

# Mount Albert Water Supply System Upgrades

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## **Municipal Class Environmental Assessment Study**

### **Communication and Engagement Plan**

**Jacobs**

**11/27/2020**

# PUBLIC ENGAGEMENT AND COMMUNICATIONS PLAN

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## 1 BACKGROUND AND OBJECTIVES

This section provides brief information on the project's background, including the history and problem statement. It also provides the objectives of the communications plan, including the specific key messages.

### **1.1 History and Problem Statement**

This document outlines the public engagement and communications plan (PECP) associated with carrying out the Class Environmental Assessment (Class EA) of the Mount Albert Water Supply System Upgrades in accordance with Schedule B of the MEA Municipal Class EA process.

Mount Albert, located in the Town of East Gwillimbury (the Town), has a stand-alone drinking water system and includes the Region's production, storage and transmission system (consisting of three groundwater wells of which one is inactive, an active elevated storage tank in the north, and an inactive elevated storage tank in the south), as well as the local municipal distribution system. It presently disinfects the water with chlorine and uses sodium silicate to manage iron and manganese. It has been experiencing water quality related issues such as the deposition of solids and manganese in the distribution system's pipes, biofilm formation in water mains, discoloured water, water age risks, and maintenance of system-wide chlorine residual.

The Region has engaged CH2M Hill Canada Ltd (now Jacobs) to undertake a Municipal Class EA (Municipal Engineers Association October 2000, as amended in 2007, 2011, 2015) to develop and analyze alternatives to address these concerns. As the Regional system in Mount Albert relies on groundwater, the ongoing region-wide Groundwater Treatment Strategy recommendations will be taken into consideration in the development of the alternatives for this study. The Class EA will also aim to provide system redundancy and reliability, especially with regards to optimizing the system storage.

Additionally, Health Canada has assessed presently available information on manganese in drinking water in order to update its current Guidelines for Canadian Drinking Water Quality. The manganese update is expected to include a maximum acceptable concentration (MAC) and a lower concentration for aesthetic objective (AO). It is expected that the Ontario Ministry of Environment, Parks and Conservation (MECP) will adopt the prescribed changes of Health Canada. This Class EA will incorporate the potential adoption of the updated manganese guidelines when developing the alternatives. The project study area is identified in the following figure.

**Figure 1-1: Project Study Area**



## 1.2 Communications Plan Objectives

This communications plan is built to exceed the minimum requirements for consultation identified in the Municipal Class EA process. The plan, drafted in early-2019 at Project Initiation, has been modified as required to promote community engagement while complying with provincial and regional restrictions enacted in response to the COVID-19 pandemic.

The plan demonstrates the team's exceptional willingness to regularly and frequently communicate with and respond to the public and agency need for information relative to the

project. More specifically, implementation of the plan is intended to achieve the following objectives:

- Build and enhance awareness and information:
  - Enhance awareness of the Class EA process and the opportunities for people to get involved
  - Educate people on the technical information presented during the Class EA to enhance their understanding of the issues and opportunities
  - Provide people with timely, clear, and understandable information so that they can be meaningfully involved in the Class EA process
  - Establish meaningful communication among the Region, the Project Team and the stakeholders to facilitate informative discussion on issues and opportunities
  - Utilize web-based, electronic and print materials to ensure that stakeholders have full access to information and documentation
- Serve as a roadmap for project team
  - Link to project schedule
- Provide multiple consultation opportunities:
  - Engage stakeholders through a variety of accessible and timely methods and opportunities to participate throughout the Class EA process.
  - Be flexible and hold additional consultation activities if extra dialogue with stakeholders is required.
  - Allow equal access to participation by hosting events at venues that are accessible (e.g. meeting the requirements of the Accessibility for Ontarians with Disabilities Act), conveniently located, and known to the general public.
- Identify and consider issues and opportunities:
  - Ensure that consultation is relevant by considering input, concerns, and suggestions received from stakeholders and updating project approaches and plans when possible / appropriate.
  - Work proactively with stakeholders to resolve concerns in advance of issuing the Notice of Completion and the mandatory 30 calendar day review period; where concerns cannot be resolved, fully document the reasons why.
- Ensure feedback and documentation:
  - Provide full documentation of input throughout the Class EA process including questions, comments and concerns that are received.
  - Prepare summaries of input from consultation events and notes of meetings with stakeholders.

- Provide timely responses to questions, comments and concerns that are received, providing electronic responses or otherwise as requested by the recipient.

Key messages for the project were developed at the Communications Kick-off Meeting for communications and consultation. Key messages that the team identified as being important to communicated to stakeholders are:

- That there is sufficient capacity in the existing system to accommodate planned growth and expansion is not being considered.
- The water supply is safe to drink but contains naturally occurring iron and manganese that causes staining of laundry and fixtures.
- The Region continues to review opportunities to improve services to residents. This includes proactive measures on managing manganese in the water in anticipation of emerging regulations. This may include operational changes or new projects for infrastructure construction.
- The project team will be in the community in the upcoming months to undertake studies to identify the preferred solutions.

In addition, the messaging must be clear that the Region is responsible for the storage and treatment of the water. It is key to relate with the community and demonstrate that their input into the project is welcome. Messaging must indicate that the team wants to engage with the community in meaningful ways that meets their needs.



## 2 COMMUNICATIONS PLANNING

Consistent consultation and engagement early in and throughout the project is a key feature of environmental assessment planning. For this reason, it is important to establish at the start of the project how the project will be identified in published communications, and the roles and responsibilities of project team members in communications development and approval.

### 2.1 *Communications Kick off Meeting*

The Communications Kick-Off Meeting was held after project initiation.

Attendees included:

- Region / Consultant Project Managers
- Consultant Public Facilitator
- Region Project Technologist
- Region Communications and Community Engagement Specialist

The purpose of this meeting was to:

- Provide an opportunity for the team to meet
- Inform the Region's Communications and Community Engagement Specialist about the project and the timelines
- Provide information to the project team about Region communications standards for public facing content (provide Region guidelines and Capital Planning and Delivery timelines)
- Introduce the available project communications channels
  - Project email
  - Project webpage on York.ca/ea
  - Newsletter
  - Access York
  - Social Media
- Establish roles and responsibilities
- Introduce tables and forms
- Establish key messages
- Determine protocol for engaging the Town of East Gwillimbury engineering and communication staff in public consultation

## 2.2 Project Identification

In all published communications, this project will be identified as follows:

**Table 2-1: Project Identification**

Item	Description
The official project name	<b>The Mount Albert Water Supply System Upgrades Schedule 'B' Class Environmental Assessment and Preliminary Design</b>
The project number	78511-EI17042
The Region's address	Administrative Centre 17250 Yonge Street Newmarket, Ontario L3Y 6Z1
The main contact person for the project	Luis Carvalho, Project Manager Cathy Downard Parmer, Communications and Community Engagement Specialist

## 2.3 Communications Team

The team responsible for communications development, approval, and distribution for this project consists of members of Jacobs and the Region as identified in the table below.

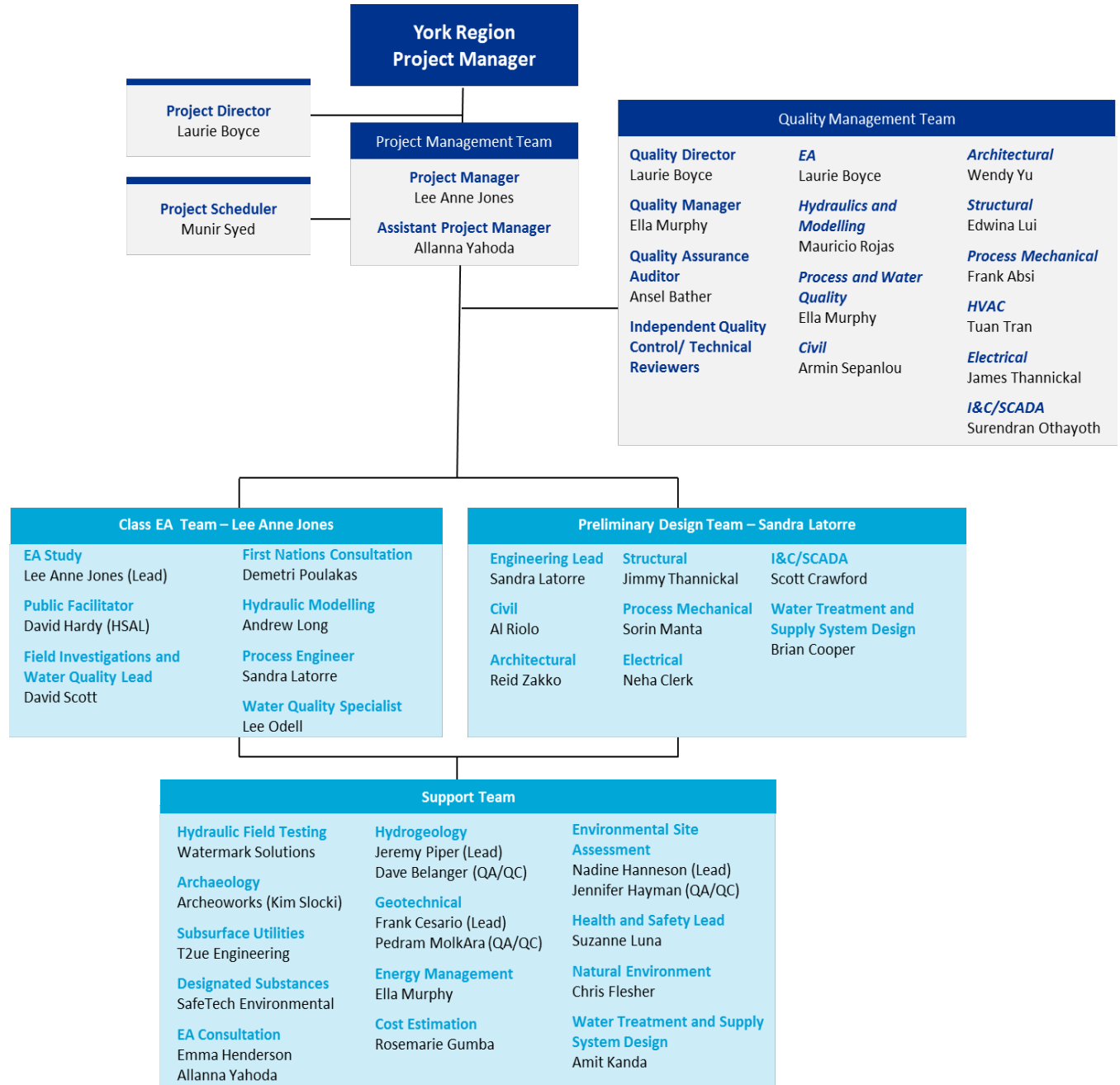
**Table 2-2: Communications Team Roles and Responsibilities**

