



FEDERATION  
OF CANADIAN  
MUNICIPALITIES

FÉDÉRATION  
CANADIENNE DES  
MUNICIPALITÉS

SUSTAINABILITY SOLUTIONS

PLANNING



## GREEN MUNICIPAL FUND

PASSING GO:  
MOVING BEYOND  
THE PLAN

[www.fcm.ca/gmf](http://www.fcm.ca/gmf)

Canada 

The Federation of Canadian Municipalities (FCM) has been the national voice of municipal governments since 1901. FCM fosters sustainable communities enjoying a high quality of life by promoting strong, effective, and accountable municipal government.

FCM's Green Municipal Fund™ (GMF) offers a range of resources and services that specifically address the sustainable community development needs of municipal governments. Through GMF, FCM offers funding and knowledge to municipal governments and their partners for municipal environmental projects.

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Ce document est aussi disponible sous le titre *Passer en mode « Go » : Aller au-delà du plan*

The Government of Canada endowed FCM with \$550 million to establish the Green Municipal Fund™. The Fund supports partnerships and leveraging of both public and private-sector funding to reach higher standards of air, water and soil quality, and climate protection.



## SUSTAINABLE COMMUNITY PLANS AT A GLANCE

### WHAT IS AN SCP?

**A sustainable community plan (SCP)** is developed through public consultation, identifies a vision, includes environmental, social and economic goals and sets targets for the community. The plan also describes the short-term (one to five years), medium-term (five to 25 years), and sometimes long-term (over 25 years) strategies for reaching its goals and targets. SCPs integrate key areas of municipal concern, such as energy use, neighbourhood and transportation planning, and waste and water management.

### WHY CREATE AN SCP?

- address complex social, environmental and economic issues
- plan for community-wide sustainable development in partnership with local organizations
- respond to municipal concerns

#### Examples of SCPs:

- integrated community sustainability plans (ICSPs)
- long-range sustainability plans
- Local Agenda 21 plans
- local action plans (for example, greenhouse gas reduction plans)

### Going for green: Sample goals from the City of Montréal's Community Sustainable Development Plan

- improve air quality and reduce greenhouse gas emissions
- ensure the quality of residential environments
- practice responsible resource management
- adopt solid sustainable development practices (industries, businesses and institutions)
- protect biodiversity, natural environments and green spaces

### THE IMPLEMENTATION CHALLENGE

- lack of understanding about sustainability by decision-makers
- little experience in addressing cross-departmental and inter-organizational topics
- little experience with voluntary partnerships and shared decision-making
- lack of systems to oversee, communicate, monitor or engage partners in SCP implementation

### HAVE YOU HEARD?

FCM has funded over 220 sustainable community plans. Use these completed plans to guide your plan development or renewal (see [www.fcm.ca/gmf](http://www.fcm.ca/gmf)).



## IMPLEMENTING SCPs

Community sustainable development extends beyond a municipal government's programs and services. Achieving SCP goals requires a community-wide effort.

**Municipal government:** About half of the responsibility for SCP implementation usually falls within the municipal government's jurisdiction.

**Partners:** The other half lies with partner organizations. Partners may include large companies (major employers), the local Chamber of Commerce or Board of Trade (representing smaller companies), environmental and social non-governmental organizations (NGOs), universities, hospitals, school boards, provincial government departments, utilities, and labour organizations.

The combined efforts of the municipal government and its partners encourage community-wide implementation and achieve community-wide results.

### BENEFITS OF COMMUNITY IMPLEMENTATION

#### MUNICIPAL GOVERNMENT ACTIONS

##### *Benefits*

- » Progress toward sustainability goals
- » Leveraging community resources
- » Citizen engagement
- » Increased learning and relationship building
- » Improved triple bottom line and integrated decision-making
- » Savings from eco-efficiency

#### OTHER ACTIONS (businesses, hospitals, school boards, NGOs, etc.)

##### *Benefits*

- » Progress toward sustainability goals
- » Incentives for organizational initiatives
- » Community and stakeholder engagement
- » Enhanced marketing and outreach opportunities
- » Increased learning and relationship building
- » Decreased need to internally train sustainability leaders
- » Savings from improved eco-efficiency

- » Progress towards sustainability goals
- » Shared vision for the future

#### COMMUNITY-WIDE IMPLEMENTATION

- » Greater community involvement
- » Better understanding about the current state of local sustainability

## DELIVERING SUCCESS

An in-depth review of SCPs in 27 communities across Canada found that successful implementation typically includes these five key features:

### OVERSIGHT:

Create a multi-organizational body to oversee implementation and to identify short-term actions. Assign or fund staff coordinators.

### PARTNER ENGAGEMENT:

Engage key organizations from different sectors and develop a way to continually expand the list of partners.

### COMMUNITY-WIDE ACTIONS:

Enable organizations to implement the SCP.

## KEYS TO SUCCESS

### MONITORING AND MEASUREMENT:

Develop a monitoring system to allow for adjustments along the way, and for plan renewal at appropriate milestones.

### COMMUNICATIONS:

Design communication activities to enable networking and to reach citizens

## TOP TIPS

- » The five keys to success are interdependent.
- » System designs can vary.
- » Build on existing community capacity and strengths.
- » Implementation is a journey, not a destination.

## THREE PATHS TO IMPLEMENTATION

The three award-winning SCPs showcased below were selected from 27 Canadian communities that had adopted SCPs by February 2009. While each community has taken a different approach, they have all successfully implemented their plans over at least six years and have documented their progress.

Each of these communities adopted the five common “keys to success” to implement their plans. These common approaches were derived from different-sized communities in different parts of Canada at different times. Each municipality took a unique and localized approach. Most importantly, all three have achieved community-wide results and their approaches to implementation can be used by any Canadian community.



### RESORT MUNICIPALITY OF WHISTLER, BRITISH COLUMBIA

**Population (2006):** 9,200 permanent residents, 4,000 seasonal workers and residents, (plus over 28,000 tourists per day)

**Economy:** Tourism

**SCP:** Whistler2020

**Lead:** Municipality and partner



### CITY OF MONTRÉAL, QUEBEC

**Population (2006):** 1,620,693

**Economy:** Business services

**SCP:** Montréal Community Sustainable Development Plan

**Lead:** Municipality and partner



### CITY OF HAMILTON, ONTARIO

**Population (2006):** 504,559

**Economy:** Manufacturing

**SCP:** Vision 2020

**Lead:** Municipality

## SCP SNAPSHOTS

### WHISTLER2020

**Title:** Whistler2020 – Moving Toward a Sustainable Future

**Adopted:** 2004

**Duration:** 15 years (2020) and 55 years (2060)

**Scope:** Community-wide

**Creation:** A pilot project was conducted in 2002 to 2004 in partnership with The Natural Step Canada (TNS). Six organizations used the TNS Framework to learn about sustainability and to determine each organization's actions. The community then developed the SCP with the involvement of approximately 700 citizens.

**Pillars:** Five “community priorities” were identified — enriching community life, enhancing the resort experience; ensuring economic viability, protecting the environment, and partnering for success. These five priorities are supported by 17 strategies.

