

Industry Practices:
*What's Happening at
Municipalities*

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Presentation Overview

- Defining a Municipality
- EMS Mandates for Municipalities
- Level of Canadian EMS Use
- Challenges & Benefits
- Summary



Defining a Municipality

- What is a Municipality?
 - How big is the organization?
 - What activities do they undertake?
 - What is their legacy?
 - What is their knowledge base?



Defining Size

- Municipalities come in all sizes:

(Approximate values)

	Popn.	Op. Budget
Toronto	2,500,000	\$6.6B
Calgary	900,000	\$1.4B
Saint John's	100,000	\$138M
Whistler	10,000*	\$40M

* Also 10,000 second home owners and 24,000 rental beds available



Defining Activities

- Wide ranging activities based on community needs:

Water Supply

Fire Services

Wastewater Treatment

Parks

Waste Collection

Golf Courses

Recycling / Disposal

EMS / Ambulance

Planning

Fleet Maintenance

Transportation

Recreation Facilities

Road Construction

Public Health Services

Bylaw Enforcement

Community Housing



Defining Legacy

- Municipalities are old organizations
- Size based on community growth and expectations
- Stable vs. unstable based on 3-year election results
- Conflict between political views and fiscal / operational responsibility



Defining Knowledge Base

- Diverse Workforce
 - Professional to Blue Collar
 - Average employee age higher
 - Multi-decade experience common
 - Unknown skills in other Departments



EMS Mandate

- Self motivated mandates
- Federation of Canadian Municipalities
- Numerous environmental and sustainability Initiatives in Municipal sector
- Operation/activity specific



Mandate - Self Motivated

- Number one reasons for EMS*:
 - Improved performance/operations
 - Due diligence/legal compliance
- Most likely EMS focus*:
 - Water Supply / Wastewater
 - Solid Waste Operations

* Municipal Environmental Management Systems Benchmarking
Survey Results, City of Toronto, 2004



Mandate - FCM

Sustainable Communities:

- live within carrying capacity of natural resources;
- employ environmentally responsible policies;
- address quality of life while minimizing environmental impact.



Mandate - FCM

- Be a sustainable community → be environmentally responsible.
- Be fiscally responsible and exercise good governance.
 - Recognize that cost of protecting the environment is dwarfed by the long-term cost of not protecting it.
 - Due diligence requires a systematic approach to management



Mandate - FCM

- Sustainable communities manage environmental aspects thru an integrated, systems approach... →
- Environmental Management Systems (EMS) are specifically identified as one of the tools that municipalities can employ to meet their environmental commitments.



Env. / Sust. Initiatives

- Initiatives:
 - Infraguide - EMS and other environmental / sustainability topics
 - Natural Step
 - Smart Growth on the Ground
 - Green Procurement - P2
 - Many other local mandates and motivators



Level of Canadian EMS Use

- 26 are working on EMS*
- 9 have at least one operation registered*
- Only Calgary has City-wide registered EMS
- 8 are in planning stage*
- FCM has over 1000 members

* Municipal Environmental Management Systems Benchmarking Survey Results, City of Toronto, 2004



Challenges

- Where to start
- Difficult to allocate funds to prevention strategies
- Complex web of responsibilities
- Avoiding the compliance trap
- Continually changing org. focus
 - Long term vision
 - Short term response



Opportunities

- Public/Stakeholder Accountability
- Drives Municipality towards mgmt system structure for all business
- Lead by example
 - Community and Businesses
 - Other Government
- Reduced insurance & lending costs*

* Municipal Environmental Management Systems Benchmarking Survey Results, City of Toronto, 2004



Example - Town of Banff

" per TOB: ... a sustainable community is environmentally and fiscally responsible, and preserves or improves quality of life without compromising the ability of future generations to meet their own needs."

The [Environmental Stewardship Policy](#) is a lynch-pin that helps link the sustainability imperative to the Town's operations via the EMS.