Title	Organization	Name	Role (Technical Support, Reviewer, Approver)
Project Manager	York Region	Luis Carvalho	Oversee project direction and ensure appropriate internal staff engagement
Project Manager	Jacobs	Lee Anne Jones	Oversee consultant deliverables and provide point of contact with Region

Title	Organization	Name	Role (Technical Support, Reviewer, Approver)
Public Facilitator	Hardy Stevenson and Associates Limited	Dave Hardy	Lead development of Stakeholder Sensitivity Analysis and review Public Engagement and Communications Plan and assist in Public Consultation Centres
Communications and Community Engagement Specialist	York Region	Cathy Downard Parmer	Reviewer for all communications materials (notices, Open Houses, etc.)
Corporate Communications	York Region	Masrine Guthrie Peart	Corporate Reviewer of all communications and online material
Legal	York Region	Sean Love	Legal review of all materials
EPP Branch	York Region	Sabrina Botham and Cathy Downard Parmer	Graphic design for communications material and York.ca content

The process that will be followed by Jacobs prior to providing communications material for the Region's review will follow the Quality Management Plan (QMP)'s Environmental Assessment component. A brief summary of the key components of the approval process is provided here. Draft material will be prepared by the appropriate team member(s). This will be reviewed by Jacob's PM prior to approval being given to pass the document to the Quality Management Team (QMT). The Quality Manager (QM), Ella Murphy, will determine the appropriate QMT member who is to review the material and send it for QM review. Once the material has adequately addressed the QMT comments, Jacob's PM will review and approve it for submission to the Region. The QM will have a final review prior to the material being sent to the Region. The updated project organization chart is provided to indicate the other team members who will assist in communication through their technical roles/expertise.

**Figure 2-1: Project Organization Chart**



## 3 STAKEHOLDERS

Consultation is a two-way communications process between Jacobs/Region and affected or interested stakeholders.

A Stakeholder Sensitivity Analysis (SSA) was undertaken at the onset of this project. It identified stakeholders whose cooperation, expertise and influence would be beneficial to the success of this project and provides a strategy to effectively engage with them. The SSA found that many residents of Mount Albert are active on social media; this would be a great opportunity for the Region to utilize its growing use of social media. The Town is also predominantly a commuter community; it is important to schedule consultation events outside of working hours and commuting times. It is evident from the SSA, having looked at the resident engagement received during the Upper York EA and by Lake Simcoe Region Conservation Authority (LSRCA) during a year-long engagement, the residents are interested in projects that concern their community and are willing to participate in meaningful engagement methods. The SSA is provided in **Appendix A**.

### **3.1 Target Audiences**

This section identifies key influencer audiences and describes their potential influence on the project.

#### **3.1.1 Internal**

Internal stakeholders are comprised of Region staff involved in the project. Specific communications to and amongst these individuals or groups are typically described within the Project Management Plan, however, it is important to note that these groups may provide valuable technical input, have special requirements, and/or may be directly involved in public consultations or public-facing communications. Internal stakeholders identified for the project form the Project Team and are identified below:

**Table 3-1: Internal Stakeholders**

Group	Role / Interest
<b>Environmental Services, Capital Planning and Delivery</b> (Luis Carvalho, Courtney Munro, Freddy Baron, Jeff McNeice)	Project managers, day-to-day involvement in project decision making, technical support and coordination with regulatory agencies
<b>Corporate Communications</b> (Cathy Downard Parmer)	Ensure that corporate templates / communications protocols are applied
<b>Environmental Services, Operations, Maintenance and Monitoring</b> (Dan Kenney, Herwin Sarmiento, Natalie Paradis)	Interest in any operational changes, regulatory compliance impacts, planned interruptions to service
<b>Environmental Services, Infrastructure Asset Management</b> (Alec Cranmer)	Provide technical support for Public Consultation Centres (PCCs), public inquiries, interest on effects of new/changes to infrastructure on existing and future plans
<b>Environmental Services, Water Resources</b> (Erin Wilson)	Interest in interface with ongoing Well # 3 and Monitoring Well 18 testing and associated coordination with regulatory agencies

### 3.1.2 Public

Public stakeholders located within the preliminary service areas may be potentially affected by the Project. A Stakeholder Contact List (SCL) will be developed and revised prior to issuance of Notices to reflect the following:

- Mail returned as unsent or undeliverable
- Requested changes to contact information
- Removal of those stakeholders who wish no further involvement in the process
- Addition of new stakeholders who wish to be directly notified of future events
- Changes of staff at agencies and newly elected officials

A preliminary SCL is provided in **Appendix B**. All efforts will be made through collaboration with the Region's communications team and the project manager to ensure that the list is comprehensive.

**Table 3-2: Public Stakeholders**

Group	Potential Interest / Influence
<p>Owners, residents and community associations</p> <ul style="list-style-type: none"> <li>• Mount Albert Village Association</li> <li>• 1st Mount Albert Scouts</li> <li>• East Gwillimbury Gardeners</li> <li>• Ross Family Complex</li> <li>• Mount Albert Community Centre</li> </ul>	<p>Property and business owners and residents in the Study Area, as identified through the municipality databases, will be contacted through various means to determine their interest in the study. These stakeholders will be consulted with at key stages in the study to provide input into the evaluation of alternatives. Their input will be considered in the development of the preferred solution and mitigation measures. It is expected that these stakeholders will not take a lead role in terms of engagement but will be in general support for solutions to solve the water quality issues, with acknowledgement of concerns as outline in the Stakeholder Sensitivity Analysis.</p> <p>The associations will be contacted through the Notice of Commencement to verify their level of interest. An introduction meeting with the Village Association will be considered.</p>
<p>Institutions, including:</p> <ul style="list-style-type: none"> <li>• Robert Munsch School</li> <li>• Mount Albert Public School</li> <li>• Mount Albert Children's Academy</li> <li>• Mount Albert Family Place</li> </ul>	<p>It is anticipated that the schools will be supportive of efforts to improve water quality and interested in minimizing adverse effects to their facilities or designated travel routes from associated construction.</p>
<p>Environmental organizations:</p> <ul style="list-style-type: none"> <li>• Lake Simcoe Region Conservation Authority</li> </ul>	<p>Mount Albert is within the regulated area of the LSRCA. The LSRCA staff will have an interest in the environmental implications of any stream discharge of residuals and water source issues. The LSRCA will be consulted with prior to the Notice of Commencement being issued to ascertain the focus of their interest.</p>

Group	Potential Interest / Influence
<p>Local Municipality Officials:</p> <ul style="list-style-type: none"> <li>• Mayor Virginia Hackson</li> <li>• Ward 3 Councillor Scott Crone</li> <li>• Ward 3 Councillor Cathy Morton</li> <li>• Larry Hollett</li> <li>• Matthew Hemmingway</li> <li>• Laura Hanna</li> </ul>	<p>Active in leading water supply quality efforts. The Region's internal review process will provide a copy of Notices to the Mayor and Town staff from the CAO prior to them being sent out to the public. Pre-consultation meeting to engage with the Town council will be determined by internal project team during the Region's internal review process. Region will present the project to the Town Councillors after PCC 1 as per the Town's request. Region's Director of Capital Planning and Delivery will review and approve the presentation material prior to presentation.</p>
Utilities/ Rail Companies	<p>Utility companies will be contacted throughout the study, especially those who may have infrastructure and subsequent potential conflicts within the study area. All efforts will be made to avoid conflicts or mitigate impacts through effective engagement with the necessary parties.</p>

### 3.1.3 Agencies

The Class EA document lists the designated "Review" agencies (provincial and federal) for consultation during the Class EA process. All of the review agencies have the ability to influence project outcomes because of their regulatory responsibility and available knowledge. For this project, the following agencies will be consulted:



*Table 3-3: Review Agencies*

Group	Potential Interest / Influence
Ministry of the Environment Conservation and Parks	Responsible for oversight of Environmental Assessment process, incorporating the new updates to streamlined Environmental Assessments.
Ministry of Indigenous Affairs	May be of assistance in ensuring appropriate engagement of relevant Indigenous peoples.
Ministry of Agriculture, Food and Rural Affairs (Land Use Planning)	May have interest on solutions that impact agricultural lands outside Study Area.
Ministry of Tourism, Culture and Sport	To be informed of any cultural heritage sites within the study area identified through Archaeological Assessments.
Ministry of Health (Local Medical Officer of Health)	May have interest in solutions that impact public health (i.e., sodium content of drinking water).
Ministry of Municipal Affairs and Housing	May have interest in impact of solutions on planning issues.
Ministry of Natural Resources and Forestry	Provide a contact for relevant Federal agencies and provide guidance on natural environment assessment.
Lake Simcoe Region Conservation Authority	Mount Albert is within the regulated area of the LSRCA. The LSRCA staff will have an interest in the environmental implications of any stream discharge of residuals and water source issues.
Ontario Realty Corporation	May have interest in impact of solutions on provincially-owned properties.
Department of Fisheries and Oceans	Must be informed and engaged if any aquatic species at risk may be affected by the study.
Crown-Indigenous Relations and Northern Affairs Canada & Indigenous Services Canada	May be of assistance in ensuring appropriate engagement of relevant Indigenous peoples.

