



Workshop Report

**SUSTAINABILITY IN ACTION: Sharing, Learning
and Implementation for Sustainability**

**November 13-14, 2007
Delta Beausejour, Moncton, New Brunswick**



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1. Detailed workshop proceedings

Tuesday, November 13

The day opened with a group exercise and some introductions. The workshop was attended by approximately 50 people, and was facilitated by coaches Saralyn Hodgkin, Sarah Brooks, Mike Purcell and John Purkis from The Natural Step Canada and John Colton from the Centre for Rural Sustainability.

Following introductions, Clare Levin, ACSI project coordinator, spoke briefly about the Delta facilities, indicating that Delta is working on sustainability issues as well. Some of their achievements include:

- Wet-dry recycling in all areas of the building
- Energy reduction fund (e.g. replacing incandescent bulbs with compact fluorescents)
- Improved heat recovery (recovering 70% of heat previously wasted)
- Converting hot water to natural gas from oil.
- Installing low flow toilets and shower heads as part of ongoing room renovations.
- Plans are in the works to convert to post-consumer recycled paper and to provide biodegradable take-out containers.
- Union presence in the facility and an established employee health and wellness committee.
- Use of local (primarily New Brunswick) food products whenever possible, including a good portion of the food provided at this workshop.

ACSI also worked with the Delta to provide fair-trade, organic coffee for the event, and plans to offset the carbon produced by the meeting.

After these opening activities, participants heard the story of Overternea, a small town in Sweden that helped to kick start the Swedish Eco-Municipality Network. See the Overternea case study for more information. Participants then divided up according to organization, with all network partner participants (non-sustainability partners) joining a group together. Each sustainability partner organization prepared a short report on the highlights of their ACSI activities over the past six months that they shared with the group. The network partners spoke about their reasons for participating in ACSI and what they hoped to get out of the network. The detail of those reports is below:

Partner Updates

P'Lovers, the Environmental Store

- Beans for Bags program: 4,000 bags diverted from use in the past few months, and a donation made to an environmental organization (Ecology Action Centre) for each bag not used.
- Ongoing work with suppliers to reduce packaging of the products the store purchases.
- Ongoing work with other mall tenants and the owners to reduce energy usage, minimize waste, etc.
- These actions represent the ripple effect – P'lovers is looking inwards and outwards to have an impact.



City of Saint John, NB

- Saint John's plan began originally as an operational review and they incorporated sustainability later on into their work.
- They have completed a vision and set goals using a long-term approach (70-100 years out). They also have a community sustainability plan that looks 20-30 years out, and are now developing a strategic plan and a corporate plan for service delivery.
- Working with both longer-term and short term council priorities (4 year cycle).
- The city conducted community consultations, including a survey which received 3,000 responses (a 4.5% response rate)
- The new governance structure will allow the city to be closer aligned with its new vision & goals.
- A citizens' advisory committee has been set up to provide feedback on the vision.

Aliant

- ACSI Phase 1 deliverable is to create an implementation plan for the development of a strategic plan for corporate sustainability.
- Key implementation plan components:
 - creating awareness and building momentum for change through employee engagement;
 - communicating and celebrating successes resulting from improved performance;
 - incorporating sustainable development concepts into the 2008 goal setting process for the Environmental Action Team
 - providing resources and support to senior leadership and the Environment Council to facilitate the transition
- 2008 goal setting process is underway and going well
- Successes include the compilation and release of the 2006 corporate sustainability report, employee engagement activities, green procurement work, and the launch of the sustainability 101 e-learning course.
- Challenges include the size of the organization and the need for additional resources to move things forward

Town of Stratford, PEI

- The Town is currently working to create a sustainability plan and decision-making framework – expected to be completed by April 2008.
- Staff and council are receiving education and training (TNS Canada's e-learning course)
- Successes have been primarily in terms of learning for staff and council.
- Challenges include financial constraints, time constraints, and resistance to change among community members
- Town is moving to a paperless office system.
- Want to find more sustainable forms of housing, better land-use policies.

Town of Antigonish, NS

- Partners in Antigonish developed a framework for sustainability for the whole Town and County area. Unfortunately, the County has pulled out of the collaborative process for a number of reasons, and this resulted in a loss of funding. The Town is proceeding alone with the initiative but is seeking additional funding which will slow down the project.
- Successes include a kit developed for early adopters. 6% of businesses in Antigonish are on board with the project, as well as the university (St. Francis Xavier) and the hospital.
- They have also done some campaigns around waste management and anti-idling.



