

The background of the cover is an abstract, flowing pattern of green and yellow-green colors, resembling a close-up of a leaf or a piece of fabric with soft, undulating folds. The colors transition from a deep green at the bottom to a bright yellow-green at the top, with various shades of green in between, creating a sense of movement and organic texture.

Going *for* Green

Leading Edge Policy
and
Inspirational Initiatives
for
Communities

Edited by the Columbia Institute

GOING *for* GREEN

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Edited by Dorothy Bartoszewski

ISBN 10: 0-9781918-0-3

ISBN 13: 978-0-9781918-0-1

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Introduction

Municipalities and school boards are the first line of governance for community members. Municipalities build community spirit, provide important services and shape the built environment. School boards hold our future in their hallways. Both have important roles and significant leverage, from legal jurisdiction to sizable purchasing power to articulating a leadership vision. They are perfectly placed to contribute to the environmental, social, cultural and economic sustainability challenges emerging for our communities.

At the Columbia Institute our goal is to activate and motivate people to build strong, progressive communities throughout Canada through investing in human and social capital. We share the proceedings from *Creating A Sustainable Legacy*, our inaugural Governance Forum, in order to inspire and inform community building across Canada.

Pushing the Leadership Envelope

John Sewell



John Sewell is a veteran of municipal politics, having served as a two-term mayor of Toronto as well as a Toronto city councilor. Having also engaged in local politics as a community activist, journalist, housing administrator and entrepreneur, John's approach to progressive governance is balanced by multiple perspectives.

In his keynote address for the Creating a Sustainable Legacy Forum, John spoke on "Pushing the Leadership Envelope." His speech was both a clarion call to action, and a provocative proposal for how politicians could "address the really pressing issues and make the changes we know are needed, while bridging the gulf between politics and the public." The text of John's speech follows.

I want to begin by talking about a problem close to the heart of most of you—the difficulty of being a politician and a political leader in today's environment. Trying to be a successful leader it is not the same as it used to be. Today people are highly educated, very informed, and have their own good opinions. What this means is that the political leaders usually have no more and no better information than many members of the general public. In fact, politicians might find that they are not as well informed on specific local or technical issues as those that they are trying to govern. This is a fairly new paradigm, one that very often political leaders do not take into account.

Another change is the status of the bureaucracy, the civil service. While many civil servants have a great deal of information about the subject for which they are responsible, often they are no better informed than a whole host of people on the outside. They can't be counted on to give better advice than could be found outside.

Today people are highly educated, very informed, and have their own good opinions.

More importantly, organizations where individuals define themselves by the tier of responsibility which they occupy, are rarely interested in change. That's as true in the private sector as in the public. Bureaucracies

were established in the 19th century because political leaders needed a source of informed opinion that they could rely on, and they often created special schools where they could be trained—such as ENA, L'École Nationale d'Administration, in France from which all political and bureaucratic leaders come. But wide spread education now has created a wide spectrum of informed citizens.

Unfortunately, political bureaucracies have been slow to change. These organizations were established to manage, and the people in them also largely see that as their job. They have trouble talking about change and they find it hard to be involved in processes which lead to change. That's one reason why most public consultations are so unproductive: the organization convening the consultation is set up to manage things, not to change policy, or administration, or structure. It's also why community organizations get so frustrated with bureaucracies, both public and private.

Put these two perspectives together and here's what you often get: tension between the politicians and the civil servants on one side, and the public on the other. It is almost as though they are in competition, or two solitudes. How can they work together?

Many political leaders who have reflected on this divide, have concluded that it is an information problem. They see a gulf between their views and try to bridge that with polling—hiring firms to ask members of the public chosen at random for their opinion on this or that. In most cases the questions have to be simple since pollsters find it hard to deal with questions that cannot be answered with yes or no. Simple questions give simple answers. Often the questions asked aren't the ones that people are really concerned about. Often the polling is really done to test the reaction to certain words a politician is thinking of using so that some emotional response can be gauged.

What do politicians learn from this process? They learn how to present issues in a way that is least damaging to their positions, so they have

more likelihood of being re-elected. It's a pretty narrow information band. It does not result in good government and probably never could. But it results in survival, which some politicians think is the key to holding office. It rarely results in making the right and proper choice, doing the right thing—and surely that is the real reason for holding public office.

What does the public learn from polling? That it is being managed and that it is being excluded from the governing process.

Here's a different way for the politician to deal with the gulf between themselves and the public: lay low and allow events to take their course. The proactive way to do this is to call a community meeting about an issue that has arisen, bring in speakers and perhaps staff to define the issues, and let the public ask questions and even make comments. The political leader can do this while also playing a background role, waiting for public opinion to emerge. The attractiveness of this strategy is that it looks like you are consulting the public, and listening to what is said before having to declare where you stand.

But this is a pretty thin rationale. A process like this only works when an issue has already defined itself. This process works entirely within the existing straight-jacket of the roles for leaders and the community at large. It is not very creative. The staff will manage and the community will reach. Ho hum. These kinds of roles fit the general picture of politicians having staff who are there to fix problems—call me if the street light is not working, for instance; or the garbage isn't picked up; or the parking regulations need changing; or there's trouble getting registered for child care or whatever.

We can do better. There are more important and more worthwhile things for political leaders like you to do. Let me outline a different position for the elected politician to assume—one involving clear leadership in trying to frame issues and helping create common ground, one that asks for creativity from all concerned. I believe this kind of political leader is one who understands the nature of democracy for today's world.

I had the good fortune in the last few years to write a biography of William Lyon Mackenzie, the great political reformer in Upper Canada in the 1820s and 1830s, and a leader of the rebellion of 1837 that led to the establishment of responsible government in Canada. Mackenzie

was at the leading edge of democratic practice in the early nineteenth century. At that time, democracy was emerging as a new governing style precisely because reading and writing skills had spread broadly throughout the population. The new group of educated people didn't want to be left behind, thought they understood issues as well as those in charge, and wanted to be part of the governing structure. We tend to forget democracy emerged because people became more educated and therefore they had intrinsic value. That's when the idea of the individual and individual worth gained legitimacy in the western world. We somehow have gotten the idea mixed up with elections, instead of the larger idea that people want to be part of the decision-making process. While Mackenzie never wrote down the principles on which his democratic ideals were based, they emerge very clearly from his speeches, writings and actions. He defined his political work—democracy—in the following ways:

William Lyon MacKenzie's Key Points for Democracy

1. The public is entitled to full information concerning the issues and the conduct of public business.
2. There must be appropriate opportunities for public discussion of public issues and the conduct of public business, and those elected to office have an obligation to ensure that these opportunities exist.
3. Interested members of the public will have opportunities to present their opinions to those elected to office.
4. Those elected to office are obliged to listen carefully to what is said by members of the public.
5. Those elected of office must vote according to their conscience.
6. Elections must be free and fair, including a secret ballot.

My interest here is with the first five principles: Elections are only a small part of the democratic process. The bulk of the democratic process involves information, debate, and listening. I think that if political leaders were committed to the first five ideas, those holding political office could just as readily be selected at random—much as by drawing names from a hat—as by elections.

Let me review these five ideas briefly, so we get a sense of what they involve.

What does this mean for you in your daily political life? For issues that have already come to the fore, most of you will know how best to respond: putting out the information, letting people know

Some of the most important issues never get on the public agenda.

what is important, calling a public meeting where you and others voice opinions and where there is a full opportunity for the public to talk among themselves; and then convening public meetings where people can speak and where politicians pay attention. Public debate is important, since most of us form our good opinions through discussion and debate. Our prejudices usually get discarded in debate. One reason why talk radio is so discouraging is that there is no discussion, only the statement of personal prejudices, which also happens with polling. Strong, open, informed discussion is absolutely necessary. This works well in daily political life.

But the more critical problem in my mind is the issues that have not come to the fore. Some of the most important issues never get on the public agenda because the powers that be don't think they can be reasonably addressed, or they won't get clarified through debate, or they are seen as too contentious, or because they are too complicated and time-consuming. These may not be good excuses, but they account for why big issues rarely are part of the political agenda. Just think of the recent federal election.

There are two issues that I think are important in this regard: environmental sustainability and social equality. These aren't on the political agenda, but they are critical to our social well-being. What to do? My experience is that these are not issues about which a politician can call a public meeting. Maybe public interest groups can do that, but not elected political leaders because the issues seem so overwhelming. But they are the issues that desperately need to be addressed. How can you do that? Let me talk briefly about each issue, then talk about strategies.

The question of sustainability is now assuming crisis proportions in our lives because of climate change and global warming. It is expected that the tipping point—after which effective action can't be taken about global warming—will occur in 10 or 20 years. Unless we substantially reduce the impact of fossil fuels, the polar ice caps will melt by the middle of the century and water levels in oceans will increase 25 metres. The impact of this will be immense on the human condition, flooding

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much of Vancouver, New York, London and many Third World cities. The impact of the rise of the water level alone would be catastrophic, let alone the impact of temperatures on farm land and species extinction.

This is not an issue on the political radar in North America, but it is something that we must all begin acting on quickly. As political leaders you must do that, not only within the institutions you represent, but within your communities. We can't delay dealing with this issue except at extraordinary

human cost, and we can't simply say that it's the fault of Stephen Harper and George Bush who have got it wrong. Blame isn't an effective strategy for global warming.

The other issue is social equality. Canadians used to believe in social equality but during the last 20 years equality has fallen off the public agenda. It used to be that 80% of the public seemed to think that government spending to create more equity was a good thing, but today 80% seem to think it is not a good thing, and they seem unwilling to spend public money to do so. Thus in spite of booming economies in Canada—particularly in Alberta and British Columbia—social inequality has intensified. Not all boats have been raised by the economic floodtide—some are getting swamped. The number of homeless in the last 20 years has grown enormously and those with very low incomes have even less of a share of society's wealth than they had. There are fewer, not more social programs to help people at the bottom. Here's a quote from Michael Ignatieff in his book *The Rights Revolution*, the 2000 Massey Lectures: "Societies of scarcity are obsessed with distribution and therefore with equality; societies of abundance care less about distribution once poverty ceases to manifest itself as absolute deprivation. Paradoxically, abundant societies that could actually solve the problem of poverty seem to care less about doing so than societies of scarcity that can't. This paradox may help to explain why the rights revolution of the past forty years has made inequalities of gender, race and sexual orientation visible, while the older

inequalities of class and income have dropped out of the registers of indignation. Abundance has awakened us to the denials of self while blinding us to poverty. We idly suppose that the poor have disappeared. They haven't. They've merely become invisible." (page 92)

*Not all boats have been raised
by the economic floodtide—
some are getting swamped.*

How do you get into these two issues? How can you provide the kinds of leadership that are needed? How can these issues be made real for people? How can they be shaped so they can be part of our political dialogue and so we can take action on them? These are not issues to which ready answers come easily, they appear to be beyond the means of most of us to grapple with well.

A Framework for Action

Here's a suggestion. Pull together a group of people to talk about what can be done about global warming. Create a group of between 15 to 20 people, including a mix of individuals with different backgrounds, different political interests, and different points of view. Here's one scenario about who to involve: two staff from your local school board or council; two people from social agencies; two from community groups; two from environmental organizations, two developers; two student leaders; two shop owners; and so forth. Carefully select individuals who are leaders in their field and respected by their peers. You want people with strong opinions but who are not burdened with the idea that they are always right. (Don't invite people who have all the answers and know they're right—they don't work well in a group.) Tell these people you want to get together to talk about global warming and what can be done right here in your own community. Say you will convene just three meetings, no longer than two hours a piece, every two weeks. Hold the meetings at the same time and in the same place where there is a big table around which everyone can sit. If you do not facilitate the meeting, find someone who is good at this, and who can help discussion, making it clear that no final decisions will be made until the end of the third meeting.

My experience is that this kind of process is very imaginative and very productive. It will come up with some practical ideas for actions. It will lead to new coalitions between different interests, and new political energy

There are many educated and committed people out there who want nothing better than to find ways to work for the social good, but they need proactive political leadership to find out who they should be working with, and on what issues.

from those who really want to get things done but have been blocked by the existing political process. It will avoid the political divide which I described earlier.

At the first meeting people will put forward their own partisan ideas and you'll be depressed about the great gulfs of understanding and tolerance. But remember you've got everyone committed to attend three meetings. At the second meeting you'll find everyone has toned down their opinion—it's

the power of discussion after all—and there's much more camaraderie among people who have never talked to each other civilly before. At the third meeting you'll find people making very sensible suggestions about practical things that everyone can agree on. People will be so pleased with themselves that they might want to hold a fourth and fifth meeting to be precise about how the new ideas can be implemented.

What ideas might emerge? Easy ways to make buildings and homes more energy efficient. Things local governments can affordably do to support energy efficiency and reduce energy consumption. Ways to reduce the need for car travel. And so forth.

The same kind of process should be created around questions of social inequality. A diverse group of different individuals should be called together for three meetings. You will find, for instance, that there are no local programs to actually reduce poverty—it's not on any agency's agenda. You'll find there's no program to actually pair up youth who need job opportunities with companies that would take them on, and there's no person who is responsible for this simple and inexpensive action. There are no strong public programs to help low income families become homeowners. It's a long list. But again, getting community members to talk among themselves over a defined process will generate creative ideas that can be implemented.

There is no need to call just one group together on sustainability or social equality. You might find it worthwhile calling together several groups independently. There are many educated and committed people out

there who want nothing better than to find ways to work for the social good, but they need proactive political leadership to find out who they should be working with, and on what issues.

This is what I think democracy is about in our time. It should draw on people's talents and on their best intentions. It asks them for their time and honours their sense of commitment. It creates new structures which are beyond existing coalitions and puts people together who normally wouldn't find a reason to be in the same room shoring their energies and passions. And it begins to address the really pressing issues and make the changes which we know are needed, while bridging the gulf between politics and the public.

Let me draw these remarks to a conclusion. Many in the outside world say they are turned off by politicians and if you look at election participation it is clear that seems to be the case. But what we know is that members of the public are not turned off by public issues: they care about things like the environment and are quite willing to play their part in making the environment better, as we have seen from the take-up of recycling programs and now in fuel efficient automobiles. The challenge for us is to cross that bridge so that politics again becomes something central to people's lives because it deals with public issues.

One can try to make the existing political agendas sexy and attractive but it won't get you far. For most people the current processes are ones that exclude them and the issues dealt with are too minor, mostly concerned with management of things as they are when big changes are needed. This will only change if those now in positions of political leadership agree to respond to the challenge. I do not think it is that difficult. It means constructing processes that call on the best minds in our community to put themselves in the position of being in charge to sort out realistic agendas and action programs on the really big critical issues that we face, climate change and social equality. What the public needs is ways of getting a handle on how to take effective action. The group process I've outlined does that efficiently and in a way that the public understands. Yes, it crosses boundaries since it says that the bureaucracy does

The challenge for us is . . . that politics again becomes something central to people's lives because it deals with public issues.

Elected politicians . . . [need to] go beyond managing things as they are and instead help the informed public to dream about improvements . . .

not have all the answers. Yes, it calls for elected politicians to behave in new kinds of ways, go beyond managing things as they are and instead help the informed public to dream about improvements that can be made in our community. I see it as an exciting challenge and one that we can take up with

the understanding that there are enough strong voices all around us that we really can make a difference.

Resources

www.johnsewell.org

Community & Livability

Deborah Curran



“Practical and uplifting” was how one Forum participant characterized Deborah Curran’s well-received presentations. A co-founder of Smart Growth BC, Deborah Curran teaches municipal law at the University of Victoria and is the principal of a consulting firm specializing in legal strategies for smart growth. She has served as an advisor to the Greater Vancouver Regional District and the City of Victoria Advisory Planning Commission, among others.

Her keynote speech explored “Creating More Livable Communities One Chin Wag At A Time.” She outlined what makes a “more livable community” and key local government actions necessary to create it. An edited version of the PowerPoint presentation that accompanied her speech follows.

What Makes More Livable Communities?

1. Make the Rural Rural and the Urban Urban
2. Keep the Green Infrastructure Front and Centre
3. Build Complete Communities (Not Houses or Malls or Recreation Centres)
4. Connect Many Ways of Moving Around
5. Talk With the Neighbours Across Town

Common Themes in Participant’s Ideas Regarding Livable Communities

People

- Diversity of citizens & loved activities
- Multigenerational needs & multi-skilled

Environment

- Natural environment as backbone
- Healthy environment = healthy living

Economy

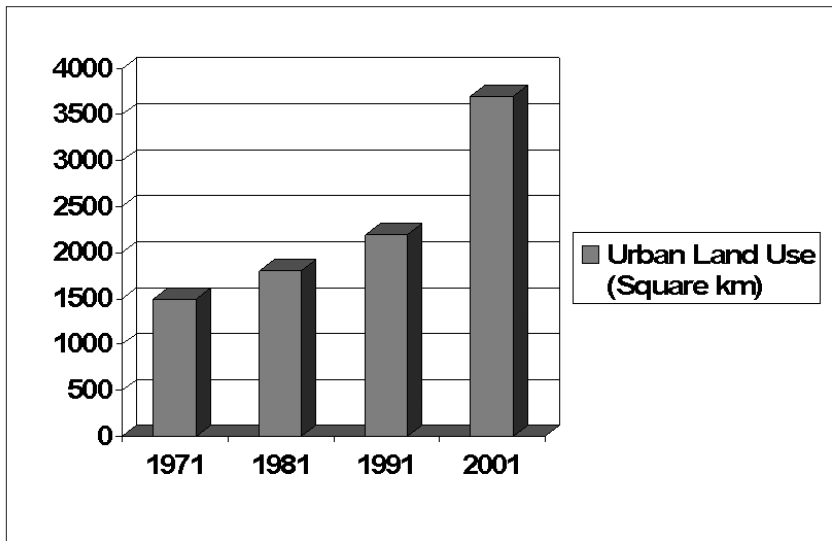
- Diversity of opportunities
- Facilitating a changing landscape for new economy

Agricultural Land Reserve

- Less than 5% of province
- Where people want to live
- Economic driver
- Green infrastructure

Key Local Government Action

- Define the urban and rural
- Plan for the working landbase
- Limit the urban footprint
- Complementary urban and rural policies
- Achieve useful densities before moving to new greenfield neighbourhoods



Increase in urban land use, 1971-2001

Integrate the Green Infrastructure

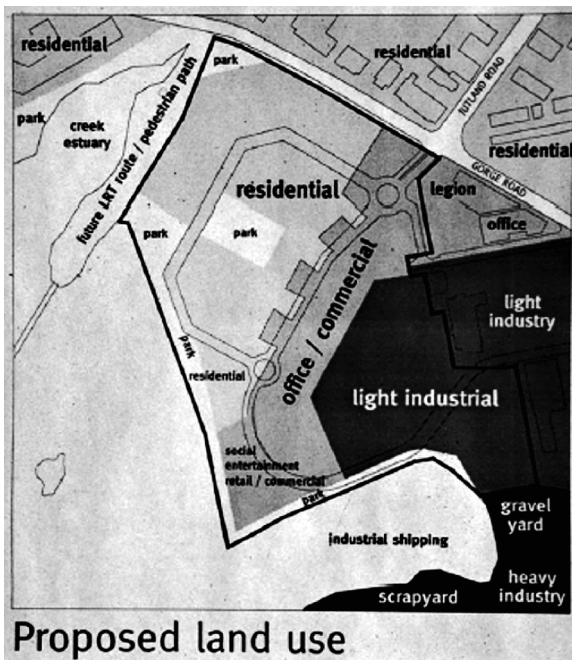
Key Local Government Action

- Define the green infrastructure
- Maintain natural ecological cycles
- Address water at its source
- Plant more trees or appropriate vegetation

Create Complete Communities

Key Local Government Action

- Aim for minimum 26 units per hectare (12 units per acre)
- Focus on mixing uses
- Use more compact development
- Go up not out
- Start with sensitive infill—secondary suites, granny flats, townhouses, duplex/fourplex
- Establish design guidelines



Connect Transportation Modes

Key Local Government Action

- Make all mobility experiences enjoyable
- Manage transportation demand
- Achieve 12 units/acre to make transit viable
- Build all forms of transportation into road & city infrastructure
- Grid street system to disperse transportation load
- Green infrastructure as part of mobility network

Engage Citizens

Key Local Government Action

- Broaden annual municipal report and have dialogue with the public on it
- Foster neighbourhood associations
- Ensure full engagement in OCP and other processes
- Ask developers to talk with citizens

A Final Word . . .

This all makes economic, health, environmental, and common sense.

Economic Sense

“The total average cost (land, building and infrastructure) per dwelling unit in the status quo standard is over \$99,000 more than the average cost per dwelling unit in the [ten to twenty units per acre] standard. The total savings come from reductions in infrastructure cost and from increased density. As a way of comparing “apples to apples”, the total cost of equal sized structures is calculated by adding the per parcel land costs, the per parcel infrastructure costs and a 2,000 sq. ft. building cost. The total cost of equal sized structures is over \$41,000 more in the conventional plan when compared to the [more dense] plan.”

Health Sense

“Compact land use patterns with high-quality pedestrian environments and a mix of land uses can improve public health by promoting active forms of transportation, reducing per capita air pollution and associated respiratory ailments, and lowering the risk of car related accidents.”



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Environmental Sense

“[T]he study found that the high degree of land use integration, higher than average densities, integrated street system, and local employment opportunities . . . will contribute to significant reductions in GHG emissions when compared to more conventional suburban development. Over the short term, these benefits manifest in a 35% reduction of GHG emissions over more conventional suburban development. Over the long term . . . these benefits could translate into a 45% per capita reduction of GHG emissions over more conventional suburban development . . . The integrated network of narrow streets, together with yard and street infiltration devices, will facilitate an infiltration-based stormwater system. This system will capture up to 90% of all rain that falls on the site, thereby maintaining stream hydrology and eliminating between 80% and 100% of all downstream consequences of development.”