Consultation meetings will be scheduled to keep agencies apprised of the project and to seek advice, input and guidance as the project progresses. An Agencies Meetings Schedule (**Appendix D**) will be updated as the project progresses, and meetings are scheduled.

#### **3.1.4 Indigenous Peoples**

In addition to engaging the public and agencies, the scope of this project includes consultation to identify the nature and interest of Indigenous communities in the specified study area. Cultural and heritage interests that these groups may have within the study area and potential impacts to established or asserted Aboriginal or Treaty rights or Claims within the study area have been investigated. This section will be updated with Indigenous communities that will be identified during initial findings and relevant consultation protocols.

The preliminary service areas may also be of interest to the Métis organizations such as the Métis National Council and Métis Nation of Ontario. Specific consultation with these organizations will be performed in accordance with the framework set out in the “Métis Consultation and Accommodation: A Guide for Government and Industry on Engaging Métis in Ontario.”

### **3.2 Customer Service Tracking**

Throughout the Class EA process, all stakeholder engagements will be documented for inclusion in the Project File. The proposed protocol for managing stakeholder communications is as follows:

- The project team will log any and all comments, concerns, and questions received from external stakeholders via written correspondence, e-mails, phone calls, etc. in a Project Communications Log tracked in Sharepoint and advise of items requiring a response
- All responses will be recorded, including the dates on incoming/outgoing communications

## 4 CONSULTATION ACTIVITIES

The Deliverables Schedule is outlined below to summarize all of the communications deliverables for the project, including the purpose, method of communication, audience, responsibility and frequency. Target delivery dates will be confirmed as the project advances in order to refine the public engagement and communications plan. The Deliverables Schedule is included in **Appendix C**. Communications will be conducted in compliance with *The Accessibility for Ontarians with Disabilities Act* (AODA) including the selection of the venue(s) for Public Consultation Centres (PCCs) and preparation of Public Notices and project documentation.

The consultation activities have been grouped around the following discretionary and mandatory points of consultation to match the Municipal Class EA planning and design process:

- Phase 1 of the Class EA process (discretionary review of the Problem/Opportunity Statement)
- Phase 2 of the Class EA process (mandatory review of the Recommended Solution)
- Public Consultation Centres (PCC)
- Notice of Completion and filing of the Project File for the mandatory 30 calendar day review period

Jacobs acknowledges that York Region, as the proponent, is ultimately responsible for all decisions on the nature, format, style and content of communication materials / forums, in addition to scheduling any communication or public consultation beyond the minimum requirements of the Municipal Class EA. Jacobs will work with the Region Communications and Community Engagement Specialist, who will act as an advisor for all communication materials associated with the project.

### 4.1 Study Notifications

The following describes the general process that will be followed for the preparation of the study notifications. All notices will be prepared with sufficient time allotted to incorporate the Region's multi-step review process. The Region's sample Notices (part of **Appendix E**) will be used for the preparation of the appropriate study notifications. As per Region's standards, an eight-week period will be allotted for Region's review of the notification.

- The Project Team will prepare the Notices within a five-day timeframe prior to sending to Corporate Communications for commencement of the Region's internal review process
- Region will review and make changes as necessary in order to finalize the notices
- Region will issue the notice, and provide the final version to Jacobs
- Corporate Communications will track any questions or concerns that are received from the public and send to the Project Team to develop appropriate replies where necessary
- Jacobs will provide written responses (both on behalf of the Region as well as directly, as necessary) to questions or concerns from stakeholders throughout the Class EA process
- Jacobs will maintain a Project Tracking Sheet throughout the Class EA process with a separate tab for social media questions and concerns

The Capital Planning and Delivery Public Notice Protocol will be followed with distribution as follows (modified due to COVID-19 restrictions):

- Director to York Region Chairman and CAO office
- Chairman and CAO will be provided advanced notification two weeks prior to newspaper publication
- Content posted to York.ca/ea, and York Region social media platforms
- Email to Stakeholder list
- Email to Project Mailing List

#### **4.1.1 Notice of Study Commencement**

The project will be introduced to the public and stakeholders through the Notice of Study Commencement at the end of Phase 1. This notice will follow the Capital Planning and Delivery pre-approved design template as outlined in **Appendix E** and contain a brief description of the study, the Class EA process, the Regional project manager's contact information, and provide methods by which interested stakeholders can get involved (i.e., add themselves to the SCL).

#### **4.1.2 Notice of Public Consultation Centre No. 1**

At the end of Phase 1, shortly after the Notice of Study Commencement has been released, the first PCC is scheduled in order to present information to and solicit input from public and stakeholders on the identification of the problem and the opportunities. This notice will contain a brief description and an update of the study, the Class EA process, the Regional project

manager's contact information, and methods available for interested stakeholders to get involved at this stage including details of how to access PCC #1 in its online format. The Notices will be published and distributed on the date that the material is available online to signify the commencement of the consultation period (2 weeks).

#### ***4.1.3 Notices of Public Consultation Centre No. 2***

At the end of Phase 2, the second PCC will be held to directly present information to and solicit input from public and stakeholders. This notice will contain a brief description and an update of the study, the Class EA process, the Regional project manager's contact information, and methods available for interested stakeholders to get involved at this stage, including details of how to access PCC #2 in its online format. The Notices will be published and distributed on the date that the material is available online to signify the commencement of the consultation period (2 weeks).

#### ***4.1.4 Notice of Study Completion***

At the end of Phase 2, the public and stakeholders will be informed of the Study's completion through the Notice of Study Completion. This notice will contain a brief description of the study, the study's findings, the next steps including details on the Project File and its review period (i.e., locations where hard copies of the Project File will be available, website address to access the soft copy of the Project File, date of Project File availability, timing of the review period, and contact information for comments on the Project File).

### ***4.2 Public Consultation Centres***

PCCs will be held to provide the opportunity for the public and stakeholders to directly connect with the project team and to obtain information. Due to government restraints on public gathering as a result of COVID-19 pandemic, PCCs will consist on online presentation material and surveys to collect stakeholder and community feedback. The presentation and survey will be posted on [york.ca/ea](http://york.ca/ea) and the survey made available for completion for a two-week period. PCC presentations will be prepared as per Region standards and use Region's templates/samples when provided (preliminary material provided is appended in **Appendix E**). The following presents the process that will be followed when preparing for a PCC.

- Jacobs will create draft presentations and survey questions, and provide to the Region for review

- Region will review and make comments as necessary
- Jacobs will update the draft with the Region's changes
- Region will finalize the PCC material and provide a soft copy of the final PCC material for posting
- Region will collect survey responses and provide to Jacobs for review and analysis
- Participants who expressed interest in being update on the project at the PCC will be added to the SCL
- Jacobs will provide draft responses to Region for comments and/or concerns received from participants and stakeholders
- Region will review draft response and make comments as necessary
- Jacobs will update with the Region's changes and issue responses to appropriate stakeholders
- Jacobs will prepare PCC Summary Package on each PCC for the Region

#### **4.2.1 Public Consultation Centre No. 1**

At the end of Phase 1, the problem and/or opportunity of the project and any background information and findings from investigations are scheduled to be presented to the public and stakeholders through PCC #1. In addition, the long-list of alternative solutions and draft evaluation criteria for assessing the alternatives will be presented at this stage. The objective will be to communicate the preliminary findings, the problem and/or opportunity of the project, and available solutions and evaluation criteria for their input, as well as seek input on the engagement process moving forward. In accordance with the Class EA process, this is a discretionary point of contact; however, the Region plans to communicate with stakeholders at this stage.

Feedback from the PCC will be reviewed, addressed and used when evaluating the alternative solutions. Public and stakeholder input will be documented in the PCC# 1 Summary Package for the Region's review and endorsement, to demonstrate the transparency and thoroughness of how decisions are made.

#### **4.2.2 Public Consultation Centre No. 2**

At the end of Phase 2, the evaluation of alternative solutions and recommended preferred solution will be presented through PCC #2. The objective will be to communicate how the Region has pursued solutions that minimize the impact on the surrounding area through a series of displays and handouts and seek feedback on the evaluation process. The evaluation

methodology, the assessment of alternatives, the recommended solution and engagement process will be documented in the PCC# 2 Summary Package.

#### **4.3 Project Specific Web Content for York.ca/ea**

The York Region website has an established Class EA information page [www.york.ca/ea](http://www.york.ca/ea).

The page is shared with the Transportation Services Department and outlines, by municipality, the active Class EA projects throughout York Region.

Project specific web content will be developed for use during this Class EA to provide clear, accurate and up-to-date information. Jacobs will provide the Region with appropriate content beginning with the Notice of Study Commencement and continuing with further information on the Class EA as the project proceeds (e.g. notices, project updates, reports, etc.). However, the exact type and level of information provided for the webpage will be determined through discussions amongst the project communications team.

The general process that will be followed in order to prepare and publish material on the project website is presented below. Jacobs will prepare web content write-up as per any sample that the Region is able to provide; otherwise all material will be prepared on a basic Word document to allow ease of transfer onto a webpage format.

- Jacobs will prepare draft material for posting on the website
- The Region will review and make comments as necessary
- Jacobs will update the draft with the Region's changes and finalize the website content
- Jacobs will provide the final website content
- The Region will internally coordinate the creation of the project website and posting of the content
- Material (e.g., notices, PCC content, comments forms) that are to be opened via links will be provided by Jacobs; these will be the Final version of the material which have already been approved by the Region
- Jacobs will provide written responses (both on behalf of the Region as well as directly, as necessary) to questions or concerns from stakeholders who e-mail the Regional project manager

#### **4.4 Stakeholder Meetings**

Individual meetings with stakeholders will be held as an engagement tool, providing a forum to express concerns and discuss critical issues, challenges, opportunities, constraints and project impacts. More specifically, a meeting with a stakeholder may occur for one or more of the following reasons:

- In response to a request to meet from a stakeholder
- In response to direction received from the Region to meet with a stakeholder
- To exchange Project-related information and seek understanding/clarification
- In an attempt to proactively resolve an issue, concern, constraint or impact

Minutes of all stakeholder meetings will be documented and included in the Project File.

