

# **Business Improvement Associations: VEC Partners in Greening Small Business**

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## Executive Summary

Vancouver's 22 Business Improvement Associations should be considered to be key partners in achieving Greenest City Goal 1, Target 2. As the unit responsible for Goal 1, the Vancouver Economic Commission (VEC) does not have the resources to engage with the BIAs' thousands of small business members who are integral to achieving the Goal. This paper examines the role BIAs and their members could play in reaching the targets established in the Greenest City Action Plan (GCAP). In particular, this work draws on existing literature and interviews with BIA executives throughout the City to evaluate potential impacts of a Green Small Business Awards on Goal 1, Target 2.

Existing research, and stakeholder interviews suggest that a Green Small Business Awards program should be an important component of the City of Vancouver's existing 'Green Capital' strategy, and would provide significant benefits to three key stakeholders: (1) the City of Vancouver would gain increased awareness of existing programs focused on greening business,<sup>1</sup> recognition for best business practices and innovative sustainability service providers, and communicate the full range of services available to small businesses interested in greening. A successful Green Small Business Awards would also enhance the legitimacy of the City's efforts to implement the GCAP with small business partners; (2) an awards program would help BIAs to provide substantive value for their members, and to proactively integrate sustainability into existing neighbourhood branding strategies; (3) small businesses would benefit from positive media exposure, enhanced customer knowledge of their efforts to incorporate sustainability principles, and be empowered to share best practices with their peers.

An awards program would have significant positive impacts on the success of existing sustainability outreach programs, and would help to reinforce institutional capacity within the VEC to deliver on the Green Business Goal. A successful awards program run in collaboration with BIAs would also revitalise and strengthen the City's relationship with small business throughout Vancouver, and could generate new partnerships and entrepreneurship in the green small business sector.

The City should support BIAs in developing an online information hub for greening small businesses, and for rating sustainability service providers. Strathcona BIA has been leading the development of community information sharing tools. In collaboration with other BIAs, there is now an initiative to develop a functional web platform for all members interested in greening. The City should actively support this process.

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<sup>1</sup> These include the Corporate Climate Leaders Program; the Business Energy Advisors Programme; the GOBI programme and other Greenhouse Gas inventory providers. The City has invested significant financial capital and time into these initiatives, and a Green Awards would both recognise outstanding participants, and encourage small businesses to learn from their peers and take advantage of the full range of services available through the City.

The objectives of this study are to:

1. Map the landscape of Business Improvement Associations (BIAs) in Vancouver, and identify emerging sustainability leaders.
2. Investigate the creation of a Green Awards event that will support the achievement of Greenest City Goal 1, Target 2, to double the number of small businesses engaged in greening their operations.
3. Better understand the drivers, barriers and benefits to BIAs, their members, and the City of Vancouver of a Green Small Business Awards program.

## Recommendations

Business Improvement Associations and their small business members are eager to support sustainability at the local level. Community engagement around environmental sustainability can provide legitimacy for BIAs, generate new revenue for small businesses and encourage innovative approaches to local economic development.<sup>2</sup> What BIAs want from the City is a supportive policy atmosphere, and clear lines of communication. With BIA needs in mind, the City should:

- Continue with the Business Energy Advisors program, while improving the communication interface with and between small businesses on best practices possibly via a shared online platform.
- Maintain contact with BIAs on key GCAP targets through regular meetings and attendance at quarterly Vancouver BIA meetings. Exactly who within the City will be taking on this role should be made clear to BIAs.
- Support an annual “Green Small Business Award” to recognise small-scale innovation and to help build a strong media profile for Vancouver’s hardworking small business community.
- Cultivate media partners and sponsors for the Awards so that they become an annual event with significant media coverage.
- Develop online platforms for sharing best practices between Greater Vancouver small businesses and beyond.<sup>3</sup>

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<sup>2</sup> Interview with Ross Moster, Convenor at Village Vancouver (23 May 2012).

<sup>3</sup> Stronger institutional links with cities such as Seattle and Portland, who have similar initiatives to the GCAP, would help build a strong support network, and add insights into the process of greening small business. See, for example, Seattle 2030 District plan, and related events: <http://2030district.org/seattle/>.

## 1. Introduction

Globally, offices and businesses of all kinds are significant drivers of climate change as computers, data storage, supply chain pressures and communication networks draw increasing amounts of energy. Small business employees often travel to work in private automobiles, and then produce significant amounts of solid waste on the job. Consumers' increasing environmental awareness combined with a supportive policy environment could encourage these businesses to introduce more sustainable practices

Nationally, more than 20 percent of Canada's greenhouse gas emissions come from transporting goods and people, including daily commuting and business travel. As a result of these statistics, Business Improvement Associations (BIAs) are now seen as a key ally in reducing emissions and building sustainable communities at the municipal level.

At the municipal level, two-thirds of waste comes from commercial and industrial sources, and account for a large share of energy consumption. In Toronto, small and medium-sized workplaces such as retail shops, small offices, small manufacturers, and restaurants consume 63 per cent of overall electricity use in the city.<sup>4</sup>

The majority of City of Vancouver businesses are small businesses, defined as companies with less than 50 employees.<sup>5</sup> According to an analysis of 2010 business license data carried out by the VEC, 97% of Vancouver businesses can be classified as small businesses. Within this group, 80% of businesses have less than 10 employees. Figure 1 shows the breakdown of Vancouver businesses by number of employees.

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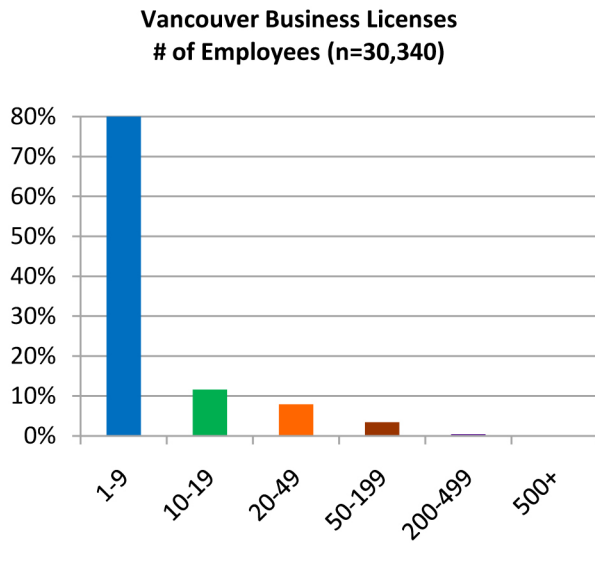
In Portland, the Hawthorne Area Civic Ecology (HACE) project takes a multidisciplinary community approach to greening business that should be of interest to Vancouver BIAs:

<http://www.sera-architects.com/blog/2012/07/hawthorne-civic-ecology/>

<sup>4</sup> 'Doing Business in a New Climate' David Suzuki Foundation Greening Business Report, at 8. Online:

<http://www.davidsuzuki.org/publications/resources/2010/doing-business-in-a-new-climate/>

<sup>5</sup> This is a province of British Columbia Standard. In federal policy discussions, small businesses are considered those with fewer than 500 employees.



**Figure 1 – Vancouver business licenses. Source: ‘Greening Small Business in Vancouver’ Report for VEC prepared by Earthvoice Strategies (19 August 2011), at 2.**

In response to these statistics, the City is eager to engage with small businesses in order to achieve key targets of the Greenest City Action Plan (GCAP). In particular, Goal 1, Target 2, “to double the number of businesses actively engaged in greening their operations” will require the participation of Vancouver’s burgeoning small business community.<sup>6</sup>

Small business owners and their staff are best suited to taking action to reduce waste, energy consumption and emissions through simple steps. While recognising that small businesses face unique operational challenges, the City must play a role in fostering commitment to the GCAP goals, work to facilitate the transformation of Vancouver’s small businesses into green champions. The challenge will be to reach out and engage the thousands of small businesses that help to drive the local economy.

