



Sustainable Building Manitoba Inc.

2016-2018 Strategic Plan

Board Approved: April 1, 2016

1. History

Sustainable Building Manitoba Inc. (SBM) was incorporated on May 11 2006 and has become known as the leading sustainable building organization in Manitoba. Prior to July 8, 2015, SBM operated as a Chapter of the Canadian Green Building Council (CaGBC). A Chapter Agreement ratified in May 2010 with CaGBC defined how this alliance was to operate, within the context of eight self-governed Chapters across Canada.

In 2014, CaGBC's Board approved a proposal to have each of the eight self-governed Chapters dissolve and become a part of the CaGBC organization, governed by the CaGBC National Board. SBM's position (then known as the Manitoba Chapter Canada Green Building Council) was that while there is strong support for the LEED® program and brand, the stated benefits of the proposal may not outweigh the inherent risks. These risks included marginalization of other approaches and organizations dedicated to sustainable building, which the Manitoba Chapter had long accommodated in a spirit of collaboration and mutual respect. A one year deferral of SBM's decision, with full support of the LEED® program and for other Chapters wanting to proceed with implementation, was requested. CaGBC declined the request and terminated the Chapter Agreement. Faced with the decision as to whether to dissolve or continue to operate, the SBM membership voted on June 17, 2015 to continue to operate as a regional green building alliance focused on collaboration and cooperation with all sustainable building stakeholders. SBM's bylaws were amended accordingly and approved by the membership on October 21, 2015.

2. Sustainable Building Activity

Manitoba has a strong sustainable building ethic. Manitoba was the first province in Canada to have a Green Building Policy and the City of Winnipeg adopted the Manitoba Green Building Policy in 2011. This has resulted in a commitment to the LEED® rating system and a high rate of LEED® related activities within the public sector. Private sector interest in LEED® is beginning to gain momentum.

Within the context of third-party verified projects, there are currently 80 LEED® certified projects with a further 91 projects registered and under consideration for LEED® certification. Green Globes accounts for another 16 third-party certified projects and BOMA BEST certification has been achieved by over 50 buildings. Manitoba Hydro offers a suite of incentive programs for reducing energy consumption in both new and existing buildings. For new construction projects, 178 buildings have been officially designated as Power Smart Buildings since 2002, and another 65 are currently registered with the

Power Smart New Buildings Program. There are no Passive House certified projects in Manitoba, but certification of one is anticipated in 2016.

In addition to the third-party certified projects, there are a significant number of sustainably built projects that shadow one of the third-party verification protocols. The Owners of these projects may not want the recognition or expense of third-party certification and choose to adopt the principles of a certification system without actually registering the project.

As well, there are a few projects such as the Earthship and rammed earth homes that incorporate innovative design and construction techniques in order to achieve sustainable building practices.

3. Vision and Mission

SBM has an engaged membership from across all building sectors and is fully committed to the vision;

A sustainable built environment in Manitoba.

This strategic plan presents the next phase in development of SBM in the carrying out of its mission:

To be a leader, showcase local innovation, and inspire our stakeholders to create life-enhancing built environments. We actively carry out this mission by offering networking and education opportunities to our members, by promoting collaboration in the local industry, and advocating for sustainable building in Manitoba.

4. Guiding Principles

Stewardship. Stewardship is caring for and taking a high level of responsibility for the economic, environmental and social aspects of our community and the continual operations of the Chapter, including the profile, reputation and finances of the organization.

Leadership. Leadership is creating a clear vision of the future, communicating the vision and inspiring the group to help transform the vision into reality. It is creative and lives in possibilities.

Integrity. Integrity is being the best by example, by living the vision, mission and values.

Collaboration. Collaboration is working jointly with a diverse group of stakeholders to shared ends. It requires co-creating a vision, multi-stakeholder dialogue processes, shared decision making, transparency and accountability.

Innovation. Innovation occurs when an invention can be reliably replicated. It is the stage immediately preceding the adoption of a new idea or behaviour by a culture.

