



# **Operational Guidelines and Policy Priorities**

FINAL APPROVED

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## 1. Preface

The Ontario Coalition for Sustainable Infrastructure (referred to as OCSI or Coalition) was founded in 2006. The OCSI is an issue-based, Community of Practice organization. That vets and prioritize issues using the resources of the membership of the Member Associations, which range from technical specialists to municipal political representatives.

It is not intended that OCSI be a lobby group; it is the Coalition's role to advocate for safe and sustainable infrastructure. The OCSI is structured as follows:

Board:	the board of OCSI
Executive Committee:	consist of two (2) representatives from each Member Association plus an annual chair selected from one of the Member Association representatives or the Executive Director of one of the Member Associations.
Director:	representative appointed by the Member Associations to serve on the board of OCSI
Member Associations:	the constituent organizations who form the Community of Practice, including (in alphabetical order):
1. MEA	Municipal Engineers Association
2. MFOA	Municipal Finance Officers' Association
3. OPWA	Ontario Public Works Association
4. WEAO	Water Environment Association of Ontario (includes participation of the Ontario Pollution Control Equipment Association, OPCEA)
5. AM Ontario	Asset Management Ontario

OCSI continues to seek new Member Associations to join with the Coalition in promoting safe and sustainable infrastructure.

OCSI revenues comes from contributions from its Member Associations, which is evaluated every year to ensure enough funding is provided to cover its operational expenses and its Work Plan.

## 2. Members Representation

The OCSI has 'corporate' members as opposed to 'individual' members. These corporate members are referred to as Member Associations. Through its Member Associations, the OCSI represents about 10,000 individuals, most municipalities in Ontario, and 300 companies.

### **Municipal Engineers Association (MEA)**

MEA is an association of public sector Professional Engineers in the full time employment of Ontario municipalities and provincial agencies performing the various functions that comprise the field of municipal engineering ([www.municipalengineers.on.ca](http://www.municipalengineers.on.ca)). Consultants acting as the engineer-of-record on behalf of a municipality are also eligible for membership. MEA mission is to provide unity and focus for licensed engineers employed by Ontario's municipalities through addressing issues of common concern and by facilitating the sharing of knowledge and information. Among its mandate, MEA develops, maintains and distributes best practice technical documentation and expertise for use by both private and public sector municipal engineering practitioners. MEA has joint ownership with the MTO of the Ontario Provincial Standards System as the provincially recognized authority for the design and construction of infrastructure. In addition, the MEA is the proponent of the Municipal Class Environmental Assessment (MCEA) process for Municipal Public Works projects.

### **Municipal Finance Officers' Association (MFOA)**

The MFOA was established in 1989, and is the professional association of municipal finance officers with more than 2,300 individual members ([www.mfoa.on.ca/mfoa/main](http://www.mfoa.on.ca/mfoa/main)). MFOA represents individuals who are responsible for handling the financial affairs of municipalities and who are key advisors to councils on matters of finance policy. MFOA promotes the interests of our members in carrying out their statutory and other financial responsibilities through advocacy, information sharing, networking opportunities, and through the promotion of fiscal sustainability. We also provide members with training and education to enable continuous professional development and to support excellence in municipal finance.

### **Ontario Public Works Association (OPWA)**

OPWA is a not-for-profit organization of professional public works practitioners (<https://opwa.ca/about-us/>). The OPWA is the Ontario Chapter of the Canadian Public Works Association (CPWA) and the American Public Works Association (APWA). Our membership consists of approximately 630 public works practitioners employed by the Federal and Provincial governments, municipalities, consulting engineers, utility companies, contractors and suppliers. The OPWA is the largest Canadian Chapter in the APWA, and consistently one of the Chapter leaders in growth, outreach and innovation. The OPWA membership has the broadest range of interests and expertise in the public works industry. Membership in APWA is in excess of 28,000 throughout North America, making it the largest and oldest organization of its kind in the world. APWA is based in Kansas City, with a branch offices in Washington DC and Ottawa, Canada.

