

Board Resources and Development

Governance Services Branch

**Community Capacity
Development
Framework for
Child and Family
Services Authorities
(CFSAs)**

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Children and Youth Services

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Approvals

1. This document was originally approved by the Assembly of Co-Chairs in September 2007.
2. This revised version was approved by the Assembly of Co-Chairs in February 2011

INTRODUCTION

This document provides a framework for Alberta Children and Youth Services (Ministry) community capacity development that will assist Child and Family Services Authorities (CFSAs) in carrying out their community capacity development responsibility and in determining related community engagement strategies.

Much of the work the Ministry is involved in requires significant community support for success. Community capacity is a key concept in our work. A common understanding of the concept and identification of the ways to achieve it are critical.

Ministry Direction on Community Capacity and Community Engagement

Ministry statements about community capacity are as follows.

- “Communities will have the capacity for shared planning and delivery of services that promote the well-being of children, youth and families” *(from Goal 5 of the ACYS Business Plan)*.
- CFSA Chief Executive Officers (CEOs) are responsible for “effectively engaging community and non-government organizations in developing the capacity in the community to share in the delivery of ACS services” *(from the Memorandum of Understanding between the Minister and CFSAs)*.

Ministry statements about community engagement as a strategy for developing community capacity are as follows.

- One of the responsibilities of the CFSAs is “facilitating community engagement as a means of enhancing community capacity for the shared planning and delivery of services.” *(from the Memorandum of Understanding between the Minister and the CFSAs)*.
- One of the responsibilities of the Minister and the CFSAs is to champion “developing and providing programs and services for children, families and members of the community using community engagement as a means to a collaborative approach and in a manner that acknowledges and respects the diversity of culture in Alberta” *(from the Memorandum of Understanding between the Minister and the CFSAs)*.
- One of the responsibilities of the Minister and the CFSAs is to champion “developing and providing programs and services for Aboriginal peoples that reflect their values, beliefs and customs in a respectful and collaborative manner, and using community engagement as a means to a collaborative approach” *(from the Memorandum of Understanding between the Minister and the CFSAs)*.

Under the CFSA Core Governance Policies CFSA boards have a responsibility to the community, namely:

1. Provide a connection between the community and the Ministry at the governance level.
2. Ensure strategies are in place to involve children, families and other members of the community in furthering the vision, mission and goals of the Ministry and to inform them on Ministry and CFSA plans and priorities.
3. Publish the annual report for the Authority.
4. Ensure that capacity building within families in the community is a priority for the Authority.
5. Develop strategic alliances and/or partnerships at the governance level to support the CFSA Business Plan.

The three-year Children and Youth Services Business Plan contains strategic priorities, goals and strategies related to community capacity and community engagement.

In addition, the Community Engagement Guide provides a common template to better plan, deliver and track progress in developing strategies for community engagement as a means to enhancing community capacity for shared planning and delivery of Ministry services (*Adapted from the Community Engagement Guide*).

A COMMON UNDERSTANDING OF CONCEPTS

Capacity

A simple definition of the term “capacity” has been provided in the community development literature:

“Capacity is simply the ways and means needed to do what has to be done. It is much broader than simply skills, people and plans. It includes commitment, resources and all that is brought to bear on a process to make it successful. ... Capacity, or the lack thereof, is reflected in the people, economy, environment, culture, attitude and appearance of the community.”¹

When determining the “capacity” of communities to share in the planning and delivery of services, the Ministry will consider the following as indicators of community capacity – people and organizations have:

- skills, knowledge, authority and/or means;
- motivation and willingness;

¹ F. Frank and A. Smith, “The Community Development Handbook – A Tool to Build Community Capacity”, Human Resources Development Canada (HRDC), 1999

- ability to identify opportunities and related initiatives;
- resources to carry out the initiatives, namely:
 - human (workers and leadership),
 - financial, and
 - infrastructure (buildings, equipment, access, and organizational structure);
- commitment to plan and carry out the initiatives, including policies and allocation of resources which make this possible; and
- commitment to ongoing assessment of the initiatives (planning, implementation and results), and a culture of adaptation to changing circumstances.

