

**Canada – Prince Edward Island Agreement
On the Transfer of Federal Gas Tax Revenues
Under The New Deal for Cities and Communities 2005 - 2015**

Integrated Community Sustainability Plan (ICSP) Framework and Template

PURPOSE

The purpose of the Framework is to help municipalities and the Province to prepare ICSPs that meet the municipal obligation under the Gas Tax Agreement. This Framework is divided into three parts:

1. Background
2. ICSP Planning Framework
3. ICSP Templates

ACRONYMS AND DEFINITIONS

Acronyms

CIP:	Capital Investment Plans
GTA:	Gas Tax Agreement
ICSP:	Integrated Community Sustainability Plan
OP:	Official Plan
LUB:	Land Use Bylaw (aka: Development Bylaw or Zoning Bylaw)
CIPFA:	Capital Investment Plan Funding Agreement
CCAL:	Communities, Cultural Affairs and Labour
CBF:	Capacity Building Fund

Definitions

Capital Infrastructure Investments or CII means investments made for basic facilities, service, and installments required for the functioning of the community, such as transportation systems, bridges, roads, transit, water and wastewater systems.

Eligible Projects means Capital infrastructure projects and capacity building projects that meet the terms of the CIPFA.

Integrated Community Sustainability Plan or ICSP means a long-term plan developed; in consultation with community members that provides direction for the community to realize sustainability objectives it has for environmental, cultural, social and economic dimensions of its identity.

Capital Investment Plan Funding Agreement or CIPFA means the Agreement between the province and municipalities for the transfer of the federal gasoline tax.

Outcomes Measures means targets and indicators used to measure and evaluate the ability of a municipality to meet its ICSP goals, as well as the objectives of cleaner air, water and reduced greenhouse gas emissions outlined in the CIPFA.

Sustainability means an effort to provide the best outcomes for the human and natural environment.

BACKGROUND

On November 22, 2005, the Government of Canada and the Province of Prince Edward Island signed the Agreement on the Transfer of Federal Gas Tax Revenues, which allocated \$37.5 million to Prince Edward Island cities and communities.

One of the goals of Gas Tax is to achieve real, measurable progress towards the economic, social, environmental and cultural sustainability of a municipality. As part of the Agreement, it was agreed that nine (9) municipalities must prepare and submit an Integrated Community Sustainability Plan (ICSP) by the end of the fourth (4th) year of the Agreement – 2008/9.

In the case of Prince Edward Island, nine (9) communities will need to complete the ICSP's and the remaining PEI communities and unincorporated areas will be included in a regional and/or local ICSP's prepared by the Province. The nine (9) communities that must prepare an ICSP are:

Charlottetown	Georgetown
Summerside	Montague
Stratford	Kensington
Alberton	Souris
Cornwall	

ICSP's have been identified as a means to assist communities to effectively plan and manage their assets and resources to achieve identifiable outcomes, deliver services, and municipal priorities encompassing economic, environmental, social and cultural sustainability. Essentially, ICSP planning is intended to help communities create a vision for a sustainable future for their community and to move toward a sustainable future.

The planning system in the Province is not mandatory, but many municipalities have approved Official Plans and Land Use Bylaws that may form the backbone of the ICSP. Some communities may wish consider different formats to meet the ICSP requirements.

Many municipalities have undertaken land use planning the ICSP will broaden the scope of factors considered in municipal planning particularly in relation to how it meets the sustainable outcomes (i.e. cleaner air, water, etc.) and how it maximizes the benefits of the infrastructure constructed under the CIPFA.

The ICSP Framework is a tool for municipalities to plan for future infrastructure and to set

out the priorities for future projects to be funded with Gas Tax Funds (GTF)

The Agreement defines these Sustainability Plans as a long-term plan, developed in consultations with community members that provide direction for the community to realize its sustainability objectives it has for the environmental, cultural, social and economic dimensions of its identity.

On Prince Edward Island there is a planning process under the Planning Act that may be built upon by incorporating the ICSP elements into the existing documents or municipalities may decide to have a separate ICSP plan.

The Province believes that ICSPs are intended to complement and build upon existing community planning efforts, not duplicate the work already being completed. Municipalities with a comprehensive Official Plan can use this document as the foundation of their ICSP or municipalities may wish to develop their own ICSP outside the planning document regime.

