CEA's change maker dialogues. First in a series of Go To Meetings / conference calls.

Help us make change!

CEA Change Maker Series Kickoff

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Creating change is not always easy! Local governments like to do things really carefully. With it, there's some risk aversion. And change is risk.

Awareness has been raised now about climate & energy. Plans are largely doing that. And real focus now is on implementation. How do we do stuff on the ground.

Trying to change what people believe, is very hard. Or their worldview.

Also the greater the impact you're going to have in daily activities, the more challenging that change will be. Completely changing what somebody does on a daily basis. Lots of folks will find that difficult and stressful. And they will have to be brought along a lot more. Rather than just tweaking some things.

Degree to which those with decision making or power are aligned with this, has a significant impact.

If you can engage them, this helps to make it easier. Part of the rationale, visibly increases the risk of not doing it.

Another big challenge with culture factors, is if the change agent is not trusted.

Then also the change itself. The complexity. How difficult. And what about the ability to implement.

Some examples: at Deloitte, Dale did Corporate strategy & stuff. Would rip out existing IT systems, and put in new ones, while redesigning a lot of the processes. This would redesign what a lot of people were doing. How they'd interact with others, how information flows, and in most cases changing at least some position descriptions, maybe adding some, maybe eliminating some.

Significantly impacts what people do on a day to day basis. Very complex. Lots of moving parts. Lots of different elements to the technology and things to seamlessly mesh. Lots of changes to what people are doing. If people at the top are misaligned it raises the question within others as to whether this type of change will happen or not, and whether they should be onboard with it.

On less difficult side, including emissions as a consideration in decisions. Adding a line item in a report. That's low difficulty. Much smaller change, fewer folks involved. Less impact on day to day work broadly speaking. Fairly contained. Particularly if senior folks aligned. Becomes a bit less difficult. Remember there is this spectrum of change, when we think about what we're trying to do.

Also there are internal considerations. If we come to something thinking we have all the answers, that ours is the only right perspective, or if our ego is involved materially; if we do those things it becomes more difficult for us to create the change in a successful or healthy way. It's interior stuff too. Helps us to step back and see solutions.

Structure it so Council can feel more ownership over the result. Have more participation in the process. Better things will be.

And monitoring & reporting…

Most of the change we are looking at making, on climate & energy, is towards the lower and medium part of the spectrum. Not radical changes in how an LG operates and how things happen. We want to subtly adjust certain plans and decision processes, and make significant changes on buildings and EVs. EVs – shifting a fuel, but not telling people you can't move around. Not looking at more difficult changes.

Some areas are more on the high side of things. E.g. organizations, where it would be difficult for them to remain the same in the changes we are contemplating. Things like natural gas utilities, that may have to undergo a substantial change. There are some at that end, but mainly it's lower to middle.

Getting to the main part of the presentation now… that was setting the stage for the rest of the series…

Dale has 10 years at Deloitte & 10 years at CEA, creating change.

Back when Dale was doing changes in a PSO in BC, he saw a significant shift in opposition. There was going to be a substantial change to an organization, particularly to individuals. A technical services manager got on board only when the project was significantly advanced enough that it would clearly and visibly not be successful unless his team picked up its game. And this was highly visible to top level who were behind the change. The cost to his group of being very visibly the cost, became greater than the cost of the changes that would happen as a result of the change. Interesting to see the dynamic play out, with someone who was opposed and passive aggressive, shift to being far more engaged when it became clear that the cost of changing was lower.

Was also really interesting to see the different reactions of different people. Back office functions like payroll, IT, and others. There were some people whose natural inclination led them to engage with the change, and others who found it very difficult, and even some who went on stress leave due to the substantive changes to their day to day job. As we go through this there is lack of certainty. Very interesting to see the different reactions of different people based on personalities and aptitudes. Interior condition of folks that will be involved.

3 examples from CEA:

- Membership
- Planning & implementation in the Kootenays (Carbon Neutral Kootenays)
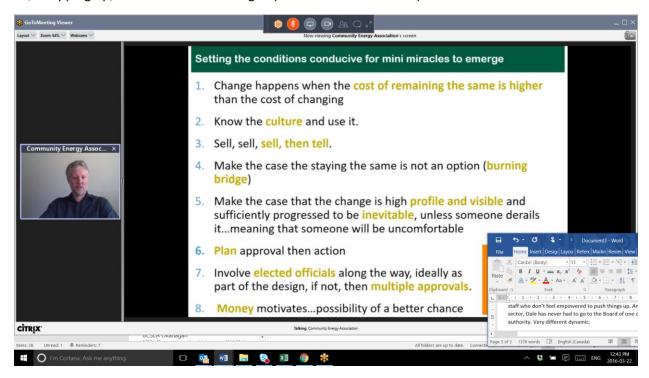- Climate Action Charter

