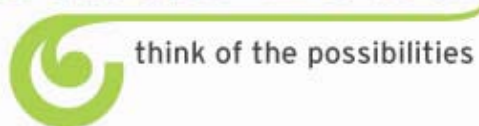


towards 2060



A record of Design the Future workshops held on 23, 30 March and 13 April, 2010

# PAPATOETOE

Design the future



Compiled by Valerie Proud on behalf of the Papatoetoe community, as a record of Design the Future workshops held on 23 and 30 March and 7 and 13 April, 2010.

To access the flipcharts and photos of this and other Design the Future Workshops go to [www.towards2060.org.nz/outputs/](http://www.towards2060.org.nz/outputs/)

Background information used in the design of these workshops can also be found on 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 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, using a framework known as *The Natural Step* (TNS) - see Appendix A for background information on this framework, and the tools used. The communities of Manukau are now a part of that global network.

## **The Papatoetoe Community**

Papatoetoe, meaning 'undulating area where toi toi predominates', is home to a multi-cultural community. It was a popular area for Maori because of its fertile soil, and at its narrowest point, was used as a portage for hauling canoes between the Manukau and Waitemata harbours. The first European settlers, predominantly Scottish and Irish, arrived in 1851 to farm the area. After World War II, Papatoetoe experienced another burst of development. By the 1980's, the area was mostly developed and population growth ceased.

More recently, an increase of in-fill housing has seen a rise in population, growing by almost 12% from year 2001 to 2006 to 40,650 residents. Papatoetoe's population is ethnically diverse, with 34% European, 33% Asian, 26% Pacific peoples and 16% Maori (*Source: 2006 Census*) ethnicity. There is a growing number of people of Indian origin in the area. Papatoetoe also has a mix of young and elderly populations, with the highest proportion of residents between the ages of 20 to 40 years old. Elderly residents account for 10% of the ward's population, the second highest in Manukau.

Today, Papatoetoe residents enjoy living in an established area, close to the airport, motorway, rail, and shopping malls. Papatoetoe has a high

percentage of rental homes and a high proportion of community homes, some of which support people with disabilities. Older people enjoy the ease of getting around due to the area's flatness. Many residents and visitors use the free community facilities, including Allenby Park, Papatoetoe Centennial Pools, Allan Brewster Recreation Centre and neighbourhood parks.

Papatoetoe has the most adults in clerical professions, particularly in the health care and social assistance industry. While 6% of residents hold an advanced vocational qualification, 30% hold no formal qualification. (Source NZ Statistics, 2006 Census).

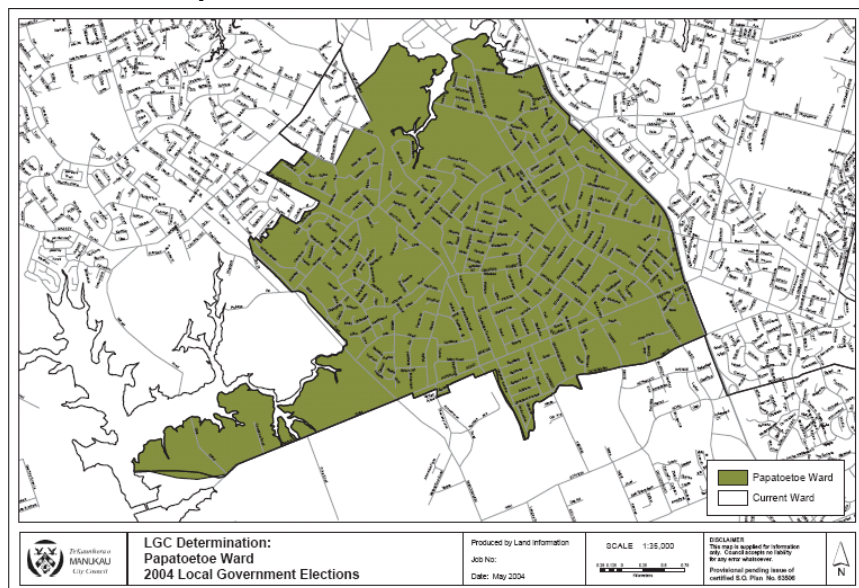
## Community Advocacy Plan

Papatoetoe's current community advocacy plan captures information on priorities produced through various planning processes. Due to be updated this year, the Papatoetoe advocacy plan will be made available as an input into Local Board Plans of the new Auckland Council.