Community

We identify our community based on the following components:

- ***communities of location, namely:***
 - our geographic boundaries (i.e., CFSA regions and province of Alberta);
 - municipalities within each CFSA region;
 - Métis Settlements (which comprise one of the CFSA regions);
- ***communities of interest within the geographic boundaries, namely:***
 - children, youth and families who receive or benefit from Ministry services;
 - other ministries and levels of government;
 - providers of services to children, youth and families (including Delegated First Nations Agencies, and the Métis Nations of Alberta);
 - groups addressing issues/needs faced by, or promoting the well-being of, children, youth and families;
 - groups addressing specific issues/needs relating to the well-being of Aboriginal children, youth and families; and
 - groups addressing specific issues/needs relating to their community's culture and the well-being of their children, youth and families.

While communities of location share common boundaries, communities of interest share a common interest or concern with the Ministry in the well-being of children, youth and families. At the network/sector level, this interest or concern will relate to the core businesses of the Ministry.² At the larger “quality of life” system level, this interest or concern may relate to poverty, housing, health, education, and other matters which impact on the well-being of children, youth and families.

Capacity Development and Sustainability

A review of the literature and government websites was conducted. There is a growing body of literature focussing on capacity development. For example, the International

² Promoting the development and well-being of children, youth and families; keeping children, youth and families safe and protected; promoting healthy communities for children, youth and families.

Institute of Sustainable Development provides research and literature on sustainable development, and links to other organizations involved in sustainable capacity development.

The description of capacity development that best fits for the Ministry follows.³

- Capacity development refers to the approaches, strategies and methodologies used to improve performance at the individual, organizational, network/sector or broader system level.
- The objective of capacity development is to:
 - enhance, or more effectively utilize, skills, abilities and resources;
 - strengthen understandings and relationships; and,
 - address issues of values, attitudes, motivations and conditions in order to support activities in a sustainable manner.

As can be seen above, capacity development must be sustainable. The most used definition of sustainable development comes from the World Commission on Environment and Development.⁴

“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It contains within it two key concepts:

- *the concept of needs...; and*
- *the idea of limitations imposed by the state of technology and social organization on the...ability to meet present and future needs.”*

Sustainable capacity development enables initiatives to continue [with the necessary adaptations] for a long time. Key elements of sustainable capacity development for the Ministry follow.

- It relies on continuous and meaningful consultation with community stakeholders, and the relationships that are developed.
- It requires community ownership of services and programs, and the ongoing ability to carry on initiatives without sole reliance on Ministry funding.
- It requires the support of political leaders and organizations that control the political and economic environment in which ongoing work or new initiatives are occurring.
- It calls for continuous cycles of planning, implementation and assessment.
- It calls for continuous adaptive approaches to changing circumstances (including designing policies that can adapt to unintended impacts and unanticipated occurrences).

³ Adapted from Bolger, “Community Development: Why, What and How” CIDA Capacity Development Occasional Series, Vol. 1 (1), May 2000.

⁴ World Commission on Environment and Development (WCED). Our common future. Oxford: Oxford University Press, 1987 p.4

A COMMON APPROACH TO MINISTRY COMMUNITY CAPACITY DEVELOPMENT

The Goals of Ministry Community Capacity Development

Based on the earlier-noted premise that sustainable community capacity can be improved over time, the immediate community capacity development goal of the Ministry is that communities will have the capacity for shared planning and delivery of services that promote the well-being of children, youth and families (*from Goal 5 of the 2007-10 ACS Business Plan*). How do we carry out this immediate goal?

The Ministry Business Plan provides an explanation of what Goal 5 means and the expected outcomes. The explanation and expected outcomes are set out below.

“Children must have safe places to learn, grow and thrive outside the home, and a strong connection to family and community. The Ministry works in partnership with Albertans to build on the unique capacity of communities to deliver the right services for children, youth and families, in the right place, and at the right time.”

“Expected Outcomes: Communities are responsive to issues/needs faced by children, youth and families. Children, youth and families participate in decisions that affect them.”

How CFSAs Participate in Building Community Capacity

Ministry discussions about community capacity development and community engagement have focused on the importance of leveraging the talents, resources and skills of people in the community, in order to increase the collective focus and work for social change to improve outcomes for children youth and families. CFSAs recognize that change takes time and patience and that a single approach will not respond most effectively to unique regional or cultural situations (*Adapted from the Community Engagement Guide*).

During conversations at CFSA/CEO meetings, it has been noted that the Ministry participates in developing community capacity in three ways.

