

Advocacy Strategy

CANADA GREEN BUILDING COUNCIL

Akua Schatz
DIRECTOR OF ADVOCACY AND DEVELOPMENT

OCTOBER 2015

Table of Contents

Introduction	2
Priorities.....	2
Green Building Policy	4
Current State.....	4
Strategic Approach.....	5
Suggested Activities (2015-2016)	5
Develop policy platform for COP 21	5
Establish the baseline for green building policies.....	5
Develop a toolkit for green building policies	6
Health and Wellbeing	7
Current State.....	7
Proposed Strategy.....	8
Suggested Activities (2015-2016)	8
Conduct research in Canada	8
Pursue innovative partnerships to advance the health and wellbeing narrative.....	9
Energy Benchmarking	10
The Current State.....	10
Strategic Approach.....	11
Suggested Activities (2015-2016)	11
Develop a common framework for energy benchmarking, reporting and disclosure	11
District-scale neighbourhood development	13
Current State.....	13
Strategic Approach.....	14
Suggested Activities (2016).....	14
Plan and execute the first EcoDistricts Incubator in Canada	14
Assess, compare and pursue additional tools for district-scale regeneration.....	15
Conclusion.....	16

Introduction

Over the last 12 years the CaGBC has made substantial inroads in the proliferation of green buildings across Canada. When the LEED certification system was first introduced in Canada it was a 'call to action' for governments to commit to a new paradigm for development. It challenged our development industry to build workplaces, homes and public spaces in ways that met rigorous environmental targets. Since 2002 in Canada, well over 25 million square meters have been certified to the LEED building rating system. The federal government, provinces and many cities now have adopted green building policies. The commercial real estate sector has taken a leadership role in greening office space from coast to coast. And CaGBC has built partnerships across sectors demonstrating that public and private priorities, environmental, economic and social benefits can all be achieved through green building. In fact, in 2014 alone, the green building sector was responsible for 297,890 direct full-time workers in Canada and generated approximately \$23.45 billion in gross domestic product (GDP).

But there is more work to be done. The impact of climate change is undeniable. The associated links between our own wellbeing and those of nature cannot be more clearly stated, and it is all the more clear that buildings offer perhaps the most effective response to some of our greatest challenges. As the most respected voice of the green building sector in Canada, the CaGBC will play a catalyzing role in the next phase of work, which will require new approaches, partnerships and commitments to see significant advancement in building environmental performance nationally.

Priorities

Advocacy is not a new area of work for the CaGBC. Efforts to convince policy makers, businesses and government has been instrumental in securing the adoption the LEED rating tool in Canada. As a component of our core business, we will continue to seek out advocacy strategies that complement our primary products and services - LEED, the WELL standard and GRESB – and accelerate the transformation of the market while driving profitability for industry adopters.

However, there is a recognition that in order to have a greater impact on the Canadian landscape, we need to also include areas of work that are reflective of the larger mandate of the organization to '*make every building greener*'. A decision-making framework was used to help prioritize and filter various potential initiatives. While the overall likelihood for transformational change was considered, several other factors played a role in narrowing the scope of work for the CaGBC.

- 1. Elevate reputation of CaGBC:** The thematic choice must offer opportunities to demonstrate organizational thought leadership while also serving as a platform to develop more robust relationships with new stakeholders.
- 2. Local impact, national relevance:** As a national organization with regional and local representation, we prioritized initiatives that would be rooted in urban centers yet simultaneously of national relevance.
- 3. Private sector significance:** Lastly, as a market driven organization, the themes pursued have to be of significance and benefit to the private sector. Commercial real estate leadership is an important driver of green building in Canada.

In the end, it was determined that the advocacy strategy would be rooted in four areas of focus consistent with the CaGBC's Strategic Plan 2014-16:

1. Green building policy landscape;
2. Health and wellbeing in the built environment;
3. Energy performance of existing buildings; and
4. Neighbourhood-scale regeneration.

