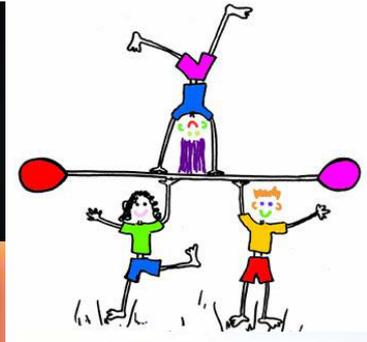


# Sustainable Development Strategies (SDS) – Local Agenda 21 (LA21)



This Way To Sustainability II

California State University, Chico  
November 2-5, 2006



Possibility grows here.

Examining Current and Future Challenges to Sustainability.

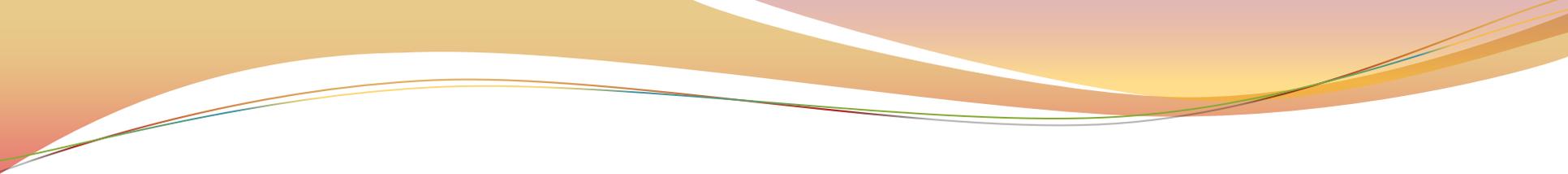
Ryerson University:

CKSS101 (Microskills):

July 3<sup>rd</sup>, 2012 class







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# Proposed Agenda for Class (July 3<sup>rd</sup>)

- Class agenda.
  - Group discussion:  
Let's review sustainability.
  - Four parts to sustainability planning.
  - SDS overview.
  - Traditional *Strategic Planning*.
  - BREAK...
  - *Sustainable Development Strategies (SDS) (aka Local Agenda 21 (LA21)) – Key Principles.*
  - SDS / LA21 – Key Sections.
  - Measuring sustainability (metrics).
  - Sustainability in practice.
  - Canada's first Federal SDS in 2010: a brief case study of its goals.
  - Break out groups: sketch out the key sections and participants in an SDS / LA21.
  - Final Reflections / Q&A.
  - Close.
- 
- (Slides on SDS / LA21 and partnerships (public participation)).
  - (Slides on Bibliography.)
  - (Slides: Interface, Inc. case study.)

# *Reviewing sustainability (1)*

**Remember that**

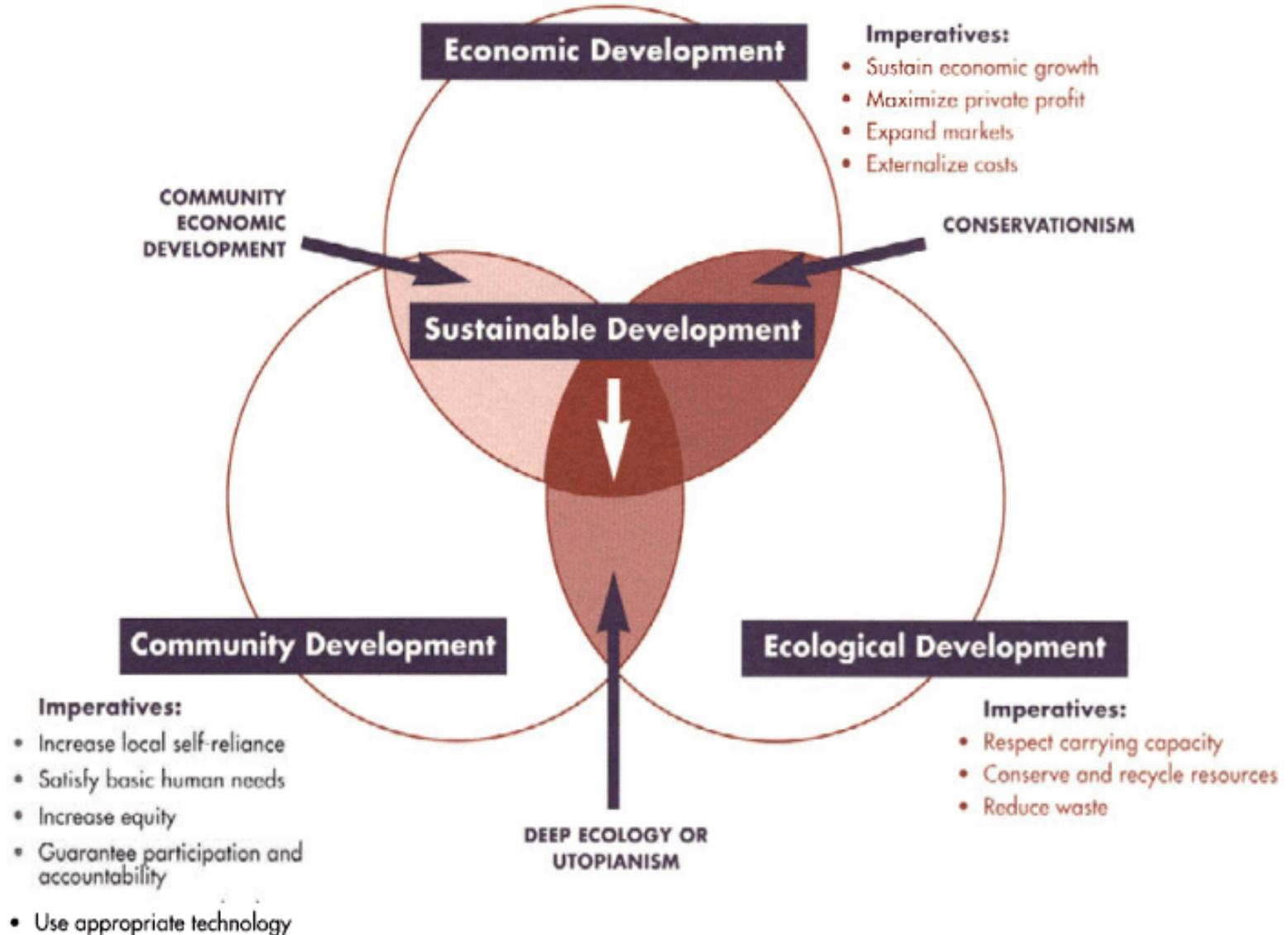
**Sustainable Development is nothing less than:**

*“...a profound rethinking of a dominant paradigm.”*

(Berghofer & Schwartz, 2007; p.66.)

# Reviewing sustainability (2)

FIGURE 1 THE SUSTAINABLE DEVELOPMENT CHALLENGE: (ICLEI: Chapter 1, Page 2).



## ***Reviewing sustainability (3)***

**Earth's most common definition of SD (UN-WCED):**

***“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.***

It contains within it two key concepts:

1. the concept of 'needs'...; and
  2. the idea of limitations imposed by the state of technology and social organization on the environment's ability to meet present and future needs.”
- It also incorporates the idea of “time”.

## Reviewing sustainability (4)

- Sustainable Development is commonly referred to as a “*journey*” over “destination”.
- SD has 3 equal and mutually-reinforcing pillars: social, economic and environmental.
- At all levels it will differ in approach at time & scale.
  - In SD, Time is future oriented, more in-line with “Earth-time scales” and measured in “generations” of humans. **Generation x 1 = 20 years; Generation x 2 (plural) = 40 years.**
  - SD also entails “social justice” implications, as it connects environmental degradation & poverty, and understands the importance to SD of empowering traditionally disempowered groups.