- A major public consultation will take place on November 22 to get the public's ideas for moving forward.

Bathurst Sustainable Development

- Working on the Partners for Climate Change program with the city (joined 10 years ago).
- Did presentation to introduce TNS to the town council.
- Other ongoing projects include sustainable transportation initiative (working on action plan for this), community garden using rainwater harvested from rooftops, energy audit for municipality, "eat local" website, bylaw review, anti-idling policy, and more.

Just Us! Coffee Roasters

- Have been undergoing rapid expansion of the business over the last few years, but sustainability has been at the core of their work since the beginning (fair trade and organic ingredients and products, local products in their cafes, etc.).
- Their overall goal is to become completely sustainable.
- Successes include a solar-powered and passive solar building in Grand Pre, a vegetable oil van, reintroduction of native species on their land.
- Challenges/goals: difficulty in sourcing compostable cups (may be happening soon), want to improve on waste disposal/separation, and they are criticized for the packaging of their coffee.
- They are educating employees about TNS and sustainability and are working to get people excited about this. Employees will then work together on initiatives across departments.

Town of Wolfville, NS

- The Wolfville Sustainability Initiative started a few years ago with the focus of bringing sustainable design principles into their land use policy.
- Initiated a sustainable community planning taskforce to redesign the Municipal Planning Strategy and Land Use Bylaws.
- Did community circles to solicit community feedback on the vision and sustainability – run by Centre for Rural Sustainability.
- A sustainability vision was developed and the Town has signed a declaration of sustainability.
- Successes include: Wolfville is now a fair trade town, large area of land set aside as a nature reserve, pesticide task force, hosted an eco-fair, held a community vitality survey (very high response rate), town has a health and wellness policy.
- They need "fire souls" and real partnerships within the Town to initiate projects.
- Parks: guiding philosophy: "Wolfville isn't a town with parks – Wolfville is a park in which we live." Use no chemicals on town land, 10 second idling rule for town vehicles, new appropriate size Kubota (park vehicle), and a bike + trailer for park staff to use.

iNova Credit Union

- iNova wants to be a leader in their community in 5 years – treating their people and their members and the land well.
- They have completed A and B steps: awareness through e-learning, movie, strategic planning retreat, coaching, AGM and trade show; baseline analysis of challenges, operations and services.
- Working to develop a compelling vision at a retreat for board and staff.
- Actions thus far have focused on low-hanging fruit.
- Challenges include overcoming resistance to TNS language (hard to understand) and uneven learning curves among staff & directors.
- Successes: 100% of staff have completed e-learning course, developed a sustainability plan, and now buy 100% post consumer recycled paper. Being a small organization (9 staff, 9 board)



is really useful in making quick change. In future they will be offering eco-loans (on solar panels, cars, etc), and want other credit unions to join in with their initiative.

Halifax Shambhala Centre

- The Halifax Shambhala Centre has 600-700 members, and is the home base of 180 centres internationally. They want to show leadership across all centres and for Halifax to be a sustainability spark for the worldwide Shambhala community.
- They have worked to integrate sustainability into their teachings, realized that their value of compassion is completely compatible with sustainability. Plan to integrate sustainability as one of their core practices in a movement towards enlightened society.
- A sustainability action plan is in process, and they are working to develop the financial resources necessary for implementation.
- They are working on educating their community: holding introductory TNS workshops for membership, as well as a TNS visioning day. Next workshop will be on prioritizing and analyzing actions.
- They are working on the low hanging fruit first: created signage around sustainability, completed an energy efficiency audit, green procurement guide, and community outreach to other organizations re: sustainability.

Network Partners

- Network partners discussed why they attended the workshop and what they could offer as resources to the network.
- They attended to meet new people/network, share best and worst practices (you can learn a lot from what didn't work as well as what did), to help move the initiative forward, to learn all they can about sustainability.
- The resources they can provide include research/analysis/data skills, engaging and empowering staff, inter-networking, and \$550 million in grants for municipalities (FCM)
- For a full list of ACSI network partners, please see <http://www.atlanticsustainability.ca/about/networkInfo.htm>.

