

Roadmap to Sustainability

Developing an Industry Association Sustainability
Program for Members



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Solutions for a Sustainable World

Roadmap to Sustainability: Developing an Industry Association Sustainability Program for Members

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Introduction

This guide will assist industry and professional associations to develop a sustainability program for their members and in doing so, to help their members compete and thrive in the present and future marketplace. This guide includes 10 concrete steps your association can take to provide enhanced benefits to your members while developing a leadership position in a critical global trend. But first, here's why you should bother.

Today our global society faces a burgeoning population, demographic changes, a growing social divide, increased globalization, fast-paced technological innovation, climate change, natural resource depletion and ecosystem decline. One reaction is to stick your head in the sand. But whether we ignore these changes or not, they will affect us personally and professionally – and they will have a profound effect on how business is done in Canada and around the world.

The good news is that we have the collective knowledge to grapple with these developments, to develop resiliency and to establish proactive responses and practices that will help us advance towards a more sustainable future. Associations are in a particularly good position to face these issues because their memberships provide them with built-in collective knowledge and experience.

The "Roadmap to Sustainability" equips associations to take positive action. This how-to guide has the practical tools and information your association needs to respond to these emerging trends and to establish sustainability and corporate social responsibility (CSR) programs for your members.

What is sustainability and CSR?

There are many definitions of sustainability and CSR. This guide uses the terms interchangeably and defines them to mean the integration of social and environmental factors into organizational governance, strategy, operations and daily decisions informed by consideration of stakeholder impacts, concerns and priorities.

What is a sustainability program?

A sustainability program consists of tools and guidance to association members to help them improve their social and environmental performance, manage risks and leverage opportunities.

Why sustainability programs are good for associations

Aside from saving the world, why bother? What's the "business case" or "value proposition"? Why should an association deploy scarce resources on a CSR or sustainability program – especially if its members aren't clamoring for it?

As the quest for sustainability begins to shape how organizations, institutions and households operate, there are many benefits to adopting a progressive sustainability agenda. Here are seven reasons why sustainability programs can help associations fulfill their mandates:

1. **Attract and retain members:** Sustainability/CSR programming increases the value and relevance of the association to current and prospective members. It reduces the risk that members will have their CSR and sustainability needs met by other organizations or initiatives.
2. **Enhance innovation:** Cost-effective pre-competitive CSR/sustainability collaborations can result in industry innovation, enabling the industry to improve its collective CSR impacts while driving business and operational benefits.
3. **Build positive government and non-governmental organization (NGO) relations:** Associations that increase their CSR or sustainability expertise are better positioned to contribute positively to regulatory initiatives by government and other agencies and to engage constructively with NGOs and other stakeholders. Associations with voluntary industry CSR/sustainability standards that exceed compliance requirements are able to forestall government regulation.
4. **Identify industry priorities:** Many generic global CSR/sustainability initiatives and standards are now available and this in turn can make priority-setting for members difficult. An industry approach can assist member companies to develop an industry-relevant model tailored to the sector's most material risks and opportunities.
5. **Fulfill association goals:** Typically association goals include assisting members to be competitive and profitable. CSR/sustainability is one tool to enhance member profitability and competitiveness.
6. **Build industry reputation and brand:** An association CSR program demonstrates the sector's commitment to sustainable practices and leadership on CSR. It can build positive stakeholder relationships with customers, communities, NGOs, suppliers and others. In doing so, it enhances the sector's social license to operate and grow.

- 7. Enhance employee recruitment and retention:** Associations with CSR programs are able to attract and retain the best and brightest employees who prefer to work for organizations aligned with their values.

“Working for an organization that is considering how to implement sustainability initiatives at multiple levels is very gratifying. I think this empowers our staff to bring forward ideas that can make a real difference.”

Megan Archibald, Associate Director, Communications and Stakeholder Engagement, [Association of Professional Engineers & Geoscientists of BC](#)

How associations can help members improve their sustainability performance

There are many benefits available to industry and professional associations that invest in sustainability programs to help their members succeed.

