



Follow-Up Resources Document

Strategic Sustainable Community Planning Workshop

October 14, 2011

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Introduction

The APA California Northern Sustainability Committee conducted a workshop on Strategic Sustainable Community Planning on October 14, 2011. This half-day workshop created an initial foundation for understanding and applying a strategic sustainability planning method. This document includes next steps you can take to deepen your understanding of the strategic approach and methodology, and begin to apply it in practice. Ideally, you and some colleagues would acquire additional training together while engaged in preparing a community sustainability plan. There are many resources available to acquire additional expertise as you begin the sustainability journey.

This *Follow-Up Resources* (also, available on the website) document contains some resources that you may find helpful for further learning and practice. The following items are covered in the sections below:

- Invitation to sign up for periodic e-mailed announcements from the Northern Section's Sustainability Committee regarding events, resources, and updates.
- Workshop web space/home page:
 - Workshop presentation files and related documents and resources
 - On-line discussion space for your use in responding follow up questions from the Sustainability Committee, and posting your own questions for wider review/response
- A Workshop Product – *Mock South Bay Community Strategic Sustainability Plan*
- Learning Resources—Next Steps
- Examples of the strategic sustainability framework applied to other applications

Invitation to Join the Northern Section's Sustainability Committee

If you are interested in sustainability planning, please support the Committee in developing useful resources and program by,

- **Joining the email list** to stay abreast of new developments (scott-e@sustainability2030.com);
- **Exploring and using our web site** (<http://www.sustainability2030.com/apa-northern/>); and
- **Commenting and contributing** to the dialogue and program development.

To join the list or otherwise request support in your efforts to further strategic sustainability, email the Sustainability Committee co-chairs Scott and Katja at scott-e@sustainability2030.com and katja.irvin@sbcglobal.net.



Workshop Web Space

The URL for the Workshop web space and home page is <http://www.sustainability2030.com/ss-workshop-101411/>.

- The web space includes a discussion board for workshop participants and others to use for collaboration and discussion of issues related to strategic sustainability planning (<http://www.sustainability2030.com/stratsust-workshop-101411-disc>). **The sustainability Committee has posted a few initial discussion questions. We would be very interested in your response.**
- The web space includes workshop presentation material and follow-up materials created by the Sustainability Committee to develop further the work initiated during the workshops.

Should you have any un-resolvable questions or difficulties in using the site, email Scott at scotte@sustainability2030.com.

A Mock South Bay Strategic Community Sustainability Plan

This document is a partial outline for a community sustainability plan for the South Bay. The purpose of the plan is to illuminate how a strategic approach might influence plan elements such as vision, objectives, and actions. A link to the plan on the Workshop web page is [here](#)).

Learning Resources—Next Steps

1. **Human Needs.** For further explanation of Manfred Max Neef’s work on universal human needs, read this paper: [“What are the Fundamental Human Needs?”](#) Also listen to an excerpt from “Transdisciplinary Economics for Sustainability,” Manfred Max-Neef, Economist, Recorded May 27, 2008, Eco-municipalities Conference, Helsingborg, Sweden. To listen to the MP3 file, click [here](#) (opening the file takes 1-2 mins).
2. **Strategic Sustainable Community Planning Services.** Go to the community planning sections of the TNS Network USA and TNS Canada websites and see how they package their introduction to the topic and to assess the free resources they provide:
 - a. [TNS Network USA Community Planning Services \(including AICP CM\)](#)
 - b. [TNS Canada Community Planning Services](#)
3. **Strategic Sustainability Planning – Summary Fundamentals.** Go to the TNS Network USA website and review the framework and principles and related resources:
 - a. [Framework](#)
 - b. [Principles](#)
 - c. [Case Studies](#)



