

Steps to Going Carbon Neutral.....

..... Measure, Reduce and Offset.

The following is a guide for organizations looking for a simple path towards reducing their greenhouse gas emissions and helping others to reduce their carbon footprint. It was authored by Elizabeth Sheehan and Coro Strandberg and produced by Strandberg Consulting, which provides strategic support to organizations seeking to integrate their values into their operations and strategy and to advance the marketplace towards sustainability. www.corostrandberg.com

In 2006, Carbon Neutral was declared word of the year¹. As reflected in the New Oxford American Dictionary's definition: **Carbon Neutral is not a static state but an engaged process.** "Being carbon neutral involves calculating your total climate-damaging carbon emissions, reducing them where possible, and then balancing your remaining emissions, often by purchasing a carbon offset: paying to plant new trees² or investing in "green" technologies such as solar and wind power."

Forward thinking organizations around the world are making pledges to reduce their footprint and go carbon neutral. In every case, regardless of country of origin, size or sector, these organizations are committing to take three basic steps:

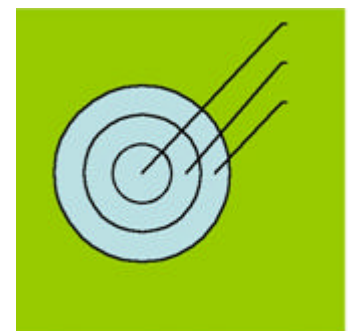
- 1) **Measure** their organization's footprint by inventorying the greenhouse gas emissions generated within a defined boundary of their operations.
- 2) Develop targeted goals and strategies for **Reducing** those emissions. And finally,
- 3) Net to zero the remaining annual emissions generated within the defined boundary by purchasing **Offsets**.

No doubt as an organization or enterprise you have already made steps toward reducing your greenhouse gas emissions if you have installed energy star equipment, improved the efficiency of your lighting, encouraged employees to carpool or use transit, set up conference calls to reduce your business travel or made a shift to purchasing from local suppliers.

These are positive climate change actions, they are laudable and important. There is a distinction, however, between reducing carbon emissions and going carbon neutral or marketing carbon neutral products and services. And while there is no universally agreed upon definition for what constitutes carbon neutral, efforts are underway to define standards along with growing expectations and scrutiny around greenwashing and claims. It is a "market in the making" and the more informed you are the better you can align your goals, define your level of engagement, take action and benefit from your efforts.

The following elaborates on these three steps to help your organization go carbon neutral and reduce its contribution to global warming.

"Being carbon neutral involves calculating your total climate-damaging carbon emissions, reducing them where possible, and then balancing your remaining emissions, often by purchasing a carbon offset."



¹ From the New Oxford American Dictionary.

² There is some controversy about tree planting as an approach to carbon offsetting. See page 9 for a discussion of this.

Measure, set targets..... the first steps.

“You can’t manage what you can’t count” and since greenhouse gases are a global concern, the international community has developed standards for measuring and reporting them. The Greenhouse Gas Protocol (GHG Protocol) is the most widely used international accounting framework for government and business leaders to understand, quantify, and manage their emissions. In the wake of the Kyoto agreement³ the GHG Protocol (www.ghgprotocol.org) was developed by a broad international coalition of businesses, non-governmental organizations (NGOs), government and inter-governmental organizations to proactively define a uniform approach.⁴ They have developed a number of specific industry sector guides and inventory tools starting with those industries with the largest emissions profiles. More recently a guide for service and retail sector companies was produced entitled “Hot Climate, Cool Commerce: A Service Sector Guide to Greenhouse Gas Management”. For office-based organizations the “Working 9 to 5 on Climate Change” is a good guide (see resources below). Both guides insure conformity to the principles set out by the GHG Protocol but are tailored to service, retail and office-based enterprises. Steps include:

- Define the boundary for your inventory⁵
- Map out the direct (boilers, company planes, cars) and indirect (electricity, travel, etc) emissions
- Select base year⁶
- Identify and collect data
- Gather emissions factors for each activity⁷
- Calculate emissions and set targets