The following section provides an overview of some key actions an association can take to realize these benefits.

Here are eight ways industry or professional associations can assist members to improve their sustainability performance and impacts:

- 1. Provide information and education on sustainability trends.** Conduct research on sustainability mega-trends¹ and the impacts of your sector on environment and society. Analyze how they might affect your members. Act as a clearing house and recommend progressive actions that will help your sector advance along the sustainability continuum. Help members address issues raised by their clients and customers as they seek to address sustainability. Frame the sustainability business case and value proposition for member sustainability programming.
- 2. Provide forums for discussion and collaboration.** Create discussion opportunities for the sector to explore sustainability and CSR trends. Help the sector to identify the important trends and the sector’s response. Initiate collaborative action for the sector.
- 3. Raise sector standards.** Develop, promote and share best practices and set targets for sector advancement.

“Associations can provide a platform for discussion and exploration of sustainability trends and how industry might address them. Associations can help develop and promote best practices to shorten the learning process for members. The association can identify opportunities for collaborative action for the industry.”

Allen Langdon, VP Sustainability, [Retail Council of Canada](#)

¹ For example: [“The Forces for Change: the Drivers and Trends”](#) by Business in the Community, or [“Expect the Unexpected”](#) by KPMG

4. **Develop programs to continuously improve performance and raise sector standards.** Members often need checklists, guidelines, metrics, targets and other tools to enhance their performance. A common set of benchmarks can help members evaluate themselves against their peers. Codes of practice can provide phased approaches to improved performance and set a minimum performance standard for the sector. The association can pool funding, help share costs, seek government partnerships for cost-sharing, and raise funds from interested members to develop toolkits and resource guides, host workshops, etc.
5. **Act as cheerleader.** Encourage members to move forward. Support them with encouragement, awards and rewards. Enable their success.
6. **Facilitate stakeholder feedback.** Create a common platform for engaging stakeholders on top issues and addressing stakeholder priorities and concerns. Seek stakeholder input into the development of programs, guidelines and standards.
7. **Promote accountability of industry to society.** Report on sector progress. Enhance the sector's accountability and transparency to the public to build legitimacy. Communicate the sector's sustainability accomplishments and achievements to stakeholders.
8. **Advance sustainability solutions in society.** Identify opportunities to work with other sector associations or governments on critical sustainability issues faced by society. Enable cross pollination with other industry groups on sustainability performance and identify sectors that have common sustainability interests and work on joint projects together. Partner with governments, civil society and others to address shared interests and opportunities on behalf of the industry.

Benefits sustainability programs offer association member companies

Sustainability has been likened to a business mega-trend on par with the industrial and information revolutions which caused fundamental shifts in how businesses operate and compete². That's a serious wake-up call for anyone interacting in the marketplace – and an opportunity for associations to help their members understand, plan for and even influence these sustainability trends. The following is a list of benefits to members from association sustainability programs.

1. **Gain critical business insights.** An association program can help members identify and focus on critical business areas to improve their performance. Associations can monitor emerging sustainability trends and issues – such as population and middle income growth leading to food, water and resource scarcity, increasing economic disparity, demographic changes such as aging and obesity, climate change, technology acceleration and shifts in consumer values – to keep members up to date. Associations thus can provide an early warning service for members, enabling them to anticipate and plan more effectively. Programs can provide solutions to help members manage business risks, enrich customer service and enhance the bottom line.