The Towards 2060 workshop output can be used by the Community Board to set a longer-term vision which its Advocacy Plan can in part address.

Towards 2060 conversations and The Natural Step (TNS) tools can assist in helping the community consider the long-term future of the area.

### Papatoetoe Ward Map



*Figure 1: the Papatoetoe Ward*

## Papatoetoe Workshop Output

This report captures key elements of discussions at a series of four evening Design the Future workshops, held in late March and early April 2010.

### Current Big Issues for Papatoetoe

Following introductions, the group identified the following current issues or concerns:

- **Pressure from growth** - impacting resources, the environment, open space, and the quality of life for residents.
- **Small village atmosphere** of the town centre is threatened by growth, as the group value Papatoetoe's heritage, locality, diversity, neighbours, and facilities.
- **Population changes** - including overcrowding, changes in the population mix, immigration, and the age of people doing voluntary work.
- **Social services and administration** - Papatoetoe's place in the new 'super city'; and the availability of services into the future e.g. power, recreation.
- **Economy** - income, sufficient to gain or sustain owner occupier status and the changing needs of families.
- **Transport** - while the group felt Papatoetoe was comparatively well off regarding its central location close to major roads, highways and rail, there was a desire to improving ease of access through increased public transport (trains and buses), electrification, and more emphasis on cycling and walking.
- **Consumption, depletion or degradation of natural resources** - including availability of oil (power), water, air pollution and its impact on health, and infrastructure such as sewerage, stormwater, refuse collection, roading, and footpaths.

### The Zoom Game

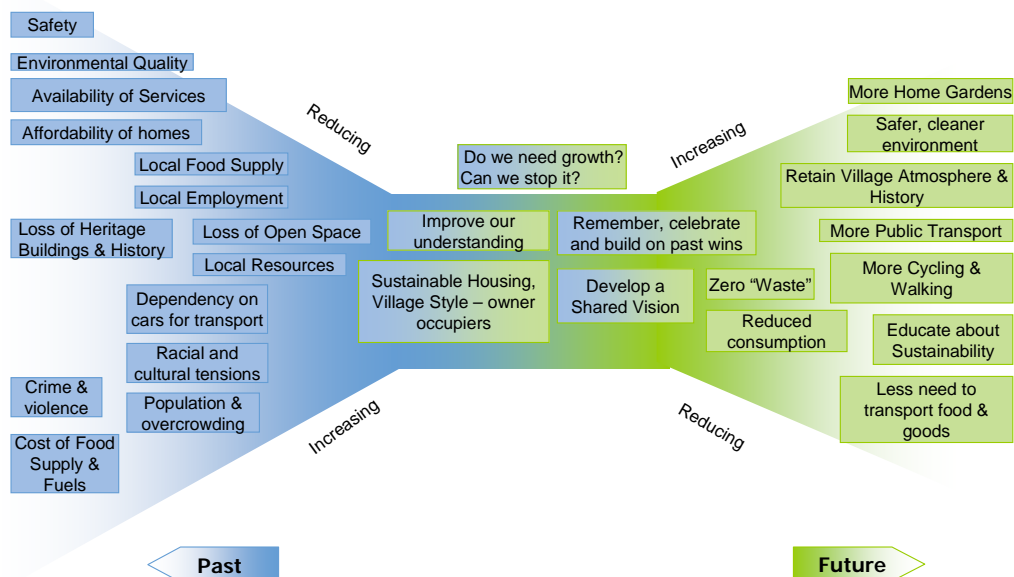
The group were introduced to systems thinking, by playing the *Zoom* game. Participants drew the following conclusions: each individual's view is only part of the picture; when we share, communicate and pool our information, we gain a wider perspective; the system evolves, but if any part is left out, the

cycle is broken; we can't always see the impact of each little decision, unless we look at the full picture. One person said "Each of us has an opinion, and if we put these together, we can make something amazing".



**Figure 2 - Papatoetoe Workshop Participants playing the Zoom Game**

The group taught each other about key global challenges of the future, such as population growth, oil depletion and climate change. The group learned about the Funnel, a key tool of the Natural Step. When the issues the group raised are put into the funnel the following patterns emerge for Papatoetoe:



**Figure 3 - Applying the Sustainability Funnel to Papatoetoe**

## **Needs for the Sustainable Future of Papatoetoe**

The group then used the nine fundamental human needs used by the research of Max Neef. Here is what the group identified as necessary components of a sustainable future for Papatoetoe:

### **Subsistence / Shelter**

Better access to accommodation, and sufficient income security and savings to ensure more people own their own homes. More localised production of food.