4. [Integrated Community Sustainability Planning \(ICSP\) Guide](#). Download and skim the Guide published by The Natural Step (TNS) Canada. This is a rich and dense document. You should skim it over and then read whatever seems most appealing or read it systematically. The first section is a short overview of the Framework for Strategic Sustainability Planning and the ABCD method.
5. [\(Strategic\) Sustainability 101 E-Learning 1-hour Course](#). This course was developed as an affordable, convenient, initial capacity building training for stakeholders during business and Strategic Sustainable Community Planning projects. It takes an hour or so to complete, but it has a rich selection of documents that would take longer to review. Because learning the method is best done in ever deepening passes, the yearlong subscription is very helpful. Cost: Purchase the course for \$98CAN for 1-year.
6. **Strategic Sustainability Planning – The Fundamentals. Download and read the TNS [Starter Guide](#) (shorter PDF) and [Primer](#) (longer PDF).** These contain the details of the TNS method.
7. [The Natural Step for Communities: How Cities and Towns can Change to Sustainable Practices](#), Sarah James, and Torbjörn Lahti (New Society Publishers, 2004), is a classic in the emerging field of Strategic Sustainable Community Planning.
8. **See Appendix A** for more recommendations.

Other Applications

This section contains a few supplementary examples of the strategic sustainability thinking applied to different cases. They may be useful illustrations.

- **Water Utility Planning.** See [Comments - Sustainability Water Utility Document.pdf](#), comments by Scott Edmondson on a [draft Water Utility Sustainability Planning Guide](#), requested via the [APA-SCP Linked-In discussion group](#). The Guide illustrates a common situation – many plans and guides being produced today are based on a limited understanding of sustainability.
- **Sustainable Buildings.** Review “[Using The Natural Step As A Framework Toward The Construction and Operation of Fully Sustainable Buildings](#),” prepared by the Oregon Natural Step Construction Industry Group in 2004. This is a straightforward application of the ABCD Method to the construction of sustainable buildings. You can see parallels to LEED as well as divergences.
- **Reinventing Fire.** Review Amory Lovins' and the Rocky Mountain Institute's [Reinventing Fire initiative](#), a voluntary program designed to wean the U.S. from our oil addiction by 2050, generate high profits for early adopters, and generally benefit the economy by growing 50% by 2050! This program is the product of over 40 years of Amory Lovins' path breaking thinking. It is an excellent example of whole-systems, ecological-economic thinking in action, the Natural Step's ABCD “Chess” game planning method, and strategic sustainability more generally.



Appendix A More Resources

This Appendix contains additional resources and advice for study and practice of strategic community sustainability planning methods.

1. **Deeper Understanding of the Sustainability Challenge.** The following books (and one video) provide and in-depth understanding of the sustainability challenge and the requirements of an effective response. These three authors are great synthesizers and present historical perspectives on sustainability emphasizing the overlapping topics of environment, economy, and organizational learning, enabling a richer understanding than acquired from dictionary definitions.
 - a. **Lester Brown, Plan B: Rescuing a Planet Under Stress and a Civilization in Trouble**, [book](#) (free PDF or buy), [movie](#) (1.5 hours), [video interview](#) (30 mins). Lester Brown presents the system's crashing effects of our current economy.
 - b. **Thomas Friedman, Hot, Flat, and Crowded**, makes the security/environment/business/American spirit case for sustainability. Thomas Friedman presents the integrated security-foreign policy-national identity and economic renewal perspective as the epochal change from the old (and dying) fossil fuel industrial system to the new Climate/Energy Era resulting from a "Code Green" (Friedman's term) mobilization of U.S. society and business.
 - c. **Peter Senge, et. al., The Necessary Revolution**, illuminates the organizational learning dimension of sustainability. He does this by telling the stories of a handful of companies and communities he has worked with over the past 20 years. Peter Senge illuminates the organizational learning contribution involved in shifting mental models to understand that successfully meeting the sustainability challenge requires moving society from the current industrial "bubble" economy to a regenerative, living-system economy for the 21st century and beyond.
2. **Roots of Strategic Sustainability Planning.** A deeper dive would include the following resources:
 - a. **Natural Capitalism, 1999** ([excerpt including four strategies](#), [HBR article](#) (click the download link), [book including PDF version](#)). This is the distillation of 10+ years of scientific, business, and community innovation. It contains the concepts and practices for a biologically based, 21st century industrial revolution with the potential to meet the universal human needs of the soon-to-be 9 billion of us. In addition, the [forward to the 2010 update](#) of the book includes inspiring examples of on-going applications of Natural Capitalism strategies.
 - b. **Donella Meadows, Places to Intervene in a System**, is a classic article by one of the late experts in the systems theory and sustainability.
 - c. **Biomimicry** is the foundational theory and practice of living systems for the redesign of the human economy and society in the 21st century (one thesis of Natural Capitalism). Over the past 20+ years, it has been informing applications from ecosystem restoration, to urban design, to education. As the basis for creating a regenerative and restorative economy and society, Biomimicry covers the details of sustainability, from ecological restoration to



ecological cities. It will generate not only the information and knowledge, but also the concepts and theory required to invent the new forms of economic products and processes required in a sustainable economy and society.

