

Adaptation Practitioners Mapping and Meeting

MONDAY, 26 SEPTEMBER 2016 FROM 10:00
AM TO 1:30 PM @ ONTARIO INVESTMENT
AND TRADE CENTRE



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RECOMMENDED CITATION

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1. Ontario Climate Consortium Secretariat and York University
2. Ontario Climate Consortium Secretariat
3. Clean Air Partnership

ACKNOWLEDGEMENTS

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CONTEXT AND SCOPE OF THE MEETING

Through our combined experience in the field of climate change adaptation, the Clean Air Partnership (CAP), and the Ontario Climate Consortium (OCC) observed the need for a network analysis of organizations working on adaptation in Ontario. This need has been echoed by our stakeholders in government, non-government, and academic organizations.

By conducting a network analysis, we sought to answer many questions relating to adaptation in Ontario. Who is involved? How do we collaborate? With whom do we collaborate? How can we work to advance our collective adaptation goals? What are the opportunities, overlaps, and gaps for adaptation in Ontario? And is there willingness for more formal collaboration around adaptation?

This meeting was called to present the results of a network mapping exercise undertaken and to quantitatively assess the desired levels of collaboration in the field, which also allowed for preliminary discussions to take place about what a future collaborative model could look like. In addition to satisfying our own stakeholder needs, this work will inform strategic recommendations to Ontario Ministry of the Environment and Climate Change regarding the development of the 2017 adaption plan.

NETWORK MAPPING: INITIAL SURVEY AND MAPPING

Throughout the summer of 2016 CAP and the OCC circulated a survey to a list of organizations (academic, private and NGOs) working on adaptation in Ontario (See Appendix) with the purpose of developing a network map and better understanding the type of services being offered by these organizations, their customers, geographic boundaries, and availability of the products generated. In this survey, each organization identified its mission, value proposition, customers, service areas, service geographic boundaries (Figure 1), and past collaborations with other organizations. The data collected were non-specific and intended only to provide an initial view into the Ontario practitioner organizations' scope, past collaborations, and services.

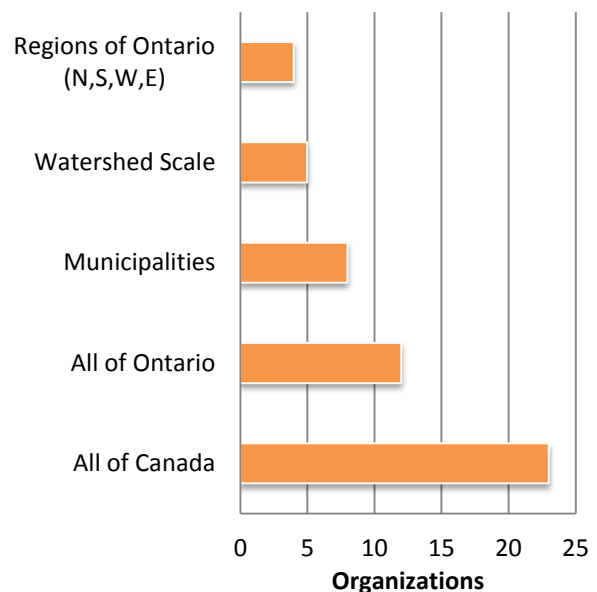


Figure 1: Identified Geographic Area of Service

Nearly 50% of the organizations identified themselves as working with government, 35% with waste water, 44% with water, and 29% with the financial services sector (Figures 2 and 3). Roughly 80% indicated the service area of education and training, 76% event/workshop hosting, and 74% research. Approximately 60% of the organizations make all of their outputs generated publicly available, 24% make only a portion of these outputs available. The analysis of the past collaborations revealed a complex set of collaborations and partnerships, which have taken place among these organizations. In order to better understand these data, and allow for the other organizations to access them in a meaningful way, an interactive online network mapping tool¹ was populated with the adaptation practitioners' network information gathered through the survey.

¹ Online Mapping Tool Link: <https://kumu.io/efausto/adaptation-practitioners-network-in-ontario>.