### **1.1 The Greenest City Challenge**

The Greenest City 2020 Action Plan (GCAP) is a comprehensive plan aimed at making Vancouver the greenest city in the world by 2020. The two targets associated with the Green Economy Goal 1, which are relevant to BIAs, are to:

1. double the number of green jobs over 2010 levels by 2020; and,

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<sup>6</sup> According to the VEC’s definition, to be “actively engaged in greening operations”, a company should: 1. Have made a public environmental commitment to measure and improve its environmental footprint; and 2. Be measuring and improving performance in the following areas on an annual basis: (a) energy - fuel, buildings, commuting; (b) water; (c) use of copy paper; and (d) waste. From VEC ‘Green Economy Action Plan’, unpublished report (2011), at 2.

2. double the number of companies that are actively engaged in greening their operations over 2011 levels by 2020.

The Vancouver Economic Commission (VEC) has the primary accountability for the Green Economy goal and targets. The Green Economy Goal seeks to both reduce environmental impact and improve economic performance, in line with international best practice,<sup>7</sup> with the VEC being challenged to engage Vancouver's diverse business community in this process.

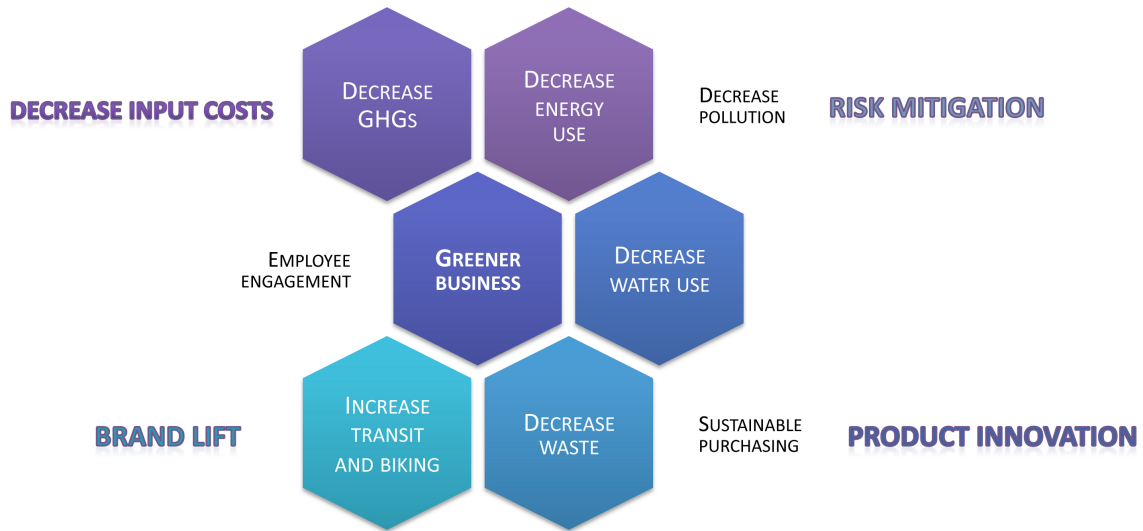
Within Goal 1, Target 2 seeks to increase green business practices across all sectors of the economy, and in doing so help Vancouver companies to benefit from cost advantages and market opportunities associated with sustainability and innovation.<sup>8</sup> Companies that consume less energy and produce less waste face lower operating costs, and can access contracts from the increasing number of larger organizations that have sustainable purchasing requirements.

In addition, small and large businesses that employ 'systems thinking' can find opportunities for improved productivity, innovative business processes, creation of shared value and additional revenue streams. Figure 3 shows the thematic areas required to engage in business greening, and the benefits arising from this process.

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<sup>7</sup> The concept of "Open innovation" is one concept that BIAs in Vancouver should explore further as they seek to generate interest and substantive changes in their approach to sustainability. See 'Open Sustainability Innovation' (4 May 2011). Online: <http://www.sustainability-marketing.com/2011/05/open-sustainability-innovation.html>

<sup>8</sup> The Net Zero Canadian Research and Development Centre in Tianjin is an example of international business benefits of strengthening Vancouver's reputation and capacity to generate innovative small business solutions to environmental constraints on growth. See: <http://www.vancouverobserver.com/blogs/cityhall/2010/09/14/canadian-green-building-centre-open-china>



**Figure 2 – Greening Business Matrix. Source: J. Warsi and J. Raymond. ‘Green Economy Target 2: Establishing the Baseline’, Presentation to Sustainability Group (April 18, 2012).**

**City’s Role:** Create an online hub for information, advice and tools. Sort existing tools by engagement metric areas of focus, and assess gaps. Develop online learning/engagement tool for small businesses related to each engagement metric area. Create an online platform for business assessment, monitoring and benchmarking according to the City’s metrics. It is recommended that the capacity to calculate business performance and the ability to benchmark be built into the online platform.<sup>9</sup>

The goal of business engagement, support and promotion is to engage small businesses beyond the “early adopters” of which there are many in Vancouver.<sup>10</sup> This will require that the City not only create the appropriate tools, but inspire, engage and promote businesses that participate in greening their operations.

The City could engage small businesses by developing partnerships with various groups as outlined below. The promotion program will also serve to drive awareness and business engagement in the program.

### 1.2 Business Improvement Associations in Vancouver

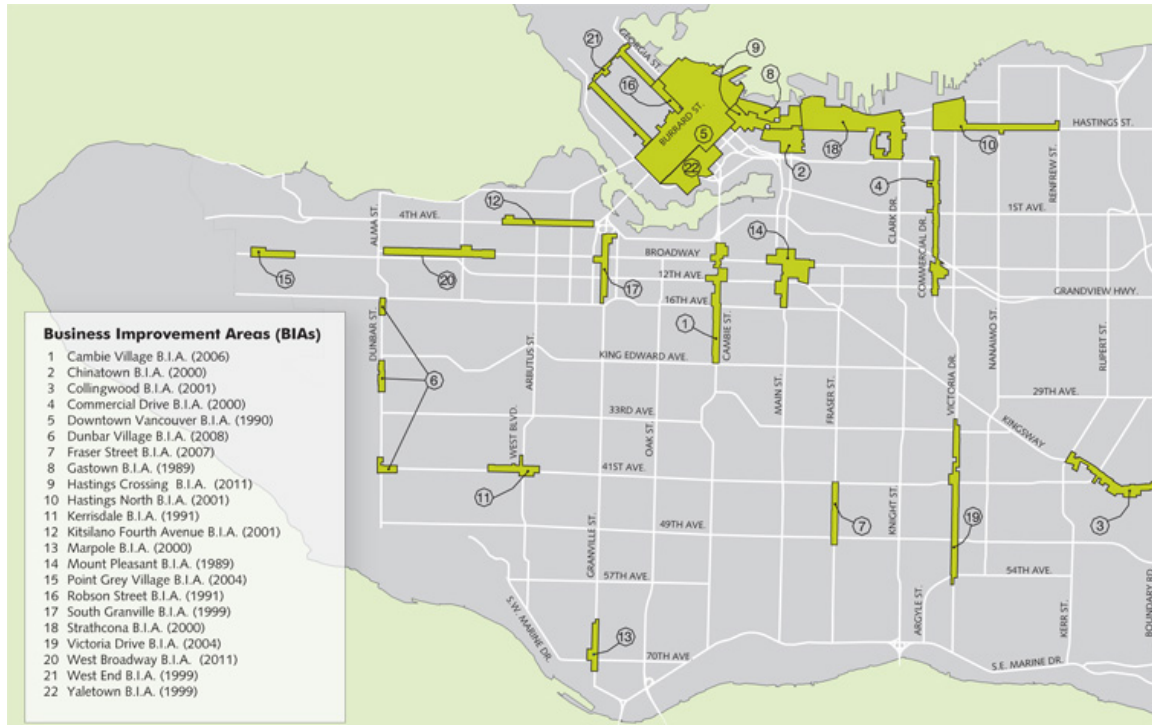
In Vancouver, BIAs are administered as non-profit associations of commercial property owners and business tenants to promote and improve the economic vitality of distinctive business districts. Once formed, BIAs are managed by volunteer boards comprised of property owners

<sup>9</sup> J. Warsi and J. Raymond. ‘Green Economy Target 2: Establishing the Baseline’, Presentation to Sustainability Group (April 18, 2012).

