



Charrette #2 Summary

Thames River Clear Water Revival

Museum London

February 24, 2011



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FEEDBACK

APPENDICES

A. Agenda

10:00 Opening Remarks

- Welcome, session overview/objectives and discussion principles
- Introductions

10:15 Charrette #1 Recap

- Purpose/intent of the Thames River Clear Water Revival
- Session highlights
- Key direction-setting objectives

10:45 Moving Forward

- What's happened since May 2010?
- An emerging 'core group' — diverse supporting voices
- A Project Charter approach — overview and components
- The Charter concept in action — a comparable project example
- *Discussion*

12:15 Lunch

1:00 Direction-Setting Objectives

- Overview
- Refinements and/or additions
- Priority identification
- Objective-specific action tracks
 - Clarifying the task
 - Identifying individual objective 'champions'
 - Building support teams
- Relevant/salient studies, reports and initiatives (and organizational key contacts) — overview of connections and topping-up the list

2:30 Time and Money

- Milestones and dates
- Funding

2:45 A Look Ahead and Open Forum

- Action item recap
- Additional participant comments, ideas, issues

2:55 Closing Remarks and Adjournment

B. Purpose/Intent of the Charrette

Glenn Pothier welcomed the participants and provided a short overview of the objectives and discussion principles that he encouraged participants to follow. He stressed that at this stage in the process, we were striving for progress not perfection.

He then introduced the workshop team for were responsible in organizing today's event, being:

Glenn Pothier – GLPi consulting

Jack Gorrie and Leslie Molnar – Stantec Consulting

Margaret McLaughlin – Excalibur Communications

Ron Standish, Tom Copeland, Greg Sandle and Patrick Donnelly – City of London

Pat Donnelly then provided some context of the purpose and intent of the Charrette #2.

The last Thames River watershed study, titled the "*Water Management Study - Thames River Basin*", was completed in 1975 by the Ministry of Natural Resources (MNR) and the Ministry of the Environment (MOE). It provided a foundation of information concerning the Thames River watershed however is in dire need of updating. It contained 29 recommendations including the construction of several new dams. To help illustrate the context of the 1975 report, Pat provided the following summary;

What else was happening in 1975?

- Bill Davis was Premier of Ontario; Pierre Trudeau was Prime Minister of Canada and Gerald Ford was the President of the US
- The metric system was introduced in Canada
- The Vietnam war ended
- The CN Tower was finished
- The Edmund Fitzgerald sank
- Saturday Night Live premiered on TV
- Microsoft ("microcomputer software") was registered as a trademark
- Gas was \$0.44 a litre

This Charrette provides a forum for ongoing consultation with various parties concerning the long-term future of the Thames River and surrounding watershed. The intent of the Thames River Clear Water Revival is to:

- update the 1975 Thames River Basin Study (MOE / MNR)
- produce "...a visionary, long term strategy to improve the health of the Thames River so that future generations can benefit from and contribute to the sustainability of this vital, natural relationship...between the river and the people that live within its catchment...." (source: Clear Water Revival information brochure)
- synthesize new and existing efforts to benefit the Thames
- capitalize on funding opportunities (local, prov., federal, international) since no one organization has the budget to complete this alone

- rally interest, support and attention for “our” river while providing an umbrella for other initiatives to utilize.

Charrette #1 Recap

The previous Charrette #1 held in May 2010 identified:

- constraints
- key developments
- funding climate
- role of agriculture
- boundary issues
- collective aspirations
- relationship to the river
- recreational resources
- need for protection/rehabilitation
- collaboration/partnership

Charrette #1 also mapped out strategic “itches” related to the river, and identified actions to address them:

- collaboration
- communication
- public attitudes and awareness
- growth in surrounding communities
- research and data sharing
- value of the resource
- water quality related challenges
- objectives, direction, and strategy
- funding resources

A list of eight objectives was formulated for further consideration:

1. **Establish urgency** — build a clear, cogent and compelling case for required action and use it to secure funding for priority initiatives (including social, cultural, natural environment and economic imperatives for change).
2. **Develop and implement a nutrient-reduction strategy** — reduce harmful agricultural, industrial and wastewater discharge into the River, including new/updated infrastructure as required (specifically targeting nitrogen, phosphorous, OTHER?)

3. **Create and effectively use a reliable knowledge base/repository of information** — develop a data collection and management strategy with clear objectives, monitoring approaches, consistent analysis plans, and results dissemination information sharing protocols with a view to establishing current baselines and tracking changes over time.
4. **Mobilize the public and key stakeholders** — enhance public appreciation for the Thames River as a vital societal/community resource, and inspire coordinated, collaborative action to improve the health of the River among a diverse coalition of groups (characterized by knowledge/information sharing, a problem-solving orientation, and a relentless pursuit of success).
5. **Shape growth and related planning practices with Thames River implications** — advocate for River-friendly balanced growth management decisions and land use practices, including an emphasis on sustainable development.
6. **Enhance the River's importance as a 'green capital resource'** — pursue a variety of initiatives (woodlot regeneration, tree plantings, ecosystem restoration, terrestrial enhancements, etc.) with a view to improving the intrinsic value of the River and its role as an accessible recreational/tourism icon.
7. **Secure sustained, long-term funding** — create a comprehensive plan for generating the resources required to implement key initiatives, including short- and long-term priorities.
8. **Build and establish momentum** — produce near-term 'early wins' (within one year) and communicate/celebrate successes.

C. Moving Forward

This Charrette #2 represents one of the Next Steps identified at the May 2010 session.

What's Happened Since May 2010?

