



**SUSTAINABILITY ADVISORY COMMITTEE
AGENDA**

Date and Time Wednesday, February 6, 2013 at 1:30 p.m.
Place County of Frontenac Administrative Boardroom 2069 Battersea Road, Glenburnie

Members:

Geoff Sandiford, Chair	Don Ross, Community Member
Ron Hipfner, Vice Chair	Warden Janet Gutowski, Ex-Officio
John McDougall, County Councillor	

Page

1. Call to order
2. Adoption of the agenda
3. Disclosure of pecuniary interest and general nature thereof
4. Adoption of minutes
 - Minutes of Meeting held November 8, 2012
5. Deputations and/or presentations
6. Reports/Topics for Discussion
 - 2013-035
Sustainability Advisory Committee – 2013 Work Plan Update
 - 2013-041
Sustainability Exchange 2012
7. Communications
 - Community Sustainability Plan
Leading Practices for Bridging the Gap Between Planning and Implementation
8. Other business
9. Next meeting date
 - The next meeting of the Sustainability Advisory Committee is scheduled for Wednesday, April 1, 2013 at 1:30 p.m. at the County Administrative Office.
10. Adjournment

2-5

6-11

12-15

16-65



**Minutes of the Sustainability Advisory Committee Meeting
November 8, 2012**

A meeting of the Sustainability Advisory Committee was held in the Frontenac Boardroom of the County Administrative Office, 2069 Battersea Road, Glenburnie on Thursday, November 8, 2012 at 9:30 a.m.

In attendance:

- Geoff Sandiford, Chair
- Warden Janet Gutowski
- Councillor John McDougall
- Ron Hipfner
- Don Ross

Guest:

- Sarah Matheson, Frontenac Arch Biosphere Network

Staff:

- Elizabeth Savill, CAO/Clerk
- Anne Marie Young, Manager of Economic Sustainability
- Alison Vandervelde, Communications Officer
- Angelique Tamblyn, Executive Assistant (Recording Secretary)
- Louise Dignum, Administrative Assistant
- Kieran Williams, Municipal Intern

1. Call to order

The meeting was called to order at 9:32 a.m.

2. Adoption of the agenda

The agenda was received.

3. Disclosure of pecuniary interest and general nature thereof

The Chair requested that it be noted that no member of the Committee declared a pecuniary interest.

4. Closed meeting: Nil

5. Adoption of minutes

Committee Recommendation

THAT the minutes of the meeting of September 24, 2012 be formally adopted as presented.

CARRIED

6. Business arising from the minutes: Nil

7. Deputations and/or presentations: Nil

8. Communications: Nil

9. Reports/Topics for Discussion

2012 Work Plan Update

Warden Gutowski spoke to the value of meeting with students at our local schools after she and several County staff attended schools during Local Government week. **Committee members agreed** they should increase efforts during Local Government Week next year and acknowledge it during the discussion of the 2013 work plan.

Committee Recommendation

THAT the Sustainability Advisory Committee accept the 2012 Work Plan Update report for information.

CARRIED

2013 Proposed Work Plan

Committee members discussed the proposed work plan at length and reached a number of conclusions:

- There is value to ensuring Council members understand the sustainability budget from the Committee's perspective each year
- There is a need to expand efforts to reach out and develop partnerships within the community
- Partnerships should be celebrated more including recognition on the DFOF website
- Learning sessions should be explored
- The mandate of the committee must be reviewed

Committee members agreed that the February meeting should include further discussion of the work plan to identify the specific activities to be undertaken in 2013.

Committee Recommendation

THAT the Sustainability Advisory Committee present to Council of the County of Frontenac for approval its the 2013 Proposed Work Plan as presented including the Proposed Planning

Activities for 2013, the Proposed Schedule of Meetings, and the Proposed 2013 Budget with the following additions:

- Under Proposed Planning Activities for 2013, number 1:
Add to the end: “including input into the annual budgeting process”
- Under Proposed Planning Activities for 2013, number 2:
Add as an additional point in the list: “Partnership opportunities”

CARRIED

A copy of the 2013 Work Plan is attached.

Committee members discussed the upcoming Sustainability Conference and the value it has offered in previous years. **Committee members agreed** that it is the key event of the year and committee members should look to attend.

Committee Recommendation

THAT the Sustainability Advisory Committee seek approval from the Council of the County of Frontenac for its members including Chair Sandiford, Deputy Chair Hipfner, Councillor McDougall and Mr. Ross to register and attend the Sustainability Conference presented by FCM and its GMF group to be held in Windsor Ontario from February 13-15, 2013.

CARRIED

Sustainable Actions 2012

The draft document was circulated to Committee members. The following points were made and acknowledged:

- 33 public meetings held by staff in 2012
- New format/framework works well
- More hyperlinks and taking better advantage of the web should be a future focus
- Changed focus to “pillars” is important – more suggestions made
- Youth element efforts, including the formation of a youth committee has been recognized
- Shifting to guiding statements where appropriate clarifies what is and isn’t a project or activity
- Term “support” requires definition to clarify it can be provided in many ways
- Carpooling is an important element of the transportation management plan

Committee members agreed to further review the draft document and provide any additional comments by Tuesday next week. The final draft will then be prepared for circulation to County Council on November 21st.

Committee Recommendation

THAT the Sustainability Advisory Committee support the *Sustainable Actions 2012* document as presented, subject to any further comments received by November 13, 2012, and ask staff to finalize the draft document for presentation to Council of the County of Frontenac at its November meeting.

CARRIED

10. Other business

The results of the Survey Monkey from the ICSP Workshop were distributed at the meeting.

11. Next meeting date

February 6, 2013 at 10:00 a.m.

12. Adjournment

The meeting adjourned at 11:33 a.m.

Geoff Sandiford, Chair

Elizabeth Savill, Clerk



Report 2013-035

SUSTAINABILITY ADVISORY COMMITTEE REPORT

To: Chair and Members of the Sustainability Advisory Committee

From: Elizabeth Savill
CAO

Prepared by: Louise Dignum, Administration Assistant
Alison Vandervelde, Communications Officer

Date prepared: January 29, 2013

Date of meeting: February 9, 2013

Re: Sustainability Advisory Committee – 2013 Work Plan Update

Committee Recommendation

THAT the Sustainability Advisory Committee receives this *2013 Work Plan Update* report for information only.

Background

The current year's work plan contains a number of measures that warrant further discussion and possible brainstorming.

Comment

The following are updates and discussion points relevant to the 2013 work plan.

- 1. Maintain expertise in sustainability to ensure valuable advice can be offered to Council as required (strategically support webinars, workshops and conferences) including input into the annual budgeting process**

On December 14th, Alison Vandervelde, Communications Officer, Louise Dignum, Administrative Assistant and Jennifer Dawson, FPS Executive Assistant sat in on an FCM webinar titled Sustainability in Northern and Remote Communities. A summary of highlights has been emailed to all SAC members.

On November 9th, Ms. Vandervelde attended a Sustainability Exchange in Huntsville. A summary of highlights is attached to today's agenda.

On January 24th, Anne Marie Young, Manager of Economic Sustainability attended a Sustainability Breakfast hosted by Sustainable Kingston on bridging the gap between sustainability planning and implementation. The PowerPoint Presentation is attached to today's agenda.

Committee Chair Geoff Sandiford, Committee Member Don Ross, along with Deputy Warden Bud Clayton and Manager of Economic Sustainability, Anne Marie Young, will attend FCM's Annual Sustainable Communities Conference on February 13-15 in Windsor.

2. Consider opportunities to further engage and educate communities including:

a. Community Sessions and events

The Committee has discussed this workplan item a number of times. The following ideas are offered for the Committee's consideration:

To improve public engagement, the Committee could host a speaker series throughout 2013. This could link to partnership goals, as those who present information, and perhaps any organizations providing free meeting space, could be acknowledged as partners. This may draw people with specific interests and create an opportunity to encourage them to lead/initiate topical projects.

Among others, topics could include:

- The importance of seed banks and heritage foods,
- Winter food storage and seasonality – how to eat locally in the winter,
- Wild law,
- An introduction to car share models,
- Solar hot water heaters and your home,
- Local medicinal plants (perhaps from an aboriginal perspective),
- A history of local hunting and trapping (cultural),
- Information on the Arch and its designation,
- Greening local business - hints and tips,
- Movie nights showing *In Transition* (about the transition movement), *Food Inc*, or perhaps *Dirt! The Movie* (good for families)
 - there is a great film list at:
http://www.filmsforaction.org/articles/films_for_action_presents_the_top_100_documentaries_inspiring_the_shift_to_a_sustainable_paradigm/
- Fracking
- Healthy homes (cleaning products, building materials, etc)
- Gross Domestic Happiness and how we measure progress
- Family night – information on local opportunities, kids programs, recreational trails (info from community organizations offering activities)

These evenings could occur in an informal fashion, perhaps over pot-luck dinners.

b. Annual Breakfast

A date for the Annual Breakfast has yet to be set. Potential dates include May 10th and May 24th (Victoria Day falls on May 20th). The Committee is asked to consider proposing a date for the breakfast early, in order to allow sufficient time for County Council's approval.

c. Partnership Opportunities

As committed to in *Sustainable Actions 2012*, the County will present five new Partnership Agreements at the Annual Breakfast. Anne Marie Young, Manager of Economic Sustainability has prepared the following list of potential partners. With the Committee's support and direction, staff will work to confirm five partnerships for acknowledgement at the breakfast.

Smaller Scale Initiatives:

Buck Lake Association
Sharbot Lake Farmer's Market*
Frontenac Stewardship Council
Canonto Lake Land Owners Association*
Friends of Arden*
Sharbot Lake Retirement Centre
Sharbot Lake Land Owners Association

Small events supported:

Frontenac Heritage Festival
War of 1812 – Wolfe Island Celebration
Verona Cattail Festival*

Others:

Land O Lakes (Fish TV)*
Cataraqui Conservation Authority (Harrowsmith Trail Junction)
KFL& A Health Unit (Food Charter)*

The following ideas are offered for the Committee's consideration:

A potential partnership program could focus on engaging volunteers through local businesses. The Committee could seek partnerships with local businesses that would 'sponsor' employees, allowing them some amount of paid time off per month to volunteer somewhere in the County. This could potentially help to engage the 25-45 age demographic who might wish to volunteer but have trouble doing so in addition to work and life commitments. Local businesses could benefit through promotion as a Local Champion. This could be conceptualized in a similar manner to the existing allowances for volunteer firefighters to attend calls during the work day.

d. Awards Events

Continuing to acknowledge new partnerships at public events, like the Annual Breakfast and Workshop will strengthen our commitment to community partnerships.

The following ideas are offered for the Committee's consideration:

The Committee could develop an award to celebrate community-nominated sustainability heroes. The award could be given out as worthy recipients are nominated, instead of at set intervals to preserve the prestige of the award and avoid the obligation of announcing a winner regularly.

The Committee could hold a contest in County schools asking students to generate sustainability ideas that they could implement as a class. Contest winners could get some sort of support in starting their project.

Youth Retention and Attraction Working Group

Following the Committee's discussions on and interest in youth attraction and retention, staff suggests that first steps in this area include:

- Evaluating the draft mandate and terms of reference (see attached)
- Recommending a resolution to Council to support the creation of a working group

Some contacts have been made to gather insights and evaluate interest.

