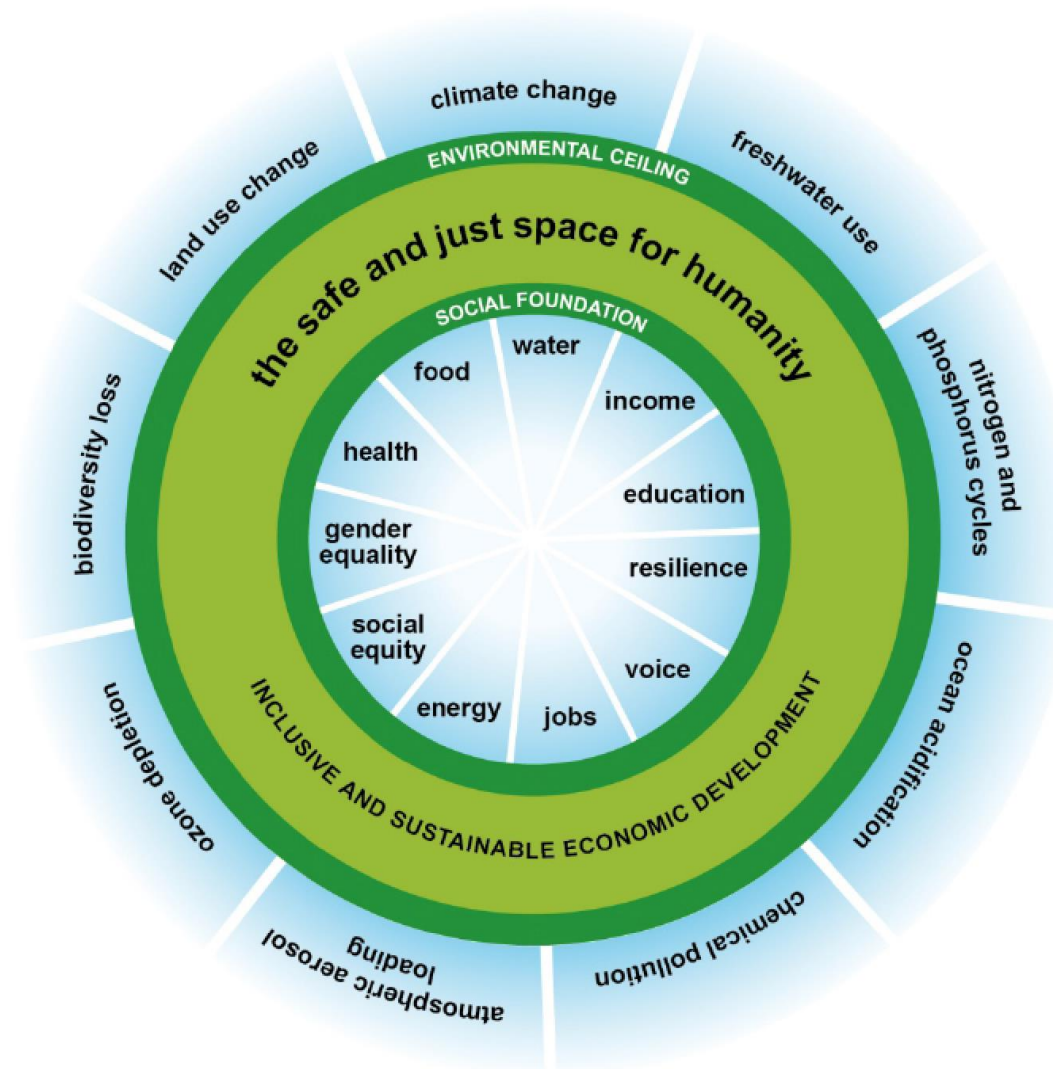


AGENDA

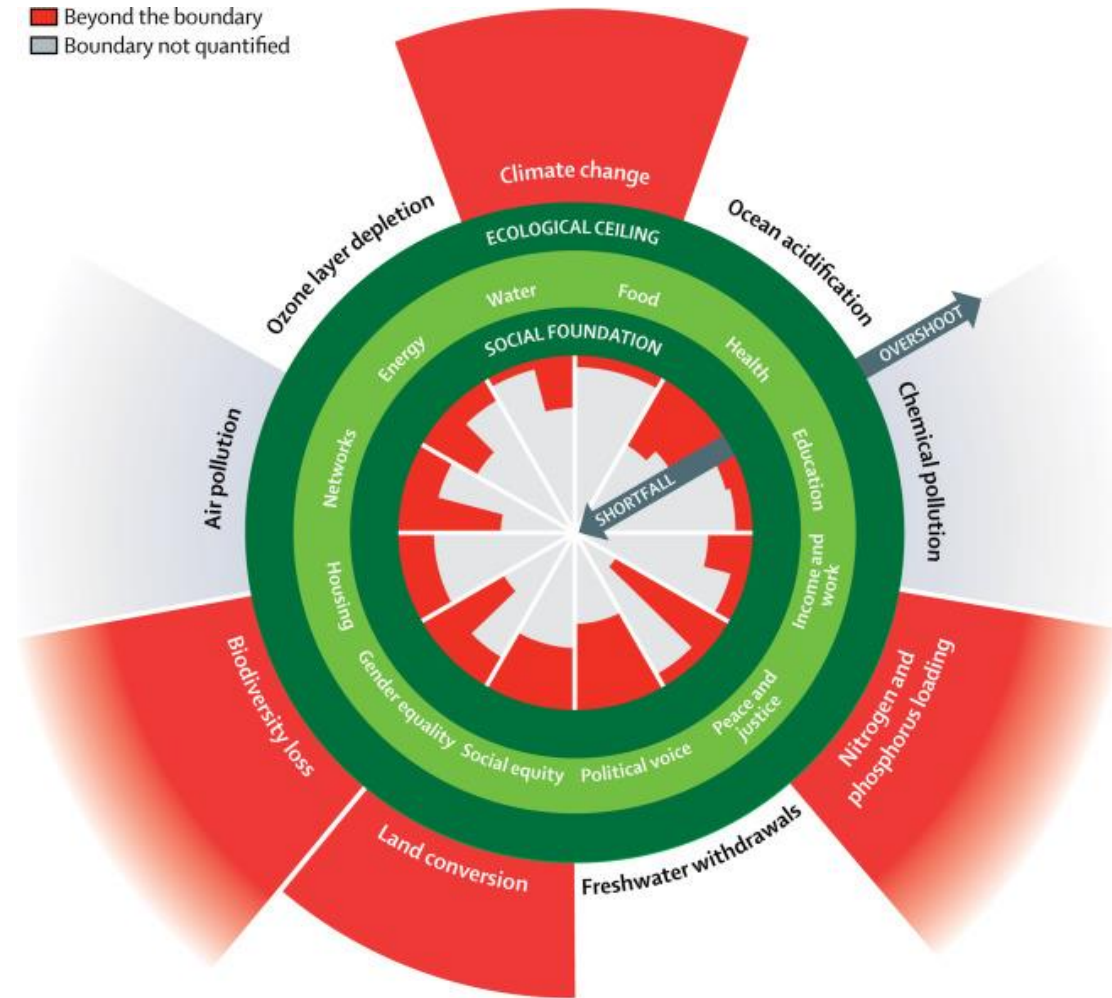
1. City of Kitchener Case Study
2. Integrating Social Equity Into Climate Action Planning
3. Shortcomings of Municipal Planning Practices
4. Enterprise Evolution Program Introduction
5. City of Kitchener Case Study Continued ...
6. VERiS Municipal Sustainability Justice Project
7. Group Discussion



Our Science-Based Context: Planetary Ceilings and Social Floors