### **Protection**

Accommodation and streets need to be safe, with adequate care of the vulnerable - our youth and the elderly. We need to involve and include our youth, and work together as a community. Health is vital - our hospitals and health professionals are part of this. Everyone needs to be able to afford insurance too.

### **Participation**

"Papatoetoe is a good ward" - we create pride and ownership through our community events and our creativity. Families and neighbours need to work together, and ensure we have joint cultural events. We can foster our creativity through education and community activities like recreation, sport, arts, culture, and service.

### **Leisure / Recreation / 'Idleness'**

We need to ensure good facilities are designed with our housing e.g. sports facilities, children's activities, and parks so we can enjoy nature.

### **Affection**

More family connections / facilities for meeting / greeting / interaction / fellowship / events / celebrations / cultural and church activities / areas for quiet time. We need to invite others and network more, learn from other cultures, and be more friendly across cultures.

### **Understanding**

Keep our sense of humour; create pride and tolerance, and bridge the gap e.g. across age groups. Use festivals to celebrate our diversity,

and ensure there is better parenting, and more interaction across cultures and age groups.

### **Creativity**

We need leaders with foresight; and more volunteers. Make the most of our creativity through celebrations / events / festivals / entertainment.

### **Identity**

Preserve our identity and our history through our buildings and our stories; more interaction across society will enhance respect and pride in our culture.

### **Freedom**

Include young people / give our young more freedom, through events, participation, cultural awareness. Preserve our languages. We must also improve safety, particularly for aged people. We need to ensure future technologies add to our life - we need to change expectations around consumerism and packaging - for example, bottles, plastic, polystyrene.

After discussion of these human needs, each group used information cards on future energy and climate trends as a basis for discussion.



*Figure 4 - Papatoetoe Workshop Participants hard at work*

A short video on global population growth was also shown to indicate one of the key challenges for future development - population growth.

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

This video had a profound impact on most of the group, with many commenting on the explosive growth in the last 100 years to the current level of 6.5 million and still climbing. They reflected on growth in Papatoetoe in this context, and saw parallels in the historical photos on the walls of the Papatoetoe Chambers, which show urban intensification throughout the ward, and a loss of open space.

## **Key Visionary Statements**

The group noted that its ideal vision of Papatoetoe's long-term future would need to be shared and inspiring, and would include the following aspects:

### **A clean and healthy environment**

Our clean, healthy environment includes a good spread of green spaces, parks and gardens e.g. vegetables / fruit trees, with allotments, and recreation areas.

### **Self sufficiency**

We have become more self-sufficient in resources and local produce, by developing gardens, installing water tanks and making changes in our own life-styles. We have "got rid of some of the housing and concrete so we can grow food".

### **Sustainable buildings and housing**

We have high density, energy-efficient housing, and our infrastructure and facilities are multi-use. All new houses and buildings have energy-saving devices incorporated into them e.g. solar panels, insulation, and water tanks to collect and make better use of rainwater. We use solid waste and grey-water (e.g. toilets, wash-down yards, gardens / cars; composting vegetable waste - return to earth and production of gases for energy).

### **Communities / Culture**

We have more compact, localised communities. We no longer transport food from somewhere else. We compost all food waste, using it to grow food in our own backyards - "do it right so no rats or flies". We use baskets rather than non-biodegradable packaging.

Globalisation and inter-country trade also develops our diversity and will continue to change our world concepts. Community organisations play a role in bringing people together. Active neighbourhood communication and joint festivals help us to eliminate discrimination, and to accept diversity as normal and celebrate it. For some cultures, inter-caste marriages will also increase our understanding. All this creates a happier community.

### **Services**

We provide smaller scale, local services - serving clusters of housing, so there is less demand to go elsewhere. This helps make our streets, shopping and parks safer. Old and young are also better integrated into the community, and enjoy good health, being close to recreation facilities, schools and the hospital.

### **Education**

We educate to enhance awareness of sustainability, encourage self-reliance and discourage consumption. Good schools and university education plays a role in developing our youth; but education is also more web and home-based, or peer-to-peer in the community, with a focus on life-skills.