### **Water Environment Association of Ontario (WEAO)**

WEAO is a non-profit organization with a mission to connect and enrich the expertise of professionals who protect Ontario's water environment ([www.weao.org/about](http://www.weao.org/about)). Among its governing objectives WEAO works for the advancement of fundamental knowledge of the water environment, its basic qualities, and the physical laws governing its interaction with other aspects of the environment and with the aesthetics, economic and biological needs of the earth's inhabitants. It also works to promote public understanding and the encouragement of sound regional policy in matters relating to the water environment. WEAO has approximately 1,300 technical and professional individuals. WEAO is also a member association of the Water Environment Federation (WEF). Through its membership with the OCSI, WEAO also brings one representative of OPCEA.

### **Ontario Pollution Control Equipment Association (OPCEA)**

OPCEA is a non-profit organization dedicated to assisting member companies in the promotion of their equipment and services to the pollution control market sector of Ontario ([www.opcea.com/](http://www.opcea.com/)).

Originally founded in 1970 under the name Ontario Sanitation Equipment Association, the OPCEA has since grown to over 170 member companies whose fields encompass a broad spectrum of equipment and services for the air and water pollution control marketplace. OPCEA member companies are engaged in the manufacture and/or distribution of environmental and related equipment in Ontario.

### **Asset Management Ontario (AM Ontario)**

Asset Management Ontario (AMONTario) is a non-profit organization with vision to foster a center of excellence and innovation for public sector asset management in the Province of Ontario. Its mission is to be a multi-disciplinary community of practice for public infrastructure stewards to strengthen asset management capabilities and achieve defined levels of service through implementable practices aligning international standards, regulatory requirements, and best practices to optimize public services. AMONTario objectives support three areas fundamental to sustainable asset management practices:

- Collaboration: Complement existing organizations through skillful collaboration to improve the state of asset management practice in Ontario;
- Leadership: Increase the capacity to enhance and promote asset management across the Province;
- Innovation: Engaging in and supporting knowledge generation, consolidation and dissemination of information and best practices in Ontario

### **3. Mission and Goals**

The mission of the Coalition is: The promotion of “Safe and Sustainable Infrastructure”.

The goals of the Coalition are:

- To provide professional advice relating to public infrastructure in Ontario, and promote reasonable, workable legislation relating to that subject;
- To facilitate the sharing of information among member organizations and coordinate their approaches to common issues;
- To be consolidated professional community of practice on infrastructure matters in Ontario;
- To be a resource partner that government can count on for sound advice; and
- To promote sustainable funding.

The objectives of the Coalition are:

- Outreach: be well known to appropriate ministries and other external stakeholders
- Awareness: Raise profile of OCSI within member organizations
- Action: Advocate, collaborate and address sustainable funding
- Admin: Be a well-run organization (administration)

The mission and goals of the Coalition will be reviewed on an annual basis.

## 4. Structure and Governance

### 4.1 The Board

The Board of OCSI will be comprised of the Chair, Vice Chairs and Directors (representatives) from each of the Member Associations. The Chair will be selected from one of the Member Association representatives; or, the Executive Director of one of the Member Associations Chair may be selected to take on the role of Chair.

The Board has the authority to approve all business related to the operation of the Coalition, including (but not limited to) work plan and budget, policies, procedures and revisions to the Operational Guidelines, subject to the approval requirements in *3.5 Approval by the Member Associations*.

### 4.2 Meetings of the Board

The Board of OCSI will conduct a face-to-face meeting at least four times a year. Interim meetings will be called by the Chair as required and may be conducted by teleconference. Quorum for Board meetings will be a majority of Board members AND a majority of Member Associations in attendance. (APPENDIX 1)

### 4.3 Directors

Each Member Association will be represented by a minimum of two representatives who will serve as Directors on the Board. Each Member Association has one vote at a Board meeting. In the case where a Member Association's Executive Director is acting as the Chair of OCSI, this may be in addition to the Member Association's two Directors but will not affect the one vote per Association rule.

Ideally the board will consist of directors with current municipal infrastructure experience and where possible, with representatives who can provide the perspective of a variety of sizes of municipalities from across the province.

Each Member Association will determine their own process for selecting their representatives from amongst their membership. Each association will confirm their representatives at the start of each calendar year and advise, through the Chair, the other Member Associations promptly of any changes of representatives or their respective contact information.