Green Building Policy

Government-led efforts to decrease the impact of buildings

Vision	<i>Federal, provincial and municipal governments adopt policies that drive the development of better performing and healthier buildings.</i>		
GOAL	3 municipalities adopt or enhance green building policies. 2 provinces enact legislation that drives better building performance.	FOCUS AREA	Policy and legislative levers
TARGET AUDIENCE	Cities and provinces	STRATEGIC PARTNERS	Municipalities and provinces identified with the Regional Chapters
TIMELINE	2 years	FUNDING SOURCES F: Foundation S: Sponsorship G: Government	CaGBC Core funding Fee-for-service model with municipalities on building certification.
EXISTING CaGBC WORK	Workshops on LEED v.4 rating system		Education
	Addressing LEED equivalencies in municipal policies		Green Building Programs
	Support of provincial and territorial heads of public works departments through annual BTTF (Building Technology Transfer Forum)		Green Building Programs
	LEED Master Service Accounts for government green building owners		Green Building Programs

The CaGBC has a history of working with municipalities, provinces and federal government to advance green building policies in Canada. This has included presentations to city councilors, circulation of research on the impact of sustainable building policies, workshops on LEED, feedback on draft strategies and follow-up regarding implementation.

Current State

With regard to the built environment there are three levers for action that are relevant to the CaGBC – climate change plans, government building codes and regulations regarding construction materials.

Climate change policy in Canada continues to be led by provincial governments and some municipal councils. This bottom-up approach has become the norm in the country with three broad trends defining its application: embracing policy fragmentation; seeking out subnational alignment such as the cap and trade agreement among Ontario, Quebec and California; and accommodating provincial/ municipal hubs of innovation. Dependent on the results of the next federal election (expected in the fall of 2015) and COP 21 in Paris, there may be changes on the horizon.

Building codes have also played a role in improving energy efficiency of the built environment in Canada. In fact, LEED is often referred to in the industry as a de facto building code. Over the years improvements to provincial and municipal building codes have resulted in energy savings. For example, an updated building code in Quebec, in place since 2009, requires new buildings and homes built in Québec to pass energy efficiency standards. In Ontario, the 2012 revision of the code included measures

that reduce greenhouse gases, protect air, water and soil quality, and conserve energy. In early 2014, the City of Vancouver Building Bylaw required the use of the energy standard ASHRAE 90.1-2010 or the National Energy Code of Canada for Buildings (NECB) 2011, increasing the threshold for new developments in the city to the highest in Canada. The City has also set a goal to require all buildings constructed from 2020 onward to be carbon neutral in operations.

Lastly, regulations concerning the safety and environmental impact of the materials used in the construction of our built environment fall to the Canadian Construction Materials Centre (CCMC), which operates within the National Research Council of Canada. The regulatory body offers a national evaluation service for all types of innovative building construction materials, products, systems and services.

Strategic Approach

Despite the widespread adoption of green building practices across the country, there is work to be done to ensure that our expertise and experience is sought out by federal and provincial governments regarding the built environment. That said, one of our most notable assets are the Chapter networks that have developed longstanding, effective relationships with municipal and provincial governments through our Chapter network and are often called upon to advise council on the LEED program and green building policies.

In order to effectively drive policy change in government, the CaGBC must elevate its reputation as an expert advisor on the built environment and sustainability. Critical to our success will be how we leverage the collaborative relationships with Chapter EDs and define clear shared objectives. Additionally at the national and provincial level, we need to do our due diligence and get more involved in upcoming opportunities for policy change such as climate change plans and green building programs.

Suggested Activities (2015-2016)

Develop policy platform for COP 21

The year 2015 has been marked by substantive activity by provincial governments to advance their climate change action plans. Ontario, British Columbia and Alberta have all conducted public consultations on draft documents outlining their respective priorities. The CaGBC has contributed by preparing submissions for all three provincial plans. It is supposed that the attention to climate policy is in part to prepare for COP 21 in Paris. As a national organization the CaGBC should assume a leadership role and articulate how decisions related to the built environment can move us towards a low carbon economy and should consider how best to advocate on behalf of the Canadian green building sector in light of the activities slated for Paris in November/December 2015.

