



**ANTIGONISH
SUSTAINABLE
DEVELOPMENT**
Engagement for Results

**FRAMEWORK FOR ANTIGONISH AS
A LEADING SUSTAINABLE COMMUNITY**

July 25, 2007

K. Malhotra
Antigonish Sustainable Development Project
Antigonish, Nova Scotia

MESSAGE FROM THE ANTIGONISH SUSTAINABLE DEVELOPMENT COMMITTEE

On May 1, 2007, the Antigonish Sustainable Development Project was launched to develop and deliver a framework to advance sustainability in the Antigonish area. There are many ways to look at the concept of community sustainability depending on who you are and where you fit in the scheme of things. We all have basic needs that must be met; we all desire to live productive, healthy lives, and to have the ability to hand the same opportunities to our children and further generations. Sustainability is about maintaining this capacity. Becoming a sustainable community also provides the opportunity to develop a rich knowledge base of achievable actions and best practices which can then be transferred for other communities seeking to become more sustainable.

We are pleased to share the Framework for Antigonish as a Leading Sustainable Community. This framework has been developed by the Antigonish Sustainable Development Steering Committee – a committee established to advance sustainability in the area. The framework provides a process for municipalities, organizations and the community to advance sustainability. We look forward to continuing our work on advancing sustainability initiatives within our community in collaboration with local, provincial and regional partners. We would like to extend gratitude to the following organizations for their support with this project:

- Town of Antigonish
- County of Antigonish
- Antigonish Regional Development Authority
- Nova Scotia Department of Environment and Labour
- Service Nova Scotia and Municipal Relations
- The Natural Step Canada
- Atlantic Canada Sustainability Initiative

For the Antigonish Sustainable Development Committee:



Kuli Malhotra, Project Manager
Antigonish Sustainable Development Project



Frank Gallant, Chair
Antigonish Sustainable Development Steering
Committee

COMMITTEE MEMBERS

Local Government

Liz Chisholm, Town Councillor
Jack MacPherson, Deputy Mayor, Town of Antigonish

Environment

Leslie Buckland-Nicks, StFX Biology/Fresh Air Society
Jack Thompson, Antigonish-Guysborough Federation of Agriculture

Society

Rod Bantjes, St. Francis Xavier University
Madonna MacDonald, Guysborough Antigonish STRAIT Health Authority

Economy

Aida Arnold, MacDonald's Rest.
Mike Mattie, Nova Construction

Culture

Ed Thomason, Festival Antigonish
Julia Redgrave, Visual Artist and
Arts Educator

TABLE OF CONTENTS

EXECUTIVE SUMMARY.....	2
1.0 INTRODUCTION.....	3
1.1 Strategic Goals.....	4
1.2 Sustainability Visions.....	5
2.0 PROJECT STRATEGY.....	6
2.1 Approach.....	6
2.2 Capacity Building.....	7
2.3 Integrated Community Sustainability Plan.....	12
2.4 Collaboration, Consultation and Partnerships.....	14
3.0 PROJECT MANAGEMENT.....	14
3.1 Key Deliverables.....	14
3.2 Human Resources.....	15
3.3 Financial Resources.....	16
4.0 EVALUATION.....	17
5.0 APPENDICES (Separate Document).....	18
5.1 Chronology of Key Milestones.....	18
5.2 Project Timeline.....	20
5.3 Project Budget (Year One).....	25
5.4 Adopter Participant Costs.....	26
5.5 Community Values and Principles for Antigonish.....	27
5.6 Frequently Asked Questions.....	29

EXECUTIVE SUMMARY

The Antigonish area is well positioned to become a model sustainable community in the Province of Nova Scotia and in Atlantic Canada. While becoming a sustainable community is a significant challenge, it leads to many benefits spanning a broad spectrum of issues including health, economy, environment, infrastructure, services and overall quality of life for all people in the community. Becoming a sustainable community provides an opportunity to develop a rich knowledge base of achievable actions and best practices which can then be transferred to other communities seeking to become more sustainable. This is a proposal to establish vital resources for implementing a sustainable development framework for organizations, institutions and community in the Antigonish area.

Year One of the proposed three-year Antigonish Sustainable Development Project was initiated on May 1, 2007 with initial funding for the first three months jointly provided by the Town and County of Antigonish with in-kind office space by the Antigonish Regional Development Authority. The project is managed by a full-time Project Manager and guided by the Antigonish Sustainable Development Steering Committee which is currently made up of 12 community volunteers representing four pillars (economic, social, environmental and cultural) and Town Councillors. The project draws on strengths from various models¹ including The Natural Step Framework, The Five Capitals Model and The Ecological Footprint. The implementation of the framework is expected to begin on September 1, 2007 and the outcomes are as follows:

1. Establishment of a shared language of and best practices for sustainability within the community, and development of sustainability action plans for organizations through a capacity building model known as the Adoption Process².
2. Development of an Integrated Community Sustainability Plan (ICSP)³ (with at least one of the two municipalities) in Antigonish Town and County. The ICSP is required by the Federal Government by 2010 in order for municipalities to continue accessing funds from the Gas Tax Transfer Agreement.
3. Development of Sustainable Performance Indicators (SPI) for the purposes of goal-setting, benchmarking and alignment with the Nova Scotia Opportunities for Prosperity Act and the Federal goals on environment and sustainability.
4. A transferable and adaptable framework that can be used by other communities in their efforts to become sustainable.

This document proposes the steps that will be taken to achieve the above four outcomes as well as the resources required to implement the framework. Frequent evaluations will be conducted to measure success of the initiatives. The project is expected to be housed with the Antigonish Regional Development Authority and last for three years.

¹ Models explained in Appendix 5.6 under the Frequently Asked Questions section

² The Adoption Process is explained in Section 2.2 (Capacity Building) and defined in Appendix 5.6

³ The ICSP approach for the Antigonish area is detailed in Section 2.3 and defined in Appendix 5.6

1.0 INTRODUCTION

A growing global population, increased consumption and unsustainable demand for resources continue to compromise the “natural capital”⁴ upon which we depend for our well-being and prosperity. The classic definition of sustainable development, “...is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”⁵ Two immediate challenges that demand our attention are climate change (as reflected in the 2007 Report of the Intergovernmental Panel on Climate Change⁶) and dwindling natural reserves. The best available evidence on global warming suggests that current and future generations will face a spectrum of challenges if we don’t act now.

Community leaders in the Antigonish area recognize that we must act now if we are to address the environmental, economic and socio-cultural challenges of the 21st century. The Antigonish area is well positioned to become a model sustainable community in the Province of Nova Scotia and in Atlantic Canada because of the leadership taken in this area by the municipalities and various community groups. In late 2006, residents of the Antigonish area completed Phase One of Antigonish 2020 Foresight, a community driven visioning project. Phase One confirmed the environment as a prime focus. Subsequently, the Antigonish 2020 Foresight Environment Committee, one of six committees established to advance the Antigonish 2020 Foresight Project, brought forward a model for local action. In February, 2007 the model was presented to provincial and municipal leaders who expressed support for furthering the initiative.

In Phase Two of the Antigonish 2020 Foresight process which is currently in progress, the community is engaged in identifying projects that fit the Sustainability Visions (section 1.2) identified in Phase One. These projects will be categorized and prioritized under the four pillars of the Integrated Community Sustainability Plan: economic, environmental, cultural and social. The top twelve community priorities⁷ (three under each pillar) are expected to be finalized in September, 2007.

The two municipal governments (Town and Municipality of the County of Antigonish) in collaboration with its community partners have taken initial steps towards making the Antigonish area a leading sustainable community. As a result, the Antigonish Sustainable Development Project was initiated in May, 2007. The project was launched with initial funding jointly contributed by the Town and County of Antigonish along with in-kind support from the Antigonish Regional Development Authority and a group of community volunteers. The project is managed by one full-time staff person and guided by the Antigonish Sustainable Development Steering Committee which was formed in April 2007. The Committee is represented by two members under each of four pillars (economic, environmental, cultural and social), two members from the Town of Antigonish, two members from community interest groups and two members from academia.

⁴ Forum For the Future; <http://www.forumforthefuture.org.uk/>

⁵ The Brudtland Report; http://www.ace.mmu.ac.uk/eae/Sustainability/Older/Brundtland_Report.html

⁶ Intergovernmental Panel on Climate Change; <http://www.ipcc.ch/>

⁷ Antigonish 2020 Foresight Priorities; http://www.antigonisharea.com/2020_twelve_priorities.html

A shared framework to assist the Antigonish area in becoming a leading sustainable community has been developed. The shared framework for the area is "...a dynamic process which enables all people to realise their potential and improve their quality of life in ways which simultaneously protect and enhance the Earth's life support systems."⁸ This framework:

- Highlights steps that have already been taken to move the Antigonish area towards sustainability;
- Identifies the process (referred to as capacity building) to build educational awareness and provide support to organizations and the community in becoming sustainable;
- Identifies a strategy to complete the Integrated Community Sustainability Plan required by the Federal Government by 2010 as part of the Gas-Tax Transfer Agreement with the municipalities;
- Provides a plan for the development of Sustainable Performance Indicators for goal-setting and benchmarking.

