

**Community Action on Energy and Emissions (CAEE)
Final Report**

April 1, 2007 – March 31, 2008

Table of Contents

Background on CAEE Program	3
Highlights of 2007/08 CAEE Program.....	4
Summary of CAEE Initiatives.....	5
Detailed CAEE Initiatives – Progress to Date.....	6
CAEE Gold Communities.....	13
CAEE Gold Project Status.....	15

Background on CAEE Program

The Community Action on Energy and Emissions (CAEE) program was originally named Community Action on Energy Efficiency and promoted local government leadership on energy efficiency in the building sector. This year CAEE was renamed and its mandate expanded to address clean and renewable energy supplies, transportation energy use and a range of related greenhouse gas and local air quality emissions.

The objective of CAEE is to provide financial and technical support to local governments and First Nations to undertake community-level energy efficiency, energy conservation and emission reduction measures through innovative policy and planning initiatives.

A total of 44 local governments / First Nations have participated in the program to date through five funding rounds. Round one was initiated in 2004 with the participation of Kelowna, Quesnel and Atlin. Round two involved a one-year pilot program in 2006/07 that provided financial and research support to an additional 15 local governments. Round three included an additional 11 communities joining the program in October 2006.

In round four a call for CAEE Gold awards was issued for those communities who were committed to go beyond endorsing the provincial / CAEE targets to implementing at least one of these energy efficiency target in their community. Ten communities were selected in this round: 9 existing CAEE communities and 1 new community (District of North Vancouver). The implementation of the CAEE Gold projects began in the 2007/08 year.

Round five of the CAEE program was offered in the 2007/08 year and included 14 new CAEE grants awarded to local governments and First Nations.

The following Communities are participants in the CAEE Program:

CAEE			CAEE Gold
Atlin	City of Prince Rupert	Ktunaxa First Nation	City of Dawson Creek
Capital Regional District	City of Port Moody	Municipality of Bowen Island	City of North Vancouver
City of Abbotsford	City of Quesnel	Regional District of Central Kootenay	City of Port Moody
City of Burnaby	City of Surrey	Regional District of Nanaimo	City of Vancouver
City of Campbell River	City of Vancouver	Resort Municipality of Whistler	District of Central Saanich
City of Colwood	City of Victoria	Salt Spring Island (Islands Trust)	District of North Vancouver
City of Dawson Creek	Coldwater Indian Band	Town of Ladysmith	District of Saanich
City of Fernie	Corporation of Delta	Town of Oliver	District of Squamish
City of Fort St. John	District of 100 Mile House	Town of Smithers	Regional District of Nanaimo
City of Kamloops	District of Central Saanich	Village of Burns Lake	Salt Spring Island (Islands Trust)
City of Kelowna	District of Houston	Village of Kaslo	
City of Merritt	District of North Vancouver	Village of Queen Charlotte	
City of Nelson	District of Saanich		
City of New Westminister	District of Squamish		
City of North Vancouver	District of Ucluelet		
City of Prince George	District of Vanderhoof		

Visit the CAEE website for details on policies and initiatives undertaken by CAEE local governments in preceding funding rounds:
<http://www.caee.ca>.

Highlights of 2007/08 CAEE Program

This year CAEE was expanded beyond energy efficiency building projects to include initiatives on clean and renewable energy supplies, transportation energy use and GHG and air quality emissions reductions.

First Nations were eligible for CAEE grants for the first time. A total of 14 CAEE grants ranging from \$15,000 to \$20,000 were awarded to two First Nations and 12 local governments. An additional 10 local governments, who were awarded CAEE Gold grants in 2006/07, implemented their Gold projects this year.

In addition to CAEE grants, the 12 local governments received Community Energy and Emissions Inventories (CEEI) outlining their community's GHG emissions. The inventories helped several CAEE communities develop comprehensive GHG action plans and complemented their civic GHG inventories. The delivery of inventories also allowed the Ministry of Environment to pilot the new inventories before providing them to all local governments in BC.

Taylor Zeeg, an independent planning consultant and Michael Wilson of Community Energy Association were contracted to run four workshops on policy tools related to energy efficiency in buildings. Three of the workshops were co-sponsored by FortisBC and were offered in Castlegar, Penticton and Kelowna. A fourth workshop was held at Langara College in Vancouver. Approximately 20 participants attended each workshop including local governments, utilities, businesses and developers. An additional workshop was offered at the Building Sustainable Communities forum in Kelowna to promote CAEE.

