

PARTNERING *for* SUSTAINABILITY

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Overview

The **Partnering for Sustainability Conference** was held from April 8th-9th, 2002 at the Sheraton Centre Hotel in Toronto, Ontario, Canada. It was co-presented by the Canadian Institute for Environmental Law and Policy (CIELAP) and the Strategy Institute.

Purpose of Conference

The 2002 **Partnering for Sustainability Conference** is based on a report published by CIELAP in November 2001 entitled "[Sustainable Development in Canada: A New Federal Plan](#)". This document outlined a four-step sustainable development strategy for Canada, which includes, identifying sustainable development objectives, setting the goals and targets to meet the objectives, measuring/evaluating and testing for sustainability.

Through discussions between CIELAP, the [Strategy Institute](#), the [York Centre for Applied Sustainability](#) and the [Sustainable Enterprise Academy](#) (York University), the conference was born. The goals and objectives of the conference were:

- To learn more about successful partnerships of various kinds, focusing on the key ingredients for success



PARTNERING *for* SUSTAINABILITY

Conference Proceedings - Day One

Welcome Message and Opening Remarks

- Anne Mitchell (CIELAP)
- Anthony Watanabe (Strategy Institute)
- David Bell (York Centre for Applied Sustainability)

Day 1 Speakers

- *Keynote Speaker:* Karen Redman (Parliamentary Secretary to Hon. David Anderson)

Panel on Partnership

- Lucien Bradet (Industry Canada)
- Jennifer Hooper (Dupont Canada)
- Paul Griss (New Directions Group)
- Elizabeth May (Sierra Club of Canada)

Other Sustainability Views

- Michael Keating (Sustainability Reporting Program)
- Karl-Heinz Ziwica (BMW of North America)
- Peter Robinson (MEC)

CARE Coalition

- Gord Lambert (absent)
- Mark Rudolph (Rudolph and Assoc)
- David Pollock (Pembina)

Day 1 Breakout Sessions

SESSION A - Eco Industrial Networking

- Dr. Raymond Cote (Burnside Eco-Industrial Park)
- Steven Peck (Cdn Eco-Industrial Network)

SESSION B - Developing and Managing Partners

- [Myrna Khan](#) (CBSR)
- [Dr. Beth Savan](#) (Sust. Toronto)

SESSION C - Harnessing the Power of Youth

- [Charles Hopkins](#) (UNESCO)
- [Geneva Guerin](#) (Youth Agenda 2002)
- [Matthew Pearce](#) (Canada World Youth)

SESSION D - Moving the Economy

- [Sue Zielinski](#) (Moving the Economy)
- [Michael Roschlau](#) (CUTA)
- [Neil H. Rodgers](#) (Urban Development Institute)

Final Day One Plenary Session

[Neil R.J. Maxwell](#) (Office of the Auditor General of Canada)

Welcome Message and Opening Remarks

[Anne Mitchell](#) ([CIELAP](#))

As a welcome to the conference, CIELAP Executive Director Anne Mitchell gave a warm and inviting address which put the purpose and objectives of the conference in context. Acknowledging the hard work of former CIELAP staff Karen Clark and Jennifer Mackay who were integral in the genesis of the conference, Ms. Mitchell gave an overview of CIELAP's discussion paper entitled "[Sustainable Development in Canada – A New Federal Plan.](#)"

The discussion paper talks about the need for a new way of thinking about resolving problems – and the need to involve all sectors of society and all levels of government. Through further discussion with the Strategy Institute, a partnership was struck and the conference became a reality.

The conference hoped to address the following questions:

- Do we want change?
- How do we change?
- Is partnering – where we bring together all levels of government; all sectors of the economy and citizens groups – a way forward?
- If so, what is the first step?
- What rules do we need to have in place so that we do not continue with the richest and most powerful players at the table running the show?
- How do we finance these efforts – particularly to enable non-government organizations and other civil society groups to participate?

Ms. Mitchell concluded with the hope that this conference would be a step forward. A hope that we can work towards a transformed world, rather than continue our current path towards a fortress world.

[Click here to view Anne Mitchell's full remarks.](#)

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[Anthony Watanabe \(Strategy Institute\)](#)

Dr. Watanabe of the Strategy Institute officially welcomed the participants to the conference, and formally thanked all of the speakers, sponsors and exhibitors. The context of the conference was set with an example from Maurice Strong's book, *Where on Earth Are We Going?* He said "The environment isn't just an issue. Something to be fixed while everything else remains the same." Certainly, this goes to the very heart of the tripartite model of SD where economic, environmental and social dimensions are considered before any decision is taken. The conference is important because it is able to bring together sometimes disparate communities to explore common solutions to increasingly complex problems. It will ensure that the environment doesn't remain "just an issue", analyzed in isolation and disconnected from other "issues." Although, the conference only lasts two days, the ripple effect of its outcome will last for generations to come.

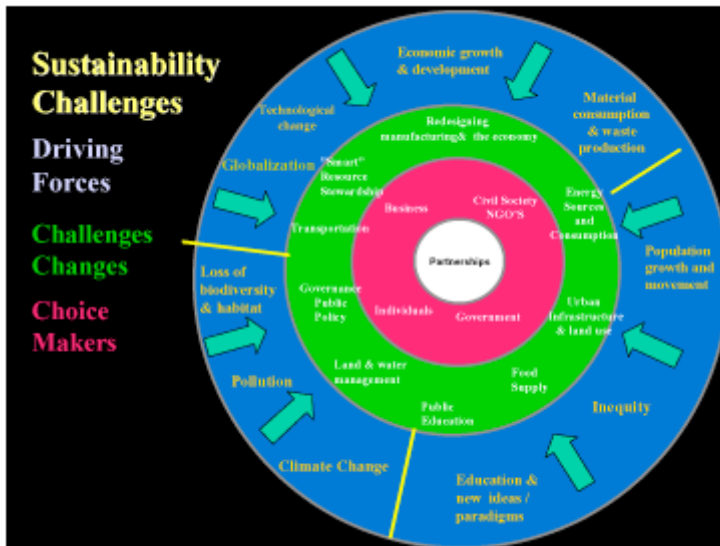
[Click here to view Anthony Watanabe's full remarks.](#)

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[David Bell \(York Centre for Applied Sustainability\)](#)

Dr. David Bell, Director of the York Centre for Applied Sustainability, and Chair of the Partnering for Sustainability conference, offered poignant introductory remarks. Outlining the triple imperative of social, economic and ecological benefits, and describing the emerging culture of sustainability, Dr. Bell's remarks provided context for the conference. The challenge, according to Dr. Bell, was to find new partnerships to move from knowledge through dialogue to action.

The following diagram shows the driving forces, challenges and choice makers of sustainability challenges:



Dr. Bell also outlined the role of business, government, civil society organizations and individuals in facing the challenges of sustainability.

The Role of Business, Government, Civil Society and Individuals in Achieving Sustainability

Business	Government	Civil society orgs.	Individuals
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<ul style="list-style-type: none"> ·to provide sustainable products & services ·to provide products & services sustainably·to meet the "triple bottom line" ·to be transparent and accountable through sustainability reporting ·to develop cross-sector partnerships and collaboration 	<ul style="list-style-type: none"> ·to "steer" society toward sustainability·to create a favorable ?habitat? for sustainability ·to get the prices right ·to provide "smart" regulation (using a full suite of policy instruments) ·to "walk the talk" by practicing sustainability ·to promote a "culture of sustainability" ·to develop new forms of partnership 	<ul style="list-style-type: none"> ·to educate and inform ·to advise and to warn ·to articulate the public interest·to mobilize the public to action ·to criticize and encourage·to verify and report·to collaborate for implementation 	<ul style="list-style-type: none"> ·to become informed ·to change their own behavior ·as consumers, support sustainability-oriented companies ·as citizens, demand sustainability commitments from governments
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Nowadays, there are new drivers for sustainability including peace and security concerns, increasing consumption and production of wastes, sophisticated use of the internet by NGO's and the general public and the militancy of opposition to economic globalization.

After re-interating the goals and objectives of the conference, Dr. Bell gave the following Aboriginal Thanksgiving address:

Finally, we acknowledge one another, female and male. We give greetings and thanks that we have this opportunity to spend some time together.

We turn our minds to our ancestors and our Elders. You are the carriers of knowledge, of our history. We acknowledge the adults among us. You represent the bridge between the past and the future.

We also acknowledge our youth and children. It is to you that we will pass on the responsibilities we now carry. Soon, you will take our place in facing the challenges of life. Soon, you will carry the burden of your people.

Do not forget the ways of the past as you move toward the future.

Remember that we are to walk softly on our sacred Mother, the Earth, for we walk on the faces of the unborn, those who have yet to rise and take up the challenges of existence.

We must consider the effects our actions will have on their ability to live a good life.

[Click here to view David Bell's full remarks.](#)

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KEYNOTE SPEAKER: Karen Redman, Parliamentary Secretary to Hon. David Anderson

The Honourable David Anderson, Canada's [Minister of Environment](#), was invited to be the keynote speaker at the conference. Unfortunately, he could not make it, and his parliamentary secretary, Karen Redman (MP, Kitchener Centre) took his place.

Ms. Redman discussed the role of partnerships in forming the Government of Canada's position at the [World Summit for Sustainable Development](#) (WSSD) in Johannesburg, South Africa this coming August. The core of the WSSD is partnerships — between governments and civil society, between North and South etc. Indeed, the Government of Canada is committed to partnerships, by connecting environmental challenges with technical solutions.

After a brief explanation of Minister Anderson's "[New Architecture for Environmental Management](#)", Ms. Redman outlined the priorities for the WSSD. They are:

- to revitalize the global sustainability agenda
- WSSD should sign coherent framework that address trade, finances and sustainable development
- focus on 3 key areas: partnerships for sustainable development, environment and health and sustainable management of natural resources

[Click here to view Karen Redman's full remarks.](#)

PANEL ON PARTNERSHIP

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Lucien Bradet (Industry Canada)

Mr. Bradet from Industry Canada delivered a short presentation entitled "Corporate Social Responsibility: Partnering for Sustainable Development". Corporate Social Responsibility (or "CSR") focuses on active engagement between all stakeholders, but represents only one aspect of what corporations must address. In Ottawa, there are 2 schools of thought: Sustainable Development is only good for the environment, and Sustainable Development is good for both the environment and the economy. Addressing the triple bottom line through CSR must look at sustainable development as both good for the environment and the economy.

One case study that shows how well partnerships work in this context is the Sustainable City Initiatives (SCI). The SCI is a Canadian partnership initiative aimed at "enhancing the sustainability of economic development in cities, and helping their citizens in improving their quality of life without compromising their future." The SCI adapts the same principles found in corporate social responsibility reporting to cities worldwide. It improves quality of life by addressing waste management issues, urban transport, water management, clean energy, housing etc. In Canada, the SCI is a partnership between over 600 parties representing industry, NGOs and all 3 levels of government.

[Click here to view Lucien Bradet's full remarks.](#)



Jennifer Hooper (Dupont Canada)

In a presentation entitled "Partnering for Sustainable Growth", Jennifer Hooper of Dupont Canada discussed how one of the world's largest manufacturers has been able to use partnerships to leverage sustainable development benefits. Early on, Dupont was one of the leaders in corporate environmental thinking, establishing an environmental mission "to create shareholder value and societal value while decreasing the ecological footprint along value chains". Dupont used partnerships to eliminate waste, elaborate business portfolios, increase earnings and sales revenue. Case studies were offered that highlight Dupont's positive experience over the past decade (the decade they have dubbed "The Stewardship Decade").

One particular case study showed how Dupont used a completely new business model to change how it supplies automotive finishing. Dupont makes the paint for Ford Canada, and in return gets paid per gallon. In efforts to improve environmental performance and improve business profitability they struck a partnership in which Dupont Canada would be paid for total cars painted, rather than by the gallon. The new arrangement led to cost reduction, VOC emissions

plummeted and people in Oakville had cleaner air to breathe. Through shared aims, open dialogue, and the recognition of a necessary paradigm shift, the partners were able to come up with mutually beneficial outcomes and positive environmental gains.

[Click here to view Jennifer Hooper's full remarks.](#)

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Paul Griss ([New Directions Group](#))

Paul Griss is the coordinator of the New Directions Group (NDG), which he describes as 'a virtual institute for NGO-business relations'. Mr. Griss gave a working definition of partnering for sustainability: formal initiatives in which each party cedes something to the other as a means of enhancing their combined strength.

In defining partnerships, the analogy of dating and marriage helps to put things in perspective. Organizations that are taking part in a participatory or consultative process are not part of a partnership, just as those that are casually dating are not considered married. The key to both is commitment.

Looking back, partnering for sustainability is nothing new, so the question we must ask ourselves is: "why aren't we seeing more partnerships." The problem is that the right partners so rarely come together — on sustainability issues, they have more in common with the classic Hollywood mismatching of big-ticket actors, than matching to compatible doubles tennis players.

The NDG has drafted criteria and principles used for voluntary initiatives, and can be applied to ensure that effective partnerships are achieved. The criteria include:

- agreement that a partnership is an appropriate strategy;
- a reasonable expectation of participation over the long term;
- establishing clearly defined roles and responsibilities; and
- mechanisms to develop capacity.

The NDG principles include:

- developed and implemented in a participatory and equitable manner;
- transparent in design and operation;
- performance-based;
- specify rewards and consequences;
- encourage flexibility and innovation;
- have prescribed monitoring and reporting requirements;
- include mechanisms for verifying the performance; and

- encourage continual improvement.

New partnerships require a lot of time and money, something that few NGOs have. Furthermore, industry must take a leap of faith and trust that involving external parties is in the long-term best interests of the company. The role of governments is to provide incentives to partners to encourage them to undertake and continue partnerships. Government enthusiasm for partnerships are a reaction to funding cuts in the 1990s, but government has yet to adapt to this new way of doing business.

