

## SCHEDULE E

### Form of Completion Report for Plans

<b>GMF number:</b>	15142
<b>Name of the Recipient:</b>	Association of Manitoba Municipalities
<b>Phone, fax, e-mail, and address of lead contact:</b>	
<b>Date of the Report:</b>	October 3, 2019

#### 1. Summary of the Initiative

- a. Please briefly describe the Plan that was prepared as part of this planning exercise.

**The CCLAP 2 exercise of helping the participating municipalities reach Milestone 3 of the PCP program culminated in the creation of 15 ‘Climate Change Local Action Plans.’**

**A Climate Change Local Action Plan contains information on current climate change issues and the reasons why municipalities must take action and be proactive in tackling climate change issues. The plan also provides information on the FCM’s Partners for Climate Protection program and the benefits of being a member for the municipalities. The plan contains a community profile, a summary of the GHG emissions inventories that were completed by Eco-West Canada and its team of consultants, followed by a goal-based action plan with recommendations that are based on the information that was gathered during community consultations as well as on-line surveys for municipal councils, staff and the residents of the municipalities.**

- b. What was the objective in preparing the Plan (i.e., what was the Recipient trying to achieve, and why)?

**The initiative was designed to enable a cohort of 15 Manitoba municipalities/communities to develop GHG emissions inventories to identify potential concrete actions to mitigate the risks of climate change, provide road maps for GHG emission reductions, create strategies for climate change preparedness, and identify sustainability projects tailored to suit each community’s particular needs. The finalized plans take into account existing municipal plans and strategies from the participating communities, as well as regional planning district development plans (among others), to help develop the larger visions and objectives of the communities’ sustainable development goals.**

- c. If the lead applicant is not a municipality, please briefly explain why the lead applicant undertook this Initiative.

**The Climate Change Location Action Plan 2 for Manitoba (CCLAP 2) was an initiative that was led by the Association of Manitoba Municipalities (AMM) and fully supported by the CDEM (*Conseil de développement économique des municipalités bilingues du Manitoba*) and Eco-West Canada, the regional facilitator for the FCM’s PCP program in Western Canada (Manitoba & Saskatchewan).**

The AMM's mandate consists of trying to help municipalities meet the challenges facing them, including matters of sustainability, and adapting to/mitigating the effects of climate change. The association provides the support and leadership needed to promote strong, functional councils that truly represent the order of government 'closest to the people.' In this context, the goal was to enable the 15 CCLAP 2 municipalities to develop a local climate change action strategy by prioritizing goals to address the more pressing issues in each of their jurisdictions.

- d. Please summarize the activities completed as part of this Initiative, as per Schedule A. Note: Your summary should build on the information you included in your previous Progress report(s). Please ensure to briefly (four to five sentences) explain how the Plan was prepared—that is, what was the approach (or methodology) that was taken to meet the community's objectives. If applicable, please describe any public consultation process that was used in developing the Plan (e.g. describe items such as how stakeholders were identified and engaged in the preparation of the Plan; the visioning process that was used; any community surveying techniques that were used and so forth).

**The CCLAP 2 initiative has now reached the full completion stage for the following phases:**

- **Phase 1: Prepare for the planning process - 100% complete**
- **Phase 2: Create a sustainability vision - 100% complete**
- **Phase 3: Assess current situation – 100% complete**
  - o **Activity: Identify sustainable development objectives for each participating municipality/community - 100% complete**
  - o **Activity: Determine sustainable development targets for each municipality - 100% complete**
  - o **Activity:**
    - **Community and municipal consultations - 100% complete**
    - **Community surveys – 100% complete**
    - **Follow-up visits to municipalities – 100% complete**
  - o **Final production of 15 Climate Change Local Action Plans – 100% complete**

**Community consultations were held in half of the communities, while the other municipalities chose to opt out of the process. For these consultations, Eco-West Canada's director of municipal relations traveled to the various municipalities with a consultant who specializes in conducting sustainability workshops with municipal councils.**

**A series of on-line community surveys was also conducted by Eco-West Canada in all the participating municipalities, with three separate surveys to be completed: one for council members, another for municipal staff as well as a third one for the residents of these municipalities.**

- e. Were there any significant changes to the scope or costs of the Project as described in the Agreement or in a previously submitted Project Progress Report (if applicable)? If so, please briefly explain why.