*Thinking in Systems: A web of interconnexions*

# ***Reviewing sustainability (6)***

## **Donella Meadows and “Systems Thinking”**

- **NOT silo thinking.**
- **Systems: Are more than the sum of the parts.**
- **Interconnexions *and* non-linear (“Look beyond the players to the rules of the game”).**
- **Understanding Systems behaviour over time.**
- **Measurability: stock, flow and dynamics.**
- **Feedback loops:**
  - **Stabilising loops: Balancing feedback.**
  - **Runaway loops: Re-inforcing feedback.**

# ***Reviewing sustainability (7)***

***“...we are parts of a greater whole. If we endanger her, she will dispense with us in the interests of a higher value - that is, life itself.”***

(Vaclav Havel, former President of the Czech Republic, speech of July 4, 1995, cited in Berghofer & Schwartz, 2007; p. 77.)

# Reviewing sustainability (8)

## Agenda 21:

- *Agenda 21: an “action plan for sustainable development”* adapted by 176 governments at the 1992 *Earth Summit (UNCED)*.
- *Local Agenda 21 (LA21)* is *Agenda 21* applied at a local level

(see: UN Department of Economic and Social Affairs - Division for Sustainable Development )



# *Reviewing sustainability (9)*

## *Agenda 21 (LA21) – Call for SDS*

The Preamble and Section III, Chapter 8 of Agenda 21 identifies:

- the need to *Integrate Environment & Development in Decision-Making*; and
- calls for the development of national strategies for sustainable development.

These are the basis for the requirement of Sustainable Development Strategies (SDS) / LA21, at least at the country level and more.

# *Reviewing sustainability (10)*

## *Agenda 21 (LA21) – Key section*

Section III of Agenda 21 identifies that all segments of society are to be actively engaged in Sustainable Development, including:

*Women, children & youth, indigenous peoples & their communities, NGOs, local authorities (local governments), workers & trade unions, businesses & industry, the scientific & technological community, and farmers.*

- All these groups, through individuals or as a collective group, have the potential to serve in leadership roles.

# *Reviewing sustainability (11)*

## *Agenda 21 (LA21) – Leaders everywhere*

Agenda 21 considers leadership potential to exist in all people found at every sphere of society:

- Individual
- Households
- Educational Institutions
- Government
- Businesses / Corporations
- NGOs
- Trade Unions