The main thrust of action towards sustainability within organizations and among the community is expected to be through capacity building. An inventory conducted by the Antigonish Regional Development Authority has identified approximately 700 businesses, non-profit and other organizations in the Antigonish area. The framework for Antigonish as a Leading Sustainable Community uses an approach based on the Adoption Process⁹ for capacity building via five stages ('Early Adopters', 'Early Minority', 'Early Majority', 'Late Majority' and 'The Rest') to build gradual momentum. Organizations in the area will be encouraged to join in intervals, and thus confirm tangible commitments to action through a charter. Six customized modules referred to as specialty streams (explained in section 2.2 – Capacity Building) will be used for educating and establishing best practices for organizations and the community. Evaluations will be conducted at regular intervals (listed in appendix 5.2 - Project Timeline).

This is a proposal to secure resources to advance the independent activities that flow from the framework for Antigonish as a Leading Sustainable Community. The project is expected to be housed with the Antigonish Regional Development Authority.

1.1 Strategic Goals

1. Establish a community of practice which will focus on the economic, environmental, cultural and social elements of sustainable development.
2. Share the language of sustainability within organizations and the community based on the framework for the Antigonish area as a Leading Sustainable Community.

⁸ Porritt, 2000; Capitalism: As if the World Matters

⁹ The Adoption Process for Antigonish is explained in Section 2.2 (Capacity Building) and defined in Appendix 5.6

3. Inspire commitment and leadership for the framework for the Antigonish area as a Leading Sustainable Community.
4. Explore opportunities for cooperation and collaboration among local, provincial, regional and federal stakeholders on sustainable development initiatives.
5. Demonstrate leadership in and serve as champions of sustainable development.

1.2 Sustainability Visions for our Community

In January 2007, community visions for a Sustainable Antigonish area were identified and agreed upon through the Antigonish 2020 Foresight Visioning Process. These visions are expected to be finalized in September 2007 and listed below, alphabetically:

Community Partnerships

Be a model community in Canada for shared leadership on sustainability.

Education to Sustain the Environment

Incorporate education about sustainability in the curricula of academic institutions and create a sustainability culture in organizations.

Environmental Effects on Health

Recognize and address the environmental determinants of health.

Environmentally Sustainable Energy

Develop a cooperative community plan to address short and long-term costs (economic, social and environmental) and availability of clean energy for the community.

Leadership on Sustainability in Local Government

Encourage our local politicians and community leaders to ensure the highest possible quality of life within the operating limits of the natural world.

Natural Habitat Areas

Develop, maintain and protect green and natural wild spaces.

Outdoor Activities

Encourage healthy outdoor recreation through the development and maintenance of access to facilities for diverse interest groups.

Protection of Ecological Systems (Air, Water, Soil, Biodiversity)

Protect ecological systems (natural capital) upon which we all depend.

Sustainable Economic Development

Our community supports development that is environmentally responsible and sustainable with the realistic expectation of incremental advancement towards a vibrant, restorative society.

Sustainable Food

Promote a sustainable food system that focuses on supplying food to residents by local food producers.

Sustainable Transportation

Use environmentally sustainable transportation and best practices based on economic viability. Examples include: hybrid vehicles and alternative technologies, car pooling, and local transit.

2.0 PROJECT STRATEGY

The strategy for advancing the Antigonish Sustainable Development Project is unique because it engages everyone — businesses, non-governmental organizations, community groups and local governments. It is a decentralized strategy that encompasses a number of independent actions that will be animated simultaneously and driven by common visions to move the Antigonish area towards sustainability. This section describes the approach and strategies for capacity building and for completing the Integrated Community Sustainability Plan through collaborative effort of partners.

2.1 Approach

1. Evaluate what has been accomplished in the community to further sustainability (appendix 5.1 - Chronology of Key Milestones).
2. Develop a modular framework for the Antigonish area as a Leading Sustainable Community.
3. Develop proposals to secure funding, where appropriate, to implement the framework.
4. Complete a local inventory of capacity building resources.
5. Develop a catalogue of opportunities and benefits to organizations that includes information on operating costs, investments and social service costs.
6. Advance capacity building initiatives via the Adoption Process.
7. Create the Integrated Community Sustainability Plan with one or both municipalities and apply logic models to achieve the goals of the ICSP.
8. Conduct regular evaluations (section 4.0 – Evaluations and appendix 5.2 – Project Timeline).

2.2 Capacity Building

Three core groups have been identified for capacity building: organizations, community and municipalities. The capacity building approach promotes sharing of knowledge and expertise and encourages a creative problem solving approach to realizing the sustainability visions for Antigonish. The modules promote public awareness and provide guidance in developing action plans for small, medium and large for-profit and non-profit organizations, and government. The streams and proposed processes for capacity building for all three core groups are explained below.

Specialty Streams for Capacity Building

The speciality streams will run concurrently (overlapping only with those streams offered for the community and the municipalities). An annual charter will be signed by the group of organizations participating in each stage. Extra sessions for the streams will be offered on a need-basis to fulfil charter commitments until March 15, 2010. The six specialty streams are as follows:

“Seven Generations Sustainability for Organizations”¹⁰ Module

This module helps with strengthening the capacity of business, community and organizational leaders to proactively meet the challenges of environmental sustainability, creating opportunities for enhanced trust, decision making, synergy and high performance. Leading organizations in a range of sectors are viewing environmental issues as an opportunity for growth and transformation. Research indicates that sustainable organizations invest in and protect their future for the benefit of their clients, employees, their financial health and the planet. Developing environmentally sustainable values and activities throughout an organization is an ongoing and challenging process that must permeate the whole organization from the top to the bottom. The module assists those in leadership positions to incorporate a *seven generations* ethic into all activities - promoting decisions for a sustainable environment and a healthy organizational future. This module will run for six months beginning on October 1, 2007 and ending on March 31, 2008 with general evaluations to be completed on a per-session basis and a module evaluation to be completed by April 15, 2008. It is expected that most of these organizations will have joined on as Early Adopters.

“I Will if You Will”¹¹ Module

“I Will if You Will (towards sustainable consumption)” is a mutual support system that is designed for the community. This module will provide educational awareness and solutions for people to incorporate sustainable practices into their life-styles as a matter of community culture and pride. Key areas where action is possible and desirable: transportation, heating our homes, local and organic foods and wise management of resources such as water and energy. The module was developed by the Sustainable Consumption Roundtable jointly hosted by the

¹⁰ Seven Generations Sustainability for Organizations: <http://www.peak.ca/pdf/SevenGenerationsSD.pdf>

¹¹ I Will if You Will: <http://www.sd-commission.org.uk/publications.php?id=367>

National Consumer Council and the United Kingdom Sustainable Development Commission held between September 2004 and March 2006. This module will run for one year beginning on October 1, 2007 and ending on September 30, 2008 with general evaluations to be completed on a per-session basis and a module evaluation completed by October 15, 2008.

“Leader Business”¹² Module

This module will bring together small, medium and large business organizations to share knowledge on sustainability and its benefits to the economy and their organizations. This module will also assist organizations in understanding the need for good corporate citizenship (balance between economic, social and environmental aspects) and aid in the development of sustainability action plans. The “Leader Business” module was created by Forum for the Future located in the United Kingdom. This module will run for two years, beginning on October 1, 2007 and ending on September 30, 2009 with general evaluations to be completed on a per-session basis and a module evaluation to be completed annually by October 15.

“Good Governance”¹³ Module

Local governments can facilitate the sustainability actions of others through the policies that they put in place. Also, like other organizations and businesses, they can implement sound environmental management of processes and services within their own organizations. This module will assist municipalities by making available research on best practices and expertise to help implement them.. The module is based on the Good Corporate Citizenship Model promoted by the UK Sustainable Development Commission which seeks to create a balance between economic, environmental and social responsibility of organizations – often referred to as the “triple-bottom-line”. This module will be designed to build educational awareness and provide tools for the local government for better planning for the future. This module will run six months beginning on January 1, 2008 and ending on June 30, 2008 with a module evaluation to be completed by July 15, 2008.

“Eco-systems and Human Well-Being”¹⁴ Module

Everyone in the world depends on nature and ecosystems to provide the conditions for a decent, healthy, and secure life. Humans have made unprecedented changes to ecosystems in recent decades to meet growing demands for food, fresh water, fiber, and energy. The pressures on ecosystems will increase locally, nationally and globally in coming decades unless human attitudes and actions change. Since the decisions that affect ecosystems come from multiple actors, the realities of eco-system damage must become more widely understood. Because sustainable solutions are complex and evolving, both the public and decision-makers must collaborate in innovative problem solving and policy development. This module will explore current trends in eco-system health and discuss local options for strengthening our capacity to lessen our impact on and to live within the earth’s life supports systems. By fostering awareness of the importance of our shared interrelationships with all parts of the natural world and the

¹² Leader Business: http://www.forumforthefuture.org.uk/publications/leaderbusiness_page207.aspx

¹³ Based on the Good Corporate Citizenship program: <http://www.corporatecitizen.nhs.uk/>

¹⁴ Locally developed module

manner in which we are transforming it, we will develop actions that lead to a more sustainable society. Participants in this module will share and develop best practices that will influence sound decision making, policy development and the management of our lifestyles and our effect on the natural world. The conceptual framework for this module comes from the Millennium Ecosystem Assessment. This module will run for one year beginning on February 1st, 2008 and ending on January 31st, 2009 with general evaluations to be completed on a per-session basis and a module evaluation by February 15th, 2009.