[Click here to view Paul Griss' full remarks.](#)

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[Elizabeth May \(Sierra Club of Canada\)](#)

Elizabeth May of the Sierra Club of Canada introduced a cautionary approach to partnerships. Like Mr. Griss before her, she stressed the importance of being aware of using the language of partnerships appropriately. In fact, we may be heading straight up a slippery slope if we always rely on partnerships. Through lack of regulation and cutbacks, governments are taking a subservient position. Once government has abdicated its lead role, in favour of becoming an equal partner, we have a problem.

Ms. May offered a poignant example of this slippery slope. In Nova Scotia, a Joint Action Group was established to deal with toxic contamination in the communities around Sydney. The government were members of the Group, and had standing as "partners", but they were the very people who had caused the problem in the first place. So we must be careful of using the language of partnerships and choosing the wrong partners. Finally, partners should only stay together as long as they're having fun!

OTHER SUSTAINABILITY VIEWS

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[Michael Keating \(Sustainability Reporting Program\)](#)

Veteran Canadian environment writer Michael Keating, founder of the Sustainability Reporting Program, gave an address that defined where Canada is on the Sustainable Development curve. Entitled "Partnering for Sustainability: Solutions for Improving Canada's Triple Bottom Line," Mr. Keating gave a history lesson, a picture of the current situation and prospects for the future. Invoking the experiences and ideas from Mesopotamia, Plato, and the Age of Enlightenment all the way up to Rachel Carson's "Silent Spring" and the Brundtland Report, the

address put into context the evolution of sustainable development.

After a raging debate during the late 1980s and part of the 1990s about whether sustainable development is real or practical, most people have more or less accepted the general concept. Since the Earth Summit in Rio in 1992, we have not come very far in practice, instead we have been mired down in details and arguments. The debate now is how do we DO sustainable development and measure our progress. We are still digging ourselves a hole, but at least we're talking about how to get out. However, with demands on ecological services and population continuing to rise, it is getting harder and harder to develop within the ecological envelope when we are already outside that envelope and still growing.

So, where are we heading over the next 25 years? An Environics International study of SD experts showed that there is less hope for follow-up actions on the Rio conventions, and more hope for activities of major international ENGOs, multinational companies, new technologies and environmental negotiations within trade blocks.

The real progress will be seen on the attitude curve. Sustainability will only come if our value systems change. Maurice Strong, who was a member of the Brundtland Commission in 1987, stated that "it is going to be a race between our sense of survival and our more indulgent drives."

[Click here to view Michael Keating's full remarks.](#)

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LUNCHEON SPEAKER: [Karl-Heinz Ziwick \(BMW of North America\)](#)

Presentation not available.

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Peter Robinson ([Mountain Equipment Co-op](#))

Peter Robinson, CEO of Mountain Equipment Co-op, gave a presentation, entitled "Sustainability — Linking Consumers and Customers in a Meaningful Way", which looked at how a hypothetical business would adopt sustainability followed. The four key elements of this model would be:

1) Long Term Perspective

- General: sustainability must be enduring, looking beyond the short-term

- Business Mission: address long term cycles of products and services, decisions based on long-term even though price may be higher in the short-term
- Business Practice: products must be increasingly made from benign materials, product lifetime must be extended, 5 year cycle planning for all business plans

2) Holistic

- General: precautionary principle addressed, diversity an asset, interdependence of environment and economy, stewardship central to business ethos
- Business Mission: adhere to the quadruple bottom line (economics, environment, social, ethical), business mission must incorporate community
- Business Practice: business should take back products at end of life to integrate into full cycle responsibility

3) Balanced

- General: must try to balance the competing interests of society, offer meaningful work and products/services
- Business Mission: vow to create useful products that contribute to the well being of the planet (and adhere to quadruple bottom line)
- Business Practice: products don't push over-consumption, transformative product design, lifetime warrantys and repairs, non-traditional marketing

4) Accountable

- General: to customers, to public, full cost accounting principles
- Business Mission: reports to public on multiple bottom lines, provides information to customers so they can have input on products/services
- Business Practice: allow consumers to make informed decisions, social audits, sourcing disclosure, environmental management systems

Veering from the common language of the conference, Mr. Robinson offered a "fourth leg" to the triple bottom line stool of economy, environment and social aspects. That fourth leg is "ethical", because a company could be yielding economic, environmental and social benefits, but its business mission may not be ethical.

CARE COALITION: Case Study in Public Policy Collaboration

The Clean Air Renewable Energy (CARE) Coalition has learned many lessons over the past few years on how to garner a successful partnership. Comprised of

(sometimes diametrically opposed) groups on the industry and NGO side, there have been many hurdles to jump to achieve environmental policy changes.



Mark Rudolph (Rudolph and Associates) and David Pollock ([Pembina Institute](#))

In a joint presentation, CARE coalition coordinator Mark Rudolph and Pembina Institute Executive Director David Pollock outlined the history, challenges, lessons learned and successes of the CARE coalition. The partnership began as a venture between the Pembina Institute and [Suncor Energy](#), in an effort to shift the relationship between NGOs and business from one that works against each other, to one that works with each other.

The coalition was founded in 2000 to accelerate the development of Canada's renewable energy industry. Through an assessment which showed that there was both a low demand and supply for renewable energy in Canada, Pembina Institute and Suncor built a coalition of other NGOs, business and municipalities to demand policy changes that would support the growth of renewable energy in Canada. The objective was to align non-traditional partners based on common interests, credibility and access to market.

The following players joined the coalition:

- Axor
- BC Hydro
- BP Canada Energy Company
- Benign Energy Canada Inc.
- Dofasco
- Enbridge
- Federation of Canadian Municipalities
- Friends of the Earth
- International Institute for Sustainable Development
- Ontario Power Generation Inc.
- Pembina Institute
- Pollution Probe
- Shell Canada Limited
- Suncor Energy
- Toronto Environmental Alliance
- Toronto Hydro
- TransAlta
- WestCoast Energy

Leaving all other issues off the table to minimize disagreements among partners, the Coalition asked for two interrelated policy changes: consumer green energy tax credit (demand side) and producer incentives to increase

production of green energy (supply side). In December 2001, Finance Minister Paul Martin's budget included fiscal mechanisms to encourage renewable energy supply, but there is yet to be an announcement supporting the demand side.

There were several key lessons learned through the Coalition. They can be applied to any NGO-business partnership, and include:

- Coordinated and consistent communication strategies
- Generating focused messages (understandable and "actionable")
- Demonstrating a coalition group with depth and effectiveness
- Promotion of the triple bottom line
- Importance of choosing the right partners for the coalition

[Click here to view Mark Rudolph's and David Pollock's full remarks.](#)

BREAKOUT SESSION A: Eco-Industrial Networking



Dr. Raymond Cote (Burnside Eco-Industrial Park)

Eco-industrial networking involves business-business solutions for environmental enhancement. The concept implies that the closer industries are situated to each other, the greater the efficiency — the most ideal of course is to all be in the same industrial park. In a short presentation, Dr. Raymond Cote of the Burnside Eco-Industrial Park in Halifax, Nova Scotia outlined some key concepts of eco-industrial networking. They are:

- Eco-Industrial Development — A community of businesses that cooperate with each other and with the local community to efficiently share resources (information, materials, water, energy, infrastructure and local habitat), leading to economic gains, gains in environmental quality, and equitable enhancement of human resources for the business and local community
- Industrial Ecology — The field focuses on the potential role of industry in reducing environmental burdens throughout the product and material life cycle from extraction to production, use and management of residuals. Human activity has to be placed in a larger context of the biophysical environment. For industrial systems this means improving efficiency and closing the loops of production. Industrial ecology emphasizes the effective as well as the efficient use of resources
- Biomimicry — Industry can search for models in the biological world to better guide industry in making production decisions. Eco-Industrialism would mimic an ecological web of interactions by networking across all types of industry not normally associated in the contemporary world.
- By-product synergy — This networking concept searches for partners where the conversion of a waste or by-product from one production

process can be readily incorporated into another production process.
Improves efficiency and reduces the waste stream.

In Fujisawa, Japan, the most advanced concept of an eco-industrial park is being developed by the Ebara Corporation. This project involves industrial, commercial, educational, recreational and agricultural linkages with the goal of creating as close to a cyclical economic and ecological system as possible. In Canada, Burnside Industrial Park has served as a laboratory since 1992 to test strategies which could be employed in transforming and designing industrial parks as ecosystems. With 1300 businesses and more than 17,000 people, it has an appropriate degree of diversity of materials, products and by-products to support such studies.

[Click here to view Raymond Cote's full remarks](#)



Steven Peck ([Canadian Eco-Industrial Network](#))

Steven Peck, the Executive Director of the Canadian Eco-Industrial Network, expanded on Dr. Cote's description of eco-industrial networking. Sustainable Development is a must for the future of society but so is employment. Eco-industrial networking is so attractive because it addresses sustainable development, as well as the sometimes competing interests of securing employment for communities.

So far there are 1,800 eco-industrial parks in place worldwide. The synergies utilized include: by-product exchanges, energy co-generation, waste heat recovery, wastewater recycling, clustering of facilities which attracts new investment, shared emergency response and training capacity.

Currently, industry is typically operating at 5% efficiency. That means that 95% of the energy used to create the final product has been wasted. This provides huge potential for savings that will make industries that use eco-industrialism more competitive.

The benefits to business include:

- Cost savings
- Revenue generation
- New investment at the local level
- Access to new technologies
- Green industry development
- Improved human resources
- Better community and government relations with industry.

However, there are many challenges that businesses must overcome before

agreeing to join an eco-industrial park. They include:

- Lack of familiarity among business planners and policy makers
- Lack of financial support due to the cross section approach involved where many industries would never dialogue with each other
- Distance between facilities can increase transportation costs
- Waste streams may be incompatible where the quality or quantity may not be right
- Lack of trust between government and industry players

In 2000, the Canadian Eco-Industrial Network (CEIN) was founded and is currently comprised of government organizations and businesses that share an interest in eco-industrial development.

[Click here to view Steven Peck's full remarks](#)

BREAKOUT SESSION B: Developing and Managing Partners



[Myrna Khan \(Canadian Business for Social Responsibility\)](#)

The Canadian Business for Social Responsibility (CBSR) was founded in 1985 to offer support to Canadian businesses seeking to improve social, environmental, and financial performances. Through forging partnerships with NGOs (which hold public trust), government (which bridges the gap between NGOs and business) and business (who hold the financial power), the CBSR works on three key areas to promote sustainability:

- 1) Help Build Trust — move beyond a bi-lateral relationship, to develop a joint plan and a "buddy system"; this will overcome any historical lack of respect and understanding.
- 2) Help Build Capacity — help share ideas, develop programs to increase public awareness, institute common language
- 3) Questions of Measurement — help to document best practice, making all firms accountable, balances institutional perspectives and organizational realities

[Click here to view Myrna Khan's full remarks](#)



[Dr. Beth Savan \(Sustainable Toronto\)](#)

The Sustainable Toronto project is a prime example of how to successfully manage a cross-sectoral partnership. The project is based on community based research (CBR) which recognizes the role of community groups in undertaking

research and aims not only to advance understanding, but to ensure that the knowledge contributes to a constructive difference in the world. The objectives of the Sustainable Toronto partnership are to:

- Engage all sectors
- Increase collaboration
- Build capacity
- Enhance education
- Aid decision-making
- Develop networking

The model is quite simple. Once research and action projects are designed, students from the [University of Toronto](#) and [York University](#) work with community groups, while still maintaining their home school academic advisor. This model helps to build partnerships among universities and community groups, while providing real world application to promote community sustainability. There are currently 10 projects, each linking research and action.

The partnership between community and the academic world has provided mutual benefits. Academics bring new contacts, experience and funding (through the Community University Research Alliance) to Sustainable Toronto, while community groups bring a sense of place and a communication network, as well as ideas and a venue for practical research projects.

[Click here to view Beth Savan's full remarks](#)

BREAKOUT SESSION C: Harnessing the Power of Youth



Charles Hopkins (UNESCO/UNITWIN Chair)

Calling on the sustainability movement to launch a campaign similar to the anti-smoking and drinking and driving campaigns, Dr. Charles Hopkins, the York University chair of the [United Nations Educational, Scientific and Cultural Organization](#) (UNESCO) gave a passionate presentation on the role of education in overcoming sustainability barriers. In order for sustainability to become a reality, we must push from both ends: public support for government action, and support from the private sector. Improving basic education in the developing world, and re-orienting education in the developed world should be the two basic, and interrelated goals. Working with youth will get the key messages out the quickest.



Geneva Guerin ([Youth Agenda 2002](#))

Geneva Guerin is a member of the Youth Summit Team (YST), part of the United Nations Association in Canada's Youth Agenda 2002 project. The project aims to engage youth across Canada in preparations for the [World Summit on Sustainable Development](#) (WSSD) being held in Johannesburg, South Africa. The goal of the youth agenda for World Summit 2002 is "to create a national youth network around socio-cultural, economic and environmental issues in Canada that will be relevant to youth before, during and after the summit." The Youth Summit Team is also participating in governmental preparations, bringing youth concerns to the table at both the national and international levels. Over the past year, the organization has released three position papers which help to focus their action surrounding the world summit. They are:

- 1) Governance and government — a youth critique of Canadian and international governance structures, impeding substantive action towards sustainability.
- 2) Youth engagement — participation by youth in political and governmental decision-making needs to be substantial, not token.
- 3) Education — if youth are to be engaged, they must be properly educated, which includes a focus on issues of sustainable development



[Matthew Pearce \(Canada World Youth\)](#)

Matthew Pearce, President of Canada World Youth, a non-profit group that carries out international youth exchange programs, echoed the previous two speakers with a short presentation on youth empowerment. We should not be mired down in tokenism, offering a youth a spot at the table, purely because that is what you are supposed to do. Mr. Pearce mentioned that the name of the Breakout session was wrong-minded. We should not be thinking of "Harnessing the Power of Youth for Sustainability." Instead we ought to think in terms of ways to "unleash" the power of youth — not harness and attempt to control it. Youth offer an essential freshness and perspective to any talk, because they are not only the future, but they are the present as well. Kids today are over-informed and under-engaged. The key to bridging that gap is to develop support networks that help link formal education and experiential education.