**There were no significant changes to the scope or costs of the project.**

- f. How much did the preparation of the Plan cost, and how was it paid for?

**The total cost of the developing the 15 plans was \$360,000. Of this amount, there was a \$32,500 in-kind contribution from the AMM. Therefore, total cash outlays for this project were of \$327,500. The funds required to pay for this initiative were obtained from the participating municipalities, the Province of Manitoba and the FCM.**

- g. Roughly how long (in months) did it take to prepare the Plan?

**Due to municipal elections and changes in staff at both the municipal level and within Eco-West Canada, the 15 Climate Change Local Action Plans were completed in approximately 30 months.**

- h. How is the Plan related to existing plans, practices, guidelines or policies within the municipality, and how does it contribute to achieving the municipality's sustainability goals?

**Wherever possible, this initiative has taken into account existing municipal plans, strategies and programs in the planning districts (where applicable). This has helped to determine recommendations while implementing the plan in order to realize the larger vision of the communities and achieve objectives.**

**It should be noted that for most participants, however, the climate change or adaptation/mitigation components were not part of any earlier municipal planning exercises or strategies. However, widespread flooding across Manitoba, particularly along the Red and Assiniboine rivers and along the shores of Lake Manitoba and Lake Winnipeg, has resulted in these communities becoming increasingly aware of the consequences of climate change, and wanting to add it as an important consideration for future economic development. Based on their expertise and previous achievements during the development of other plans, Eco-West Canada will continue to guide the participants through the PCP process.**

**By closing the gap between the process that was just completed and any existing plans or other documents, the CCLAP documents include recommendations relating to the alignment and implementation of existing plans in order to attain the municipalities respective visions and achieve the goals they have established through the CCLAP process.**

## **2. Community Context**

- a. Please provide a brief (five to six sentences) profile of the community that is the object of this Plan, including population, geographic area, demographics, and general economic conditions. (Note: This information is readily available from the Community Profiles section of the Statistics Canada website at [www.statcan.ca](http://www.statcan.ca).)

**There were 15 communities that participated, ranging in size from 750 to 4,500 residents, including: the RMs of Alexander, St. François Xavier, Stuartburn, Elton, Minto-Odanah, North-Cypress-Langford, Ellice-Archie, Victoria and Ste. Anne, the towns of Stonewall, Altona, Neepawa, Minnedosa and Carberry, and the Municipality of Rhineland.**

**Altogether, the CCLAP 2 municipalities cover an area of 8,170 square kilometers and have a total population of between 35,000 and 40,000 residents. The main economic drivers for all these (mostly) rural municipal entities are mainly derived from the agricultural sector, including the more urban areas among them.**

- b. Briefly (two to three sentences) indicate the size and structure of the municipal government, and the approximate number of full-time municipal employees.

**Generally speaking, rural municipal governments (in the smaller municipalities) in Manitoba consists of a mayor/reeve and a certain number of elected councillors, usually ranging from four to six members. The approximate number of municipal employees will vary widely based on the size (geographical) and population of the jurisdiction and the scope of the services provided. At minimum, a municipality will have a CAO, an administrative assistant (perhaps two), a public works supervisor with however many employees are necessary to ensure proper delivery of municipal services.**

### **3. The team: Who Was Involved?**

- a. Briefly (four to five sentences) indicate who was involved in developing this Plan, and their affiliations. Include both municipal staff and officials who managed the preparation of the Plan, and any consultants who worked on the Plan.

**Denys Volkov, Director of Advocacy and Communications, AMM. Mr. Volkov was responsible for coordinating the resolutions process and the communication strategy of the AMM, and as such, he has acted as liaison between the FCM, the AMM and Eco-West Canada.**

**Dany Robidoux, Executive Director, Eco-West Canada - As Executive Director of Eco-West Canada, Dany Robidoux works with businesses, community-based organizations and all three levels of government to create action plans aimed at building widespread commitment towards sustainable development in rural municipalities across Western Canada. Since 2008, Dany has played a key role in the conducting of GHG emissions inventories, as well as the development of cogeneration (CHP), composting, the sustainable disposal of municipal solid waste (MSW) using 'waste-to-value-added' technologies, wastewater treatment as well as biomass heating projects. In addition to obtaining funding for Eco-West Canada's many initiatives, Dany is also on the front lines of municipal relations with the various municipalities when issues arise that are related to the CCLAP initiatives that are directed by Eco-West Canada.**