The Capital Investment Plan Funding Agreement (CIPFA) provides a joint framework for the delivery of funds allocated for investment in environmentally sustainable municipal infrastructure projects (ESMI). The infrastructure projects undertaken under the terms of the CIP should contribute to at least one of the federally desired outcomes of cleaner air, cleaner water or reduced greenhouse gas emissions. Municipalities in the Province have two funding sources to support the efforts of the development of the ICSP:

- The use of their Gas Tax allocation; or
- Apply for assistance under the Capacity Building Fund.

The Province has agreed that the ICSPs prepared by the nine municipalities must:

- i. Address the integrated economic, environmental, social and cultural, sustainability objectives;
- ii. Be prepared with public participation;
- iii. Maximize the benefits of any infrastructure that will be produced under the Agreement; and
- iv. Demonstrate, where appropriate, there has been collaboration with other Municipalities to achieve sustainability objectives and may be adopted by two or more Municipalities.

It is important to understand that the ICSP is not intended to be an accountability document for current and future infrastructure investment, rather the intention is to make the ICSP a long-term strategic planning document.

ICSPs are meant to complement and build upon existing community planning efforts. A municipality with an Official Plan (OP), which is comprehensive can build on that document as the ICSP if it includes the entire component elements required. Those with such an OP are required to expand and amend their OP to meet the requirements. Municipalities may wish to develop actions and strategies outside the OP to deal with the issues of sustainable community planning. Any plan created will be required to have

municipal council approval.

What is Sustainability?

Sustainability development means different things to different people, but under the gas tax template agreements, the general definition for ICSPs is as follows:

“long-term planning, in consultation with community members that provides direction for the community to realize sustainability objectives it has for environmental, cultural, social and economic dimensions of its identity”.

Sustainable planning examines how people, business, and organizations can work together to improve the health of individuals and the community and preserve the environment for the future generations.

Why?

Sustainable planning is essential for sustained economic development and for the protection of the environment. Benefits may include the following:

- Builds commitment among the players within the community.
- Develops processes for finding the appropriate balance between potentially conflicting community objectives.
- Identifies direction for the future of the community and priorities for investments.
- Anticipates potential issues affecting communities and presents ways to deal with them.
- Makes clearer connection between economic development and other activities in the community such as infrastructure projects, the environment, and social programs.
- Enables a community to move quickly when an opportunity that fits the plan presents it self.
- Results in the collection of useful data.

ICSP PLANNING FRAMEWORK

Municipalities can use a number of different planning frameworks. The Framework used in this document is only a suggested approach to developing an ICSP. Each municipality is are free to choose another method for the development of its ICSP that t serves purposes more effectively. The suggested process to develop the ICSP has five main phases:

- 1.) Structuring the process
- 2.) Creating a shared understanding of sustainable community success
- 3.) Determining and analyzing strategic areas for community success and developing actions/strategies
- 4.) Ongoing monitoring and implementation
- 5.) Collaboration and partnerships

Phase I: Structuring the Planning Process

A coordinating committee should champion the preparation of the ICSP. This may be the municipal Planning Board. The primary function of this committee is to move the ICSP process forward. The committee should:

- Coordinate the process
- Champion the concept
- Provide the communications link between and with stakeholders
- Facilitate the process by developing and sharing knowledge and understanding of the issue
- Make recommendations to council regarding the adoption of an ICSP..

Phase II: Create a Shared Understanding of Sustainable Community

Citizens must be engaged to develop a shared understanding of sustainability through a dialogue about the municipality's vision, core values, and goals for the municipality's social, cultural, environmental, and economic aspects. The municipality must identify the stakeholders from the community. Although public consultation is mandatory, it is up to the individual municipality to determine the level of public involvement in the preparation of the ICSP.

Phase III: Determining Success and Analyzing Strategy Areas for Actions/Strategies and Outcomes

Once a community has developed its vision, a lengthy list of values and issues is usually developed. Municipalities must sort this information into categories. In this case grouping the issues and values into categories matching the four pillars of sustainability (environmental, economic social and economic) allows the municipality to develop the goals and actions. Some potential topic areas that municipalities may consider for discussion and action include:

Municipal Energy use	Protection of biodiversity	Public safety
Sewage treatment	Storm-surge and flood-risk areas	Institutional buildings
Storm water management	Economic development	Festivals and events
Drinking water supply	Tourism	Heritage
Municipal road and transit infrastructure, sidewalks,	Commercial/Industrial core areas	Recreation: parks, arenas, play grounds, sport facilities
Climate change	Affordable housing	Emergency measures: facilities and equipment

The municipality will set the criteria determining which issues should take priority over others. Prioritizing the list of issues/values helps the municipality to determine what actions should be put into place and the order in which they will implement these actions.