**“ . . . a vision of a place to live for all generations
for generations to come.”**

—excerpt from local leader’s vision of a livable community

Principles of Smart Growth

Mix Land Uses

Smart growth supports the integration of mixed land uses into communities as a critical component of achieving better places to live.

Take Advantage of Compact Building Design

Smart growth provides a means for communities to incorporate more compact building design as an alternative to conventional, land consumptive development.

Create Range of Housing Opportunities and Choices

Providing quality housing for people of all income levels is an integral component in any smart growth strategy.

Create Walkable Neighbourhoods

Walkable communities are desirable places to live, work, learn, worship and play, and therefore a key component of smart growth.

Foster Distinctive, Attractive Communities with a Strong Sense of Place

Smart growth encourages communities to craft a vision and set standards for development and construction which respond to community values of architectural beauty and distinctiveness, as well as expanded choices in housing and transportation.

Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas

Open space preservation supports smart growth goals by bolstering local economies, preserving critical environmental areas, improving our communities quality of life, and guiding new growth into existing communities.

Strengthen and Direct Development Towards Existing Communities

Smart growth directs development towards existing communities already served by infrastructure, seeking to utilize the resources that existing neighbourhoods offer, and conserve open space and irreplaceable natural resources on the urban fringe.

Provide a Variety of Transportation Choices

Providing people with more choices in housing, shopping, communities, and transportation is a key aim of smart growth.



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Make Development Decisions Predictable, Fair and Cost Effective

For a community to be successful in implementing smart growth, it must be embraced by the private sector.

Encourage Community and Stakeholder Collaboration

Growth can create great places to live, work and play—if it responds to a community’s own sense of how and where it wants to grow.

Resources

SMARTGROWTH Smart Growth is a collection of urban development strategies to reduce sprawl that are fiscally, environmentally and socially responsible. Smart growth is development that enhances our quality of life, protects our environment, and uses tax revenues wisely.”

SMART GROWTH BC offers local Smart Growth resources including the Smart Growth Toolkit (“an introduction to smart growth, smart growth tools, citizen involvement strategies and references on additional information sources for those who want to know more.”) They also offer a Community Assistance Program (CAP), Voter Education Campaigns and Advisory Services. www.smartgrowth.bc.ca

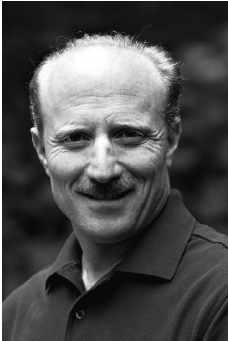
SMART BYLAWS GUIDE was developed “to assist local governments to implement smart growth strategies through policy and bylaw changes. It describes Smart Growth practices, and backs up the theory with case studies, technical standards and bylaws that can be tailored to specific municipal circumstances. The guide brings together the best practices of municipalities across BC, and highlights other innovators in the US.” www.wcel.org/issues/urban/sbg

SMART GROWTH ON THE GROUND aims “to change the way that development is done in BC, by creating real, built examples of smart growth . . . Helps BC communities to prepare more sustainable neighbourhood plans—including land use, transportation, urban design, and building design plans. Extensive follow-up ensures that the plans become reality.” The project is a partnership of the Design Centre for Sustainability at UBC, the Real Estate Institute of BC and Smart Growth BC. www.sgog.bc.ca

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Whistler's "Natural Step"

Ken Melamed



Whistler is both an international resort town, and a future Olympic site. The municipality has, and will, experience extraordinary growth. How can such growth be managed in a sustainable way?

As Whistler's current Mayor, a survivor of three terms on Whistler's council, the former president of Whistler's grassroots citizen environmental organization AWARE, and a founding member of Smart Growth BC, Ken Melamed is uniquely placed to answer that question. Ken's keynote outlined how Whistler has incorporated "The Natural Step" principles of sustainability into Whistler's local planning. An edited version of Ken's PowerPoint presentation follows.

Building Strong Communities: Whistler's Sustainability Journey

About Whistler

- 120 km north of Vancouver
- Resort municipality since 1975
- Permanent population 9,800
- Top resort, 2 million visitors
- Over \$1 billion annually to economy (2000)

History

- Traditional territory of the Lil' Wat and the Squamish
- Rail and fishing lodge on Alta Lake—no road until 1965—Whistler Mtn opened 1966
- In the 60s and 70s—a place of passion, vision, love for the outdoors
- Have to keep these roots in mind and stay grounded in our values as we grow up and spread our wings into the future

- Phased development in the 80s/90s
- Factors for success—warm bed covenant—those who owned property in the village had to rent when not using—kept the economics alive, hub of the community
- Double digit growth
- Adopted growth cap in during an OCP review in 1989
- Formed AWARE (recycling, land use, golf course development, began on recycling and moved into land use. Watershed issue: development of golf course

1997 - 2002

- Strengthening community partnerships
- 5-year Vision & Priorities
- Environmental Strategy
- The Natural Step framework
- Early Adopters
- Whistler It's our Nature

With rapid growth, it became important to look forward while rooted in community values. In 1997, Whistler developed its first vision with 5 priorities. As a result of the Environmental Priority, Whistler developed an Environmental Strategy.

While the strategy was leading and comprehensive, it was difficult to engage the community (beyond the core team) in environmental sustainability. Most people get glazy eyes looking at pages of indicators and writing! It was difficult to communicate and build broad understanding of and support for environmental sustainability

Coincidentally, Karl Henrik Robert, the Swedish founder of The Natural Step framework, a science-based sustainability framework, happened to be in Whistler snowboarding with his sons in 2000. He gave several talks throughout the resort community. The message resonated with business and organizational leaders. Finally, a definition for sustainability that made sense and could be shared by the community as common language!

We formed an Early Adopters group which included the Regional Municipality of Whistler, Whistler Blackcomb, Fairmont Chateau Whistler, AWARE, and One-hour photo, among others. The intent of the early

adopters was to adopt the Natural Step framework and implement it within their own organizations, and then help to roll it out to the broader community. From this, we developed a community education program called “Whistler It’s our Nature” which included The Natural Step symposium, household/business/school toolkits, a speaker series, with speakers like K.H. Robert, Ray Anderson, Tom Wackernagel, Jeanine Benuys, David Suzuki and Wade Davis.

However . . . by 2002 we had largely achieved the 5 year vision developed in 1997. We also recognized that we had to be more strategic in enabling implementation of sustainability and proactive in approaching both internal/external pressures facing the community—economic, social, and environmental. So, we decided to build on our 5-year vision with Whistler2020—a comprehensive sustainability plan for the community.

What is Whistler2020?

- Vision and strategic plan
- Comprehensive
- Long-term
- 2005—2020—2060
- Community-wide
- Systems and science-based
- Highest level policy

Why Does it Exist?

- Guides decision-making, both across the community and within organizations;
- Strategic, efficient resource use;
- Align community direction; and

The Natural Step principles:

1. *Substances from the earth’s crust can not systematically increase in the biosphere.*
2. *Substances produced by society can not systematically increase in the biosphere.*
3. *The physical basis for the productivity and diversity of nature must not be systematically deteriorated.*
4. *There must be fair and efficient use of resources to meet human needs.*

- Accountability—more transparency and full accountability to the community.

Whistler 2020 is comprehensive. All parties share a vision to be the premier mountain resort community as we move toward sustainability. The priorities around which the community focuses its collective efforts toward achieving the vision are:

1. enriching community life
2. enhancing the resort experience
3. protecting the environment
4. ensuring economic viability
5. partnering for success

Whistler2020 was developed as a proactive plan, by recognizing the global situation as a type of funnel, where life supporting resources are decreasing and consumption is increasing. Whistler 2020 is systems and science-based. Whistler uses a planning approach called back-casting, where each of the 16 task forces developed:

1. Descriptions of Success for their specific strategy.
2. Identified gaps between the current reality and the Description of Success.
3. Brainstormed actions to bridge the gap.
4. Strategically prioritized the actions (which were then recommended to community organizations) to ensure that the best progress for the investment is made.
5. Whistler uses 4 strategic questions to help prioritize actions.

Four Strategic Questions:

1. Does this action move Whistler toward our shared Descriptions of Success?
2. Does this action move Whistler toward our Sustainability Objectives?
3. Does the action present a flexible platform for further progress toward success and sustainability?
4. Does the action present a flexible platform for further progress toward success and sustainability?

Whistler2020 is a community-wide plan—developed by the community, and implemented by the community.

1. It was developed by community experts. The 16 strategies were developed by task forces consisting of 10-12 local experts and stakeholders in the strategy area. Altogether, at least 140 people dedicated at least 40 hours each to develop the strategies. Moving forward, the task forces are reconvened on an annual basis to assess progress and prioritize future actions.
2. Implementation—Whistler2020 is being implemented by the community. Actions are recommended to organizations throughout the community, not just to the Regional Municipality of Whistler. More than 30 organizations participated in the implementation of Whistler2020 actions in 2005.
3. Partnership agreements—Finally, resort partners are signing Whistler2020 partnership agreements. So far, 14 organizations such as Whistler Blackcomb, have become Whistler2020 partners. This means that they have:
 - adopted the vision and sustainability objectives;
 - agreed to work together following our partnership principles; and
 - committed to implement and report on Whistler 2020 actions.

Finally, Whistler2020 is results based. We are developing a monitoring and reporting program to measure and communicate progress toward the community vision. It consists of:

1. **Core indicators** measuring high-level progress for the community as a whole (approximately 25 indicators), and
2. **Strategy indicators** measuring progress toward each strategy.

Description of Success

Each year, the task forces will assess progress based on the results of the monitoring program. The results will be communicated to the public through a website.

We also track the progress of all recommended actions from year to year. In 2005, approximately 80 Whistler2020 actions were implemented by the different community organizations. Whistler2020 is not

only being used to plan community-wide actions. It's also being used to assess actions and to make sure that everything we do is aligned with achieving our community vision.

Regional Municipality of Whistler Integration

At the Regional Municipality of Whistler, we have integrated the criteria into:

- Budget
- Requests for Proposals
- Community Enrichment Grants
- Council Reports
- Purchasing Policy
- Project Assessments (e.g. Energy)

Actions

Many initiatives were begun before completion of the plan, but are completely consistent with our 2020 principles.

- Successful transit
- 63 km of trails
- Urban containment
- Greenhouses, Re-Use-IT centre

Sustainable Energy Plan

- Natural gas (transition fuel)
- Athletes Village / Legacy Neighbourhood District Energy System
- Whistler Village Core DES Retrofit

Our awards

- Federation of Canadian Municipalities 2005 “Sustainable Community Planning Award”
- Canadian Association of Municipal Administrators 2005 “Award for Innovation”
- Federal Minister of State highlighted Whistler 2020 as the leading example of sustainability planning in the country
- UNEP-endorsed Livable Communities award #1 Planning for the Future, out of 52 cities that were represented, large and small

Diversifying Tourism Economy

- Arts, Wellness, Families

- Whistler Blackcomb Bike Park
- Tube park
- Move to engine free activities
- Employee Works and Services Charge by-law was created in 1990
- Current Inventory: 165 Rental Units
- Revenue from rent sustains operating costs and administration of the properties

For Purchase Restricted Housing

- Private developers build resident restricted housing for purchase, costs offset by the ability to sell a component on the free market
- Occupancy and/or prices restricted titles
- Current Inventory: 384 Price Restricted Units

2010 Games Sustainability

Whistler's principles for involvement in the Bid were instrumental to VANOC's sustainability commitment.

- No new hotels or construction
- Respect OCP
- Legacies
- Marketing exposure
- Community pride
- Paralympics: barrier free, accessible

Opportunities and Challenges

- Drive action and demonstrate results
- Build on current community and organizational engagement
- Show leadership and innovation in achieving the vision

Resources

THE NATURAL STEP (TNS) is an international non-profit . . . that uses a science-based, systems framework to help organizations, individuals and communities take steps towards sustainability. The mission of TNS is to catalyze systemic change and make fundamental principles of sustainability easier to understand and meaningful sustainability initiatives easier to implement.

The Canadian chapter has a print format Natural Step Framework

Guidebook, as well as a 3-hour on-line self-paced course “to help learners access, understand, and apply sustainability concepts in a strategic way.”

Canadian website: www.naturalstep.ca,

International website: www.naturalstep.org.

WHISTLER IT’S OUR NATURE: developed as part of the sustainability initiative in the Resort Municipality of Whistler, this site features multimedia graphics explaining The Natural Step framework, as well as links to three toolkits developed for the community; one for households, one for schools, and one for small businesses.”

www.whistleritsournature.ca (see also www.whistler.ca/Sustainability)

Green Building Revolution

Joe Van Bellenghem



Joe Van Bellenghem thinks we are on the cusp of a green building revolution. He thinks green buildings make sense, not only environmentally, but socially and financially as well, and his green building developments to date have been resounding successes on all three levels. His enthusiasm is clearly contagious; participants in his workshop were unanimous in their zeal for his presentation—and their eagerness for more.

Joe Van Belleghem is responsible for green building strategies and the Build Green consulting arm of Windmill Development Group. Windmill Development Group and VanCity Enterprises are project developers for Dockside Green, a leading edge development on a recovered brownfield site in Victoria, British Columbia. Dockside Green is the first whole development in North America to aim for platinum LEED status. (Kim Fowler's presentation "Dockside Lands" in the Leading Edge Policy section of this book looks at the same project from a manager's perspective.)

Joe is a chartered accountant, a LEED Accredited Professional and Advanced Faculty Member, and a board member of both the United States and Canadian Green Building Councils.

Joe's presentation included the compelling story about his journey from accountant to green developer. A turning point in Joe's evolution occurred after reading the book "Natural Capitalism". In his work as development consultant for the Vancouver Island Technology Park in Victoria, British Columbia, the first LEED certified building in Canada, Joe learned about important principles like whole system costing, looking to the environment for solutions, the value in waste and saving on site infrastructure costs; all common sense applications.

What follows are excerpts from Joe's PowerPoint presentation on Dockside Green, keys to success in green development and the role of government in the triple bottom line approach to development.

Dockside Green Vision Statement

Dockside Green will be a socially vibrant, ecologically restorative, economically sound and just community.

It will be a distinct collection of beautifully designed live, work, play and rest spaces designed to enhance the health and well being of both people and ecosystems, both now and in the future.”

Sustainable Features

LEED Platinum Commitment on all buildings



- Remediation
- Green House Neutral
- Bio Mass Energy Cogeneration
- Sewage Treatment
- Stormwater

Central Green Way Trail

- North-south green way trail through site
- Flowing creek and water ponds
- East/west linkages (Vista/Triangle Park & additional connections)
- Extensive tree plantings
- Green roofs and roof plantings

Dockside Plaza Character Area

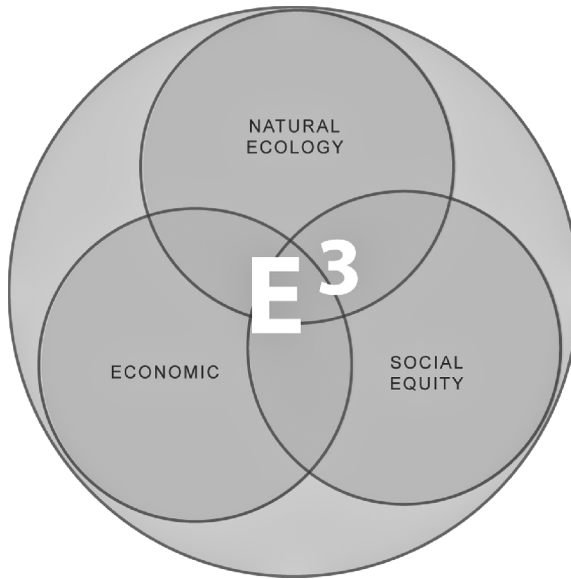
- Retail Village
- Residential
- Hotel/Office
- Public washroom

Sewage Treatment

- Smaller sewage treatment plant
- Potable water reduction in buildings (56% from fixtures)
- Challenging assumptions (location, water colour)
- Less water for irrigation because of native plants

The operating costs were covered by the treated water revenues, therefore the capital cost of sewage treatment was essentially free.

Triple Bottom Line looks like this:



The Result

- Rezoned in nine months
- Massive community support
- Unanimous support from council
- Staff supporting innovation
- Relationship with community association
- Market response

Keys to success

- Common sense
- Persistence & commitment
- Waste is food
- Look for waste and plan for it (sewage line, sewage bill, sell treated water)
- Look for waste in design—challenge traditional design
- Listen to the community
- Be sincere
- Get outside of your comfort zone
- Rethink the standard development financing model
- Use LEED/Green Star appropriately—but use it!

Role of Government

- Don't use a Triple Bottom Line mandate as a green washing statement.
- Provide clear direction to staff.
- Build your economic future around sustainability—the world needs solutions so provide them.
- Trust the public; they don't understand sustainability but they crave it.

Contact: Joe Van Belleghem, www.windmilldevelopments.com
(250) 592-6769, joe@windmilldevelopments.com

Resources

CANADIAN GREEN BUILDING COUNCIL (CaGBC) exists to accelerate the design and construction of Green Buildings across Canada. The Council is a broad-based inclusive coalition of representatives from different segments of the design and building industry. The website has a free introductory PowerPoint presentation and speakers notes on benefits of green building, the LEED® rating system, as well as “convincing statistics.”

DOCKSIDE GREEN is the developer's site for the project www.docksidegreen.com.

GREEN BUILDINGS BC is “a provincial initiative enabling BC's education and health care agencies to dramatically increase the performance of their new and existing buildings . . .” Offers programs for new buildings and retrofits, as well as detailed case studies.

SUSTAINABLE BUILDING CENTRE is staffed by sustainable building professionals, Vancouver's Sustainable Building Centre . . . [is] a destination for inspiration, advice and practical problem-solving for builders and the public. The website calls itself “British Columbia's hub for everything to do with sustainable building” and offers to answer questions as well as providing on-line forums.

Staff: Friend or Foe?

Building a strong working relationship with staff is essential for advancing policy goals, but it is an aspect of governing that is often overlooked. “Staff is the forgotten constituency,” said workshop presenter Joan Sawicki, and all the other presenters (three from the elected official side, and one stalwart staff member) agreed. Any government that doesn’t work well with its staff is seriously hobbled in achieving its goals; but how can progressive elected officials get staff on-side in order to efficiently realize progressive policies?

Between them, the presenters have decades of experience in the delicate art of working with staff. Highlights of their hard-won advice follows.

Jim Green

Jim Green was elected to Vancouver City Council in 2002 and was in a tight race as Mayoralty candidate for the City of Vancouver in 2005. An adjunct professor of Anthropology at the University of British Columbia, Jim co-founded the university’s Urban Field School. He was chair of Four Corners Community Savings, served on the board of the Federation of Canadian Municipalities, has led the development of many housing projects and is a well-known advocate for Vancouver’s Downtown Eastside.

When we [COPE] were elected [to Vancouver city council], we made a very intelligent move. We didn’t fire any staff . . . Before I was elected, there was a staff person that was actively campaigning against me. After I was elected, we worked together very well.

Jim’s tips

- **Show leadership.** Show that you are fair and that you understand where they are coming from. Most civil servants take a lot of pride in their job. Because someone shares your politics doesn’t mean they’ll be good staff.
- **Never criticize staff in public.**

Vanessa Geary

Vanessa has been involved in progressive locally based action for over 15 years, serving on the boards of a number of neighbourhood organizations. She has also worked in government at BC Housing as the coordinator of the Tenants' Rights Action Coalition and as Executive Assistant to Mayor Larry Campbell. Vanessa has a Master's degree in planning and is currently executive assistant to George Heyman, President of the BCGEU.

I err on the side of looking on staff as a friend. Most of the civil servants are very professional. But like all relationships, relationships with staff need to be built and nurtured.

Vanessa's tips

- Identify supporters. Identify people who are passionate about sustainability, housing, daycare. But respect that their position is different than yours.
- Thank people for what they do.
- Recognize the difference between staff and elected officials.
- Be clear about your priorities. We had a lot of ideas; staff really reacted to the volume.
- Set up opportunities for interactions between politicians, staff and communities—provides access and helps build relationships with staff.
- Utilize communities—give them information, and let them to put on the pressure.
- Never be afraid to question staff or not take their advice. You are ultimately accountable, not them.

Joan Sawicki



Councilor with the City of Burnaby from 1987 to 1990, Joan successfully introduced several sustainability initiatives, including waste recycling, an Environmental Planner position and State of the Environment reporting. Elected MLA for Burnaby-Willington in 1991, Joan served as Speaker of the Legislative Assembly and Minister of Environment, Lands and Parks. She now lives in the Bella Coola Valley where she is a land use consultant and community activist.

When Charley Beresford asked me to participate in this workshop, I think she was surprised that I chose this panel. And, I must admit, I was certainly tempted by the ‘Leading Edge Policies in BC’ workshop. As a member of the provincial NDP government during the 90’s, I was involved in several pushing-the-envelope sustainability initiatives. We can learn much from this experience and, most importantly, benefit from the plateaus achieved rather than starting from scratch all over again.

However, this particular workshop topic, ‘Staff—Friend or Foe?’ jumped out at me because it is an aspect of governance that usually receives scant attention. At best, the role of staff and the bureaucracy in creating a sustainable legacy is undervalued; at worst, ignored. Staff are the forgotten constituency.