CAEE consultants and FBC staff developed a resource guide, *Energy Efficiency & Buildings A Resource for BC's Local Government*, which highlights policy tools available to promote energy efficiency in buildings. The guide was made available online and 500 printed copies were distributed to local governments and other organizations working in the energy planning field. The resource guide was also distributed at a UBCM CAEE workshop session where local governments presented their CAEE success stories.

This year included building a partnership with the new Smart Planning program, which is also administered by the Fraser Basin Council. As well, the Community Energy Association continued to be an important program partner, delivering outreach and technical expertise to CAEE communities.

Summary of CAEE Initiatives

The 14 new CAEE projects will be completed in October 2008. Of the 14 CAEE initiatives, 6 communities - Burns Lake, Fernie, Ktunaxa First Nation, Ladysmith, Nelson and Prince Rupert - are completing community energy plans or GHG reduction plans. The remaining 8 communities are undertaking a diversity of energy efficiency and policy projects.

Several communities have excelled in the new transportation and renewable energy CAEE program areas. Whistler developed an innovative transportation emissions calculator that will be used by visitors to calculate offsets related to travel. Ktunaxa First Nation is studying the feasibility of a micro-hydro project and Ucluelet is researching a wave energy initiative.

Other communities are undertaking CAEE initiatives modeled on past CAEE projects. For example, four communities – 100 Mile House, Colwood, Prince George and City of Queen Charlotte are drafting energy efficiency / GHG reduction goals into their OCPs. Three communities – 100 Mile House, Colwood and Ucluelet are developing sustainability checklist for new developments.

Below is a detailed summary of each community’s CAEE initiative undertaken this year.

Detailed CAEE Initiatives – Progress to Date

Local Government / First Nation	Initiative	Barriers/Challenges	Successes	Next Steps
100 Mile House	OCP Review & Subdivision bylaw		- Reviewed OCP for inclusion of energy efficiency	- Review Subdivision Servicing Bylaw for energy efficiency
	Development Checklist		- Begun checklist draft	-Complete Development Checklist
	GHG inventory and Energy Efficiency Opportunities Report	Lack of funds	- Data collected & summarized energy use - Identified key Investments in energy efficiency and supply - Held Urban Systems Workshop on Energy Efficiency in infrastructure applications	- Complete inventory and report - Presentation to Council
	Performance measures for buildings			- Identify performance measures for buildings
	Green building policy		- Hired Urban Systems to do background research	- Develop Green Building policy

Local Government / First Nation	Initiative	Barriers/Challenges	Successes	Next Steps
Burns Lake	Community Energy Plan	Staff resources limited in small office.	- Hired One Sky as consultant to develop Community Energy Plan.	<ul style="list-style-type: none"> - Select Community members for advisory committee - Complete GHG inventory - Hold Stakeholders' workshop - Develop draft plan - Promote plan - Install energy efficient lighting in Spirit Square Park to educate public on new community energy plan
Coldwater Indian Band	Green Building Design for New Administration Complex	Death of hired architect	- Contractor developed green building designs for new building plan	- Secure funding to integrate design features into building
	Energy Audit of civic buildings	Legal requirements related to an architect reviewing another architect's work has held back the audits on the school	<ul style="list-style-type: none"> -Hired Kevin Ryan of Coast Architectural Group to complete audits -2 audits complete: 1 on community building and 1 on existing housing 	- Complete audits
	Community Energy Planning meeting & report		- 2 meetings held on community energy plan, 1 included facilitator from Teresan Gas	<ul style="list-style-type: none"> - Compile report on community meeting with Teresan Gas - Set up another community dialogue
	Energy incorporated into comprehensive planning processes		<ul style="list-style-type: none"> - Comprehensive community planning grant secured - Held 1 community visioning session 	<ul style="list-style-type: none"> - Hire Planning Coordinator - Submit proposal for alternative energy project

