



2017 Community Excellence Awards

Application Form

Leadership & Innovation, Green Initiatives

Please complete and return the application form by **Friday, June 23, 2017**. If you have any questions, contact UBCM at awards@ubcm.ca or (250) 356-5193.

SECTION 1: Applicant Information

Local Government: Capital Regional District **Complete Mailing Address:** 625 Fisgard St, PO Box 1000, Victoria BC, Canada. V8W 2S6

Contact Person: Liz Ferris **Position:** Climate Action Analyst

Phone: 250-360-3643 **E-mail:** lferris@crd.bc.ca

SECTION 2: Staff Contact

An invitation to attend the UBCM Community Excellence Awards Breakfast Reception will be sent out via e-mail in early September. Winners will not be named before the ceremony.

Please provide the contact information for the person in your office who should receive and reply to the invitation, on behalf of the elected officials/staff who will be in attendance at the UBCM Convention.

Staff Contact Person: Liz Ferris **Position:** Climate Action Analyst

Phone: 250-360-3643 **E-mail:** lferris@crd.bc.ca

SECTION 3: Project/Program Information

1. Name of the Project/Program:

Corporate Climate Action Strategy

2. Project/Program Summary. Please provide a summary of your project/program in 150 words or less

In response to BC Climate Action Charter commitments and a Board recognition of the significance of climate change, the CRD has embarked on an organization-wide initiative to shift the organizational culture and integrate a climate change lens into CRD's

management and operational decision making. The initiative is guided by the Board-endorsed Corporate Climate Action Strategy which establishes a framework of long-term goals, policy and short-term actions, and identifies resources, roles and responsibilities to accelerate corporate mitigation and adaptation activities and achieve the organization's targets. A key outcome of the strategy is the integration of a climate action lens into the budgeting, asset management, asset renewal, procurement, project management and service delivery processes, and the everyday business of the organization. The strategy is supported by policy and actions in 7 goal areas that collectively shift the organization's culture, and address the staff-identified barriers to implementation. Find the strategy online at www.crd.bc.ca/climate

SECTION 4: Project Details

Please answer each question in 250 words or less (our judges value directness and brevity). If you experience difficulty answering a particular question, consider the aspects of your program that may relate to the question and show us how they are linked. Remember to include measurable results whenever possible.

- 3. Environmental Stewardship.** Please describe the mindful and future-focused project(s) and/or program(s) your local government is implementing to protect the environment and create a healthy, liveable community.

CRD's Corporate Climate Action Strategy (CCAS) aims to protect the environment and create a healthy livable community by showing leadership to minimize to and reduce the greenhouse gas (GHG) emissions resulting from CRD operations, and preparing CRD owned assets and infrastructure for the future effects of climate change. The comprehensive strategy reviews CRD operational processes to address the organization's owned and directly-controlled assets (natural and engineered) and infrastructure and targets a 33% reduction in operational emissions by 2020. The Corporate strategy is accompanied by a Regional Climate Action Strategy, which is broader in scope and guides the CRD's services to support community-focused climate mitigation and adaptation over the next five years. By showing leadership in our own operations, coupled with service delivery to support community action, the Capital Regional District aims to continue to be a livable, sustainable region for years to come.

4. Results

A) Please provide a brief outline of the steps involved in the program/project and the status of each step.

The following steps were taken to develop the corporate climate action strategy:

Establish a vision, targets and mandate (complete)

Review current progress, and practice to date (complete)

Identify and develop a policy framework and implementation plan to achieve vision and targets (complete)

Implement the corporate climate action strategy (in progress)

Monitor and publicly report out on results (in progress)

B) Describe the results achieved and provide measurable results where possible.

The CCAS was Board endorsed in 2016 and is in implementation. Staff are currently working on 30 action areas. Highlights include:

- A climate change lens policy has been initiated. The capital projects 5-year plan template has been updated.
- Climate change considerations have been incorporated into CRD's budget planning cycle, and work continues on updating the asset management process.
- The procurement policy has been updated to include language around climate change, and further work will be done in the fall of 2017 to develop supporting decision criteria and matrix.
- A new energy management tool has been initiated to monitor and track CRD's progress in reducing GHG emissions and energy consumption. The tool currently tracks electricity, natural gas and water consumption, and staff are exploring how this tool can be expanded to capture all of the organizations energy consumption, including heating oil, and propane.
- A pilot project to test out 'telematics' data loggers has been initiated within the CRD fleet, as part of a zero emissions fleet initiative.

In 2016, CRD's operational GHG emissions were approximately 13% below 2007 levels.

5. Challenges. What challenges did you face in implementing this program/project and how did you overcome them?

At its core the Corporate Climate Action Strategy is a process of organizational change management. The CRD service delivery model is decentralized, with each service area (e.g. Water, Landfill, Fire Protection etc.) having developed unique practice and approach to service delivery. Fundamental to success of the CCAS is the standardization of processes such as budgeting, asset management and procurement across the organization. The strategy targets a shift in corporate culture and was developed with significant staff consultation, both formal and informal. Actions within the strategy such as a staff recognition program to ensure that staff are recognized for their contribution to climate action, and a staff led working group ensure continued staff participation. Board endorsement, and the support and leadership of CRD's executive are also critical to the success of the change management process.