² See Harvard Business Review: <http://hbr.org/2010/05/the-sustainability-imperative/ar/1>

2. **Learn from peers and industry leaders.** Members don't need to reinvent the wheel. Members can share best practices and learn from one another. This can result in improved outcomes, because members are able to tap into the collective insights and expertise within the industry or profession. CSR or sustainability criteria can be established by industry peers who set the overall industry standard, benchmark or code of practice. Sector leaders are often willing to share their insights to the benefit of the entire industry or profession. Members do not need to go-it alone.
3. **Progress through collective action.** It is challenging for organizations to move the needle on sustainability if they act independently. Individual organizations can provide influence but it often takes industry collaboration to make substantial progress on important large-scale issues. Many social and environmental issues are sector-wide, such as financial literacy for the banking sector, excessive packaging for the retail sector, or sustainability accounting for the accounting profession, and are best tackled collectively.
4. **Save time and money.** Participating members can save time and money when the association takes a leadership role and aggregates resources and knowledge. Collective action can be more cost-effective than independent action. Organizations can cost-share expenses and generate more robust results.
5. **Obtain stakeholder perspectives.** Stakeholders may prefer dealing with the industry as a whole rather than on an individual basis. It can be more effective for members to have a one-window approach to stakeholders and stakeholder insights, whether non-governmental organizations (NGOs), academia, suppliers, governments, other sectors, communities, consumers, etc. A well-run and resourced systematic and uniform stakeholder engagement and communication program managed by a sector association can lead to better results than individual efforts. This way, members don't have to deal directly with watchdog groups and invest scarce resources in stakeholder monitoring and engagement.
6. **Enhance corporate brand; build license to operate.** Sector programs can enhance the competitive advantage of the industry or profession nationally or globally. Sectors perceived as managing their social and environmental performance will earn the respect and trust of the public, customers and civil society – important factors to build an industry's license to operate and grow. By working together, sustainability performance can be elevated across the entire sector. This can enhance the sector's image and increase the credibility of member brands.

Ten steps on the sustainability roadmap.

Now that the benefits of a sustainability program to associations and their memberships has been established, here's a [roadmap](#) of the 10 steps an association can take to advance sustainability or CSR amongst its members.

These ten steps need not happen sequentially, some can be pursued in parallel or reverse order. However, it helps to know others are on the same path and that there are peers you can turn to for advice and support.

“The roadmap is very good – it is quite reflective of the process we are going through. It is tracking almost exactly how we are going through this process.”

Keith Sashaw, President, [Vancouver Regional Construction Association](#)

1. Understand sustainability trends and best practice

Associations can research emerging and frontier sustainability trends, impacts, issues and dependencies and canvass members on top sustainability challenges and concerns. With this information, they can develop an overarching set of issues and opportunities for the sector to tackle together. This usually results in a “call to action” to build buy-in and support from the broad membership community. An important first step is to help members understand the business case for sustainability or CSR and the benefits of working together on a joint program. As well, canvas members for existing best practice, and research good practices in other jurisdictions. Associations in similar sectors in other provinces or countries may have already developed good programs you can tailor.

2. Consult and prioritize

Once the membership has agreed on the need for collaborative action, the association consults with members and external stakeholders to determine the top priorities a sustainability or CSR program should address – and any gaps in current programs. A notable best practice for engaging stakeholder groups in dialogue around sustainability issues is the use of an external advisory panel led by an independent facilitator – a practice used by [Canadian Association of Petroleum Producers](#), the [Chemical Industry Association of Canada](#) and the [Mining Association of Canada](#).

[Canadian Manufacturers and Exporters](#) (CME) adopted an environmental policy that frames its work with member companies. It commits CME to advocate for, and work with, its members to support their continuing improvements toward enhanced environmental performance. In 2012, CME set four environmental priorities: chemicals management, climate change, waste diversion and clean water.

3. Develop sustainability vision or principles

An important, often overlooked, step is to develop a sector-wide sustainability vision or set of principles. [Credit Union Central of Canada](#), for example, developed a [statement on social responsibility and building sustainable communities](#) which it used to generate consensus amongst its members for the development of a CSR Information hub and set of tools to advance CSR within credit unions. The [Association of Professional Engineers and Geologists of BC](#) consulted on draft sustainability guidelines for its professional members, including requirements that engineers and geologists maintain a current knowledge of sustainability, integrate sustainability into professional practice and collaborate with peers and experts on sustainability. Clarity on a definition, principles, and the long term direction of an

association's CSR initiative can help focus future programming on top issues for the industry or profession.