Our Science Based Context: The Current Reality



❖ The sustainability movement has stalled at Shared Value

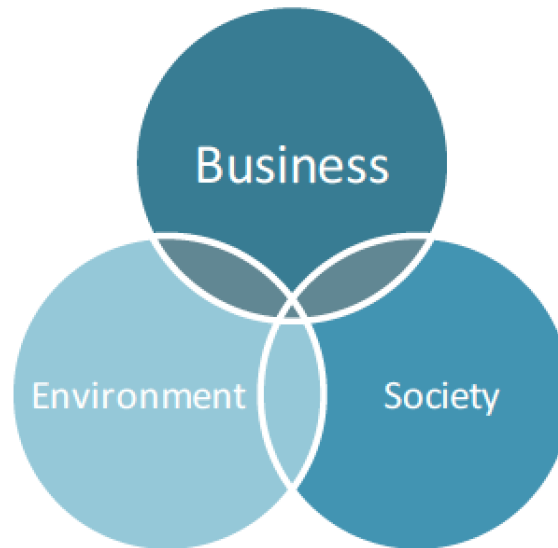
Shareholder Value

Financial returns are all that matters: companies privatize gains and externalise losses



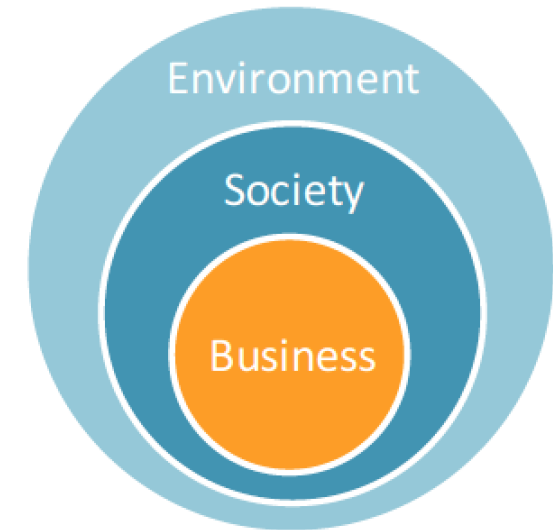
Shared Value

Business comes first: negative impacts are often not sufficiently internalised, or are justified by 'doing good' elsewhere