Local Government / First Nation	Initiative	Barriers/Challenges	Successes	Next Steps
Colwood	Energy Efficiency in civic operations	Lack of staff time	<ul style="list-style-type: none"> - Inventoried energy and water use for 2006/07 - Joined E3 Fleet - Hired consultant to plan new energy efficient Public Works Building - Council endorsed Climate Action Charter 	<ul style="list-style-type: none"> - Complete E3 fleet review - Join Green Buildings BC - Work with BC Hydro to secure Energy Management assessment
	Fast tracking permitting process & workshop for developers on green buildings and energy efficiency.	Lack of staff time	-Attended Sustainable Communities Forum	<ul style="list-style-type: none"> - Develop fast tracking process - Deliver workshop
	Rezoning Policy & Sustainability Checklist			- Develop after OCP Review
	Development Permit Areas			- Develop after OCP Review
	OCP Review		- Draft completed	- Complete Review
Delta	Review Building & Plumbing bylaw		- Pembina hired as consultant to do review	- Complete bylaw review with suggestions of increasing energy efficiency measures
	Review Zoning bylaw, Subdivision & Development Standards bylaw		- Pembina hired as consultant to do review	- Complete bylaw review with suggestions of increasing energy efficiency measures

Local Government / First Nation	Initiative	Barriers/Challenges	Successes	Next Steps
Fernie	GHG Action Plan		<ul style="list-style-type: none"> - Begun GHG inventory including transportation, solid waste, industrial, residential, commercial and institutional - Completed transportation emissions inventory 	<ul style="list-style-type: none"> - Complete GHG corporate inventory - Create GHG forecast from inventory data - Hold community consultation workshop - Use Ministry of Environment's community GHG inventory - Join E3 - Develop civic and community GHG reduction targets - Complete GHG Action Plan and develop implementation strategies
Ktunaxa First Nation	Business plan for new institutional buildings	Lack of staff and staff changes	-Rehired a consultant to coordinate CAEE project	<ul style="list-style-type: none"> - Prepare a 'toolbox' of energy conservation, alternate energy and green building and community design technologies appropriate for the Ktunaxa area and the Ktunaxa Nation/communities. - Integrate toolbox recommendations into new institutional building designs
	Energy Audit of institutional and / or commercial buildings	Lack of staff and staff changes		- Contract firm to complete energy audits for up to 8 existing Ktunaxa Nation buildings. Audits will include recommendations for remedial actions.
	Community Energy Plan	Lack of staff and staff changes		<ul style="list-style-type: none"> - Complete toolbox of energy conservation - Use Toolbox to develop plans for new subdivisions based on green, low energy and low emissions approaches

Local Government / First Nation	Initiative	Barriers/Challenges	Successes	Next Steps
	Feasibility study on micro-hydro project	Lack of funds to implement	<ul style="list-style-type: none"> - Preliminary site review completed, resulting in tentative shortlist of 4 sites for further investigation. - Other funding secured to support this work. - Contractor hired to undertake preliminary feasibility studies and site selection. 	<ul style="list-style-type: none"> - Complete second stage screening of potential streams / sites - Initiate preparation of water license applications for 'Waterpower' purposes following review of second stage screening report.
Ladysmith	GHG Action Plan	Lack of internal staff expertise	<ul style="list-style-type: none"> -Hired Sheltair Group as consultants to prepare GHG Action Plan -Hired Holland Barrs Planning Group as consultants to prepare Community Vision - Hired intern - Staff attended <i>Building Green in a Changing Climate</i> workshop in Comox Valley - Established an Environmental Commission for community input 	<ul style="list-style-type: none"> - Continue city staff training - Complete GHG Action Plan
Nelson	GHG Action Plan & Implementation Strategy	Lack of staff	<ul style="list-style-type: none"> - Began Corporate GHG inventory - Reviewed Capital Regional District's GHG inventory process - Joined E3 in partnership with Central Kootenays Regional District - Researched building audit options including Green Buildings BC program - Began OCP review and update - Interviewed to fill intern position 	<ul style="list-style-type: none"> - Hire intern in May - Complete OCP review and update - Complete GHG corporate inventory - Create GHG forecast from inventory data - Hold community consultations - Develop civic and community GHG reduction targets - Complete GHG Action Plan and develop implementation strategies

