

# Triple Bottom Line Development Evaluation

## Greenfield Tool Box

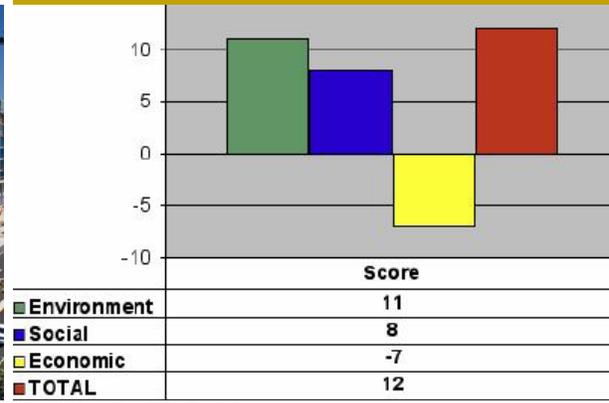
### DESIGN

✓ PROCESS..... Evaluation Process

### IMPLEMENTATION



Dockside Green, Victoria, BC Source | [http://www.bustler.net/images/uploads/raic\\_award\\_09\\_08x.jpg](http://www.bustler.net/images/uploads/raic_award_09_08x.jpg)



City of Hamilton TBL Toolkit

Source | <http://www.hamilton.ca/Projects/Initiatives/V2020/TBL>



### TOOL DESCRIPTION

The Triple Bottom Line (TBL) is a framework for evaluating projects in terms of environmental and social considerations alongside of economic considerations; it is popularly touted as a method of accounting for “people, planet, and profit.” In practice, a TBL framework is a flexible tool used for decision making where sustainable development is the primary objective.

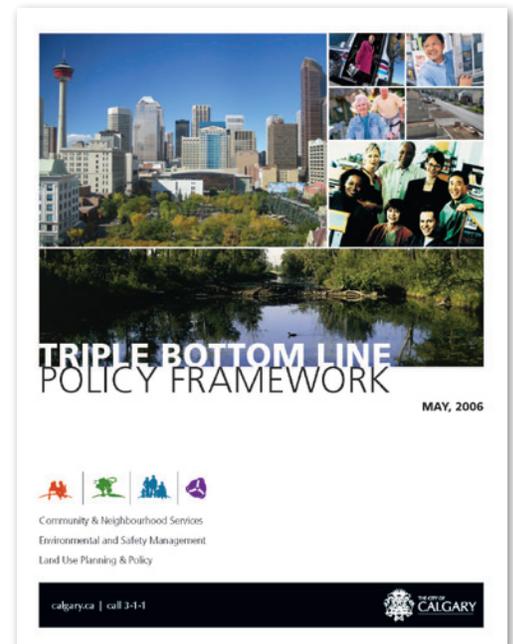
Traditional cost-benefit assessments only assess the performance of a development in monetary terms. Relevant social and environmental costs/benefits or externalities associated with a development are usually not directly accounted for in such an assessment. For example, it is difficult to evaluate the economic benefit of the preservation of a small natural watercourse on a development parcel, or to quantify the social value of providing additional recreational space for residents beyond what is expected or mandated.

A Triple Bottom Line evaluation process accounts for the cost/benefits of non-monetary factors through the use of a common scoring system, thereby quantifying social and environmental considerations in equal terms to monetary considerations. A TBL scoring matrix can be composed of a mix number of quantifiable indicators and qualitative criteria. Indicators are useful proxies that indicate the economic, environmental and social performance of a development. They are proxies because they can only approximate the actual impact; for example, “social well-being” may be a social impact of doing business; income and employment may be proxies that indicate, or point towards, social well-being. Indicators should be based on commonly used metrics, and the methods for calculating them should be clear and transparent. For criteria in which no metric is easily associated, a qualitative scoring assessment on an ordinal scale, in terms equivalent to the overall scoring system, would be required (see Case Studies / Best Practices - City of Victoria Triple Bottom Line Matrix & Dockside Green: Example Criteria)

The supporting case studies included on the following pages suggest a wide range of guiding questions and quantifiable indicators appropriate for use as TBL development evaluation criteria. The TBL evaluation matrix used for Dockside Green is particularly relevant to the evaluation of development proposals. It could easily be adapted for use in assessment of greenfield development by municipalities in the Calgary metropolitan area.

### Tool Intent

To assess the economic, social and environmental performance of proposed development on equal terms



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### USERS

Municipal Officials

- ✓ Municipal Planning Staff
- ✓ Planning + Design Professionals
- Engineers
- ✓ Land Developers
- Landowners
- Community Members

## WHEN IN THE PROCESS IT IS USED?

A TBL evaluation can have two important roles in the development process: supporting proposal evaluation, and communicating the performance of the development to the public during consultation.

### Proposal evaluation

A TBL evaluation can be used in the review of development proposals to ensure that criteria are consistently applied through a transparent process. A preliminary evaluation by municipal officials and staff can help developers to understand expectations before the application, review, and approvals process has formally started. It can also be used directly during a review as a basis for approving, conditionally approving, or disapproving a proposal. If used throughout the evaluation process, the TBL evaluation can help to educate both the development community and planning staff about how to work together effectively to meet community goals.

### Public consultation

TBL criteria are effective in communicating the performance of a development to the public in terms of community goals. It facilitates informed conversation about the overlap between community goals and potential project outcomes. This can work to educate the public and the development community about mutual interests, and can help to reduce potential conflicts and resulting delays.