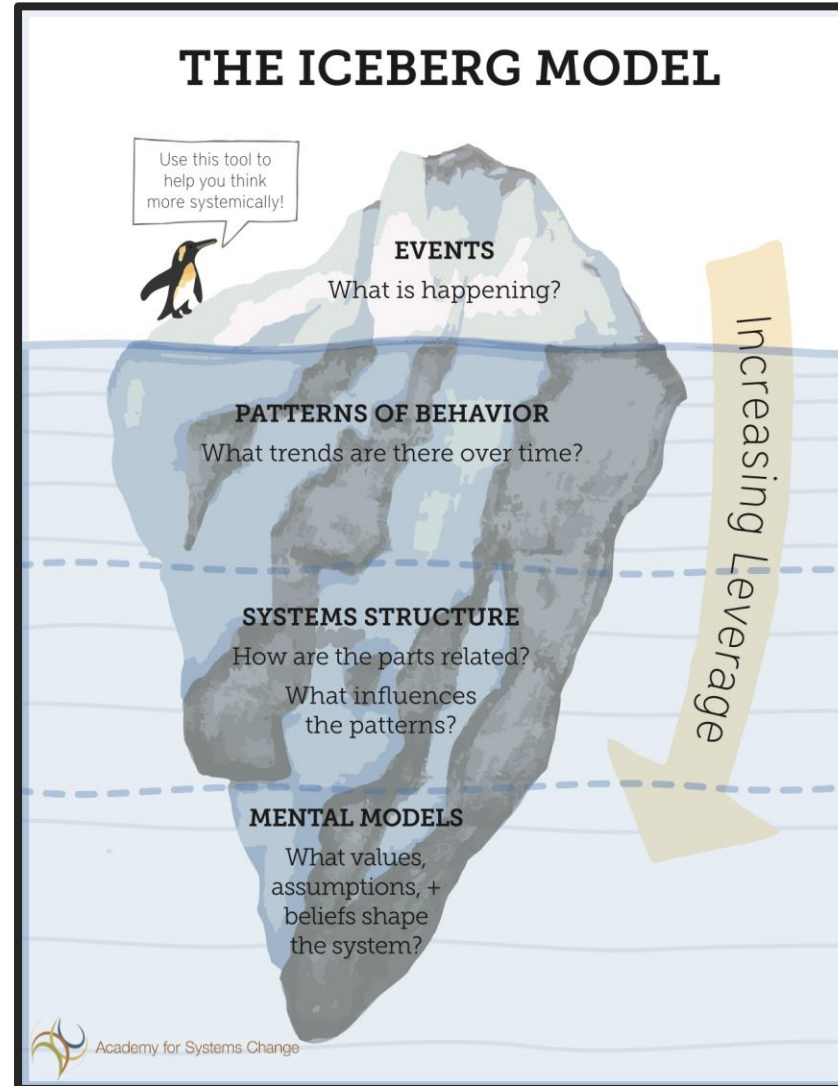


System Value

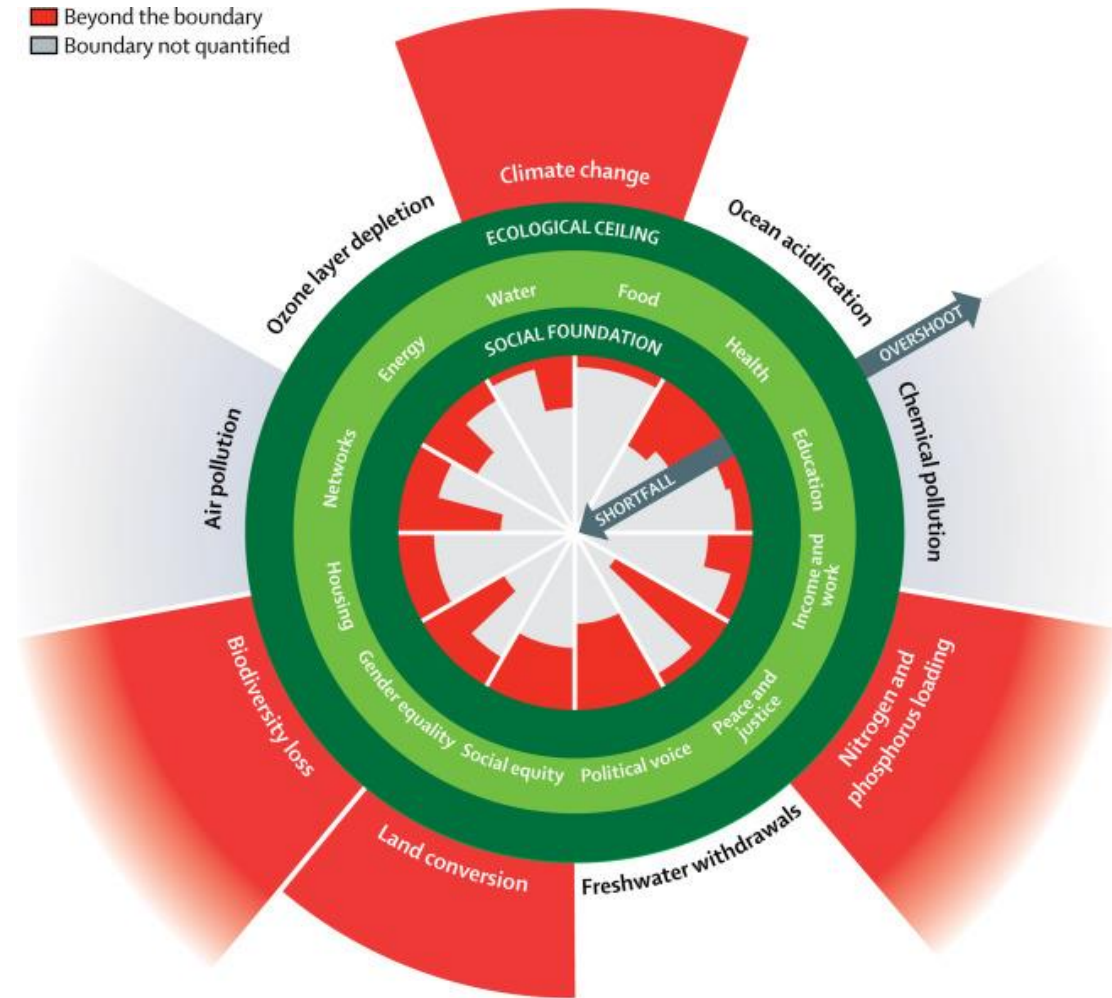
Business addresses societal needs in a holistic way, while not hindering progress toward a flourishing future



Why are we stuck at shared value?



