

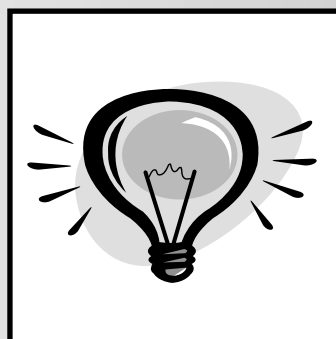
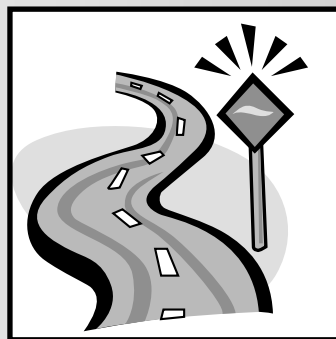
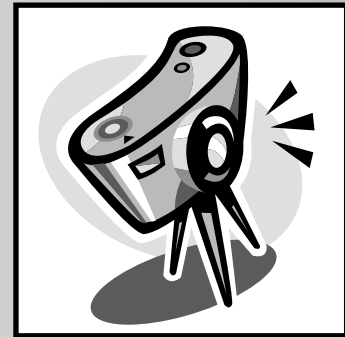
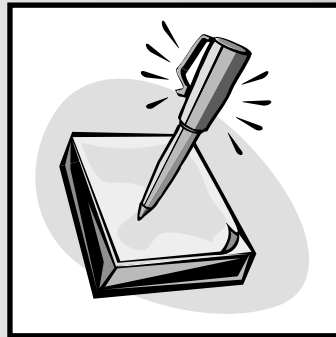
Partners for Climate Protection

Citizen Participation and
Community Engagement in
the Local Action Plan
Process:

**A GUIDE FOR MUNICIPAL
GOVERNMENTS**



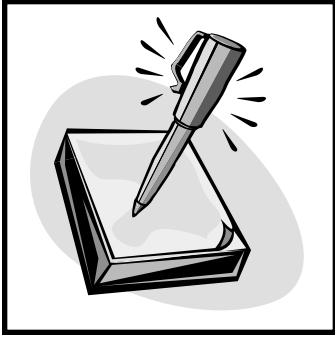
Citizen Participation and Community Engagement in the Local Action Plan Process: A Guide for Municipal Governments



2003
Partners for Climate Protection

Table of Contents

Introduction	3
Community Snapshots	5
City of Edmonton.....	5
Town of Perth	5
City of Regina.....	6
City of Greater Sudbury.....	7
City of Whitehorse.....	7
City of Kamloops.....	7
City of Peterborough.....	8
Region of Severn Sound.....	8
Local Action Planning	11
Step One: Identify Key Stakeholders and Funding.....	11
Step Two: Form Steering Committee and Working Groups.....	11
Step Three: Develop the Local Action Plan.....	12
Step Four: Public Consultations	13
Step Five: Implement Local Action Plan	13
Step Six: Evaluate and Monitor Local Action Plan.....	13
Key Lessons Learned	15
Size Matters.....	15
Focus on Action	15
Emphasize Local Benefits.....	17
Find Champions	18
Articulate a Vision.....	19
Foster Community Ownership	20
Engage, Engage, Engage Again	20
Timing is Everything.....	22
Power to the People.....	22
Plan to Monitor and Evaluate	23
Local Action Plan Should Be Sustainable.....	24
Conclusion	25
Additional Resources	27
Local Action Planning.....	27
Community Based Social Marketing	27



Introduction

Partners for Climate Protection¹ (PCP) is a milestone framework that helps municipal governments:

- Reduce greenhouse gas (GHG) emissions from *municipal operations* by 20 per cent compared to 1994 levels;
- Reduce *community-wide* GHG emissions by at least six per cent compared to 1994 levels; and
- Reach these targets within ten years of committing to GHG reductions.

Developing and implementing a Local Action Plan (LAP) is essential to reducing community-wide GHG emissions, and is important in the development of an integrated sustainable community plan. GHG reductions represent only one of many pollution concerns: air, water, and soil quality are other

important concerns that contribute to a community's quality of life and also must be managed in an holistic way.

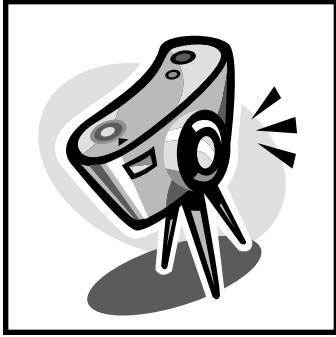
This Guide profiles communities at different stages of the LAP process. Use the ideas and insights presented here to design your community's LAP process and create your own sustainable community plan. **The Green Municipal Enabling Fund's²** Sustainable Community Planning category provides grants of up to \$100,000 towards up to half the cost of developing local action and sustainable community plans.

Funding for this Guide has been generously provided by the Government of Canada's Climate Change Action Fund (CCAF).

Note: For those using the electronic (PDF) version of this Guide, all Web sites are linked within the document, simply press CTRL + click on the link to go to the site. For those using the printed version, all Web site addresses are in the footnotes.

¹ <http://kn.fcm.ca>

² For more information on the Federation of Canadian Municipalities' (FCM) Green Municipal Funds, visit <http://kn.fcm.ca>



Community Snapshots

City of Edmonton³ *Population 666,000*

The **Carbon Dioxide Reduction Edmonton⁴** (CO₂RE) team includes planners, developers, social workers, business leaders, environmentalists, engineers, educators, and government representatives from more than 20 organizations. The team's focus is to make Edmonton a world leader in climate change action, prosperity, and quality of life.

The CO₂RE plan took a staged approach:

- Stage A: Concepts and issues identification, pilot consultation
- Stage B: Feasibility analysis and broader consultation
- Stage C: Detailed planning and approvals of a LAP
- Stage D: Implementation and monitoring of LAP recommendations

Edmonton has put its municipal action plan into practice and is currently implementing its community strategy (Stage D).

Municipal operations account for three per cent of Edmonton's GHG emissions. In its municipal plan, the city established a \$5 million energy management revolving fund to pay for energy-efficiency upgrades to its infrastructure (municipal and community buildings, light rail transit stations, traffic light signals, etc.), with plans to expand the fund to \$30 million. Other GHG emission reduction programs

include the Fuel Sense fleet management program that reduces fuel use through driver education.

The community strategy will focus initially on energy efficiency, helping residents take small steps towards sustainable energy use. City staff believes that starting small will encourage larger actions down the road. Early actions may include a compact fluorescent lighting program that involves retailers and manufacturers, and the development of an "energy club," where members would receive discounts on energy-saving devices and products.

Town of Perth⁵ *Population 6,000*

EcoPerth⁶ dates back to 1998, when a group of concerned citizens began talking with key individuals and groups in the community. Unlike most of the other municipal governments profiled in this Guide, the town's LAP grew from and is run by a community-based group, not the municipal government. In fact, it was EcoPerth that convinced the town's elected officials to participate in PCP and begin work on the municipal and community GHG emission inventories.