- d. [Cradle to Cradle—Remaking the Way we Make Things](#), 2002. This is William McDonough’s & Michael Braungart’s path-breaking treatise on theory and practice. You should recognize the principle of “closing the loop” and zero waste (as in nature’s NO waste) thru redesign of products and processes for continual materials cycling.
 - e. [Post Carbon Reader, 2010](#), may become the environmental call to arms and bible for the 21st century.
 - f. [Buckminster Fuller’s Comprehensive Anticipatory Design Science](#) (*click on the Overview and Definitions-and-Resources links*). No account of sustainability can be complete without some reference to Buckminster Fuller and his design science legacy. Fuller’s work is the primary antecedent of sustainability and its various threads, particularly sustainability as the next innovation platform for creating the more prosperous, restorative economy, which in turn is the basis for sustainable communities.
3. **Current Community Sustainability Planning.** You can understand best practices by reviewing the following documents:
- a. [Leveraging Leading Edge Sustainability Planning](#) is a draft report of the APA CA Northern Section Sustainability Committee and San Francisco State University Department of Urban Studies & Planning program. It provides an overview of sustainability “ideal” practices (strategic sustainability), and leading edge practice (on the ground strategic sustainability approaches) internationally and in Northern California.
 - b. **Three papers by Edward J. Jepson, Jr., Ph.D., AICP.** Dr. Jepson received his Ph.D. in urban and regional planning from the University of Wisconsin-Madison.
 - i. [How Possible is Sustainable Urban Development](#). Results of planner survey used to illuminate the planning professions main approaches to sustainability.
 - ii. [Sustainability and Planning](#). “Sustainability is a term that has received a significant amount of attention in the public policy arena. Within the planning profession, there has likewise been a growing recognition of its possible relevance in the areas of land use and general community development, and planners are increasingly finding themselves either leading or being expected to contribute to local “sustainable development” efforts. The purpose of this article is to introduce the sustainability framework in terms of its scientific basis and cultural interpretations and to identify and explore conceptual associations that tend to tie it to the planning profession.”
 - iii. [Of Hurricanes and Regimes, The Resilience of Cities](#). This paper tests Campanella’s (2006) optimistic assertion about the “magical capacity to rebound” of modern cities. The ability to rebound is similar to resilience, which can be characterized as



impactive or protractive. Protractive resilience, unlike impactive resilience, can be measured for all cities, and depends on the same determinants as sustainability. These characteristics make it an important object of research. A discussion of the theory of resilience and its relationship to sustainability and planning is followed by a review of ways to investigate for the presence of the four determinants of resilience in U.S. cities and a preliminary statistical analysis.

- c. **PAS Report – *Role of the Comprehensive Plan in Sustaining Places (forthcoming in 4th Qtr. 2011*** from the Planning Advisory Service). This is the first report of the 2010-launched APA National [Sustaining Places Initiative](#) and its Task force. The report’s survey and summary of best practices and its synthesis of implications for sustaining places comprehensive planning, make it a valuable contribution that will advance our understanding and practice.
- d. **PAS Report No. 565 – *Assessing Sustainability: A Guide for Local Governments*, Feiden & Hamin, 2011**. This is a comprehensive presentation of the issues and techniques for measuring sustainability.
- e. **Beatley and Wheeler, *The Sustainable Urban Development Reader***. First published in 2004, updated in 2007 or 2009, the book is an excellent overview of the numerous threads of this field from two sustainability-planning pioneers.
- f. **APA, *Policy Guide on Planning for Sustainability*, (2002)**. See in particular the four objectives listed under *III. Policy Positions, A. General Policy Objectives*. You will recognize these as the TNS Sustainability Principles minus the word “eliminate.” Removing the word, “eliminate” from the principles “pulls a very powerful punch” for motivating and activating the level of creativity, intensity, and on-going innovation required for success.