CONSEIL FÉDÉRAL DU QUÉBEC
QUEBEC FEDERAL COUNCIL

USER GUIDE
FOR THE PROJECT ANALYSIS TOOL
FOR SUSTAINABLE COMMUNITY
DEVELOPMENT

**Interdepartmental Round Table on
Sustainable Community Development**

of the

**Federal Interdepartmental Group
on Sustainable Development**

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FOREWORD

The Interdepartmental Round Table on Sustainable Community Development (IRTSCD) of the Federal Interdepartmental Group on Sustainable Development (FIGSD) is mandated to optimize the efforts of federal agencies and departments in the Quebec Region in supporting communities to enhance their sustainable development capacity-building. Accordingly, the IRTSCD decided to develop a tool to provide a common vision of sustainable community development and make that vision a concrete reality.

The committee working on the tool first developed a draft version, the *Lentille de développement durable des collectivités : une lentille pour aider les décideurs* (Sustainable Community Development Lens: A Lens to Help Decision-Makers). This version was submitted for evaluation to a dozen proponents of projects funded by programs originating in several departments, including Environment Canada, Health Canada, Indian and Northern Affairs Canada, Fisheries and Oceans Canada and Human Resources and Skills Development Canada. They found the tool to be innovative and useful in raising awareness of sustainable development among project officers in federal departments and agencies and among project proponents.

However, because some improvements were required, and in an effort to validate the tool's approach and content, Environment Canada and the IRTSCD called on outside sustainable development experts. Under a cooperation agreement between Environment Canada and the Ecoadvisory Chair at the *Université du Québec à Chicoutimi*, a team of eco-consultants helped improve the initial tool and develop a guide to facilitate its use.

With the *Project Analysis Tool for Sustainable Community Development* and its *User Guide*, users can assess a project against sustainable development objectives and make the necessary modifications. We hope that after using the tool, you will be able to incorporate the sustainable development considerations within a given project and determine the degree to which it meets sustainable development criteria. We also hope that you will become more familiar with sustainable development and give consideration to the keys to the project's success.

We would like to thank the following individuals for their involvement in the development of the Project Analysis Tool and User Guide:
◆ **Julie Tellier**, Environment Canada
◆ **Claire Michaud**, Canadian Environmental Assessment Agency
◆ **Hélène Lapointe**, Human Resources and Skills Development Canada
◆ **Monique Bélanger**, Health Canada
◆ **Alain Bourgeois**, Environment Canada
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◆ **Monique Martin**, Canadian Rural Partnership
◆ **Yolaine Saint-Jacques**, Environment Canada
◆ **Denis Veillette**, Parks Canada

We would also like to thank the Ecoadvisory Chair team for their involvement in the project, the members of the FIGSD, Thérèse Drapeau and Marie-France Bérard (FIGSD coordinator and president respectively) for their support and Mimi Breton, representative of the FIGSD on the Quebec Federal Council (QFC).

The Interdepartmental Round Table on Sustainable Community Development

INTRODUCTION

The *Project Analysis Tool for Sustainable Community Development* was developed by the Sustainable Community Development Task Force (now the Interdepartmental Round Table on Sustainable Community Development) at the request of the Quebec Federal Council. A previous discussion paper developed by the Task Force served as the basis for the Project Analysis Tool. The Tool assists in project planning and decision making based on sustainable community development objectives.

The Tool is primarily intended for project officers (project leaders and managers, program officers) in federal departments and agencies. It is also hoped that project officers make the Tool available to proponents to use as soon as they begin developing projects.

This *User Guide* is designed to complement the Project Analysis Tool and enhance its use. It specifically fosters better understanding of:

◆   the principles underlying sustainable community development and its various components (socio-cultural, environmental and economical); and

◆   the concerns behind the various sustainable development objectives presented in the Tool's analysis chart.

The User Guide is structured in the same manner as the Tool. The first part provides additional information on development concepts, such as its origins, the three-component model and the difference between sustainable development and community development. The second part explains the purpose, goal and relevance of the Tool, the method used to develop it, how it should be used and its limitations. The third part reviews the keys to project success in terms of the community's organizational capacity and to the development of the project itself. And finally, the fourth part describes the process for analysing projects using the proposed chart. Explanations of each objective are also provided to enhance user understanding. *Three case studies are also presented throughout the Guide*. The Guide concludes with addresses for related Web sites that may be of interest.

PART I
SUSTAINABLE COMMUNITY DEVELOPMENT

1. THE ORIGIN OF SUSTAINABLE DEVELOPMENT AND LEGISLATIVE FOUNDATIONS

Below is a description of the most significant international events in the evolution of sustainable development and the main tools Canada has acquired to ensure its progress in this area.

United Nations Conference on the Human Environment, Stockholm 1972

Introduced in 1972 at the United Nations Conference on the Human Environment, the initial concept of sustainable development won broad consensus as a vision that recognizes the interdependence of social, economical and environmental issues.

Brundtland Commission, created in 1983

In 1983, the United Nations established the World Commission on Environment and Development, known as the Brundtland Commission. It was mandated to study key development and environmental issues and propose means for the global community to address them.

The Commission commissioned over 75 expert studies of a broad range of environmental and economical development issues and published its final report, *Our Common Future*, in 1987.

The Commission's definition of sustainable development as presented in that report is often used: "development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

The Brundtland Commission went on to say that "sustainable development is not a fixed state of harmony, but rather a process of changes in which the exploitation of resources, the direction of investments, the orientation of technological development, and institutional changes are made consistent with future as well as present needs."

United Nations Conference on Environment and Development, Rio de Janeiro, 1992

The United Nations Conference on Environment and Development in 1992 was, in many ways, the apex of growing attention paid to environmental issues. It was a landmark event for the environment and development.