BREAKOUT SESSION D: Moving the Economy



[Sue Zielinski \(Moving the Economy\)](#)

Sue Zielinski, Director of Moving the Economy, presented an overview of the

importance of sustainable transportation. Moving the Economy is a partnership between the [City of Toronto](#), the [federal government](#), [Transportation Options](#) (NGO) and a broad range of local and international partners. The goals of the organization are to:

- Catalyse economic opportunities in sustainable transportation (new mobility)
- Speed the pace of sector development
- Transportation as rich arena for innovation

Transportation is vital to the health and vitality of sustainable communities, but oftentimes its seen as a barrier. Sustainable transportation — Ms. Zielinski refers to it as "New Mobility" — has the capacity to boost business, create jobs, save money and revitalize local economies. It's about developing services and products in a smart and well-designed system that move people, money and goods. New Mobility is where the transportation meets the new economy.

Some of the projects currently being developed by Moving the Economy include: Integrated Mobility Systems (using smart cards and electronic traveller information to enhance the door-to-door trip); the Urban Goods Movement Initiative; The Infomobility Network (including traveler information as well as an on-line interactive Industry forum, best practices database, and on-line bookstore on sustainable transportation); and the New Mobility Forum slated for June 2003 (bringing together key representatives of the new mobility industry cluster)

[Click here to view Sue Zielinski's full remarks.](#)



[Michael Roschlau \(CUTA\)](#)

In a presentation entitled "Public Transit: An Essential Strategy for Sustainable Communities", Michael Roschlau, the president and CEO of the Canadian Urban Transit Association outlined a number of key issues related to urban transit initiatives. According to Mr. Roschlau, sustainable transportation improves the environment (decreased pollution and land use), health and access (5000 deaths per year in Canada related to pollution), the economy (reduction in road infrastructure and utility costs) and land use (compact development saves people time, stress and increased land costs).

Car use is on the increase. More cars demand more road space, more urban sprawl, and a higher-cost economy. Transit ridership has been steadily rising — increasing 12% over the past five years — with overall transit spending declining 25% over the same time period. This has resulted in service

reductions and fare hikes.

Mr. Roschlau concluded with some concrete options of how to alleviate the problem. They include:

- Direct financial grants tied to infra-structure renewal and service expansion.
- Taxation changes such as employer provided tax exempt transit benefits.
- Taxation authority for municipalities to raise money and encourage transit use at the same time.
- Provide new capital funding through a cost-shared transit infrastructure program involving all three levels of government.

[Click here to view Michael Roschlau's full remarks.](#)



[Neil Rodgers \(Urban Development Institute\)](#)

Neil Rodgers, president of the Ontario region of the real estate development advocacy group called the Urban Development Institute, outlined the components and opportunities of sustainable city regions in the 21st century. Investment is the foundation of maintaining sustainable cities, including investment in transportation systems and infrastructure. Mr. Rodgers then outlined the tenets of "Smart Growth", which is not anti-growth, anti-automobile or anti-government, but must ensure:

- Balance is maintained (transit/roads and growth/environment)
- Coordination between all levels of government (planning/infrastructure/economic development)
- Strategies developed so urban centres can thrive
- Partnerships - between public/private sector (3P?s)
- Maximize existing infrastructure

Echoing Mr. Roschlau's recommendations for increased investment in transportation, Mr. Rodgers called for an integrated transit system across the Golden Horseshoe, private sector investment to leverage public sector spending and a Province-wide transit strategy.

In summary, strategic and sustainable capital investment in roads and public transit that will foster international trading opportunities, facilitate economic prosperity and seize the opportunity for the Province's "made-in-Ontario" smart growth initiatives is needed.

[Click here to view Neil Rodgers' full remarks.](#)

FINAL DAY ONE PLENARY SESSION



[Neil R. J. Maxwell \(Office of the Auditor General of Canada\)](#)

In the main plenary session following the breakout sessions, Mr. Maxwell from the Office of the Auditor General of Canada, gave an insider perspective of the role partnerships play in shaping public policy. The Auditor General's Office is supportive of partnerships, only if accountability is being met. As an independent, and policy-neutral body within the government, the Office looked at 17 case studies in May 2000 to try and determine key success factors found in partnerships between government and the private sector. Key attributes of effective partnerships with government include:

- Clear Objectives
- Clear Roles and Responsibilities
- Credible Monitoring and Reporting
- Transparent Process
- Protection of the Public Interest

Mr. Maxwell insisted on two strong points that ensure effective public-private partnership. Firstly, there needs to be a strong framework of regulation and enforcement. Secondly, if partnerships are going to be effective and seen to be effective, they must address issues of credibility and accountability. While there have been many public-private partnerships to address sustainability, the jury is still out on their effectiveness.

Mr. Maxwell closed with a strong statement about the public's role in keeping the government accountable. Under the Auditor General's environmental petition process, each and every citizen, organization or business can write a letter to the Minister about any sustainability issue and receive a reply. All of these petitions are monitored by the Auditor General's Office and are published on their website. This is one way to keep the government accountable to the public.

[Click here to view Neil Maxwell's full remarks.](#)



PARTNERING *for* SUSTAINABILITY

Conference Proceedings - Day Two

Day 2 Speakers

Keynote Speaker:

- Elizabeth Dowdeswell (UNEP)
- Heather Creech (IISD)

Measuring Up — Tracking Our Progress Towards Sustainability

- David J. McGuinty (NRTEE)
- George Greene (Stratos Inc.)
- Dr. Ronald Colman (GPI Atlantic)

Luncheon Speaker

- Claude Andre Lachance (Dow Chemical)

CASA - Lessons to Learn from a Western Success Story

- Donna Tingley (CASA)
- David Pryce (Canadian Association of Petroleum Producers)
- Brent Lakeman (Alberta Environment)
- Tom Marr-Laing (Pembina Institute for Appropriate Development)

The Role of Media in Promoting Sustainability

- Bob Hunter (City-TV)
- David Nostbakken (WETV Network/Green Channel)
- Joe Chidley (Canadian Business Magazine)

Day 2 Breakout Sessions

SESSION A - Sustainable Communities

- Jack Layton (Federation of Canadian Municipalities) (moderator)
- Linda Harvey (City of Hamilton)
- Amanda Kramer (Industry Canada)

- [Virginia Maclaren](#) (Toronto's Vital Signs Project)

SESSION B - Focus on Forestry: Involving Partners Through Certification

- [Bruce McIntyre](#) (PriceWaterhouseCoopers)
- [Katie Altoft](#) (CSA)
- [Rod Beaumont](#) (Weldwood of Canada Limited)
- [Peggy Smith](#) (National Aboriginal Forestry Association)

SESSION C - Canada in the Global Context: International Partnerships

- [Anne Mitchell](#) (CIELAP) (Moderator)
- [Greg Block](#) (NACEC)
- [Roxanna Salazar](#) (Fundacion Ambio)
- [Mario Carazo](#) (Fundacion Ambio)

SESSION D - Pesticide Use Reduction: Case Study of Sustainability in Action

- [Karen Clark](#) (Toronto Public Health) (Moderator)
- [Loren Vanderlinden](#) (Toronto Public Health)
- [Arthur Beauregard](#) (City of Toronto)
- [Tony Di Giovanni](#) (Landscape Ontario)



KEYNOTE SPEAKER: [Elizabeth Dowdeswell](#) (former Executive Director, [UNEP](#))

Elizabeth Dowdeswell's presentation focused on the challenges presented by the upcoming [WSSD in Johannesburg](#), by reflecting on Rio and what has occurred in the ten years since it happened. In reflecting on the Rio conference, Ms. Dowdeswell noted that there has been a clear disconnect between what was agreed to at the conference, and what has been achieved afterwards. She then outlined the major challenges to achieving real results from Johannesburg and made some recommendations for how those challenges could be dealt with.

The first challenge that Ms. Dowdeswell noted was that SD has become a term that people have become too comfortable with, and which has ceased to imply any level of urgency. She suggested that in order for the conference to achieve results, sustainability needs to be looked at as:

- Intrinsically multi-disciplinary
- Complex
- Long term
- Requiring changes in behaviour
- Making judgments about equity

The second challenge that she pointed out was that the current models of governance are ineffective. She noted that there is a lack of coordination and coherence in treaties, regulations, agreements, etc. at all levels, that current models do not do enough to ensure compliance, and that the concerns of all stakeholders are often not included in the development of current rules for governance. Ms. Dowdeswell suggested that achieving more effective models of governance requires a shift in the attitudes of those creating them.

The other challenges noted by Ms. Dowdeswell are that:

- the conference cannot focus only on the environment, but that it must also address the social and economic dimensions of SD
- the number of priorities to be addressed by the conference must be reduced in order to achieve focus,
- voluntary agreements and partnerships must be developed to achieve real change



Heather Creech ([IISD](#))

Heather Creech of the International Institute for Sustainable Development (IISD) delivered a presentation entitled "Bridging the Gap between Research and Action". The presentation focused on sustainable development knowledge networks, which are a specific type of partnership. SD knowledge networks are groups of expert institutions that work together on a common concern, strengthen one another's reach and communications capacity and develop solutions that meet the needs of decision makers in order to achieve changes in policy and practice that will enable societies to live sustainably. The benefits of this type of partnership are:

- joint value creation for and by all network members;
- a strengthening of the members' capacity for research and communication; and
- a bridging of the gap between research and action through more direct engagement between decision makers and those acquiring knowledge.

Joint value creation is the facilitation of the development of new insights through the interaction of different perspectives and approaches which are brought to the table by the various partners. This allows members of the knowledge network to move beyond basic information exchange and to become more than a collection of independent research projects. This joint value creation can be achieved by supporting joint projects involving two or more members and by supporting processes for network members to review and advise on the work of other members. Capacity development occurs because in knowledge networks

members acquire and strengthen skills for research collaboration and effective communications and engagement with decision makers. Bridging the gap between knowledge and action causes decision-makers to be better informed and motivated to make decisions that will help achieve sustainability as a result of interaction with the knowledge networks.

Knowledge networks for SD, then, create and implement strategies to engage decision makers more directly, and to insure that decision makers are aware of SD issues, knowledgeable about solutions and approaches possible, and motivated to implement change.

Creech ended her presentation by outlining four key messages concerning knowledge, partnerships, and decision-making. They are:

1. It is no longer sufficient for individual institutions to work independently of one another.
2. Knowledge networks can lead to better-informed research results, new knowledge, and real influence.
3. Networks must develop the skills to communicate results outside of the network, to move research into policy and practice.
4. Developing the right communications and engagement strategies is a key leverage point for bridging the implementation gap and achieving sustainable development.

[Click here to view Heather Creech's full remarks.](#)

Measuring Up — Tracking Our Progress Towards Sustainability



David McGuinty ([NRTEE](#))

As an introduction to the two upcoming speakers, David McGuinty, the Chair of the National Roundtable on the Environment and the Economy (NRTEE) gave a quick synopsis of the role they play in pushing sustainability through the government. The NRTEE's work on indicators aims to measure environmental performance in conjunction with economic performance. Mr. McGuinty suggested that environmental indicators, when properly designed, will have the greatest impact on policy in the future. In a study of indicators designed in over 40 countries, clearly the best one is the Genuine Progress Indicator (GPI) being developed in Canada. The goal is to find out the true health of the environment, economy and society, and design indicators which are understandable to the public.



George Greene ([Stratos Inc.](#))

Mr. Greene of the sustainability consulting firm Stratos Inc., provided a more in-depth description of the NRTEE's work on indicators. The work is part of a three-year model that includes a study of what's being done, selecting a small group of indicators and testing and disseminating the results. The goal is to come up with three outputs:

- a framework for SD indicators
- an initial "testable" set of core indicators
- advice on the data needs for overall SD

The Captial Model was chosen as a framework to choose the right indicators. This entails looking at four types of capital: produced (financial, manufactured), natural (air, climate, renewable/non-renewable energy), human (education, health) and social (institutions). Each of the four capital groups was broken off and studied by a cluster group of experts to identify both the quantity and quality of the each capital stock.

Early on, the group discovered some limitations to their work. For example, each of the different types of capital send different signals on overall ecosystem health, and the only way to aggregate them is if they are monetized. Additionally, they found it hard to ascertain a true biodiversity and social indicator. The next steps are to break it down to a smaller set of indicators and set up a pilot project within one year to test its efficacy.

[Click here to view George Greene's full remarks.](#)



Dr. Ron Colman ([GPI Atlantic](#))

In his presentation, Dr. Ron Colman of the GPI Atlantic, cautioned the audience about the failure of the conventional indicators such as the GDP to properly measure prosperity and wellbeing. Furthermore, when something is not being measured, it doesn't make it onto the policy agenda — if we measure it, then we value it, then we do something about it. That's what the Genuine Progress Index (GPI) aims to do. With the GPI:

- Natural resources are seen as capital assets subject to depreciation and requiring re-investment;
- Pollution clean up and climate change adaptation costs are counted as "defensive expenditures" rather than net contributions to wellbeing;

- Reductions in GHG emissions, pollution, ecological footprint, inequality, crime are signs of genuine progress that make the index rise — "less" can be "better" in the GPI.

If we assess the health and value of a forest in terms of the wide range of functions that it performs, then we see that it provides essential ecosystem services such as preventing soil erosion, protecting watersheds, climate regulation, providing habitat for wildlife, recreation, and providing timber. As forests decline, it represents a substantial depreciation of a valuable natural capital asset. Using the GPI, we will be able to measure what we value. This will provide a more accurate and comprehensive picture of the health of our natural resources, not only to show the bad news, but to stress best practices and begin the shift to sustainability.