- **Through the direct delivery of Ministry services.** We provide the leadership and direct funding for activities related to the core businesses of the Ministry. We provide information, and consult when planning and delivering these services.
- **As partners.** We act as facilitators/leaders/participants on issues affecting the delivery of services that are related to the core businesses of the Ministry. We provide leadership in developing partnerships that lead to the provision of services/programs in a sustainable fashion (multiple funding sources).

- **As supporters.** We participate in activities that will benefit the community and/or specific partners where the matter being addressed relates to issues and needs faced by, or promotes the well-being of children, youth and families. We participate in these activities, even though the matter is not directly related to the core businesses of the Ministry, as part of our contribution to the larger “quality of life” system (as time and resources permit).

CFSA's engage in these activities as part of the way the Ministry does its work. Hence, the need to develop a common language that more explicitly describes how we do our work and to develop a sense of shared priorities.

What Does the Ministry Community Capacity Development Goal Mean for CFSA's?

The CFSA's are part of their communities and are involved in the planning and delivery of services related to the core businesses of the Ministry, both directly and through partnerships within their regions. Where time and resources permit, the CFSA's also provide support to community endeavours focusing on issues related to the needs of, or promoting the well-being of, children, youth and families.

As mentioned in the previous section, these activities can be categorized as follows: through the direct delivery of Ministry services; as partners; and as supporters. Over time, activities that initially start under one category may change in nature and migrate into another.

Through the direct delivery of Ministry services

- When planning programs or services, the CFSA's share public information and consult with the children, youth and families who receive or benefit from Ministry services and with other interested members of the community (*from the Child and Family Services Authorities Act*). CFSA's seek community advice for business and strategic planning.
- When delivering services, the Ministry and the CFSA's consult and jointly plan with other interested providers of services to children, youth and families to determine the most effective services and methods of delivery.
- Where the most effective program and method of delivery involves another service provider:
 - the CFSA's may contract with the service provider to deliver Ministry programs within their regions; and
 - the CFSA's may share in developing policies and programs and committing resources to carry them out.

- In all of these cases, CFSAs:
 - assess their work and relationships in light of the specific activities,
 - consider the information obtained in planning and implementation decisions, and
 - ensure that the information they obtain and the resulting actions taken are shared with the Ministry, and with the people and organizations we consult and interact with.

As partners

- The Department and CFSAs follow the Community Capacity Development Framework.
- The Department and the CFSAs can choose from different levels of community engagement when seeking and participating in partnerships that will facilitate sustainable services related to the core businesses of the Ministry.

When seeking partnerships, CFSAs:

- share information about our work or emerging issues that affect children, youth and families; and
- consult with communities to exchange relevant information.

When participating in partnerships, CFSAs may:

- plan joint activities in which the parties develop ideas and find common ground on issues and challenges; and
- share decision making in developing policies or programs, and committing resources to carry them out.

As supporters

- Where time and resources permit, CFSAs may provide information and advocacy (i.e. verbal support, encouragement, sponsorship or promotion) for community endeavours focusing on issues related to the needs of, or promoting the well-being of, children, youth and families. This is in recognition that, although our core businesses are currently at the network/sector system level, we are part of a larger quality of life system – the well-being of children, youth and families is also impacted by income, education, health, and other factors beyond our immediate core businesses.

What is the CFSA Governance Role in Community Capacity Development?

Just as the governance role of the boards differs from that of the CEOs in carrying out the responsibilities of the CFSAs, so does their role differ in relation to community capacity development. However, the following factors are important for community capacity development to be successful at both the governance and operations levels.

- **Strong partnership between the board and the CEO.** Information must be shared both ways about activities being planned, progress on initiatives underway and the results of activities/initiatives that have been completed.

The board's own community capacity development activities must be governance focused. Although operational community capacity development activities are led by the CEO, the board's role in this context is to support the CEO.

- **Setting priorities.** There is no end to the number of activities boards and CEOs could set out to do when it comes to community capacity development. Given that they have limited time and resources, it is essential for boards and CEOs to maximize their impact by focusing on the respective areas where they can make the most difference. Otherwise, they could find themselves making no progress.
- **The right formula.** Past experience has shown that CFSAs have had the most success when they have focused on a particular issue that the community is interested in and for which community organizations are eager to achieve a similar outcome, and when governance and operations work together within their respective roles.

The governance role in community capacity development consists of three components: planning; carrying out the planned activities; and monitoring and reporting.

