



SUSTAINABILITY SOLUTIONS GROUP

2014 Sustainability Assessment



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Table of Contents

EXECUTIVE SUMMARY	1
INTRODUCTION	2
Methodology	4
ORGANIZATIONAL PROFILE	6
SSG 2014 SUSTAINABILITY ASSESSMENT	13
Section One: Toward co-operation, collaboration and community	14
Section Two: Toward healthy workplace, healthy lives	19
Section Three: Toward diversity, equity and justice	24
Section Four: Towards ecological sustainability	25
Section Five: And what about our financial sustainability	29
CONCLUSION	36
PROJECTS	38
APPENDIX I: INDICATOR DATA OVERVIEW	44
APPENDIX II: MEMBERS AND FTE TOTAL HOURS	46
APPENDIX III: ECOLOGICAL DATA	46
REFERENCES	47

Affordable housing at 188 East 1st Ave, LEED certified by SSG

EXECUTIVE SUMMARY



INTRODUCTION

We are dedicated to continuously improving the sustainability of our co-operative. Conducting and publishing annual sustainability assessments is a way for us to be transparent about our operations and accountable to our members, associate members, clients, partners and the broader community. Over the past year, SSG has engaged key stakeholders in this process, reviewed the targets set out in our last review in 2011, and confirmed that our policies and practices are still relevant and represent best practice.

Our annual sustainability assessments help us analyze our operations and set specific targets to improve our socio-economic and ecological performance. As such, this assessment report is also a resource for internal decision-making. Following the style of our work, we collect data to inform our creative processes, and we go beyond simply measuring and reporting. As a nimble organization, we can adapt and achieve our targets and ensure that each member is empowered in the process.

To inspire cultural change: The aim for this report is to engage and inspire members and other organizations to track and report the social, ecological and economic impacts of their operations.

HIGHLIGHTS

Awards

SSG recently won awards for a variety of projects across Canada:

- Community Energy Association's **2014 Community Planning and Development Gold Award** for the North Cowichan Climate Action and Energy Plan.
- **Planning Institute of British Columbia (PIBC) Research & New Directions in Planning Award** and Policy Planning for Small Town and Rural Areas Gold Award for the Sea Level Rise Primer.
- **Planning Institute of British Columbia (PIBC) 2014 Excellence in Planning Practice** – Small Town & Rural Areas Silver Award for the North Cowichan Climate Action and Energy Plan.
- **Canadian Institute of Planners Excellence in Planning Natural Systems Planning** (as part of a project led by Arlington Group) for the Sea Level Rise Primer.

Members

- **50%** of SSG strongly agree, and the rest agree that the output of their work is inline with their values.
- Similarly, **50%** strongly agree and 50% agree that they feel empowered by the team to take initiative.
- **100%** of workers have medical insurance provided by the cooperative

Associates and Partners

73% of Associates felt their opinions, perspectives, ideas, thoughts, and values were respected during their collaboration with SSG.

Clients

- **87%** of clients surveyed said they would highly recommend SSG
- We worked with **22** communities, **seven** research-led organisations and **two** international agencies this year.

Community

- We developed **stronger links** with the local community in our home environments, such as Imayla CIC and the Community Kitchen in Bristol, Waldegrave Farm in Tatamagouche and JungleKeepers in Montreal.
- Staff developed new skills and knowledge through pro-bono **work for charities** including International Cooperative Alliance, the HiVE social impact coworking space, Canadian Workers Cooperative Federation, Cooperatives UK, Waldegrave Farm, FreeSchool, 350.org and Edeyo Foundation

Business development

- A **rebrand** with new visual identity and website was completed
- SSG opened an **Office of Research** and started an advocacy arm in the lead up to Paris COP21: **Pathway to Paris**
- SSG opened a new **office in Europe** to develop partnerships and knowledge exchange between Canada, UK and Europe.

"Very transferable. All communities should do this." PIBC Awards 2014



WE HAVE PROVIDED LEED CERTIFICATION FOR SIX PROJECTS WITH 591 UNITS AND 31,071 M² OF SOCIAL HOUSING.

OUR CLIMATE ACTION PLANS REACHED 5,615,820 PEOPLE ACROSS CANADA IN 22 COMMUNITIES.

OUR SUSTAINABILITY STRATEGIES FOR GHG REDUCTION REACHED 850 COOPERATIVES, 567 OF THEM HOUSING COOPERATIVES IN CANADA.

Figure 1. Green Roof on Prelude City Homes, one of SSG's LEED projects.

METHODOLOGY

ABOUT THIS REPORT

This report covers the period from the 1st of January to the 31st of December 2014. It is an abridged version of the assessment to make it useful and accessible to read and understand. There was no assessment carried out for 2012 and 2013, and as a result, improvements have been made to ensure we continue to document and report our impact.

WHO'S INCLUDED

To calculate our full time staff equivalent (FTE), we have four full time and four part time workers, thus our FTE is 4.7.

During the reporting period, the SSG team had three active worker members: Rebecca Foon, Jeremy Murphy and Yuill Herbert. Julia Meyer-MacDonald became a full time staff member in 2014 and is expected to be a worker member in 2015. Additional staff include: Paul Gregory (Director of Business Development), Berta Gaulke (Director of Finance) and Petronella Tyson (Director of Operations).

All worker members and part time staff are included in the total FTE count. SSG worked with eleven associate members, in particular Mel de Jager and Rob Newell in 2014 who later became employees. All current SSG associate members are listed on the SSG website.

ASSESSMENT FRAMEWORK AND INDICATORS NOTES

Indicators

Surveys were sent to clients, collaborators (partners and subcontractors), associate and worker members who we worked with in 2014.

Data

Quantitative data for this report was obtained by reviewing internal records. Qualitative data was obtained by circulating a survey to worker members.

Sources of error

SSG continues to fine-tune its management and information systems which increases efficiency and accuracy of record keeping. Worker members' consistency in reporting accurate indicator information is a potential source of error.



Figure 2. Online Surveys that were distributed to clients, members, and associate members.



ORGANIZATIONAL PROFILE

SSG is a collective of Canada's leading sustainability professionals. We are an innovative worker's cooperative that collaborates with clients to develop meaningful, creative strategies to integrate ecological, economic and social sustainability in their projects, organizations and communities. We pride ourselves in working closely with our clients to achieve real, on the ground social and ecological change through projects of unusual integrity.

As a team, we demonstrate that the whole is much more than the sum of its parts - we build on each other's experiences, enthusiasm, skills and innovation to create projects of unusual integrity. SSG's approach to our work is unique because it embodies the following principles:

- Action-focused
- Based on solid theory
- Considers the whole picture
- Participatory in design and implementation
- Fosters social change
- Takes care of the commons

As SSG members, we believe that a transparent, comprehensive, integrated and long-term approach to planning and decision-making is the best way to achieve our goals. Our sustainability assessments, which are undertaken on an annual basis, allow us to reflect on our ecological, social and economic impacts. It also enables us to share both successes and challenges with the people we work with and the broader community.

OUR VISION

"A WORLD OF HEALTHY, JUST AND SUSTAINABLE COMMUNITIES."

OUR MISSION

"TO CREATE MEANINGFUL WORK FOR OUR MEMBERS."

SUSTAINABILITY

We understand sustainability as an ongoing process, rather than a static outcome. Each project is an iteration, the next is always our most progressive work yet.

Our projects create the means to allow a community to continuously improve on addressing major societal challenges such as climate change, economic and social inequities, human health, ecosystem decline, and sustainable community development. We work to produce sustainability outcomes of unusual integrity.

We work with those who can enable the greatest positive change:

- Local Governments
- Educational Institutions
- Design Teams
- Communities

We hold Membership in the following organizations:

- British Columbia Co-operative Association (BCCA)
- Canadian Workers Co-operative Federation (CWCF)
- Canada Green Building Council
- Cascadia Green Building Council
- Climate Action Network (Can-net)
- Cooperatives and Mutuals Canada
- Cooperatives UK
- Vancity Credit Union
- Desjardins Credit Union

SSG MEMBER VALUES

WE WANT TO MAKE A DIFFERENCE;

WE BELIEVE THAT SOCIETY NEEDS BETTER WAYS TO DO BUSINESS;

WE WANT MEANINGFUL LIVES AND WORK;

WE BELIEVE IN FAIRNESS AND RESPECT TO THOSE PRESENT TODAY AND TO FUTURE GENERATIONS;

WE WANT TO INCREASE THE SUSTAINABILITY OF COMMUNITIES, TO MAKE THE WORLD MORE SUSTAINABLE AND EQUITABLE;

WE BELIEVE THAT WE HAVE A RESPONSIBILITY TO DO OUR VERY BEST; AND,

WE WANT TO HAVE A POSITIVE IMPACT, TO ADDRESS THE ROOT CAUSES OF SOCIETAL PROBLEMS.

ORGANIZATION AND DECISION MAKING

SSG has a flat, horizontal structure. All worker members and staff earn the same salary for the hours that they work. Worker members share the responsibility of co-op decision-making and governance. Consensus-based decision-making is used for governance and operation.

SSG AT WORK

Organizational Indicators	2005	2006	2007	2008	2009	2010	2011	2014
1. Total number of projects	7	30	36	26	38	37	30	33
2. Number of clients	3	19	23	24	40	33	20	26
3. Number of active associate members	0	3	8	5	12	20	14	43
4. Total full-time equivalents (FTE's)	0.30	2.72	3.97	3.80	4.16	4.82	4.05	4.7

**Note: the FTE calculation is based on all hours worked by worker members and employees.*

TERMS

Worker members ('members'): those who have contributed a member share to the co-op in the form of 200 hours of sweat equity labour.

Non-member employees: those who either work less than 0.5 FTE or have contractual arrangements.

Active and inactive members: active members participate in decision making on changing share structure, dissolving the co-op, changing decision-making processes, going into debt, or hiring/firing a worker member. Members on leave are inactive and may choose not to participate in such decisions.

Associate members (AMs): those who work on a contractual basis with SSG, both on billable contract work and internal/advocacy (non-billable) projects. Associate members are values-aligned partners who are our go-to people for certain skills and experience.

Subcontractors: organizations and individuals we partner with for projects who are not part of our co-operative but with whom there is a formal complementary relationship. There are five organizations with which we collaborate frequently, based on their location and/or skill base.

Active associate members	11
Active subcontractors	2
Hours worked by worker members (3)	6,082
Hours worked by FTE (4.7)	3,574
Hours worked by associate members	1,259
Total hours worked by all SSG members	7,341
Percentage of total hours worked by associate members	17.4%

MEMBERS

SSG began 2014 with three full-time worker members and five employees (three part-time, two full time). There were three full time non-members, one of whom is working towards membership and two part time in finance and business development. As we have more employees than worker members, we have used Full Time Employee (FTE) calculation through the rest of the report, 4.7 FTE.²⁰

ASSOCIATE MEMBERS

"It has been an absolute pleasure working with my colleagues at SSG, in terms of my own learning, the contribution I feel I can make to the projects and the level of respect and collegiality."

Of the eleven active associate members, two worked on internal SSG projects and 10 contributed to billable client work. SSG associate members conducted 17% of the total work hours for 2014.