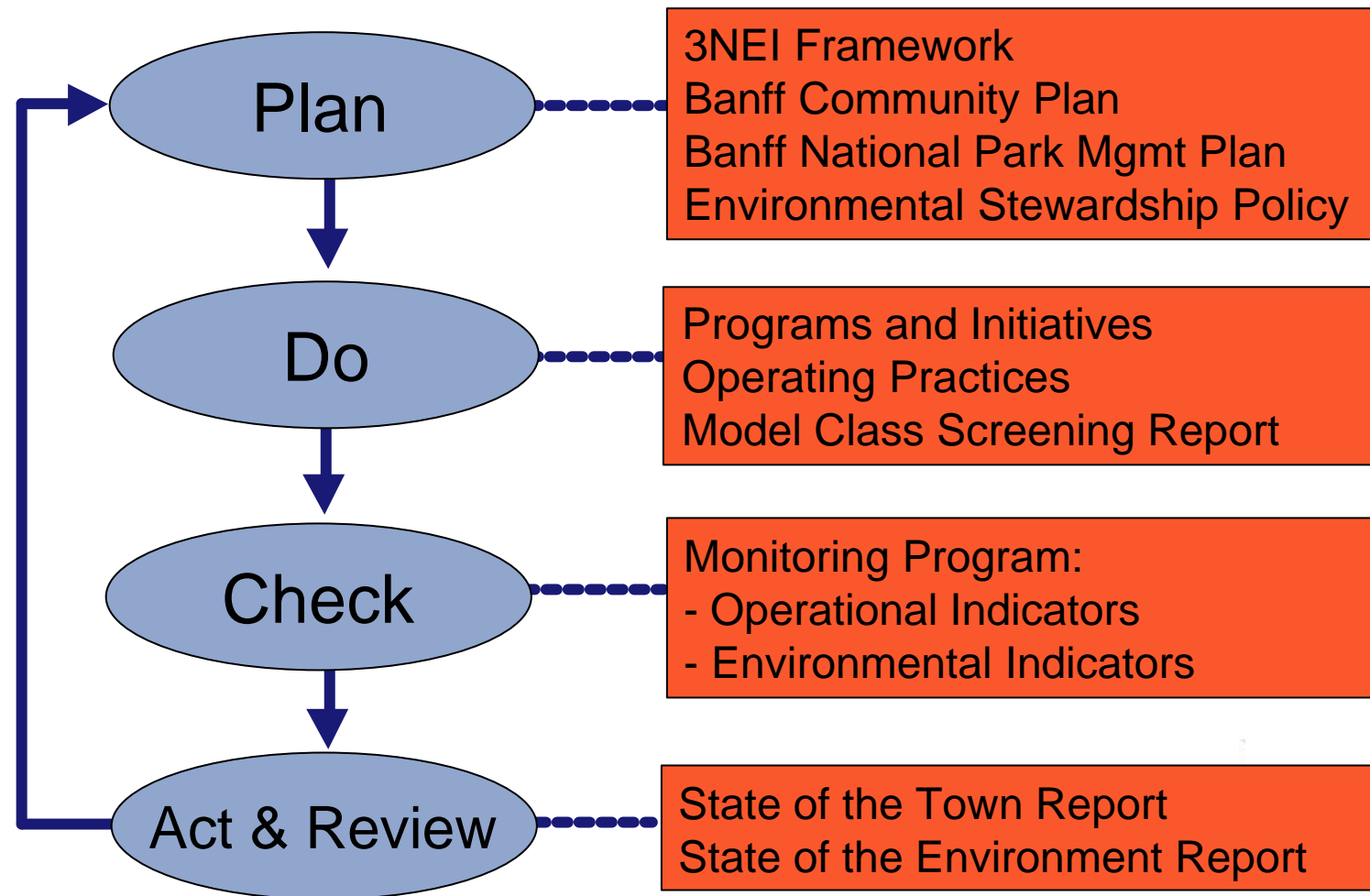


Banff: Commitment → Action

- A commitment to prevention of pollution is embedded in the Environmental Stewardship Policy.
- The EMS provides the organizational and operational capacity to translate the policy commitment into action, and to follow-up on performance.



Aligning Management Activity



Summary

- Municipalities are diverse
- Many initiatives for this sector
- Uptake has been slow and focused on specific operations
- EMS needs to be specific to management structure and organizational culture



Wrap Up

- Thank you for listening!
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