Setting Targets: For organizations outside regulated industries or cap and trade systems⁸, there are a few options when it comes to setting an emissions target. An organization can choose to define an annual percentage improvement goal, set a relative target as in emissions per unit of production or service, or make a commitment to reducing emissions with an absolute target.⁹ The BC provincial government, for example, set an absolute target of 33% below current levels by 2020. There are many who advocate absolute targets, believing they are more easily understood, measured and communicated to stakeholders. Setting the target will depend upon the key sources of emissions and different reduction strategies available,

³ The Kyoto Protocol is an agreement under the United Nations Framework Convention on Climate Change in which industrialised countries commit to reduce their collective emissions of greenhouse gases by 5.2% compared to the year 1990. See summary on wikipedia (www.en.wikipedia.org/wiki/Kyoto_Protocol)

⁴ The GHG Protocol operates under the umbrella of the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute (WRI).

⁵ This is perhaps the most important and often difficult step in the process. The GHG Protocol provides two methods for defining what is included in your inventory. You can take a financial control approach in which you count the percentage of those emissions as a percentage of your ownership. For example, if you own 40% of a company, you account for 40% of its GHG emissions. The other method is called operational control which means you account for the emissions if you have “operational” control of the company, subsidiary, or facility. This is fully explained in the World Resources Institute’s guide “Hot Climate Cool Commerce” listed below.

⁶ Under Kyoto countries use 1990 as the base year. The GHG Protocol guidance advises companies and organizations to use the year where they have the most accurate and complete data as the base year.

⁷ The guides and websites below offer a number of worksheets already created that simplify the emissions calculation process.

⁸ A system that sets an overall emissions limit, allocates emissions allowances to participants, and allows them to trade emissions credits with each other. From www.ghgprotocol.org

⁹ For example, The Caterpillar company is using an intensity target by committing to reduce CO2 emissions per million dollars of revenue by 20% between 2002-2010. SwissRe took the absolute target approach to reduce GHGs by 15% below 2002.

and reflect future growth projections for the business or organization. Some guidance on target setting can be found in the resources below.

OPTIONS FOR YOUR APPROACH:

Engage employees in the effort. There is a growing body of evidence that when organizations engage employees in company wide corporate social responsibility initiatives, benefits can be significant. At Interface Canada, “When our employees saw the risks of climate change, they got very creative designing solutions that reduced our emissions and helped our bottom line by lowering costs and improving productivity.”¹⁰ Improving productivity among employees points to savings and benefits far beyond reducing annual energy costs. Creating an internal team and identifying champions to guide and drive the effort is simply smart business. To support your team, you may hire a consultant or join a group to collaborate with others.

Engage outside help. You could choose to hire technical support to assist in calculating emissions, setting targets and finding opportunities for energy efficiencies. There may be other local resources which could help you for a reduced or no-charge basis. Check out your local college or university, or other local resources.

Join others and go Carbon Neutral together. Contact organizations such as Ecotrust Canada or the David Suzuki Foundation for information on their carbon neutral workgroups and networks or start your own.

Resources:

Hot Climate Cool Commerce: A Service Sector Guide to Greenhouse Gas Management, 2006.

This World Resources Institute publication provides a step by step guide for measuring service sector companies. It conforms to the widely used and internationally agreed upon GHG Protocol standards.