**Indicators:** 24 core indicators, 96 strategy indicators

**Actions:** Suggested annually; voluntary uptake by municipality and partners (about 70 per cent)

**Partners:** 54 formal partners and approximately 220 task force members

**Oversight:** Community-wide

**Award:** FCM Sustainable Communities Award for planning (2005)

**[www.whistler2020.ca](http://www.whistler2020.ca)**

### MONTRÉAL'S SUSTAINABILITY PLAN

**Title:** Montréal's First Strategic Plan for Sustainable Development (2005–2009)\*; followed by Montréal Community Sustainable Development Plan (2010–2015)

**Adopted:** 2005 and 2010

**Duration:** Five years each

**Scope:** Community-wide

**Creation:** After the Montréal Summit in 2003, the city worked in partnership with the Conférence régionale des élus and the Conseil régional de l'environnement de Montréal to create the plan.

**Pillars:** Six pillars were identified — improve air quality and reduce GHG emissions; ensure the quality of residential living environments; manage resources responsibly; adopt sustainable development practices in industries, businesses and institutions; improve the protection of biodiversity, natural environments and green space. A social component was also included.

**Indicators:** 17 “state of the environment” indicators and 78 action indicators

**Actions:** 36 action items — 14 municipal only, 22 shared with partners

**Partners:** 180 partners

**Oversight:** Community-wide

**Awards:** FCM Sustainable Communities Award for planning (2006)  
Silver prize, International Awards for Liveable Communities (2010)

Prix d'excellence de l'Institut d'administration publique de Québec, Prix monde municipal (2010)  
Finalist for the Phénix de l'environnement, responsible consumption category (2010)

**[www.ville.montreal.qc.ca/sustainabledevelopment](http://www.ville.montreal.qc.ca/sustainabledevelopment)**

*\*The results presented in this document relate to the 2005–2009 plan.*

### HAMILTON'S VISION 2020

**Title:** Vision 2020 – The Sustainable Region (1992), Directions for Creating a Sustainable Region and Implementing Vision 2020 – Detailed Strategies and Actions (1993), Creating a Sustainable Region (1993)

**Adopted:** 1992 (renewed 1998 and 2003)

**Duration:** 30 years

**Scope:** Community-wide

**Creation:** The process began in the late 1980s, led by a multi-stakeholder task force led the process and involving more than 1,000 residents.

**Pillars:** 14 pillars were identified — local economy, agriculture and rural economy, natural areas and corridors, improving water quality, reducing and managing waste, lower energy consumption, improving air quality, changing modes of transportation, urban land use, arts and heritage; personal health and well-being, safety and security, education, and community well-being and capacity building.

**Indicators:** 28 indicators

**Actions:** 400 community-wide actions (1992), 270 actions within municipal jurisdiction (2009)

**Partners:** Partnership is informal. Businesses, organizations and individuals have been involved in visioning, strategy development and monitoring. Through this process, partners find ways to contribute and align their activities with the community vision.

**Oversight:** Municipal

**Award:** United Nations – Local Initiatives Award for Governance in Sustainable Development (2000)

**[www.hamilton.ca/ProjectsInitiatives/V2020](http://www.hamilton.ca/ProjectsInitiatives/V2020)**

## PLAN-TO-PLAN COMPARISON

MUNICIPALITY		RESORT MUNICIPALITY OF WHISTLER	CITY OF MONTRÉAL	CITY OF HAMILTON
<b>LEAD</b>		Municipality and partner	Municipality and partner	Municipality
<b>KEYS TO SUCCESS</b>	<b>Oversight</b>	<ul style="list-style-type: none"> <li>• NGO secretariat</li> <li>• Issue-based task forces</li> </ul>	<ul style="list-style-type: none"> <li>• Municipal secretariat (municipal government leads, working in partnership with the two lead organizations)</li> <li>• Steering committee</li> </ul>	<ul style="list-style-type: none"> <li>• Municipal secretariat</li> </ul>
	<b>Partner engagement</b>	<ul style="list-style-type: none"> <li>• Formal partners</li> <li>• Task force members</li> <li>• Implementing organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Partners committee</li> </ul>	<ul style="list-style-type: none"> <li>• Issue-based groups (e.g. coalition, organization) founded and partially supported by the municipality</li> </ul>
	<b>Community-wide actions</b>	<ul style="list-style-type: none"> <li>• Partner organizations accept annual actions from task forces</li> <li>• iShift Business targets businesses, supports them to take action and create a plan</li> <li>• iShift Citizen focuses on citizen groups taking action</li> </ul>	<ul style="list-style-type: none"> <li>• Partner organizations commit annually to five or more actions from a list of options</li> </ul>	<ul style="list-style-type: none"> <li>• Municipality supports arm's length organizations to address key SCP areas</li> </ul>
	<b>Communications</b>	<ul style="list-style-type: none"> <li>• Secretariat manages website and communications</li> <li>• Partners update annually</li> <li>• Integrated with municipal communications</li> </ul>	<ul style="list-style-type: none"> <li>• Secretariat manages website</li> <li>• Lead organizations manage Exchange Network</li> <li>• Partners update annually</li> <li>• Integrated with municipal communications</li> </ul>	<ul style="list-style-type: none"> <li>• City manages website</li> <li>• Integrated with municipal communications</li> </ul>
	<b>Monitoring and measurement</b>	<ul style="list-style-type: none"> <li>• Secretariat manages monitoring</li> <li>• Partners provide progress reports</li> <li>• Renewal through task force input</li> </ul>	<ul style="list-style-type: none"> <li>• Secretariat manages monitoring</li> <li>• Partners provide progress reports</li> <li>• NGO and City of Montréal publish a State of the Environment report</li> <li>• Renewal by existing committees</li> </ul>	<ul style="list-style-type: none"> <li>• City manages monitoring and collects information</li> <li>• New multi-stakeholder committee formed for each renewal</li> </ul>
<b>ADVANTAGES</b>		<ul style="list-style-type: none"> <li>• Holistic approach to defining actions that make sense</li> <li>• Ensures community-wide sustainability</li> <li>• Greater likelihood of community-wide engagement and results</li> </ul>	<ul style="list-style-type: none"> <li>• Actions are partner-driven, therefore realistic and attainable</li> <li>• Greater likelihood of community-wide action and results</li> </ul>	<ul style="list-style-type: none"> <li>• Greater control of the process</li> <li>• Most efficient process</li> <li>• Actions of outside organizations are acknowledged, but not required</li> </ul>
<b>DISADVANTAGES</b>		<ul style="list-style-type: none"> <li>• Task forces take time and support</li> <li>• Only implementing organizations are recognized</li> </ul>	<ul style="list-style-type: none"> <li>• Key organizations may not choose to be partners</li> <li>• Partners do not always choose needed actions</li> </ul>	<ul style="list-style-type: none"> <li>• Harder to engage partners in implementation</li> <li>• Risk that some topics will not be addressed</li> </ul>
<b>COSTS</b>		Not reported	<ul style="list-style-type: none"> <li>• Six full-time municipal staff members</li> <li>• Two partners' meetings per year and an annual gala</li> <li>• Funding for the Quartiers 21 program</li> </ul>	<ul style="list-style-type: none"> <li>• One full-time municipal staff member</li> </ul>



## PLANNING FOR RESULTS

### WHISTLER2020

#### REDUCING GHG EMISSIONS

##### **Actions**

- » In 2007, the municipality started (and has since completed) construction of a district energy system in the Athletes' Village (Cheakamus Crossing) with the support of Terasen Gas.
- » In 2008, Whistler Blackcomb Ski Resort developed a climate action plan.
- » The municipality adopted a carbon-neutral plan for corporate operations in 2010, two years before the BC Climate Action Charter 2012 deadline. The plan includes targets to reduce emissions by 10 per cent in 2010 and 30 per cent by 2015.