EcoPerth organizers decided to begin with programs that encouraged environmental sustainability, promoted economic efficiency, and fostered community health because they firmly believe that it is *action* that leads to *awareness*.

³ <http://www.gov.edmonton.ab.ca/>

⁴ <http://www.co2re.ca/>

⁵ <http://www.town.perth.on.ca/>

⁶ <http://www.ecoperth.on.ca/>

Three types of projects make up the EcoPerth plan:

1. Cornerstone projects provide the foundation for community sustainability and can engage a large number of people. For example, EcoPerth has prepared a “solar map” of the town to assess every single property for solar retrofit potential.
2. Fabric projects — the “no-brainers” — are targeted to particular audiences or sectors and require few resources, such as installing Christmas light timers on town buildings.
3. Message projects include awareness-building activities and fundamental communications, such as the EcoPerth Web site.

Four teams co-ordinate the projects:

1. The Green Team engages citizens in a variety of projects, such as an annual spring tree sale, front-yard tree shading, rainwater conservation, and “Local Flavour,” which is an initiative that promotes local food production and consumption.
2. The Building Team encourages citizens to use less energy at home, work, and play through municipal and community building retrofits, district heating, the promotion of push lawn-mowers, and Christmas light timers.
3. The Transportation Team encourages innovative ways to travel, including a bicycle users group, walk-to-work campaigns, a hybrid vehicle demonstration, and a rideshare database for car-pooling.
4. The Communication Team encourages citizens to move from awareness to action through presentations, news articles, personal action pledges, a quarterly newsletter, and a Web site.

In its first two years, EcoPerth received funding from the **Climate Change Action Fund**⁷, and has now incorporated as a not-for-profit organization, allowing it to run programs independently of municipal operations.

City of Regina⁸ *Population 178,000*

The City of Regina is one of the original members of the “20% Club” (relaunched as PCP in 1995). Its LAP process is led by the Green Ribbon Community Climate Change Advisory Committee and operates simultaneously with **Cool Down the City**⁹, a program to reduce GHG emissions in municipal operations.

Council formed the committee and all agendas are public, making its work transparent and easily accessible to all residents. The mayor is the honorary chairperson and one city councillor is a committee member. The committee comprises community leaders and stakeholders and oversees the efforts of working groups that focus on these sectors:

- residential
- transportation
- education & communication (includes waste management)
- commercial/industrial

Each working group creates its own “mini action plan” by recommending actions to take, preparing economic analyses, determining the level of GHG emissions those actions will reduce, and working with focus groups to determine the best course of action. The focus group model has worked well compared to city open houses, as residents can express their views as to which actions to take before decisions are made, rather than simply commenting on action plans developed by municipal staff.

Cool Down the City is used primarily by non-profit groups in the city as an education and awareness tool and will evolve from a city- to a community-wide program as part of Regina’s LAP.

⁷ http://www.climatechange.gc.ca/english/actions/action_fund/index.shtml

⁸ <http://www.cityregina.com/>

⁹ http://www.cityregina.com/content/info_services/environmental/climate.shtml

City of Greater Sudbury¹⁰

Population 155,000

EARTHCARE Sudbury¹¹ was launched in May 2000. At that time, 37 community partners signed a declaration committing themselves to developing a LAP and increasing the participation of Sudbury residents in initiatives to improve the quality of life and to strengthen the economy of the city. The signed declaration was published in the local newspaper to alert the community that the process had begun.

The LAP process is overseen by the EARTHCARE Sudbury steering committee, which includes representatives from the council and staff, public agencies, and community stakeholders. A six-stage process is in place:

1. **Build the foundation:** Launch, formation of steering committee, and secure funding.
2. **Set goals:** Establish a vision, values, and goals through community partners consulting with the larger community.
3. **Develop LAP components:** Five working groups (residential, industrial/commercial/institutional, municipal, education and outreach, and business plan development) will develop recommendations and action plans related to their sector.
4. **Prepare an integrated plan:** The steering committee, with support from city staff, will integrate recommendations from the five working groups to develop a draft LAP, a preliminary implementation strategy, and a business plan.
5. **Confirm the plan:** Working groups will review the integrated plan and seek and incorporate input from the broader community.
6. **Approve the plan:** Final plan to be presented to council for review and approval.

Sudbury is currently at stage four of its process but has already moved ahead with some projects. It has also chosen to adopt the principles of community-based social marketing for the activities included in

its LAP. These principles will be outlined in more depth in the next section, **Key Lessons Learned**.

City of Whitehorse¹²

Population 19,000

The City of Whitehorse's corporate and community LAP is part of its Official Community Plan (OCP), adopted in October 2002. Municipal staff consulted with council, First Nations, an advisory stakeholders group, special interest groups, and residents of the community to develop the community plan aspect of the OCP.

Prior to adopting the OCP, and because of its earlier work on the corporate and community inventories, Whitehorse had pinpointed transportation as the largest emitter of greenhouse gas emissions. In conjunction with a transportation study, and with the help of **Go for Green**¹³, the city designed a transportation charette to solicit community feedback on options for reducing GHG emissions in the transportation sector.

A "green team" was formed internally and at least one representative of each city department sits on the team to discuss ideas, provide input into city initiatives, and offer feedback to staff.

The city has also received a **Green Municipal Enabling Funds**¹⁴ grant to support the steering committee and to complete its LAP.

City of Kamloops¹⁵

Population 77,000

The City of Kamloops developed a community energy plan in 1996, which will be used to build its LAP. Some LAP elements are already well established, such as the TravelSmart program, which promotes changes in travel behaviour and encourages sustainable community development to minimize demands on the municipal transportation system.

¹⁰ <http://www.city.greatersudbury.on.ca/>

¹¹ <http://www.city.greatersudbury.on.ca/earthcare/about.html>

¹² <http://www.city.whitehorse.yk.ca/>

¹³ <http://www.goforgreen.ca/>

¹⁴ <http://kn.fcm.ca>

¹⁵ <http://www.city.kamloops.bc.ca/>

TravelSmart won a FCM-CH2M HILL Sustainable Community Award in 2000. Kamloops is using Index, a software program that models energy use in the community; these model scenarios will help the city design its LAP.

The Federation of Canadian Municipal governments (FCM) worked with the City of Kamloops to develop a case study of its energy plan and found that the plan could be used as a catalyst for many of the initiatives that the city will undertake in the future.

Some energy plans have already begun to take shape in the community. The city is monitoring them closely to see how they could be applied to municipal and community operations. For instance, Sun Rivers, a golf resort community, and the Kamloops Indian Band developed a master agreement to put 460 acres of reserve land to work for the benefit of the whole community. Sun Rivers is the only community in Canada entirely heated and cooled with geothermal energy.

City of Peterborough¹⁶

Population 72,000

Sustainable Peterborough¹⁷ is a multi-year initiative aimed at improving the quality and energy efficiency of every building in the city. It is a non-profit organization established to help the community take advantage of opportunities to manage energy wisely and to improve the performance of its factories, stores, public buildings, schools, offices, and homes.