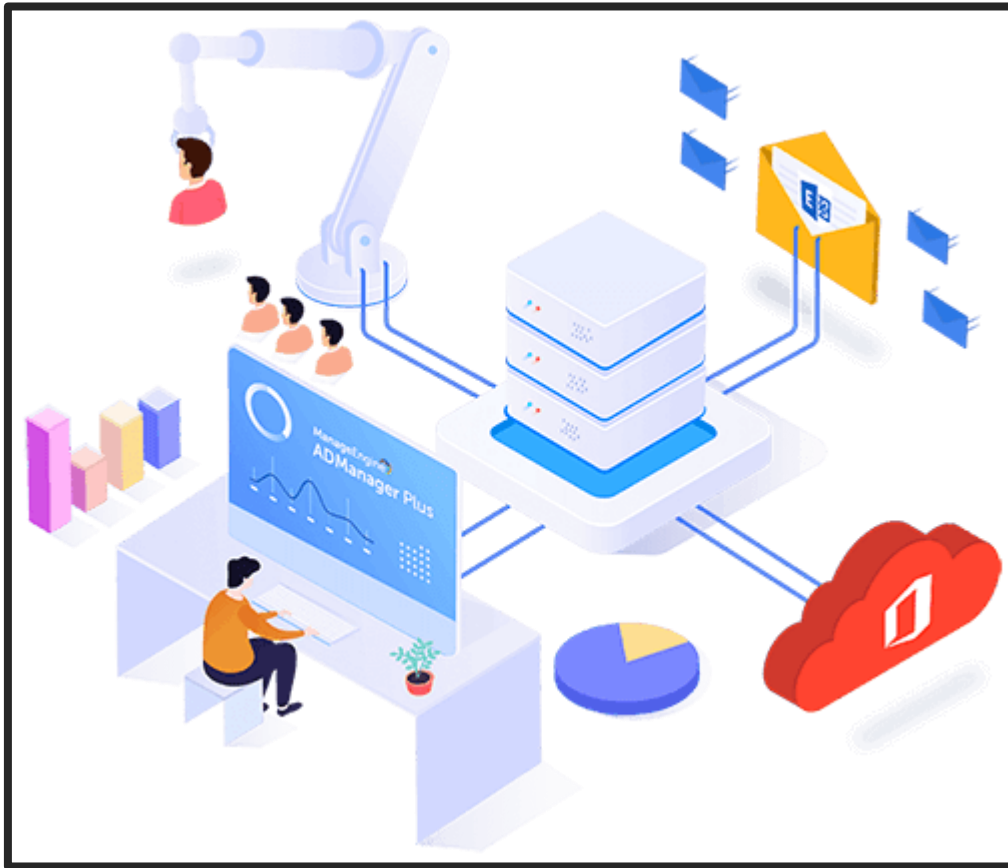
How do we respond to this reality?



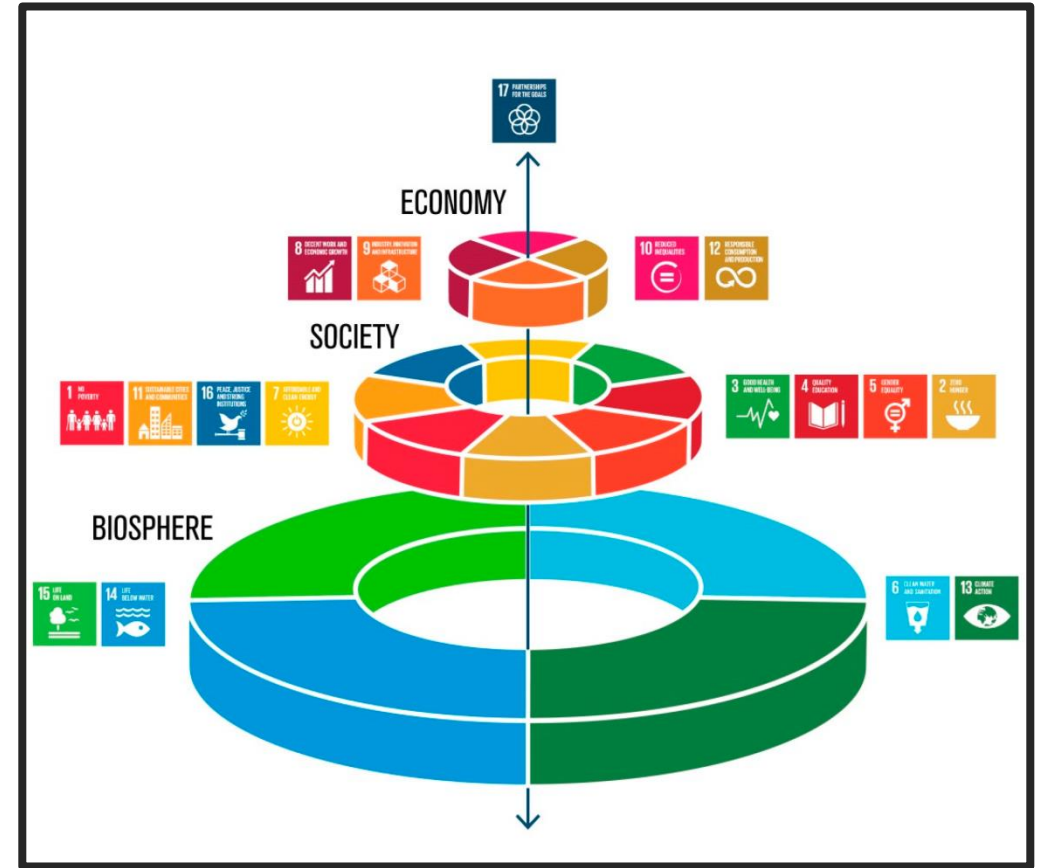


Combining leading-edge management and sustainability innovation

MANAGEMENT



SUSTAINABILITY



❖ CASE STUDY: Introducing GCE NODE

GCE NODE

GLOBAL CENTER
OF EXPERTISE



GCE
Global Centres
of Expertise

GLOBAL CENTER OF EXPERTISE

GCE NODE was one of the two first Norwegian business clusters promoted to a Global Center of Expertise.