Research of existing programming in the County has found that many programs exist to support and engage high school-aged youth. There is little aimed at the 20-35 age range, which is the critical post-education phase during which young people could be attracted back to the area. Youth in this age range could also benefit from supports during this major transition period. Contacts made to date include:

- Maribeth Scott, Child Care Center, Sharbot Lake. Programs are targeted at pre- and young-teens (12 through 16). Ms. Scott made a general offer of support if there are opportunities for mutually beneficial collaboration.
- Joyce Bigelow, Northern Connections Adult Learning Centre, Sharbot Lake. Ms. Bigelow uses Census 2006 data for education. Depending on how the project develops, Ms. Bigelow suggested she has some youth contacts who might be interested in being involved in some way.
- Anne Pritchard, Frontenac Community Futures Development Corporation, Harrowsmith. Contacted for youth employment statistics.
- Karen McGregor, St. Lawrence College Employment Service, Sharbot Lake. Contacted for suggestions of youth who might be interested in becoming involved.
- Dianne Dowling, National Farmers Union, Wolfe Island. Depending on how the project develops, Ms. Dowling suggested she has some youth contacts who might be interested in being involved in some way.
- Chief Doreen Davis, Shabot Obaadjiwan, Sharbot Lake. Contacted for suggestions of youth who might be interested in being involved.
- KFL&A Children Youth Services, Kingston. Contacted for information on any existing initiatives and relevant information.
- Rachael Hardesty, Land O'Lakes Tourism Association. Ms. Hardesty could not offer suggestions for youth who might be interested in being involved. Has offered to ask the LOLTA membership for suggestions.
- Geoff Murray, Sharbot Lake High School. Mr. Murray could not offer suggestions for youth who might be interested in being involved.
- Dan Hendry and Mike Sewell, Limestone District School Board. The school board's efforts in this area focus on youth under the age of 19. They have some initiatives in place to bridge the gap between curriculum and skill sets required for success in the workplace. Mr. Hendry and Mr. Sewell offered the use of school board property throughout the County for meeting space.
- Matt Hutcheon, Kingston Chamber of Commerce. The Chamber is initiating a youth group as a sub-committee of their Board. A new Young Professionals Group has recently started in Kingston (though not affiliated with the Chamber).
- Potential Youth Retention/Attraction Working Group members contacted include:
 - Jeremy Neff, Frontenac Islands Resident
 - Joanne Sortberg, South Frontenac Resident
 - Dan Hendry, City of Kingston resident
 - Katie Ohlke, Arts Teacher, North Addington Education Centre, Cloyne
- Other contacts suggested include:
 - Lily Roebuck, former Frontenac County intern
 - Billy Young, North Frontenac Telephone Service
 - Jonathan Desroche, North Frontenac Telephone Service
 - William Trousdale, South Frontenac Resident

Anne Marie Young, Manager of Economic Sustainability recently met with Mr. Frank O'Hearn from the 1000 Islands Region Workforce Development Board and Ms. Carey Bidnes from KEDCO for preliminary discussions regarding a potential Labour Market Partnership application to the Ministry of Training, Colleges and Universities for a project within Frontenac County. Ms. Young will provide a verbal summary of that meeting.

3. Liaise with other like-minded groups to gain insights and share expertise

There are many groups in our region concerned generally with sustainability and specific aspects thereof. With the Committee's direction, staff could compile research and/or arrange meetings with such groups.

4. Stimulate relationships and synergies with the Townships by presenting at Council meetings and through other meeting opportunities

The Committee has discussed the merit of presenting to individual Township Councils. Possible meeting dates include:

South Frontenac: First and Third Tuesday, 7:00 p.m.

Mar 5 & 19, Apr 2 & 16, May 7 & 21, June 4 & 18

Central Frontenac: Second & Fourth Tuesday, 4:00 p.m. – 9:00 p.m.

Mar 12 & 26, Apr 9 & 23, May 14 & 28, June 11, Jul 9, Aug 13, Sep 10

Frontenac Islands: Second Monday

Mar 11, Apr 8, May 13, June 10, Jul 8, Aug 12, Sep 9

North Frontenac: Inconsistent pattern, 9:00 a.m.

Feb 4, Feb 28, Mar 18, Apr 8 & 29, May 21, June 10, Jul 2 & 22, Aug 12, Sep 3

With the Committee's support and direction, staff will arrange for SAC members to present at Township Council meetings. Bi-monthly presentations would allow for presentation preparation and follow-up information to be submitted to County Council.

With direction from the Committee, staff will prepare a short PowerPoint Presentation to accompany SAC members during presentations to Council.

5. Assist with the preparations for the Annual Workshop

The Annual Workshop will be hosted in the fall. Planning will begin in the summer months.

6. Contribute to the development and presentation of the annual *Sustainable Actions* report to Council

County Council accepted *Sustainable Actions 2012* at their November 2012 regular meeting. The document has been published and is available both in hardcopy and online at www.directionsforourfuture.ca. Staff will begin drafting *Sustainable Actions 2013* in the fall.

7. Comment on the draft Communications Plan being developed for Council's approval in 2013

In order to move the Communications Plan efficiently through the internal approval process, it will be created and attached as an appendix to a Communications Policy. A Policy Working Group has been identified and the first steps of policy creation have begun. The Communications Policy and Plan is expected to be complete by July, 2013. The Committee will have the opportunity to comment on the draft plan before then.

Updated Statistics on Current Communications Initiatives:

Facebook

- 46 Likes (up from 37 at October Meeting)
- 1 Person "talking about" the page
- Weekly Total Reach: As high as 167 in the week of Jan 9 – 15. Currently around 14.

Twitter

- Following 114 (up from 105 at October Meeting)
- 297 Followers (up from 233 at October Meeting)
- 138 Tweets (In total)

E-Newsletter

Date Sent	Email Name	Sent	Bounces	Opt-outs	Opens	Clicks	Forwards
1/21/2013	January 2013	609	3.1% (19)	1	40.7% (240)	4.6% (11)	0
1/3/2013	December 2012	664	3.5% (23)	3	41.2% (264)	15.9% (42)	0
12/21/2012	Happy Holidays	675	5.8% (39)	0	39.2% (249)	3.6% (9)	0
11/27/2012	November 2012	618	5.3% (33)	0	40.0% (234)	9.0% (21)	1

Financial Implications

None.



Report 2013-041

SUSTAINABILITY ADVISORY COMMITTEE REPORT

To: Chair and Members of the Sustainability Advisory Committee
From: Elizabeth Savill
CAO
Prepared by: Alison Vandervelde, Communications Officer
Date prepared: January 31, 2013
Date of meeting: February 6, 2013

Re: Sustainability Exchange 2012

Committee Recommendation

THAT the Sustainability Advisory Committee receives this *Sustainability Exchange 2012* report for information only.

Background

A Sustainability Exchange was held in Huntsville on November 9th, 2012. The Exchange was intended to bring together those working in the sustainability field, providing opportunities to collaborate and exchange ideas on the subject on implementation. The Exchange was an opportunity to investigate and identify the opportunities and challenges connected with implementing sustainability and climate action plans.

Comment

Alison Vandervelde, Communications Officer attended the Exchange on behalf of the County of Frontenac. Attached is a Note to File summarizing the highlights of the event.

Financial Implications

None.

NOTE TO FILE: Sustainability Exchange 2012



Event / Activity:	Sustainability Exchange
Date:	Friday, November 9, 2012
Location:	Waterloo Summit Centre, Huntsville Ontario (Co-hosted by Town of Huntsville and Lura Consulting)
County Reps in Attendance:	Alison Vandervelde, Communications Officer
Opportunities / Benefits for the County: (Use this space to briefly describe and explain the ways in which the County benefits from having a presence there)	<p>Highlights and Takeaways from the day as follows:</p> <p>Keynote Speaker #1: Don Grant</p> <p>Successful implementation of Sustainability Plans</p> <ul style="list-style-type: none"> • Having a Coordinator is almost essential. • Iqaluit's Plan <i>shares the sustainability values of residents and provides guidance to all community partners for the alignment of future plans with these values.</i> • Activities of High Implementation Success Communities: <ul style="list-style-type: none"> ○ 91% report back to the community ○ 61% have partner programs ○ 74% use indicators. Mississauga and Shelburne were cited as good examples. ○ 73% use committees ○ 39% host events with partners ○ 39% have active involvement from Council • 100% of communities agreed that CAO buy-in was required; only 87% thought Council buy-in was required – sustainability plans must transcend Councils. • A Sustainability plan is a differentiator when marketing your region to businesses, visitors and residents. • Tools for living sustainability in the day-to-day: <ul style="list-style-type: none"> ○ Imbed sustainability sections into all budgets and plans ○ Include sustainability sections in all RFPs and RFQs ○ Include a sustainability expectation in all job descriptions: "To support all sustainability efforts in such a manner as is appropriate for [Department]" ○ Balance ScoreCards ○ Bancroft uses a checklist! ○ Spoke to Frontenac's evaluation FGT criteria ○ The Town of Halton Hills has a successful internal initiative to recognize sustainable actions amongst their staff • Make good use of interns.

Solution Session #1: Measurement

Helen Ng, Global City Indicators Facility

Developing standardized indicators for cities around the world. At www.cityindicators.ca, cities can upload their data and compare themselves to other cities through a standard set of indicators.

- It is essential that the list of indicators be comprehensive, but not overwhelming to those who must maintain it.
- Developing a list of core indicators with a secondary group of supporting indicators could create a more manageable system.

Sally Leppard, The Blue Mountain Sustainable Path

Since many indicators deal with complex or abstract ideas, symbols will be used to represent indicator progress and report to the public.

- What is the difference between measuring progress and monitoring indicators?
- Actions should stem from indicators rather than the other way around.

Solution Session #2: Organizational Change

The discussion focused mainly on the internal staff organization.

Kelly Pender, Town of Huntsville

- Leadership is at every level of the organization.
- New recruits must buy-in to sustainability theme – look to Disney's customer service for examples.
- Include sustainability implications in all process reviews.
- A Sustainability Coordinator should be the scorekeeper, but not the driver of the process.

Susan Dixon, Kimberly-Clark

- Hold vendors accountable.
- Drive waste out of the process.
- Start with building experiences, which in turn will ingrain beliefs, generate actions and create results.

Paul Graham, Retired Municipal Executive

- Include sustainability requirements in all job descriptions and in performance appraisals.
- All organizations should have professional development plans for all employees that include management, leadership and technical skills.