The City of Peterborough, VESTAR (an energy services company), Enbridge Consumers Gas, and Peterborough Green-Up are the main partners of Sustainable Peterborough. The city welcomed the initiative, seeing it as a major contribution to its economic development plans and its ongoing stewardship to protect the environment. With the approval of city council, Sustainable Peterborough began with a steering committee to guide its development.

Since its inception in 1998 –1999, Sustainable Peterborough has focused on energy-related projects, collecting baseline energy information for businesses and residents alike, conducting energy assessments, and helping to retrofit existing or design new energy systems. One of its principal partners, Peterborough Green-Up, plays a major part in engaging the local community through green home visits, **EnerGuide for Houses¹⁸** energy audits, and other community programs.

Sustainable Peterborough has also publicly documented its LAP process. With the assistance of FCM and Natural Resources Canada, its *Community Handbook* is available free, in both hard copy and electronic formats (see **Additional Resources**).

Region of Severn Sound¹⁹

Population total for the eight municipal governments 90,000

Similar to Perth's LAP, the LAP of Severn Sound, a region located near Georgian Bay, will grow out of a community-based organization. The Severn Sound Environment Association (SSEA) is unique in two ways. First, it was formed to resolve a specific problem; and second, it involves eight municipal governments.

In 1987, the International Joint Commission (IJC) listed the Severn Sound watershed as an "Area of Concern" due to a number of environmental problems (nuisance algal growth caused by an oversupply of phosphorous, loss of fish and wildlife due to shoreline development and agricultural uses, etc.). Eight **municipal governments²⁰**, together with community groups and provincial and federal scientists, came together to form a Public Advisory Committee (PAC) and create a Remedial Action Plan (RAP) to restore the watershed's environmental quality. Over the years, the RAP team worked to reduce nutrient loading from sewage treatment outflows, storm water and rural runoff, and other "hot spots."

¹⁶ <http://www.city.peterborough.on.ca/>

¹⁷ <http://www.sustainableptbo.on.ca/s1/main/>

¹⁸ <http://oe.e.nrcan.gc.ca/houses-maisons/>

¹⁹ <http://www.severnsound.ca/>

²⁰ Midland, Penetanguishene, Tiny, Tay, Oro-Medonte, Severn, Georgian Bay, and Springwater

In October 2002, the IJC announced that environmental quality in the watershed had been restored. The SSEA continues to maintain the improvements achieved through the RAP process and to provide services to the eight municipal governments.

SSEA and PAC are now working with the eight municipal governments to develop a sustainability plan. All municipal views are taken into account as

each member municipal government appoints a representative to the SSEA. Each member has voting privileges and attends quarterly meetings, the minutes of which are distributed to clerks, chief administrative officers, and councils.



Local Action Planning

Step One: Identify Key Stakeholders and Funding

Generally, PCP participants begin a community-wide LAP after completing energy and GHG emission inventories and an action plan for municipal operations. If this is the case for your community, a) you will already be aware of the major energy challenges in the community and b) you will have already identified a major stakeholder (a key municipal staff member or elected official).

Other stakeholders may include representatives from:

- Local business and industry, including industry associations and unions
- Utility companies
- Educational institutions
- Community and non-government organizations
- Local media
- Interested residents

If a wide range of community and business groups is included in the process, there is a greater likelihood of a LAP's success. To implement a LAP effectively, a community must feel a sense of ownership.

Once stakeholders are identified, staff assesses their interest in joining a committee to discuss ideas and priorities and to sit on a steering committee that will guide the LAP's implementation. Municipal staff in Sudbury and Edmonton contacted stakeholders directly and, in the case of Sudbury, tailored messages to fit the values or interests of the groups. The initial presentation to the Sudbury Chamber of

Commerce, for example, focused on the economic benefits of a LAP for the business community.

If municipal council has not already designated funds for the LAP, identifying funding sources will be a key priority. Funding sources can come through municipal operating or departmental funds, stakeholder membership fees (e.g., private or community organizations that participate in the plan and that receive services from the LAP's organizers) and grants from provincial/territorial, federal, or municipal agencies (for example, the Climate Change Action Fund, FCM's Green Municipal Funds, etc.). Eventually, if the LAP will offer services, revenue may be obtained through fees-for-service, such as home energy audits.

The Severn Sound Environmental Association is financed through several different partners, including Environment Canada, as well as private and corporate donations. The eight municipal governments in the region also contribute funding based on a percentage of assessed properties and values for each municipal government. Finally, SSEA recovers revenue through projects done by the SSEA for their partners and, sometimes, for third parties.

Step Two: Form Steering Committee and Working Groups

The steering committee will include interested stakeholders from Step One. It is also recommended that staff members keep in touch with stakeholders who do not wish to sit on the steering committee, as they may be willing to act as a "sounding board" for the ideas and initiatives developed for the LAP.

At least one elected official should serve on the steering committee. In Sudbury, five of 12 councillors volunteered to sit on the EARTHCARE steering committee. Sustainable Peterborough notes that the support of its mayor was a key success factor. A “breakfast with the mayor” event for the key stakeholders and the mayor’s visibility and support lent credibility to the process.

The steering committee must identify a vision and a mission statement. This can often be a lengthy process, but it is invaluable in coalescing the opinions and perspectives of the group, clearing up any miscommunications or misconceptions, and setting targets and objectives. Although helpful at an early stage, a final vision statement may not become clear until a steering committee has completed Step Three.

Some priorities will likely have been identified through the inventory process completed in PCP Milestone Two and through the initial stakeholder discussion. This information can be used to separate issues into working groups. The types of working groups may include:

- Residential
- Business/commercial/industrial/institutional
- Transportation
- Green space/agriculture
- Air and water quality
- Communications
- Business plan development

Step Three: Develop the Local Action Plan

The steering committee should have a firm understanding of the types of initiatives that are already at work within the community (through NGOs, for example) or in other municipal governments. An inventory of projects should be taken to avoid “reinventing the wheel,” to learn from other municipal efforts in similar initiatives, and to see where co-operative efforts may have greater effects.

Municipal staff members (who may or may not sit on the steering committee) are an integral resource

for what is happening in the community and will be aware of bylaws, resolutions, and policies that may affect potential projects.

The steering committee should set a number of goals and objectives, including:

- The types of project to be undertaken;
- What resources will be needed for each project (financial, administrative, etc.), including a draft budget and timeline;
- The objectives and targets of each project
- How each project will be performed and by whom (for example, the steering committee, municipal government, community or non-government groups, private sector businesses, etc.); and
- How each project will be evaluated and monitored.

The steering committee should also prepare a “wish list” of all of the projects and categorize them by the type of resources required to determine how easy or difficult each one will be to achieve. Doing an easy project first, and succeeding at it, will often give the steering committee the quick feedback needed to keep members interested and committed to longer term goals.