- Face-to-face meetings with several groups from the 1st Charrette
- Collaborating discussions on other initiatives (MOE carrying capacity study, Thames River Corridor study, Upper Thames River Conservation Authority (UTRCA) Strategic Plan)
- We attempted to host a June 2010 event as Charrette #2 however postponed it to permit further discussions
- Formation of an Interim Core Group (UTRCA, Lower Thames Valley CA, MOE, MNR, First Nations, Environment Canada) with several other interested parties also expressing interest (OMAF, DFO, other municipalities, and other First Nations)

This emerging Core Group of stakeholders was identified which includes:

- Chris Harrington, UTRCA
- Ted Briggs and Mary Ellen Scanlon, MOE
- Dave Richards, MNR
- Dr. Dean Jacobs, Walpole Island First Nations
- Sandra George, Environment Canada

These individuals came forward after the first Charrette, and expressed interest in being part of a governing structure for the Clear Water Revival initiative. However, it is important to note that the door remains open to others who may be interested in becoming part of the Core Group.

Since May 2010 collaborative discussions with these individuals have taken place relating to emerging initiatives, including the MOE Carrying Capacity Study, Thames River Valley Corridor Study (London based study - nearing completion), and the Upper Thames River Strategic Plan. These discussions have allowed the group more time to prepare for the creation of the Clear Water Revival strategy.

Members of the Core Group each reported progress since the May 2010 Charrette:

Chris Harrington, Coordinator of Research & Planning - UTRCA

- Discussions have taken place re: Water Management Plan vs. Watershed Management Plan
- Summary Report completed – Water Management Strategy
- The last comprehensive Water Management Plan for the Thames River focused on water quality. This is felt to be a good starting point, as this focus is of interest to this Charrette.
- Bigger picture: Watershed Master Plan – look at wide-scale initiatives. An overall vision will tie components together and produce a framework for moving forward.

- Need to clearly define what it is we are trying to achieve: scope, resources, commitments, challenges.
- A charter approach is a good tool to achieve buy-in.

Ted Briggs and Mary Ellen Scanlon, Great Lakes Advisors, MOE

- Have received management support for moving forward.
- Clear Water Revival is identified as a Regional priority for 2011.
- Important initiatives underway that the MOE are supporting or in partnership:
 - Source Water Protection
 - Lake St. Clair Management Plan
 - Lake Erie Lake-wide Area Management Plan (LaMP)
- Canada-Ontario Agreement funding support – a proposal has been put forward to extend the COA agreement for one more year and it is 95% certain that it will go forward for next year.
- MOE is looking at longer-term funding.
- MOE has data and is willing to share
- MOE can contribute regulatory tools (regional dischargers, nutrient legislation) to the project going forward.

Dave Richards, Water Resources Coordinator, MNR

- Clear Water Revival is a Top 10 priority for MNR for 2011/2012.
- There is belief in the concept that healthy ecosystems = healthy communities.
- Interested in a partnership approach.
- It is felt that OMAFRA should be part of the process.
- Communication is key – need to knock down silos between Ministries.
- Specific actions for 2011/2012
 - Increase GIS mapping and wetland inventories.
 - Group together Stewardship Councils to address the watershed
 - Consider grants for wetland reclamation with CA's, OMAFRA and Environment Canada
- MNR has great mapping tools to share.

Dr. Dean Jacobs, Walpole Island First Nations

- For projects on lands that include traditional First Nations territory, there is a duty to consult by the Crown. First Nations monitor development in traditional lands, and have been strategically engaged in discussions on legislation for projects around the exterior of traditional territory. Dr. Jacobs illustrated the territorial lands referring to treaties signed in 1790 , 1796 and 1822 (see **Appendix A**)
- First Nations have a vested interest in the health of the Thames River watershed for future generations. The river is a lifeline and they will continue to attend meetings and do what they can to help.

- First Nations bring value to the process and it should be considered best practice to include First Nations in the project planning process.
- On larger projects that include shared territory with other First Nations, these groups will get together amongst themselves to determine level of participation.
- It was noted that there has been some difficulty in connecting with some First Nations groups on projects. Dr. Jacobs noted that the London District Chiefs Tribal Council was hosting a legal forum today to discover how best to work together, and he will report further after the meeting. First Nations groups are hoping to have a more regional approach to consultation, and are working towards that end.
- The river has just as much rights as we do: it has a right to be clean, it has a right to support fish, it has a right to have healthy wildlife.

Sandra George, Environment Canada

- Thames River is a priority watershed internationally.
- Anticipate developing a nutrient management plan between Canada and the U.S.
- Environment Canada is planning funds to contribute next year.
- Anticipate organizing and engaging with First Nations.

The Core Group has suggested that a Project Charter approach to the Clear Water Revival initiative is preferred. Project Charter speaks to scope, funding agreements, and short and long-term guidelines. The final Project Charter requires signatures from stakeholders, which represents a commitment to the scope, principles, and funding.

Project Charter Approach – overview and components

- A backgrounder is attached (**Appendix B**) – it is the Core Group “preferred approach”
- A Charter is a common agreement on all main aspects of the project
 - scope: what to include / what not to include
 - funding commitments
 - moral commitment in the form of signatures
 - short and long term timelines
- It is currently being used in the Grand River watershed – so is a working model with existing agency and First Nation buy-in.

Lorrie Minshall, Water Management Plan Director, Grand River Conservation Authority provided a brief overview of how they have applied the Project Charter to their watershed. Presentation slides are attached to this summary (**Appendix C**). The following bullets highlight some of the discussion that took place during the presentation.

- There are 1 million people in the Grand River watershed (80% live in 5 cities).
- Drinking Water Supply = 70% from groundwater and 27% from the river
- Pollution Control Plants = 28
- George Henry noted that it is important to address prescription medicines in the river. L.Minshall advised that the focus for the Grand River was on phosphorus and ammonia. Other issues are still in the science stages.

