

towards 2060



think of the possibilities



A record of Design the Future workshops held on 27 March, 7 and 21 April, 2010

MANUREWA

Design the
future



Compiled by Maggie Lawton on behalf of the Manurewa community as a record of Design the Future workshops held on 27 March and 7 and 21 April 2010

To access the flipcharts and photos of this and other Design the Future Workshops go to www.towards2060.org.nz/outputs/

Background information used in the design of these workshops can also be found in the Towards 2060 website

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Introduction to Towards 2060

Towards 2060 is a project for the communities of Manukau, facilitated by Manukau City Council, on behalf of its Tomorrow's Manukau partnership, working with community boards.

Through facilitated community workshops called Design the Future, Towards 2060 aims to inform, stimulate and provoke discussion within a community about the long term future; the community's future. The conversation considers: opportunities for social and economic development which recognise the finite nature of global and local natural resources; how to incorporate changes in demographics and technologies; and how consideration of these issues can be incorporated into the planning of local communities.

Ideally the conversations are part of an on-going discussion which continues to examine significant drivers of change. and their potential effects. It is anticipated that these conversations will trigger individual and collective actions to develop living patterns which are sustainable in the longer term.

Towards 2060 was originally intended to be part of the legislated review of community outcomes. With the impending changes to Auckland governance and potential amendments to the Local Government Act (2002) the original purpose of the project has taken a lower profile. However, given this change of governance, now is a good time for communities to consider their own future so that they can better articulate their collective view to the Auckland Council and Local Boards. In the meantime, the output of the workshops will be available for the policy development of Community Boards, Council and Tomorrow's Manukau partners, to enable them to support community aspirations. It is stressed however that we can only put that information forward; at this stage there can be no certainty it will be used.

It is commonly stated that we can't predict the future. While that is the case, we can look at future trends, including mega-trends which will impact from global to local scales. We know for example that oil is a finite resource and that even the most optimistic reports consider that demand will outstrip supply within a couple of decades. The majority of reports signal a much shorter timeframe. That one change alone will have a dramatic impact on our social

and economic fabric. The real unknown is not that oil will become less readily available as production declines but how we as individuals, communities and nations will respond. That's the core purpose of the conversations - to consider the future while recognising that our resource base and climate are changing. This will allow us to be proactive in addressing those challenges, building more flexibility and resilience into our lifestyles and becoming less dependent on many of the commodities and services we now take for granted. Opportunities will emerge through that process, often with a localised flavour, to enhance the community and economy.

These conversations are happening in many parts of the world between people and their governments. The communities of Manukau are now a part of that global network.

Towards 2060 has chosen *The Natural Step* (TNS) as a framework for considering and achieving a shared understanding of what sustainable development means. While elements of TNS are common to other strategic planning frameworks, TNS deals specifically with sustainable development and has been used extensively by communities and businesses in many countries. Founded in Sweden 20 years ago, it has stood the test of time and formed an international network of accredited practitioners, a small group of whom are based in New Zealand, and are part of Towards 2060. Details of The Natural Step tools and planning processes are given in Appendix B.

Manurewa Community

The Manurewa ward has the largest population in Manukau. Almost a quarter of people in Manukau, that is 77,508 people live in Manurewa. It continues to be the fastest growing ward with a growth rate of 18% between 2001 and 2006. (*Source: 2006 Census*).

Manurewa's population is relatively young (28 being the median age), with 37% less than 20 years of age and 7% being 65 and over. The largest ethnic group is European with 40%, followed by Pacific peoples (28%), Maori (27%) and Asian (15%). Manurewa has the highest concentration of Polynesians in Manukau City with over 40,000.

Manurewa has a community advocacy plan which identifies the following overall goals:

- Providing a prosperous future for our children
- Making our community safer
- Building a stronger sense of unity and community identity
- Including everyone in our progress.

A number of projects were identified to achieve those goals. One project, carried out under the Tomorrow's Manukau umbrella is the Wiri improvement project focusing on the Wiri/Rata Vine areas with a focus on Health, Social and Economic Wellbeing; Community Safety and Renewal; and the Built Environment.