“Commitment to Humanity”¹⁵ Module

During the 21st century, human society faces the daunting yet inspiring task of redefining our role as part of the natural world. Extremes of inequality have been shown to accelerate population growth and encourage ecologically damaging forms of resource extraction among the poor, as well as intensify the rate of consumption among the rich. Therefore, the challenge is to reduce disparities through capacity building and to provide everyone with basic human requirements and with access to the knowledge and resources needed for a productive and fulfilling life. This module will be used for enhancing local awareness about these issues while sharing best practices with our community in the areas of social justice, peace, contribution to human needs and the determinants of health. The module will take a holistic approach working with local partners to address sustainable strategies for meeting human needs such as food security, shelter, safety, and mental and physical health on a local and worldwide level. This module will run for one year beginning on May 1st, 2008 and ending on April 30th, 2009 with general evaluations to be completed on a per-session basis and a module evaluation by May 15th, 2009.

Appendix 5.1 - Chronology of Key Milestones provides a history of capacity building initiatives. Appendix 5.2 - Project Timeline has a schedule for capacity building.

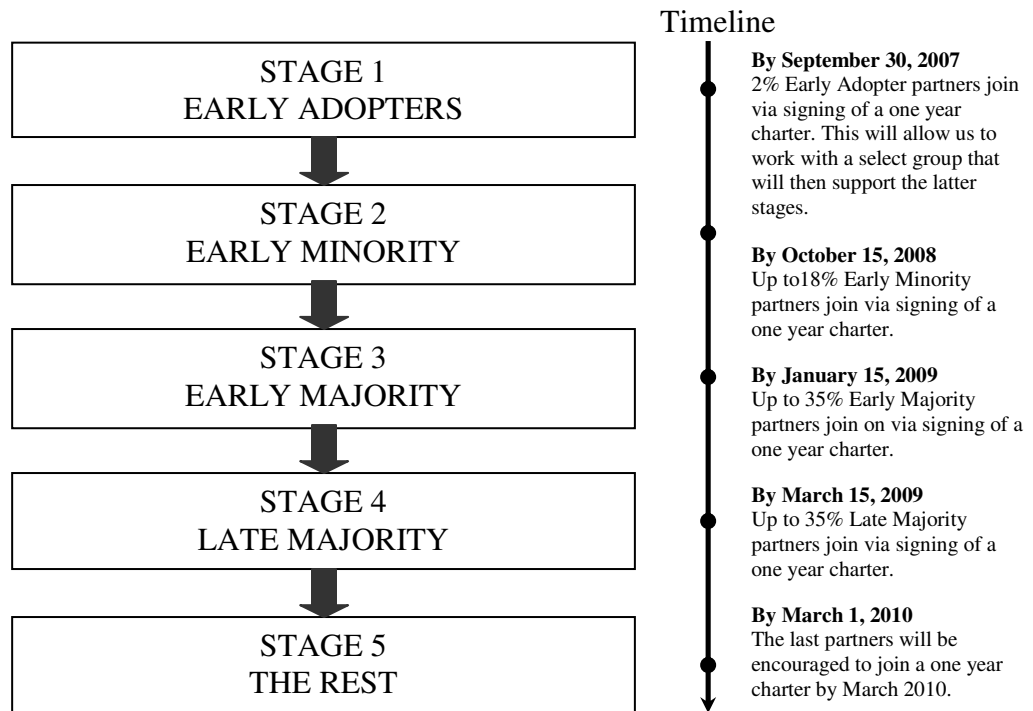
The Adoption Process for Organizations

The capacity building approach for organizations is based on the Adoption Process¹⁶. The Adoption Process has traditionally been used in marketing and business development and has been adapted for Antigonish based on its success in Whistler, BC and Canmore, AB, and based on recommendations from The Natural Step Canada. The capacity building process tailored for the Antigonish area has five stages. The goal is to aid at least 50% (350) of organizations to complete sustainability action plans through joining the adoption process. Beginning with the Early Adopters, the Adoption Process is a sequential approach for building momentum with each earlier stage helping the latter stages. It provides organizations with the opportunity to join at a stage most comfortable for them. Organizations will be able to join in intervals with commitments to develop sustainability action plans. These commitments will be formalized through a charter at each stage that will be signed by organizations in the Antigonish area. The stages of capacity building for the Antigonish area via the Adoption Process are as follows:

¹⁵ Locally developed and based on the Good Corporate Citizenship program: <http://www.corporatecitizen.nhs.uk/>

¹⁶ The Adoption Process is defined in the Appendix 5.6 (Frequently Asked Questions)

Figure 1: Stages of the Adoption Process adapted for the Antigonish area



For each stage, the following tasks will be completed:

1. Confirm commitment of organizations through signing a one-year charter.
2. Apply specialty streams to enhance organizations' knowledge and expertise for sustainability action.
3. Assist in developing organization-specific sustainability visions, in conducting sustainability audits and in developing sustainability action plans with partners.
4. Evaluate the stage reached, share results and move on to next stage in the Adoption Process.

In the charter, organizations will commit to principles of sustainability, and tangible, measurable steps toward sustainability that they can take. The key commitments in the charter are:

- Establish an internal support network of “champions” within the organization with 1 to 5 staff who will attend approximately 5 to 8 workshops over the course of a year.
- Perform sustainability audits and develop sustainability action plans for the organization.
- Create a sustainability action plan for the organization.

- Implement actions based on the plan and share the progress and with peers.
- Play a leadership or support role within the community with respect to sustainability.
- Participate in evaluating the initiative's effectiveness and the outcomes achieved.

The benefits to Adopters for joining the process include:

- Learning about the framework for the Antigonish area as a Leading Sustainable Community and using it to guide decision-making and new initiatives in their organizations.
- Participation in sustainability training and planning initiative for up to 5 staff.
- An inexpensive way to develop a sustainability plan for their organizations including ongoing support and coaching from experts in the field.
- Participation in an Antigonish area sustainability learning network with representatives of other Adopter organizations in the area.
- Identify potential new revenue opportunities and/or cost savings associated with the various actions and investments that arise through participation in the training, planning and networking.
- Social capital built among employees, other community stakeholders and citizens by participating in the initiative and sharing a common language for sustainability.

The Antigonish Sustainable Development Project will facilitate the delivery of capacity building sessions in collaboration with a partnership group made up of Early Adopters and with the direction of the Steering Committee. Internal and external evaluations will be conducted throughout the process in regular intervals (section 4.0 - Evaluations).

There will be costs associated for the Adopter Process such as attendance to workshops and dedication of time for developing sustainability visions, conducting audits and developing action plans. Some of the costs may be covered through multiple sources including local, provincial and federal funding programs and private fundraising. Each participating organization is responsible for the costs of their own participation (e.g. staff time, event and travel costs), development of their sustainability action plan and for supporting the tasks they undertake as part of their sustainability action plan. This includes attending at least five independent sessions that will take up to five 8-hour days. In some cases, tasks shared between Adopters may be jointly funded, and external funding may also be sought. Depending on the size of the organization, the costs will vary. Appendix 5.4 - Adopter Participant Costs illustrates the range of costs for organizations based on their size.

2.3 Integrated Community Sustainability Plan (ICSP)

The Government of Canada, through a series of federal-provincial/territorial agreements, has created “The New Deal for Cities and Communities”¹⁷ to help achieve measurable progress towards sustainability. In order to continue accessing infrastructure funds for 2010 and beyond from the Gas Tax Transfer Agreement, municipalities are required to prepare and submit an Integrated Community Sustainability Plan by February 2010. The Province of Nova Scotia is expected to share a final version of the template and guidebook during the summer of 2007 with municipalities. The Province has outlined the following steps for the planning process.

ICSP Steps¹⁸

- Step One: Decide who will prepare the ICSP.
- Step Two: Public Consultation - identify issues and develop vision statements.
- Step Three: Prioritize issues.
- Step Four: Determine goals and develop action items.
- Step Five: Determine which *Statements of Provincial Interest* are applicable.
- Step Six: Identify eligible infrastructure projects and describe infrastructure benefits.
- Step Seven: Identify partners and collaborations.
- Step Eight: Plan implementation.

Municipalities may choose to use another method for the development of the plan if it serves their purpose more effectively. Both the Town and County of Antigonish have the flexibility to either prepare a joint plan or individual plans with collaboration on the overlapping projects. The Integrated Community Sustainability Plan for the Town of Antigonish is expected to be completed by March 31, 2008 if sourced through the Antigonish Sustainable Development Project. The following components will be used in preparing the ICSP for Antigonish:

