



# PM at a Crossroads – The Role of PM in Green Projects

Society of PMPs of Greater Vancouver  
Professional Development Day – September 23, 2009

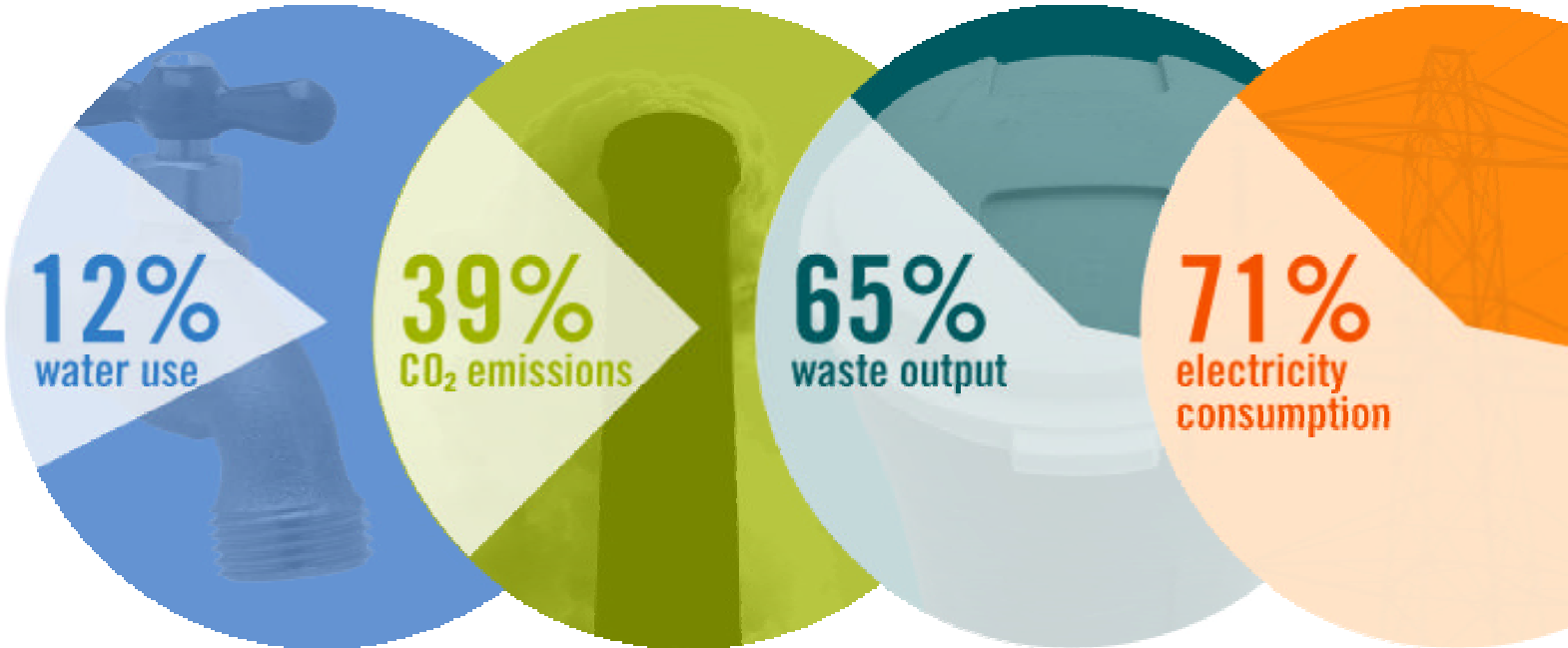
Presented by Alberto Cayuela, PMP



# Background – The Big Imperative



# Environmental Impacts



Source: USGBC





# Big Picture



Global Need for Urban  
Infrastructure(2000-2030)  
\$1.6 -1.9 trillion per year



Stantec/PWL Partnership

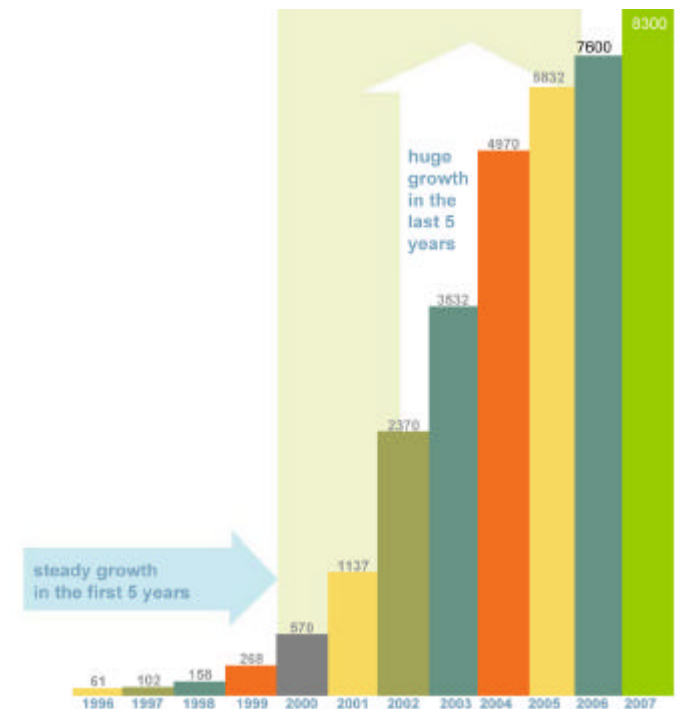
Source: OECD, 2006



# Context – The “Green Wave”

- Legislated GHG reduction targets
- CO<sub>2</sub> taxes and trading systems
- Progressive municipal by-laws and building codes
- New energy efficiency standards
- Shift in the Public’s attitude: “green = good”