Coinciding with the twentieth anniversary of the United Nations Conference on the Human Environment, its objective was to discuss and report on the state of the planet.

Auditor General Act amended in 1995

In 1995, the Canadian government came up with concrete means for implementing a sustainable development approach by amending the *Auditor General Act*. The amendments require federal departments and certain agencies to prepare a Sustainable Development Strategy, and led to the creation of the position of the Commissioner of the Environment and Sustainable Development.

The government also included the Brundtland Commission's definition in the Act and spelled out Canada's sustainable development vision: a constantly evolving concept based on the integration of social, economical and environmental concerns, which may be achieved by, among other things:

a)   the integration of the environment and the economy;
b)   protecting the health of Canadians;
c)   protecting ecosystems;
d)   meeting international obligations;
e)   promoting equity;
f)   an integrated approach to planning and making decisions that takes into account
        the environmental and natural resource costs of different economical options
        and the economic costs of different environmental and natural resource options;
g)   preventing pollution;
h)   respect for nature and the needs of future generations.

•• Sustainable Development Strategies

In 1997, each federal department and agency tabled its sustainable development strategy in the House of Commons. The strategies are updated every three years, and the third generation of strategies was tabled in 2004. They define departmental objectives and commitments to systematically incorporate the principles of sustainable development within their programs, policies, legislation and activities. They are essential to the advancement of the federal government's sustainable development program and to the degree of progress made in this area.

•• The Guide to Green Government

The *Guide to Green Government* was written in 1995 to assist federal departments and agencies in developing their sustainable development strategies. The Guide contains objectives to be used as a starting point when preparing strategies and users can translate basic principles into concrete measures. The objectives listed below are the basis for the analysis chart presented in this project development tool.

◆   Sustainability[1] of our natural resources
◆   Sustainable jobs, communities and industries
◆   Ensuring renewable resources development is sustainable
◆   Ensuring efficient use of non-renewable resources
◆   Protecting the health of Canadians and of the ecosystems
◆   Eliminating virtually all anthropogenic, persistent, bioaccumulative and toxic substances
◆   Adopting a pollution prevention approach
◆   Protecting representative areas

[1] **Sustainability:** Sustainable processes and institutions meet certain criteria: they do not exhaust resources for the future generations, the capacity of people and institutions is permanently enhanced, and responsibilities and benefits are broadly shared (*Governance for Sustainable Human Development: A UNDP policy document, 1997*).

- Warning and responding
- Meeting our international obligations
- Protecting the ozone layer
- Reducing greenhouse gas emissions
- Conserving biodiversity
- Promoting equity
- Ensuring a fair distribution of the costs and benefits between generations
- Ensuring a fair distribution of the costs and benefits of sustainable development
- Improving our quality of life and well-being
- Fostering improved productivity through environmental efficiency
- Supporting innovation towards sustainable development
- Broadening measures of progress to include its non-monetary dimensions

•• The Commissioner of the Environment and Sustainable Development

The first Commissioner of the Environment and Sustainable Development was appointed in 1996. The Commissioner's key role is to encourage the government to be more accountable for greening its policies, operations and programs. The Commissioner also assists the Auditor General with auditing of environmental and sustainable development issues.

The Commissioner provides parliamentarians with objective, independent analysis, and recommendations on the federal government's efforts to protect the environment and foster sustainable development. Specifically, the Commissioner has responsibilities in four main areas:
- Monitoring sustainable development strategies
- Audits and special studies
- Environmental petitions
- Annual Report to the House of Commons

•• World Summit on Sustainable Development, Johannesburg 2002

In the history of sustainable development, the 2002 World Summit on Sustainable Development is the most recent major activity organized by the United Nations. The purpose of the Summit was to review progress made by countries over the last 10 years by implementing *Agenda 21*.

2. THE THREE-COMPONENT MODEL OF SUSTAINABLE DEVELOPMENT

Several conceptual models have been developed to understand and implement the concept of sustainable development. The Canadian government generally uses the model developed by Sadler and Jacobs, who proposed a representation of sustainable development made up of three components - social, environmental and economical.

The *social component* of sustainable development involves meeting the basic needs of present and future communities and improving quality of life. Specifically, it means meeting the needs of a population in terms of health, education, individual aspirations and safety, and encouraging healthy lifestyles (physical activity, diet, hygiene, consumption) and cultural dialogue and sharing (language, arts, religion, traditions) so as to foster the emergence of a sense of individual freedom and collective responsibility. The *social component* of sustainable development also involves taking into account demographic trends (age, gender, cultural communities) in society's make-up and organization to ensure a balance in society and lasting communities.

Quality of life is indivisible from a quality environment from which we can draw resources on an indefinitely renewable basis. This means that a sustainable development initiative must take into account knowledge of local, regional and global environmental resources, their renewability and their status, before exploiting them further.

The *environmental component* involves the maintenance and sustainable use of all natural resources, and the preservation of biological diversity and ecosystems. Among other things, this means meeting the needs of the natural environment, which implies careful use of natural resources to ensure their sustainability, and committing to sound management of human activity to ensure it does not overtax the environment. That is why we attempt to ensure that mitigation and rehabilitation measures are developed for sites that are changed or damaged by development.

The *economical component* involves the sustainable management of human, material and financial resources to meet the material needs of as many people as possible. A project is economically sustainable if the goods produced or services provided adequately meet the actual needs of the population through the efficient use of the materials, energy and human resources required to produce them. This means taking into account the project's potential impacts on its environment in terms of human resources, functionality of businesses and flows of materials and resources among the regions.