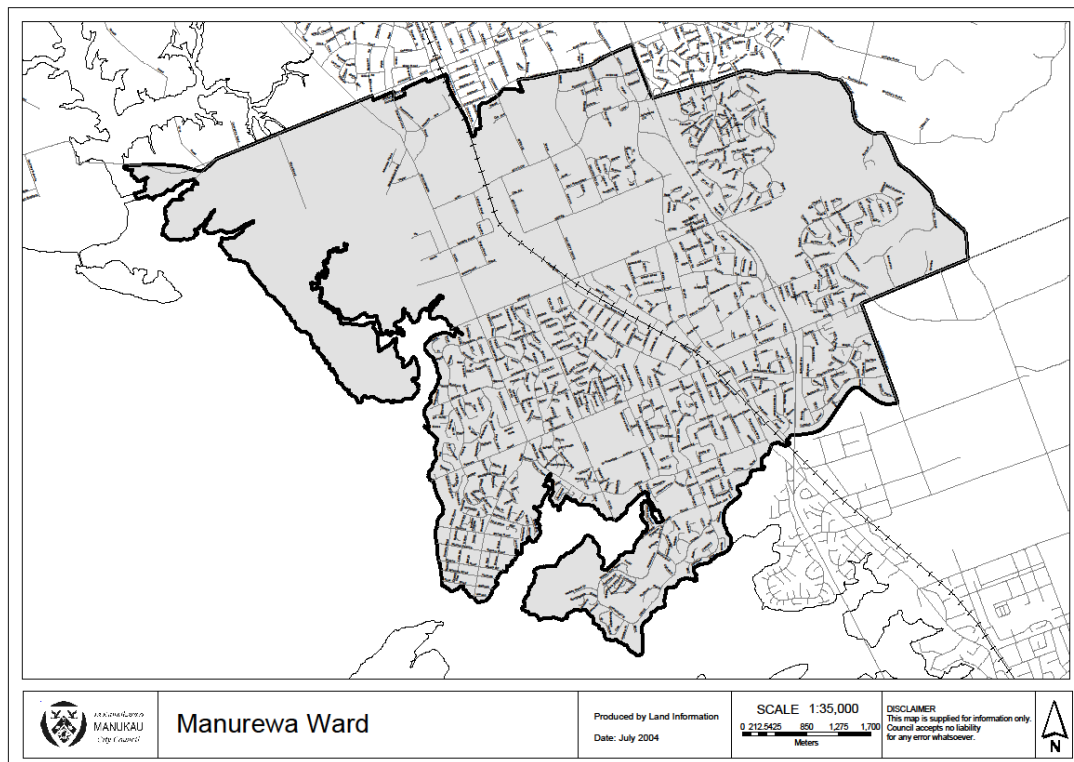


Figure 1: Manurewa Ward Map

The Workshop

Content

The workshop was held over a Saturday and two Wednesday evenings. The first day of the workshop focused on providing information on future trends through a combination of presentations, games, information cards, discussion and video.

Building on this information in the following evenings, participants then started to consider how that information would relate to Manurewa.

Following introductions the day started with the game Zoom. It's a simple game which demonstrates how we often see an issue from one perspective only and miss "the big picture".

Key learnings from Zoom included:

- Not always easy to see the whole picture
- It needed communication and cooperation
- It told a story
- We needed everybody and all the information
- Never assume that you know everything
- Language was sometimes a barrier
- Depends upon the point of arrival

Information cards on future energy and climate trends were used to evoke discussion.

A short video on global population growth was shown to indicate one of the key challenges for future development, being the high rate of population growth in the last 100 years to the current level of 6.5 billion and still climbing.

<http://www.towards2060.org.nz/world-population-growth/>

Some comments after watching the video included:

1. It was scary, we could run out of resources
2. What a unique position New Zealand is in
3. India always had a large population

A presentation which incorporated tools used by The Natural Step indicated how the environment supports society and the economy is a sub-set (tool) of society resulting in their strong inter-dependency and what that means for the way we live.

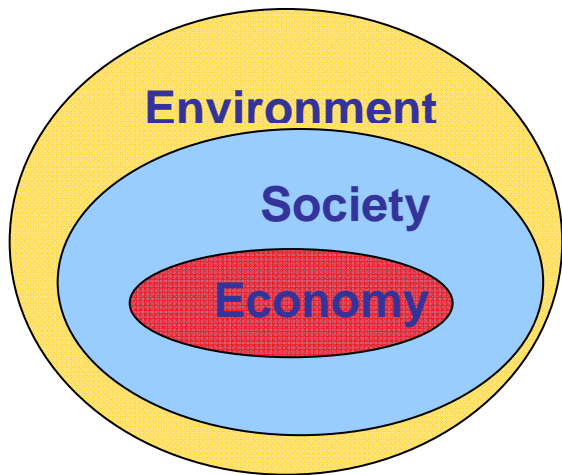


Figure 2: Interaction of environment, society and economy

There was general agreement over the relevance of funnel slide to depict both global and local pressures and the comment was made that “It was like the frog in cold water which was slowly coming to the boil; not reacting to the threat”. To introduce the four system conditions a video of Ray Anderson, CEO of Interface Carpets, was shown which led to discussions on the system conditions.