100

PARTICIPANTS

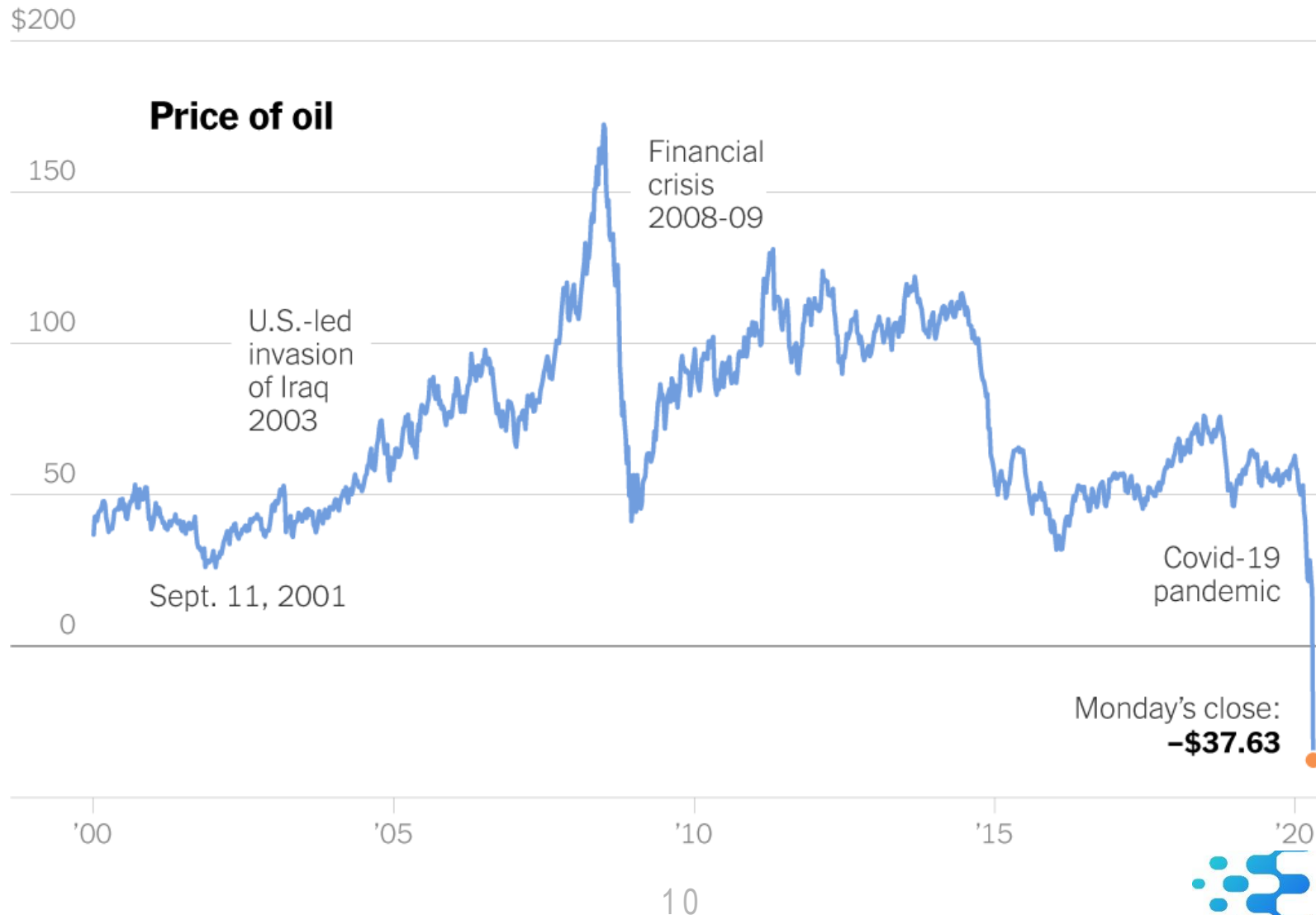
GCE NODE is comprised of 100 companies in the Southern part of Norway.



GOLD LABEL

GCE NODE is among the top 10 percent of European gold labeled clusters.