# Four parts to sustainability planning (IISD)

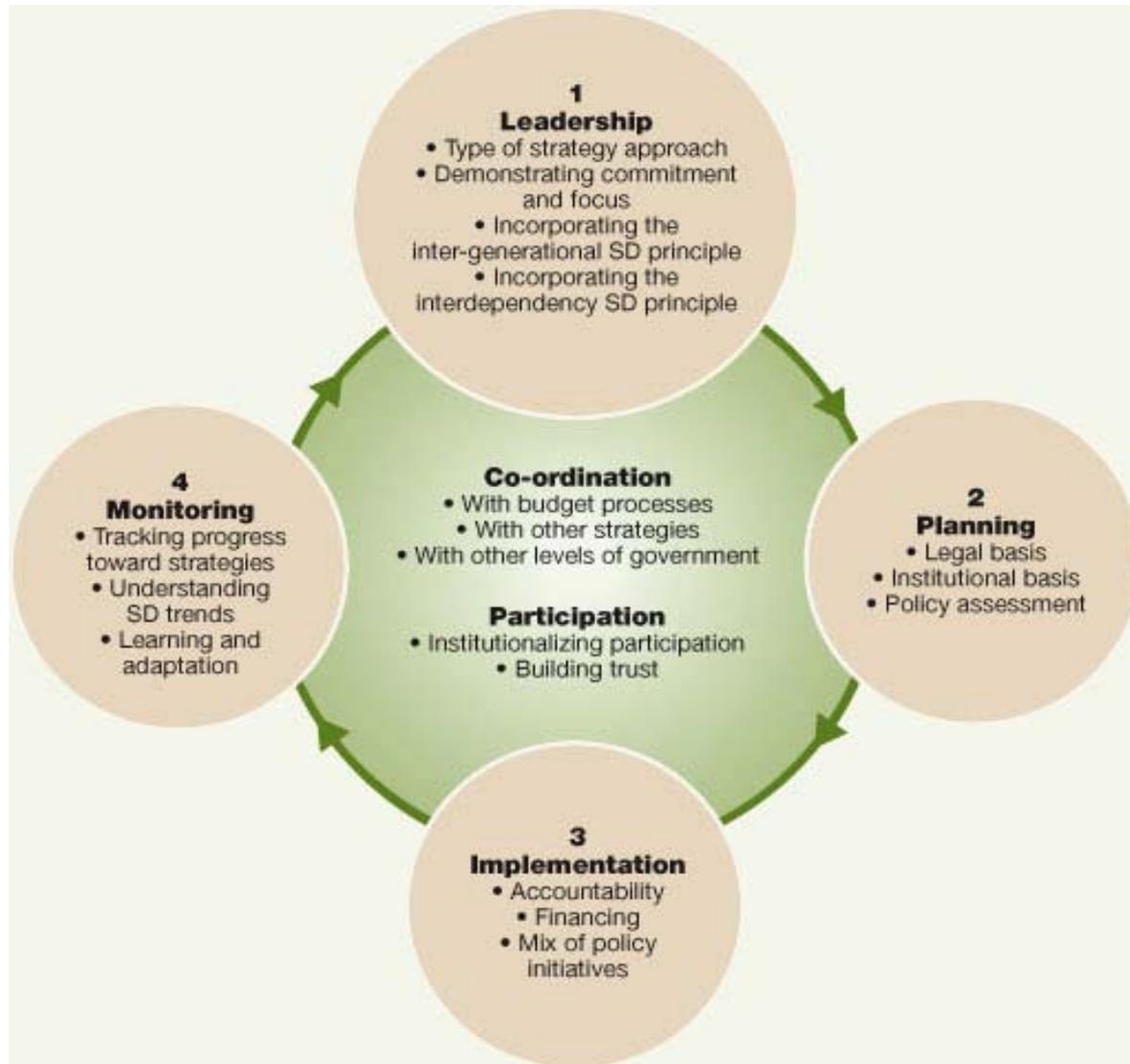


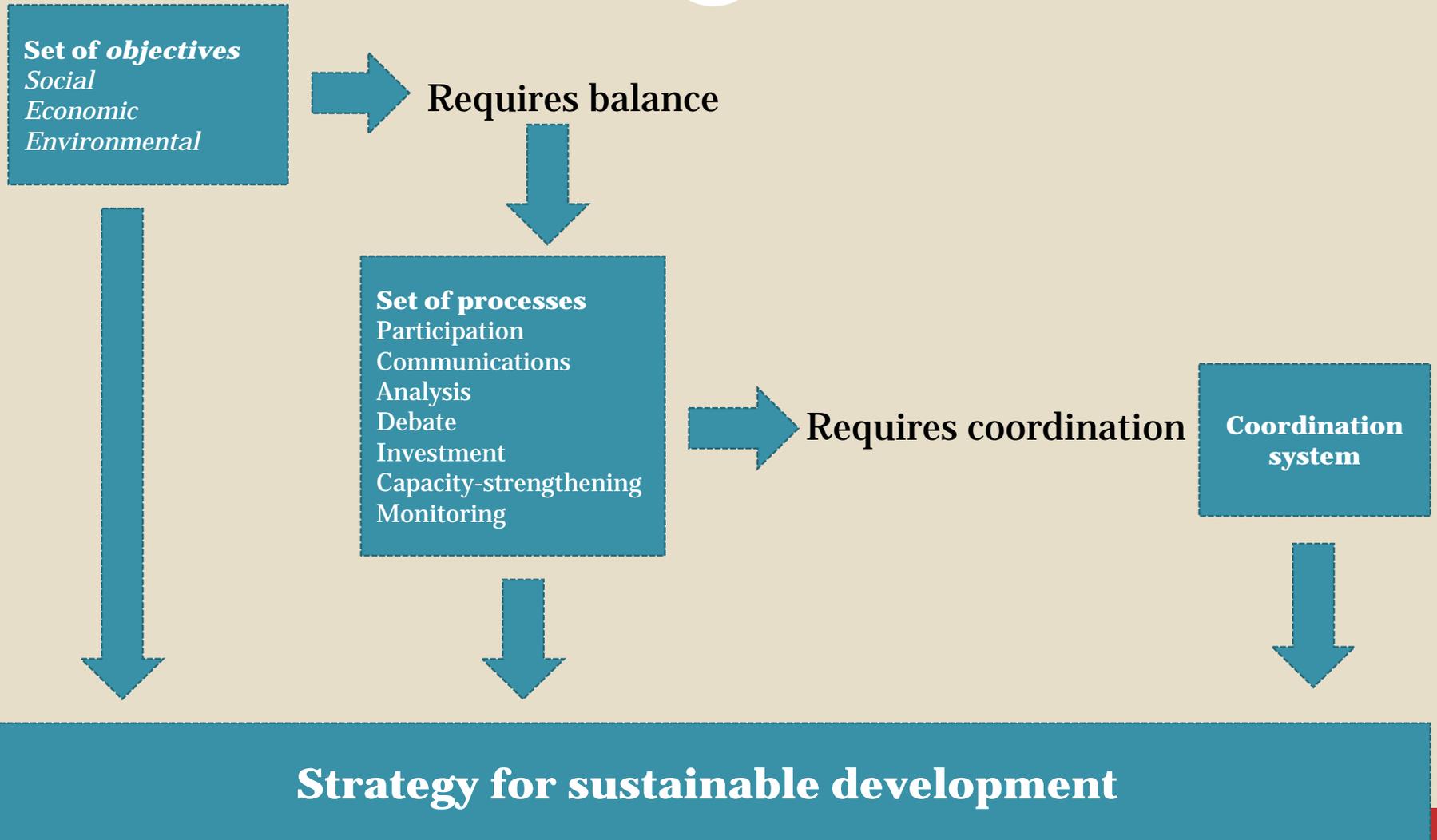
Figure 1. Aspects of strategic and coordinated action for sustainable development: the national sustainable development strategy and process.

# Four parts to sustainability planning <sup>(2)</sup>

What we are doing is taking a sustainable development / sustainability planning model developed for national governments ... a model that has borrowed from three different planning traditions... and adapting it for corporations, industry, and organisations.

# Sustainability Development Strategies (SDS) / LA21 Overview (1)

Figure 3.1 Rationale for a systemic approach to sustainable development strategies (OECD (2002), page 32, Figure 3.1)



## Sustainability Development Strategies (SDS) / LA21 Overview (2)



SDS borrow from three separate models of planning:

- Strategic Planning
- Community Planning
- Environmental Planning

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*As a class:*

*Share what you may know about strategic planning or these other types of planning.*



### “Strategic planning

...used extensively in the private sector to provide corporations and businesses with long-term visions and goals, and short-term action plans to achieve these goals;

...is seen as a means to rally the collective resources of a firm around specific strategies designed to increase the firm’s competitive advantage in the arena where it is active.”

(ICLEI: Chapter 1, Page 5)

## Sustainability Development Strategies (SDS) / LA21 Overview (4)



### Definition of “Strategic Planning”:

- “Systematic process of envisioning a desired future, and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them. In contrast to long-term planning (which begins with the current status and lays down a path to meet estimated future needs), strategic planning begins with the desired-end and works backward to the current status. At every stage of long-range planning the planner asks, “What must be done here to reach the next (higher) stage?” At every stage of strategic-planning the planner asks, “What must be done at the previous (lower) stage to reach here?” Also, in contrast to tactical planning (which focuses at achieving narrowly defined interim objectives with predetermined means), strategic planning looks at the wider picture and is flexible in choice of its means.”

(BusinessDictionary.com, no date5.)



“Community-based planning  
...used extensively in the development field  
to engage local residents and service  
users in participatory processes to  
develop and implement local service  
projects and programs.”

(ICLEI: Chapter 1, Page 5)



“Environmental planning,  
with its different assessment methods, was  
developed in the 1970s to ensure that  
development projects take environmental  
conditions and trends into consideration, and  
that the managers of such projects identify  
and take measures to mitigate the specific  
environmental impacts of a development  
activity.”

(ICLEI: Chapter 1, Page 5)

# Traditional Strategic Planning (1)



## ***Basic Outline of a Traditional Strategic Plan:***

“**Vision** – articulates where an organization or business wants to be in the future...” (see: Hale)

### **Definition of a “Vision Statement”:**

- “An aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action. See also mission statement.”

(BusinessDictionary.com, no date6.)

# Traditional Strategic Planning (2)

## *Basic Outline of a Traditional Strategic Plan, cont'd:*

**Mission** – “is the action statement for an organization or company, combining the Vision and Beliefs.” (see: Hale)

### Definition of a “Mission Statement”:

- “A written declaration of an organization's core purpose and focus that normally remains unchanged over time. Properly crafted mission statements (1) serve as filters to separate what is important from what is not, (2) clearly state which markets will be served and how, and (3) communicate a sense of intended direction to the entire organization.
- A mission is different from a vision in that the former is the cause and the latter is the effect; a mission is something to be accomplished whereas a vision is something to be pursued for that accomplishment. Also called company mission, corporate mission, or corporate purpose” (underline added).

# Traditional Strategic Planning (3)

*Basic Outline of a Traditional Strategic Plan, cont'd (values being a later addition to these plans):*

Values – articulates what an organisation believes about the World -- the forces that really "drive" the organization.... Guiding principles....traditions, ethics and other standards... [The: BELIEFS.] (see: Hale)

Definition of a “Statement of Principles and Values”:

- “Declaration of an organization's intentions of meeting its environmental, financial, and social responsibilities.”

(BusinessDictionary.com, no date4.)

# Traditional Strategic Planning (4)



## *Basic Outline of a Traditional Strategic Plan, cont'd:*

“**External assessment**--identifying factors which can impact the mission (SWOT analysis):

- **Strengths**
- **Weaknesses**
- **Opportunities**
- **Threats**
- Competition
- Constraint”

(see: Hale)

# Traditional Strategic Planning (5)



## *Basic Outline of a Traditional Strategic Plan, cont'd:*

### **“Strategic Goals and Objectives [GENERAL ACTION]:**

- Definitions of “Objectives” (2 definitions):
  - “1. An end that can be reasonably achieved within an expected timeframe and with available resources. In general, an objective is broader in scope than a goal, and may consist of several individual goals. Objectives are basic tools that underlie all planning and strategic activities. They serve as the basis for policy and performance appraisals.
  - 2. Neutral (bias free), relating to, or based on verifiable evidence or phenomenon instead of on attitude, belief, or opinion. Opposite of subjective.”

(BusinessDictionary.com, no date3.)

# Traditional Strategic Planning (6)



## *Basic Outline of a Traditional Strategic Plan, cont'd:*

### *“Strategic Goals and Objectives, cont'd:*

- Definition of a “Goal”:
  - “An observable and measurable end result having one or more objectives to be achieved within a more or less fixed timeframe.”

(BusinessDictionary.com, no date1.)

# Traditional Strategic Planning (7)



## ***Basic Outline of a Traditional Strategic Plan, cont'd:***

### **“Strategic Goals & Objectives, cont'd:**

- Objectives look at the "How's" of getting the goals accomplished. The objectives must be -
  - **S**-pecific
  - **M**-easurable
  - **A**-chievable
  - **R**-ealistic
  - **T**-imely”

(see: Hale)

# Traditional Strategic Planning (8)



## ***Basic Outline of a Traditional Strategic Plan, cont'd:***

### **“Strategies and Tactics [SPECIFIC ACTION]:**

Steps taken to implement ...objectives-- the right people doing the right things at right time in the right way. [THE *SPECIFICS* OF HOW, WHO, WHAT WHERE, WHEN ACTION ITEMS.]