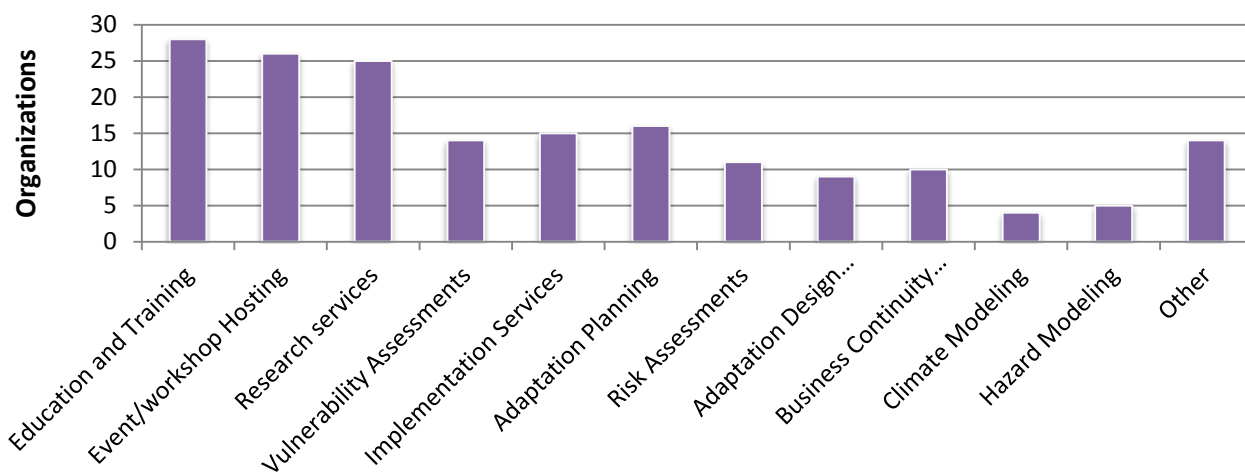


Figure 2: Services Offered

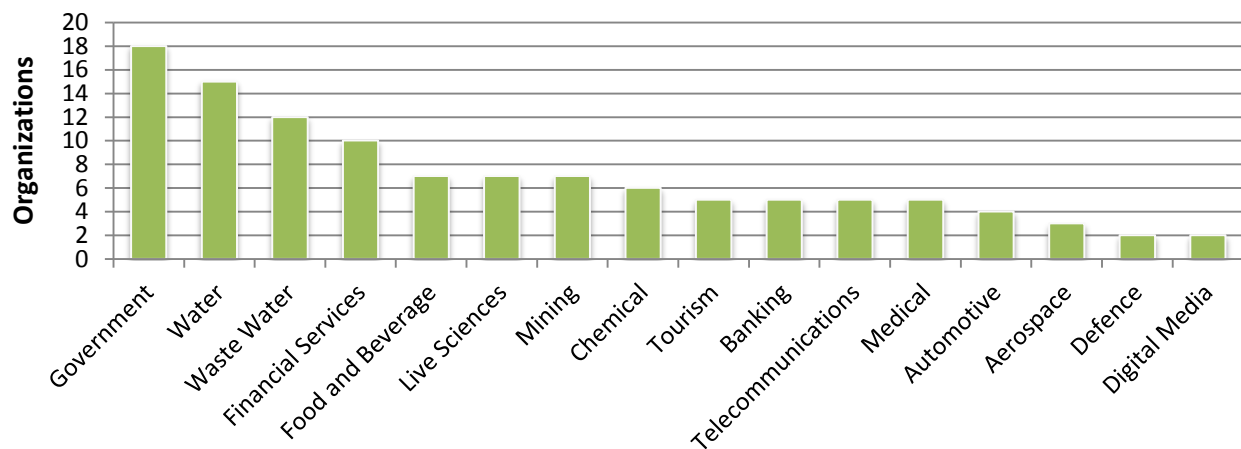


Figure 3: Client Sectors Identified

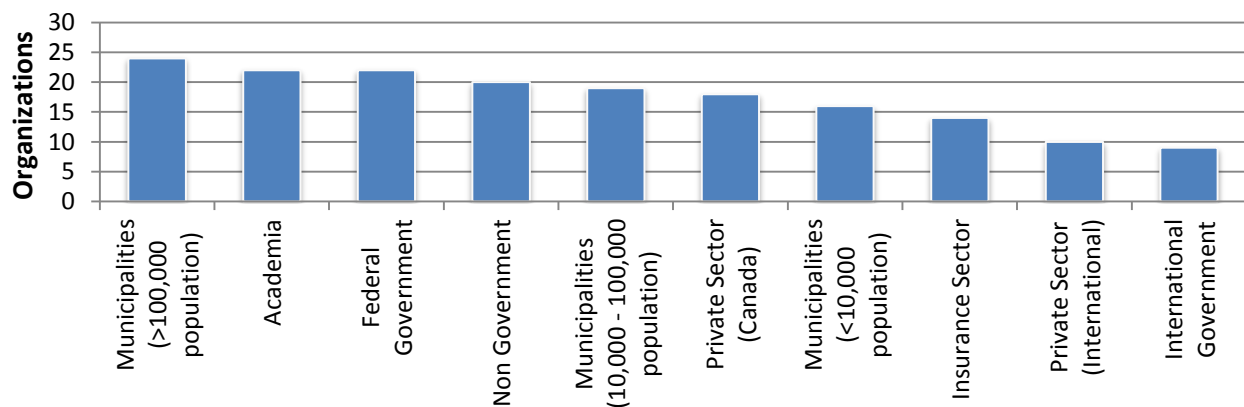


Figure 4: Clients Identified

MEETING SUMMARY

The results of the survey analysis and the network mapping tool were presented to the survey participants at an in-person meeting held on September 26th at the Ontario Investment and Trade Center in Downtown Toronto. This meeting allowed for these organizations to come together to discuss the findings of the survey, the network map, as well as to develop recommendations for a framework that could foster collaboration across these organizations and further adaptation in Ontario. Attendees to this event include members of the surveyed adaptation organizations (See Appendix), as well as keynote presentations by Kathleen O'Neill (MOECC Director, Strategic Policy Branch), and Dianne Saxe (Environmental Commissioner of Ontario).

The breakout portion of the meeting, which followed the survey results presentation, used a tool to assess the desired state and characteristics of the competitor collaboration relationships amongst adaptation practitioners. The assessment tool used for this meeting is a customized version of the tool originally developed by Dr. Lori DiVito and Dr. Garima Sharma, from the Network for Business Sustainability² (Figure 4) and its purpose is to provide a research-based process to inform how a collaborative could be formed, and how to get there. More specifically the tool helps to better understand the potential practices and structure of a collaborative while providing tips and best practices to enable a collaboration to best meet its goals.