"Really proud to be associated with the members of SSG"

²⁰ FTE calculation made here www.anfponline.org/Resources/DMAResources/calculate_FTEs.shtml

SSG CLIENTS AND PROJECTS

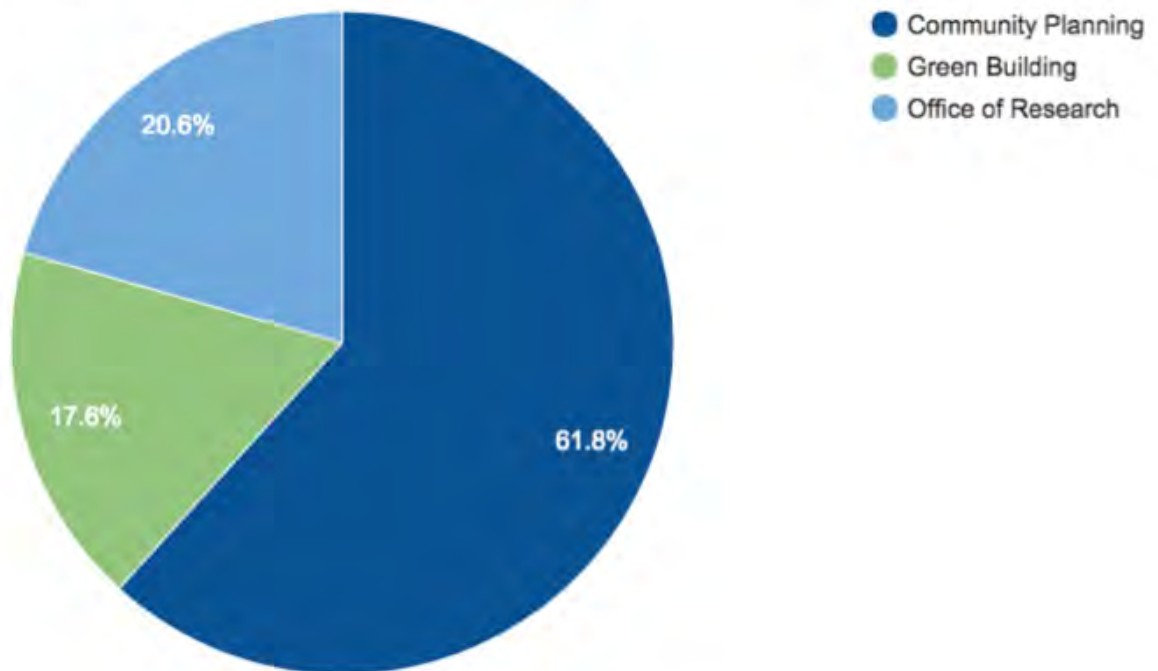
The number of projects (billable contracts) increased from 30 in 2011 to 33 in 2014. This follows a trend since 2009 for following larger scale projects, that have longer contracts and thus even as our capabilities increase, the number of projects do not.

Below is a list of the 2014 projects with the contracting client organised by our service area

Name of the project	Client
Community Planning	
Exploring GHG reduction strategies	Agency for Cooperative Housing
Waste and Energy Policy Assessment	BC Ministry of Environment
Climate Action Regional Sub Strategy	Capital Regional District
Yellowknife Community Energy Inventory	City of Yellowknife
Delta Agriculture Flooding Preparedness & Mitigation Pilot Project	Delta Farmers' Institute
Energy Audits and Retrofits	Department of Fisheries and Oceans
Health Planning workshop	District of Squamish
Sustainability Advisory Services	International Co-operative Alliance (ICA)
Bonsall Creek Watershed Management Plan	Municipality of North Cowichan
Future Oxford	Oxford County
CSRD Agricultural Strategy	Regional District of Columbia Shuswap
Official Community Plan + Climate Change Action Plan	Regional District of Comox Valley
Enhancing Food Processing in the CVRD	Cowichan Valley Regional District
Agriculture Extreme Weather Event Preparedness & Climate Change Mitigation Pilot Project	Cowichan Valley Regional District
Sustainable Community Development Simulation Model	Royal Roads University
Exploring Pathways: Deep Energy and Greenhouse Gas Emissions Reductions (for three major cities in BC)	Royal Roads University and BC Hydro
BC Case Studies: Adaptation planning: the local government experience in BC Sea Level Rise in BC: mobilizing science into action	Royal Roads University
Update of Existing Environmental and Energy Action Plans	Town of Caledon
Community Energy Plan	Town of Halton Hills
Corporate Energy Management Plan	Town of Whitby
VSB Environmental Audit	Vancouver School Board
Green Building	
Abbott St (LEED certification)	BC Housing and Atira Women's Society
6311 Cambie (LEED certification)	Cedar Developments
Howe St (LEED certification)	BC Housing and McLaren Housing Society
Princess St (LEED certification)	BC Housing and Portland Housing Society
East 1st (LEED certification)	BC Housing and Lookout Emergency Aid Society
Wesley St. (LEED certification)	Canadian Mental Health Association

Name of the project	Client
Office of Research	
Investigating strategies for floodplain mapping	BC Real Estate Association
Advising sustainability initiatives	Canadian Standards Association
Plan4DE: Reducing greenhouse gas emissions and energy consumption by optimizing urban form for district energy	International Energy Agency (IEA)
Mayor's meeting MC3	Royal Roads University
Solutions Agenda	Royal Roads University
BC Hydro Case Studies	Royal Roads University, BC Hydro
HealthProof Tool development	Scientific Research and Experimental Development (SR&ED)

Percentage of projects in our service areas





SSG 2014 SUSTAINABILITY ASSESSMENT

Section One: Toward co-operation, collaboration and community

We open our assessment with a review of our work including the extent of our collaboration and the impact of that work on our members and on the wider community.

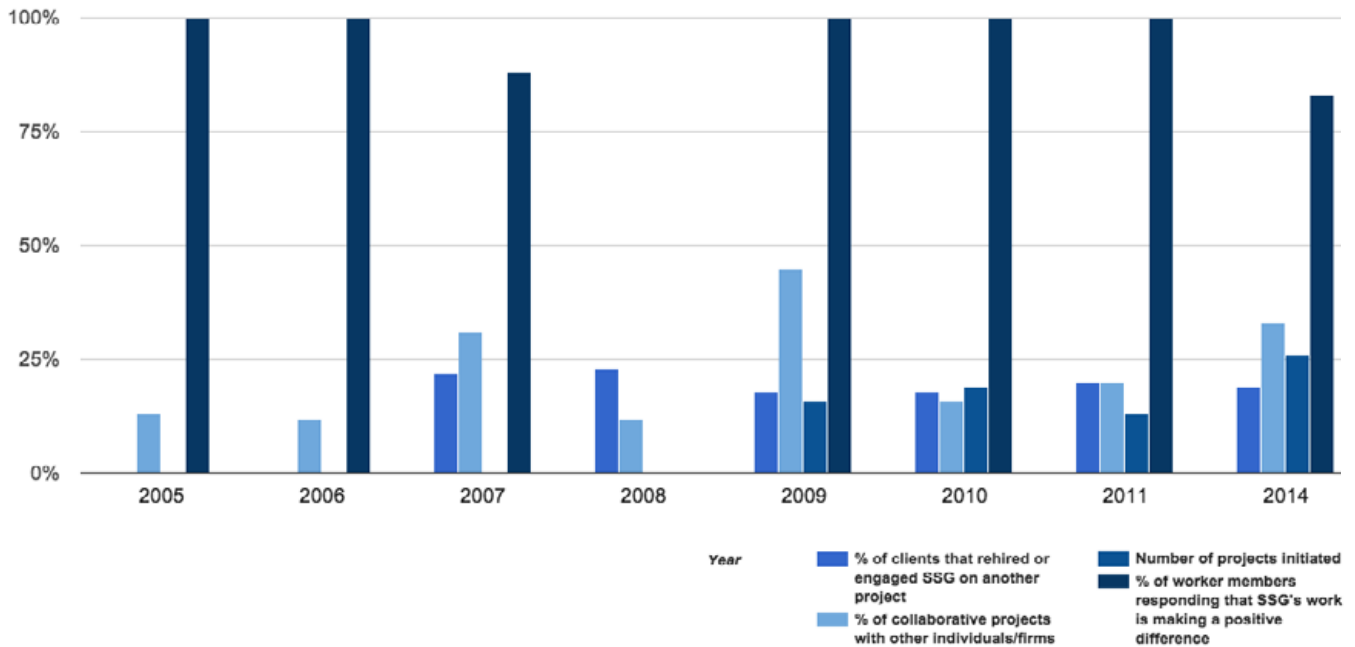
We use online software to help record and then report our outputs for the year. This year we have improved our management and evaluation systems, contact management and end of year reporting. This helps us record the types of work we are doing, for whom and with whom so we can assess what is emerging, where to focus and where to disengage. We can also assess where our team works effectively and where it needs refinement. Section Two and Section Four both start with recommendations from the last assessment, and the progress since then.

Section 1 Indicators	2005	2006	2007	2008	2009	2010	2011	2014
1. Percent of revenue or dollar amount to community support fund	10%	10%	11%	5%	1.4%	0.4%	0.7%	N/A
2. Percent of projects engaging more than one FTE	0	74%	69%	45%	58%	30%	33%	79%
3. Percent of collaborative projects with other individuals/firms	13%	12%	31%	12%	45%	16%	20%	33%
4. Number of projects SSG initiated (%)	-	1	1	0	6	7	4	8
5. Number of SSG presentations per FTE	0.20	2.6	3	3.9	1.9	3.5	1.5	5.5
6.. Percent of FTE responding that SSG's work is making a positive difference	100%	100%	88%	n/s	100%	100%	100%	83%
7. Percent of clients and subcontractors responding that SSG's work is making a positive difference	70%	100%	100%	n/s	90%	n/s	n/s	100%
8. Average rate of clients and subcontractor satisfaction	-	82%	74%	n/s	75%	n/s	n/s	76%
9. Percent of clients that rehired or engaged SSG on another project	-	-	22%	23%	18%	18%	20%	18%
10. Number of interactions with SSG's work (millions)	-	-	-	-	-	-	-	1.3

n/s = not surveyed

This graph (Chart I) shows where SSG's strengths are: "making a positive difference" for one, and where we need to improve in such as rehiring our service. Over the years, the percentage distribution has remained steady and largely unchanged. Some values are missing where we have added new indicators over the years or the data was not collected.

Chart I: Co-operation, collaboration and community



We have chosen these indicators that we think most accurately measure the best of our work, the style of our work and the approach we aspire to work in, and thus we measure it to help us strengthen this course.

1. Community support fund

SSG's existing donation strategy is to reinvest 2% of before-tax revenues into grassroots, community based organizations, in line with the '1% for the planet' movement. Maintaining 2% of revenues allocated to the fund has been challenging for budget priority reasons. Also, as SSG's overall revenue has continued to increase, the resultant higher community support funding amounts require more administrative capacity.

"We knew that in order to get a platinum plan, we needed an innovative community planning consultant. We engaged Sustainability Solutions Group who are strong in both technological innovation and community engagement. We used a variety of amazing in-person and online engagement tools with over 400 people participating."

2. Projects engaging more than one FTE

In 2014, 79% of projects involved more than one FTE, up from 33% in 2011. 27% of those projects had three or more FTEs contributing. This enhances the creativity and depth of outputs in our projects.

3. Collaborative work

Collaboration with other organizations or companies increased from 20% in 2011 to 33% in 2014. This 13% jump is attributed to formalizing more of our relationships as we expand our networks across Canada, exploring more of our research capabilities, and taking a project member lead on collaborative projects.

4. Internal SSG initiated projects

SSG initiated eight internal projects in 2014 representing 24% of all projects. This is double since 2011, reversing a downward trend and one we seek to build on still with our new Office of Research and brand.

Presentations delivered by SSG in 2014.

Host	Topic	Attendees
QUEST conference	Panel on Green Building and Energy Use	40
Hosting Hub social enterprise networking	The ethos of SSG and our partnership plans	80
BC Coop Association	SSG and co-operatives	100
Simon Fraser University RISE competition finalists	Our RISE competition entry	125
SMU Coop Tools	Sustainability Reporting and Co-operatives	100

5. Presentations

SSG delivered twenty-six presentations in 2014, a significant increase from six presentations in 2011, to a total of 1800 people in audience. The following table give examples of host organizations and a brief description of the presentation content. Topics ranged from sustainability, education, cooperatives, green building and community energy finance.

6. Making a positive difference.

In 2014, 83% of FTE responded that SSG's work is making a positive difference via our survey (see Appendix).

7. Clients and subcontractor responding that SSG's work is making a positive difference

The responses we received from our clients for 2014 were all positive under this indicator.

8. Average rate of clients and subcontractor satisfaction

Three separate surveys were sent out to our clients and subcontractors.

From our clients, feedback varied from promotional to concerns around our project management and communication to those that were generally inspired by our our service. Communications and project management systems are areas of constant improvement.

The comment on "competing interests" is really interesting, and one we intend to investigate.