<sup>10</sup> City of Vancouver ‘Our Corporate Climate Leaders’. Online: <http://vancouver.ca/greencapital/climateleaders.htm>



and tenants, with a small number of permanent staff tasked with project implementation.<sup>11</sup> The City plays a role in facilitating contact between the BIA and City departments, administering the annual funding process, and monitoring BIA budgets.<sup>12</sup> Figure 2 depicts the distribution of BIAs around the City.



**Figure 3 – Map of City of Vancouver Business Improvement Associations**

Currently, BIAs obtain funding through a special property tax, similar to a Local Improvement Levy, with local property owners’ share of the annual BIA budget proportionate to their share of the total taxable value within the BIA boundaries. This means that BIA members make contributions relative to the size of their business profits. Significantly, in most lease agreements, property owners pass on this cost to the business tenants, which generates pressure on BIAs to demonstrate value to all members.

There are 22 BIAs in Vancouver,<sup>13</sup> with another 15 in the Metro Vancouver area.<sup>14</sup> Together these BIAs have thousands of members who interface with millions of customers and clients

<sup>11</sup> New BIAs are formed in response to local business demand and the shifting demographics of the City’s neighbourhoods. In 2011, the two new BIAs, Hastings Crossing and West Broadway were created.

<sup>12</sup> Interview with Peter Vaisboard, Coordinator, BIA Program, City of Vancouver.

<sup>13</sup> These are Gastown, Mount Pleasant, Downtown Robson Street, Kerrisdale, West End, South Granville, Yaletown, Chinatown, Commercial Drive, Marpole, Strathcona Area, Collingwood, Hastings North, Kitsilano Fourth Avenue, Point Grey Village, Victoria Drive, Cambie Village, Fraser Street, Dunbar, Hastings Crossing, and West Broadway. Metro Vancouver BIAs include the following: Austin Heights (Coquitlam), Downtown Abbotsford, Burnaby North Road, Downtown Chilliwack, Cloverdale, Heights Merchants Association (Burnaby), Fort Langley, Downtown Langley, Maple Ridge, Mission, Downtown New Westminster, Port Coquitlam, Squamish, Downtown Surrey, Tsawwassen, White Rock

each year. By engaging with BIAs and their members on key elements of the GCAP, the City can multiply the desired achievements of the program.

In particular, BIAs should be considered as important partners in gathering substantive feedback and data on program development, facilitating small business outreach, and developing case studies to showcase Vancouver's success. In addition, BIAs are already working to connect members with green industry leaders, and the City should support this process. Although a number of BIAs, such as Strathcona and Hastings Cross, do reach out to their members around small business greening, their work is exceptional.

The Strathcona Business Improvement Area (SBIA) provides an example of successful member engagement. With a board-level Sustainability Committee, they have engaged members in a variety of green initiatives including the creation of a strategic green zone plan, eco-industrial networking workshops, and a waste exchange. As the City seeks to infuse small business culture with sustainability principles, it must seek to cultivate collaborative relationships with BIAs and their members.

Many BIAs are already convinced of the value of integrating sustainability into their brand and in the business practices of their members.<sup>15</sup> The challenge for the City is to convince BIAs of the value to be gained from engaging with and taking ownership of the GCAP goals. In particular, the City must develop the communication channels necessary to share the economic gains to small business of working towards the goals.

When analyzing the costs and benefits of pursuing GCAP success, the City should emphasize the practical benefits to small business of taking basic steps to reduce their environmental impact and improve efficiency. Benefits include:

- Savings of time and money
- Opportunities for new product development and innovations in services
- Brand lift and enhanced community reputation
- Improvements in employee productivity
- Support for human resources recruitment and retention
- Access to new networks and BIA partnerships to deliver larger green business initiatives

### **1.3 Canadian Business Case Studies**

There are many examples of small and large businesses taking significant steps towards a more sustainable future. Much of the time, businesses are motivated by external recognition and the ability to cut operating costs through greater efficiency. Outside of Vancouver, many businesses are exploring ways to green their operations and reap the rewards.

In Toronto, entrepreneur Alex Winch opened Beach Solar Laundromat, reducing his operations'

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<sup>14</sup> The Metro Vancouver BIAs are:. There is significant interest in business greening in all of these locations, and Pitt Meadows is currently running its second Green Business Awards for 2012.

<sup>15</sup> Stakeholder interviews, May-July 2012.

environmental impact by installing eight solar hot water panels (reducing natural gas consumption by 30 per cent) and switching T12 fluorescent lighting to T8s. As a result of these savings, and new customers attracted by the environmental ethos of the operation, revenues grew by 160 per cent over 18 months.<sup>16</sup>

The Liquor Control Board of Ontario (LCBO) recently eliminated plastic bags, simply by ceasing to offer complimentary plastic bags. This policy eliminated some 80 million plastic bags.<sup>17</sup> Now, they only give paper bags to customers, who have expressed happiness knowing that they are not contributing to unnecessary plastic waste that inevitably ends up clogging waterways and landfills.

According to the David Suzuki Foundation, workplace with natural light alone significantly boosts staff productivity (and can increase retail sales by 40 per cent). Providing for a modest 3.7 per cent in worker productivity can pay for all facility costs over a thirty-year period – without even considering significant savings in operating expenses.<sup>18</sup>

### **Lowering the Costs of Waste Disposal & Reducing Congestion**

The Downtown Victoria Business Association partnered with reCYCLISTS for composting pick-up, reducing the cost to local business for waste disposal, creating new jobs, and reducing air pollution in the downtown core.

reCYCLISTS is a successful bicycle-based compost program offering environmentally friendly, pollutant-free compost collection service for downtown businesses. Because downtown businesses can be serviced with pedal power, and have limited funds for dealing with compost, reCYCLISTS provides a unique service at sustainable rates.<sup>19</sup>

The agreement means that reCYCLISTS provide regularly scheduled compost pick up for businesses within the boundaries of the DVBA using a specially designed and distinctively branded pedal-powered tricycle piloted by members of the DVBA Clean Team. This specialized reCYCLISTS trike will carry close to 200 kilograms of compost per load and will pick up from participating businesses on a regular schedule. Participating businesses are provided with a small table top container and a large 48 litre container.

At Next Level Games in Vancouver, workers took the simple step of acquiring larger recycling bins to ensure that no recyclables went into the garbage. Cleaning products were switched to environmentally friendly options, and a one-month contest was held to encourage employees to

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<sup>16</sup> S. Patcher 'Presenting - Alex Winch & the Beaches Solar Laundromat' (2007). Online: <http://ezinearticles.com/?Presenting--Alex-Winch-and-the-Beaches-Solar-Laundromat&id=631314>.

<sup>17</sup> 'History of the LCBO'. Online: [http://www.lcbo.com/aboutlcbo/media\\_centre/history.shtml](http://www.lcbo.com/aboutlcbo/media_centre/history.shtml).

<sup>18</sup> The City's Business Energy Advisor Program helps businesses to quantify the monetary savings to be made from increasing energy efficiency around the workplace. See...

<sup>19</sup> 'The Downtown Victoria Business Association partners with reCYCLISTS for composting pick-up' Online: [http://www.bia.bc.ca/index.php?area\\_id=1009&page\\_id=1034&blog\\_id=4](http://www.bia.bc.ca/index.php?area_id=1009&page_id=1034&blog_id=4). Based on the experience of the Downtown Vancouver BIA, and their difficulties in removing dumpsters from key alleyways, there needs to be more openness on the part of the City if it hopes to change the way waste is managed at the neighbourhood-level.

shut their computer systems down at night. The dollar value saved in energy by the top employee was donated to a local hospital charity, creating a win-win situation for the environment and the community. All of these efforts helped to enhance staff engagement, lower waste disposal costs, and spur new idea sharing between staff and management.