### 4.4 Terms of Office for Directors

Term of office will be a minimum 2-year term, with staggered end dates to allow for continuity. Terms are renewable at the discretion of the respective Member Association. Terms will start January 1st.

## 4.5 Approval by the Member Associations

Approval from the Member Associations is required for:

- Financial contributions required by the Member Associations; and
- Changes in governance model.

## 4.6 Executive Committee

The Executive Committee will be a standing committee and will manage the day-to-day affairs of the Coalition and monitor issues.

The Executive Committee will consist of one representative from each Member Association plus the Chair. Each Member will identify which of their Directors will serve on the Executive Committee and this representative will have the title of “Vice Chair”. The term for serving on the Executive Committee will be a 2-year term, renewable to a maximum of 6 years.

See table for definition of roles and responsibilities of the Executive Committee members.

Executive Committee Members	Roles and Responsibilities
Chair (annual or multi-year appointment)	<ul style="list-style-type: none"> <li>• Authority to speak on behalf of OCSI;</li> <li>• Call meetings;</li> <li>• Authorize expenditures within approved budget;</li> <li>• Monitor issues and notify Executive Committee and/or Board as required;</li> <li>• Authorize expenditures within approved budget up to \$500;</li> <li>• Produce meeting agendas and minutes;</li> <li>• Report on activities of OCSI in the quarterly Chair’s Report;</li> <li>• Draft correspondence for Board review and approval;</li> <li>• Other duties as assigned.</li> <li>• Execute approved contracts by the Board,..</li> </ul>
Vice Chairs	<ul style="list-style-type: none"> <li>• Act as substitute for Chair, as required, and selected on rotational basis and availability;</li> <li>• Champion of OCSI with their Member Association;</li> <li>• Distribute information about OCSI and its activities to their respective Member Association board and members.</li> </ul>

## **4.7 Meetings of the Executive Committee**

The Executive Committee will meet in person or by teleconference at least four times a year, at the call of the Chair. Quorum for Executive Committee will be a majority of Member Associations.

## **4.8 Chair Selected by Appointment**

The Chair of the Board will be selected by the Executive Committee and approved by the Board. Executive Committee will reaffirm appointment on an annual basis.

## **4.9 Past Chair**

The Chair will continue to serve in that capacity until a new Chair is appointed, at which point the Chair will serve in the capacity of Past Chair on the Board until the end of the notice period.

## **4.10 Roles and Responsibilities of Directors**

While operating as a policy board, the Directors will be expected to provide input from their area of experience to assist in policy development, identifying priorities (our “ask”), mobilize and coordinate the resources of their Member Association to assist in furthering the objectives of OCSI (as appropriate) and sharing challenges that could identify project opportunities for OCSI.

## **4.11 Authority of Directors**

The Directors selected by each Member Association will have the ability to make decisions at the OCSI Board without having to consult with the board of their organization, subject to the approval requirements in *3.5 Approval by the Member Associations*.

## **4.12 Working Groups and Committees**

The Executive Committee has the authority to strike a working group or a committee to deliver a task or project. A committee is related to the operation of OCSI as an organization, for example, the Infra Forum Planning Committee. A working group is formed to address a certain issue or project.

The Board will approve the terms of reference for the working groups and committees. Terms of reference will include: scope of the task or project, participants, chair, sunset clause, approval process and reporting requirements.

Participants on working groups and committees are not limited to members of the Board and can be recruited at the discretion of the committee chair. Member Associations are invited to recommend members from within their organizations, who have a specific area of expertise or experience, to contribute to the work of OCSI through working groups or committees.

### **4.13 Decision Making Authority / Approval Process**

In general, a collaborative and consensus approach to decision making by the Board is preferred; however, should this not be possible, a vote will be taken and the decision by majority of Member Associations will be adopted.

Meeting package (agenda, reports) will be distributed to the Board, through the Chair, at least one week in advance of quarterly meetings.

Action items within the approved Work Plan are deemed pre-approved, provided that the action and written response respects the mandate and objectives of OCSI. If there is no policy on an issue or the issue does not fall under the mandate and objectives, then the issue is to be brought to the Board for approval unless time is of the essence, then approval by the Executive Committee is acceptable but must be reported to the Board.

