

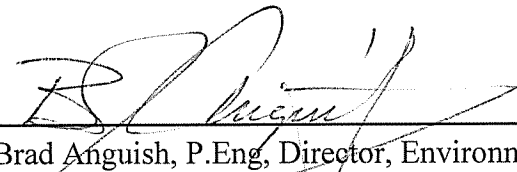


PO Box 1749  
Halifax, Nova Scotia  
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Halifax Regional Council  
April 3, 2007

**TO:** Mayor Kelly and Members of Halifax Regional Council

**SUBMITTED BY:**

  
Brad Anguish, P.Eng, Director, Environmental Management Services

**DATE:**

March 20, 2007

**SUBJECT:**

Atlantic Canada Sustainability Initiative

## INFORMATION REPORT

### ORIGIN

Staff wish to update Regional Council on the establishment of the Atlantic Canada Sustainability Initiative.

### BACKGROUND

There have been a number of corporate initiatives supporting the “healthy, sustainable, vibrant community” theme ranging from the 25 Year Regional Plan to HRM’s integrated systems approach to clean air, land, water and energy. A number of plans and strategies have also been developed with a sustainability focus.

## **DISCUSSION**

Sustainability is one of the greatest challenges facing every Canadian municipality and building towards a critical mass of support and common goals is critical in meeting this challenge.

Atlantic Canada is well positioned to play a significant role in sustainable development. There is already a groundswell of interest amongst many creative and committed people, businesses, governments and non-governmental organizations in the Atlantic Region who want to work towards a sustainable future. This includes Halifax Regional Municipality.

As a sustainability partner in the Atlantic Canada Sustainability Initiative, HRM is confirming its commitment to a healthy, sustainable, vibrant community. In addition to our own goals, we are also committing to developing and participating in a region-wide network to advance sustainability in Atlantic Canada by engaging citizens, organizations, and governments in the region, and acting collaboratively to move the region towards greater sustainability. This helps build the critical mass that will directly benefit HRM as well.

The attached Project Plan and Project Charter provide further details on the Atlantic Canada Sustainability Initiative.

The **Project Charter** outlines each partner's commitment to the Atlantic Canada Sustainability Initiative. The objectives, scope and commitment directly parallel and support HRM's efforts towards a healthy, sustainable, vibrant community.

The **Project Plan** provides the details, action items, expected outcomes and costs to deliver on the Charter objectives.

Several HRM staff will be participating directly in the various workshops and activities as outlined in the Project Plan. An invitation to the Mayor (or designate) and Chairperson (or designate) of Regional Council's Energy and Underground Services Committee to attend the capacity building workshops and kick-off launch will be forwarded directly by the organizers.

## **BUDGET IMPLICATIONS**

Each major partner (approximately 20 - 22 in total) will be responsible for their direct participation in the training workshops, seminars, internal support costs and other activities of the Atlantic Canada Sustainability Initiative.

HRM's costs are anticipated to be in the \$15,000 range with funding identified in capital budget #CDI00740 (Whole Systems Sustainability Methodology) in the Sustainable Community Reserve, which was previously approved by Council on June 24, 2004.

## **FINANCIAL MANAGEMENT POLICIES / BUSINESS PLAN**

This report complies with the Municipality's Multi-Year Financial Strategy, the approved Operating, Capital and Reserve budgets, policies and procedures regarding withdrawals from the utilization of

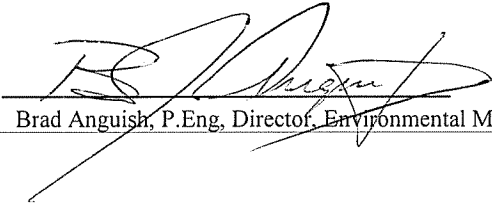
Capital and Operating reserves, as well as any relevant legislation.

### **ATTACHMENTS**

1. Atlantic Canada Sustainability Initiative - Project Charter
2. Atlantic Canada Sustainability Initiative - Project Plan

A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/agenda.html> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Report Prepared by : Stephen King, Manager, Sustainable Environment Management Office, 490-6188

Report Approved by:  Brad Anguish, P.Eng, Director, Environmental Management Services, 490-4825

# *Atlantic Canada Sustainability Initiative*

## Project Charter

**DRAFT**

March 2007

## Purpose

This Charter outlines the commitment of our organization to the Atlantic Canada Sustainability Initiative. This Initiative is intended to build capacity and commitment among a diverse group of Atlantic organizations who will advance sustainable development within our own organizations and the Atlantic Region as a whole using the Natural Step Framework as a guide.