The experience of these businesses shows that greening can be profitable. If Vancouver wishes to show national and international leadership in this area, there must be a significant push from the City to engage the majority of businesses in substantive moves towards sustainable and innovative business practices.

#### **1.4 Greening Small Business Internationally**

If Vancouver hopes to lead the world in its greening efforts, it must consider the success of other cities in North America and Europe.

**San Francisco:** The San Francisco Green Business Program provides support, training and technical assistance to all kinds of small businesses. The program is based on a series of sector-specific self-assessment checklists, a phone consultation, initial site visit, and on-site verification assessments by various government agencies to ensure compliance with standards (health, fire, air quality, water conservation, and energy, recycling/composting and toxics reduction). Businesses are then recognized in the City's online directory. There are currently 175 recognized green businesses involved in the program.

The City also supports the *Thimmakka* program that provides information and technical assistance on energy and resource reduction for ethnic Bay-area restaurants.<sup>20</sup> *Thimmakka* certifies 100 green restaurants. The City's recognition program began in 2005 and is not actively marketed to businesses. They get referrals mostly through word-of-mouth. The program is run through a single full-time staff person.

**Albany, New York:** The City of Albany Green Business Program is a voluntary partnership between business leaders, government agencies and non-profit organizations to improve overall efficiencies, save money, and reduce their environmental footprint as a means to creating a more sustainable Albany. Participating businesses will receive exclusive member benefits such as direct technical assistance, networking opportunities and access to exclusive resources.<sup>21</sup> Echoing Vancouver's GCAP, the public goals of the Albany Green Business Program are to:

- (a) reduce greenhouse gas (GHG) emissions associated with business operations;
- (b) reduce energy-related business costs freeing up much needed capital for business operations and expansion;
- (c) continue to be a leader in the state on environmental and sustainability initiatives;

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<sup>20</sup> 'Greening restaurants saves environment and \$ millions' (December 2007). Online: <http://www.theglobalintelligencer.com/dec2007/business>. This programme is similar, but more technically advanced, than the Green Table Network (<http://www.greentable.net/>)

<sup>21</sup> See: <http://www.albanysustainability.org/>

(d) be a destination for businesses committed to environmentally friendly and sustainable practices; and

(e) be a hub for green technology businesses and associated industries.

#### **Recycling Bubble Gum into Money, London, UK**

In response to the problem of gum in her university town of Bristol, Anna Bullus, a design student, began collecting used gum and working in a chemistry lab to recycle the waste. The product of four months of lab experimentation was a used-gum pellet. She then added ingredients which enabled the creation of a polymer that she calls BRGP (Bullus Recycled Gum Polymer). This new substance is used to make pink bubble bins that can now be found throughout the UK, where they are being trialled as gum-specific litterbins. When the bins are full, both bin and innards are recycled into new BRGP, which in turn become more bins and other products.

The case of Bullus' Gum Drop Bin show that creative solutions to waste management can turn into successful businesses. Here in Vancouver, the Robson Street BIA spends approximately CDN\$30,000 a year removing gum from three blocks in their neighbourhood.<sup>22</sup> By encouraging students, businesses, and the public to think creatively about how we think about and deal with waste, possibly through a well-publicised awards programme, the City could support new solutions and entrepreneurship around key challenges to achieving the Greenest City Goals.

### **1.5 Greening Small Business: Identifying the Benefits**

The drivers, benefits and barriers to small business greening through BIAs were investigated based on a literature review, and interviews with the BIAs whose members are most active in the greening process. In discussions of small business drivers, barriers and benefits to greening, and the role of BIAs in leading this process, we considered the stages necessary to achieve success. Figure 5 below depicts the process of developing a project designed to meet the needs of BIAs while motivating their members to achieve Greenest City Goal 1, Target 2. This report should conclude Stage 4, and should spur the support of a concrete Action Plan for engaging BIAs in greening over the medium term.

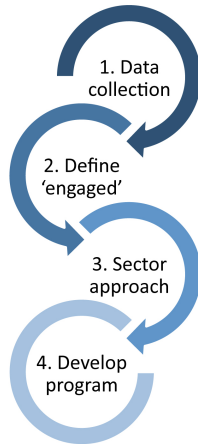
In moving forward with a program of recognition for BIA members who are sustainability leaders, the City should consider the most common drivers and benefits for small business greening reflected in the literature. These are (1) financial benefits, including through managing or reducing risk; (2) marketing; and (3) networking benefits.

**Financial:** Financial benefits can be realized through reduced operating costs that come from improved resource efficiency and reduced labour costs. Cost savings can be realized through more efficient use of resources, including water, electricity, and natural gas. Immediate cash savings can also be achieved through reduced labour costs, and by using less toxic products that

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<sup>22</sup> Interview with Dave Jones (19 July 2012), JSI Security and Investigations Inc, Security Consultant to the DV BIA: [jsibc@telus.net](mailto:jsibc@telus.net), (T) 604-728-6150.

improve health and safety. Further financial benefits can be realized through better employee attraction and retention, and reduced management and training costs associated with better retention. Small businesses can also increase direct business by engaging customers around greening initiatives.<sup>23</sup>



**Figure 4 Project Flow Diagram – Greening BIAs. Source: J. Warsi and J. Raymond (2012).**

**Management:** Benefits of integrating greening processes, as well as pollution reduction and environmental management systems into the workplace include reduced time focused on health and safety accident claims, reduced time spent on reporting and cleaning up leaks/spills, reduced time in dealing with City regulators on non-compliance issues.<sup>24</sup>

**Marketing:** Marketing benefits associated with sustainability, and a Green Awards in particular, include new business opportunities in greener products or services, as well as product differentiation from competitors. Marketing green success helps to demonstrate good corporate citizenship to consumers and supply chain partners, and helps respond to supply chain and consumer demand for greener products. Media attention that focuses on green successes or new products builds brand awareness and provides free advertising that builds more brand awareness for neighbourhoods, BIAs and individual businesses.

**Networking:** Networking opportunities around a Green Awards mean that small businesses can create links with other small businesses, industry leaders and Metro Vancouver business groups focused on sustainability. Supported by an awards program, or other incentive, this networking can help to spread best practices. It can also create connections with municipal and provincial agencies in a non-regulatory relationship that fosters greater understanding, and can lead to partnerships, funding and incentives, and can help businesses earnestly engage with long-term policy goals detailed in the GCAP.

### Finding the right incentives and overcoming barriers

BIA leaders have emphasized the need for appropriate incentives in motivating behavioural change of their small business members. These include:

- sustained engagement through designated partners at the City;
- reductions in property tax in response to greening actions by BIAs; and
- consistent goals and program support around the GCAP.

<sup>23</sup> See recent examples from Vancouver: ‘Business Excellence Series – Sustainability: Recycling consumer appeal’ (23 May 2012) Online: <http://www.biv.com/article/20120523/BIV0114/305299998/1/BIV/business-excellence-series-8211-sustainability-recycling-consumer>

<sup>24</sup> As the City moves forward with stricter regulations on waste and contaminated water disposal, the benefits of having systems in place will only increase. See, for example: ‘Tipping Fee and Solid Waste Disposal Regulation Bylaw No.267’ (2012) and ‘Sewer Use Bylaw No.299’ (2007). Online: <http://www.metrovancouver.org/boards/bylaws/Pages/default.aspx>

The most common barriers to small business greening reflected in past research are a lack of capacity and organizational culture, the perceived high cost of change and inappropriate program approaches to greening small business.<sup>25</sup>

**Lack of Capacity:** the lack of time, information and staff to share in small businesses are significant barriers to greening. Given that many small businesses fail within the first several years (35% within 5 years in BC), owners and staff are often focused solely on survival at a time when key decisions are made that can affect how green an operation they will have (for example, when purchasing start-up equipment). Interviews with BIA leaders confirmed these findings.