Structure of the Breakout Exercises at the Meeting

The breakout portion of the meeting was structured into 3 distinct exercises for which the attendees were divided into 3 breakout groups. In the first exercise, all the breakouts had a group discussion about the survey results presented and the network mapping tool, first as an individual and then a breakout group and then as a collective group. The discussion focused on obtaining the group's thoughts on the interpretation of the data, the network tool and the uses this network tool could have, as well as considerations for further network studies.

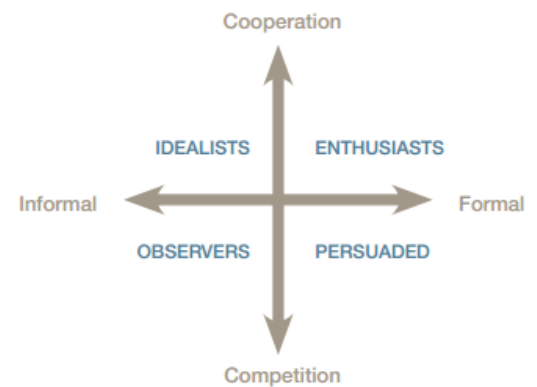


Figure 5: Competitor Collaboration Grid²

BOX 1: "Organizations that are accustomed to competing can present tensions when suddenly working together. These tensions can undermine an initiative's success or, if managed well, can support the collaboration's desired outcomes. The core tensions elucidated by the research are cooperation-competition and informal-formal structure. This tool helps by providing information on how to manage these tensions. Figure 4 shows the tensions.

Cooperation-competition relates to a firm's decision about issues such as how much knowledge to share, how much ownership to take, and whether to implement decisions made in the collaboration within individual firms.