5. Current Strengths

SBM has been well established in Manitoba for over 10 years with a supportive membership and stakeholder group. The membership reflects the diversity of the sustainable building community and has recently provided a strong endorsement of the organization to continue to operate separate from CaGBC.

The financial footing is viable with a strong value proposition for members.

The programs being offered are well received and attended.

SBM supports and encourages third-party certification in order to ensure projects truly meet their sustainability goals. However, SBM does not promote any one certification program over another. The non-partisan approach enhances the advocacy messages since there is not a vested financial interest that could conflict with the desired outcome: a broad-based dissemination of sustainable building practises.

While Executive Director position turnover has been an issue within the CaGBC network (75% in the last three years), SBM has had the same Executive Director for the past three years and he has made a further two year commitment to the organization.

SBM takes a collaborative approach with other organizations which has resulted in more opportunities for members and recognition of SBM.

6. Current Weaknesses

While SBM is well established, the focus has mostly been in Winnipeg. Sustainable building occurs throughout the Province and a wider reach would advance the vision even further.

The transition of the brand from a Chapter of CaGBC to SBM has created some confusion as to the roles of the two organizations and the SBM brand may not be as widely understood as it once was.

There are a number of organizations that have a similar vision but slightly different missions. This overlap sometimes results in duplication of effort.

7. Key Topics of Focus

After a review of the current opportunities that present in the marketplace, SBM is focusing on four main topics (in no order of importance):

- a. Education and Programs
- b. Value Proposition for Sustainable Building
- c. Collaboration and Advocacy
- d. Strengthening the SBM Brand

8. Strategies – Education and Programs

- a. Continue to provide educational programming related to broad areas of interest to the membership, such as Life Cycle Assessment, Passive House, Tiny Homes, Net Zero Buildings, Community Planning and Environmental Product Declarations. The forum of this programming could include Lunch & Learns, web blogs, social media channels, workshops and tours.
- b. Place an emphasis on engaging the next generation of sustainable builders using outreach, mentorships and partnerships when appropriate.
- c. Continue to engage a volunteer committee to provide topics of interest and programming options.
- d. Prepare an annual programming plan and communicate to the membership.
- e. Collaborate with other organizations when practical.

9. Strategies – Value Proposition for Sustainable Building

- a. Prepare and publish a list of commonly asked questions and answers related to sustainable building practices.
- b. Regularly identify and highlight key sustainable building projects in Manitoba.
- c. Develop a sustainable building database of commercial and residential projects highlighting energy, water, indoor environmental quality, alternative transportation and human performance.

10. Strategies – Collaboration and Advocacy

- a. Develop written advocacy positions on a number of sustainable building topics.
- b. Prepare and execute an annual advocacy plan.
- c. Maintain the current collaboration network and strengthen with formal MOUs as desired.
- d. Collaborate with research activities at universities and colleges.
- e. Establish an Advisory Group/Committee of past Board Members to provide advice to the current Board on various sustainable building topics.

11. Strategies – Strengthening the SBM Brand

- a. Confirm the Brand identity
- b. Develop a communication plan and key messages of the Brand.
- c. Execute the plan using consistent Brand messaging.

12. Expected Outcomes

SBM will have expanded the membership base to 350 engaged individuals throughout the Province. This connected community will have strong advocacy positions on a wide

range of sustainable building topics and will be the information hub for all stakeholders including builders, governments and media outlets.

The 15 member SBM Board will be comprised of practitioners and association representatives alike. The organization will continue to be financially viable.

The Education programs will be expanded to offer learning from a wide range of disciplines; collaboration with other associations will be commonplace.

The next generation of sustainable builders will be afforded mentorship and learning opportunities that will prepare them for the challenges of the future.

13. Financial Projections

Appendix B contains the 2016 Financial Budget as outlined in this plan.