Once the issues have been identified and prioritized, the process of how to prepare the plan can begin. Municipalities will develop goals and actions/strategies based on the prioritized issues. Goals are the means by which the municipality will identify its vision, where as, the actions/strategies describe a range of activities that will be undertaken to meet sustainable planning objectives. Goals should be clear and easily understood and which include statements of action required to implement the ICSP. The actions/strategies are detailed tasks, policies, targets, etc., that are necessary to implement the ICSP. The lists of actions and/or strategies will vary between municipalities and depend on the kinds of issues addressed in the ICSP.

Action/Strategies should be precise and contain specific initiatives, time schedules for implementation and a commitment to allocate time, money and human resources.

The following demonstrates the relationship between issues, goals, and actions/strategies as they apply to preparing an ICSP.

Example: Table providing examples of the kinds of issues, goals, and actions/strategies that might be addressed within a plan for sustainability.

ISSUE	GOAL	Action/Strategy
ECONOMIC		
Economic Development	Maintain and establish policies that promote a strong economy, which provides economic opportunities for all municipal residents within existing, environmental, social, fiscal and land use constraints.	<ul style="list-style-type: none"> • Provide existing employers with opportunities to expand within land use constraints and in accordance with regional planning goals. • Participate in partnerships with local industry/business in order to facilitate communications and address mutual concerns. • Monitor the effect of municipal policies on business development and consider the effects on the overall health of business within the municipality.
Balanced economic base	Endeavor to maintain a balanced economic base that can resist downturns of any one economic sector.	<ul style="list-style-type: none"> • Support efforts to establish the downtown area as a strong commercial center for the municipality. • Monitor revenues generated by different economic sectors on an on-going basis. • Maintain an attractive business community. • Promote business opportunities and business retention in the municipality. • Support land use policies that provide a diversified mix of commercial/industrial development. • Consider development of strong business retention program.
ENVIRONMENTAL		
Wastewater Management		
Quantity and composition of wastewater generated	Ensure that the quantity and composition of wastewater generated in the municipality does not exceed the capabilities of the wastewater collection system and Water Pollution Control Plant	<ul style="list-style-type: none"> • Monitor the generation of industrial wastes by new industries and enlargements of existing industries to ensure that the safe treatment capacity is not exceeded at any time. • If the average flow reaches 75% of design flow, review projected flows and existing plant capacity to determine the advisability of imposing a wastewater discharge moratorium. • Maintain a fair and equitable allocation system of Water Pollution Control Plant treatment capacity to land use categories. • Provide adequate pretreatment monitoring to ensure that the discharger community meets discharge standards. • Maintain an active information program to inform wastewater management users of

		prohibited discharges, pretreatment methods, and reporting requirements.
SOCIAL		
Health promotion	Promote a healthy living environment New development that is accessible to people.	<ul style="list-style-type: none"> • Carry out active transportation study for new walking and biking opportunities; develop a community open/green space strategy; prepare a pesticide reduction plan.
Make services and facilities accessible	Encourage a mix of land uses and building types; design new facilities and improve existing facilities to be accessible to all segments of the population.	<ul style="list-style-type: none"> • Do inventory and assess municipal and other buildings open to the public; develop strategy for making municipal buildings accessible, if appropriate; develop awareness program for other public buildings.
CULTURAL		
Community Identity	Further a sense of community identity through the promotion of the Arts.	<ul style="list-style-type: none"> • Work with the residents of the municipality to identify appropriate sites to create art projects such as community murals in public settings. • Develop and implement process for community involvement in selecting artists for municipal commissioned artwork. • Explore with the Arts community and Planning Committee ways to encourage continuation of a sense of community identity through the Arts. • Evaluate and consider implementing arts and multi-cultural events, such as Hands on the Arts Festival, as a way to develop community identity.
Heritage preservation and protection	Enhance, preserve and protect the municipalities' heritage, including natural features, the built environment and significant artifacts.	<ul style="list-style-type: none"> • Continue to monitor and review development in the downtown core, to preserve its heritage resources and encourage the maintenance of an environment that attracts both visitors and local residents, thereby encouraging the downtown's commercial vitality. • Protect the architectural and spatial development characteristics of cultural resource streetscapes, to the greatest degree feasible. • Consider instituting a "Partners" program for older neighborhoods containing a number of cultural resource structures where there is evidence that structures in the neighborhood may be deteriorating due to poor maintenance and lack of repairs.