"Although time consuming, the consensus process employed by SSG encourages respectful listening."

"We had a great experience working with SSG and staff found the facilitation they did for us both informative and fun!"

"Very transferable. All communities should do this."

"This project seemed to be a challenge. I believe we were expecting more expertise. Communications were a challenge sometimes (both ways) and it took longer than either side expected to get satisfactory products."

"This is the best public process we've seen. We're going to adopt this model for our future consultations."

"SSG members vary in their organizational competence, meeting deadlines, and proactively responding, sometimes with competing interests."

"One of the best agricultural strategies I have [sic] seen."

"British Columbia and a number of BC communities have certainly benefited from a range of climate action projects undertaken by SSG. From my community-based mitigation perspective, the North Cowichan Climate Action and Energy Plan was an exemplary piece of work, as were many other efforts not noted below: including SSG's GHGProof community energy and emissions modelling tool; 'Transformational Change: LG Pathways to 2050'; and a recent comprehensive 'waste and energy' analysis.

I, for one, look forward to keeping in touch with SSG, including our forthcoming partnership on the International Energy Agency-sponsored Plan4DE project, and SSG's active work on the forthcoming CRD Climate Action Blueprint. SSG is also a unique organization in Canada, with a structure that should be replicated in other countries around the world, to the betterment of those jurisdictions."

"Thanks for all the good work!"

9. % of clients in assessment year that have rehired or engaged SSG on another project.

The percentage of total clients that rehired SSG is down 19% for 2014 from 2011 numbers. Yet, the number of clients that rehired SSG in 2014 is six, the same as in 2011 and 2010. We aim to increase rehires via business development, whilst reconciling with the nature of bidding on RFPs.

10. Our reach

The table below shows our external activity and the wider impact we have had across different avenues, indirectly and directly.

Table showing our reach via social media and press for the year 2014.

Social Media	Number of people	Press	Number of people
Twitter	185 new followers	Oxford County website	118,000
Facebook	88 new followers	Corporate Knights	125,000
Mailchimp (SSG Newsletter)	300 subscribers	Chronicle Herald	435,000
Unique website visits	36,663	IEA	360
		Award Magazine (Howe St project)	30,000
		Cowichan Valley Citizen	500,000
		RRU Resource +	100,000
		Vancouver Observer	51,000
		Jack FM, Nova Scotia	20,787
Sub Total	37,236	Sub total	1,262,147
Total reach			1,299,383



OUR TOTAL IMPACT REACHED IN GIVING PRESENTATIONS
AND REACHING PEOPLE DIRECTLY, TO MEDIA AND OUR OWN
FOLLOWERS WAS:

1,800 PRESENTATIONS
+ 37,236 REACH ON SOCIAL MEDIA
+ 1,262,147 PRESS READERSHIP

= **1,301,183 PEOPLE**

DISCUSSION AND ANALYSIS

SSG continues to be involved in its community by giving presentations, working pro bono for cooperative associations and organizations, and attending conferences across Canada and UK.

While an evaluation process with clients, partners and contractors exists, it needs to be refined, although these tools and processes were only developed this year. The goal is to systematically implement this evaluation process and then have a regular discussion as a team in our meetings to share and learn.

Our total impact reached in giving presentations and reaching people directly, to media and our own followers was:

1,800 presentations + 37,236 reach on social media + 1,262,147 press readership = 1,301,183 people

This excludes the work from our community engagement for our projects. A recommendation for 2015 is to collect more data from our public events and workshops.

Section Two: Toward healthy workplace, healthy lives

Our values lie predominantly in providing meaningful work for our workers, and ensuring that each worker is fulfilled, empowered to live independently of their work thanks to the nature of our organisational structure, and with responsibility for the direction of the business by their decision making capabilities. A survey (see Appendix) was sent to FTE's with two sections, one on work-life balance and another around well being in the workplace.

An observation from the previous report in 2011 was:

Members often bring work home, do overtime, are stressed or worried by work, and that the work pressures often interfere with their personal lives.

The recommendations were:

“Create a space where it is possible to tell the others that you are overloaded with work, share the work with the others and set priorities for what needs to be done. We started that process once when everyone looked at everyone's workplan, this should happen at least once a month.”

OUTCOME:

The feeling from the staff is much improved with 6.4 in 2011 to 8.2 in 2014 with an 18% increase in favour of a more balanced work style.

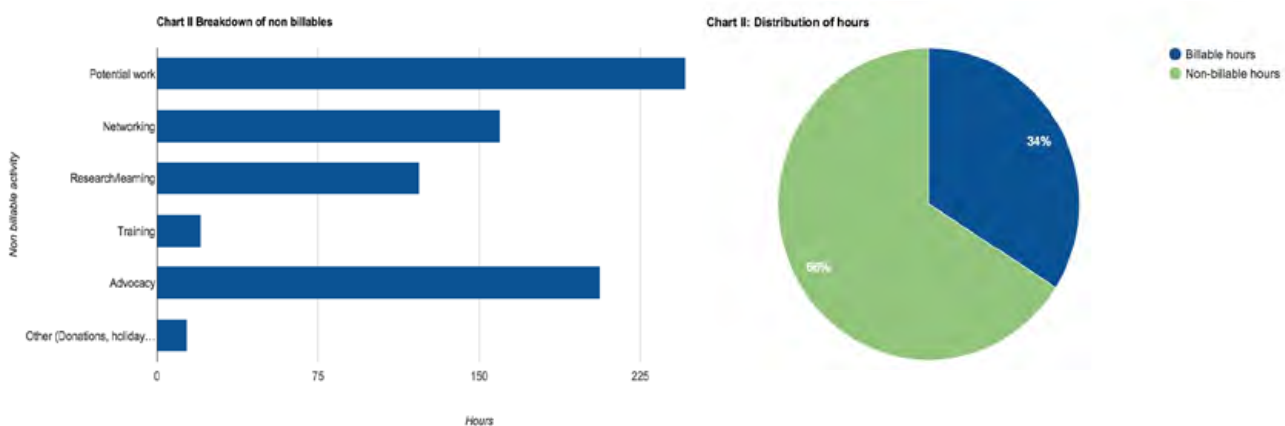
The practice recommended above did not stick. We are looking at platforms that help us forecast our time, who is booked on projects in advance and ensure the culture of our organisation allows for staff to be open about this, share and be supported. Our check-ins help this, but increased facilitation with check-outs could be included on our calls and peer reviews.

REFLECTIVE QUESTIONS TO THINK ABOUT:

Why are we experiencing overtime? Do projects take much more time than it was planned? How can we make sure that projects are done on time or how can we better estimate how many hours are needed for a project? Is it due to the coop administration? How do we deal with overtime? Do we allow people to do as much overtime as they want? (In 2011, 39% of hours were billable hours) What are the most stressful times in the job? How can we help each other to deal with those times?

Section 2 Indicators	2005	2006	2007	2008	2009	2010	2011	2014
11. The extra: percent of hours dedicated to developing workers, our campaigns and overtime		9%	12%	12%	10%	5%	n/a	15%
12. Work-personal life balance	5.5	7.2	5	6.7	6	5.7	6.4	8.2
13. Overall worker happiness, on a scale of 1 (poor) to 10 (excellent)	-	7.2	6.5	7.9	8.2	8.2	7.9	6.8
14. Percent of FTE with extended health benefits	0%	0%	0%	0%	0%	100%	100%	100%

11. Percentage of hours dedicated to training, learning, advocacy, overtime



The Chart II to the left from January – December 2014, illustrates the distribution of billable and non-billable hours worked by SSG FTEs for this time period. 34% of hours worked in 2014 were billable hours, a decrease from 39% in 2011. This is attributed to an increase in internal roles with non-billable hours and investments in new tools and models.

12. Work-personal life balance

On a scale of 1 to 10, with 1 being “Strongly Disagree” and 10 being “Strongly Agree”, work-personal life balance increased from an average of 6.4 in 2011 to 8.2 in 2014. Chart IIIb compares the 2007, ‘08, ‘09, ‘11 and 2014 results for each statement in the survey.

The statements with the lowest scores are: “Work pressures often interfere with my personal life”, “Personal pressures often interfere with my work life”. The highest scores were for “I can deal with urgent family or personal issues without hassles or reprisals” and “The organisation has a sincere interest in the well-being of its employees”.

Chart III FTE Work-life balance 2014

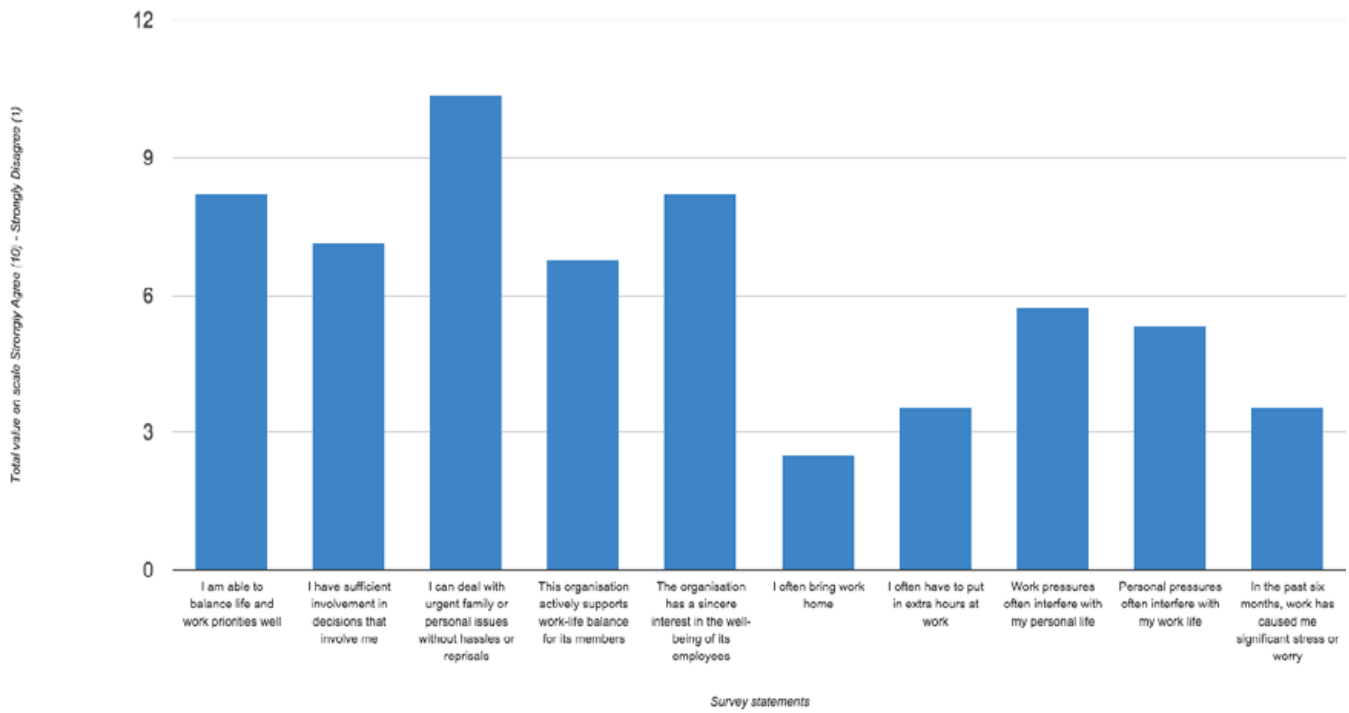
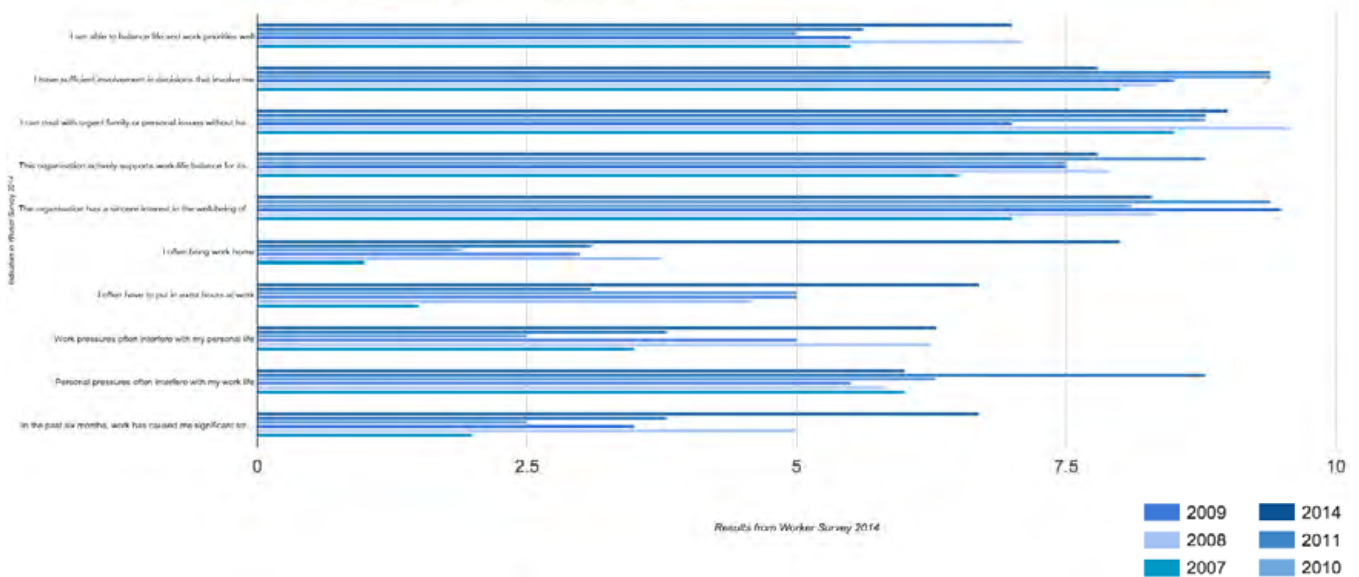