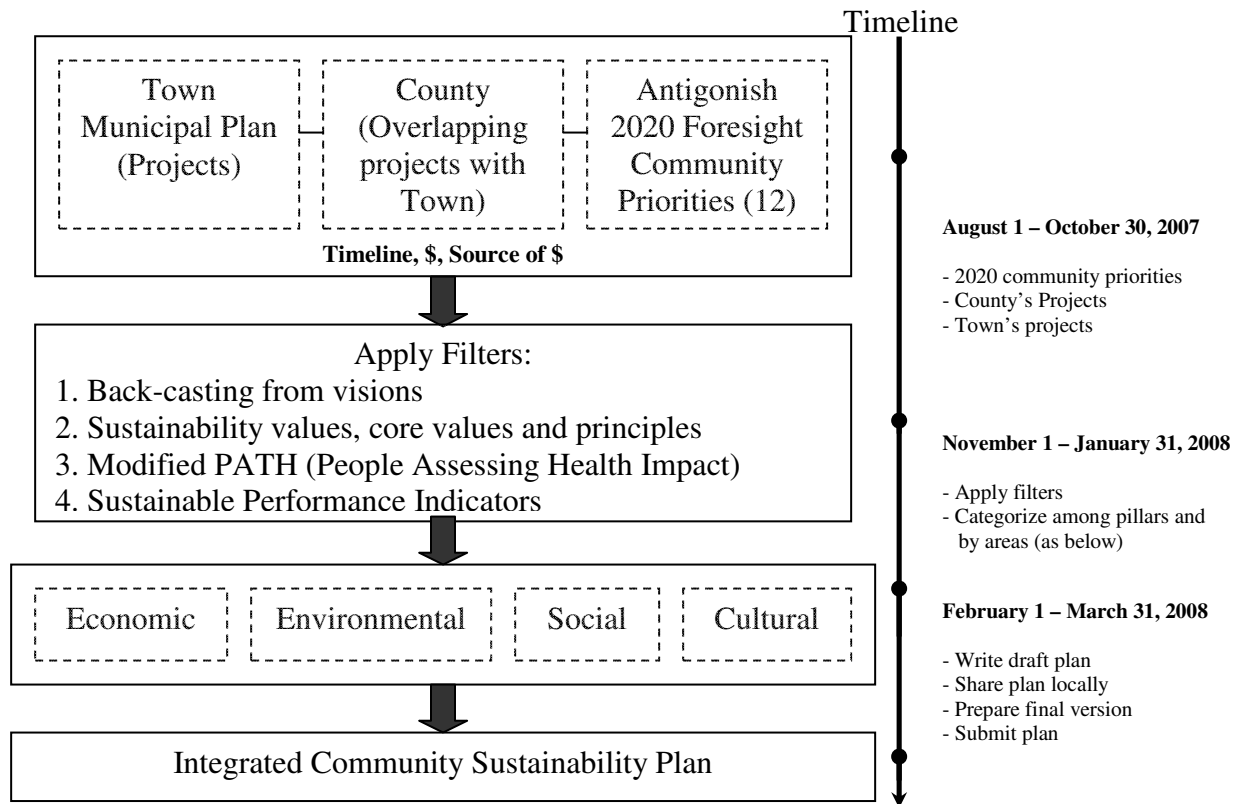
- Municipal planning strategies and action plans for either one or both, the Town and County.
- Priorities identified through Antigonish 2020 Foresight for a sustainable society.
- A baseline assessment of the major flows and practices in community areas from a sustainable perspective including using visions, values, Sustainable Performance Indicators and PATH (People Assessing Health Impact) as assessment tools (filters).
- Engagement of federal, provincial and local experts in the various categories.

A model for the process to be used to develop the Integrated Community Sustainability Plan for the Antigonish Area is presented as follows:

¹⁷ The New Deal for Cities and Communities; http://www.infrastructure.gc.ca/communities-collectivites/news-nouvelles/2005/20050923sydney_e.shtml

¹⁸ Based on draft received from Service Nova Scotia and Municipal Relations in May 2007

Figure 2: Model for Integrated Community Sustainability Plan for Antigonish Area



Categorization by areas¹⁹ is as follows:

A. Environmental Sustainability

1. Municipal energy use
2. Sewage treatment
3. Storm water management and control
4. Solid waste management
5. Drinking water supplies
6. Municipal road/transit infrastructure
7. Protection of biodiversity
8. Storm surge & flood risk areas

B. Economic, Cultural & Social Sustainability

1. Economic development
2. Tourism
3. Centers, downtown districts, commercial/industrial districts
4. Affordable housing
5. Agriculture
6. Public safety
7. Municipal road/transit infrastructure
8. Institutional buildings
9. Festivals and events
10. Heritage Buildings
11. Recreation - parks, arenas, playgrounds, sports facilities, etc.
12. Emergency measures - facilities and equipment
13. Protective services - police buildings, and equipment

Other categories will be added based on the needs of one or both municipalities and the community.

¹⁹ Categories based on Guidebook received from Service Nova Scotia and Municipal Relations in June 2007

2.4 Collaboration and Partnerships

A collaborative approach with local, provincial and regional stakeholders throughout the process is critical for the advancement of sustainability initiatives. Ongoing partnerships are being strengthened and new ones being developed to achieve mutual goals: achieving the community's mutual sustainability visions, the Province's plan for prosperity and the region's desire to become sustainable. The community in the Antigonish area is highly committed and there is an extensive local network of champions for support and collaboration involving volunteers, business and industry leaders, and organizations including the Antigonish Regional Development Authority, Antigonish Area Partnership, Guysborough Antigonish Strait Health Authority, Antigonish Chamber of Commerce, St. Francis Xavier University and StFX Enterprise Development Center. A recent regional example of this kind of collaboration on a large project was the bid for the 2011 Canada Winter Games.

The municipalities of Antigonish recognize the importance of moving towards sustainability. The Atlantic Canada Sustainability Initiative Charter was signed by Town of Antigonish in May 2007 along with several other municipalities, businesses and organizations from various regions of Atlantic Canada. The purpose of the charter is to establish a commitment to advance a collaborative sustainable development agenda in Atlantic Canada by moving forward on six key initiatives: building capacity and competence, creating and implementing a plan of action, serving as role models, building an effective network, building regional momentum, and identifying and acting on opportunities. As a result, a network of professionals sharing the same language and interest in sustainability has been created. This network will continue to be an excellent resource for the Antigonish Sustainable Development Project.

3.0 PROJECT MANAGEMENT

3.1 Key Deliverables

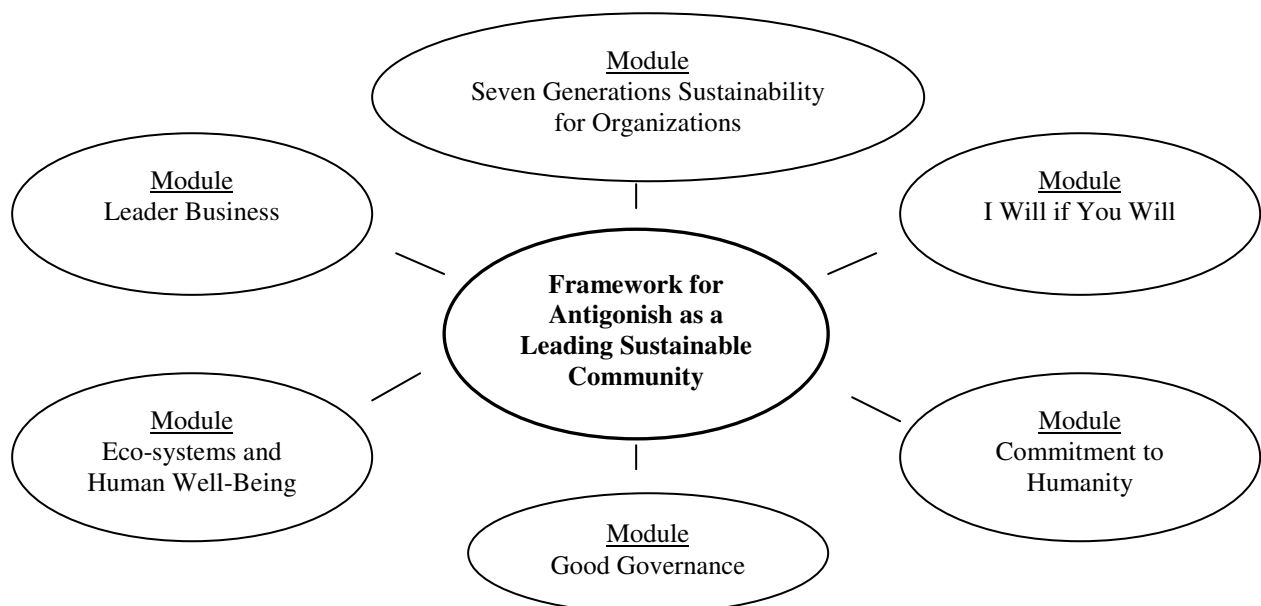
1. Community visions for a sustainable and a prosperous Antigonish.
2. Sustainable Performance Indicators and baseline data for ongoing evaluation of progress.
3. Assist businesses and organizations to identify sustainability visions, conduct audits and develop action plans to achieve sustainability through building capacity.
4. Integrated Community Sustainability Plan (ICSP) for either one or both municipalities.
5. Support the community in adapting sustainable practices.
6. Action plans and proposals to complete the projects identified through the community vision processes and the municipalities (one or both) for the ICSP.

3.2 Human Resources

Given the broad scope of the project and the dedicated time that will be required to meet goals based on the project timelines (appendix 5.2), both, paid and volunteer staff support will be fundamental for achieving results. In order to initiate and carry through, it is estimated that the Antigonish Sustainable Development Project will require the services of three dedicated employees — one Project Director, one Program Manager and one Assistant (for a total of 3.0 full-time equivalent staff). Other staffing will depend on individual projects. All employees will be self-starters, knowledgeable about sustainability, determined to perform at a high standard, and dedicated to the vision and goals of the project.

On the volunteer side, the Antigonish Sustainable Development Steering Committee made up of Town Councillors, community members, business leaders, organizations, academics and grassroots groups will continue to provide guidance to the Project staff. The committee came into effect in April, 2007 and currently has terms of reference in place. An inventory of resources for building capacity will be prepared so that local and external expertise can be tapped effectively to deliver the six streams. Following that, subcommittees may be established made up of volunteers to provide guidance for the delivery of the streams. A number of local organizations that may be able to provide support and expertise in various areas will be engaged. Some of these organizations are: Antigonish Area Partnership, Antigonish Chamber of Commerce, Antigonish Regional Development Authority, Fresh Air Society, St. Francis Xavier University (various departments), StFX Enterprise Development Centre and the Women’s Resource Centre. The proposed collaborative model for building capacity is as follows:

Figure 3: Proposed collaborative model for Capacity Building



3.3 Financial Resources

The project is estimated to span three years from initiation to completion with a contingency for a fourth year dependant on need to further initiatives. As the project progresses from one year to the next, an annual proposal, previous year's evaluation and an updated timeline will be submitted in consultation with the Antigonish Sustainable Development Steering Committee, funding partners and stakeholders. Additional funding for specific initiatives may be sourced separately. Ancillary costs associated with the project are included in the estimated expenses.