Planning Community Capacity Development Activities

Before discussing the boards' role in planning specific community capacity development activities, it is important to first look at the boards overall role in business and strategic planning.

- Boards receive information from a number of sources, including but not limited to:
 - reports from board members about issues and trends in their communities;
 - reports from the CFSA public consultations with communities and service recipients;
 - the annual environmental scan prepared by the department; and
 - monitoring reports presented by the CEO.

- Boards use all of this information to identify regional strategic priorities. In turn, the regional priorities are used to inform both the CFSA and the Ministry Business Plans. The CFSA Business Plan is prepared by the CEO based on the direction from the board, and approved by the respective boards. The Ministry Business Plan is prepared based on input from all the Ministry stakeholders.
- Following the development of the CFSA Business Plan, the CEO then prepares an Operational Plan, identifying operational activities to achieve the CFSA Business Plan strategies, including operational community capacity development activities. The Operational Plan is provided to the board for information and comment, and forms the basis for ongoing reporting to the board on CFSA performance.
- Following the development of the CFSA Business Plan, the boards develop their annual board work plans which incorporate governance activities that will assist in achievement of the CFSA Business Plan, including community capacity development activities. The board work plan serves to focus the board and to create stability/sustainability in the board's work.

The governance community capacity efforts should support the work of the CFSA region in achieving the CFSA Business Plan goals. When planning governance focused community capacity development activities in relation to board work plans, boards should consider the steps that follow. The first two steps may have already been completed in connection with the overall business and strategic planning exercise.

- Identify specific **issues and trends** affecting children, youth and families in the region that might be addressed through community capacity development activities.
- Identify the top one to three desired **outcomes**/anticipated results that might be addressed through community capacity development activities. These desired outcomes/anticipated results will be in relation to the selected issues and trends. (Where boards are not able to speak to specific outcomes, they might instead speak to anticipated results.)
- Identify which **governance** focused community capacity development **activities** will be carried out in the coming year(s) in light of available time and resources. Prioritize based on:
 - the capacity of the CFSA board to address these issues and trends;
 - issues and trends that the community is also interested in and for which community organizations are eager to achieve a similar outcome;
 - cost-benefit; and
 - any emergent issues identified by the CFSA board.

Carrying Out Governance Focused Community Capacity Development Activities

How a CFSA board carries out governance community capacity development activities is a decision best made by each board. In carrying out these activities:

- Any board collaboration with outside agencies will be governance to governance.
- CFSA boards will follow established protocols when engaging with Aboriginal communities.
- CFSA boards will follow appropriate protocols when engaging with culturally diverse communities.
- There may be times when two or more CFSA boards can collectively approach common issues and carry out common activities. This work can also be facilitated through the Assembly of Co-Chairs when a majority of CFSA boards are interested in the same topic.

In addition to understanding the issues and challenges in the region, the board is aware of additional important facets – such as the fiscal, geographic, and political circumstances – that help to direct the board in determining how/where they can maximize their impact. For example, in finding a method of networking that works best for them, questions the board may explore include:

- What partnerships need to be established, and should they be formal or informal?
- Do we need a governance network?
- Should we participate in multi-disciplinary forums?
- When, how, and for what purpose do we want to communicate with geographic communities and communities of interest? (e.g., Reasons for communicating with communities might include keeping geographic communities informed or finding champions to tackle an issue.)

Some effective practices used by CFSA boards in relation to community capacity development follow.

- Community mapping may be a good way to gather information about population demographics, service/agencies within a region, and issues that will have an impact (e.g., employment, housing statistics). Boards can gain insight into the organizations and services that exist, and where there are overlaps or gaps in service. However, community mapping requires a great deal of work and boards are sometimes unsure of next steps when there is no viable funding available.
- One board formalized its relationship with a number of other community organizations through the establishment of:
 - a Linkages Committee, which is the governance link; and
 - a Joint Action Committee, which is the operations link and reports to the Linkages Committee.
- Another board held meetings throughout the region and invited key stakeholders and partners.