- L.Minshall noted that designating the Grand River as a Heritage River was important to help groups to rally around the cause, and to keep dialogue going and to network with other stakeholders in the watershed.
- L.Minshall indicated that the Project Charter was hard to get off the ground, but once roundtable discussions took place it was easy to pull discussions into the Charter.
- OMAFRA is a big supporter/partner of the Grand River project charter. It is important to get OMAFRA involved.
- Challenges: GRCA staff are not fully dedicated to the program, therefore it is a challenge to keep up with the one-on-one communications that are required with municipalities. Biggest challenge is capacity for leadership and in trying to spread the work out.
- It was noted that the Grand River Project Charter took approximately 1.5 years to fully develop and implement, because of other commitments with source protection work. The GRCA employed a facilitator to interview municipality Directors in 2009. The first Steering Committee meeting took place in 2010. A second meeting (Global Café discussion) resulted in developing the Charter, which went back and forth twice before being signed. L.Minshall took over as the Project Director in August, and it has taken from August to present to get the Charter going, develop the work plan, create project descriptions, and send to the Ministries for funding.
- The Grand River “Project Team” is similar to the Thames River “Core Group”. The Thames River Core Group is missing some municipalities, and OMAFRA.
- Key questions when considering issues: “What do we want the Water Management Plan to do about this issue?”, and “What do we need to know to complete the Plan?”.
- It was noted that Chatham-Kent uses a Project Charter approach, and employs a red, yellow, green light approach for reporting purposes, which is effective. Chatham-Kent representative can send a template if desired.
- Dr. Jacobs inquired if First Nations are represented on the Grand River working group. L.Minshall advised that Paul General is on the Steering Committee and the Project Team, and is involved as much as his schedule will allow.
- It was noted that, this being a science-based approach, a Science Advisory Team should be involved at the Working Group level, to allow the project to plug into universities and other post-secondary institutions.
- George Henry noted that it is important that this be an initiative that is sponsored by the government, in the form of a commission or an accord with an appointed staff member, to create a legacy for long-term major changes. L.Minshall advised that the Grand River Steering Committee agreed to allow flexibility in the Charter, to establish a process for project continuity.
- We will need to answer 2 basic questions: what do we want the plan to address and what do we need to analyze? The challenge will be what is not included in the plan as opposed to what is included.

D. Direction Setting Objectives

Attendees were asked to review the objectives set out in Charrette #1, and identify any edits or refinements to the wording of the objectives. Refinements and comments identified during the roundtable discussions were captured using tracked changes, and are included in the attached table (**Appendix D**).

The group was asked to identify which of these objectives would be identified as a Top 3 priority. The following table summarizes the ranking of the objectives.

Objective	# of People who Identified as a Top 3 Priority
4) Mobilize the public and key stakeholders	14
3) Create and effectively use a reliable knowledge base/repository of information	13
7) Secure sustained, long-term funding	9
1) Establish urgency	8
8) Build and establish momentum	8
6) Enhance the River's importance as a 'green capital resource'	7
2) Develop and implement a nutrient-reduction strategy	4
5) Shape growth and related planning practices with Thames River implications	2

A list of documents relevant to the Thames River Clear Water Revival was prepared prior to the Charrette and distributed to the group in the information packages (see **Appendix E**).

In addition to the distributed document list, the following studies were also identified as documents relevant to this project:

Name of Document/Study	Source
Water quality monitoring data	City of London website
Source Water Protection Assessment Reports	Online at UTRCA website
Official Plans from municipalities	Each municipality
Ontario Biodiversity Strategy	Various Ministries, available online (MNR)
U.S. nutrient-related data (i.e. State of Ohio initiatives)	MOE