"The first three steps grab me as the most important and worthwhile because they are foundational: business case, validating with external stakeholders, and developing a vision. Without that, if you don't do that properly, the process might not lead to a tangible plan that has industry buy-in. Once you have the vision it is easier to get to the metrics, without which you get lost in why we are doing this. The vision is key to bringing everyone together."

Allen Langdon, VP Sustainability at the [Retail Council of Canada](#)

4. Get your house in order

To effectively champion sustainability leadership to their members, associations can adopt their own in-house sustainability program. The [Certified General Accountants Association of British Columbia](#) (CGA-BC) is the governing and regulatory body responsible for the training and certification of B.C.'s nearly 15,000 CGAs and CGA students. A few years ago, they [launched a number of initiatives](#) to reduce their operational footprint. They provided public transit subsidy benefits for employees; used Forest Stewardship Council (FSC) certified paper in all printers and copier as well as in publications such as their *Outlook* magazine; installed a filtered drinking water system to eliminate the use of plastic bottles; recycled computers, laptops and hardware through an environmentally responsible third party; introduced a nightly shutdown protocol for all non-essential electronics and lights; purchased multi-tasking printers, fax, scanner and copiers to allow scanning and e-mail as alternatives to faxing; and conducted an energy audit of their offices. But CGA-BC's efforts didn't stop there. They also partnered with [Climate Smart](#), which trains organizations to measure and reduce greenhouse gas emissions and energy use. Climate Smart hosted training sessions for CGA-BC's professional members – training that could be applied to the accountants' continuous professional development credits. Once trained in measuring and enhancing energy efficiency, professional accountants can pass this knowledge along to clients – a classic win-win.

This approach to providing educational opportunities for members is key to the next step on the [Association Sustainability Roadmap](#).

"Energy waste in the small- and medium-sized enterprise sector hasn't received the public attention of the big industrial companies or even the large public sector agencies, but it's a huge contributor to greenhouse gas emissions – and we are a part of that sector."

Gordon Ruth, CEO, [Certified General Accountants of BC](#)

5. Develop tools and education programs

For most of us it's a new frontier to include environmental and social factors in governance, strategy, operations and daily decision-making. That is why it is so important for industry and other associations to develop the tools and learning platforms to support their members along the sustainability path.

[Credit Union Central of Canada](#) followed this approach in the development of their [CSR Information Hub](#) for their credit union members. The Hub includes tools for the development of a CSR policy, vision and strategy, along with a CSR business case and guidelines for sustainable purchasing and CSR reporting. Peer learning and mentoring are important steps to educate the sector and bring all members up to speed on CSR.

"We are giving our credit union members the opportunity to learn and share best practices – this is the theme running throughout the entire project."

Brigitte Goulard, Vice-president of Policy, [Credit Union Central of Canada](#)

6. Develop a plan, metrics and targets; track and reward progress

The [Vancouver Regional Construction Association](#) launched their [Excellence in Sustainable Construction Certification Program](#) in 2011. The program is designed to help contractors and suppliers manage, report and improve their business practices as they relate to social, environmental and economic sustainability. By joining the "ESC" program, members have access to tools and expertise that will help benchmark accomplishments and chart a course to improve performance. The program provides advice on how to create a sustainability plan, support from program staff throughout certification, software to manage carbon emissions, webinars, seminars and a resource library to educate and support members. It also includes an online discussion forum with ESC companies, use of the ESC logo on promotional materials and an ability to measure, reduce and report sustainability impacts. ESC certification costs \$1,800 and annual renewals cost \$850. These fees help the association recover their costs to manage the program.