There is support for the learning of languages, to increase our understanding of each other.

Our families are important in setting examples for our children, and in creating a culture of self-responsibility.

### **Resources / Energy / Zero Waste**

Papatoetoe in the future makes less demand on resources, and uses them more wisely through the following means:

- We manufacture goods closer to the markets, using more efficient delivery systems (e.g. IKEA flat-packs). We learn from nature e.g. biomimicry; we use biodegradable materials; and we now consider recycling a very last option.
- We use diverse localised energy sources, including solar and wind energy everywhere possible e.g. in all new housing and industry.

- We produce no waste - we reuse all 'waste' as raw material for other processes, such as generating methane / bio-gas. We collect and store all waste-water for re-use. "We don't waste water and Mother Nature's provisions."

### **Transport**

We have a cleaner, regular, sustainable, efficient and easier transport system between towns in Manukau, fuelled by renewable energy, e.g. electric-powered buses and/or light rail. This connects Manurewa, Papatoetoe, Manukau City Centre, Middlemore Hospital and the Super Clinic, with a separate line for freight.

There are few cars, and individual transport is user-friendly and integrated, with walking and cycling tracks everywhere. Public transport is our main way to move, and is available within one block of our homes. It is safe, more convenient, cheap and community-friendly, and links us to our key needs *within* Papatoetoe - so there is less commuting beyond our boundaries. By 2060 we may even have canals and locks on our waterways, with sail power and renewable energy powering boats.

## **What could be some first steps?**

The group acknowledged this workshop as a beginning only; further discussions will be needed to progress towards a more sustainable future, and may require some difficult decisions. In their words, first steps could include:

### **Creating support for change**

We need to communicate at all levels, share ideas and create a forum for this. We also need incentives to help ourselves, raise awareness, and educate for sustainability. We should also support 'Made in NZ' products, and support any opportunities or organisations to assist others in need.

### **Change of attitude / values**

We need to look at how we use what resources we have more wisely, and raise awareness of other energy sources. This would also help us minimise our needs and demands.

As well as family bonds, we must find ways to reach across ethnic and cultural groups, providing mutual support, and a helping hand. We need to show more mutual respect, starting in our schools and families. With multiple nationalities, we need to be an example and role model, foster pride in ourselves and our area, and improve tolerance among various religions in the area. Knowing our local history also helps us maintain our identity.

### **Local Government and Central Government**

The group also wants local and central government to support such changes by:

- Providing incentives for householders to collect water (e.g. rain-water tanks) and to use solar for water heating and lighting (e.g. low interest loans)
- Reducing resource consent barriers, putting in place policies to support and encourage more sustainable practices
- Encouraging reuse of washing machine/ grey-water for our gardens, car-washing etc
- Researching so that we better understand the effect of water savings on water catchments and water tables

The group enjoyed a presentation about Hammarby, a suburb of Stockholm in Sweden, that shows how a large community re-development was planned to optimize and integrate infrastructure, good social outcomes, a clever use of the local environment and resource use and reuse. The slides are found at:

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

While not every detail of this presentation may fit Papatoetoe, the principles based on systems thinking, could be applied to any development.

### **Possible Priority Sustainability Projects**

It was agreed the community needed to determine its own priorities. No one in this group committed themselves to specific projects or actions; however, these ideas were put forward as areas for the Community Board to focus on:

## **Food**

Compact urban development to free up more public space, to be allocated to gardening for food production, with fruit / nut trees planted along road-sides and in public spaces and parks

Encouraging home and community gardens, co-operatives, and farmers' markets; and community composting of organic waste as a resource for the community gardens, collected weekly in a separate bin

## **Energy**

Making information about alternative energy sources available to the community, to reduce dependency on external imported sources

## **The People of the Community**

Involve more youth in decision-making, and more responsibilities - "start engaging youth NOW!"

Make multisport facilities free for youth

Involve the community in decision-making

Organise volunteers to help the elderly, and intergenerational activities, both ways (e.g. older people helping out new mums; younger people teaching older ones computing skills)

## **Education**

Give lots of support and opportunities for home based education, and community education programmes, including sustainability education

[Advocate for] affordable education for all; an education that builds good character, and a sense of trust and support

## **Transport**

Start thinking about making public transport easy. Make an alternative route for vehicles, taking traffic flow away from St George Street, for easier shopping, and create cycle ways. Encourage rail use, with well lit stations and safe walkways.