Solution Session #3: Engagement and Partnerships

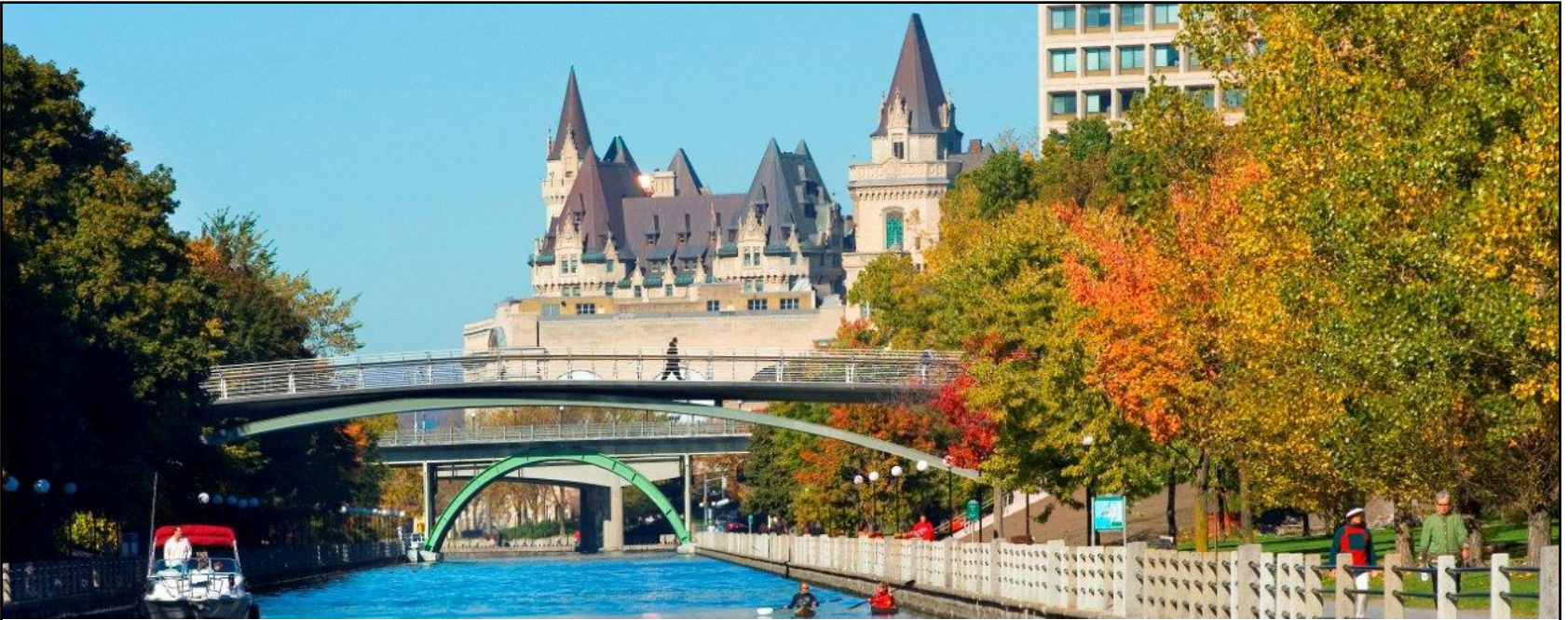
Melanie Kawelec, City of Peterborough

- Sustainability by-law ensures the sustainability plan transcends the current Council: "NOW THEREFORE, BE IT RESOLVED, that the City of Peterborough commit to the on-going pursuit of greater environmental, economic, and socio-cultural sustainability by adopting the Greater Peterborough Area Community Sustainable Plan".

Colin Yates, University of Waterloo

- For successful student placements, appropriate standards maintain consistency. An agreement of responsibilities is important.

	<ul style="list-style-type: none"> • Create a log of volunteers – a database where like-minded people can connect and discover volunteer opportunities. • The “mix and mingle” can be an effective way to bring people together on sustainability matters. Three minute allocations for “testimonials”. • Upon registering partners, have them identify an action they will undertake. <p><u>Event Logistical Notes</u></p> <ul style="list-style-type: none"> • Attendance of about 50 • Group photo outside at lunch • Offered a candy buffet at the mid afternoon break and a group hike at the end of the day • Three 1-hour long breakout sessions throughout the day allowed for a change in scenery and pace. During breakout sessions, three people spoke for about 7 minutes each and then there was discussion for the last half hour. One or maybe two speakers at 7 minutes each would allow for more discussion among attendees.
Attachments:	<p>Agenda and Program Halton Hills' Caught you Green Handed Program (saved on County server) Bancroft Sustainability Checklist (saved on County server) The City of Peterborough's Sustainability By-Law</p>
Follow-Up (If Required):	<ul style="list-style-type: none"> • Have followed-up with a couple of attendees for further information.
Next Steps / Briefings Required / Timelines / Other:	<ul style="list-style-type: none"> • Expecting this will become an annual event and suggest an increased attendance in the future would benefit the County greatly.



SO YOU'VE GOT A COMMUNITY SUSTAINABILITY PLAN – NOW WHAT?

*Leading practices for bridging the gap between planning
and implementation*

8:00-10:00am, January 23 & 24, 2013



**Golder
Associates**

Sustainable
Communities



Facilitator

Chris Lindberg, Senior Sustainability Specialist



- A recognized national authority in sustainable community planning and development. Focussed on helping communities to move successfully from planning to implementation.
- More than twelve years of experience delivering strategic planning, sustainability, stakeholder engagement and management services.
- Municipal clients include Cochrane, Fort Saskatchewan, Hinton, Kingston, Morinville, Ottawa, Regina, Richmond & Whitehorse.



About Golder

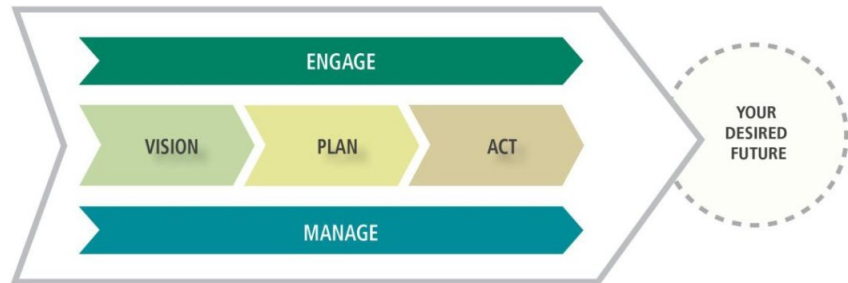
Golder Associates has a fifty year global history of providing consulting, design, and construction services in our specialist areas of earth, environment, and the related areas of energy.

Our Sustainable Communities Group provides a full service “sustainability solutions” workshop staffed with planners, landscape architects and related professionals.

We work at all levels of project and community visioning, planning, implementation, engagement and management.



INSPIRING SOLUTIONS.
ENGAGING COMMUNITIES.
CATALYZING CHANGE.

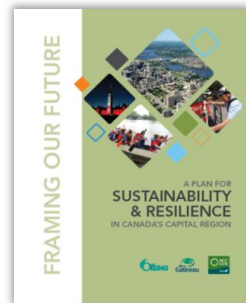
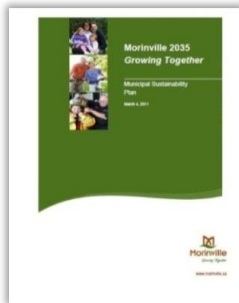




Sample project and research experience

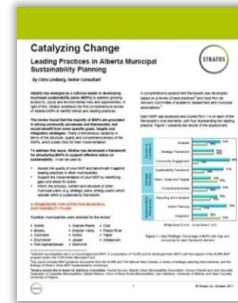
Development & Implementation of Sustainability Plans

- Black Diamond, Cochrane, Hinton and Fort Saskatchewan Sustainability Implementation “Check In”
- Sustainability Plans for Campbell River, Comox, Ladysmith, Markham, Morinville, National Capital Region (Ottawa), Prince George, Regina, Revelstoke, Lake Country, Sooke, Parksville.
- Sustainability implementation workshops for FCM, AUMA, UNSM and various communities



Research & Guides

- A Guide to Implementing Community Sustainability Plans (in progress)
- Sustainable Community Planning in Canada: Status and Best Practices (in progress)
- BC Climate Action Toolkit (toolkit.bc.ca)
- Catalyzing Change: Leading Practices in Municipal Sustainability Planning (Stratos)
- Integrating Sustainability into Municipal Decision-Making (Stratos)



January 23 & 24, 2013



Sustainable Communities



Workshop objectives

- Introduce the concept of the planning-implementation gap and its root causes
- Provide a framework for integrating sustainability (and other new approaches) into decision-making at every level of your organization
- Share stories and lessons learned from regional municipal practitioners

*A great plan isn't
enough to create
a great
community:
it's how you
implement it that
matters*



Workshop schedule

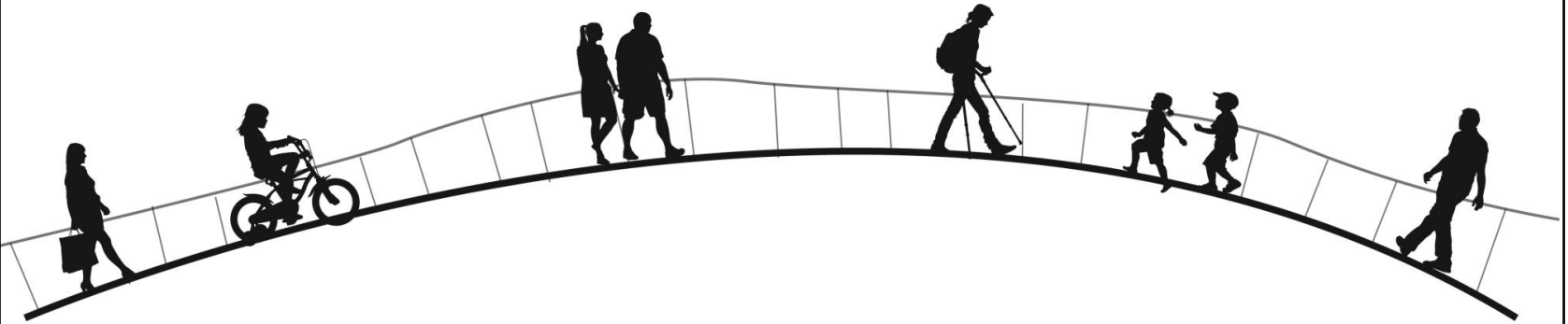
Item	Time
Informal networking and breakfast	8:00-8:20am
1) Welcome, Introductions and Objectives	8:20-8:35am
2) Presentation & Discussion: The “Planning-Implementation Gap” and sustainability	8:35-9:10am
3) Presentation & Discussion: Bridging the Gap: Integrating sustainability into municipal culture and decision-Making	9:10-9:50am
4) Closing Reflections	9:50-10:00am



Welcome!

- Please **introduce yourself** and state your **role** in your community
- Please briefly share **one objective you have for today** with the group





Presentation & Discussion: The Planning-Implementation Gap: Barriers, Enablers and Root Causes

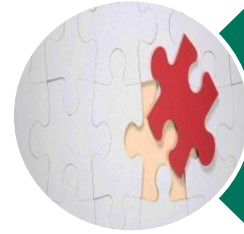
January 23 & 24, 2013

8



Sustainability planning in Ontario

- Federal Gas Tax Agreement requirement for Integrated Community Sustainability Plans (ICSPs)
 - *A long-term plan, developed in consultation with community members that provides direction for the community to realize sustainability objectives, including environmental, culture, social and economic objectives.*
- In Ontario, an Official Plan is sufficient to meet this requirement; however many communities have opted to create ICSPs and/or related plans



Integrated

Integrates and focuses activities across all community dimensions



Community

Led by the municipality but endorsed and owned by the community



Sustainability

Long-term vision and goals grounded in sustainability principles



Common sustainability goal areas

Environment	Society	Culture	Economy	Governance
Solid Waste	Health	Arts & Culture	Local economy	Land-Use Planning
Water & Sewerage	Safety	Recreation	Business & Industry	Accountable Leadership
Air Quality	Poverty and Affordability	Community Identity	Workforce & Employment	Sound Management
Ambient Light & Noise	Food Security	Diversity & Inclusion	Transportation	Civic Engagement
Natural Ecosystems & Biodiversity	Desirable Community	Education	Buildings, Infrastructure & Housing	
Climate Change		Heritage	Targeted sectors (Agriculture, Tourism etc.)	
Energy				



The role of community sustainability plans





Benefits of community sustainability planning

- Cost savings
- Enhanced capacity to meet community needs
- A strong and creative community
- Managing change more effectively
- More effective policy development
- Greater community cohesion
- Stronger regional links
- Staying relevant





The “Planning-Implementation Gap”

Planning

- What we plan to do...
- Our commitment...
- Our long-term visions and values...