Local Government / First Nation	Initiative	Barriers/Challenges	Successes	Next Steps
Prince George	Public Education	Other City priorities (flood) that pushed projects to the side	<ul style="list-style-type: none"> - Hired consultant to develop logo / branding of Energy and GHG plan - A municipal and community group formed to work towards the environment portion of the City's integrated community sustainability plan (ICSP), including CAEE program 	<ul style="list-style-type: none"> - Finalize logo / branding - Continue to promote energy and GHG plan to staff and community groups - Hire Anti-idling Ambassador student to promote anti-idling education
	Review Transit Plan		<ul style="list-style-type: none"> - Transit UPass program passed 	<ul style="list-style-type: none"> - Continue to work with the City's Transit Analyst to promote transit in the city (Clean Air Day events etc)
	Promote Residential and commercial audit and retrofit program			<ul style="list-style-type: none"> - Update the City website with information on residential and commercial audit / upgrade programs
	Continue Integrated Community Sustainability Plan		<ul style="list-style-type: none"> - First meeting of the ICSP environment group held - RFP sent out for creation of an Integrated Air Quality, Energy and Greenhouse Gas plan 	<ul style="list-style-type: none"> - Work with successful consultant to create integrated plan
	OCP Review			<ul style="list-style-type: none"> - Complete OCP review process with ICSP planning
	E3 Fleet participation		<ul style="list-style-type: none"> - Joined E3 Fleet program 	<ul style="list-style-type: none"> - Complete E3 fleet review and accreditation
	Green Building policy		<ul style="list-style-type: none"> - Energy Management Consultant hired – some building audits have taken place 	<ul style="list-style-type: none"> - Work with Buildings Division to explore formal corporate Green Building policy - Complete Green Building Policy
	Energy Manger		<ul style="list-style-type: none"> - Hired Energy Advantage to act as Community Energy Manager 	<ul style="list-style-type: none"> - Energy Manager will review natural gas systems in City buildings

Community Action on Energy and Emissions (CAEE)

Final Report 2007/08

Fraser Basin Council

Local Government / First Nation	Initiative	Barriers/Challenges	Successes	Next Steps
	Promote Green Building Guidelines		- UNBC student hired to investigate Green Building program incentives in other municipalities	- Consult with local stakeholders on Green Building incentives, including tax exemption bylaw for upgrades - Prepare final report with guidelines
Prince Rupert	GHG Action Plan and Implementation Strategy	- Lack of Staff	- Created Green Advisory Task Force committee and recruited members - Committee hired consultant to prepare GHG action plan	- Complete GHG inventory - Develop GHG reduction target - Draft implementation strategy - Hold public consultations - Present plan to Task Force and Council - Identify funding sources for implementation - Complete GHG Action Plan
Queen Charlotte	Public Education		- Researched and compiled BC Hydro Power Smart Tips, anti-idling information, - Designed posters - Workshop designed	- Develop new website - Print newsletter articles - Hold workshop
	Incentives to 10 homes for ecoEnergy audits		- Researched incentive program structures	- Provide incentives and assistance to 10 homes
	Add energy efficiency and emissions reduction targets to OCP		- EnerGuide 80 standard inserted into draft OCP - Developed and reviewed objectives and policies for energy and emissions reductions	- Hold OCP public consultation
Ucluelet	Zoning Bylaw Green Checklist and other policy tools	Existing Provincial legislation limits regulating energy systems and building materials	-Hosted local green building workshop for builders and contractors -First draft of Ucluelet LEED Neighbourhood Checklist	-Design Ucluelet Green Building Guide -Identify amendments to Zoning Bylaw to include green building mechanisms and community energy planning initiatives

Local Government / First Nation	Initiative	Barriers/Challenges	Successes	Next Steps
	Information Collection & Education	Measuring items that have never been measured before	-3 District Staff attended Ecotrust Canada's Carbon Smart Workgroup -Preliminary inventory completed of District's GHGs -Staff participated in Comox Building Green, Living Green Conference	- Recommend action plan to Council and propose a CO2 abatement target level - Adjust reporting for CO2 emissions to be measured more specifically
	Integrated strategy to guide implementation of sustainability	Overlap of policy documents (OCP, ICSP, GHG, CEP) and new terminology (e.g. offsets)	-Prepared for OCP review process -Launched a wiki site that will allow people to discuss sustainability and track GHG emissions	- Hold OCP review public meetings May-July
	Wave Energy Initiative	Unknowns surrounding local energy production and legislative ability or inability to achieve this	-Two wave energy companies interested -Council support received	- Attend Local Energy Symposium to look at legal capacity and constraints post Bill 30
Whistler	Develop Online Carbon Calculator		-Online calculator developed that predicts emissions related to air and ground travel.	- Launch of calculator - Use of calculator by visitors to offset their travel GHGs

CAEE Gold Communities

In 2006/07 ten communities received CAEE Gold awards ranging from \$50,000 to \$75,000 to implement CAEE targets. CAEE Gold Communities committed to the following targets for new and existing civic buildings:

- All new buildings must demonstrate energy performance that is 25% better than the Model National Energy Code for Buildings (or EnerGuide 80 for residential); and,
- 50% of existing building floor space must be retrofitted with energy efficiency improvements that provide simple paybacks of 7 years or less through energy savings.