**Michel Forest, Technical Writer, Eco-West Canada - Michel has over 20 years of communications and information design experience in both the private and public sectors. He began his career as a bilingual communications and marketing director for various community-based organizations in St. Boniface, MB, and his work there included the researching and writing of technical communications briefs for presentation at Canadian Radio and Telecommunications Commission (CRTC) hearings. He also worked in Miami Florida as a technical writer and translator in the international export business.**

**Aimé Boisjoli, Director of Operations and of Municipal Relations, Eco-West Canada - Prior to joining Eco-West Canada, Aimé worked as a special event manager, television production coordinator, and Executive Director of a provincial performing arts organization for seven years. Through all these years, Aimé amassed a wealth of project management experience organizing well over 100 projects with budgets ranging from \$1,000 to \$1,000,000. As well, with his MBA (concentrations in Marketing and in Public Administration) and his nearly four years of experience as a public servant in the Department of Sport, Culture and Heritage Manitoba, he also gained the knowledge to work well with government partners at all levels.**

**Dan Powell, Chief Analyst, Eco-West Canada - In his role as chief analyst at Eco-West Canada, Dan has acquired an extensive background in data collection, including the conducting of approximately 70 - 80 GHG emissions inventories since his arrival at CDEM/Eco-West Canada. The results of these inventories have all been verified by the Federation of Canadian Municipalities to ensure that they conform to the standards of its Partners for Climate Protection (PCP) program.**

**A consulting and planning firm, CANSUSTAIN, was hired to assist the Eco-West Canada team with the municipal consultations and their contributions to plan development. Tanis Osterman conducted over a half dozen community consultation during the spring/summer of 2019 to help gather information for the recommendations and goals to be included in the various CCLAP documents.**

**Paul Amsler, ASCT, LEED AP, C.E.M., CCEM - Executive Director, Nativus Energy - Paul Amsler is the president and founder of Nativus Energy Ltd, an energy and emissions consulting firm based out of Winnipeg, Manitoba. Paul is a Certified Community Energy Manager, LEED AP and Certified Energy Manager. Additionally Paul is trained in the ISO Green House Gas Protocols; ISO-14064-1 2018, ISO 14064-2: 2019 and ISO 14064-3:2019. As of 2013, Paul has been delivering energy and emission conservation management strategies for the Division scolaire franco-manitobaine, along with being the driver behind developing community energy and emissions plans for indigenous and municipal communities within Manitoba and abroad. For the past few years, he has worked with Eco-West Canada on several energy-related projects in Manitoba municipalities.**

**At the municipal level, the CAOs were all involved in leading the work together with members of their respective councils, and municipal staff such as administrative assistants and public works supervisors also had some input into the process, particularly during the consultation phase.**

- b. Was there a Project champion who was instrumental to the completion of the Plan? If so, please include his or her name, title and contact information, and describe his or her role in the preparation of the Plan.

**Denys Volkov, Director of Advocacy and Communications (Recently named as successor to Joe Masi as the new executive director of the AMM), AMM**

**Contact info: 204-856-2362  
dvolkov@amm.mb.ca)**

**Mr. Volkov was responsible for coordinating the resolutions process and the communication strategy of the AMM, and as such, he acted as liaison between the participating municipalities/communities, the AMM and Eco-West Canada**

#### **4. Environmental, Economic and Social Benefits of the Initiative**

For the questions in this section: If the answer to the question is clearly outlined in the Plan itself, it is sufficient to indicate the section and page number(s) of the Plan on which the information can be found.

a. What environmental goals/objectives and targets were established in the Plan?

- **Improved air quality**
- **More green space and trees in the community**
- **Improved health of natural ecosystems**
- **Better indoor living and working environments (e.g. improved lighting, better indoor air quality, reduced noise, increased comfort)**

b. What social goals/objectives and targets were established in the Plan?