The Gap

Implementation

- What we actually do...
- Our accountability...
- Our short term operational targets and objectives...

Potential Consequences

- Eroded trust
- Lost momentum
- Missed opportunities

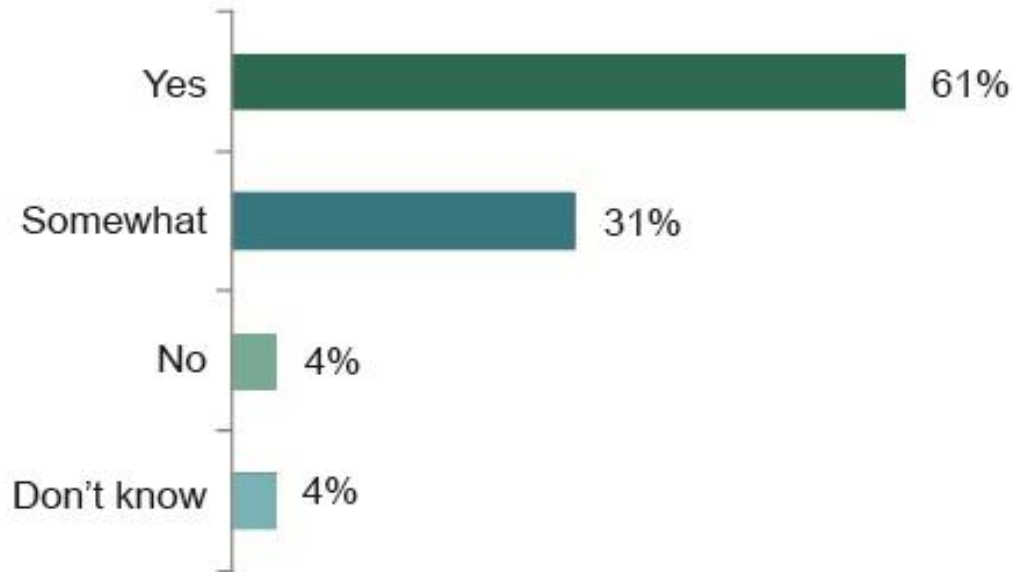


Most communities experience a gap

QUICK POLL

Do you think that the planning-implementation gap is significant in your municipality?

Poll Results (single answer required)



Source: Stratos webinar, December 1, 2011.



Root causes of the gap?

- **Do you think that the planning-implementation gap is significant in your community?** (Yes, Somewhat, No, Don't Know)
- **What is driving this gap? What barriers** are you encountering with moving new, innovative and sustainability initiatives forward in your community?





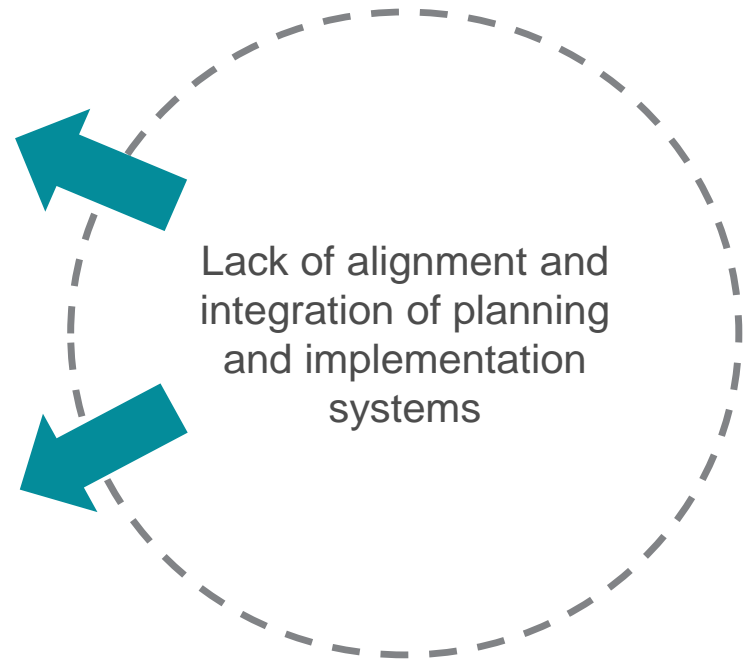
Bridging the gap: a systemic issue

“Vision Gap”

It’s too ambitious, it’s not realistic, we don’t have the time, money or resources.

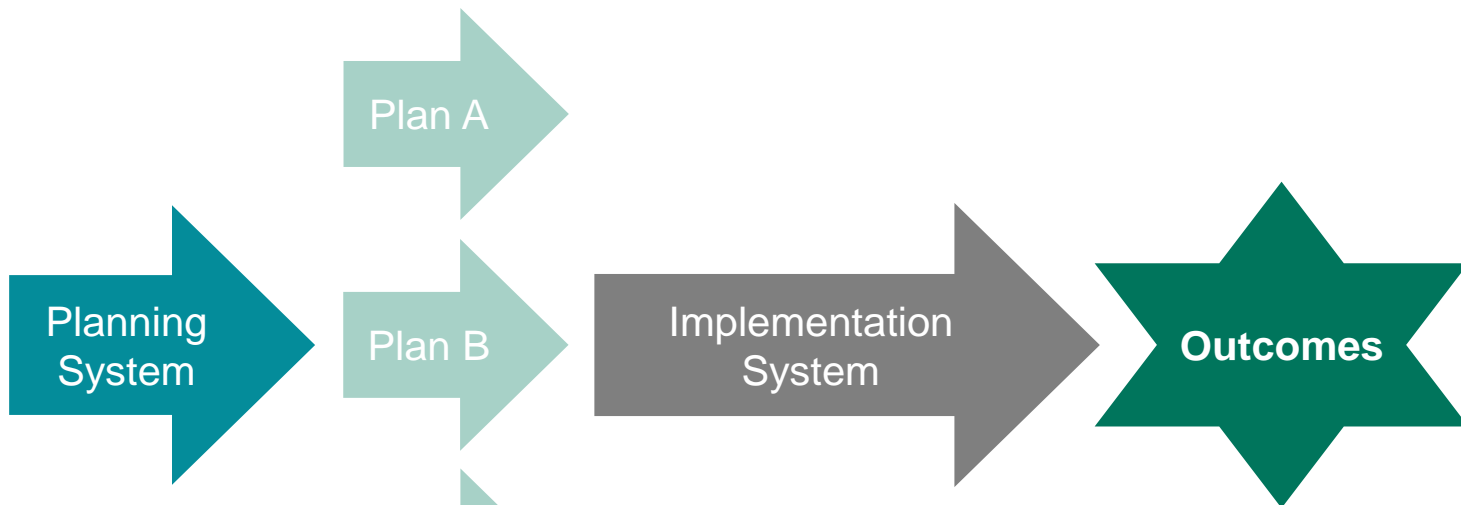
“Accountability Gap”

We always say we’ll do something but we don’t follow through: we could do it if we only had the commitment.



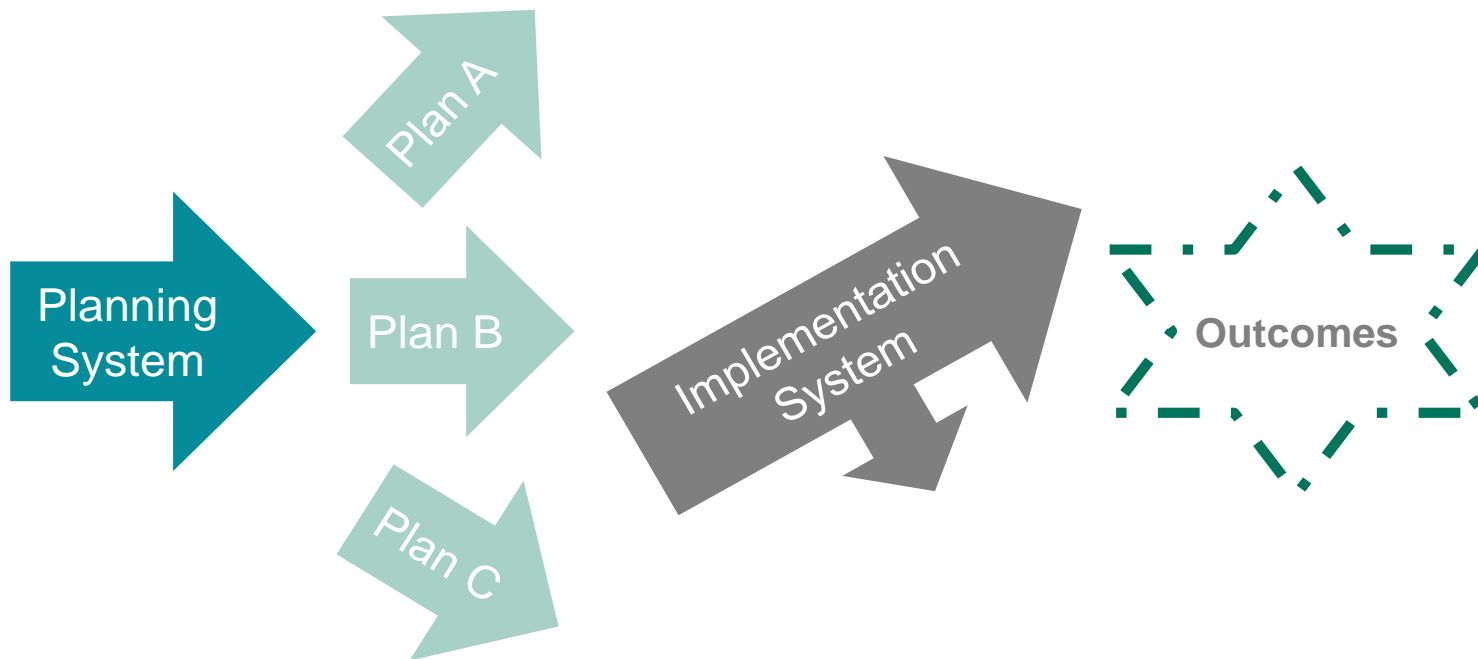


When everything is aligned, the gap is small...





