Peel Region.</p> <p>Current OCC work plans (led by TRCA) should continue to support Partnership efforts.</p> <p>Existing planning advisory groups (e.g Technical Advisory Committee, Peel Agricultural Advisory Workign Group) will continue to be leveraged where necessary.</p> |
| 6. An implementation plan with timeline and a budget | Low | In process through ToCP. | Low | <p>The Peel Climate Change Strategy provided a good starting point on identifying current climate change actions and goals. –</p> <p>The Strategy is currently undergoing an assessment to help prioritize and align current Partner based activities in order to create a more evidence informed Partnership plan moving forward.</p> | <p>Given that climate change is emerging as an “all of government” ToCP and Corporate, Provincial and Federal priority, greater corporate project planning support is required at this time to ensure the Partnership renewal, reporting processes and key milestones sync with the ToCP strategic planning processes.</p> <p>Additional Project management support would be beneficial.</p> |
| 7. A comprehensive public outreach (stakeholder engagement ⁶) process to generate public support and educate the general public about climate change | Low | This should be included as an immediate priority for ToCP strategic planning purposes. | Low | This should be an immediate priority for both ToCP and Partnership work planning. It is not yet sufficiently resourced to be successful. | Communications support is required to support both ToCP planning and Partnership planning efforts. Ideally, this can be done with corporate project planning support. |
| 8. Openness for innovation and evidence informed policy-making | Low | Corporate culture has a long legacy of being highly risk adverse. The shift to a more innovative organization will take time through ToCP – Leading actions. | Medium | There is openness for innovation through Partnership based work as a result of the functional relationships which are driven more from shared values than on required government regulatory mandates. | <p>Demonstrate and celebrate innovation via Partnership success.</p> <p>Opportunities to celebrate include Credit Valley Conservation’s Friends of the Credit Conservation Awards.</p> |