To clarify, I’m not talking about what might be termed partisan staff—those who come and go with the changing of political guards. Clearly, while their help is invaluable, both their loyalty and commitment to furthering shared goals are part of their job description.

I’m talking about staff who constitute what we call the ‘public service’—the thousands of professional and technical planners, biologists, social workers, financial managers etc. who keep the wheels turning at every level of governments.

And one further clarification, since clearly my answer to the question is ‘friend’, not foe—I’m not talking about turning staff into confidants or coffee buddies; nor denying that one will always have to

*Staff are the
forgotten
constituency.*

Don't just work with them—convert them.

deal with 'foes' who, despite all of our efforts, will continue to resist, placate or even sabotage our initiatives as elected officials.

In my 15 minutes, I want to touch on why I think it is so critical to get staff 'on side', what 'on side' truly means in terms of a sustainability legacy and some of the challenges/pitfalls of this deliberate approach.

As elected officials, we like to act like we are actually the movers and shakers—and that concept is the underpinning of our democratic system. But, in reality, I think we all know differently (and if we don't before we get elected, we very quickly get the message after).

I mean—just think about it. Yes, as elected people, we 'make the decisions' but:

- staff are the ones who write the briefing notes that come to us for decision;
- staff are the ones we need to rely on for the checks and balances to ensure our decisions are not in conflict with other regulatory requirements;
- staff are the ones we have to ask "How can we make this work?" and,
- staff are the ones who will be charged, not only with implementing our decisions, but also with explaining and defending them to stakeholders and the general public on a day-to-day basis.

We may be the spokespersons for the ideas and decisions but many more people deal directly with staff than we will ever be in contact with—and the message they put out is often much more relevant than what we are quoted as saying in the daily or weekly newspaper.

So, if the goal is 'legacy', I maintain, you can't get there without an engaged, 'on side' staff.

We all know politicians who try; who take the view that they are the elected decision makers and the job of staff is to carry out their wishes and if they don't like it they can leave. And some, through the power of their own personalities, may be very successful at it. But, while they may get the headlines at the time, too often, once they are gone, so too is much of the progress they were able to make.

This came home to me the hard way. In one of my positions, one of my predecessors was a very high profile politician who still enjoys the

reputation of having achieved much. It was a bit of a rude awakening, however, when it became my responsibility to follow through on these commitments, to discover there was no buy-in from staff; sometimes staff had not even been aware these announcements were going to be made; the initiatives did not appear in any strategic or business plan and there was certainly no staff or budget capacity to carry them out.

The end result was that many of these great sustainability initiatives never made it past the press release.

With the already low level of public trust that people have in politicians, we just can't afford to keep doing things that way.

There are dozens of very basic things one can—and must—do to get the cooperation of staff—make sure you have the right people with the right skills and experience you need; be clear on what you want from them; be consistent in your instructions; equip them to do their jobs and expect/respect their ability to deliver.

But, what I discovered, first by accident, then by design, is that there is something else you can do to enhance the chances your work will be sustained. In a nutshell, my formula was don't just work with them—convert them.

If there is one feature that distinguishes 'sustainability thinking' from other 'philosophies', it is holistic, integrated—not just thinking long term rather than short term, not just thinking social and environmental rather than merely bottom line economic. But a whole different lens through which one views the world and our place within it.

Especially here in North America, one of the biggest barriers to people really 'getting it' in terms of sustainability is that we have been brain-washed into believing that 'what's good for business is good for society'; that 'accumulated private good equals accumulated public good'; that 'growth is good and more growth is better'.

It takes tremendous individual effort to unlearn these flawed concepts, particularly when these concepts are constantly reinforced through every avenue and the alternate vision of an ecologically and socially sustainable economy is not.

I was first elected as a Burnaby City Councillor in 1987. I was a hard working, idealistic keener out to save the planet. I had just read *Our Common Future*—it was the Bible I clutched to my breast as I walked into City Hall.

Within that thoughtful global treatise that inspired so many of us at that time, one paragraph struck me as the key to the act locally part of the sustainable development equation.

“Most of the institutions facing [sustainability] challenges tend to be independent, fragmented, working to relatively narrow mandates with closed decision processes. Those responsible for managing natural resources and protecting the environment are institutionally separated from those responsible for managing the economy. The real world of interlocked economic and ecological systems will not change; the policies and institutions concerned must.”

In my blissful naivety, I copied the first two chapters of that book, underlined that paragraph and put it on the desks of all of the directors of the City of Burnaby—the Director of Planning, of Health, of Parks and Recreation, of Engineering and yes, of Finance as well. I organized afternoon workshops for the Directors, brought in the sustainability guru of the day, Dr. Bill Rees from UBC. I moved motions at Council, requesting the integrated comments of all departments on all staff reports; I insisted the Director of Finance attend the newly formed Environment and Waste Management committee meetings.

Eventually, this breaking down of the stovepipe structure and the single disciplined training that so many of our professionals still receive started to produce results.

We implemented the first Environmental Planner position in BC and engineering staff actually started walking up the stairs to ask for her input on road improvement contracts.

We negotiated an integrated pest management plan and finance staff helped facilitate the budgetary transition to hand weeding and other solutions, with pesticides as a last resort on Burnaby public lands.

“The real world of interlocked economic and ecological systems will not change; the policies and institutions concerned must.”

Years later, staff still teased me about the chaos I created and how I drove them all crazy that first year. But, they also told me it was my clear commitment to sustainability principles, my willingness to work with them through the transition, and my passionate belief in what doing things dif-

ferently would look like, that made them willing to try.

Today, Burnaby remains a leader in sustainability initiatives—due credit to the continuing vision and leadership of a progressive Mayor and Council; but due credit also to a municipal staff who made the cultural shift to more integrative thinking—and continued to approach their responsibilities in that way long after this opinionated, micro-managing Councillor had moved on.

I have a brief addendum to this story, from the end of my career as an elected official, when I served as provincial Minister of Environment Lands and Parks. By this time, of course, the Brundtland paragraph was etched so deeply into my soul that I could not conceive of any real progress towards sustainability without the accompanying structural and institutional change.

Under the umbrella of a unique entity called the Green Economy Secretariat, I had a small group of dedicated staff who worked across government ministries to integrate sustainability thinking and try to ensure that decisions and announcements reflected that thinking. Our cross ministry working committee on Climate Change enabled us to be the first (and I'm not sure we weren't the only) province to table with the federal government a fully integrated Climate Change Business Plan.

Our work with the Ministry of Finance enabled leading edge pilot projects in ecological tax shifting.

And, in what I regard as our boldest initiative, the Sustainability Commissioner legislation required that, over time, every ministry of government would be formulating their business plans and budgets and measuring their progress, based on sustainability principles.

Regrettably, that legislation was rescinded almost immediately after the government change and it would have been a huge undertaking of unprecedented long-term commitment to achieve such a vision, in any case. However, it was absolutely critical that senior levels of the bureaucracy were engaged in sharing that dream.

Clearly, conversion is not a guaranteed formula; many situations just don't present the opportunity and it won't always work. I want to end

There is that old adage that politicians (and governments) come and go, but the bureaucracy remains. And it's true. So, all I am saying is, leave a bit of yourself behind.

Turn the light bulbs on with your staff and your ideas will flourish long after the news headlines have been forgotten. And isn't that what achieving a sustainable legacy is all about?

my comments with some honest thoughts about some of the pitfalls of a 'convert the staff' approach to achieving a sustainability legacy.

First, it's not everyone's personal style; I think in a continuum, from big picture ideas to minuscule details. (There's a down side to that too—as one can often get overextended, overwhelmed and unfocussed.) Being a

crusader for sustainability thinking is a long, hard slog, often with little tangible evidence of progress. You can't just bark out the orders and run; staff need constant guidance and mentoring—and time to make the transition in their thinking and how they approach their jobs.

Be prepared for criticism from your colleagues who will tell you that this is not the role of a politician. I know full well I was often regarded as not really understanding that my job was 'out there' in front of the media and the voters, getting profile and coverage for our programs. To which I would reply—Yes, you are right. I need to do that too—but I also recognize that others will always be more effective at that than I. Political leadership can manifest itself in many different ways.

You will also be accused or regarded as being captured and manipulated by the bureaucracy, especially by those who believe that most public employees wake up each morning thinking how they can sabotage the politicians.

Granted, "just because we are paranoid doesn't mean someone isn't out to get us." It is very easy to get sucked in by an experienced, savvy senior staff person who has seen keeners before, knows how to tell them what they want to hear, then continues to rule their little fiefdom in the way they always have—but that is something all newly elected officials have to learn to deal with, regardless.

There is that old adage that politicians (and governments) come and go, but the bureaucracy remains. And it's true. So, all I am saying is, leave a bit of yourself behind.

I have to admit it was heartbreaking after the 2001 provincial election to see so many of our progressive initiatives wiped out so quickly. But, I have the consolation of knowing—and being assured by some of the

very people who were part of our most challenging sustainability initiatives—that the journey changed them, changed their awareness and perspective, and changed the way they approached problem solving and relationships with their counterparts in other ministries.

With apologies to the poetic license taken to one of Tommy Douglas's most famous quotes: "You can lock up a man, wipe out a program, defeat a politician but you can't lock up an idea".

Turn the light bulbs on with your staff and your ideas will flourish long after the news headlines have been forgotten. And isn't that what achieving a sustainable legacy is all about?

Jack Basey



Jack Basey, Q.C. was appointed Director of Corporate and Regulatory Services for the City of Victoria in 2005 where he is also the City Solicitor. He served the City as Director of Planning and Development for six years from 1999 and was the “Champion” of two City of Victoria Brownfield Redevelopment projects. A Fellow of the Institute of the International Municipal Lawyers Association, Jack has practiced in British Columbia, Alberta and Ontario.

Building A Better Relationship With Staff To Advance Your Policies

Relationships between staff and elected officials can be difficult for a variety of reasons . . .

Roles:

- We have different roles in our organization. Elected officials are less constrained and more entrepreneurial.

Wants/needs/views:

- We have different wants/needs/views with respect to our functions:
- Staff deal in facts—elected officials often in perceptions
- Orientation—staff deal in black & white—elected officials in a world of compromise/opportunity

Skills:

- We have difference skill sets/training in our respective roles: staff is usually primarily hired for professional skills—elected officials are not necessarily elected on their skills, but their stated values as well as leadership/charisma

Role of Elected Council/Board versus Staff

Council/Board Staff

Sets community/board vision & priorities	Implement council/board policy & law as applicable
Develops & established policy	Communicate council/board policy and priorities to the public
Allocates resources	Allocate resources appropriately (effectively and efficiently)
Establishes bylaws	Enforce bylaws/policies/rules as applicable
Communicates to staff and CAO	Provide information & advice to council/board
Communicates and listens to the public	Staff & administer organization
Translates the public will/ wishes into policy & law as applicable	Alert council/board to problems
Informs the public of policy & law	Recommend actions & initiatives/policies
Appraises the administrator	Appraise staff who report to them
Stays informed of issues	Stay current in field of expertise
Deals with conflict, both external/internal. To maintain this role, some distance/separation from operations/administration is necessary	Conduct business in a professional manner with integrity
Appoints administrator & possibly senior management	

In my humble view, what does an elected council/board want?

- Respect for the democratic process and their role in it
- Honesty
- Professional informed advice
- Timely advice
- Trust
- Professionalism
- No surprises
- Understanding of the role of council/board

In my humble view, what does staff want?

- Clear direction and priorities for organization
- Predictability in decision making
- Honesty, no games
- Respectful working relationship
- Professionalism in council's/board's approach
- Understanding of the role of staff (rowing the ship)
- Trust in their abilities (micromanagement is a No No)
- Support of staff (Everyone who is creative takes a risk in making a mistake)

Elected Council/Board/Staff Breakdowns: Where things go wrong:

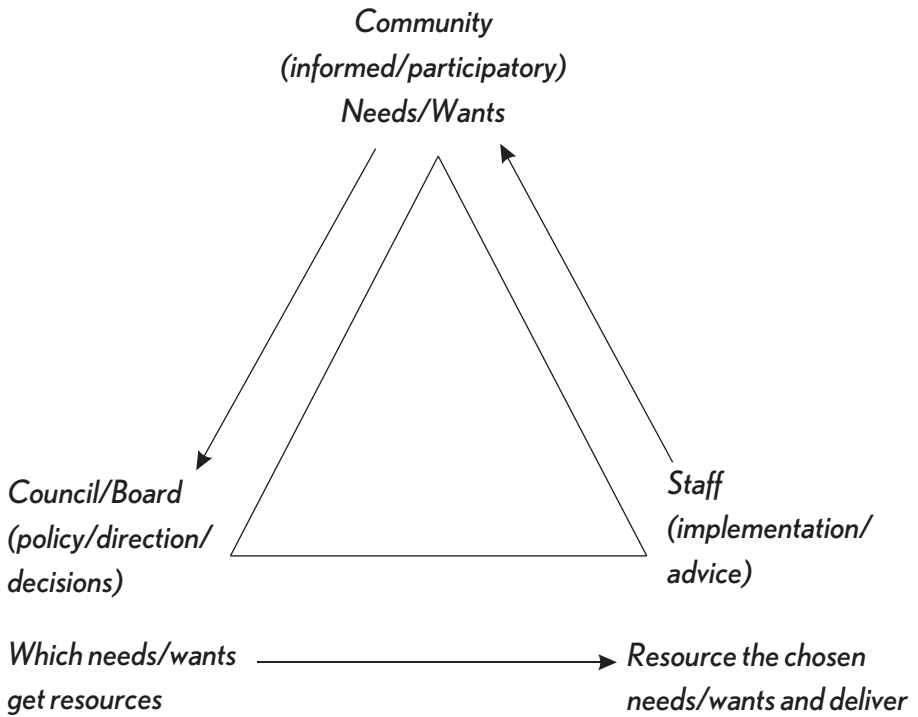
From a Council/Board Perspective

- Lack of trust in staff—Why?
- Lack of respect for the role of council/board as the voice of the community
- Lack of leadership from the mayor/chair
- Lack of leadership from the administrator—Why?
- Poor mayor/chair and administrator relationship—Why?
- Poor staff/council/board communication—Why?
- Lack of understanding of the different roles of council/board & staff
- Poor conflict resolution skills
- Overly close relations between council/board/staff
- Win/lose culture of council/board
- Lack of teamwork—agreement on priorities by council/board
- Unwillingness to work together with staff

From a Staff Perspective

- Public criticism of staff—they can't fight back—Also “take the glory and pass the blame”
- Lack of team approach by council/board or staff—council/board as “Her Majesty’s Loyal Opposition”
- Lack accountability for decisions—blaming others
- Perceived/actual lack of skills by staff and/or council/board (Are we all up for the job?)
- Lack of respect by council/board of staff—Address it!
- Council/board doesn't ask for advice—Why? Act!
- Council/board doesn't take advice—Why? Act!
- Micromanaging—council/board rows as well as attempting to steer the Ship of State
- Lack of certainty/predictability in decision making
- No identification of priorities as an elected body
- Timeliness in decision making

Building Partnerships: in a perfect world . . .



- Symbiotic relationship
- Interdependency
- Success depends on partnership

How can Staff and Council/Board build a better partnership?

Jack's Tips

- Quality orientation for new council/board members by staff
- Staff briefing sessions on issues—offer good advice
- Corporate planning/priority setting—must be supported—set priorities as a body and communicate them—acknowledge the 3-year election cycle: plan, implement and review
- Informal communication outside of council/board meetings
- Communication of council's/board's rationale for decisions—consider an issues strategy for controversial decisions

- Joint planning sessions between staff/elected officials
- Mutual respect:
 - Be honest and trustworthy with each other
 - council/board to respect Staff's role and world and vice versa
 - Walk in each other's shoes
 - Training/knowledge/skills
 - Really understand and practice your role—steering/rowing
 - Staff/council/board accord—mutually agree to rules of engagement—no surprises
- Code of conduct—Respectful work environment—The Golden Rule
- Judge staff by their performance—not their personality

Acknowledgements

The able assistance of Allison Habkirk, former Mayor of Central Saanich, who freely gave me her time and own work in this area, as well as the courage of the elected officials who put in long hours, with limited financial compensation for little respect and media 'abuse' . . . You have MY respect!

Leading Edge Policy for Sustainability

Municipalities and school boards have a pivotal role to play in achieving sustainability. Creating stronger, healthier communities is obviously in their interest. They also have significant leverage, from legal jurisdiction to sizable purchasing power. As such, they are perfectly placed to lead the way in sustainable practices.

Policies are how politicians turn visions of sustainability into reality. The presenters in this section have been part of groundbreaking sustainable policy initiatives that prove that municipal governments can—and are—creating sustainable legacies.

Kim Fowler



Kim is the Director of Development Services for the City of Port Coquitlam, a community of 57,000 within the GVRD. Kim is leading the implementation of a Sustainability Initiative which includes a triple bottom line checklist applied to rezoning and development permit applications and all City land sales. She is a member of the Canadian Institute of Planners with over 15 years of experience.

Kim shared her secrets of success regarding two major triple-bottom line (economic, social, environmental) projects she has managed. The first, Dockside Green in Victoria, BC, started as a difficult brownfield site which has become a sustainability poster child.

The second was the design of a new official city plan incorporating sustainability principles for the City of Port Coquitlam, and a sustainability checklist for all new developments. In both cases, Kim proved sustainability was not incompatible with effectiveness, efficiency and financial viability; the notes from her presentation are included below.

Dockside Lands

The Dockside Lands project was initiated in September 2001 to redevelop 12 acres of environmentally contaminated land within the City of Victoria.

Located adjacent to the Upper Harbour and Downtown in the Victoria West neighbourhood, the vision for the Dockside Lands calls for a mixed use, sustainable development that is based on triple bottom line (social, economic and environmental) principles.

The site will meld together the marine industrial uses along the working harbour to the east and the residential commercial areas to the west and north, through a mix of light industrial, commercial and residential uses.

The project used “New Urbanism” principles (including integrating uses, rather than the traditional separation of commercial, industrial, residential uses) and a “Triple Bottom Line” approach (looking at the environmental, social, and economic aspects of the project.)



Before

Triple Bottom Line Approach

Environmental aspects

- Greenhouse gas neutral
- Brownfield remediation
- Noise, air pollution mitigation
- On-site wastewater, stormwater management
- Potable water use reduction
- Green roofs, landscaping
- Alternative transportation
- Education program

Economic Aspects

- Responsibility for remediation

- New jobs
- Local business
- Bio-diesel, waste wood facilities
- Infrastructure costs
- Open space, reduced municipal costs

Social

- New urbanism
- Mixed-use
- Affordable
- Streetscape
- Public space
- Public art
- 2-1 density

The project had a minimum break even policy, and was developed using a business case model. A \$5.7 million deficit had to be offset through redevelopment. The business case provided baseline information, including the degree of environmental contamination, land use, and an initial market analysis. A market risk analysis was conducted to prove that the City could sell the land and a developer could develop it and make a reasonable profit.



After

This was the principal economic element of the Triple Bottom Line.

This project is now hailed as a model, but it had failed three times previously and had even earned the nickname the “Darkside.” Partnerships were crucial to its eventual success and included BCBC, Bill Lang, Windmill/VanCity Enterprises,

community, interdepartmental, as well as teamwork between city staff, council, and community relations.

The balanced scoring of 1/3 environmental, 1/3 economic and 1/3 social is called triple bottom line assessment.

City of Port Coquitlam Sustainability Checklist

This is an excerpt from the checklist; the full checklist is available at www.city.port-coquitlam.bc.ca/shared/assets/SustainabilityChecklist2040.pdf.

Sustainability

Our Vision: Port Coquitlam will aspire to be a complete community, unique because of its small town atmosphere, its strong sense of pride and where:

- Citizens have a collective sense of belonging, and contribute to the quality of life in the community.
- The community celebrates a vibrant culture and heritage.
- The environment is nurtured for present and future generations.
- A dynamic economy contributes to prosperity and the opportunity to work close to home.
- Planned development strengthens the character of the community, helping to create safe and affordable neighbourhoods.

—*Port Coquitlam Official Community Plan (OCP), 2005*

Using Triple Bottom Line Assessment to Achieve Sustainability Goals

The City of Port Coquitlam is committed to fiscally, socially and environmentally responsible land use development. Sustainable development integrates the three systems that support us—the economy, the environment and our society. Each of these systems must be functioning and healthy for us to survive and enjoy a high quality of life. To be sustainable, we must understand how these systems interact, and make sure our activities do not compromise the ability of any of the systems to

Sustainability: To improve the social, environmental and economic well being of the community through good planning and land use management (OCP, 2005)

function currently and in the future.

New development is essential to achieve a complete community in which to live, work and play. The location, composition, density, and design of new development projects can have an immense, cumulative impact on the community our community's ability to: sustain a healthy economy and rea-

sonable cost of living; to provide effective and accessible public services; to secure adequate choice and opportunity for present and future generations of residents; to protect our environment; and to ensure we all continue to enjoy a high quality of life.

Developers and their consultants are important partners in maintaining and improving our community's high quality of life. By providing sustainability criteria at the earliest development stage, the City enables developers and their consultants to create the most sustainable project possible. The Sustainability Checklist provides a comprehensive assessment of a development project's contribution to sustainability by balanced scoring of environmental, economic and social criteria. The balanced scoring of 1/3 environmental, 1/3 economic and 1/3 social is called triple bottom line assessment.