A small working group within the association developed the business case and value proposition (step one of the [Association Sustainability Roadmap](#)) and then talked to members. They researched similar programs run by other associations and engaged external stakeholders for their views on the program (step two). The association offered education to its members as they put the program together [step five] and are now developing an action plan, which includes metrics and targets [step six]. Companies that choose not to seek formal certification can still adopt the program to improve their sustainability performance.

We set an association goal for our “Towards Sustainable Mining” program, which is to help our members ultimately achieve a Level A performance for all indicators in the areas of tailings management, energy use, GHG emissions management and external outreach. Within our energy protocol we require our members to set energy reduction targets. We are putting a lot of resources into helping our industry get to that target. “

Ben Chalmers, Vice-president Sustainable Development, [Mining Association of Canada](#)

The [Canadian Association of Petroleum Producers](#) (CAPP) has an association-wide performance reporting program to demonstrate the industry’s progress in environmental, health, safety and social performance, the [Responsible Canadian Energy Program](#). It is a means for tracking and publicly reporting on the industry’s sustainability impacts and improvements, focusing on key performance indicators in four areas: people, land, air and water. By tracking and reporting on common sustainability metrics, the industry is able to monitor trends and flag areas of under-performance. This can help the sector keep abreast of issues and opportunities for continuous improvement.

7. Develop industry code of practice

To respond to member requests or keep ahead of government regulation and enhance industry license to operate, some associations develop voluntary or mandatory codes of practice for members that are designed to advance members along the sustainability path. The [Mining Association of Canada](#) (MAC) launched its program [Towards Sustainable Mining](#) in 2004. It is a mandatory program for members, and includes external verification of companies’ performance. New members have three years to comply and publicly report their performance against the standards. A multi-stakeholder “community of interest panel” provides ongoing advice and feedback on the program to ensure it is based on best practice. MAC holds an annual award ceremony to recognize industry leadership in corporate social responsibility.

The [Hotel Association of Canada](#) offers their members the [“Green Key Eco-Rating Program”](#). Members conduct a comprehensive environmental self-assessment covering five main operational areas of a property such as housekeeping, food and beverage and conference and meeting facilities. Over 160 questions address energy and water conservation, waste management, air quality, community outreach and other items. Participants are awarded one of five levels based on the self-assessment and may use the logo for marketing purposes. Some participants undergo an on-site inspection each year to confirm their rating status.

Rather than develop their own code of practice, the [Forest Products Association of Canada](#) (FPAC) requires their members to have forest lands independently certified to one of three certification systems in use in Canada: Canadian Standards Association, the Forest Stewardship Council or the Sustainable Forestry Initiative standards. Since 2002, third-party certification has been a condition of FPAC membership.

8. Engage stakeholders

There is an increasing call for industries to engage in finding solutions to global sustainability challenges. It is recognized that meeting society's sustainability aspirations cannot be done alone but requires government, business and civil society collaboration. FPAC established a partnership with WWF Canada to help the industry become carbon neutral. In 2007 the association [announced](#) that Canada's forest products industry will become carbon neutral by 2015 without the purchase of carbon offset credits. This represents best practice on two fronts: engaging stakeholders and setting bold industry-wide targets on an important environmental issue.

FPAC was involved in another ground-breaking initiative: FPAC, its members and nine leading environmental organizations, including Greenpeace, signed a [conservation agreement](#) in 2010, covering over 72 million hectares of public forests licensed to FPAC member companies across Canada.

FPAC and other leading associations recognize the benefit of engaging stakeholders, not simply in identifying key issues for the industry to manage (as profiled in step 2), but to tackle and resolve important sustainability challenges and build the industry's license to operate.

9. Report on sector results

In order to practice accountability and transparency and build trust and credibility with the industry, some associations produce overall sector performance reports, revealing how the industry performs against common social and environmental metrics. The [Responsible Canadian Energy](#) program of the Canadian Association of Petroleum Producers does this, as does the Mining Association of Canada through its [Towards Sustainable Mining](#) initiative.