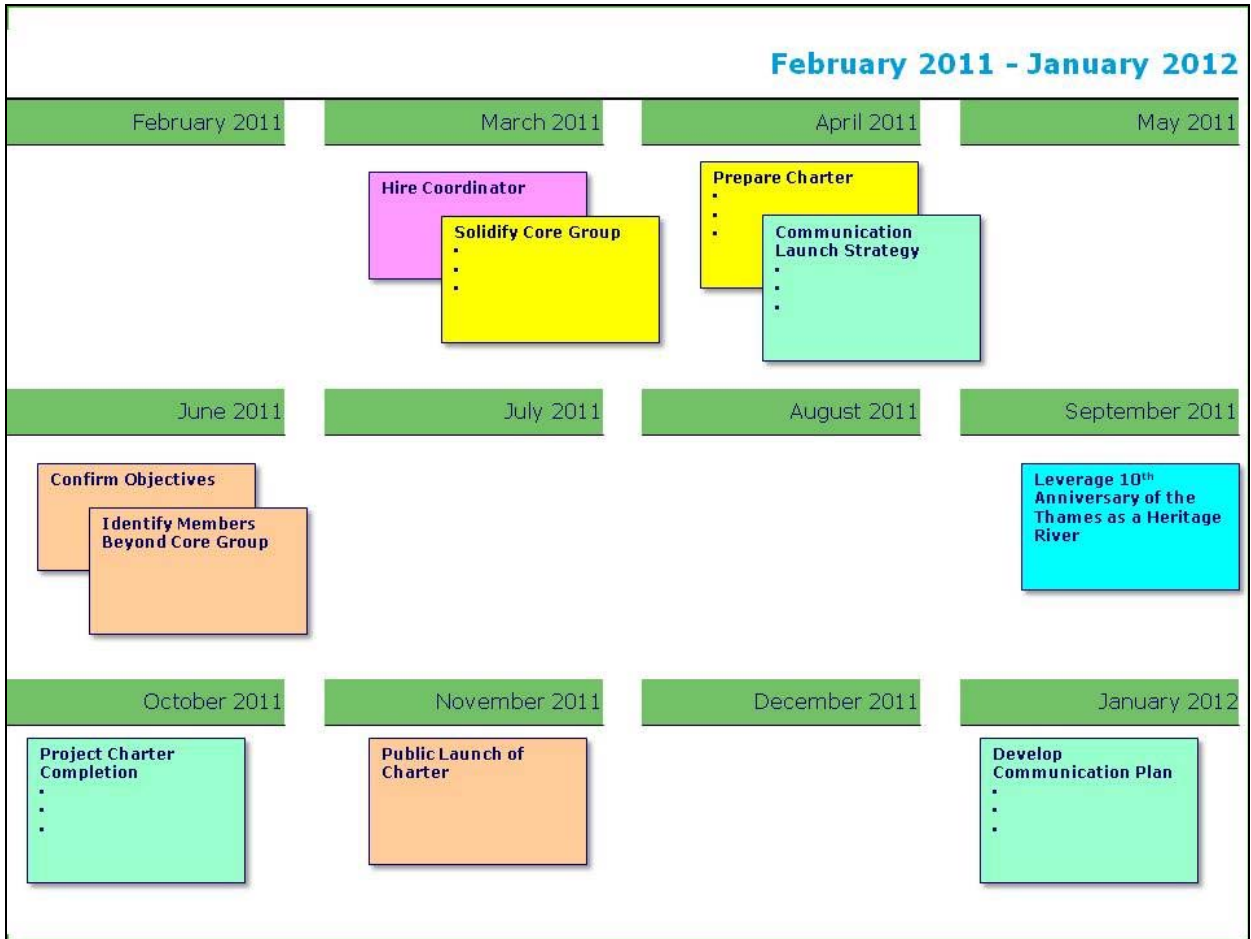
E. Time and Money

Pat Donnelly discussed funding for the project. Some seed money has already been identified through MOE and Environment Canada. UTRCA has volunteered to facilitate the funding process. It was important to note that the GRCA funding commitment to the Grand River Project Charter is approximately \$200,000 each year for the next three years. It was suggested that a Fundraising Committee be developed.

Through roundtable discussions, attendees identified the following potential funding sources:

- Establish corporate sponsors – bronze/ silver/ gold levels (Trojan, 3M, Labatt),
- APAO aggregate producers
- Canadian Tire
- Canadian Ontario Agreement
- Ducks Unlimited
- Duncan Gordon Foundation
- Fertilizer companies
- TD Canada Trust Friends of Environment Foundation
- Great Lakes Sustainability Fund
- Groups who supported the Thames Heritage River designation
- INAC (Feds)
- Infrastructure – municipalities/Fed/ Prov/OMAFRA
- London Life Insurance & Great West Life Insurance Companies
- Ivey Foundation
- John Deere
- Labatt's Brewery
- London Development Institute (LDI)
- London Community Foundation
- Nestle's
- Novacraft Canoes
- OMERS
- Purifics (water purification UV)
- RBC Blue Fund
- Regional Fed/Prov Minister
- Reynolds Aluminum
- St. Mary's Cement
- Stantec
- Thames Talbot Land Trust
- TD Bank – carbon footprints
- Tourism Canada
- Toyota (Woodstock)
- Trillium Foundation – capacity funding
- Union Gas (London)
- University of Western Ontario and other post-secondary institutions for research and in-kind support
- Various U.S. Great Lakes Foundations

Attendees were asked to identify a timeline for important milestones over the next 12 months. The following figure captures some general milestones and schedule discussed.



It was felt that further consideration should be given to completing and publicly launching the Project Charter before the next anniversary of the Canadian Heritage River designation for the Thames River, to rally support for the initiative. September 2011 will be the 11th anniversary.

The Core Team will further discuss timing of the public launch, and will refine the proposed milestone schedule.

F. A Look Ahead and Open Forum

Jack Gorrie recapped the day's discussions and salient points raised during Charrette #2:

- Water quality is the focus.
- Key is to look at the whole watershed.
- Future work planning initiatives – TOR/Charter/direction – what are we trying to achieve?
- MOE identified project as a regional priority.
- MOE noted 2012 funding possibly available, with potential for longer term financial coverage upon Canada/Ontario agreement extension.
- MNR identified Thames River as a Top 10 priority.
- Healthy Ecosystems = Healthy Communities
- The river has rights that must be respected.
- The Thames River watershed is a priority at a national level.
- Don't stop at the mouth of the river – must look downstream at Great Lakes implications.
- A Steering Committee developed the Project Charter for the Grand River watershed.
- Set objectives and deliverables for each goal of the work plan.
- Communication and engagement is key – partner commitment, key messages to the public.
- Staffing and funding arrangements must be solidified.
- Critical success factors:
 - Stay collaborative
 - Celebrate early wins
 - Define the scope
 - Funding for key components
 - Roll-out strategy
 - Endorsement for implementation/responsibility.
 - Targets must be practical and achievable.
 - Monitor performance.
 - Processes in place for continued improvement, adaptive management, and continuity.
- Need to engage OMAFRA.
- Challenging to meet deliverable schedule, due to limited resources in agencies and balancing other technical/managerial responsibilities.

- Additional funding would expand resource pool.
- Need more engagement from agency Directors.
- Not clear on how to involve the science side of the charter.
- Need a youth education emphasis to create a legacy aura, continuity.
- Wording for objectives will be revised per discussions.
- Garner personal stories to help create buy-in from other stakeholders.
- New ethos for engaging youth for enthusiasm and education.
- Leverage Heritage River Thames to sell the ideas to public, general stakeholders outside of watershed management.
- Develop a strategy for project publicity and launch of the Charter.
- Develop a strategy to engage other communities and agencies.
- Leverage academia for resources/research time/equipment.
- The following people/organizations voiced their commitment to the project:
 - Ian Kerr, Ministry of the Environment: strongly committed to funding of the Charter / Terms of Reference / and the mandate to fund a coordinator
 - Sandra George, Environment Canada: committed to funding part of a coordinator's time
 - Chris Harrington and Ian Wilcox, Upper Thames River Conservation Authority: will host the coordinator
 - Dave Richards and Mitch Wilson, MNR
 - Brian Locke, Lake Erie Management Unit (LEMU)
 - Ray Nothdurft, Stratford/Perth
 - Marsha Coyne, Chatham/Kent
 - Patrick Donnelly, Tom Copeland and Tony Van Rossum, City of London
 - Dr. Dean Jacobs, Walpole Island First Nations
 - George Henry, Chippewas of the Thames FN
 - Dr. Chris Smart, University of Western Ontario

G. Closing Remarks

Ron Standish provided closing remarks by acknowledging that it is hard for a municipality to take responsibility for a project beyond their borders. However, he reiterated that the City of London is committed to assisting with the continuation of this project.