CASE STUDY: A Crisis in the Making



❖ CASE STUDY: Introducing Enterprise Evolution

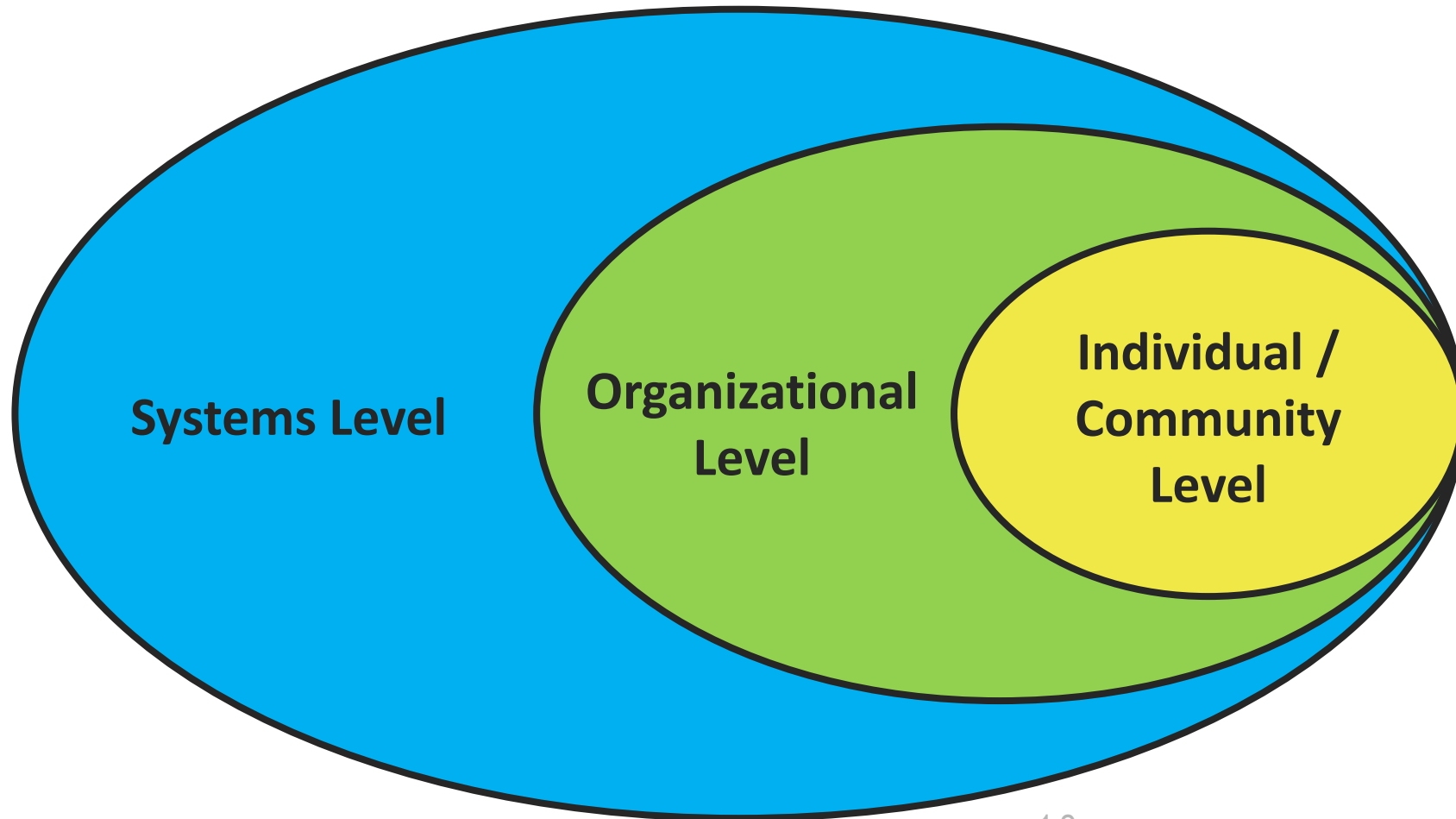


ENTERPRISE
E V O L U T I O N



Advancing Climate Action Planning Practices

Innovation in Climate Action Planning

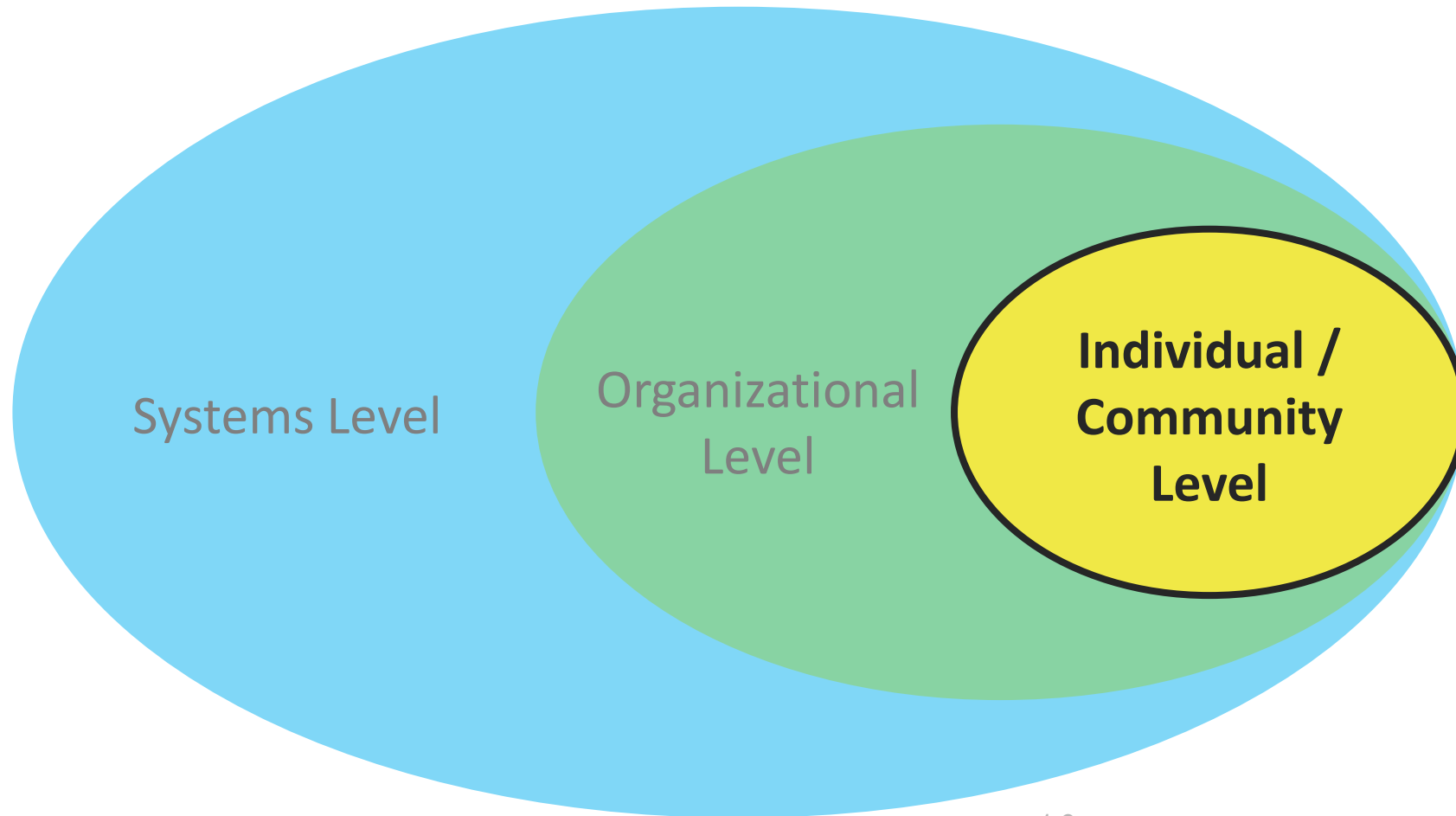


There is significant opportunity for the integration of social equity and accessibility considerations into Climate Action Planning. To move beyond incremental improvement and enable the realization of more ambitious, long-term goals, innovation is needed at three levels.