Please note, in total, the checklist describes an *ideal*—it is highly unlikely that any one project will earn maximum points in all sections, and no pass/fail standard has been set. Different types of development will result in a range of scores, and some sections may not be applicable to all development, which will be noted in the assessment. The checklist assessment will indicate how well a proposed application performs relative to the sustainability and complete community goals contained in our OCP and Corporate Strategic Plan, and help identify any areas where improvement is desirable and possible. It will inform decisions in the development approval process as to how well a proposed development achieves community sustainability.

Instructions

All Rezoning and Development Permit applicants are required to complete the Sustainability Checklist, as follows:

Triple Bottom Line Approach

Environmental

- GHG neutral
- Brownfield remediation
- Noise, air pollution mitigation
- On-site wastewater, stormwater management
- Potable water use reduction
- Green roofs, landscaping
- Alternative transportation
- Education program

Economic

- Responsibility for remediation
- New jobs
- Local business
- Bio-diesel, waste wood facilities
- Infrastructure costs
- Open space, reduced municipal costs

Social

- New urbanism
- Mixed-use
- Affordable
- Streetscape
- Public space
- Public art
- 2-1 density

Self-Scoring: Applicants are to review and complete the checklist, as an initial assessment. The criteria are weighted differently so the maximum score for each criterion reflects its importance to sustainability goals. To calculate the score, multiply the points for a given answer by the criteria's weight and enter it into the designated TBL column. The first page divides the weighting score into 50% for the economic and social columns. The second page directs the scores to be placed in the unshaded column.

Supplementary Information: Statistical data indicated by an asterisk (*) is to be provided (e.g. the number of permanent employees, floor area ratio, property tax base increase) as well as a completed copy of the LEED Canada-NC 1.0 Project Checklist or best practice checklist for each application. Consultation with City staff may be of assistance in estimating this data. If needed, provide any additional description of how the proposed development incorporates the sustainability criteria.

Submit Application: Submit the completed checklist, data and supplementary information as part of the rezoning or development permit application.

Final Assessment: City staff will review the checklist and discuss with the applicant. Following the consultation with the applicant, a final checklist will be completed by staff for review by the Community and Economic Development Committee and Council, as part of the application process.

For More Information, Contact:

Planning Division 2nd Floor, City Hall, 2580 Shaughnessy Street Port Coquitlam, BC V3C 2A8 Tel 604.927.5410 Fax 604.927.5331 Email planning@portcoquitlam.ca/www.portcoquitlam.ca

Resources

- Official Community Plan: www.portcoquitlam.ca
- 2002 Strategic Plan: www.portcoquitlam.ca
- Zoning Bylaw: available at City Hall
- Downtown Plan: available at City Hall
- Canada Green Building Council website: www.cagbc.org
- SmartGrowthBC website: www.smartgrowth.bc.ca

PORT COQUITLAM SUSTAINABILITY CHECKLIST uses “triple bottom line assessment to achieve sustainability goals;” used for all rezoning and development permit applications. www.portcoquitlam.ca

SUSTAINABILITY CHECKLIST

REZONING AND DEVELOPMENT PERMIT APPLICATIONS

	<i>Points</i>	<i>Wt</i>	<i>Total</i>	<i>Soc</i>	<i>Env</i>	<i>Eco</i>
1. Land Use						
<ul style="list-style-type: none"> Mix of uses provided or uses consistent with OCP Adds to the diversity of uses within an existing neighbourhood, such as employment, housing, retail, civic, educational, cultural, recreational 	None - 0 Poor - 1 Good - 2 to 3 Excellent - 4 to 5	1	/5	(50%)		(50%)
2. Housing						
<ul style="list-style-type: none"> Offers or adds a mix of housing types, sizes and tenure, including special needs¹ Provides units with a wide-range of pricing options that will be sold or leased 	None - 0 Poor - 1 Good - 2 to 3 Excellent - 4 to 5	2	/10	(50%)		(50%)
<ul style="list-style-type: none"> Provides subsidized or rental housing² 	No - 0 Yes - 5	1	/5	(50%)		(50%)
3. Community character and design						
<i>a) Design</i>						
<ul style="list-style-type: none"> Building design follows required architectural style and demonstrates innovation Building orientation towards open space, views and/or daylight Treatment of façade breaks down massing and articulates depth, verticality & street edge Scale and massing of buildings relate to neighbourhood structures Provides crime prevention through environmental design Incorporates enhanced durability/longevity of construction materials. 	None - 0 Poor - 1 Good - 2 to 3 Excellent - 4 to 5	2	/10	(50%)		(50%)
<i>b) Public Space</i>						
<ul style="list-style-type: none"> Creates or enhances community spaces, such as plazas, squares, parks & streets Strong connections to adjacent natural features, parks and open space Builds or improves pedestrian amenities, such as sidewalks, transit shelters, bike racks and connections to civic, cultural, school and retail/service uses 	None - 0 Poor - 1 Good - 2 to 3 Excellent - 4 to 5	2	/10	(50%)		(50%)
<i>c) Density & Infill</i>						
<ul style="list-style-type: none"> Maximizes FAR or dwelling unit/acre density¹ Results in infill/redevelopment and enhanced community fabric² 	None - 0 Poor - 1 Good - 2 to 3 Excellent - 4 to 5	1	/5	(50%)		(50%)
<i>d) Transportation</i>						
<ul style="list-style-type: none"> Accessible by multiple modes of transport, emphasizing public transit including future planned Parking does not visually dominate the street view & allows easy, safe pedestrian building access Interconnected road system with direct street connections, short block lengths, no cul-de-sacs Provides traffic speed & demand management 	None - 0 Poor - 1 Good - 2 to 3 Excellent - 4 to 5	1	/5	(50%)		(50%)

	Points	Wt	Total	Soc	Env	Eco	
4. Environmental Protection & Enhancement							
a) Lands <ul style="list-style-type: none"> Does not intrude on ALR or designated open lands Protects riparian areas and other designated environmentally sensitive areas Provides for native species habitat restoration/improvement Redevelops environmentally contaminated site 	None -0 Poor -1 Good - 2 to 3 Excellent -4 to 5	2	/10				
b) Servicing <ul style="list-style-type: none"> Does not require extension of existing municipal infrastructure (e.g. roads, water and sewer) Located in existing commercial and transportation nodes 	None -0 Poor -1 Good - 2 to 3 Excellent -4 to 5	1	/5				
c) Construction/Design <ul style="list-style-type: none"> Provides LEED certification (certified, silver, gold, platinum) or accepted green building best practices (e.g. Built Green BC, Green Globes)³ 	None -0 Certified -2 Silver -3 Gold -4 Platinum -5	4	/20				
5. Social Equity							
<ul style="list-style-type: none"> Contains elements of community pride and local character, such as public art Provides affordable space for needed community services Conducts public consultation, including documenting concerns & providing project visuals 	None -0 Poor -1 Good - 2 to 3 Excellent -4 to 5	2	/10				
6. Economic Development							
a) Employment <ul style="list-style-type: none"> Provides permanent employment opportunities¹ Increases community opportunities for training, education, entertainment or recreation 	None -0 Poor -1 Good - 2 to 3 Excellent -4 to 5	1	/5				
b) Diversification and Enhancement <ul style="list-style-type: none"> Net increase to property tax base¹ Promotes diversification of the local economy via business type and size Improves opportunities for new and existing businesses, including eco-industrial and value-added Developer demonstrates experience with similar projects 	None -0 Poor -1 Good - 2 to 3 Excellent -4 to 5	1	/5				
TRIPLE BOTTOM LINE SUMMARY				Social/Environmental/Economic	/35 (%)	/35 (%)	/35 (%)
				Application Total	/105 (%)		

1 Per the instructions, please provide statistical data for these indicators, such as floor area ratio, estimated number of employees, number of housing types, sizes and tenures.

2 Subsidized Housing encompasses all types of housing for which some type of subsidy or rental assistance is provided, including public, non-profit and co-operative housing, as well as rent supplements for people living in private market housing. It also includes emergency housing and short-term shelters. Enhanced community fabric includes multiculturalism, mobility accessibility, integration with neighbourhoods and crime prevention through environmental design.

3 Please provide a copy of the green building checklist chosen. For example:

LEED Canada-NC 1.0 Project Checklist can be obtained at:

<http://www.cagbc.org/uploads/LEED%20Canada-NC%20Project%20Checklist.xls> Green Globes at:

http://www.greenglobes.com/design/Green_Globes_Design_Summary.pdf

Raymond Louie



Raymond was first elected to Vancouver City Council in 2002. He is a member of the Hastings Institute Inc. Board of Directors, the Vancouver Public Housing Corporation and city standing committees including Planning and Environment, and Transportation and Traffic. An avid cyclist, Louie raced for several years with a local team.

Raymond played a key role in the development of Vancouver's new ethical/sustainable purchasing policy, which supports businesses that function in a way which supports long-term sustainable practices. He found establishing a task force representing stakeholders, including businesses, was a powerful way to give the venture credibility. The policy itself appears below; further details are available on the city of Vancouver website: www.vancouver.ca.

Ethical Purchasing Policy

Purpose

The goal of the City of Vancouver's Ethical Purchasing Policy (EPP) is to ensure that all suppliers to the City meet, at a minimum, the performance standards outlined in the Supplier Code of Conduct, which includes core labour conventions of the International Labour Organization (ILO). It demonstrates a commitment to sustainability by seeking to ensure safe and healthy workplaces for the people who make products for the City of Vancouver, where human and civil rights are respected. The EPP also ensures that purchasing activities are aligned with the City's Mission Statement and Values.

The policy establishes an avenue whereby complaints of abuses in workplaces that are involved in the manufacture of apparel and agricultural products purchased by the City can be made to the City. The City will determine the level and the degree necessary to investigate and act upon complaints.

The policy is not intended to interfere with the City's collective agreements.

Scope

All City staff. The EPP applies to the City's procurement of apparel items and fair trade agricultural products, including coffee.

Definitions

Purchasing refers to the process of procuring products from manufacturers or vendors.

Suppliers are companies that have a direct business relationship to the City of Vancouver. These companies may have factories or production facilities of their own or they sub-contract parts or their entire production.

Sub-contractors are companies that have been sub-contracted by our suppliers. They do not have a direct business relationship with the City of Vancouver.

Factories or Production Facilities are factories producing products for the City of Vancouver, whether it is a supplier's factory or sub-contractor's facility.

Fair Trade Certification is a system that seeks to improve the lives of agricultural product producers in origin countries by ensuring that the owners of farms receive a guaranteed fair price for their harvest. Transfair is the recognized certification body in Canada.

Fair Trade Agricultural Products are products that are agricultural in origin that can be Fair Trade Certified by Transfair Canada, or if unavailable, another National Initiative (NI) of the Fair Trade Labeling Organization (FLO) International. Examples of commodities currently include coffee, green and black tea, cocoa products, sugar, and bananas and other tropical fruit.

Fair Trade Labeling Organization (FLO) International is the global Fair Trade standard setting and certification organization for products bearing Fair Trade certification labels. FLO certifies producer organizations, and audits trade between certified producer organizations

Establishing a task force representing stakeholders, including businesses, was a powerful way to give the venture credibility.

and registered traders in consuming countries, including all steps of processing and industrial manufacturing.

National Initiative (NI) is a FLO member organization based in a consuming country that monitors Fair Trade Certified product supply chains from the point of importation, and is responsible for monitoring and setting standards for usage of the Fair Trade Certified logo.

Certified Organic is a certification system that requires agricultural production without the use of synthetic pesticides, herbicides, or chemical fertilizers, and that contributes to a healthy environment including clean groundwater.

International Labour Organization (ILO) is the UN specialized agency which seeks the promotion of social justice and internationally recognized human and labour rights. The ILO formulates international labour standards in the form of Conventions and Recommendations setting minimum standards of basic labour rights.

Supplier Code of Conduct (SCC) sets the minimum performance standards for the City of Vancouver's Ethical Purchasing Policy. The goal of the SCC is to ensure safe and healthy workplaces for the people who make products for the City of Vancouver; where human and civil rights are upheld in accordance with the conventions of the ILO.

ILO Core Labour Conventions means the minimum labour standards set out in the Supplier Code of Conduct.

1. Guiding Principles

1.1 The City of Vancouver will:

- ensure that its Ethical Purchasing Policy (EPP) and accompanying Supplier Code of Conduct (SCC) are reviewed regularly and require compliance with ILO core labour conventions.
- share information with current and future suppliers so they are aware of the City's expectations in terms of product certification and workplace practices.
- rely on a combination of approved external independent certifications, supplier disclosures and certifications, and public disclosure of information about factory and production facilities, to ensure that suppliers comply with the EPP.
- evaluate and accept on a case-by-case basis any instances where it is

reasonably determined by the City or supplier practices may differ from policy so long as the purpose and spirit of the policy is always upheld.

- work with suppliers who do not fully comply with the policy to assist them to improve their workplace practices.
- reserve the right to discontinue business with suppliers who are not responsive to requests to address concerns around workplace practices and instances of non-compliance with the EPP.
- where opportunities exist (or are emerging) work collaboratively with other organizations on monitoring and verification processes (e.g. municipalities).
- adhere to all applicable legal requirements and trade agreements.
- require that suppliers ensure subcontractors comply with the SCC.

1.2 The City recognizes that to be successful and meet its stated objectives that its EPP must also be based on:

- *Collaboration*: Working with suppliers and other key stakeholders to continuously improve purchasing activities and workplace practices.
- *Credible verification*: Working with recognized agencies to ensure compliance with the SCC (E.g. Fair Labour Association, Verite, Worker's Rights Consortium).
- *Fiscal responsibility*: Ensuring that implementation and management of the EPP is aligned with approved resource allocations.
- *Fairness and Transparency*: The decision making process must be open, transparent and respect the rights of all key stakeholders to a fair and just process.

2. Implementation, Compliance and Monitoring

2.1 The City will incorporate criteria in the overall evaluation process of suppliers related to corporate social responsibility, workplace practices and fair trade certification in the award of contracts, and will not knowingly award contracts to any supplier who is not in substantial compliance with the performance standards contained in the SCC. The SCC will be one of the criteria in the overall evaluation process.

2.2 The City expects all its suppliers to respect its SCC and to actively

do their utmost to achieve the City's standards. The City believes in cooperation and is willing to work with its suppliers to improve performance where necessary.

- 2.3 The City expects that new or potential suppliers commit to respect the attached SCC within a reasonable period of time as mutually agreed to by the City and supplier at the time of contract. In choosing new or potential suppliers, the City will give preference to suppliers who are already in compliance with SCC standards over those who are not.
- 2.4 The City will require that suppliers uphold the SCC through specific language in supplier contracts, including agreement to independent facility inspections if so desired by the City.
- 2.5 The City will require that suppliers provide details on factory and production facility locations of suppliers and subcontractors and will make this information publicly available (e.g. annual reports, web site postings, etc).
- 2.6 The Manager of Materials Management will respond and investigate credible complaints with respect to violations of the SCC that are brought to his/her attention using a combination of research and dialogue with suppliers.
- 2.7 If the Manager of Materials Management believes that workplace conditions do not meet the standards outlined in the City's SCC, he/she will notify the supplier and request that corrective action be taken.
- 2.8 The City reserves the right to ask for proof of compliance with all applicable labour, health, safety, and environmental laws, and may inspect working conditions, at any time (or request independent verification of compliance). Suppliers must maintain current and sufficiently detailed records to substantiate their compliance with the SCC and the City may ask that they are independently verified at the supplier's expense.
- 2.9 Compliance with the SCC will become part of the City's supplier evaluation process (along with other factors including service and performance).

3. Reporting and Evaluation

Application of the City's EPP will be monitored by the Manager of Materials Management who will annually report to Council on implementation progress, financial implications, supplier compliance, complaints and remediation activities, supplier feedback, and other stakeholder input. Where the City has knowingly entered into, or maintained, contracts with suppliers and their subcontractors who do not fully comply with the EPP, these exceptions will be reported to Council along with a rationale for maintaining the ongoing relationship.

4. Review

The Manager of Materials Management will be responsible for reviewing the EPP and SCC annually and reporting findings to Council annually. Through consultations with key stakeholders (suppliers, subject experts, city staff, etc.) the Manager of Materials Management will identify and recommend revisions to the EPP and SCC. Such review will include a review of new items for potential inclusion within the scope of the EPP (e.g. new fair trade certified agricultural products).

Question and Answer Session Selections

Q: We can't get bulk rates on ethical purchasing because we can't leverage regional buying.

A: There's a Sustainable Purchasing Network has been started to try and get better rates.

Q: Regarding strategy: should you start in one area to get buy-in? Or implement ethical purchasing throughout all departments?

A: City of Vancouver started with an easy option of fair-trade coffee. At the same time, if you get all the departments involved, the savings are much more substantial.

Resources

CITY OF VANCOUVER ETHICAL SOURCING POLICY

“demonstrates a commitment to sustainability by seeking to ensure safe and healthy workplaces for the people who make products for the City of Vancouver, where human and civil rights are respected.”

www.vancouver.ca/policy_pdf/AF01401.pdf

CITY OF VANCOUVER SUPPLIER CODE OF CONDUCT

(SCC) “sets the minimum performance standards for the City of Vancouver’s Ethical Purchasing Policy. The goal demonstrates a commitment to sustainability by seeking to ensure safe and healthy workplaces for the people who make products for the City of Vancouver, where human and civil rights are respected.”

www.vancouver.ca/policy_pdf/AF01401.pdf

Deborah Curran



Deborah is a co-founder of Smart Growth BC and was its president for five years. She teaches Municipal Law at the University of Victoria Faculty of Law and is principal of Deborah Curran and Company, specializing in legal strategies for smart growth. Author of A Case for Smart Growth and West Coast Environmental Law's Smart Bylaws Guide, Deborah has served as advisor with the Greater Vancouver Regional District, the Victoria Foundation, and the city of Victoria

Advisory Planning Commission.

Deborah challenged the audience's assumptions regarding the policy tools available to them, then focused on particular policy options useful for managing growth sustainably; an edited version of her PowerPoint presentation follows.

Policy Tools for Sustainability

1. True or False?

Local governments have more than five ways to secure parkland when new development occurs.

True

- Development cost charges
- 5% park dedication upon subdivision (or cash in lieu)
- Negotiating zoning
- Density bonus
- Conservation covenants on riparian areas or other environmentally sensitive areas

True or False?

New development generally pays for itself through fees (permit fees and development cost charges) and taxes, and often brings additional revenue to the municipality.

False

Municipalities are not allowed to charge developers 100% of the addi-

tional cost to the municipality of new development. Single family residential development is a net tax drain over the long term.

True or False?

If a municipality changes zoning (especially downzoning or decreasing the allowed density of a parcel) it will have to compensate property owners for any loss of value of the land.

False

- s.914 Local Government Act
- No “Takings” in Canada
- No compensation for changes in land use due to zoning or plans (unless only use is public)

2. Urban Containment Boundaries

- All regional growth strategies in BC
- Agricultural Land Reserve
- Saanich —almost 40 years
- Encourages redevelopment

3. Plexing

- Sensitive infill
- Use existing infrastructure fully
- Simple—zoning change and design guidelines
- Maintain single family feel

4. Density Bonus

- Definition—exchange of benefits
- Generally not used to its full extent; not used well
- Three requirements:
 1. Well-defined density uplift in OCP
 2. Prioritized amenities in OCP
 3. Transparent calculation of financial benefit and cost of amenities

5. Fiscal Incentives

- Heritage Revitalization Tax Exemption
- Riparian Tax Exemption
- Revitalization Tax Exemption Zones

6. Performance Indicators

- Track progress
- Show incremental change
- Benchmark for setting priorities
- Community dialogue

Question and Answer Session Selections

Q: Should we have population caps?

A: There's no legal reason why you couldn't do it. However there's a charter right to mobility so you have to frame it properly—it can't be discriminatory. The Gulf Islands Trust deals with this issue a lot. You can deal with inequity issues through policy tools.

Resources

SMART BYLAWS GUIDE www/wce.org/issues/urban/sbg

Sustainable Schools and Local Government Operations

Schools are where we nurture our next generation of citizens. So what better place to start creating a sustainable legacy than in our schools?

Schools and other local government operations can be trail-blazers for the rest of the community, modeling sustainable practices and educating everyone who uses the facilities. Not only are they important as teaching grounds: as significant consumers of resources, from power to products, schools and local government operations can also make a big difference to the sustainability of a region in and of themselves. But how should local governments start their journey to sustainability—and where do they want to add up?

In this powerhouse workshop, Thomas Mueller, the head of BC's Green Building Council, provided a “big picture” overview of sustainable schools. Peter Rayner, a green school architect, provided specific examples of schools, and what worked and what did not, while Kathy Corrigan, a school trustee, provided an overview of Burnaby's newest green schools, as well as initiatives to use more sustainable cleaning supplies in schools. All their hard-won advice made the workshop a “can't miss” item for those interested sustainable schools and local government operations.

Thomas Mueller



Thomas is President of the Canada Green Building Council. With over 15 year of experience in sustainable resource management and planning for urban sustainability, Thomas was responsible for the development of technical programs and policies for green buildings, sustainable communities and infrastructure and corporate sustainability and public education in various positions at the Greater Vancouver Regional District. He is a LEED accredited professional and a provisional member of the Canadian Institute of Planners.