## **5. Work Plan and Finances**

### **5.1 Work Plan**

The Executive Committee will prepare a 3-year Work Plan for approval. Progress on the Work Plan will be reported each quarter at a minimum (APPENDIX 2).

### **5.2 Budgeting and Finances**

The Executive Committee will prepare a 2-year budget. Actual expenditures will be tracked on a monthly basis and variances reported at the quarterly meetings.

Any expenditure not included in the approved budget will require approval by the Board.

Organizations will be invoiced for their contributions at the beginning of each calendar year. Should a Member Association decide to withdraw from OCSI part way through the year, the remainder of their contribution for that year will not be refunded. Should a new association wish to join the Coalition part way through a calendar year, their financial contribution will be prorated for that calendar year.

As of March 2017, banking arrangements will be provided by MFOA. (APPENDIX 3)

Financial guidelines will be reviewed with MFOA and adopted as appropriate.

## **6. Communication**

Each Member Association will advise the Chair of any additional contacts for OCSI Communication such as the "OCSI Board distribution" and the "OCSI Network News". For example, requesting the association's Executive Director and/or the current association President to be copied on the Board distribution list or the full association Board to be added to the Network News list.

## **6.1 Communication to the OCSI Board**

Communication to the OCSI Board will be sent by e-mail to the full Board and copied to the Chair.

## **6.2 Communication from Member Associations**

Items from OCSI Member Associations will be directed to the Chair of OCSI.

## **6.3 Communication from OCSI to Member Associations**

Since OCSI does not have its own members, it is incumbent on the Member Associations to communicate regularly with their own Boards and their members on issues and activities of OCSI.

Information will be available for the promotion of OCSI and its objectives, as requested by the Vice Chairs.

## **6.4 OCSI Website**

The MFOA will maintain OCSI's website (update, posting of new information, etc.).

## **6.5 News Articles**

The Chair will write news article for distribution to the members of the Member Associations. This article may be included in the publication of the Member Association or may be shared with the members in another format.

## **6.6 OCSI Infrastructure Network**

Through outreach activities of OCSI, the Chair is responsible to keep a contact list of these key people and build a mailing list for the OCSI Infrastructure Network. From time to time, OCSI will send timely news items or items of information to the OCSI Infrastructure Network. Participation on this list is on a permission basis and will be operated in accordance with Canadian SPAM legislation. "OCSI NEWS is prepared by the Ontario Coalition for Sustainable Infrastructure (OCSI) as a communication tool on a topic of interest for our Member Associations and our infrastructure network."

## **6.7 Promotion of Events by OCSI and/or Member Associations**

It is recognized that promotion of events related to sustainable infrastructure is consistent with the mission and goals of OCSI. OCSI will promote those events relating to sustainable infrastructure and organized by member organizations. At their discretion, member organizations may promote activities organized by other member organizations on their website and/or Calendar of Events but is not expected to share information through membership e-blasts.

Event information to be shared should be sent to the Chair of OCSI, and, if it fits within policy, the Chair will advise MFOA to post it to the OCSI website and distribute it to the OCSI Board.

## **7. Policy Development**

### **7.1 Emerging Issues**

From time to time, issues of interest may arise which may not have been previously identified by OCSI or its Member Associations. Such “emerging issues” could include:

- Anticipated or current regulatory changes which could affect the way that infrastructure systems are planned, designed, constructed or operated.
- Changes to the funding mechanisms or programs by which infrastructure based services are provided and delivered to stakeholders.
- Changes to the current municipal / provincial / federal governance system as it relates to infrastructure.
- Scientific or policy research which could affect 1, 2 or 3.
- Identification of information or research gaps which OCSI may be in a position to help address, e.g. by input from its membership or by managing research projects.

When a Member Association becomes aware of an emerging issue, it will notify the Chair of OCSI, who will distribute the information to the Executive Committee and ask for comments as to whether further action is required. Actions could include:

- follow up and coordination between all or certain Member Associations;
- response by OCSI to EBR posting;
- preparation of written communications;
- requesting a meeting with government officials;
- formation of a working group with representation from all, or specific, Member Associations to examine the matter further and provide recommendations;
- further investigation as to how OCSI can assist in defining or addressing the emerging issue.