## **4.5 Other Communications**

### **4.5.1 Social Media Updates**

Updates will be posted by the Communications and Community Engagement Specialists in partnership with the project team. The Region will explore the opportunity to post Notices through their Facebook account as well as to create events on their account, as many residents in Mount Albert are active on Facebook.



## 5 DEPENDENCIES, RISKS AND IMPACTS

### 5.1 *Dependencies*

In order to provide adequate opportunities to stakeholders and the public, the consultation component of this project relies on hosting PCCs at times and in ways that would allow for greater attendance. In its online format, the PCCs provide an opportunity for interested parties to participate at a timing that suits their needs best. The material that is presented to the public will be AODA compliant. Additionally, stakeholders will need to be informed in ways that the stakeholders are familiar with (e.g., social media).

### 5.2 *Risks, Impacts and Mitigation*

This communication plan takes into consideration the many factors that would enable the project team to complete this project successfully and efficiently. Public and stakeholder support is key in the completion of this project and hence has been a focus of this plan. Additionally, carrying out the Class EA in a transparent manner is critical so that all decision making is defensible. As such the plan has laid out contact points and procedures to ensure transparency and to provide sufficient points of contact with the public and stakeholders.

Following this communication plan closely is recommended in order to achieve the timelines stated out in the project schedule in an efficient manner. If the deliverable distribution dates, especially those relating to obtaining public and stakeholder input, are not met it is recommended that moving forward with the rest of the key decision-making components of this project be halted until public input can be obtained. This would prevent redoing parts of the project if there are any concerns or objections from the public. Deviating from this plan can therefore lead to additional costs and an extended timeframe to complete the project.

## APPENDIX A – STAKEHOLDER SENSITIVITY ANALYSIS

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H A R D Y  
S T E V E N S O N  
A N D A S S O C I A T E S

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**STAKEHOLDER SENSITIVITY ANALYSIS  
MOUNT ALBERT WATER SUPPLY STUDY**

**May 21, 2019**

**Consultants:**

Signature

A handwritten signature in black ink, appearing to read "Dave Hardy", is positioned above a horizontal line.

Prepared by Dave Hardy, R.P.P.

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## **1.0 INTRODUCTION**

This is the Stakeholder Sensitivity Analysis (SSA) for the Mount Albert Water Supply System (MAWSS) Upgrades Schedule 'B' Class Environmental Assessment and Preliminary Design Study. It meets The Regional Municipality of York's requirements for an SSA in relation to the Environmental Services, Capital Planning and Delivery, Consultant Requirements Manual (1/9/2018). Specifically, it follows the outline specified in *Section 4.2.3.1. SSA Outline*. The list of designated "Review" agencies (Provincial and Federal) is provided in Section A. 3.6. of the Class EA document.

The analysis is based on Hardy Stevenson and Associates Limited (HSAL)'s interviews with communications staff in East Gwillimbury and York Region, our familiarity with the Mount Albert community, a review of relevant stakeholders associated with potential water supply works, and a Statistics Canada analysis. Also, it is based on our experience with issues arising in other communities involved with similar water supply studies.

The intent of the SSA is to identify individuals and groups whose cooperation, expertise and influence will be beneficial to the success of the Mount Albert Water Supply Study. The SSA is a strategy to involve these people and stakeholder groups whose negative opinions could be show stoppers in order to hear concerns early and satisfactorily address them. In addition, the intent of the SSA is to scope communications and public engagement in a manner that achieves best outcomes for the MAWSS Study. Based on the SSA, Jacobs has drafted the Public Engagement and Communications Plan (PECP) with support from HSAL.

The SSA and PECP should be reviewed regularly over the course of the Study to ensure that stakeholder relationships are being managed in accordance with the strategy developed in the SSA and delivered through the PECP. A draft Stakeholder list has been prepared by the Project Team. New stakeholders and additional sensitivities will be identified after posting the Notice of Commencement, after Public Consultation Centres (PCC's) and in relation to the completion of tasks pertaining to rolling out the PECP.

## **2.0 BIG PICTURE**

In general, residents and stakeholders are anticipated to be supportive of the Mount Albert Water Supply System study and ultimate outcomes as the resulting works will resolve long time water quality issues they are experiencing. The involvement of residents and stakeholders in the study will allow them to shape the types of water supply alternatives being considered in a meaningful way.

That said, the quality of water supply is an issue for communities around the world. Who is involved and how communications occur is important to the consideration of larger health,

safety, socio-economic impact, natural environmental impacts that may or may not become public issues.

All communications integral to the MAWSS must be centered on the core goal of maintaining public health. Issues of raw water quality, drinking water quality and aesthetics, the siting and size of new treatment facilities and their construction must be viewed and communicated through a public health lens.

### **3.0 ISSUES OF SPECIFIC INTEREST TO STAKEHOLDERS**

While we expect there to be resident support, the following issues will be relevant to the Mount Albert Water Supply Study, the analysis of alternatives, the type of stakeholders that will have an interest and the framing of communications and engagement activities.

#### **3.1 Manganese in Drinking Water**

What will be done about manganese in their drinking water? The Federal-Provincial-Territorial Committee on Drinking Water (CDW) assessed the available information on manganese with the intent of updating the current drinking water guideline and guideline technical document on manganese in drinking water<sup>1</sup>. The existing guideline on manganese, last updated in 1987, established an aesthetic objective (AO) of 0.05 mg/L (50 µg/L), based on treatment limitations as well as taste and staining of laundry and plumbing fixtures. The Government of Canada has now proposed both a maximum acceptable concentration (MAC) of 0.1 mg/L (100 µg/L) and a reduction in the aesthetic objective of 0.02 mg/L (20 µg/L) for total manganese in drinking water. The MAC is based on neurological effects observed in rodents and epidemiological studies conducted in children while the proposed AO of would minimize the occurrence of discoloured water complaints and improve consumer confidence in drinking water quality<sup>2</sup>.

Post-Walkerton, individuals and communities have typically had a strong interest in any changes to water supply. Potential stakeholders and sensitivities include: Medical Officer of Health, political representatives, people who are public health and medical professionals, people with young children, agencies and institutions, local businesses and all residents on the Mount Albert Water Supply system.

In any community, people will view risk differently. Most people will accept the science leading to identification and selection of treatment alternatives (i.e. addition of chemicals to the

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<sup>1</sup> 'Manganese in Drinking Water', Federal-Provincial-Territorial Committee on Drinking Water  
<https://www.canada.ca/en/health-canada/programs/consultation-manganese-drinking-water/manganese-drinking-water.html#purpose>

<sup>2</sup> 'Manganese in Drinking Water', Federal-Provincial-Territorial Committee on Drinking Water  
<https://www.canada.ca/en/health-canada/programs/consultation-manganese-drinking-water/manganese-drinking-water.html#purpose>

water). However, the MAWSS team can expect there will be a smaller and possibly vocal group who will be risk adverse and distrust the science. They will typically wish to either oppose change or drive the selection of treatment alternatives. Communications should focus on those who will accept the science, but show greater sensitivity to engaging those who may be risk averse. These groups may include: day care's, schools and seniors. Individuals who are risk averse and who question the science will normally make their views known at Public Consultation Centres.

Four principles for addressing risk are considered with respect to delivering communications and engagement.

**First principle:** focus communications on the similarity of 'our' values (project team staff values and the public's values) instead of focusing on educating the public about our actions. Trust rises when the public knows the project team thinks like they do when team members are making decisions, in this case, about treatment alternatives and the addition of chemicals. Trust and confidence decline if the public perceives that values leading to economic, engineering or political solutions are going to ultimately 'trump' their interests for their health and quality of life. More information is not necessarily going to deliver public acceptance. In the worst instances it may function to create more anxiety.

**Second principle:** focus communication and public engagement efforts on the general public, and those who have complained, not groups organized to oppose. Strong vocal environmental or third-party stakeholders involved in the Mount Albert water quality issue or expressing opposition have not surfaced. Thus, communications messaging should focus on groups and individuals who want improvements to their water, while being prepared to address comments from people who may be opposed.

**Third principle:** focus on building trust and confidence. The Regional Municipality of York and Jacobs project team should focus their efforts on trust and confidence building for the long term. This means that communications should have the goal of having local residents understand that the team is advocating long-term solutions for them. This aspect of trust and confidence building has several characteristics that should drive communications and public engagement activities:

a) it is important for the Mount Albert public to understand that project team members are technically and scientifically competent. The public should come to trust that the project team will make the right "what" decision. (e. g. "...we have come to know the staff and consultants at The Regional Municipality of York and Jacobs. They have engineering and technical competence, integrity and we trust them to make the right decisions...").



b) it is also important for the public to accept the 'process' of identifying and evaluating water supply alternatives as being trustworthy and credible. The public should come to trust the process for making the right "how" decisions about water supply. The Mount Albert public should come to see that The Regional Municipality of York and Jacobs staff and expert consultants are trained and competent to make sound decisions; particularly if they know the experts share their values, (eg. "...we know you will make the right decisions...you are balancing risks and benefits the same way we would...you are paying attention to our health and quality of life...").

**Fourth principle:** perceived benefits matter. It appears that most Mount Albert residents want alternative water treatment, given the water issues they are already experiencing. For Mount Albert residents who may be risk adverse, communications and engagement should also be focused on finding a solution that will provide benefits to them and their neighbours. This would increase the likelihood that they will participate in a public consultation process because the outcomes involve benefits that surpass the level of risk they are being asked to accept.

### 3.2 Treatment Requirements

Treatment to remove iron and manganese may be required to reliably meet new manganese regulations if sequestration is not adequate. The current raw water matrix may complicate treatment. Constituents such as phosphate, ammonia, methane and hydrogen sulphide may pose unpredictable challenges to treatment or mitigation strategies<sup>3</sup>.