##### **Impacts**

- » GHG emissions totalled 114,067 tonnes in 2010. With a two per cent drop year over year, emissions are now 20 per cent lower than 2000 levels.
- » In 2007, capturing and flaring methane emissions reduced annual GHG emissions from landfill by 70 per cent and overall community emissions by 11 per cent.
- » An additional 19 per cent drop in landfill emissions in 2008, a six per cent reduction in total community energy emissions in 2009 and a further two per cent reduction in 2010, contributed to the three-year average\* reduction in community emissions.

#### WASTE DIVERSION

##### **Actions**

- » In 2007, the Recycling Council of British Columbia lobbied the regional and provincial governments to expand retailer take-back programs.
- » From 2007 to 2009, the municipality and the Sea to Sky Canadian Homebuilders Association opened a building materials reuse facility.
- » In 2008, the Chamber of Commerce took action to educate the commercial sector about sustainable purchasing, recycling and waste management.
- » In 2010, AWARE (an environmental NGO) promoted compostable products.

##### **Impacts**

- » In 2010, the municipality diverted 46 per cent of its solid waste from landfill.
- » The three-year average diversion rate increased by 16 per cent and the one-year trend saw a 25 per cent increase.

#### RESIDENT HOUSING

##### **Actions**

- » The municipality has identified the supply of resident-restricted affordable housing (managed by the Whistler Housing Authority) as a key factor in attracting and maintaining a local workforce and to remaining a vibrant resort community.

##### **Impacts**

- » In 2010, employers reported that 76 per cent of their employees lived in Whistler during the 2009-2010 winter season. Whistler2020 targets a 75 per cent rate. The municipality has surpassed this rate every year since 2007.
- » There were 1,881 restricted housing units in 2010, representing an increase in both the three-year average and year-to-year results.

#### RENEWABLE FUEL

##### **Impacts**

- » In 2010, biodiesel accounted for 2.3 per cent of fuel use — a significant increase over 0.6 per cent in 2006 and primarily due to the Whistler Transit fleet's growing use of biodiesel.
- » BC Transit buses operating in Whistler used approximately 10,000 GJ of hydrogen fuel (approximately 85,000 kg).
- » Gasoline sold in 2010 included five per cent fuel from renewables, and all diesel sold included three per cent renewables.
- » Energy use in commercial transportation fleets has decreased for both the three-year average and year-to-year levels.

#### REPORTING

[www.whistler2020.ca/whistler/site/explorer.acds](http://www.whistler2020.ca/whistler/site/explorer.acds)

\* *Three-year average refers to the last three years from any given reporting period. Data are collected annually when available.*

## MONTRÉAL'S SUSTAINABILITY PLAN

### AUGMENTING BIKE INFRASTRUCTURE

#### **Actions**

- » Since 2005, the city has added 1,800 bike racks and 43 partners have installed another 5,500 bike racks.
- » In 2009, partners have installed eight new bike support systems (showers, lockers, etc.) in their workplaces.
- » Since 2005, the city has added 130 km of bike lanes, including 31 km that are accessible in winter.
- » In 2009, the city launched the BIXI bike share system with 400 stations and 5,000 rental bikes.

#### **Impacts**

- » The number of people who use bicycles as their primary mode of transportation rose 72 per cent between 2000 and 2005, from 140,000 to 241,000.

### INTEGRATING SUSTAINABLE DEVELOPMENT INTO MANAGEMENT PRACTICES

#### **Actions**

- » Since 2011, city council has used sustainable development decision-making criteria.
- » Since 2005, the city has integrated sustainable development in its procurement practices.
- » 96 partners have committed to integrating sustainable development criteria in decision-making processes, resulting in nearly 50 new environmental management systems, 8,000 people trained in environmental management, and 23 partners now producing a sustainable development report.

#### **Impacts**

- » Sustainability certifications or showcase programs increased by 46 per cent between 2006 and 2010; including buildings, schools, industries, businesses, institutions and other organizations.

#### **Waste diversion**

- » From 2005 to 2010, the volume of diverted materials (except for organic matter) increased considerably.
- » The 2008 diversion rate for recyclables was 53 per cent, and 54 per cent for hazardous household waste.
- » The overall 2008 diversion rate for greater Montréal was 31 per cent.

### GREEN ECONOMY

#### **Actions**

- » Public authorities, institutions and businesses from the green technology sector pooled their efforts to create Écotech Québec in 2009. Its role is to mobilize stakeholders and to position Quebec and Montréal as North American centres of excellence.

#### **Impacts**

- » Écotech Québec is becoming the key player in developing and implementing an action plan for the industry's development.

### REPORTING

(available in French only)

[www.ville.montreal.qc.ca](http://www.ville.montreal.qc.ca)

Search on “sustainable development plan.”



## HAMILTON'S VISION 2020

### LABOUR FORCE PARTICIPATION RATE

#### Actions

- » In 2008, the Hamilton Chamber of Commerce, in partnership with the city and the Jobs Prosperity Collaborative, held the first Hamilton Economic Summit.
- » Over 120 participants from government, business, the arts, health, the community, and NGOs attended the sold-out summit, which identified 60 bold ideas to increase Hamilton's economic prosperity.

#### Impacts

- » According to the 2006 Census, the Hamilton metropolitan area employed 347,500 workers, down slightly from a record high 363,900 in 2003.
- » Despite this decrease, the unemployment rate remained at six per cent.

### AN INTERCONNECTED SYSTEM OF PROTECTED AREAS

#### Actions

- » In 2008, Hamilton developed a Natural Areas Protection Fund, which supports the long-term protection of significant natural areas in the city.
- » The Iroquia Bruce Trail Club maintains a 130 km stretch of the main trail, and 60 km of side trails between the Grimsby and Kelso Conservation Areas.

#### Impacts

- » In 1994, the Hamilton-Halton Watershed Stewardship Program began working with private landowners to protect natural areas and watercourses.
- » Four years later, several large holdings had been identified as protected land and protected lands continue to grow.

### WASTE DIVERSION

#### Actions

- » A city-wide household organics green cart program.
- » Three community re-use centres where residents can drop off household hazardous waste, leaf and yard waste, appliances, and much more.
- » More recycling programs in apartment buildings.
- » The One Container Limit program.

#### Impacts

- » By 2010, the diversion rate was approaching 49 per cent.

### IMPROVED AIR QUALITY

#### Actions

- » Measures to achieve better vehicle fleet performance.
- » Better industry management of dust track-out.
- » Better municipal street sweepers and street sweeping practices.