10. Contribute to progressive public policy

Industry needs a level playing field to operate effectively. There is considerable uncertainty in Canada and globally regarding government's role to require business to fully address social and environmental impacts. Association leaders recognize the opportunity to proactively reach out to government to support the development of effective public policy frameworks that both advance sustainability and enable industry to compete and thrive.

"Our Towards Sustainable Mining Program gives us credibility with government. When we are working on policy issues it shows that we do walk the walk."

Ben Chalmers, Vice-president Sustainable Development, [Mining Association of Canada](#)

The ten steps of the [Industry Sustainability Association Roadmap](#) provide a framework to help associations develop a CSR program for their members. Once the program is launched, there is a need for continuous improvement. The [Hotel Association of Canada](#) updates their program every five years.

“Technologies are always changing, trends are changing, the needs of your members are changing, so you have to be on top of those trends and come up with new ways to support your members. This is why we invest in updating our program on a regular basis.”

Andrea Myers, Director Member Programs, [Hotel Association of Canada](#)

Challenges and Opportunities

There are a number of challenges to get support for and launch a sustainability program. There are also many excellent strategies to overcome the challenges and even create opportunities.

“We struck a member advisory committee to help design our program. They were “ideas” people and very supportive of the project. We developed the resources that met a real need of the membership to put up on our CSR Information Hub.”

Brigitte Goulard, Vice-president Policy, [Credit Union Central of Canada](#)

Challenge	Opportunity
Resource, cost and time constraints, especially for smaller members.	Leader members may be willing to fund collective research. Associations can charge program fees. Larger companies can mentor smaller companies. Stay focused on a few key components and build the rest later.
Competition (getting companies that compete fiercely in the marketplace to work together).	Find common ground. Focus on pre-competitive issues where collaboration can make a difference.
Membership diversity, including different sizes, sectors, level of sustainability competency and resource availability.	Identify priorities based on consensus. Consider a graduated rating system with no pass-fail, but a path of continuous improvement from basic to advanced performance. Help members identify pre-existing programs and initiatives that can be leveraged.
Lack of skills, knowledge and experience.	Members can provide direction. Secure the support of external expertise.
Member lack of time to develop program.	Some of the leading CSR members might have interest in contributing their time.
Getting the reputational benefits of the	Focus on the development of a strong platform

effort. Getting the message out that we are doing this.	before going public. Once performance improvements or high performance levels can be demonstrated consider publishing results.
Securing the buy in of the association board and senior leadership.	Find the elements that everyone can get behind and support. Align the project to the association's existing corporate priorities. Build the business case internally. Engage the sustainability champions within the industry to promote the program to others.
How to measure results; development of meaningful metrics.	Look at what other industry associations have done in this area. Consider the Global Reporting Initiative , a voluntary international reporting standard, for guidance.
Developing a definition of sustainability and identifying top issues to include in the program.	Engage sustainability experts, industry experts and external stakeholders to determine components of a best in class program. Pilot the program with a good cross-section of members to see what works and what doesn't.
Procedures for enforcement. How to determine when a member is not following the standards.	Make guidelines achievable for members. Develop an implementation plan to increase engagement and involvement over time. Consider a means of third party auditing to validate the performance level or ranking.

"We didn't want to be so far ahead of our members that it was an impossible task to achieve. We engaged external stakeholders to find out what they would be looking for in a sustainable construction program and then did a pilot project with five of our members representing a good cross-section. Through this process we learned a lot and we were able to adapt our approach accordingly."

Keith Sashaw, President, [Vancouver Regional Construction Association](#)

Critical success factors

As an association begins to develop its sustainability program it's helpful to be guided by the following success factors:

1. **Focus on key priorities** where the industry can make an impact.
2. **Start with small wins** to demonstrate the benefit of working together; once you have the trust and the belief that change is possible work towards larger or more ambitious goals.
3. **Keep your membership engaged**; make sure the effort is driven by the members.
4. **Be transparent** and involve stakeholders; get third party input.
5. **Lead but don't get too far ahead.**
6. **Don't reinvent the wheel.**
7. **Dedicate resources** and association staff.