Concerns regarding the treatment recommendations from stakeholders may include; concern if chemicals will be required for the treatment, odour and how frequent trucks will be on streets and in the vicinity of homes, parks and recreational facilities to deliver the chemicals? Will the taste of the water change due to the treatment? Where will the treatment facility(ies) be built? Will there be noise or increased traffic in the area due to operation and maintenance of the treatment facility?

Stakeholders will include: all residents of Mount Albert currently experiencing manganese and iron in drinking water, political representatives, environmental and recreation organizations and local community residents in the vicinity of areas where residuals are managed.

### 3.2 Treatment of Residuals

Treatment to remove iron and manganese may be required to reliably meet new manganese regulations if sequestration is not adequate. Treatment technologies recommended by the study to remove iron and manganese may result in the generation of residuals that will also require treatment.

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<sup>3</sup> As stated on the initial Jacobs PPT, 'Issue Map' 3 October 2018.

Treatment and removal of residuals may raise concerns for local community stakeholders. Issues will include: concern about whether local sewers will be able to handle the discharge residuals or whether there will need to be trucking of residuals from the treatment sites. How frequently will trucks be on streets and in the vicinity of homes, parks and recreational facilities to address residuals? If local streams are to be used for discharge of the treated component of residuals, what is the impact on the stream?

Stakeholders will include: all residents of Mount Albert currently experiencing manganese and iron in drinking water, political representatives, environmental and recreation organizations and local community residents in the vicinity of areas where residuals are managed.

### **3.3 Construction Impacts**

Construction of new treatment facilities, removal of a water tower and construction of new water storage, construction of sanitary connections for the disposal of residuals and construction of new wells will potentially be of concern to various stakeholders. Stakeholder impacts may include disruption of water supplies, dust, noise and disruption. Stakeholders will include: people living in residences close to construction activities, recreational users who may interact with construction activities (e.g. children going to and from school, cyclists, walkers, dog walkers, etc.), drivers - if traffic lanes will be removed during the construction process. People in the vicinity of Well 3 may experience more disruption and should be specifically contacted.

### **3.4 Aesthetic Impacts**

There are two types of aesthetic impacts that need to be considered with respect to potential stakeholders. First, water quality issues currently have a direct impact on Mount Albert residents because of laundry staining concerns and water pressure. Some residents have their own in-house treatment systems which can clog and interfere with water pressure.

Residents will observe the aesthetics of the new water supply after changes are completed and water pressure (Did we get the quality of the water we expected?). East Gwillimbury currently does a monthly flushing of water distribution systems with all of Mount Albert flushed once a month. There are already a lot of complaints.

Second, the location, size and look of new water towers and the design of new facilities will typically be of interest to local communities. These facilities will be here a long time. Residents will want to know if they will positively or negatively affect views, property values and quality of life. York Region has had interactions with a specific property owner adjacent to the Well 3 Facility site. Interaction has been positive related to discussions related to discharging water from the upcoming testing well; however, the property owner has had historical concerns and complaints regarding operational noise from the Well 3 Facility.

Stakeholders will include: local residents in the viewshed and the broader population of Mount Albert.

## **4.0 BACKGROUND**

### **4.1 History of Public Consultation and Level of Consultation Complexity**

Residents are engaged in a range of social and municipal topics through active Facebook pages. Some of the topics of concern include aesthetics of water, water staining clothes and water pressure. Water quality in Mount Albert was raised as an election issue in the 2018 municipal election. Residents are complaining. Most of the complaints go to East Gwillimbury Works staff via telephone calls.

Several ratepayer and resident groups were active in the Upper York EA as it related to the study area and infrastructure located in East Gwillimbury. In developing the draft PECP stakeholder list, Jacobs staff should examine the Upper York Servicing Strategy EA 2014 stakeholder list and add any groups and addresses of participants from East Gwillimbury. Contact Tina Casey at: [tcasey@eastgwillimbury.ca](mailto:tcasey@eastgwillimbury.ca) extension 1276.

In terms of specific water supply study issues, residents moving to Mount Albert from communities further south have been surprised about the quality of the water. Photos of the effects of the water and brown water in taps have been posted on Facebook. The residents try to resolve water aesthetics issues on their own by letting taps run until they perceive better water quality is achieved. They have expressed concerns about the cost of letting taps run.

## **5.0 MOUNT ALBERT COMMUNITY PROFILE**

The town of Mount Albert was first settled in the early 1800's as a farming community. In the 1850's, it was known as Birchardtown. At the turn of the century, the town was a major railway junction of three lines. It was renamed Mount Albert after the visit of Prince Albert to Ontario.

All Mount Albert residents can be classified as affected stakeholders. It is a bedroom community with most residents commuting much longer than the Ontario average to get to work. Statistics Canada Census<sup>4</sup> data indicates that over 20 percent of the workforce commutes over an hour to work compared to just over 12 percent for the rest of the Ontario population. As a result, early evening meetings should be avoided in favour of other engagement methods, including social media communications that can occur outside of the working day and commuting times.

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<sup>4</sup> <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=POPC&Code1=1272&Geo2=PR&Code2=35&Data=Count&SearchText=Mount%20Albert&SearchType=Begins&SearchPR=01&B1=All&GeoLevel=PR&GeoCode=1272&TABID=1>

The population of Mount Albert is younger than the Ontario average with fewer seniors as residents than the Ontario average. Home ownership is high at 90 percent. The population is relatively mobile with 21 percent of the population changing residences from 2011 to 2016 compared to the Ontario average of four percent. Most people are English speaking with 12 percent speaking other languages including: Russian, Italian, Spanish, Cantonese and Romanian. At \$44,557, the 2015 median income of Mount Albert residents was higher than the Ontario average of \$33,539. There are fewer people classified as being low income after tax. Just over one percent of the population identifies as Aboriginal identity. 12 percent identifies as being visible minority. The community has a higher number of people with a post secondary certificate diploma or degree at almost 59 percent compared to the Ontario average of 55 percent.

Mount Albert is a cohesive and involved community. It is anticipated that obtaining input from the community will not be difficult.

## **6.0 IDENTIFICATION OF STAKEHOLDER AND OTHER GROUPS**

There are several groups in Mount Albert who will also need to be engaged. These are:

### **6.1 Facebook Groups**

Mount Albert Facebook Groups are stakeholder groups that should first be contacted through Mount Albert politicians and East Gwillimbury municipal staff. People on the Facebook Group are expected to be supportive of the study.

### **6.2 Political Representatives**

Local political representatives include Mayor Virginia Hackson and Ward 3 Councillors Scott Crone and Cathy Morton. Councillor Morton has been active in leading water supply quality efforts. Members of the Project Team should interview these individuals on the matter of additional stakeholders who need to be contacted and their expectation for an effective PECP. Local Councillors are expected to have constituent lists and other lists that can support the development of a stakeholder and interested individual list.

Consistent with the recommendations in the Consultant Requirements Manual, other political stakeholders include: York Region officials including the Chair of Council, CAO, Clerk, members of the Transportation and Works Committee, Corporate Communications Officer (Cathy Downard Palmer) and East Gwillimbury officials such as all Councillors, Works Department staff and Communications staff (Laura Hanna).

These representatives are key influencers on the outcome and implementation of the results of the MAWSS.

### **6.3 Mount Albert Village Association**

While the Mount Albert Village Association is active, it is not expected to take a lead role, in terms of engagement on the MAWSS. That said, members of the Project Team should reach out to them and determine their level of interest. The Mount Albert Village Association is expected to be supportive of the MAWSS.

### **6.4 Schools, Community Centres, Agencies and Businesses**

Schools, community centres, agencies and businesses will be experiencing the same water quality issues as residents and they will benefit from improvements arising from the recommendations of the MAWSS. Schools include the Robert Munsch School (395 King St. East) educating JK to grade 3 students and the Mount Albert Public School (5488 Mount Albert Road) educating Grades 4 to 8 students. The Mount Albert Children's Academy provides early education for infants up to pre-school. Mount Albert Family Place is part of North Family Resource Programmes and provides a variety of services to children aged newborn to six years old's, along with their care providers.

Other organizations include 1st Mount Albert Scouts, East Gwillimbury Gardeners however they will not likely have an interest in the study. Businesses and organizations who may have an interest include: Cargill Fertilizer, Comstock Auto and Collision, Country Living Retirement Home, Al Dorman Insurance, DUCA Credit Union, Pizza 77, the Twisted Fork Restaurant and Wow Wing House, Benjamin Moore Paints, Foodland, Mount Albert Milk, Mount Albert Variety and Gifts.

The Ross Family Complex and Mount Albert Community Centre ((905) 478-4282 x 1235 – Olivia) will both benefit from the outcome of the study and be potential venues for PCC's. All of the above groups are expected to be both affected by and supportive of study outcomes.

### **6.5 Lake Simcoe Region Conservation Authority**

Mount Albert is within the regulated area of the Lake Simcoe Conservation Authority (CA). The CA staff will have an interest in the environmental implications of any stream discharge of residuals and water source issues. As of 2018, Mike Walters was the CAO and Secretary Treasurer. As a stakeholder they will be an influencer of the outcome of the MAWSS.

In 2017 the Lake Simcoe Region Conservation Authority carried out a year-long engagement with different stakeholders and municipal partners; consulted with various levels of government, including the MNRF, the Ministry of Environment and Climate Change (MOECC) (Now Ministry of Environment, Parks and Conservation, MECP) and the Ministry of Municipal Affairs (MMA); and consulted Indigenous communities.

They have developed a very good relationship with local communities and groups and should be contacted as part of the PECP. The public and stakeholders have been interested in water

related issues and Lake Simcoe Region Conservation Authority's education and engagement on water levels has been ongoing. The CA also has a Stormwater Working Group comprised of municipalities, provincial ministries, and relevant industries. In 2018 they hired a consultant to develop a new community engagement strategy that may support the Mount Albert PECP.