Stewardship and Outreach Section, Nova Scotia Department of Natural Resources

- Their goal is to show success in their section and eventually be able to expand outwards to other departments.
 - They have developed their own vision of sustainability for their section.
 - The overall provincial business plan is moving towards "clean and green" – e.g. Environmental Goals and Sustainable Prosperity Act – so this is helpful to their work
 - "Vision 2020" – environmental goals for Nova Scotia. They are part of the process and are showing leadership.
- Successes: participated in Drive Wiser (environmental fleet management info), working on green procurement, more senior staff involved, education and awareness (programs for youth, educators, the public, woodlot owners and staff), working with suppliers to make more sustainable choices.

Jacques Whitford

- Jacques Whitford has about 1600 employees, and they have commitments to sustainability at the top executive levels. Executive level is driving initiatives and working towards embedding sustainability throughout the corporate culture. They also have a sustainability action team – 20+ volunteers that work to resource the sustainability initiative.



- They have 8 key sustainability commitments and have developed key performance indicators for the sustainability plans. Principles of sustainability are fully integrated into their strategic plan.
- They have recently become a carbon neutral organization (will offset 100% of CO2 emissions). They are also working on emissions reductions plans and targets.
- They also have a green procurement policy, and work actively with suppliers to educate them.
- They are focusing on employee education and engagement – employees are required to attend 3-4 hours of engagement (must be noted on time sheets). They have internal resources as well (e.g. experts on climate change).

Halifax Regional Municipality

- A few years ago TNS Canada conducted a baseline analysis for HRM, and they are working on priorities identified in that analysis: green corporate culture, green procurement, and green buildings.
- Sustainability is incorporated into the 4 guiding principles for the municipality as well: “healthy and sustainable communities”.
- Greening corporate culture: Started a training program for staff (used e-learning and doing workshops as well). Reports have been made to council and there is senior/executive management endorsement. They are developing a corporate governance model for their sustainability initiatives. They have a sustainability transition team in place. Participated in a sustainability “boot camp” earlier this year.
- Green buildings: Plans for several LEED Silver class buildings and are working on some lighting retrofits in older buildings. Moving to natural gas where possible. Waste reduction initiatives such as paperless offices and recycling building materials (e.g. shingles into pothole filler).
- Green procurement: working on policy, training staff and collaborating with vendors and suppliers.
- Other initiatives include an anti-idling policy.

Saint Mary’s Bay Stewardship Association

- Not able to attend the workshop

Discussion

Following the initiative reports, participants reflected on the issues and themes that had emerged and brainstormed some topics for further discussion after lunch:

- collaboration on green procurement
- governance structures and breaking down silos
- expanding partners
- mining the waste
- employee education – getting people excited
- lots of individual activities – important to have a sustainability plan where you capture all that info and track it – be strategic
- accessing supplies – partner with others in ACSI for more buying power
- ACSI website – could post commonly required goods so that others can know where to get products/information
- use website to share best practices
- Whistler sustainable purchasing guide – let’s not reinvent the wheel
- ACSI should be a clearing house for existing information, links, etc.
- fleets/idling



- how can we make ACSI more magnetizing and attract more people to get involved
- other tools and resources that are out there
- municipal theme: challenges around buy in and enthusiasm – tools around ICSP
- more sharing between groups needed
- what value does the network bring?
- develop specific action plan on network
- visioning for sustainability

Following lunch, workshop participants broke out into groups representing the different theme areas. Notes from each theme area are presented below:

Waste

- worm composting (large or small scale)
- exchange program for furniture and equipment: universities donate or sell for nominal fee, put items on freecycle (<http://www.freecycle.org/groups/canada/> for listing of Canadian groups)
- move to clear bags so that compostable material and recyclables can't be hidden with garbage
- pre-cycle by reducing and reusing: e.g. refuse packaging from products at the store
- convert from diesel to used veggie oil for fuel
- tax plastic bags and non-compostable coffee cups
- recycle at source (educate)
- community ownership (clean-up litter)
- electronics recycling (computers, cell phones, etc.)
- tire recycling (e.g. into playground surfaces)