In addition, the just-in-time nature of small business start-ups constrains their ability to focus on building capacity while focused on survival. The lack of a comprehensive and reliable hub of information on small business greening provides a barrier in that businesses do not have a well-known, one-stop resource to look to in the little time they might have to focus on greening their operations.

- **The City should support BIAs in developing an online information hub for greening small businesses, and for rating sustainability service providers. Strathcona BIA has been leading the development of community information sharing tools. In collaboration with other BIAs, there is now an initiative to develop a functional web platform for all members interested in greening. The City should actively support this process.**

## Collecting Data

Recent survey work carried out by VEC reveals significant gaps in data related to small business greening initiatives.<sup>26</sup> Discussions should be had with BIAs around quantifying their greening activities and encouraging businesses to measure waste reduction achievements, and reductions in the carbon footprint of their entire business operations.

Only 6% of companies measure the number of employees that commute by carpool or alternative modes of travel.<sup>27</sup> An employee transit program is the most common practice among those who have taken steps, with almost three-in-ten large businesses (29%) having such programs. At the small business level, and based on interviews with BIA leaders, virtually no tracking of transportation modes is recorded. This is an area that would be best served by work at the district level.

In terms of communicating success, the biggest barriers reported were the lack of clear and easy-to-use sustainability indicators, lack of financial resources and staff time or skills. Other barriers reported were a lack of sector benchmarks and a lack of opportunities to communicate efforts.<sup>28</sup>

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<sup>25</sup> Earthvoice Strategies (2011), *supra* note 18, at 20.

<sup>26</sup> 'City of Vancouver Businesses Green Engagement Research' report for VEC by Mustel Group (2012).

<sup>27</sup> Mustel Group (2012), at 34.

<sup>28</sup> EarthVoice Strategies (2011) *supra* 18 note, at 23

**By educating BIAs and their members on clear indicators and metrics for tracking progress on GCAP goals, the City would support community-led initiatives that are already occurring, and generate ideas for new business ventures.<sup>29</sup>**

## **2. BIAs in Action: Strathcona Green Zone**

The Strathcona BIA (SBIA) is committed to engaging its members to work towards the Greenest City Goals, and has experimented with a number of innovative approaches to communicating and acting on the Greenest City Action Plan (GCAP). The SBIA runs regular “Green Zone Connects” networking workshops where members learn how to dispose of or otherwise deal with problematic materials and to collaborate with each other to manage waste as a valuable resource.

The Urban Tree Nursery is a joint initiative of the newly founded Hastings Crossing BIA and SBIA, with additional involvement from the UBC Department of Forestry, the City, and Mission Possible Enterprises.<sup>30</sup> The pilot project will install twelve tree planters along East Hastings, starting at Gore and moving west and east to Carrall and Princess Streets. The programme will engage with under-employed or otherwise disadvantaged local citizens to maintain the plots, providing employment and beautifying the streetscape, which will encourage visitors to spend more time in the neighbourhood, ultimately generating business for local companies

In addition to the Urban Tree Nursery, SBIA is seeking funding to create 20 to 30 community micro-gardens throughout the Strathcona neighbourhood primarily on business properties in high visibility areas adjacent to sidewalks in order to maximize community engagement in the process. Sites are being selected in areas that show obvious disrepair or where a garden would significantly improve the quality of the streetscape.

Through the creation of a Resource Park and a Zero Waste Challenge for participating business members, SBIA seeks to encourage creative thinking around waste management and community approaches to recycling and reuse. These projects boost community interest in “going green” together and raise the profile of local business leaders. As part of their commitment to engaging other BIAs and businesses on sustainability issues, SBIA will host a workshop on transforming commercial waste into a community resource in September of 2012.

Significantly, SBIA has a long-term vision that incorporates sustainability. In 2016, BIA members would like the neighbourhood to be a model mixed use community, focused on green and sustainable business, and grow their “Green Zone” into a widely recognized positive brand. In addition, the group celebrates green business, the arts, and diversity as successful catalysts for area revitalization and sustainability. SBIA envisions a viable, green, and economically sound community for its business members and community residents. This parallels the GCAP goals and the VEC should work to leverage BIA support to produce a green awards with the goal of building trust with BIAs and broad based support for achieving and measuring Goal 1.

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<sup>29</sup> See ‘Green Economy Target 2: Establishing the Baseline’ VEC Presentation to Sustainability Group (18 April 2012).

<sup>30</sup> See ‘Brightening East Hastings Street, One Tree at a Time’, online: <http://strathconagreenzone.com/urbantreenursery>



## 2.1 BIA Feedback

Based on discussions with BIA leaders expressed a broad range of opinions on GCAP, with the majority in support of the Plan. In spite of generally positive feedback, a number of areas of concern were raised. These include:

### a) *Communication with the City*

- BIAs expressed concern that there has been little constructive communication with the City and their members. Specifically, interactions with the City tend to focus on problems and regulatory and legal enforcement, rather than opportunities for synergy and shared goals.
- BIAs and their members would welcome more constructive engagement with the City on engaging small and large business in the Greenest City Goals.
- A shared platform for sharing best practices was identified as an area for support. BIAs are interested in sharing useful and up to date information on greening with their members, and they feel that the City should support their efforts to develop a shared web platform.

### b) *Long-term commitment to engaging BIAs*

- A number of BIA executives expressed concerns over program continuity; if the City does develop an awards project, it should communicate clearly with BIAs around the timeline, and possibility of supporting the awards for more than 1 year.

### c) *Deciding on the right incentives*

- Executives stressed that BIA involvement in the awards process would be important to ensuring broad-based engagement, and to decide on an awards format that actually incentivise behavioural change in small business members.

### d) *The need for recognition*

- Small businesses have limited budgets for promotion, and are eager to have partners in promoting their transition to more sustainable business operations. Currently, there are a number of private recognition services, including Green Workplace and the Green Table Network, but these initiatives can be too costly or complicated for small businesses to administer. If the City wants to engage BIAs, and all of their members in an inclusive move towards the GCAP goals, it should support accessible programming, and an awards process that can engage all business, including small ones that are the majority in Vancouver.

## 2.2 BIA Policy Goals and the Municipal Electoral Cycle

In meetings, BIA leaders shared significant concerns over their relationship with city, as well as identifying opportunities for enhanced cooperation and partnership. Suggestions include:

- Quarterly meetings with permanent city staff on the health of local economies, highlighting major achievements, and barriers to further success.
- Annual events to celebrate BIAs and other community business associations, both for individual member success with greening initiatives and other areas.
- Expanding the role of BIAs in conceiving and developing Local Area Plans (LAPs)

Based on the success of other cities in working to green small businesses through various engagement programs, and the eagerness of BIAs to play a role in new initiatives, it is clear that the City needs to engage small businesses in greening their operations in order to meet the goals of the GCAP.

In response to feedback from BIA directors, the City should commit to developing a compelling program that helps small businesses overcome the barriers posed by time constraints, lack of reliable information and adequate staff. The City has already created a number of impressive programs to support business greening, and should now consider supporting the infrastructure required to sustain and build lasting interest in these programs.<sup>31</sup>

An engagement program, run through the VEC, should build on existing online resources and could include sector-specific information, advice and tools, peer-to-peer learning opportunities, engagement, support and promotion. BIA leaders are already discussing the creation of an online engagement platform to share ideas, and there is an opportunity for the City to become an important and valued partner in this process.<sup>32</sup>

Acting on past research commissioned by the VEC,<sup>33</sup> the program could provide checklists, outline sector-specific solutions, case studies of success stories and identify sector leaders. It could also provide a data tool for business self-assessment, benchmarking and reporting on metrics data, and information on incentives. Finally, a promotion, marketing and awards program would enable businesses to benefit from their efforts. Based on feedback received, BIA leaders seem most interested in City support in public recognition and sustaining media interest in the efforts of small business to green their operations.