In general, OCSI’s actions will be in collaboration with, and coordinated with, any initiatives by individual Member Associations on specific issues.

### **7.2 Position and Endorsement**

OCSI’s formal position on an issue may be approved by the Board if it conforms to the Mission and Goals of OCSI. Similarly, OCSI’s support and endorsement of another party’s position on an issue may also be approved by the Board as long as it is in accordance with the Mission and Goals of OCSI.

## **8. Procurement of External / Contract Services**

External/Contract Services are defined as services which OCSI has determined it requires. When the contract services are already identified in the approved Work Plan and budget, the selection and approval of the contract is the responsibility of the Executive Committee. If the contract services were not included in the budget/Work Plan, then approval must first be granted by the Board.

## **8.1 Conflict of Interest**

As part of the process to select the service provider, if the Executive Committee determines a conflict of interest could be perceived to exist, mitigating measures are to be established in the contract and reported to the Board.

## **8.2 Sole Source Contracts**

It is permissible for OCSI to award a sole source contract, in situations where the nature of the work is specialized and/or where time is of the essence to move forward. Board approval for sole source contracts will be obtained prior to their award.

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# **APPENDICES**

## **Appendix 1 Board Approval Tracking**

- Version (dated March 22, 2019) approved by Board March 25, 2019

## Appendix 2 3-Year Work Plan (2019-2022)

The 3-year OCSI Work Plan is structured to comply with its mission and mandate, and in compliance with its Operational Guidelines. The Work Plan has three intertwined areas:

- A. Communications
- B. Policy Development
- C. Advocacy

### 1. Communications

#### Strategy:

- **To effectively share relevant information among MAs.**
- **To share our message throughout the wider infrastructure community and to the general public via the mainstream media.**
- **To be recognized as a reliable source of quality information and THE first place one goes to look for information on sustainable infrastructure.**

#### Specific Activities:

1. Holding OCSI quarterly regular meetings
2. Creating an annual summary report to be submitted to all MAs
3. Prepare a presentation with OCSI policy priorities and Work Plan
4. Identify alternatives for website monthly updates
5. Updates to the OCSI websites by posting:
  - Existing articles or letters from MAs
  - Operational Guidelines + 3-year Workplan + Policy priorities
6. Links in OCSI website to other MAs websites
7. Provide links to the MAs magazines:
  - MEA – News & Information webpage ([www.municipalengineers.on.ca/news-information.html](http://www.municipalengineers.on.ca/news-information.html))
  - MFOA – Virtual library ([www.mfoa.on.ca/mfoa/main/Policy/VLInfo.aspx](http://www.mfoa.on.ca/mfoa/main/Policy/VLInfo.aspx))
  - OPWA – OPWA Reporter magazine
  - WEAO – Influent ([www.weao.org/influents](http://www.weao.org/influents))
8. Prepare budget for 2020-2022 based on finalized Work Plan
9. Create a calendar of events on the OCSI website
10. Initiate discussion on social media strategy (Tweeter, Facebook, LinkedIn)
11. Identify opportunities during MAs conferences for organizing meetings, workshops (opportunities for feedback from individual members); and prepare summaries and distribute feedback to OCSI and all MAs for further comment.
  - MEA – 2019 Spring and Fall Workshops
  - MFOA – **2019 Annual Conf., Sep 18-20, Deerhurst Resort**
  - OPWA – 2019 Annual Conf., Jan 24, 2019, Mississauga
  - WEAO – 2019 Annual Conf., Apr 14-16, Toronto Convention Centre

## 2. Policy Development

### Strategy:

- ***To generate collective policy positions to advocate for safe and sustainable infrastructure.***
- ***To vet and prioritize issues using MAs resources, which range from technical specialists to municipal political representatives.***
- ***To maximize the OCSI policy development capacity by combining a larger sustainable infrastructure perspective and network of contacts.***

### Specific Activities:

1. MAs to provide their specific policy priorities and submit them for OCSI consideration.
2. Identify, condense, and articulate policy priorities based on the specific MAs policy priorities.
3. To generate a short list of 10 to 15 policy priorities.
4. To develop policy briefs, one-pagers, and/or white papers that summarize the policy position on any one particular OCSI policy priority.
5. To distribute any policy brief to all MA for comment and feedback.
6. Finalize the OCSI policy priority list and its associated documentation for use on OCSI advocacy efforts.
7. MAs to have annual reviews to update and revise the specific policy priorities.
8. OCSI to update annually its policy priorities based on annual MAs updates.