## Objectives

We view this initiative as a first step in an ongoing commitment and journey towards a more sustainable future. We commit to actively participate in this project in an effort to:

- **build capacity and competence** within our organization to become better leaders in sustainable development;
- **create and implement a plan of action** that advances sustainability within our organization through concrete actions;
- **serve as role models** by sharing our own organization's successes and lessons with respect to sustainability;
- **build an effective network** that collaborates and supports progress towards sustainability;
- **build regional momentum** towards sustainability by engaging citizens, organizations and governments within the Atlantic Region; and
- **identify and act on opportunities** collaboratively to help move the region towards sustainability

## Scope

- The scope of work associated with this initiative is as outlined in the Project Plan attached as Schedule 1.

## Our Commitment

As a Sustainability Partner in the Atlantic Canada Sustainability Initiative, we commit to:

- Collaborate on the design and delivery of this initiative.
- Commit time and finances for 3 - 5 individuals from our organization to attend training sessions and meetings as part of the program.
- Ensure that the senior leaders from our organization attend strategic functions of the program including the launch dinner.
- Advance sustainability within our organization by committing to do one or more of the following (informed by the Natural Step Framework):
  - Develop a Sustainability Action Plan
  - Develop an Integrated Community Sustainability Plan
  - Integrate sustainability into the community's Municipal Development Plan
  - Develop a program to incorporate sustainability into the culture of our organization
- Participate in an initial training workshop and two subsequent workshops, at six months and one year following the initial workshop, to share success stories and lessons learned, engage in additional learning from each other and/or from identified resources, and to collaboratively identify and act on opportunities to help move the Atlantic region towards sustainability.
- Participate in peer to peer networking with other sustainability partners.
- Play a leadership role in the community and in the region with respect to sustainability.

- Covering the workshop fees for our own participation (\$250 per person per workshop), and the associated travel and accommodations.
- Helping to ensure sufficient resources are in place to cover the costs of the entire project and assist with raising/investing funds to support the regional initiative (as outlined in the budget in Schedule 2).
- Assist with evaluating the success and effectiveness of this initiative.

The Natural Step (TNS) Canada agrees to:

- Provide high level direction and support, and assist with project management.
- Collaborate on the design and delivery of this initiative to ensure that project objectives are met.
- Design and deliver the training workshops.
- Recruit additional speakers and expertise as appropriate.
- Provide 2 days of coaching for each of the sustainability partners.
- Commit grant money to this initiative to support TNS Canada's participation.

The Project Coordinator will:

- Collaborate on the design and delivery of this initiative.
- Facilitate peer to peer networking amongst project partners.
- Co-develop and implement a funding plan for the initiative.
- Provide fundraising support and financial oversight of the project.
- Secure venues and provide logistical support for the initiative.
- Provide internal and external communications.
- Facilitate the development of a communications plan for the regional initiative.
- Assemble and maintain a resource centre (books, papers, case studies, PowerPoint presentations, etc.) to support sustainability partners.

## **Project Charter Approval Signatures**

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

# Schedule 1

## Project Plan

### Project Preparation

*Before May*

- Draft project charter, project plan and budget. Circulate for comments and finalize by having sustainability partners sign (signing possibly to take place at first workshop in May).
- Develop fundraising strategy and obtain funding for initiative (with support and suggestions from sustainability partners).
- Recruit additional sustainability partners to ensure adequate representation from social organizations, academic institutions, youth, and business. Additional partners from PEI and Newfoundland may be wanted as well. The sustainability partners will help identify who is missing and recruit other partners.
- Designate coordinator.
- Design first workshop with feedback and input from project partners.
- Organize and promote workshop (arrange logistics, take registrations, etc.).

### Launch Dinner (keynote speaker to be confirmed)

*May 14, 2007*

- Intended for leaders from partner organizations, potential partner organizations, businesses, provincial and federal government (i.e. Mayors, CAOs, CEOs or Presidents, Ministers etc.), as well as workshop participants.
- Purpose: build high level awareness, support and enthusiasm for the initiative.

### Two-Day Capacity-Building Workshop

*May 14-16, 2007*

- Intended for 3 - 5 people from each partner organization.
- Purpose: provide participants with an awareness, understanding and a common language of sustainability and the capacity to begin moving their organization, and eventually the whole Atlantic Region, towards sustainability.

### Homework Assignment

*May – June 2007*

- Partners identify and agree on an initiative and process for advancing sustainability within their organizations. The initiative and process should be one of the following: a) developing a sustainability action plan; b) developing an Integrated Community Sustainability Plan; c) integrating sustainability into the community's Municipal Development Plan; or d) incorporating sustainability into the culture of the organization).
- Submit to TNS for review.