Establish the baseline for green building policies

In 2013, the CaGBC developed a green building policy database to capture and track the volume and diversity of work being undertaken by all levels of government. The CaGBC GTA Chapter also have a similar tool (Green Policy Hub). Even though it has proven difficult to maintain accurate and up-to-date information regarding green building policies, understanding the scope and breath of green building policies remains critical to advancing their adoption. The CaGBC will prioritize updating our understanding of the policy landscape by undertaking a status review of green building policies and programs in place in Canada. The result will be captured in a short report that will describe the extent of

uptake within the municipal, provincial and federal government. This information will be used in a variety of ways including to identify government bodies that may be ripe for more aggressive policies, gauging uptake across the country and establishing new target audiences.

Develop a toolkit for green building policies

Over the last 10 years several municipalities and provinces have established green building policies that have had a demonstrable impact on environmental indicators such as emissions. As new jurisdictions contemplate certification tools such as LEED, it is in their best interest to leverage the experience of early adopters such as the City of Vancouver and Toronto. The CaGBC will develop a toolkit for the adoption of green building policies at the municipal level which will be delivered to select city councilors and government officials. Included will be updated sections of the Sustainable Communities Toolkit (a CaGBC resource), review of CaGBC tools such as LEED v.4 and the WELL standard and additional resources as defined by the Advocacy Task Group. The master tool be developed in conjunction with Chapter EDs and form the basis for strategic collaboration between CaGBC national advocacy initiatives and local activities.

Health and Wellbeing

People and green buildings

Vision	<i>Health becomes a key motivator/element for green building design and retrofit to improve wellbeing and productivity in the workplace.</i>		
GOAL	Conduct research on health and wellbeing in the office environment	FOCUS AREA	building design, interior design, tenant improvements
TARGET AUDIENCE	Building owners, employers/tenants in green buildings	STRATEGIC PARTNERS	Interior Designers of Canada (IDC), World GBC, National Research Council (NRC) Canadian Construction Association
TIMELINE	2-3 years	FUNDING SOURCES F: Foundation S: Sponsorship G: Government	Sponsorship targets building owners and managers.
EXISTING CaGBC WORK	Workshops on LEED v.4 rating system		Education
	Introduction of LEED v.4 and the WELL standard		Green Building Programs
	Health and materials summit at the CaGBC annual conference		Communications and Marketing
	Vancouver office relocation project		Finance and Operations

Considering that we spend almost 90 percent of our days indoors, it would be fair to say that an examination of how our built environment impacts our health and wellbeing is far overdue. Over the last decade, the body of research on the connection between people and the built environment has increased considerably. This research substantiates what designers have intuitively known for some time – that green building design can play a key role in improving the health and wellbeing of building occupants.

If the human benefits of green building could be reliably quantified this would prove beyond all doubt the ROI for investing in building green. After all, staff costs, including salaries and benefits, typically account for about 90 percent of operating costs. Therefore what may appear a modest improvement in employee health or productivity, can have a huge financial implication for employers – one that is many times larger than any other financial savings associated with an efficiently designed and operated buildings.

Current State

A growing chorus of scientists and researchers have substantiated that time spent in nature makes us happier, healthier and less stressed. It increases creativity and the lowers risk of heart attacks. Definitive evidence exists for the relationship between urban planning/neighbourhood design and wellbeing especially as it relates to obesity rates. However, neither of these scientific contributions fulfill the

growing need to better understand the relationship between health and wellbeing, and our indoor environments, especially at the workplace.