Their stakeholder working groups have been successful in bringing together representatives from industries, governments and general public who are helpful in identifying their interests and priorities.

## **6.6 Indigenous Engagement**

It is not expected that First Nations communities will have an interest in the MAWSS. That said, the Notice of Commencement should meet The Regional Municipality of York's protocol for notifying Indigenous peoples. Of note, the Lake Simcoe Region Conservation Authority undertook extensive Indigenous engagement toward achieving a dialogue with various Indigenous groups connected to Lake Simcoe including the Chippewas of Georgina Island First Nation.

## **6.7 Developers**

There are several developers active and interested in the Mount Albert community. East Gwillimbury staff can assist with providing their names and informing them about the study.

## **7.0 STUDY PERSPECTIVES**

We have been unable to identify strong environmental organizations within the Township. That said, water quality appears to be the most significant environmental concern. East Gwillimbury and The Regional Municipality of York Project team members were not aware of any specific members of the public who are specifically knowledgeable on the science of water and water quality.

Communications about the MAWSS study and environmental concerns should be resident friendly, positioned with social media, and develop a good rapport with residents. Residents should be included early in the process. The focus of communications should be to help residents understand the benefits accruing from the Study, the timelines and expectations. Environmental and project messaging would be prepared beforehand. The Project Team will need to ensure that people understand that the water is safe, its only an aesthetic issue.

Both The Regional Municipality of York and East Gwillimbury corporate communications staff expect that the study will be implemented through an effective and thorough PECP. The PECP also provides an opportunity for innovation, such as being informed by Environics Data Analytics; results summarized below.

If engagement and communications is managed well, it is not expected that there will be significant show stoppers. Potential negative impacts would centre on construction impacts, cost impacts and the MAWSS study and implementation works not being successful. The plan to address this would be implementing a quality PECP that allows for listening, explaining and adjusting MAWSS study components based on stakeholder comments. The process of identifying concerns and responding with feedback would be documented as a component of the PECP.

## **8.0 STAKEHOLDER SENSITIVITY STRATEGY**

It will be important to provide enough time for the residents to be engaged. In the past, residents have responded well to surveys and handouts that have a survey link attached. Shorter surveys have yielded a good response rate. To further develop the stakeholder list, municipal staff suggested that the project team start with postal codes, develop and place road signs and add in Councillor lists.

In terms of level of complexity in relation to previous projects, the Project Team will need to heighten the use of social media and other electronic means of engaging residents. Electronic engagement should take several forms: Facebook and twitter, web pages, implementing intelligence from the Environics Scan, staff interactions with residents and print and traditional media. Bill postings do not appear to be effective.

### **8.1 Facebook and Twitter**

York Region is advancing its use of and promotion of social media. The Region's social media platform can target Mount Albert and East Gwillimbury with messages. This will be important because social media is very active in Mount Albert.

Through the Township of East Gwillimbury, messages about the study should be shared through interactions on Facebook and Twitter. Local Councillors could assist the project team by reaching out to Group Administrators. The Township is accustomed to re-broadcasting the Regions messaging for the benefit of local residents. Third term Mayor Virginia Hackson is active on social media as are Ward 3 Councillors Scott Crone and Cathy Morton.

The municipality should be seen as a trusted source of information about the study. Social media 'tweets' would need to be prepared and approved well in advance of posting.

### **8.2 Region's Web Page York.ca/EA and Township's Web Page**

East Gwillimbury residents often use the Township's webpage, which has a section leading its residents to events and opportunities to become involved. Please see the following link.

[http://www.eastgwillimbury.ca/Things\\_To\\_Do/Get\\_Involved/Engaged\\_EG\\_Volunteer\\_Program.htm](http://www.eastgwillimbury.ca/Things_To_Do/Get_Involved/Engaged_EG_Volunteer_Program.htm)

The website is an effective means of communication. Project Team members representing York Region can partner with the Township and the Region and use their communications tactics. Residents go the Township first. The Township is a conduit to promote the EA as it can drive people to the Region's web page that will have more information. The Region has a page called [York.ca/EA](http://York.ca/EA) which posts the EA's broken down by municipality. The EA page is promoted with a hyperlink to the project website. This is the first source people will hit and they can drill down from there to the MAWSS. The Region's website uses videos and surveys, e-newsletters and has subscribers lists.

### **8.3 Environics Scan**

York Region staff acquired access to the Environics Scan process. The Environics Survey revealed the following key values of Community members that should be used to guide messaging:

- Attraction to nature
- Duty and obligation
- Strong work ethic
- Fear of violence
- Community-focused (as opposed to global-focused)
- Don't fully value government
- Not strong internet users

Based on the Environics Scan information and other information in the SAA, we conclude that traditional types of engagement will be effective along with social media. In addition to the two Public Consultation Centres, additional PECP tactics listed below should be used to engage local residents. Based on the SSA, the most effective tactics for the PECP are as follows:

1. Web information and notices on the Township's and Region's web pages.
2. Notices and information advertorials in the local newspaper: East Gwillimbury Express.
3. Access Mount Albert Facebook groups via local political representatives' access and provide information and updates.
4. Door hangars for residents in the vicinity of possible new facilities.
5. Based on the stakeholder list, prepare and submit eblasts.
6. Prepare Frequently Asked Questions and fact sheets using clear messaging and images in a manner that is resident friendly and builds rapport.
7. Reach out to the Mount Albert Village Association.
8. All household and business mail outs (postal code LOG 1M0).
9. Road signs to advertise PCC's (Highway 48 and Mount Albert Road, before Centre Street).



#### **8.4 York Region and East Gwillimbury Staff Interaction**

Calls from residents about the study can be expected to go to 'Access York' the call centre for residents and other stakeholders. A set of Frequently Asked Questions should be prepared and shared with these staff.

Local residents are currently liaising with Town of East Gwillimbury staff about water quality issues over the phone. East Gwillimbury has four people who typically deal with front-line response to concerns/questions from residents. As this primary and direct source of resident interaction will continue, staff should be informed regular about MAWSS communications messaging. They should continue to be able to convey accurate information about the study process and opportunities for the public to comment. The protocol for external messaging would be to send it to the Region for comments first, make corrections and then send to the Municipality for review.

#### **8.5 Print and Traditional Media**

The local papers are the 'East Gwillimbury Express' and the 'Bulletin'. E-newsletters have also been effective. If traditional advertising is to be used, a full-page ad would be recommended. In the past interviews (an advertorial) with York Region officials talking about what a project hopes to achieve has been effective. The Regional Municipality of York has a Standard Notice template.

The Regional Municipality of York has also placed newspaper ads that have been effective. Any notices emanating from the Region will require at least a 10-day turn around for The Regional Municipality of York Region approval of the notice. Newspaper notices will have to be submitted for approval more than 8 weeks in advance.

In addition, roadside sign boards have been helpful in alerting people of upcoming events and PCC's. The Region has a display board template that has been used for open houses.

#### **8.6 Bill Postings**

Bill postings have become less successful as a means to communicate as more residents take advantage of online payment options.

#### **9.0 NEXT STEPS**

1. Develop the Stakeholder list following the identification of key stakeholders in this SSA.
2. Contact the Lake Simcoe Region Conservation Authority.
3. Interview the Mayor and East Gwillimbury Councillors.

## APPENDIX B – STAKEHOLDER CONTACT LIST

The current Stakeholder Contact List is appended. The electronic list, which resides on the Project Server Project Site, is updated at a number of milestones during the Class EA as follows:

- Prior to issuance of the Notice of Commencement
- Prior to issuance of the Notice of Public Consultation Centre 1
- Prior to issuance of the Notice of Public Consultation Centre 2
- Prior to issuance of the Notice of Study Completion

These updates will be carried out to reflect the following:

- Mail returned as unsent or undeliverable
- Requested changes to contact information
- Removal of those stakeholders who wish no further involvement in the process
- Addition of new stakeholders who wish to be directly notified of future events
- Changes of staff at agencies and newly elected officials