Includes statements of how to apply the Five Resources:

- people
- property
- time
- money
- technology (or knowledge)”

(see: Hale)

# Traditional Strategic Planning (9)



## ***Basic Outline of a Traditional Strategic Plan, cont'd:***

### **“Strategies and Tactics, cont'd:**

- **Definition of a “Strategy” (2 definitions):**
  - 1. A method or plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem.
  - 2. The art and science of planning and marshalling resources for their most efficient and effective use. The term is derived from the Greek word for generalship or leading an army. See also tactics.”

(Business Dictionary, no date7.)

- **Definition of a “Tactic”:**

- “a way of doing things so as to be at an advantage.”

(BusinessDictionary.com, no date8.)

# Traditional Strategic Planning (10)



*Basic Outline of a Traditional Strategic Plan, cont'd:*

## **“Assessment or Evaluation”**

**[aka *Benchmarks & Indicators*]** – outline how the organisation will know it has arrived?

[The: METRICS.]

- (e.g. ...budgets, controls & reporting systems, dates, quantitative measurements).

(see: Hale)

# Traditional Strategic Planning (11)



## *Basic Outline of a Traditional Strategic Plan, cont'd:*

### **“Assessment or Evaluation”, cont'd**

- Definition of “Evaluation”:
  - “Management: Rigorous analysis of completed or ongoing activities that determine or support management accountability, effectiveness, and efficiency. Evaluation of completed activities is called ex-post evaluation, post-hoc evaluation, or summative evaluation. Evaluation of current or on going activities is called in-term evaluation...”

(BusinessDictionary.com, no date9.)

# Traditional Strategic Planning (12)



## *Basic Outline of a Traditional Strategic Plan, cont'd:*

### **“Assessment or Evaluation”, cont'd**

- **Definition of “Metrics”:**
  - “Standards of measurement by which efficiency, performance, progress, or quality of a plan, process, or product can be assessed.”

(BusinessDictionary.com, no date10.)

# Traditional Strategic Planning (13)



## *Basic Outline of a Traditional Strategic Plan, cont'd:*

### **“Assessment or Evaluation”, cont'd**

- **Definition of a “Benchmark”:**
  - “Standard, or a set of standards, used as a point of reference for evaluating performance or level of quality. Benchmarks may be drawn from a firm's own experience, from the experience of other firms in the industry, or from legal requirements such as environmental regulations.”

(BusinessDictionary.com, no date11.)

*Class Break*

# Key principles for SDS / LA21s (1)



*“Principles towards which SDS should aspire”:*

1. People-centred.
2. Consensus on long-term vision.
3. Comprehensive and integrated.
4. Targeted with clear budgetary priorities.
5. Based on comprehensive and reliable analysis.
6. Incorporate monitoring, learning and improvement.
7. Country-led and nationally-owned.

(OECD (2005), pp33-34, Box 3.1)

# Key principles for SDS / LA21s (2)



*Principles towards which SDS should aspire, cont'd:*

8. High-level government commitment and influential lead institutions.
9. Building on existing mechanisms and strategies.
10. Effective participation.
11. Link national and local levels.
12. Develop and build on existing capacity.

(OECD (2005), pp33-34, Box 3.1)

# SDS / LA21s – Key Factors



## SDS / LA21: Hybrid, integration, engagement, systemic problems, long-term

“As a hybrid of... three planning traditions, sustainable development planning makes use of the different planning methods and tools of each tradition in assisting communities to:

- equally factor economic, community, [social] and environmental conditions into the design of development projects and service strategies;
- fully engage relevant interest groups and, in particular, service users in the development of service strategies that meet their needs; and
- create service strategies that can be sustained because they focus on underlying systemic problems rather than problem symptoms, and because they consider long-term trends and constraints.”

(ICLEI: Page 5)

- And... they deal with ‘real-world’ issues and avoid planners dreams..”

(OECD (2002), page 259)

# SDS / LA21s- Key sections of framework (1)



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## Key sections in a SDS /LA21

- 1) [Sustainability] Vision
- 2) [Sustainability] Mission
- 3) [Sustainability] Goals and Objectives
- 4) [Sustainability] Targets  
(aka: Metrics / Benchmarks & Indicators)
- 5) [Sustainability] Triggers
- 6) [Sustainability] Action Plan
- 7) [Sustainability] Institutional Plan

# SDS / LA21s - Key sections of framework (2)



## A [*Sustainability*] Vision

- “A vision tells us where we want to go.... [It] describes the long-term aspirations which stakeholders agree should guide all other aspects of the development of the strategy.”
- In an ideal scenario, a Sustainability Vision speaks to generational time.

[The: *biggest-picture* FUTURE aspired toward.]

# SDS / LA21s - Key sections of framework (3)



**An example of a *Sustainability Vision*:**

**“PepsiCo's responsibility is to continually improve all aspects of the world in which we operate - environment, social, economic - creating a better tomorrow than today.”**

(PepsiCo, 2011)

# SDS / LA21s - Key sections of framework (4)



## **An impressive *Sustainability Vision*:**

“To be the first company that, by its deeds, shows the entire industrial world what sustainability is in all its dimensions: People, process, product, place and profits — by 2020 — and in doing so we will become restorative through the power of influence.”

(Interface, (2008a))

# SDS / LA21s - Key sections of framework (5)



## *[Sustainability] Mission*

- ... “a mission is something to be accomplished whereas a vision is something to be pursued for that accomplishment.”

(Business Dictionary, no date2.)

[The Mission is the CORE activity at/of a corporation or organisation.]

# SDS / LA21s - Key sections of framework (6)



## **An impressive *Sustainability Mission*:**

“Interface will become the first name in commercial and institutional interiors worldwide through its commitment to **people, process, product, place and profits**. We will strive to create an organization wherein all people are accorded unconditional respect and dignity; one that allows each person to continuously learn and develop. We will focus on product (which includes service) through constant emphasis on process quality and engineering, which we will combine with careful attention to our customers’ needs so as always to deliver superior value to our customers, thereby maximizing all stakeholders’ satisfaction. We will honor the places where we do business by endeavouring to become the first name in industrial ecology, a corporation that cherishes nature and restores the environment. Interface will lead by example and validate by results, including profits, leaving the world a better place than when we began, and we will be restorative through the power of our influence in the world.”

# SDS / LA21s - Key sections of framework (7)

## ***[Sustainability] Goals and Objectives***

- “... taken together, describe how the vision [and mission] might be achieved....
- Each [goal and] objective should cover a given issue (problem or opportunity), address the main changes required to make the transition to sustainable development, be expressed in a way that is broad enough to encompass all aspects of the issue and ensure ‘buy-in’ by all relevant stakeholders, but also specific enough to allow measurable targets to be defined.
- The strategy should cover sufficient [goals and] objectives to address the main economic, social and environmental concerns of sustainable development, but few enough to be achievable and comprehensible.”

[The specific actions to be undertaken  
in support of the mission and vision.]

# SDS / LA21s - Key sections of framework (8)



## *Example of Sustainability Objectives*

- Healthy and productive aquatic ecosystems;
  - Safe and accessible waterways;
  - Sustainable fisheries and aquaculture;
- Environmentally sustainable operations and management.