[Click here to view Dr. Ron Colman's full remarks.](#)

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LUNCHEON SPEAKER: Claude André-Lachance ([Dow Chemical](#))

In a luncheon presentation on "Hard Wiring Sustainable Development in the Business Model", Claude-André Lachance discussed how Dow Chemical was incorporating sustainable development into their business mission and practice. Sustainable development is one of four enterprise-wide strategic accelerators for business excellence, underpinning the entire Dow Chemical business excellence model. According to Mr. Lachance, the business case for SD includes the following:

- Shareholders — improves standing among investors, reduces liability
- Employees — increase ability to attract and retain employees, increase greater employee commitment and motivation
- Customers — increase customer loyalty
- Society — enhance reputation, strengthen stakeholder relationships

Through adherence to the triple-bottom line, Dow Chemical is in the course of defining key indicators to determine success towards sustainability. It has devised a 12-point sustainability model (see chart below).

The Dow Chemical Company 12 Point Sustainable Development Operating Plan			
Culture	Competitive Standard	Value Growth	Productivity
1. People Implementation of a comprehensive people strategy	4. Integration Integration of sustainable development principles into business, function, and site strategies	7. Responsible Globalisation Achievement of value growth in a manner contributing to "Responsible Globalisation"	10. Six-Sigma Breakthrough Improvements in sustainability through the use of six sigma methodology
2. Brand Education and communication through a corporate reputation and branding strategy	5. Dialogue Better understanding of diverse viewpoints through active stakeholder partnerships and dialogue	8. Solutions Development The development and production of value added, essential-to-life products that positively contribute to a sustainable society	11. EH&S Continuous improvement of Environment, Health, and Safety performance for 2005 and beyond
3. Transparency Transparency in our activities and performance	6. Advocacy Proactive management of emerging issues and trends consistent with sustainable development principles	9. Community Improvement Improvement of societal value through corporate contributions, volunteerism and eco-system enhancement projects	12. Industry Alignment Living the Responsible Care Principles and promoting their implementation throughout the industry

Through some partnership case studies, including ones with BSL (Germany) on the re-development of contaminated sites, and capacity building with ENGOS such as [Pollution Probe](#), Dow Chemical has learned that no one can achieve sustainability alone. Partnerships provide greater potential for attaining sustainability.

[Click here to view Claude-André Lachance's full remarks.](#)

Clean Air Strategic Alliance (CASA) - Lessons to Learn from a Western Success Story



[Donna Tingley \(CASA\)](#)

Donna Tingley, Executive Director of the Clean Air Strategic Alliance, opened the presentations by giving an overview of the group. CASA is a non-profit organization that brings together stakeholders from government, industry and non-governmental organizations to conduct strategic air-quality planning for Alberta. Its vision is that of "a world in which the air will be odourless, tasteless, look clear and have no measurable short or long-term adverse effects on people, animals or the environment."

The members of CASA include Alberta Environment, Alberta Health & Wellness, Alberta Energy, Agriculture Producers, Chemical Manufacturers, [Environment Canada](#), Forestry companies, Local Government, Utility companies and several health and environmental NGOs. These members are organized into implementation teams, project teams, and working groups, which are directed by the CASA secretariat, and answerable to the CASA Board of directors.

Ms. Tingley focused on the project teams, which are established by the board to resolve a particular air quality problem. These project teams, through a multi-stakeholder, consensus-based process, create recommendations for policy concerning behaviours that affect the particular air quality issue of the team. Among the projects currently being undertaken by the organization are:

- Acidifying Emissions Management Implementation
- Climate Change
- Electricity
- Flaring/Venting
- Particulate Matter & Ozone
- Vehicle Emissions
- CASA data warehouse – www.casadata.org

Ms. Tingley also focused on the decision-making processes employed by the organization. Decisions are made in a systematic way following the steps of:
-Identifying concerns and opportunities

- Setting priorities, securing resources
- Developing action plans
- Evaluating the results.

Within this process, all decisions, at all levels, are made by consensus, meaning that all those who have a stake in the outcome aim to reach agreement on actions and outcomes that resolve or advance issues related to environmental, social, and economic sustainability.

[Click here to view Donna Tingley' full remarks.](#)

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[David Pryce \(Canadian Association of Petroleum Producers\)](#)

David Pryce, Vice President, Western Canada Operations for the Canadian Association of Petroleum Producers (CAPP) then presented the industry perspective of CASA by looking at a specific project team, the flaring and venting team. He described the workings of the team, as well as its origins and the results it has achieved.

The Flaring and Venting project team was created in 1996 when CAPP asked [CASA](#) to examine flaring. Natural Gas Flaring is done in the petroleum producing process for safety, operations and routine maintenance, and to test wells. Natural gas flaring has many public concerns associated with it, such as health risks, odour, visibility, emissions, and resource conservation. As a result energy producers recognized that the status quo was not acceptable, and that the industry needed regulatory certainty. As a result, CASA created the project team as an independent body, employing multi-stakeholder participation to

address Alberta's air issues in a transparent process that provides for broad public support.

Two years after its formation, the project team came up with a number of recommendations including focusing on solution gas at oil batteries, which are the largest source of flaring emissions, and establishing a new management framework, which includes a provincial policy objective, a decision tree, and management tools. The main achievements of the project team have been recommendations which blend mandatory and voluntary and flexibility standards, a 50% reduction in gas flaring by 2001, and significant research to identify flare performance issues and solutions as well as potential areas for improvement.

Mr. Pryce ended by outlining the industry's view of both the project team's recommendations and on CASA as a whole. He said that the industry was supportive of the team's recommendations because they focus on economic solutions, offer a flexible approach, allow for time to affect change, acknowledge and remove barriers, provide regulatory certainty, and address the concerns of both the public and regulator. Additionally, he said that the industry views CASA as a forum and process for constructive stakeholder engagement, in which participants have attained a level of experience and trust which allows them to move issues forward.

[Click here to view David Pryce's full remarks.](#)



[Brent Lakeman \(Alberta Environment\)](#)

Mr. Pryce's presentation of the Industry's perspective of the [CASA](#) partnership was followed by a presentation by Mr. Brent Lakeman, the Senior Advisor on Climate Change Strategic Directions for Alberta Environment. Mr. Lakeman explored the government's perspectives through the case study of a CASA project team, which was established in March 2002 to recommend a new air emissions management approach – including standards and performance expectations — for the electricity sector in Alberta.

In 2001 the Alberta government updated its standards for coal-fired electricity. At the same time, it recognized that it would need to provide direction on a longer-term management approach for air emissions from the electricity sector. Soon after it tabled a statement of opportunity for the development of new standards with the CASA board. A project team was then formed to make recommendations to the government on the overall air emissions management framework for this sector. The project team consists of :

Industry

- ATCO Power, EPCOR, TransAlta
- Agricultural producers
- Alberta Forest Products Assn.
- CAPP
- CCPA
- Coal Association of Canada
- Power Purchase Agreements Assn
- Independent Power Producers Assn

NGOs

- Environmental Law Centre (Alberta)
- Climate Change Central
- Lake Wabumum Enhancement and Protection Assn
- Pembina Institute
- Prairie Acid Rain Coalition
- Sierra Club
- Western Canada Wilderness Committee

Government

- AENV, Energy, Health and Wellness, AEUB
- Environment Canada
- AUMA, AAMDC

Mr. Lakeman described the benefits of pursuing emission standards through CASA. The benefits provided by CASA include: a proven track record, enhanced awareness of stakeholder perspectives, a consideration of a broader range of approaches, a more integrated approach, and its facilitation of implementation and compliance.

[Click here to view Brent Lakeman's full remarks.](#)



Tom Marr-Laing ([Pembina Institute](#))

The final presentation was from Pembina Institute's Tom Marr-Laing, who gave the NGO perspective of multi-sectoral partnerships, using [CASA](#) as an example. He outlined why NGOs become involved in such partnerships, what tools they have available to affect change, advantages to this type of partnership, and conditions necessary for multi-sectoral partnerships to work.

NGO participation in society is part of a broad trend towards redefining democracy and citizenship in which citizens are becoming more informed and involved in all aspects of society, including regulation and decision making.

Since many of the key decisions facing society are values-based, the public is an important source of expertise on such matters. Many individuals within civil society also have strong technical expertise.

The "confrontational" tools traditionally available to NGOs are media, regulatory interventions, legal challenges, lobbying, and public education. Using these tools, NGOs are effective at problem identification and awareness-raising, influencing public opinion, articulating NGO positions, and raising legal barriers. However, successes using these tools are often limited or temporary, NGOs remain outside of key power/decision-making circles, and often do not offer solutions accessible or acceptable to other players .

The new tools emerging for NGOs are "collaborative" tools such as: direct negotiations, partnerships, and multi-stakeholder policy forums. These new tools, while complementary to the "confrontational" tools, offer several different advantages to NGOs, including:

- Improved understanding and trust between traditional adversaries
- Reduced conflict and unnecessary (uninformed) confrontation
- Shared responsibility in determining the tradeoffs/compromises
- Leveraging of limited resources
- A larger pool of ideas and perspectives to draw upon
- Higher quality, creative, long-term solutions
- More successful implementation

There are, however, some conditions which are necessary for these types of tools to work for the benefit of all involved parties. There needs to be a political driver, commitment of time and resources, the presence of the key sectors and stakeholders at the table, open and transparent decision-making. Meaningful solutions that emerge from such processes must offer substantive environmental benefit as well as economic and regulatory efficiency and public credibility.

[Click here to view Tom Marr-Laing's full remarks.](#)

The Role of Media in Promoting Sustainability



Bob Hunter ([CITY-TV](#))

In a frenzied, and oftentimes hilarious speech, Bob Hunter of City-TV (and most noted as a co-founder of Greenpeace) claimed he was in a prime position to criticize the media, having been involved since 1959. He mused on many different topics, including wondering why Rachel Carson's *Silent Spring* came out in 1962, and 40 years later in 2002, Toronto City Council was still dithering over banning the cosmetic use of pesticides.

An example of the disparity among newspapers in Canada can clearly be seen in the debate over climate change. The National Post, in particular, seems to be living on a completely different planet than the scientific experts. With headlines such as "Global warming: so what?" and "Why Kyoto is a rip-off", the National Post has repeatedly dismissed the occurrence of global warming. Additionally, the way in which they play the stories, is the most interesting. When the science can't be dismissed (after showing on page A17 that a giant iceberg had broken away), the Post tried to tell people it's nothing to worry about. When that failed, they decided to make it a political issue with a headline on March 20th that said "UN pokes holes in Kyoto plan" — a radical twisting of a comment by a prominent climate change scientist.

Mr. Hunter concluded that everyone in the media could use a good science lesson, and that way they'll better understand what is really going on.



[David Nostbakken \(WETV Network / GreenChannel\)](#)

Disputing the common axiom that "all you have to do is educate people", David Nostbakken of the Green Channel gave a presentation highlighting the need for a complete paradigm shift. If you want to influence people, you have to deal with attitudes and motivations behind them. The mass media is not the tool to use to influence people — people are far more influenced by other people than by the mass media. People's behaviour change has to do with relationships to those that matter the most to them.

The purpose of the Green Channel is to tell local stories in real communication about real people, then link them to the internet. This is also the best way to focus on youth who are empowered by both media, and the best way to convey information. Partnering with over 5,000 NGOs in Canada, the Green Channel launched in 2001 and remains a popular specialty channel available across Canada. Part of the WETV international service, it is aimed at reclaiming the media through specialty channels that serve us.

[Click here to view David Nostbakken's full remarks.](#)



[Joe Chidley \(Canadian Business\)](#)

In what became the liveliest interactive discussion of the conference, Joe Chidley, editor-in-chief of the Canadian Business magazine claimed that it wasn't the job of the mainstream media to promote sustainability. The

mainstream media is not comfortable with adopting causes, and we are still at an impasse where we think that sustainability is a cause and not a reality. Additionally, coverage of issues such as adoption of the Kyoto accord like to highlight the polarization of the issue, instead of the real hard facts.

The opportunities of adopting sustainability are emphasized in the pages of Canadian Business. Most of their readership understand these opportunities and are interested in win-win situations. At the same time, readers are getting bored and bogged down in the "bureaucratization" of environmental issues. Sustainability issues need to focus on real people and real facts, and not policy.

There were several questions from the floor asking Mr. Chidley about the division between the editorial department and the advertising department, about the role Canadian Business plays in leading public policy and the how to best incorporate youth in the role of the media.

BREAKOUT SESSION A - Sustainable Communities

Toronto City Councillor Jack Layton, moderator of the breakout session entitled "Sustainable Communities: Models of Success for Encouraging Community Level Action Towards Sustainable Development" introduced the three speakers.

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Linda Harvey (Hamilton Vision 2020)

Linda Harvey introduced the City of Hamilton's Vision 2020 initiative. Best-known as Canada's steel manufacturing centre, Hamilton's economy is presently diversifying into airport development, biotechnology, filmmaking and e-business. There is a strong agricultural base that is facing development pressure from urban sprawl.

VISION 2020 is a complete policy framework of vision, goals, strategies, actions and performance measurement indicators for creating the future the community has envisioned for itself. The indicators are broken down into the following theme areas:

- Local Economy
- Agriculture & Rural Economy
- Natural Areas and Corridors
- Water Quality
- Waste
- Air Quality
- Transportation
- Land Use
- Personal Health & Well-being

- Safety & Security
- Education
- Community Well-being & Capacity Building

The data and analysis is published annually in a Background Report. The trends over time are illustrated on an Annual Report Card. Each year the report is presented to the community for comment. In 2001, ACTION 2020, a non-governmental organization, formed Task Forces to evaluate the indicator results for one theme area, develop an action plan to improve the trend in the theme area, and commit to implementing the action plan over the next two years. In this way community groups are beginning to use the indicators as a management tool in their own planning and work programs.

In the municipal corporation, the VISION 2020 Indicators are developed as a tool for informing strategic planning and management. The "Plan Do Check Revise" structure of the management systems provides leverage points for the Indicator results and helps ensure feedback into policy decision-making.

This dual approach to utilization of the Indicator data continues VISION 2020's long-standing tradition of City-Community partnership in building the Vision.