## 3. Advocacy

### Strategy:

- ***To be recognized as the provincial voice for municipal sustainable infrastructure.***
- ***To involve our members in the development of policy positions and to provide meaningful and effective input at the provincial level.***

### Specific Activities:

- Queen's Park day event (similar as those held by OCSI in previous years)
  - Prepare and organize workshops
  - Face-to-face time
- Government Relations:
  - Prepare contact list for specific Provincial government agencies and lead OCSI reps to stay in contact with them on an annual basis
  - Shared efforts on infrastructure advocacy.
- Collaboration:
  - Working with sector specific Government Affairs Committees
  - Identify collaborative efforts around provincial budget for municipal infrastructure
  - Identify potential partnerships for research with academia
- Identify partnerships with other provincial organizations to join the OCSI, e.g. OGRA, OMWA, etc.

# Appendix 3 OCSI Policy Priorities

## 1. MA's Policy Principles and Policy Priorities

For the initial preparation of the Work Plan, all Member Associations provided specific policy priorities as approved by their individual Members Association executive. Below is the list of priorities:

### **Municipal Engineers Association (MEA)**

- The promotion of continuous funding from the provincial and federal governments (e.g. Gas Tax and OCIF Funding) as well as new funding opportunities to ensure the state of good repair for public infrastructure.
- Support MCEA reform to assist in streamlining the MCEA in order to enable the efficient and timely rehabilitation and improvement of public infrastructure projects which supports economic growth in Ontario,
- Support the practical implementation of Low Impact Development (LID) standards and guidelines, respecting regional variances on the guidelines
- Support sustainable funding as well as the promotion of provincial standards for Smart City Infrastructure.
- Support sustainable infrastructure funding through the implementation of provincially mandated asset management policies.

### **Municipal Finance Officers' Association (MFOA)**

- Partnerships: We encourage the Province to partner with municipalities and their representative organizations to achieve shared goals.
- Information sharing: We promote information sharing to distribute skills and knowledge between orders of government.
- Unintended consequences: We caution the Province to consider the potential for unintended consequences when developing policies and programs.

### **Water Environment Association of Ontario (WEAO)**

- **Support of research and pilot projects** – WEAO supports research, pilot projects and adoption of new technologies and solutions for wastewater systems
- **Infiltration/Inflow (I/I) sustainable infrastructure** (need of pipe standards update – MTO, MAH, MECP).
- **Water quality trading (WQT)** – We need info sharing, guidelines, standards, for sustainable infrastructure. Now that the MECP mandate includes CAs, there is an opportunity to develop guideline or info bulletins that will provide direction to all parties on opportunities and proven practices for WQT. It is important that the capital and operating costs of reducing nutrient discharge into the environment per mass be considered.
- **Climate change adaptation** – stormwater infrastructure resiliency (seeking more active role of MECP to develop guidelines or info bulletins. An example noted was the CSA Group's CSA S900.1 – Climate Change Adaptation for WWTP – Design Standard.
- **LID – MECP Draft Guideline** – WEAO is seeking a more active/formal participation on the consultation process led by MECP:
  - a. holistic approach to this manual to focus more on “flooding”, and potentially open up the existing SWM manual (2008)

- b. collaborative effort with multiple contributors from all stages: design, implementation, maintenance and compliance

### **Asset Management Ontario (AMOnt)**

- Helping to establish the framework and supports for the implementation of leading asset management practices across Ontario.
- Proactively developing methodologies to address evolving asset management practices and requirements.
- Sharing member experiences with asset management information capabilities
- Supporting an inter-disciplinary forum for sharing ideas about the management of asset reporting best practices across the finance, public works, and corporate planning functions
- Facilitating the development of tools and practices to ensure the implementation of appropriate levels of service and the monitoring of those levels