Funds will be required for staff compensation, costs associated with the establishment and operation of the office over the life of the project, capacity building, developing modular project proposals, environmental and socio-economic research, networking, and marketing. It is anticipated that some of that information can be retrieved from existing public-access data banks. The project is entirely dependant on funding from partners and stakeholders. Projected annual expenses are as follows and may vary year to year depending on the number of participating organizations:

	<u>Total Cost</u>	<u>Local Contribution</u>	<u>Funds Needed</u>
Year One (September 1, 2007 – March 31, 2008):	\$ 131,426	\$ 42,406	\$ 89,020
Year Two (April 1, 2007 – March 31, 2009):	\$ 181,594	\$ 61,384	\$ 120,210
Year Three (April 1, 2009, March 31, 2010):	\$ 219,826	\$ 104,684	\$ 115,142

The first year of the project has already been initiated as of May 1, 2007 with funding for the first three months provided by the Town of Antigonish and the Municipality of the County of Antigonish. In-kind support for office space is currently provided by the Antigonish Regional Development Authority. Going forward, the project is expected to be housed with the Antigonish Regional Development Authority. The budget for Year One of the project is provided in appendix 5.3. The potential funding partners (funds / in-kind resources) for the Antigonish Sustainable Development Project are as follows:

- Atlantic Canada Opportunities Agency: Community Development (Innovative Communities Fund, Municipal Rural Infrastructure Fund).
- Antigonish Regional Development Authority.
- Canadian Rural Partnership Network.
- Federation of Canadian Municipalities.
- Nova Scotia Department of Economic Development.
- Nova Scotia Department of Environment and Labour.
- Municipalities through employment of Government of Canada Gas Tax Transfer funds used for ICSP creation.
- Service Nova Scotia and Municipal Relations.
- Other Local, Provincial, Atlantic and Federal partners.

4.0 EVALUATION

Evaluation is the systematic measurement of action and results against prior plans. It is part of a continuing management process consisting of planning, implementation, and evaluation; ideally with each following the other in a continuous cycle until successful completion of the activity. Evaluation of successful implementation of programs at the various intervals in the project timeline (appendix 5.2) will be crucial for success and continuous improvement.

Internal Evaluation

There are several proposed actions to ensure that internal evaluation is conducted in a periodic manner:

- Internal qualitative evaluation will be completed after the completion of each module and each stage of the process.
- Internal quantitative evaluation will be conducted annually.
- Monthly progress reports and quarterly summary financial statements will continue to be provided to the Antigonish Sustainable Development Steering Committee.
- Feedback surveys and forms will be incorporated in program delivery where relevant to ensure information is received from the engaged participants and stakeholders.

External Evaluation

External evaluation is important because it will allow the project stakeholders to get a sense of the overall direction of the project from an external perspective, and get feedback for improvement. Since internal stakeholders are often immersed in processes of delivery, evaluation can often end up as a lower priority on the task list. For this reason, it is proposed that two external evaluations be conducted annually. There are several sources available to the Antigonish Sustainable Development for external evaluation including the Atlantic Canada Sustainability funding partners, the Atlantic Canada Sustainability Initiative partners and local partners. Appendix 5.2 - Project Timeline has a schedule of various evaluations.

5.0 APPENDICES

APPENDIX 5.1: CHRONOLOGY OF KEY MILESTONES

2004

- May Introduction to the “Seven Generations: Sustainability for Organizations” workshop by Peak Experiences.
- September Fresh Air (grassroots) Society adopts sustainability mandate.
- Fresh Air Society begins Community Environmental Awareness building sessions.

2005

- June Global National Happiness International Conference held by GPI Atlantic at St. Francis Xavier University resulting in the development of the Atlantic Canada Sustainable Initiative which was launched in May 2007.

2006

- April St. Francis Xavier University’s Senate endorses Environmental and Sustainability plan for the University put forth by team of students, faculty and staff.
- June 24-hour “master class” held (“Business Leaders” module) by Jonathan Porritt; Forum for the Future on Sustainability.
- September Antigonish 2020 Foresight Community Vision Process launched and facilitated by the Antigonish Area Partnership with a broad spectrum of community stakeholders.

2007

- January 3 *Innovators* begin furthering Sustainability in Antigonish
- The two municipalities (Town and County of Antigonish) and Community interest group meet with the Minister and Deputy Minister of Environment and present a model for *Antigonish as a Leading Sustainable Community*.

- January 15 Community visions and values identified through community engagement process of Antigonish 2020 Foresight.
- February 1 Written interest expressed by 20 champions *in-principle* to join the *Early Adopters* program when launched.
- February 8 Second meeting of community interest groups to present *Antigonish as a Sustainable Community* to Deputy Minister of Environment, and key municipal and provincial stakeholders. Representation from stakeholders included NS Department of Environment and Labour, Service Nova Scotia and Municipal Relations, Union of Nova Scotia Municipalities, RRFB, Dalhousie University and Nova Knowledge.
- February 15 Phase 2 of Antigonish 2020 Foresight including identification of community priorities launched based on the four pillars of the Integrated Community Sustainability Plan (ICSP).
- March 16-17 2-day E3 (Educate, Empower, Employ): 2007 Conference on Environment and Sustainability held at St. Francis Xavier University hosted by the Environment and Sustainability Group included St. Francis Xavier University, Antigonish Regional Development Authority, Fresh Air Society, Antigonish Chamber of Commerce, Antigonish Area Partnership, Town of Antigonish, Municipality of the County of Antigonish, Peak Experiences, StFX Enterprise Development Centre and the StFX Students Union. Mayor Ken Melamed of Whistler, B.C. shared the process and success of Whistler in becoming a sustainable community and Jennifer MacNeil shared the success of Interface Carpet as a successful, innovative and sustainable business.
- April 9 Antigonish Sustainable Development Committee established. The committee includes members from the community, business, organizations, grassroots groups, and the Town and County of Antigonish.
- May 1 Launch of Sustainable Development Project funded jointly by the Town and County of Antigonish.
- May 14 Town of Antigonish signs Atlantic Canada Sustainability Charter among 10 + municipalities, organizations and business from across Atlantic Canada. The Atlantic Canada Sustainability Initiative was launched by The Natural Step Canada and GPI Atlantic.
- May 31 Completion of *Antigonish as a Leading Sustainable Community Framework Outline*.

APPENDIX 5.2: PROJECT TIMELINE

A proposed three-year timeline follows:

2007

June 5	<i>Early Adopters</i> Planning Information Session I.
June 15	Submit already completed, “home work assignment” (first task) for the commitment to “Atlantic Canada Sustainability Initiative Charter”, i.e. one of the following: the process for developing a sustainability action plan, identifying process for developing ICSP or incorporating sustainability into the culture of the organization (Town of Antigonish). Antigonish will demonstrate that all three areas are well under way.
June 28	Coaching session with The Natural Step Canada’s representatives on progress for tasks of the “Atlantic Canada Sustainability Initiative Charter” and the Framework for Antigonish as a Leading Sustainable Community.
June 29	ICSP Guide book and template received from Service Nova Scotia and Municipal Relations.
July 11	Anticipated date for Antigonish Sustainable Development Steering Committee to sign off on Framework for <i>Antigonish as a Leading Sustainable Community</i> .
July 31	Secure funding for the remaining 8 months (September 2007 – March 2008) of year 1 of Antigonish Sustainable Development Project ending March 31, 2008.
	Completion of <i>Early Adopters</i> kit including “Antigonish as a Sustainable Community Early Adopters Charter” and educational material.
July 31 – August 31	Between July 31 and August 31, specialized community volunteer teams (champions) will be educating key stakeholders in potential <i>Early Adopter</i> organizations on sustainability and sharing the <i>Framework for Antigonish as a Leading Sustainable Community</i> and proposed “Early Adopters Charter”. A letter of “expression of interest to be an Early Adopter” may be signed by each interested organization.
September 15	Start of Phase One to develop Antigonish Sustainable Performance Indicators in collaboration with StFX University.
September 22	Share results of Antigonish 2020 Foresight Phase 2 (Community priorities) and signing of Antigonish Sustainable Development Charter for <i>Early Adopters</i> .

September 30	Last date for <i>Early Adopters</i> to sign on 1-year “Early Adopters Charter”.
October 1	Capacity building module launch: “Seven Generation Sustainability for Organizations” six-month module (12 sessions – 2 per month).
	Capacity building module launch: “I Will if You Will” year-long module (12 sessions – 1 per month).
	Capacity building module launch: “Leader Business” two-year module (24 sessions – 1 per month).
October 12	Early Adopters to attend full-day planning workshop #1 and the “Leader Business” Module.
November 1 – December 31	Early Adopters to develop sustainability visions for their organizations.
November 17	Community representative(s) from Antigonish and the Sustainable Development Project (including Town and County) are expected to attend a one-day workshop to share progress and collaborate on furthering the Atlantic Canada Initiative Charter.
December 15	Completion of Phase One of Antigonish Sustainable Performance Indicators Project.
<u>2008</u>	
January 1	Capacity building module launch: “Good Governance” six-month module (6 sessions – 1 per month).
January 18	Early Adopters to attend full-day workshop #2 to share sustainability visions, attend the “Seven Generations Sustainability for Organizations” module and learn about sustainability audits.
February 1 – March 31	Early Adopters to conduct sustainability audits of their organizations.
February 1	Capacity building module launch: “Eco-systems and Human Well-Being” year-long module (12 sessions – 1 per month).
February 28	Submit funding application for year 2 of Antigonish Sustainable Development Project. Year 2 of the project starts on April 1, 2008 and ends on March 31, 2009.
March 1	Completion of Phase Two of Antigonish Sustainable Performance Indicators Project.