As a result, the projects implemented to foster community development must take into account all of the community's needs and provide for multidisciplinary activities involving stakeholders from all sectors. Despite efforts to integrate the three components, a given project, because of its very objectives, will naturally lean more heavily toward one of the three components: socio-cultural, economical or environmental.

3. SUSTAINABLE DEVELOPMENT AND SUSTAINABLE COMMUNITY DEVELOPMENT

As mentioned earlier, one of the goals of sustainable development is to meet the needs of local populations. Compared with sustainable development, the concept of sustainable community development promotes greater involvement by communities in their development by stating that the needs must be explicit so that all parties have an appropriate role to play. That way, each stakeholder in the development process, such as the federal and provincial governments, RCMs, municipalities, businesses, community groups and citizens, must be involved at various levels, depending on the project. Using this approach, not only is the community encouraged to participate, it becomes the central player. As a result, sustainable community development can be defined in terms of a *community that participates actively in modelling its present and its future to ensure a better quality of life for existing and future generations by pursuing a shared and integrated vision of cultural, economical, environmental and social components*.

Given the role of communities, it is important to define them, although any attempt at defining community leads to debate fuelled by the vision of each government agency, department or program. The definition used in the context of sustainable community development is *a group of citizens within a geographic area (city, municipality, county, sectorial, locality, Aboriginal community, etc.), including communities of interests found within these boundaries (Anglophone community on the Lower North Shore, Aboriginals in urban settings, etc.) who have a sense of belonging to the group and who share the same vision*.

However, as defined here, a community does not have to be seen as isolated from other communities, but rather as being in solidarity with the greater society.

PART II
PRESENTATION OF THE PROJECT
ANALYSIS TOOL

1. PURPOSE

The Sustainable Community Development Task Force decided to develop a project analysis tool because its research and consultations had demonstrated that to apply the sustainable community development approach, federal departments must:
1. first, have a common vision of this approach,
2. have the desire to take joint action, and
3. finally, allow communities to assume leadership of their development.

2. GOAL AND RELEVANCE

The *Project Analysis Tool for Sustainable Community Development* is a tool for influencing and promoting sustainable community development. It assists in developing projects in a way that fosters sustainable community development. Among other things, it is used to assess the degree to which a project is consistent with the sustainable development vision of the community in question and to improve the project by setting sustainable development objectives.

Users can use the Tool to view the numerous concerns in their respective areas of activity more objectively and better determine the degree to which their directions are consistent with the community's sustainable development.

The Tool also helps bring together the various stakeholders during the project development phase to reaffirm the project's fundamental objectives and identify the directions they need to take to achieve sustainable development. The Tool thus facilitates common understanding of the project within the community.

3. METHODOLOGY

The *Project Analysis Tool for Sustainable Community Development* was developed under the supervision of the Sustainable Community Development Task Force mandated by the QFC. The Task Force first consulted several agencies working with the communities to determine what conditions the agencies believe are key to the success of a project and to enable communities to take responsibility for their own development.

After drafting the first version of the Tool, the Task Force asked community agencies and federal departments to test it by applying it to one of their projects. The test phase revealed that some aspect of the Tool needed review and that a User Guide would facilitate use of the Tool.

Under a cooperation agreement with Environment Canada, the consultants on the Ecoadvisory Chair team at the *Université du Québec à Chicoutimi* then helped develop the second version of the Tool and draft the User Guide.

The second version was also used in a test project. This time, only federal project officers were asked to participate, since the *Project Analysis Tool* is intended mainly for them. (This step has not yet been completed.)

Throughout the Tool development process, documentary research on sustainable development supplemented the information obtained via consultation and testing.

4.   USE

The *Project Analysis Tool for Sustainable Community Development* can be used at several levels in the project design process. It is particularly effective upstream, where it can be used as a guide in the development of a project.

The Tool can be used to guide public consultation before the project development phase even begins. The analysis chart can be used to identify the concerns of the citizens or clients in question, and the information gathered can then be used to determine relevant sustainable development objectives for the project.

At the project development stage, the Tool can be used to identify objectives essential to achieve sustainable community development for a given project type. By assessing the relevance of the project's sustainable development objectives, proponents or project officers can identify the priority objectives. After completing the relevance and performance checks for the three components of the analysis chart, proponents and officers will have an overall vision of the project and of the importance of the various components. Each project, based on its objectives, will have a predominantly socio-cultural, economical or environmental focus. However, the Tool described here may assist in developing the project such that it will focus on the community as a whole.

Project officers may offer the Tool to proponents to use at the beginning of the project development phase, before they have submitted their funding applications to federal agencies. If the officers cannot or do not want to provide the Tool to proponents, they can complete the analysis chart themselves once they have received the proponent's funding application. The officers then contact the proponents if they note significant deficiencies that they would like to have corrected.

When used at the beginning of the project development process, the analysis chart can guide users throughout implementation, and they can constantly reassess the degree to which the project is consistent with sustainable development objectives, and where necessary, refocus by implementing new measures. However, technical and socio-economical information on the project will have to be compiled to assess the degree to which objectives are achieved.

5.   LIMITATIONS

The *Project Analysis Tool for Sustainable Community Development* is used mainly to assess the degree to which a project is consistent with sustainable development objectives and improve the project as needed. As a result, some tasks cannot be completed using this Tool.

It is important to understand that the Tool does not provide a completely objective response as to the project's quality in terms of sustainable development. As a result, we advise using it within a multidisciplinary team. The complementarity of the users will result in a broader vision of the project and a more effective assessment of its strengths and weaknesses.

It should also be noted that the Tool is not designed for conducting public consultations and involving the public. These activities are essential to sustainable development projects and should be conducted using tools specifically designed for those purposes, although this Tool may facilitate them.