...but when not aligned, the gap is significant

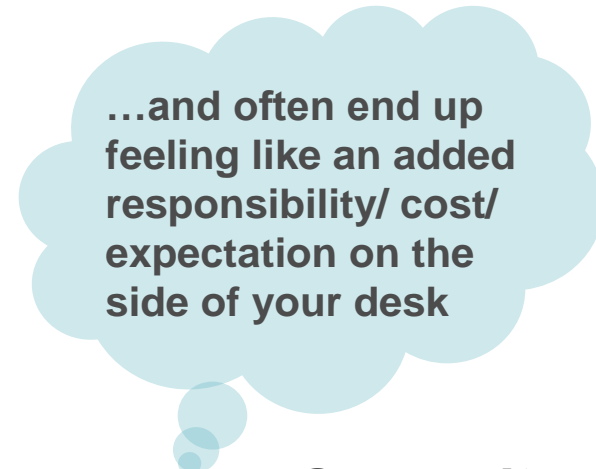




The Planning-Implementation Gap and Sustainability

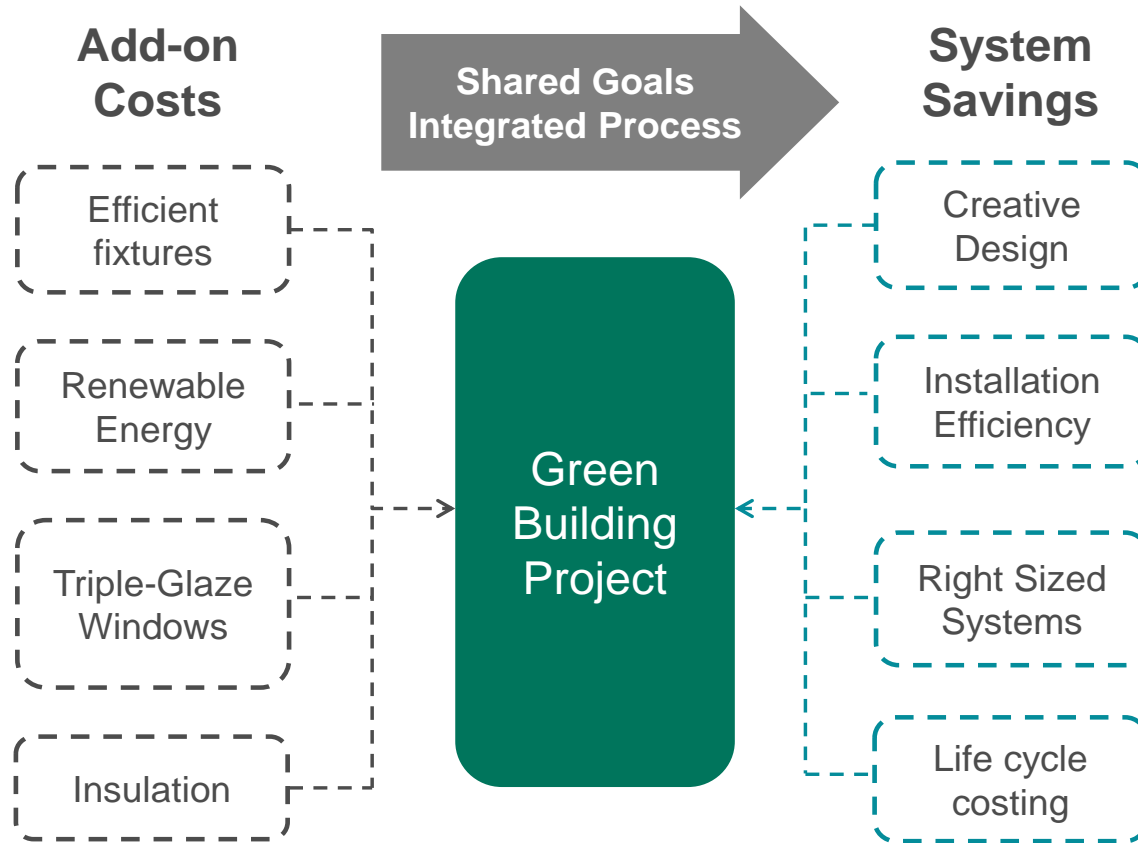
Sustainability plans are predisposed towards significant implementation challenges...

- Extensive planning and engagement processes can lead to burnout, loss of momentum and unrealistic expectations
- Long-term goals can be challenging to translate into short-term actions
- Broad scope impacts all aspects of community life and government
- Sets a new direction, new way of doing things – but the same system is responsible for implementation





Integration and systems thinking are key for success





Making the transition requires a change in culture

Research has shown that as many as **three quarters** of organizational change programs **achieve no success**.

The primary reason why is that **they fail to change the underlying thought patterns, outlooks and behavior** of employees

To avoid failure, sustainability initiatives must explicitly focus on **altering the culture** of the organization

- Bob Doppelt, Leading Change Toward Sustainability 2003



“We can’t solve problems by using the same kind of thinking we used when we created them”
- Albert Einstein





A framework for integration and implementation

VISION

- **What we want to achieve:**
The sustainability vision and long-term goals and targets

PLAN

- **How we plan to achieve it:**
Community plans integrate sustainability and are aligned with the long-term goals

ACT

- **What we actually do:**
Sustainability is integrated into programs, services, regulations and advocacy work

ENGAGE

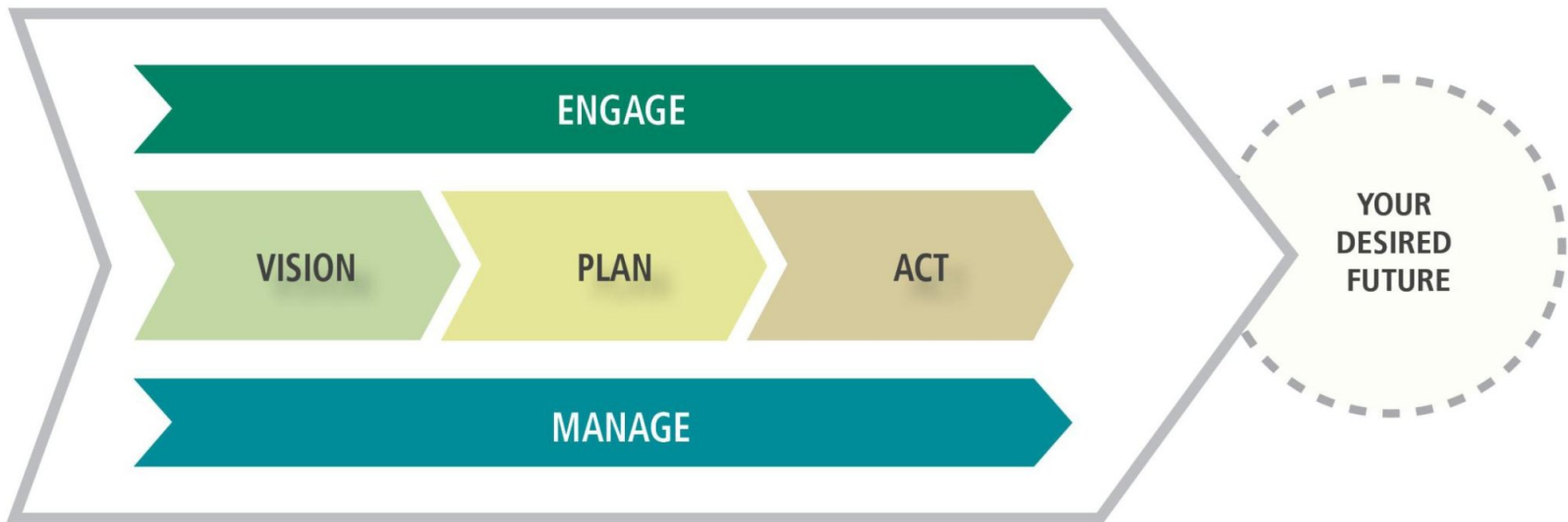
- **How we engage, collaborate and communicate:** Council, staff, community members and stakeholders are key partners in planning and implementation

MANAGE

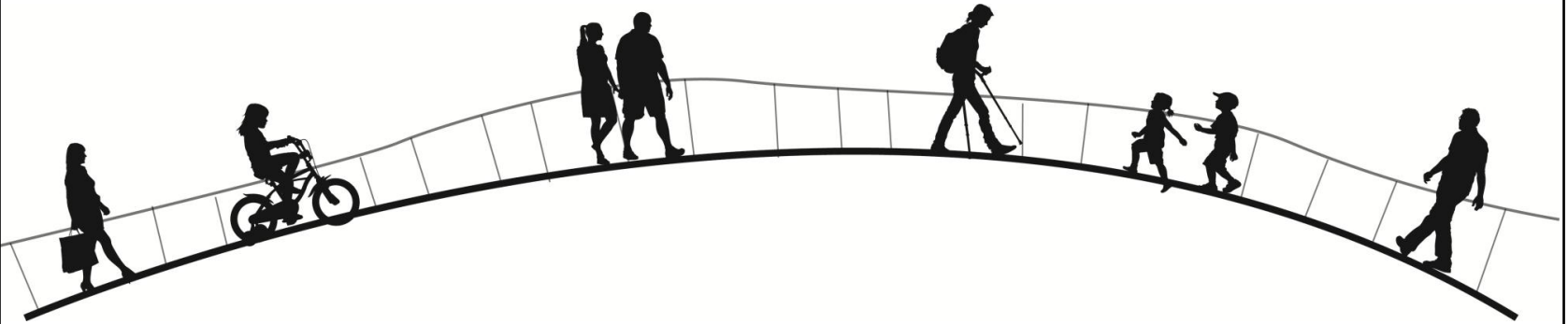
- **How we manage our organization to achieve our goals:**
Sustainability is embedded in corporate structures, processes, policies and management systems



A framework for integration and implementation



Questions? Comments? Reflections?



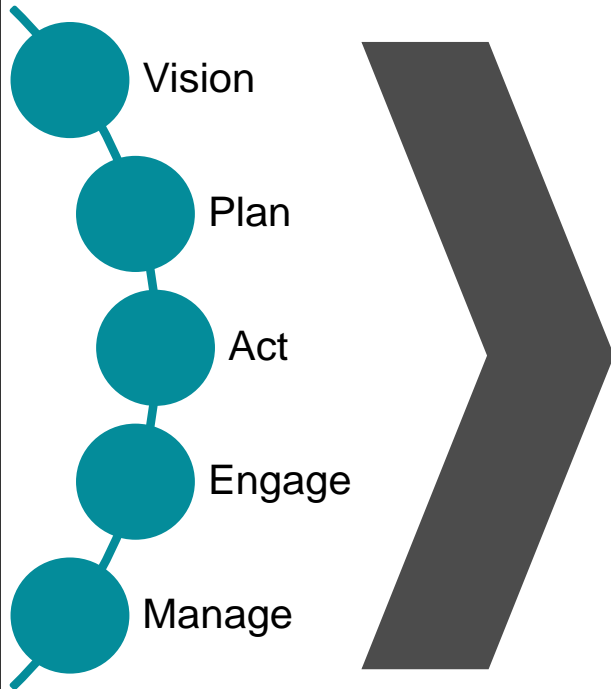
Presentation & Discussion: Integrating Sustainability into Municipal Culture and Decision-Making

January 23 & 24, 2013

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Implementing Sustainability Plans