Identify Sustainable Outcomes

ICSPs must contribute to long-term sustainable outcomes. Consequently, the ICSP should link the goals and actions/strategies as well as any capital infrastructure investment, to the sustainable outcomes of cleaner air, cleaner water, and reduced greenhouse gas emissions. In addition, the plan should produce long-term environmental, economic, social, and cultural benefits to the municipality.

Example:

Issue:	Safe Drinking water
Goal:	Protect the long-term integrity of the public drinking water supply
Outcomes:	Clean and safe drinking water, Mitigation and elimination of major sources of risk Reduction and eventual elimination of boil water advisories Improved long-term community health.
Actions:	Prepare a comprehensive source water protection plan Undertake necessary water treatment facilities upgrades Evaluate and identify potential distribution system upgrades Ensure adequate operator training Develop public awareness and education program
Eligible Projects:	<ul style="list-style-type: none">• New water filtration plant• Distribution system upgrades• Capacity Building – Training for operator, assistance with watershed management plan, assistance with Well Field Protection Plan

Phase IV: Ongoing Monitoring and Implementation

Monitoring is useful for internal management purposes, and evaluation and feedback are used for both internal and external purposes. Monitoring should begin during the implementation phase, not after work is completed. Evaluation and feedback are also used to inform the general public about progress. These mechanisms are necessary to maintain accountability among the various partners involved in implementing the action/strategy plan.

An effective feedback system provides regular information about important changes in local conditions and progress towards targets. Evaluation of this information can be used to guide planning and resource allocation processes so that these processes remain accountable to the vision and the actions/strategies.

As part of the framework, municipalities need to prepare ongoing monitoring and implementation of the goals, and actions/strategies approved in the Plan.

Phase VI: Collaboration and Partnership

Partnerships can improve the effectiveness of the plan by bringing together people with different perspectives and expertise. This often leads to greater efficiency through the integration of services. In addition, many issues are regional in nature

and may extend beyond the borders of communities. In those cases where municipalities are working together in a regional approach to sustainability, the communities involved must describe the nature and details of their collaboration and partnerships. Many such partnerships involve a substantial degree of formality, commitment, and coordinated use of resources and in many cases also include shared authority and responsibility. In addition, the joint investment of resources (e.g., time, work, funding, material, expertise, information) and mutual benefits should also be detailed in the plan.

Summary

Acceptable ICSP document is developed using either the Existing Official Plan or the ICSP Report Template for Municipalities and the Province for preparing stand-alone ICSP.

ICSPs Templates

EXISTING OFFICIAL PLAN

A.) EXISTING OFFICIAL PLAN

- There is an existing municipal Official Plan.
- The Official Plan could be the basis for the ICSP depending on the extent to which it captures and meets ICSP requirements.

1. Introduction

This section should provide a brief background on your Official Plan and the purpose it serves. This section may be fairly brief, but should include the following:

- A description of any sustainability principles that are part of the Official Plan;
- When the original documents were prepared;
- A short description of the issues it addresses and why it was initially developed;
- Any recent updates or significant policy changes/additions related to sustainability.

2. Community Consultations

Consultation with the community is a mandatory part of the ICSP. In this section provide information on how your municipality consulted with the public on issues related to sustainability.

- Summarize the community consultation involved in preparing the original Official Plan.
- If recent consultations with the community have been made since the development or review of the Official Plan a summary of the relevant topics discussed should be included.
- Provide a copy of the Vision Statement for your community.

3. Sustainability Principles

The Funding Agreement indicates that the ICSP must take into consideration the four pillars of sustainability.

- Environmental
- Economic
- Social
- Cultural

This section is to show how the original Official Plan and any subsequent amendments to planning documents take sustainability principles into account.