- March 15 Tentative coaching date for consultation with The Natural Step Canada’s representatives on progress for tasks of the ‘Atlantic Canada Sustainability Initiative Charter’.
- March 31 Completion of the Integrated Community Sustainability Plan (ICSP) for Antigonish.
- Completion of capacity building module: “Seven Generations Sustainability for Organizations”.
- Evaluation of year 1 of Antigonish Sustainable Development Project.
- April Community representative(s) from Antigonish and the Sustainable Development Project (including Town and County) are expected to attend the two-day regional summit to share progress, evaluate the ‘Atlantic Canada sustainability Initiative Charter ‘ signed a year ago, and discuss shared roles going forward (dates to be confirmed by GPI Atlantic and The Natural Step Canada).
- April 1 Launch of year 2 of Antigonish Sustainable Development Project.
- April 15 Evaluation of capacity building module: “Seven Generations Sustainability for Organizations”.
- April 18 Early Adopters to attend full-day workshop #3 to share sustainability audit findings, attend the “Healthy Lifestyles – Healthy Eco-systems” module and session to develop sustainability action plans.
- May 1 – June 30 Early Adopters to develop draft sustainability action plans; identify at least 10 actions to meet sustainability visions of their organizations; implement one action and share with partners.
- May 1 Capacity building module launch: “Commitment to Humanity” year-long module (12 sessions – 1 per month).
- June 12 Early Adopters to attend full-day workshop #4 to share identified actions and best practices and attend the “Commitment to Humanity Program”.
- June 13-14 Tentative dates for 2008 Conference: *Antigonish as a Leading Sustainable Community*.
- June 30 Quarterly evaluation of progress on projects identified in the ICSP.
- Completion of capacity building module: “Good Governance”.
- July 15 Evaluation of capacity building module: “Good Governance”.
- June 15 - 31 Early Adopters to finalize their sustainability action plans.

- September 26 Early Adopters to attend full-day session #5 to complete evaluation of “Early Adopter Charter”, attend “Train the Trainer” module and discuss next step to assist with “Early Majority” stage.
- September 30 Quarterly evaluation of progress on projects identified in the ICSP.
Completion of capacity building module: “I Will if You Will”.
- October 15 Evaluation of capacity building module: “I Will if You Will”.
Evaluation of accomplishments from ‘Antigonish Sustainable Development Early Adopters Charter’ and the *Early Adopters program*.
Evaluation of year 1 of capacity building module: “Leader Business”.
Early Minority group signs on one year Antigonish Sustainable Initiative Early Minority Charter’.
- 2009**
- January 1 Begin helping organizations develop sustainability action plans
- January 15 Quarterly evaluation of progress on projects identified in the ICSP.
Early Majority group signs on one year Antigonish Sustainable Initiative Early Majority Charter’.
- January 31 Completion of capacity building module: “Eco-systems and Human Well-Being”.
- February 15 Evaluation of capacity building module: “Eco-systems and Human Well-Being”.
- February 28 Submit funding application for year 3 of Antigonish Sustainable Development Project. Year 3 of the project starts on April 1, 2009 and ends on March 31, 2010.
- March 15 *Late Majority* group signs on one year Antigonish Sustainable Initiative Late Majority Charter’.
Evaluation of year 2 of Antigonish Sustainable Development Project.
- April 1 Quarterly evaluation of progress on projects identified in the ICSP.
- April 15 Evaluation of Charter signed by *Late Majority*.

Evaluation of accomplishments from ‘Antigonish Sustainable Development Late Majority Charter’ and the *Late Majority program*.

Assessment on progress of organizational sustainability action plans.

- | | |
|--------------|---|
| April 16-30 | Evaluation of Antigonish Sustainable Development Project and application for an additional year of funding for aiding the finalization of action plans for organizations. |
| April 30 | Completion of capacity building module: “Commitment to Humanity” |
| May 15 | Evaluation of Capacity Building module: “Commitment to Humanity” |
| September 30 | Completion of capacity building module: “Leader Business”. |
| October 15 | Evaluation of year 2 (final) of capacity building module: “Leader Business”. |

2010

- | | |
|-------------|--|
| February 28 | Assess whether need to extend project and based on assessment determine whether further funding for year four is needed and apply accordingly. |
| March 1 | <i>The Rest</i> of the Adoption Process organizations sign on one year Antigonish Sustainable Initiative Charter’. |
| March 31 | Assessment of Antigonish Sustainable Development Project and recommendation for transferring the project for elsewhere in Canada. |

APPENDIX 5.3: PROJECT BUDGET

Antigonish as a Leading Sustainable Community Operating Budget 2007-2010

	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>
INCOMING - RECEIPT OF FUNDS AND IN-KIND			
In-kind Contributions:			
Office Rent including Utilities (ARDA)	\$750.00	\$0.00	\$0.00
Equipment (3 Computers, furniture, printers, fax machine)	\$1,350.00	\$1,800.00	\$1,800.00
Telephone/Fax and Postage	\$120.00	\$0.00	\$0.00
Supplies	\$360.00	\$0.00	\$0.00
Accounting and Payroll Administration	\$0.00	\$1,384.62	\$1,384.62
Revenues from Sessions (workshops and conference)	1,800.00	24,200.00	67,500.00
Staff time (1 FTE - Program Manager)	\$22,666.67	\$34,000.00	\$34,000.00
Cash Contribution (Town of Antigonish - May 1, 2007)	\$7,500.00	\$0	\$0
Cash Contribution (County of Antigonish May 1, 2007)	\$7,500.00	\$0	\$0
Total Incoming Receipt of Funds and In-Kind	<u>\$42,046.67</u>	<u>\$61,384.62</u>	<u>\$104,684.62</u>
OUTGOING - OPERATING EXPENSES			
Salaries & Benefits (3 staff)	\$106,286.67	\$134,570.00	\$136,801.75
Sessions, Workshops and Conference	\$1,200.00	\$11,800.00	\$45,000.00
Professional - Consultation	\$2,000.00	\$4,000.00	\$4,000.00
Evaluations	\$400.00	\$2,000.00	\$4,800.00
Advertising and Public Relations	\$3,600.00	\$4,800.00	\$4,800.00
Office Rent including Utilities (ARDA)	\$4,750.00	\$6,000.00	\$6,000.00
Office Stationary and Supplies	\$2,360.00	\$3,000.00	\$3,000.00
Telephone/Fax and Postage	\$1,080.00	\$1,440.00	\$1,440.00
Data mining, sourcing and other research activity	\$4,890.00	\$6,784.62	\$6,784.37
Fieldwork, Travel and Staff Training	\$4,800.00	\$7,200.00	\$7,200.00
Total Outgoing Operating Expenses	<u>\$131,366.67</u>	<u>\$181,594.62</u>	<u>\$219,826.12</u>
TOTAL ESTIMATED PROJECT FUNDING REQUIRED	<u>\$89,320.00</u>	<u>\$120,210.00</u>	<u>\$115,141.50</u>

APPENDIX 5.4: ADOPTER PARTICIPANT COSTS

HIGH SCENARIO*

Activity	Total Hours (High)	Estimated Wages ²⁰ (per hour)	Number of Participants				
			1	2	3	4	5
Workshop attendance (5 workshops)	40	\$20	\$800	\$1,600	\$2,400	\$3,200	\$4,000
Workshop Fees (\$100 / workshop)	-	-	\$500	\$1,000	\$1,500	\$2,000	\$2,500
Preparing Sustainability Visions	40	\$20	\$800	\$1,600	\$2,400	\$3,200	\$4,000
Conducting Sustainability Audit	100	\$20	\$2,000	\$4,000	\$6,000	\$8,000	\$10,000
Developing Action Plan	120	\$20	\$2,400	\$4,800	\$7,200	\$9,600	\$12,000
Total:	300	-	\$6,501	\$13,002	\$19,503	\$26,004	\$32,505

LOW SCENARIO*

Activity	Total Hours (Low)	Estimated Wages ¹⁵ (per hour)	Number of Participants				
			1	2	3	4	5
Workshop attendance (5 workshops)	40	\$20	\$800	\$1,600	\$2,400	\$3,200	\$4,000
Workshop Fees (\$50 / workshop)	-	-	\$250	\$500	\$750	\$1,000	\$1,250
Preparing Sustainability Visions	8	\$20	\$160	\$320	\$480	\$640	\$800
Conducting Sustainability Audit	12	\$20	\$240	\$480	\$720	\$960	\$1,200
Developing Action Plan	20	\$20	\$400	\$400	\$400	\$400	\$400
Total:	80	-	\$1,851	\$3,302	\$4,753	\$6,204	\$7,655

*The cost to each organization will vary based on the number of participants attending per organization. The following chart summarizes the low/high scenarios:

<u>Size of Organization</u>	<u>No. of participants</u>	<u>Estimated Cost (Low to High)</u>
1 - 19 employees	1	\$1,851 - \$6,501
20 - 49 employees	2	\$3,302 - \$13,002
50 - 249 employees	3	\$4,753 - \$19,503
250 - 499 employees	4	\$6,204 - \$26,004
500 - 999 employees	5	\$7,655 - \$32,505

1. The above are direct costs as a result of participating in the sustainability initiative. They include the costs for all activities and will be described in the Sample Adoption Charter Agreement include the contribution of time required to meet the objectives.
2. There may be other costs associated including transportation to/from local workshop location (Antigonish Town/County area) that should be estimated by each organization individually.
3. Every effort will be made to provide solutions to support organizations in meeting these costs included but not limited to subsidizing costs through funding programs and joint cost-sharing between organizations.