Fleet

- review and audit fleet size over time and reduce if possible
- fleet usage: make sure vehicle fits purpose
- ensure proper vehicle maintenance: oil, filter, tire inflation, etc.
- proper fleet replacement
- educate staff about standards and maintenance
- www.drivewiser.ca – website resource
- put an anti-idling policy in place
- explore alternative fuels

Education

- share the goals (build awareness)
- keep it simple
- operational control (e.g. making education mandatory for employees)
- carrot offerings
- lead by example
- keep the message positive and hopeful (less doom and gloom)
- invert the organizational chart – empower all employees for action and change
- build a common language
- engage employees (fun, informative interactive)
- sharing (2 way communication with employees)
- top down and bottom up flow of information
- co-ordinated, multi-channel approach
- relevant/possible/measurable – achievable goals



- successes around building awareness and commitment via education: removing garbage cans from employee offices, mandatory training, clean up events, healthy competition between staff/departments
- post results, share and celebrate successes
- sense of pride/attract new employees

Strategic Planning

- setting goals for others, implementation goals – TNS as platform?
- path to take to achieve a goal
- think about goals/targets/objectives, actions
- requires structure and accountability – top down
- SMART targets (specific, measurable, attainable, realistic, timely)
- changing culture/behaviour
- delegation of action items – tracking
- what is the meaning of strategic?? – leveraging resources, efficiency, systematic thinking, cyclical thinking, short-term goals over a long-term plan, multiple iterations of a plan (municipal council example – 4 year cycle)
- team buy-in, make it part of the culture
- strong leadership is required to stay on course
- constant common reference for principles of plan (pass on base of understanding, constant learning)
- how to make goals measurable?
- identify financial benefits
- how to communicate sustainable development benefits in a meaningful way other than through money?
- sustainability principles can play a key role in strategic planning
- need to adapt principles to meet organizational needs
- awareness of the limits of TNS principles
- practice the application of the framework as part of the strategic planning process
- need engagement of stakeholders and a balance with operational control
- plan needs to describe consequences if behaviour doesn't change

Green Procurement

- requires a method of evaluation
- life cycle costing
- standards/alternatives and changes
- buy local
- identifying new and innovative solutions
- shared list of green suppliers and services
- buying power as a large group – ACSI partners can purchase together – pressure local suppliers to provide green products/services
- message boards online – create a forum for sharing information on green procurement
- build relationships and partnerships with suppliers
- let suppliers know purchasing preferences
- supply not meeting the demand for green products
- network about this issue

Visioning

- establishing common ground
- look 75-100 years into the future to start – really long term (tip)



- stakeholder engagement (community groups, high schools, etc.): go broad and trust the process
- speak their language (tip)
- synthesizing: did we capture what was said? Did we include the right/sufficient people?
- consider using expert facilitators (tip)
- action plan with timeframe: must commit to following up
- choose achievable goals (tip)

Buy-In

- vision established from and by the community
- inter-departmental collaboration and accountability on service delivery (based on vision)
- council “embracing” vs. “adopting” community vision
- think of it as “join in” rather than “buy in”
- different strategies depending on the audience: council/politicians, management, staff and the public
- tailor approach to the audience and specific objectives. Make it personal
- lead by example
- communicate lots and effectively
- keep it simple, positive, relevant and personal
- celebrate success
- do community visioning exercises with pictures and visuals to make it tangible

Governance

- ensure councils understand their role to follow through on community vision
- governance structure reflecting 4 pillars of sustainability
- accountability
- set targets: specific to do, ensures responsibility, allows measurement
- transparency: vision which transcends changes in staff, government, council, etc.
- vision, mission, values – make it law
- evaluation/monitoring/quantify
- performance measurement for employees
- catalyst for change – community support and broad-based buy-in
- benchmark and set standards
- decision-making framework – from policy to action
- institutionalize/entrench sustainability by moving it into governance
- survey: ask people how things have changed
- make the business case

The final presentation of the day focused on the 5-level model for strategic planning for sustainability. Facilitator Sarah Brooks reviewed the model and discussed how it can be used to develop more strategic sustainability actions and initiatives. This PowerPoint presentation is available in the resources section of the ACSI website.

Wednesday, November 14

The morning opened with a story about The Co-operators Insurance Company. TNS Canada did a detailed sustainability analysis. They looked at governance, operations, and stakeholder relations. Then The Co-operators did their own analysis with TNS support.