Top Considerations for Sustainable Schools

Sustainable Design

- Site selection & design
 - Energy
 - Heating, cooling & ventilation
- Lighting
- Water
- Materials

Non-toxic & durable

- Indoor environmental quality

Air quality

Day-lighting

- Commissioning
- Facilities performance evaluation
- Faculty & student performance
- Renovation

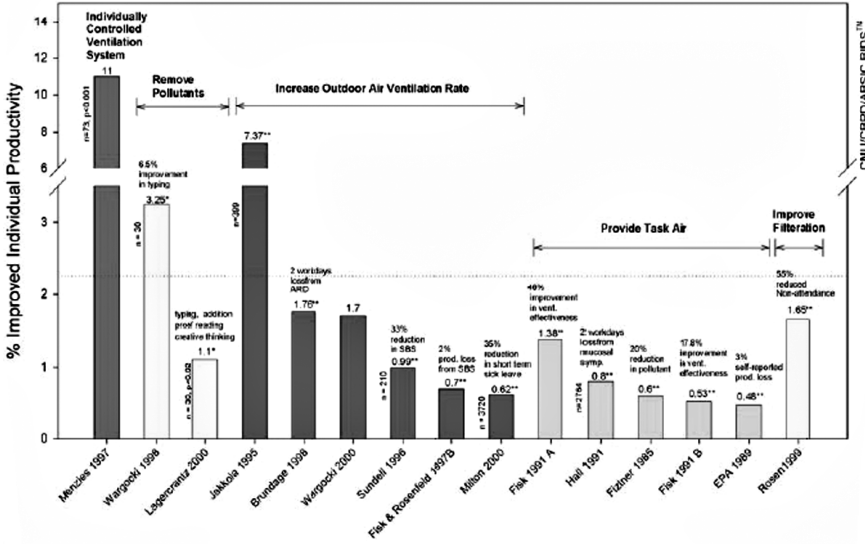
Operations

- Chemical Use
- Cleaning products
- Pest controls
- Grounds maintenance
- Food
- Fragrances
- Art supplies
- Curriculum/education

Benefits of High Performance Schools

- Heightened student performance
- Better student & teacher health
- Increased Average Daily Attendance
- Improved teacher satisfaction & retention
- Enhanced indoor & outdoor environmental impact
- Reduced operating costs

Increased Ventilation Control = Productivity gains

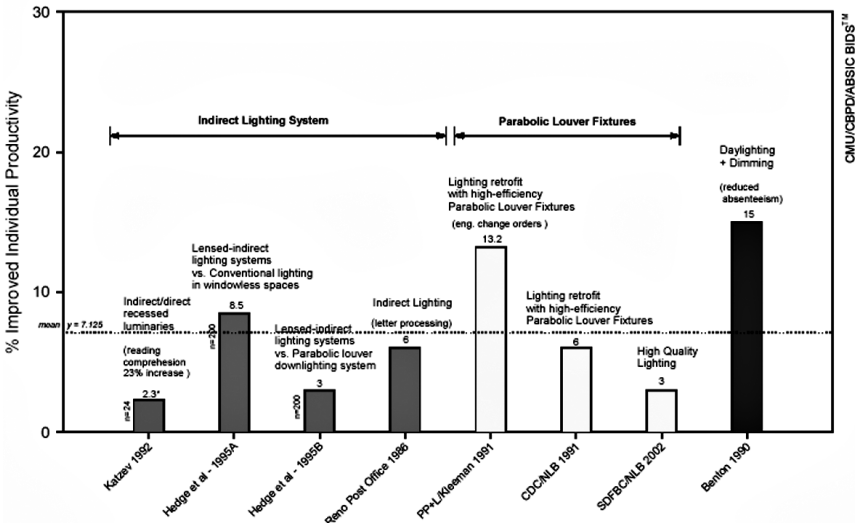


Case Studies Introducing Improved Indoor Air Quality

(* Performance improvement for specific tasks multiplied by estimated time at task)
 (** Improved ventilation effectiveness calculated relative to productivity gains from other studies)

Source: Building Investment Decision Support (BIDS), Carnegie Mellon University Department of Architecture, 2003

Increased Lighting Control = Productivity gains



Case Studies Introducing Improved Performance with Lighting Control Strategies

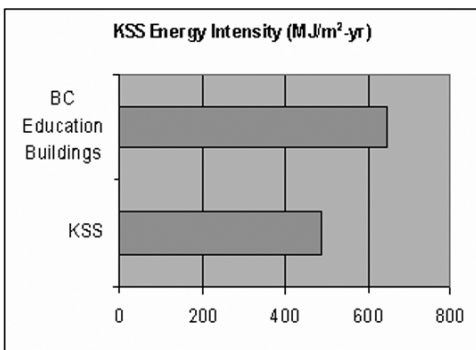
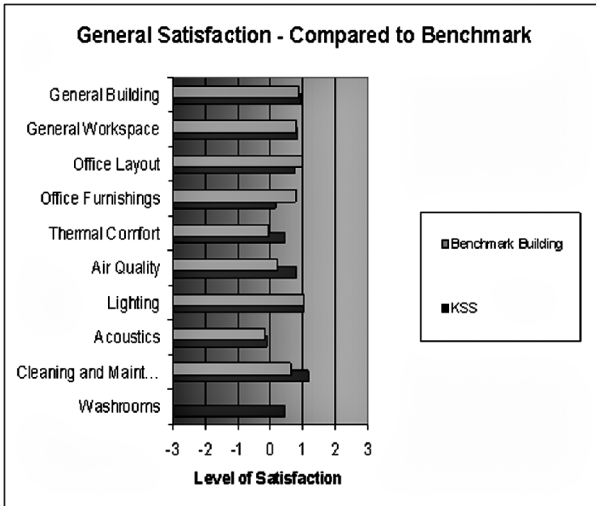
(* Performance improvement for specific tasks multiplied by estimated time at tasks)

Source: Building Investment Decision Support (BIDS), Carnegie Mellon University Department of Architecture, 2003

Kelowna Secondary School

Building Characteristics

- Senior secondary school with offices, offices, classrooms, labs, library, gymnasium
- Located in Kelowna, BC
- Two storeys
- 162,000 sf (15,050 m²)
- 1,700 students and staff



Lessons Learned

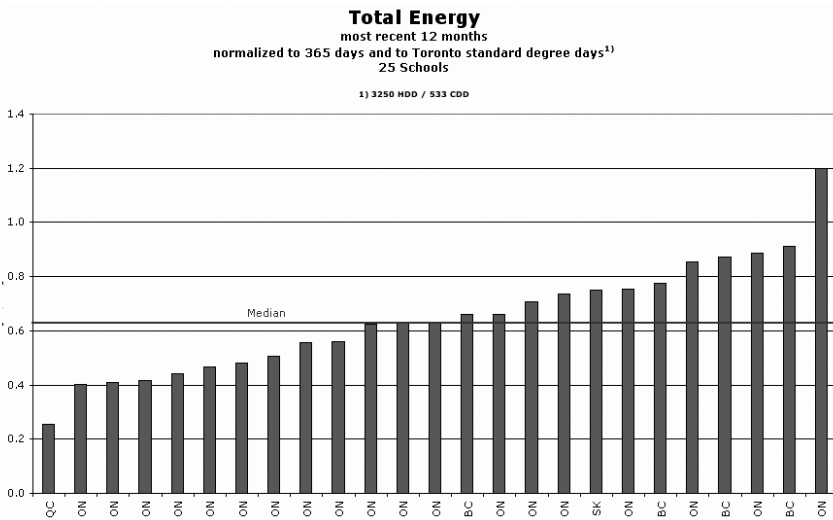
- Acoustics were rated below satisfactory; male students were more dissatisfied than female

- Washrooms have received some damage through demanding use
- Cost and energy consumption were both successfully minimized using a compact design
- Building shape allowed limited daylight in some interior areas caused a sense of claustrophobia in some people
- Fan coil service corridor has saved cost and prevented disruption of classes

The Living City

- The Living City is a collaborative initiative among business, communities, governments and other stakeholders to create and deliver programs that achieve significant, measurable change in the sustainability of city regions
- Under this sustainable community banner, school boards are invited to work through Sustainable Schools towards excellence in energy efficiency and environmental management
- This program is available to school boards across Ontario

Phase I-II: Actual New School Energy Performance Baselines



Despite this attention, Phase I-II of the program found a surprisingly wide range of energy performance for recently-built schools. The high decile uses more than double the energy of the low decile, costing an additional \$40,000/year for the average school

Peter Rayher

Peter is the principle design architect for C.J.P. Architects and has spent the past 32 years designing schools and college buildings all over BC. He has applied sustainable design and LEED principles to his latest buildings, including the elementary schools in Burnaby which were the focus of his presentation at the Forum.

Sustainable Building Design

Follow Green Building BC Program and Leed Guidelines

- Energy
- Water Conservation
- Waste Management
- Materials Recycling
- Indoor Environmental Quality
- Life Cycle Assessment

Schools Are Ideal For Natural Ventilation Concepts

- Due to large open spaces
- This brings about a **reduction in operating costs** by up to 50%

Green Building Design – Low Tech / High Tech

High Tech

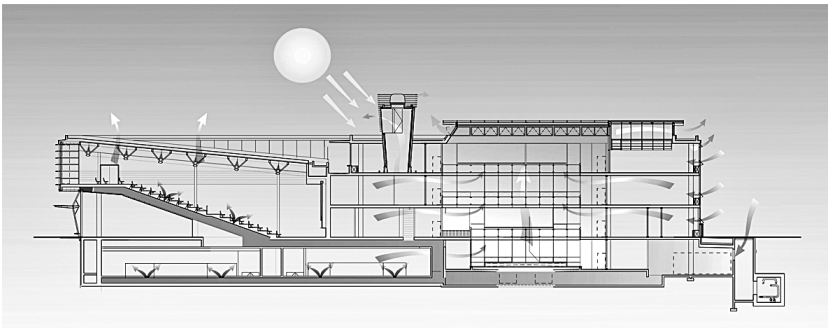
Mechanical Efficiencies

Electrical Efficiencies

Low Tech

Natural Dynamics

Biological Principles



Taking care of the low tech first reduces the impact/cost on the high tech measures

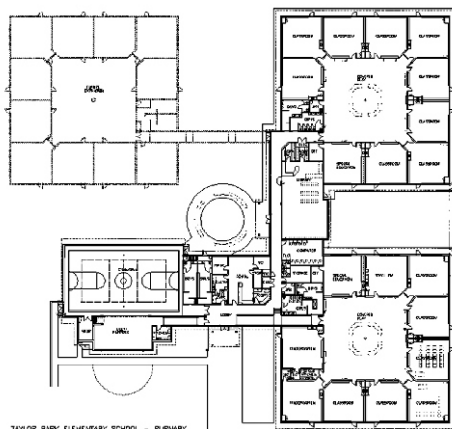
Design Vision

- Apply Green Building concepts to reduce operating costs by up to 50%
- Explore school designs that replace traditional corridors with atriums for circulation
- Atriums are useful educational spaces
- Increases in total area do not result in higher project costs by:
 1. Elimination of expensive corridors
 2. Reducing mechanical costs from 20% to 15% due to reduction of duct work and fan equipment.

GREEN BUILDINGS—The CJP Experience

Taylor Park Elementary School, Burnaby, BC

- Pilot Project for Green Buildings, BC
- Integrated design process
 - 2 design charrettes involving everyone
- Achieve consensus on:
 - 1 or 2 storey options
 - Orientation
 - Tree study
 - Low tech approach
 - Energy CBIP modeling—45% savings
 - Educational directives and opportunities



Floor plan, Taylor Park Elementary School

Green Sustainable Design Features

Materials

- Recycled content in gypsum board, ceiling tile, insulation & flooring
- High fly ash concrete
- Recycled copper piping
- Heavy timber structure

Mechanical

- Natural ventilation except for gymnasium & administration
- Classrooms exhausted through atriums. Which are heated with waste heat
- Fresh air is drawn through grills at baseboard radiation to temper air
- Energy savings—45%

Electrical

- Daylight at 2 sides of classroom
- High windows in gym
- Atriums have translucent polycarbonate with vertical clear glass facing north
- Daylight sensors reduce energy

Water

- Low flush toilets
- Minimal irrigation
- Slow release roof drains
- Due to methane deposits: water drained to storm line

Cost Analysis

Allowable area for 400 students + 2 kindergarten = 3225 m²

Total area provided with atriums = 3726 m²

Cost with site = \$5,497,745

Building = \$4,433,966

Cost / m² including atriums = \$1,189 / m²

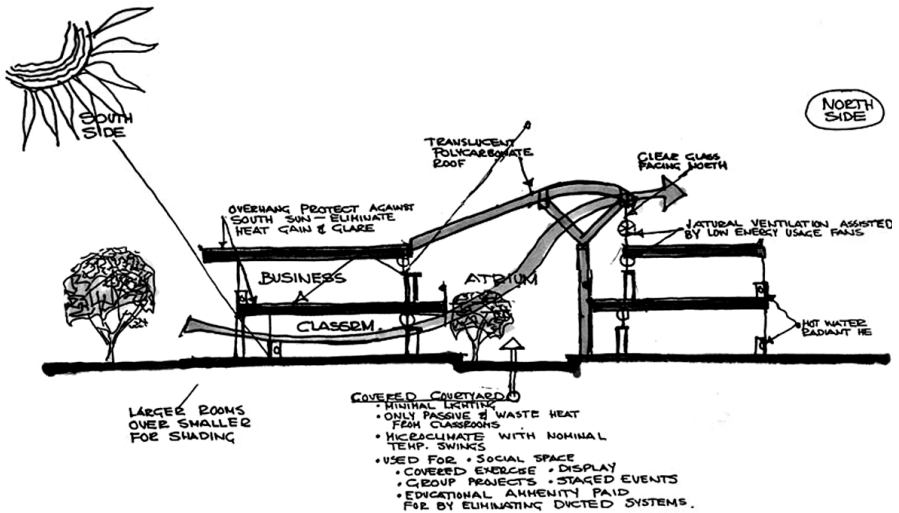
Cost / m² using Ministry area = \$1,360 / m²

Result

Cost was higher than estimate even though mechanical was only 13.07% due to:

- Expensive translucent roof and complex heavy timber structure
- Mechanical and electrical controls
- Glass areas
- Methane warning system
- Small scale project and busy tender climate

Byrne Creek Secondary School, Burnaby, BC



ACADEMIC MODEL

Cost Analysis

Allowable area for 1200 students = 12,030 m²

includes 250 m² added for second gym

Total area provided with atriums = 13,000 m²

Cost with site = \$13,391,572

Building = \$12,406,572

Cost / m² including atriums = \$954 / m²

Cost / m² using Ministry area without gym area = \$1,053 / m²

Total construction with gym = \$1,031 / m²
Mechanical = 15.56%

Result

Cost was low due to:

- Tilt up construction
- Simple atrium structure
- Large scale of project

Green Building Design: 5 Rs

Recycle, Reuse, Reduce
plus
Restore, Rethink

Kathy Corrigan

Kathy is currently vice-chair of the Burnaby School Board, and has been a school trustee since 1999. Chair of the Buildings and Grounds Committee, she also sits on the education, finance and policy committees. For the past 5 years she has been a researcher for the Canadian Union of Public Employees and was the staff advisor to the CUPE BC Environment Committee 2002–2005.

Custodians, environmentalists push for safer, greener cleaners

High school custodian Scott Stove remembers when the teams of carpet cleaners going through Burnaby schools during summer break were using a product called Winsol SE-750, a carpet cleaner that contained highly toxic methylene chloride, a known carcinogen.

But that was before Stove's local CUPE 379 in Burnaby, got together with the Labour Environmental Alliance Society (LEAS) on an innovative project, called Cleaners, Toxins and the Ecosystem that links workplace health and safety with environmental issues. Within a few months, the local, with backing from parents and teachers, had convinced the Burnaby School District to make a major shift in its cleaning products ordering, towards safer, more environmentally-friendly products.

"We'd known that there were some nasty ingredients in some of the cleaning products we were using," said Stove, a custodian at Alpha Secondary School for the past 19 years. "But we didn't know that one of those ingredients was known to cause cancer.

"LEAS really got the ball rolling when it told us about what was in the SE-750," he said.

Over the last three years, the Cleaners, Toxins and the Ecosystem project has brought workers and occupational health and safety committees at a number of work sites together with environmental activists and researchers. They're looking at cleaning products in use at the sites and identifying those with ingredients that are particularly toxic to both workers and the receiving environment. The objective is to eliminate them from use and substitute safer, greener products. "This project is about making people aware of the toxins and carcinogens in their work environment, demonstrating the impact on their health and the environment—and then

LEAS has published a CancerSmart Consumer Guide and a Cleaners and Toxins Guide.

working with health and safety committees to eliminate those toxins,” said Mae Burrows, the executive director of LEAS and the creator of the project. “It’s part of shifting our thinking from pollution control and waste treatment

to a more preventive approach that protects workers’ health and the environment by preventing the use of pollutants in the first place.”

So far, the sites include a long term care facility, a fast food chain, a couple of hotels, recreational and office complexes—and a number of school districts, including Burnaby and Langley. Unions working with LEAS include the Canadian Union of Public Employees, Hospital Employees Union, Canadian Auto Workers, and the United Food and Commercial Workers. More unions and sites are asking to be included as news of the projects gets around.

Much of the work involves poring over Material Safety Data Sheets (MSDS) and looking for carcinogens and other toxins, based on a number of benchmarks, including the federal Workplace Hazardous Materials Information Systems (WHMIS), the International Agency for Research on Cancer’s (IARC) carcinogens lists, and Environmental Defense’s Scorecard hazards ranking system.

In 2002, LEAS published a 24-page Cleaners and Toxins Guide to help OH&S committees target some of the worst chemical ingredients in cleaning products. A key part of the popular booklet are the Do Not Use and Substitute lists of toxic ingredients commonly found in cleaning products. The organization has also produced a CancerSmart Consumer Guide that identifies and offers alternatives for dozens of household cleaning products and pesticides and home maintenance products.

Once they’ve identified toxic cleaning products in the workplace, LEAS researchers and OH&S committees look for alternative products to replace. When the project was first launched in 2001, there weren’t a lot of those around—but the number of companies producing environmental product lines has grown over the last three years and it’s not surprising that the demand is highest in BC.

In addition to the workplace audits, LEAS also works with the BC Federation of Labour to cosponsor Toxins in the Workplace workshops, presented as part of the advanced health and safety training

program. So far, close to 500 workers have taken the course, which emphasizes the health-environment link and gives workers tools to find out for themselves what they might be exposed to and how to deal with it. Many people go straight from the course back to their communities and begin working with their local OH&S committees to replace the toxic products in their own workplace.

Once they know the drill, OH&S committees can do an effective job in keeping things going by reviewing new products and MSDS as they come in. “LEAS got things going here in Burnaby, and now the district is really involved,” said Brent Farbridge, the OH&S director for CUPE 379. “They’re really making a conscious effort to make the best environmental choice and then they’re passing it over to us to check it out before it’s approved.”

It’s taken a while in some cases, added Stove, who said people are sometimes reluctant to stop using an effective cleaning product, even if it is toxic, especially if it makes the work harder or more time-consuming. “But people really are starting to think a lot more about what they’re using, and the effects it might have on health, especially for kids. This project definitely opened our eyes.”

Resources

GREEN WORKPLACE PROGRAM is a no cost or low cost service designed to help small to medium size businesses reduce the environmental impact of their operations through cost saving solutions. The program is coordinated by the Environmental Youth Alliance (EYA) who hire and train youth teams to conduct the audits as part of an employment skills program.”

GREENING YOUR OFFICE CHECKLIST from Environment Canada: www.ns.ec.gc.ca/greenman/office.html

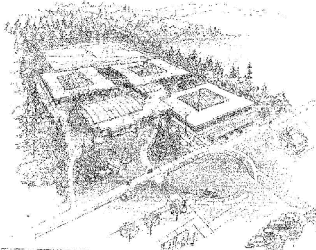
LABOUR ENVIRONMENTAL ALLIANCE SOCIETY offers resources to help eliminate toxic cleaning products from schools and other workplace environments. Also promotes the Student’s Environmental Bill of Rights: www.leas.org.

Taylor Park Elementary School

Innovative ventilation system saves roughly \$100,000 in capital costs

Participants

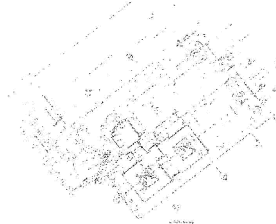
Owner:	School District # 41
Architects:	CJP Architects
Structural:	Pomeroy Engineering Ltd.
Mechanical,	Earth Tech Canada Inc.
Electrical:	
Energy:	Graham Henderson, BC Hydro
Landscape:	DMG Landscape Architects
QS / Cost:	James Bush & Associates
Other Partners:	



All photographs courtesy of CJP Architects

Building Statistics

Address:	Mission Avenue, Burnaby
Occupancy:	480 pupils K to 7; provision to expand to 600 pupils
Floor Space:	3,225 m ²
Complete:	n/a



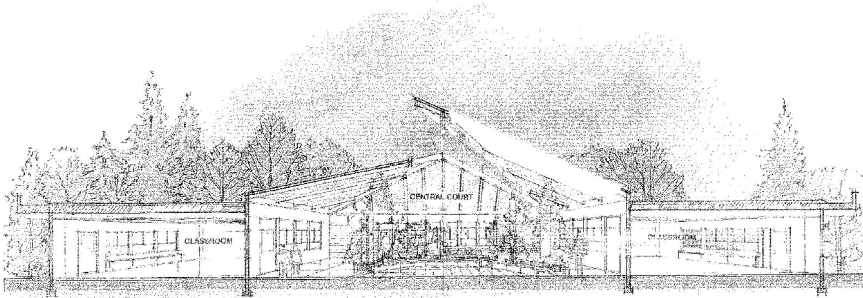
Building Construction

Energy Strategies

- ⇒ All of the Green Buildings BC pilot projects set targets for energy reduction of a 50% reduction from the MNECB.¹ Energy simulations for Taylor Park project an energy reduction of 45% below MNECB,² bringing \$15,700 in yearly energy savings and 38.1 metric tonnes of yearly CO₂ savings.
- ⇒ A Computerized Direct Digital Controls (DDC) system will allow the performance of the mechanical and electrical systems to be tracked and monitored, and the flexibility of the DDC controls system will allow further energy issues to be optimized during the initial operation of the building.
- ⇒ The Gymnasium and Multi-purpose room air system uses an air to air heat reclaim system for energy savings.

