



# 2007 Sustainability Assessment

Sustainability Solutions Group Workers Cooperative



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## Executive Summary

Sustainability Solutions Group (SSG) is a workers co-operative that nurtures and embodies a holistic understanding of sustainability and works with clients and collaborators to meaningfully integrate social, ecological and economic practices in their organisations and work.

As one step toward being the change they want to see in the world, SSG transparently reports on the co-op's activities and practices on an annual basis. Through this process SSG worker members better understand the co-op's impacts, reflect on how they can be reduced/enhanced, and strive to improve performance – all in a report that is shared with clients, partners, collaborators and the broader community. This is SSG's third sustainability assessment, reporting on the fiscal year from 1 January to 31 December, 2007, conducted with internally allocated worker-member time.

In its third year of operation, it is clear that SSG continues to go through growing pains, testing and adapting different ways of working and organising the co-op. Some of the main highlights and challenges in 2007 include:

- Community Support Fund donations reached over \$28,000, allocated to a diverse range of grassroots organisations. While the donations process was stalled during much of 2007 due to discussions around what types of organisations SSG should give money to, clearer definitions and a new process was developed and integrated into a revised donations policy at the end of 2007.
- Collaboration, defined as partnering with another company or organisation on a project, increased from just under a quarter of projects in 2006 to just under one-third of projects in 2007. Eleven projects in 2007 were collaborations, accounting for 42% of total hours spent on billable work, an increase from five projects in 2006 and 12% of hours.
- Work-life balance continues to be a challenge at SSG: on a scale of one to ten, with ten being perfect, worker members rated work-life balance at 5. The lowest scores were assigned to the ability of worker members to balance life and work priorities well, and four out of five worker members agreed

that work pressures often interfere with their personal lives.

- As part of their advocacy work, SSG won Ion Branding + Design's One Good Idea contest. The prize was \$25,000 worth of design services to develop and launch the Count. Cut. Compel slogan and logo (visit [www.countcutcompel.com](http://www.countcutcompel.com) to learn more).
- Worker members traveled over 83,500 kilometres in 2007, a 25% increase from 67,400 kilometres in 2006, yet produced significantly less greenhouse gas emission – 14.7 tonnes of carbon dioxide equivalents (CO<sub>2</sub>e) compared to 17.1 tonnes in 2006 – due to using less carbon-intensive modes of transportation (train and bus). None of SSG's greenhouse gas emissions have been carbon taxed.
- On a scale of one to ten, with ten being perfect, SSG worker members's overall happiness fell at 6.5, a decrease from 2006. The lowest scores were recorded for the effectiveness of group communication and the response to the question 'SSG is a fun organisation'.
- Revenue generated from contracts increased from \$157,554 in 2006 to \$266,428 in 2007, as full-time equivalents increased by one and a quarter.
- SSG's 2007 sustainability report details useful and important information to help the co-op learn and grow. Upon reviewing and discussing these results, SSG worker members set strategic directions for 2008, outlined in the conclusion.

*An important tool to understand ecological, social and economic impacts and define future directions, sustainability assessments are at the heart of Sustainability Solutions Group's (SSG) work. We use the indicators as a series of waypoints to see how well we are doing with respect to our goals and dreams.*

*This is our third assessment but it still feels like only yesterday that we started SSG.*

# Methodology

Effective and useful reports on sustainability integrate ecological, social and economic systems, the three macro-elements of sustainability. Sustainability Solutions Group's (SSG) approach to assessing understands these elements as fundamentally interconnected and interactive, and views an assessment as a key step in developing a management system to evaluate and reduce negative impacts and enhance positive ones, while assessing progress toward these objectives.

Similar to the 2006 assessment, this report considered AccountAbility's AA1000 assurance standard principles. The AA1000 assurance standard attests to and strengthens the credibility and quality of organisations' sustainability reporting including their underlying processes, systems and competencies. AA1000 principles include completeness, materiality (relevance to partners and stakeholders), regularity, comparability and reliability. All of these were considered in SSG's sustainability report to ensure transparency and accountability. The assessment could be improved through more extensive feedback from clients and partners, accounting for office/work related purchasing, a more timely process (releasing the assessment earlier in the year), and seeking third party certification.

This report covers the period from 1 January to 31 December, 2007, coinciding with SSG's fiscal year.

## Assessment Framework and Indicators

SSG's sustainability assessment framework continued to evolve in 2007. In this third report, the four assessment categories were maintained but indicators were further refined and reduced in number, from 41 in 2006 to 34 in 2007 (including the organisational and financial indicators in Chart 1 and Chart 2 respectively). Appendix 1 outlines the changes from the 2006 indicator framework.

## Data

Qualitative data for this report were collected from three on-line surveys to obtain worker-member input, associate member feedback and client and partner feedback respectively. Quantitative data were obtained by reviewing SSG's internal records, in particular worker-member hours sheets that track how each worker member allocates time and travel, various policies

and finally the co-op's 2007 financial statements. Some individual information requests were made of each worker member to clarify information in hours sheets or regarding particular projects, to ensure accuracy of indicators.

## Sources of error

Similar to the 2006 assessment, sources of error in this report are due to collection errors, described below, and lack of consistency in how each worker member tracks information, particularly in hours sheets. Record keeping, flagged as a source of error in the 2006 assessment, did, however, significantly improve in 2007 as hours sheets became more standardised.

Collection errors are again in 2007 largely related to the surveys. In particular, the client and partner survey response rate was eight out of 38 individuals contacted, a 21% response rate. The associate member survey was completed by six of eight active associate members, a 75% response rate.

While not a significant issue, there were some inconsistencies in tracking billable and non-billable hours among worker-members. For example, some worker-members tracked non-billable hours worked on contracts in a separate line item, while others did not. Some tracked project management separately. For the purposes of this assessment, these were regrouped into the category deemed appropriate by the assessment coordinator.

# Organisational profile

## Vision

SSG envisions a just, happy and healthy world where the wellbeing of one is connected to and reliant upon the wellbeing of all.

## Mission

(a work in progress)

Co-operating toward transformative change

We are a workers co-operative that:

- nurtures and embodies holistic understandings of sustainability;
- works with clients and collaborators to meaningfully integrate social, ecological and economic practices in their organisations and work.

## Service offerings

SSG's work is guided by three elements:

- Ensuring work has integrity, is leading edge, and is of high-quality;
- Building capacity within the organisations with which we work; and
- Creating tools and processes that are inclusive and innovative.

Specific services offered include:

- **Green and sustainable buildings:** Leadership in Energy and Environmental Design (LEED) consulting and project management, integrated design process (IDP) facilitation and training, and operations planning.
- **Organisational sustainability:** multistakeholder approaches, indicator development, measurement and assessment of impacts, strategy development and implementation planning, sustainability reporting, green and sustainable operations planning, policy development and creation of sustainability management systems.
- **Climate change research and mitigation:** policy research, microgeneration, carbon offsetting, land use planning, organisational greenhouse gas (GHG) impacts, energy planning, and building related energy use.

- **Food security:** policy development, land use planning, facilitation and networking, alternative models of land tenure, business planning and market development, and indicator development and reporting on food and health issues.
- **Sustainable communities:** integrated community sustainability planning (ICSP), community energy planning, co-op and social enterprise development, affordable housing research and development, community economic development, facilitation, research and policy development, and sustainability indicator development and reporting.

## Incorporation classification

SSG is federally incorporated as a worker's co-operative.

## Associations

- Canadian Workers Co-operative Federation (CWCF)
- British Columbia Co-operative Association (BCCA)
- Canada Green Building Council (CaGBC)
- Climate Action Network (Can-net)

## Organisation and decision-making

SSG has a flat, horizontal structure, meaning that all worker members earn the same salary and share the responsibility of running the co-op. Consensus decision-making is used for governance and operations.

### SSG's Members' Values

- We want meaningful lives and work.
- We want to make a difference.
- We want to increase the sustainability of communities; to make the world more sustainable and equitable.
- We believe that we have a responsibility to do our very best.
- We believe in fairness and respect to those present today and to future generations.
- We believe that just doing enough is not enough.
- We want to be at the leading edge of sustainable restorative building.
- We want to be intellectually challenged and supported by colleagues.
- We want to have a positive impact; to address root causes of societal problems.





## SSG at Work

Chart 1 illustrates a few organisational indicators from the past three assessment years describing SSG at work. These figures are discussed in the Members and SSG Clients and Projects sub-sections respectively.

### Members

January 2007 began with four active worker members, with a fifth member entering full time status in July. On average, SSG had 3.97 full time equivalents (FTE) during 2007, based on 48\*40 hour weeks, or nearly four workers employed to full capacity.

One worker member scales back work over the summer months for farming season, leading to a slightly reduced FTE in 2007.

SSG had eight active associate members in 2007. Associate members contributed 611.5 hours to the co-operative, or 7.4% of hours, out of the 8,232 hours worked by all SSG members.

### SSG Clients and Projects

The number of clients rose from 19 in the 2006 assessment period to 23 in 2007. Billable contracts increased by twenty percent



from 30 in 2006 to 36 in 2007. Alongside these contracts, worker members undertook two advocacy projects – further described in Section One of this assessment – and SSG’s 2006 sustainability assessment, the latter conducted by a third-party contractor.