EcoPerth identified four key factors in each of its successful initiatives:

- It was doable with the available resources and had a good likelihood of success.
- It had a champion to initiate the project and to keep it moving.
- It had direct economic benefits with a measurable payback.
- It had a high profile, with visibility in the community, and an increasing awareness of the initiative, the issue, and the need to act.

EcoPerth also found that the most successful activities might not at first seem the most obvious. For instance, one of its most popular initiatives has been Local Flavour, a program that promotes local food production and consumption by bringing local growers and consumers together in food stores, restaurants, bakeries, and farmers’ markets.

The City of Peterborough set goals in its waste diversion program, which includes recycling, composting, and a limit on the number of garbage bags residents are allowed to put out each week. Both of its reduction targets, 25 per cent in 1994 and 50 per cent in 2000, were met.

Step Four: Public Consultations

At this stage, the steering committee may wish to consult with the larger “sounding board” of key stakeholders (identified in Step One) and the general public on its list of priority actions. Bear in mind that, at this stage, open houses are not always as effective as workshops or charettes, where specific groups and individuals are invited to attend.

Consultations can be divided among the working groups (identified in Step Two), and the public should be given the opportunity to provide real input into the various initiatives identified in Step Three.

Public consultations can help shorten a long list of initiatives into a handful of key action items. A mix of short-, medium-, and long-term projects should be included within the LAP for the first year. The public can be brought in at this stage for comment on the plan. Those comments can then be incorporated into the final LAP and taken to council for approval (if required) before implementation.

In Sudbury, for example, key stakeholders and interested members of the public were invited to an open forum to comment on the priorities identified by each of the working groups. This feedback was then incorporated into an executive summary of the LAP that was presented to council.

Step Five: Implement Local Action Plan

Now that the steering committee knows which projects it will work on first, it can begin to firm up the initial goals and objectives that were identified in Step Three.

During the 2002 holiday season, for instance, EcoPerth packaged compact fluorescent light bulbs (CFLs) and marketed them as an economic and

environmental “stocking stuffer”. If we take this as an example of an “easy” project, there are several partnerships that a steering committee could forge that would be cost-effective and provide quick feedback. For example, the steering committee could partner with local hardware stores to sell the CFLs. These stores might be willing to “piggy back” the campaign with their own advertising or marketing strategy. The steering committee could then use its own members to survey the stores on the number of bulbs sold to establish the results of the campaign.

The steering committee should document each step that was taken for each project. This will be more easily accomplished if a mechanism is already in place for the various working groups to provide regular reports to the steering committee. Taking minutes of steering committee and working group meetings is one way to document a process. A template could also be prepared that lists the project name, key contacts and partners, funding, resources, time lines, and budget. In addition, documentation that is available to the entire committee will often help avoid the “reinventing the wheel” scenario mentioned in Step Three.

Step Six: Evaluate and Monitor Local Action Plan

The LAP must be continually evaluated, with an annual update on energy and GHG inventories as well as project-by-project monitoring.

Whitehorse, for example, established a guideline to ensure that yearly monitoring of energy statistics be done each January and has made recommendations to streamline the process so that the information comes to the municipal government automatically from local utility companies. This will ensure that the original baseline data on which the LAP is based is kept current and the city will be able to compare data against other years. This is useful not only for monitoring success but also for making changes to the LAP. Regina has similar guidelines to review its energy use inventories annually.

Each initiative within the LAP should have a reporting system included at its inception, so that

the steering committee can determine the success or failure of a project and communicate those results to the public.

Most of EcoPerth's programs have built-in feedback mechanisms. For example, one program follows up with people who sign the EcoPerth "Personal Action Pledge" and, in its tree-selling program, large orders are tracked and followed. EcoPerth is divided into teams (similar to the working groups in Step Two) and each team is responsible for tracking the progress of its programs.

An important element of this step is communicating results to the public, whether results are favourable or not. Spurring individuals in the com-

munity to action may depend on the initial results of a project; members of the public or business community may want to see how others react first before trying it themselves. The steering committee should be able to use a variety of communication tools to update the public on a regular basis. Some of these communication tools include municipal and community Web sites, local media, and information pamphlets that can be included with other municipal literature, such as property tax, water, or electricity bills.



Key Lessons Learned

Size Matters

The communities profiled in this Guide range in population size and demonstrate a correlation between the size of the municipal government and the degree of formality in the organizational structure for overseeing the development and implementation of a LAP.

In general, the larger the municipal government, the more formal the organizational structure, as more stakeholders need to participate in the planning process to build consensus and to support action.

Edmonton, for example, adopted a multi-layered approach to its structure. A core committee, made up of representatives from about 20 different organizations, developed the LAP. The team expanded to include a larger “leadership group” that acted as a sounding board in the development of the plan.

Mid-sized municipal governments, such as Regina and Sudbury, adopted a formal structure. In Regina, organizers noted that creating the structure was made easier because several of the stakeholders were familiar with each other due to prior involvement in other municipal or community committees. In Sudbury, two public works staff members struck the steering committee then contacted community and business groups with messages that were tailored to those groups’ interests and values.

Regina organizers found that their process has kept stakeholders on track and gives individual members a mechanism to bring items to the attention of the

right personnel. The structure can also help the group members, who individually may have very different priorities, reach consensus on key action items.

In Severn Sound, SSEA oversees development of the LAP. A member of each of the eight municipal governments in the region sits on the SSEA, streamlining the process and avoiding overlap.

Perth, on the other hand, used a grassroots approach. Although EcoPerth has now adopted not-for-profit status, which has to some degree formalized the organization, it believes that, without the heavy bureaucracy often found in more formal structures, it has been able to quickly implement small actions (installing Christmas light timers, for example) that have led to bigger ones. Gaining awareness through action has meant that more intricate action items, such as assessing each building in the town for its solar retrofit potential, have been easier to achieve as momentum has built slowly and steadily over time.

Focus on Action

Awareness of climate change issues across Canada has significantly increased due to the ratification of the Kyoto Protocol in December 2002, even in areas where opposition was relatively high. For example, prior to ratification, Edmonton organizers worried that raising awareness among citizens would be one of the city’s major challenges. Edmonton organizers report that local and national media coverage of the Kyoto Protocol — both positive and negative — has significantly raised the profile of these issues and the need for community action.

The ultimate goal of any LAP is to encourage individuals to take actions that will reduce greenhouse gas emissions, but there is some debate about how important awareness is as a precursor to action.

Some have argued that awareness is vital if Canadians are to become sufficiently concerned about an issue, such as climate change, and are to understand the context in which they act. Others, primarily the proponents of community based social marketing (CBSM), argue that awareness does not necessarily lead to action. CBSM supporters believe that it is more important to first identify the *barriers* to action, and then develop strategies to overcome them. Public commitments, prompts, and incentives are among the main tools of the CBSM approach. In many case studies of environmental initiatives, positive behaviour change occurs more frequently when incentives to action focus on economics and health rather than merely appealing to environmental altruism.