¹ The MNECB is the Model National Energy Code for Buildings.

² These are likely to be subject to changes of several percentages up or down as the project is approved by CBIP.

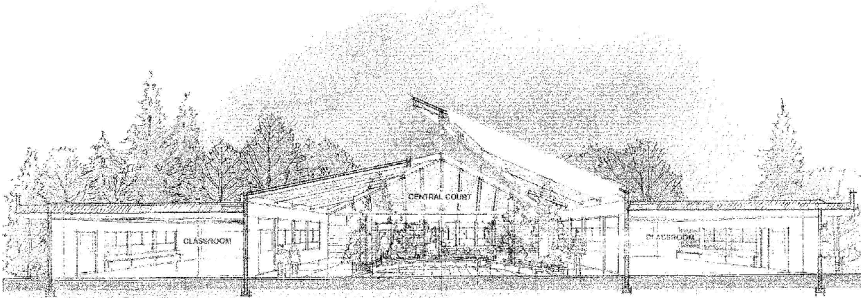


- ⇒ The natural ventilation system is approximately \$100,000 less than a standard HVAC system for this type of school, and offers approximately 25% savings of capital costs. The natural ventilation system uses low static fans and avoids ducting and its accompanying costs. The picture above shows the air flowing in through the classrooms and out through the courtyard.
- ⇒ Using "point of use" water heaters at each classroom and washroom group minimizes domestic hot water piping and reduces energy losses. It also eliminates the need for any domestic hot water recirculation piping, saving materials as well.
- ⇒ A "high temperature difference" hot water heating system with a condensing boiler allows the heating piping sizes to be reduced, thus saving materials as well as energy.
- ⇒ Other energy-conserving features include vinyl frame windows at U-0.48 and demand ventilation with CO₂ sensors.

Transportation Strategies

- ⇒ The building is within walking distance of skytrain and buses.
- ⇒ The local divided walking and bicycling trail extends right to the school's main entrance (see picture on page 1). The regional of New Westminster / Vancouver bicycle connector is 100 meters north of the school. Extensive bike parking at the schools entrance and on-site walking paths will encourage the use of these walking and bicycling routes.
- ⇒ The school will share parking with the nearby park to minimize the total combined parking.



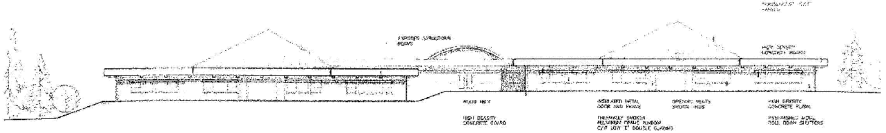


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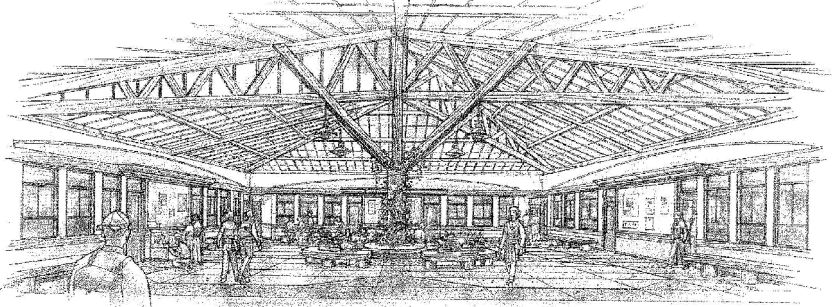


Waste Strategies

- ⇒ Recycling and composting amenities are incorporated as part of the school curriculum: recycling boxes and worm composters to be located in the courtyard (See below).

Indoor Environmental Quality Strategies:

- ⇒ 75% or more of the indoor finish materials are low-emissions. All wall and ceiling paints will be water-based latex VOC. All floors will be resilient tile or rubber, unless they are in areas that require acoustic treatment, where carpet will be used. Low VOC T-bar ceilings will be used.
- ⇒ The overall building design maximizes daylight to all rooms. 90% of the building floor area has exterior windows providing daylight, and all classrooms are oriented to allow daylight from two sides.
- ⇒ The building has no ducts or air plenums to harbor contaminants and it will have CO₂ and methane monitors to ensure that the air is always clean.



Project Process

- Geoff McDonell P.Eng. of Earth Tech. Canada notes: "We strongly support the integrated design process and truly believe it brings more value to the Owner."

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Pam Taylor, CAW Local
2002

David Thompson, Better
Environmentally Sound
Transportation

Darryl Walker,
Vancouver and District
Labour Council

Alan Young,
Environmental Mining
Council of B.C.

 Chlorine-free,
recycled paper



Labour Environmental Alliance Society

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mburrows@telus.net www.leas.ca

January 20, 2003

Ron Burton, School Trustee
Greg Frank, Secretary-Treasurer ✓
Herman Maldonado, Custodial Supervisor
School District 41, Burnaby
5325 Kincaid Street
Burnaby, B.C. V5G 1W2

Dear Messrs. Burton, Frank and Maldonado,

I wanted to pass on my commendation once again for the work that the Burnaby School Board, CUPE 379 and the District Health and Safety Committee did in replacing the toxic cleaning products that were being used in Burnaby schools. Wherever I have made presentations and conducted workshops this past year, I have cited the Burnaby School District committee's example, and people have invariably been impressed with the achievement. It is work that deserves to be better known!

We're currently working with Environment Canada to expand the Cleaners project and to track the achievements that have been made on this and other sites. It's important to Environment Canada — as it is to us — to give some recognition to the initiatives that are being taken on toxins elimination and pollution prevention.

To do that, it's really important to quantify the results — to show the amounts of the toxic chemicals that were previously being used in order to determine the amounts that have been eliminated.

As I understand, the products substituted in Burnaby's case were Essential Neutral Cleaner, Sheer Magic Germicidal Cleaner and Winsol SE-750 Stain Remover. Could you please provide me with numbers on the amounts of each those products that you had been using on an annual basis prior to substitution being made? That information is an important component of the work that was done in Burnaby and I think we'd all like to see it recognized.

Yours truly,


Mae Burrows
Executive Director

Cc: Terry Allen, President CUPE 379
Brent Farbridge, Health and Safety Chair, CUPE 379

'Revitalizing jobs and the environment through social justice'



Labour Environmental Alliance Society
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Vancouver, B.C. V5L 2R8
Tel: 604-669-1921
Fax: 604 696-9627

Toxins-Free Schools

Student's Environmental Bill of Rights Backgrounder

A number of school districts in British Columbia have already taken action to reduce toxic substances in the school environment by eliminating toxic cleaning products, paints and other products and replacing them with safer substitutes. Joint occupational health and safety committees, made up of representatives of employers and employees, have been instrumental in making the changes, and many initiatives have come from the workplace, as workers have asserted their right under health and safety legislation to reduce hazardous materials.

School districts have also been responsive to a growing public awareness about toxins in the school environment, and in a November 2004 BC Enviro poll 91 per cent of respondents supported the elimination of carcinogenic chemicals from schools.

A growing body of evidence points to chemical exposure as a major contributing factor to a range of disorders in children, including asthma, autism, Attention Deficit Hyperactivity Disorder, reproductive and neurological impairment and cancer ⁽¹⁾. In many cases, the incidence of those disorders has risen in recent years.

- The incidence of childhood cancer in Canada is up 28 per cent since the 1970s ⁽²⁾.
- The causes of autism are not fully understood but developmental exposure to chemicals is an important factor ⁽³⁾, especially since the rate of autism in the U.S. has risen dramatically in the last two decades and is 5-8 times what it was in the 1980s ⁽⁴⁾.
- Childhood asthma is more clearly linked to a variety of environmental factors, with cleaning products, solvents and other chemical playing a significant role in the rapid increase in asthma cases. Health Canada reported in 1997 that doctors had diagnosed asthma in children four times more often in 1996 than in 1984 ⁽⁵⁾.

Children are particularly vulnerable to the effects of toxic chemicals because of their higher metabolic rate and because their bodies continue to develop from birth until puberty. Exposure to chemicals at critical times of development can have permanent effects through adulthood.

Numerous chemicals found in the school environment are associated with disorders in children. The following are among the substances that school districts should include on a toxins-free checklist:

- Pesticides, including insecticides and herbicides used on school properties, are associated with an elevated rate of leukemia, non-Hodgkin's lymphoma and brain cancer, among other cancers ⁽⁶⁾.
- Mercury from broken thermometers and lab spills in past years can create ambient levels of toxic mercury that can affect children's neurological development.

- Solvents and glycol ethers used in school cleaning and maintenance products have been linked to learning disabilities and attention deficits, especially when children are exposed at critical times of development ⁽⁷⁾.
- Some of the cleaning and maintenance products used in schools contain reproductive toxins and carcinogens. Some are also asthmagens.
- Asbestos, a known human carcinogen, is still found in some schools in both insulation and flooring materials.
- Chromated copper arsenate, or CCA, was widely used as a wood preservative for playground equipment and while many schools have replaced the equipment, not all have. Children playing on equipment are exposed to carcinogenic arsenic.

While workers have the right to know what hazardous materials they may be exposed to on school properties, that right does not extend to students or parents at the school.

The Student's Environmental Bill of Rights would extend the "right to know" to students and parents and give them the right to refuse to enter a classroom "where harmful substances are reasonably believed to exist." Just as students are now entitled to "peanut-free" areas because of the allergy potential, students would be informed and given the right to avoid exposure to an asthmagen, for example, or a carcinogen such as formaldehyde, if the exposure could cause them harm.

An environmental bill of rights for students is consistent with the United Nations Convention on the Rights of the Child, which Canada has ratified. Canada also signed the 1997 Declaration of the Environmental Ministers of the G-8 on Children's Environmental Health, which states that "prevention of exposure is the single most effective means of protecting children against environmental threats."

Who We Are

The Labour Environmental Alliance Society (LEAS) is a registered BC-based charity that seeks to protect the environment and human health through research and education.

In 2002, LEAS was the recipient of the prestigious "Pollution Prevention Award" from the Canadian Council of Ministers of the Environment for our work on eliminating toxins in the workplace. This award is given annually "to an institution, organization, or group that has demonstrated significant results and leadership in avoiding or minimizing the creation of pollutants and waste."

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- ⁽²⁾ Canadian Cancer Statistics, 2003. Canadian Cancer Society, National Cancer Institute, Provincial/Territorial Cancer Registries, Statistics Canada, Health Canada.
- ⁽³⁾ See note 1.
- ⁽⁴⁾ Parlikar, M.R. "More cases of autism or better identification of cases?" Butler Hospital, 2005. Available online at: <http://www.butler.org/body.cfm?id=125&chunkid=89416>
- ⁽⁵⁾ Health Canada Population Health Survey, 1996-1997. Cited online at: http://www.cmhc-schl.gc.ca/en/burema/gesein/abhose/abhose_078.cfm
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- ⁽⁷⁾ Schettler, Ted; Stein, Jill; Reich, Fay; Valenti, Maria. In Harm's Way: Toxic Threats to Child Development. A Report by Greater Boston Physicians for Social Responsibility, 2000.

New elementary school sets down green roots

By Michael McQuillan
NEWSLEADER STAFF

Built on a garbage dump, Burnaby's newest school is arguably the greenest in the province.

Known currently as Taylor Park elementary school, the building uses the latest environmental technology. Every sidewalk, water fountain and light fixture is aimed at making the school more efficient, economical and environmentally friendly.

When completed, it will be a satellite campus to Stride elementary with kindergarten to Grade 3 students in the new school and Grades 4 to 7 at Stride. Some 440 full time students will be enrolled next September. The school is designed to have an addition put on which will bring the capacity up to 600.

The efficiencies and environmental friendliness of the new school start with the parking lot, said Burnaby school district's Russell Sales, manager of capital projects. The school will share a parking lot with the new Taylor Park. What that does is reduce the footprint of the school, so there is less concrete and asphalt. Reduced hard surfaces means storm water runoff into neighbouring creeks will be decreased.

There are fewer sidewalks around the schools and those being built use concrete with more flyash, another environmentally friendly option. That also applies to the concrete used in the foundation.

Instead of hard surfaces,



MARIO BARTEL/NEWSLEADER

Joan Lee, the principal at Stride Elementary, imagines the possibilities for the two atriums at her new satellite school at Taylor Park.

grounds around the school will be grass turf and wildflowers. As many of the original trees have been kept.

When they chose where to build the school, they didn't just plop it down on the flattest piece of ground, said Sales. Wind direction and speed were studied. It was also vital to determine the orientation of the sun, so it could allow for the maximum amount of light entering classrooms.

One of the real energy savers is through the school's lighting. Sensors read when a person enters a room or leaves and the lights get turned on or off accordingly. The sensor also determines

the amount of outside light coming in. So on a sunny day, the inside lights automatically dim because less is required to meet the 45 foot candle standard.

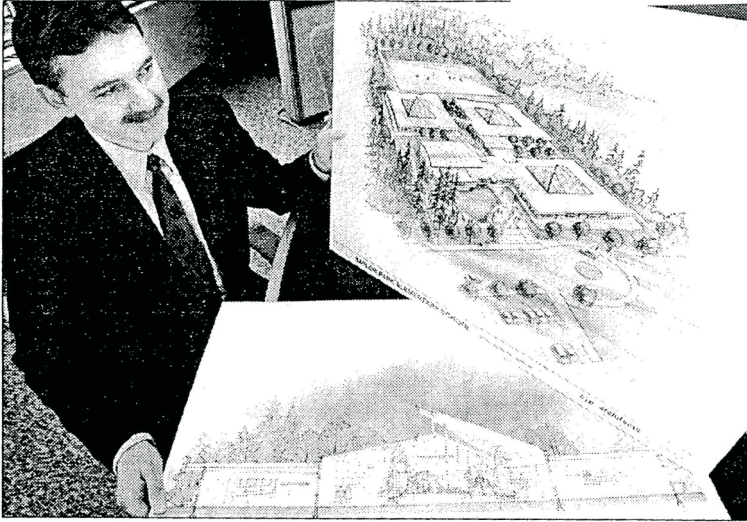
Windows are abundant throughout. Classrooms are located around a central hub that has a slanted roof with skylights. Each classroom has at least two banks of insulated windows and some have three. The gymnasium and stage also have large windows.

The building's ability to heat and cool itself is also efficient. Sensors stop unused rooms from being heated while a free flow of air between rooms also

reduces the heating costs.

Instead of a central boiler to heat water throughout, classrooms with sinks have instant hot water dispensers. These compact units eliminate the need for large hot water heaters to be constantly running. The use of dispensers, which heat water through an electrical current, reduced the overall cost of the \$5.4 million building because a network of copper pipes is not required.

The total price tag for the school is more than \$13 million, including \$7.2 million for the site. The district is expected to receive some grants to offset the cost because it is a green building pilot project.



MARIO BARTEL/NEWSLEADER

NEWEST SCHOOL

Greg Frank of the Burnaby School District, examines conceptual drawings of the new Taylor Park Elementary School, the district's first "green" school.

New school gets custom touch

BY DAVID ALLAN WEIR
NEWSLEADER STAFF

Time to throw away the cookie-cutter mold because Burnaby's newest school will be anything but.

The Burnaby school district has received the conceptual drawings for Taylor Park elementary, a 480-student school planned for the south-east quadrant of the city, just off Southpoint Drive on yet-to-be-built Mission Avenue.

And from the beginning, Taylor Park elementary has been anything but the familiar cookie-cutter school the B.C. Ministry of Education has asked school districts to build in order to save money.

From the outset, Taylor Park elementary has been planned as a "green school," which would use 50 per cent less energy than similar type buildings. It is one of three such pilot projects currently underway in B.C.

"I think this is a great concept," said Greg Frank, Burnaby school district's secretary-treasurer who is overseeing the project.

Very little about the soon-to-be-built school looks traditional.

The single-storey building will have two educational pods consisting of a ring of classrooms encircling a covered courtyard area. Each classroom will have a door to the outside and another to the courtyard area.

Linking the two pods will be a hallway and the school's library, which has been designed to

be expanded if, and when, a third educational pod is built.

Next to the first pod will be the school's gym, multipurpose room and offices. This part of the school has been designed to be partitioned off from the rest of the building so it can be used by the community in the evenings and on weekends.

The school is being built adjacent to the proposed Taylor Park which will wrap around the school site on three sides. This will give the classes access to outdoor facilities beyond just the on-site field.

It will be positioned on the property to take advantage of natural light. And with each classroom having two walls of windows, there will be lots of natural light, meaning lower costs for lighting.

And heating/cooling costs will be lessened thanks to cross-ventilation designed to move heated/cooled air throughout the school without a large energy-devouring mechanical plant.

The school is also being designed to capture rainwater for reuse on site, watering plants and flushing toilets, for example.

With all the innovations, some might expect the construction project to become an out-of-control money pit, but Frank said that will not happen.

That's because the school will still have to be built within the ministry's \$4-million capital grant allowance.

The kindergarten to Grade 7 school is slated to be open by September 2002.

Energy-saving school design pulls in \$43,500

By Christina Myers
BURNABY NOW REPORTER

The new Taylor Park elementary, in the final stages of construction, has garnered a \$43,500 payment thanks to its superior energy performance design.

The money was awarded by Natural Resources Canada's commercial buildings incentive program, which offers a financial incentive for the use of energy-efficient features in new commercial or institutional building designs.

According to Dave Wiebe, Burnaby school district's manager of communications, a building has to demonstrate an increase in energy efficiency of 25 per cent or more against the standard energy code. He notes that the new school, which is still going through a community naming process, came in at a "quite impressive" 41.5 per cent.

Wiebe cites several aspects of the building that contributed to the energy savings, including:

- ♦ the building's design and placement on the site maximizes access to and use of natural light;
- ♦ internal lighting adjusts to changing levels of natural light;
- ♦ two atriums help funnel additional light into the building;
- ♦ the use of non-mechanical natural air ventilation with heat recovery, in which fresh air flows into the building through external vents and the air is heated using the building's own hot water system instead of being independently heated. This air then moves through the building via vents that lead to

the atriums, where an upper level fan draws it through and out of the building – only the gymnasium and the offices require mechanized air flow. Wiebe says it's believed this is the first time this technology has been used in a public school.

♦ a variety of minor components that add to the overall efficiency, such as modern natural gas boilers with higher efficiency than standard, occupancy sensors that automatically dim lights, insulation levels, overhangs that diffuse natural light, and the type of glass and window glaze used.

As much as \$60,000 can be awarded for designs that meet Natural Resource Canada's requirements, to encourage energy-efficient design practices and to bring about lasting changes in the Canadian building design and construction industry. The award is distributed 80 per cent in advance to applicants, as an incentive payment, with another 20 per cent provided on proof of completion of an agreed-upon design.

Applications require the used of energy performance simulation software to demonstrate the expected saving, which the district was able to do using B.C. Hydro's building efficiency program, in partnership with its design assistance team.

According to the Natural Resources Canada website, the program, which began in April 1998, is expected to run until March of this year.

Inspirational Initiatives

Want to impress your constituents—and everyone else?

How about cutting your landfill garbage by 30 per cent? Or maybe you'd like to run your municipality on clean energy? Perhaps you'd like to involve your community in a sophisticated collaborative sustainable design process, supported by leading academics from UBC? Or maybe you want your municipality to be fully accessible to all your citizens?

Amazing things are underway in places like Ladysmith, Anmore, Maple Ridge, Oliver and across BC. Steal the secrets of their successes, outlined below.

Rob Hutchings

Currently serving his fifth term as Mayor of the Town of Ladysmith, Rob Hutchings is presently both a teacher and counsellor at Ladysmith Secondary School and the operator of "The Old Town Bakery" in downtown Ladysmith. Mayor Hutchings has worked in a leadership role with many community service organizations and has been a Director of the Cowichan Valley Regional District since 1993. At the Forum, he spoke about Organic Waste Collection and Liquid Waste initiatives in his municipality.