The Canadian Mental Health Association says workplaces are filled with people who experience mental illness/discomfort. In Canada, 50 per cent of short-term disability claims are mental health-related and represent 70 per cent of costs. This group extends to individuals suffering from stress, resulting from a number of factors like poor air quality and lighting, loud, distracting work environments or contrarily, working in isolation. In the United States alone, stress accounts for 60 per cent of lost workdays, according to the Centers for Disease Control and Prevention.

As a result, according to the REMI Network, declining productivity has prompted some organizations to become cognizant of how the wealth of businesses are dependent on the health of workers, a concept given notable thought at recent national workshops on wellbeing in the workplace.

Proposed Strategy

As more research emerges substantiating the relationship between humans and the built environment, building owners and operators are becoming increasingly interested in the topic. With exclusive license to the WELL Standard in Canada, the CaGBC is well placed to occupy a substantive role in the emerging dialogue, policy and professional practice changes needed to improve health outcomes for humans and the environment. The focus will be on elevating the CaGBC's reputation as a thought leader in this area and a spokesperson on the issue. We will seek out strategic opportunities to present the findings at conferences, through workshops and via one-on-one meetings. As it is a largely undefined area and in the early stages of influence, it will take some time to identify key levers for success and the resources necessary to generate credible results.

Suggested Activities (2015-2016)

Conduct research in Canada

Building off of the work of the World Green Building Council, which pioneered a report in 2014 on the relationship between health and wellbeing and the office sector, the CaGBC plans to commission research about the connection between health and wellbeing and our built environment in Canada. Gaining access to the sensitive HR information necessary to substantiate the relationship between human health and building quality will be challenging and resource intensive. Rather than undertaking a multi-year academic study, the CaGBC will focus first on understanding the markets interest in the topic here in Canada and identify what key opportunities exist to accelerate uptake on construction projects with human health in mind. Some of the key outcomes that can be expected from the research include:

- Key levers to encourage more owners to integrate health and wellbeing into building design and operations;
- Recommendations for how measures, metrics and tools could be developed to better quantify health and well-being impacts in office environments; and
- Strategies for bridging the gap in understanding between the profession and the public.

Pursue innovative partnerships to advance the health and wellbeing narrative

One of the criticisms of the environmental movement has been its inability to connect issues of global significance with the personal interests of every day Canadians. The connection between health and wellbeing and the built environment offers a power narrative with the potential to reach a much wider audience. However, if the CaGBC acts on its own, it may limit its ability to connect with new stakeholders by virtue of its historical focus on environmental indicators. The CaGBC should consider an 'unlikely partnership' with an organization in the health sector. At this early stage it should identify and assess potential partners that would be surprising allies and explore the possibilities for collaboration.

Energy Benchmarking

The Future of Conservation Policy in Canada

Vision	<i>Benchmarking, reporting and disclosure becomes an expected modus operandi and a key tool in the reduction of GHG emissions from existing buildings.</i>		
GOAL	5 cities adopt mandatory energy benchmarking policies	FOCUS AREA	Energy conservation & energy demand management
TARGET AUDIENCE	Cities and provinces	TIMELINE	1 - 3 years
STRATEGIC PARTNERS	Industry associations; Natural Resources Canada-Office of Energy Efficiency; commercial and government building owners; provincial and municipal governments	FUNDING SOURCES F: Foundation S: Sponsorship G: Government	F: Real Estate Foundation of BC S: BC Hydro, Manitoba Hydro
EXISTING CaGBC WORK	LEED v.4 and the LEED Dynamic Plaque		Green Building Programs
	Certification and re-certification under LEED EB: O&M and introduction of LEED v.4		Green Building Programs

Over 30 percent of total energy consumption in Canada comes from residential, commercial and institutional buildings. In Canada’s major cities, buildings are the primary source of greenhouse gas emissions with over 50 percent attributed to heating, cooling and lighting. Energy benchmarking has long been discussed as an essential component to the reduction of greenhouse gas emissions in existing buildings. Benchmarking means measuring a building’s energy use and then comparing it to the average for similar building types. It allows owners and occupants to understand their building’s relative energy performance, and can set the stage to identify opportunities to cut energy use.