The relevance of the sustainable development objectives is different for each project and the analysis chart does not allow for just any comparisons. For example, a community garden project may be analysed using the chart just as effectively as a processing plant construction project. However, it would be inappropriate to compare the results of the two. Only similar projects can be compared or a project can be assessed against itself during implementation. In this case, it is the progression of scores rather than the original scores that matter.

The *Project Analysis Tool for Sustainable Community Development* does not replace an environmental impact assessment process. It would be inappropriate to use it for that purpose, given that the environmental impact assessment involves in-depth environmental investigation and does not necessarily address the socio-cultural and economical components that are essential to sustainable development.

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PART III
REVIEW OF KEY CONDITIONS
FOR PROJECT SUCCESS

1. THE COMMUNITY'S ORGANIZATIONAL CAPACITY

Conditions key to the success of sustainable development projects and sustainable development itself were identified through consultations with communities that have implemented various initiatives to foster sustainable development. Based on their experiences, development efforts will probably be more successful in a community that has the following characteristics:

•• It shares a common vision
The first step a community must take in its own development is to create and share a vision with all of its members. Establishing a common vision brings to light the values that are important to the community and provides community members with a chance to describe their view of an ideal future. This vision assists in defining the type of development the community wants to ensure quality of life for all its members, and ensure its survival.

•• It is willing to take charge
A community's development will be more effective if the motivation to make positive changes comes from the community's members rather than outside. Members will be motivated if they are made aware of the fact that external professionals and experts are not the only ones with all the solutions to their development problems. Community members are experts on their own community.

•• It has acquired leadership and joint action mechanisms
Successful development implies participation by all interest groups in a community. To channel the energy resulting from its diversity, the community must have a leader with the skills required to build trust and bring people together by helping the various interest groups find common ground using predetermined action and conflict-resolution methods.

•• It has defined a development plan and indicators
Planning is a process that helps members of the community translate their needs, aspirations and knowledge into action. Before moving to the action phase, a diagnosis of the community is needed, identifying its capacities, weaknesses, opportunities and the challenges facing it.

Monitoring activities during implementation of the development plan is also a major factor in the project's success. This may require that groups and individuals involved be more flexible and adaptable in solving problems and performing tasks as activities proceed.

Finally, a good development plan also requires identifying success indicators at the project design phase. The data gathered on the indicators can be used to assess the achievement of objectives more effectively.

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•• It is able to make decisions that integrate all sustainable development components: environmental, economical and socio-cultural

The principle of sustainable development means getting an overall picture of the community and finding solutions that incorporate the components of sustainable development. In practical terms, this requires that community members plan multidisciplinary activities and involve organizations from all sectors and numerous departments in various levels of government.

The more present these elements are, the more the community will be able to foster its own sustainable development. The community will be able to build its capacities by developing partnerships with complementary organizations or businesses.

2. PROJECT DEVELOPMENT

The experience acquired by communities shows that certain project-related factors are also keys to its success and to the success of sustainable development. Development efforts will probably be more successful if the project is developed and planned taking the following elements into account:

•• It meets a need and is a mobilizing initiative

If the project meets the needs expressed by the community or has a potentially positive impact on the community, it will be more easily accepted by community members and will increase the number of partners or their level of involvement. Its mobilizing effect will grow as individuals and groups become convinced that change is possible and are prepared to stimulate the interest and support required to start up or grow the project.

•• It is unique

Before implementing a new initiative, it is important to determine whether there are already projects in place aimed at remedying the identified problem. If some projects are already in the development phase or up and running, it would be better to pool efforts and resources by partnering with an existing project rather than implementing a parallel project.

•• It has the resources and expertise required to succeed

Before initiating the project, the community should prepare a realistic estimate of the resources and expertise required to see the project through to completion. There will be greater determination to succeed if a portion of the resources devoted to the project come from the community itself.

•• It enriches the community

Without underestimating the importance of realizing tangible benefits for many members of the community we need to remember that the community development process itself is enriching. In many cases, the process leads to community capacity building and promotes the inclusion of disadvantaged groups.

•• It takes potential obstacles into account

During project implementation, it will be easier to address problems if potential obstacles have been evaluated and ways for dealing with them have already been identified. The community's previous experiences can provide relevant lessons for the project under consideration.

•• It has multi-year funding

Projects that are part of sustainable development programs often take several years before generating positive results. In addition to seeking out multi-year funding, lending agencies must be convinced to renew their funding based not only on results, but on the recognition of lessons learned from the process itself.

(4) PART IV
ANALYSIS CHART

1. HOW TO USE THE ANALYSIS CHART

The analysis chart is based on the three-component sustainable development model used by the federal government. Each of the environmental, economical and socio-cultural components have objectives essential to sustainable community development.

The analysis chart has two functions. First, it is a reference tool that can be used to ensure that all the aspects and objectives of sustainable development are taken into account during the project development phase. Second, it can be used to determine the degree to which each sustainable development objective listed in the chart is relevant to the type of project in question, and to assess the project's performance against each sustainable development objective.

Relevance is used to determine the applicability of the various sustainable development objectives to the project in question, whereas the project's performance for each sustainable development objective is used to determine the degree to which the project meets each objective identified as relevant. To assess relevance and performance, quantitative values are assigned to each objective of the three components and to each component.

RELEVANCE

•• The relevance of the sustainable development objective

For **each sustainable development objective**, ask these questions: Is the objective relevant to this type of project? If yes, what is its degree of relevance?

Alone or in a team, assign a value of 0 to 3 to each objective listed in the analysis chart. Use the following rating guide.