If the City can draw on past successes and learning with business partnerships, networks, and

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<sup>31</sup> This point echoes what was emphasized in a 2011 report on a similar subject. Earthvoice Strategies (2011), at E-4: "It is important for the City to create effective and long-term partnerships to implement its green business program...The City will need an estimated one to three full -time employees to coordinate the program. We suggest that one full-time manager and two support staff would be ideal to coordinate the program...at a minimum, one full time staff person must be charged with creating relationships for engagement and awards, and working with developers to finalize the online platform."

<sup>32</sup> Stakeholder interviews, June 2012. The VEC is waiting to confirm the next BIA meeting on this issue, and for approval from the City to move forward with a shared web platform. It is important for the City to follow up with all the BIAs through the bi-monthly group meetings. The next meeting is scheduled for 5 September and is administered by Patricia Barnes, Executive Director of the East Village BIA (formerly Hastings North).

<sup>33</sup> 'Green Economy Target 2: Establishing the Baseline' Presentation to Sustainability Group (18 April 2012).

training programs such as the Corporate Climate Leaders Program, Climate Smart, or the Business Energy Advisors program, BIAs would be more responsive to offers of collaboration.

### 3. Green Awards

Based on consultation with business leaders and BIA executives, as well as past discussions with the Board of Trade, it has been determined that a green awards program would be an ideal tool for recognising small business leadership in sustainability.

A number of other municipalities currently run green awards, and Vancouver would be able to draw on their experience in establishing its own awards programme.

**Small Business BC** currently runs a Best Green Business Awards programme, but it is challenging for the vast majority of Vancouver businesses, which are micro-enterprises, to compete with larger companies.<sup>34</sup> In 2012, the Small Business BC Awards had 20 nominations from businesses across the province, with two rounds of judging: first through a popular online voting system open to members, and then a judging panel for the final candidates.

Award criteria is based on:

- (a) leadership with a strong vision and support for energy efficiency and environmental policies;
- (b) actions taken to track and record energy efficiency improvements;
- (c) long-term planning and commitment to reductions in energy consumption and sustainability;
- (d) efforts to encourage energy conservation and waste reduction; and
- (e) support for green practices within the broader community, through staff, customers, suppliers, business peers, and the public.

Eligibility requirements are minimal in order to attract a large number of applications, and require the business to have been operating in B.C. for a minimum of 25 months and have less than 50 employees.

#### **City of Surrey “Green City Award”<sup>35</sup>**

The City of Surrey’s Green City Awards recognize the contributions of individuals, non-profit groups or community groups and businesses who:

- Take Action: people who take “extra measures” or “go beyond” what is otherwise expected of them to enhance Surrey’s natural environment. These people inspire the community and show that individuals and businesses can make a difference.

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<sup>34</sup> See: <http://www.successfullyou.ca/nominate/forms/best-green-business>

<sup>35</sup> See: <http://www.surrey.ca/city-government/8995.aspx>

- Inspire & Inform: people who engage, educate, and create awareness in the community about issues of concern, actions residents or businesses can take show us the way and play a critical role in enhancing Surrey's natural assets.

The nomination process is online and includes three simple categories: (1) outstanding individual; (2) community group; and (3) business. The awards have run for a number of years and have proven a very successful tool for generating awareness of sustainability issues and encouraging businesses to change their practices.

### **Burnaby Environmental Awards Program<sup>36</sup>**

The City of Burnaby runs an Environmental Awards Program which includes two types of recognition; "Environment Awards", which are given to groups, businesses and individuals for environmental achievements; and "Environmental Stars", given to recognize the accomplishments carried out on a smaller scale, but equally significant. Awards are presented in six categories: (1) Business Stewardship; (2) Communications; (3) Community Stewardship; (4) Green Choices; (5) Planning and Development; and (6) Youth.

The flexible award categories encourage entrants from a broad range of businesses and organisations, and the awards are popular with community groups and businesses.

**Based on these existing programs, a concept for a VEC Greenest City Awards has been presented as follows:**

### **Vancouver Greenest City Business Awards<sup>37</sup>**

Vancouver Greenest City Business Award eligibility would require a current City of Vancouver business license and BIA membership.

The criteria for analysing business success could include:

- (1) Efforts made to motivate and empower employees to grow the business in a sustainable fashion;
- (2) A description of challenges faced in going green and how these were overcome;
- (3) Business and sustainability achievements in the previous year; the quality and sophistication of the businesses greening strategy.

Greening success criteria could include:

- (1) Analysis of how business supports GCAP goals and targets (see analytical matrix below)
- (2) Demonstrate how business leadership has supported Greenest City Goals
- (3) A list of key efficiency and sustainability projects carried out in the past year
- (4) Positive influence on employees, suppliers and customers practices and knowledge of the GCAP.

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<sup>36</sup> See: <http://www.burnaby.ca/Things-To-Do/Be-Involved/Citizen-Recognition/Environment-Awards.html>

<sup>37</sup> From J. Warsi 'Greenest City Business Awards' Presentation to VEC (2012) Unpublished.

### 3.1 Next Steps

The following next steps are recommended to further the existing BIA engagement strategy and execute an inaugural Vancouver Greenest City Business Awards in the spring of 2013:

1. Work with BIA sustainability leaders to leverage the expertise and capacity of existing green small businesses.
2. Continue to engage with BIA leaders contacted as part of this study in order to obtain further feedback on the engagement program as it is developed and to secure their support for the rollout of a Vancouver Greenest City Business Awards.
3. Allocate adequate resources for the development of the City’s BIA engagement program, and cultivate media partners for a Vancouver Greenest City Business Awards.

	Participation in	Measuring performance	Steps taken to reduce/increase		
Energy	1	1	1		
Waste	1	1	1	Environmental purchasing policy	1
Water	1	1	1	Public environmental commitment	1
Fuel	-	1	1	Other leading practices	1
Employee commuting	-	1	1	Public environmental targets	2
GHGs	-	1	1	<b>TOTAL</b>	<b>20</b>

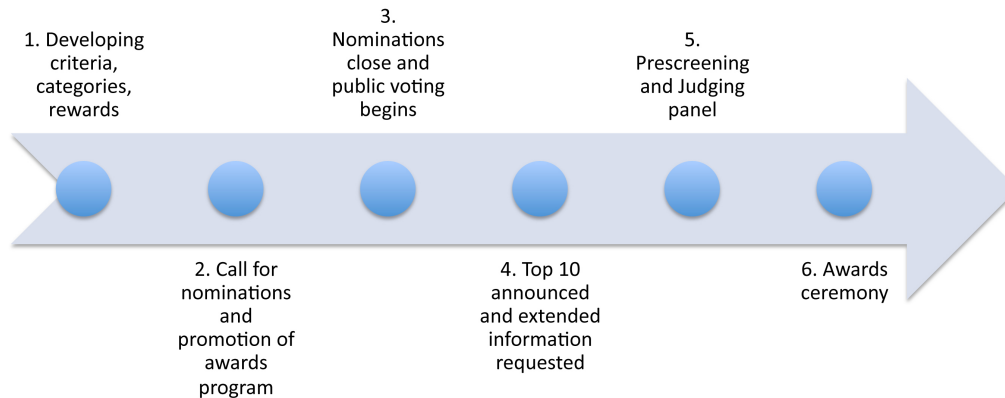
Figure 5 – The VEC has already developed a simple and sophisticated scoring matrix for a Vancouver Green Small Business Awards. Source: J. Warsi and J. Raymond. ‘Green Economy Target 2: Establishing the Baseline’, Presentation to Sustainability Group (18 April 2012).

### 3.2 Budget

Budgets for a green awards range from Pitt Meadows, currently running their second annual Green Business Awards, with an official budget of \$1000, to the City of Surrey, which devoted a

full-time member of staff to the project and relied on significant funds from corporate sponsors and the City to create a more professional awards program.<sup>38</sup>

For the proposed awards program the VEC may consider partnering with existing well-known awards in important sectors in order to gain profile for its programs and provide recognition for greener businesses, while minimizing costs to the City.