Informal-formal structure relates to whether the collaboration uses informal approaches to establish trust and complete tasks, or has a more formal structure (e.g. written agreements and monitoring). "²

² Divito and Sharma, 2016 <http://nbs.net/knowledge/competitor-collaboration/>

In the second breakout exercise the participants responded and discussed five questions about the dynamic they would like to see in a broader collaboration effort between adaptation practitioner organizations in Ontario. Responses were recorded in a scale of 1 (Disagree) to 5 (Agree) for each of the following questions²:

1. I wish that organizations in my collaboration had my organization's level of urgency regarding addressing adaptation.
2. I wish that organizations in my collaboration openly shared knowledge about their firm that would help our collective goal
3. I wish that organizations in my collaboration invest resources relative to their size and capability
4. I wish that organizations in my collaboration show commitment to implement decisions made by the collaboration
5. I wish that more organizations in my collaboration show ownership (e.g. by joining a steering committee)

In the third exercise the breakout participants responded to and discussed five questions about the extent to which they would like any collaboration to be formalized² by selecting a quantitative response in a scale from 1 (Disagree) to 5 (Agree) for each of the following questions:

1. I wish that this collaboration has written agreements for different aspects of participation
2. I wish the collaboration has standardized procedures for decision-making
3. I wish that my collaboration's leadership team or an independent party better monitors each organization's participation
4. I wish project management for different tasks was more centralized and structured
5. I would feel more comfortable if the organizations in my collaboration did not rely on personal relationships to establish trust.

The answers for each exercise were averaged and the averages were plotted in the Competitor Collaboration Grid (Fig 4).

Breakout Exercise # 1: Reacting to the Adaptation Practitioners Network Map

Upon reviewing the results of their survey responses and the resultant network map (Figure 6), participants expressed a strong common interest in gathering more data to further analyze and visualize the nature of the relationships that were mapped with the initial survey data. For example, some participants believed that more information on the types of connections would help them better understand groups showing up on the periphery of the diagram where there are few connections, others believed it could help shed more light on the major drivers of collaboration and inform the differences that exist within the network.

Incorporating the types of service provided by a given specific collaboration was another factor that was identified, which could help navigate the complex network. Some participants speculated that the funding structures of each organization may play a

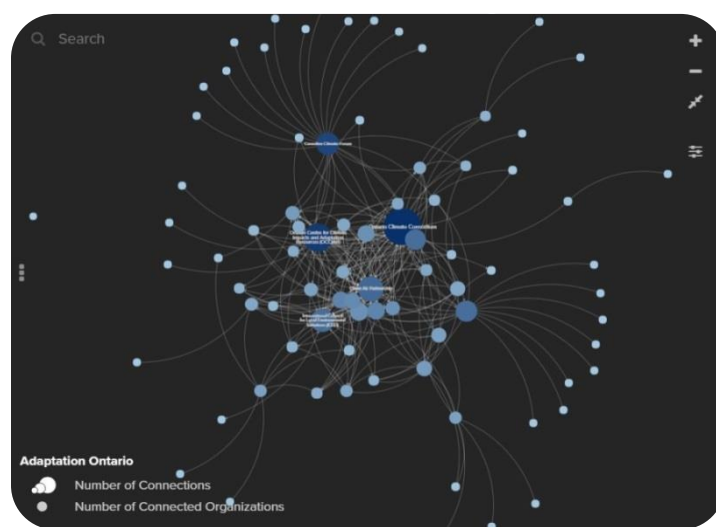


Figure 6: [Adaptation Practitioners Network Map in Online Tool](#)

significant role encouraging or discouraging collaboration. A future in-depth information collecting exercise on collaboration could include data to study the motivation for collaboration, the perceived success of partnership, the adaptation issue that was addressed, and the level at which collaboration took place.

Several important caveats were raised in regards to the visualization of the network data through the online tool. The first was that this map displays a limited portion of what could be a much broader network. That is, it may not include all players involved in adaptation work in Ontario (e.g., local conservation authorities, ministries, individual consultants, etc.). Consequently, it is possible that those organizations without many listed connections are just as collaborative as those with many, but that they collaborate with organizations that were not surveyed or work on other theme areas besides adaptation (e.g., mitigation or sustainability). A second caveat was that the number of connections, which currently determine the size and colour of the circles, does not necessarily represent the quality of those connections. It would be possible, for example, to have worked with another organization superficially or to have had a working relationship fall apart, and with the current depth of analysis, this relationship would have the same value as an ongoing close partnership.

Most participants were interested in making the network map publicly available, with the context of the project scope and caveats outlined above, as well as regular updates of recent collaborations to avoid unintentionally misleading users. Many stated that they were looking forward to using the tool themselves and seeing how they could use the map features to adjust the visualization to help them understand the network from different perspectives. Participants suggested this map could serve as a quick search for organizations, and that it should include contact information for each organization represented in order to encourage more cooperation and transparency.