Make it part of every decision and the culture of your organization



Change how and what you do

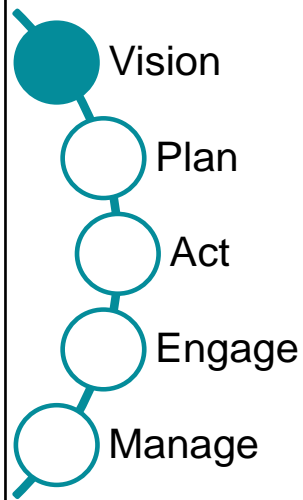


Mobilize staff and community members



Vision

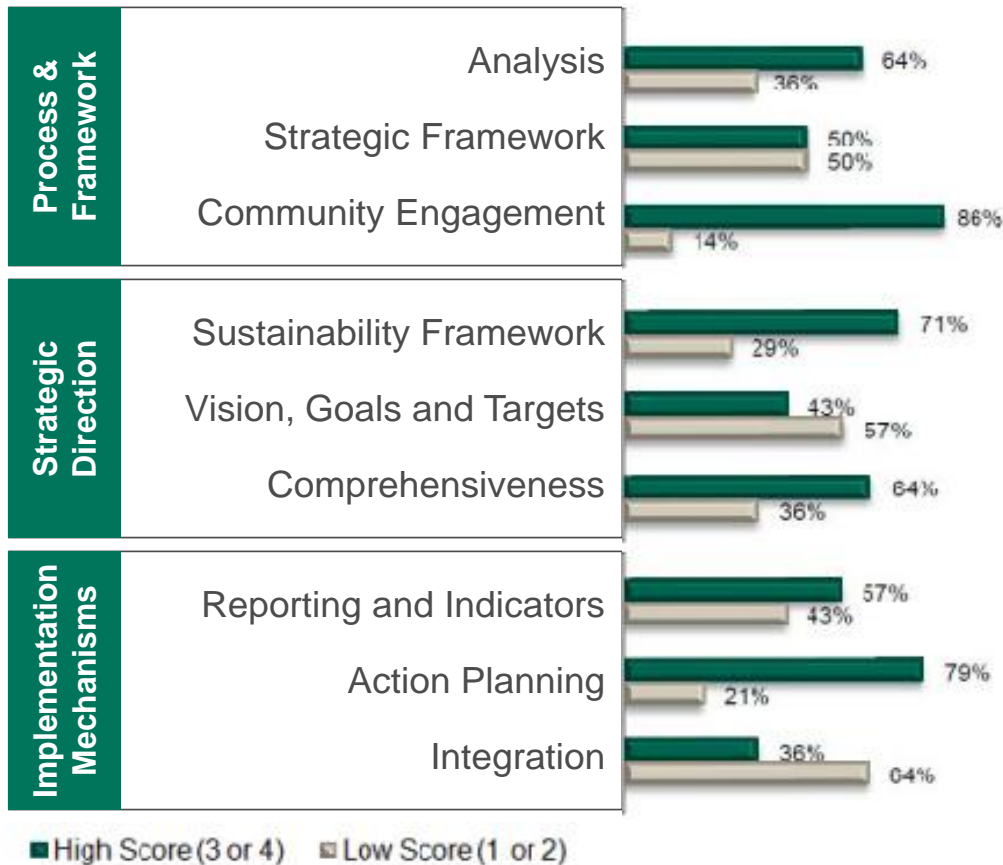
Commit to a clear, long-term sustainability vision with specific goals, targets and indicators



- Clear sustainability framework
- SMART goals, targets and indicators
- Comprehensive and holistic vision
- Ongoing maintenance and renewal
- Clear and consistent commitment
- Transparent public reporting



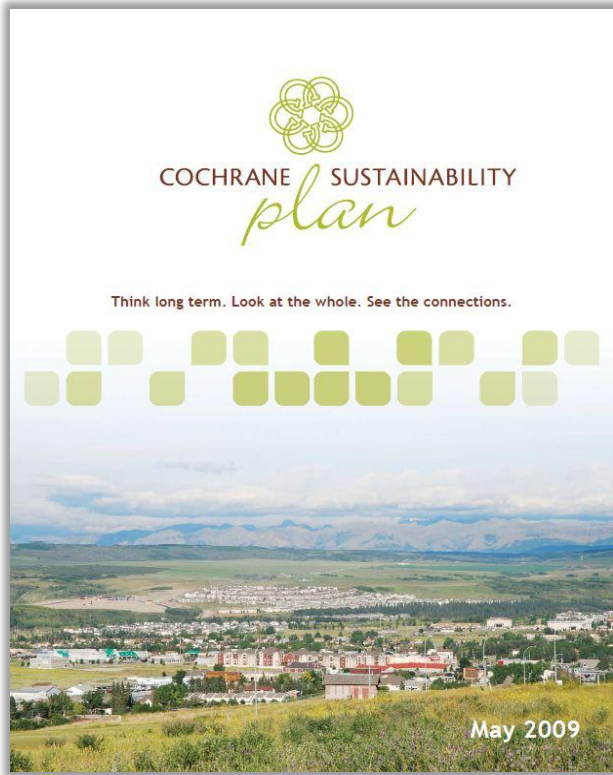
Example - Sustainability Plan Scorecard



- Fourteen municipal sustainability plans in Alberta
- Each plan assessed on nine areas of an effective plan
- **Strongest areas:**
 - Community engagement
 - Action planning
 - Sustainability framework
- **Weakest areas:**
 - Integration
 - Vision, goals and targets
 - Strategic framework



Example – Cochrane, Alberta



Sample Goals and Targets

1. We are a socially responsible and empowered community.

- By 2030, 80% of eligible voters will vote in all elections.
- By 2029, increase volunteer hours and charitable donations by 20%.

2. We treat water as a precious resource.

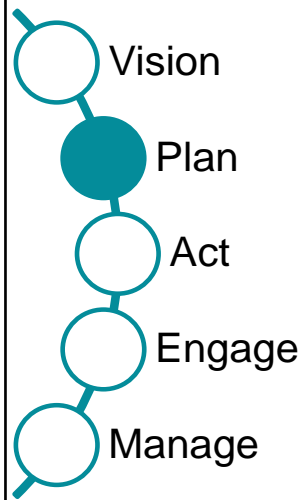
- By 2029, per capita water use in Cochrane has decreased by 15% from 2008 levels.

3. We use energy responsibly and innovatively.

- By 2029, 30% of Cochrane's energy derives from low-impact renewable sources.
- By 2029, per capita energy use in Cochrane has decreased by 30% from 2009 levels.



Plan

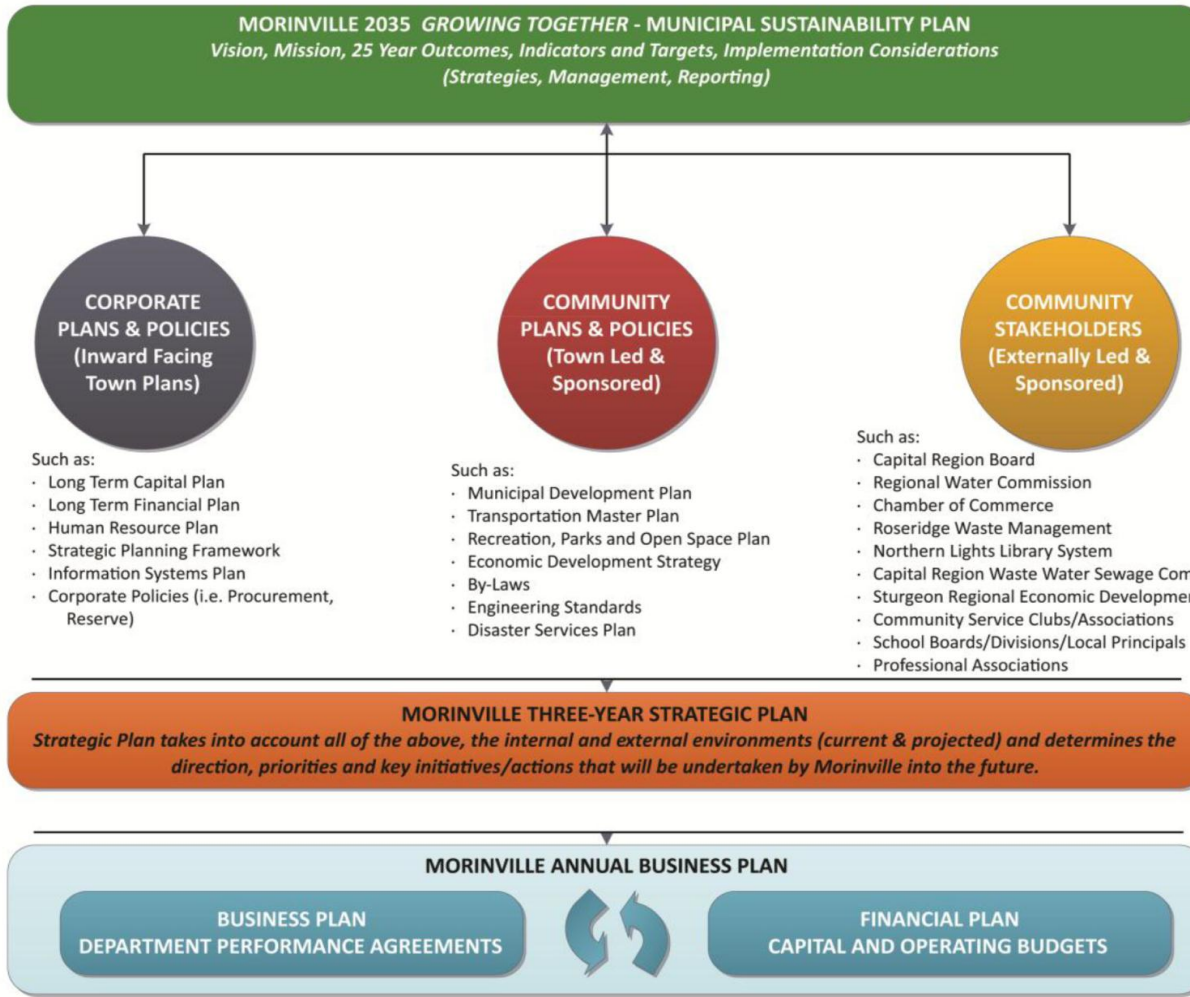


Integrate sustainability goals and priorities into new and existing plans

- Integrated planning framework and cycle
- Aligned municipal and community plans
- Aligned strategic plan
- New plans developed for key action areas
- “Back-casting” and ongoing analysis