A presentation was shown of the Hammarby redevelopment; Hammarby being a suburb of Stockholm in Sweden (A 17 slide sequence on Hammarby is found at)

<http://www.towards2060.org.nz/hammarby-sjostad-in-stockholm-sweden/>

The purpose of this presentation was to show the way a large community development can be planned to optimise and integrate infrastructure, good social outcomes, and clever use of the local environment and resource use and reuse. While the type of housing may not be to everybody's taste, being relatively high density, the principles based on systems thinking, could be applied to any development.

During the evening sessions we showed further examples of the application of sustainability principles through slides and a discussion of the town of Whistler, known for their hosting of the recent Winter Olympics.

Workshop Output

The initial discussions and output eg. the key influencers, key challenges and the fundamental needs, started the thinking for the later work and main workshop outputs on creating some visionary statements or strategic intent, considering milestones and key initial actions

Key Influencers for Manurewa

Each community has key influencers which contribute to its individuality and how it will continue to develop.

Through group discussion the following emerged as being key influencers for Manurewa:

- Attitudes and behavior
- Positive messages and hope
- Access and use of resources
- Diversity and culture
- Family values
- Spirituality and religion
- Impact of environmental challenges
- Uncertainty
- New sources of energy
- Policies and political influence
- Drive for financial stability

Key Challenges for Manurewa

- Again through small group discussion a number of issues emerged as being of importance to Manurewa, initially with no attempt made to prioritise them.
- Environmental and health impacts of transport
- Malls and availability of cheap goods and liquor
- Poor development with poor social outcomes
- Cost of living for families
- Negative representation of Manurewa, brand/reputation
- Population diversity has positives and negatives
- Motivation of inhabitants
- Affordability and availability of transport
- Food supply and apparent lack of or diminishing space for local food production
- Reliance on imported food
- Lack of heart!
- Planning for connectivity, space and food
- Access to health facilities
- Sustainable housing options for growing populations
- Engagement between ethnic groups and between a range of age groups

- Lack of knowledge of life skills, understanding of politics, who to vote for and trust.



Figure 3 – A wide range of ideas and experiences really helped discussions

Fundamental Needs

It was useful to explore how the fourth TNS system condition relating to meeting people’s needs could apply to Manurewa. Using the categories identified by Max-Neef, shown in figure 9, the needs were considered in small groups, each group looking at 2 or more needs with an emphasis on moving towards 2060.

Needs identified were:

Creativity	Identity	Affection
Value and encourage Creative arts, community driven to improve local landscape/townscape Community competitions; use of products Local characters Diversity and open mind	Buildings reflect diversity and identity Stories of Manurewa Want to keep, give away and build together Self-determination Reputation History and heritage Tangata whenua thrives Role models, especially for youth/need mentors John Walker Food to reflect ethnicity Voice!	Support youth Celebrate positive feelings Need places for people to hang out together Embrace different languages Value others Preserve it; build on it Give ourselves praise, credit, love Open discussion Celebrate positive feelings Enjoy it!!

Downtime/Leisure	Protection	Subsistence
<p>Community centres that is easily accessible Walkability More time Have and make better use of excellent spaces, bush and harbour Electronic games or less electronic, more person to person Family, friends, parks Safe biking</p>	<p>School education and safety Holding people accountable Applied life skills to reduce antisocial behavior Role of drugs in social activities, legislation and health consideration Celebrate both diversity and "commonness" Difference is cool, need to protect it Dialogue to resolve problems</p>	<p>Active horticulture education/KNOWLEDGE Low income access to energy More whanau housing Bartering with other communities Access to Pukekohe food growing; resilience Options for retaining local rural land for production Edible landscapes Nourish the soil Different culture around food Transport for getting around; or will we want to?</p>
Understanding	Participation	Freedom
<p>Involved, participating Understanding council plans and policies; complicated at present, too much information Simplify the District Plan; KISS Listen to the voice of young people Better use of technology to refine opportunities Giving and receiving</p>	<p>CELEBRATIONS Sharing ideas and resources Virtual Town Hall Meetings Technology to encourage interaction Use libraries, sports clubs; build on them Communal eating places; shared spaces for interactions Political participation increased Manurewa events How can schools make a difference and share facilities Self-governance in schools and encourage responsibility HAVE A VOICE Freedom Absence of poverty Respect choices Cherish what we have Freedom to participate</p>	<p>Freedom to participate Absence of poverty Cherish what we have Respect choices</p>



Figure 4 – Great minds don't always have to think exactly alike!

Elements of a Vision

Rather than coming up with one overarching statement at this stage, several areas of strategic intent were identified which can always be refined or coalesced if required.