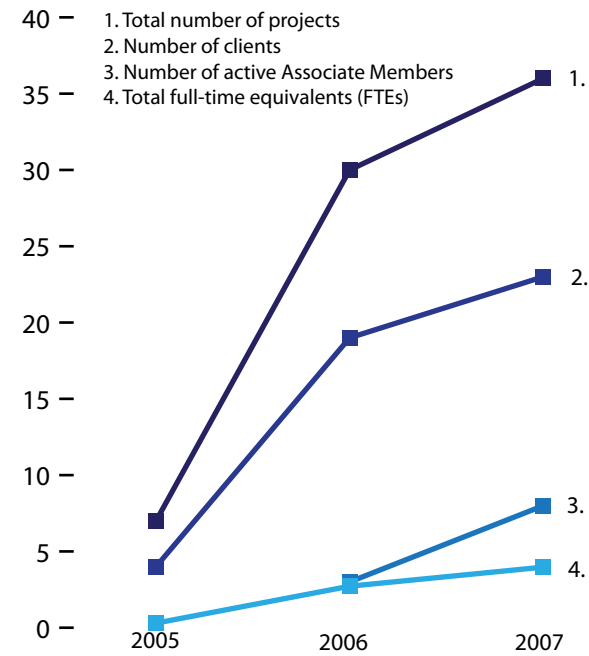
As a consulting co-operative striving to model a different way of doing business, and to make their services accessible to a variety of organisations, SSG continued to offer sliding scale rates to clients in 2007. The percentage hours worked per fee range is depicted in Chart 2.

Projects in the \$0-35 fee range in 2007 included working with the Canada Research Chair in Sustainable Community Development, and Eco Action review with EOS, and community-based food security work with Feast to Fields and Farm Folk, City Folk, where members put in 577.8 hours or 15.4% of billable hours. Projects in the \$36-60 fee range, totalling 823 hours or 25% of billable hours, included:

- developing a food security assessment framework for the Vancouver Island Health Authority;
- facilitating strategic planning for the ecological development



Chart 1: Organisational Indicators



- and integrative design firm Ensemble Terre-Ciel;
- conducting a greenhouse gas emission inventory and energy policy for KAIROS;
  - creating a local food guide for BC municipalities for the Provincial Health Services Authority;
  - working with the innovative housing co-operative Roofs and Roots;
  - creating food security projects with Lifecycles; and
  - conducting sustainability farm assessment on James Island in BC.

Virtually all the contracts worked in the \$60-80 and \$80+ fee

Chart 2: Percentage hours worked per fee range in 2007

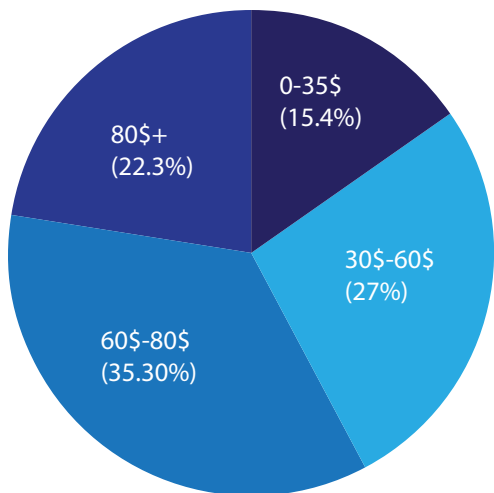
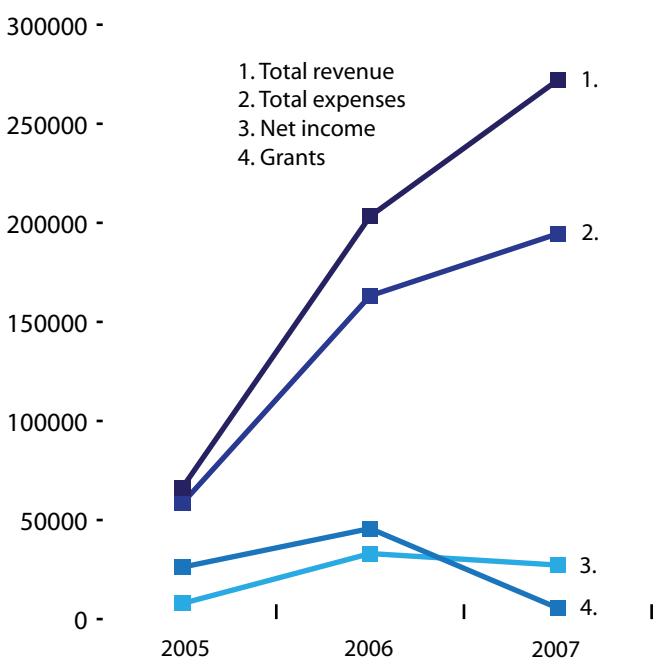


Chart 3: Financial indicators



range were for green/sustainable building and sustainable community development-related services. The only exception was a contract with Concordia University to help develop a strategic sustainability plan and environmental / occupational health and safety management system.

### Finances

Chart 3 outlines various financial indicators, including revenue generation, expenses and surplus/deficit for SSG's current and previous assessment periods respectively. Net income denotes what remains after subtracting all the costs (namely business depreciation, interest and taxes) from SSG's revenues.

### Associate Members

SSG aims to be an inclusive organisation with impacts that reach beyond the capacity of our worker-members. The associate member arrangement allows individuals to work with SSG on a part time basis, and gives SSG a pool of colleagues that can be drawn upon with the ebb and flow of work. Associate members are chosen for their skills, location, capacity, diversity and co-operative ethic.

More information about and thoughts from SSG's active associate members in 2007 is found in Appendix 2.



## Section one: Toward co-operation, collaboration & community.....

*Chart 4: Co-operation, collaboration and community indicators*

Indicator	2007	2006	2005
1. Percent & dollar amount of revenue to community support fund	10.6% \$28,335	10%	10%
2. Percentage of project hours worked engaging more than one worker-member	69%	74%	-
3. Percent of collaborative projects with other individuals/firms	30.5%	12%	12.5%
4. Number of research projects initiated	1	1	-
5. Number of SSG presentations per full-time equivalent (FTE)	3	2.6	0.2
6. Percent of clients/allies responding that SSG's work is making a positive difference	87.5%	100%	100%
7. Percent of SSG worker-members' responding that SSG work is making a positive difference	100%	100%	70%
8. Average rate of client and partner satisfaction on a scale of 1 (poor) to 10 (excellent)	7.4	82.1%	-
9. Percentage of clients in assessment year that have rehired or engaged SSG on another project	22%	-	-

In efforts to widen the ripples in the waters of change, SSG seeks opportunities to work with, support or inspire action and progress by other like-minded people and organisations.

In some cases SSG collaborates with others on various sustainable building or community development projects, or to advocate action to reduce individual and collective impact on climate change. SSG strives to support and strengthen grassroots community change by giving smaller groups reduced rate work or financial donations.

The indicators in this section, summarised in Chart 4, aim to depict the state of SSG's engagement with other organisations and within the group. Each indicator is outlined in further detail, and the last sub-section provides discussion and analysis of SSG's co-operation, collaboration and community.

### 1. The Community Support Fund

In 2007, SSG dedicated 10.6%, or \$28,335, of total contract revenue to the Community Support Fund, just surpassing the 10% in the co-op's Donations Policy. This quantity includes donations from SSG's associate members, constituting \$8,885 of the total donations allocated in 2007. The latter is illustrated by the highlighted rows in Chart 6.

The donations process was stalled during much of 2007 due to discussions around what types of organisations SSG should give money to, specifically how grassroots groups are defined, funding international development projects, and what sort of considerations need to be made about giving larger donations (capacity grants). After many discussions, clearer definitions and

a new process started to be developed and integrated into a revised donations policy at the end of 2007.

SSG's first capacity grant was allocated in 2007 to the Indigenous Environment Network. Capacity grants are over \$1500, given to grassroots organisations that are involved in a particular campaign or program that requires significant resources or those that are at a pivotal stage in their development but cannot access funds elsewhere. The remaining donations were allocated as solidarity gifts, as outlined in Chart 6uuuu/ouug. All gifts require no application or reporting by the recipient organisation.

To increase the impact of donations, a funding partnership was developed in 2007 with the Tides Canada Foundation, Canada's first national public foundation focused on the environment, social

### What do associate members think about working with SSG?

Associate members were asked their thoughts through an on-line survey conducted for this assessment. Some of their responses include:

- Five out of six respondents always (33.3%) or often (50%) felt that their opinions, perspectives, ideas, thoughts, and values were respected during their collaboration with SSG in the 2007 calendar year.
- Five respondents (83.3%) felt the quality of their communication with SSG was good, and one (16.7%) felt it was excellent.
- Four respondents (66.7%) felt that they often made a difference in the work they did with SSG, two responded (33.3%) that they frequently felt they made a difference.



justice, and innovation in the non-profit sector. Some donations, such as for the Compassion Club, were approved by Tides for matching funding. Many other donations from 2007 are awaiting approval.

## 2. Projects engaging more than one SSG member

SSG worker members seek, wherever possible and feasible, to work together on billable contracts, to bring different approaches, dynamism and fun to the work they do. Twenty-one out of 36 billable projects engaged more than one worker member in 2007 (58%), compared to 16 out of 30 projects in 2006 (53%). Looking at the amount of project hours engaging more than one worker member, this fell slightly from 74% in 2006 to 69% of hours

worked on billable contracts engaging multiple worker members in 2007.

## 3. Collaborative work

Collaboration, defined as partnering with another company or organisation on a project, increased from just under a quarter of projects in 2006 to just under one-third of projects in 2007. Eleven projects in 2007 were collaborations, accounting for 42% of total hours spent on billable work. This is an increase from five projects in 2006 and 12% of hours.

The most significant contract in terms of hours was developing an Integrated Design Process course for the Canada Green Building Council, with a team of expert advisors from various organisations.





SSG collaborated with Recollective, a green building consulting firm, on five different LEED projects in BC, with a planning company named Holland Barrs to conduct a greenhouse gas simulation of different build out strategies for Salt Spring Island Trust, and with Farm Folk City Folk for the Feast to Fields event highlighting and celebrating local food production. Collaboration continued into early 2007 with the Canada Research Chair in Sustainable Development, and with BioRegional for the One Planet Living Sonoma and Meadowbrook projects.