He challenged all attendees to go back to their respective organizations and take the project forward. Champions are needed at all levels and in all sectors in order to achieve the environmental gains we are seeking.

Next steps will involve the Core Group determining the best ways to complete the Project Charter and focus .

H. Participants List (Total of 37 in attendance)

Name	Position	Office	Email
Rosemary Dickinson	Member	Thames River Canadian Heritage Committee	sdickins@uwo.ca
Karen Maaskant	Water Quality Specialist	UTRCA	maaskantk@thamesriver.on.ca
Chris Harrington	Coordinator, Research & Planning	UTRCA	harringtonc@thamesriver.on.ca
Jack Robertson	Water Management Supervisor	LTVCA	Jack.robertson@ltvca.ca
Marsha Coyne	Senior Planner	Chatham-Kent	marshac@chatham-kent.ca
Jenn Esbjerg	COA Coordinator - Lake Erie Basin	Lake Erie Management Unit MNR	jennifer.esbjerg@ontario.ca
Brian Locke	A / Lake Manager	Lake Erie Management Unit MNR	Brian.locke@ontario.ca
Bill Armstrong	Regional Planner	MOE London	Bill.armstrong@ontario.ca
Ted Briggs	Great Lakes Advisor	MOE London	Ted.briggs@ontario.ca
Mary Ellen Scanlon	Great Lakes Advisor	MOE Hamilton	Mary.ellen.scanlon@ene.gov.on.ca
Loreena Rising	First Nations Liason Officer	MOE London	Loreena.rising@ontario.ca
Barbara Anderson	Senior Policy Advisor	MOE Toronto	barbara.anderson@ontario.ca

Name	Position	Office	Email
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Sandra George	Canadian Co-Chair of the Lake Erie LAMP	Environment Canada	sandra.e.george@ec.gc.ca
Dave Richards	Water Resource Coordinator	MNR Aylmer	Dave.Richards@ontario.ca
Phil Snake	Councilor	Delaware First Nation, Moraviantown	
Chris Smart	Professor	Geography Dept, UWO	csmart@uwo.ca
Dr. Dean Jacobs	Consultations Manager	Walpole Island First Nations	Dean.jacobs@wifn.org
George Henry	Sr. Councilor	Chippewa of the Thames First Nation	antler@bell.net
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Glenn Pothier	President	GLPi Consultants	glenn@gipi.com
Jack Gorrie	Vice-President, Environmental Management	Stantec Consulting	Jack.gorrie@stantec.com
Leslie Molnar	Executive Assistant	Stantec Consulting	leslie.molnar@stantec.com
Pat Donnelly	Watershed Program Manager	City of London	pdonnelly@london.ca

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Tony Van Rossum	Pollution Control	City of London	tvanross@london.ca
Tom Copeland	Div. Mgr, Wastewater and Drainage	City of London	tcopelan@london.ca
Bruce Page	Planner	City of London	bpage@london.ca
Ron Standish	Director, Wastewater and Treatment	City of London	rstandis@london.ca
Dean Sheppard	Representative	London Ecological and Environmental Planning Advisory Committee	rdsheppard@rogers.com
Gabor Sass	Representative	London Ecological and Environmental Planning Advisory Committee	gabor.sass@uwo.ca
Jim Mahon	Representative	London Advisory Committee on the Environment	
Lorrie Minshall	Water Management Plan Director,	Grand River Conservation Authority	lminshall@grandriver.ca

FEEDBACK

Although few feedback forms were returned (only 3), overall comments during and after the event were positive and the general impression was that we were making progress / moving forward.

1. What did you like best from today's Charrette?
 - Presentation by Dr. Jacobs and Lorrie Minshall
 - Good facilitator, presentations, collaborations
 - Received an update on commitment from participants (e.g. MNR, MOE funding priorities)
2. What did you enjoy the least from today's Charrette?
 - All good
 - Trying to set milestones with the calendar
3. Do you think that today's Charrette was a useful follow-up from the 1st event?
 - Excellent follow-up
4. Did the presentations assist in setting the stage for today's and future discussions?
 - Very well
 - Yes, nice to see what the Grand River is doing
5. Do you think that a multi-governance charter to guide the initiative forward is appropriate?
 - Yes, it is the only way to get commitment.
 - Yes, need stakeholders from all partners
6. Who should be part of the Charter?
 - Farmers, industry, all municipalities on the Thames River, Delaware Nation, Oneida, Munsee FN
 - Counties, City, all municipalities large and small, First Nations, farming organizations, industries and both levels of government.
7. Would you be willing to assist in steering this initiative further either directly (representative) or indirectly (a contact) in the future?
 - Yes, as a representative
8. Would you attend a follow-up meeting/ session / event later in 2011 to continue these discussions and collaborations?
 - Yes
9. Is London a good location to host a follow-up meeting?
 - Excellent location

List of Appendices

Appendix A – Map of Territorial Lands associated with Walpole Island First Nations

