

**To:** **Date:** March 28, 2016

**From:** Mark Pajot **Subject:** Results from rapid climate change capacity assessment.

**cc:** **Our File:**

## Introduction

The following provides the results of a rapid assessment of the current corporate and partnership capacity in Peel to implement effective climate change policy and program plans. The need to conduct such an assessment arose from the fact that Climate Change is now a priority policy issue at the federal and provincial level and has been identified as a strategic and ToCP priority corporately.

This background research should be included for consideration as part of the climate change strategic implementation assessment and Peel Climate Change Partnership renewal process presently underway. Results from this assessment may be useful as an additional input into current climate change ToCP strategic plans processes. Recommendations for additional support are provided.

## Methods

A qualitative assessment of current Region of Peel Corporate and Partnership capacity was done comparing key indicators identified in the literature<sup>1</sup> that have been positively correlated to the successful implementation of climate change policy among leading international cities. (See Appendix A for detailed Capacity Review).

## Summary of Results

Cities that have successfully implemented effective climate change policy and program plans have shown the following key attributes: leadership, a transparent inclusive structured and integrated<sup>6</sup> planning process, central management and coordination by planning staff, in-depth research and analysis (information and data)<sup>x</sup> involving extensive coordination and collaboration, subject matter advice to mobilize knowledge and social learning<sup>6</sup>, an openness for innovation and evidence informed policy-making, a plan, budget and comprehensive public outreach process to educate the general public about climate change and generate policy support.

Results of this assessment found a HIGH to MEDIUM level of capacity in Integrated Planning Division and among Partners (via the Partnership) in all but two areas (communications and project planning) to

<sup>1</sup> IPCC, 2014: Climate Change 2014: Synthesis Report. Contribution of Working Groups I, II and III to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change [Core Writing Team, R.K. Pachauri and L.A. Meyer (eds.)]. IPCC, Geneva, Switzerland, 151 pp.

<sup>x</sup> Carmin, J., D. Dodman and E. Chu (2013), "Urban Climate Adaptation and Leadership: From Conceptual Understanding to Practical Action", *OECD Regional Development Working Papers*, 2013/26, OECD Publishing. <http://dx.doi.org/10.1787/5k3ttg88w8hh-en>

<sup>6</sup> Shaw, A et. al. (2014) Accelerating the sustainability transition: Exploring synergies between adaptation and mitigation in British Columbian Communities. Global Environmental Change.

successfully implement community based climate change policy and program plans. It also found a LOW level of capacity within the Regional Corporation of Peel (Corporately) across all but one factor.

### Identified Constraints

Though budget and resources (two FTE's) are in place in IPD to allow Peel Region to continue effectively supporting Partnership based activities in the areas of research, analysis, planning, collaboration, and coordination, two key constraints were identified:

1. Gaps in strategic communications planning to overcome internal and external misperceptions of climate change risk and competing values.
2. Gaps in project planning to better align ToCP strategic planning efforts with Partnership based work plans.

### Recommendations

- Request support from Corporate Project Management Office and Communications Services to work more closely with IPD to align corporate (ToCP) plans and strategic communications with existing Partnership based activities and work plans.
- Develop corporate wide and community climate change engagement and outreach plan using evidence from Partnership work ToCP priority.

### Rational

Aligning Corporate to Partnership planning efforts will allow internal staff to take advantage of the capacity and evidence already generated through partnership planning processes. In addition, strategic corporate work plans that complement partnership work planning will also allow agencies, partners and departments to take advantage of each other's strengths, share resources, and avoid duplication of efforts. Corporately, project management and communication planning support are assets not yet leveraged by the Partnership that would fill significant partnership capacity based gaps identified.