USGBC membership growth reflects the expansion of green buildings in the market



# Leading the Way – British Columbia



- GHG Reduction Targets Act (2008)
- BC 2008 Budget - Climate Action Initiatives
- CO<sub>2</sub> taxes (July 1, 2008)
- “Cap-and-trade” for large CO<sub>2</sub> emitters (2009)
- CO<sub>2</sub> neutral government operations by 2010
- Public Energy Conservation Agreement (2008)
- Pacific CO<sub>2</sub> Trust (2008)
- BC Green Building Code (2008)





# Improve your “Green Competency”

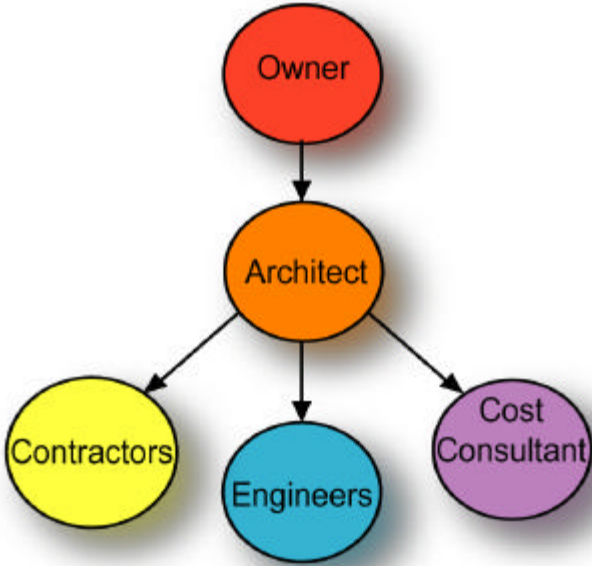


Architect: Busby Perkins + Will

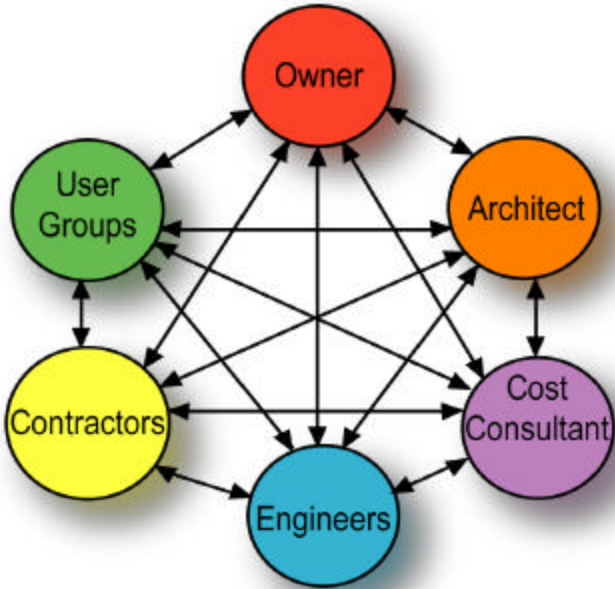
- Certification/training
- Tax benefits
- Grants and incentives
- Green ranking systems
- By-laws
- Codes and reference standards
- Green products and services