Breakout Exercise #2: Collaboration vs. Competition

Participants were generally open to the prospect of collaborating and agreed that collaboration was generally a positive value to strive towards in their work. Some participants clarified that the will to collaborate was there, but that they would only be willing to do so with sufficient institutional and financial support. Some participants stressed that if a collaborative structure is set up, a common purpose must be agreed upon beforehand, and participants should understand that collaboration will grow over time as lessons are learned and trust is built. One breakout group discussed “coopetition”—the need to strike a balance between cooperation and competition by deciding what the arenas for each will be in the field. Another group raised the issue that collaboration works well when there are diverse players with internal gaps in knowledge and expertise, but may fall apart when it comes to firms or organizations that have identical expertise.

Discussion mostly centered on defining potential collaboration goals, these included:

- Ensuring that everyone is using the same high quality data;
- Monitoring and reporting on the implementation of climate adaptation plans and decision making;
- Agreeing that outputs created with public money are made public;
- Documenting and sharing actions, best practices, and failures;
- Guiding the framework for how climate change is factored into decision making and funding (e.g., for infrastructure);
- Identifying and streamlining access to assets.

One group stressed that if there is to be a move towards standardizing science and best practices, it must be understood that not all users will need the same level of detail in their data and the same high standards of science, perhaps necessitating a tiered approach to general principles.

Breakout Exercise #3: Formality vs. Informality

Groups discussed what they would like to see from a collaborative structure. One group felt that if there is to be a collaborative model put in place, it would be important to know now what questions we would ask in five years to evaluate its success. Returning to the debate about public and private property, one group agreed that while public property could include common science, data, and frameworks, there would need to be private property and competition when it comes to the application of those common elements, allowing the risk of application of common products to remain in private hands.

While those who preferred a formal structure said that it would help everyone understand what is expected of them, those who leaned towards informality were concerned that the nature of a formal structure could impede the flexibility required of adaptation research and planning. Some private sector organizations stressed that they were naturally formal because of legalities and restrictions, and that formality helps maintain a clear scope of work.

One breakout group discussed developing a structure wherein a collaborative could act as a third party steering committee that would assist with continual Province-wide strategy and would advise individual organizations, another saw more potential in a model wherein a collaborative body sets standards and the member organizations are rewarded with a monopoly on government contracts. Several groups stressed that having a Provincial Government mandate for municipalities to use collaboration outputs would help ensure its effectiveness.

KEY POINTS AND NEXT STEPS

There are many partnerships and collaborations happening among organizations working on adaptation in Ontario. These are relatively informal, unless a specific project dynamic formalizes a temporary collaboration. As such, collaborative efforts have tended to be dynamic and reactive, cohered by trust and reciprocity, and reflective of the relative infancy of adaptation in Canada, where the field has grown quickly and is yet to be fully understood. Collaboration to date has been mostly based on insider network knowledge and personal relationships.

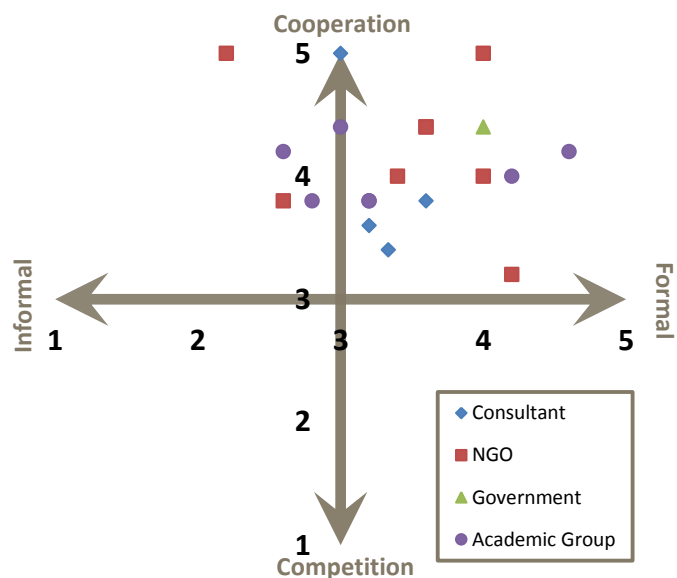


Figure 7: Final Competitor Collaboration Grid

Whilst levels of collaboration over the past decade are impressive, more formal collaborative structures were desired by the vast majority of participants (Figure 7). It is possible that by formalizing collaboration, more enduring structures could be formed. Some of the methods suggested for increasing formality include the use of legal contracts, setting formal goals, using third-party project management, and developing clear procedures and terms of reference for any project undertaken.