Chart IIIb: Comparative Work-life balance 2007-2014



13. Overall worker happiness

On a scale of 1 to 10, with 1 being “Strongly Disagree” and 10 being “Strongly Agree”, the average worker happiness for 2014 was rated at 6.8. In 2011, it was 11% higher at 7.9. In 2009 and 2010, it was higher still at 8.2 . Chart IV compares statement scores from our previous reports with those from 2014. The statement with the lowest score is: “My work is in line with my values”. The highest score is, “I can deal with urgent family or personal issues without hassles or reprisals”, suggesting a gap opening from value- led work to improved working environment.

Chart IV FTE Overall Happiness Survey 2014

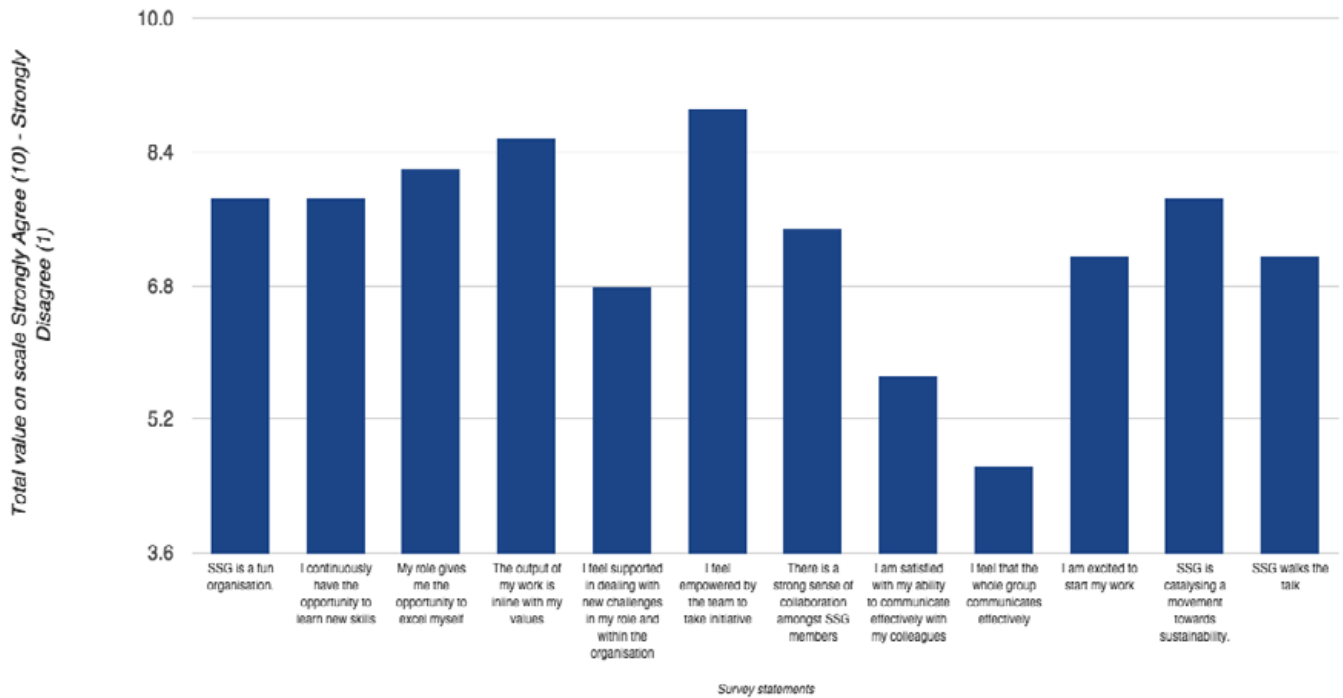
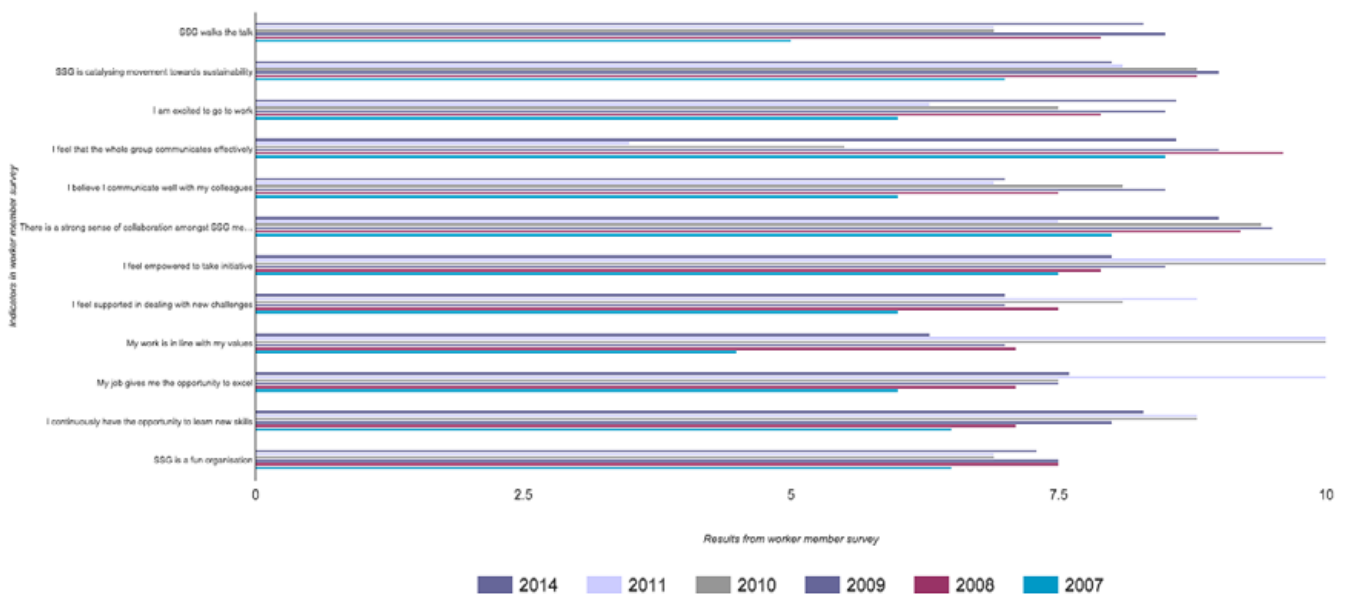


Chart IVb: Comparative FTE Happiness 2007-2014



14. Percent of FTE with extended health benefits

Since 2010, SSG has had a comprehensive health-care package through the Co-operators Insurance Services for all SSG full-time and part - time members. As a result, 100% of the FTE benefit from the package.

DISCUSSION AND ANALYSIS

The work-personal life balance average is slightly higher while overall average happiness has decreased since the last assessment. The reasons for responses to the statements with low scores cited above need to be examined in order to increase members' work-personal balance and overall happiness. The consecutive drop in worker happiness is important to note in a value-led business, where the energy of our workers directly contributes to the outputs of our work and ongoing strategy.

As recommended in the 2011 assessment, an Operations Director was hired in 2013 to streamline administrative aspects of SSG internal operations, marketing and communications. Based in the UK, she is developing relationships and a network in Europe to support the Director of Business Development in Canada, our new hire who started in June 2014. It is also important to remember all the roles at SSG include aspects of business administration, development as well as a large chunk of proposal writing for new business opportunities.

For 2015, we would use organisational indicators that include a benchmark in order for us to compare ourselves to a national average. We would also improve how we log and record our volunteer hours.

Section Three: Toward diversity, equity and justice

Diversity and equality are key principles in a holistic sustainability approach. In SSG’s work and in SSG’s workplace the representation, diversity and equity of gender and minority groups is an important and ongoing consideration. The data specific to this section are discussed below.

Section 3 Indicators	2005	2006	2007	2008	2009	2010	2011	2014
15. Ratio of female to male to other FTE	3:2:0	2:2:0	3:2:0	n/s	3:2:0	2:2:0	2:2:0	4:3:0
16. Percent of FTE self-identifying as a minority	0%	0%	0%	n/s	0%	0%	n/s	0%
17. Ratio of female to male to other active associate members	0	1:2:0	2:4:0	n/s	5:4:0	n/s	n/s	7:9:0
18. Percent of associate members self-identifying as a minority	0%	0%	0%	17%	0%	0%	0%	0%

n/s = not surveyed

15. and 16. Active FTE ratios

In 2014, there was four female and three male members of the team. Three of the females are part time and one of the males is part time. There are one female and two male active worker members. No active worker members self-identified as being part of a minority group. Three of the female part time workers will become full time in 2015.

DISCUSSION AND ANALYSIS

There is not only gender equity in SSG, but also salary equity across the board, which SSG has continued to experiment with as a means toward expressing deep equity within the organization. This year, the salary increased by 5% across the team and one female FTE has reached worker member status to start in 2015.

Self-identifying marginalized groups remain absent from SSG’s small team for the time being.

Section Four: Towards ecological sustainability

SSG seeks to be aware of and work towards reducing its ecological footprint. We use the ecological footprint measurement as a comprehensive indicator of our impact on the biosphere and its ecosystems.

An observation from the previous report in 2011 was:

Work-related transportation has increased significantly in 2011

The recommendations were:

“To increase and ‘normalize’ our use of teleconferencing over face to face meetings, and project work. In urban areas, use more public transport and lift shares in rural areas.”

OUTCOME:

Teleconferencing is our main way of communicating with our team, with associates with partners, with our clients and with the communities we work in. Community engagement is large part of our work and delivery however, and so we do have to be face to face and on the ground in those communities.

REFLECTIVE QUESTIONS TO THINK ABOUT:

When possible, we defer this to a local associate, or subcontractor to deliver and sometimes this is not possible. As the number of projects and our reach grows, this balance between authentic engagement and minimal transport will have to be addressed.