In addition to these critical success factors, here are a few other words of advice in setting up your sustainability program.

Take your time. Practitioners caution associations to take their time in building an industry program. MAC had a three-year implementation plan for their reporting program. The first year they reported internally on the program, the second year they reported on aggregated industry results and the third year they reported sustainability performance at the facilities level.

"It took the Mining Association of Canada 10 years to demonstrate results. Set realistic goals which you can achieve, and will advance you. Take a phased approach. Don't try to bite off too much at the beginning."

Ben Chalmers, Vice-president Sustainable Development, [Mining Association of Canada](#)

Do your due diligence. Programs need to be consensus-based, so it is important to hear what members have to say. However, while it is important to have member input, it is equally important to do your due diligence to ensure the criteria is robust and makes sense for both internal and external stakeholders. You need to watch out for green washing.

Find your champions. An association can set up a committee or working group to visualize the plan, determine how to measure success, and test the concepts. Champions with passion are critical to getting programs off the ground. Find or cultivate them and harness their energy.

Design for flexibility and scalability. Make sure your program is flexible and not a cookie cutter or one size fits all. Programs which are scalable and enable all members to become engaged are ideal. Start by finding out what your members are already doing and go from there.

Involve third parties, learn from best practices. Don't be afraid to involve third parties and tap into what others have done in other sectors, within the NGO community or elsewhere. Thinking you have to do it all on your own is a mistake. Indeed, you may have limited expertise within the association membership, so consider broadening the discussion outside of your industry to learn about possible best practices.

Conclusion: The future of association sustainability programs

Over the coming decades, society will grapple with critical sustainability trends such as climate change, resource scarcity, ecosystem depletion and a growing social divide. Industries, professions and the associations which represent them will be called upon to contribute their insights and expertise to foster solutions which generate shared value for business and society. Leading associations will move beyond focusing on building their sector's license to operate and will engage in a fundamental rewiring of humanity's relationship to the planet and each other. The development of a sustainability program for members today, is the beginning of a collective journey towards social, environmental and economic sustainability for all.

Thanks and Acknowledgements

I extend my thanks to the following individuals, who represent a diverse spectrum of associations, for contributing their thoughts and knowledge to this guide. Each was enthusiastic about the progress of their association and the role it could play in the years ahead. They believe sustainability programs provide substantial value to the association and its members and help build the sector's license to operate and grow – while they play their part to provide solutions to our growing social and environmental challenges.

- Allen Langdon, vice-president of sustainability, Retail Council of Canada
- Megan Archibald, associate director of communications and stakeholder engagement, Association of Professional Engineers & Geoscientists of BC
- Brigitte Goulard, vice-president of policy, and Kevin Dorse, senior policy advisor, Credit Union Central of Canada
- Edward Downing, director of communications, Certified General Accountants Association of BC
- Nancy Coulas, director of environment and energy policy, Canadian Manufacturers and Exporters
- Ben Chalmers, vice-president of sustainable development, Mining Association of Canada
- Andrea Myers, director of member programs, Hotel Association of Canada
- Keith Sashaw, president, Vancouver Regional Construction Association