Membership: been spending some time on that. Very instructive to see on some occasions, local government staff who were very interested in their LG being a part, but they were unable to move it up the chain or get approval by even mid-level managers, or senior level didn't feel they had the ability to approve it or convince others to approve it. And then 5-10 min conversation with Board committee or a Councillor of the same local government, (literally 5-10 mins), and then the community becomes a CEA member. Very interesting to see the extremely hierarchical nature of lots of local governments out there. Good to be aware of, and understand the nature of the structure so we can be using that rather than trying to oppose it. A lot easier for Council or Boards to push things down than for staff who don't feel empowered to push things up. And a very different discussion with the private sector, Dale has never had to go to the Board of one of these. Mid managers have approval / budget authority. Very different dynamic.

CNK example: 2009 to 2014. One of the things they discovered, which sounds obvious, it's a lot easier to do stuff once you have a plan approved. Found it out the hard way. In one Steering Committee meeting, composed of 3 Regional Districts and Columbia Basin Trust, they said they want physical things in the ground in 12 months. He looked at the project co-director, and both of them thinking that'll be really tough given the pace of local governments. So they tried for 6-8 months to get a number of things off the ground, LED streetlights, building energy assessments, and ran into one brick wall after another. Then they did a series of Corporate Carbon Neutral Action Plans, and then a magical thing happened. Became really really easy. Joint procurement. Fleet training. And various other things. Because staff could point to a plan when they went to Council to confirm budget. Or point to within their own department. Some of the magic was, because there was a time limited nature to this, benefit of moving quickly rather than having to wait. And potential to save some money, which is useful when working with organizations.

Climate Action Charter: Really interesting to see how staff have used it. Not a direct linkage with grants so much. But perception that Province could look at that has been useful for some staff to move Council around certain positions. And also interesting to see back in 2012, when discussion of offsets was very live, 1st year LGs had that commitment to be Carbon Neutral or work towards it. He remembers going around 19 communities in the Kootneays, had all of them ready to buy offsets. Many were pretty

conservative, but because Charter was adopted by previous Councils, even though it had no legal teeth, they were very cautious about going against previous Councils. Still had a lot of influence in previous decisions. Even if Councils changed, there was still value in previous decisions.

So, wrapping up, how do we set the stage? (final main content slide)

Understand the culture, and align with that rather than change it.

Help people understand how the change will help them. Can then be useful for someone with hierarchical position or authority that something will happen. Selling is the first piece. Can get through it with this is how it's going to be.

On 7, if Council does multiple approvals along the way with a change, helps to make it harder to go back.

Being even marginally better positioned for grants, can really help LGs. Really helps. You can save money, save residents money, or be better positioned for grants. That motivates.

DISCUSSION

Discussion points:

- Similar experiences
- Contrary experiences
- Linking to other experiences

David Dubois, Cache Creek Councillor and CEA staff – change in a Council. For years he was on the other side of the table. Now as a Councillor, he's looking to what people are presenting. And trying to gauge that in the context of how… what his personal agenda is on Council. Very interesting to see how, when you're doing that presentation you think you are having a lot of impact, and yes you might be, but it's very hard to turn that into actual action. How do you turn it into action. Some of the stuff around, for example, how do I as a Councillor approach staff to get them on board. How do I get them to link up. That's his biggest challenge he guesses. Understanding that, and skillfully working within their interest and limits.

Mayor Jon Lefebure, North Cowichan – when he's approaching these kinds of changes. Must be very careful. Has what could be called a split Council. Not necessarily easy to get things through. Prefers for staff to bring it forward. Then it's not politically advisable for him to bring it forward. Fortunately there are progressive staff and he can work with them. Has one example. Manager of Operations, just kind of jumped in, purchase of electric vehicles because Saanich was buying a number and North Cowichan could tag along to get a good price, and the Manager picked up some positions that had small pick ups before and which he thought could do fine with electric vehicles instead. He brought it forwards. That didn't involve a decision of Council. Was pretty great. Was really exciting. And nobody had anything bad to say on Council. Small but significant change in vehicle procurement policy. When they brought it forward, people said the capital cost is competitive, but what about maintenance? And electric vehicles are much better in that regard. He's way more political than anything else in terms of bringing these things forwards.