## CASE STUDIES | BEST PRACTICES

### City of Victoria Triple Bottom Line Matrix & Dockside Green

The City of Victoria used a Triple Bottom Line decision matrix to evaluate proposals for development of Dockside Green, an industrial waterfront redevelopment project. A number of criteria were employed (see example at right). This included an evaluation of the developer's financial capacity for the project, knowledge to deal with the contaminated land found on the site, a commitment to at least LEED silver standard development, and commitment to partner with local community associations in the design of the site. The use of a TBL evaluation process allowed potential developers to discount environmental and social benefits from the price they were prepared to pay for the land; this allowed developers genuinely interested in sustainable development being able to compete on an even footing with more traditional single bottom line developers. Despite the increased complexity of the proposal evaluation process, the selection of the winning developer team of VanCity and Windmill Development occurred in a shorter time span than typical for a project of such a scale.

## CASE STUDIES | BEST PRACTICES

### City of Victoria Triple Bottom Line Matrix & Dockside Green: Example Criteria

#### 3.4 Urban Design - Circulation

- › Social:  
How does the circulation encourage connectedness, a sense of place and community, both within the dockside lands and between the community of Victoria West and Victoria?
- › Economic:  
Are the modes of transportation sustainable to maintain/ service, both now and in the long term?
- › Environmental:  
To what extent does the proposal encourage alternate modes of transportation?

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Above + Left: Dockside Green Synergy Design Proposal

Credit | Busby Perkins+Will Architects (Vancouver, BC)

Source | [http://www.raic.org/honours\\_and\\_awards/awards\\_raic\\_awards/2009recipients/dockside\\_e.htm](http://www.raic.org/honours_and_awards/awards_raic_awards/2009recipients/dockside_e.htm)

# Triple Bottom Line Development Evaluation

## Hamilton Triple Bottom Line Evaluation Toolkit

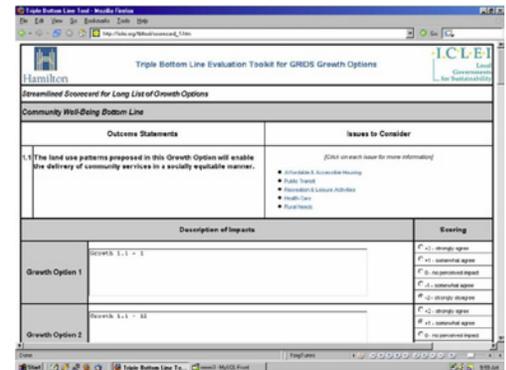
The City of Hamilton utilizes TBL as a framework for assessing social, economic and environmental considerations of different development options. Specific criteria were developed from consultation with local communities, which identify many different priorities that typically include social economic and environmental elements. It uses a matrix/scorecard approach that allows for ranking both qualitative and quantitative evaluation criteria, and is applied in a multi-scale process. A “long list” of development options are first evaluated using broad-scale TBL evaluation criteria. Once narrowed down, a detail TBL evaluation is performed to identify a preferred development option.

Importantly, the implementation of this TBL framework in Hamilton was supported by a series of training workshops. These were intended to build the capacity of participants to not only use the TBL computer application, but to set the frame of mind required to approach and solve problems with economic, social, and environmental considerations.

## Calgary Triple Bottom Line Policy Framework

Calgary’s Triple Bottom Line Policy Framework is intended to help Council and Administration make decisions using an integrated approach to evaluate a complex set of considerations by helping to identify a wide range of possible impacts and consider issues they might not ordinarily think about. The framework is a Council-approved summary of existing City policies regarding the economy, environment and society. Over 350 policy statements have been summarized into more than 20 themes under the headings Economic, Social, Environment and Integrated Policies (Smart Growth). A complete TBL analysis requires a review of the project or initiative against each of the 23 policy themes included in the framework. A series of guiding questions are included under each policy theme to prompt broad considerations of the implications of a given project.

Unlike the Hamilton or Victoria (Dockside Green) evaluation processes, the Calgary TBL policy framework is just that: a framework. There is no prescribed scoring system. Conceivably, this policy framework could be adapted to a scoring matrix by any municipality within the region, modified as needed to suit local priorities.



City of Hamilton TBL Evaluation Toolkit  
 Source | <http://www.hamilton.ca/NR/rdonlyres/A6062B08-8FBD-4091-ADB2-723C4E696033/0/1/TBLinHamilton.pdf>

## RELATED TOOLS

- Smart Growth Scorecards
- LEED-ND Rating System

- Development Incentives
- Life Cycle Costing

## ADDITIONAL RESOURCES

- Triple Bottom Line in Practice: From Dockside to Dockside Green (<http://www.crcresearch.org/case-studies/case-studies-sustainable-infrastructure/land-use-planning/triple-bottom-line-practice-f>)
- City of Victoria Dockside Green RFP: Triple Bottom Line Criteria / Evaluation Criteria (center Appendix A) ([http://www.victoria.ca/cityhall/pdfs/currentprojects\\_dockside\\_rfp100904.pdf](http://www.victoria.ca/cityhall/pdfs/currentprojects_dockside_rfp100904.pdf))
- City of Hamilton Triple Bottom Line Evaluation Toolkit (<http://www.hamilton.ca/ProjectsInitiatives/V2020/TBL/Information+Provided+to+Mayors+Advisory+Group.htm>)
- The University of Sydney Triple Bottom Line Reporting / Sustainability Reporting Framework (<http://www.isa.org.usyd.edu.au/research/tbl.shtml>)
- The City of Calgary Triple Bottom Line Policy Framework ([http://www.calgary.ca/UEP/ESM/Documents/ESM-Documents/tbl\\_policy\\_framework.pdf](http://www.calgary.ca/UEP/ESM/Documents/ESM-Documents/tbl_policy_framework.pdf))