Level	Description
0	The objective has **no relationship** to the project in question
1	It is **desirable** to consider the objective for this type of project
2	It is **necessary** to consider the objective for this type of project
3	It is **essential** to consider the objective for this type of project

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•• Relevance of the component

After determining the relevance of all objectives listed in the chart, calculate the overall relevance of each component. To do this:

1. add the relevance values assigned to the component's objectives and enter the total in box (A)

2. divide the total in box (A) by 30 and multiply it by 100.

This percentage reflects the degree to which the type of project is relevant to the sustainable development of the component in question.

PERFORMANCE

•• Positive performance

For **each objective relevant** to the type of project in question (those assigned a relevance value other than 0), ask this question: What is the project's performance with respect to this objective, or in other words, how does the project respond to this objective?

Again, alone or in a team, assign a value of 0 to 3 to each relevant objective. Use the following rating guide.

Level	Description
0	No activities are planned to meet this objective
1	The activities planned to meet another objective or other objectives will have indirect positive impacts on this objective but no explicit result is expected for this objective
2	Some activities are planned to meet this objective but the failure to meet the objective does not threaten the project's success
3	The activities for meeting this objective and the expected results are clearly identified. Achieving the expected results is important to the project's success.

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•• Negative performance

Once the sustainable development objectives have been identified and their performance has been evaluated, it is important to assess the negative impacts that the project may have on the various elements of society, the environment and economic activity. For non-relevant objectives (those with a relevance value of 0) and objectives with no planned activity (those with a performance value of 0), ask this question: Is there a chance that the project will negatively impact the component(s) of this sustainable development objective?

Assign a value of -3 to 0 to each of these objectives. Use the following rating guide.

Level	Description
-3	It is highly likely that there will be negative impacts on one or more components of this objective, and the project has no means for remedying the situation
-2	It is likely that there will be negative impacts on one or more components of this objective, and the project has no means for remedying the situation
-1	It is unlikely that there will be negative impacts on one or more components of this objective, but the project has little or no information to demonstrate that clearly
0	There are potential negative impacts on one or more of the components of this objective, but measures have been planned to remedy the situation The research shows that there are no potential negative impacts on one or more of the components of this objective Potential negative impacts are not an issue because there is no relationship between the objective and the project

ADDITIONAL SHEETS

User comments and areas for improvement can be listed on additional sheets. There is one additional sheet for each sustainable development objective. Project analysis is greatly facilitated by use of the sheets, particularly when the analysis is done by a multidisciplinary team.

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2.   OBJECTIVES OF THE ANALYSIS CHART

The following explanations for each objective in the three analysis chart tables are provided to gain a better understanding of their scope.

THE SOCIO-CULTURAL COMPONENT

•• SC1: Ensures the health of individuals

This objective consists of first examining the impacts that a project may have on the health of individuals.

On a secondary level, focussing more on sustainable development, it is important that individuals be made aware that health is a resource that enables personal growth and ensures mental-physical balance and the factors that affect optimal health. Using the sustainable development approach, communities can move beyond the individual-illness-response framework toward a culture of accountability and prevention.

•• SC2: Increases the level of education and basic training in the population

Improving education and training levels among all citizens is essential to their active participation in the community's social, economical and cultural life. This means taking action to ensure that all individuals achieve satisfactory education levels by offering instruction that is adapted to all groups. The ultimate goal is eradicating illiteracy and lack of basic education, which in itself is a huge step forward in fighting poverty and exclusion.

The globalization of markets, the speed and fluidity of communications, rapid developments in knowledge and technology, accelerated social change, employment and reintegration in the labour market and the increasing complexity of social life all require sufficient basic education and upgrading by all adults if they are to adapt to these realities.

•• SC3: Ensures equal access to housing for each person

First, this means ensuring access to decent housing and meeting the actual needs of each individual, regardless of their ability to pay. Housing is a basic need and everyone should have access to housing.

On a secondary level, focussing more on sustainable development: efforts must be made to improve housing quality and the external environment. These elements are essential to ensuring individual well-being and quality of life.

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•• SC4: Ensures personal safety[2]

This objective first requires assessing the project's potential impacts on the safety of individuals and their property. It is essential to ensure individual safety in all aspects of life, whether in terms of the workplace, transportation, food or recreation.

On a secondary level, focussing more on sustainable development: the community should aim for a feeling of collective and individual safety through preventive action that respects individual rights and freedoms.

Obviously, a safe living environment is an essential element of positive community development and individual quality of life

•• SC5: Encourages healthy lifestyles

People, particularly youth, should be aware of the importance of adopting healthy living habits, such as physical exercise, proper diet and good hygiene. These habits are key elements and have a direct impact on the physical and mental health of individuals. Adopting healthy living habits as early in life as possible will not only impact an individual's current state of health, it will ensure future health. There is no doubt that healthy living habits benefit society as well as individuals.

•• SC6: Fosters demographic and cultural balance within the community

Demographic and cultural balance is one of the elements that energizes and enriches the community with resources of all kinds. As a result, action must be taken to maintain or restore demographic balance in terms of age and gender and to promote the presence of cultural communities. A community will be more dynamic if it encourages the participation of all its constituent groups. This approach will ensure interaction among the generations and the transmission of cultural knowledge, and meet the specific needs of various groups in society.

•• SC7: Fosters equal access to recreation

Recreational activity is without a doubt essential to individual development, particularly among youth. It is important that every individual, regardless of their ability to pay, have access to parks and green spaces and be able to participate in sports or cultural events. Recreation has a positive impact on the physical and mental health of individuals and helps strengthen relationships among people in the community.

It is essential that recreational development respects natural habitats[3] and the environment.[4]

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[2] **Safety:** State in which the risk of harm (to persons) and damage is limited to an acceptable level (Quality management and quality assurance: vocabulary, 2nd edition, Geneva, ISO, 1994).