Section 4 Indicators	2005	2006	2007	2008	2009	2010	2011	2014
19. Total m ² of new LEED & green building consulting projects ²¹	558, 810 (total 05-06)		14,010	32 620	11,000	5741	36,000	31,071
20. Total kilometres traveled, by mode				Missing data				
<i>Train</i>		5001	13,398	12,400	11,490	2608	9310	618
<i>Airplane</i>		55,594	44,208	38,369	43,242	47,160	72,405	96,154
<i>Bus</i>		1569	21,225	9992	2096	855	200	1114
<i>Car</i>		4526	3687	3699	15,615	3108	6022	4378
<i>Ferry</i>		698	1157	763	635	604	55	623
TOTAL	14,413	67,389	83,675	66,423	73,077	53,795	87,992	106,899
21. GHG travel emissions per FTE, in kilograms (kg) of carbon equivalents (CO ₂ e) ²²				Missing data				
<i>Train</i>		626	1677	1552	1438	326	1165	77
<i>Airplane</i>		7374	5864	5089	5736	6255	9604.47	12,754
<i>Bus</i>		181	2457	1157	242	99	23.16	129
<i>Car</i>		10, 527	8,575	8603	36,320	7229	14,007	10,183
<i>Ferry</i>		2024	3356	2213	1842	1752	159	1807
TOTAL	9759	20,734	21,932	18,616	45,580	15,662	24,960	24,951
TOTAL per FTE	2927	7623	5524	4899	10,956	3249	6163	5308
22. Percentage of GHG emissions that have been carbon taxed	0%	0%	0%	0%	0%	0%	0%	0%
23. Individual FTE ecological footprint in global hectares								
Number of global hectares per person the Earth can support²³		-	1.8	15.7	15.7	15.7	15.7	2.2
<i>Mel de Jager</i>								4.8 gha
<i>Yuill</i>		-	3.5	36.5	47.1	30.2	37.9	6.4 gha
<i>Julia</i>								4.7 gha
<i>Petro</i>								3.9 gha
<i>Jeremy</i>		-	-	18.6	14.8	18.7	34.1	3.6 gha
<i>Rebecca</i>		-	-	17.4	17.8	27.68	33.5	4.9 gha
TOTAL								28.3 gha

21 For total figures per project, please see Appendix III

22 "This means that a quantity of CO₂ can be expressed in terms of the amount of carbon it contains by multiplying the amount of CO₂ by 0.27 (12/44). E.g. 1kg of CO₂ can be expressed as 0.27kg of carbon, as this is the amount of carbon in the CO₂." <http://ecometrica.com/white-papers/greenhouse-gases-co2-co2e-and-carbon-what-do-all-these-terms-mean>

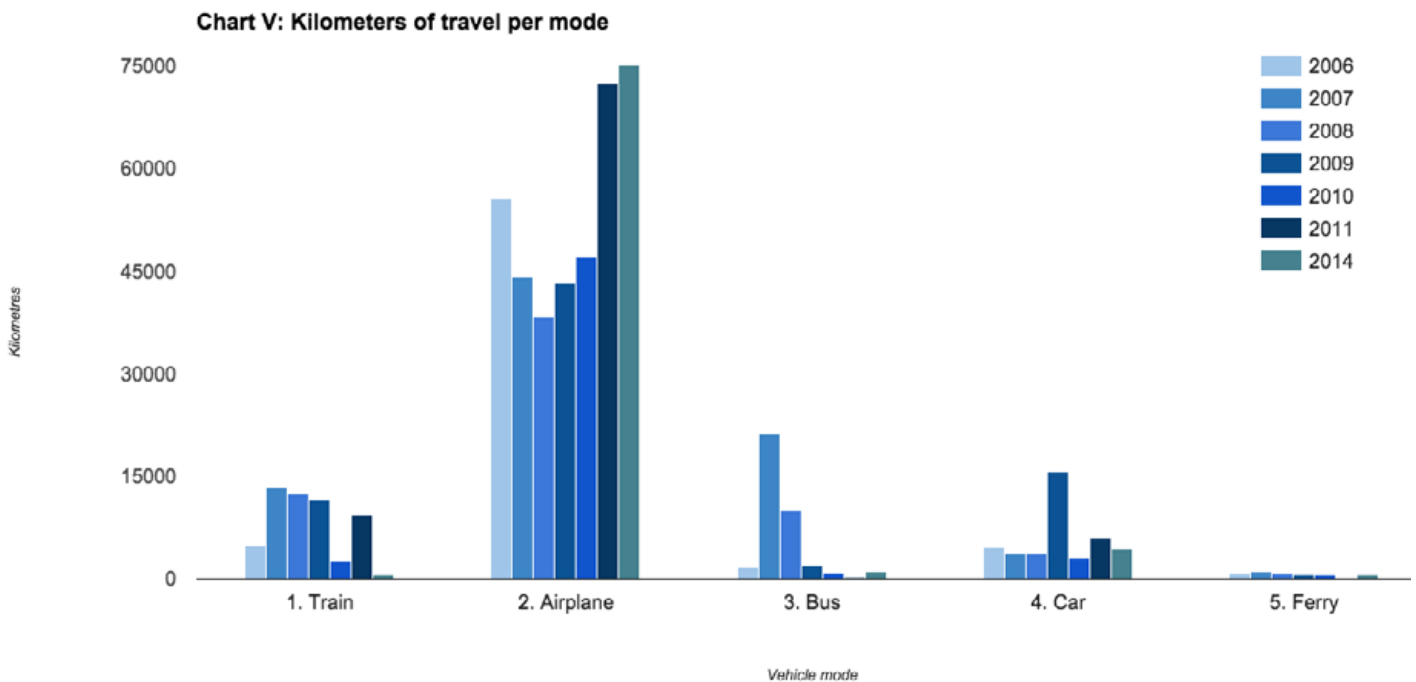
23 Our calculator changed between 2011 and 2014, hence the inconsistent figures. <http://www.toolkit.bc.ca/sites/default/files/BC-Best-Practices-Methodology-for-Quantifying-Greenhouse-Gas-Emissions.pdf>

17. Total square metres of new LEED and green/sustainable building consulting projects.

The total square metres of new Leadership in Energy and Environmental Design (LEED) and other green/sustainable building projects initiated in 2014 is 31,071m². There is a slight drop from 2011 as more of this consulting work is brought in house to architect and engineering practices.

18. Total kilometres travelled by mode of transportation

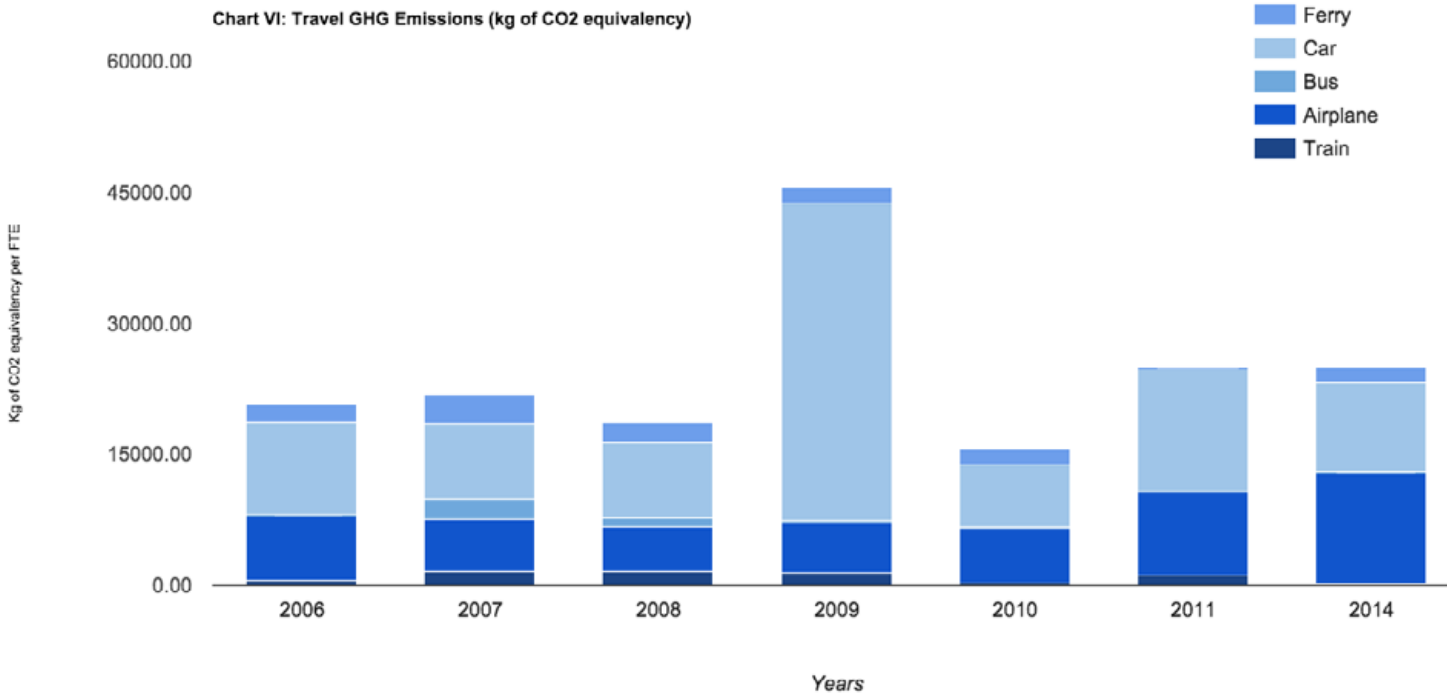
A total of 106,899 km in work-related transportation was travelled in 2014, a significant increase of 22% compared with the 87,992 km in 2011. Train travel decreased substantially from 9,310 to 618 km. The biggest increase is in airplane travel, from 72,405km in 2011 to 105,021km, which corresponds to a rise of more than 32,976 km in travel following the trend for increasing air as a mode of transport as our projects spread across Canada.



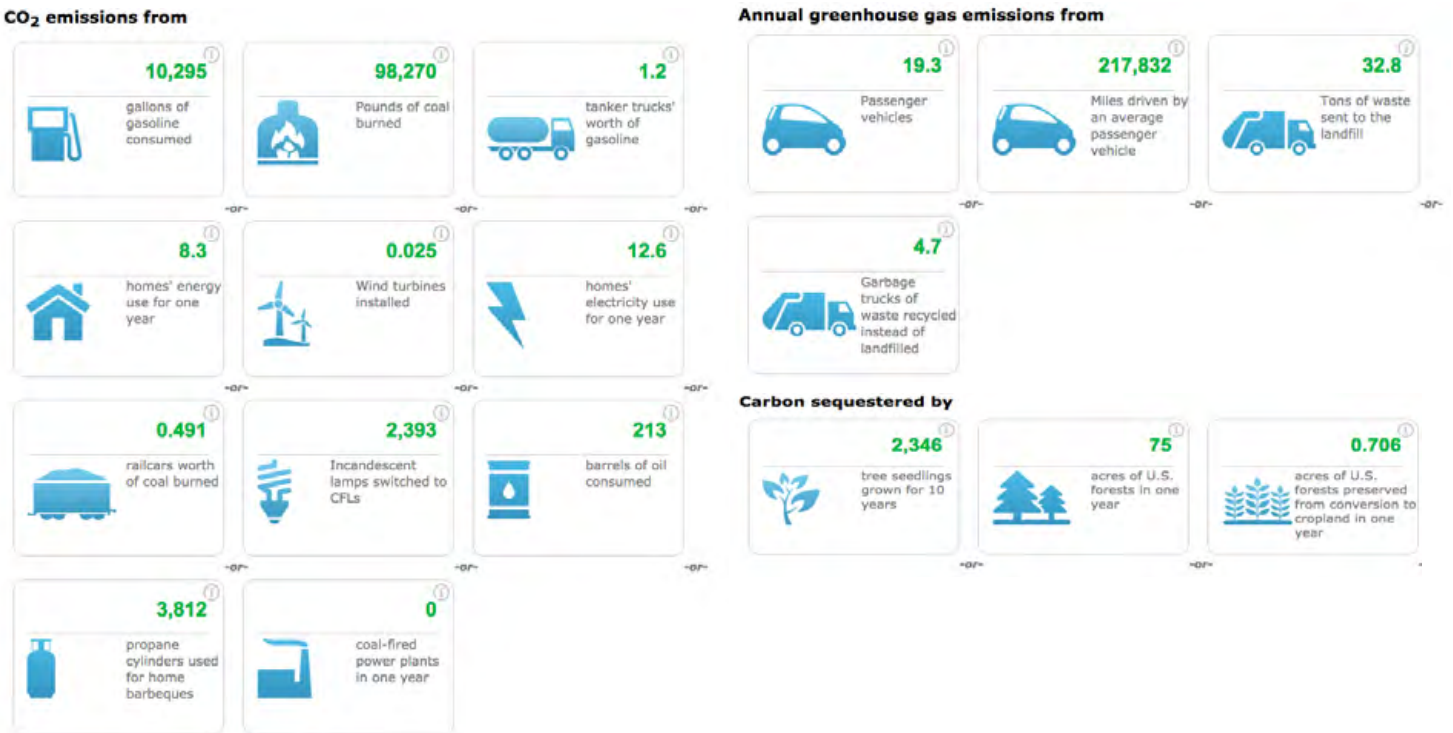
19. Greenhouse gas emissions by mode of transportation

The graph below compares total kilograms of CO₂e emitted by our mode of transportation over the years. A total of 91.5 metric tonnes of carbon dioxide equivalents were emitted in 2014 attributed to SSG travel, 19.5 per FTE. There has been no real increase since 2011, despite the increased use of air travel but reduction in cars. Our work with Southern Gulf Islands and others off British Columbia increased our emissions in this category. Despite the leap between 2010 - 2011, where we almost doubled our CO₂e per FTE, this has been levelled and reduced by 14% in 2014, again despite the increased air travel. ²⁴

²⁴ <http://www.epa.gov/cleanenergy/energy-resources/calculator.html#results>



Following our increase in coverage of projects across Canada our transport footprint has followed suite with a rise in emissions building on 2011. Unfortunately without members on the ground in these provinces, especially in Ontario, there is a gap in our capability. Our partnerships are, however, reducing the need for travel.