- A number of boards host ‘information’ or ‘in-service’ sessions as part of their board meetings. These sessions can be tied into a particular board outcome related to community capacity development.
- Identify specific actions to be taken in carrying out the governance focused community capacity development actions, the persons and committees responsible, and timelines.
- At the CEO’s request, provide support in CEO-led operational community capacity development activities.
- Follow through with the agreed upon activities.
- Where the boards use community engagement initiatives as a means to increase community capacity, the persons or committees responsible for carrying out the initiative should use the Community Engagement Template for planning and monitoring their work (Reference: Community Engagement Guide 2007).


Reporting and Monitoring

Boards should review the actual results of their governance community capacity development activities against the desired outcomes/anticipated results. This is done through the receipt of periodic progress reports (in connection with board meetings or at least annually) from persons or committees responsible for carrying out the activities. Reviewing the results of governance community capacity development activities against the desired outcomes/anticipated results assists boards in assessing the effectiveness of their community capacity development work as part of monitoring their performance. Reflecting on results achieved will inform boards about activities that were successful and strategies that may be more effective.

Boards should also share information relating to their community capacity development activities at a ministry level. A common reporting format could include the following elements:

- issues affecting children, youth and families in the region that were addressed through governance community capacity development activities;
- desired outcomes/anticipated results;
- governance activities that the board carried out to achieve the desired outcomes/anticipated results; and
- the results achieved.

A suggested common reporting template is attached as Appendix A.



Some examples of information sharing at a ministry level are:

- in the governance section of the CFSA Annual Report (as part of board accountability); and
- with other CFSA boards through the Assembly of Co-Chairs (as part of CFSA sharing of effective practices).

Developing board member skills

Certain skills and knowledge will help boards to be as effective as possible in the area of community capacity development.

- In addition to various backgrounds, skills and abilities, board members are appointed because of their experience with governance boards and their close connection to their communities. This connection positions boards to *be aware of and understand* the issues and trends within their region.
- Board members must have a solid understanding about their CFSA and the services and programs it delivers. They also need to be informed about related services offered by other organizations in their region.
- Board member core competencies in relation to community capacity development are to:
 - Value the unique vision of each community and the knowledge and contributions the community brings to oneself;
 - Demonstrate a belief in building capacity and empowering others;
 - demonstrate insight into what and who one can influence as a board; and
 - develop and maintain good working relationships and networks.

Refer to Appendix B for the performance indicators related to these competencies.

Provincial orientation for new board members will include an overview of community capacity development. Regional orientation should include information on CFSA services and programs, as well as related services offered by other organizations in the CFSA region.

APPENDICES

Appendix A – Common CFSA Reporting Template on Governance Community Capacity Development Activities

For the period: _____

Issues	Outcomes/ Anticipated Results	Activities	Results Achieved
<p><i>Identify the top one to three issues affecting children, youth and families in your region that were addressed through governance community capacity development activities.</i></p>	<p><i>What were the board's desired outcomes/anticipated results in relation to each of these issues?</i></p> <p><i>[Note: Boards may choose to describe the desired outcomes/anticipated results in relation to each governance community capacity development activity they carried out.]</i></p>	<p><i>Briefly describe the governance community capacity development activities that the board carried out to achieve the outcomes/anticipated results (include the names of community organizations involved and their respective contributions).</i></p>	<p><i>For each governance community capacity development activity, what progress was made towards achieving the desired outcomes/anticipated results?</i></p>

Appendix B – Core Competencies

The performance indicators for the board member core competencies directly relating to community capacity development are set out below.

A11 Value the unique vision of each community and the knowledge and contributions the community brings to oneself.

Best Practice Performance Indicators

- Seek formal and informal opportunities to broaden one's perspectives and sensitivities to gain knowledge of the unique vision and contributions of each community
- Apply the knowledge and understanding of the unique vision and contributions of each community to planning and decision making
- Celebrate the successes within the community that strengthen children and families

A12 Demonstrate a belief in building capacity and empowering others.

Best Practice Performance Indicators

- Explain the potential of capacity building and empowerment to strengthen individuals, groups and communities
- Articulate techniques of capacity building and empowerment (e.g., teaching, mentoring, enabling)
- Encourage involvement in shared decision making

E1 Demonstrate insight into what and who one can influence as a board.

Best Practice Performance Indicators

- Identify and apply the knowledge of the communities served by the authority
- Identify internal and external stakeholders
- Identify the social, economic and political environments and trends impacting children and families in our communities
- Identify the decision-makers and describe the history and significant events of the communities served by the authority
- Identify opportunities and strategies to influence stakeholders

E2 Develop and maintain good working relationships and networks.

