

PRIORITIES AND KEY INITIATIVES COMMITTEE – JANUARY 31, 2011

GREEN DIRECTIONS VAUGHAN EMPLOYEE EDUCATION STRATEGY

Recommendation

The City Manager and the Manager of Environmental Sustainability in consultation with the Senior Management Team recommends that:

1. This report and presentation be received;
2. Staff continue with the implementation of a comprehensive environmental/sustainability education strategy to familiarize staff with the policies and accomplishments of *Green Directions*, which can be expanded into an on-going program;

Contribution to Sustainability

The City has indicated its commitment to a more sustainable future as outlined in *Green Directions Vaughan*. Action 5.1.5 provides that the City, “develop an environmental education strategy to familiarize staff with the provisions of *Green Directions* expanding into an on-going education program”. The ethic, principles and goals of *Green Directions* will provide the foundation for the education program and support a culture of sustainability

Economic Impact

A significant number of the proposed initiatives within the overall employee education strategy will be developed and delivered through the use of existing staff resources. Any additional resources required to support staff in the delivery of these initiatives are expected to be minimal and allocated from within existing budgets. A small number of the proposed initiatives such as the interactive learning tool do require specialized expertise. However, existing budget within the Environmental Sustainability business unit will be used to fund those initiatives.

Communications Plan

A communications plan is not required at this time. It will evolve with the development of the education work plan.

Purpose

The purpose of this report is to provide the Priorities and Key Initiatives Committee with a status update on the development and implementation of the employee education strategy for *Green Directions* and receive direction to continue to proceed.

Background - Analysis and Options

Origin

In April 2009, Council approved *Green Directions Vaughan*, the City's first Community Sustainability and Environmental Master Plan. On December 14, 2009 the Environment Committee considered a report which provided an implementation update on *Green Directions* and the outlook for 2010. The Environment Committee adopted the following recommendation: “That staff provide an internal cultural plan in anticipation of the move to City Hall”. Discussion surrounding this item included the role of culture change in achieving a more sustainable city, how staff education can play an important role in this process and the opportunity that the opening of the new LEED Gold City Hall presented as an educational opportunity both as an individual initiative and as the starting point for a broader educational Plan. Following the March 9, 2010 update on the employee education strategy Environment Committee directed staff “to proceed with the development of a comprehensive environmental/sustainability education

strategy to familiarize staff in all facilities with the policies of *Green Directions*, which can be expanded into an on-going program". On May 25, 2010 the Environment Committee considered a report which provided an update on the development of an Employee Education Strategy for *Green Directions Vaughan* that would support and promote the adoption of a corporate culture of sustainability at the City of Vaughan.. The report outlined the components of an Employee Education Work strategy including the three pillars of the strategy as news/outreach/interactive, library/resource centre and campaigns/programs. The report highlighted potential new and on-going campaigns that could be delivered as part of the Employee Education Plan.

The Employee Education Strategy is consistent with the policies of *Green Directions*. Objective 5.1 is "To share sustainable best practices and ideas between and among municipal staff and the community".

Action 5.1.5 provides as follows:

Develop an environmental education strategy to familiarize staff with the provisions of *Green Directions* expanding into an on-going education program.

Action 5.1.3 states:

Use the Vaughan Civic Centre and other sustainably constructed facilities as learning centres by providing tours about sustainable construction and energy conservation.

Evolution of the Employee Education Plan

Green Directions Vaughan is a multi-disciplinary plan which required cooperation between all of the city commissions and departments. The same approach was taken in the development of the employee education plan. Consultation was prominent in developing the plan. The initial key steps in the development of the strategy included the following:

- Researched best practices of other municipal, industrial, commercial and industrial organizations in delivering environmental education programs to employees;
- Accumulated baseline information by meeting with Commissions to inventory existing staff programs and determining how any existing public programs or information may be made more readily available to employees;
- Provided an initial focus on the development of an educational plan for the new City Hall, building on Action 5.1.5 regarding the new City Hall to ensure an awareness of its attributes and how it functions;
- Conducted staff research as to the type of programs that will best meet the needs of employees. In an effort to engage staff in the development of the *Green Directions Vaughan* Employee Education Plan, an online survey was conducted throughout much of the summer of 2010. The survey results provided baseline information regarding the awareness, motivation and barriers to integrating sustainability into the core culture of the organization. The survey was completed by 310 respondents across all departments. Provisions were made to make the survey available in hard copy format for those employees that did not have regular access to a computer,

An Employee Environmental Education Internal Advisory Team, consisting of eight employees from various City departments, met regularly over the past four months to provide strategic advice on the development of the Employee Education Strategy. The team brainstormed, prioritized and vetted the proposed elements of the Employee Education Strategy.