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Final Report 2007/08

Fraser Basin Council

In addition to committing to energy efficiency in new and existing buildings, the CAEE Gold Communities made commitments related to private sector buildings. Each community committed to implementing at least one of the following targets:

Building Sector	Energy Efficiency Target
New single family and row house residential buildings	Achieve an EnerGuide for New Houses rating of 80 by 2010, reducing average energy consumption in new homes by 32%.
New multi-unit residential buildings	Achieve energy performance of 25% better than Model National Energy Code for Building by 2010, reducing average energy consumption by 37%.
Existing single family and row house residential buildings	Reduce the energy consumption in 12% of existing buildings by an average of 17% by 2010.
Existing multi-unit residential buildings	Reduce the energy consumption in 16% of existing buildings by an average of 9% by 2010.
New industrial, commercial and institutional buildings	Achieve energy performance 25% better than Model National Energy Code for Building by 2010 and reduce the average energy consumption by 20%.
Existing industrial, commercial and institutional buildings	Reduce the energy consumption in 20% of existing buildings by an average of 14% by 2010.

CAEE Gold Project Status

This fiscal year the Gold communities began to implement their innovative projects. The following summarizes the progress of the CAEE Gold initiatives.

Local Government	Committed Target (see list above for details)	Description of CAEE Gold Initiative	Progress to Date
District of Central Saanich	New detached houses	<ul style="list-style-type: none"> • Implement OCP amendments, bylaws, policies, incentives, public education and other mechanisms 	<ul style="list-style-type: none"> • Hired consultant (Sheltair) to develop community-wide energy plan, with a focus on buildings and energy efficiency, and to identify specific policy changes. • A draft Community Energy Plan (CEP) is completed and undergoing staff review. OCP review has been in tandem with the CEP. • The CEP will go to council June 9th along with the OCP.
Dawson Creek	Existing ICI ¹ buildings	<ul style="list-style-type: none"> • Hire a building owner/manager liaison • Develop tools to promote participation in the BOMA Go-Green program (energy audits, retrofits, management plans, labeling) • Research solar energy potential in commercial buildings 	<ul style="list-style-type: none"> • Proposal originally for \$200,000, but received \$50,000 from Gold award. Scaled back project. • Completed a solar energy feasibility study with UVic. Determined solar potential is high for Dawson Creek's commercial buildings, especially hotels. • Will be taking research findings to BOMA and BC Hydro to pursue implementation
Regional	All six	<ul style="list-style-type: none"> • Develop partnerships with member 	<ul style="list-style-type: none"> • Hired a sustainability coordinator to

¹ Institutional, commercial and industrial

District of Nanaimo		<p>municipalities (Nanaimo, Parksville, Qualicum, Lantzville) industry associations, utilities, others</p> <ul style="list-style-type: none"> • Provide incentives for green buildings – expedited permitting system, lower fees, density bonusing 	<p>coordinate all activities with RDN and member municipalities.</p> <ul style="list-style-type: none"> • Developing first component of the Green Buildings Plan (Assessment of Green Buildings Opportunities in the region). • Staff considering seeking endorsement of targets by member municipalities.
City of North Vancouver	Existing MURB ²	<ul style="list-style-type: none"> • Developing a feasibility study for connection of existing low-rise apartments into Lonsdale district energy system. 	<ul style="list-style-type: none"> • Explored hiring internally for project, but union restrictions were a barrier for filling the position internally. • Hired a consultant to develop feasibility study (Compass Resource Management). Will complete feasibility study by the fall.
District of North Vancouver	New MURB and ICI buildings	<ul style="list-style-type: none"> • Develop a Green Building Strategy • Draft amendments to zoning and building bylaws to remove impediments to energy efficiency • Develop incentives for energy efficiency • Develop a project review checklist that incorporates green building features 	<ul style="list-style-type: none"> • Hired consultant (Sustainable Lighthouse Centre & Pembina) to develop Green Building Strategy for District of North Vancouver. • Consultants will review policies, bylaws and incentive program options. • Developing a checklist • Researching measures for single-family housing. • Held consultations with practitioners • Presentation to council slated for October
Port Moody	5 of 6, except for existing detached	<ul style="list-style-type: none"> • Assessment of energy efficiency opportunities and partnerships for existing 	<ul style="list-style-type: none"> • Beginning building energy efficiency assessments.