www.wri.org/climate/pubs_description.cfm?pid=4137

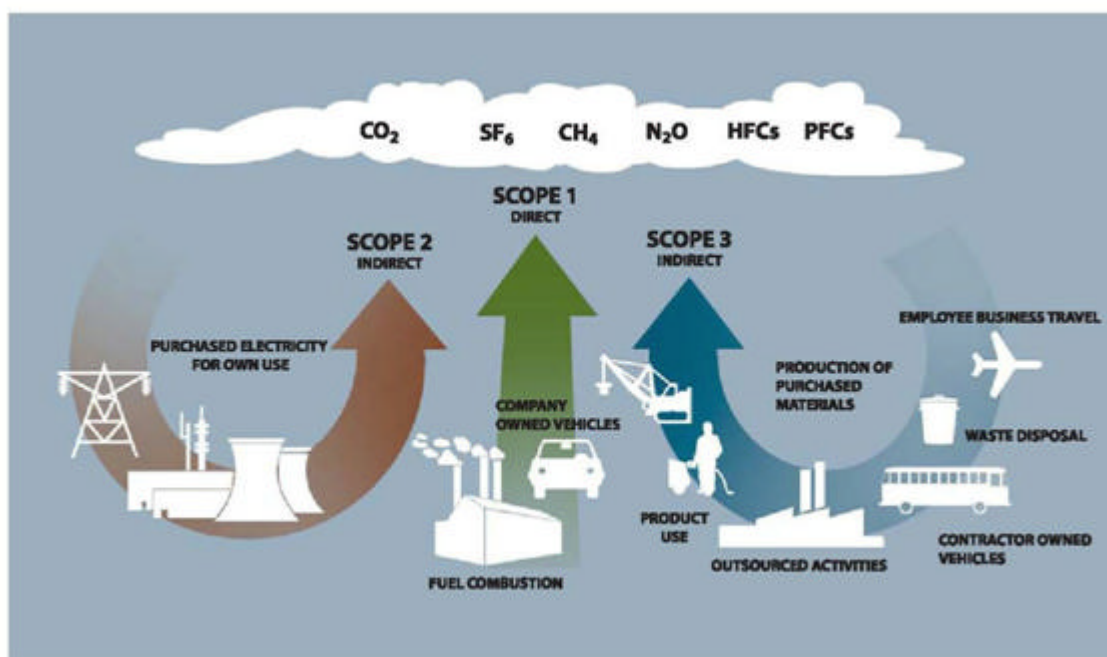


Working 9 to 5 on Climate Change: An Office Guide, 2003 is based on the experiences of the World Resources Institute with its CO₂ reduction commitment and will help other office-based organizations understand climate change and the practical steps they can take to measure and reduce their CO₂ emissions. Readers will find information to calculate their CO₂ emissions, how to set a reduction target, and suggestions for reaching it.

Second step: Reduce

There are two categories of emissions generated in the course of conducting business. There are direct emissions - those that are generated from on-site production or direct combustion of fossil fuels through owned facilities, vehicles and equipment. Indirect emissions are broken down into two categories called Scope 2 (electricity consumption) and Scope 3 (other indirect sources). These delineations referred to in the GHG Protocol were developed in order to avoid future double counting. (Direct emissions are referred to as Scope 1.) Scope 2 emissions are generated through the consumption of electricity (kWh) to light and power offices and operations. Scope 3 includes all the other activities that move your organization’s products or services to market or the community. This list of indirect emissions includes business travel, employee commuting, outsourced activities (shipping, printing) and third party produced materials used such as paper and equipment. The visual depiction of the Scope 1, 2 and 3 emissions below comes from the “Hot Climate Cool Commerce” guide by way of the New Zealand Business Council for Sustainable Development.

¹⁰ From Pembina Institute’s **Cool Business Guide: Lower Costs, Higher Productivity and Climate Change Solutions**, March 2001.



Source: New Zealand Business Council for Sustainable Development.

Opportunities for reducing an organization’s carbon footprint depend largely upon its quantity and quality of fuel consumed, level of energy efficiency across facilities and equipment employed, and the intensity of transportation/ business travel generated in the course of delivering products and services. Most greenhouse gas emissions are associated with energy consumption.¹¹ That said, there is a continuum of reduction strategies from quick and easy actions to longer term complex redesigns.

Recent research on leading corporate climate change strategies revealed a “myriad of low-cost or low-risk, easily identifiable solutions for lowering emissions profiles. Such “low-hanging fruit” includes simple energy efficiency initiatives, behavioral changes, and process improvements”.¹² For example, the BC-based Sustainability Purchasing Network (www.buysmartbc.com) serves as a resource for organizations that want to reduce their emissions through carbon neutral purchasing.