### **Ontario Public Works Association (OPWA)**

- **Infrastructure Deficit.** This topic remains a priority. As we all know, there is a significant level of our infrastructure across the full public works spectrum that continues to age, have condition and performance deterioration, and remains underfunded. The need for Asset Management Plans continues to be supported. We look for continued dialogue regarding moving state of good repair programs forward and financial support from all levels.
- **Public Works Resourcing.** Related to the need to address infrastructure programs we note elevated pressure on public works resources. Does our industry have the depth to tackle the issue – municipal staff, consultants, construction industry? Does our procurement, selection (QBS), flexibility for alternative delivery, processes support our needs?
- **Climate Change.** It is evident that climate change mitigation and adaptation should remain a top priority. We note that there are a wide range of impacts to the range of public works assets.
- **Public Works Profile.** APWA has identified and promoted a “First Responder” brand for public works resources. This is effective in reminding the public, decision makers and management of the importance of public works to emergency response. OPWA is supportive of this initiative and look to see opportunities in advocating this issue.
- **Enhanced Advocacy.** CPWA benefits from the effort of outside consultants, Tactics, for advocacy at the federal level. We would be interested to see if OCSI and the broader associations would like to consider a similar approach for Provincial advocacy. It is our understanding Tactix would be effective in Ontario and would be pleased to discuss.

The following policy priorities are those identified by other Member Associations that had been part of OCSI and/or those that may join the OCSI. For the preparation of this Workplan, the OWWA priorities were considered although the OWWA decided to leave the OCSI for undisclosed reasons on February 2019:

## **2. OCSI Policy Priorities**

This section condenses and consolidates the policy principles and policy priorities into five (5) general OCSI Policy Priorities. For each OCSI Policy Priority, there are specific initiatives identified by the MAs. Further a more executive summary is included after this table, which reflects the OCSI Board discussion of January 2019.

<b>General OCSI Policy Priorities</b>	<b>OCSI Specific Initiatives</b>
A. Sustainable infrastructure with lifecycle principles	<ol style="list-style-type: none"> <li>1. Support for the development of provincial standards for Smart City Infrastructure, and the condition and performance of public works infrastructure</li> <li>2. Support and strengthen policies, programs, and legislation for the implementation of leading asset management practices across Ontario to address aging infrastructure across the public works spectrum</li> <li>3. Support smart alternative procurement delivery models (QBS), and processes support our needs.</li> </ol>
B. Continuous public works resourcing to support economic growth in Ontario	<ol style="list-style-type: none"> <li>1. Support existing provincial funding programs, e.g. Gas Tax, and the Ontario Community Infrastructure Fund (OCIF), municipal stormwater fees (provincial guidelines for small communities)</li> <li>2. Identify new funding opportunities to ensure the state of good repair for public infrastructure</li> <li>3. Optimize the competing interests in funding of public works infrastructure, municipal staff, and construction needs.</li> </ol>
C. Removing regulatory burden	<ol style="list-style-type: none"> <li>1. Streamline/standardize the MCEA to enable efficient procedures and reducing approval duration to ensure municipalities can deliver infrastructure projects in a timely manner</li> <li>2. Harmonize financial planning requirements under the asset management planning regulations and the drinking water and wastewater regulations</li> <li>3. Support the province to address issues of overlapping ministerial mandates, e.g. plumbing, alternative service delivery models</li> <li>4. Develop regulatory tools (e.g. provincial guidelines, standards, info bulletins) to ensure the implementation of appropriate municipal infrastructure levels of service and its monitoring</li> <li>5. Support the province for climate change mitigation and adaptation policies and the ability to assess unintended consequences for new policies</li> </ol>
D. Ensure effective programs and legislation	<ol style="list-style-type: none"> <li>1. Foster partnerships between provincial government and municipalities to develop and achieve shared goals on policies, provincial programs and legislation</li> <li>2. Support the practical implementation of Low Impact Development (LID) standards and guidelines, respecting regional variances on the guidelines</li> <li>3. Reduce inflow and infiltration (I/I) on sanitary sewer systems through the update and development of new provincial design standards.</li> <li>4. Establish holistic approaches on the regulatory framework to support flooding prevention and stormwater management performance targets</li> </ol>