Group	Title	First Name	Last Name	Company/ Organization	Department	Job Title	Street	City	Province	Postal Code	Phone	Fax	Email Address
Regional	Dr.	Karim	Kurji	York Region	York Region Public Health	Medical Officer of Health	17250 Yonge Street, Box 147	Newmarket	ON	L3Y 6Z1	905-895-4511	905-895-3166	<a href="mailto:karim.kurji@york.ca">karim.kurji@york.ca</a>
Provincial Agency	Ms.	Lise	Chabot	Ministry of Indigenous Affairs	Ministry Partnerships Unit	Manager	Suite 400, 160 Bloor Street East	Toronto	ON	M7A 2E6	416-325-4044		<a href="mailto:lise.chabot@ontario.ca">lise.chabot@ontario.ca</a>
Provincial Agency	Ms.	Jocelyn	Beatty	Ministry of Agriculture, Food and Rural Affairs	Central-East and Northwestern	Rural Planner	Elora Resource Centre 6484 Wellington Rd 7	Elora	ON	N0B 1S0	519-846-3405		<a href="mailto:jocelyn.beatty@ontario.ca">jocelyn.beatty@ontario.ca</a>
Provincial Agency	Mr.	Ross	Lashbrook	Ministry of Municipal Affairs and Housing	Central Municipal Services Office - Community Planning and Development (East)	Manager	777 Bay Street, 13th Floor	Toronto	ON	M5G 2E5	416-585-6063	416-585-6882	<a href="mailto:ross.lashbrook@ontario.ca">ross.lashbrook@ontario.ca</a>
Provincial Agency	Mr.	Michael	Helfinger	Ministry of Economic Development, Job Creation and Trade	Intergovernmental Policy Coordination Unit	Senior Policy Advisor	11th Flr, 56 Wellesley St W	Toronto	ON	M7A 2E7	416-434-4799	416-325-6534	<a href="mailto:michael.helfinger@ontario.ca">michael.helfinger@ontario.ca</a>
Provincial Agency	Mr.	Robert	Greene	Ministry of Community Safety and Correctional Services		Director	George Drew Building 25 Grosvenor Street, 13th Floor	Toronto	ON	M7A 1Y6	416-314-6683	416-327-1470	<a href="mailto:robert.greene@ontario.ca">robert.greene@ontario.ca</a>
Provincial Agency	Mr.	Jennifer	Paetz	Ministry of Energy, Northern Development and Mines	Strategic Support Unit	Initiatives Coordinator	Willet Green Miller Center, 2nd Floor 933 Ramsey Lake Road	Sudbury	ON	P3E 6B5	705-670-5918	705-670-5803	<a href="mailto:jennifer.paetz@ontario.ca">jennifer.paetz@ontario.ca</a>
Provincial Agency	Mr.	John	Mackinnon	Ministry of Transportation	Planning and Design - Simcoe/ York West	Area Manager	Bldg D 4th Flr, 159 Sir William Hearst Ave	Toronto	PM	M3M 0B7	416-235-5533		<a href="mailto:john.mackinnon@ontario.ca">john.mackinnon@ontario.ca</a>
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Provincial Agency	Mr.	Christian	Singh	Ministry of Transportation	Central Region (Toronto)	Senior Issues Advisor (Acting)	Bldg D 2nd Flr, 159 Sir William Hearst Ave	Toronto	ON	M3M 0B7	416-235-5103		<a href="mailto:Christian.Singh@ontario.ca">Christian.Singh@ontario.ca</a>
Provincial Agency	Mr.	Steven	Strong	Ministry of Natural Resources and Forestry	Aurora District	Senior District Planner	50 Bloomington Rd	Aurora	ON	L4G 0L8	905-713-7366	905-713-7360	<a href="mailto:steven.strong@ontario.ca">steven.strong@ontario.ca</a>
Provincial Agency	Ms.	Karla	Barboza	Ministry of Tourism, Culture and Sport	Heritage Planning Unit	Team Lead - Heritage (Acting)	401 Bay St, Suite 1700	Toronto	ON	M7A 0A7	416-314-7120		<a href="mailto:karla.barboza@ontario.ca">karla.barboza@ontario.ca</a>
Provincial Agency	Ms.	Heather	Malcolmson	Ministry of Environment, Conservation and Parks	Environmental Assessment and Permissions Branch	Director (Acting)	1st Flr, 135 St Clair Ave W	Toronto	ON	M4V 1P5	416-314-0934		<a href="mailto:heather.malcolmson@ontario.ca">heather.malcolmson@ontario.ca</a>
Provincial Agency	Mr.	Ghassan	Ghali	Ministry of Environment, Conservation and Parks	Environmental Assessment and Permissions Branch - Approvals and Licensing Section	Senior Water Engineer	40 St. Clair Avenue West, 2nd Floor	Toronto	ON	M4V 1M2	416-314-7652	416-212-7576	<a href="mailto:Ghassan.Ghali@ontario.ca">Ghassan.Ghali@ontario.ca</a>
Provincial Agency	Mr.	Ted	Belayneh	Ministry of Environment, Conservation and Parks	Drinking Water and Environmental Compliance Division - Central Region	Surface Water, Supervisor	Place Nouveau, 5775 Yonge St	Toronto	ON	M7A 2E5	437-778-3309		<a href="mailto:Ted.Belayneh@ontario.ca">Ted.Belayneh@ontario.ca</a>
Provincial Agency	Ms.	Annamaria	Cross	Ministry of Environment, Conservation and Parks	Environmental Assessment Services	Manager	1st Flr, 135 St Clair Ave W	Toronto	ON	M4V 1P5	416-314-7967		<a href="mailto:annamaria.cross@ontario.ca">annamaria.cross@ontario.ca</a>
Provincial Agency	Ms.	Emilee	O'Leary	Ministry of Environment, Conservation and Parks	Air, Pesticides and Environment	Regional Environmental Assessment Coordinator	Place Nouveau 9th Flr, 5775 Yonge St	Toronto	ON	M2M 4J1	416-326-3469		<a href="mailto:emilee.oleary@ontario.ca">emilee.oleary@ontario.ca</a>
Provincial Agency				Ministry of Environment, Conservation and Parks	Central Region								<a href="mailto:eanotification.cregion@ontario.ca">eanotification.cregion@ontario.ca</a>
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Provincial Agency	Ms.	Celeste	Dugas	Ministry of Environment, Conservation and Parks	York Durham District Office	Manager	5th Flr, 230 Westney Rd S	Ajax	ON	L1S 7J5	905-836-7446		<a href="mailto:celeste.dugas@ontario.ca">celeste.dugas@ontario.ca</a>
Provincial Agency	Ms.	Susan	Ecclestone	Ministry of Environment, Conservation and Parks	Source Protection Programs Branch	Director	Foster Bldg 14th Flr, 40 St Clair Ave W	Toronto	ON	M4V 1M2	416-212-6459		<a href="mailto:susan.ecclestone@ontario.ca">susan.ecclestone@ontario.ca</a>
Federal Agency	Ms.	Cleo	Big Eagle	Indigenous and Northern Affairs Canada	Indigenous Engagement and Partnerships	Advisor	10 Wellington Street	Gatineau	QC	K1A 0H4	819-635-7332		<a href="mailto:cleo.bigeagle@canada.ca">cleo.bigeagle@canada.ca</a>
EMS and Health	Mr.	Eric	Jolliffe	York Region	York Regional Police	Chief	47 Don Hillock Dr	Aurora	ON	L4G 0S7	1-866-876-5423		<a href="mailto:info@yrp.ca">info@yrp.ca</a>
EMS and Health	Ms.	Katherine	Chislett	York Region	Community and Health Services	Commissioner	17250 Yonge Street	Newmarket	ON	L3Y 6Z1			<a href="mailto:Katherine.Chislett@york.ca">Katherine.Chislett@york.ca</a>
Conservation Authority	Ms.	Joanne	Doyley	Lake Simcoe Region Conservation Authority	Office of the CAO	Communications Specialist	120 Bayview Parkway	Newmarket	ON	L3Y 3W3	905-895-1281 ext. 527		<a href="mailto:j.doyley@lsrca.on.ca">j.doyley@lsrca.on.ca</a>
Conservation Authority	Mr.	Mike	Walters	Lake Simcoe Region Conservation Authority	Office of the CAO	Chief Administrative Officer	120 Bayview Parkway	Newmarket	ON	L3Y 3W3			<a href="mailto:m.walters@lsrca.on.ca">m.walters@lsrca.on.ca</a>
Conservation Authority	Mr.	Brian	Kemp	Lake Simcoe Region Conservation Authority	Conservation Lands	General Manager	120 Bayview Parkway	Newmarket	ON	L3Y 3W3	905-895-1281 ext. 289		<a href="mailto:b.kemp@lsrca.on.ca">b.kemp@lsrca.on.ca</a>
Conservation Authority	Mr.	Bill	Thompson	Lake Simcoe Region Conservation Authority	Drinking Water Source Protection	Project Manager	120 Bayview Parkway	Newmarket	ON	L3Y 3W3	905-895-1281		<a href="mailto:B.Thompson@lsrca.on.ca">B.Thompson@lsrca.on.ca</a>
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Conservation Authority	Mr.	Ben	Longstaff	Lake Simcoe Region Conservation Authority	Integrated Watershed Management	General Manager	120 Bayview Parkway	Newmarket	ON	L3Y 3W3	905-895-1281		<a href="mailto:B.Longstaff@lsrca.on.ca">B.Longstaff@lsrca.on.ca</a>
Indigenous Community	Ms.	Donna	Big Canoe	Chippewas of Georgina Island		Chief	R.R.#2 Box N-13	Sutton West	ON	L0E 1R0	705-437-1337	705-437-4597	<a href="mailto:donna.bigcanoe@georginaisland.com">donna.bigcanoe@georginaisland.com</a>
Indigenous Community	Mr.	Sharday	James	Chippewas of Rama First Nation		Community Consultation Worker, Communications					705-325-3611,1633		<a href="mailto:shardayj@ramafirstnation.ca">shardayj@ramafirstnation.ca</a>
Indigenous Community	Mr.	Guy	Monague	Beausoleil First Nation		Chief	11 O'Gemaa Miikaan	Christian Island	ON	L9M 0A9	705-247-2051	705-247-2239	<a href="mailto:bfnchief@chimnissing.ca">bfnchief@chimnissing.ca</a>
Indigenous Community	Mr.	Jane	Copegog	Beausoleil First Nation	Lands and Resources	Lands Manager	11 O'Gemaa Miikaan	Christian Island	ON	L9M 0A9	705-247-8981 ext. 256		<a href="mailto:jcopegog@chimnissing.ca">jcopegog@chimnissing.ca</a>
Indigenous Community				Nation Huronne-Wendat			255, place Chef Michel Laveau	Wendake	QC	G0A 4V0			<a href="mailto:administration@cnhw.qc.ca">administration@cnhw.qc.ca</a>
Indigenous Community	Mr.	Maxime	Picard	Nation Huronne-Wendat		Coordinator of Projects – Ontario	255, place Chef Michel Laveau	Wendake	QC	G0A 4V0			<a href="mailto:maxime.picard@cnhw.qc.ca">maxime.picard@cnhw.qc.ca</a>
Indigenous Community	Mr.	Greg	Garratt	Georgian Bay Métis Council	Métis Consultation Unit	President	355 Cranston Cr. PO Box 4	Midland	ON	L4R 4K6	705-526-6335		<a href="mailto:greggarratt@gmail.com">greggarratt@gmail.com</a>