6. Leadership. How does the project reflect leadership and excellence in the advancement of environmental stewardship?

The CCAS targets leadership through its central policy statement, "The CRD will demonstrate leadership within operations and the management of CRD-owned facilities, assets and lands to reduce greenhouse gas emissions and adapt to climate change". The strategy was developed to integrate and build upon the very best practices in corporate climate action from other local governments. CRD believes a significant innovation in the strategy is the implementation of a climate lens on all capital projects and throughout the budgeting and asset management processes. In particular, the revision of the 5-year capital plan template is a unique tool that will help the CRD ensure decision-making reflects the organization's commitment to climate action across the over 200 services serving more than 377,000 citizens.

7. Economic Impact.

A) How was the project a good use of budget and resources?

Development of the strategy was cost effective with much of the strategy design, development and consultation occurring in-house. A consultant was hired to support the development for approximately \$20,000, which CRD believes to be a much lower cost than other documents of similar scope.

B) How does the project encourage economic sustainability? (e.g. life cycle analysis, internalizing costs and alternative financing, economic instruments)

Policies within the strategy incorporate lifecycle costing into the asset management process, and ensure lifecycle costing and analysis is considered at the time of capital decision making. The strategy will establish a revolving Climate Action Reserve Fund or 'seed' fund to provide financing for feasibility studies and components of capital projects that support CRD's corporate climate action policy. In this way, staff can access the financial resources necessary to identify and complete projects that may have higher capital costs, but over the lifecycle will result in savings. The strategy will also result in GHG emissions reductions which is expected to result in energy cost reductions.

8. Engagement. How does the project encourage engagement? (e.g. stakeholder engagement, public participation, equity and diversity, knowledge sharing, capacity building, community identity and marketing)

The strategy targets a shift in corporate culture and was developed with significant staff consultation, both formal and informal. The strategy includes a staff recognition program to ensure that staff are recognized for their contribution to climate action, and a staff led working group ensure continued staff participation. The strategy also includes a section on monitoring and reporting, including establishing a communications plan to share corporate progress on climate action with staff and the public.

9. Innovation. What makes this program/project innovative and creative?

CRD believes a significant innovation in the strategy is the implementation of a climate lens on all capital projects and throughout the budgeting and asset management processes. A policy stipulates that a climate lens review must be conducted on all capital projects over \$100,000 in value, all supporting studies (e.g. feasibility studies and business cases) and contracts that are less than \$100,000, but are 'in scope' for GHG reporting purposes. The climate lens identifies a series of questions related to the project's performance through both a mitigation and adaptation framing, and additionally triggers staff to incorporate climate action policy into project requirements documentation. The 5-year capital plan template has also been revised so that projects must complete a climate lens review before being approved for funding. This is a unique tool that will help the CRD ensure decision-making reflects the organization's commitment to climate action across the over 200 services serving more than 377,000 citizens.

10. Transferability. How is this program/project transferable to other local governments?

The policy and actions in the strategy relate to changing operational processes, and many of the actions are replicable and transferrable across local government contexts. CRD staff have shared the strategy and approach with other local governments in the Capital Region through the Inter-municipal Climate Action Working Group, and staff have encouraged other Local Governments to freely adopt the CRD's corporate climate action strategy or

actions or policy therein for use, wherever appropriate.

11. Knowledge Sharing. What helpful advice would you share with other communities looking to embark on a similar project?

Implementation of 'change management' is never fast or straightforward. Give yourself more time than you think you need to implement actions- especially cross-departmental ones, and plan for lots of opportunity for staff engagement and consultation.

12. Additional Information. Please share any other information you think may help support your submission.

CRD's Corporate Climate Action Strategy is one element of a broader approach by the Organization to address climate change. The Corporate Strategy, which is scoped to address the vehicles, equipment, buildings, facilities, infrastructure, landfills, paths and parks that CRD operates to deliver services is also supported by a Regional Climate Action Strategy. The Regional Strategy builds on the work being done by residents, businesses, local, federal and provincial governments and First Nations to guide the CRD's services to support community-focused climate mitigation and adaptation over the next 5 years.

SECTION 5: Signature

Applications are required to be signed by an authorized representative of the applicant.

Name: Nelson Chan

Title: Chief Fiancial Officer

Signature:



Date: 30/06/2017

Applications should be submitted as Word or PDF files. If you choose to submit your application by e-mail, hard copies do not need to follow.

Submit applications to Local Government Program Services, Union of BC Municipalities

E-mail: awards@ubcm.ca or mail: 525 Government Street, Victoria, BC, V8V 0A8