On the whole, municipal governments have opted for a combination of both action and awareness. Most municipal governments have some form of outreach education campaign that provides background information on an issue (awareness) and also lists things that people can do (action). Web sites tend to be a municipal government's primary communication tool.

Local waste diversion programs are prime examples of how many Canadian municipal governments have seen the benefit of emphasizing action in advance of awareness. Most residents who participate in these programs do not have advanced knowledge of more detailed waste management issues but participate because it has become the "norm" among peers and neighbours. Some municipal governments have been very successful in expanding that action into awareness of greater issues, such as the tax dollars saved if waste is diverted and the lifespan of a municipal landfill extended, or how residential composting can reduce GHG emissions.

Edmonton organizers stress that awareness leading to action can be strengthened by building on existing initiatives, citing the high participation rates in the city's recycling and composting programs as a

way to engage citizens to further action. Similarly, Whitehorse has high participation rates in its waste diversion programs and plans to use public awareness of this issue to develop a city-wide anti-idling program.

Sustainable Peterborough organizers emphasize the need to focus on some projects, particularly those that resonate with community values or priorities, early in the process to sustain interest in the LAP. They caution, however, that to stay on target a municipal government should work within the scope of its available resources and focus a steering committee's energies on projects that motivate people. Conversely, a municipal government should not be afraid to delay a project if the current circumstances are unfavourable. Peterborough, for example, had initially pursued a project to recover methane from its landfill. Although the project is not economically feasible at this time, it remains on the table for future discussion.

Perth's LAP focuses almost entirely on actions, adopting a "jump right in" approach as opposed to the more traditional planning-awareness-action continuum. Organizers consciously avoided spending time on planning and studies, which had been seen in the past as leading to no action at all.

In Perth, community members attended a meeting early in the process and were invited to choose their priorities from among approximately 100 potential actions. The priorities that emerged were green initiatives, such as solar water heaters, making the town more bicycle friendly, and investing in municipal and community retrofits. These actions were implemented first. The need for action, and the reasons underlying that need, would emerge as people engaged in their activities.

This focus on action has been reinforced in messages delivered to the Perth community through newsletters, local media, and public meetings. These messages tell people that things are happening, and that there are actions they can take that make economic, health, or environmental sense. Organizers in Perth and Peterborough emphasized the importance of moving ahead with initiatives that will motivate people.

The CFL bulbs that EcoPerth sold as stocking stuffers during the 2002 holiday season were marketed with both an economic and an environmental message — how much money would be saved and how much CO₂ would be reduced by replacing one incandescent with a CFL. The initiative worked because it was an easy, inexpensive way for residents to participate in reducing emissions and to pass the message on to friends and family. EcoPerth plans to extend this initiative with a retrofit program to convert outdoor porch lights to CFLs.

EcoPerth stresses that projects have to be implemented as an integrated system, with awareness components built into the mix. A communications team is responsible for presentations, bi-weekly articles in the **Perth Courier**²¹, a quarterly newsletter, and public meetings and exhibits. These communication tools focus on awareness as a route to action.

Health messages can often be a powerful way to raise awareness that leads to action. In Kamloops, for example, the TravelSmart program promotes changes in travel behaviour and encourages sustainable community development to minimize demands on the municipal transportation system. The Kamloops medical community has helped build awareness of the need for travel behaviour changes by educating patients about the health effects of poor air quality. Doctors can reach residents in a way that municipal planners cannot and can provide credible information on the subject.

Similarly, Kamloops's WaterSmart program educates residents on the need to conserve water. It uses awareness (the city makes community presentations and distributes promotional information) plus action (residents are restricted to certain days when they can water their garden, for example). WaterSmart was also delivered to the local schools where students were taught the importance of water conservation and asked to keep a daily log of family water use.

Both Sudbury and Peterborough use CBSM techniques to establish priorities for action, determine the barriers that prevent people from taking action, and ultimately develop strategies to overcome these barriers. For example, in co-operation with Natural Resources Canada, Sudbury launched an anti-idling

campaign in October 2001 after one of its working groups identified idling as a major concern. The lack of awareness among drivers as to the costs (financial, environmental, and health) of idling an engine unnecessarily was identified as a barrier. Students were posted at high traffic areas (for example, schools, community centres, shopping malls, etc.) and approached drivers, explaining the issue and asking them to affix a vinyl cling sticker to their windshield as a reminder to turn off their car's engine when parked for short periods of time, typically less than five minutes.

Sustainable Peterborough organizers note that the peer-to-peer method is one of the best ways of engaging, in particular, the business community. Businesses are often more receptive to a business case developed by their competitors or peers than by a municipal government or community group. Peterborough's local school boards, the local hospital, and the community college, for example, own built assets and each has been able to communicate with its respective peers on the financial merits of becoming more energy efficient.

For many years, the Severn Sound community had been focused on action due to the listing of its watershed as an area of concern. Community action on this one issue has now translated into greater community awareness of water quality issues and, as a result, the SSEA is involved in hundreds of projects. This suggests that if a community is already involved and aware of a pressing environmental need, a LAP can help build momentum for tackling other issues.

There are costs associated with delaying action because of lengthy planning and awareness-building periods. The costs lie in the money spent every month on outside energy resources — money that is then unavailable for local community needs — and in lost interest by key stakeholders if they perceive that the LAP is not developing quickly enough.

Emphasize Local Benefits

People are motivated most by what affects them directly. The communities profiled in this Guide have downplayed climate change as a motivational reason for citizen participation in the LAP, finding

²¹ The editor of the Perth Courier is also the chair of Perth's business improvement association and is now a member of EcoPerth's Board of Directors.

that they achieve more success when economic factors and quality of life issues are stressed. Emphasizing local benefits can affect how a LAP is framed, particularly at the beginning of the process, how support is sought from key stakeholders, and what messages are used to promote the plan amongst community residents.

When Sudbury first developed its strategic energy plan, staff focused council attention on facts and figures; for example, the plan would reduce energy costs by 30 per cent and save the community \$1 million annually. These funds could be reinvested in other community projects.

Economic benefits can accrue for the community as a whole, the individual, and the business community. Community benefits include economic savings from systems that lower GHG emissions then free up financial resources for other priorities or greater local employment by spurring sales of energy-efficient products and services. The primary benefit to the individual is often an economic one; saving money through improved home energy efficiency, for example.

Many of the stakeholders in Edmonton's CO₂RE team come from the business community. These stakeholders, similar to those in Sustainable Peterborough, have made persuasive peer-to-peer arguments showing that the business community stands to benefit by encouraging opportunities for new business development, improving competitiveness and sustainability of local businesses, and increasing disposable income for individuals through reduced energy costs.

Peterborough Green-Up, a partner with Sustainable Peterborough, implemented a weatherization project several years ago, which helped to increase energy efficiency in low-income housing, and hopes to expand the initiative in the future. Organizers note that this project had complementary social benefits, such as community and family support, and helped local utilities manage some of the issues they faced in the affordable housing sector.