#### 4. Research projects

SSG continued its microgeneration research, which started in 2006, into 2007 through a collaboration work with the Community Energy Association, an organisation that supports

local governments throughout British Columbia in accelerating the application of energy efficiency and renewable energy in all aspects of community design, infrastructure and community engagement for sustainability. This partnership involved co-developing and delivering a workshop to BC municipalities to identify barriers to microgeneration and mechanisms to overcome those barriers. More information on this project can be found in last year's assessment and on SSG's website.

#### 5. SSG presentations

SSG members gave twelve presentations in 2007. This is the equivalent of 3.3 presentations per full-time equivalent (FTE) worker-member, up by one-third from 2.6 presentations per FTE in 2006. It was estimated that these presentations reached about



Chart 5: Toward co-operation, collaboration & community indicators

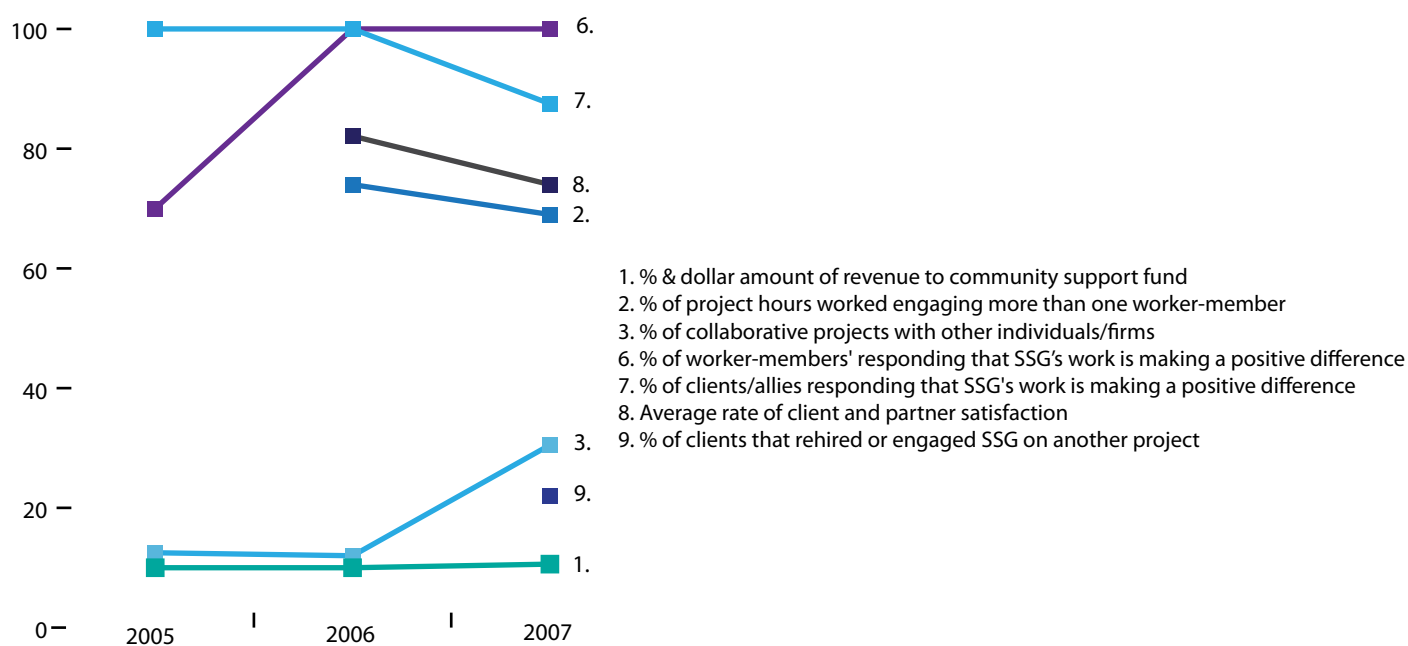


Chart 6: Community Support Fund allocation in 2007

Organisation	Dollar amount
Briarpatch	\$ 1,500
Compassion Club	500
FoodRoots	200
BC Coalition for Experiential Communities	1,500
Common Energy	750
Mae Tao Clinic Chinese Medicine Program	1,500
Urban Ecology Centre	500
Keepers of Athabasca	1,500
Valentino Achak Deng Foundation	500
Indigenous Environment Network	6,500
Sierra Club – Prairies	1,500
Sierra Youth Coalition – to the tar sands	1,500
Wolfdog Productions	1,500
Sierra Club of Canada, BC chapter	5,240
The Dominion	1,375
Montreal Urban Community Sustainment	1,950
Into SSG's general donations fund	320
TOTAL	\$28,335

Defining ‘grassroots’ groups receiving SSG donations

In order to ensure that our limited resources have the most impact, we provide investments to grassroots organisations that have limited, or no access to funding from other sources including foundations, government and individuals.

We define grassroots organisations as:

- Connected to the community they are working with and/or in
- Participatory and have open decision-making;
- Address root causes of issues; and
- Primarily volunteer-based organisations

We target initiatives where the investments will have a noticeable impact on the group and its activities; and/or where synergies with other donors for larger investments can be pursued.

600 individuals.

Presentations included:

- John Abbott College (Montreal, QC): Sustainable Campuses, presented by two worker members.
- Sustainable Design course, McGill University (Montreal, QC): Green building.
- Salmon Arm Rotary Club (Salmon Arm, BC): about Green building.
- Sustainable Business Conference, Concordia University. Two members participated, one moderating a panel and one presenting SSG and the workers' co-operative model.
- International Gathering on Applied Sustainable Development, Sherbrooke University (Sherbrooke, QC): Moderated a panel on facilitating sustainable development-related communication and transparency.
- Pearson College, (Victoria, BC): Youth leadership conference.
- Union of BC Municipalities Annual General Meeting (Vancouver, BC): About integrated community sustainability planning.
- Sustainable Development and Environmental Stewardship class, Concordia University (Montreal, Quebec): About SSG, sustainability assessing, LEED, integrated design process to engineering students.
- Lighthouse Learning Centre (Vancouver, BC): Going carbon neutral, what does it really mean?
- Health and Safety Management class, Concordia University (Montreal, QC): About SSG, services, sustainability assessing.
- Canadian Worker Co-op Federation annual conference (Hamilton, ON): About SSG structure, services, history of co-op, stories.
- Ecological Economics class, McGill University (Montreal, QC): About SSG, services, structure, etc.

The last four indicators in this section are based on the responses to survey questions and provide an idea of how clients and partners, as well as SSG worker-members, feel about the co-op's work.

## 6. and 7. Making a positive difference

One of the fundamental ideas behind creating SSG back in the early 2000s was to have a positive impact in the world, hence the importance of asking this question of our clients, partners

and worker members themselves. On a scale from strongly agree to strongly disagree, 62.5% of the clients and partners responding to the survey strongly agreed that SSG's work is making a positive difference. A further 25% agreed, while 12.5% were neutral. One respondent expressed the need to learn more about SSG's recent advances.

Again in the 2007 assessment period, all five SSG worker-members agree that SSG's work is making a positive difference: 40% strongly agreeing and 60% agreeing.

## 8. Client and partner satisfaction

In order to assess various aspects of SSG's work, clients and partners were asked to rate several statements as noted in Chart 7, alongside their responses. These were converted into an index ranked on a scale of 1 to 10, with 1 being poor and

### Client and partner comments:

- Especially thought the design intent brainstorming was useful. (note: the design intent is the owners articulation of how they want the building to perform in various green building categories, which serves to provide guidelines for professionals designing the project)
- There have been issues in the past with employee personalities, especially when working within a milieu not known for forward thinking. This ironically is where the greatest successes could be realized.
- All members of SSG should be LEED AP (accredited professional).
- Excellent communication and excellent follow up and follow-through on things they said they would do. Consistently late for meetings - the last to arrive. When our consultant arrives they still have set up for the meeting to do (i.e. projector is not set up or they have not printed their materials) SSG is leading the way through unknown territory, however I have felt at times that our consultant did not have a clear grasp of the process or of the steps necessary to reach our destination. I feel that a detailed strategy should have been identified at the start of the initiative, since we hired a consultant to lead us.
- SSG has been more than helpful in everything and I'm not sure we would have come this far without them. A heaping thanks.

### Worker member comments on making a positive difference:

*"All I can say is: act as if the fate of the world depended on it, while laughing at yourself for making a difference. We are all striving to make a positive difference, one drop in an enormous lake, but one drop nonetheless. Where the ripples reach is yet to be determined."*

*"I think we are making a positive difference in the lives of our members, our associates, others that we work with, on our projects, and with our clients."*

10 being excellent. Overall client/partner satisfaction was 7.4, falling from 82.1% in 2006. The lowest scores were assigned to SSG exercising creativity in addressing client needs with 37.5% of respondents agreeing or strongly agreeing, 50% neutral and 12.5% disagreeing. Other responses to flag include that of detailed and open communication, with 12.5% of respondents strongly disagreeing and 25% neutral, and SSG understanding the relevant issues, where 25% of respondents disagreed. Clients and partners ranked SSG the highest in the timeliness of SSG's work, SSG walking the talk, and recommending SSG to others. Seventy-five percent of clients and partners felt that SSG is catalysing a movement toward sustainability, with 50% strongly agreeing and 25% agreeing; this is slightly down from 78% in 2006.