The Employee Environmental Education Internal Advisory Team adopted the following Program Charter goals for the Employee Education Strategy:

- Complete a review of feedback received on employee engagement survey which provided baseline information regarding awareness, motivation and barriers to sustainability.
- Develop a work plan to guide the implementation of an employee environmental/sustainability education strategy and program including goals, objectives, performance measures, program elements, projects and strategies.
- Ensure a phased in approach to build momentum for the Strategy

In order to support the creation of a culture of sustainability, components of the Employee Education Strategy had to have elements that would catalyze behaviour change. Behaviour change techniques and social marketing strategies that have been successfully incorporated in other environmental programs were incorporated into elements within the Employee Education Strategy.

As outlined in Attachment 1, the Employee Education Strategy consists of four existing initiatives and nine new initiatives. Some of the existing initiatives such as the Employee Trip Reduction Program and the Lunch 'n' Learn series, have multiple campaigns within the initiative. Other existing initiatives such as Earth Hour and the 20 minute makeover are shorter campaigns that are delivered at specific times of the year annually.

As for the nine new initiatives, LEEDing by example and the New normal fact sheet are targeted towards employees moving into the new City Hall. Both initiatives will enhance employee's knowledge about the green attributes about the building and how staff can contribute to a positive environmental impact within the building. The e-Newsletter and the Vaughan On-line *Green Directions*-Employee Education web page provide information on key initiatives, success stories; resources that help build the foundation for a strong environmental ethic among employees. Caught Green Handed is a new employee recognition program linked with the "We are Vaughan" program. Vaughan Unplugged is a one week, inter-departmental, energy reduction, challenge event. The final initiatives involve developing a reporting mechanism to highlight key metrics and incorporating environmental sustainability into the future revision of the Employee Handbook.

In an effort to bring staff up to speed on *Green Directions* and the Employee Education Strategy two specific activities are occurring. Short introductory presentations have been, and will continue to be, scheduled with outside staff from Parks & Forestry, Recreation & Culture, Public Works, Library Services and Vaughan Fire & Rescue Services. An afternoon open house will be scheduled in the new City Hall once all staff has re-located there. This open house event would involve a poster display of all the initiatives that would fall under the Green Directions Vaughan-Employee Education Strategy

Relationship to Vaughan Vision 2020/Strategic Plan

This report is consistent with the *Green Directions Vaughan* objective to lead and promote environmental sustainability and implement the Environmental Master Plan.

Regional Implications

There are no Regional implications resulting from the adoption of this report.

Conclusion

Green Directions Vaughan has established that sustainability is a shared responsibility among all levels of government, our citizens and businesses. At the municipal level, we are committed to implementing *Green Directions* by applying the lens of sustainability to our operational and regulatory functions. Education has long been recognized as a necessary means to familiarize those responsible for advancing sustainability within a community with key concepts and, actions. As the implementation of *Green Directions* moves forward, education of employees is a priority. As employees build capacity on sustainability through education the sustainability objectives of

the City will be become even more attainable. The proposed Employee Education Strategy will help foster the transition to a corporate culture of sustainability.

The elements of the Employee Education Strategy were developed through a consultative process enabling all staff from across departments to provide feedback through the on-line survey and to a lesser extent through the cross functional advisory team.

The fourteen initiatives that encompass the Employee Education Strategy are a combination of new and old programs, projects and campaigns. The initiatives provide information for individuals to learn from and take action on as well as challenge individuals to establish new behaviours. Although the goal of the Strategy is to foster more sustainable behaviour in the workplace it will lead to a more sustainable lifestyle for employees at home as well. The Employee Education Strategy will set the foundation for an education strategy for citizens and businesses that will follow. Some of the same elements may be incorporated in all three approaches.

The Employee Education Strategy will be a catalyst to establish a corporate culture of sustainability and lead to successful implementation of *Green Directions Vaughan*. It is recommended that staff continue to proceed with the implementation of the Employee Education Strategy as set out in this report

Attachments

1. Green Directions Vaughan
Employee Education Strategy Components

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Respectfully submitted,

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ATTACHMENT 1: GREEN DIRECTIONS VAUGHAN(GDV)-EMPLOYEE EDUCATION STRATEGY COMPONENTS