**Figure 6 – Green Awards planning process in 6 steps. Source: J Warsi ‘Greenest City Business Awards’ Draft Presentation to VEC (March 2012).**

The City should consider using one of their existing BIA liaison officers to coordinate the program. We suggest that one full-time manager and two support staff would be ideal to coordinate the program, but that at a minimum, one full time staff person must be charged with creating relationships for around the awards, and working with web developers to finalize an online platform.

Some elements of program development – checklists, case studies, and website development etc. might be outsourced to consultants or C3 program partners. Total estimated costs for an awards program running in the spring of 2013, including six months BIA outreach are between \$50,000 - \$70,000, not including VEC staff costs.

Based on discussions with other municipalities, 6 months is a realistic time frame for the project.

Previous analysis by VEC,<sup>39</sup> has suggested an annual budget of \$350,000, factoring in employee time as follows:

- (a) One full time staff, \$95,000 including benefits
- (b) Budget for events, materials, marketing, website \$65,000.
- (c) Support and sponsorships for BIAs (5 BIAs per year, \$30,000 each) \$150,000
- (d) Partnerships with industry associations \$40,000.

<sup>38</sup> Email exchange with Laurie Darcus, Director of Corporate Services, City of Pitt Meadows, (T) 604-465-2433, (E) [ldarcus@pittmeadows.bc.ca](mailto:ldarcus@pittmeadows.bc.ca)

<sup>39</sup> J. Warsi ‘Greening Businesses Strategy’, (20 March 2012) unpublished report for VEC.

Whether or not BIAs will demand sponsorship funds to participate in the awards program will have a significant impact the costs. In addition, this figure does not include possible cost offsets through corporate sponsorship or private philanthropy.

### 3.2 Timeline

Based on feedback from other municipalities, six months is a standard timeframe for executing an awards program, and requires at least a single full-time staff member, or an equivalent combination of efforts by outside consultants.

Figure 8 below depicts a four-month planning and execution timeline, which the VEC should follow with the goal of meeting a six-month delivery deadline. The provisional timeline has been created on that basis.

Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Developing criteria, categories, rewards	X	X														
Developing web presence and marketing material		X	X	X	X											
Call for nominations and promotion of awards prg.					X	X	X	X	X	X	X	X				
Public voting						X	X	X	X	X	X	X	X			
Top ten announced and extended info request																X
Judging panel engaged														X	X	X
Securing sponsorships	X	X	X	X	X											
Planning awards ceremony	X	X	X	X									X	X	X	X
Awards ceremony																X

**Figure 7 – Best case scenario 4-month awards timeline. Based on research and conflicting priorities, 6 months is now a more likely scenario. Source: J Warsi ‘Greenest City Business Awards’ Draft Presentation to VEC (March 2012).**

### **City of Vancouver 2013 Green Awards Timeline**

**September 2012:** Announce Green Small Business Awards for spring 2013 – provisional date Thursday, 16 May. Discussion with C3 partners on areas for collaboration, begin to solicit sponsors.

**October 2012:** VEC meets with all BIAs to discuss plan for awards and establish categories and media plan.

**November 2012:** Awards categories and criteria determined by VEC, with input from Sustainability Group, and BIA executives. Final Awards brief submitted for approval and sign-off.

**November –December 2012:** Outreach to small businesses and initial media coverage of Awards program.

**February 2013:** Contest website opens – open submissions online from all Vancouver businesses. Contest website could also provide links to relevant CoV tools, such as the Business Energy Advisors Program, and help to promote BIAs. In addition, the contest website could include inspirational case studies on model businesses, and possibly a green business blog run through the “City Studio” program.

**March 30 2013:** Submission deadline.

**April – May 2013:** Judging and analysis of submitted projects.

### **3.4 Funding Partners**

In order to finance the proposed awards project, and to ensure a stable relationship with BIAs in future, the City should plan for funding a multi-year engagement. With this goal in mind, a number of possible partners could be engaged.

#### **Private equity groups interested in innovation**

Investors who are interested in the buzz that comes from innovation and sustainability should be considered as possible sponsors. As institutional and private “green” investors benefit from Vancouver’s growing reputation as hub for sustainability, they could likely be convinced of the value of supporting a green awards for Vancouver businesses as part of broader branding efforts around the GCAP. Possible partners in this category could include:

(a) Greenscape Capital (<http://www.greenscapecapital.com/>)

(b) Mike Volker ([www.mikevolker.com](http://www.mikevolker.com))

#### **Existing City of Vancouver funding sources**

(a) Vancouver Foundation - Generation Green Grants  
(<http://vancouverfoundation.ca/greenestcityfund/>)

(b) City of Vancouver Banner Bags



Based on the success of local fundraising by the Commercial Drive BIA with their own “Banner Bags” and umbrellas (<http://www.thedrive.ca/bags.shtm>), the City should consider providing used banners and flags from the Street Banner and Flag Program to produce “Green Awards Bags” that can then be sold by participating businesses to raise funds, and awareness for the Green Awards Program. The Commercial Drive program has had significant financial success and has generated international media coverage, and they have found local partners with expertise in re-manufacturing flags into durable products.

(c) City of Vancouver Innovation Fund

### **Academic Partners**

In terms of producing an awards program, and generating material for a website and extended engagement program, the VEC should consider partnering with academic institutions, such as SFU’s Beatty School of Business, or the Sauder School of Business at UBC, in order to access significant research and planning funds required to engage businesses in greening over the medium-term.

Existing programmes that should be considered for engagement around the Green Awards include:

### **Campus-City Collaborative (C3)**

C3 is a, volunteer-driven work-in-progress funded by the City and post-secondary partners.<sup>40</sup> Current C3 initiatives include:

- CityStudio
- Green Workforce Development Symposium
- Inter-institutional Research Symposium
- Best Practices Workshop on organizing for sustainability
- International linkages through the WorldClass Cities Partnership (WCCP)

It will be up to the VEC to decide how to engage with C3 partners around a Green Awards, and more broadly on achieving the ambitious targets set out in Goal 1 of the GCAP.

**Canada Foundation for Innovation** (<http://www.innovation.ca/en/OurFunds>)

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<sup>40</sup> ‘Carbon Talks Discussion Guide’ (13 June 2012). Online: <http://www.carbontalks.ca/documents/Discussion%20guides/CarbonTalks-VEC-DiscussionGuide.pdf>, at 5.