Reductions at Swiss Re:

The first step in Swiss Re’s approach to reducing GHG emissions involved turning down the heating and cooling in company offices and turning off lighting systems during non-working hours. As a second step, the company focused on small investments, such as motion sensors and compact fluorescent light-bulbs, and on reducing emissions from business travel by curtailing short-distance trips for internal meetings and by providing employees with the latest telephone or video conferencing technology. The final tier of Swiss Re’s approach involves refurbishing company-owned property and buildings by, for example, replacing cooling towers, generators, insulation, or windows. From “Getting Ahead of the Curve: Corporate Strategies that Address Climate Change”, Pew Center on Global Climate Change.

¹¹ The electricity portfolio in BC is 90% hydro, which means BC organizations’ Scope 2 emissions and consumption of electricity already has a very low carbon content for electricity.

¹² From “Getting Ahead of the Curve: Corporate Strategies that Address Climate Change”, Pew Center on Global Climate Change. October 2006, page 17.

Resources:

There are a growing number of websites, guides and publications that point to emission reduction and cost-cutting strategies. Below is a list of places to start.

The Pembina Institute www.pembina.org/climate-change/index.php has worked directly with companies on their emissions profiles and carbon management strategies.

The David Suzuki Foundation www.davidsuzuki.org/Climate_Change/What_You_Can_Do/at_work.asp has a list of what you can do that includes office strategies.

BC Sustainable Energy Association www.bcsea.org/climatechange/#solutions is a non-profit association of citizens, professionals and practitioners committed to promoting the understanding, development and adoption of sustainable energy, energy efficiency and conservation in BC.

A Guide to Climate Change for Small to Medium-sized Enterprises: How to Plan for Climate Change, Reduce Operating Costs and Develop New Business Opportunities, September 2006. This was developed jointly by The Canada Chamber of Commerce and Pollution Probe. They “believe that a thoughtful approach by small to medium sized enterprises (SMESs) to dealing with climate change can result in economic benefits through cost-savings and enhanced markets, while protecting against economic costs and damages to businesses that may result from climate instability and global warming.” www.pollutionprobe.org/Publications/Air.htm

Cool Business Guide: Lower Costs, Higher Productivity and Climate Change Solutions, March 2001. This early guide was produced by The Pembina Institute. This guide was written for managers and owners of manufacturing SMEs with more than 25 employees and whose annual energy costs exceed \$50,000. It is a thorough guide. www.pembina.org

Getting Ahead of the Curve: Corporate Strategies That Address Climate Change, October 2006. The Pew Center on Global Climate Change published a ‘how to’ guide for corporate decision makers as they navigate rapidly changing global markets. The report presents an in-depth look at the development and implementation of corporate strategies that take into account climate-related risks and opportunities. Many of the companies highlighted in the report are shifting their focus from managing the financial risks of climate change to exploiting new business opportunities for energy efficient and low -carbon products and services. www.pewclimate.org

Third Step: Offsets and other opportunities

To “offset” is to take responsibility for your organization’s remaining carbon emissions and mitigate these by investing in a project/s that avoids or absorbs an equivalent amount of greenhouse gases from entering the atmosphere. There are three types of carbon offset projects:

- Renewable energy projects (wind, solar, geothermal, small hydro and biomass) that avoid future carbon emissions by displacing fossil fuels.
- Energy efficiency projects that reduce demand through low energy lighting, retrofits, green buildings and industrial energy efficiencies.

- Protecting or increasing capacity of forest ecosystems to sequester carbon through avoided deforestation, restoration and reforestation.¹³

The following carbon offsetting steps are key:

Define your goals: It is important to define this as an investment opportunity with the potential to express your organization's values. Projects can have carbon, as well community economic development benefits. In addition to offsetting your carbon emissions you can add goals to your offset investment that might include a screen for local content, benefits to First Nations, third world development, small businesses, low wealth or at risk groups or communities, or even to include other ecosystem or ecological benefits.

Evaluate your options in the marketplace : With defined offset goals and budget, an organization is ready to sort through the growing market of retail and wholesale offsetting options. This is a marketplace "in the making"¹⁴ and while there are a growing number of retail offset options there remains a dearth of BC-based carbon offset projects. This poses, in part, a unique opportunity for organizations interested in engaging directly with climate change groups and efforts to nurture and increase the supply of local offsets.

