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Development That Adds Up: Accounting for the Social Bottom Line of Triple Bottom Line Investment

Supplement A: An Inventory of Tools for Assessing the Social Bottom Line

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Inventory of Tools for Assessing the Social Bottom Line

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This inventory is a supplement to *Development That Adds Up: Accounting For The Social Bottom Line Of Triple Bottom Line Investment – A Review Of Current Practice And Application To The Portland Metropolitan Region*. *Development That Adds Up* is a briefing paper that has been prepared as part of the Social Bottom Line initiative being led by the Social Equity and Opportunity Forum of Portland State University's College of Urban and Public Affairs. This inventory includes social bottom line assessment frameworks or tools that have been used in public, private, and non-profit settings, with an emphasis on tools that may be appropriate to evaluation of development investment.¹ This is an initial list and is expected to grow. The frameworks are listed alphabetically.

AccountAbility A1000 Framework and Assurance Standard

AccountAbility,² a non-profit institute, has developed a framework and assurance standard designed to support quality social, economic and environmental reporting. The framework provides guidance to organizations on how to establish a reporting system; the standard is applied by an Assurance Provider to evaluate a report's credibility and quality. These tools are nonproprietary and support and integrate with other tools such as the Global Reporting Initiative, SIGMA Guidelines, SA8000, and the ISO Series. They are non-prescriptive, tailored to respond to diverse settings, emphasize stakeholder engagement, and are designed to facilitate learning and improvement.

Australian Housing and Urban Research Institute AHURI

The Australian Housing and Urban Research Institute UNSW-UWS Research Centre, in collaboration with the Southern and Queensland Research Center, released a report in 2004 entitled, *Affordability And Sustainability Outcomes: A Triple Bottom Line Assessment Of Traditional Development And Master Planned Communities*.³ The report presents a "triple bottom line" (TBL) sustainability

¹ The terms framework, method, process, and tool are often used interchangeably. Here the focus is on the overarching process or framework for assessing the social bottom line rather than the methods for data collection and analysis. For example, while surveys or focus groups may be useful for assessing impacts, they are not referenced as a specific social bottom line assessment method, framework, tool, or process. This review does not include indicator initiatives that report on the performance of cities or regions with respect to sustainability goals, nor does it include sustainability oriented development code (e.g., Western Australian Planning Commission Livable Neighbourhoods <http://www.wapc.wa.gov.au/LiveableNeighbourhoods> or Rocky Mountain Land Use Institute Sustainable Community Development Code <http://law.du.edu/index.php/rmlui/programs/sustainable-community-development-code/sustainable-community-development-code-beta-version-12>). The focus is on assessment of specific development investments or projects.

² <http://www.accountability21.net/>

³ <http://www.ahuri.edu.au/publications/projects/p70137>

assessment model, as well as an evaluation of the sustainability characteristics of two types of developments in Australia – a master planned community and a traditional residential sub-division. The sustainability assessment model includes thirty-seven indicators, grouped into five categories: housing affordability; sense of community, neighborhood safety and satisfaction; transportation, environment.

Capital Improvement Sustainability Matrix Austin

In the late 1990s, the City of Austin developed a capital improvement project (CIP) sustainability matrix that allows projects with multiple and varied attributes to be compared. The matrix includes thirteen criteria that are scored from 0 to 10 (with the meaning of the scores pre-defined). Criteria may be differentially weighted. The thirteen criteria are public health/safety, maintenance, socio-economic impact, neighborhood impact, social justice, alternative funding, coordination with other projects, land use, environmental, air, water, energy, biology, and other environmental. Information about the matrix was deleted from the City's website in mid-2008.

City of Eugene Social Equity Indicators

Research conducted by the University of Oregon Labor Education and Research Center in support of the City of Eugene's Sustainable Business Initiative Task Force⁴ identified six workplace indicators and five community indicators for evaluating business' social impact. These include wages, benefits, participation/communication, fair treatment, safety and health, opportunities for advancement; and community health, education and training, affordable housing, corporate social responsibility, and transportation.

City of Melbourne Sustainability Assessment

The City of Melbourne (Australia) in 2002 with the International Council for Local Environmental Initiatives (ICLEI) Australia/New Zealand developed a set of TBL tools for use by the City.⁵ The tools include a Sustainability Assessment for evaluating proposals or actions by the Council⁶ and a Sustainability Statement for proposed capital works projects.⁷

Community Development Finance Institution (CDFI) Assessment & Rating System (CARS)

The Opportunity Finance Network,⁸ a member network of CDFIs, offers a third-party analysis of community development financial institutions that is designed to aid investors and donors in their investment decision-making. The fee-based program considers financial strength, program activities, and impact on target populations.

Community Investment Impact System (CIIS)

The Community Investment Impact System (CIIS) is a web-based reporting system that CDFIs and community development entities (CDEs) are required to use to report on funding from the CDFI Fund.⁹ Information is collected about impacted population, projected jobs (construction and permanent), community facility characteristics, and housing (units, square feet, affordability).