#### 4. Project Contact List

Name and Position	Contact Details	Meeting Date
<b>City of Vancouver</b>		
<b>Peter Vaisbord</b> , Coordinator, BIA Program	<a href="mailto:peter.vaisbord@vancouver.ca">peter.vaisbord@vancouver.ca</a> T: 604.871.6304 F: 604.873.7898	10 May 2012, at City Hall.
<b>Tiffany Rutherford</b> , Planning Analyst, BIA Program	<a href="mailto:tiffany.rutherford@vancouver.ca">tiffany.rutherford@vancouver.ca</a> T: 604.873.7489 F: 604.873.7898	NA
<b>Bernie Burnett</b> , Engineering Department BIA Liaison	<a href="mailto:bernie.burnett@vancouver.ca">bernie.burnett@vancouver.ca</a> T: 604.873.7297 F: 604.871.6139	NA
<b>Lena Soots</b> , City Studio		Multiple meetings
<b>BIAs</b>		
<b>Patricia Barnes</b> , Director, Gastown BIA	Gastown Business Improvement Society 604.683.5650 <a href="mailto:info@gastown.org">info@gastown.org</a>	To be contacted, August 2012
<b>Rania Hatz</b> , Executive Director, Cambie Village BIA	c/o Anson Realty 3378 Cambie Street Vancouver, BC V5Z 2W5 T: 604.710.2954 F: 604.876.9225 <a href="mailto:rania.hatz@gmail.com">rania.hatz@gmail.com</a> <a href="http://www.cambievillage.com">www.cambievillage.com</a>	On vacation, August 2012
<b>Albert Fok</b> , President, Vancouver Chinatown BIA Society	508 Taylor Street Vancouver, BC V6B 6M4 T: 604.632.3808 F: 604.632.3809 <a href="mailto:vcbia@vancouver-chinatown.com">vcbia@vancouver-chinatown.com</a> <a href="http://www.vancouver-chinatown.com">www.vancouver-chinatown.com</a>	NA
<b>Charles Gauthier</b> , Executive Director, Downtown Vancouver Business Improvement Association	325 - 1130 West Pender Street Vancouver, BC V6E 4A4 T: 604.685.7811 F: 604.685.7812 <a href="mailto:charles@downtownvancouver.net">charles@downtownvancouver.net</a> <a href="http://www.downtownvancouver.net">www.downtownvancouver.net</a>	28 June, at DV BIA offices
<b>Wesley Regan</b> , Executive Director, Hastings Crossing Business Improvement Association	P.O. Box 88188 418 Main Street Vancouver, BC V6A 4A5 T: 604.805.3591 <a href="mailto:wes.regan@hxbia.com">wes.regan@hxbia.com</a> <a href="http://www.hxbia.com">www.hxbia.com</a>	23 May, at VEC offices
<b>Lynn Warwick</b> , Executive Director, Mount Pleasant Commercial Improvement Society	301 - 3102 Main Street Vancouver, BC V5T 3G7	21 June at BIA offices

	T: 604.874.9816 F: 604.874.9316 <a href="mailto:mpbia@telus.net">mpbia@telus.net</a> <a href="http://www.mountpleasantbia.com">www.mountpleasantbia.com</a>	
<b>Rolando Cardeno</b> , Executive BIA Coordinator, Commercial Drive Business Society	Suite 4 - 1726 Commercial Drive Vancouver, BC V5N 4A3 T: 604.251.2884 F: 604.251.2899 <a href="mailto:info@thedrive.ca">info@thedrive.ca</a> <a href="http://www.thedrive.ca">www.thedrive.ca</a>	Phone interview, 10 July 2012, meeting 24 July at BIA offices
<b>Michelle Barile</b> , Manager, Point Grey Village Business Association	162 - 4438 West 10th Avenue Vancouver, BC V6R 4R8 T: 604.563.3377 C: 778.384.6377 F: n/a <a href="mailto:info@pointgreyvillage.com">info@pointgreyvillage.com</a> <a href="http://www.pointgreyvillage.com">www.pointgreyvillage.com</a>	23 May, meeting at VEC offices
<b>Joji Kumagai</b> , Acting Executive Director, Strathcona Business Improvement Association	1220 East Hastings Street Vancouver, BC V6A 1S6 T: 604.258.2727 F: 604.258.2723 <a href="mailto:strathconabia@telus.net">strathconabia@telus.net</a> <a href="http://www.strathconabia.com">www.strathconabia.com</a>	24 May, at VEC offices
<b>Michelle Barile</b> , Manager, West Broadway Business Improvement Association	c/o Omega Travel 3230 West Broadway Vancouver, BC V6K 2H5 T: 778.384.6377 F: 604.738.7101 <a href="mailto:westbroadwaybia@gmail.com">westbroadwaybia@gmail.com</a> <a href="http://www.wbba.ca">www.wbba.ca</a>	23 May, meeting at VEC offices
<b>Russ Davies</b> , Manager, Kitsilano 4th Avenue Business Association	202 - 1857 West 4th Avenue Vancouver, BC V6J 1M4 T: 604.263.6443 <a href="mailto:info@kitsilano4thavenue.com">info@kitsilano4thavenue.com</a>	Phone conversation 23 May, suggested VEC attend September BIA meeting
<b>Patricia Barnes</b> , Executive Director, Hastings North/ East Village BIA (2001) – 2012 renaming	2620 East Hastings Street Vancouver, BC V5K 1Z6 T: 604.215.2401 F: 604.216.0991 <a href="mailto:hastingsnorthbia@telus.net">hastingsnorthbia@telus.net</a> <a href="http://www.eastvillagevancouver.ca/">http://www.eastvillagevancouver.ca/</a>	Need to contact re: September BIA meeting
<b>Stephen Regan</b> , Executive Director, West End BIA	411 - 1033 Davie Street Vancouver, BC V6E 1M7 T: 604.696.0144 F: 604.669.3323 <a href="mailto:debbie.coulson@westendbia.com">debbie.coulson@westendbia.com</a> <a href="http://www.westendbia.com">www.westendbia.com</a>	22 June, at BIA offices

<b>Stephanie Clarke</b> , BIABC Executive Director	349 West Georgia Street PO Box 4718 Vancouver, BC V6B 4A4 T: 1.888.865.6580 F: 604.216.0991 <a href="mailto:info@bia.bc.ca">info@bia.bc.ca</a>	NA
<b>Businesses</b>		
Dave Jones, Director, JSI Security and Investigations Inc, Security Consultant to the DV BIA	<a href="mailto:jsibc@telus.net">jsibc@telus.net</a> , (T) 604-728-6150	Meeting (19 July 2012)
<b>Others</b>		
<b>Anna Mathewson</b> , Sustainability Manager, City of Surrey	(T) 604-591-5833	2 August, phone interview
<b>Laurie Darcus</b> , Director of Corporate Services, City of Pitt Meadows	City of Pitt Meadows, Green Business Awards Coordinator, (T) 604-465-2433, (E) <a href="mailto:ldarcus@pittmeadows.bc.ca">ldarcus@pittmeadows.bc.ca</a>	Email exchange (July 2012)
<b>Karen Parusel</b> Workplace Workshops Program Manager, HUB Community Cycling (formerly VACC), <b>Erin O'Mellin</b> ( <a href="mailto:erin@bikehub.com">erin@bikehub.com</a> ) community cycle training and "Business 4 Bikes" programme.	828 West 8th Avenue Vancouver, BC V5Z 1E2, <a href="mailto:bikeskills@vacc.bc.ca">bikeskills@vacc.bc.ca</a> (M) 778.239.7252,	Email exchange, 10 May, telephone discussion of possible synergies.
<b>Michael Levenston</b> , City Farmer	Vancouver Compost Demonstration Garden 2150 Maple Street V6J 3T3 (T) 604-736-2250	11 May meeting at community garden
<b>Aaron Joe</b> , Director, Salish Soils		16 May at BC Econ Development Conference
<b>Andre Riviere</b> , Green Table Network	578 - 999 Canada Place, V6C 3E1 (T) 604-329-0864	17 May meeting
<b>Christian Walli, R.P.F.</b> Tree Canada - BC Community Advisor	520 Sharpe Street New Westminster, B.C. V3M 4R2  Bus: (604) 521-7771 - 103 Fax: (604) 520-1968 Cell: (604) 816-7626 Home: (604) 271-1997 Work e-mail: <a href="mailto:cwalli@treecanada.ca">cwalli@treecanada.ca</a> or <a href="mailto:cwalli@arbrescanada.ca">cwalli@arbrescanada.ca</a> Home e-mail: <a href="mailto:cwalli@shaw.ca">cwalli@shaw.ca</a>	18 May, phone conversation; able to help businesses choose trees and interface with Parks Board
<b>Dylan Goggs</b> , Director, Green Challenge Waste Management	(T) 604 992 5316 <a href="http://takethegreenchallenge.ca">http://takethegreenchallenge.ca</a>	Meeting 18 May, interested in neighbourhood partnerships

<b>Ross Moster</b> Convenor, Village Vancouver;	(T) 604.742.9881 <a href="mailto:info@villagevancouver.ca">info@villagevancouver.ca</a>	23 May, teleconference
<b>Possible Awards Sponsors/ Partners</b>		
Greenscape Capital Group	Suite 700 - 510 West Hastings Street V6B 1L8 (T) 604 687-6687 (F) 604 608-9110	