- **Improved health of residents**
- **Reduced traffic congestion**
- **Increased community investment and services**
- **Opportunity for the municipal government to show leadership and influence other community stakeholders to take action**
- **Greater sense of community; enhanced quality of life**

c. What economic goals/objectives and targets were established in the Plan? Please include any anticipated financial savings resulting from operational efficiencies included in the Plan.

- **Energy and operating cost savings in all sectors**
- **Physical asset renewal in municipal operations and private sector**
- **Improved municipal service delivery**
- **Reduced healthcare costs**
- **Increased productivity and employee morale**
- **Greater support for local businesses – significant multiplier effect**
- **New local business opportunities in sustainable development sector**
- **Local job creation in new “green” businesses and services**

**Each of the 15 CCLAP documents produced during this exercise has its own recommendations/goals section that was developed according to the results of the community consultations and/or on-line community surveys. These goal-based action plans can be found in each individual CCLAP document that was developed in response to the particular needs of the municipality. See the section titled ‘Potential Programs – Goal-Based Action Plan.’**

## 5. Outcomes and Next Steps

- a. How will your community be using the Plan (i.e., what happens now that the Plan is finished)?

**With the CCLAP document in hand, municipalities will now have the opportunity and the knowledge to create a robust program of sustainability in their midst. The CCLAP document has been designed to help municipalities identify alternatives in municipal sectors such as waste management, wastewater management, transportation and energy. Cost-reducing projects will not only help to reduce municipal operating costs but may also stimulate the local economy by creating jobs for skilled individuals with the requisite knowledge to manage projects based on the implementation of innovative, 'green' technologies.**

- b. How will the Plan be implemented?

**Several potential challenges exist when it comes to ensuring effective coordination of the project and the ongoing commitment of the municipalities, not only during the development of the plans, but also during their implementation. Among these is ensuring a high-quality final product – that is to say the CCLAP document in its finalized version - while working with a number of planning firms. In order to encourage ongoing buy-in from the municipalities, it will be necessary to facilitate the standardization of the data collection process and encourage multiple firms to start using the data during all their municipal project planning initiatives, as well as the subsequent implementation of specific sustainability projects.**

**Another aspect of implementing these plans will be to educate communities and planning firms alike on the benefits of the PCP program and the GMF. The AMM and Eco-West Canada both possess the expertise required to complete the project, having recourse to highly qualified professional planning consultants. Additionally, the group dynamics of this project will also ensure that the municipalities fulfill their commitment.**

**On November 19, 2019, the newly formed Manitoba government delivered its throne speech, in which it reaffirmed its resolve in continuing to implement the *Made-in-Manitoba Climate and Green Plan* that was made public in the fall of 2017. This will enable Manitoba municipalities to integrate the green projects contained in their respective Climate Change Local Action Plans plan into their future development and strategic planning initiatives to help the province meet its targets for GHG reductions and further reduce their carbon footprint.**

- c. Do you anticipate any changes to municipal operations, policies or programmes as a result of having prepared this Plan? If so, please describe these changes.

**The CCLAP document has been designed to help municipalities take action on climate changes issues in their area. The recommendations contained therein will likely play a part in the future strategic planning exercises of the municipalities as they begin to include sustainable action to mitigate and adapt to climate change in their area. Most likely municipal councils will more readily adopt policies to improve energy efficiencies while reducing costs, which is something that might not be done in the absence of a coherent plan of action such as the CCLAP document.**

## 6. Lessons Learned and Knowledge Sharing

In answering the questions in this section, please consider all aspects of the preparation of the Plan—from the initial planning through each of the essential tasks until the Plan was completed.

- a. If your municipality was planning to undertake the preparation of this kind of plan again, what (if anything) would you do *differently* (based on your experience with the preparation of this Plan), and why?

**The most important lesson learned during this exercise is that smaller groups (or ‘cohorts’) of municipalities (a maximum of eight to 10 municipalities) would definitely make the task easier, especially when unforeseen events can create delays and unexpected changes at the municipal level (i.e. municipal elections and staff turnover).**

**An important aspect to keep in mind for the next round would thus be to make sure that a CCLAP planning initiative be completed from A to Z during the same municipal mandate.**

- b. If your municipality was planning to undertake the preparation of this kind of plan again, what (if anything) would you want to do *in the same way* (based on your experience with the preparation of this Plan), and why?