Key areas of strategic intent to emerge were:

- **Vision led strategic planning**
- **Self-determining communities**
- **Local community facilities**

Through an Open Space exercise a number of ideas were mooted:

- Vibrant Town Centre
- Self-determining communities
- Sustainable food, transport
- Strategic planning (with vision)
- Locally led democracy for all ages
- Community facilities for all
- Education

and distilled into four discussion topics which were developed to answer the statement "**In 2060 ----**".

The main statements of strategic intent were:

- 1. Planning with vision**
- 2. In 2060 we are self determining and self-sustaining.**
- 3. Community facilities and education for all**
- 4. Locally led democracy for all ages**

With detailed descriptions developed below.

<p>Table 1</p> <p>Planning with Vision</p> <p><i>In 2060 we will have</i></p>	<p>Table 2</p> <p>We are self determining and self-sustaining</p> <p><i>In 2060 there are:</i></p>
<ul style="list-style-type: none"> • Healthy, family-friendly, age-inclusive, village oriented, sustainable community • All ages catered for • Green spaces for fun and production of food and visually attractive • Quality, sustainable housing with green energy and environmentally friendly • Transport connections and litter free • A limit to growth to minimise impacts on the environment • Local produce markets • Library, town hall, meeting place, local craft, boutique stores (no \$2 shops), recycling live entertainment for all ages (plays, drama, political speeches) • Culturally diverse cuisine. No Food Hall (bulldoze it!) • Apartment housing • Gym 	<p>No cars but:</p> <ul style="list-style-type: none"> • Gliding vehicles <ul style="list-style-type: none"> ○ Public transport ○ Logistics (transporting goods) <p>Co—operative production for</p> <ul style="list-style-type: none"> • Food • Clothing • Energy • Accommodation <p>Water is saved and rainwater used</p> <p>Waste is diminished through:</p> <ul style="list-style-type: none"> • Re-use of water • Solid waste savings • Sewage for methane • A waste collection point for waste that can't be re-used <p>Power is obtained through;</p> <ul style="list-style-type: none"> • Methane (waste) and ethanol from biofuel • Micro hydro water schemes, biomimicry (eg mimic movement of fish/seaweed in current), solar, wind <p>Housing is from:</p> <ul style="list-style-type: none"> • Old tyres • Bottles • Mud etc
<p>Table 3</p> <p>Community facilities and education for all</p> <p><i>In 2060 there is:</i></p>	<p>Table 4</p> <p>Locally led democracy for all ages</p> <p><i>By 2060:</i></p>
<ul style="list-style-type: none"> • Education for all to enhance good feelings about self and others • Shared knowledge, talents, skills, fellowship, friendship, cultures • Local community facilities • Strong community values, safe community, no stereotyping • Community led with higher community participation 	<ul style="list-style-type: none"> • decisions are made as close as possible by those most effected • All people, all ages are actively involved in decision making through • Internet discussions • Physical spaces/people talking and home community • There are agreed rules for decision making • Success is measured by buy-

<ul style="list-style-type: none"> • Strong in sustainable values • No dysfunctional families 	<p>in</p> <ul style="list-style-type: none"> • People have a sense of identity • Citizenship and a sense of duty
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Figure 5 – And strategic planning can be fun!

Matching strategic intent against the System Conditions

The visionary statements, or statements of strategic intent were many and varied but they did form some common themes. As a group we considered how they would contribute to the four system conditions shown in figure 8. They met the system conditions in the following way:

Meeting system Condition 1 through:

- Transport which use renewable locally obtained fuels and less fuel consumption
- Self-sufficiency and locally supplied food
- Resources are used in closed loops; power through wind and solar
- Sustainable use of all materials for buildings

Meeting system condition 2 through:

- The use of natural insecticides and fertilisers

- No packaging and the use of closed production loops for polluting materials
- Design all products for end of life and reuse
- Educate all to understand natural systems

Meeting system condition 3 through:

- Restorative development
- Mimic and embrace natural systems
- All materials are recycled
- Protect and regenerate biodiversity

Meeting system condition 4 through:

- Transport accessible to everyone
- Transport not needed as much
- Knowledge accessible to everyone
- Cultural change to sharing of all resources
- Everybody is involved in decisions and implementation

Milestones

Milestones were considered as headlines in newspapers of the future to provide ideas how we could incrementally achieve the long-term vision.

Starting with the near future

By 2015

- horticulture and permaculture is taught in all primary schools
- School rules are co-developed by staff and pupils
- Papakura stream has good fish and bird life
- There are cycleways linking communities

By 2020

- All new homes have renewable energy through solar panels or from tidal or wind power; utilise stormwater on-site and source resources from within New Zealand.