[Click here to view Linda Harvey's full remarks.](#)

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[Amanda Kramer \(Industry Canada\)](#)

Amanda Kramer of Industry Canada introduced the municipality oriented Environmental Management Pilot Initiative designed to demonstrate and facilitate the implementation of an [ISO 14001](#) EMS by Canadian Municipal Governments. The potential benefits to a local government include:

- Improve cost control and environmental performance
- Demonstrate commitment to environmental management
- Recognition as leaders in environmental stewardship
- Reduced incidents, liability and risk exposure
- Increased employee involvement, morale and productivity
- Improved relations with the community, local businesses and internally
- Reduce frequency, severity and cost of complying with environmental regulations
- Reduce consumption of materials and energy

The project is designed in consultation with stakeholders including municipal governments, federal departments, [Federation of Canadian Municipalities](#), [ICLEI](#), EMS consultants, and industry. The pilot project is planning a series of workshops across Canada to assist municipalities to understand and implement an EMS.

[Click here to view Amanda Kramer's full remarks.](#)



Dr. Virginia MacLaren ([Toronto's Vital Signs Project](#))

Prof. Virginia MacLaren of Toronto's Vital Signs Project spoke about the project "Vital signs report: the vitality of the GTA?". She presented a set of community based indicators for measuring progress of community development. These indicators should help prioritize limited funds. From the initial set of 90 indicators were selected 28 critical indicators.

Direct outcomes of the project include the use of the the indicators to revise the City Official plan, create a new environmental plan, as well as to recommend further actions to be undertaken by Council. It has also been used by City staff for public outreach to schools, communities and other City departments.

In discussions Prof. V.MacLaren pointed out that indicators should be based on local values and each community should choose the set of indicators for itself.

[Click here to view Virginia MacLaren's full remarks.](#)

BREAKOUT SESSION B: Focus on Forestry: Involving Partners Through Certification



Bruce McIntyre ([PriceWaterhouseCoopers](#))

Mr. Bruce McIntyre of PriceWaterhouseCoopers gave a brief presentation about the importance of communicating SD strategies to your stakeholders. In the new economy, there are more players in the supply chain who are demanding accountability. The forest industry, however, is not up to speed in this area. In a study done by the Dow Jones (www.sustainability-index.com), it was found that the forestry industry was the lowest scoring sector with respect to communicating SD strategies, resulting in increased negative media exposure and activist attraction.

There are a number of challenges facing the forestry industry that are impeding progress in this area. They include:

- Understanding who the stakeholders are
- How to maintain customer relationships in the face of activism
- Credibility
- Transparency and accountability
- How to shift from being reactive to being proactive

Through corporate reporting and sustainable forest audits, some companies are beginning to take sustainability seriously, but progress is slow.



[Katie Altoft \(Canadian Standards Association\)](#)

The Canadian Standards Association has set national standards for the forestry industry. In her presentation, entitled "Focus on Forestry", Katie Altoft described this Sustainable Forestry Management Program (SFM). Developed by consensus in a multi-stakeholder process, the key components of the SFM are:

- Public Participation
- Performance: Criteria and Indicators established by the Canadian Council of Forest Ministers (CCFM)
- Compatibility with [ISO 14001 Environmental Management System](#)
- Forecasting
- Independent Audits
- Continual Improvement
- Chain of Custody and SFM TradeMark

Some of the key requirements for certification include conservation of biological diversity, maintenance and enhancement of forest ecosystems, and conservation of soil and water resources. There are currently over 8.8 million hectares of forest in Canada now registered under the SFM program. The certification system is similar to ISO 14001, with 3rd Party certification accredited by the Canadian Standards Association. The standard is reviewed every five years.

[Click here to view Katie Altoft's full remarks](#)



[Rod Beaumont \(Weldwood\)](#)

In a presentation entitled "Enhancing the Public Trust", Weldwood's Chief Forester and Senior Environmental Officer made the argument that it is up to the forestry industry to ensure responsible stewardship of the resources in its care. Achieving this public trust is essential to the ongoing success of the industry. Environmental certification is, therefore, critical to the industry. For Weldwood, a 50-year old company with over 3,400 employees, the benefits of certification include:

- Improved performance and discipline
- Enhanced public participation and trust
- Demonstrates the achievement of sustainable forest management practices through independent, third-party verification

Weldwood made the decision to adopt [ISO 14001](#) and [CAN/CSA Z809](#) (Canada's national standard for Sustainable Forestry) certification. The CSA standard, described in Katie Altoft's presentation, added the key requirement of public involvement to forestry certification. Weldwood became the first company to certify all of its mill and woodlands operations under ISO 14001 and the first to certify all of its woodland operations to CAN/CSA Z809. Some of the lessons learned include:

- Certification connects employees across the organization
- Leads to a broader sharing of environmental management responsibilities
- Must secure buy-in with two-way communications within the company
- Certification champions within the company help ensure success
- Leadership commitment is essential
- Certification is a living process and requires a substantial ongoing commitment

[Click here to view Rod Beaumont's full remarks.](#)



[Peggy Smith \(National Aboriginal Forestry Association\)](#)

Peggy Smith of the National Aboriginal Forestry Association posed the question: Can private, voluntary forest certification systems solve ?nasty dilemmas? unresolved by government, for example, Indigenous rights in forest management? Historically, Aboriginal Peoples have been excluded from the forest sector and have not received an equitable share of benefits from the development of forest resources. Partly the cause of the federal system of governance, where the Federal government addresses aboriginal issues and the Provincial governments have jurisdiction over natural resources, the issue is highlighted during discussions of forest certification. Both the [Forest Stewardship Council](#) and the [Canadian Standards Association](#) certification address Indigenous rights.

An example of a unique partnership between the forestry industry and Aboriginal people is [Iisaak Forest Resources](#), the joint venture between Weyerhaeuser and Nuuchahnulth. The process was facilitated during treaty negotiations, with changes to forestry practices based on the Clayoquot Sound Science Panel. It became FSC certified shortly after. This example shows that both governance and certification are necessary for Aboriginal rights to be properly addressed.

[Click here to view Peggy Smith's full remarks.](#)

BREAKOUT SESSION C: Canada in the Global Context: International Partnerships

In a breakout session moderated by Anne Mitchell, Executive Director of CIELAP, Greg Block of the Commission for Environmental Cooperation and Mario Carazo and Roxanna Salazar of Fundacion Ambio in Costa Rica discussed how international partnerships have led to several challenges and successes.



Greg Block (North American Commission for Environmental Cooperation)

Greg Block, Director of Programs for the North American Commission for Environmental Cooperation (NACEC), asked the question: where does sustainable Development fall in place with globalization? International partnerships will become more commonplace, aided by a virtual revolution in communication.

There are many challenges facing international partnerships. They include the increased demand for the global commons, increased demand for project funding and tariff barriers. Additionally, there is a problem of standardization and harmonization across and within borders. This affects the way in which environmental information is both gathered and disseminated (for example, State of the Environment reports are general due to a varied user base).

What is needed is clear objectives, key actors and strong commitment from all levels of government, private industry and civil society. Mr. Block admitted that the Commission, although achieving some successes over the past 10 years (including a total DDT phaseout), is not up to par with its vision and not as effective as it could be.



Roxanna Salazar (Fundacion Ambio)

Roxanna Salazar, Executive Director of Fundacion Ambio, an environmental group working in Costa Rica gave a first-hand account of how international partnerships can work. Through a 10-year relationship with CIELAP, Fundacion Ambio has been able to affect public policy in Costa Rica, as well as provide a template for how NGOs from different countries can work together. They have set up a legal environmental centre, which aims to report violations of environmental rights in Costa Rica, and empower the citizen's right-to-know. They have also helped spread environmental certification programs, which increase individual responsibility and have led to improvements in the banana and coffee industries. Fundacion Ambio has also done work in the waste

management area and organic agriculture/biotechnology.

Recently, the [Canadian International Development Agency \(CIDA\)](#) has asked CIELAP to find a new partner in the developing world. Ms. Salazar found this decision confusing because the projects are functioning because of the partnership with CIELAP, and that without the partnership, it would not succeed. The decision will compromise the citizen's ability to practice sound environmental principles on a daily basis

In 2000, there were more than 600 environmental groups in Canada and only 15 were working internationally. Clearly, CIDA and other government bodies must increase their support for international partnerships.

[Click here to view Roxanna Salazar's full remarks.](#)

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[Mario Carazo \(Fundacion Ambio\)](#)

Mario Carazo, also of Fundacion Ambio, expanded on Roxanna Salazar's presentation with a focused look at the role of NGOs in international cooperation. Instruments to address international cooperation, such as the Free Trade Agreement (FTA) between Canada and Costa Rica, focus on market access and protecting investment. There needs to be an assurance that equity is addressed, because without equity steps towards sustainable development are unproductive.

In addressing international cooperation, its a question of scale. The proposed FTA agreement between Canada and Costa Rica is the first one to host a small and large country, in relation to the size of the country, its economy (GDP) and its population. Do we want openness or protectionism? Investment or trade? Potatoes or bananas?

The role of NGOs in aiding international cooperation can be summarized as the following:

- Act as a conscience on sustainable development for government and business
- Influence issues on trade and investment for best comparative example
- Support intelligent environmental solutions
- Promote cooperation
- Open discussions, eliminate distortions (mental distortions)
- Create legitimacy, citizen participation

The [FTA between Canada and Costa Rica](#) saw negotiations that were swift and cooperative, with significant expectations. However, there have been delays in

ratification. One particular issue is that it will open the market for imports of Canadian potatoes, some of which contain genetically modified organisms (GMOs). There has also been some considerable concern over a lack of transparency as environmental groups have not been duly consulted on many issues.

[Click here to view Mario Carazo' full remarks.](#)

BREAKOUT SESSION D: Pesticide Use Reduction: Case Study of Sustainability in Action

Karen Clark, from the Toronto Public Health Department, was the moderator of this session on pesticide use reduction. Ms. Clark was the co-author of CIELAP's discussion paper *Sustainable Development in Canada – A New Federal Plan*. While working for the city, she has realized the difference between theory and practice of sustainability. The key challenge is to figure out HOW sustainability can be achieved. On the pesticide issue there is a consensus that pesticides use should be reduced but there is no consensus as to how that should be achieved.



[Loren Vanderlinden \(Toronto Public Health\)](#)

Loren Vanderlinden of Toronto Public Health introduced their simple mandate that "Toronto should be the healthiest city possible." The board focuses on health and human behaviour and environment. They want to reduce exposure of pesticides through education and awareness. The notion of reducing pesticides in Toronto came from concern. There may be a potential health effect thus the city focused on lawns and gardens.

This is a very complex issue and the Toronto Public Health is the first unit to summarize all the medical information regarding pesticides. From this research came an eighty-four page document entitled "Playing it Safe" (can be found at http://www.city.toronto.on.ca/health/hphe/pesticides_playingitsafe.htm) compiled with the help of peer reviewed journals, documents from regulatory agents, pesticide managers and manufacturers, and academics at the University of Toronto.

Epidemiological studies mainly looked at the occupational risks and found that there were effects on reproductive system, possible cancer, and neurological diseases. There were some studies that suggested that the young are more likely effected and that women who were pregnant and exposed have some correlation to child defects or developmental problems. However, the report on pregnant women is uncertain because the cause may be due to specifically insecticides, which have been phased out voluntarily by manufacturers.

Despite gaps and uncertainty of many of the studies there is a message in the *Playing it Safe* report: we should be cautious.

Public Health acts as a bridge between public and science and should be mindful of risk. As well there is a problem of risk perception which is influenced by belief. Thus many people will believe that when they smell pesticides that they are exposed when really the smell of pesticide is caused by a very unreactive chemical (which does not cause harm). Thus we must acknowledge that we do not know many things (e.g. when children are exposed during development, science can't fulfill public's perception).

Prudent avoidance is the strongest recommendation. There is a common consensus that we can reduce use.

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Arthur Beauregard (City of Toronto Parks and Recreation)

Arthur Beauregard of the City of Toronto's Parks and Recreation Division gave a presentation entitled "Tools for Successful Implementation of Sustainable Strategies". Having been involved in horticulture and natural environmental restoration for 25 years, Mr. Beauregard has been involved with the pesticide use and reduction issue for over 15 years.

He believes that the City of Toronto Council decision to reduce pesticides is a huge public relation issue. He argued that Parks and Recreation should respect the findings of the Toronto Public Health report, being researched and written by highly competent professional scientists, as valid. Given the findings, and in particular that the evidence supports there are some risks to children, pregnant women and elderly from pesticides; Parks & Recreation must be proactive in reducing pesticides. This would be in alignment with the Parks & Recreation service priorities of

- (1) Child and Youth Development;
- (2) Lifelong Health and Wellness for All; and
- (3) Environmental Stewardship.

However there are challenges to being proactive. They include:

- Staff training (horticulturalists are trained to use pesticides for green space management; their mindset is that pesticides are part of their valuable "tool kit")
- Operational challenges, such as maintaining service delivery in the absence of the convenient and cost efficient pesticides
- Budget restraints (a budget augmentation is required to pilot and

- implement alternatives to pesticides)
- Specific Service challenges (for example, broadleaf weed control in turf, vegetation control on hard surfaces; insect infestations)
- Measuring the long term economic and health value of pesticide reduction against a current investment to reduce use

There are many alternatives being developed, particularly originating from the U.S. Support from the federal regulators (Pesticide Management Regulatory Agency) in fast tracking registration of safe alternatives would be helpful.

Mr. Beauregard outlined several approaches to dealing with pesticide reduction including:

- Staff must be trained in basic principles so that they can proceed from a profound understanding of how life systems work (ie: ecology)
- A new class of eco-gardeners must emerge to meet the challenges of the urban environment
- Promotion of the principles of Urban Ecology, which itself springs from the idea that a city is as liveable as it is green

Implementation of Urban Ecology must be proactive and include informed and enlightened leaders and continuous learning by practitioners to develop the subject in response to creating a healthy, liveable urban environment

[Click here to view Arthur Beauregard's full remarks.](#)



Tony DiGiovanni ([Landscape Ontario](#))

Representing the horticultural industry, Tony DiGiovanni of Landscape Ontario gave an industry profile and its perspective on pesticide use. The issue of pesticide reduction is very polarizing. He believes that there hasn't been a lot of logic and people need to focus on the issue. His group represents only 2% of all that use pesticides. Homeowners use 1% and commercial sector uses 1%. He hates what this issue has done because it portrays his group as baby killers (this is in reference to Loren Vanderlinden's presentation when she discussed how young children are at greater risks when exposed to pesticides).