[3] **Habitat:** The ecological framework to which living species have adapted (Panel on the Ecological Integrity of Canada's National Parks). The terms habitat, biotope, station and ecological niche should be differentiated because they are often confused. Habitat is home to a species. Biotope is home to a biocenose. Station is a botanical term and related to plant species. Ecological niche is a concept meaning the place occupied by a species in its habitat, including the particular set of circumstances (chemical, physical and biological), that enables it to survive (The Nature of Canada: a primer on spaces and species/development team, Pamela Blackstock et al. Environment Canada, ©1993).

[4] **Environment:** The surroundings in which an organization operates, including air, water, land, flora, fauna, natural resources, humans and their interrelations (http://www.cra-arc.gc.ca/agency/sustainable/environment-e.html; reference: ISO 14001:1996).

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•• SC8: Fosters equal access to and proximity of services

Access to and proximity of services are key factors in helping citizens fully participate in the life of the community and in helping seniors to live in their communities as long as possible. The services in question are those relating to physical and mental health, as well as social services, such as housing, employment, training, diet and transportation. This means taking necessary action to ensure that there are enough services to meet the growing needs of an aging population and that they are geographically located in proximity to each person.

•• SC9: Increases the sense of belonging to the community

A sense of belonging to the community is required to enhance solidarity among citizens and create a dynamic community. This sense of belonging is characterized by the belief that the individual can rely on the community's support and can contribute to the community based on his or her own personal aspirations. Communicating the key directions that affect citizens and the willingness of local leaders to involve citizens in decision-making will help increase this sense of belonging.

•• SC10: Develops a balance between individual freedom and individual responsibility to the community

Developing a balance between individual freedom and responsibility to the community encourages plurality and democracy and fosters tolerance within the community. It is important that citizens be made aware of the need for a balance between the exercise of individual freedom and the responsibility each individual has to the community. For most people, individual freedom is a key element in the definition of quality of life. However, freedom will be fully realized and function in harmony within society only if individuals know at which point their responsibility to the community begins. This may contribute to the development of sound public policies.

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THE ENVIRONMENTAL COMPONENT

•• EN1: Fosters the careful use of non-renewable resources

It is preferable to use renewable rather than non-renewable resources, which will inevitably be depleted. However, renewable resources must be used judiciously, meaning below their renewability threshold.

A resource is renewable if it can be exploited repeatedly without being depleted. Water, wind, tides and geothermal, and solar energy are all renewable resources. A living resource such as wildlife[5] or vegetation is potentially renewable if exploited based on a certain renewability threshold that exploitation must not exceed. In the absence of information on the threshold, the precautionary principle[6] applies.

•• EN2: Limits the use of non-renewable resources

Non-renewable natural resources[7] must be used efficiently. This means taking steps to limit use so that future generations can continue meeting their needs.

•• EN3: Promotes the production and use of recyclable, reusable or biodegradable materials and the recovery of those materials

The use of recyclable and reusable materials reduces energy consumption and the need for raw materials to produce goods and services, as well as the amount of waste burdening the environment once those materials have reached the end of their useful life. The same is true for biodegradable products, which are incorporated back into the environment more rapidly.

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[5] **Wildlife :** Undomesticated animals living in the wild. (Ottawa, Public Works and Government Services Canada, Translation Bureau, c1997).

[6] **Precautionary principle:** Where there are threats of serious or irreversible environmental damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation (*Canadian Environmental Protection Act, paragraph 2.(1)(a)*).

[7] **Natural resources:** Biotic and non-biotic elements of the Earth, as well as various forms of received energy (solar energy) or energy produced without human intervention (tides, wind). Types of resources are: renewable resources via reproduction (living organisms) or via biogeochemical cycles (water, carbon, nitrogen); non-renewal resources (deposits); and permanent resources (solar energy). (Vocabulaire de l'environnement / published by the *Conseil international de la langue française with the Ministère de la qualité de la vie.* - Paris : Hachette, 1976).

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•• EN4: Reduces pollutants that affect air, water and soil quality and the biosphere[8] in general

Polluting emissions[9] (GHG, POP, ODS, heavy metals), which we know affect the biosphere on a global basis, must be minimized. Global environmental changes may have major impacts on maintaining the quality of human life.

Persistent organic pollutants (POP)[10] are a toxic legacy for future generations because of their propensity for bioaccumulation[11] and biological magnification. Any project should aim at preventing the production or emission of POPs and where feasible, they should be destroyed safely.

•• EN5: Limits factors that constitute nuisances or affect the quality of life or health

During the project analysis phase, specific attention should be given to activities that generate nuisances (such as dust, noise and odours) and can affect the quality of life of neighbouring populations, based on the density of those populations and their degree of vulnerability. The use of such activities should be avoided or, at the very least, minimized.

•• EN6: Preserves biological diversity[12] of wildlife and fauna and their habitats and fosters the recovery of endangered species

Biodiversity is important not only for its intrinsic value but also for the invaluable services it provides to ecosystems and humanity in ensuring safe water, clean air, the maintenance of critical nutrient cycles, flood control, pest control, crop pollination, and the production of compounds. The diversity of biological forms is a factor in the stability and adaptive flexibility of living organisms[13] and also meets genetic, dietary or aesthetic needs for a community. Biodiversity includes diversity within a single species (genetic diversity), diversity among species (species diversity) and ecosystem diversity.

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[8] **Biosphere:** That part of the earth and atmosphere capable of supporting living organisms (Glossary of Forestry Terms, The State of Canada's Forests).

[9] **Emissions:** Waste substances released into the air or water (Glossary of Forestry Terms, The State of Canada's Forests).