In addition, Sustainable Peterborough provides case studies that apply to different sectors of the com-

munity. The public school board, for example, whose built assets are 30 to 40 years old, is at a different point in the maintenance or retrofit of its buildings than the newer assets owned by the Catholic school board. These case studies emphasize the benefits by addressing the challenges faced in similar sectors.

Economic factors were an enormous impetus for Perth's LAP. Its community energy and GHG inventories revealed that approximately \$19 million was spent on energy-related activities annually, with almost 90 per cent of that amount leaving the community. This figure was a surprise to many and helped EcoPerth convince the town's councillors of the value of the program and the need to educate groups and individuals on becoming more energy efficient.

Whitehorse organizers believe that a key factor in the city's winning bid for the 2007 Canada Winter Games was the proposal's environmental aspects. They believe that the Games will galvanize the municipal government to integrate energy conservation into new buildings that will be needed to house the athletes and supporters of the Games and to encourage sustainable transportation. These developments in turn will have spin-off benefits for the business community and local residents, such as more energy-efficient and cost effective municipal buildings, tourism dollars, etc.

Severn Sound's agricultural community has benefited greatly from the work done by the SSEA. SSEA offers rural residents grant money for water quality projects through the Ontario Ministry of Agriculture and Food's **Healthy Futures Program**²². Landowners receive a 50 per cent cost share on such projects as manure management, clean water diversion, restricting livestock, and nutrient management plans.

Find Champions

The support of elected municipal officials and staff is essential to a successful LAP. Political commitment can create a groundswell of support and, perhaps more importantly, send the right message to the community.

²² <http://www.gov.on.ca/OMAFRA/english/hfoa/>

Edmonton organizers noted, for example, that they could not have asked the community to take action unless the municipal government did so. The LAP, therefore, has built on the experience and success of the city's corporate plan.

At the political level, members of council may sit on the committee that oversees the LAP process. In the case of Perth, an *ad hoc* council committee was created to fulfill that role. In Sudbury, a council resolution provided political support for the process by appointing two councillors to sit on the EARTH-CARE steering committee. In the end, however, five councillors — nearly half of council — chose to sit on the committee.

Political support was secured through frequent interaction with council, including regular reports — necessary prerequisites if requests to councils are to be made for political support and resources. Political support also translates into practical support, in particular the allocation of financial and staff resources, which are critical to maintaining momentum in the LAP process.

In some cases, it takes only one elected official to make a difference. A Whitehorse councillor attended many of the city's first LAP workshops and meetings and was so convinced of the benefits that he brought the discussion back to council. This, in turn, stimulated discussion among other municipal departments.

Sustainable Peterborough believes that the support of the city's mayor made a crucial difference. Organizers were able to engage several high profile community and business leaders due to the mayor's support.

Perth took a different route. Its champion came from outside the municipal structure through a local environmental consulting company, RECI Perth. Organizers admit that this type of champion can be a weakness in that it left EcoPerth poorly integrated into the municipal structure, despite the *ad hoc* council committee. Organizers also point out that even when an initiative is well integrated with municipal structures, political support can weaken as the limits of municipal financial support are reached. However, it was this outside champion

that convinced Perth to sign on to PCP, which has since given the town a level of credibility it had not previously enjoyed.

The support of senior staff should also not be underestimated. In Peterborough, for example, the city's chief administrative officer sits on the Sustainable Peterborough steering committee.

It may take only one or two dedicated personnel to begin the process. In Sudbury, two public works employees struck the LAP steering committee. According to Edmonton organizers, involving city staff was the catalyst to moving forward. Support from community leaders and council was an important but not sufficient factor in moving the process along. It was not until a staff champion started to drive the issue that progress began to be made.

Gaining support of councillors and senior staff does, however, highlight a potential problem. When and if they leave the municipal government (for example, a councillor's term is typically three to four years), the LAP process may be stalled. Having the support of many champions at different levels in the community is essential to the long-term sustainability of the local action plan. Sustainable Peterborough believes that a well entrenched process is also an important factor.

Finally, Sustainable Peterborough noted that champions, such as business or community leaders, can also be found for individual projects within a LAP, which will help complete the bigger picture.

Articulate a Vision

Creating a vision statement and guiding principles takes time, but most communities have discovered that there are benefits to the visioning process that are not always clear at the outset.

In Edmonton, organizers discovered that the process of crafting the vision statement was less important than the discussion it created. The debate cleared up many misconceptions that stakeholders had about the LAP and helped solidify the group. The visioning process also helped Edmonton set goals — 2012, 2020, 2050, and beyond.

Sudbury crafted a vision, statement of principles, and explicit goals. Community partners signed the EARTHCARE Declaration at the official kick-off of the LAP process (this public commitment is a basic tenet of CBSM). Like Edmonton, organizers in Sudbury found that the process itself (gaining a public commitment from stakeholders) was the key element and that the principles steered the process.

Perth took the mission statement and guiding principles of PCP as sufficient for its purposes, especially since it preferred to put its energies directly into actions. This approach was consistent with EcoPerth's emphasis on moving ahead quickly with actions that engaged the community.

In many cases, the size of the municipal government may be the deciding factor in choosing whether or not to spend time articulating a unique vision statement. In a larger municipal government, where more stakeholders must adhere to the vision, creating a vision may play an important role in gaining commitment. In smaller municipal governments, the same goal may be attainable through more informal means.

Foster Community Ownership

In most cases, the original impetus for participating in PCP came from the concerns and interests of municipal politicians and staff. However, all municipal governments stressed that, regardless of the original motivation, the community must own the plan to ensure its effective implementation.

Edmonton and Sudbury organizers point out that it would have been relatively easy for city staff to develop a plan using their accumulated knowledge and experience. The lack of community ownership, however, would have made effective implementation unlikely. Thus, methods must be found to foster community ownership at the planning stage, as it will ultimately be the community that delivers the plan.

Many of the lessons described in this Guide can be used to create community ownership in a LAP. These include the creation of an organizational structure that includes relevant stakeholders and the develop-

ment of a plan that responds to community concerns. In Perth, ownership was vested in the community by facilitating a community consultation process that selected priority actions. Since the chosen actions were seen to respond clearly to community priorities, there was a greater willingness to participate.

Sudbury wants the community, not the municipal government, to deliver the program and has discussed mechanisms, such as setting up an organization that is similar to Sustainable Peterborough, EcoPerth, or the SSEA, that would operate at arms-length from the municipal government. EARTHCARE Sudbury could ultimately become the organization that delivers the program, moving out from under the umbrella of the municipal government.

The experience of many municipal governments has led them to believe that residents want to participate in the process before decisions are made. Poor attendance at open houses may reflect public perception that decisions have already been taken and, as such, citizen input will have no effect. Focus groups and workshops tend to have greater success by providing the public with the opportunity to voice their opinions, priorities, and desires *before* decisions are made. This type of involvement leads more naturally to public commitment and support when a LAP is ready to be launched.