#### Impacts

- » Ambient levels of inhalable particulate matter (PM<sub>10</sub>) at municipal sites have decreased about 30 per cent over the past decade. In areas near the industrial sectors, the levels of PM<sub>10</sub>, while higher than in the downtown area, have shown the same steady decrease as in the downtown area.

### VOLUNTEERISM

- » 2002 results show a significant increase in the number of community contacts with Volunteer Hamilton. A steady increase of about 3,000 volunteers is shown per year.
- » This growth reflects a change in the registration process.

### REPORTING (1995–2008)

[www.hamilton.ca](http://www.hamilton.ca)

Search on “sustainability indicators reports.”



## KEY TO SUCCESS: OVERSIGHT

**To successfully implement an SCP, someone must oversee and facilitate progress. Oversight should include a secretariat that coordinates the process, a decision-making body that oversees the process, and members of municipal council.**

### COORDINATION THROUGH A SECRETARIAT

- » Assign an individual or a team to coordinate SCP implementation. This step is critical. Best results are achieved when staff members are responsible for coordinating the community-wide initiative and for internal municipal efforts.
- » The key functions of the coordination staff are to support the community-wide decision-making body, prepare progress reports, ensure good communication and monitoring, and add new partners.

### DECISION-MAKING

- » Share decision-making among partner organizations (e.g. a committee, issue-based task forces, or arm's-length organization).
- » Decision-making bodies should:
  - oversee the community-wide implementation
  - identify issue-based short-term actions
  - monitor progress
  - oversee renewal of the SCP
  - facilitate networking
- » Between 10 and 15 representatives per organization is ideal.

- » Membership should include key organizational partners and major employers (e.g. municipal government representatives, large corporations, Chambers of Commerce or Boards of Trade, universities, hospitals and health care organizations, school boards and educational organizations, environmental and social NGOs, citizens with issue-based expertise and experience, and utilities).
- » Internal municipal actions are best supported by a separate sustainability committee

### ROLE OF ELECTED OFFICIALS

- » Provide leadership in advocating for the development of an SCP, facilitating public involvement, approving the plan and the budget required for implementation.
- » Be effective participants in the SCP communication strategy through regular meetings and written communication with constituents, as well as with the media.
- » As appointed members of community-based committees, act as a liaison between the committee and council (e.g. by advocating for council adoption of committee recommendations).
- » Ensure, at budget time, that adequate staffing and other resources are available for SCP implementation.
- » Review annual reports on SCP implementation progress and be accountable for achieving results.
- » Review reports on best practices in sustainability so that they can be integrated into the SCP on a regular basis.

### TOP TIPS

- ✓ Create an ongoing community-wide decision-making body.
  - ✓ Separate the community-wide and internal government committees.
  - ✓ Assign at least one staff member to coordinate SCP implementation.
  - ✓ Seek out council members who are willing to be sustainability champions and give them the tools to provide effective oversight.
- Identify long-term vision and goals, as well as short-term actions.



## OVERSIGHT SUCCESS STORIES

### WHISTLER2020

#### ***Coordination through a secretariat***

- » The Whistler2020 team establishes and facilitates task force meetings, holds dialogues with partners, and coordinates the work of organizations responsible for implementation. They also manage communications and compile reports.
- » The team was originally housed in the Resort Municipality of Whistler (RMOW).
- » In 2008, an NGO called the Whistler Centre for Sustainability was launched and assumed responsibility for Whistler2020.
- » The municipality still funds Whistler2020.

#### ***Decision-making***

- » The Whistler Centre for Sustainability reports to the RMOW's general manager of policy and program development. Decisions about actions are made by strategy-based task forces, each made up of about 10 organizational representatives and usually with one task force per strategy topic.
- » All 15 task forces meet annually to assess progress against indicators, successes, and recommended actions from the past year, and recommend actions for the coming year.
- » In 2008, the task forces were asked to recommend some longer-term actions (two to four years).

### MONTREAL'S SUSTAINABILITY PLAN

#### ***Coordination through a secretariat***

- » The municipal government leads plan implementation, working in partnership with the two lead partner organizations.
- » The city's coordination team works with one person in each of the two lead partner organizations on the Exchange Network.
- » The seven-person coordination team is housed in the municipal administration and focuses on the community and municipal components of the plans.

#### ***Decision-making***

- » Short-term actions are documented in the SCP.
- » In 2003, three committees were created — the Steering Committee, composed of 16 representatives from the public, private, and educational sectors and associations; the City-Borough Committee, an internal government committee made up of representatives from municipal services and the boroughs (about 50 members); and the Partners Committee, representing all partner organizations (about 100 members).
- » By 2005, the Steering Committee had evolved into the Liaison Committee, working with the Partners Committee and the Secretariat to monitor implementation and make recommendations.
- » The City-Borough Committee and the Partners Committee were merged in 2006.
- » The Partners Committee continues to meet annually to share best practices, discuss challenges and propose adjustments to the implementation process.

### HAMILTON'S VISION 2020

#### ***Coordination through a secretariat***

- » The Vision 2020 coordinator is housed in the city's planning and economic development department and coordinates some of the issue-based initiatives that help with implementation (e.g. Clean Air Hamilton).
- » The municipality is the primary funder of Vision 2020, though support for some initiatives has come from FCM's Green Municipal Fund.

#### ***Decision-making***

- » The municipal government has sole responsibility for overseeing implementation, communication, and monitoring, but needs to facilitate and integrate the community's contributions.
- » Teams working on issue-based initiatives partially funded by the municipal government work on Vision 2020 priority areas and report when requested.

#### ***Approaches to municipal oversight***

Success has depended on engaged citizens and municipal staff. The municipality's role is to facilitate community engagement and to respect and support citizens' activities.

#### ***Examples:***

- » From 1993 to 2003, Citizens for a Sustainable Community acted as a watch dog for municipal implementation of Vision 2020. Membership was open and voluntary, and the group was supported by municipal staff.
- » Municipal staff members work across departments. At first, this was achieved through a staff working group on sustainable development. More recently, cross-departmental implementation teams tackle specific issues.

## KEY TO SUCCESS: PARTNER ENGAGEMENT

**It takes more than municipal action to successfully implement an SCP. Engaging the right number of the right partners is essential to taking action on sustainability challenges that are beyond municipal jurisdiction. For example, major GHG emitters must be involved to achieve community-wide climate change goals. The implementation structure needs a mechanism to identify and engage key partners.**

### APPROACHES TO ENGAGING PARTNERS

- » Build support for a new SCP by inviting interested partners to sign a declaration. This can generate publicity and help secure council support. New partners can be invited to add their names to the declaration when they join, and to keep the SCP in the public eye over time.
- » Provide multiple avenues for partners to contribute. Some organizations will be involved in oversight, but many others will be ready to act. Create a structure to engage partners to take sustainability actions (e.g. a partners committee, a network, issue-based task forces, or issue-based multi-organizational groups).
- » Create opportunities for many partners to engage in implementation, identify short-term actions and participate in SCP renewal.
- » Connect all SCP topics to partner organizations.
- » Establish a formal link to SCP partners (especially for a municipal approach).
- » Make it easy for organizations to join, and regularly recruit new partners to fill gaps.