### 9. Percentage of clients in assessment year that have rehired or engaged SSG on another project

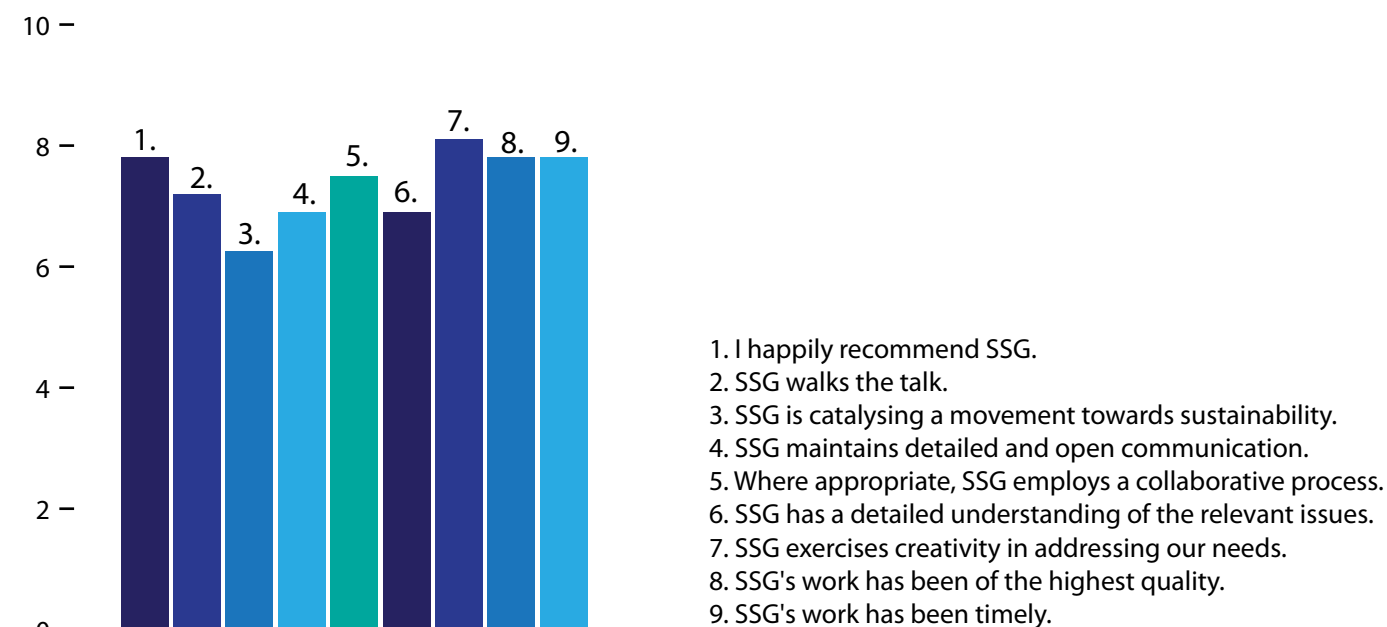
In 2007, five out of 23 clients, or 22%, rehired or engaged SSG on another project. These included the Canada Green Building Council to deliver integrated design process workshops; the developer Proment in Montreal for sustainable building-related services; with Lifecycles, a non-profit organisation dedicated to cultivating awareness and initiating action around food, health, and urban sustainability in Victoria, the City of Calgary for green / sustainable building consulting on their LEED Silver Sustainable Building Policy; and RKA Architects and Engineers on a LEED-certified building project.

### Discussion and Analysis

SSG continued to learn and grow in collaboration, co-operation and community during 2007. Many challenges arose with allocating donations in 2007 to SSG's Community Support Fund. At SSG's annual in-person meeting at the end of the year, in depth discussions started and modifications were made to clarify and improve the process. The lag-time in donations was an issue in 2006, and continued to be a concern in 2007. Funds not disbursed in 2007 are retained and will be allocated and donated in 2008.

Collaboration increased in 2007 to just under a third of projects and 42% of hours spent on billable contracts, a development that worker members encourage as they seek to build strong teams

Chart 7: Client and partner satisfaction survey questions and responses





with diverse skill sets, and to learn from others. Presentations increased slightly per full-time equivalent since 2006, providing more opportunities to share the co-op's work and philosophy and to obtain feedback from diverse perspectives.

Based on client and partner satisfaction feedback, it is clear that SSG needs to ensure clear communication and understanding the issues when working on contracts. A project management checklist was developed in 2007, to help ensure appropriate items are addressed at the pre-project, start-up, implementation, wrap-up and review phases. Part of the wrap-up and reviews include assessing client satisfaction and conducting a team debrief/learning conference call to determine if internal indicators of success were met, discuss experiences working on the project, and identify key lessons learned; this debrief/learning call was deemed a strategic direction in the 2006 assessment. However this activity took place on only a handful of projects in 2007 due to time constraints. It is abundantly clear from responses to the survey that time needs to be made to review and learn from contracts. Close to 25% of clients rehired SSG in 2007.



## Section two: Toward healthy workplace, healthy lives.....

*Chart 8: Healthy workplace, healthy lives*

Indicator	2007	2006	2005
10. Percentage of hours to, training, etc	See Chart 9		
11. Work-personal life balance satisfaction by worker members, on a scale of 1 (poor) to 10 (excellent).	5	73.3%	55%
12. Overall worker happiness, on a scale of 1 (poor) to 10 (excellent).	6.5	79.2%	-
13. Percent of workers with extended health benefits supported by SSG	0%	0%	0%

As a workers co-operative, SSG's primary purpose is to meet the common needs of worker members by providing meaningful and stable employment. SSG attempts to model a new way of doing business, and worker members have great visions about

balanced job complexes, and having time for tea; yet in practice, with five worker members across the country, developing the co-op, seeking and completing contracts, this is significantly more complicated to practice. The indicators in this section aim to



measure members' work-personal life balance and happiness, among others. Each indicator is discussed in turn after the chart, and the final sub-section provides a more detailed discussion and analysis.

#### 10. Percentage of hours to training, learning, advocacy, overtime (over 40 hours per week), volunteering

Forty-three percent of hours worked in 2007 were billable hours and 57% were non-billable, the same distribution as the 2006 assessment period. SSG worker members spent 58 hours out of 7,620 hours worked (0.8%) training each other, down by almost half from 1.4% in 2006. The percentage of hours spent learning stayed approximately the same as the previous assessment

period. The 2007 indicator tracks advocacy and overtime hours, which were 0.8% and 2.7% of total hours worked respectively. Hours spent volunteering was again 0%, as SSG's approach to supporting worker member volunteering is still under development.

As outlined in Chart 8, other non-billable hour allocations include the following activities: seeking work (10%), networking (3.4%), finances (6%), giving presentations (1.2%), SSG coordination which includes conference calls, co-op development and in-person meetings (14%), communications (7%), travel (3.9%), SSG's 2006 sustainability assessment (1.2%), advocacy (0.8%), service development (0.4%) and donations (0.5%).



Chart 9: Indicator 10. Breakdown of billable and non-billable hours worked in 2007

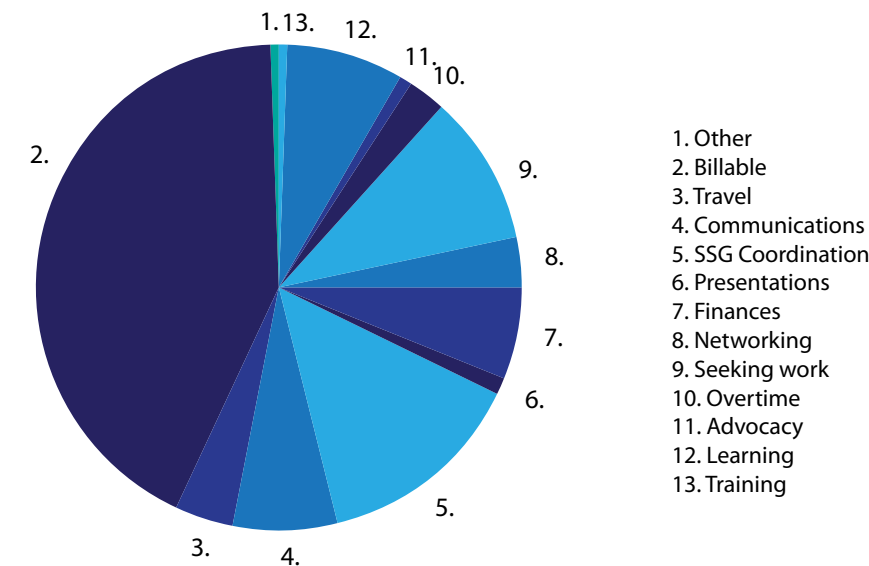
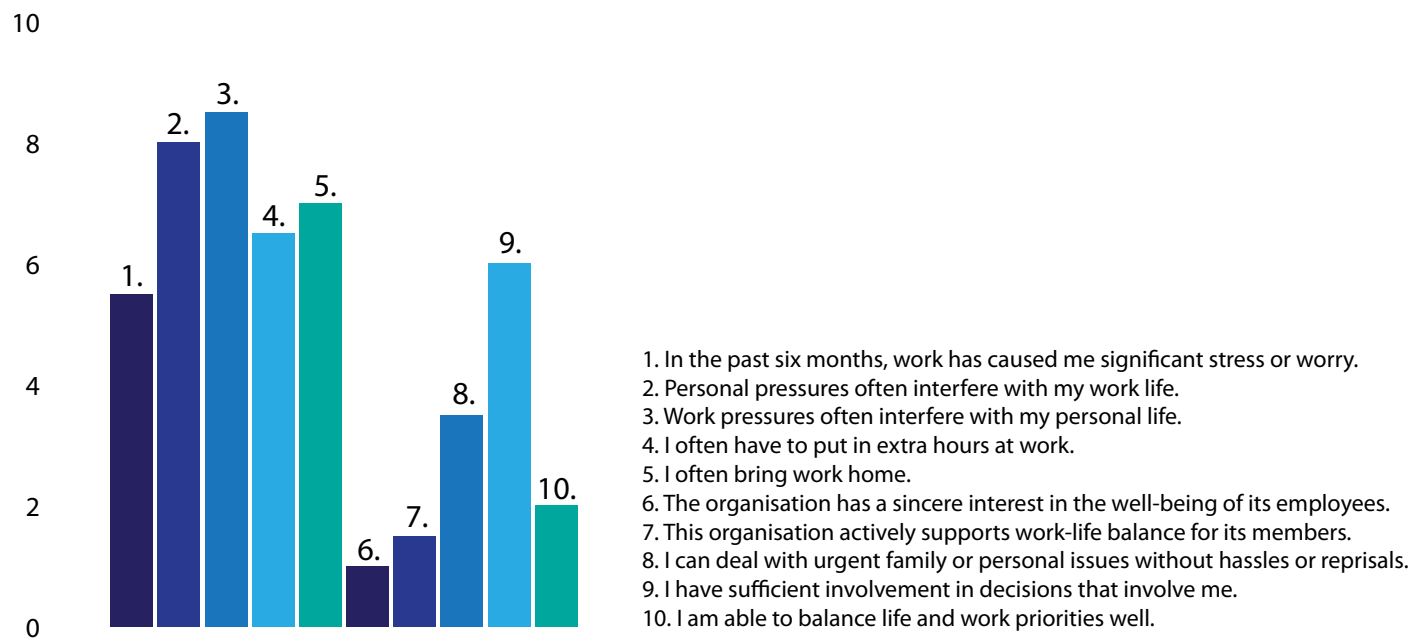