Engage, Engage, Engage Again

There tend to be two levels of involvement in the development of a LAP:

- Community leaders (for example, community associations and non-government organizations), chief executive officers, presidents of universities and colleges, and heads of school boards are usually involved at the steering committee level.
- Staff members, who support these leaders, are involved at the working group level where recommendations for activities are developed.

Community leaders who sit on the steering committee send an important signal about the priority that they attach to the initiative. As Sudbury discovered, however, working group members do not nec-

essarily have the same degree of commitment to the issues or the same level of knowledge. It is, therefore, necessary to re-engage and motivate these participants continuously to ensure their ability to participate effectively.

Providing information on a regular basis is an important element of this effort but, as noted above in the discussion of the relative merits of awareness building versus action, information may not be sufficient. Perth cited the local newspaper editor as one of its champions in this regard. The editor is also the chair of the Perth business improvement association and is now an EcoPerth board member. Perth has found that regular reports published in the local newspaper provide a yardstick against which progress can be measured and can be a strong motivator for action. Sustainable Peterborough emphasizes that sharing best practices is an ongoing function of the steering committee. Only by reinforcing the benefits and opportunities, as well as by being honest about what has not worked, will the LAP succeed over time.

Sudbury found that holding an official launch of the LAP generated a sense of excitement and commitment among participants. Recognition of “local heroes” who played an important role in developing or implementing the plan can also be important. The Sudbury organizers have since asked stakeholders to sign a second declaration as a reinforcement of their original commitment. The second declaration is more specific in its intent — committing stakeholders to the implementation of the LAP in their own organizations as well as in the community as a whole.

In Edmonton, commitment from the CO₂RE team members grew over time. Organizers recognized that since all members brought their own priorities to the table, it was important to find common ground, such as community benefits and opportunities. To develop a strategy that will eventually reach the greater community, the steering committee must consider itself a microcosm of that community. To aid in that process, Edmonton organizers suggested that the longer a group meets on a regular basis the better. A monthly one-hour meeting may not be sufficient to unite a group; instead, Edmonton has held several two-day “retreats” that allow greater time to flesh out aspects of its LAP.

Engagement takes time but, as Regina organizers noted, it is important to create a bottom-up approach while keeping it within the framework of the steering committee; otherwise, the LAP is in danger of being “shelved.”

Whitehorse created a “green team.” A member of each of its departments sits on the team and they meet regularly to discuss the various city initiatives and to take that information back to their respective departments. Although the Whitehorse green team is not yet an official part of the LAP process, this model can be a precursor to a working group on the steering committee.

In Severn Sound, the Remedial Action Plan was the result of a group of many different groups coming together to deal with a common problem. The creation of the public advisory committee marked a focal point for public consultation where ideas could be exchanged between the RAP team and the general public, and the committee continues to serve as a sounding board and advisor.

Having a strong environmental community, outside of municipal government, can also be an advantage. NGOs can create positive pressure on a steering committee to continue its work on any given issue. Often, these groups will already be in tune with the needs of the community as a whole, and political leaders are usually familiar with local environmental groups, either through constituency offices or particular municipal issues. Whitehorse, for example, has partnered with the Yukon Conservation Society and contributed funding for the Society to conduct EnerGuide for Houses audits.

Peterborough Green-Up was a well-established community organization when Sustainable Peterborough was formed and has, to date, delivered over 6,000 EnerGuide for Houses energy audits and “green home visits” to community residents. It is responsible for a five-acre demonstration garden of native plants, which features a demonstration solar energy project, and runs an educational tour of the garden for local students. The project is a collaborative effort between the NGO, the utility that owns the property, and the city.

Timing is Everything

While public consultation is a priority for all the communities profiled here, there is a general tendency to hold these consultations later in the process. Perth, once again, is the exception to this rule, having begun its process with a consultation exercise that determined its action priorities.

Other municipal governments, however, consider it more important to start by engaging key stakeholders rather than the public. In their view, approaching the public prematurely raises the risk of becoming sidetracked by other agendas. Edmonton, for instance, opted for a two-stage approach to consulting the public. The steering committee is made up of about 20 people; a broader stakeholder group is involved as a sounding board to the plan.

Outreach to the general public is considered appropriate once a draft plan or options are in place. Once the plan has been adopted, another round of consultation can help promote the plan and encourage public involvement in its implementation.

There is a general consensus among the municipal governments profiled in this Guide that it is the form that public consultation takes that is most important. Municipal open houses, where the public is invited simply to view plans, are not always well attended. Several municipal governments pointed to citizens feeling that decisions had already been taken by the time the open house occurred, leaving little room for meaningful input.

Focus groups or workshops and charettes appear to be more successful. This type of public consultation invites specific groups or stakeholders to a workshop or other type of session to determine priorities. The invitees are often identified from the wide-ranging stakeholder group that was initially contacted but who ultimately did not wish to sit on the steering committee.

In Whitehorse, the engineering department was in the process of conducting a city-wide transportation study. At the same time, the city was working with Go for Green to create a community charette on transportation issues. The city decided to bring the

study (which would have been conducted by city staff without public input) and the charette together to form a more practical and transparent process. Whitehorse organizers noted that they were able to provide the community with some possible ideas and sought their input on how things might be done differently. Regina echoed this sentiment, believing that there is the potential for wider community “take-up” if focus groups provide input early in the process.

Power to the People

Engaging a community on environmental issues in general is seen as a good way to increase citizen participation. With Canada’s ratification of the Kyoto Protocol, public engagement should become easier as mainstream media covers climate change issues more often.

Regina, Sudbury, and Edmonton are environmental leaders among Canadian municipal governments. Each has a record of environmental and energy-efficiency initiatives dating back many years. Sudbury won international acclaim for its reclamation of land and, in the 1990s, it developed a Strategic Energy Plan for municipal operations. By December 1990, Regina had achieved its goal of reducing GHG emissions to 20 per cent below 1990 levels, a level anticipated for 2005. It has since reduced corporate emissions by 12 per cent through measures, such as lighting retrofits, implementing efficiencies in the water supply and sewer systems, and converting city fleet vehicles to natural gas. Edmonton, too, has been improving energy efficiency in its own operations since the energy crisis of the mid-1970s.

A history of environmental activism can lay the groundwork for municipal politicians, staff, and community leaders to join in the LAP process.

After decades of environmental degradation by industry, Sudbury residents were receptive to the LAP process.

Despite Perth’s previous lack of environmental leadership, there is a strong sense of community involvement, specifically seen in the restoration of

heritage downtown in the 1970s. This community involvement is seen once again as citizens mobilize around the EcoPerth initiative.

Perth continually re-engages its residents with a variety of programs, many of which are seasonally timed, such as tree sales, the Christmas light timer program, and push mower promotions, as well as by publishing regular articles that update the community about EcoPerth. In addition, they plan to follow up on a baseline household survey that they conducted in 2002. One hundred households participated in the survey, which included questions on home heating systems, shopping and transportation habits, and whether or not residents participated in recycling and composting programs. Perth compared this information with the baseline energy information it had compiled during the inventory process. EcoPerth also noted that it gained credibility, and community and political support, when it won the 2000 FCM-CH2M HILL Sustainable Community Award.