Appendix B – Backgrounder: About the Project Charter

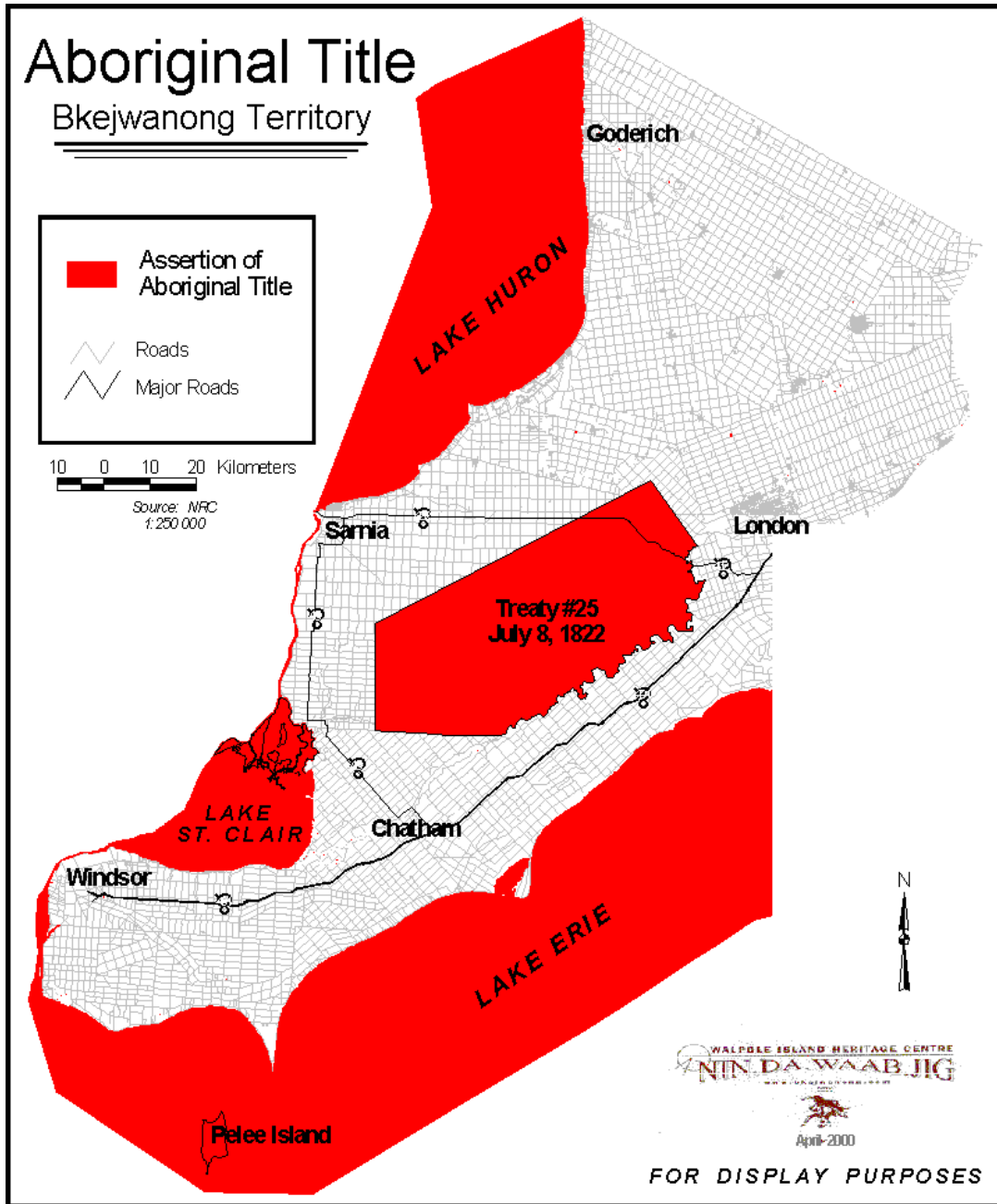
Appendix C – “Updating the Grand River Water Management Plan” presentation slides

Appendix D – Refinements and Comments on the eight (8) objectives

Appendix E – List of Complimentary Projects to the Clear Water Revival (since 1975)

Appendix A

Map of Territorial Lands associated with Walpole Island First Nations



Appendix B

Backgrounder: About the Project Charter

The Project Charter is the document that forms a common agreement on all main aspects of the project (i.e. scope, goals, objectives, etc.) among those involved, including project manager, team members, sponsor, stakeholders & partners. Once approved, the charter is signed forming the basis for future project decisions and cannot be modified.

Project Charter sets a clear direction for the project and outlines expectations of sponsor or steering committee. It communicates existence of the project and specifies assumptions made & constraints that project must live within.

Main Components

Project Background

*Outline the context for the project by briefly explaining the current organizational environment. Provide necessary background to understand **why** the project was started. Under what circumstances was it initiated? Focus on relevant facts about the surrounding situation that are of importance to the project team.*

Project Scope

Project scope describes the work that must be done to complete the project. Define the scope of this project by documenting the project's purpose, benefits, as well as specific goals, objectives and deliverables in sections below. The information provided here will serve as the basis for making future project decisions and for confirming or developing common understanding of project scope among the stakeholders..

Project Purpose

*Explain the purpose of this project by describing, at a high-level, **what** will be done. What is this project aiming address? What problem will it solve?*

Strategic Alignment

*Provide an indication of the project's strategic importance by describing the **linkages** to government priorities or organizational strategies. Also, show how this initiative is supported.*

Project Benefits

*Identify specific **results-based** benefits that can be expected as a result of completing this project. List specific metrics and targets to be achieved, if known.*

Project Purpose

Goals, Objectives & Performance Measures

Provide the details of what this project aims to accomplish by listing its specific goals, objectives and deliverables. State the goals in terms of high-level outcomes to be achieved. Identify specific objectives and deliverables for each goal listed. Objectives are clear statements of specific activities/tasks that must be performed to achieve the goals. Identify both project product/service and people/organization change objectives. Deliverables are tangible, verifiable outcomes that signify completion of objectives. Performance measures are used to determine if objectives have been completed. They check if the expected results have been successfully achieved.

Project “IN” & “OUT” of Scope Items

*Provide additional detail as to **how** the goals and objectives stated above will be met by documenting the specific “in” and “out” of scope items. Describe ‘what is’ and ‘what is not’ included as part of the work performed on this project. Consider specific features, functions, quality needs or other “must have” requirements and place them in the “IN” scope section. Spell out any exclusions, i.e. work that will not be performed, in the “OUT” of scope section.*

Project Timelines

*Indicate **when** the project will take place. Provide a preliminary estimate for the duration of the project by documenting the target completion dates for high-level project milestones. Milestones are significant project events that usually signify completion of project phases or major deliverables. Use the milestones and target dates provided below as a starting point for the development of the **Project Schedule**.*

Project Costs

*Indicate **how much** will it cost to complete the project. Provide a preliminary estimate of the project’s budget by listing key expense categories and providing target cost figures. Indicate the fiscal years during which these costs will be incurred. Adjust budget categories to match the needs of your project. Note: benefits and ODOE are expressed as an estimated percentage of salaries and wages.*

Funding Source

Identify source of funding for this project (i.e. base, one-time, MB20 submission, etc.). Indicate whether project costs will be absorbed by an existing organization (i.e. covered by current Ministry or Division budget) or if separate source of funding is required.