These everyday comparisons illustrate the comparison with our total emissions quantity: 91.5 metric tonnes. We used the Environmental Protection Agency's Greenhouse Gas Equivalencies Calculator: <http://www.epa.gov/cleanenergy/energy-resources/calculator.html#results>

As recruitment has grown in more administrative roles, there is less travel from Operations and thus the total figure may look less per FTE yet the totals are not less per transport type.

Section Five: financial sustainability

ANALYSIS OF PROFITS AND REVENUES (2011 - 2014)

We completed an analysis of our work over the last three years and community planning generates on average (over the three year time period) 36.5% of our overall profit and 37% of our overall revenue followed by our sustainable strategy work which generates 38% of profit and 25% of revenue. Green building generates 28% of profit and 27% of revenue and research generates 8% of profit and 11% of revenue.

Over the last three years only two projects lost money (both under \$2000). It is surprising to note that the projects listed under sustainable strategies had a significant profit margin, followed by community planning.

Variables that contributed to lower profit margins included the involvement of associate members and projects delays - or projects that we have chosen to work on that are true labors of love.

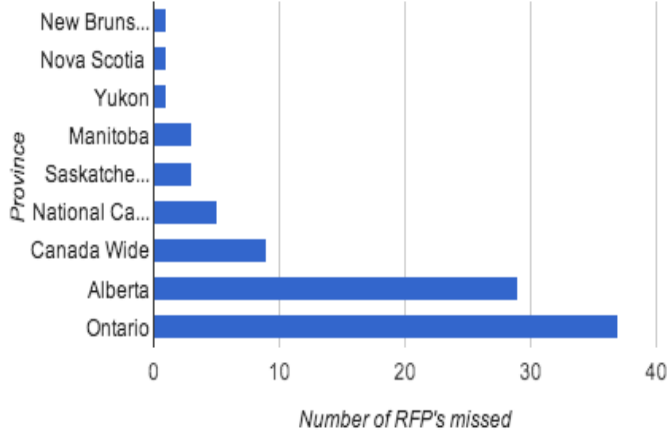
After analysing these numbers, it seems that overall our project profit margins on average are relatively healthy, however we need to find more work in order to grow the cooperative. On average we need to make a gross profit (the difference between revenue and direct costs) of 60% of revenue in order to cover overhead costs plus a small profit.

MISSED RFP'S

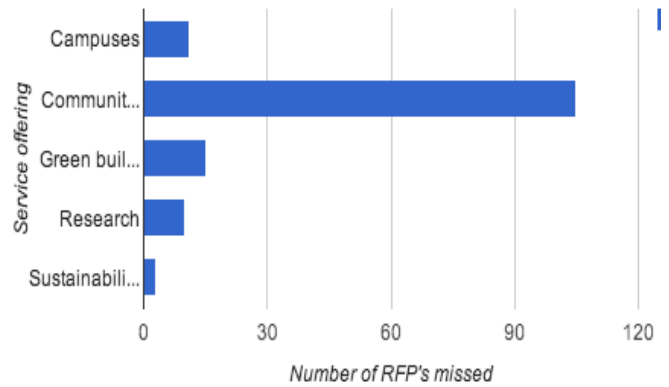
We completed an analysis of RFP's promoted on the sites: Biddingo, Merx, UN and British Columbia. The entries were organised by date, with duplicates removed (in Insightly). They were tagged with the relevant service area: Community Planning, Green Building, Sustainability Strategy and Research.

To show how many RFP's were missed from each service area, number of charts were created illustrating what the proportion is: **Community Planning** being the majority as expected.

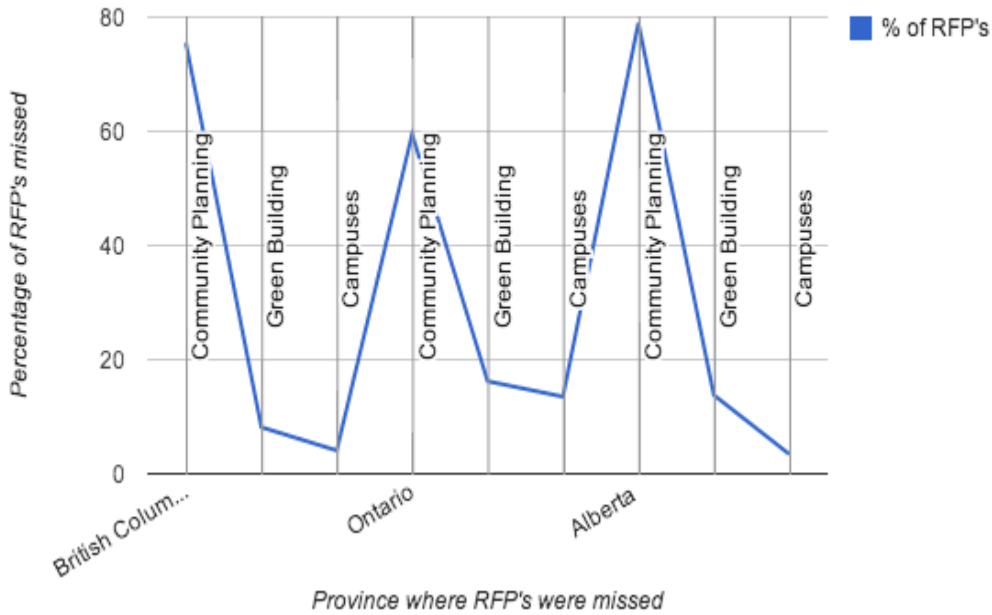
**No. of RFP's missed per province
2009-2014**



**No. of RFP's missed per service offering
2009-2014**



**Chart to show the dominant service area in
Provinces with most RFP's issued**



This exercise has been useful in tracking the development of work in each Province. For example, Manitoba has only issued campus RFP's, much of the relevant opportunities have occurred on the west coast and there is an overall decline in public sector green building contracts.

RELATIONSHIP MANAGEMENT OF RFP'S

Please note, as we manage our transfer of data to our new Insightly CRM system that some terms are different, for example,

Municipalities = Community Planning

Universities = Campuses

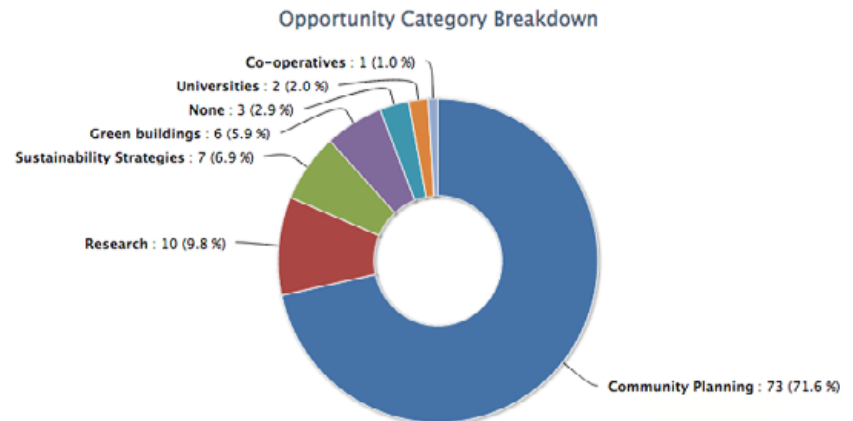
Price = Budget

Regrettably, at the time these reports were run, Insightly encountered a bug and so our reporting has been limited. One area that would be good to show would be the funnel analysis, which illustrates at which points opportunities are abandoned, lost and how few make it through to win. We will keep on at Insightly to repair this, and also fill in the data as comprehensively as possible to make this useful.

The data is based upon Proposals that have been uploaded to our GDrive (therefore it is not a complete analysis). These were then uploaded into Insightly with updated status to determine: Won, Lost, Abandoned. These graphs illustrate this.

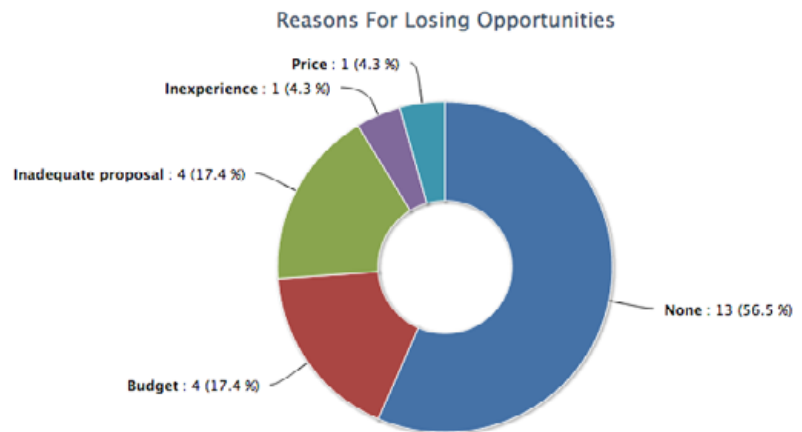
Opportunities by category: 123 total

Municipalities	73	71.6%
Green Buildings	6	5.9%
Research	10	9.8%
Cooperatives	1	1.0%
Universities	2	2.0%
None	3	2.9%
Sustainability Strategies	7	6.9%



Lost: 23 total

Municipalities	16	69.6%
Green Buildings	1	13.2%
Research	3	13%
Universities	2	8.7%
Cooperatives	3	2.6%
Sustainability Strategies	1	4.3%



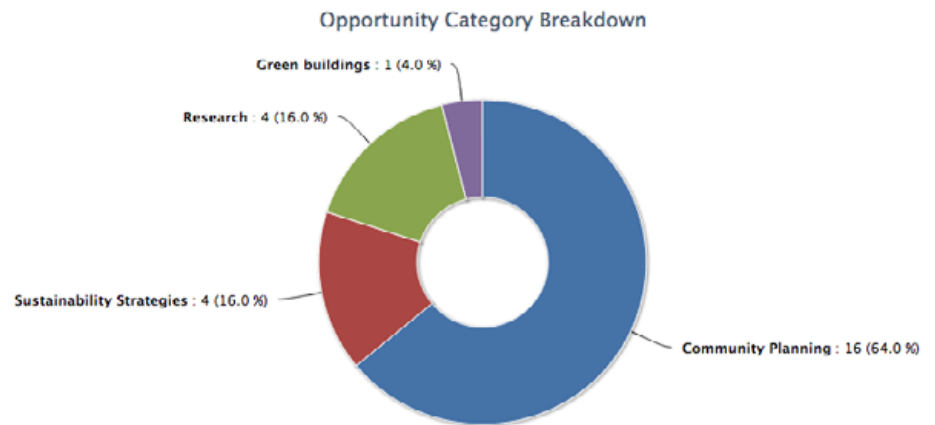
Lost: Reasons for losing

None	13	56.5%
Price	1	4.3%
Inexperience	1	4.3%
Budget	4	17.4%
Inadequate proposal	4	17.4%