A number of Canadian cities and provinces are exploring the introduction of mandatory energy benchmarking and reporting. Canada’s largest commercial property owners with portfolios across the country already have experience in this area and support a uniform national approach to benchmarking and reporting policies. Despite this, benchmarking tools and practices in Canada have not yet become as widely adopted as in the U.S., where municipal and state-led energy benchmarking and reporting policies have gained traction over the last five years.

With Natural Resources Canada’s successful adaptation of the ENERGY STAR Portfolio Manager widely available, Canada stands to match this model, and vastly improve understanding and transparency on energy consumption in existing buildings.

The Current State

There is momentum in Canadian municipalities and provinces, to reduce the environmental impact of buildings to meet emission reduction targets. There is also widespread recognition that reducing consumption of fossil fuels will not only mitigate the impacts of climate change, but will also result in millions of dollars of savings.

According to a report published by the World Economic Forum in 2011, available energy savings in existing building stock are estimated at 20-40%. Despite the economic opportunity around energy savings, energy retrofits are not happening at a sufficient scale. Barriers include access to information, misaligned incentives, lack of capital and general inertia by owners and operators. To encourage behavior change and building retrofits, cities (and other levels of government) have historically encouraged energy efficiency through voluntary, incentive and market-based programs.

Energy benchmarking reporting and disclosure requirements introduce a new paradigm, focused on transparency surrounding building energy use. Data on building energy use is a powerful tool, arming stakeholders – governments, utilities, private companies, building owners and operators– with the information they need to take targeted action to achieve emission reductions.

There is movement among municipal and provincial governments to adopt energy benchmarking policies and programs. While each jurisdiction's targets and frameworks are unique, the common thread is an imperative to reduce carbon emissions from buildings. City officials are having conversations from coast to coast, and many are in the early phases of strategy development, planning and implementation.

Strategic Approach

There are a number of stakeholders contributing to energy benchmarking discussions in Canada, however absent is an overarching strategy that advocates for the broad uptake of energy benchmarking policies across Canada. Examples from the United States have demonstrated the importance of developing policies that facilitate alignment with other cities and provinces. Building owners and operators manage properties in provinces across the country and would be best served by policies that reflect the geographic diversity of Canada. Within provinces there have been calls to create consistency to help facilitate uptake. As a national organization with a reputation for building energy performance, the CaGBC is well placed to occupy this space. The CaGBC has a longstanding interest and commitment to energy benchmarking. The GREEN UP program first piloted and advanced energy assessment and benchmarking in Canada between 2007-2013. Additionally, energy benchmarking is a requirement of LEED EB: O&M and is also a component of LEED v.4.

Suggested Activities (2015-2016)

Develop a common framework for energy benchmarking, reporting and disclosure
Policy makers need not 'reinvent the wheel' or develop policies and strategies in a vacuum when there is a wealth of information and experience to draw from. The CaGBC will convene a working group of key industry associations and officials to contribute to **national framework on energy benchmarking, reporting and disclosure**. The primary focus of the working group will be to:

1. Come to a shared understanding regarding the importance of a national approach to energy benchmarking in Canada, which can be useful and effective for all Canadian provinces.
2. Agree on a set of principles intended to facilitate consistency, quality and uptake nationally on energy reporting, disclosure and benchmarking policies.
3. Craft a series of recommendations for government, based on these agreed principles, and existing stakeholder and industry research and efforts.

Based on the contributions of the working group (which will be complete by mid-October, the CaGBC alongside Integral Group will develop a **2-5 page document that identifies the key principles for a national framework** on energy benchmarking, reporting and disclosure. (To date the Integral Group has volunteered to help the CaGBC to advance this initiative nationally.) Based on the outcomes of the working group, **a collective public statement** will be considered for the Fall and the key principle document shared with important stakeholders in government.