The job of horticulturists is to create green spaces and in fact, pesticides are associated with costs. Therefore, his group is in favour of reducing pesticides. They want to see alternatives that focus on the principles of horticulture.

Landscape Ontario is in the process of creating a program called Integrated Pest Management (IPM) Accreditation program, which accredits the company (the decision-maker), through a governing body. There would be four parts to the process:

- 1) Company owner must pass exam about IPM and if s/he does, the company can say that they are registered but it still does not mean they are accredited.
- 2) Company must gain professional development credits (10). Programs and courses would be valuable professional development. This is important because some people in the industry do not know about IPM and Plant Health Care.
- 3) Company must follow a code of practice.
- 4) Finally, the company must go through auditing by a third party. His association hopes that the auditing would be done by the Ministry of Environment.

The idea is that only IPM accredited companies would be able to work in the municipality. Mr. DiGiovanni also hopes that this system would be adopted on a provincial level rather than municipality to address any inconsistencies across municipalities. Furthermore, the IPM program can bring a lot of common ground for NGOs and industry.

[Click here to view Tony DiGiovanni's full remarks.](#)

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Partnering for Sustainability: the Canadian Experience
Paper for Submission to Industry Canada

**Prepared by: Canadian Institute for Environmental Law and
Policy (CIELAP)**
May 14th, 2002

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I. INTRODUCTION

Canada has defined sustainable development as:

“development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”¹

Achieving sustainable development requires that social equity and environmental quality be integrated with economic development in all aspects of decision-making, at all scales, and across the three sectors of business, government, and civil society². Realising these goals requires the use of new and innovative tools for achieving sustainability that enable decision-making that is participatory, consensus-oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive. Partnerships are being increasingly recognised as a one of these tools that can help achieve sustainable development.

Canada has developed a considerable number of partnerships that work towards the goals of sustainable development. A conference entitled *Partnering for Sustainability* was held in Toronto in April 2002³. It presented and discussed a number of these partnerships. By showcasing a wide array of successful collaborative projects involving government, industry and non-governmental organisations (NGOs), the conference aimed to provide practical and tangible examples of partnerships, in order to facilitate dialogue and generate take-away solutions to lead the way to identifying and brokering partnerships for sustainable development.

Drawing on the conference case-studies, this paper outlines the conclusions that can be drawn from the Canadian experience about the value of partnership, the characteristics of successful partnerships, and the major challenges and risks facing partnerships for sustainability. On the basis of these conclusions, a checklist of important points to help guide the success of future partnering initiatives is presented.

While Canadian successes demonstrate that partnering for sustainability has potential, partnerships are not a panacea, and may not even be the appropriate mechanism to address a particular problem. However, they can be useful in resolving sustainability issues. Additionally, Canadian experience demonstrates that partnerships must be designed to supplement, not replace, regulation.

II. PARTNERING FOR SUSTAINABILITY

A. What is Partnering for Sustainability?

Partnerships for sustainability bring together two or more parties, often across sectors, to share resources in order to achieve a common goal that has social, environmental,

¹ 1995 Amendments to the Auditor General Act

² CIELAP (2001), Sustainable Development in Canada: A New Federal Plan

³ The Partnering for Sustainability conference, held April 8-9th 2002, was organized jointly by the Strategy Institute and the Canadian Institute for Environmental Law and Policy (CIELAP).

and economic benefits and which would have been more difficult to achieve had the partnership not been undertaken.

B. Types of Partnerships

'Partnership' is an umbrella term for many initiatives with varying form and function. Indeed, many types of partnership are described in the case-studies. To better understand the range of partnerships that exist, it is useful to examine them in terms of key factors that shape them. A useful framework for categorising partnerships examines the degree of difference in partnership vision and the nature of the task to be undertaken⁴. The first affects the amount of effort required to build and maintain a relationship, and the second influences the kind of organisation required by the partnership.

Table 1: Dimensions of Partnering⁵

	Low Partner Diversity	High Partner Diversity
Low Task Specificity	<p>Vision: Agreement on general problems relevant to similar partners</p> <p>Organisations: Enabling of loose coordination among similar organisations</p> <p>Example: Ideological networks</p>	<p>Vision: Agreement on general problems to diverse partners</p> <p>Organisations: Enabling of loose coordination among diverse organisations</p> <p>Example: social movements, geographically based networks</p>
High Task Specificity	<p>Vision: Agreement on specific problems and actions needed by similar partners</p> <p>Organisation: Enabling task coordination and resource allocation among similar organisations</p> <p>Example: Alliances, joint ventures e.g. business partnerships</p>	<p>Vision: Agreement on specific problems and actions needed by diverse partners</p> <p>Organisation: Enabling task coordination and resource allocation among diverse organisations</p> <p>Example: Coalitions, multi-stakeholder partnerships</p>

C. Canadian Partnerships for Sustainability: Case Studies

Six partnerships presented at the *Partnering for Sustainability* conference are used in this discussion to illustrate the value of partnership, elements of successful partnerships and the challenges and risks in partnering. An overview of these case-studies is provided here, outlining the partners involved, the goals of the partnership, the source of funding, the scope of the partnership, the structure of management, communication and accountability, the system for evaluating success, and the achievements of the

⁴ Brown, L.D. (1991), Bridging Organizations and Sustainable Development, Human Relations. Vol. 44, No. 8: pp. 807-831

⁵ Adapted from Brown, L.D., *ibid.*

partnerships⁶. More detailed information of the case studies is available in the proceedings from the *Partnering for Sustainability* conference⁷.

1. CIELAP and Fundacion Ambio

Partners: The Canadian Institute for Environmental Law and Policy (CIELAP) is a Canadian based Environmental NGO (ENGO) with the mission “to provide leadership in the research and development of environmental law and policy that promotes the public interest and the principles of sustainability.”⁸ Fundacion Ambio is a Costa Rican based ENGO committed to improving policy and its use for protection and justice around environmental issues.

Goals: To conduct research and make policy recommendations concerning environmental issues and to help individuals and community groups know what environmental laws and policies are in place and how to use these laws and processes to address environmental problems.

Scope: The partnership works to achieve its goals in the Americas in general, focusing its efforts in Central America, Canada, and Costa Rica.

Source of Funding: The majority comes from the Canadian International Development Agency (CIDA) in the form of international partnership grants.

Operation and Communication: The partnership is non-hierarchically structured and decisions are made by consensus. There is no explicit method set out for communication, but members have been satisfied so far that communications have proceeded openly. All projects undertaken so far by the partnership have been required to meet goals and expectations agreed to with CIDA in a binding contract. Therefore, the partnership has been accountable to CIDA. Additionally, both organizations are accountable to each other and are subject to their own internal accountability standards.

Evaluation: The partnership is subject to CIDA’s system of results based management. This system sets out large-scale objectives, and then executes projects to achieve those objectives. After projects are completed they are evaluated in terms of their own success, and in terms of their success in meeting the objectives.

Achievements:

- Developed a draft regulation on municipal waste management for the Ministry of Health in Costa Rica
- Initiated a program to deal with plastic recycling in the Costa Rican banana industry
- Developed a model law for biotechnology regulation which is being considered by Codex Alimentarius and the Costa Rican government
- Conducted workshops and distributed information on free trade, organic agriculture, biodiversity, biotechnology, and more. Produced joint and independent publications concerning topics such as waste, recycling, biotechnology, and more.
- Won an international partnering award through CIDA

⁶ All information for the case studies comes from presentations made at the *Partnering for Sustainability* conference and relevant websites

⁷ To be published online by CIELAP, June 2001. See CIELAP website: www.cielap.org

⁸ CIELAP. About CIELAP. <http://www.cielap.org/infocent/about/mission.html>

2. City of Hamilton's Action 2020 as part of Vision 2020

Partners: Hamilton is located in the southwestern area of the Province of Ontario, Canada, 80 km SW of Toronto. A City of almost 500,000 people, it has been Canada's manufacturing centre and it has faced considerable economic, social and environmental pressures.

Goals: In 1989 senior management at the Regional Municipality determined that sustainable development would provide a sound framework for developing policies and making budget decisions in Hamilton. As a result, Vision 2020 was developed. Vision 2020 articulates a vision of how the city of Hamilton would be in the year 2020 if all actions and decisions were based upon the principles of sustainable development. Action 2020 takes the image created by Vision 2020 and attempts to make it into a reality by obtaining input on the indicators currently used to evaluate the progress of Vision 2020. It does this by empowering citizens, specifically by supporting community groups, to share the responsibilities and tasks involved in implementing Vision 2020.

Funding: Action 2020 is funded and supported by the City of Hamilton

Operation and Communication: Operated by community organisations, Action 2020 has established Indicator Task Forces to evaluate indicator results in theme areas, develop an action plan to improve the trend in one theme area, and to commit to implementing the action plan over the next 12-24 months. The results are published in a report providing feedback to Council and Staff for municipal management decisions.

Achievements: Action 2020's process to obtain community input and action on the Indicator results is considered a success. Positive outcomes are that the City now has access to the community input for policy decision-making, and citizens are taking action and ownership for implementation, thus aiding the city's transit to sustainability..

3. Clean Air Strategic Alliance (CASA)

Partners: Governmental Agencies and Bodies: Alberta Environment, Alberta Health and Wellness, Alberta Energy, Environment Canada, and Local Government

Business Associations or Bodies: Agricultural Producers, Alternate Energy, Petroleum Products, Chemical Manufacturers, Forestry, Consumers Transportation, Canadian Association of Petroleum Producers, Mining, Small Explorers and Producers Association of Canada (SEPAC), and Utilities

Non-Governmental Organizations: Health organizations such as Alberta Lung Association, Pollution organizations such as Pembina, and Toxics Watch Society, Wilderness organizations such as Sierra Club, and Prairie Acid Rain Coalition

Goals: To achieve a world in which the air is odourless, tasteless, looks clear and has no measurable short- or long-term adverse effects on people, animals or the environment. This is achieved through a stakeholder partnership that has been given shared responsibility by its members, including the Alberta Government, for strategic air quality planning, organizing, and coordinating resources, and evaluation of results in Alberta through a collaborative process.

Scope: CASA focuses its work in Alberta, but is not limited to this, and does contribute to achieving its vision beyond the province.

Source of Funding: Members provide funding in the form of cash and in kind contributions. 41% of funding comes from government, 31% from NGOs and 28% from industry.

Operation and Communication: CASA has a board of directors, committees, and project teams. All bodies have full representation from each sector (government, industry, and non-government organizations) and use a consensus-based process to make decisions and recommendations. CASA members are accountable to their project teams for contributing to the completion of projects, and project teams are accountable to the membership as a whole for achieving goals.

Decisions are made in four stages. The first screens and scopes, looking at a potential area for improvement, screening it, and clarifying the issues. The second sets priorities and delegates' tasks. The third designs, reviews and approves a plan of action. The fourth implements the plan, and evaluates and reviews the process.

Evaluation: Success is systematically evaluated at the completion of each step of a plan of action, looking at whether or not the plan was successfully implemented, and if it helped to achieve the overall goals of the organization.

Achievements: CASA has a number of projects that it is currently involved in: Acidifying Emissions Management Implementation, Animal Health, Climate Change, Flaring/Venting, Particulate matter and Ozone, Pollution Prevention/Continuous Improvement, Vehicle Emissions, Breathe Easy, Symposium on Air Quality and Health, and the CASA Data Warehouse. Due to the vast number of undertakings of CASA, only a few achievements will be mentioned. The partnership has achieved a 25% provincial reduction in gas flaring, produced many reports and publications, undertaken monitoring of air quality in Alberta, and implemented the ClimateWise program which has informed many citizens about climate change and how to reduce their impact.

4. Clean Air Renewable Energy (CARE) Coalition

Partners: The Coalition was established by Suncor Energy Inc, an integrated energy company, and The Pembina Institute, an Alberta-based Canadian environmental institute. Partners joined after the founders identified their desired policy changes and then tested proposed changes with prospective partners. Current partners include energy and utilities companies, the Federation of Canadian Municipalities, and ENGOs such as Pollution Probe, Friends of the Earth and Toronto Environmental Alliance.

Goals: To accelerate the development of Canada's renewable energy systems by using a coalition of diverse groups to develop proposals and lobby government to change policy.

Scope: The Coalition comprises organisations from across Canada and it targets its communications and lobbying campaign at the federal government.

Operation and Communication: As the membership formed, the partnership established a set of policy proposals to support the renewable energy industry. The CARE Coalition's work has then focused on developing a communications and lobbying campaign to engage politicians. Action has been taken on a number of fronts, including active dialogue at all levels of federal government and targeted presentations to key government bodies. In order for the communications strategy to be consistent and coordinated, regular communications briefings have been held among members.

Evaluation: CARE Coalition is measuring its success in terms of the policy changes implemented by government.

Achievements: The 2001 Federal Budget including fiscal mechanisms to encourage renewable energy supply. The CARE Coalition had asked for more but it sees this step as encouraging. It would now like to see governments focus on stimulating demand for renewable energy.

5. International Institute for Sustainable Development (IISD) Knowledge Networks

Partners: The IISD collaborate with other organisations through strategic alliances and networks in attempts to engage decision-makers. It has partnered with expert institutions all over the world, including international agencies and national and international NGOs, to form knowledge networks on trade, climate change and sustainable development.

Goals: Formal knowledge networks are groups of experts working together on common concerns with the goal of strengthening capacities and developing solutions. The common objectives for the knowledge networks are to fill knowledge gaps that inhibit policy development, learn from members across sectors and regions about best practices, and generate recommendations for decision-makers that will fast track innovation for sustainability. The Sustainable Development network has the specific goal of changing policy and practice that will enable societies to live sustainably.