Individual / Community Level Innovation

Innovation in Climate Action Planning



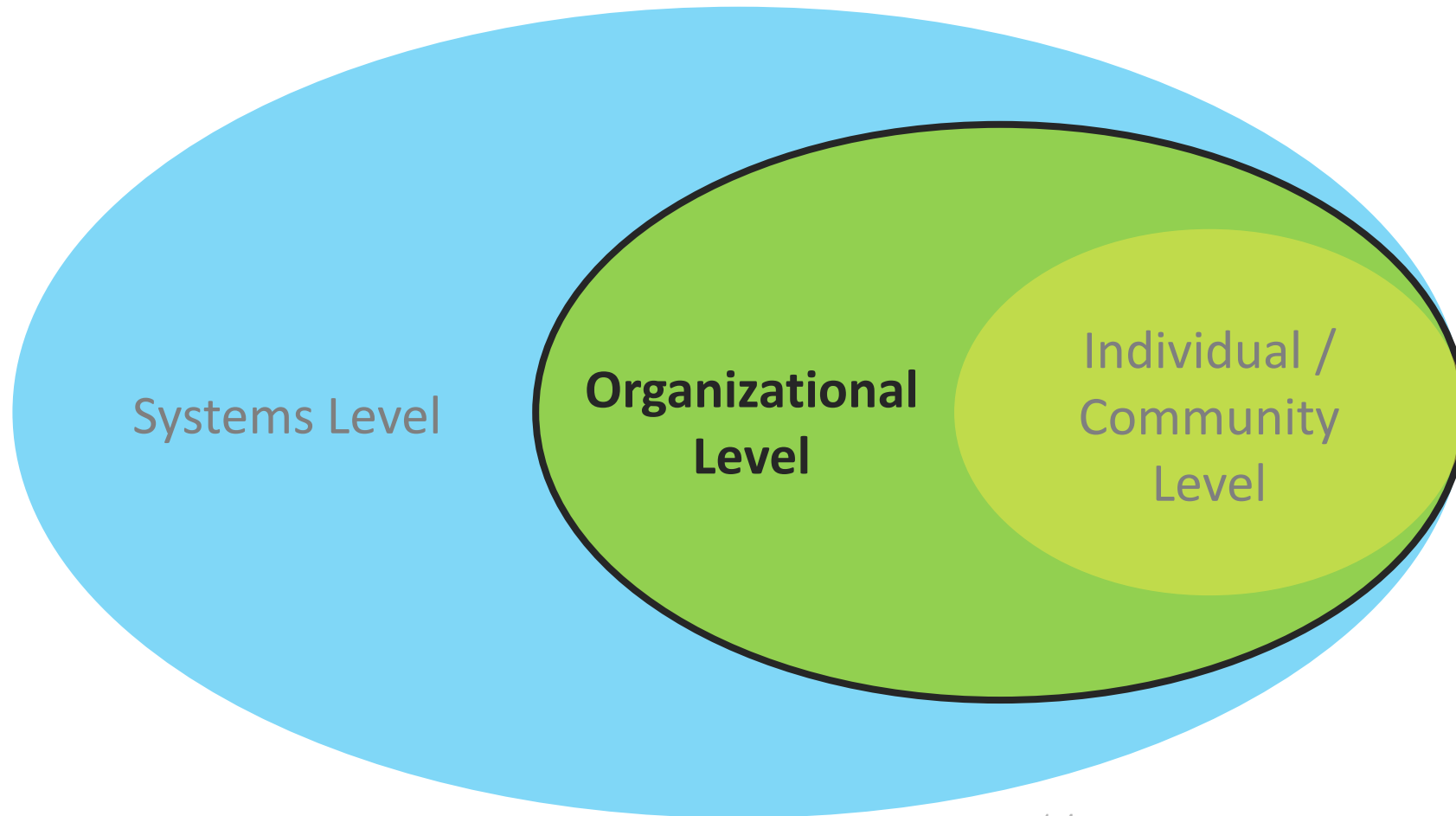
Municipalities can improve how they engage residents:

- Innovation is needed to support improving interactions with all rightsholders and lead to relationship building, trust, increased participation, meaningful engagement and mutual exchange.
- Innovations may contribute to improving outreach methods, the use of language, facilitation techniques, etc.