	<i>Project Name</i>	<i>Key elements</i>	<i>Timing</i>	<i>Rationale</i>
New	Caught Green Handed	<ul style="list-style-type: none"> ▪ Recognition program linked to the existing HR initiative – ‘We are Vaughan’ ▪ Thank employees taking action that minimize environmental impact through a green e-card ▪ Recognition of three employees annually nominated through existing channel for commitment to environmental efforts 	<p>Q1,2011</p> <p>Q2, 2011</p>	<ul style="list-style-type: none"> ▪ Integrate environmentally responsible behaviour into core culture ▪ Able to track metrics & monitor progress ▪ Able to build on a small commitments which could lead to larger ones
	LEEDing by example	<ul style="list-style-type: none"> ▪ Learning piece that is intended to inform employees occupying the new City Hall of the key features of LEED that are deployed ▪ Intro animation followed by interactive piece which allows users to rollover a 3d model to learn more about the buildings key LEED aspects. ▪ Piggybacking on work that was initiated by IT 	Q1,2011	<ul style="list-style-type: none"> ▪ Required component of New City Hall Staff education program approved by Environment Comm. ▪ Employees take pride and ownership in building through this education process. ▪ Able to use interactive learning tool for LEED credit
	New normal fact sheet	<ul style="list-style-type: none"> ▪ Summary of changes in routines implemented to minimize environmental impact with move to new City Hall. ▪ Areas include office areas, cafeteria, sustainable transportation, kitchenette and overall building. 	Q1, 2011	<ul style="list-style-type: none"> ▪ Required component of new City Hall Staff education program approved by Environment Comm. ▪ Communicate to staff early on regarding the day to day activities/ behaviours that have been altered to minimize environmental impact
	Electronic Newsletter	<ul style="list-style-type: none"> ▪ Short, quick highlights of progress, success stories and informative educational topics of interest. ▪ Quarterly newsletter 	Dec 2010	<ul style="list-style-type: none"> ▪ Communication tool ▪ Helps to inform employees of progress on GDV implementation ▪ Identified as a one of the preferred means to receive info from Summer 2010 employee engagement survey
	VOL-GDV Employee Education webpage	<ul style="list-style-type: none"> ▪ Dedicated site on Vaughan On Line will be used to convey information about key programs, 	Dec 2010	<ul style="list-style-type: none"> ▪ Provides information and education on key areas of interest that can

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	activities, and initiatives. The site will be based on the pillars of outreach/news, resource centre and programs/campaigns.		result in positive environmental action <ul style="list-style-type: none"> ▪ Using Social marketing principles such as profiling role models and peers who site visitors can trust ▪ Cost effective, environmentally preferable way of promoting message
Vaughan Unplugged	<ul style="list-style-type: none"> ▪ A friendly one week, inter-departmental challenge to reduce power consumption by unplugging non-networked office devices ▪ Energy conservation program 	Q1, 2011	<ul style="list-style-type: none"> ▪ Peer to peer challenges require small commitments which could turn into larger commitments ▪ Helps build a culture of energy conservation
Success stories/case studies	<ul style="list-style-type: none"> ▪ Document and feature employee initiatives to help advance environmental sustainability 	Year round	<ul style="list-style-type: none"> ▪ Tool used to motivate individuals to contemplate and prepare for behaviour changes ▪ Peer to peer learning helps to simplify the effort required.
Reporting	<ul style="list-style-type: none"> ▪ Develop a reporting mechanism to highlight key metrics and another report on implementation progress of the community sustainability and environmental master plan. 	Q2, 2011	<ul style="list-style-type: none"> ▪ Internal stakeholders are updated on progress connecting them to the desired outcome. Most likely to contribute if they can be engaged in the outcome.
Greening the Employee Handbook	<ul style="list-style-type: none"> ▪ Incorporate environmental sustainability into a future revision of the Handbook 	TBC	<ul style="list-style-type: none"> ▪ Sets environmental expectations early ▪ Flags positive environmental behaviour that should be a baseline for core culture

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	<i>Project Name</i>	<i>Key elements</i>	<i>Timing</i>	<i>Rationale</i>
Existing	Employee Trip Reduction	<ul style="list-style-type: none"> ▪ Partner with Smart Commute NTV on various campaigns to raise awareness of sustainable transportation. ▪ Integrated with Clean Air Commute week in June and car free day in September ▪ New route to work week will be targeted for March 	Year round	<ul style="list-style-type: none"> ▪ Well established program ▪ Provides tools and support for various employee campaigns ▪ Motivates individuals to contemplate new behaviours
	Earth Hour	<ul style="list-style-type: none"> ▪ Participate in an annual event to turn off lights for one hour to demand action on climate change. 	March annually	<ul style="list-style-type: none"> ▪ Strong linkage to broader community involvement ▪ A well publicized global event ▪ Raise awareness of staff to participate in a simple task both at work and at home.
	20 Minute Makeover	<ul style="list-style-type: none"> ▪ Challenge activity that encourages City departments to pick up litter for 20 minutes on designated day. 	April annually	<ul style="list-style-type: none"> ▪ Well received in previous years with an increase in teams every year ▪ Participation of management and council helps to raise importance of event ▪ Competition between departments helps to drive acceptance of event
	Lunch ‘n’Learn series	<ul style="list-style-type: none"> ▪ Continue to highlight topical environmental info during lunch’n’learn sessions 	Year round	<ul style="list-style-type: none"> ▪ Credible, well timed info helps individuals move from contemplation to action in the stages of behaviour change