# SDS / LA21s - Key sections of framework (9)



## ***Example of a corporate Mission, Vision, & Values: The Coca-Cola Company***

[http://www.thecoca-colacompany.com/ourcompany/mission\\_vision\\_values.html](http://www.thecoca-colacompany.com/ourcompany/mission_vision_values.html)

(The Coca-Cola Company, 2012)

# SDS / LA21s - Key sections of framework (10)



## ***Example of a Sustainability Vision, Mission, and Objectives for a Sustainability NGO***

- ***The Natural Step Canada*** is a dynamic non-profit organization with over a decade of experience helping organizations and individuals understand and make meaningful progress toward sustainability.
- ***WE ENVISION...*** a sustainable world in which individuals, communities, and businesses thrive within nature's limits.
- ***WE STRIVE...*** to inspire, educate, and connect Canadian leaders to accelerate the transformation toward a sustainable world.

(the Natural Step)

# SDS / LA21s - Key sections of framework (11)



## ***[Sustainability] Targets*** ***(aka: Metrics /*** ***Benchmarks & Indicators)***

- “... each objective describe[s] specific and measurable activities, accomplishments or thresholds to be achieved by a given date. These form the core of any action plan, and serve to focus resources and guide the selection of options for action...”

[Metrics are the ‘What’ that can be measured.]

(OECD(2002), page 254.)

# SDS / LA21s- Key sections of framework (12)



## *The Importance of Sustainability Reporting / Metrics*

GRI – Global Reporting Initiative (no date). Reporting – Get Started [online]. Available from:  
<https://www.globalreporting.org/reporting/get-started/Pages/default.aspx> [Accessed: 29 March 2012].

# SDS / LA21s - Key sections of framework (13)

## Example of Sustainability Targets or Metrics / Benchmarks & Indicators

Indicator		Change since:	
		1990	2003
Society:			
38. Crime	Vehicles	√ <sub>1991</sub>	√
	Burglary	√ <sub>1991</sub>	√
	Violent	√ <sub>1991</sub>	√
51. Childhood obesity:		X <sub>1995</sub>	≈
58. Road accidents:		√	√

Number of crimes:  
(a) vehicle thefts

(b) domestic burglary

(c) violent crime,  
1990 to 2008-9

Prevalence of obesity in  
2-10 year-olds, 1995 to 2007

# of people & children killed or  
seriously injured, 1990 to 2008

(United Kingdom Government)

# SDS / LA21s- Key sections of framework (14)



## ***Example of Sustainability Targets or Metrics / Benchmarks & Indicators (iii)***

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United Nations (no date). *Millennium Development Goals* [online]. Available from:

<http://www.un.org/millenniumgoals/bkgd.shtml>

(Accessed: 29 March 2012).

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Interface (2008b). *The Interface Story: Our Progress* [online]. Available from:

<http://www.interfaceglobal.com/Sustainability/Our-Progress/AllMetrics.aspx> [Accessed: 29 March 2012].

# SDS / LA21s - Key sections of framework (15)



## ***[Sustainability] Triggers***

- “... are commitments to take a specified action at a future date. Where agreement cannot currently be reached on a particular target due to lack of information, or where a target may not yet be realistic given the extended timeframe of a strategy, it may instead be ‘triggered’ when specific conditions develop...”

(OECD(2002), page 254.)

***These are like “If...then...” scenarios or statements.***

# SDS / LA21s - Key sections of framework (16)



## ***[Sustainability] Action Plan***

- “... is a framework of actions for achieving strategy objectives and targets. It states clearly how each action contributes to one or more given strategy objectives, and may suggest a relative priority rating (e.g. high, medium or low; or essential, important, desirable)....”

**[DETAILED SPECIFICS OF People, property, time, money, technology (or knowledge) – the HOW, WHO, WHAT WHERE, WHEN ACTION ITEMS. INCLUDES A TIME-LINE WITH DETAILS OF ALL ACTION TO BE TAKEN IN A GIVEN TIME PERIOD.]**

(Hale; and OECD (2002), page 255.)

# SDS / LA21s - Key sections of framework (17)

## *[Sustainability] Institutional Plan*

- “... covers the roles, partnerships and systems required to implement the strategy. This may include linkage between the...SDS and other strategic plans and between plans at different spatial levels: [international], national, sub-national, local, or for different sectors or geographical regions.
- It would identify which institutions are responsible for which parts of the strategy action plan, their degrees of freedom and where they have an obligation to defer to other stakeholders or strategy coordinators.
- It might also signal a rationale for streamlining institutions (especially where responsibilities overlap or conflict) or even propose the establishment of new institutions as necessary.....”

# SDS / LA21 - Key sections of framework (18)

## **[Sustainability] Feedback Loops**

***While not a separate section of an SDS / LA21:***

- All SDS have feedback loops [*Remember “Thinking in Systems!”*] that take and help show what is actually happening in action and “feed-it-back” or “loop-it-back” to decision makers so that this knowledge can be acted upon. This way actual output and desired output are connected, so that re-adjustments in processes can be made, when and as required.

(Answers.com, 2011.)

- “The mechanism (rule or information flow or signal) that allows a change in a stock to affect a flow into or out of that same stock. A closed chain of causal connections from a stock, through a set of decisions and actions dependent on the level of the stock, and back again through a flow to change the stock.”

(Meadows, 2008; p.187.)

# Measuring sustainability (metrics) (1)



## *Sustainability metrics*

There is an old saying that “What gets measured gets done.”

The same is true with sustainable development.

**Targets (benchmarks & indicators) are integral to a SDS.**

# Measuring sustainability (metrics) (2)

## *Sustainability metrics, cont'd*

- Metrics are the cold, hard, facts of the SDS.

*“Progressing towards sustainable development implies that the objectives of increasing economic efficiency and material wealth must take into account social and environmental objectives. Explicit in the concept is a focus on inter-generational equity, implying that future generations should have opportunities similar to those now available. Sustainable development also puts emphasis on equity that applies both across and within countries.”*

- “Much of the effort to derive sustainable development indicators stems from dissatisfaction with measurement approaches based on purely economic concepts of wellbeing.”

(OECD (2005), pages 2 and 5.)

# Measuring sustainability (metrics) (3)



## *Sustainability metrics, cont'd*

- Group exercise:
  - Consider and share some common  
“purely economic concepts of well-  
being.”

# Measuring sustainability (metrics) (4)

## *Sustainability metrics, cont'd*

The OCED has identified some of the more common ways for measuring SD:

Five types of indicators:

1. Enumerating indicators for each pillar

- “A popular measurement approach to sustainable development is to select and enumerate a number of indicators for each of the three dimensions – economic, environmental and social.” (OECD(2005) , page 2)

2. Core or headline indicators

- “...reduced sets of “core” or “headline” indicators...are more accessible and easily understood than longer shopping lists....
- The combined presentation of indicators from various disciplines allows key aspects of sustainable development to be communicated in a simple way.
- Are not designed to provide a full picture of economic-social-environmental relationships, but rather to capture key trends and draw attention to selected issues.
- ...are particularly useful in comparing countries and conducting peer reviews of performance and policies.”

# Measuring sustainability (metrics) (5)



## *Sustainability metrics, cont'd*

### 3. Decoupling Indicators

- “...are useful in helping ....understand the interface between developments in two different spheres.
- In most cases, they compare the relative growth rates of environmental variables and economic variables.....
- Attractive in their simplicity and in their ability to highlight the contribution of technology and structural factors to environmental pressures.
- However, their simplicity is sometimes deceptive. Most environmental pressures are generated by multiple driving forces, which require complex modelling tools to understand.
- Another weakness of is that there are numerous environmental variables where the externalities are not linear.”

# Measuring sustainability (metrics) (6)



## *Sustainability metrics, cont'd*

### 4. Accounting Frameworks

- “Although indicators are important for measuring progress towards sustainable development, they do not provide much insight into the interrelations among the various measures.
- Accounting approaches are useful in structuring statistics and examining dynamic rather than static pictures as well as in constructing broader frameworks for sustainable development measurement... (e.g. stock and flow accounts).
- Accounting frameworks to bring the three dimensions of sustainable development together simultaneously are still lacking.”