Peter, CEA staff: Given these things can save money etc., what is it that's controversial?

Jon: we have one member of Council who speaks publicly against climate change being man made. It becomes a political position. So even when things make sense financially, there can be a way to defeat it. E.g. a 0.5% tax to supply a climate action reserve fund, and they want to use it for some projects. He was, they had some voting against it saying if it will save money we should just borrow the money, even though that would incur a higher rate. It was a way to ideologically oppose the project, without defeating the financial argument.

Cheryl Shuman, Dawson Creek Councillor: happy to be hearing everything from the other elected officials. It takes a long time to get anything done. In 2012, with politicians and different Councils, we had a community visioning process. There were a series of economic and social goals, including sustainability and waste reduction etc., which came up from the community. Back in 2003 it was a pretty conservative Council not on board with sustainability. In 2005 a more progressive Council was elected. Then things started happening, energy plans were done, and policies, and in 2007 Climate Action Charter. So having that plan / agreement helped. And in 2008 when Cheryl was elected, had a very progressive Council, and lots of things happened. And in 2011, things changed again, more conservative. Still getting things done because a series of policies allow us to do it. But getting harder & harder. She likes to see, helping them to see how it impacts them. Her Council are older gentlemen, only one other young person, and the older gentlemen really care about money. If you can make these changes show how they affect the bottom line, that's good. So their composting doesn't follow regulation, and will cost them money to get it fixed. If they'd gone to them and said, this is so we won't have so many emissions and reduce the compost in the landfill… but it really impacted those old guys because they all

mow their lawns, and they like to take their grass and yard waste to the community composting place. You have to mention how it will benefit them specifically, and not mention climate change.

Dale: that's what we found doing Community Energy & Emissions Plans in smaller communities in BC. Once we got past the why into the what, a lot of the ideological opposition dissolved. Good on a lot of levels. A lot of that deep perspective taking.

Rory, staff perspective: this is great Dale. I agree with a lot of what's coming up. Great to hear elected officials' perspectives, that they want staff recommendations coming up! We want elected officials stuff coming down. In a large city we definitely see the vertical nature and there are challenges to that. Moving things slowly between different perspectives, allows you to acquire and gain the momentum around staff. And sort of getting the like minds together to move things on getting things together upwards. That's what he can reflect on today. Would like to spend more time reflecting on that. Building a group internally of like minded staff.

Cheryl: in Dawson Creek we have a really great, bright & shining, progressive group of staff. Back in the day when there were receptive politicians to their big ideas it was great, and ideas mostly came up from staff. As Council upstairs became less favourable, they don't see those ideas coming up the stairs now. Nobody at staff has changed, they are all still there. They still want to do these things. And they're not bringing them up now.

Rory: challenge we see as well. When it comes down at the end, for example if he puts on a planner hat say, and if the competition or perception of competition of different objectives in planning can really require some strategy. Can you leverage a more efficient building, or keep a cluster of trees? Can both appear to have the same benefit, but can be competing on the front lines of plans.

Jeff Fisher, Urban Development Institute: with development industry, we're trying to get developers in tune with stretch code and stuff. And with our industry, you have to be short sighted. You must be very focussed on getting the project done as soon as possible. Lots of money riding on it. And that can create short sightedness, especially among development managers. That's what we must contend with. So oe person who was working with the City of Vancouver and is now with the Clinton Foundation. They saw the difference between Portland and Seattle and other places. They identified people who wanted to do things differently, and then provided incentives to demonstrate advantages. And the thing they discovered working there, was that some people were quick to go regulate. But Portland and Seattle are doing, it's better to find leaders and incent them, and that could be through density or something. That's an approach that's encouraged. Really seen changes in Portland. Do small stuff first. Get things working. Demonstrate it, etc. Some people are quick to regulate, and that can slow things down. It's also about working with utilities, the Homeowners Protection Office etc., to get incentives out there. Even their own projects. Roll out for LEED stuff was much better for example. Immediately at start of it, municipalities in their own projects were building LEED, and testing out things. That did several things, it made it easier for the rest of the industry to transition as it showed what worked & didn't, it showed costs & benefits, and it allowed the design & construction community to become familiar with what they had to do as they'd worked on those projects.

Dale: yes, we saw this in other parts of BC. Probably more acute outside of Metro Vancouver. Knowledge base in construction industry & trades.

Jeff: and if you have that knowledge base. Colleges, institutes, BCIT too, with their training programs, so that their students are ready for the new world.

Next webinar on this theme will be Pat Bell. And then next, David Dubois.