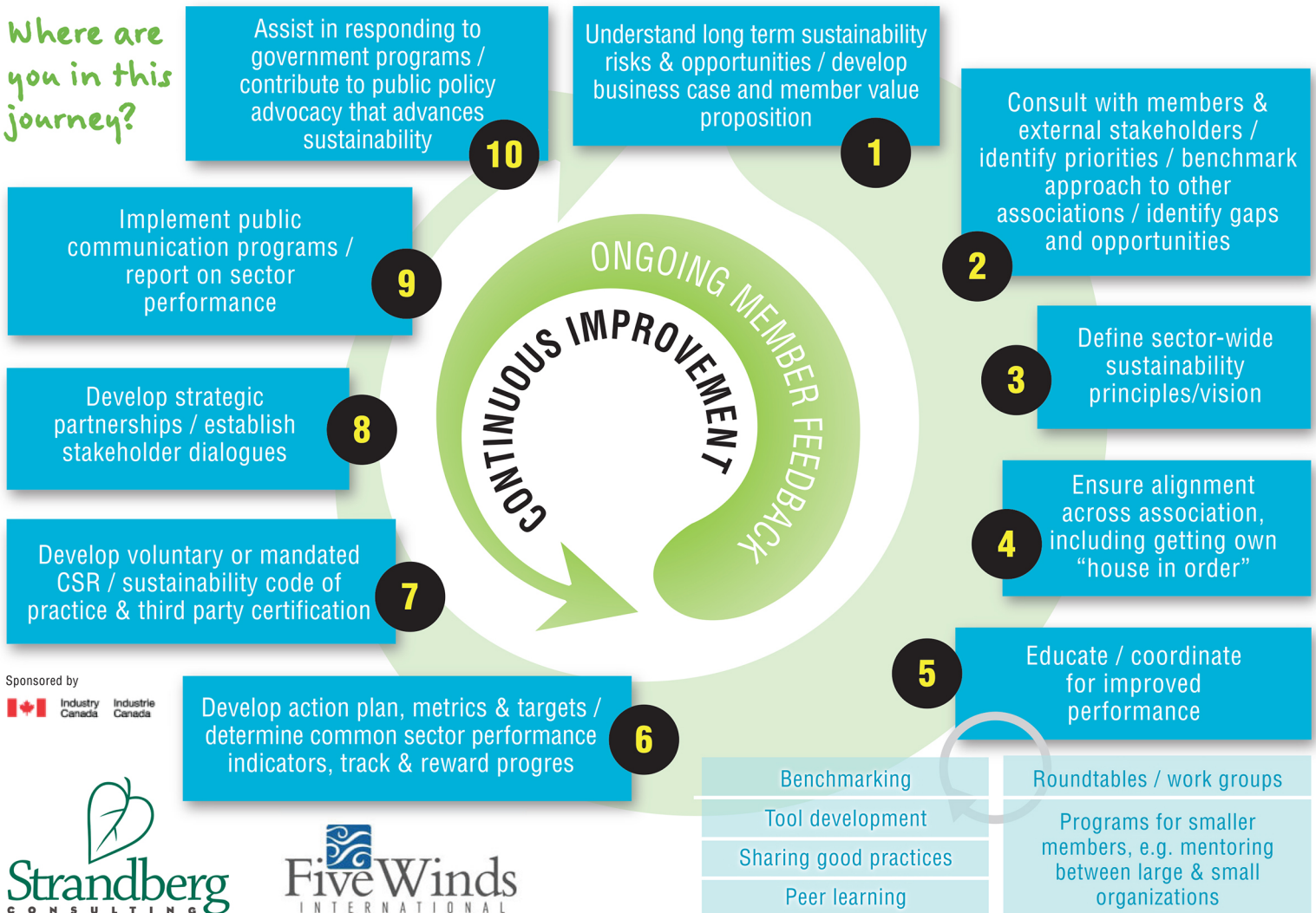
I gleaned further insights from a federal government-funded [2007 study](#) I conducted with Five Winds International on the roles industry associations can play to advance sustainability and CSR amongst their members.

Appendix

INDUSTRY ASSOCIATION SUSTAINABILITY ROADMAP

The following is a menu of initiatives an association can pursue to advance sustainability / CSR among its members. Each of these "steps" is a strategic leverage point to raise the profile and the bar of sustainability / CSR within industries.

Where are you in this journey?



A resource for Industry and Professional Associations

The [Industry Association Council](#) (IAC) is a collaboration initiated by the Network for Business Sustainability (NBS) to advance the sustainability agenda in Canada. The Council's purpose is to identify collective sustainability challenges of association members and address them with best practice, knowledge and education.

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