# Measuring sustainability (metrics) (7)



## *Sustainability metrics, cont'd*

### 5. Composite Indicators

- “...are synthetic indices of groups of individual indicators which are used to compare and rank countries [or companies] in areas such as environmental performance and sustainable development.
- ...are valued for their ability to integrate large amounts of information into easily understood formats for a general audience. They limit the number of statistics to be presented and allow for quick comparisons of country performance.
- However, there are serious questions regarding the accuracy and reliability of composites.
- Because their construction is not straightforward, they can provide misleading information, be manipulated to produce desired outcomes or lead to simplistic policy conclusions.”

# SDS / LA21 in practice (ICLEI, Ch. 1, page 7)

Sustainable development is development that delivers basic environmental, economic, and social services to all without threatening the viability of the systems upon which these services depend.

**WHO** are your partners in service delivery? How will service users participate in planning?

**WHAT** services do people want?

**WHAT** is the capacity of existing service systems? Can these systems sustainably meet service demands?

**HOW** do service systems impact upon other social, economic, and environmental systems?

**WHEN** and how can sustainable service systems be established?

**HOW** will action plans be monitored and evaluated?

**PARTNERSHIPS**  
Establish an organizational structure for planning by service providers and users.  
Establish a shared community vision.

**COMMUNITY-BASED ISSUE ANALYSIS**  
Identify the issues that must be addressed to achieve the community vision. Do detailed assessments of priority problems and issues.

**ACTION PLANNING**  
Agree on action goals, set targets and triggers, and create strategies and commitments to achieve these targets.  
Formalize into action plan.

**IMPLEMENTATION AND MONITORING**  
Create partnership structures for implementation and internal management systems for municipal compliance.  
Monitor activities and changes in services.

**EVALUATION AND FEEDBACK**  
Do periodic performance evaluations using target-based indicators. Provide results to service providers and users. Repeat issue analysis and/or action planning processes at specified trigger thresholds. Celebrate and reward achievements!

**TARGETS**  
A measurable commitment to be achieved in a specific time frame.

**TRIGGERS**  
A commitment to take a specified action at a future date and/or in response to future conditions.

**WHEN** will further planning be required?

**HOW** will partners and users participate in implementation and evaluation?

## SDS / LA21 in practice (2)



*Questions,  
Clarifications, or  
review...*

# SDS / LA21 in practice (3) - Canada's first Federal SDS in 2010

In October 2010, the Government of Canada released its first-ever Federal SDS

(see: Sustainable Development Office - Environment Canada).

## Elements of a national SDS

- a) Integration of economic, social and environmental objectives, and balance across sectors, territories and generations;*
- b) Broad participation and effective partnerships;*
- c) Country ownership and commitment;*
- d) Developing capacity and enabling environment;*
- e) Focus on outcomes and means of implementation.*

(OECD (2005), page 36, Box 3.2.)

# SDS / LA21 in practice (4) - Canada's first Federal SDS in 2010.

The four Areas of Focus outlined in the Canadian Federal SDS are:

- I. Addressing Climate Change and Air Quality ;*
- II. Maintaining Water Quality and Availability;*
- III. Protecting Nature; and*
- IV. Shrinking the Environmental Footprint – Beginning with Government.*

*(Sustainable Development Office - Environment Canada, 2010; page 12.)*

*What type(s) of indicators are these...?*

# *Final reflections on SDS / LA21*



## **Break out groups:**

- 1) Sketch out the key sections required in an SDS; and**
- 2) Clarify who SDS are developed alongside (hint: partners...?).**

*Sustainable Development Strategies (SDS) –  
Local Agenda 21 (LA21)*



*Final Reflections/  
Q&A / critique of...  
our class.*



*Thank you....!*

*Following are slides on...*



***... PUBLIC PARTICIPATION  
/ BIBLIOGRAPHY /  
INTERFACE, INC. CASE  
STUDY...***

# SDS and Partnerships (public participation)(1)



- SD “...planning engages residents, key institutional partners, and interest groups, often known as “stakeholders,” in designing and implementing action plans.
- Planning is carried out collectively among these groups. It is organized so as to represent the desires, values, and ideals of the various stakeholders within the community, particularly local service users.
- ...remarkable variation in the types of stakeholders that different communities [organisations] have involved in planning.
- Create a “Stakeholder Group” to coordinate and oversee stakeholder involvement in planning.
- Typically, the first task of such a Stakeholder Group is to formulate a Community Vision which describes the community’s ideal future and expresses a local consensus about the fundamental preconditions for sustainability.”

# SDS and Partnerships (public participation)(2)

## Types of Participation



### *Types of participation in local-level*

#### **1 Manipulative participation:**

- Participation is simply a pretence.

#### **2 Passive participation:**

- People participate by being told what has been decided or has already happened. Information shared belongs only to external professionals.

#### **3 Participation by consultation:**

- People participate by being consulted or by answering questions. No share in decision-making is conceded and professionals are under no obligation to take on board people's views.

# SDS and Partnerships (public participation)(3)

## *Types of Participation*



### *Types of participation in local-level, cont'd*

#### **4 Participation for material incentives:**

- People participate in return for food, cash or other material incentives. Local people have no stake in prolonging practices when the incentives end.

#### **5 Functional participation:**

- Participation is seen by external agencies as a means to achieve project goals, especially reduced costs. People may participate by forming groups to meet predetermined project objectives.

(OECD (2005), page 180, Table 6.1.)

# SDS and Partnerships (public participation)(4)

## *Types of Participation*



### *Types of participation in local-level, cont'd*

#### **6 Interactive participation:**

- People participate in joint analysis, which leads to action plans and the formation or strengthening of local groups or institutions that determine how available resources are used. Learning methods are used to seek multiple viewpoints.

#### **7 Self-mobilization:**

- People participate by taking initiatives independently of external institutions. They develop contacts with external institutions for resources and technical advice but retain control over how resources are used.

# SDS and Partnerships (public participation)(5)

## *Principles for multi-stakeholder processes*

### *Principles for multi-stakeholder processes*

- **Accountability**
- **Effectiveness**
- **Equity**
- **Flexibility**
- **Good governance**
- **Inclusiveness**
- **Learning**
- **Legitimacy**
- **Ownership**
- **Participation and engagement**
- **Partnership / cooperative management**
- **Societal gains**
- **Strengthening of (inter) governmental institutions**
- **Transparency**
- **Voices, not votes**

(OECD (2005), page 215, Box 6.23.)

## SDS and Partnerships (public participation)(6)

### *Community-based issues analysis (i)*

***Involving a community of people in an SDS typically involves two components:***

- ***First, a process is established to gather and discuss the knowledge and wisdom of stakeholders about local conditions related to the SDS.***
- ***Second, technical assessments are undertaken to provide stakeholders with further information that may not readily be available to them. Popular knowledge and technical research are then reviewed together by the stakeholders. Using this information, they aim to establish a consensus....”***