### TOP TIPS

- ✓ Proactively identify and add key partners.
- ✓ Enable new partners to join.
- ✓ Connect all SCP topics to partners.
- ✓ Link all actions to SCP implementation.



### WHISTLER2020

Whistler2020 engages partners in three separate, but integrated, ways.

#### **Formal partners**

- » In 2005, 14 organizations signed the Whistler2020 Partnership Agreement, showing their commitment to the plan's vision, priorities and sustainability objectives.
- » The first formal partners' meeting was held in 2008.
- » By 2011, 54 partners had formally committed to supporting the SCP.

#### **Task force members**

- » 15 strategy-based task forces (with about 220 members) decide on implementation actions, identify the appropriate organization, and monitor progress annually.
- » Councillors are involved on a voluntary basis.
- » The task forces may work together.
- » Members are identified and invited by the secretariat.

#### **Walking the talk**

- » The secretariat invites organizations to implement the actions identified by the task forces.
- » 75 implementing organizations commit annually to take action. About 70 per cent of the actions have been accepted; the other 30 per cent are declined with reasons.

## PARTNER ENGAGEMENT SUCCESS STORIES

### **Examples of partner actions**

Whistler Community Services Society:

- » Created the Re-Use It and Re-Build It Centres.
- » Created the wholesale Bulk Food Buying Club.

Whistler Blackcomb Ski Resort:

- » Implemented the Fitzsimmons Creek Micro Hydro Project (generates enough clean electricity to power mountain operations).
- » Implemented a mountain-wide composting system.
- » Created a carbon-neutral plan.

Tourism Whistler:

- » Used Whistler2020 to guide its in-house strategic plan.

### **MONTRÉAL'S SUSTAINABILITY PLAN**

#### **Partners Committee**

All new partners are engaged through the Partners Committee.

- » A declaration was signed by the mayor and 70 other partner organizations in October 2003, prior to adopting the SCP.
- » Since 2005, organizations that have committed annually to at least five actions automatically become members of the Partners Committee.

- » 49 partners committed to actions for 2005–2006. By the end of that year, 67 partners had committed to actions, and by 2009, 180 partners were on board.
- » All new partners are welcome. They are recruited through the website and formal invitations from the secretariat.

#### **Liaison Committee**

- » The Liaison Committee is a small steering committee of key organizations from the public, private, civil society and education sectors. Its membership was renewed in 2010, just before SCP renewal.

#### **Lead organizations**

- » The three lead organizations support the Exchange Network, which helps partners to fulfill their commitments.

### **HAMILTON'S VISION 2020**

There are no formal partners in Vision 2020. Instead, the municipality funds or financially supports issue-based entities to address key Vision 2020 indicators. These entities leverage municipal support or funding to finance implementation sustainably. They operate at arm's length, with no formal link to Vision 2020, but report on indicators if requested.

### **Examples of issue-based initiatives**

- » Since 1995, the multi-organizational Hamilton Air Quality Initiative (now Clean Air Hamilton) has identified strategic issues and aligned monitoring and research to provide evidence-based advice to local decision-makers to improve local air quality. Progress is reported annually and has continuously improved for over 10 years.
- » Launched in 1994, Green Venture is an incorporated NGO that facilitates sustainable living to meet Vision 2020 goals. In 2010, the organization engaged 25,000 citizens directly and another 75,000 through their website.
- » In 2008, the Jobs Prosperity Collaborative (JPC) was created, with 65 members from key employment sectors including government, business, labour, education, environment, social services, not-for-profit, and health care. The JPC aims to create and retain jobs, provide training that meets employment and community needs, build prosperity by attracting high quality jobs, and ensure resiliency to respond to future changes.

#### **Renewal committees**

- » A multi-stakeholder committee is formed for each five-year SCP renewal. (See the Monitoring section for more details.)

## KEY TO SUCCESS: COMMUNITY-WIDE ACTION

**Partners must do more than endorse or advise on the SCP. To achieve community-wide results, partners need to take relevant action in their own organizations and report back on their progress. This approach ensures that progress on sustainable development is not limited to actions within the local government's jurisdiction, and leverages greater implementation efforts.**

### MUNICIPAL GOVERNMENT IMPLEMENTATION

- » Best results are achieved when the municipal government financially supports both the secretariat for the community-wide initiative and internal municipal actions.
- » Municipal actions can be determined and coordinated through an interdepartmental committee, which can be managed using a separate corporate sustainability plan, or by committing to relevant community-wide actions.
- » The SCP should be integrated into relevant municipal strategies and plans, and into ongoing decision-making processes. For example, Whistler2020 includes a decision-informing tool that is a formal part of every staff report to city council. Whistler's council has also adopted a sustainable purchasing policy and guide.
- » Internal training can help staff across departments better understand sustainability and fully participate in SCP implementation.

### PARTNER IMPLEMENTATION

- » The best results are achieved when individual partners commit annually to implementing SCP actions. Depending on the overall decision-making structure, these actions could be generated by the oversight body, by issue-based bodies, or by the partners themselves.
- » Partner organizations fund their own implementation efforts.
- » Appropriate actions depend on the size and type of partner organization. Larger organizations may benefit from their own corporate sustainability plans.
- » Annual reporting to the secretariat allows for proper monitoring of community-wide implementation.

### TOP TIPS

- ✓ Involve the entire municipality in implementing the SCP.
- ✓ Consider staff training on sustainability and plan implementation.
- ✓ Embed sustainability into municipal decision-making.
- ✓ Ensure that all partners are implementing and reporting back.
- ✓ Ensure that council understands sustainability, the business case and benefits, and how it helps with reporting and accountability.

### WHISTLER2020

#### *Municipal government taking action*

- » Whistler2020 is the RMOW's highest level policy, as well as the community's vision for success and sustainability.
- » In 2010–2011, Whistler2020 guided Whistler's first Official Community Plan update since 1993.
- » The municipality takes the lead on many task force recommendations and funds Whistler2020.
- » The municipality created an internal sustainability committee and has developed tools to build sustainability into its decision-informing frameworks, such as including a Whistler2020 evaluation in all staff reports, and creating a detailed sustainable purchasing policy and manual for staff.
- » In 2007, the municipality reorganized itself into four departments to match Whistler2020's community-identified priorities.
- » The Whistler2020 Development Corporation was created to design and build the Athletes' Village for the 2010 Olympic and Paralympic Winter Games, now the Cheakamus Crossing legacy neighbourhood. With over 95 per cent of the units managed by the Whistler Housing Authority for resident-restricted, non-market priced rental and ownership, the neighbourhood is a LEED for Neighbourhood Design pilot.



## PARTNER ENGAGEMENT SUCCESS STORIES

### **Partners taking action**

- » 54 organizations accept (or decline) the recommended annual implementation actions from the task forces. As of 2011, 30 businesses have completed a strategic planning process that will result in an action plan with indicators for performance tracking.

### **Community-wide benefits**

- » Whistler2020 was a guiding force for its bid to host the Olympic Games. The RMOW leveraged the opportunity to accelerate the community's journey toward sustainability by including it as a key priority in delivering the Games.