- No further industrial parks were created in manurewa
- Short distance travel is walking, cycling or horses
- Local schools all teach Natural Step principles and school buildings are community centres for learning for all ages with all ages participating as teachers. High schools all teach horticulture and permaculture
- 50% of park land used for urban agriculture
- Neighbourhood actively stimulate their local businesses and local food markets used by 80% of the Auckland region residents.
- 90% of all over 14s vote in local government elections and elected youth council that work on behalf of youth
- Full community engagement in all community planning and development
- Elijah will be prime minister! (Facilitator's comment; "Go for it Elijah").

By 2035

- Weymouth Beach a shining example of clean and green
- Fossil fuel is a distant memory of the past
- One culture for all

By 2060

- Manurewa models community sharing for the rest of New Zealand and is the first city to be a 100% sustainable community
- Solar hover-rail link between main centres
- Consensus decision making for local government
- Each neighbourhood produces the majority of their own food
- Solar powered sailing ships transport young people on adventures to see the world

Manurewa is one big thriving happy healthy family with a sharing community working together and 100% local food production

First steps; down to action

The group acknowledged that this workshop was a beginning, and that further discussions were needed to progress towards a more sustainable future. First steps could include:

Environment and regeneration

- Make contact with Twin Streams and Wai Care
- Lobby to protect MUL or equivalent to protect green spaces
- Develop sound business proposal of how to develop industrial land uses through sound research into environmental, social and economic impacts

Sustainable housing

- Develop checklists for materials to be used
- Healthy attributes/requirements
- Ask Waitakere council officers to present to community board and Maggie Lawton to help facilitate connections
- Get residents groups engaged
- Talk to right potential developers
- Get input from Jan McCredie (or if she isn't available somebody with her skills and experience)
- Get developers and designer to live in their work (potential TV show)

Develop community awareness

Develop a logo for Manurewa through a schools competition which agrees and reflects the community values.

Develop Horticulture and Permaculture in schools

- Use local people with knowledge, possibly retired people as teachers
- Get all schools into an EnviroSchool and/or Wai care programme

New Town Centre

There was considerable concern over the existing town centre and whether it could be retrofitted or renovated or whether it should be

located anew close by. Clearly for any progress with this issue a community/council/business partnership would be required.

The key question was how to activate a plan. Initial requirements were;

- Money
- A concrete plan
- New ideas for council acquisition of property eg barter
- Representations to the Advocacy Plan
- Raising the profile of the project and being vocal
- Set up a community committee for town centre revitalisation and redevelopment with people with the right skills and expertise.

The actions identified above and summarised in figure 6, if initiated now, provide a starting position for the community to achieve their long-term vision. These actions provide a good mix of specific and multi-issue or complex; the changes to the town centre being a significant project for the community and council to undertake but one which is integral to the on-going success of Manurewa.

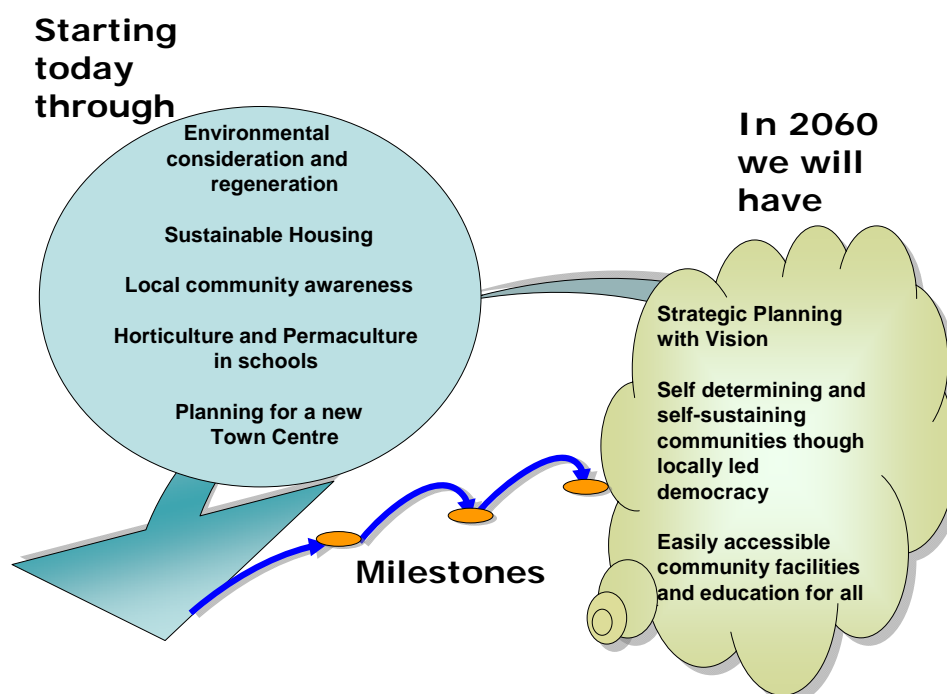


Figure 6: From Vision back to Action for Manurewa

Closing Circle

The workshop closed with a reflection on the process overall which demonstrated that we have to both work within our communities and that communities should give clear direction to government to deliver on their requirements. A few of the closing comments were:

“Good that council came with a blank sheet of paper.”