**Working with such a large number of municipalities/communities can present many logistical challenges, and it is easier to coordinate the progression through the PCP milestones if all the stakeholders advance at the same pace to capitalize on synergies and reduce or avoid unnecessary overlap and duplication of efforts in the delivery of the various activities/phases of the program.**

- c. What barriers/challenges (if any) did your municipality encounter in undertaking the preparation of this Plan, and how were they overcome?

**The two project coordinators at Eco-West Canada (EWC) that were initially responsible for this project departed from EWC at the halfway point of the initiative. As a result, there had been a certain amount of breakdown in communications with some of the municipalities; coupled with the fact that there was a municipal election in Manitoba this past fall wherein council members changed here and there at precisely the moment that the plans were all being finalized, some confusion arose as to the purpose of the planning process. A significant amount of energy and community outreach was deployed by Eco-West Canada on behalf of the AMM to bring these municipalities back into the fold and up to speed as to the ‘end game’ of the CCLAP 2 exercise.**

- d. Aside from the Final Plan, has your work resulted in anything else that could be of use to another municipality (for example, a new policy for sustainable community development, a series of model by-laws, the design of a new operating practice, a public consultation manual, check-lists, a measurement tool to assess progress in moving towards greater sustainability, etc.)?



If so, please describe the item(s) briefly here, and include a copy of the item(s) when submitting this report, so that it can be shared with other communities.

**The CCLAP process that has been developed by Eco-West Canada is innovative because it integrates various components - GHG emissions inventory, climate profile, local action plan - into a single planning process. As such, it is a valuable tool which can be used by municipalities for local climate action planning.**

**The linear progression of the process responds to a wider range of needs than individual studies, thus increasing reach and reducing duplications. The integration of these particular components is unique in Manitoba, which results in an alternative method of municipal planning.**

**Another innovative aspect to this process is the development of a network for data sharing among Eco-West Canada partners. This will allow the data collection process to be standardized throughout the western provinces and also create decision making tools for the municipalities.**

**This process also emphasizes the importance of building mutually beneficial relationships with key partners but also with other neighboring communities, crucial for the long-term growth and sustainability of all the communities. By participating in this innovative process, communities will forge alliances and form partnerships with government, private industry and the community at large. Environmental goals and improving the overall quality of life of the communities will only be achieved by establishing stable partnerships - leading to green projects that are regional in scope, rather than benefiting single municipalities, or only a few - which will also be the key to securing funding for the implementation of identified projects.**

**Integrating the phases and working within a larger grouping of communities is a new trend driven by the desire to maximize the impact of such a process while saving on the time and costs involved. By taking distinct, regional realities into account, the CCLAP process strives to take municipal action as well as economic, social and environmental development in a direction that leads to positive economic and environmental impacts for the municipality, community organizations, businesses and residents --i.e. the community in its entirety.**

- e. Would you like to showcase your Plan through an FCM webinar or workshop?

**The AMM's delivery partner (i.e. Eco-West Canada) would be able to showcase this initiative through and FCM webinar and/or workshop.**

## **7. Publicity and Outreach**

- a. Has the Initiative received any recognition, media coverage, or notable public support? If so, please describe briefly (three to four sentences).

**There has been some media coverage at the local level, for example by local newspapers during council delegations upon presentation of the final CCLAP document. The level of public support differed from one municipality to another, and in some cases the responses to the community surveys by the residents was overwhelmingly positive.**

- b. Is there a website where more information about the Initiative can be found? If so, please provide the web address with links to the relevant section.

**Once the final versions of the 15 plans have been approved by the FCM and the AMM, they will be posted on Eco-West Canada's website, and information on the plans will also be available on the AMM and FCM's websites.**

## **8. Contacts**

- a. Please provide the name and coordinates (title, full address, phone, fax and email) of someone who can be contacted for more information about the Plan.

**Mr. Dany Robidoux  
Executive Director, Eco-West Canada  
204-797-7328  
drobidoux@eco-ouest.com**

- b. In the event the contact is no longer available, please provide general contact information for the lead applicant, such as the administrative office of the municipal department that coordinated the Project or some other general contact for the Recipient/lead applicant.

**Denys Volkov, Director of Advocacy and Communications AMM  
204-856-2362  
dvolkov@amm.mb.ca**

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