### Coaching: Begin Sustainability Initiative

*June – November 2007*

- TNS Canada will provide 1 day of coaching for each organization to review the proposed sustainability initiative and to help get started on it.

- Undertake sustainability initiative. —————→
- Opportunities for peer to peer networking to share experiences.

Additional coaching or training from TNS Canada will be available for project partners. Additional funding however would be required for this to occur.

## One-Day Workshop

*November 2007*

- Purpose:
  - Share success stories, learn from each other, receive additional TNS training and continue building the network.
  - If participants identify specific needs or interests, and budget allows, additional training or coaching may take place (i.e. bring in experts in the fields of energy, transportation, green building, community engagement, communicating sustainability, monitoring, governance, etc.).
  - This workshop will also be used to begin developing a high level sustainability analysis of the Atlantic Region. Following this session, the coordinator will gather additional information to feed into the sustainability analysis.

## Coaching: Continue Sustainability Initiative

*November – April 2008*

- TNS Canada will provide 1 day of coaching for each organization to help with the development of the sustainability initiative or with implementation.

## Two-Day Regional Summit

*April 2008*

- Purpose day 1:
  - Intended for sustainability partners, community, government and business leaders and other organizations who are interested in joining the network and committing to action.
  - Project partners share successes with each other and with the larger Atlantic and national community. A special media event will be hosted to generate regional and national interest in the initiative.
- Purpose day 2:
  - Working session of sustainability partners and with participation from invited observers.
  - Review the sustainability analysis and brainstorm and prioritize actions that will help move the Atlantic Region towards sustainability. Actions will be assigned to partner organizations.

## Next Steps

*Post April 2008*

- We recognize that the first year of this project is a step on the road to a more sustainable future. On the basis of our experience, we anticipate that the project partners will identify further actions and initiatives that will continue to move the initiative forward once the first year is finished. Sustainability partners agree to:
  - Support regional initiatives.
  - Play a sustainability leadership role in their communities.
  - Participate in ongoing networking, information sharing, and peer learning among sustainability partners.



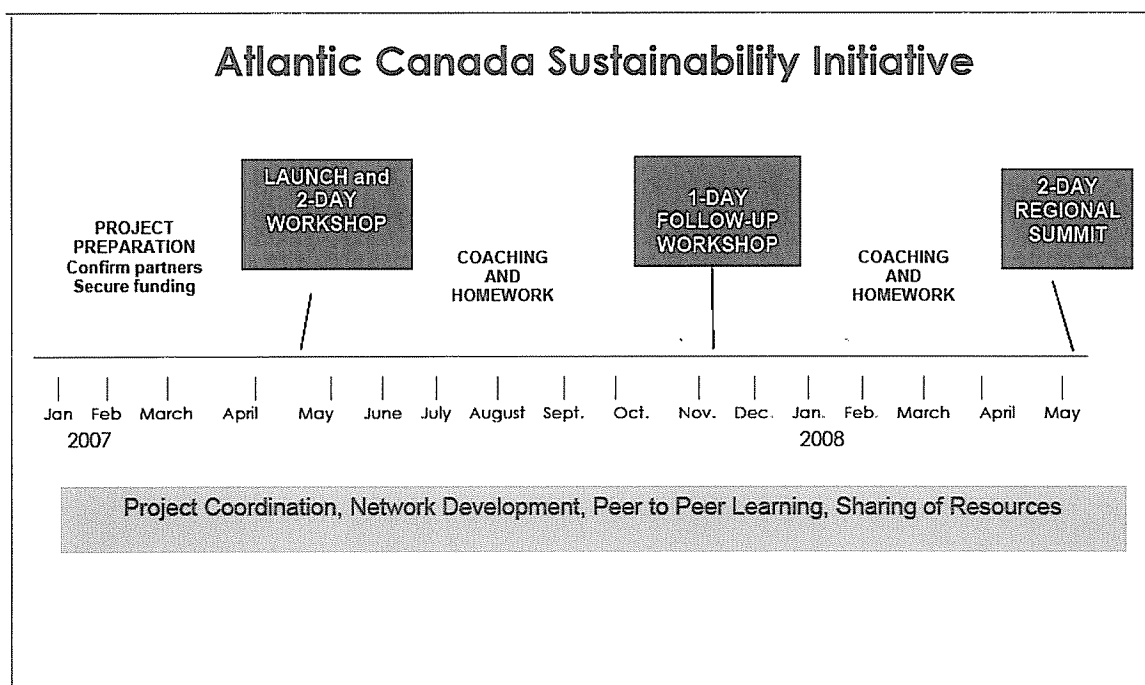
- Engage and support other communities, other businesses, and other levels of government to create a broad-based network which -- united by common vision of a sustainable Atlantic Canada and a common commitment to action - generates a sustainability tipping point for the region.
- Participate in project evaluation and follow-up.
- Take appropriate action on next steps as identified at the workshop.
- Help organize another round of the project with new partners.