## Closing Circle



*Figure 5: Some of the workshop participants*

The workshop closed with a discussion of possible next steps, whether as a community, through organisations or as individual family members. Here is a sample of comments made:

I am very grateful to hear that the older people are caring about us - this is my future you are talking about, and everyone is concerned about our future [from a youthful participant].

It's wonderful to hear from the young people. We need more youth and more cultures to be here. This information will strengthen our community.

This is important information, local government needs to look and listen. We need to make sure this information is passed on to the Auckland Social Forum.

It's a privilege to be part of this dynamic, amazing vision process, I hope everyone can take it forward.

Thanks for the opportunity for my own community to address the challenges of the future - it's a great privilege to be part of Design the Future for Papatoetoe.

I came late - and have been blown away by how holistic and encompassing this process has been.

I am very encouraged that so much has been done at a high level, and also down to this local level - this will increase local buy-in as we plan for our future. It has been challenging at times, but well worthwhile.

It's been amazing - I've been on many workshops, but this was unique. I found it challenging, exciting, informative, and interesting - and I will use some of the techniques in my own work.

I began with quite a negative attitude, but I have learned a lot, and realised a lot - I hope that all the time and all this work will bear fruit.

I am grateful that all these people including local government, are concerned about the future of Papatoetoe - I want my future to be brighter than it is now, so thanks for hearing us youth out. We want more involvement of youth, so tell your kids to come.

Thank you - I was very surprised at the start, from the level that we began, that we got to this high level - and I wish and pray for our dream to come true, that we have a safe and peaceful community.

Thanks for everyone's commitment and effort - we can't leave this up to government, it's now up to each of us - "retweet" all this information to others.

I came here as one of the community, but I realise that we are now the leaders - we need to tell others, this is our responsibility - we must reach to thousands.

We've been ignoring all the signs - we all knew that fuel will run out - even now, I get really wild at people's attitudes - it's time we got serious and said enough is enough.

Since coming to this workshop, I am seeing more and more information about energy and sustainability popping out at me everywhere. We know what to do; we just need to do it (e.g. green supermarket bags).

I thoroughly enjoyed it, and found it totally different. I am very serious about the future, and it's up to us.

Although we were a small group, I feel the right people came - we are strong enough to spread the word, it's the power of the people that will make it happen. It would be good to have a refresher in six months.

## **Implications for Families, Community and Organisations**

Actions that any family or individual may take were identified during the workshop, including growing gardens, decisions about consumer purchases, reaching out to neighbours, and the like.

More far-reaching changes to existing land use identified for Papatoetoe (for example, clearing some housing areas to reinstate food production; more sustainable housing; and improvement of public transport), would require planning changes, and in some instances may require changes to central and/or local government policy, and the Spatial Plan. The desirability of increasing the population in Papatoetoe was questioned, but not resolved.

There are also potential implications for strategies relevant to the future council-controlled organisations (CCOs), such as Watercare Services Limited, and a number of key central government agencies, such as Housing New Zealand Corporation.

Ways to encourage more local young people to make use of local education facilities are also clearly important to the community, with education seen as a primary key to preparation for dealing with long-term sustainability challenges and the forces of change.

These examples simply highlight the potential for other organisations to respond to the needs of Papatoetoe residents; further planning exercises will be required in the future to clarify the communities' priorities for action.

## **Facilitators' Perspective**

Evening sessions were scheduled for the Papatoetoe workshop, to allow business people and younger members to attend; however, the majority who attended were of retirement age, and many were active in voluntary capacities in their community.

Participants commented frequently on their concern that more young people should be taking part, since it was "their future" that was being considered; however attempts to increase the numbers of younger people attending met limited success.

Having a high number of older participants did mean there was a wealth of knowledge of Papatoetoe's history. On the other hand, relatively recent migrants to New Zealand brought other cultural dimensions to the discussions.

A point of note in the Papatoetoe group was language difficulties for some migrant communities. Some participants were keen to be involved and to learn what the workshop had to offer, but their limited knowledge of English made them reliant on particular individuals for translation. To some extent this also hampered them from mingling in the mixed group conversations. So, while the most fluent among the participants continued to attend all sessions, the rest of their party did not complete the workshop. There was noticeably more mixing between the different ethnicities by the end of the workshops than at the beginning, since only those who could comfortably converse in English remained.