Best Practice Performance Indicators

- Act as a sounding board for the community, giving and receiving information from stakeholders and managing community and stakeholder expectations
- Be able to recognize and support the interrelationships between individuals, groups organizations
- Engage in community activities to identify trends and events and to develop productive working relationships with stakeholders
- Develop and maintain formal and informal relationships with families, youth and communities
- Develop and maintain formal and informal relationships with Aboriginal peoples
- Demonstrate support of formal partnerships
- Be able to represent the board within one's role as an individual board member
- Demonstrate awareness of the Aboriginal and non-Aboriginal political leadership structures

ADDITIONAL INFORMATION

The following information is attached to further assist CFSAs in carrying out their community capacity development responsibility and in determining related community engagement strategies:

- a one-page overview of the Community Capacity Development Framework;
- a list of resources related to community capacity; and
- the Community Engagement Guide.

Some matters of further note follow.

- The Community Capacity Development Framework may be updated from time to time following the annual review of the three-year Ministry business plan, execution of a new Memorandum of Understanding between the Minister and CFSAs, or revisions to the Community Engagement Guide.
- The list of resources may be expanded and updated from time to time.
- The Community Engagement Guide may be revised from time to time based on experience with use of the Guide and the community engagement template.

The latest versions of the Community Capacity Development Framework and the Community Engagement Guide are available on the Ministry website at www.child.gov.ab.ca/boards.

Ministry Community Capacity Development Framework – An Overview

Community (Pg. 2)

- Communities of location – Examples are:
 - geographic boundaries (i.e., the CFSA regions and the Province of Alberta); and
 - municipalities within each CFSA region.
- Communities of interest within the geographic boundaries – Examples are:
 - providers of services to children, youth and families (including Delegated First Nations Agencies and the Métis Nations of Alberta).
 - organizations which share a common interest or concern with the Ministry in the well-being of children, youth and families at the sector level (e.g. FCSS) and the larger quality of life system level (e.g. Education) and related quality of life concerns.

Capacity Development (Pg. 3)

Capacity development refers to the strategies used to improve performance at the individual, organizational, network/sector or broader system level.

The objective of capacity development is to:

- enhance skills, abilities and resources;
- strengthen understandings and relationships; and
- address issues of values, attitudes, motivations and conditions in order to support activities in a sustainable manner.

COMMUNITY CAPACITY (Pg. 2)

Capacity is simply the ways and means needed to do what has to be done. It includes commitment, resources and all that is brought to bear on a process to make it successful. For the Ministry, the indicators of community capacity are that people and organizations have:

- skills, knowledge, authority and/or means
- ability to identify opportunities and related initiatives
- resources to carry out initiatives (e.g. human, financial infrastructure)
- motivation and willingness
- commitment to plan and carry out initiatives
- commitment to ongoing assessment of initiatives and a culture of adaptation to changing circumstances

MINISTRY STATEMENTS ON COMMUNITY CAPACITY (Pg. 1)

- Communities will have the capacity for shared planning and delivery of services that promote the well-being of children, youth and families.
- CFSA CEOs are responsible for 'effectively engaging community and non-government organizations in building the capacity in the community to share in the delivery of Ministry services'.

CATEGORIES OF ACTIVITIES TO ACHIEVE GOALS (Pg. 4)

Direct Service Delivery

Community-based leadership and direct funding for activities related to the core businesses of the Ministry.

Partnerships

Seeking and participating in partnerships that will facilitate sustainable services related to the core businesses of the Ministry.

Supporter

Providing support to community endeavours focusing on issues related to the needs of, or promoting the well-being of, children, youth and families.



Resources

Community Engagement Guide at www.child.gov.ab.ca/boards.

This guide provides assistance when considering and using community engagement as a means to community capacity development.

Current three-year Children and Youth Services Business Plan.

Memorandum of Understanding between the Minister and each CFSA.

International Institute for Sustainable Development (IISD) at www.iisd.org.

The IISD is a policy research institute which partners with more than 200 organizations throughout the world. The website provides a publications database of books, papers and other materials relating to sustainable development.

Canadian Sustainability Indicators Network (CSIN) at www.csin-rcid.ca.

The CSIN focuses on sustainability indicator best practices in Canada. The website provides a forum for sustainability indicator and reporting practitioners, as well as a listing of related tools and resources.