The Town Of Ladysmith Organic Collection Program

Garbage Collection and Recycling

- Ladysmith is part of Cowichan Valley Regional District Solid Waste Management System
- Ladysmith first to introduce household collection of recycling in CVRD in 1995
- CVRD presently has one of the highest rates of recycling in BC
- Our goal, as a region, is to work towards zero waste
- The CVRD deals with residual garbage by exporting it

Year	Population	Waste (tonnes)	Recycling (tonnes)
1990	59,000	45,000	3,600
2004	75,000	33,000	41,000

Three areas of concern:

1. **Values:** Someone else is dealing with our residual waste problem
2. **Economics:** Increasing cost of export
3. **Tenure:** Future availability of landfill space outside our jurisdiction; contract expires Dec. 2006

- All four Atlantic provinces have had household collection of organic waste for at least ten years
- Many communities in Ontario and Quebec have instituted household collection of organics: very popular, and very effective in reducing residual garbage stream
- Few if any communities in Western Canada do it
- Town evaluated of organic collection pilots in central and eastern Canada
- Town reluctant to do a pilot because of cost

Organics Collection

- Weekly collection
- Contractor to supply containers. (valued at \$21)
- Low-tender \$.85 per month or \$.21 a week
- Compost material delivered to ICC in Duke Point

\$.21 per week includes:

- Two containers
- 10 biodegradable bags
- Weekly pick-up

Week 1: 1 can garbage & unlimited organics

Week 2: unlimited recycling & unlimited organics

Compostable materials include:

- Fruit and vegetable scraps
- Meat and fish products
- Pasta, bread, and cereal
- Dairy products, egg shells
- Soiled paper towels and tissues
- Soiled paper food packaging
- Ice cream boxes, sugar & flour bags
- Cake, cookies, and candies
- House plants including soil

Roll out campaign:

- October-February
- Newspaper ads and articles
- Utility bill stuffer
- Town recreation leisure guide
- Town web page
- Grocery bag stuffer
- Posters
- Broadcast e-mails
- Info displays at key centers
- TV and radio coverage
- School presentations
- Ladysmith Home Show
- Info included with containers delivered at beginning of February



Began organic collection February 6 in 80% of community

Community-wide by February 13

Key staff fielded questions and concerns from public

Mayor personally responded to the irate citizens

Results

Date	Garbage	Recycling	Organics
1990	70 tonnes	30 tonnes	
2004	50 tonnes	30 tonnes	20 tonnes

Next Steps

- Custom made biodegradable bags
- Bylaws to require multi-family compliance
- Possible summer student program to assist non-participants ie: elderly
- Encourage other urban areas within Cowichan Valley to begin organic collection

Resources

LADYSMITH ORGANIC COLLECTION PROGRAM details are available at www.ladysmith.ca.

Shana Johnstone

Shana Johnstone is currently the Manager of Planning and Development at the Design Centre for Sustainability at UBC. Shana has a landscape architecture background and works collaboratively with researchers, planners and other design disciplines to assist municipalities in planning and designing for a sustainable future. She presented on the community design process offered by the Design Centre for Sustainability at UBC.

designing change ... changing design



The logo for the Design Centre for Sustainability at the University of British Columbia. It features a stylized grid pattern on the left and the text "Design Centre for Sustainability" in a bold, sans-serif font, with "The University of British Columbia" in a smaller font below it.



Shana Johnstone, Manager of Planning and Development, DCS

What is the DCS?

- Academic leader in applying sustainability concepts to land, cities, communities.
- Collaborative design as an agent of change.
- UBC faculty, staff and students working directly with public agencies, citizens, development community and others to define and implement sustainable solutions.

Mission

To shift community-based planning and design toward ongoing consideration of sustainability as a matter of course rather than exception.

What do we do?

- Knowledge, tools and processes for sustainable approaches to built and natural environments
- Interdisciplinary
- Collaborative
- Applied research

Current Focus

- Charrette-based processes
- Visualization and measurement tools
- Sustainability metrics
- Strategic targeted research
- Policy adaptation

Example: *Smart Growth on the Ground*



Exciting new initiative to realize smart growth and sustainability in communities around BC over the next decade.

Partnership



Emphasis



Integration and implementation:

- ✓ concept plan
- ✓ approval by Council
- ✓ policies and plans
- ✓ built projects
- ✓ model for other BC communities

Lens



Collaborative design as a means to enacting change.



Process



Charrette-based:
✓ stakeholder engagement
✓ policy review
✓ targeted research
✓ intensive event
✓ implementation




Goals of the Charrette Process


- To create a framework for a shared vision of the future
- To empower people who are important to a project to work together and support the results
- To illustrate the actual and practical implications of visions, ideas, policies
- To create a tangible product that won't sit on a shelf

Outputs

- Concept Plan
- Land Use Budget
- Roads
- Infrastructure
- Design Guidelines
- Measurement
- Land Use Plan
- Green Space
- Transit
- Buildings
- Placemaking

Outcomes 

- **Research** (e.g. green infrastructure costing)
- **Policy alignment and revision** (e.g. zoning and OCP changes, environment by-law)
- **Developer and partner interest**
- **Capacity building**
- **Institutional change**



*They say that time changes things
but you actually have to
change them yourself.*

Andy Warhol

 **Design Centre for Sustainability**
The University of British Columbia 

www.designcentreforsustainability.org

www.sgog.bc.ca

Hal Weinberg

Hal Weinberg is currently the Mayor of Anmore and a Professor Emeritus at Simon Fraser University, within the Faculty of Applied Sciences. Also active in political policy, in 2002, Weinberg won the Queen's Gold Medal for his work in Aboriginal affairs and the British Columbian Science Council award for his research. Weinberg has been on the Board of the Greater Vancouver District for 20 years. He discussed an innovative municipal energy project; an edited version of his presentation follows.

The Anmore Renewable Energy Foundation: A model for community-owned energy creation

We call it the Anmore Concept

What we have in Anmore at the moment is a rare and wonderful opportunity which should be retained as an option for those who wish to raise their children in a non-suburban setting, yet are not isolated from the mainstream of urban culture.

In an era when the concept of decentralization has captured the imagination of progressive planners throughout most of the world, we believe the Anmore concept epitomizes both the new ideal of Small-Is-Beautiful and the tradition of grassroots community involvement and self-control. We believe, moreover, that by maintaining our present balance of small-scale, intimate local government and wilderness environment, we can serve the surrounding communities as guardians of parkland and untrammelled natural environment.

The Village of Anmore is undertaking the development of a state-of-the art renewable energy centre. The vision is to create a renewable energy centre that will demonstrate how small communities can produce and use renewable electrical power and hydrogen.

In Europe, small community-based energy projects are the norm. There are 14,000 small energy projects under 10,000 KW. In BC, 70 communities generate energy from non-renewable sources like diesel. Twenty of these communities are First Nations.

Administration

The Anmore Renewable Energy Foundation has now been legally es-

tablished and has Charity Status. The Village of Anmore controls the Foundation through the Trustees of the Foundation. The Village of Anmore has no legal liability for the Foundation.

Renaissance Power Corp. of North Vancouver, BC is retained to provide technical expertise and project management. BC Hydro has agreed to make the land for this project available to the Foundation through a long-term lease at no charge.

Capital for the design / build phase of the project is being requested from Provincial and Federal Governments, Industry and other foundations. BC Ministry of Environment has agreed to the matching funds for an application to the Federal Western Diversification Fund.

BCIT, SFU, UBC and UVic have agreed to contributions in kind for the purposes of ongoing research and technological development.

Features

Three Sources of Renewable Energy

Mini Hydro: approximately 250 KW

Solar Energy (photovoltaic arrays): approximately 50 KW

Wind—one or more micro wind turbines: approximately 100 KW

- Hydrogen Electrolyser
- Solid State Hydrogen storage facilities
- Educational displays
- Manufacturing displays
- Classroom space
- Research space
- Office space

The building is designed to accommodate research for universities, BC Hydro, Powertech Labs and other agencies. It's also designed to accommodate school children class visits to demonstrate how renewable energy is produced from water, sun and wind, and include audio visual rooms, meeting rooms and a reception area for use by the Village of Anmore and others.

The Anmore Model is a model of:

- How small communities can work with public and private interests toward the goal of energy self-sufficiency.
- How one community can help other small communities to achieve similar goals through consultation.
- Demonstrate how small municipalities can utilise long-term financing and gain ownership of renewable energy projects.

Resources

THE ANMORE MODEL promotes a model of small-scale renewable energy sources. www/anmorefoundation.ca

Patrice Pratt



A 28-year Director of BCGEU and former president of the New Democratic Party of British Columbia Patrice Pratt is currently on the Van City board of directors. She is an 8-year member of the United Way Board of Directors and former chair, chairperson of Success by Six, a director of Vancouver Foundation and chair of the Sharing our Futures Foundation for the Burnaby Association for Community Inclusion.

Since communities can't be truly sustainable unless they are inclusive, Patrice presented a model for assessing and improving accessibility and inclusiveness in municipalities developed in Vancouver. Below is a modified version of her presentation.

Accessible and Inclusive Cities and Communities (AICCP)

Purpose

Measuring Up assists communities to become accessible and inclusive for all citizens. How you can implement Measuring Up in your community?

2010 Legacies Now: Mission

“The AICCP is based on the simple notion that the full inclusion and citizenship of people with disabilities is best achieved through a dialogue process in which people are encouraged to participate, learn, experience and cooperate in order to advance access to local services, supports, structures and environments. By doing so, whole communities are enriched.”

AICCP—Background

- Project initiated in 2003 by Vancouver City councillors Sam Sullivan and Tim Louis, former Premier Mike Harcourt, Al Etmanski, and others, and guided by an advisory committee
- Began with a simple, but fundamental goal: to foster greater opportunities for people with disabilities in all communities.

- When communities are fully accessible and inclusive, everyone benefits
- Originally housed under the Vancouver Agreement—in 2005 moved to the 2010 Legacies Now Society to capture the potential related to the 2010 Olympics and Paralympics

Measuring Up

Designed to assist municipalities and communities to assess the degree to which their citizens with disabilities are active participants in community life.

- Active participation has two dimensions: Accessibility and Inclusion.
- Accessibility means recognizing, reducing and removing any physical or structural barriers that prevent individuals with disabilities from actually being present in community.
- Inclusion adds another critical dimension—the degree to which the contributions of all citizens are welcomed and enabled.

Disability: current realities

Challenges

- Years of studies, reports and recommendations
- Multi-layered and multi-dimensional disability infrastructure
- Complex disability needs

Opportunities

- Disability on governments' agendas
- Growing awareness
- Economic potential (jobs and purchasing power)
- Cost savings from independence and inclusion
- Needs of an aging population

Notable achievements in BC

- YVR: international recognition for accessibility
- Vancouver: largest # of accessible hotel rooms; accessible taxis
- GVRD: most accessible transit services in Canada
- BC Provincial Building Code: most progressive in Canada
- BC Adult Guardian legislation: most progressive Adult Guardianship legislation in the world

- BC: first major Canadian province to close all its institutions for persons with mental handicaps
- KickstArt: first international festival of Disability and the Arts held in Vancouver
- VGH: to house world's largest spinal cord research center (ICORD-International Collaboration on Repair Discoveries)
- Home province of Terry Fox; Rick Hansen, Sam Sullivan, Barb Goode global disability leaders

Disability Labour Market

BC needs to fill more than one million new job openings by 2015.

- Labour shortages will increase along with an aging population and declining/consistent birth and immigration rates
- Employee turnover costs companies valuable time and money
Research shows that the cost of replacing employees is 70%–200% of their salaries
- Despite concerns over retention, only 44% of the 290,880 employable persons with disabilities were actually employed in British Columbia in 2001
- Major source of human capital—largely overlooked talent pool
—*Source: WorkAble Solutions, Minister's Council, MEIA, 2005*

Added Value

Persons with disabilities represent \$25 billion in spending power in Canada

- Research shows that persons with disabilities are work-competent, reliable, and hard-working individuals. According to recent studies:
- 90% of persons with disabilities rated average or better on job performance than their non-disabled colleagues
- 86% of persons with disabilities rated average or better on attendance
- 98% of persons with disabilities rated average or better in work safety than their non-disabled colleagues
- 90% of employers had no change in their insurance costs when they employed persons with disabilities

—*Source: WorkAble Solutions, MEIA, 2005*

Disability Market

- 3.6 million Canadians have disabilities (over 12% of the population)
- 670,000 Canadians with disabilities qualify for the federal Disability Tax Credit
- Of these 400,000 Canadians with severe disabilities are financially dependent—their families combined estate planning resources (trusts; bequest; life insurance) equal \$40 billion
- Canadian families would contribute \$230 million in an RRSP-like disability savings plan at a cost to federal government of \$47 million (source Horner report—PLAN)
- People with disabilities are responsible for \$25 billion in annual consumer spending Disabled travelers spend over \$13 billion a year on travel related services including 17 million hotel visits and 9.4 million airline flights

Hiring People with Disabilities

- Most workplace accommodation costs are minimal
- Disability management and return-to-work programs are proactive, cost effective measures
- The reluctance to hire persons with disabilities is often based on myths, attitudes and a lack of information
- A diverse network of agencies and service providers are ready, willing and able to assist you in hiring and retaining persons with disabilities
- When you hire persons with disabilities, you build an inclusive, effective and productive work environment
- Hiring people with disabilities is good business

—Source: *WorkAble Solutions Initiative*,
Ministry of Employment and Income Assistance

Measuring Up: Fundamentals

FOCUS: Accessibility and Inclusivity

PURPOSE:

1. Assess access and inclusion issues
2. Advance access and inclusion issues

- Select priority(s)
- Develop plan
- Re-assess and develop next priority

HOW: Dialogue, dialogue, dialogue

- Inclusive (various disabilities)
- Multi-sectoral (municipality, provincial and federal government, business, aboriginals, seniors, education, health, etc.)
- Ongoing

Measuring Up: Framework

Community achievement levels

Level 1: Best / Gold Reflects an attainable ideal with a high standard of accessibility and inclusivity

Level 2: Better / Silver Establishes documented progress toward Level 1

Level 3: Good / Bronze Represents standards of accessibility and inclusivity attainable with reasonable effort

Getting Started

- Identify leaders, champions and participants
- Provide disability awareness information
- Involve people with disabilities in discussions
- Decide on a dialogue process and evaluation methodology
- Record current achievement levels in each area
- Set goals and strategies for improvement
- Find ways to celebrate local successes
- Share your experiences with the AICCP and other communities

Considerations

- Recognize previous and current accomplishments
- What other resources are needed
- Include various and invisible disabilities
- How can the large community be engaged
- How will you prioritize issues

How to get involved in the Inclusion Initiative

- Ensure that you are on our email list

- Recommend others for our database
- Share Measuring Up and e-updates with your membership, board and national affiliates
- Insert a story in your newsletter/bulletin
- Invite us to present Measuring Up to your committee, board, council, AGM or other gatherings
- Refer local members to participate as leaders in local inclusion initiatives
- Stay in touch. Tell us how you implemented Measuring Up, suggest other resources, etc.

Resources

MEASURING UP: COMMUNITIES OF ACCESSIBILITY AND INCLUSION is a workbook, tools and resources that “enables communities to assess and remedy their accessibility and inclusion barriers.”
www.2020legaciesnow.com/Images/About/MeasuringUp.pdf

Reaching Out and Connecting

You've gotten elected: congratulations. Now, in the midst of everything you now have to do, how do maintain and nurture the relationships that got you into office? It's an essential, but often neglected aspect of governing. From writing public "mayor's reports" and holding "office hours" at a local coffee shop, to harnessing the power of sophisticated technological tools, these presenters share what has helped them reach out and connect.

Neil Monckton

Neil is a partner in Chaos Consulting, a communications, fundraising and organizing firm that has worked with non-profit agencies, community coalitions and political parties in the municipal sector since 1999. From 2000 to 2004, he was the principal organizer for the Vancouver-based Coalition of Progressive Electors. He is also the co-founder of the Think City Society, an organization devoted to engaging urban citizens in making democratic, environment and social change to Canada's cities. For the forum, Neil gave away the secrets of how to win between elections. An edited version of his presentation follows.

Reaching Your Universe

Building Capacity Steps

1. Establish target pools of potential supporters.
2. Establish core message for each pool.
3. Begin communicating core message(s).
4. Match engagement strategy to target pool.
5. Identify supporter and record information in contact management system.
6. Continue communication to identified supporters and reinforce core message (revise as necessary).
7. Repeat Step 6 as often as possible.

Communications

Goal: Communicate to your potential voters in preelection period.

Communications Tools: Coalition of Progressive Electors
Vancouver 2001-2002

(order of importance)

1. E-mail (25-45,000 bulletin recipients)
2. Direct mail (30-40,000 pieces)
3. Newsletter (20-30,000 copies)
4. Web Site (5-15,000 visitors)
5. Earned media (50-200 stories)

Engagement

Goal: Engage your voters two or more times a year in pre-election period.

Engagement Tools: Coalition of Progressive Electors Vancouver
2001-2002

(order of importance)

1. Paid fundraising
2. Conferences/forums
3. Paid direct dialogue
4. Offline petitions
5. Web site sign-ups and online petitions
6. Community events

Guelph Civic League Example

Guelph Civic League “is committed to protecting our city’s quality of life by keeping citizens informed, and encouraging active participation in local democracy.”

- Communications tool: Email bulletins and web site
- Target list: Anti-Wal-Mart petition signers with emails
- Engagement strategy: Sustainability conference
- Systems: Online database that tracks all supporters and contacts, sends emails

www.guelphcivicleague.ca

Growing Your Reach

1. Elected + Issue Supporters =
Guelph Civic League



2. Communicate Issue-Specific Email
Bulletins to Potential Supporters on
Wal-Mart Petition



3. Engage Potential Supporters:
Future City Conference

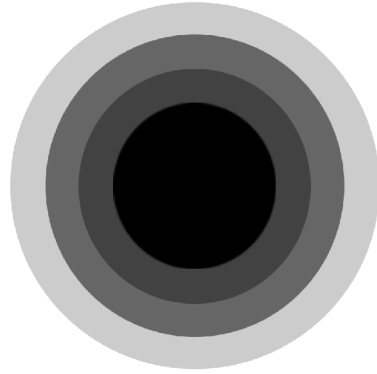
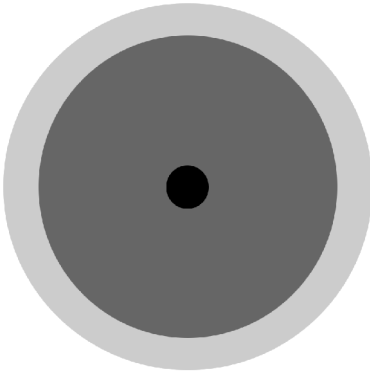


Pre-Capacity Building Reach

Post-Capacity Building Reach

Pre-capacity building reach

Post-capacity building reach



Key

- Voting public
- Potential supporters
- Elected reach

Key

- Voting public
- Potential supporters
- Elected plus coalition partners reach
- Elected reach

Capacity Building Resources

Candidates/Elected

“Paul Summerville’s site is authentic, often unpolished, and always informed and opinionated, and made the best use combination of blogging, podcasting and videocasting I saw in the recent federal campaign. The only thing he was missing was enough lead time for his burgeoning online community to build to critical mass. Watch out for him next time.”

—Rob Cottingham, *Social Signal*

- www.paulsummerville.ca

“Though no longer elected, Andrea Reimer’s blog during her time as a trustee with the Vancouver school board is a good example of how those in office can keep in touch with constituents through blogging.”

—Neil Monckton, *Chaos Consulting/Public Solutions*

- vangreens.bc.ca/andrea/

Civic politics

“Check out the Vancouver civic parties’ websites to learn how the three major players in BC’s largest municipality are reaching out to their supporters. Over the next three years, one of these parties will likely lead the charge in online campaigning between elections.”

—Neil Monckton, *Chaos Consulting/Public Solutions*

- www.cope.bc.ca
- www.npavancouver.ca
- www.votevision.ca

Civil society groups

“Non-partisan, civil society groups are springing up in several cities across Canada. These modest, nonprofit operations offer good examples of how to build capacity creatively through project-based, community forums.”

—Neil Monckton, *Chaos Consulting/Public Solutions*

- Guelph: www.guelphcivicleague.ca
- Montreal: www.urbanecology.net
- Surrey: www.surreymatters.ca
- Vancouver: www.thinkcity.ca

Issue campaigns

“The Make Poverty History site is very clear, very consistent, and a relentless call to action. Features include regular (but not annoyingly frequent), carefully-crafted email communications. In-depth information is available to those who are interested, but in a clean and uncluttered way for those who only have 60 seconds to spare. As for Amnesty’s site, I love the menu treatment here—it’s clearly aimed at helping different people find what they need (it’s divided into Learn, Join, and Act, with sub-navigation for all three present throughout the site). The site also

provides tonnes of information, which is appropriate to their audience. At the same time, there's a clear prioritization of content that keeps it from being overwhelming. There is good use of blogging, multimedia, and e-commerce, too."

—*Lauren Bacon, Raised Eyebrow Design*

- www.makepovertyhistory.ca
- www.amnestyusa.org

Internet tools/examples

"The blog of John Aravosis, GLBT-rights activist in Washington, DC, is one of the top three online entities that has incited me to 'click to action.' He's basically a one-man watchdog, tracking down abuses and scandals and bringing them to light. To me, he's successful in spite of a horrible design and an ultralow-tech approach, because he cares so damn much and he's thorough and timely in getting information into the right hands. When a corporation or government official has made a misstep, he tells his readers who to call, what to say (in the form of talking points), and how to spread the word. And he has a huge following of very loyal readers who make a real difference using old-school protest techniques. In my book, these are the makings of a great political website."

—*Lauren Bacon, Raised Eyebrow Design*

- americablog.blogspot.com

"The challenge with the Internet is that people's attention spans are growing shorter. If a website does not grab them and dazzle them within seconds of arrival they simply go elsewhere. Websites that work best engage people. And the best websites create an on-going connection between you and the public. As an elected official, your supporters are your most valuable asset. Imagine what they could do if you give them the tools to help you:

1. They could easily write an email to your local paper supporting you on whatever issue you are working on.
2. They could write an email to you supporting your issue—at your next meeting you can say and demonstrate that 30-300 local people want you to take action.

3. They could write an email to the elected people who oppose you—a powerful lobby.”

Here are two sites to whet your engagement appetite.”

—Norm Gludovatz, *IT Republic/Tactical Outcomes*

- www.aflcio.org/network
- www.saveroe.com/letter

Engagement/technology consultants

In addition to contributing to this resource section, the following consultants have worked on various election and issue-based campaigns.