	<ol style="list-style-type: none"> <li>5. Support water quality trading through research, regional programs, regulatory tools, and legislation</li> <li>6. Reduce regulatory burden for new technologies through provincial support for research, pilot projects, and partnerships</li> </ol>
E. Effective advocacy and sustainable infrastructure profile	<ol style="list-style-type: none"> <li>1. Promote the “First Responder” brand for public works resources. This is effective in reminding the public, decision makers and management of the importance of public works to emergency response</li> <li>2. Promote information sharing to distribute skills and knowledge across government officials (through attendance to OCSI MA conferences and workshops)</li> <li>3. Share experiences and methodologies to address evolving sustainable infrastructure best practices across the finance, public works, and corporate planning functions</li> </ol>

This section includes an executive summary to reflect the OCSI Board discussion of January 2019, and represents the items highlighted to the Provincial Government on the letter dated February 8, 2019, in advance of the Government of Ontario’s 2019 Budget. In this letter the OCSI encouraged the provincial government to:

- Continue with established municipal asset management planning policy as set out in *O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure* and approach future infrastructure development with rigorous asset management and lifecycle principles.
- Provide continuous public works resourcing to support economic growth via existing provincial funding programs such as the Gas Tax, the Ontario Community Infrastructure Fund (OCIF), municipal stormwater fees (provincial guidelines for small communities) and the Ontario Municipal Partnership Fund (OMPF).
- Remove regulatory burden and cut red tape by reforming the Municipal Class Environmental Assessment (MCEA) to enable efficient procedures and reduce approval duration which will ensure municipalities can deliver infrastructure projects in a timely manner.
- Harmonize financial planning requirements under the asset management planning regulations and the drinking water and wastewater regulations.

Further, in such letter, the OCSI offered support by:

- Fostering partnerships between provincial government and municipalities to develop and achieve shared goals on policies, provincial programs and legislation.
- Support the practical implementation of Low Impact Development (LID) standards and guidelines, respecting regional variances on the guidelines.
- Reduce inflow and infiltration (I/I) on sanitary sewer systems through the update and development of new provincial design standards.
- Reduce regulatory burden for new technologies through provincial support for research, pilot projects, and partnerships.

## Appendix 4 Budget and Finance

### Budget Forecast (2019-2020)

**DRAFT**

	Est. Cost		Cost Considerations
	2019	2020	
<b>A Communication</b>			
1 Holding OCSI quarterly regular meetings	\$ 1,000	\$ 1,000	Coffee/lunch
2 Creating an annual summary report to be submitted to all MAs			
3 Prepare a presentation with OCSI policy priorities and Work Plan			
4 Identify alternatives for website monthly updates			
5 Updates to the OCSI websites by posting monthly updates	\$ 6,000	\$ 6,000	5 hrs per month (\$100/hr)
6 Links in OCSI website to other MAs websites			
7 Provide links to the MAs magazines			
8 Prepare budget for 2020-2022 based on finalized Work Plan			
9 Create a calendar of events on the OCSI website			
10 Initiate discussion on social media strategy (Tweeter, FB, LinkedIn)			
11 Identify opportunities during MAs conf. for meetings/workshops	\$ 2,000	\$ 2,000	Travel (2) conferences/hotel
<b>SUBTOTOTAL</b>	<b>\$ 9,000</b>	<b>\$ 9,000</b>	
<b>B Policy Development</b>			
1 MAs specific policy priorities and submit them for OCSI review			
2 Identify policy priorities based on the specific MAs policy priorities			
3 To generate a short list of 10 to 15 policy priorities			
4 To develop policy briefs that summarize the policy position			
5 To distribute any policy briefs to all MA for comment and feedback			
6 Finalize the OCSI policy priority list and its associated docs			
7 MAs to have annual reviews to update their policy priorities			
8 To update annually OCSI policy priorities based on Mas updates			
<b>SUBTOTOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>C Advocacy</b>			
1 Queen's Park day event	\$ -	\$ 5,000	Based on comments
2 Government Relations (contacts list of provincial govt ministries)			
3 Collaboration			
4 Identify partnerships			
<b>SUBTOTOTAL</b>	<b>\$ -</b>	<b>\$ 5,000</b>	
<b>TOTAL</b>	<b>\$ 9,000</b>	<b>\$ 14,000</b>	