### **Examples include:**

- » A green municipal building engineered to heat and cool itself through thick insulation, solar energy, ground heat and an airtight building envelope (Passive House)
- » Whistler Olympic Plaza
- » A wastewater treatment plant

### **MONTRÉAL'S SUSTAINABILITY PLAN**

#### **Municipal government taking action**

- » The city plays a leadership role by engaging on the relevant actions, coordinating ongoing work and monitoring actions taken, and providing a budget for the community-wide initiative.
- » Specific municipal services or departments are responsible for the city's implementation actions.
- » The city recently adopted a 2010–2015 Corporate Sustainable Development Plan focused on internal performance.

#### **Partner organizations taking action**

- » When the plan was developed in 2005, the entire island of Montréal was a single municipality. Although some communities have since demerged from the City of Montréal, they are still SCP partners.
- » 180 partner organizations decide which SCP actions they will implement and how, and report annually.
- » From 2007 to 2009, "star actions" were created as opportunities for all partners to work together. Some partners also collaborate on individual projects.
- » Two key partners — the Conférence régionale des élus de Montréal and the Conseil régional de l'environnement de Montréal — are highly engaged and help to organize networking activities.

### **HAMILTON'S VISION 2020**

#### **Municipal government taking action**

- » In 1994, Vision 2020 was used to update the regional government's Official Plan. Towards a Sustainable Region incorporated over 100 of the 400 Vision 2020 recommendations within government jurisdiction.
- » A staff working group on sustainable development, comprised of one senior staff member from each department, developed a Sustainable Community Decision Making Guide in 1994. The guide has been revised twice (1996 and 2001). Until 2010, every report to Council included a sustainable development section.
- » In 2004, a new corporate training program was launched.
- » The city worked with ICLEI – Local Governments for Sustainability to develop a triple-bottom line tool that is still used in municipal decision-making.
- » In 2004, A Roadmap to Sustainability was created that outlined objectives and actions for a five-year period and integrated council's strategic goals with Vision 2020 goals.

#### **Walking the talk**

In 2004, the City Initiatives Inventory database was launched to detail all the municipal and multi-organizational initiatives that furthered the Vision 2020 goals. An online list of community actions by 30 organizations was also posted.

## KEY TO SUCCESS: COMMUNICATIONS

**Celebrating progress, engaging and recognizing partners, and sharing best practices are all integral to a successfully implementing an SCP. Without a strong communications framework, partners can become disengaged and citizens and councils may question the initiative's value over time.**

### WHY COMMUNICATE?

- » **Engagement and monitoring:** Effective communication secures committed partners, collects and shares information about achievements, and engages new partners.
- » **Networking:** Sharing challenges and success stories helps partners with internal implementation and provides motivation, learning opportunities and chances to build new relationships. An effective communication framework also offers marketing and business development opportunities for partners.
- » **Citizen engagement and accountability:** Good communication helps municipal governments to involve citizens in implementation, and ensures transparency.

### COMMUNICATIONS PLAN

- » A plan can help formalize communication efforts by identifying target audiences, key messages, appropriate tools and vehicles, timing and desired outcomes.
- » Typical initiatives include a website; progress and indicator reports; events for sharing, training or networking purposes; and dialogue with partners to secure commitments and monitor progress.
- » Other ideas include an awards or networking event, e-newsletters, and regular updates through municipal and partners' bulletins.

### TOP TIPS

- ✓ Provide opportunities for partner networking.
- ✓ Create a website that provides as much information as possible, especially on how partners can join.
- ✓ Integrate the SCP communications strategy into the overall communications plan for the municipality.
- ✓ Celebrate successes and promote partners' achievements.
- ✓ Keep citizens informed.
- ✓ Expect to make adjustments as you go.



### WHISTLER2020

#### **Communications hub**

- » Communication is centralized with the Whistler2020 team, but involves many partners feeding in progress reports.

#### **Communications plan**

- » The first communication plan was developed in 2008 to identify key messages and target audiences.
- » The communications plan was renewed in 2011 and now includes a social media strategy.

#### **Initiatives**

- » Whistler2020 has an extensive website, with an interactive section where users can learn about implementation results.
- » An e-newsletter was introduced in 2011 to build an audience beyond the task force members and keep the community better informed.
- » Whistler2020 recently launched the new iShift initiative to reach businesses and citizens and inspire them to take action.

#### **Outcomes and results**

- » A partnership with the two major local newspapers resulted in an alternating weekly column. This allows regular communications on progress and provides a forum for Whistler2020 partners and participants.
- » The monitoring scorecard is also published in the newspapers to ensure greater reach and public awareness.

## COMMUNICATIONS SUCCESS STORIES

- » The municipality began to focus on social media, communicating bite-sized pieces of information to increase public awareness in a format that is easily shared by supporters.

### **Financial model**

- » Whistler2020 is integrated into RMOW operations, so the communications department includes Whistler2020 in its activities.
- » The RMOW finances the process (policy and program development department) and the website (IT department).
- » The program manager is responsible for all program communications. The Whistler2020 newsletter is paid for through the program's budget.

## **MONTREAL'S SUSTAINABILITY PLAN**

### **Communications hub**

- » Created in 2005, the Exchange Network allows partners to interact and is facilitated by the three lead organizations.

### **Communications plan**

- » A communication plan has been in place from the outset to obtain and share partners' commitments, gather information about achievements, and engage more organizations.
- » The Exchange Network now has an annual cycle with four thematic meetings, 12 newsletters, a partners' questionnaire, a progress report, a gala event and more.

### **Initiatives**

- » In 2005, the Domino Bulletin e-newsletter was launched.

- » In 2006, the Exchange Network created its own sub-site within the larger SCP website and started holding issue-focused lunch events.
- » In 2007, the first gala was held. It is now an annual event with over 500 guests and an awards component.
- » A partners' logo was adopted to illustrate that one action will lead to greater achievements.

### **Outcomes and results**

- » Communications activities have helped raise the profile of the Sustainability Plan.
- » The collaborative process for developing the plan increased awareness and buy-in.

### **Financial model**

- » Some activities (website) were part of the City of Montreal's standard activities.
- » Other activities (networking) resulted from partner commitments.



## **HAMILTON'S VISION 2020**

### **Communications hub:**

- » Communication is managed by the city's Vision 2020 coordinator.

### **Communications plan**

- » There is no formal communication plan. Each initiative plans and implements its own activities.

### **Initiatives**

- » Vision 2020 has always had an extensive website.
- » In 1994, the first of six annual Sustainable Communities Days was held. The event evolved from a multi-organizational festival and forum to an awards ceremony.
- » In 1999 the arts community built a mobile display that circulated city-wide to events, schools, and other locations.
- » From 1997 to 2003, the city recognized organizations and individuals that helped the community achieve Vision 2020 goals. Since then, the community-based Environmentalist of the Year awards have carried on this tradition.
- » Since 2010, a biweekly newsletter has promoted sustainability activities, events and learning opportunities.

### **Outcomes and results**

- » Communication strategies have evolved to meet program needs and changing community capacity. Communication has always been a two-way street with approaches designed to facilitate discussion.

### **Financial model**

- » The Vision 2020 website is part of the municipal website and is supported by municipal staff.
- » Community-based communication is facilitated by community partners and costs are shared.