- Outline, where applicable, how the Official Plan integrates: (1) environmental sustainability, (2) economic sustainability, (3) social sustainability, and (4) cultural sustainability into broader community planning objectives.
- Wherever possible, list and describe the long-term sustainable planning goals

- found in the Official Plan.
- Outline in detail which policies and provisions within the planning documents address long-term sustainable outcomes.
 - List and describe any future actions in the Official Plan that are associated with sustainable outcomes.

4. Eligible Projects

This section is to list and describe the capital infrastructure projects that have been selected by the municipality for receipt of funds.

- Itemize and provide short description for all of your Capital Investment Plan projects.

5. Contribution to Sustainable Outcomes

The primary purpose of the agreement is to encourage municipalities to make planning decisions related to infrastructure investments that will contribute to sustainable outcomes. Use this section to describe in as much detail as possible, either directly or indirectly, (a) how existing policies and provisions in the OP and (b) how infrastructure developed under the CIP, contribution to the following outcomes:

- a) Cleaner air
- b) Cleaner water
- c) Reduced greenhouse gas emissions

6. Collaborations and Partnerships

Collaborations and/or partnerships involving joint policies, shared infrastructure, or capacity-building projects developed through the CIP or CBF must be described in the ICSP. Where applicable, provide information on the nature of your collaborations, partnership, or any other kinds of arrangements (e.g., time, work, funding, materials, expertise, information) that were developed through the collaboration/partnership.

7. Official Plan Amendments and additions

If applicable, fully describe and provide details on any proposed amendments or additions to the existing Official Plan and Land Use Bylaw required to implement the ICSP.

8. ICSP Report Submissions Checklist for Municipalities using existing Official Plan

- Have you provided information on the public consultation process used to prepare the Plan? Did you provide information on any additional community discussions

involving sustainability principles?

- Did you include a copy of the Vision Statement for your community?
- Have you provided detailed information about how the Official Plan addresses sustainability principles?
- Have you listed and described all of your infrastructure and/or capacity-building projects?
- Have you described how your eligible projects will provide additional benefits to the community?
- Have you fully described any collaborations or partnerships associated with the delivery of sustainability objectives?

ICSP Report Template for Stand-Alone ICSPs

B.) ICSP Report Template for Municipalities and the Province Preparing Stand-Alone ICSPs.

- **A stand-alone ICSP document is required.**
- This template is to be used by those who wish to prepare a stand-alone ICSP and must be completed in order to show that the ICSP fulfils the GTA and CIPFA criteria.
- The template is organized into sections and provides a framework for recording information that is necessary for the ICSP submission.
- The template requires information on community process and topics discussed, the community vision, a prioritized list of issues associated with sustainability, description of goals, and actions/strategies, and description of benefits from infrastructure benefits.

Those wishing to prepare a stand-alone ICSP are required to submit a report based on the framework outlined in this template as the ICSP submission.

1. INTRODUCTION

Use the introduction to provide a brief background on the purpose of the ICSP. This section may be short, but should include the following:

- General background information about the municipality – size, population, major land uses and industries, demographics, etc.
- Key areas of sustainability to be address in the ICSP.

Information Sources and Community Consultations

(a) Existing Information

If you are preparing your ICSP with information sources that were derived from previous municipal processes, use this section to describe the kinds of information that will be used and summarize the information that is relevant to the ICSP. Reference any sources of municipal/community background material used to provide information used in the ICSP

(b) ICSP Public Input Process

If you are preparing the ICSP without pre-existing sources of community information or public consultation, you must consult with the public to determine what kinds of issues will be addressed in the ICSP. Use this section to describe the

process that the municipality developed to consult with the community and the topics that were covered during the consultation process.

- Provide a short description of the community consultations that your municipality held in order to derive community information for the ICSP. The may be easier if you create a table to summarize the information in a table format.

You may want to create a summary table on the consultation that has taken place. For example it may look like the following:

Consultation	Issue/Topic Raised	Date
3 Public meetings held in the three counties	Draft Energy Regulations – wind energy, bio-energy,	December 2007
Survey Public Meetings	Regional Transit	February 2007 July and September 2007

(c) Vision Statement

Provide a copy of the Vision Statement for your community.

2. Sustainable Planning Issues and Topics

The GTA indicates that the ICSP must take the four pillars of sustainability (environmental, economic, social, and cultural) into consideration when making planning and infrastructure investment decisions. Use this section to explain how the ICSP will address key sustainability issues.