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Indigenous Community	Mr.	James	Wagar	Métis Nation of Ontario		Manager, Natural Resources and Consultations	75 Sherbourne St. Suite 311	Toronto	ON	M5A 2P9			<a href="mailto:jamesw@metisnation.org">jamesw@metisnation.org</a>
Rail/ Transportation	Ms.	Leslie	Woo	GO Transit and Metrolinx		Chief Planning and Development Officer	20 Bay Street, Suite 600	Toronto	ON	M5J 2W3	416-202-5918		<a href="mailto:leslie.woo@metrolinx.com">leslie.woo@metrolinx.com</a>
Rail/ Transportation	Mr.	Christopher	Langford	GO Transit and Metrolinx	GTHA Transit Policy Office	Manager	Colleg Park, Suite 3000, 777 Bay Street	Toronto	ON	M7A 2J8			<a href="mailto:christopher.langford@ontario.ca">christopher.langford@ontario.ca</a>
Rail/ Transportation	Mr.	Jason	Ryan	Metrolinx	Environmental Programs and Assessment	Director	10 Bay Street	Toronto	ON	M5J 2W3	416-202-4895		<a href="mailto:jason.ryan@metrolinx.com">jason.ryan@metrolinx.com</a>
Utility				Enbridge Gas Distribution Inc.	Right-of-Way Group						1-800-668-2951		<a href="mailto:est.reg.crossing@enbridge.com">est.reg.crossing@enbridge.com</a>
Utility	Mr.	Jim	Arnott	Enbridge Gas Distribution Inc.	Asset Management	Senior Advisor Planning	101 Honda Boulevard	Markham	ON	L6C 0M6	416-758-7901		<a href="mailto:jim.arnott@enbridge.com">jim.arnott@enbridge.com</a>
Utility				Enbridge Gas Distribution Inc.		Mark-Ups							<a href="mailto:Mark-Ups@enbridge.com">Mark-Ups@enbridge.com</a>
Utility	Mr.	Mark	Wilson	Enbridge Gas Distribution Inc.		Stakeholder Relations	500 Consumers Road	North York	ON	M2J 1P8			<a href="mailto:mark.wilson@enbridge.com">mark.wilson@enbridge.com</a>
Utility	Ms.	Darlene	Quilty	MHBC (On behalf of TransCanada PipeLines Limited)	Planning, Urban Design & Landscape Architecture	Planning Co-ordinator	113 Collier Street	Barrie	ON	L4M 1H2	705-728-0045 ext.243		<a href="mailto:dquilty@mhbcplan.com">dquilty@mhbcplan.com</a>
Utility	Mr.	Jeremy	Getson	Union Gas Ltd.		Construction and Growth Manager							<a href="mailto:jgetson@uniongas.com">jgetson@uniongas.com</a>
Utility	Mr.	Jim	Leworthy	Bell Canada		Manager, Municipal Access	444 Millard Avenue	Newmarket	ON	L3Y 6J7			<a href="mailto:james.leworthy@bell.ca">james.leworthy@bell.ca</a>
Utility	Mr.	Ken	Butt	Bell Canada									<a href="mailto:ken.butt@bell.ca">ken.butt@bell.ca</a>
Utility	Mr.	Paul	Chetcuti	Rogers Cable									<a href="mailto:Paul.Chetcuti@rci.rogers.com">Paul.Chetcuti@rci.rogers.com</a>
Utility	Mr.	Jesse	Gasteiger	Vianet									<a href="mailto:jesse@vianet.ca">jesse@vianet.ca</a>
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Utility	Mr.	Farooq	Qureshy	Hydro One Networks Inc.	Transmission Planning								<a href="mailto:farooq.qureshy@hydroone.com">farooq.qureshy@hydroone.com</a>
Utility	Mr.	Rick	Schatz	Hydro One Networks Inc.	Real Estate Management		185 Clegg Road	Markham	ON	L6G 1B7	905-946-6233	905-946-6242	<a href="mailto:rick.schatz@hydroone.com">rick.schatz@hydroone.com</a>

Group	Title	First Name	Last Name	Company/ Organization	Department	Job Title	Street	City	Province	Postal Code	Phone	Fax	Email Address
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Utility				Hydro One Networks Inc.									<a href="mailto:secondarylanduse@hydroone.com">secondarylanduse@hydroone.com</a>
Utility		Paula	Bucci	Hydro One Telecom		Manager of Engineering	175 Sandalwood Parkway West	Brampton	ON	L7A 1E8			<a href="mailto:paula.bucci@hydroone.ca">paula.bucci@hydroone.ca</a>
Utility	Mr.	Daniel J.	Pastoric	Alectra Utilities		Chief Customer Officer	2185 Derry Road West	Mississauga	ON	L5N 7A6	905-273-9050	905-566-2737	<a href="mailto:dan.pastoric@alectrautilities.com">dan.pastoric@alectrautilities.com</a>
School/ School Board	Ms.	Susan	Durfy	Mount Albert Public School		Principal	5488 Mount Albert Road	Mount Albert	ON	L0G 1M0	905-473-2940	905-473-2941	<a href="mailto:mount.albert.ps@yrdsb.ca">mount.albert.ps@yrdsb.ca</a>
School/ School Board				York Region District School Board	Planning Services		The Education Centre - Aurora 60 Wellington Street West	Aurora	ON	L4G 3H2	905-895-7216 ext. 2424		<a href="mailto:planning.services@yrdsb.ca">planning.services@yrdsb.ca</a>
School/ School Board	Mr.	Greg	Collins	Robert Munsch School		Principal	395 King Street East	Mount Albert	ON	L0G 1M0	905-473-0110	905-473-0220	<a href="mailto:robert.munsch.ps@yrdsb.ca">robert.munsch.ps@yrdsb.ca</a>
Interest / Stakeholder Groups				Mount Albert Public Library			19300 Centre Street	Mount Albert	ON	L0G 1M0	905-473-2472		<a href="mailto:info@egpl.ca">info@egpl.ca</a>
Interest / Stakeholder Groups	Ms.	Monika	Machacek	East Gwillimbury Public Library							905-836-6492 ext. 110		<a href="mailto:mmachacek@egpl.ca">mmachacek@egpl.ca</a>
Interest / Stakeholder Groups	Ms.	Janet	Wheeler	Mount Albert Village Association		Chair							<a href="mailto:info@mountalbert.com">info@mountalbert.com</a>
Interest / Stakeholder Groups				The Family Place			53 Main Street	Mount Albert	ON	L0G 1M0	905-473-5929		<a href="mailto:thefamilyplace@hotmail.com">thefamilyplace@hotmail.com</a>
Interest / Stakeholder Groups				Mount Albert Children's Academy			19299 Centre Street	Mount Albert	ON	L0G 1M0	905-473-1106		<a href="mailto:maca@ypce.com">maca@ypce.com</a>
Interest / Stakeholder Groups	Ms.	Kim	Empringham	Ontario Federation of Agriculture									<a href="mailto:york@ofa.on.ca">york@ofa.on.ca</a>
Interest / Stakeholder Groups	Ms.	Gloria	Marsh	York Region Environmental Alliance			85 Dariole Drive	Richmond Hill	ON	L4E 0Z4			<a href="mailto:gloria@yrea.org">gloria@yrea.org</a>
Interest / Stakeholder Groups	Mr.	Edward	McDonnell	Friends of the Greenbelt Foundation		CEO	661 Yonge Ste. Suite 500	Toronto	ON	M4Y 1Z9			<a href="mailto:info@greenbelt.ca">info@greenbelt.ca</a>

## APPENDIX C – DELIVERABLES SCHEDULE

Deliverable	Purpose	Method of Communication	Audience	Responsibility	Frequency or Quantity	Target Draft Submission Date	Target Draft Approval Date	Planned Distribution Date	Commnuication Complete/ Actual Distribution Date
Notice of Study Commencement	To inform stakeholders of the commencement of the project.	- Local newspaper - Mail - E-mail - Website - Social media	- Public - Stakeholders in the SCL - Internal Regional stakeholders	- Jacobs - Region	- All will be carried out once				
Notice of Public Consultation Centre No. 1	To provide details on the PCC No. 1, brief update on the project, and encourage attendance of stakeholders.	- Local newspaper - E-mail - Website - Social media - Road Sign	- Public - Stakeholders in the SCL - Internal Regional stakeholders	- Jacobs - Region	- All except road sign will be carried out two or three times - Road sign will be installed for a minimum of two weeks				
Notice of Public Consultation Centre No. 2	To provide details on the PCC No. 2, brief update on the project, and encourage attendance of stakeholders.	- Local newspaper - E-mail - Website - Social media	- Public - Stakeholders in the SCL - Internal Regional stakeholders	- Jacobs - Region	- All will be carried out two or three times				
Notice of Study Completion	To inform stakeholders of the completion of the project, its findings and the public review period.	- Local newspaper - E-mail - Website - Social media	- Public - Stakeholders in the SCL - Internal Regional stakeholders	- Jacobs - Region	- All except newspaper publishing will be carried out once - Newspaper publishing will be a minimum of two times				
Public Consultation Centre No. 1	To obtain input from stakeholders on project needs and direction and methods of engagement.	- Display / Presentation - Survey	- Public - All stakeholders	- Jacobs - Region	- For a minimum of two weeks				
Public Consultation Centre No. 2	To update stakeholders on the study, alternatives and evaluation criteria.	- Display / Presentation - Survey	- Public - All stakeholders	- Jacobs - Region	- For a minimum of two weeks				
Initial Project Webpage Content	To ensure a comprehensive respository of information that is accessible by the public.	- Word document (webpage content from Jacobs to Region) - Project webpage	- Public - All stakeholders	- Jacobs - Region	- Once				
Social Media	To broadcast upcoming events for the project.	- Facebook - Twitter	- Public - All stakeholders	- Region	- Once				



## APPENDIX D – AGENCY MEETINGS SCHEDULE

An Agencies Meetings Schedule will be updated as the project progresses and meetings are scheduled. The latest Project Schedule on the Project Server Project Site will be used in the meantime.

## APPENDIX E – SAMPLES

All relevant samples in the Project Server Project Site will be used.

## REVISION HISTORY

Revision	Description	Date
Draft 1	▪ Initial release of the document	June 3, 2019
Draft 2	▪ Revised to reflect modifications due to COVID-19	November 27, 2020