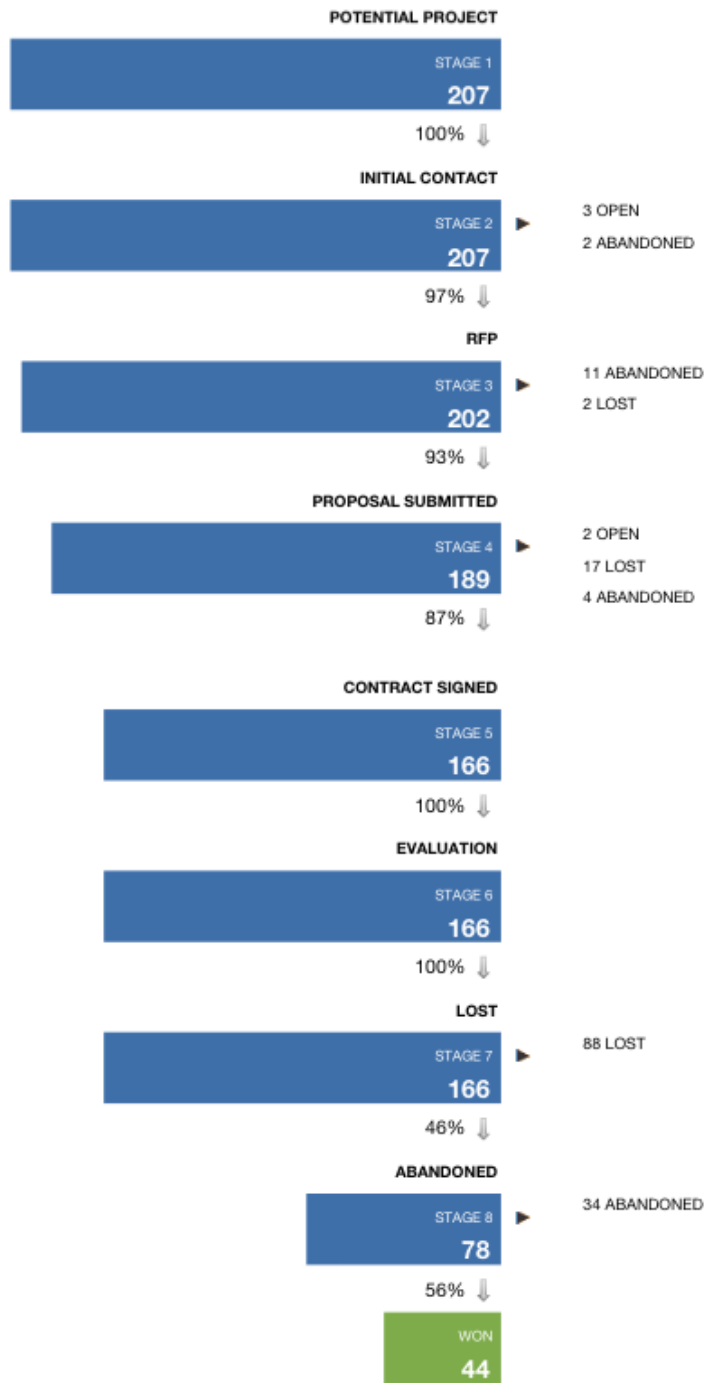
Abandoned: 25 total

Community Planning	16	64%
Research	4	16%
Green Buildings	1	4%
Sustainability Strategies	4	16%



Won: 25 opportunities

Community Planning	15	71.4%
Green Buildings	1	4.8%
Sustainability Strategies	1	4.8%
Cooperative	1	4.8%
Research	3	14.3%



Here we look at what stage in our proposal pipeline, responses tend to be abandoned using the funnel analysis. The majority are at the final stage, 8.

Of 238 total opportunities and projects, here you can see the pinch points where projects are lost, stalled and won.

DISCUSSION AND ANALYSIS

Community planning is the dominant sector for opportunities that we have pursued, and therefore is also the sector the majority of losses, wins, abandons and open opportunities. The reasons for losing are largely our pricing, though for green building contracts, this has not been the case. Our inexperience in one case was also highlighted as a reason from the prospecting client. This is interesting and surprising when we accumulate a wealth of experienced expert AM's for our projects. In line with budget, an 'inadequate proposal' is also a key loss, and so increased quality control, new brand and more practice is recommended.

Could this be interpreted as 'size'? Scale? Rather than experience of the professionals proposed to work on the project.

Could this be a concern that we don't have enough experience working together as a team on certain projects?

Could this be a misinterpreted fear of working with a cooperative or an SME over an established engineering firm?

In our branding exercise, it is important to relay our high profile projects, our longevity and our partnerships.



WE CONTINUE TO DEMONSTRATE LEADERSHIP IN CLIMATE ACTIONS PLANS, CREATIVE PUBLIC ENGAGEMENT AND COMMUNITY ENERGY.

Conclusion

In our thirteenth year of operation, we have dedicated efforts to further developing SSG's internal management and brand recognition amongst our wider stakeholder group. Projects in place are a new website, a new logo and brand, and our Director of Operations. With this new confidence, we are expanding our offer and asserting our competency with our Office of Research, in the spheres of health planning and in district energy.

Our involvement with International Cooperative Alliance, Coops and Mutuals Canada and Cooperatives UK, whilst adding .coop to our domain on our website, has strengthened our participation advocating the cooperative model.

We continue to demonstrate leadership in climate actions plans, creative public engagement and community energy. Finally, our annual strategic planning process aims at improving organizational processes and performance.

Thank you for reading SSG's 2014 sustainability assessment, an abridged version from previous years. If you have any questions, comments or feedback to share, please email us at info@ssg.coop

Recommendations

Section One

1. With the client's permission, add metrics we measure in our projects to our impact assessments, such as:
 - a. modelled potential GHG emissions reductions by 2020 and 2050
 - b. potential \$ saved from climate actions
 - c. potential jobs created in new low carbon jobs
2. Seek more repeat business from the same clients from 18%

Section Two

3. Improve our project administration systems to minimise non billable hours
4. Reduce the time taken on proposals; explore ways to streamline this?
5. Improve our internal communications and mutual support for staff

Section Three

6. Explore means of increasing our diversity and reach amongst staff and associate members

Section Four

7. Our work is location specific; plan in advance our travel and how we can minimise emissions from air especially

Section Five

8. Improve our financial reporting to synchronise and add to our full sustainability report

Projects

COOPERATIVES AND CLIMATE CHANGE

In December 2014, Yuill Herbert attended the UNFCCC COP20 talks in Lima, Peru. With the SSG team, he drafted this paper on the role of cooperatives and climate change, which has subsequently been used as a reference by the International Cooperative Alliance and by Cooperatives UK.

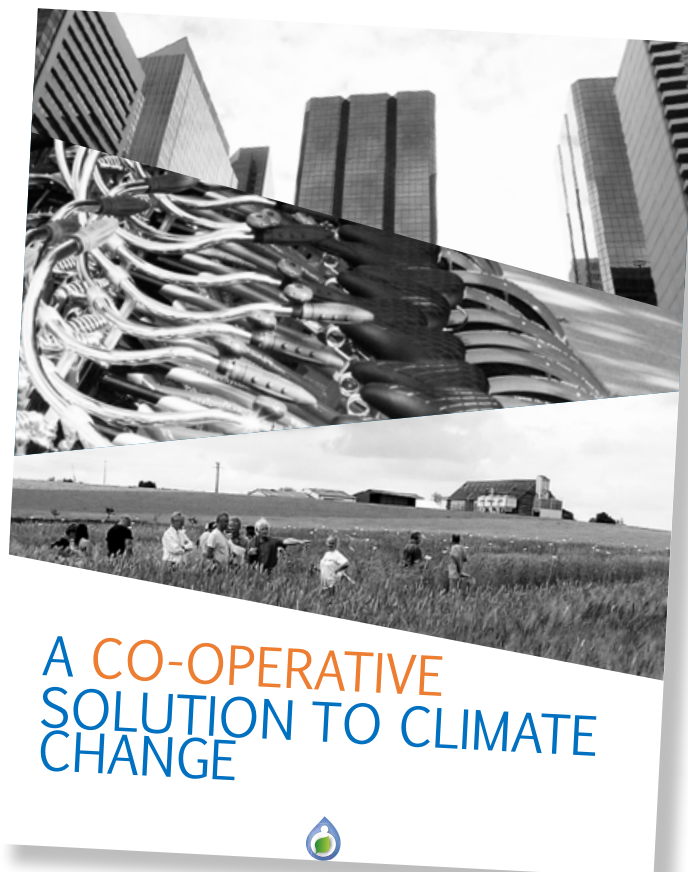
Climate action leadership is a common trait of many co-operatives across all sectors in which they work. Cooperatives are one of the most exciting and powerful vehicles through which societies can confront what Secretary General Ban Ki Moon describes as the defining issue of our age.

The paper is a call to action to engage cooperatives on climate change. It highlights examples of cooperative leadership, describes characteristics that uniquely position them to confront climate change challenge, and details recommended policy that would empower cooperatives to drive the world in its transition to a low carbon economy.

Co-operatives offer a pathway forward, a solution that is tried and tested, that addresses climate change while also confronting inequality, advancing democracy, building resilient economies, and confronting poverty.

This is the co-operative model.

This paper was supported by the International Co-operative Alliance and launched at COP20 in Lima, Peru. [Access the paper here](#)





We help communities plan for healthy, thriving, sustainable futures.

COMMUNITY PLANNING PROJECTS

SUSTAINABILITY SOLUTIONS GROUP

SSG has delivered pioneering, holistic projects that address society's most pressing challenges since 2001.

We work with those who can enable the greatest positive change: local governments, institutions, design teams and artists.
We work to advance thriving communities.

SSG REBRAND AND NEW WEBSITE

As SSG stepped into its 14th year, it was time to show a mature, experienced and keen brand that reflects our confidence in climate action and the legacy of the work we have been building on over these years, as a pioneer in community sustainability, green buildings and sustainable campuses.

Rob Ellis, designer on the project based in the UK, said. " It was an exciting opportunity to work with such a unique and passionate collective, to help them clearly articulate their combined vision and value, and to communicate this through a new brand and identity kit."

Petronella, Director of Operations who led on the rebrand, added, "We sourced an international, exploratory look to our work with a cleaner, smarter and transparent edge. The exercise was to better represent the energy behind the work we do, the people SSG represents, the passions, the beliefs, the business model, the successes, the diversity, our personality more."

Feedback has been positive:

"Congratulations to @SSG_news on new brand and website launch! ssg.coop I look forward to seeing more of your amazing work!"

"Congratulations! It's lovely to see this reflection of the growth & maturity of your fabulous co-op!"

"This looks amazing! Excellent design; super-professional. It makes SSG look as high-caliber and professional as we all know it is. Well done!"

OFFICE OF RESEARCH

In August, SSG in partnership with Professor Ann Dale, an Advisor to SSG, launched the Office of Research. This initiative provides a new practitioner/academic model of 'doing research'.

The Office will continue to explore new ways of 'doing research' and strategic research alliances with other sectors of Canadian society. We are committed to trans-disciplinary collaborative applied research to produce on-the-ground useful knowledge to diverse decision-makers. A key imperative is to continue to discover new ways to enhance social innovation for the take-up of this knowledge and innovative ways of communicating research outcomes. Six successful projects were behind formalising this relationship, and two papers were published in 2014.

The Office of Research draws upon SSG's associates to assemble the multi-disciplinary teams necessary to conduct its unique research methods and outcomes. As well, members of the academy are drawn upon to augment these teams whenever other expertise is needed.