Organizational Level Innovation

Innovation in Climate Action Planning



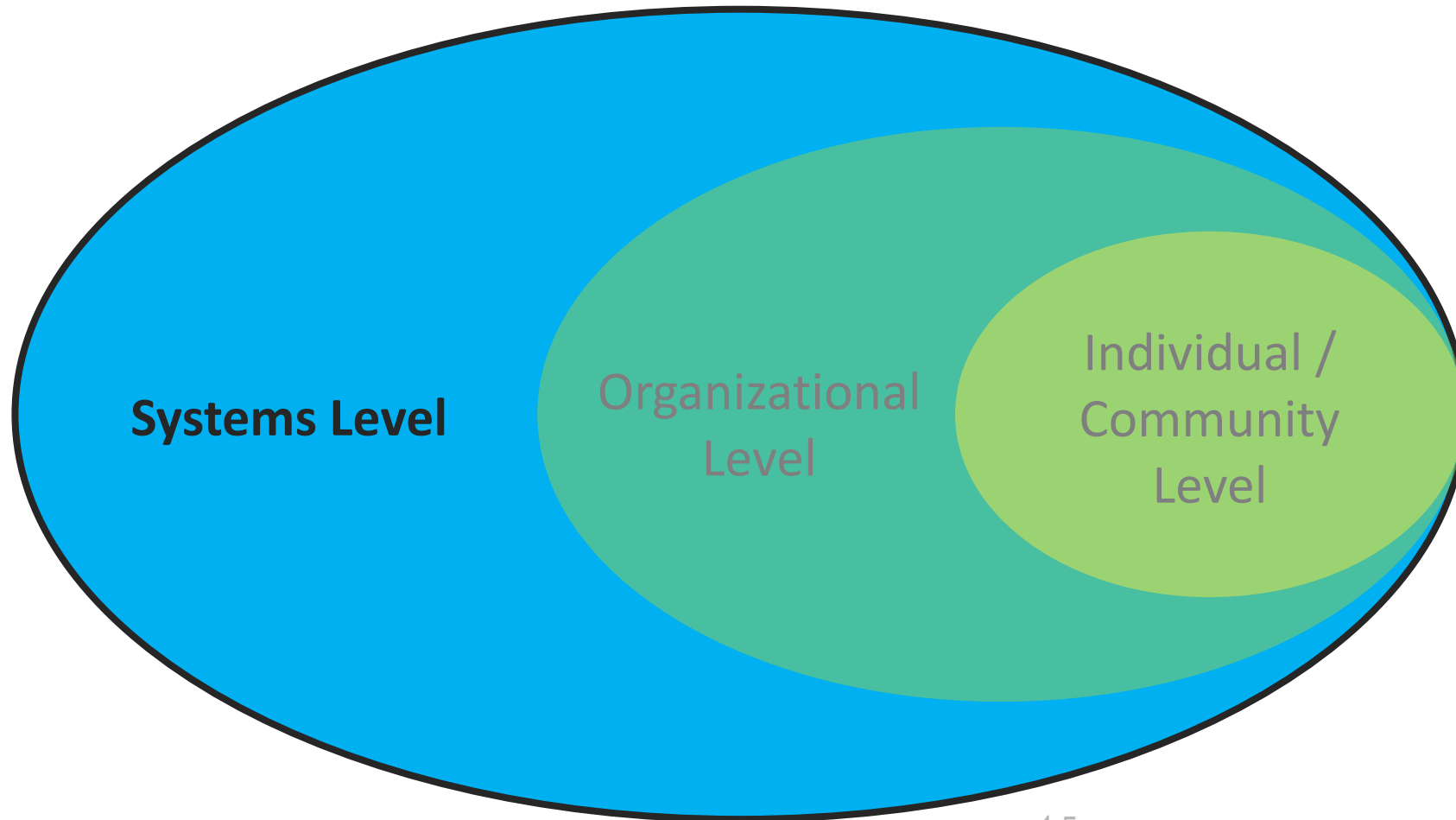
Municipalities can improve management practices:

- Innovation is needed to enable the integration of more systemic approaches to planning and performance management.
- Innovations may contribute to governance, strategy development, decision-making, reporting, capability development, etc.



Systems Level Innovation

Innovation in Climate Action Planning



Municipalities can improve how they collaborate with others:

- Innovation is needed to support designing and orchestrating co-creative engagement with all relevant rightsholders and organizations within and beyond the municipality's reach and influence.
- Innovations may contribute to determining the ideal system-level of scope, cross-organizational planning, etc.

• VERiS Sustainability Justice Project: A Call to Action

1. Become a partner or network member
2. Consider becoming a case study municipality interested in:
 - Addressing equity and accessibility in climate action
 - Effective approaches to engagement of equity-seeking groups
 - Engaging with innovative approaches to planning
 - Learning through research

Please contact me to discuss your interest:

randy@refocussustainability.com