² Multi-unit residential buildings

Community Action on Energy and Emissions (CAEE)

Final Report 2007/08

Fraser Basin Council

	houses	<p>and new commercial and industrial buildings and new residential buildings</p> <ul style="list-style-type: none"> • Assessment of financial incentives • Training and education for staff to support CAEE targets • Corporate monitoring and reporting • Pre-feasibility costs for energy efficient library and public works buildings (minimum standard is 25% below MNEC) • Hard costs for corporate retrofits as per 2004 Corporate Energy Plan (lighting redesign and controls in one building) 	<ul style="list-style-type: none"> • Still in early stages of development of community-wide programs. • Some project delays due to staff shortages.
District of Saanich	All six	<ul style="list-style-type: none"> • Establish a priority for building permit applications designated as “green files” • Budget permitting, hire a certified Energy Advisor to provide free support to builders and renovators on energy efficiency • Establish a 30% rebate on building permit fees for new dwellings that meet Built Green Gold, EGH 80 or R2000 	<ul style="list-style-type: none"> • Established green building permit application process • Trained building inspectors in green building certification process and more inspectors will be hired. • Contracted City Green to provide Energy Advisory services • Issued vouchers to 56 applicants for City Green energy advisory services; 23 applicants used City Green’s services; 8 plans have been modeled as a result • Have established rebate program and expect 30 applicants to the program this fall. Some lag time due to length of permit process.
Salt Spring Island	New and existing detached houses	<ul style="list-style-type: none"> • Establish a “density bonus” regulation under the Island Trust zoning bylaw that 	<ul style="list-style-type: none"> • Hired consultant (Pembina) to develop Policy Options, Implications, and

(Islands Trust)		<p>would permit a larger residential building size if constructed with higher energy performance standards</p> <ul style="list-style-type: none"> • Complete sustainability checklist • Explore feasibility of reduced permit fees, amenity zoning for energy efficiency, changes to development cost charges, and development permit areas 	<p>Recommendations.</p> <ul style="list-style-type: none"> • Steering Committee and consultants have identified key research areas. • Consultant has developed detailed work plan for development of policies, bylaw changes, sustainability checklist etc. • First draft of consultant recommendations will be done in summer.
District of Squamish	All six	<ul style="list-style-type: none"> • Project linked to two streams in the Squamish Community Energy Action Plan: a) Energy Innovation Policies and Catalyst Project Planning, and b) Energy Efficiency in Building Policies • Develop policies and tools for coordinating the “Smart Growth on the Block” catalyst project • Develop policies to support energy efficiency in new buildings – e.g., smart metering requirement • Draft green scorecard for all re-zoning and development permit area applications • Research collaborative policies for existing buildings – focusing on seniors and public housing units 	<ul style="list-style-type: none"> • Holland Barrs Lanarc and Associates hired to develop strategies for Community Energy Action Plan. • 6 stakeholder workshops on: Small Scale Electricity, District Energy Systems, New Buildings, Municipal Buildings, Sustainability Block Project and a Multi-Modal Transportation Hub. • Priorities and project locations have been identified in the workshops. • Reports on each stream will be compiled by the fall.
Vancouver	New ICI and new MURB	<ul style="list-style-type: none"> • Pursue regulatory changes to the Vancouver Building Bylaw to exceed the referenced standard by a further 12%-15% to bring the energy performance to the 	<ul style="list-style-type: none"> • Hired Tim Ryce, Engineer to write building codes • Code includes EnerGuide 80 for single family homes and ASHRAE 90.1 2007

		Provincial target	for ICI's and MURB's <ul style="list-style-type: none"> • Held public consultations and workshops on Green Building Strategy • Developed Green Building Strategy • Drafted changes to Building Code will go to council in June. • Will work with Cascadia to develop a website to share code with other municipalities pursuing code changes
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The feedback from the Gold communities indicates that staff shortages are a reoccurring barrier for the CAEE projects. As well several communities re-stated that there are restrictions in provincial policies that reduce what their community can pursue. However, communities have over come these barriers through hiring consultants and researching innovative policy changes within the current provincial context. As a result the Gold initiatives are progressing and most aim to be completed by fall 2008.