### Background

Numerous evaluations of cities around the world that have successfully implemented effective climate change policies and program plans have demonstrated similar success factors. According to the literature<sup>2</sup>, these key success factors include:

- Strong leadership
- A transparent, inclusive and structured planning process
- Central management and coordination by planning staff
- In-depth research and analysis involving extensive coordination and collaboration
- An external advisory group to provide best practice advice and guidance
- An implementation plan with a timeline and a funded budget
- A comprehensive public outreach process to generate public support and educate the general public about climate change
- Openness for innovation and policy-making not driven by politics or business as usual

At the same time, common constraints<sup>3</sup> to the successful implementation of climate change policy and program plans include:

- Limited financial and human resources

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<sup>2</sup> ICLEI (NYC)

<sup>3</sup> IPCC, 2014: Climate Change 2014: Synthesis Report. Contribution of Working Groups I, II and III to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change [Core Writing Team, R.K. Pachauri and L.A. Meyer (eds.)]. IPCC, Geneva, Switzerland, 151 pp.

- Limited integration or coordination of governance
- Uncertainties about projected impacts
- Different perceptions of risks
- Competing values
- Absence of key adaptation leaders and advocates
- Limited tools to monitor adaptation effectiveness
- Another constraint includes insufficient research, monitoring, and observation, and funds to maintain them.

## Assessment Results

### Partnership Capacity to Implement Effective Climate Change Policy and Program Plans

Preliminary analysis of the key success factors required to implement effective community based climate change policy has found the Region of Peel currently has:

Strong capacity in the areas of:

- A transparent, inclusive and structured, integrated<sup>6</sup> planning process
- Central management and coordination by planning staff
- In-depth research and analysis (information and data)<sup>x</sup> involving extensive coordination and collaboration

Medium capacity in the areas of:

- Leadership (and Political Commitment)<sup>x</sup>
- An external advisory group to provide best practice advice and guidance (knowledge mobilization and social learning)<sup>6</sup>
- Openness for innovation and evidence informed policy-making

Low capacity in the areas of:

- An implementation plan with timeline and budget (as a result of the governance issues).
- A comprehensive public outreach (stakeholder engagement<sup>6</sup>) process to generate public support and educate the general public about climate change

### Corporate Capacity to Implement Effective Climate Change Policy and Program Plans

Preliminary analysis of the key success factors required to implement effective corporate climate change program policy and program planning found the Region of Peel currently has;

Medium capacity in the areas of;

- A transparent, inclusive and structured, integrated<sup>6</sup> planning process through existing ToCP process

Low capacity in the areas of;

- Leadership (and political commitment)<sup>x</sup>
- Central management and coordination by planning staff

- In-depth research and analysis (information and data)<sup>x</sup> involving extensive coordination and collaboration
- An external advisory group to provide best practice advice and guidance (knowledge mobilization and social learning)<sup>6</sup>
- Openness for innovation and evidence informed policy-making
- An implementation plan with timeline and a funded budget
- A comprehensive public outreach (stakeholder engagement<sup>6</sup>) process to generate public support and educate the general public about climate change

### **Key Constraints<sup>4</sup> and Opportunities to Implement Effective Climate Change Policy**

With budget and staff (two FTE's) in place within IPD, Peel Region is well positioned to continue to effectively support Partnership based activities in the areas of research, analysis, planning, collaboration, and coordination. This investment in Partnership based planning is using sound practices and research design to generate strong evidence on projected climate changes in Peel and associated vulnerabilities across sectors.

Current constraints to Partnership work planning include:

- Strategic communications supports required to overcome misperceptions of risk related to climate change and promote desired corporate values.
- Project management support to align ToCP and Partnership climate change priorities.

Communicating the consequences of Peel's vulnerability to climate change and offering solutions to address them is in scope as Partnership based project this year. Communications and outreach will help overcome current misperceptions of climate change risks both corporately and within the community to promote more shared values over time.

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<sup>4</sup> IPCC, 2014: Climate Change 2014: Synthesis Report. Contribution of Working Groups I, II and III to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change [Core Writing Team, R.K. Pachauri and L.A. Meyer (eds.)]. IPCC, Geneva, Switzerland, 151 pp.

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