- chaosconsulting.net
- itrepublic.ca
- publicsolutions.ca
- raisedeyebrow.com
- socialsignal.com
- tacticaloutcomes.ca

Murry Krause



Murry is in his third term as a Councilor for the City of Prince George. He has been Executive Director of the Central Interior Native Health Society for 11 years, and was the Executive Director of the Prince George United Way for the previous 13 years. The Chair of the Downtown Service Providers and Community Against the Sexual Exploitation of Youth and member of Partners for a Healthy Downtown and City Center Ventures Committees, Murry was awarded Prince George Citizen of the Year in 2001.

Story: Youth Hostel

My first experience at coalition building was on a very personal and professional level. In the early 70s there were a lot of youth on the road. Service providers and leaders knew that youth were staying in sometimes unsafe and unhealthy places. I lived in a communal house which had turned into an informal hostel, and I was asked by my housemates to quit my job and manage the hostel more formally. I was put on social assistance by the regional manager of the Ministry of Human Resources so I had an income to do the work, and the local community rallied with support.

Story: Partners for a Healthy Downtown

George Paul, City Manager, initiated Partners for a Healthy Downtown, a committee of business representatives, social service providers and RCMP coming together to work towards sustainable solutions. (There had been a history of blaming and polarization, as in many communities.) The work won Solicitor General's award, and after we presented it at a provincial BIA conference, attendees told me they thought Partners for a Health Downtown was the kind of thing that should be happening in their communities, rather "safe streets legislation" or similar initiatives.

Story: Economic Development and Social Development

At the Federation of Canadian Municipalities conference in St John's Newfoundland in 2005, a core message was that economic development must go hand in hand with social development. The fact is that investors are looking for healthy communities to invest in. No community will have resolved all of its issues, but if it is seen as progressive and attempting to deal with them, they will be given credit for that. Those investors also want healthy places for their employees to live in. When I met with a group of economic development champions from Prince George, they agreed.

That speaks to the value of attending the conferences and learning about best practices from other communities; being at as many tables as you possibly can; and have the courage to continue to express your point of view in a solid way.

Story: Crosses Burning

When Hedy Fry stood up in the House of Commons and announced that “There are crosses burning on lawns in Prince George as we speak,” we were able to respond to the national media inquiries that not only were there no crosses burning, but that the city-council-initiated “Hate Activities Task Force” that I chaired had just won a provincial award for our work. We were able to say that we had done extensive work in this area and were able to show Canada that we were a progressive community that was prepared to look at the tough issues.

Murry's tips

1. Be values based. Your actions have to be more than just profile building for yourself; you really need to care about the issues.
2. Be consistent so people feel they can predict your position on a given issue.
3. Don't be shrill or spout rhetoric. Have good solid arguments and solutions.
4. Be in it for the long haul. The goal is to win people over, not to be self-righteous and exclude people from successes.
5. Share the glory. When good things happen, ensure others get the recognition they deserve. People may not want to work with you again if you don't acknowledge their effort.

6. Share the load. Martyrdom doesn't work. You want people feel they've participated and are part of the solution.
7. Engaging and involving community the community can be messy and unpredictable but it's important to getting solutions that really matter to the whole community, so embrace it.
8. Be fearless, don't shy away from the tough issues. Be seen as a champion.
9. Do your homework so you can speak intelligently on the issues.
10. Be as good a governor as you can in all areas, not just a good advocate for select causes, so you are seen as having credibility.
11. Economic development has to go hand in hand with social development. People that are investing want to see that communities are healthy.
12. Be ready, so when an issue explodes in your community you can advance your agenda.
13. Be seen as a leader and tell the truth.
14. Working in social justice is a tireless effort. Keep going!

Conclusion:

It's not easy work but has its own rewards:

- You are not alone;
- It's not only left-of-centre people that care about our communities and humanity—create opportunities to involve everyone;
- We want sustainable solutions to problems and that's going to take the involvement and will of everyone in our communities;
- You're not a leader until you have followers!

Lisa Barrett



Lisa is a proponent of life-long learning. She's studied broadcast journalism, politics, international economics, curatorial arts, conflict resolution and recently attended the University of Bologna Co-operative Economics summer programme. Lisa was elected to two terms as Mayor of Bowen Island and is currently serving as Councilor. She is a member of Van City Board of Directors, an alternate Director at the GVRD and serves on GVRD committees and the lower Mainland Treaty Advisory Committee.

Those who are most affected by a decision are those who are in the best position to make that decision. However, not everyone has access under the usual formats (council meetings.) So I started writing a mayor's report and inviting people to meet me for coffee, and creating other "open" spaces where people would show up.

Below is a sample of Lisa Barrett's mayor's reports.

My last Mayor's Report cited Thales' "water is everything" maxim. While I believe this to be fundamentally true, recent events have shaped my understanding of the nature of the world and, in it, our precarious place.

Two weekends ago I attended a forum on Salt Spring Island where we collectively put our minds (and songs and gumboots) together to examine some of the common problems we face as islanders and some of the ways we may strengthen the Islands Trust to effectively meet those challenges.

Water was indeed an issue of concerns for both quantitative and qualitative reasons and the threat to our water was generally identified as being unfettered and poorly planned development. In many separate discussions we quickly found ourselves frustrated by the institutionalized structural impediments to changing the way we do things. Our own expectations of certain levels of convenience clashed with the inconvenient necessities that underlie the circumstances for a low-impact, rural

life. What we need and what we want are very different things with vastly different price tags associated and it is not always a human being that pays the price.

Species are in decline all over the world and yet we persist in sawing down habitat, damming rivers and flooding valleys, building massive artificial infrastructure to replace natural systems, mining uranium and genetically modifying organisms in spite of dire warnings that our hubris may be our biological undoing. Why do we persist in pursuing the pipe dream of infinite growth? Do we have some sort of hard-wired suicidal society gene as yet unmapped in the genome project? How can anyone explain our headlong, high-speed race to the abyss?

Last week members of Council attended the Union of BC Municipalities conference in Vancouver. In the discussions and workshops on pressing issues facing communities and local governments people again expressed frustration with a political hierarchy and economic system rigidity that stymies common-sense, appropriately scaled and community-based responses to radically important local and regional issues. An entrenched fossil-fueled economy and legislation designed since government inception to protect large capital interests is a juggernaut hell-bent on continuation even up to the point of its collapse under the excruciating weight of global destruction and the failure of an incomprehensible internal illogic. Worsening the situation is the diversion into military budgets the resources that could be allocated to reversing our direction by re-valuing ecological systems and marginalized communities. We could invest in renewable energy, regenerating ecosystems and our children's futures.

When I informed Prime Minister Paul Martin that many communities and their mayors are concerned about the growing threats of the US's Project for a New American Century-styled "full spectrum dominance" through space-based weapons and "right of tactical nuclear first strike", I asked if his vision for the Canadian future would be based in a peace economy, not a war economy. His answer was illuminating, if disturbing: "The role of traditional mediator that Canada has played consistently between great powers is not the foreign policy that I would envisage. The only way that we're going to have a peace economy is if Canada has a very active, very aggressive foreign policy," Martin said.

So now we know where our leadership is headed. Our question should be: how can we lead our leaders to a better place?

At both the Salt Spring forum and the UBCM conference I met community leaders who fairly oozed a love of their place. I think that's as good a place as any to start. If we start from where we are and we have a deep abiding love for that place, surely others will share that sense of belonging and our right to a peaceful life. Even amid the falling leaves and the comforting smell of natural decay of autumn, I watch the bright shoots of green pop out of the ground, rebelliously fecund in a season traditionally associated with decline. Briony Penn spoke on Salt Spring of the idea of the world's systems in a human-made hourglass. We came from the full section and squeezed the middle to almost nothing, but we can regenerate what remains back to healthy, flourishing systems again if we have the intention of doing so.

What would sufficiently motivate us to act on our innate good intentions, though? As the woman who signs off "Peace, Love and Justice", I know that those things are not just platitudes, but important concepts worthy of continuous practice. In a world of cynicism and "enlightened self-interest" we are regularly let off the hook. Peace is the obvious starting place since no one wants war. Unless we are the CAO of Lockheed Martin or General Electric, we can easily see the merits of a peaceful world. Justice is a concept that is too narrowly applied to human interaction, but there are environmental and economic justice issues that we must consider along side the social issues.

It's the love idea in the middle of it all. Peace and justice need love to create, nurture and sustain them. Love of life, of place and each other is the truth that will resonate across all our minor squabbles and differences. Nothing is unsolvable if we approach a problem with love. Love is undeniable.

Peace, Love and Justice

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John Sewell



John Sewell is a veteran of municipal politics, having served as a two-term mayor of Toronto as well as a Toronto city councilor. Having also engaged in local politics as a community activist, journalist, housing administrator and entrepreneur, John's approach to progressive governance is balanced by multiple perspectives.

In the late 1990s, Sewell founded the group Citizens for Local Democracy and helped to spearhead a fight against the planned amalgamation of Toronto and its suburbs into a “megacity.” In doing so, John discovered the incredible power of the internet in building coalitions.

Fighting the Amalgamation of Toronto

When we were starting to organize I was told I should have an internet presence with email letters and alerts, a place to post messages and announce meetings, so we created a site, Citizens for Local Democracy. Newspapers and radio weren't covering our side. The internet was our major avenue. At our first meeting there were 250 people. Later we were getting 2000 so we started meeting in cathedrals.

We told citizens where to sign up so they could speak at upcoming provincial hearings, and we put speaking points on the website. We told people the key thing is to speak from the heart and tell your own story. 1200 people wrote in saying they wanted to speak. In the end, out of 600 deputations presented; 550 were opposed.

We posted meetings on the internet, and we got a cultural star at every meeting—Jane Jacobs, Margaret Atwood, John Raulston Saul. The Globe tried to cover all our meetings one night; there were 18 meetings with an average of 200 people at each one. The internet was an extraordinary tool.

Electronic bulletins are very useful, effective, inexpensive. Toronto Police Accountability Commission ppac.ca goes out to 450 people. Localgovernment.ca goes to 1600 counselors and senior staff; more examples are available at johnsewell.ca.

We usually think coalitions bring organizations together. But organizations like maintaining their separate status. We should look at coalitions differently: how do we bring different interests together? Go after individuals, not organizations. People do want to talk, and need the opportunity to do that. Getting people with different interests into the same room. In most communities there really is a common culture, and if you put people in a room together you'll discover it.

Question and Answer Session Selections

Q: How do you avoid overwhelming people with information with e-bulletins?

A: **John Sewell:** Make sure the bulletin actually has useful info and keep it short. 3 pages is it. Make sure it is well written. If you do those things well people read them.

A: **Neil Monckton:** Give them facts and tell them what they can do about it. There has to be an action item on it. Subject headings need to be provocative so people will open them up. Have to find a way to compete with everyone else's bulletin. You can monitor your click throughs—there's software for that. It's important to do continuous outreach.

Q: How do you build coalitions?

A: **John Sewell:** There's a difference between a public meeting and meetings where you are very specific about who you invite. Interesting people are attracted to interesting people. Invite specific people with different opinions and interests to discuss.

Q: How do you create coalitions when there are actual hostilities?

A: **Sewell:** Get 3-4 people to have a meal together . . . that might lead to another meal together. You need to create a setting where the pressure is off.

Sustainability Resources

The following is a selection of resources suggested by our presenters.

Anmore Model promotes a model of small-scale renewable energy sources. www.anmorefoundation.ca

BC Sustainable Energy Association (BCSEA) promotes the “. . . adoption of sustainable energy and energy conservation and efficiency in British Columbia.” The website provides information on climate change, sustainable energy, energy efficiency, transport and classroom resources for teachers. The association has chapters in the Central Interior, Kamloops, Mid-Island, Okanagan, Port Alberni, Victoria and Vancouver. www.bcsea.org

Better Environmentally Sound Transportation (BEST) “provides innovative programs to reduce greenhouse gas emissions and climate change.” Resources include “Go Green Choices” which helps businesses and communities develop transportation solutions. www.best.bc.ca

Canadian Green Building Council (CaGBC) “exists to accelerate the design and construction of Green Buildings across Canada. The Council is a broad-based inclusive coalition of representatives from different segments of the design and building industry.” The website has a free introductory PowerPoint presentation and speakers notes on benefits of green building, the LEED® rating system, as well as “convincing statistics.”

This fall the CaGBC will be releasing a “Municipal Green Building Tool Kit” to “assist municipalities with the development of green building policies and programs for their own buildings. The kit will include tools on how the private sector could be encouraged to “go green.” They will also be offering a Public Sector Green Building Training Workshop to assist government agencies that have adopted

green building policies and programs with implementation.
www.cagbc.org

The Canadian Sustainability Indicators Network (CSIN) seeks to improve the quantity and quality of indicators and sustainability reports in Canada by providing a forum for indicator and reporting practitioners. www.csin-rcid.ca. Sustainability indicators are signals that tell us if our society is moving toward or away from more sustainable ways of living and doing business.

Centre for Sustainable Community Development provides “financial services and ... resources to Canadian municipal government to improve on environmental performance and reduce greenhouse gas emissions.” A project of the Federation of Canadian Municipalities, the Centre’s resources include programs like Community Energy Planning and Partners for Climate Protection, as well as grants for feasibility studies, field tests and sustainable community plans.
www.sustainablecommunities.ca

City Green Solutions (City Green) “empowers people and organizations to make lifestyle changes that will enhance their health and save them money by reducing their environmental impact. City Green works in partnership with various levels of government, business, and community organizations to transform British Columbia into a leader in environmental sustainability.” Programs include Energuide for Houses, Climate Change, Pesticide Free Naturally and Step (educates Victoria residents about active and sustainable transportation.) www.citygreen.ca.

City of Vancouver Ethical Sourcing Policy “demonstrates a commitment to sustainability by seeking to ensure safe and healthy workplaces for the people who make products for the City of Vancouver, where human and civil rights are respected.”
www.vancouver.ca/policy_pdf/af01401.pdf

City of Vancouver Supplier Code Of Conduct (SCC) “sets the minimum performance standards for the City of Vancouver’s Ethical

Purchasing Policy. The goal demonstrates a commitment to sustainability by seeking to ensure safe and healthy workplaces for the people who make products for the City of Vancouver, where human and civil rights are respected.”

www.vancouver.ca/policy_pdf/af01401.pdf

City of Vancouver Sustainability Strategy

www.city.vancouver.bc.ca/sustainability

David Suzuki Foundation promotes “sustainability within a generation” and offers tools and resources to assist the process including “a user-friendly tool kit designed to empower communities and help them stop sprawl.” www.davidsuzuki.org

Design Centre For Sustainability The primary site for this project www.designcentreforsustainability.org/ is currently under construction. Until it is functional, www.sustainable-communities.agsci.ubc.ca/about.html is a suggested alternative.

Dockside Green a sustainable development in Victoria

www.docksidegreen.ca

Envision Sustainability tools produce software they call “an interactive planning support tool that evaluates alternative future scenarios on the fly, facilitates the creation of sustainable visions, and supports the implementation of smarter plans.

www.envisiontools.com

Farmfolk Cityfolk (FFCF) FarmFolk City promotes a local, sustainable food system. www.ffcf.org

Frogfile is a BC company that supplies more sustainable office products. www.frogfile.ca

Greater Vancouver Regional District Sustainability Strategy

www.gvrd.bc.ca/sustainability.

Green Buildings BC “A provincial initiative enabling BC’s education and health care agencies to dramatically increase the performance of their new and existing buildings . . .” Offers programs for new buildings and retrofits, as well as detailed case studies.

www.greenbuildingsbc.com

thegreenpages.ca collects “Canadian environmental information . . . to help empower and support people and communities by connecting them to ideas, resources, news, and events that contributes towards achieving a health lifestyle and environmental sustainability.”

www.thegreenpages.ca

Green Workplace Program “is a no cost or low cost service designed to help small to medium size businesses reduce the environmental impact of their operations through cost saving solutions. The program is coordinated by the Environmental Youth Alliance (EYA) who hire and train youth teams to conduct the audits as part of an employment skills program.”

www.eya.ca/index.php?id=55

Greening Your Office Checklist from Environment Canada.

www.ns.ec.gc.ca/greenman/office.html

Labour Environmental Alliance Society offers resources to help eliminate toxic cleaning products from schools and other workplace environments. Also promotes the Student’s Environmental Bill of Rights. www.leas.org

Ladysmith Organic Collection Program details are available at

www.ladysmith.ca

Measuring Up: Communities of Accessibility and Inclusion is a workbook, tools and resources that “enables communities to assess and remedy their accessibility and inclusion barriers.

www.2010legaciesnow.com/Images/About/MeasuringUp.pdf

The Natural Step (TNS) “is an international non-profit ... that uses a science-based, systems framework to help organizations, individuals and communities take steps towards sustainability. The mission of TNS is to catalyze systemic change and make fundamental principles of sustainability easier to understand and meaningful sustainability initiatives easier to implement.”

The Canadian chapter has a print format Natural Step Framework Guidebook, as well as a 3-hour on-line self-paced course “to help learners access, understand, and apply sustainability concepts in a strategic way.” Canadian website: www.naturalstep.ca International website: www.naturalstep.org

Port Coquitlam Sustainability Checklist uses “Triple Bottom Line Assessment to Achieve Sustainability Goals” for all rezoning and development permit applications. www.portcoquitlam.ca

Smart Bylaws Guide “was developed “to assist local governments to implement smart growth strategies through policy and bylaw changes. It describes smart growth practices, and backs up the theory with case studies, technical standards and bylaws that can be tailored to specific municipal circumstances. The guide brings together the best practices of municipalities across BC, and highlights other innovators in the US.” www.wcel.org/issues/urban/sbg

SmartGrowth “Smart Growth is a collection of urban development strategies to reduce sprawl that are fiscally, environmentally and socially responsible. Smart growth is development that enhances our quality of life, protects our environment, and uses tax revenues wisely.”

Smart Growth BC offers local Smart Growth resources including the Smart Growth Toolkit (“an introduction to smart growth, Smart Growth tools, citizen involvement strategies and references on additional information sources for those who want to know more.”) They also offer a Community Assistance Program (CAP), Voter Education Campaigns, and Advisory Services. www.smartgrowth.bc.ca

Smart Growth on the Ground aims “to change the way that development is done in BC, by creating real, built examples of smart growth ... Helps BC communities to prepare more sustainable neighbourhood plans—including land use, transportation, urban design, and building design plans. Extensive follow-up ensures that the plans become reality.” The project is a partnership of the Design Centre for Sustainability at UBC, the Real Estate Institute of BC, and Smart Growth BC. www.sgog.bc.ca

Sustainable Building Centre is staffed by sustainable building professionals, Vancouver’s Sustainable Building Centre . . . [is] a destination for inspiration, advice and practical problem-solving for builders and the public.” The website calls itself “British Columbia’s hub for everything to do with sustainable building” and offers to answer questions as well as providing on-line forums. www.sustainablebuildingcentre.com

Whistler It’s Our Nature “Developed as part of the sustainability initiative in the Resort Municipality of Whistler, this site features multimedia graphics explaining The Natural Step framework, as well as links to three toolkits developed for the community; one for households, one for schools, and one for small businesses.” www.whistleritsournature.ca (see also www.whistler.ca/Sustainability)

www.sustainability.ca provides information on sustainability issues from the perspective of the Association of Professional Engineers and Geoscientists of BC. www.sustainability.ca

Sustainable Communities National Conference and Trade Show 2006 was sponsored by the Federation of Canadian Municipalities. It featured “forward-looking Canadian municipal leaders” discussing “how sustainable development can generate a stream of economic, social, environmental, and health benefits for their community and its citizens.” Conference presentations are available at: www.sustainablecommunities.ca/Capacity_Building/Sustainable_Community_Planning/Sustainable_Communities_National_Conference.asp

U.S. Green Building Council (USGBC) identifies itself as “the nation’s foremost coalition of leaders from every sector of the building industry working to promote buildings that are environmentally responsible, profitable and healthy places to live and work.” www.usgbc.org

www.waterbucket.ca offers resources for elected officials, suppliers and managers, including water planning, water use and conservation (featuring the *Water Save Tool Kit for British Columbia*), rainwater management, green infrastructure, and agriculture. www.waterbucket.ca

Books & Studies

Green Cities: A Guide for Sustainable Community Development (Harmony Foundation). Provides an overview of sustainable community development. www.harmonyfdn.ca

Green Value: Green Buildings, Growing Assets (Royal Institution of Chartered Surveyors) International study which asserts that “green buildings are good for business.” www.rics.org/greenvalue

Natural Capitalism: The Next Industrial Revolution (Hawkins, Lovins, Lovins) explains how sustainability and capitalism can work together, profitably. www.natcap.org

Towards Sustainable Communities by Dr Mark Roseland, SFU (New Society Press). Offers practical suggestions and innovative solutions to a range of community problems—including energy efficiency, transportation, land use, housing, waste reduction, recycling, air quality, and governance. In clear language, with updated tools, initiatives and resources, a new preface and foreword, this sustainable practices resource is for both citizens and governments. www.sfu.ca/cscd/publications/home.htm.

A green revolution is underway. Across BC, municipalities and school boards are going for green, moving toward sustainability through initiatives such as:

- building green schools,
- community-wide composting,
- implementing ethical sourcing and other leading-edge policies, and
- using sustainability framework to guide community decision making.

Leaders in sustainable practices for local governments presented at the Columbia Institute's Creating A Sustainable Legacy Forum, held March 24 and 25, 2006. They included experts, innovators and visionaries working as politicians, architects, developers, policy experts, high-level bureaucrats and more.

Their presentations, along with more generalized advice for community politicians, have been gathered here to **GO FOR GREEN**.



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ISBN 0-9781918-0-3



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