Chart 10: Indicator 11. Work-personal life balance satisfaction questions and responses



## 11. Work-personal life balance satisfaction

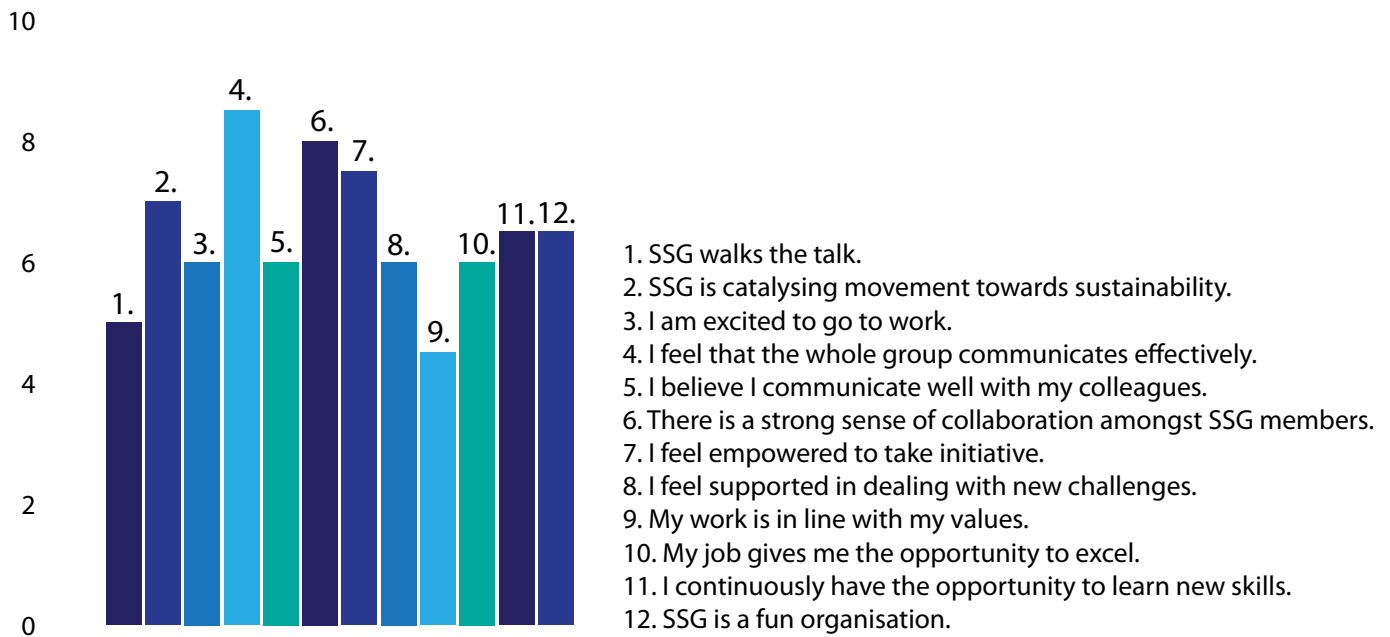
Finding work-personal life balance is very important to SSG worker members, to find time to be nourished both in and outside the workplace. Worker members felt that the indicator used in the 2006 report didn't accurately reflect work life balance; for this reason it was revamped for the 2007 as an index with ten questions, illustrated in Chart 10 with worker member responses.

On a scale of one to ten, with one being poor and ten being excellent, SSG worker members rated work-life balance at 5. The lowest scores were assigned to the ability of worker members to balance life and work priorities well. Four of five worker members

strongly agreed that they often bring work home, while four out of five agreed or strongly agreed that they put in extra hours at work. Also important to note is three worker members strongly agreed that in the past six months, work has caused significant stress or worry, while two were neutral, and that four out of five worker members agreed that work pressures often interfere with their personal lives.

On the positive side, four out of five worker members strongly agree or agree that they have sufficient involvement in decisions involving them, and four out of five strongly agree that they can deal with urgent family or personal issues without hassles or reprisals.

Chart 11: Indicator 12. Overall worker happiness questions and responses



## 12. Overall worker happiness

SSG seeks to be an organisation that allows and indeed enables worker happiness and satisfaction to flourish. This indicator was also revamped for the 2007 assessment, to create an index to assess worker happiness with SSG. Twelve questions asked of worker members via survey and their responses are outlined in Chart 9.

On a scale of one to ten, with ten being perfect, SSG worker member overall happiness fell at 6.5. The lowest scores were recorded for the effectiveness of group communication, with one worker member agreeing, one disagreeing and three neutral, and for the question “SSG is a fun organisation” – two agreed with this statement, two were neutral and one strongly disagreed. The highest ranking scores were in response to the question “my work is in line with my values”, with four out of five strongly agreeing and one disagreeing, and in feeling empowered to take initiative.

## 13. Health benefits

In 2007 SSG worker members were not covered by extended health care benefits. To address this gap, an interim health insurance policy came into effect in January 2007, where SSG provides a monthly contribution to members’ personal well-being funds. In 2007 the amount was set at \$25 per month; this can be used for medical costs or well-being activities (yoga, gym membership, etc.).

## Discussion and Analysis

Over half of worker members’ hours went toward non-billable work in 2007, toward a variety of tasks important to SSG worker members for personal development, co-op development and fulfilling their desire to be activists and to contribute to positive change in the world. SSG-supported volunteering has still not been developed or implemented; it remains on the extensive to-do list for 2008, as part of the co-op’s human resources (HR) strategy (see below).

Worker members recognised that working overtime was an issue in 2007. It was agreed that overtime could be taken off in lieu of pay, but worker members were not doing this as they could not find/make the time. As a result, a pay equity policy was adopted in June 2007 to ensure worker members were fairly compensated for the hours they worked, be they over or under full-time equivalent. This is one of many issues being integrated into an HR strategy under development, integrating into one

### Worker member comment on work-life balance

*“I struggle to find a balance between work and life although, with lots of energy toward improving it, it’s getting better. There are ebbs and flows. I really appreciate the flexibility and understanding from colleagues especially with family and personal issues.”*

document SSG's HR philosophy, the roles and responsibilities of worker members and associate members, and strategies around communications, decision-making, and well-being.

Similar to the last assessment period, most dissatisfaction stems from the lack of balance between work and personal life. It was clear in 2007 that worker members often brought work home, put in extra hours, and that work caused significant stress or worry. Other components ranked positively, but in general work-life balance needs to be addressed by SSG.

Overall worker happiness also decreased since the last assessment period. Important issues to highlight include the effectiveness group communication and SSG as a fun organisation. Group communication has been recognised as a concern, with worker members taking a half-day non-violent communication workshop at the end of 2007, but still remains a challenge with numerous conference calls focused solely on work related issues and infrequent in-person meetings. Attempts have been made to make calls more "fun", and to do things differently, such as having creative brainstorming calls. The challenge has been to implement such ideas, as the heavy work-load and important conversations that need to happen take priority over other activities.



**SSG advocacy. Count.Cut.Compel: The next generation Reduce, Reuse, Recycle.**

In 2007, SSG applied to and won Ion Branding + Design's One Good Idea contest for \$25,000 worth of design services. Ion asked companies and individuals to submit a good idea reminding people that even small steps can contribute to massive change. SSG proposed rethinking the 4-R's (rethink, reduce, reuse, recycle) for climate change, creating a similar alliteration-plus-logo marketing tool. After nine months of collaboration, Count.Cut.Compel was launched in early 2008. Visit [countcutcompel.com](http://countcutcompel.com) to learn more and get involved!





  
COUNT.  
CUT.  
COMPEL.

## Section three: Toward diversity, equity, justice

Chart 12: Toward diversity, equity and justice indicators

Indicator	2007	2006	2005
14. Ratio of female to male to other active worker members	3:2:0	2:2:0	3:2:0
15. Percent of worker members self-identifying as a minority	0	0	0
16. Ratio of female to male to other active associate members	2:4:0	1:2:0	0
17. Percent of associate members self-identifying as a minority	83.3% no: 16.7% don't know	0	0

Key aspects of sustainability include engaging and collaborating with stakeholders from diverse backgrounds, and ensuring some level of equity and justice in the workplace as well as broader society. The composition of SSG's membership can serve as an indicator of how well the co-op reflects the diversity of the communities worked in and with. Indicators for this section are outlined in Chart 12, discussed in turn after the chart and in further detail in the discussion and analysis sub-section.

### 14 and 15. Worker members

There were three female to two male active SSG worker members in SSG in 2007. None self identify as minorities (i.e. based on ethnicity, disability, etc.), and again in 2007 there were no active worker-members whose first language is not English.

### 16 and 17. Associate members

In 2007 there were two active female and four active male associate members. One associate member responded with "I don't know" in response to the question "do you self-identify as a minority", and the remainder said no.