There are many outstanding questions that require answers before any such formalization could occur.

- How could a collaborative be good for the public and for the organizations who take part in it?
- Could expertise and capacity be better accessed or applied?
- What is the ideal scale of a potential collaborative structure? (Ontario, Canada, International)
- What are the roles of the Provincial and Federal Governments?
- How do standards of care differ across sectors?
- What models of collaboration exist and what can we learn from them?
- How would a collaborative structure be funded in Ontario?

The meeting, report, and online tool were developed to provide a snapshot of “adaptation practitioner” organizations in Ontario and to ascertain their willingness for a more formal collaborative structure moving forward. These objectives have been achieved. Through a combination of an online survey, network analysis and a workshop, we have identified the present situation. By bringing together practitioners we have been able to identify the collective willingness for more formalized collaboration in 2017 and beyond. When we have more information on the 2017 Adaptation Plan, or should it be made available for comment, we intend to reassemble the participating organizations. At that time, we hope it may be possible to identify a vehicle through which the collaborative can be formalized to help advance climate change adaptation in Ontario.

APPENDIX

Survey Participants

Ontario Climate Consortium (OCC)
Lura Consulting
DeMarco Allan LLP
Clean Air Partnership
ICLEI Canada
The Neptis Foundation
Sustainable Hamilton Burlington
Pricewaterhouse Coopers (PwC)
Conservation Ontario
Sustainable Kingston
Golder Associates Ltd.
Sustainability CoLab
Interdisciplinary Centre on Climate Change
Intact Centre on Climate Adaptation/ University of Waterloo
Ontario Centre for Climate Impacts and Adaptation Resources (OCCIR)
Sustainalytics
Canadian Climate Forum
Great Lakes Integrated Sciences + Assessments (GLISA)
McMaster Centre for Climate Change/ McMaster University
Environment Hamilton
QUEST - Quality Urban Energy Systems of Tomorrow
Windfall Ecology Centre
Institute for Catastrophic Loss Reduction
NSERC Canadian FloodNet
Zizzo Strategy Inc.
Risk Sciences International
WSP
Sustainable Waterloo Region
AECOM
Partners for Action/ University of Waterloo
Sustainable Prosperity
McMaster University, engineering and public policy program
Federation of Canadian Municipalities
MEOPAR

Meeting Participants

Richard Laszlo – Quest
Rob Leone – Intact Centre on Climate Adaptation
Ewa Jackson – ICLEI Canada
Michael Nabert – Environment Hamilton
Al Douglas – Ontario Centre for Climate Impacts and Adaptation Resources
Annette Morand – Ontario Centre for Climate Impacts and Adaptation Resources
Chee Chan – AECOM
Shelley Hazen – AECOM
Elise Foong – AECOM
Sean Capstick – Golder Associates
Travis Allan – Demarco Allan LLP
Liz Nield – LURA Consulting
Geoff Yunker – Environmental Commissioner of Ontario
Dr. Dianne Saxe – Environmental Commissioner of Ontario
Adam Shedletzky – Ontario Ministry of the Environment and Climate Change (MOECC)
Kathleen O'Neill – Ontario Ministry of the Environment and Climate Change (MOECC)
Ernest Opoku-Boateng – Ontario Ministry of the Environment and Climate Change (MOECC)
James Scott – Ontario Ministry of the Environment and Climate Change (MOECC)
Karissa Reischke – Conservation Ontario/MOECC
Dr. Altaf Arain – McMaster Centre for Climate Change/McMaster University
Dr. Ziwang Deng – LAMPS/York University
Dr. Kurt Kornelsen – Floodnet/McMaster University
Tingqiao Chen – GLISA/Michigan State University
Shawna Peddle –Partners for Action/ University of Waterloo
Sarah Brown – University of Waterloo
Kevin Behan – Clean Air Partnership
Gaby Kalapos – Clean Air Partnership
Edmundo Fausto – Ontario Climate Consortium
Simran Chattha – Ontario Climate Consortium
Graham Reeder – Ontario Climate Consortium / York University
Chandra Sharma – Toronto and Region Conservation Authority (TRCA) / Ontario Climate Consortium
Alyssa Cerbu – TRCA/Partners in Project Green
Christine Tu –TRCA / Ontario Climate Consortium