“The principles stick in my mind; it was an exciting process.”

“We need to put schoolkids through this process.”

“Manurewa can work if we all work together.”

“A wonderful opportunity to learn about being sustainable but a real need for the whole community to come together to be part of the process.”

“I feel more appreciative of this community; let’s get into action!”

Implications for Families, Community and Organisations

This two day workshop should be considered a start to an on-going process which will help to unite the community around common long-term goals and determine what short-term actions are required to achieve the goals. Knowledge is indeed power and while the exact nature of the future can’t be predicted, many of the key trends are now known and regularly reported on. They must be considered in planning for a successful community future.

It is hoped that everybody at the workshop can use the learnings and discussion from the workshop to advance their own long-term sustainability and that of their families.

The key initial question for the community as a whole is how to get more people involved in the debate. While it takes energy and other resources other communities worldwide are becoming more directly involved in planning their future. The approach can be in partnership with local government, which can contribute resources,

skills and finance, or initially, totally community driven like the transition towns model. Whatever works best for Manurewa.

As we move into a new Auckland governance model there is a clear need for the Auckland Council to develop a structure which allows for community input and then delivers on their requirements. This community's voice will help ensure that occurs.

Education was considered an important issue; in particular accessibility and the type of education which will help prepare young people for the future, a future which sees communities as self-sustaining and self-determining. Ministry of Education (MoE) should be invited to hear that request. **One** mechanism for that will be through feedback from Towards 2060 to the Tomorrow's Manukau partners including MoE.

The issue of the town centre renewal will need to engage a range of skills. One way to start that process is to use the Whistler model to ask for a range of volunteers from the community with skills to contribute. They would include an urban designer, planner, business consultant, engineer, and other specialists to provide technical input. Innovation is key, new ideas and approaches and the inclusion of all those involved. The project will be hampered however without the Auckland Council and support from the Local Board so a partnership with local government is essential to achieving this goal.

As requested, a presentation will be made to the Community Board from Waitakere City Council on their approach to retrofitting their housing stock for sustainability (healthy, energy efficient homes). The workshop attendees will be notified of the event.

Facilitator's Perspective

The Manurewa community were clearly passionate about Manurewa and the need to plan well now for the future. Many of the participants had already been involved in community development and their experience provided a valuable input into the discussions. There were also a number of younger contributors who helped shape the output from the workshops. It will be interesting to

compare and contrast this output with that from Alfriston College once they have held their workshop.

There was a good understanding of what sustainable development might mean and how the four system conditions and the strategic planning framework could help provide a common language and way to develop actions. Having some principles and a framework has proven to be very advantageous for other communities around the world as it will be for Manurewa. It is important not to lose sight of those principles over time and to continue to test the big ideas against them. As well as the principles actions must:

1. Provide a flexible platform;
2. Move you in the right direction and
3. Be a good investment.

The output of the workshop will now be considered by the Community Board as part of the community advocacy plan revision but further refinement of the output and action by the community is also recommended.

Appendix A: Workshop Participants

Alan Johnson

Amoza Anderson

Angela Dalton

Bridget Glasgow

Caroline Alani

Cheryl Holloway

Christine Herog

Cr Colleen Brown

Derek Trent

Doreen Holloway

Elijah Kennar

Gaylene Rudolph

Heather Raudon

Liz Fairlie

Lynn Burke

Maralyn Stevens

Michael Bailey

Robbie Lawton

Rouruina Brown

Stephen Miller

Tam White

Facilitators were:

Maggie Lawton

James Samuel

Simon Harvey

Appendix B: The Natural Step framework for Strategic Sustainable Development

The TNS framework is based on thinking about the “whole system” or the “big picture” before focusing down on a strategy or plan of action. It progresses through a series of five levels to help prioritise actions and ways of assessing their success. A system can be anything from an individual’s lifestyle to a nation’s long-term strategy.

Games like *Zoom* help us visualise a system and the importance of understanding the inter-relationships of components within the system. The emphasis is on ensuring the broader context of a problem is fully understood so that in solving one problem, there isn’t an unintended negative impact elsewhere within the system. Considering the whole system also helps us put some of the tools for sustainability into perspective. In seeking a solution to a problem, we avoid using tools that are less than optimal for the whole system.