Scope: The IISD is based in Winnipeg in Canada but the partners are from all five continents.

Operation and Communication: The knowledge networks are operated by IISD on the premise that they play a crucial role in bridging the gap between research and action taken by decision-makers. In other words, the networks do not just enhance research to then transfer information to decision-makers. Rather, it is realised that networks must develop the skills to communicate results outside of the network and to engage decision-makers with researchers more directly. Communication is therefore based on building relationships rather than simply information transfer, ensuring that decision-makers are aware of critical sustainable development issues, are knowledgeable of possible solutions and are motivated to implement change.

6. Sustainable Toronto Project

Partners: Sustainable Toronto is a consortium between two academic units: the Environmental Studies Program of Innis College, University of Toronto; and the York Centre for Applied Sustainability, York University. The project is also linked with City of Toronto; the Canadian Institute for Environmental Law and Policy (CIELAP); and Foodshare, as well as several other non-profit groups.

Goals: The primary goal is to foster the application of sustainability practices by joint efforts on the part of community and university partners.

Scope: Sustainable Toronto's research and action focuses on Toronto, Ontario, but there are aspects and implications that have a broader Canadian focus. There are currently no private sector partners but the next stage of the project intends to establish projects involving the business community.

Funding: Sustainable Toronto is a Community University Research Alliance (CURA) sponsored by the Social Sciences and Humanities Research Council of Canada (SSHRC)

Operation and Communication: A series of research and action projects are collaboratively designed and carried out by Community Groups and Academic Advisors. Each project hires a Graduate Student and at least one undergraduate student to provide research assistance. The Academic Advisor at the host University assists the Graduate Student and the Community Group with their research project. Annual workshops are held to allow projects to exchange research findings and to foster links between projects and outreach to the greater community is accomplished through a wide range of seminars, presentations, publications, and a website.

Achievements: Sustainable Toronto currently comprises ten projects each project working towards its own set of goals and objectives and many are still in their early stages. It has been an achievement in itself to establish, and coordinate, so many projects with diverse partners and objectives around a central vision of sustainability. Two examples of Sustainable Toronto's projects demonstrate this diversity. Firstly, the NGO Foodshare is directing a project gathering seeds and information from gardeners coming from different ethno-cultural groups in Toronto. The information collected will be used to advocate for more agricultural space in the city, for better access to organic gardening inputs and to encourage food growing. Secondly, A partnership between Citizens' Environment Watch (CEW) and the York Centre for Applied Sustainability (YCAS) combines CEW's work in community-based environmental monitoring with the YCAS Map Reflections project in designing a web-based monitoring and assessment system. The collaborative project is producing an accessible, educative tool for students and citizens to use in housing, analyzing and sharing their environmental monitoring data.

III. LEARNING FROM THE CANADIAN PARTNERSHIP EXPERIENCE

The following is a discussion of what can be learned from Canadian experiences of partnerships. It will look at the value of partnerships, the key elements of successful partnerships and the challenges and risks in forming partnerships. All conclusions are drawn from the case studies.

A. The Value of Partnership

Partnerships enable parties with diverse interests, concerns and expertise to collaborate. Such collaboration aids in achieving sustainable development because it requires that decisions be made considering environmental, social and economic concerns in a more holistic manner. The Canadian case-studies demonstrate the value of partnerships are in fostering such collaboration. Partnerships can foster:

1. Building of understanding, trust and respect between traditional adversaries:

These elements are the building blocks, which will allow parties to work with, rather than against, each other to broaden perspectives and recognise different needs and abilities. A partnership, by focusing on one specific concern to the exclusion of all others, creates a forum within which these qualities can be, and are being, fostered.

Partnerships therefore offer the potential to reduce conflict and minimise what is often unnecessary and uninformed confrontation.

2. Concentration of relevant expertise: With all key stakeholders and their relevant expertise at hand, there is considerable potential to better define problems, identify options, and address priorities. Moreover, concentrating cross-sectoral skills and resources in a partnership enables aspects of decision-making to be addressed in a more integrated, multidisciplinary and comprehensive way. This is the approach required to even start achieving the goals of sustainable development. Concentrating expertise is not only valuable for achieving common goals, but also mutually benefits partners by creating value for them and building their capacities. The dynamics of this process varies considerably across diverse partnerships. For example, the Sustainable Toronto project fosters mutual learning and horizontal collaboration between community organisations and the academic community, while the CARE Coalition enables industry to learn from non-governmental organisations, and vice-versa.

3. Facilitation of shared decision-making: Translating collaborative ideas into effective action requires that parties come to some level of agreement on decisions. In other words, decision-making really needs to be based on consensus, a difficult task given the diverse interests, concerns and priorities of different parties and the traditionally adversarial stances that they have taken towards one another. Experience in Canada is demonstrating how partnerships have been fertile ground for developing consensus-based decision-making. For example, CASA has placed a key emphasis on the value of consensus based decision-making for sustainable development, framing the approach as ‘a process in which all those who have a stake in the outcome aim to reach agreement on actions and outcomes that resolve or advance issues related to environmental, social and economic sustainability.

4. Capture of a wide range of interests: While successful partnerships are based on different partner working towards a common goal, each partner’s stance reflects its own interests meaning that issues or problems are articulated from a range of perspectives rather than just one. The result is that a broad base of political, institutional and individual support can be achieved, or at least striven for. The CARE Coalition has recognised that capturing a wide range of political interests is crucial if it is to gain widespread support for its renewable energy policy proposals. As a result, the Coalition has targeted politicians using ‘triple bottom line advocacy that appeals to economic, environmental and social interests’.

B. Key Elements of Successful Partnerships

While partnerships are diverse in their form and function, there are key attributes common to partnerships that enjoy success. The Canadian case-studies presented here demonstrate these characteristics:

1. They are based on a clearly established vision mission and goal: Partners often enter into the partnership in order to gain different benefits for themselves. These different goals can get in the way of partners functioning effectively together and can lead to conflict. Partnering, therefore, requires that parties recognise, acknowledge and respect their differences, but then focus on common interests. A solid basis of ‘joint commitment’ is critical because it enables

parties with different priorities to work together on achieving a common goal. The way to create and maintain this focus is to establish a clear vision mission and goals, shared by the partners, and forming the foundation of the partnership.

The City of Hamilton's Vision 2020 has demonstrated that joint commitment between the public, the government and other stakeholders fosters resiliency which enables adaptability, a critical component of success. Integral to establishing a strong vision, mission and goals from the outset is strong leadership. The case-studies demonstrate there have been particular individuals, or group of individuals, who championed projects and goals with a sense of vision and with necessary enthusiasm and energy.

2. There is a clear benefit for each partner: Individual partners must have a motivation for committing time and resources to a partnership. As partnerships are voluntarily entered into, this motivation cannot be in the form of a punishment for not joining, but must be in the form of a clear benefit as a result of joining. This benefit can come in many forms, and will vary based upon the nature of the partnership and upon each individual partner. Benefits are often articulated in terms of potential direct financial gains. This may be via savings or new financial opportunity. The chance to improve compliance with regulation and to improve regulatory certainty is also an increasingly attractive potential benefit of partnerships for industry.

The potential to create joint value that is not just financial is being articulated by numerous partnerships, especially those that operate primarily outside the private sector. For example, the IISD Knowledge Networks enable 'experts' to acquire and strengthen skills for research, collaboration and engagement with decision-makers.

3. Each partner has something to contribute It is crucial that partners, no matter what their resource base, are equal in terms of being able to contribute and participate to the same degree in the partnership. It is not necessarily realistic to assume that partners are, or ever will be, equal in terms of power but it is also not necessary that they are equal to ensure the partnership is a success. What is important is to create circumstances that enable participants to recognise the resources each partner has available, to speak and listen to each other freely, and to challenge decisions that contradict their interests⁹. Roles and responsibilities most applicable and manageable for each of the partners can then be identified to enable the partnership to function in an equitable manner.
4. Adequate time and resources are committed to achieving the goals of the partnership: There are two aspects to this element of partnerships. The first is that it is necessary that there be some commitment of time and resources in order to establish partnerships and run them. These resources will vary greatly depending upon the goals of the partnership and may include financial resources, intellectual resources, political resources, etc. The second aspect to this element of partnerships is that all partners must commit to contributing some level of time and/or resources to the partnership. The level that is to be

⁹ Waddell, S. & Brown, L.D. (1997), Fostering Intersectoral Partnership: A Guide to Promoting Cooperation Among Government, Business, and Civil Society Actors, Institute for Development Research Reports, Vol. 13., No. 3. Institute for Development Research.

contributed by each partner must be agreed upon in order to insure that the goals of the partnership are achieved and that all partners are satisfied with each other's performance.

The partnership between Fundacion Ambio and CIELAP serves as an illustration. The organizations have received secure funding, and have maintained a productive partnership while that funding has been available. They have agreed, through their agreements with each other and with CIDA, which organization would carry out the requirements of the partnership, and have been satisfied with each other's effort. However, the partnership's primary funder, CIDA, has decided to stop the funding of joint projects for the partnership and is encouraging CIELAP to use its expertise to help establish similarly successful projects with other developing countries. This means that precluding new funding sources, the organizations will be forced to abandon their productive relationship. This demonstrates that without maintaining a secure resource base, partnerships cannot have continuing success.

5. Focus is maintained on the goal of the partnership: Due to the diverse agendas of different partners involved in many partnerships, it is important to maintain a "laser beam" focus on the goal of the partnership. It is possible for partners to cause the partnership to become unproductive by focusing on the differences between the partners or on issues not involved in the partnerships. Thus, it is necessary for partnerships to maintain focus.

For example, the CARE partnership is made up of NGOs, some of which often work in opposition to the businesses that are a part of the partnership. Clearly, the overall interests and motivations of the partners are very different. As mentioned above, the strength of the partnership, and the reason that it is able to accomplish so much is that the partners come from such different interest bases, and thus give the partnership political legitimacy and power. This, however, is also one of the partnership's greatest challenges. The partners are adversaries on many issues, and this could come in the way of their working effectively together. However, through maintaining a focus upon their goal of changing policy in the arena of renewable energy, and ignoring other issues, they have enabled the partnership to function and to achieve success. If this focus were not maintained, the partnership would be unable to achieve so much, if any, success.

6. The partnership works within a positive management structure: It has been indicated from the outset that partnerships vary considerably in their organizational form. However, there are three aspects which successful partnerships seem to build into their management structure. Canada's case-studies are no exception. Firstly, operational and decision-making guidelines exist. For example, CASA has developed a decision-making procedure which is consensus-based and has a systematic structure with five key steps: identify concerns and opportunities; set priorities; secure resources; develop action plans; evaluate results.

Secondly, participatory decision-making is employed. Without having some say in decision-making, partners can feel disenfranchised, frustrated, or that their concerns are not being addressed. As a result of such feelings partners may choose to leave the partnership or to reduce their contribution. Once again, CASA illustrates a partnership that takes into account the need for participatory decision-making, by making all decisions by consensus. This means that all

partners have a say in the creation of the decision, and that the final decision takes in to account the concerns of all involved.

Thirdly, there is a system of management that promotes the function of the partnership to continuously improve. Such a system plans what action to undertake, undertakes the action, checks whether or not the action was successful, and changes future plans and behaviours based upon the evaluation of the action.

The City of Hamilton's indicator project to chart the progress in working toward Vision 2020 is an example of such a system. The original project was established in 1994 but there are now citizen-centred Indicator Task Forces which evaluate indicator results in specific theme areas, and design and implement an Action Plan to improve the trend within these theme areas. A published report then provides feedback to Council and Staff for municipal management decisions. This project attempts to strengthen the 'joint commitment' to Vision 2020 by empowering the public to monitor and evaluate the partnership process in place.

7. There is transparency, accountability and credibility in the function of the partnership: Effective internal and external communications strategies are required to insure that the activities of a partnership are transparent and accountable to both to the broader public and the partners themselves. The Pembina Institute, a partner in CASA and the CARE Coalition, emphasises the importance of openness within a partnership process itself: key decisions must be made at the table and there must be no 'backroom' deals. Secrecy among partners will only serve to undermine trust and willingness to collaboration and the partnership will break down as a result.

Transparency and accountability to stakeholders outside the partnership are also critical to a partnership's success. Canada's Commissioner of the Environment and Sustainable Development asserts that these characteristics need to be more carefully addressed, because not doing so will undermine the legitimacy and credibility of the partnership in the eyes of the general public¹⁰. It is not just the quantity of information provided about a partnership that is important, but also the quality. Communications must be consistent and co-ordinated with focused messages and targeted advocacy efforts. As a policy forum, the CARE Coalition especially has learnt that this form of effective communications strategy is critical to a partnership's success.

8. An appropriate system for evaluation has been established: In order to insure that partnerships are achieving what was intended it is important to have an appropriate system for evaluation. Such a system must have clear indicators of change by which to measure the success of the initiatives of the partnership. These indicators can be qualitative or quantitative, but must be measurable. When these indicators are met, they should not be looked at independently as success for the partnership, but should also be evaluated in terms of how they achieve the overall goals of the partnership.

For example, the city of Hamilton's Vision 2020 project has a mandate to make the city sustainable. It set out a number of indicators for what would constitute

¹⁰The Commissioner of the Environment and Sustainable Development. See Conference proceedings, *op cit*.

sustainability in the city, and then set shorter-term objectives for achieving that sustainability. It then undertook projects, which had their own indicators of success, in order to achieve the short-term objectives and, eventually, the long-term goals. The projects were evaluated by measurable indicators in terms of their own success. They were also evaluated in terms of how they were achieving the short-term objectives and overall sustainability for the city. It was found by conducting the evaluations that some of the projects, while successful in achieving their own goals, did not help the partnership to achieve its long term goals of sustainability. Had the system for evaluation not had measurable goals, the partnership would not have had a clear idea of the success of its projects individually, nor of its program overall. Similarly, had individual projects not been evaluated in terms of their success in achieving the overall goals of the partnership, non-productive projects might have continued, consuming resources without achieving sustainable development.