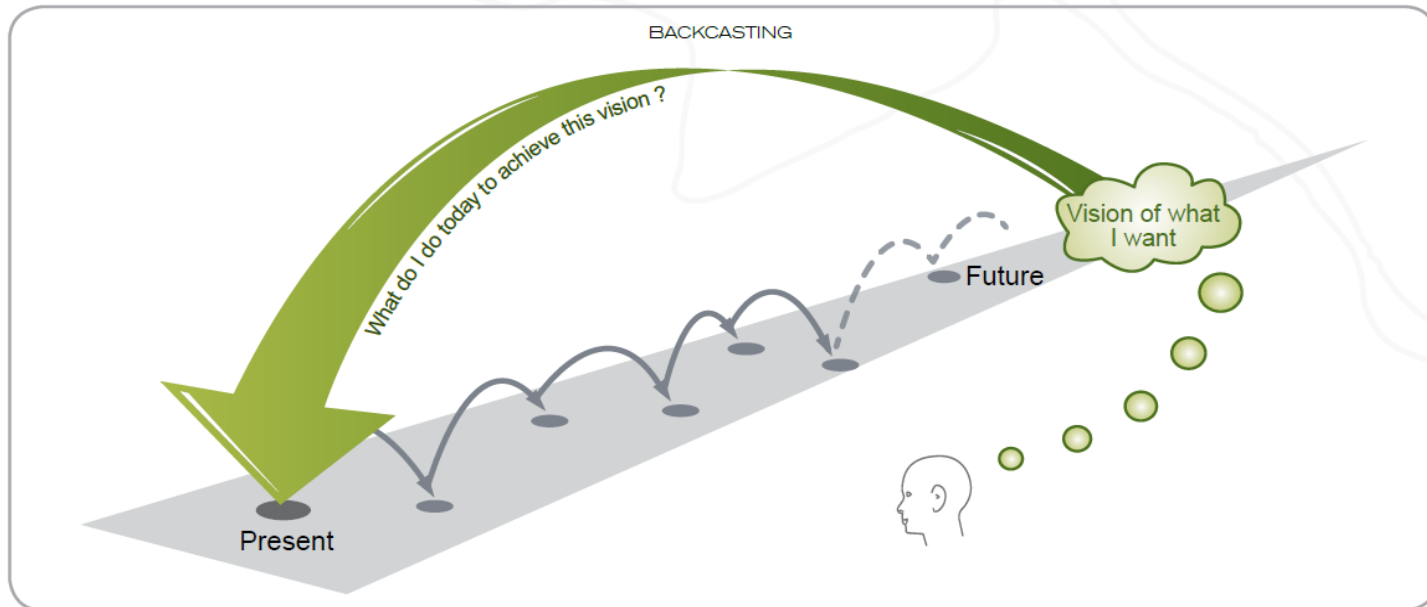
Example – Morinville, Alberta



April 2011



Example – City of Calgary Backcasting



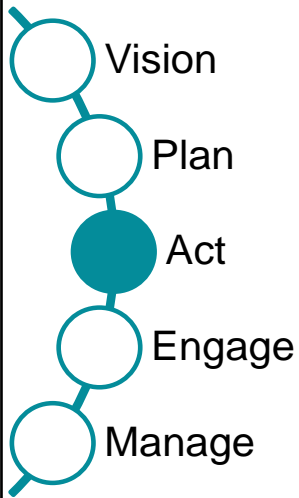
Graphic from *The Natural Step Canada Sustainability Primer, 2009*;



Act

Use programs, services, regulations and advocacy to achieve sustainability goals

- Take early action
- Change design and decision-making criteria
- Review and align programs and incentives
- Efficient operations and utilities
- Enable sustainability through regulations, standards and guidelines





Example – Sustainable Purchasing Policies

Municipal Collaboration for Sustainable Purchasing 2012 report “The State of Municipal Sustainable Procurement in Canada: Best Practices & Current Trends”

Table: Level of Experience by Municipality in Implementing the 10 Key Sustainable Procurement Program Areas

Program Areas	1 Strategy & Action Plan	2 Green Purchasing Policy	3 Supplier Code of Conduct	4 Sustainable Purchasing Commitments	5 Dedicated Staffing & Resources	6 Procurement Tools & Procedures	7 Training & Communication	8 Supplier Engagement	9 Measurement & Reporting	10 Leadership & Collaboration
Wood Buffalo	◐	◐	◯	◯	◐	◐	◐	◯	◯	◐
Ottawa	◐	◐	◐	◐	◐	◐	◐	◐	◯	◐
Whitehorse	◐	◐	◯	◯	◯	◯	◐	◯	◯	●
London	◐	◐	◐	◐	◯	◐	◯	◐	◯	◐
Halifax	◐	◐	◯	◐	◯	◐	◐	◐	◯	◐
Vancouver	●	●	◐	●	◐	●	◐	◐	◯	◐

◯ = just beginning or future priority ◐ = in progress with room for improvement ● = well developed with solid experience

reeve
The State of Municipal Sustainable Procurement in Canada



Example – Sustainability Checklist



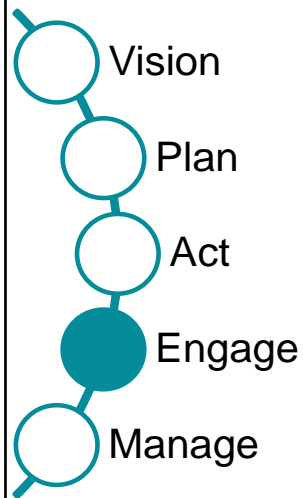
SUSTAINABILITY CHECKLIST FOR REZONING & DEVELOPMENT

	<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%)



Engage

Engage Council, staff, community members and stakeholders as partners in implementation



- Community oversight and partners
- Regional collaboration
- Constant communication
- Connect and celebrate champions
- Educate and train decision-makers



Example – Sustainable Kingston





Example – Whistler 2020

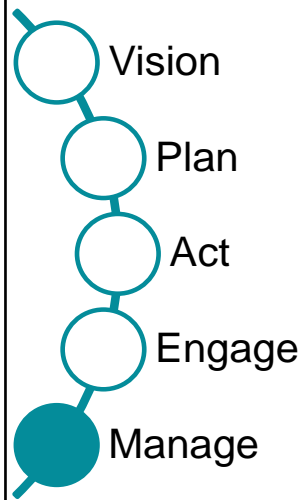


- iShift Take Action Challenge
- Online monitoring & reporting
- Annual action workshops
- Ongoing communication
- Events



Manage

Embed sustainability in corporate structures, processes, policies and management systems



- Develop a transition or change plan
- Establish municipal structures and teams
- Align employee responsibilities and incentives
- Embed sustainability in management systems
- Align decision-making tools
- Align and develop administrative policies
- Transparent, long-term budgets
- Internal monitoring and reporting
- Assessment and evaluation



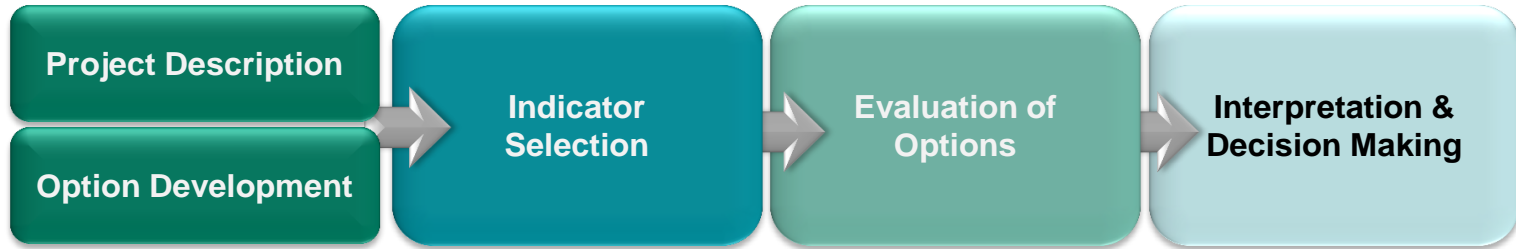
Example – Municipal Structure

Role	Municipal Structure	Responsibilities
DECISION-MAKING	SENIOR LEADERSHIP TEAM and COUNCIL	<ul style="list-style-type: none"> Oversee municipally-led implementation efforts Identify and recommend short-term priorities and actions Facilitate internal networking Monitor progress Coordinate with and support the ICSP Advisory Committee
COORDINATION	SUSTAINABILITY DIRECTOR / COORDINATOR(S)	<ul style="list-style-type: none"> Support municipal decision-making (e.g. coordinate meetings, notes, research, grants) Ensure good communication Collect monitoring information and prepare progress reports Engage and educate municipal employees Liaise with the community ICSP coordinator and implementing partners
PARTNERS	SUSTAINABILITY (“GREEN”) TEAM	<ul style="list-style-type: none"> Build sustainability awareness and understanding Identifying and promoting actions to improve the sustainability of municipal office operations (such as recycling, paperless meetings etc.) Promote ICSP priorities within their respective departments Eligible for recognition and awards

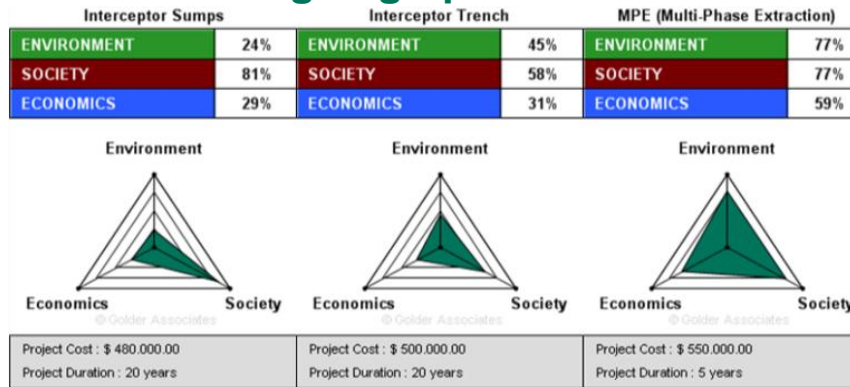


Example – www.GoldSET.com

A simple five step approach



Leading to graphical results

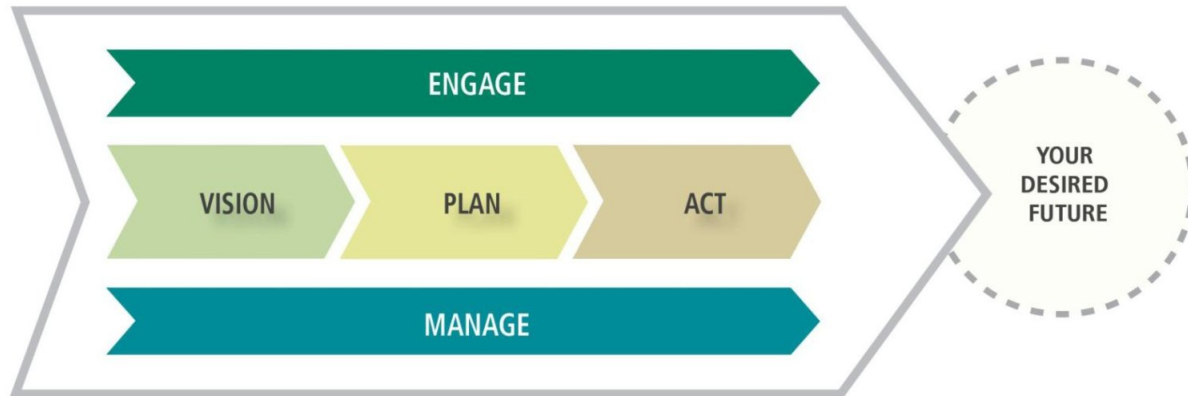


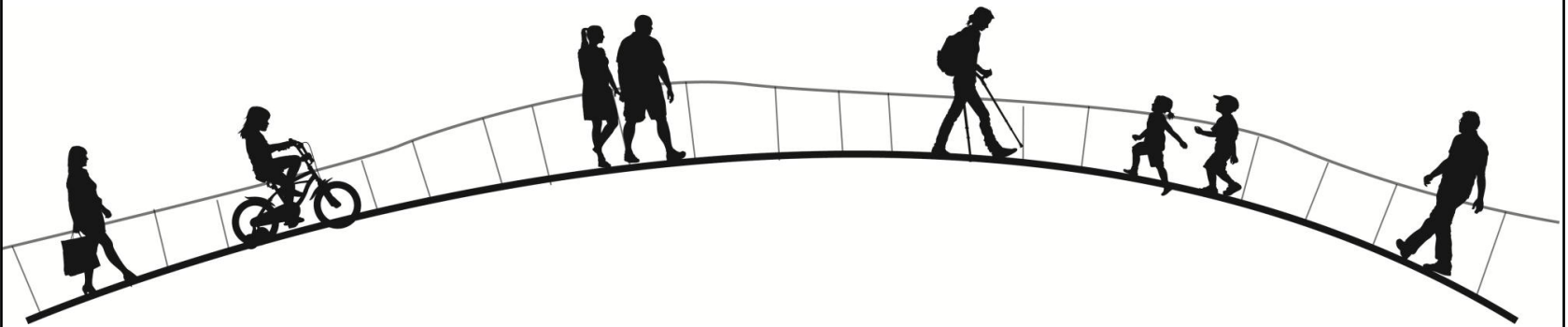


Discussion

Work with a partner to discuss how this framework applies to your community, such as:

- Where is your community stronger / weaker?
- How could it help to advance current plans / address challenges you're currently facing?
- Insights from the discussion so far?