# Follow a Collaborative Approach



Traditional: Hierarchical

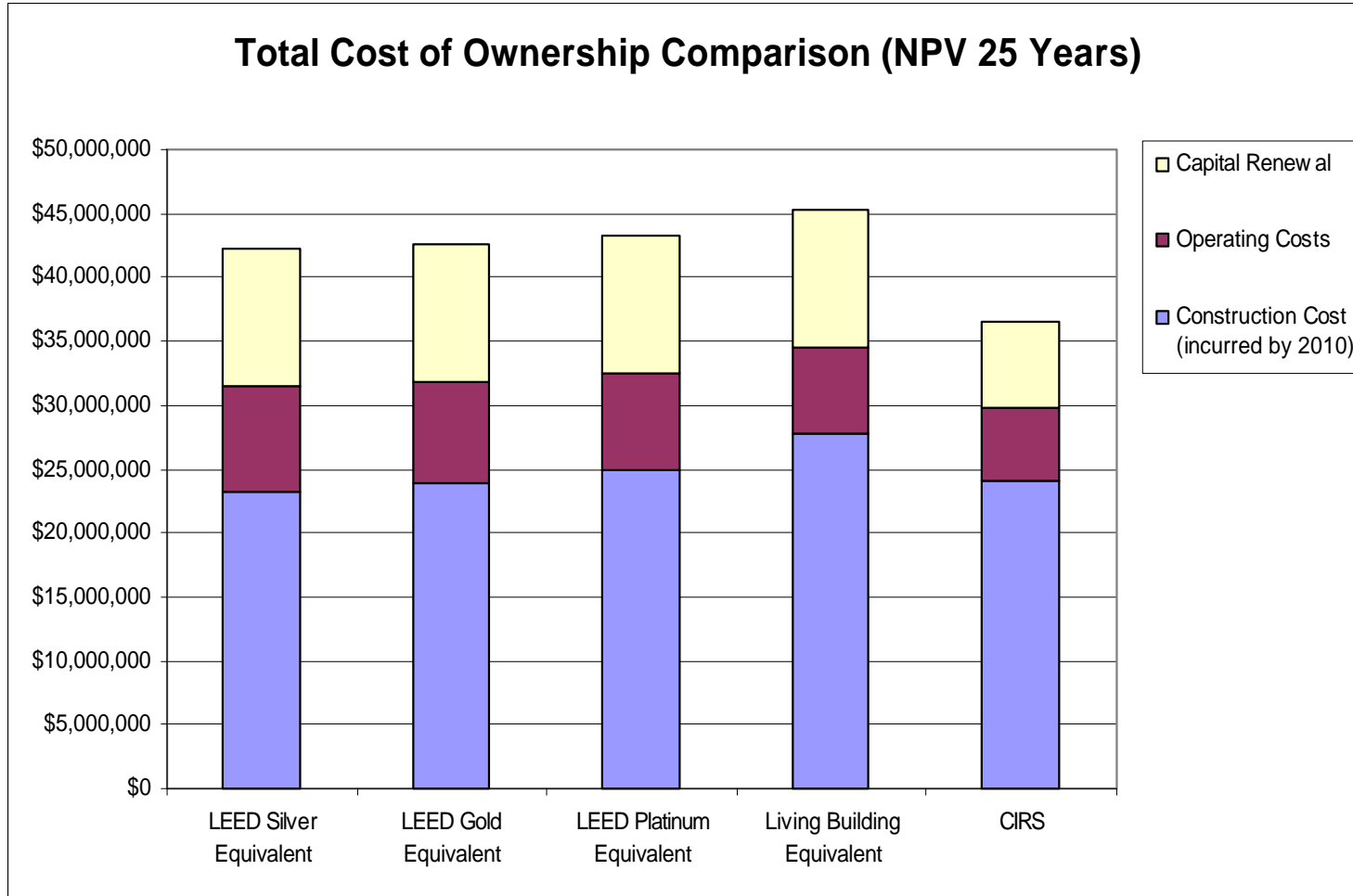


Emerging: Integrated Design Process

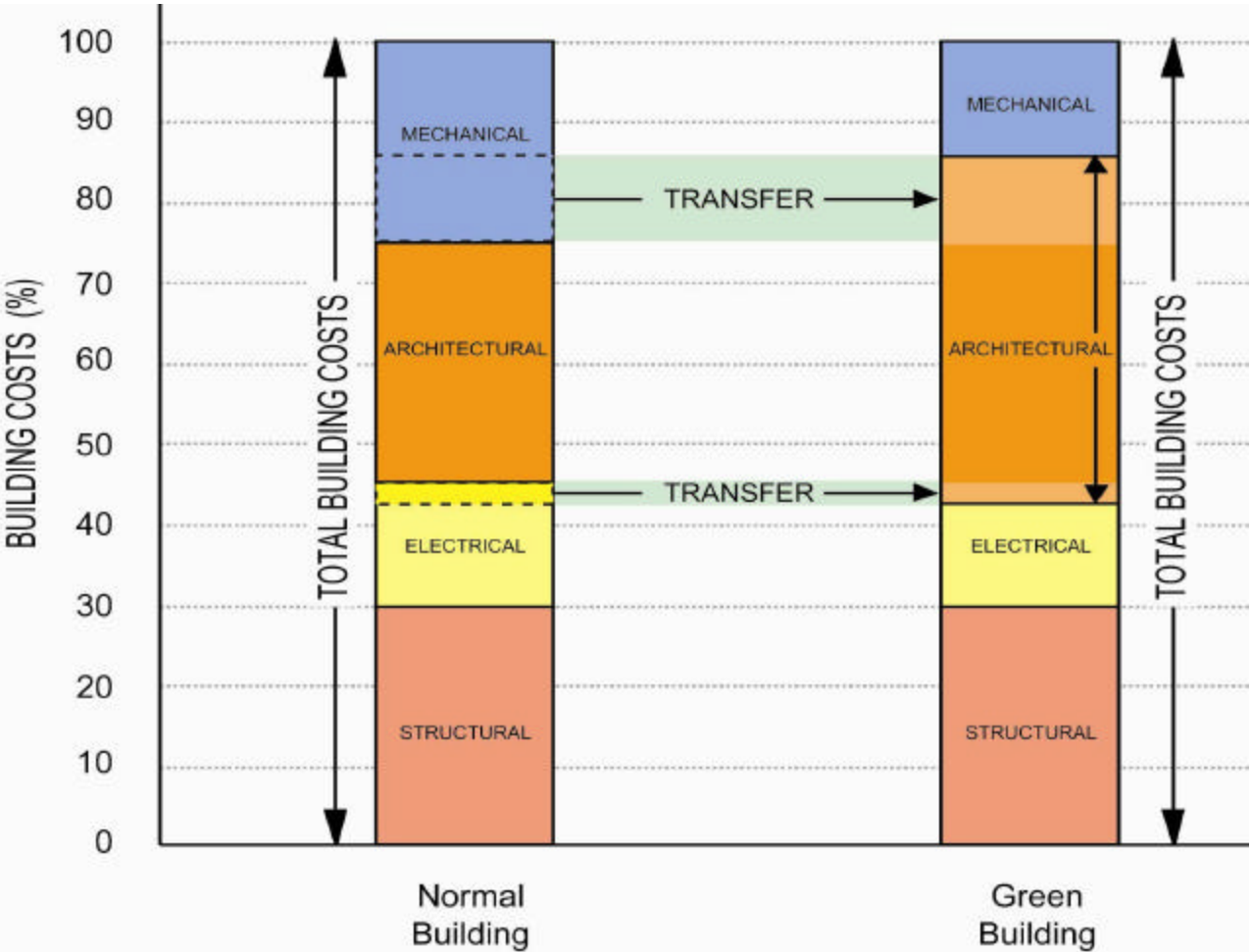




# Assess the Green Business Case – LCC



# Propose Innovative Solutions – Cost Shifting



Source: Building for Sustainability: Packard Foundation Study



# Apply Sound PM Principles



- Incorporate green objectives early i.e. during project definition/PIP
- Ensure project sponsor and stakeholders understand and buy-in into the sustainability goals
- Map out a process for decision-making and approvals
- Incorporate end-user and operations staff's requirements
- Select an appropriate project delivery method
- Implement appropriate controls and status reporting strategies





# Avoid Common Pitfalls



- Lack of clear project sustainability vision
- Mid-stream attempts to incorporate green initiatives
- 3. Lack of experience/green project knowledge
- 4. Insufficient time/funding

Source: Managing the Cost of Green Building : State of California's Sustainable Building Task Force, The California State and Consumer Services Agency and the Alameda County Waste Management Authority, Oct 2003



“ An invasion of armies can  
be resisted...But not an idea  
whose time has come”

- Victor Hugo



# Discussion

- What is the role of the PM vis-à-vis Sustainability?
- Is this role different in green projects/initiatives?
- What else can the PM do to be both a green advocate and a trusted advisor?
- What other specific considerations apply to green projects only?
- What other potential pitfalls should the PM watch for?