## Networking Hub & Resource Centre

- A coordinator will provide ongoing support for the Atlantic Canada Sustainability Initiative.
- The coordinator's role is to: assemble and maintain a resource centre (books, articles, case studies, contacts, power point presentations etc.), organize peer to peer networking both within the partnership and from outside, develop a communication plan, provide fundraising support and financial oversight, coordinate logistics for workshops and other events, respond to requests for information, recruit additional members and partners into the network and other duties as necessary.

## Governance

- Collaboration is a guiding principle for this initiative. As such, all policy and budget related decisions are to be reached through consensus. Administrative decisions will be made by the project coordinator.



## Schedule 2 Budget

### Guiding Principles and Assumptions

- External funding will be sought to cover a significant portion of the expenses associated with this initiative.
- Each sustainability partner is expected to make a financial contribution by way of a fee for attending workshops.
- Each sustainability partner organization is responsible for costs associated with:
  - Travel, accommodations and other incidental expenses for workshop participants. (If funding permits, a subsidy for participants travelling significant distances will be provided.)
  - Staff time associated with participating in workshops.
  - Staff, capital, and any other internal costs associated with advancing sustainability within each partner's organization.

### Atlantic Canada Sustainability Initiative Project Budget

#### EXPENSES

#### WORKSHOP 1 -- May 2007 (2 days)

Kick off dinner (150 people)	10,000
Keynote speaker -- per diem and travel	5,000
Design and delivery of 2 day workshop (TNS Canada)	10,000
Workshop Facilities -- includes meals and facility space but not travel or accommodations	25,000
TNS Travel and accommodation	3,000
<b>Subtotal</b>	<b>\$53,000</b>

#### COACHING

assuming 20 orgs X 1 day	20,000
	<b>\$20,000</b>

#### WORKSHOP 2 -- November (1 day)

Design and delivery of 1- day workshop	5,000
Workshop Facilities -- includes meals and facility space but not travel or accommodations	13,000
Guest experts	15,000
TNS Travel and accommodation	3,000
<b>Subtotal</b>	<b>\$36,000</b>

#### COACHING

assuming 20 orgs X 1 day	20,000
	<b>\$20,000</b>

**REGIONAL SUMMIT (April 2008)**

Design and delivery 1 day workshop, 1 day summit	10,000	
Guest speakers	15,000	
Facilities -- includes meals and facility space but not travel and accommodations	30,000	
TNS travel & accommodation	3,000	
Guest experts (during training, including fees and travel)	15,000	
Key note	5,000	
<b>Subtotal</b>		<b>\$78,000</b>

**COORDINATION, NETWORK , PROJECT MANAGEMENT**

GPI Atlantic Project Management (Jan-April)	5,000	
TNS Canada Project Management (1 year)	15,000	
Project Coordinator - Full time salary 1.5 years	67,500	
Travel and accommodation	5,000	
Administration (office space, supplies, phone, equipment, etc.)	12,000	
Development of case studies	5,000	
Website, communications	15,000	
Evaluation	10,000	
Conference calls	1,000	
Printing	5,000	
Contingency	15,000	
<b>Subtotal</b>		<b>\$155,500</b>

**TOTAL EXPENSES** **\$362,500****REVENUE****CONFIRMED**

TNS Canada - in-kind	50,000	
GPI Atlantic - in-kind	10,000	
Canada Rural Partnership - for first workshop (not yet confirmed but very likely)	14,500	
Resource Recovery Fund Board	6,000	
<b>Subtotal</b>		<b>\$80,500</b>

**PROJECTED**

Workshop Fees (\$250 per participant per workshop (assume 20 orgs, 4 people, 3 workshops)	60,000	
Additional Sustainability Partner Contributions	20,000	
Government contributions	80,000	
Corporate contributions	40,000	
Foundation contributions	82,000	
<b>Subtotal Revenue projected</b>		<b>\$282,000</b>
<b>TOTAL REVENUE</b>		<b>\$362,500</b>