INTERNATIONAL COOPERATIVE ALLIANCE CONGRESS

In November, Yuill presented at the ICA Congress in South Africa our work on the sustainability scan to support the Blueprint for a Cooperative Decade. The goal of the scan was to understand whether or not (or to what degree) cooperatives are sustainable, both intrinsically and through their actual activities. SSG used the "wisdom of the crowd" to highlight the efforts by cooperatives to address sustainability. This crowdsourced online map is designed for co-operatives around the world to post their location and describe how they address sustainability. This map is live as a global database to share best practices and research as a legacy after the congress.

NORTH COWICHAN

Our Climate Action and Energy Plan with the Municipality of North Cowichan won two awards and praise from the sector. Firstly, the Community Energy Association's Community Planning and Development Award and Planning Institute of British Columbia (PIBC). With the funding support of BC Hydro, we developed the Climate Action and Energy Plan (CAEP) that inventoried the community's existing energy use and greenhouse gas emissions, and identified future trends in energy and GHG emissions based on population, land use, technology and other factors. For further information, please see [here](http://www.northcowichan.ca/EN/main/departments/engineering/climateactionandenergyplan.html)

<http://www.northcowichan.ca/EN/main/departments/engineering/climateactionandenergyplan.html>

<http://www.northcowichan.ca/Files/CAEPFinalReportAdoptedByCouncil.pdf>

"We knew that in order to get a platinum plan, we needed an innovative community planning consultant. We engaged Sustainability Solutions Group who are strong in both technological innovation and community engagement. We used a variety of amazing in-person and online engagement tools with over 400 people participating.

We estimated that under the plan each North Cowichan household would save \$4,000 a year based on transportation and energy savings by 2050. That's not chump change."

- North Cowichan Councillor Kate Marsh, Chair of the Climate Change Action Committee of Council

OUR EXPANSION INTO ONTARIO

From our project listing, you may have seen the growth of our work in Ontario. In 2013- 2014, we have managed four projects there in Caledon, Halton Hills, Oxford and Whitby. With a strong partnership with InDeco Strategic Consulting who are based there, we are expanding in this province and recruiting more associates there.

TEAM NEWS

Worker Member Rebecca Foon won a Juno Award for Best Instrumental Album of the Year 2014 went to her band Esmerine's album Dalmak.

SSG EUROPE OFFICE

In 2014, we set up our office in Bristol, the European Green Capital for 2014, a timely move! Petronella, Director of Operations holds the fort at Hamilton House, a CoExist desk and creative studio space. We have a few Associates and supporters in the UK and she is developing relationships with authorities, research organisations, other consultancies and cooperatives. As well as advocating for a co-operative model with young people and entrepreneurs. Since establishing the office, she is also now a board member for CoExist.

WALDEGRAVE FARM

SSG held our annual retreat at Waldegrave Farm, where SSG member Yuill Herbert lives. Waldegrave Farm is on the Tatamagouche Community Land Trust, one of the few community land trusts in Canada, but a movement that has significant traction in the US. Community land trusts are a powerful mechanism to hold land in trust for perpetuity for the purposes of ecological stewardship and affordability. While at the retreat, SSG members also participated in the annual Tatamagouche Free School also held at the farm.

THE HIVE

Jeremy continues his involvement with the HiVE community hub coworking space he co-founded in 2010, as President of the Board. The HiVE is in its fifth year serving a community of changemakers and social innovators, now with over 150 members - including the SSG Vancouver office! The HiVE is the recognized go-to coworking space for social innovators and those seeking a community with their workspace in Vancouver. Desk rentals are consistently full these days, we are hosting about 100 community, member and partner events a year, our virtual and community membership packages have increased uptake, and we have a host of successes for our small business and not for profit tenants who continue to grow and make waves. Fresh staff and Board members are taking the HiVE even further, with an eye on what's next for HiVE in Vancouver and beyond.



APPENDICES

Appendix I: Indicator Data Overview

Assessment Data collected January - December 2014

Section 1: Toward cooperation, collaboration and community	2005	2006	2007	2008	2009	2010	2011	2014
1. Percent of dollar amount of revenue to community support fund	10%	10%	11%	5%	1.4%	0.4%	0.7%	N/A
2. Percent of projects engaging more than one FTE	0	74%	69%	45%	58%	30%	33%	79%
3. Percent of collaborative projects with other individuals/firms	13%	12%	31%	12%	45%	16%	20%	33%
4. Number of projects SSG initiated	-	1	1	0	6	7	4	8
5. Number of SSG presentations per FTE	0.20	2.60	3.0	3.9	1.9	3.5	1.5	5.5
6. Percent of clients that rehired or engaged SSG on another project			22%	23%	18%	18%	20%	18%
7. Percent of FTE responding that SSG's work is making a positive difference	100%	100%	88%	n/s	100%	100%	100%	83%
8. Percent of clients and subcontractors responding that SSG's work is making a positive difference	70%	100%	100%	n/s	90%	n/s	n/s	100%
9. Average rate of client and subcontractor satisfaction	-	82%	74%	n/s	75%	n/s	n/s	76%
10. Number of interactions with SSG's work (millions)	-	-	-	-	-	-	-	1.3
Section two: Toward healthy workplace, healthy lives	2005	2006	2007	2008	2009	2010	2011	2014
11. Percentage of hours in non-billables:		8.8%	12%	11.6%	10%	4.8%	n/a	14.6%
Training		1.4%	0.8%	3.5%	1.3%	0.39%	N/a	0.4%
Learning		7.4%;	7.7%	5.2%	3.4%	1.17%	N/a	2%
Advocacy		0.8%	2.7%	0.3%	0%	0%	N/a	4%
Volunteering				0.2%	1.34%	1.33%	N/a	0.2%
12. Work-personal life balance	5.5	7.2	5	6.7	6	5.7	6.4	8.2
13. Overall worker happiness, on a scale of 1 (strongly disagree) to 10 (strongly agree)	-	7.2	6.5	7.9	8.2	8.2	7.9	6.8
14. Percent of FTE with extended health benefits	0%	0%	0%	0%	0%	100%	100%	100%
Section three: Toward diversity, equity, justice	2005	2006	2007	2008	2009	2010	2011	2014
15. Ratio of female to male to other active worker members	3:2:0	2:2:0	3:2:0	n/s	3:2:0	2:2:0	2:2:0	4:3:0
16. Percent of worker members self-identifying as a minority	0%	0%	0%	n/s	0%	0%	0%	0%
17. Ratio of female to male to other active associate members	0	1:2:0	2:4:0	n/s	5:4:0	n/s	n/s	7:9:0
18. Percent of active associate members self-identifying as a minority	0%	0%	83.3% no; 16.7% unsure	n/s	0%	n/s	n/s	0%

Section four: Toward ecological sustainability	2005	2006	2007	2008	2009	2010	2011	2014
19. Total square metres of new LEED and green/sustainable building consulting projects	558,810 (total 05-06)		14,010	32,620	11,000	5,741	36,000	31,071
20. Total kilometres traveled, by mode								
a. Train		5001	13,398	12,400	11,490	2608	9310	618
b. Airplane		55,594	44,208	38,369	43,242	47,160	72,405	96,154
c. Bus		1569	21,225	9,992	2096	855	200	1114
d. Car		4526	3687	3699	15,615	3108	6022	4378
e. Ferry		698	1157	763	635	604	55	623
TOTAL	14,413	67,389	83,675	66,423	73,077	53,795	87,992	106,899
21. GHG travel emissions per FTE, in kilograms (kgs) of carbon equivalents (CO2e)				<i>Missing data</i>				
a. Train		626	1677	1552	1439	326	1166	77
b. Airplane		7374	5864	5089	5736	6255	9604	12,754
c. Bus		181	2457	1157	242	99	23.1	129
d. Car		10,527	8576	8603	36,320	7229	14,007	10,183
e. Ferry		2024	3356	2213	1842	1752	159	1807
TOTAL	9759	20,734	21,932	18,617	45,580	15,662	24,960	24,951
TOTAL per FTE	2927	7623	5524	4899	10,956	3249	6163	5308
22. Percentage of GHG emissions that have been carbon taxed	0%	0%	0%	0%	0%	0%	0%	0%
23: Individual worker member ecological footprint in global hectares								
<i>Number of hectares per person the earth can support</i>		-	1.8	15.7	15.7	15.7	15.7	2.2
Mel de Jager								4.8 gha
Yuill		-	3.5	36.5	47.1	30.2	37.9	6.4 gha
Julia								4.7 gha
Petronella								3.9 gha
Jeremy		-	-	18.6	14.8	18.7	34.1	3.6 gha
Rebecca		-	-	17.4	17.8	27.68	33.5	4.9 gha
Organizational Indicators	2005	2006	2007	2008	2009	2010	2011	2014
Total number of projects	7	30	36	26	38	37	30	33
Number of clients	3	19	23	24	40	33	20	26
Number of active associate members	0	3	8	5	12	20	14	43
Total full-time equivalents (FTE's)	0.30	2.72	3.97	3.80	4.16	4.82	4.05	4.7

Appendix II: Members and FTE total hours

Worker members	6082.2
Jeremy	1,864.50
Yuill	2,398.20
Rebecca	1,819.50
FTE	1.7
Petro	1429
Mel	250
Paul	137
Berta	164
Julia	1,594.25
<i>FTE calculation (divide total hours by 2080) http://www.anfponline.org/Resources/DMAResources/Calculate_FTEs.shtml</i>	3,574.25

Appendix III: Ecological Data

New LEED and green/sustainable building consulting projects	Feet squared	Metres squared
GBL - Abbott St (LEED certification)	69,351	6442.91
Cedar Developments - 6311 Cambie (LEED certification)	18,201	1690.92
GBL - Howe St (LEED certification)	59,858	5560.99
GBL - Princess St (LEED certification)	89,146	8281.93
Kinetic - Wesley (LEED certification)	26,145	2428.95
Total	334,451	31,071.52

References

Section Two: Healthy workplace

FTE calculation: www.anfonline.org/Resources/DMAResources/calculate_FTEs.shtml

Worker wellbeing: <https://alis.alberta.ca/pdf/cshop/betterbalance.pdf>

Section Four: Ecological footprint

Footprint: <http://www.globalchange.umich.edu/globalchange2/current/labs/ecofoot/Unit%203c2009.htm>

Global Hectare formula: https://en.wikipedia.org/wiki/Global_hectare

CO2 equivalent: <http://ecometrica.com/white-papers/greenhouse-gases-co2-co2e-and-carbon-what-do-all-these-terms-mean>

Emission factors: <http://www.toolkit.bc.ca/sites/default/files/BC-Best-Practices-Methodology-for-Quantifying-Greenhouse-Gas-Emissions.pdf>

Environmental Protection Agency's Greenhouse Gas Equivalencies Calculator: <http://www.epa.gov/cleanenergy/energy-resources/calculator.html#results>

Plane: http://www.offsetters.ca/about-us/current-news/2015/03/11/Offsetters_continues_collaboration_with_CDP_as_official_Canadian_Consultancy_Partner

Car: http://oee.nrcan.gc.ca/fcr-rcf/public/index-e.cfm?submitted=true&sort=overall_rank&searchbox=&year=2014&class=C&make=all&mode=l=all&trans=all&FT=X&cylinders=all&unit=0&onSearchLink=%231&pageSize=10&btnSearch=Search#aSearch

Ferry: <http://www.carbonneutralcalculator.com/Carbon%20Offset%20Factors.pdf>

Footnotes

1 For total figures per project, please see Appendix III

2 "This means that a quantity of CO₂ can be expressed in terms of the amount of carbon it contains by multiplying the amount of CO₂ by 0.27 (12/44). E.g. 1kg of CO₂ can be expressed as 0.27kg of carbon, as this is the amount of carbon in the CO₂." <http://ecometrica.com/white-papers/greenhouse-gases-co2-co2e-and-carbon-what-do-all-these-terms-mean>

3 Our calculator changed between 2011 and 2014, hence the inconsistent figures. <http://www.toolkit.bc.ca/sites/default/files/BC-Best-Practices-Methodology-for-Quantifying-Greenhouse-Gas-Emissions.pdf>