It could be fruitful to consider how these workshops might be adapted / conducted with the assistance of translators, if such communities wish to further explore the matters raised through the workshops.

Overall, the group did not appear to have a high level of specific knowledge about likely global challenges of the future, nor a robust understanding of sustainability. All were strongly impacted by the World Population Growth video in particular.

Participants had a wide range of concerns about the future, but did not always connect their ideas for a positive vision for Papatoetoe to specific actions they might take to ensure this occurs. They wanted 'someone' to develop gardens, cycle-ways and the like; while age may prevent some older participants from becoming actively involved in such activities themselves, there was a keenness to share their life experience and knowledge with younger people.

In order for Papatoetoe to progress to a coherent set of priorities for action towards a long-term sustainable future, it seems vital that conversations begun at this workshop be taken up among younger people in the community. The group themselves recognised this. Some articulated their need to show leadership, in spreading the word to those with energy, drive and a commitment to action, though it was not clear whether or how they would follow through to make this happen.

Changes to Auckland's governance will provide excellent opportunities for the community of Papatoetoe to continue this process. It will be exciting to see if the interest that participants showed at this workshop can lead to effective action which engages all age-groups and ethnicities in the community, towards a positive plausible vision for Papatoetoe in the years to come.

One of the closing comments makes a fitting summary, filled with hope for the future of Papatoetoe:

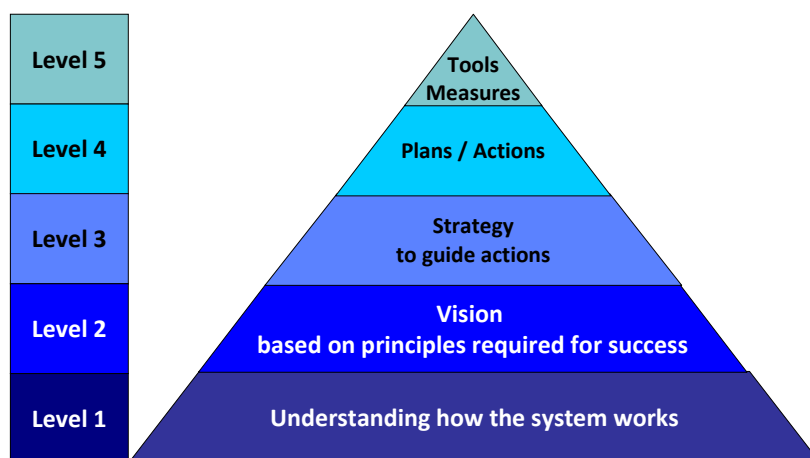
“Nothing is impossible if we work together as a team.”

## Appendix A: The Natural Step

Towards 2060 chose *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. It is 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.

The TNS framework is based on thinking about the “whole system” or “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 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 in the system. Considering the whole 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 6: 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. 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 development 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*

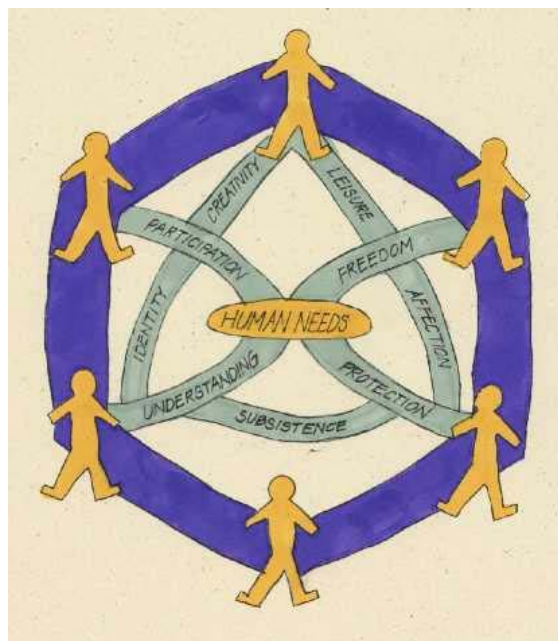
### WHAT WE DESTROY

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 7: Sustainability conditions to assist in planning processes*