Project Governance

Project Governance

Identify and document all individuals and/or organizational bodies that have an influence or have a decision-making authority on the project. Use the **Project Governance Structure** template. At minimum, identify the project sponsor, manager and core team members (Project Leads); for large, complex projects identify Steering Committee members. Use the **Steering Committee Terms of Reference** template to define purpose, membership, roles and responsibilities, logistics and processes for the committee. Identify all reporting relationships. The project's governance structure does not need to represent all stakeholders or all the individual project team members. Use the **Project Organization Structure** template to identify all project team members and set up the project's organization chart.

Project Team

Identify **who** is needed on the core project team to complete project deliverables and achieve its goals and objectives. What skills, knowledge and experiences are required? Consider the need for special expertise to deal with people and organization change challenges. Use table below to indicate who will be part of the core project team and who will be brought-in as required.

Project Partners

Is this project carried out in partnership with other groups/organizations? Indicate **who else**, in addition to those listed as project team members above, committed to contributing to this project. Partners are individuals, groups or organizations who work together towards joint interests to achieve common goals. Identify shared, mutually beneficial objectives below and the contributions of each partner. Provide details of each partnership in a separate document, such as a Memorandum of Understanding (MOU) or Service Level Agreement (SLA).

Project Stakeholders

Stakeholders are individuals or organizations that have a vested interest in the initiative. They are either affected by, or can have an affect on, the project. Anyone whose interests may be positively or negatively impacted by the project, or anyone that may exert influence over the project or its results is considered a project stakeholder. All stakeholders must be identified and managed appropriately.

Other Related Projects & Initiatives

Are there **dependencies** with other initiatives or projects? If you haven't described them in the Project Partners or Project Stakeholders sections above, identify below the known interdependencies with other projects or initiatives currently underway in your branch, division, ministry, cluster or across the OPS. Identify related multi-ministry projects, inter-jurisdictional initiatives and/or public-private partnerships as well.

People & Organization Change Impacts

Identify the **impacts** this project will have on both the people and structures of the affected organizations. Who will be impacted (both positively and negatively) as a result of or during the execution of this project? Will there be changes to the current staffing levels, reporting structures or position classifications? What impact will this project have on current organization core values, standards, business processes, policies, procedures, technology and finances? Are there any security, legal or privacy implications that need to be considered? Will the project result in the creation of a new organization? Elaborate and provide further details in the **People & Organization Change Plan**.

Project Communications

Identify **information needs** of steering committee, project sponsor, project manager, team members, working groups, partners, stakeholders and others. List strategies for ensuring that right information is provided to right audience in most suitable and timely manner. Be sure to identify format and frequency of communication between the project manager and project sponsor regarding project status, performance, risks, issues, etc. Provide further details and describe how project information will be generated, collected, stored and communicated both internally within project team and externally with partners and stakeholders in the **Communications Management Plan**.

Project Risks

Consider **what if...** Document high-level project risks apparent at this point that could either positively or negatively impact the achievement of project goals and objectives. Indicate initial likelihood and impact. Focus on risks that are likely to happen and have significant affect on project success. Be sure to consider risks associated with people & organization change, knowledge management and transition to operations. Provide further details and describe the approach that will be taken to identify, assess and respond to project risks in the **Risk Management Plan**.

Critical Success Factors

Define key factors that are critical to success of the project. These conditions must be satisfied to enable successful completion of project objectives and deliverables. Include significant events or decisions that need to take place. Whenever possible, ensure factors you list are measurable.

Assumptions & Constraints

Assumptions are external factors that, at the time of writing the charter, are considered true, real or certain for purposes of planning. Certain unverified or unknown aspects that are likely to happen must be assumed as facts to proceed. Constraints are factors that are outside the control of the project team, that restrict or regulate the project. They limit available options and affect performance of the project.

Sign-Off

Project charter must be approved & signed-off by project sponsor before Definition Phase can be completed. Project manager, partners and team members also sign-off the charter. Once completed & signed-off, the charter forms the basis for detailed planning and future decision-making. It cannot be modified. Any changes to information contained in the charter must be documented using a formal Project Change Request and the associated process.

Appendix C

“Updating the Grand River Water Management Plan” presentation slides by Lorrie Minshall

Appendix D

Refinements / Additions to the eight (8) original objectives (and ranking by the number of votes by delegates at Charrette 2)

Objective	Votes
<p>1. Establish urgency — build a clear, cogent and compelling case for required action and use it to secure funding for priority initiatives (including social, cultural, natural environment, climate, and economic imperatives for change). Reach people in more senior positions. New federal wastewater regulations. Need consistent and compelling story and narrative that has multi-generational appeal. Management objectives for the watershed as a whole. Shared responsibility. Determine impacts of population growth.</p>	8
<p>2. Develop and implement a nutrient-reduction strategy — reduce harmful agricultural, industrial and wastewater discharge into the River, including new/updated infrastructure as required (specifically targeting nitrogen, phosphorous, OTHER?) Nutrient trading, or nutrient management strategy. Suggest making this a management strategy. Other emerging contaminants, i.e. personal care products, pharmaceutical products. Suspended solids, considerations re: natural occurrence.</p>	4
<p>3. Create and effectively use a reliable knowledge base/repository of information — develop a data collection and management strategy with clear objectives, monitoring approaches, consistent analysis plans, and results dissemination information sharing protocols with a view to establishing current baselines and tracking changes over time. Need more analysis of the data; adaptive management, share the emerging story that the data is telling us. Thinking beyond data collection on the river itself and the endpoints. Identify data gaps in certain areas of the river and determine which need filling.</p>	13
<p>4. Mobilize the public and key stakeholders — enhance public appreciation for the Thames River as a vital societal/community resource, and inspire coordinated, collaborative action to improve the health of the River among a diverse coalition of groups (characterized by knowledge/information sharing, a problem-solving orientation, and a relentless pursuit of success). Identify key targets; targeted outreach. Identify stories to draw people in, personal stories that affect people’s lives. Develop educational programs. Build the “heart and mind” of the river.</p>	14