C. Key Challenges and Risks to Partnerships

1. Establishing and Maintaining the Key Elements to Partnerships: There is a complex interplay between the eight elements discussed above. The absence or weakness of one element can prohibit the development or continuing presence of another element. Thus, the absence or weakness of any of the eight elements discussed above can cause partnerships to be ineffective and to fail. However, establishing and maintaining all of these elements is in no way an easy task. It requires awareness of what elements are essential to making the particular partnership work, as well as the presence of conditions which will foster the development of those essential elements. This creates a significant challenge to the development of partnerships.

To illustrate, if the members of the CARE partnership were unable to establish a clear vision of the mutual benefit that could result from their partnership, it would have been impossible to even begin to create the partnership. Given that they were able to do so, imagine that they failed to create a management system in which decisions were made involving participation by diverse members of the partnership. This would have potentially led to a decrease in trust, causing focus to be lost, and conflict to ensue, potentially resulting in a reduction of commitment of time or resources to the partnership, rendering the partnership much less effective.

2. Replication: Another challenge for partnerships is replicating their success in other settings, concerning different issues and with different organizations. While creating templates from successful partnerships, like those presented here, may possibly lead to some successes, it is very risky. Partnerships are very context specific. They depend upon many factors for success, including the partners themselves, and the individuals that lead or participate in partnerships. The structure and outcomes of all partnerships will be different based upon how different variables are manifest. Therefore, replicating the structure of one partnership might not produce successful results with different partners or in a different setting.

3. Regulatory Framework: Another challenge to developing partnerships is the regulatory framework within which they develop. This regulatory framework

includes local, regional, and national regulations as well as international agreements and laws. These regulatory frameworks can facilitate partnerships, as was illustrated by the CASA partnership, but they can also stand as impediments to partnerships. For example, trade agreements may prohibit the government from subsidizing a particular industry, that subsidy, however could provide a motivator and driver for a partnership. Canadian experience demonstrates that partnerships must be designed to supplement, not replace, regulation. There have been attempts to replace environmental regulation with partnerships between government and business. However, real progress towards sustainability rarely occurs in the absence of regulation. Rather, regulation acts as a spur to action.

4. Dependency: A risk involved in partnering is the development of dependency. Partnerships bring parties together to share resources, and eliminate need for repetition. As a result it is possible for members to become dependent upon the partnership or upon other partners, because they have reduced or eliminated their own resources, or ceased to develop necessary capacities within themselves.

IV. LESSONS INTO ACTION: STAGES OF PARTNERING FOR SUSTAINABILITY

Partnering is a process that evolves and progresses through a number of stages from creation, to operation, evaluation and finally termination, continuation and possible replication¹¹. To ensure that the key elements for success and the potential challenges which a partnership can face are fully considered, it is important to identify the stage of the partnership process at which particular elements are critically important. To help facilitate this, Table 2 sets out the stages based on the Canadian experiences revealed at the *Partnering for Sustainability* Conference.

While this framework does cover many of the critical issues that must be considered, it is not intended to provide a comprehensive checklist for establishing a successful partnership. The Canadian case-studies have illustrated that there are common elements of success. However, they have also demonstrated that partnerships are diverse and how success (and its evaluation) is defined and ensured, must be considered in the context of a particular partnership.

¹¹ These four stages of the partnership process are used by PWBLF/UNEP (1994)

Table 2: Stages of Partnership:

Stage	Critical Elements and Challenges to Consider
<p>A. Creation: <i>Adopt a 'laser-beam approach'</i></p>	<ul style="list-style-type: none"> • Identify issue/problem/opportunity • Consider options to ascertain if the partnership approach is appropriate • Choose the right partners • Establish shared vision, mission, goals (common and individual) • Establish strategies for achieving common and mutual benefits. Recognising differences while focusing on common interests must be central to these strategies.
<p>B. Operation: <i>Establish the process within a framework of committed time and resources, and within a regulatory context.</i></p>	<ul style="list-style-type: none"> • Establish organisational structure and address power relationships within it • Formulate decision-making guidelines • Establish conflict resolution techniques • Address time and resource commitments explicitly
<p>C. Evaluation: <i>Focus on partnership process and product</i></p>	<ul style="list-style-type: none"> • Develop a system to evaluate progress towards achieving the partnership's goals, both common and individual • Evaluate the form and functioning of the partnership itself
<p>D. Continuation, Termination and Replication <i>Build on lessons learnt</i></p>	<ul style="list-style-type: none"> • Evaluate the desire and/or need for continuing or terminating based on progress towards goals, evaluation of the partnership's success in terms of process and product, and the potential for the partnership to evolve. • Replication must not be viewed as duplication: identify differences between different contexts and their implications for a partnership

V. CONCLUSION

Canada's partnership experience, as presented at the *Partnering for Sustainability* conference, provides evidence that partnering can be a vital tool for achieving sustainable development. The value of partnering is substantial, not only because it contributes towards sustainable development goals, but also because it can generate considerable mutual benefit for partners involved. The Canadian case-studies demonstrate that there are characteristics which are common to many successful partnerships.

However, it is also important to learn from Canada's partnership experience that key challenges can stand in the way of partnerships and these must be identified and addressed to ensure the greatest chance of success. Of all these challenges, perhaps the most difficult one to acknowledge is that partnering may not always be the appropriate strategy to achieve a particular goal.

While Canadian successes demonstrate that partnering for sustainability has potential, partnership is not a panacea. But there is only one way to establish what works and what does not: share experiences and learn from them. While success is contingent on a myriad of context specific factors, lessons can, and must, be learnt from previous partnership experiences. If partnering for sustainability is going to develop, initiatives such as Canada's Partnering for Sustainability Conference need to be facilitated to enable stakeholders from all sectors to come together and learn first-hand how successful partnerships can be identified and brokered.

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Further information on case-studies can be located via the following websites:

CIELAP & Fundacion Ambio: www.cielap.org

City of Hamilton's Action 2020 as part of Vision 2020: www.hamilton2020.com

Clean Air Strategic Alliance (CASA): www.casahome.org

Clean Air Renewable Energy (CARE) Coalition: www.pembina.org

International Institute for Sustainable Development (IISD) Knowledge Networks: www.iisd.ca

Sustainable Toronto Project: www.sustainabletoronto.ca



PARTNERING *for* SUSTAINABILITY

Conference Participant Opinions



Partnering for Sustainability Conference demonstrated that society can continue to prosper economically, while embracing environmental and social values. Contrary to the conventional belief that sustainable development poses economic constraints, it is now evident that society is making remarkable progress in perceiving the sustainability challenge as an opportunity for innovation, profit and overall improvement. The conference demonstrated a fundamental need for partnerships among all sectors in society in order to integrate strengths, and achieve optimum results in social, economic and environmental aspects.

--Agnes Rum, Student, York University



The conference had a lot of talk on "ethical" issues and it is true that values are a significant element of decision making. This is perhaps the biggest challenge facing those trying to implement sustainability; having an ethical society that adopts these principles.



CANADIAN INSTITUTE FOR
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L'INSTITUT CANADIEN DU
DROIT ET DE LA POLITIQUE
DE L'ENVIRONNEMENT

Partnering for Sustainability: A Checklist for Successful Partnerships

Achieving sustainable development requires that social equity and environmental quality be integrated with economic development in all aspects of decision-making, at all scales, and across the three sectors of business, government, and civil society¹. Realizing these goals requires the use of new and innovative tools that enable decision-making to be participatory, consensus-oriented, and equitable. For this reason, partnerships are being increasingly recognized as one of the tools that can facilitate sustainable development initiatives.

Canada's partnership experience, as presented at the *Partnering for Sustainability* conference held in Toronto in April of 2002, provides evidence that the value of partnering is substantial, not only because it contributes towards sustainable development goals, but also because it can generate considerable mutual benefit for the partners involved.

However, it is also important to recognize key challenges that can stand in the way of partnerships, which must be identified and addressed to ensure the greatest chance of success. Of all these challenges, perhaps the most difficult one to acknowledge is that

partnering may not always be the appropriate strategy to achieve a particular goal.

What is Partnering for Sustainability?

Partnering for sustainability brings together two or more parties, often across sectors, to share resources in order to achieve a common goal that has social, environmental, and economic benefits and which would have been more difficult to achieve had the partnership not been undertaken. It is also important to recognize that partnerships can take on many different forms depending on their mutual goals and the degree of association.

The Value of Partnership

In addition to aiding parties with similar backgrounds, partnerships enable those with diverse interests, concerns and expertise to collaborate. Such collaboration contributes to achieving sustainable development because it helps to facilitate decision making that considers environmental, social and economic concerns in a more holistic manner.

Partnerships can:

- Build understanding, trust and respect between traditional adversaries.
- Concentrate relevant skills and expertise from different partners.
- Facilitate the sharing of resources, knowledge and decision-making.
- Capture a wide range of interests.

Checklist for Successful Partnerships

What makes a good partnership? The Canadian experience demonstrates that successful partnerships have the following characteristics in common:

- ☑ A clearly articulated vision, mission and goal, are agreed upon by all parties.
- ☑ Clear benefits are demonstrated for each partner.
- ☑ An equitable decision-making process is established to ensure each partner a voice.

- ☑ Commitment of time and resources is made by each partner.
- ☑ A 'Laser-beam' focus is maintained on the goal(s) of the partnership.
- ☑ Transparency, accountability and credibility of the partnership is ensured.
- ☑ A structured evaluation system is established.

Challenges and Risks to Partnerships

Partnerships are not a panacea. While partnering can have wide-ranging benefits, it is important to recognize some of the challenges and risks partnerships can face. They include:

- Establishing and maintaining the key elements of partnering outlined in the checklist above.
- Attempting to replicate other partnerships (successful partnerships cannot be considered blueprints).
- A regional/national/international regulatory framework which constrains a partnership.
- Dependency of partners upon other partners and the partnership itself.

For more information please visit
www.cielap.org/partnering



¹ CIELAP (2001), Sustainable Development in Canada: A New Federal Plan



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DE L'ENVIRONNEMENT

Le partenariat pour le développement durable : Liste de contrôle pour un partenariat réussi :

Atteindre le développement durable exige que l'équité sociale et la qualité environnementale soient intégrées au développement économique dans tous les aspects du processus décisionnel, à toutes les échelles, et à travers trois secteurs, ceux des affaires, des gouvernements, et de la société civile¹. Réaliser ces buts exige l'emploi d'outils innovateurs et nouveaux qui facilitent un processus décisionnel participatif, orienté vers le consensus et équitable. Pour cette raison, de plus en plus, on constate que le partenariat est un des outils qui facilitent les initiatives de développement durable.

L'expérience canadienne en partenariat, telle que présentée à la conférence *Le partenariat pour le développement durable*, tenue à Toronto en avril 2002, démontre que la valeur du partenariat est grande, non seulement parce qu'il contribue à l'atteinte du développement durable, mais aussi parce que le partenariat peut engendrer des avantages considérables communs pour les partenaires impliqués.

Néanmoins, il est important de prendre en compte des défis clés qui peuvent entraver les partenariats, qui doivent être identifiés et abordés afin de d'augmenter les possibilités de réussite. De tous les défis, le plus difficile à

reconnaître est peut-être que le partenariat n'est pas toujours la meilleure stratégie pour atteindre un certain but.

En quoi consiste le partenariat pour le développement durable ?

Le partenariat pour le développement durable rassemble deux ou plusieurs parties, provenant souvent de secteurs différents, pour partager des ressources afin d'atteindre un but commun, qui représente des bénéfices sociaux, environnementaux, et économiques, qui, sans partenariat, auraient été plus difficiles à atteindre. Il est aussi important de reconnaître que les partenariats peuvent prendre plusieurs formes selon leurs buts mutuels et le degré de liaison.

La valeur du partenariat

Le partenariat n'aide pas seulement les parties aux antécédents comparables ; les partenariats permettent aux parties aux intérêts, préoccupations et compétence divers à collaborer. Une telle collaboration contribue à l'atteinte d'un développement durable parce qu'il facilite un processus de prise de décision sur les facteurs environnementaux, sociaux et économiques fondée sur un regard plus global.

Les partenariats peuvent :

- Engendrer la compréhension, la confiance et le respect entre des adversaires traditionnels.
- Concentrer des compétences pertinentes et spécifiques
- Faciliter le partage des ressources, connaissances et de la prise de décision.
- Capter une grande variété d'intérêts.

Une liste de contrôle pour un partenariat réussi

En quoi consiste un bon partenariat? L'expérience canadienne démontre que les partenariats réussis partagent les traits suivants :

- ☑ Les parties adoptent et articulent une vision nette, mission et un but communs.

- ☑ Des bénéfices clairs sont évidents pour chaque partenaire.

- ☑ Les parties établissent un processus de prise de décision équitable pour assurer la participation de chaque partenaire.

- ☑ Chaque partenaire investit temps et ressources.

- ☑ Les partenaires maintiennent une mise au point au « laser » sur le but du partenariat.

- ☑ La transparence, la crédibilité et la responsabilité sont assurées.

- ☑ Un système d'évaluation structuré est établi.

Défis et risques du partenariat

Les partenariats ne sont pas une panacée. Bien que les partenariats représentent nombre de bénéfices, il est important de reconnaître quelques-uns des défis et des risques des partenariats. À titre d'exemple :

- Établir et maintenir les éléments clés du partenariat dans la liste de contrôle ci-dessus mentionnés ;
- Essayer de reproduire d'autres partenariats (Les partenariats réussis ne sont pas des prototypes).
- Un cadre régulateur régional ou national ou international qui entrave le partenariat.
- La dépendance des partenaires par rapport à d'autres partenaires et au partenariat.

Pour de plus amples renseignements, veuillez contacter www.cielap.org/partnering



¹ CIELAP (2001), *Le développement durable au Canada: Un nouveau Plan fédéral*