## SDS and Partnerships (public participation)(7)

### *Community-based issues analysis (ii)*

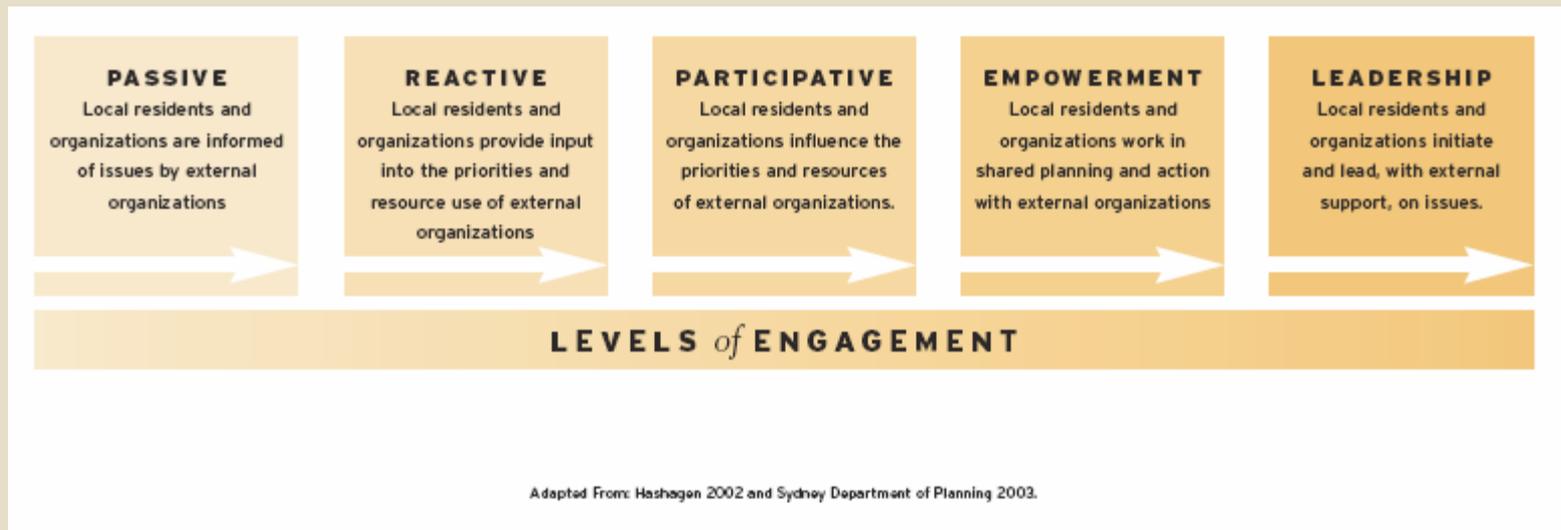
#### ***Community-based issues analysis provides two additional benefits:***

- ***First, the process can help stakeholders to establish priorities for action....***
- ***[Second], The combined use of technical assessments and participatory issue analysis also permits stakeholders to establish “baseline” data and indicators against which progress and future changes in conditions can be measured. [Emphasis my own.]***

# SDS and Partnerships (public participation)(8)

Discuss Tamarack web-pages on *Phases of Collaboration*.

(Tamarack, 2002a.)



# SDS and Partnerships (public participation)(9)

Discuss Tamarack web-pages on *Phases of Collaboration*.

(Tamarack, 2003a.)

INCREASING LEVEL OF PUBLIC IMPACT →				
INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Objective	Objective	Objective	Objective	Objective
To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, or solutions	To obtain public feedback on analysis, alternatives, or decisions	To work directly with the public throughout the process to ensure that public and private concerns are consistently understood and considered	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution	To place final decision making in the hands of the public
Promise to the public	Promise to the public	Promise to the public	Promise to the public	Promise to the public
We will keep you informed	We will keep you informed, listen to and acknowledge your concerns, and provide feedback on how public input influenced the decision	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible	To place final decision making in the hands of the public

Source: IAP2 International Association for Public Participation.

# SDS and Partnerships (public participation)(10)

## Discuss Tamarack web-pages on *Phases of Collaboration*.

(Tamarack, 2003b.)



Source: Adapted from IAP2 spectrum.

# SDS and Partnerships (public participation)(11)

## Discuss Tamarack web-pages on *Phases of Collaboration*.

### ***Apply the values***

#### **VALUES**

Courage  
Inclusiveness  
Commitment  
Respect  
Flexibility  
Mutual Obligation  
Practicability

### ***Apply the principles***

#### **PRINCIPLES**

1. Act for change
2. Agree on Values
3. Effective Communication
4. Develop and Commit to a Shared Vision
5. Representativeness
6. Accept that mutual learning is needed
7. Work towards the long-term goals
8. Base processes on negotiation, cooperation, and collaboration

### ***Apply the criteria***

#### **CRITERIA**

Ownership of process, commitment and involvement throughout  
Equity, equality and trust  
Include many Interests  
Focus on Strategic Outcomes  
Wide Representation  
Openness and transparency  
Appropriate scale and scope  
Personal contact  
Sufficient time and resources



# SDS and Partnerships (public participation)(12)

## Discuss Tamarack web-pages on *Phases of Collaboration*.

### Planning

- Set clear aims and objectives for engagement activities.
- Start small and start early to allow adequate time for planning.
- Consider how to prioritize the views of one group over another. Make plans for giving feedback to individuals and communities at the outset and tell people how it will be done.
- Review and evaluate engagement strategies and approaches used.

### Commitment

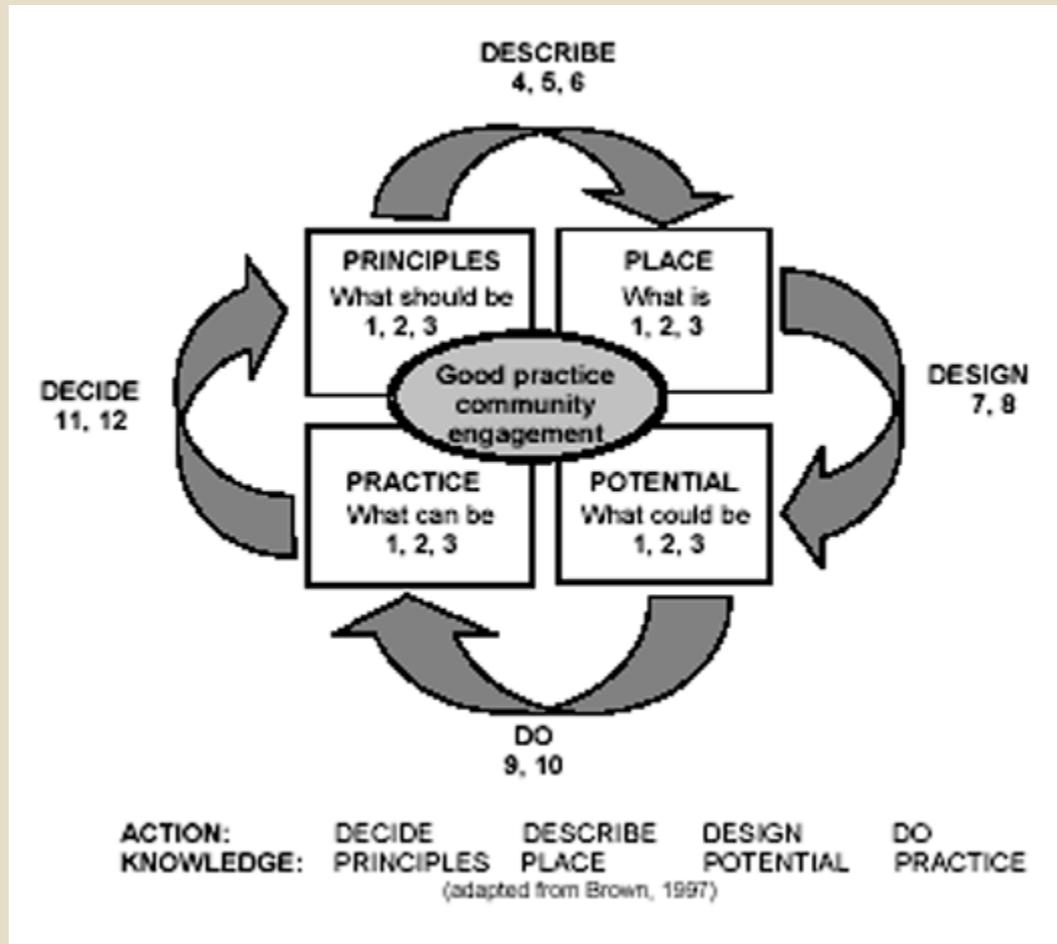
- Secure commitment from all those involved.
- Community engagement should be, and should be seen to be, a core activity.
- Tackle issues of real concern - get individuals and communities to help set issues for action.
- Be clear about the limitations of the overall strategy and each consultation activity.
- Avoid the risk of 'tokenism' by agreeing early in the process how the contribution of individuals and communities will be used.
- Promote success.