²⁰ Estimated cost (wage/hour) is based on average income in the Antigonish area of \$40,000 derived from the Nova Scotia Community Counts for 2007. Data has been analyzed in collaboration with the Antigonish Area Partnership.

APPENDIX 5.5: COMMUNITY VALUES AND PRINCIPLES FOR ANTIGONISH

The following values and principles were identified by the Antigonish 2020 Foresight Committee and will be brought forward to the community in September 2007 for confirmation. Core Values are the essential and enduring beliefs that we uphold over time. Core values enable a community to retain unique characters and values while embracing the changing dynamics of the global economy.

Achievement and Productivity

Achievement is about doing things well. The key components of achievement are: a belief in cause-and-effect thinking, a belief that individual effort counts, a willingness and desire to set goals, the establishment of high standards of excellence, desire and need for feedback. Groups that are achievement oriented do the following:

- Emphasize task completion
- Strengthen belief in self-improvement
- Encourage co-operative goals setting
- Emphasize success
- Allow full discussion of ideas
- Recognize achievement
- Look to the Future
- Let the individual review his/her performance
- Create probability of success

Environmental Sustainability

Environmentally Sustainable development is a process which enables all people to realize their potential and to improve their quality of life in ways which simultaneously protect and support the Earth's life-support systems. At the heart of sustainability is an internationally agreed upon definition²¹:

“In a sustainable society, nature is not subject to having systematically increasing concentrations of substances extracted from the Earth’s crust.”

“In a sustainable society, nature is not subject to systematically increasing concentrations of substances produced by society.”

“In a sustainable society, nature is not subject to systematically increasing degradation by physical means.”

“And in a sustainable society, people are not subject to conditions that systematically undermine their ability to meet their needs.”

²¹ The Natural Step Canada; <http://www.naturalstep.ca/>

Inclusiveness, Transparency and Participation

Actively promote effective participatory systems in all levels of society - engaging people's creativity, energy and diversity. All sections of the community are empowered to participate in decision making. Inclusion and participation is about sharing power and involving others in decision making to help identify a better way of doing things. All aspects of Antigonish 2020 Foresight are transparent and are open to the public.

Integrity and Trust

We strive to build a holistic, supportive and creative environment in which we foster each other's development and share skills, knowledge and experiences. Partnership, participation, consultation and dialogue are central to the way in which we operate. We expect teamwork, integrity, respect, and excellence from each other. Fostering trust and maintaining integrity is part of a long process that requires mutual understanding and meeting shared expectations.

Interdependence and Collaboration (Teamwork)

We value the inherent uniqueness of individuals, the different contributions they make and the richness brought to our work by a diversity of cultures, backgrounds, opinions and ideas.

We promote a working environment in which people feel able to express differing views openly; we seek to build consensus and to act with tolerance, fairness and empathy. We are dedicated to accelerating the creation of a better way of life, taking a positive, solutions-orientated approach.

We pursue this goal with enthusiasm and energy, inspiring and motivating each other and our partners.

Social Justice

Ensure a strong, healthy and just society by meeting the diverse needs of all people in existing and future communities, promoting personal well-being, social cohesion and inclusion, and creating equal opportunity for all.

APPENDIX 5.6: FREQUENTLY ASKED QUESTIONS

What is Sustainable Development?

The classic definition

"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."²²

A shared framework for Antigonish as a Leading Sustainable Community

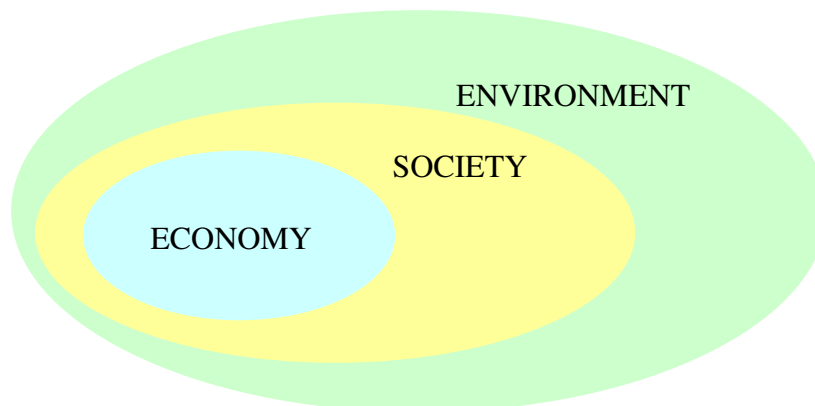
"A dynamic process which enables all people to realize their potential and improve their quality of life in ways which simultaneously protect and enhance the Earth's life support systems."²³

What is the difference between Sustainability and Sustainable Development?

Sustainability is the intended outcome. Sustainable development refers to the steps taken to get there.

What is the link between Prosperity and Sustainability?

To further the prosperity of Antigonish, and to maintain a viable economy, the well-being of the community and a healthy culture, we must maintain a healthy environment. To achieve this, it is important that a sustainable approach be taken. The following diagram illustrates how we can best protect our interests for a prosperous and sustainable Antigonish:



The economy is dependant on the health of the society which in turn is dependant on the health of the environment. For prosperity, it is thus important to take care of the environment and society so that our economy can continue to flourish in a sustainable manner. Sustainability is the balancing of these three areas (economy, society and environment) through efficient management of our natural, human, social, financial and manufactured capitals (assets).

²² The Brundtland Report; online: http://www.ace.mmu.ac.uk/eae/Sustainability/Older/Brundtland_Report.html

²³ Forum For the Future; online: <http://www.forumforthefuture.org.uk/>

What is The Five Capitals Model²⁴?

We are facing a sustainability crisis because we're consuming our stocks of natural, human and social capital faster than they are being produced. Unless we control the rate of this consumption, we can't sustain these vital stocks in the long-term. We believe that by maintaining and trying to increase stocks of these capital assets, we can live off the income without reducing the capital itself. But for this to happen, it is the responsibility of every organisation, business or otherwise, to manage these capital assets sustainability. There are five types of sustainable capital from where we derive the goods and services we need to improve the quality of our lives.

Natural Capital is any stock or flow of energy and material that produces goods and services. It includes *Resources* (renewable and non-renewable materials), *Sinks* (that absorb, neutralize or recycle waste) and *Processes* (climate regulation). Natural capital is the basis not only of production but of life itself!

Human Capital consists of people's health, knowledge, skills and motivation. All these things are needed for productive work. Enhancing human capital through education and training is central to a flourishing economy.

Social Capital concerns the institutions that help us maintain and develop human capital in partnership with others; e.g. families, communities, businesses, trade unions, schools, and voluntary organizations.

Manufactured Capital comprises material goods or fixed assets which contribute to the production process rather than being the output itself – e.g. tools, machines and buildings.

Financial Capital plays an important role in our economy, enabling the other types of Capital to be owned and traded. But unlike the other types, it has no real value itself but is representative of natural, human, social or manufactured capital; e.g. shares, bonds or banknotes.

What is The Natural Step Framework?

The Natural Step (TNS) Framework offers a clear and compelling science-based understanding of sustainability and a practical strategic planning framework to help organizations make smart economic moves towards sustainability. The Natural Step framework is now being used internationally by hundreds of organizations, including government departments, universities, municipalities, Fortune 500 companies such as Ikea, Nike, and Interface Inc., and small- and medium-sized businesses. The Natural Step Canada is part of an international non-profit research, education and advisory organization. Its mission is to help organizations, businesses and communities make meaningful progress towards sustainability. At the heart of The Natural Step lie four key concepts, or 'System Conditions', which collectively define the conditions that must be met for society to be able to live sustainably within the Earth's supporting biosphere. It is only by understanding how the world around us works that we can properly understand how we need to manage our human systems so that they do not breach the limits set by the

²⁴ Porritt, 2000; Capitalism: As if the world matters

biophysical world. The four system conditions for a sustainable society under the Natural Step Framework are as follows:

The Four System Conditions for a Sustainable Society

System Condition	In Simple Terms This Means...
1. In a sustainable society, nature is not subject to having systematically increasing concentrations of substances extracted from the Earth's crust.	This means substituting certain minerals that are scarce in nature with others that are more abundant, using all mined materials efficiently, and systematically reducing dependence upon fossil fuels.
2. In a sustainable society, nature is not subject to systematically increasing concentrations of substances produced by society.	This means systematically substituting certain persistent and unnatural compounds with ones that are normally abundant or break down more easily in nature, and using all substances produced by society as efficiently as possible.
3. In a sustainable society, nature is not subject to systematically increasing degradation by physical means.	This means drawing resources only from well-managed ecosystems, systematically pursuing the most productive and efficient use of those resources and of land, and exercising caution in modifying nature.
4. In a sustainable society, people are not subject to conditions that systematically undermine their ability to meet their needs.	This means using all of our resources efficiently, fairly and responsibly so that the needs of the people, and the future needs of people who are not yet born, stand the best chance of being met.