The next phase of work will be to develop a **white paper** (40-50 pages) that builds off of the results of the working group but offers a much greater level of detail and includes elements specific to the Canadian context. Ideally it should act as a framework for municipalities and provinces to enact mandatory energy benchmarking, reporting and disclosure programs in Canada. This aspect of work will require additional funding from external sources such as foundation grants.

District-scale neighbourhood development

EcoDistricts: Getting to Groundbreaking

Vision	Guiding and supporting the redevelopment of Canadian cities to create low impact and livable communities.		
GOAL	4 cities initiate district-scale regeneration projects.	FOCUS AREA	City planning & development
TARGET AUDIENCE	Cities	STRATEGIC PARTNERS	Federation of Canadian Municipalities; provincial municipal organizations ; Urban Land Institute
TIMELINE	2 – 5 years	FUNDING SOURCES F: Foundation S: Sponsorship G: Government	G: FCM F: Trillium Foundation S: Corporate sponsors
EXISTING CaGBC WORK	Community LEED programs, specifically LEED ND projects in Canada.		Green Building Programs

Cities need a bold new approach to the planning and development of buildings, neighbourhoods and cities. In 2011, for the first time in nearly a hundred years, the rate of urban population growth outpaced suburban growth, reversing a trend that held steady for every decade since the invention of the automobile. In some large centres, consumer preferences are slowly shifting away from large detached homes in car-centric communities and are seeking out “location-efficient” neighbourhoods that are walkable and connected to amenities like parks, community centers and shopping.

As more people want to live in the central city, development pressures mount for existing neighbourhoods to accommodate growth and meet sustainability requirements. The pressures of climate change and environmental degradation are further exacerbating the need for a new planning paradigm. Even with the introduction of green building policies, district energy infrastructure, new urbanist and compact developments, cities are still far from achieving the sustainable development patterns that will be necessary to support low impact communities and lifestyles.

While we are seeing some solutions, cities across North America are struggling with how to implement their sustainability plans and frameworks within existing neighbourhoods. The vast majority of our housing stock and neighbourhood patterns already exist and so the great challenge is to find ways to regenerate, retrofit, and service existing neighbourhoods that were not originally designed with sustainability in mind. This challenge is exacerbated by residents’ refusal to accept significant increases in density and traffic in their neighbourhoods.

Current State

Increasing residential densities within existing developed areas is an important planning goal in many Canadian municipalities. This goal is driven by objectives of providing a variety of housing choices,

utilizing existing public infrastructure, and reinforcing opportunities for pedestrian and transit-friendly neighbourhoods, among others.

However despite these efforts, the development "system" is geared towards low-density, auto-based suburban development, and despite a growing recognition of the need for more efficient designs and energy systems and increasing demand for said developments, there is still a fairly large divide between conventional and sustainable neighbourhoods. Many barriers contribute to the slow adoption of sustainable communities, ranging from limited resources, the lack of a shared vision for sustainable housing, poor quality design, inadequate knowledge and skill in sustainable building methods and negative perceptions from the public to elements such as high density and social mix. These challenges become further exacerbated in the context of an existing neighbourhood with the complexities of retrofits, infill/new construction and community consultation.

Strategic Approach

With a background in having delivered LEED for neighbourhoods, the CaGBC is well placed to facilitate the regeneration of neighbourhoods in Canada. The CaGBC is a founding partner of EcoDistricts – an organization that has developed a comprehensive approach to accelerate sustainable development at the neighborhood-scale by integrating building and infrastructure development with community needs. The EcoDistricts process recognizes the critical role various stakeholders play in future development initiatives, and prioritizes and facilitates their involvement to advance sustainability.

The CaGBC is the primary delivery engine of EcoDistricts in Canada. Over the last two years we have delivered workshops and presentations on the EcoDistricts Protocol to municipal staff, industry and community stakeholders from across the country. Communities like Montreal, Calgary, Toronto, Ottawa and Vancouver along with universities such as University of British Columbia, and University of Calgary have expressed interest in the EcoDistrict Protocol.