### Inclusiveness

- Be open, accessible and approachable.
- Maximize the opportunities for participation by the community.
- Consider the most appropriate location and time for each engagement activity.
- Develop the skills and capacity of the community.
- Give individuals or communities the opportunity to oversee the introduction of the agreed developments or changes and involve them in the process of implementation.

# SDS and Partnerships (public participation)(13)

Discuss Tamarack web-pages on *Phases of Collaboration*.  
(Tamarack, 2004a.)



# SDS and Partnerships (public participation)(14)

## Identifying Partners for Stakeholder and Working Groups (ICLEI, 1996; pp5-6).

WORKSHEET 1

### IDENTIFYING PARTNERS FOR STAKEHOLDER AND WORKING GROUPS

Potential Partners	Components of Sustainable Development		
	1 Community Development <ul style="list-style-type: none"> <li>• housing</li> <li>• social services</li> <li>• public safety</li> </ul>	2 Economic Development <ul style="list-style-type: none"> <li>• transportation</li> <li>• employment</li> <li>• tourism</li> </ul>	3 Ecosystem Development <ul style="list-style-type: none"> <li>• pollution control</li> <li>• green space</li> <li>• waste management</li> </ul>
<b>A Community Residents</b> <ul style="list-style-type: none"> <li>• special groups of people (women, youth and indigenous people)</li> <li>• community leaders</li> <li>• households</li> <li>• teachers</li> </ul>			
<b>B Community-Based Organizations</b> <ul style="list-style-type: none"> <li>• coalitions</li> <li>• church groups</li> <li>• formal women's groups</li> <li>• traditional social groups</li> <li>• special interest groups</li> </ul>			
<b>C Independent Sector</b> <ul style="list-style-type: none"> <li>• non-governmental organizations</li> <li>• academia</li> <li>• media</li> </ul>			
<b>D Private/Entrepreneurial Sector</b> <ul style="list-style-type: none"> <li>• environmental service agencies</li> <li>• small business/cooperatives</li> <li>• banks</li> </ul>			
<b>E Local Government and Associations</b> <ul style="list-style-type: none"> <li>• elected officials</li> <li>• management staff</li> <li>• field/staff operations</li> <li>• regional associations</li> </ul>			
<b>F National/Regional Government</b> <ul style="list-style-type: none"> <li>• planning commission</li> <li>• utilities</li> <li>• service agencies</li> <li>• financial agencies</li> </ul>			

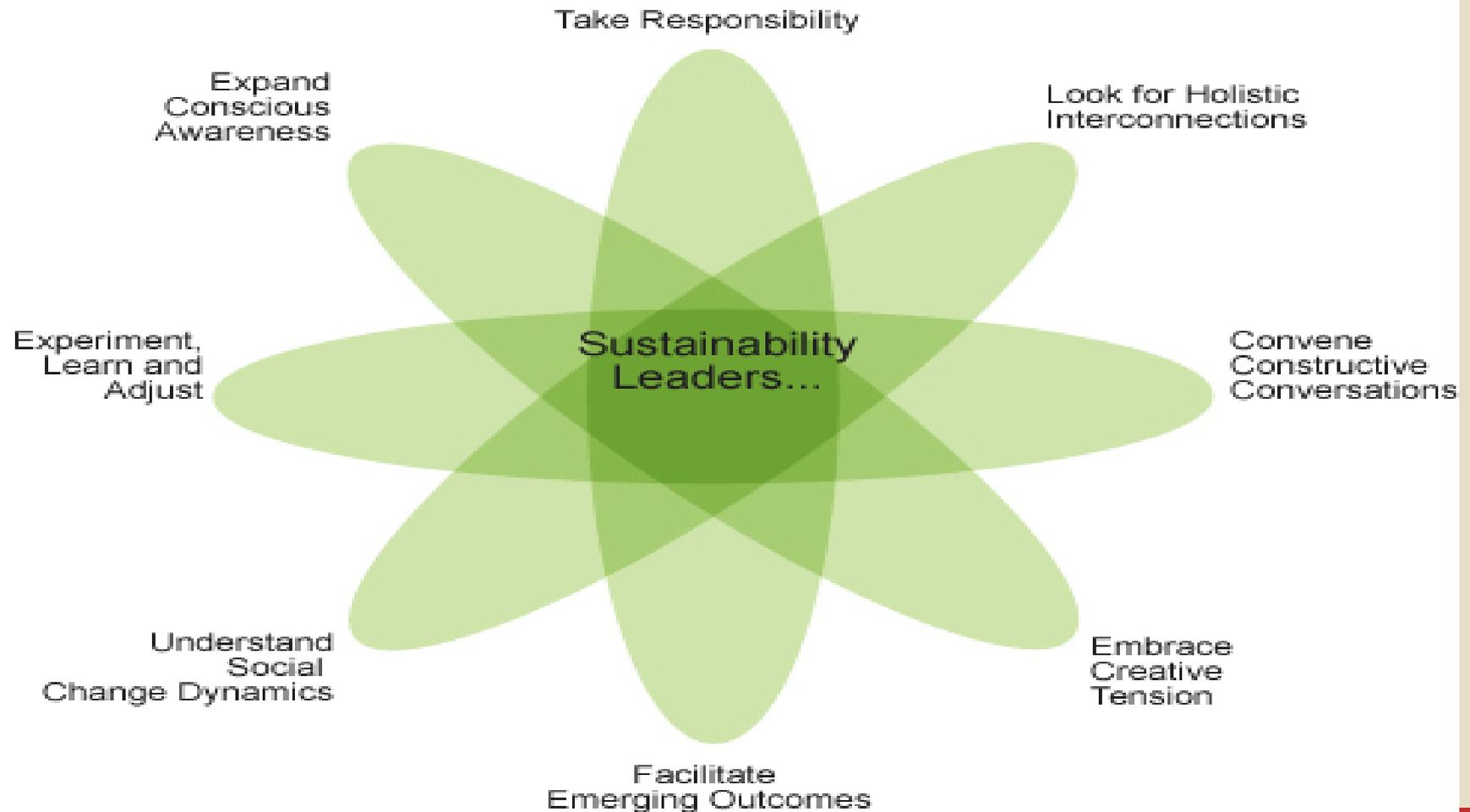
# SDS and Partnerships (public participation)(15)

## *Sample Partner Checklist (ICLEI, 1996; pp 7).*

### CHECKLIST 1

<b>PARTNER SELECTION FOR SUSTAINABLE DEVELOPMENT PLANNING</b>	
<input checked="" type="checkbox"/>	<b>Ensure Representation of:</b>
<input type="checkbox"/>	1. Under-represented groups.
<input type="checkbox"/>	2. Service users—those people who use and are affected by services.
<input type="checkbox"/>	3. Service providers—those people who control and manage services or service systems.
<input type="checkbox"/>	4. Parties with a particular expertise related to the relevant services or issues.
<input type="checkbox"/>	5. Parties whose interests are affected by the service and the service system.
	<b>In Selecting Partners Consider:</b>
<input type="checkbox"/>	1. The scope of work to be undertaken by the partners.
<input type="checkbox"/>	2. The involvement of a critical mass of organizations and individuals who have the political will to take action.
<input type="checkbox"/>	3. The degree of inclusiveness you hope to achieve.
<input type="checkbox"/>	4. The skills, knowledge, and experience that different individuals or organizations can contribute.
<input type="checkbox"/>	5. The inclusion of parties who will need to be involved in the implementation of any plan.
<input type="checkbox"/>	6. The inclusion of organizations or individuals with credibility within their own constituencies.

# Sustainability Leadership Relational Model



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