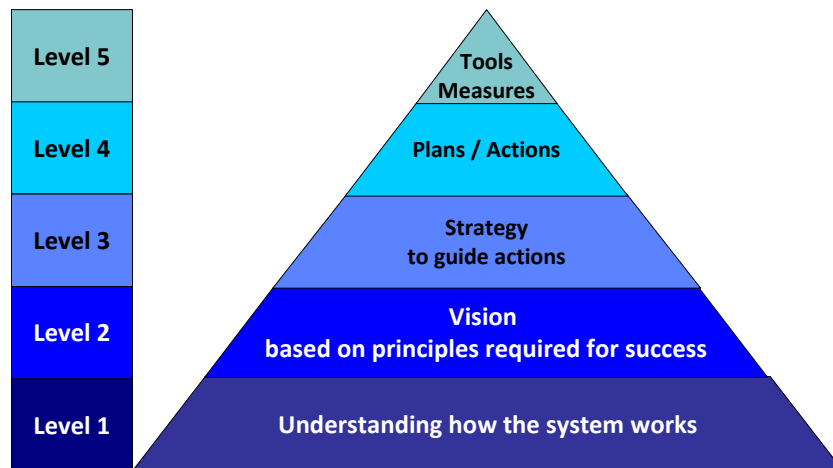


Figure 7: Five level framework, developing from big picture to measuring success

TNS has also developed *system conditions*, “objectives”, which, if followed, will ensure that the direction of development is

sustainable. Some people are referring to the system conditions as the “care instructions for the planet”. System conditions particularly fit in level 2 above but can then be applied to guide strategies and actions. The conditions define what is required to achieve a “sustainable world”. They provide a checklist for developments and can be used in any planning context to help analyse and prioritise choices. With current technologies and options available to us, the way forward may not fully satisfy all the conditions but still be the best choice at the present time.

Conditions for Sustainability

WHAT WE TAKE

Continually reduce and eliminate our dependence on mined metals, minerals and fossil fuels - *extract less, reuse, recycle, use renewable resources*

WHAT WE MAKE

Continually reduce and eliminate our use of manufactured non-degradable chemicals and substances - *use natural alternatives and recyclable materials*

WHAT WE DESTROY

Continually reduce and eliminate our dependence on activities that cause physical encroachment upon the natural environment - *draw resources from sustainably managed eco-systems, restore nature, protect biodiversity*

HOW WE SHARE

Ensure that people everywhere are treated fairly and with respect to enable them to meet their needs efficiently – *look after people, share resources fairly*

Figure 8: Sustainability conditions to assist in planning processes

The conversation around the system conditions can be expanded by considering what contributes to the fourth system condition “How we Share”, and understanding basic needs. Based on research by the Chilean economist Max Neef, nine inter-connected satisfiers of human needs have been identified. The emphasis becomes how to satisfy those needs in a community, while working towards the first three objectives.

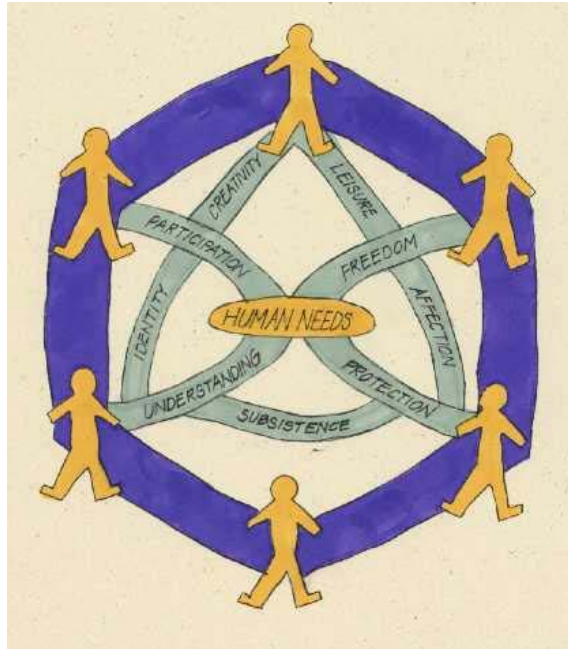


Figure 9: Fundamental human needs as identified by the research of Max Neef

TNS uses a *tree* as a metaphor. The four conditions, like the roots of a tree, underpin a wide range of services - the 'branches and leaves' - within any system, be it an organisation or community or country. They provide a commonality of purpose, ensuring the many parts of that system have a collective understanding of success.

TNS uses another metaphor which helps to focus on key issues for a system, the *funnel*. This describes how pressures are increasing as resources are decreasing. It can be applied to a wide range of situations. The end-game is to stop the sides of the funnel colliding; pass through the apex of the funnel and start to open it out the other side. Discussion occurs around the question: what actions are required to make that happen?