On the retail front, a consumers guide to the offset market (listed below) evaluates 35 international offset options and in doing so begins to define a framework for carrying out due diligence among offset options.

There are Canadian-based offsetters that have projects from all over the globe and increasingly there are efforts to create Canadian-based offset projects, i.e. where the benefits flow to Canadian regions. For example, in BC there will be opportunities among First Nation communities that will include forestry and renewable energy projects. Below is a list of the Canadian-based organizations that have local and international projects in their portfolio that you may wish to consider for targeting your offsetting investments.

Invest in one project or take a "portfolio" approach: invest in one or all of 1) energy efficiency, 2) renewable energy, and 3) carbon sequestration projects.

Ensure quality: As the voluntary market grows, there are increasing standards and guides to help you navigate the marketplace. To safeguard your investment you want to make sure that the offsets you invest in meet at least two basic criteria:

- 1) **ADDITIONALITY:** The project should be "additional". In other words the emissions reduced or absorbed would not have happened without the offset effort. The point here is to invest in projects that need additional assistance, ones that are above and beyond standard practice or business as usual. Organizations want to avoid paying for carbon "offset" reductions that would have happened anyway.

¹³ This has been the most utilized approach and generates the most scrutiny. As the market has grown, more sophisticated forest carbon offsets are using more scientifically peer reviewed models and standards in their carbon accounting. See "Navigating" section on page 9 for a review of these issues.

¹⁴ The International Emissions Trading Association and World Bank estimate that the market for carbon credits increased to US\$2.3 billion in the first nine months of 2006 and that the overall carbon market is now worth more than US\$21.5 billion. ICF International predicts demand for carbon equivalent offsets to reach 400Mt by 2010.
www.icfi.com/newsroom/carbon-offsets-2006.asp

- 2) **VERIFICATION:** The project should have a monitoring and verification process to insure the claims of reductions have been achieved and that this is conducted by an independent third party.

There are other issues such as the ability to maintain the projected reductions over time (called permanence) and ensuring that if and when you choose to purchase offsets that you are assured that there is protection against selling credits twice. One response to this complexity in the growing voluntary market is standards.

Standards can bring rigor to the offset market and help elevate and clarify product quality. The concern is that standards could result in significantly raising offset costs, likely eliminating the market for high quality small scale carbon offset projects. It is important to pay attention to the current protocols (like the GHG Protocol and ISO 14064)¹⁵ which guide offset development and a growing number of standards¹⁶ which go further to define quality offsets in the voluntary market. Ecosystemmarketplace.com website is closely tracking trends here and one article observed: "The problem is that in setting such standards, some projects will necessarily be left out; and no matter what standard is set, it will be either too rigorous or not rigorous enough for some. The question is how to create a standard that is rigorous enough to allow trading and confidence, while not being so bulky that it stymies trade in what is essentially a voluntary market for activities that could ultimately help the planet? Can we find that "Goldilocks zone" that is neither too strict nor too loose? The questions are many, and the only thing that appears clear is that standardization will require an ongoing effort of development, revision and management for a long time to come."¹⁷ An international standard has been developed to differentiate high quality offsets, called The Gold Standard. Only offset projects from energy efficiency and renewable energy projects qualify for The Gold Standard; tree planting projects are explicitly excluded (see Forestry Carbon commentary in the final section for a discussion of these issues). The Gold Standard is not currently available in Canada though there will likely be effort to offset projects developed to a similar standard in this country. See www.cdmgoldstandard.org for more information about The Gold Standard initiative.

In the meantime, there are two excellent guides to help organizations define the key due diligence issues. One is by Clean Air-Cool Planet the other from the UK Carbon Trust, listed below under Guides. Clean Air Cool Planet's guide, for example, provides a list of questions that potential buyers can ask of offset vendors as noted in the box below.

Questions to ask offset vendors:

- Do your offsets result from specific projects?
- Do you use an objective standard to ensure the additionality and quality of the offsets you sell?
- How do you demonstrate that projects in your portfolio would not have happened without the greenhouse gas offset market?
- Have your offsets been validated against a third-party standard by a credible source?
- Do you sell offsets that will actually accrue in the future?
- Can you demonstrate that your offsets are not sold to multiple buyers?
- What are you doing to educate your buyers about climate change and the need for climate change policy?