## KEY TO SUCCESS: MONITORING AND MEASUREMENT

**A monitoring system is critical to successfully implementing an SCP. Monitoring allows for adjustments to actions along the way, and for effective SCP renewal.**

### INDICATOR DEVELOPMENT

- » Selecting appropriate and measurable indicators is critical to demonstrating progress.
- » Effective strategies for defining indicators include building on existing indicators from other jurisdictions, using data that are regularly collected from credible sources and clearly linking indicators to established municipal objectives.
- » Work with municipal council to ensure a sufficient budget for data collection and reporting.

### REPORTING

There are two main types of SCP reports:

- » **Annual actions report:** Describes the actions taken by the municipal government and other partners. This type of report communicates with the government, partners and citizens about initiatives taken and allows the oversight body to adjust short-term actions for the coming year.
- » **Results report:** Measures progress on SCP goals, guides short-term actions and informs renewal. The results report presents the state of the pillars against their related indicators (e.g. improved air quality could be measured against indicators such as air quality trends and GHG emissions). Reporting frequency depends on capacity, and may vary from one to five years.

### RENEWAL

Renewal is a great way to reinvigorate SCP implementation, engage new partners and evaluate implementation structures (decision-making, communications, monitoring, etc.)

- » **Typical renewal cycle:** five years
- » **Process:** Assess results through consultation with partner organizations and citizens; and renew goals (keep, toss, update, add new).
- » **Lead:** oversight body (if ongoing) or a multi-stakeholder renewal committee.

### TOP TIPS

- ✓ Ensure that indicators are locally relevant.
- ✓ Piggy back on work completed in other jurisdictions when possible.
- ✓ Budget for SCP renewal a year in advance.
- ✓ Don't reinvent the wheel — choose sustainability indicators from standardized sets or consult with other communities.
- ✓ Report on short-term actions and link to long-term SCP targets.
- ✓ Use action reports to celebrate successful initiatives.

### WHISTLER2020

**Who:** The Whistler Centre for Sustainability (NGO) manages the monitoring program and reports on all indicators and clusters some results for different audiences.

**What:** Core indicators, strategy indicators and context indicators. See Appendix A, "Sample Indicators."

**When:** Implementing organizations report annually on their progress.

**Why:** Assess progress, inform decision-making, ensure accountability, educate and engage community members and stakeholders.

**How:** The annual monitoring process takes about four months of full-time work. Staff request, gather and analyze data for multiple reports from both external data sources and local data collection (e.g. annual Whistler community life survey and a Whistler affordability report). Base year: 2005.

**Communication:** Website (Action Browser) presents results and shows progress on actions for each strategy. An annual scorecard is produced to highlight the core indicators, as is a presentation to RMOW council on the monitoring program. These activities are supported by news releases and local media announcements.

**Budgeting:** To ensure the budget and capacity to accurately measure and report, the monitoring program is integrated into the Whistler2020 program budget.

## MONITORING AND MEASUREMENT SUCCESS STORIES

**Renewal:** Underway (2011) to evaluate the structure and strategy. The indicators are currently being redeveloped and new indicators will be available in 2012.

[www.whistler2020.ca/whistler/site/actionbrowser.acds](http://www.whistler2020.ca/whistler/site/actionbrowser.acds)

### MONTRÉAL'S SUSTAINABILITY PLAN

**Who:** Conseil régional de l'environnement de Montréal (NGO) developed the state of the environment indicators and prepares the reports jointly with the City of Montréal.

**What:** State of the environment indicators track progress on priority orientations outlined in the strategic plan. Each of the 17 indicators is associated with a priority focus area. See Appendix A, "Sample Indicators."

**When:** State of the Environment reports are prepared every three years. Progress reports on SCP implementation are prepared annually.

**How:** Public data from reliable sources. Base year: 1999.

**Communication:** Available online.

**Renewal:** The 2007-2009 State of the Environment Report is underway.

[www.ville.montreal.qc.ca](http://www.ville.montreal.qc.ca)  
Search on "state of the environment indicators."

### HAMILTON'S VISION 2020

**Who:** City of Hamilton (municipal)

**What:** 28 indicators for 14 themes. Over 100 individuals from different organizations and sectors worked with the project team to choose the 29 original sustainability indicators. Task force reviews help partners with indicator development. The indicator report addresses all 14 themes. See Appendix A, "Sample Indicators."

**When:** Produced annually until 2004, and again in 2008.

**How:** A variety of internal and external data sources, including community partners, other orders of government and non-governmental organizations. Base year: 1993, the first annual report card.

**Communication:** Available online.

### Budgeting

An important criterion during indicator development was the availability of data. Data and commentary are provided by community partners. The direct costs of the indicator program are limited to about one month of the staff coordinator's time to compile the report, and a small budget for printing.

**Renewal:** 1997 and 2003 by a multi-stakeholder committee to assess progress on recommendations, consult with the public, update the plan, and increase alignment with current plans and strategies.

[www.hamilton.ca](http://www.hamilton.ca)  
Search on "sustainability indicators reports."



## ADDITIONAL RESOURCES

### FCM'S GREEN MUNICIPAL FUND

[www.fcm.ca/gmf](http://www.fcm.ca/gmf)

- » Green Municipal Fund loans and grants
- » Case studies
- » Profiles of award winners
- » Webinar podcasts
- » Links to other planning resources, including:
  - Sustainable Community Planning in Canada: Status & Best Practices. Prepared for FCM by Marbek Resource Consultants. In association with Dr. Ray Tomalty, Co-operative Research and Policy Services (CORPS).
  - Sustainable Cities Strategic Review. Prepared by Sustainable Solutions Group and Royal Roads Canada Research Chair.
  - Governance for Resilient, Sustainable Cities: Best practices for bridging the planning-implementation gap. Prepared by Chris Lindberg from Stratos Inc.
  - Implementing Sustainability. Prepared by Chris Lindberg from Stratos Inc.
  - Embedding Sustainability into the Culture of Municipal Government. Prepared by Dr. Stephanie Bertels from Simon Fraser University for The Natural Step Canada.
  - ICSP Toolkit. Prepared by the Alberta Association of Municipal District & Counties.
  - Municipal Sustainability Self-Assessment Tool Kit. Prepared by Municipalities Newfoundland and Labrador.
  - Vers des communautés durables et en santé : grille d'analyse de projet. Prepared by the Réseau québécois de Villes et Villages en santé.
  - Planning for Sustainability: A Starter Guide. Prepared by The Natural Step (TNS) Canada.
  - Integrated Community Sustainability Planning Tool. Prepared by Drs. Ling, Dale and Hanna from the Royal Roads University.
  - Guide des Agendas 21e siècle locaux : Applications territoriales de développement durable viable. Edited by Dr. Christiane Gagnon, Université du Québec à Chicoutimi.