What is The Ecological Footprint?

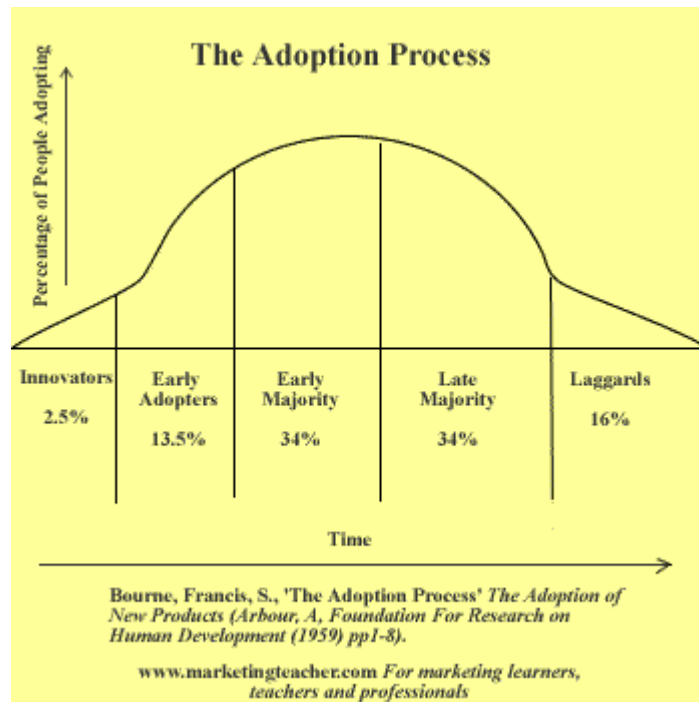
“The Ecological Footprint is a resource management tool that measures how much land and water area a human population requires to produce the resources it consumes and to absorb its wastes under prevailing technology. In order to live, we consume what nature offers. Every action impacts the planet's ecosystems. This is of little concern as long as human use of resources does not exceed what the Earth can renew... Today, humanity's Ecological Footprint is over 23% larger than what the planet can regenerate. In other words, it now takes more than one year and two months for the Earth to regenerate what we use in a single year.”

We maintain this overshoot by liquidating the planet's ecological resources. This is a vastly underestimated threat and one that is not adequately addressed. By measuring the Ecological Footprint of a population (an individual, a city, a nation, or all of humanity) we can assess our overshoot, which helps us manage our ecological assets more carefully. Ecological Footprints

enable people to take personal and collective actions in support of a world where humanity lives within the means of one planet.”²⁵ To check out your ecological footprint, visit: <http://www.footprintnetwork.org/>.

What is meant by Capacity building and what is the Adoption Process?

Capacity building is the approach to provide education and support to further an initiative. The Adoption Process (also known as the Diffusion of Innovation) is the popular model that is used by organizations for marketing and business development. The model is more than forty years old and it was first describes by Bourne (1959), so it has stood the test of times and remained an important marketing tool every since. Typically it shows the pattern of behaviour of consumers to accept a product that comes on the market. The diagram below shows the typical buy-in needed at each stage of the process:



For the purpose of the Framework for Antigonish as a Leading Sustainable Community, the Adoption Process is an adapted approach to capacity building that uses stages to get groups of organizations to collaborate and move towards sustainability within their organizations. This process will be facilitated by staff of the Antigonish Sustainable Development Project through the signing of charters for each of the five stages: Early Adopters, Early Minority, Early Majority, Late Majority and The Rest. At each stage a number of organizations will commit to developing sustainability visions, conduct sustainability audits and develop sustainability action plans. They will learn how to do so by attending workshops. Once these commitments are met, organizations may wish to assist other organizations at the latter stage with their commitments.

²⁵ The Ecological Footprint; http://www.footprintnetwork.org/gfn_sub.php?content=footprint_overview

What is the goal of the Adoption Process? What are the outcomes?

The goal of the Adoption Process is to build capacity and commitment to plan for and move towards greater sustainability among individuals, public institutions and private organizations in a given community or region. Outcomes of the process include:

- Building a common language and message around sustainability.
- Building organizational support for sustainability.
- Performing a Sustainability Audit of current practices and performance.
- Creating a Sustainability Action Plan.
- Developing and participating in a “sustainability network” of Early Adopters and other like-minded organizations.
- Developing and implementing a community outreach program.
- And once Adopters become proficient at incorporating sustainability within their own organizations, they will then begin to collaborate on opportunities for moving the broader region towards sustainability.

How does the Adoption Process work?

In a typical Adopters process, a group of communities or organizations in the same region come together. Each organization will identify one to three active participants. It is also important that each participating organization have high-level support, even if senior managers are not those who will be participating in the initiative or implementing changes. Together, Early Adopters will participate in a series of training workshops provided in collaboration with a network of organizations and institutions that will develop, implement and evaluate the programs.

In the intervals between workshops, Adopters will have assignments to take back and implement it within their organization. The content will be flexible and modified to suit the particular needs of one or more of the Adopters. For example, if one organization has already completed some training, then their participation as an Adopter may take a slightly different form than other Adopters. The Adopters process takes approximately 1 year, but the timeline is flexible. At the end of that year, Adopters reconvene to celebrate their successes, review progress on the implementation of their sustainability action plans, and share stories and solutions. There will also be opportunities for promotion and communication about what the Adopters are doing throughout the process, and in particular at the end when the group reconvenes.

What is the ICSP?²⁶

The ICSP (Integrated Community Sustainability Plan) is required by the Federal Government as part of the Gas Tax Transfer Agreement between the Federal Government and municipalities in different provinces. To continue to access funds provided by the federal government, the

²⁶ Definition of the ICSP taken from the Guidebook created by Service Nova Scotia and Municipal Relations

municipalities must prepare an ICSP – a document with action plans to address municipal strategies looking into the future in their jurisdiction. The Federal Government has committed to the transfer of the equivalent portion of its gas tax revenues to municipalities. In September 2005, the Federal Government and Nova Scotia entered into a Municipal Funding Agreement (MFA), which sets out the terms and conditions of the program. As a requirement for funding, municipalities are expected to prepare and submit an Integrated (ICSP) by 2010. The Integrated Community Sustainability Plan recognizes the interconnected dimensions of environmental, social, cultural and economic development within a community and/or at the regional level, and focuses on integration of these considerations to achieve a community’s 20 to 30 year (and beyond) vision. ICSPs aim to empower communities to address their current and future needs, embedding their infrastructure requirements within these broader strategies. Service Nova Scotia and Municipal Relations (SNSMR) has prepared a handbook to serve as a guide for Nova Scotia municipalities that will facilitate the preparation of Integrated Community Sustainability Plans. The handbook is divided into three parts:

1. General Background
2. ICSP Planning Framework
3. ICSP Templates

The purpose of the Guide and accompanying templates is to help municipalities prepare an ICSP that meets the municipal obligation under the Municipal Funding Agreement.

What are Sustainable Performance Indicators?

Performance Indicators are quantifiable measurements, agreed to beforehand, that reflect the critical success factors of any organization or entity. They will differ depending on the organization and become more complex for larger entities such as governments. For example, a business may have the percentage of its income that comes from return customers as one of its key performance indicators. A school may focus its key performance indicators on graduation rates of its students.²⁷ Countries use GDP (Gross Domestic Product) as one their Key Performance Indicators. Performance Indicators should take into account any long-term considerations. The provinces and the federal government have begun to use indicators to measure their impact on climate change and for goal setting. Sustainable Performance Indicators provide baseline, quantifiable measurements of the environmental, social and economic (triple-bottom-line) elements for organizations, governments and communities. The most widely acceptable indicators come from the United Kingdom and incorporate many subsets. Establishing baseline indicators based on the three elements will likely take about 6 months to develop. Sample baseline indicators are listed as follows²⁸:

²⁷ Key Performance Indicators; <http://management.about.com/cs/generalmanagement/a/keyperfindic.htm>

²⁸ Sustainability Performance Benchmarking; <http://www.sustainability-performance.org/benchmarking.php>

Environmental Performance

- Air Emissions
- Water Emissions
- Energy and resource input
- Waste
- Environmental Management

Economic performance

- Turnover
- Profit
- Return on capital
- Labour productivity

Social responsibility performance

- Employment
- Health and safety
- Training and education
- Equal opportunities
- Community

The benefits of successful development of key performance indicators are as follows:

1. Help establish regulation and incentives, and prioritize initiatives.
2. *Antigonish area* to become the first region and a leader in Nova Scotia to develop SPI and measure environmental, economic and social goals in a quantifiable manner.
3. The development of and alignment of measurable targets with the Province and Federal Government Environmental and Sustainability goals.
4. The different groups working on environmental and sustainability initiatives in the region to share the same language through measurable and quantifiable objectives.
5. The community, business and industry in the area to understand and take part in sustainable initiatives which will be promoted through capacity building and education awareness mechanisms.
6. Determine measurable and quantifiable baselines for reference.
7. Compare the current results with other areas in the scope of local, provincial, regional, national and international levels.
8. Set goals in a quantifiable manner and align them with quantifiable, measurable outcomes locally, provincially, regionally and internationally resulting in better support for resources from the Provincial Government, Federal Government and Organizations.
9. Allow for periodic baseline benchmarking against self and other regions as indicators for performance.