Most of the morning was focused on the ACSI network and how we can continue to build and strengthen the network. John Colton from the Centre for Rural Sustainability (CRS) began by giving a background about CRS, the new host organization. He then gave an overview of the current status of the ACSI.

Assets:

- CRS as a host organization providing leadership and coordination
- expertise and engagement of the partners
- TNS Canada as a training partner and the resources they bring to the table
- the ACSI website and newsletter

Challenges:

- main challenge is financial: current funding only allows coordinator to December 31 and does not provide resources for the April workshop

Benefits of Participating in ACSI

The full group then brainstormed about the current/potential future benefits of participation in ACSI.

Benefits:

- resource pool of experts
- pride in partnership (ACSI provides area for hope)
- demonstrating leadership (breaking new ground)
- localized resource centre
- peer validation of work being done
- identify opportunities for cost savings
- start creating change in regional infrastructure (collaboration, power of collective to influence change)
- removing barriers and identifying opportunities
- setting standards (benchmarks) for community sustainability planning
- umbrella group for “best in class”
- sustainability training/education
- resources
- collaboration among diverse partnerships
- highlighting an organization’s commitment to sustainability
- legacy
- core values and shared language
- risk sharing
- learning community
- accessing green suppliers
- opportunity to share successes
- building critical mass
- having influence in our respective communities (lobbying for change at multiple levels)
- webinars and workshops
- Atlantic Canadians working for Atlantic Canadians
- best practices from Atlantic Canada (a store house)
- making the region an example for the world
- an Atlantic smart growth type approach to help under-funded communities



- a diversity of memberships – showcasing this
- like-mindedness and continuity leading to increased power of ACSI
- being a real ripple-maker (or splash-maker)
- address the social side of sustainability
- lots of media exposure (good PR)
- financial stability
- list of questions/checklist for municipalities to ask consultants

Participants then broke into groups to discuss three questions:

1. What can ACSI do for partners?

Communications

- manage website
- newsletter
- maintain contact list/database
- communicate/stimulate dialogue
- message board on website or discussion listserv?
- advertising/marketing/communications/PR (e.g. Home Show)
- measurement: power of the collective
- regional voice for partners

Resources

- continue to provide forum for exchange and information; act as a hub/clearing house for information; make it easy to access network knowledge/resources
- provide more case studies
- filter options for the group (e.g. carbon offset protocol, sustainable meetings, etc.)
- provide or assist with financial resources
- canned presentations on ACSI, sustainability, TNS, etc. – assist with the pitch/elevator speech
- leverage funds by acting as a proposal umbrella
- coaching and training
- bring in big name speakers

Networking

- develop linkages between members and potential members
- network with other organizations – resources (funding, conferences, best practices, sustainable products/services)
- relationship short cuts: who you know – ACSI credibility

Events

- coordinate events/workshops
- have an annual meeting?
- training: sustainability boot camp, role playing

Other

- act as a lobby group
- provide a shared definition of sustainability for the group
- work out a funding plan
- grow membership



2. What can partners do for ACSI?

Communications

- share their own stories with ACSI (successes, challenges, templates, other resources, etc.)
- provide resources and information
- promote and tell stories to different audiences (politicians, funders, new members)
- website input

Resources

- provide financial support/contributions / help with fundraising
- in-kind support
- host events
- assist with planning
- members could contribute financially by: service fees (consulting), membership dues, donations, apply to ACOA, FCM, etc.

Participation

- encourage new membership
- be proactive in participation: workshops, networking, funding, sharing information and successes as well as challenges and failures
- recruit and network on behalf of ACSI
- participate in committees/board of directors

3. What can partners do for each other?

- mentoring/coaching (provide training/expertise and resources to partners)
- motivate/inspire
- brainstorming
- collaboration on research/projects
- partner presentations (to each other)
- build relationships (support, bonding/bridging, celebrate success)
- share experiences, networks, information
- invite new groups in our area
- demonstrate best practices
- be clients for each other
- create broad initiatives/projects (local, regional, etc.) – economic and cultural
- help each other save time and money by not re-inventing the wheel
- create geographic/interest sub-groups (e.g. Halifax, green procurement, etc.)
- provide policy support
- critique each other
- purchasing power

This exercise was followed by a full group discussion about next steps for ACSI and for the April summit.