Kamloops publishes a monthly newsletter on environmental issues for residents. The newsletter, published by the city and prepared in partnership with the British Columbia Conservation Foundation and the University College of Cariboo, highlights pollution prevention solutions and keeps the community abreast of a variety of issues. B.C. Hydro also distributes the newsletter across the province.

Regina's Cool Down the City program is meant to serve as an educational tool for the public, and is being used extensively by local non-profit groups. Regina will use the program to develop its community-wide LAP. Currently, Regina is the only municipal government in Saskatchewan participating in PCP, so they are encouraging other Saskatchewan municipal governments to sign on, and hope to use the "competitive spirit" that exists between the two largest cities (Regina and Saskatoon) to encourage residents to action.

Many municipal governments profiled in this Guide echoed that theme. Many cited the **Canadian Commuter Challenge**²³ (a week-long event that encourages people to use more sustain-

able modes of transportation) as a way to encourage friendly competition among cities while also asking residents to take a specific action.

Edmonton believes, however, that the true test of its LAP will be to engage the public on the larger issue of climate change. It hopes that its LAP will take people beyond simple actions so that climate change issues are considered in everyday decision-making; for example, when people make large purchases, such as an automobile or major appliance.

Plan to Monitor and Evaluate

It is important to establish baseline information about the community at the beginning of the LAP process. This information is essential if progress is to be monitored. Community survey research should measure public awareness of climate change, its causes, and the actions citizens may be willing to take.

EcoPerth conducted a random survey of 100 residents to gather baseline information on public knowledge and attitudes. This information, together with data gathered in the inventory of community GHG emissions, provides a baseline against which to measure the cumulative impact of EcoPerth's projects.

A community based social marketing consultant helped Sudbury conduct a wide-ranging public survey that included questions on general environmental awareness, as well as on specific behaviours and attitudes. Since CBSM recognizes that attitudes and behaviour change slowly over time, this information continues to be useful in establishing priorities and identifying barriers.

In Severn Sound, the RAP had specific and measurable goals to de-list the region from the IJC. The initiatives that it put in place are monitored in partnership with the federal and provincial governments and other associations. The region recently committed to preparing a sustainability plan that will be based on the **Melbourne Principles for Sustainability**²⁴, and it will work with Environment Canada and Industry Canada on a framework to become a model sustainable community.

²³ <http://www.commuterchallenge.net/>

²⁴ http://www.epa.vic.gov.au/Business_Sustainability/sustainable_cities.asp

It is critical to measure progress in concrete terms that meet the needs of supporters. Establishing measurable performance indicators at the beginning of the LAP process is one of the best ways of ensuring that politicians and other key stakeholders are not only aware of what is being achieved but also that their continued support is ensured.

Local Action Plan Should be Sustainable

Anyone who has been involved in community-based initiatives knows that most begin with great hopes but fail to maintain momentum and never establish structures that can sustain the initiative beyond initial funding.

Perth created a non-profit organization to sustain EcoPerth. Its board of directors includes the town's public works administrator, the chair of the business improvement association, and a local storeowner. While many projects, such as the spring tree sale, have become self-financing, securing ongoing funding for other initiatives is a major priority for the group.

In Sudbury, one of the working groups was devoted to developing a business plan to ensure the initiative's long-term sustainability. They reviewed many different models, including Toronto's **Better Buildings Partnership's**²⁵ revolving fund and selling surplus city properties as a revenue stream. The interest earned from a revolving fund would pay for

the ongoing costs of co-ordination and management required to sustain initiatives beyond the first few years. Sudbury is also considering the creation of an umbrella organization that will deliver the LAP and, under that scenario, will consider asking stakeholders to make a core investment to help the organization operate and for annual contributions that would assist with program delivery.

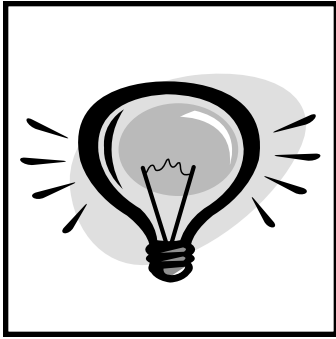
SSEA in Severn Sound is also considering asking core members to make both annual contributions and project-specific investments so that administration and programming costs would be covered.

Regina established a formal standing committee that must report to council. Within the committee, each subcommittee or working group is responsible for preparing a "mini action plan" that will be incorporated into its larger LAP. Regina also counts on PCP as a method of sustaining its plan because it focuses on what needs to be done and enables communication with other municipal governments who are in similar situations.

Currently, Sustainable Peterborough has three years of funding from the **Trillium Foundation**²⁶. It has, however, created a business model so that a combination of fees-for-service and a revolving fund, which will invest energy savings back into the organization, will ensure the organization's long-term sustainability.

²⁵ <http://www.city.toronto.on.ca/wes/techservices/bbp/index.htm>

²⁶ <http://www.trilliumfoundation.org>



Conclusion

While there are different ways of achieving sustainability, some factors are common to all. A sustainable initiative should include:

- A structure that allows regular re-examination of the plan, its goals, and its progress;
- Involvement from a variety of stakeholders so that the LAP process can survive the withdrawal of key individuals or sectors;
- Clear and measurable criteria for success and regular evaluation of these criteria;
- Regular reporting of results to political supporters and to the public; and
- Sustained public outreach to maintain public support and to encourage action by community members.

One of the benefits of PCP is that it links experiences and best practices. Whether it be at FCM-facilitated conferences and joint meetings or through informal discussions and resource sharing, each of the municipal governments profiled here has learned from another's experience.

FCM is proud to support its member municipal governments in their PCP activities. FCM invites its members to share their success stories and lessons learned as they develop and implement their own LAP. By working together, Canadian municipal governments can respond to global environmental concerns while creating local benefits for their communities.



Additional Resources

Local Action Planning

Sustainable Peterborough's *Community Handbook*
<http://www.sustainableptbo.on.ca/s1/main>

The International Council for Local Environmental Initiatives
<http://www.iclei.org>

The Natural Step Canada
<http://www.naturalstep.ca>

Town of Banff's *LAP Workshop Proceedings*
<http://www.townofbanff.com>, click on Town Hall, then Special Initiatives, Environmental.

Regional Environmental Center for Central and Eastern Europe's *Guide to Implementing Local Environmental Action Programs* http://www.rec.org/REC/Publications/LEAP_Guide/default.html

Community Action for the Rural Environment's *What is Local Action Planning?*
<http://www.lm.net.au/~sacare/care/lap.html>

Community Based Social Marketing

Fostering Sustainable Behaviour
<http://www.cbsm.com>

Tools of Change: Proven Methods for Promoting Health and Environmental Citizenship
<http://www.toolsofchange.com>