### Discussion and Analysis

Again in 2007, with five worker-members and very little turnover, SSG remained a predominantly white, English-speaking group. French speaking associate members have been engaged due to increased activity and work opportunities in Quebec. Working to engage minority groups, both in terms of gender and ethnicity, should also be considered to increase diversity of the organisation. This was identified as an area to improve in 2006 yet action is still required.

# Section four: Toward ecological sustainability

Chart 13: Ecological Sustainability

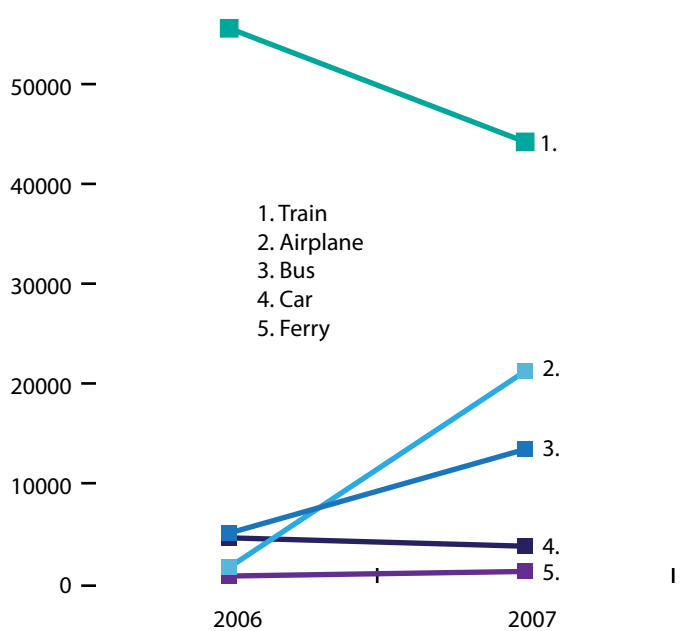
Indicator	2007	2006	2005
18. Total square metres of new LEED and green/sustainable building consulting projects in 2007	14,010	558,810 (total 05-06)	3:2:0
19. Total kilometres traveled, by mode	See Chart 14		
20. GHG travel emissions per FTE, by mode, in kilograms (kgs) of carbon equivalents (CO2e)	See Chart 15		
21. Percentage of GHG emissions that have been carbon taxed	0	0	0
22. Individual worker member ecological footprint, in global hectares	See Chart 16		

SSG strives to nurture and embody sustainability in everything it does, which includes reducing the co-op's ecological footprint. While SSG's work is relatively low impact by nature, with no production or manufacturing under its wings, travel related greenhouse gases (GHG) by far represent SSG's most significant environmental impact. The indicators to measure SSG's movement toward ecological sustainability are detailed in Chart 13. Each indicator is discussed in turn after the chart, and the final sub-section provides more detailed discussion and analysis.

## 18. Total square metres of new LEED and green/sustainable building consulting projects

Reporting on the square metres of SSG's Leadership in Energy and Environmental Design (LEED) consulting projects seeks to

Chart 14: Indicator 19. Total kilometres traveled by mode of transportation

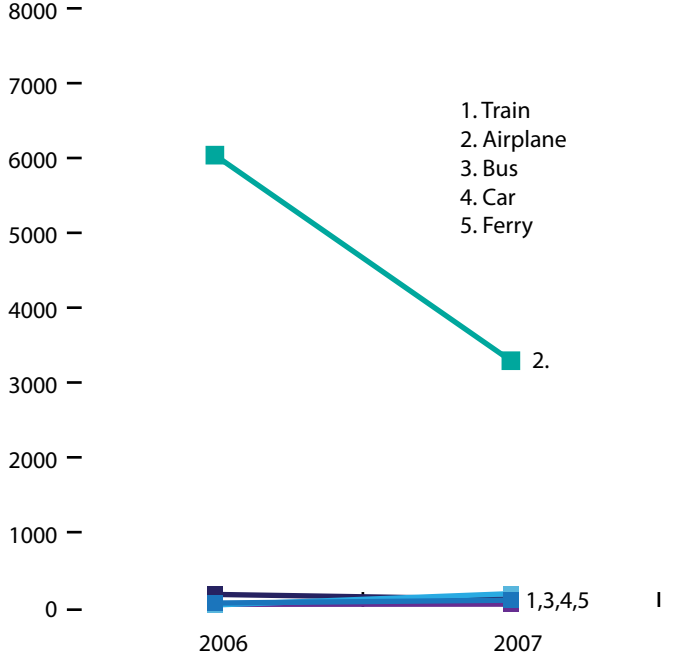


provide a measure of the co-op's positive effect on the building industry nationwide.<sup>1</sup> While in 2007, the activities related to providing green/sustainable building consultation again accounted for the largest proportion of SSG's contract revenue, only three new projects came into the co-op: two in Calgary and one in Vancouver, comprising a total of 14,010 square metres of space. Most of the projects reported on in 2006 continued into 2007.

## 19. Total kilometres traveled, by mode of transportation

SSG is very conscious of the fact that travel related greenhouse gas emissions are the source of the co-op's most damaging impacts. Attempts are made to use low carbon alternatives for

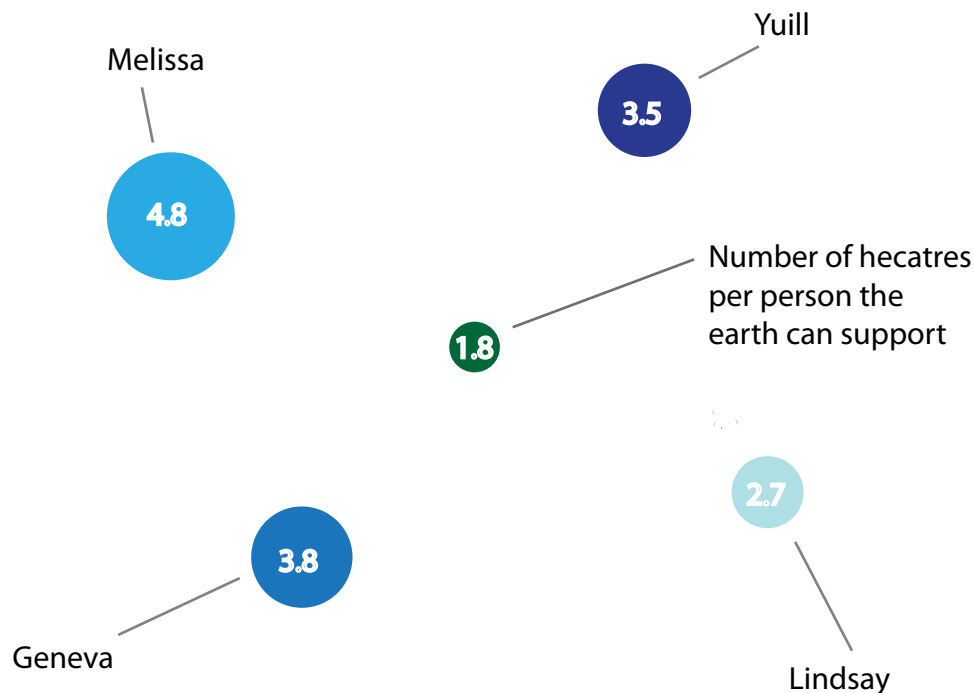
Chart 15: Indicator 20. Total GHG (kg) by mode of transportation



1 This indicator was changed from that reported on in 2006 to include only new square metres of LEED projects, to avoid double counting.



Chart 16: Indicator 22. Ecological Footprints Per Member (Hectares)



travel whenever and wherever possible.

Worker members traveled over 83,500 kilometres in 2007, an increase from 67,000 km in 2006. Forty-one percent of these kilometres were traveled on low carbon alternatives i.e. by train or bus, up over three times from 12% in 2006. The kilometres worker members traveled by train, airplane, bus, car and ferry in 2006 and 2007 are illustrated in Chart 14.

## 20. Greenhouse gas emissions by mode of transportation

A total of 14.5 tonnes of carbon dioxide equivalents (CO<sub>2</sub>e) were produced from SSG worker member travels in 2007, a decrease from 17.1 tonnes in 2006. This equates to 3.7 tonnes CO<sub>2</sub>e per full-time equivalent, a reduction of almost 50% from 2006. The significant differences are due to air travel, down 11,000 kilometres in 2007, and a reduction of 800 kilometres in car trips.

In 2007, SSG earned \$18,374 of contract revenue per tonne of GHG produced by travel. This figure was \$11,859 in 2006 and \$22,688 in 2005. Total GHG emissions by mode of transportation are depicted in Chart 15.

## 21. Percentage of GHG emissions that have

## been carbon taxed

SSG has not carbon taxed any of its emissions produced in 2007, nor those from previous years. This is due to the fact that SSG has yet to finalise its strategy around carbon emissions.

## 22. Worker members' Ecological Footprints

To express worker members' desire to live by their values and to make this assessment more personal, this new indicator was added to SSG's 2007 assessment. Each worker member calculated their personal ecological footprint using an on-line calculator, and wrote a brief reflection on their impact.

### Yuill Herbert

Tatamgouche, Nova Scotia

*"I'm pretty good on the food front, grow about 50 percent of my food- the other chunk is primarily grains which are locally sourced from the New Brunswick-based Speerville Mill. Soon I will be able to grow food-grade grains as well (although I'm competing with the pigs and cows for the grain!). On the transportation front, I make one or two cross country trips per year, usually by bus or train. A big weak spot is electricity consumption- the Nova Scotia grid is based on coal imported from Columbia, a potent combination of human rights abuses and climatic damage. I recently purchased a real time meter to reduce electricity consumption and it helps monitor usage and identify heavy loads. Also the farm here has*

300W of photovoltaics and a 400W wind turbine, however the inverter failed and so until a new one is purchased, I'm stuck with power from the grid. Also this year I acquired a small car and have been using this, particularly for the 65km trip to Truro, on average once every two weeks. Two technological fixes on the horizon include solar hot water heaters to offset electrical hot water heating and the inverter. In terms of shelter, we recently upgraded the farm house from an Energuide rating of 40 to over 60 using blown-in cellulose and wool scraps from a Prince Edward Island (PEI) woolen mill, as well as weatherstripping and fixing cracked windows etc. – the 1860s farmhouse is always a challenge. Right now the house is heated with a wood stove. Also being considered is a gasification boiler that would pump hot water to various buildings on the farm, that would work well with a solar thermal system and result in significant greenhouse gas emission reductions”.