Next Steps

- need more partners involved (what will new members do)
- Getting a steering committee started – will organize presentations at next summit, and will also be a useful tool for building involvement of other organizations
- We can't just sit around - we need to support each other – this will make us more attractive to new partners



- Need a solid terms of reference for each committee, and clear roles for members
- Importance of continuing to have a coordinator – too much work to be done on a voluntary basis. Top priority should be to fundraise for this.
- Can partners all donate money to getting to the end of April? All we need to do is “buy some weeks”.
- Some members feel uncomfortable with the idea of fundraising (especially municipalities) → we need to be creative with how we source more funding
- Charitable status – we need it. One idea is to get it through www.givemeaning.org
- April summit – this is our top priority – we need to make sure it will be a success. A committee or coordinator to work on that is important
- Webinars – would people be interested in sharing stories? What themes are people interested in? Having real exchanges in the near future will be important to keeping the flow and energy of the network high.

April Summit

- more case studies from partners and others
- guest speakers
- ACSI have its own support and structure
- long-term funding strategy
- plenary – moving further in understanding
- TNS training for new participants
- continued invitation of new partners
- April focused on success and positive outcomes

As we prepared to wrap up, participants discussed in small groups then shared some of their trepidations, learnings, and the things that they are most excited about:

Trepidations

- don't want to lose momentum
- fear re: existence of ACSI going forward due to funding crunch
- lack of planning for April
- need more large corporate participants
- lack of time
- what is the vision for ACSI? Need to get this firmly in place
- what will individual partners do after April?
- lack of participation from learning institutions (universities, colleges, etc.)
- lack of PEI participants

Learnings:

- make employee education mandatory
- remove garbage cans from employee desks (Aliant idea) – can be simple to create change
- new contacts and expertise – know who to tap into with questions
- perfect for people with no experience – don't need to be far along the curve to participate

Exciting:

- learning more about sustainability and incorporating it into daily work
- solid foundation of partners – building a critical mass
- want to be part of developing April event
- green procurement (webinar in future and sharing resources)
- diversity of group – developing a shared language



- possibilities of the network – stronger than in May, people came back, good potential to grow
- good beginnings of a plan
- new host
- learned about things that have happened

In closing, each partner organization had a minute to state their ACSI commitment for the next six months going forward.

Partner Commitments – next six months

Jacques Whitford – Continue work to reduce their carbon footprint. Continue with employee education.

Town of Stratford – Develop their internal overall sustainability plan. Apply TNS to different areas of responsibility (procurement, municipal services, planning)

Aliant – Finish development of their implementation plan for corporate sustainability. Continue with 2008 goal setting process and completion of carbon footprint study. Continue with employee engagement activities including the ecoRevolution conference in Moncton, more lunch & learns, and sustainability 101 training. Work on additional green procurement initiatives and start on 2007 sustainability report in new year.

iNova credit union – Finalise plan for sustainability and synthesize with other operations. Begin to implement plan. Continue staff + member education. Cross-pollinate environmental products with other credit unions. Reduce their footprint.

Just Us! Coffee Roasters – Complete a mini-evaluation of operations and implement immediate changes. Conduct more training to develop a common language around sustainability within the organization. Start working on an overarching sustainability plan.

Stewardship and Outreach Section, Nova Scotia Department of Natural Resources – Implement their sustainability action plan. Recognize employees for their commitment and sustainability actions formally and informally. Source more green suppliers. Ongoing staff and external education on sustainability.

Halifax Regional Municipality – Continue developing 3 pillars of sustainability: green corporate culture, green buildings (LEED), and green procurement.

Halifax Shambhala Centre – Work to integrate sustainability into their core culture. Set sustainability goals and develop action plan and resources to meet the goals. Encourage others to participate – bring another faith group to the meeting in April.

Town of Wolfville – Finish the MPS & LUB review. Create an overriding sustainability plan. Work to embed sustainability in corporate culture. Conduct evaluation related to sustainability.

P'Lovers – Play with stone and ripple idea (working with customers and suppliers as well as internally). Do e-learning course. Encourage new partners to join in April. Try to resurrect the “Companies Who Care” network.