[10] **Persistent organic pollutants:** POPs are chemicals which exist in the environment for long periods of time, can concentrate and accumulate in the food chain and can travel great distances through the atmosphere (Health Canada, http://www.hc-sc.gc.ca/hecs-sesc/tsri/pollutants.htm).

[11] **Bioaccumulation:** The process whereby certain toxic substances collect in living tissues, thus posing a substantial hazard to human health or the environment (Environmental Glossary, edited by G. William Frick, Washington: Government Institutes, 1990).

[12] **Biological diversity (biodiversity):** The variability among living organisms from all sources including, inter alia, terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are part; this includes diversity within species, between species and of ecosystems (Convention on Biological Diversity, Article 2, Use of Terms).

[13] **Organism:** A living being or form of life that is a cell or is composed of cells (Caring for the Earth: A Strategy for Sustainable Living (supra)).

●● EN7: Fosters the health and integrity of ecosystems[14] and natural and cultural landscapes[15]

The natural environment is essential to support life on the planet and the maintenance of this capacity in the long term is based on its degree of integrity. Ecosystems are most productive when they are in good health. Moreover, unaltered ecosystems and natural landscapes, including those shaped by human activity, contribute to human well-being.

●● EN8: Adopts the precautionary principle with respect to environmental and health risks

When planning projects, it is important to assess the project's potential impacts and risks to the environment and to human health. However, the probability and scope of environmental risks, like the supportive capacity of natural environments, cannot always be determined with certainty. It is important not to wait to achieve absolute certainty before acting but rather to apply the precautionary principle.

●● EN9: Manages residual materials from human activities in a way that respects the environment

Residual materials are an inevitable result in the production of goods and services, and are sources of pollution[16] or nuisances for the natural environment. The productivity of the environment in question may be affected by them, as may be the health and well-being of humans. A project should include effective means for managing residual materials and any other type of product, substance or factor that could adversely affect the quality of the environment. This objective involves reducing all outputs[17] from project activities.

●● EN10: Where possible, mitigates or minimizes environmental impacts

The destruction or deterioration of environmental components may be inevitable during the project. To maintain the long-term productivity of the natural environment, these losses should be mitigated through measures for replacing this productivity by creating a similar environment elsewhere or enhancing the productivity of an existing environment.

THE ECONOMICAL COMPONENT

●● EC1: Seeks profitability from a perspective of viability

If a project is to be financially profitable from a sustainable development perspective, it must have solid foundations in terms of financial statements and management quality. Moreover, from a viability perspective, it must seek to increase the competitive edge of each community and assist them in acquiring new assets to derive greater benefit from development opportunities that will ensure their viability.

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[14] **Ecosystem:** A functional system including the organisms of a natural community (the biocoenosis) together with their environment (the biotope), and in which a cyclic interchange of materials and energy occurs because of the interaction occurring between those organisms and their environment. (Jacob, Hélène, Public Works and Government Services Canada, Translation Bureau - Scientific and Technical Division - Montreal).

[15] **Landscape:** Areas of land that are distinguished by differences in landforms, vegetation, land use, and aesthetic characteristics. (Glossary of Forestry Terms, The State of Canada's Forests).

[16] **Pollution:** Any unfavourable alteration of the physical, thermal, biological or radioactive properties of any part of our surroundings, wholly or largely as a by-product of man's action, through direct or indirect changes in energy patterns, radiation levels, chemical and physical constitution, etc. (Jacob, Hélène, Public Works and Government Services Canada, Translation Bureau - Scientific and Technical Division - Montreal).

[17] **Outputs:** Matter resulting from a process and which must be released into the environment (smoke, residual materials, liquids and surplus heat).

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•• EC2: Tends toward balanced work force supply and demand

It is essential to provide employment to all working-age citizens and thus ensure that all individuals can support themselves. To achieve this, communities have to facilitate activities that will prevent work force surpluses or shortages, and ensure that disadvantaged groups have the support they need to enter the work force. In addition to balancing supply and demand, communities have to help interested individuals pursue activities and find occupations that will allow them to use their skills to support themselves.

•• EC3: Develops and promotes professional competencies

Developing and promoting professional competencies are key variables in economic development within a knowledge-based society like ours, with steadily growing competition and constant technological change. This requires employers to participate in their employees'continuous learning process and providing them with opportunities to put their acquired skills to use. Training and development are leveraging activities enabling employees to adapt to numerous changes. Promoting and sharing competencies encourages creativity and innovation within companies.

•• EC4: Offers a positive work environment and healthy working conditions and fosters participative management by employees

A clean and safe work place, respect among employers and employees and working conditions that enable a healthy work-life balance in terms of benefits, job status and work schedules are among the elements most sought after by workers. Effective management of human resources by employers not only affects quality of life for workers and their families, it tends to increase worker motivation and as a result, the company's productivity.

Employee participation in the decision-making process can make a company more dynamic. Companies should involve their employees by consulting them more often and adopt an attitude characterized by active listening, empathy and concern for obtaining as much information as possible. A clearly-stated vision that is shared with employees, shared values and constant review of work methods are key to mobilizing employees to achieve a common goal. Employees are the heart of any business and as such are able to determine what may affect the organization or constitute a valuable development opportunity.

•• EC5: Promotes the development and use of sustainable technological innovations

This involves encouraging ongoing development of technological innovations in all areas of the economy, while ensuring that they are favourable to sustainable development. There is no doubt that the development or ongoing use of new technology enhances productivity. However, innovation that includes a concern for sustainable development may also improve a company's competitive edge by making it easier to recruit clients with environment - and equity - related requirements.[18]

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[18] **Equity:** Fair distribution of the costs and benefits of human activity between people.
Its two components are intergenerational equity and current equity between people or groups of people.
(*A Guide to Green Government* - http://www.sdinfo.gc.ca/reports/en/ggg/guide_c_5.cfm).