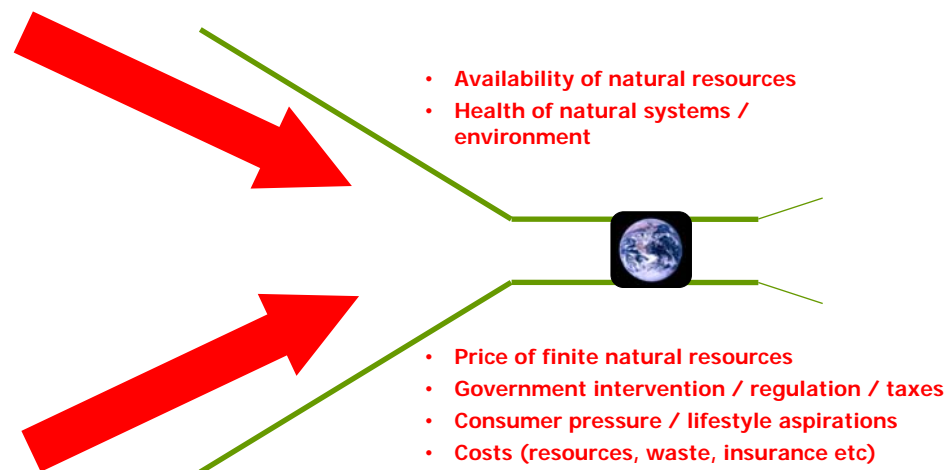


*Figure 8: Fundamental human needs as identified by the research of Max Neef*

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 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.

TNS also 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, community or country. They provide a commonality of purpose, ensuring the many parts of the system have a collective definition of success.

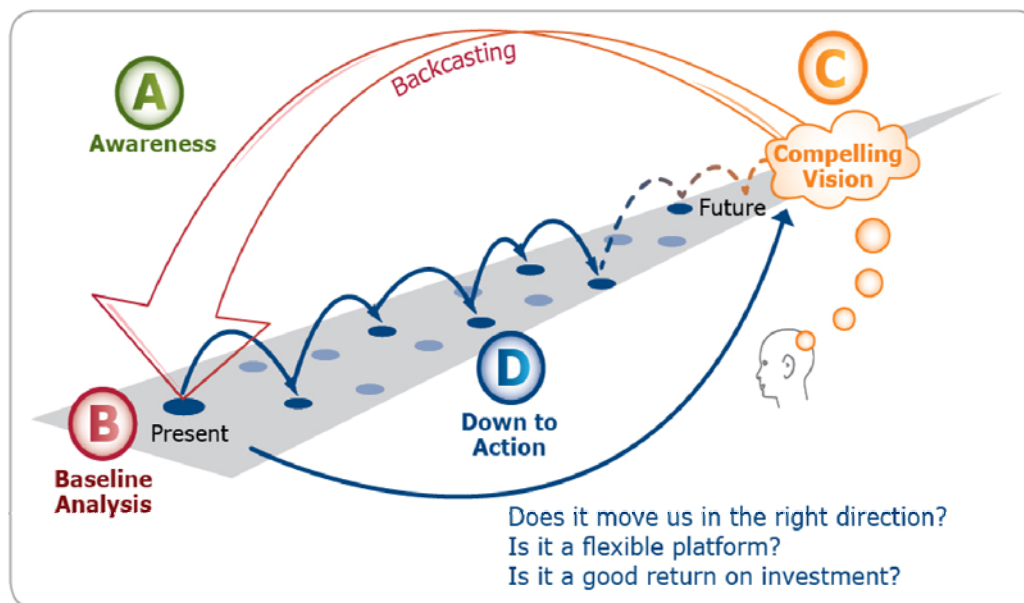
### The Sustainability Funnel



*Figure 9: The funnel which can be applied to a wide range of current contexts*

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 ABCD Model



**Figure 10: A planning framework**

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.

## **Appendix B: Workshop Participants:**

Note that this is a combined list - not all people attended all four sessions.

Baltaj Singh  
Charanjit Singh  
Christine Howard  
Clyde Johnson  
Dasham Bedi  
Dianne Troup  
Cr Gary Troup  
Gasologa Taala  
Hannah Taala  
Heather Raudon  
Jerry Green  
Judy McCarvill  
Junior Taala  
Karnail Singh  
Latofoa Taala  
Laurice Botica  
Maota Taala  
Martin Kofoed  
Mary Taala  
Nimi Bedi  
Pamela Walford  
Ray Strong  
Segia Taala

### **Facilitators were:**

James Samuel  
Simon Harvey  
Valerie Proud