Objective	Votes
<p>5. Shape growth and related planning practices with Thames River implications — advocate for River-friendly balanced growth management decisions and land use practices, including an emphasis on sustainable development. More specific wording required. Reference upstream and downstream aspects. Consider public pathway all along the river, have access all along the river. Connect with Corridor plans. Ensure coordinated Corridor Plans. River-facing development. Coordination of Official plans. Consider tributaries also, which may be more at risk than the main corridor. Recognize the carrying capacity.</p>	2
<p>6. Enhance the River’s importance as a ‘green capital resource’ — pursue a variety of initiatives (woodlot regeneration, tree plantings, ecosystem restoration, terrestrial enhancements, etc.) with a view to improving the intrinsic value of the River and its role as an accessible recreational/tourism icon.</p>	7
<p>7. Secure sustained, long-term funding — create a comprehensive plan for generating the resources required to implement key initiatives, including short- and long-term priorities. Also long-term commitment, other tools or resources. Shared responsibilities for the shared resources. Be aware that majority of funding comes from private sources, and therefore is personal.</p>	9
<p>8. Build and establish momentum — produce near-term ‘early wins’ (within one year) and communicate/celebrate successes. Starts today, what can we do next to move forward. Communicate “wins” over last 150 years and build on them. Need to launch a celebration (symposium) to reconcile, to launch the Charter.</p>	8
<p>9. Identify strategies to engage OMAFRA and municipalities (primary planning authorities)</p>	
<p>10. Provide information for teachers and schools. Tap into educational information and programs (water festivals, etc.) to personalize programs for students.</p>	
<p>11. Engage post-secondary education institutions</p>	

Appendix E

List of Complementary Projects (“What has happened since 1975”)

Thames River Basin Wide:

1. Thames River Basin Study (MNR/MOE) – 1975
2. Heritage River Designation –2000
3. Lake Erie Lamp initiative - ongoing
4. Lake St. Clair Management Plan initiative - ongoing
5. Thames River Fisheries Management Plan initiative – on pause
6. Thames River SAR Recovery Strategy / Overall Ecosystem Plan – submitted for review and designation to Feds (on pause)
7. Source Water Protection – Thames Sydenham Region – progressing to 2011
 - a. Watershed Characterization Report - done
 - b. Conceptual Water Budget – done
8. MOE Carrying Capacity Study – currently a proposal
9. The Thames River Watershed: A Landscape Heritage Guide (2009)
10. State of the Thames River Workshop (2003 – Chatham)

Conservation Authority Based:

1. UTRCA Strategic Plan 2004 - 2010
2. UTRCA Watershed Report Cards
3. Municipal Natural Heritage studies / inventories (Middlesex, Oxford, Stratford, Ingersoll, Dorchester)
4. UTRCA Environmental Planning and Policy Manual 2006
5. UTRCA Property Assessment Project (Phase 1 complete, 2 ongoing)
6. Community Based Watershed Strategies (Medway, Stoney, Dingman...)
7. Subwatershed Studies (London 1996, Stratford)
8. Stewardship of The Spiny Softshell Turtle
9. UTRCA Reservoir Water Quality Study 1 & 2 (2005, 2006)
10. Generic Regulations (floodplain)
11. Healthy Futures / Clean Water Project
12. Historic water quality programs (CURB, PLURAG, Kintore and Westminster Paired Watershed studies)

Municipal:

1. Thames Valley Corridor Study (London) – final phase
2. Climate Change analysis of hydrological impacts to infrastructure in London – UWO Institute of Catastrophic Loss Reduction – final phase
3. Chatham Kent Shoreline Study – just initiated
4. Chatham Kent Water & Wastewater Master Plan – just initiated
5. Ingersoll Master Stormwater Management Study
6. City of London Urban Forestry Effects Model (UFORE) - completed
7. Westminster Ponds / Sifton Bog / Ellice Swamp / Dorchester Swamp Management Plans
8. County Groundwater Studies (Oxford, Perth, Middlesex/London)
9. London Pollution Control Plant Discharge Strategy (2008)
10. International Water Excellence Centre – partnership between UWO, London and Trojan Technologies will become a leader in industrial wastewater treatment technology commercialization, validation and testing in Canada
11. HELP Clean Water project – Huron, Elgin, London Partnership addressing the current and future need for municipal drinking water

Great Lakes - Federal, Provincial/State:

1. Canada-Ontario Agreement, Respecting the Great Lakes Basin Ecosystem, Environment Canada and the Ontario Ministry of the Environment
2. Environmental Commissioner of Ontario 2002-2003 Annual Report, Environmental Commissioner of Ontario
3. Best Management Practices for Mitigating Phosphorus Loss from Agricultural Soils, Ohio State University
4. Work Group Report on Eutrophication, Great Lakes Water Quality Agreement Priorities 2007-09 Series (August 2009), International Joint Commission, Canada and United States
5. 14th Biennial Report on Great Lakes Water Quality, International Joint Commission, Canada and United States
6. Canada-wide Strategy for the Management of Municipal Wastewater Effluent (February 17, 2009), Canadian Council of Ministers of the Environment (CCME)
7. Declining water quality in the Western Lake Erie basin: increasing invasion of blue-green algae (cyanobacteria), and increasing levels of soluble reactive phosphorus, Ohio Academy of Science, Lake Erie Symposium, University of Toledo, April 12, 2008