¹⁵ **Comparing Apples & Oranges In Search of a Standard for the Voluntary Carbon Market** by Steve Zwick www.ecosystemmarketplace.com "ISO 14064 and the GHG Protocol ...do not favor wind parks over non-renewable energy, but they do prescribe principles of accuracy, transparency, completeness, consistency, conservativeness, and relevance, among others. They don't tell you what areas to invest in, or what is the proper level of additionality," says Kenber. "They just lay out basic rules on how to account for emissions for organizations and projects of different types and sizes."

¹⁶ For an overview of standards see page 12 in **The Carbon Trust Three Stage Approach to Developing an Offset Strategy**. www.carbontrust.co.uk/carbon/briefing

¹⁷ **Comparing Apples & Oranges In Search of a Standard for the Voluntary Carbon Market** by Steve Zwick www.ecosystemmarketplace.com

Communicate your Carbon Neutral Commitment: Communicating carbon neutrality is an opportunity to elevate your commitment to taking action on climate change. In addition to using existing marketing channels, there are Greenhouse Gas Reporting Programs that facilitate and encourage voluntary efforts. While you may decide not to go this route because of the associated expense of listing, it is good to know of their existence. The Canadian GHG Challenge Registry is Canada's only voluntary publicly accessible national registry of greenhouse gas baselines, targets, and reductions. The primary objective of this Registry is to *challenge* both current and potential registrants from all economic sectors and geographic regions to “demonstrate meaningful actions which contribute towards the reduction of Canada's GHG emissions.” Thirty eight organizations and companies have registered from BC, including BC Hydro, Canfour, Langara College, the Resort Municipality of Whistler and Vancity Credit Union as of March 2007. Launching new low carbon products and services is becoming a route to communicate an organization's climate commitment.

Guides:

The Carbon Trust Three Stage Approach to Developing an Offset Strategy, November 2006.

This publication is a well researched easy to read advisory guide for use once you have calculated your emissions and are ready to develop an offset approach. It sets the context for the carbon offset market globally, provides international standards and outlines a due diligence framework. www.carbontrust.co.uk/carbon/briefing

A Consumers Guide to Retail Carbon Offset Providers, Clean Air-Cool Planet, December 2006. This report evaluates and ranks 35 retail offset providers against seven criteria. This takes the lead on setting out quality standards in the retail market. www.cleanair-coolplanet.org

Canadian Offset Resources:

There are not many Canadian resources available. Here are a few:

Offsetters www.offsetters.ca/index.htm Through Offsetters, a non-profit service offered by Offsetters Climate Neutral Society, you can offset your travel by air and with its affiliate CoolDrivePass you can offset your travel by car. www.cooldrivepass.com/home.cfm

ZeroFootprint www.zerofootprint.net Offers opportunities for individuals, organizations, conferences and companies to reduce both their carbon and environmental impact. They have a list of case studies (www.zerofootprint.net/pdf/offsets_case_studies.pdf) on their website. They are a non-profit.

Ecosystem Restoration Associates www.econneutral.com, a for-profit firm, works with forward-looking communities, ethical companies, and local governments, to identify opportunities and implement programs to restore degraded ecosystems and enhance their capacity to play a role in climate change mitigation. ERA is also a provider of carbon offset services and products, including its EcoNeutral™ Offset Product brand.

Tree Canada www.treecanada.ca/index_e.htm The Foundation encourages the running of your conference, trade show or annual meeting as "carbon neutral". They support organizations who seek to offset their carbon through tree planting by assisting groups in the calculation of carbon expenditure as well as calculating the amount of trees required to offset this amount of carbon.

CarbonZero www.carbonzero.ca is a Canadian carbon offsets company that helps consumers and businesses neutralize their emissions through offset projects located primarily in Canada.

So you want to be a Carbon Neutral Leader?