- List and describe the issues/topics that your municipality will address through sustainability planning initiatives
- Indicate and describe how the issues/topics are related to the four pillars:
 - Environmental sustainability
 - Economic sustainability
 - Social sustainability
 - Cultural sustainability

3. Sustainable Development Goals and Actions

Use this section to describe the goals your municipality has set for achieving sustainability for the issues and topics outlined in section 2.

Note you may want to combine section 2 and 3 by developing a table to summarize the information.

Example:

ISSUE	GOAL	Action/Strategy
ECONOMIC		
Economic Development	Encourage a broad range of economic activity within the community	<ul style="list-style-type: none"> • Create a Economic Development Strategy through the Regional Development Authority
	Support a strong central commercial district	<ul style="list-style-type: none"> • Develop a marketing and advertising plan for the CBD • Ensure adequate municipal infrastructure and services to support the commercial district
ENVIRONMENTAL		
Minimize sources of boil water advisories	Minimize sources of bacterial contamination	<ul style="list-style-type: none"> • Work with home owners and businesses to maintain septic systems • Develop a monitoring program for maintance on septic systems in the municipalities
	Upgrade Water treatment Facility	<ul style="list-style-type: none"> • Using a portion of the municipal Gas Tax allocation and seek additional funding from the MRIF program to upgrade facility
	Improve water monitoring program	<ul style="list-style-type: none"> • Train staff in water monitoring • Do yearly transmission line checks to see if their are any major leaks • Prepare asset management plans on the all the transmission lines.
CULTURAL		
Accessible facilities	Encourage a mix of land uses and building types	<ul style="list-style-type: none"> • Inventory and assess municipal and other buildings open to the public • Develop awareness program • Develop strategy for making municipal buildings accessible
SOCIAL		
Open, Green and public spaces	Enhance public open space by 25% of the combined total commercial, industrial and residential land use in the community .	<ul style="list-style-type: none"> • Inventory and map existing open spaces • Identify potential open spaces • Prepare a long-term plan to achieve the 25% increase and establish a reserve to use in the purchasing lands where needed.

4. Projects

Use this section to list and describe the capital infrastructure projects that have been selected by your municipality and ensure they are part of the ICSP. Explain how they relate to the achievement of your Goals and Actions/Strategies in your ICSP.

- Itemize and provide a short description of all your CIP projects.

5. Community Benefits

The primary purpose of the agreement is to encourage municipalities to make planning decisions related to infrastructure investments that will contribute to sustainable outcomes. Use this section to describe, in as much detail as possible, how existing policies and provisions, and infrastructure developed under the CIP, contribution to the following outcomes, either directly or indirectly:

- a) Cleaner air
- b) Cleaner water
- c) Reduced greenhouse gas emissions

6. Collaborations and Partnerships

Collaborations and/or partnerships involving joint policies, shared infrastructure, or capacity-building projects developed through the CIP or CBF must be described in the ICSP. Where applicable, provide information on the nature of your collaborations, partnership, or any other kinds of arrangements (e.g., time, work, funding, materials, expertise, information) that were developed through the collaboration/partnership.

7. Stand-Alone ICSP Report Submission Checklist

- Have you provided all the required information on the consultation process to prepare the ICSP? Including community discussions involving sustainability principles?
- Did you include a copy of the vision Statement for your Community?
- Have you provided detailed information on the types of sustainable development issues and/or topics that will be addressed in the final plan?
- Have you listed and described your goals for achieving sustainability in the future; have you summarized the actions to be undertaken to address the issues?

Have you listed and described all of your infrastructure and/or capacity-building

projects and their expected outcomes?

- Have you described how your eligible projects will provide additional benefits to the community?
- Have you fully described any collaborations or partnerships associated with the delivery of sustainability objectives?

CONCLUSION

The Framework and template are intended to help municipalities meet the minimum requirements as required under the Gas Tax program. Municipalities may choose to develop a more elaborate ICSP. For further information on a more detailed process, municipalities may wish to consider the Melbourne Principle for Sustainable Cities at Principles for Sustainable Cities <http://www6.iclei.org/mp/index.html> and/or the Natural Step <http://www.naturalstep.org.nz/index.asp>. There are numerous sector-specific and multi-disciplinary approaches that could also be used as a framework to develop ICSPs.