#### **Geneva Guerin**

Montreal, Quebec

“I’m lucky to live in Montreal where there are such great year-round programmes for buying organic food direct from local farmers. So much of my food comes from my CSA (Community Shared Agriculture) and this definitely has a huge impact on reducing my ecological footprint - fewer travel miles, no chemical inputs into the soil, no monocultures. The added bonus is that I get to support the local farming economy at the same time and get to discover all kinds of organic fruits and veggies I would likely not ever have come across otherwise!

In terms of travel, the trade off living in a large urban centre with shared services (like infrastructure) that contribute a lot to my personal ecological footprint is that I benefit from great public transportation, car share programmes and increasingly improved and protected bike lanes. The result is that I hardly ever step into a car. I don’t even have a license!

Regarding shelter, I definitely benefit from living in Quebec, where nearly 100% of the electricity generation is hydro, so produces significantly fewer greenhouse gas emissions. As a renter it is hard to make large scale improvements to the space I live in. Installing the solar hot water heater might have to wait until I own my own place.... That said, I always do my best to conserve energy, whether heating or electricity, and never use toxic cleaning, personal care or any other toxic substance that

ends up going down the drain. Why would anyone? I like to buy ecological cleaning products for friends and family as random presents to try and get others hooked too”

#### **Lindsay Cole**

Victoria, British Columbia

“I think I generally do really well in the areas of travel (walking mostly with some biking, and the odd short trip in the car-share co-op vehicle. We are fairly efficient users of space, with 2 people living and working full time in about 900 square feet of space. Because we rent there is very little that we can do infrastructurally to change the energy performance of our space as our landlord isn’t very amenable to putting any money into her home. We are very efficient with use of heat and lighting. We are planning a move in the next month to a slightly smaller space that will be in a housing co-op, so we will be able to influence how the building is operated and maintained from a health and energy point of view. The other area where we do quite well is with waste. We produce very little waste going to landfill through reduction and diversion, compost all of our organics, and send most other things to recycling, though would like to try and find ways to reduce our recyclable waste more fully. The other area where we could use some work is in more local purchase of food. It’s easy in the summer but not so easy in the winter to get a healthy balanced diet.”

#### **Jason Found**

Victoria, British Columbia

“I feel it is important for all members to account for their footprints in their own lives, but would like to see the co-op itself take the lead at work. While this assessment measures SSG’s overall sustainability it has not yet lead to any management. Offsetting - though seriously questionable - is one avenue. Setting a target to reduce overall or per capita emissions would be another. Asking members to reduce their personal footprint while maintaining unsustainable footprints from flights in their work lives appears contradictory.”

#### **Melissa Garcia Lamarca**

Montreal, Quebec

“Ecological footprint: 4.8 global Hectares! I love to cook, don’t eat very much packaged, processed food, and try to eat locally as much as possible. I feel I do a great job on this in the summer, thanks to a wonderful community supported agriculture (CSA)

*basket and farmers markets, although definitely eat a lot more imported fruits and veggies in the winter. My fellow Montreal SSGer found a fantastic winter CSA which I look forward to joining in the future. While I'm mostly vegetarian (with eggs and cheese a few times a week), I really enjoy eating fish although don't do it very often because of the very sad state of the world's fisheries. I move quite frequently – I've averaged once per year for the last ten years! – so could do much better in terms of decreasing footprint of my home; this is tricky when you are on the go and always renting. I do what I can with energy efficient lights, minimising water use, using ecologically friendly cleaning products, composting, recycling and do recognise I can do a lot more. I love cycling or walking as much as possible, it's the best way to enjoy the city and soak up the Montreal life. During snowy/icy months (which by April feels like forever) I get around by bus and/or metro; I rarely go anywhere by car as I have yet to learn how to drive. I try to avoid flying whenever I can, taking the 18-hour bus ride to visit my family, but I definitely do take one far-away trip per year; this definitely ups my footprint."*

## Discussion and Analysis

SSG consulted on three new Leadership in Energy and Environmental Design (LEED) projects in 2007, bringing the total square metres of space consulted on to 572,820 since 2006. SSG worker members traveled over 15,000 kilometres more in 2007 than in 2006, but produced 2.6 tonnes of carbon dioxide equivalents less during the same period. This is thanks to significantly more kilometres traveled by train, bus and ferry – 41% of kilometres traveled in 2007 – and less by plane and car. Greenhouse gas emissions per full-time equivalent (FTE) were down by almost half due in the 2007 assessment period, due to reduced travel emissions and a one and a quarter higher FTE count.

Greenhouse gas emissions were not calculated from electricity and heating of offices in 2007, largely because the impact is minimal as three worker members work from home and two rent an office in a co-operative building. SSG still has intentions of carbon taxing travel-related emissions, which have a significant impact, but has not taken action, largely due to questioning the effectiveness of existing programs and the lack of time to find alternatives. It is important that SSG finds or creates the right program and takes action on this matter.

purchasing policy. Worker members remain very aware of the issues, and thus minimise consumption as much as possible, reuse wherever possible and only when necessary seek to purchase low ecological impact items (post-consumer, energy star equipment, etc.). With only five worker members, the impact is minimal.

Members' ecological footprints illustrate that they are aware of their impacts and do what they can in their personal lives to minimise them.



## Conclusions

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In its third year of operation, SSG continues to develop, define and improve its internal and external practices. This assessment process highlighted many challenges and positive developments, spurring the development of directions for SSG to take in 2008.

SSG members are committed to take the following actions in 2008 to address issues and concerns raised in this assessment:

### **Strategic directions towards co-operation, collaboration and community:**

- Assess client satisfaction immediately after contracts are complete, to ensure timely feedback and a high response rate.
- Develop project evaluation metrics at the start of each project and make time for a project debrief / evaluation when contracts finish.
- Establish clear communication channels with associate members.
- Include more indicators for associate members, addressing elements such as how happy they are with the existing SSG structure and if they feel supported by worker members.
- Seek to provide a quarterly or twice yearly update to clients/ partners on SSG's work.

### **Strategic directions towards healthy workplaces, healthy lives:**

- Determine ways to increase SSG worker member's work-life balance.
- Complete human resources strategy that includes internal support of volunteer time and member evaluation process, learning plans among other areas.
- Develop and implement member evaluation plans.
- Revisit question of going on salary.

### **Strategic directions towards diversity, equity and justice:**

- Finish developing SSG's diversity strategy.

### **Strategic directions towards ecological sustainability:**

- Develop an SSG GHG reduction/mitigation strategy (both through emissions reductions and offsetting).

annual sustainability report!

If you have any questions, comments, ideas, or other feedback to share we would love to hear it: [info@sustainabilitysolutions.ca](mailto:info@sustainabilitysolutions.ca)

Thank you very much for taking the time to read SSG's

## Appendix 1: Indicator Overview

This appendix illustrates the list of indicators under the four framework categories. The 2007 results are given alongside values from the past two assessment periods for those indicators that remained consistent.

Indicator	2007	2006	2005
<b>Section one: Toward co-operation, collaboration &amp; community</b>			
1. Percent & dollar amount of revenue to community support fund	10.6%/ \$28,335	10%	10%
2. Percentage of project hours worked engaging more than one worker-member	69%	74%	-
3. Percent of collaborative projects with other individuals/firms	30.5%	12%	12.5%
4. Number of research projects initiated	1	1	-
5. Number of SSG presentations per full-time equivalent (FTE)	3	2.6	0.2
6. Percent of clients/allies responding that SSG's work is making a positive difference	87.5%	100%	100%
7. Percent of SSG worker-members' responding that SSG work is making a positive difference	100%	100%	70%
8. Average rate of client and partner satisfaction on a scale of 1 (poor) to 10 (excellent)	7.4	82.1%	-
9. Percentage of clients in assessment year that have rehired or engaged SSG on another project	22%	-	-
<b>Section two: Toward healthy workplace, healthy lives</b>			
10. Percentage of hours to training, learning, advocacy, overtime (over 40 hours per week), volunteering.	0.8%; 7.7%; 0.8% 2.7%; 0%	1.4%; 7.4%; -	-
11. Work-personal life balance satisfaction by worker members on a scale of 1 (poor) to 10 (excellent)	5	73.3%	55%
12. Overall worker happiness, on a scale of 1 (poor) to 10 (excellent)	6.5	79.2%	-
13. Percent of workers with extended health benefits supported by SSG	0%	0%	0%
<b>Section three: Toward diversity, equity, justice</b>			
14. Ratio of female to male to other active worker members	3:2:0	2:2:0	3:2:0
15. Percent of worker members self-identifying as a minority	0	0	0
16. Ratio of female to male to other active associate members	2:4:0	1:2:0	0
17. Percent of associate members self-identifying as a minority	83.3% no; 16.7% don't know	0	0
<b>Section four: Toward ecological sustainability</b>			
18. Total square metres of new LEED and green/sustainable building consulting projects in 2007	14,010	558,810 (total 05-06)	-
19. Total kilometres traveled, by mode	44,208 air 13,398 train 21,225 bus 3,687 car 1,157 ferry 83,675	55,594 air 5,001 train 1,569 bus 4,526 car 698 ferry 67,389	14,413
20. GHG travel emissions per FTE, by mode, in kilograms (kgs) of carbon equivalents (CO <sub>2</sub> e)	3,291 air 91 train 178 bus 105 car 38 ferry 3,703 / FTE	6,038 air 53 train 27 bus 168 car 36 ferry 6,321 / FTE	2,927 total 9,759/FTE
21. Percentage of GHG emissions that have been carbon taxed	0	0	0
22. Individual worker member ecological footprint, in global hectares	3.5; 3.8; 2.7; 4.8	-	-

## Appendix 2: Changes to Indicators from 2006

Indicator changes from 2006 to 2007 assessment framework.