Companies that seek to do more than reduce their own carbon emissions may want to develop climate change strategies adopted by other leading businesses. These are some ideas for developing your own strategy:

- 1) Get your own house in order – follow the steps outlined in this guide*
- 2) Offer innovative products and services that address climate change and enable your customers to reduce their footprints (e.g. green car loans, green building materials, locally produced goods and services)*
- 3) Use your purchases and investments to influence the behaviour of your suppliers and to get those who manage your money to invest in sustainable companies*
- 4) Provide public education and awareness on climate change issues and what they can do about them*
- 5) Work with others through carbon neutral working groups and stakeholder collaborations to influence local, provincial and federal governments to take action on climate change*

Navigating Carbon Offset Criticisms and Controversies

Offsets are environmental indulgences that permit people, organizations and companies to assuage their guilt and continue emitting: Offsets are not the first, but the third, step in taking action on climate change. The first is to understand your impact by defining your carbon emissions profile. The second is to engage in strategies to reduce those emissions. Finally, offsetting is a way to take full responsibility for the remaining emissions. One way to look at offsetting, is as an investment to facilitate the transition to a lower carbon economy with more robust ecosystems to absorb greenhouse gases. Doing so does not limit one from advocating for carbon taxes, cap and trade markets (see definition in footnote 7), distributed renewable energy systems, higher energy efficiency standards, robust local food systems or smart growth.

Sorting through the quality of current carbon offset projects is challenging: Yes. This is a “market in the making” and it is important to carry out your due diligence. It is also important to remember that you are participating in a voluntary market – you a willing buyer and the offset project a willing seller. The project doesn’t have to meet someone else’s standards as much as it has to meet yours. One of the benefits of engaging with close-to-home offsets is your capacity to understand, track and communicate your commitment and the climate change benefits.

Prices and Profits: There are for-profit and non-profit offset options and prices per ton of carbon range from \$5 to \$30/ton. They are not all equal so make sure you are comparing equivalents when price shopping. Projects have genuinely different costs (wind or run of the river hydro projects versus reforestation of riparian areas) and different benefits (carbon, social benefits or additional environmental benefits). There are transactions costs associated with validating, verifying and monitoring, meeting standards or even issuing guarantees against non-delivery of carbon offsets. Individual projects that have to carry the full weight of these transactions are more expensive. This is why you will see more aggregated pools of projects and portfolio approaches to spread the transaction costs across more projects.

Forestry Carbon: There is a further criticism revolving around tree-based carbon offset projects. As with carbon offsets, not all carbon sequestration projects are equal either. The most basic criticism is that restoring our carbon sequestration capacity by planting trees does not effectively reduce current or future combustion of fossil fuels, the #1 source of carbon emissions. This is true. 75% of the source of atmospheric CO₂s is generated from fossil fuel combustion. However, the

other roughly 23-25% comes from deforestation and land use changes. Critics of offsets from re-forestation and afforestation identify a number of issues: there are uncertainties about the quantification of stored carbon; trees are vulnerable to disease, fire and logging; it is difficult to account for possible leakage (re-forestation in one area resulting in deforestation in another); trees are themselves increasingly vulnerable to the effects of climate change; and in northern latitudes it is unclear whether the ‘albedo’ effect simply cancels out any benefit to be had from the uptake of carbon by growing trees. Finally, planting trees does not address the primary root cause of climate change – burning fossil fuels – and does not assist in the transition to the sustainable use of energy, either in a practical or an educational way.

Yet, there are those who believe that forestry carbon should be part of an offsetting approach. Nicholas Stern, the former World Bank Economist and author of the globally significant benchmark report on the “Economics of Climate Change”, makes the point that forest carbon sequestration needs to be part of the solutions package. He is not alone. Forestry Carbon is part of the Kyoto Protocol agreement, The Chicago Climate Exchange and The California Climate Action Registry.

Staying Informed

The good news: a week does not go by without declarations, standards, initiatives and climate change campaigns announcing new efforts. The challenge is to sort through what part of all this activity is most relevant for your organization or enterprise. You might partner with an environmental non-profit organization, join a collaborative and pool your intelligence, contract with a climate change consultant or empower an internal team to develop their own resources. In addition to the websites previously provided, here are a few places to scan for updates and breaking news and there will be others.

www.climatebiz.com

www.ecosystemmarketplace.com

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