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•• EC6: Ensures the quality, viability and safety of products and services

The willingness to provide high-quality, viable and safe products and services is a step in the right direction in meeting the actual needs of individuals rather than catering to a consumer-driven society made possible by low-cost production. Manufacturers and service providers should develop their products based not only on profitability but on a concern for environmental protection and consumer satisfaction. A sustainable product will be renewed less quickly and thus have a positive impact on waste reduction.

•• EC7: Offers complete information on products and services and provides recourse and feedback mechanisms for consumers

Complete and meaningful information is essential to ensuring that consumers enjoy their products and services in full. Manufacturers and service providers should provide appropriate information on the use and maintenance of their products and offer effective after-sale service. Also, providing recourse and feedback mechanisms for consumers should be an integral part of any process to ensure that consumers derive maximum satisfaction and to safeguard their rights. It is also important that the community ensures that consumers are aware of and can readily access recourse mechanisms if they are dissatisfied or believe that their rights have been violated.

Consumer and producer strength are necessarily imbalanced, and marketplace transactions are characterized by the disproportionate information and financial resources available to each party and by the imbalance in their technical and legal abilities.

•• EC8: Encourages buying locally and hiring of local people

Putting the local market first stimulates the community's development and economic diversification, increases its autonomy, and impacts hiring as well as the supply of raw materials and purchase of consumer goods. It also helps protect the environment by minimizing the transport of people and goods.

•• EC9: Fosters diversification of the industrial structure

Regional diversification of the industrial structure provides communities with access to a range of the services they need and shelters them from the vagaries of an economy that is dependent of a single sector. A diversified industrial structure also fosters multidisciplinarity in skills and varied job opportunities. Moreover, the adoption of an industrial diversification approach minimizes the risk of unfair competition generated by giving public funds to businesses.

•• EC10: Fosters the emergence of related businesses

The emergence of related businesses, upstream and downstream, helps create synergy among businesses and makes the community more dynamic from a financial perspective. With the creation of industrial clusters, businesses are able to ensure that their activities are economically, environmentally and socially complementary.

3. INTERPRETING THE QUANTITATIVE RESULTS OF THE ANALYSIS CHART

The information below is based on logical deduction, not on science or long experience. The quantitative values are designed solely to facilitate decision-making and maintain a focus on sustainable development. The information should therefore be used only to enhance projects.

RELEVANCE

It is important to ensure that a certain number of sustainable development objectives are applicable to a sustainable development project before initiating it and before assessing project performance against these objectives. Relevance is assessed to determine the degree to which the various sustainable development objectives apply to the type of project in question.

Based on whether the project has a predominantly economical, environmental or socio-cultural focus, it should obtain a relevance level of at least 50% for the predominant component to be considered consistent with a certain number of objectives in the less dominant components. If these thresholds are reached, it may be concluded that a project is fully consistent with a sustainable development approach.

At first glance, it may not be relevant to incorporate one of the components within the project. If that is the case, we first recommend reviewing the project within a multidisciplinary team to explore all means for enhancing the project. If the project cannot be improved to incorporate the missing component, the team must acknowledge that this type of project does not address all sustainable development components. If the review shows that the project does not negatively impact certain elements of the missing component, it can be concluded that it is partially consistent with a sustainable development approach because two of the three components are relevant.

PERFORMANCE

Performance in achieving the sustainable development objectives indicates the degree to which the planned project implements specific activities to achieve each of the objectives identified as relevant for the type of project in question. The assigned ratings have no scientific value but may assist in identifying aspects of the project that require improvement.

Users should give priority to review aspects of the project that may negatively impact certain components of the socio-cultural, environmental or economical environment.

Also, for each objective, users should compare the relevance value with the performance value, and aim for a certain degree of balance between the two. Activities for the following objectives should be enhanced by prioritizing those with the greatest variances:

◆   Objectives with a relevance value of 3 and a performance level below 3.
◆   Objectives with a relevance value of 2 and a performance level below 2.
◆   Objectives with a relevance value of 1 and a performance value of 0.

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Canadian Environmental Assessment Research Council (CEARC), 204 pages

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Et grille de développement durable
Revue 2001 and 2003 UQAC, 39 pages

WEB SITES ON SUSTAINABLE DEVELOPMENT

Key Internet references for information on sustainable development at the local, regional and national levels.

◆ **Canadian Environmental Assessment Agency**
Environmental assessments
http://www.ceaa.gc.ca

◆ **Commissioner of the Environment and Sustainable Development**
- General information on sustainable development
- Sustainable development strategies of federal departments and agencies
http://www.oag-bvg.gc.ca/domino/cesd_cedd.nsf/html/menu6_e.html

◆ **Human Resources and Skills Development Canada**
Community development
http://www.hrsdc.gc.ca/asp/gateway.asp?hr=en/epb/sid/cia/comm_deve/community.shtml&hs=cyd

◆ **Rural development**
http://www.rural.gc.ca/rural-dev/index_e.phtml

◆ **Environment Canada**
- General information on sustainable development
- Enforcement of environmental legislation
- Pollution prevention
- Endangered species
http://www.ec.gc.ca

◆ **Natural Resources Canada**
- Sustainable forest management
- Energy efficiency
http://www.nrcan-rncan.gc.ca

◆ **Public Works and Government Services Canada**
Going green in government
http://www.pwgsc.gc.ca

◆ **Vivre les changements climatiques, l'effet de serre expliqué (Living with climate change: the greenhouse effect explained)**
http://www.changements-climatiques.qc.ca