2006 indicator	Change & Explanation	2007 indicator
<b>Basic Organisation Indicators</b>		
Number of reduced rate projects	Enhanced to capture nuances: looking at percentage hours worked per fee range provides a better indication of how and on what fee-range projects SSG spent their time.	Percentage of hours worked per fee range: \$0-35; \$35-60; \$60-80; \$80+
Number of collaborative projects	Redundant: reported on in section one.	Percent of collaborative projects with other individuals/firms.
<b>Section one: Toward co-operation, collaboration and community</b>		
Member volunteer hours supported	This is reported on / explained with more precision in the indicator in section two – percentage of hours to learning, training, advocacy, etc.	Integrated into “Percentage of hours to training, learning, advocacy, overtime (over 40 hours per week), volunteering.”
Percent of clients/allies responding that SSG’s work is catalysing a movement toward sustainability	Allies were not surveyed in the 2007 assessment; this was done in 2005 and 2006 when SSG was still getting established.	Integrated into “Average rate of client satisfaction” index.
Number of advocacy projects engaged in	This is reported on / explained with more precision in the indicator in section two – percentage of hours to learning, training, advocacy, etc.	Integrated into “Percentage of hours to training, learning, advocacy, overtime (over 40 hours per week), volunteering.”
<b>Section two: Toward healthy workplace, healthy lives</b>		
Percentage of total hours worked dedicated to training other members	Merged into one indicator looking at other non-billable time allocation.	Percentage of hours to training, learning, advocacy, overtime (over 40 hours per week), volunteering.
Percentage of total hours worked dedicated to learning	See immediately above.	See immediately above.
Percentage of unpaid hours worked versus total hours worked	With the pay equity policy adopted in June 2007, SSG members are now paid for all hours worked overtime.	None
Work-personal life balance satisfaction	This indicator was turned into an index for the 2007 report.	Work-personal life balance satisfaction by worker members on a scale of 1 (poor) to 10 (excellent)
Overall worker happiness	This indicator was turned into an index for the 2007 report.	Overall worker happiness, on a scale of 1 (poor) to 10 (excellent)
<b>Section four: Toward ecological sustainability</b>		
Total square metres of LEED and green/sustainable building consulting projects under design and construction or completed	To avoid double counting, this indicator was changed to report on new project space in square metres.	Total square metres of new LEED and green/sustainable building consulting projects in 2007
Total acres of Agricultural Land Reserve land put into production	Worker members did not feel this was a good indicator of their impact.	None
Percent of total kms traveled by worker-members for SSG using non-carbon intense modes of transportation	Merged into and discussed in total kilometres traveled indicator.	Total kilometres traveled, by mode
Total kms traveled by worker-members for SSG, over land/ water	Merged into and discussed in total kilometres traveled indicator.	Total kilometres traveled, by mode
Total kms traveled by air	Merged into and discussed in total kilometres traveled indicator.	Total kilometres traveled, by mode
GHG emissions from travel (CO <sub>2</sub> e)	Broken down by mode to have more transparency and clarity on where impacts are greatest, and reported on per full-time equivalent (FTE)	GHG travel emissions per FTE, by mode, in carbon equivalents (CO <sub>2</sub> e)



## Appendix 3: Associate Members

### **Rob Bateman**

Rob has worked as a planner, a draftsman, a Geographic Information Systems (GIS) technician, a kayak guide and a builder. His Masters thesis in urban planning explored the density and built form of Ganges in relation to social and ecological sustainability. Previous projects have included site planning and building design for various residential and accessory buildings, subdivision design and mapping and data collection of Islands Trust covenant sites. Rob is based in BC and in 2007 worked with SSG on a contract to assess the GHG impact of different build-out scenarios for Salt Spring Island including transport, community energy systems, building design and agriculture.

### **Rebecca Foon**

Rebecca is an urban planner, environmentalist, researcher and artist. She has been actively involved in the field of community arts over the last 10 years, curating numerous exhibits and festivals in Canada and internationally and as a musician has toured extensively all over the world. She has experience in developing a community based neighbourhood monitoring system to help measure the quality of life with Creative Neighbourhoods, and was a project manager for the Canadian Environment Network for several years. As part of her Masters in Urban Planning, she extensively researched water-related environmental issues in North America and India in partnership with the Canadian Environmental Network and the Indian Institute of Management. Rebecca is based in Montreal, QC and in 2007 worked with SSG on the Discovery Channel's Wa\$ted TV show.

### **Kerri Klein**

Kerri has significant experience in developing and facilitating projects that build community capacity to participate in developing sustainability. Kerri works as the Vancouver Island Facilitator of BC Healthy Communities and also is involved in the coordination of the Vancouver Island Social Purchasing Portal. Previously, she has worked with universities, international development organisations, community organisations and the business community to build sustainability into planning, programs and operations. She holds a Bachelor of Science in environmental studies and a certificate in Community Economic Development. Kerri lives in Victoria, BC and in 2007 was part of the SSG team that developed an integrated design process (IDP) course for

the Canada Green Building Council, and also provided input into developing SSG's integrated community sustainability planning service.

### **Hillary Lindsay**

Hillary is the Managing Editor for The Dominion, a grassroots news publication in Canada. She splits her time between Halifax and Tatamagouche Nova Scotia, and in 2007 was part of SSG's team that developed an IDP course for the Canada Green Building Council.

### **Spencer Mann**

Spencer works with SSG on contracts related to integrated design process (IDP) facilitation, co-op development, participatory planning and decision-making, and conflict resolution. He has given numerous trainings on IDP facilitation and has applied the IDP approach to a variety of planning and design opportunities in the community, academic, and professional sector. Since 2003, Spencer has designed, developed, and coordinated the Integrated Sustainable Design Process for the Montreal Urban Community Sustainment (MUCS) Project, an action-research IDP effort which has involved hundreds of academics, community stakeholders, and design professionals. Spencer lives in Montreal, QC and in 2007 was part of the SSG team that developed an IDP course for the Canada Green Building Council.

### **Will McDowall**

Will is a community energy planner at the Community Energy Association. He has a background in sustainable communities, energy and innovation policy, having worked previously as a Research Fellow at London's Policy Studies Institute, and as a consultant on energy sustainability in BC. Will was educated in the UK, with a bachelors in biology from the University of York and a masters in biodiversity and conservation from Leeds University. Will lives in Vancouver, BC, and in 2007 worked with SSG to analyse the policy environment for microgeneration in Canada, reviewing policies and measures that could be used to support microgeneration at the municipal level in British Columbia.

### **Jeremy Murphy**

Jeremy is an urban planner whose passion is shaping communities

through approaches that deeply integrate environmental, social and economic sustainability practices and policies. includes a range of projects, including suggesting appropriate housing development for semi-rural areas, providing guidance on how mixed-use developments can operate sustainably, designing Leadership in Energy and Environmental Design (LEED) certified subdivisions, and providing recommendations as to how social housing projects could benefit from tenant management. Jeremy's varied work, training, academic and teaching experiences have culminated in strong skills in leadership, facilitation, presentation, problem solving and creativity. He is based in Vancouver, BC and in 2007 was involved with research on the a One Planet Living sustainability action plan, developing the Dockside Green tenants guide and creating SSG's integrated community sustainability planning services.

### **Dru Oja Jay**

Dru's background is in web development, media, journalism and graphic design. He has over ten years of experience in web design and web site development, and is the co-founder of Fair Trade Media, a design consultancy and web hosting provider. He has four years of experience as a journalist and editor, and is the founder and editor of the Dominion, a grassroots Canadian newspaper. Dru has developed dozens of web sites for a variety of clients, from labour unions to businesses to artists. He lives in Montreal, QC and in 2007 worked with SSG on web design for the IDP course created for the Canada Green Building Council.

General AM thoughts / reflections on working with SSG in 2007:

- I greatly appreciate how SSG is structured and the level of collaboration involved in projects. keep rocking the amazing work!
- As an associate member I find that I often feel out of the loop on any SSG developments beyond immediate contracts I am working on. It would be great to have some sort of mechanism to help share info about everything that is going on with SSG other than an annual sustainability report and other than bugging individual SSG worker members. Also don't want to create an annoying info sharing task for busy worker members. Something rough or simple would be fine. Maybe a rough email update every quarter followed by an open phone meeting?
- Any complaints I have lie with the clients, not SSG. One thing to remember is that AMs need a lot of background info and support from directors, not just direction and collaboration. Directors have to be forthcoming with information and should have a plan for capacity building with AMs when they are brought on board for a project. For the most part, it's been rewarding and fun.
- more time could be dedicated to training AM's on specific projects (and could help save on time in the long run).
- as an AM, I'm not always aware of what the full members are doing - so sometimes I'm months behind with what's going on... Perhaps a periodic update bulletin would be useful? Do you have any internal update processes? I'm thinking an occasional list of current projects, bids, ideas, and personnel news (new people, people changing responsibilities and roles significantly, people having babies....) would be nice - Having said that, I've had a couple of calls with SSG where I've felt that communication prior to the call hasn't made quite clear what the purpose of it is. Circulating an agenda ahead of calls could help - and also making clear what the role of AMs is in a particular project or initiative. I've been involved in discussions around offsets/carbon trading, and around the One Good Idea campaign, in which I haven't been quite sure what my role is - as part of a team, as an advisor/contributor, or as an ally...