14. Plan Reporting: Performance Metrics

The Board shall receive and review reports on the following:

- Number of members by type (10 per year)
- Number of sponsors by type (10 per year)
- Financial report (10 per year)
- Education/programs report (10 per year)
- Advocacy report (5 per year)

Appendix A

Stakeholders and Groups

1. SBM Members
2. SBM Subscribers
3. SBM Sustaining Sponsors

4. Provincial and Municipal Elected Officials
5. Provincial and Municipal Government Departments
6. Universities and Colleges
7. Secondary Schools and School Divisions

8. Various Media

9. ASHRAE
10. Association of Manitoba Municipalities
11. BOMA Manitoba
12. Building Energy Management Manitoba
13. Canada Green Building Council – Manitoba Region Chapter
14. Canadian Passive House Institute
15. Capital Region Partnership
16. Construction Specifications Canada – Manitoba Chapter
17. Fenestration Manitoba
18. Green Globes
19. International Facilities Management Association – Manitoba Chapter
20. Manitoba Association of Architects
21. Manitoba Association of Landscape Architects
22. Manitoba Building Envelope Council
23. Manitoba Environmental Industries Association
24. Manitoba Home Builders Association
25. Manitoba Hydro
26. Manitoba Professional Planners Institute
27. QUEST
28. Storefront MB
29. Winnipeg Construction Association

Appendix B

2016 Financial Budget

INCOME

Interest	\$100
Membership- Student	\$0
Membership - Sustaining	\$10,000
Corporate Platinum Sponsorship	\$12,000
Corporate Gold Sponsorship	\$10,000
Corporate Silver Sponsor	\$6,000
Event Sponsorship	\$4,500
Event Registration - Members	\$4,800
Event Registration - Non-members	<u>\$4,000</u>
	\$51,400

EXPENSES

Bank & Credit Card Fees	\$1,500
Office & Computer Supplies	\$1,000
Promotion, Advocacy	\$1,000
Board	\$1,600
Memberships	\$1,000
Postage, Mailbox	\$600
Website Maintenance & Email	\$1,000
Events	\$8,800
Comp Event Passes	\$6,000
Insurance	\$1,500
Telephone	\$500
Bookkeeper	\$2,000
Executive Director/Acumen2	<u>\$22,200</u>
	\$48,700

NET INCOME \$2,700

Appendix C

Excerpts from MB Climate Change and Green Economy Plan

A recent example of where Sustainable Building Manitoba advocacy efforts have made a difference is Manitoba's Climate Change and Green Economy Action Plan (December 2015). This Plan outlines Manitoba's strategies to reduce greenhouse gas emissions while at the same time growing our economy. The Plan contains many initiatives that Sustainable Building Manitoba had advanced to the government for inclusion. The Plan outlines 18 initiatives related to sustainable building that include;

1. Enhanced demand-side management targets for electricity and natural gas.
2. Higher standards for energy using products.
3. Geothermal and solar thermal grants to be offered in areas with natural gas service and applicable to all customer types.
4. PAYS (the Manitoba Hydro on bill financing program) will be expanded to include more devices such as HRVs.
5. Solar PV will be eligible for PAYS and there will be several demonstration projects put in place.
6. There will be a program to increase the uptake of green heat options including solar thermal, geothermal and biomass.
7. Establish a Renewable Heat Standard that would set a target for green heating equipment in buildings.
8. Establishing a 5 year - \$5 million fund for local climate change projects.
9. Expand the Green Building Policy to include government funded housing developments.
10. Conduct energy retrofits of government buildings with the operational savings being reinvested in future projects.
11. "Manitoba will further incorporate climate decision support tools into components of design, construction, maintenance or operation of government buildings, through collaborative partnerships, case studies and capacity building activities"
12. Better urban planning of neighbourhoods to encourage transit use, walking and bicycling. It is referred to "Climate Smart Growth".
13. Manitoba will start a building use energy intensity and water use intensity benchmarking program by 2019.
14. The Green Energy Equipment Tax Credit will continue.
15. New buildings and major renovations will be fitted with electric vehicle charging stations.
16. The building code will be amended to allow for up to six story buildings of wood frame construction.
17. Updated building codes to capture GHG reductions and other efficiencies using lessons learned from LEED®, Smart Way and ENVISION.
18. Assess best practices and lessons learned in improving the resiliency of infrastructure to a changing climate.
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