Bathurst Sustainable Development – Get the City of Bathurst to join as an ACSI member and sign the charter. Assist the City with the adoption of a sustainability vision statement, a green procurement /purchasing policy, and an anti-idling policy.

Antigonish Sustainable Development Project – Conduct early adopter sessions with 16 organizations (includes developing visions, conducting audits, and developing sustainability plans); begin Integrated Community Sustainability Plan process with local municipalities; develop sustainable performance indicators; continue the Vision 20/20 process that has been started.

2. Workshop Feedback and Evaluation

Below are the key messages summarized from the feedback forms that participants completed at the close of the workshop.

Highlights of the workshop - key messages:

- In general people seemed to appreciate the sharing aspects of the workshop (i.e. initiative reports, sharing successes/challenges, partner-led sessions on specific topics, re-connecting with each other).
- Several people commented that the group is beginning to take its own initiative and responsibility.

Suggestions for changes - key messages:

- Many people commented on the desire for hands on, practical approaches – i.e. sustainability boot camp, case studies, linking activities more directly to the TNS framework, etc.
- Several people requested more structure – i.e. guest speakers, speaker at dinner, specialists, etc.
- Several people commented on the logistical aspects: improved lighting, taking bigger notes, more community-oriented venue, etc.

What will you apply from the workshop - key messages:

- motivation, resources (websites, 5 level model, tips on green procurement, etc.), contacts/relationships

Things that were missing from the workshop - key messages:

- better facilitation of networking (contact lists, mixing people up more, place to leave business cards, etc.)
- more learning support: mini coaching sessions with facilitators, time to work on something to produce at the workshop, more municipal focus, more TNS focus, case studies, handouts

Things that were challenging or confusing - key messages:

- issue of the future of ACSI and how to move forward
- Several people commented on the venue – i.e. difficult to hear, poor lighting

How can could The Natural Step support you in your ACSI initiative - key messages:

- coaching
- more networking support and communicating success/challenges among partners
- providing resources via the website or other means



Things you'd like to see at the April 2008 workshop - key messages:

- more stability for ACSI (funding plan, etc.) and plans for how to move forward
- more of a conference format with presenters, training, skill building, public sessions
- bring in more partners, members of the public, government reps, media, etc. – raise the profile of ACSI and build the critical mass
- stories/case studies of successes here and elsewhere. Opportunities for partners to share their experiences

3. Resources

A number of resources were mentioned at the workshop. A list of these is below, and the electronic resources will also be posted on the ACSI website (<http://www.atlanticsustainability.ca/resources/resources.htm>).

Websites

- o Drive Wiser, resource on more environmentally friendly driving and purchasing, <http://www.drivewiser.ca/>
- o UNSM Municipal Sustainability website, <http://www.unsm.ca/sustainability/>
- o Victoria Transport Institute, <http://www.vtpi.org/>
- o Sustainable land use: Lincoln Institute of Land Use Policy (<http://www.lincolnst.edu/index-high.asp>)

Books

- o The Geography of Hope: A Guided Tour of the World we Need, by Chris Turner
- o Ecoholic: Your Guide to the Most Environmentally Friendly Information, Products and Services in Canada, by Adria Vasil

People/Organizations

- o Aucoeur/Occur Sustainable Communities (Beth McLaughlin, 506-854-6377)
- o Greg LeBlanc, climate change research and sustainable community development (greg.leblanc@unb.ca)
- o Bob Willard

Other Resources

- o Whistler's sustainable purchasing guide (already available on the ACSI website, at http://www.atlanticsustainability.ca/downloads/Whistler_PurchasingGuide2006.pdf)
- o Guide to making your music festival more sustainable (can be used for event planning of any type, <http://sustainable.events.free.fr>)

4. Next Steps

The Centre for Rural Sustainability will be following up on a number of ideas and issues raised at the workshop.

- o We plan to host a webinar on green procurement in January 2008.
- o A committee to give input into the planning for the April summit will be formed.



- A committee on future visioning and governance for ACSI will be formed to start to think past April 2008 (e.g. determining what ACSI will look like after the summit, recruiting new partners, determining what new partners will do, etc.)
- Follow up on charitable status or accepting donations through www.givemeaning.org

In addition, work will continue on fundraising as a top priority, and on our regular communications activities, like updating the website and putting out the Sustainability Bulletin newsletter.

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