Closing Reflections

January 23 & 24, 2013

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Applying the Framework: Principles

- **Integrate over initiate**
- Use the full range of tools at your disposal
- **Do a few things well – start small and build**
- Don't be paralyzed by funding or analysis – innovate with what you have
- **Partner with your community and build on their strengths**
- Recognize that sustainability = change





Applying the Framework: The Sustainability Check In

- **Assess** your sustainability plan and policy framework.
- **Diagnose** your organization’s implementation strengths and challenges.
- **Prescribe** actions and a change strategy to mitigate challenges and accelerate implementation.

BENEFITS

Organize staff to share critiques on the current state and identify untapped opportunities.

Optimize staff time, flag high-priority actions, streamline municipal activities and inspire action.

Develop strategies and tools to help overcome challenges.

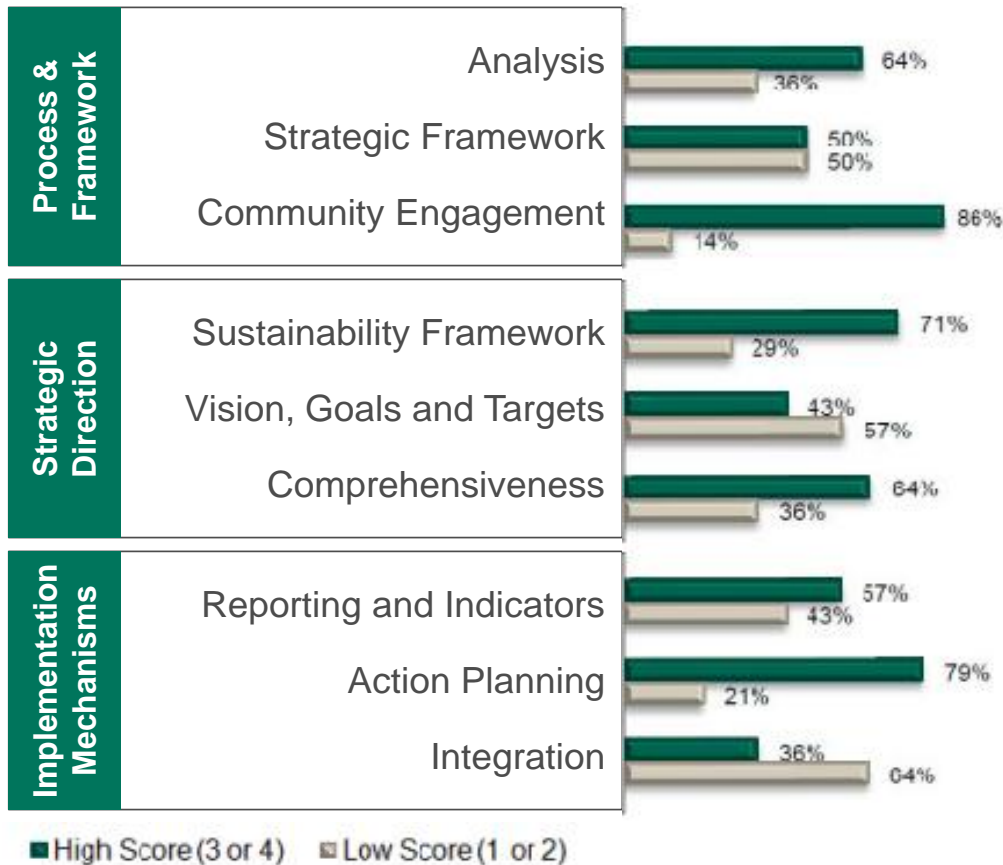
Identify and discuss key implementation challenges and solutions.

“The workshop was really like a blood-transfusion for the sustainability plan. It opened people’s eyes to how important the plan is and how it applies to their area of work.”

*- Clayton Kittlitz,
Director of Planning,
Fort Saskatchewan*



Sustainability Plan Scorecard



- We assess your plan using our nine-part framework
- We benchmark your performance against our municipal database
- We provide recommendations for strengthening your policies to facilitate implementation



Sample Implementation Assessment Results

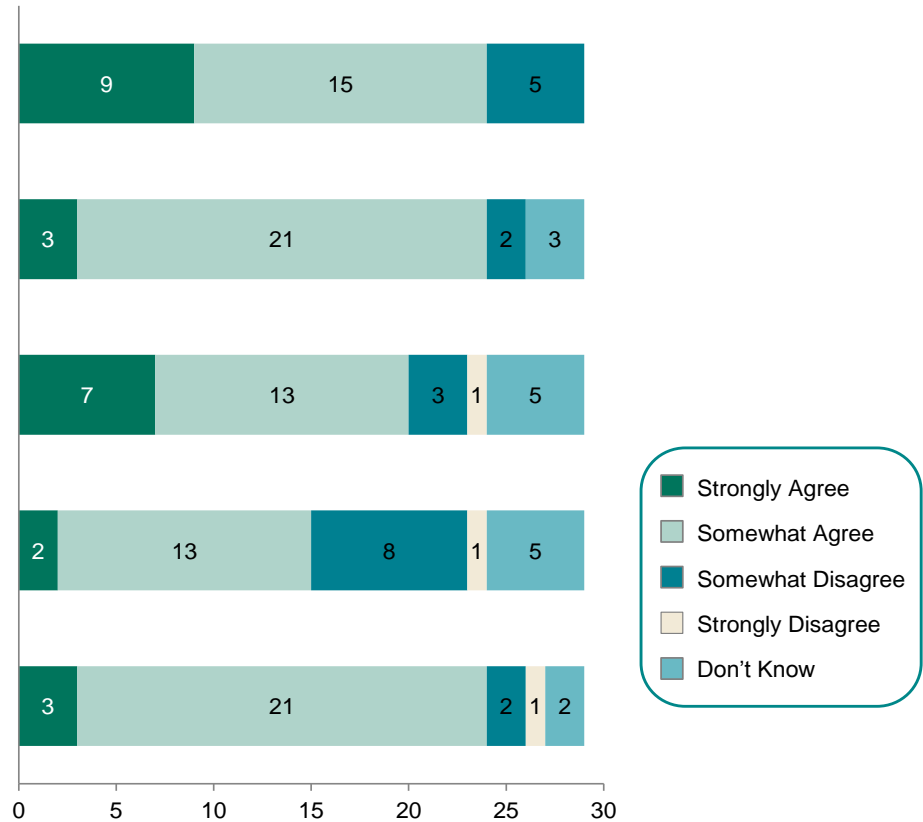
3) STRATEGIC FRAMEWORK: My municipality has a strategic planning framework that connects all levels of planning with a common language, structure and approach. I understand how key plans relate to each other.

4) CLEAR VISION: My municipality has established a clear vision and set of sustainability goals with specific, measurable, and time-bound targets and indicators.

5) ALIGN POLICIES: My municipality is actively reviewing new and existing policies and plans to ensure they align with our sustainability plan.

6) BALANCE: Our sustainability plan balances ambition and realism and is scoped to match the financial and human resources of the municipality and its partners.

7) EARLY ACTION: My municipality has begun to implement the sustainability plan by taking early action towards sustainability.





Sample Implementation Assessment Results

Areas where participants strongly agreed that action has or is taking place		Areas where participants somewhat agreed that action has or is taking place		Areas where participants somewhat disagreed that action has or is taking place		Areas where participants strongly disagreed that action has or is taking place	
>70% Strongly or Somewhat Agree		50-70% Strongly or Somewhat Agree		30-50% Strongly or Somewhat agree		<30% Strongly or Somewhat Agree	
76%	3E) EARLY ACTION	69%	3A) STRATEGIC FRAMEWORK	48%	7C) EVENTS AND AWARDS	26%	4D) ADEQUATE RESOURCES
74%	5D) INTERNAL MANAGEMENT	63%	3C) ALIGN POLICIES	48%	6A) SHARED RESPONSIBILITY	10%	5C) PUBLIC REPORTING
		63%	5A) BUSINESS PLANS & BUDGETS	44%	6C) REGIONAL PARTNERSHIP	6%	7B) STAFF TRAINING
		62%	3B) CLEAR VISION	44%	4A) CONSISTENT COMMITMENT		
		61%	4B) RESPONSIBILITIES	40%	6B) FORMAL MECHANISMS		
		54%	7A) EDUCATION	39%	7D) COMMUNICATION		
		52%	4C) CROSS CUTTING TEAMS	36%	5E) DECISION-MAKING TOOLS		
		52%	3D) BALANCED AMBITION & REALISM	30%	5B) STAFF PERFORMANCE AND INCENTIVES		



Golder Sustainability Services

VISION

- Corporate and community visioning and goal setting
- Sustainability plan development and implementation

PLAN

- Community and regional land-use planning
- Transportation and growth management plans
- Environmental, cultural, food and economic strategies
- Energy management and climate change adaptation
- Landscape architecture and urban design

ACT

- Program and service design
- Public works project management
- Site assessment and permitting
- Green infrastructure and building strategies
- GMF funding applications

ENGAGE

- Consultation
- Workshops & facilitation
- Events & charrettes
- Digital engagement
- Aboriginal engagement
- Training & capacity building

MANAGE

- Change management
- Sustainable procurement
- Strategic planning
- Governance
- Decision-making tools
- Performance management and reporting



Top Ten Ideas for Action

1. **IDENTIFY STAFF CHAMPIONS** and assign a senior individual to be accountable (e.g. CAO)
2. **“WALK THE TALK”** by aligning key processes, land-use plans and bylaws with sustainability
3. **“DUST OFF” THE PLAN** and establish targets and short-term priorities for action
4. **MEASURE AND REPORT ON PERFORMANCE** annually to Council and the community
5. **CREATE A FORMAL PROCESS** for reviewing and renewing the sustainability plan
6. **QUANTIFY COSTS** and integrate sustainability funding and priorities into budget processes
7. **UPDATE REPORT TEMPLATES** to add sustainability priorities and criteria, including budget documents, quarterly reports and funding applications
8. **DEVELOP FORMAL PARTNERSHIPS** with community members and stakeholders
9. **WORK REGIONALLY** to access funding and identify joint initiatives for collaboration
10. **COMMUNICATE** the plan and its importance (through workshops and forums, for example) to Council, staff and stakeholders



Thank You

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