However the EcoDistricts framework is still under development and there are concerns that their defined process has yet to be developed into a fully-fledged product. The CaGBC convened a Canadian task group to review the protocol and were met with cautious interest and endorsement from participants. Concerns ranged from the applicability of the program to the cost associated with certification. Additionally the CaGBC Board and IAG have expressed reservations as well – namely concerns with the business case for the organization and challenges understanding the key offerings of the organization. The CaGBC was given direction to proceed with caution.

Initially, the CaGBC will focus on the delivery of one product– the Incubator – to gauge interest and get Canadian cities involved in actual EcoDistrict demonstration projects.

Suggested Activities (2016)

Plan and execute the first EcoDistricts Incubator in Canada

The CaGBC will host an EcoDistricts Incubator in the fall of 2016. The EcoDistricts Incubator is a three-day intensive, project-based workshop that provides advanced training to help municipalities accelerate their sustainable neighborhood or district-scale projects. World-class experts guide participants through

a mix of one-on-one technical assistance, expert facilitation, tours, presentations, and work sessions resulting in a customized roadmap that charts the path to district-level transformation.

The intention is to secure the participation of at least 4 municipalities and up to 8 teams from across the country representing a diversity of municipalities and site locations. Canadian municipalities recognize the need for a new neighbourhood-scale development paradigm. CaGBC wants to fill the gap by providing what is missing – a comprehensive and collaborative process – to help municipalities move toward redeveloping existing neighbourhoods into vibrant, sustainable communities to live, work and play.

Project teams are made up of key stakeholders such as municipal planners, utility providers, developers, civic leaders and members of neighbourhood associations; each bringing a unique experience-set that deepens the collective knowledge of the group. A defining attribute is that the teams come to the EcoDistricts Incubator with an identified project, and with the authority and capacity to create change within the proposed district.

Graduates of the program commit to annual reports documenting progress towards their development goals and become part of a cohort of change-agents building innovative neighbourhoods and communities. CaGBC will collaborate with the Federation of Canadian Municipalities, and other regional-municipal organizations (e.g. AMO), to track their experience such that other municipalities can leverage their findings and replicate their experience. Additional support through an annual summit convening all EcoDistricts and consulting advice will also be made available to the teams.

In order to leverage the optimal number of participants the CaGBC should pursue exposure at key conferences such as FCM's Sustainable Communities conference in February. Additionally, recruitment may be optimized through personal presentations to planners and city councilors leading up to the Incubator.

Assess, compare and pursue additional tools for district-scale regeneration

The CaGBC recognizes the critical role that neighbourhood-scale redevelopment will play in the future of sustainability in our country. As a learning organization, and because of the reservations of the board and industry advisory group, it will be important to keep abreast of alternative approaches and strategies being introduced to the market to 'green' existing neighbourhoods.

Conclusion

According to a report in 2014 by McGraw Hill Construction, the green building sector is expected to grow significantly over the next three years. The CaGBC advocacy strategy is designed to leverage and focus this trend such that it can have the greatest impact on the buildings sector with regard to energy consumption, urban regeneration and health and wellbeing.

Imagine if buildings were seen a solution to our climate crisis, a contributor and facilitator of sustainable neighbourhoods and a demonstrable example of how humans can create homes, offices and schools that are instrumental to charting our path to a sustainable future.

Within five years it is expected that 5 municipalities will have implemented energy benchmarking policies and there will be improvements in building performance. Several district-scale regeneration projects will likely be underway in communities across Canada, pioneering a new method for collaborative planning, sustainable design and development. The health and wellbeing of employees will grow in importance as a business tool to increase productivity, and attract top talent through green building design and operation including a positive impact on humans. And lastly, as Maurice Strong articulated, “The future health of our planet will be determined in our cities” therefore the proliferation and uptake of green building policies across the country will signal the new leaders of the sustainability movement in Canada.