The Sustainability Funnel

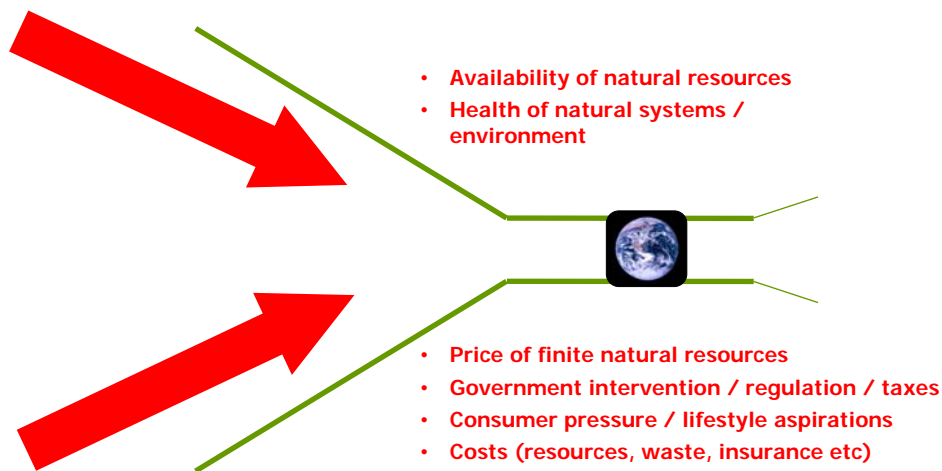


Figure 10: The funnel which can be applied to a wide range of current contexts

Yet another TNS tool is used to start to develop priorities for action with the community. It's known as the *ABCD model* where A is awareness of the system under discussion and the future challenges or forces that will impact on it; B is the baseline, where the system is now, is it working well, is it resilient in the face of future changes?; C is the vision of the future. In *Towards 2060* we use the year 2060 as a point in time to focus on but it could be any other date sufficiently far in the future to take participants out of the current state and think about what is down that future road. The preferred future that is envisioned must also be plausible, based on what we believe will be the challenges and opportunities of the future and it must be possible, that is, achievable. It's a practical exercise which needs to consider financial benefits and constraints and ensure there can be flexibility in achieving the vision. Following the creation of that vision there is a process known as *backcasting* which returns from the vision to the present day and considers what incremental steps and actions (D) are required to create the vision. The ABCD framework is a simple process but each step is necessary to get the best outcome.

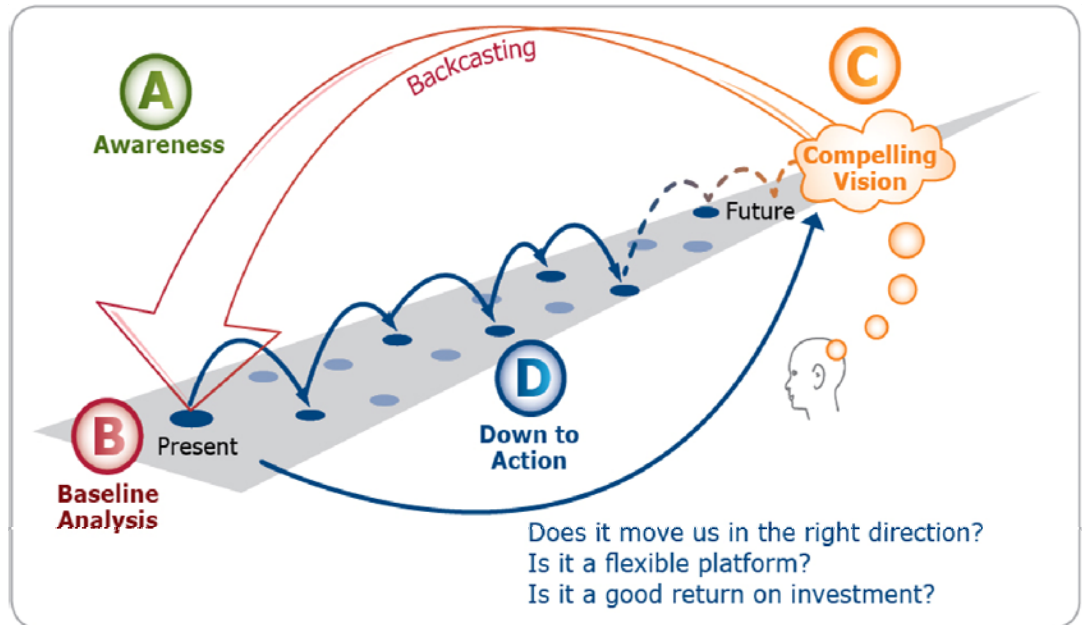


Figure 11: A planning framework