### Sustainable Cities

<http://sustainablecities.net>

### ICLEI - Local Governments for Sustainability

<http://iclei.org>

### Global Community Initiatives

[www.global-community.org/](http://www.global-community.org/)

### Network for Business Sustainability

<http://nbs.net/>

### Recycling Council of British Columbia - Retailer Take Back Programs

<http://rcbc.bc.ca/education/retailer-take-back>

### Dr. Amelia Clarke, University of Waterloo (author)

[www.environment.uwaterloo.ca/seed/  
faculty-staff/clarke](http://www.environment.uwaterloo.ca/seed/faculty-staff/clarke)



## APPENDIX A: SAMPLE INDICATORS

### WHISTLER2020 CORE INDICATORS

These 24 indicators are assessed as “trending toward the vision”, “stable or mixed trends,” or “trending away from the vision.”

#### ***Enriching community life***

- » Recreational opportunities: Surveyed satisfaction rate with opportunities for recreation.
- » Unlawful incidents: Trend in total number of unlawful incidents, three-year average number and year to year.
- » Learning opportunities: Surveyed resident satisfaction with learning opportunities, three-year average and year to year.
- » Resident satisfaction: Surveyed permanent resident satisfaction with Whistler as a place to live.
- » Local workforce: Employers report on the number of employees who live in Whistler, measured against a 75 per cent target.
- » Health status: Self-rated permanent resident health status, three-year average and year to year.
- » Incomes below costs: Percentage of permanent residents with incomes or combined incomes below the cost of living.

#### ***Enhancing the resort experience***

- » Visitor satisfaction (summer): Trend in summertime visitor satisfaction, three-year average and year to year.
- » Visitor numbers (summer): Trend in estimated number of summer visitors, year to year and historical levels.
- » Village atmosphere (summer): Trend in level of satisfaction with Whistler’s atmosphere and ambiance, since 2004 and year to year.

#### ***Protecting the environment***

- » Greenhouse gas (GHG) emissions: Change in total tonnes of greenhouse gas emissions, three-year average and year to year.
- » Development footprint: Change in the area of developable land and area zoned non-buildable status (hectares), three-year average and year to year.
- » Water use: Total water use (total and per capita) and percentage change, three-year average and year to year.

- » Energy use: Change in energy use (total and per capita), three-year average and year to year.
- » Material consumption: Total mass of material disposed (tonnes per person), including landfill, reuse, composting, recycling.

#### ***Ensuring economic viability***

- » Occupancy rate: Trend in summer occupancy rate, three year average and year to year.
- » Full-time employees (FTEs): Number of required FTEs, three-year average and year to year.
- » Unemployment rate: Percentage change in estimated rate of unemployment for permanent residents, three-year trend and year to year.
- » Rooms sold: Number of rooms sold, three-year trend and year to year.
- » “Real” median income: Measures “real” median income of people who cite a Whistler address on their annual tax return. Reveals whether purchasing power is increasing or decreasing relative to inflation.
- » Total income: Total tax filer income measures the sum of reported income from all tax filers with an address in Whistler.

#### ***Partnering for success***

- » Number of partners: Total number of official Whistler2020 partners
- » Decision trust: Surveyed feeling among permanent residents and second home owners that local decision-makers have the best interest of the community in mind most or all of the time (percentage and change), three-year trend.
- » Decision-input: Surveyed satisfaction among residents and second homeowners with opportunities to provide input to community decision-making, percentage.

Source: 2010 Whistler2020 Scorecard

For more information, visit the Whistler2020 website at [www.whistler2020.ca](http://www.whistler2020.ca) and select **How Are We Doing?**

## APPENDIX A: SAMPLE INDICATORS

### THE CITY OF MONTRÉAL'S STATE OF THE ENVIRONMENT INDICATORS

The methodology consists of comparing the annual averages for the two periods. This comparison is used to define the evolution of each indicator marked "in progress", "undetermined", or "down".

- » Number of days with poor air quality.
- » Ridership on public transportation (millions of people using public transport each year).
- » Number of registered vehicles.
- » Annual average daily flow of traffic on bridges and highways in Montréal (vehicles / day on bridges).
- » Number of users cycling for utilitarian purposes (number of bicycle users).
- » Air emissions inventory in industries on the island of Montréal (tonnes of pollutants emitted for companies in inventory).
- » Bacteriological quality of lake and river water in the Montréal area (QUALO) (percentage of stations stamped QUALO).
- » Land area of "protected areas" in Montréal (hectares).

- » Area of parks in Montréal (acres).
- » Number of kilometres of public shoreline.
- » CO<sub>2</sub> emissions and associated energy consumption (megatonnes of CO<sub>2</sub> equivalent per year).
- » Quantity of drinking water produced annually (billion litres).
- » Index of river water quality upstream and downstream of the island of Montréal (number of stations that measure: good, satisfactory, questionable, bad, very bad).
- » Quantity of waste generated, recovered and landfilled (tonnes generated, recovered and buried).
- » Number of environmental associations operating (number of organizations).
- » Number of organizations participating in Montréal's first strategic plan for sustainable development (number of partners involved).
- » Number of industries, businesses and institutions with environmental certification or that adhere to a voluntary environmental program (number of organizations with ISO 14000 certification, LEED, Novoclimat, CBIP, Enviroclub, Brundtland Green Schools).

Source: Indicateurs de l'état de l'environnement – Bilan pour la période 2003-2006  
(available in French only)





## APPENDIX A: SAMPLE INDICATORS

### HAMILTON VISION 2020 INDICATORS

These 28 indicators are rated as either “making progress,” “hard to say” or “needs improvement.”

#### **Local economy**

- » Rate of participation in the labour force

#### **Agriculture and rural economy**

- » Number of hectares of agricultural land lost due to Official Plan amendments

#### **Natural areas and corridors**

- » Cumulative Areas of Significant Natural Areas Protected

#### **Improving the quality of water resources**

- » Total loading of ammonia in Hamilton Harbour
- » Total loading of phosphorous into Hamilton Harbour
- » Total water consumption for all uses
- » Number of “All Beaches Open for Swimming” days

#### **Reducing and managing waste**

- » All solid waste generated

#### **Consuming less energy**

- » Average residential electricity consumption

#### **Improving air quality**

- » Ground level ozone criteria (O<sub>3</sub>) hours exceeding 50 ppb
- » Annual average sulphur dioxide (SO<sub>2</sub>) concentration
- » Annual average nitrogen dioxide (NO<sub>2</sub>) concentration
- » Annual average inhalable particulate matter (PM<sub>10</sub>) concentration
- » Hospitalization rate for respiratory illness per 100,000 people

#### **Changing our mode of transportation**

- » Transit ridership per capita
- » Number of cars per capita

#### **Land use in the urban area**

- » Number of residential units with permits in the downtown core area

#### **Arts and heritage**

- » Number of visits to historic sites, arts venues and museums per capita

#### **Personal health and well-being**

- » Number of low birth weight babies born per 1,000 live births
- » Hospitalization rate for falls by persons 65+ years
- » Rate of mortality due to heart disease

#### **Safety and security**

- » Number of robberies
- » Number of pedestrians and cyclists insured by motor vehicles

#### **Education**

- » Number of adult education high school equivalency diplomas granted
- » Percentage of Grade 3 students performing at levels 3 and 4

#### **Community well-being and capacity building**

- » Number of community contacts at Volunteer Hamilton
- » Shelter occupancy rate “on Any Given Night” in November

Source: Vision 2020 Indicators Report Card 2008