⁴ http://www.uoregon.edu/~cwch/publicationspress/SBI_TF_Jan06Materials/SBI_TF-Ja06_ScIEqtyIndctr011706.pdf

http://www.uoregon.edu/~cwch/publicationspress/SBI_TF_Jan06Materials/SBI_TF-Ja06_ScIEqtyIndctr011706.pdf

⁵ <http://www.melbourne.vic.gov.au/info.cfm?top=166&pa=1197&pg=1205>

⁶ <http://www.melbourne.vic.gov.au/rsrc/PDFs/TBL/TBL%20Resources/sustassprocquest.pdf>

⁷ <http://www.melbourne.vic.gov.au/rsrc/PDFs/TBL/ProjectSustainabilitystatement.pdf>

⁸ <http://www.opportunityfinance.net>; http://www.opportunityfinance.net/financing/finance_sub4.aspx?id=56

⁹ http://www.cdfifund.gov/what_we_do/ciis.asp

Cooperative Research Centre (CRC) Construction Innovation Project

A set of social benchmarks for triple bottom line performance evaluation of built assets (property) have been proposed by Terry Boyd and Philip Kimmert of the School of Construction Management and Property, Queensland University of Technology, Brisbane, Australia.¹⁰ The proposed benchmarks are aggregated into seven categories: health and safety, stakeholder relations, community engagement, accessibility, occupier satisfaction and productivity, cultural issues, and local impacts.

Double Bottom Line Regional Investment Handbook

The *Double Bottom Line Handbook*,¹¹ funded by the Ford Foundation, offers guidance regarding why and how to structure regional double bottom line investment funds. The Handbook includes a section on monitoring, evaluation, and reporting. A range of metrics are suggested relating to geographic location, economic impact, community impact, wealth creation, community engagement, and environmental performance.

Earth Advantage Sustainable Community Standard (EASC)

Earth Advantage, Inc., formerly an energy conservation program of Portland General Electric, is a nonprofit corporation that focuses on green building. In late 2008, Earth Advantage announced the launch of the Sustainable Community Standard, which assesses the performance of development projects according to four categories: Natural Systems, Built Systems, Connecting & Mobility Systems, and Community Systems.¹² The social bottom line is addressed primarily in the Community Systems category. For communities of twenty or more dwelling units, the EASC requires the establishment of a neighborhood or home owners' association, which must establish legal covenants and restrictions (CC&Rs) to ensure the on-going maintenance of the project's sustainability standards (e.g., continued adherence to the Integrated Pest Management Plan, restrictions on non-native plant species). The EASC also requires that the community hold an annual event to help residents understand the sustainable features built in to their community, and that new residents moving in to the project (apartment dwellers and home owners) are informed about these same features.

Global Reporting Initiative

The Global Reporting Initiative's Sustainability Reporting Guidelines¹³ aim to be broadly relevant to organizations regardless of size, sector, or location. GRI's third generation reporting guidelines, known as G3, were released in 2006 and are available without fee. The four categories of social performance indicators include: labor practices and decent work, human rights, society, and product responsibility. A public sector supplement has been released and assistance is available to support use by small and medium sized firms.

GreenLITES - NYSDOT

The New York State Department of Transportation (NYSDOT) launched the GreenLITES (Leadership in Transportation and Environmental Sustainability) Project Design Certification Program in September 2008 with a goal of encouraging their transportation projects to incorporate

¹⁰ <http://www.prres.net/index.htm?http://www.prres.net/Proceedings/2005proceedings.asp> (Terry Boyd & Philip Kimmert, The Triple Bottom Line Approach To Property Performance Evaluation)

¹¹ <http://www.sdsgroup.com/dbl-handbook.html>

¹² <http://www.earthadvantage.com/news-detail.php?id=50>

¹³ www.globalreporting.org

environmentally sustainable design measures.¹⁴ GreenLITES is a self-certification tool used internally by the NYSDOT. The program is intended to be adaptable in order to incorporate new innovations and emerging best practices and is also intended to be a model for other NYSDOT sustainability initiatives. GreenLITES assesses the environmental sustainability of a project design through five categories, including 1) Sustainable Sites, 2) Water Quality, 3) Materials and Resources, 4) Energy and Atmosphere, and 5) Innovation/Unlisted. Each category includes several subcategories, most of which are focused on environmental sustainability measures, but some of which consider the social bottom line of the transportation project. Social bottom line metrics include incorporating public participation in project development, providing locally produced materials for construction, minimizing the use of hazardous materials, encouraging alternative transportation options (car-pooling, mass transit, bike and pedestrian facilities, etc.), and minimizing noise and light pollution.

Healthy Development Measurement Tool

The Healthy Development Measurement Tool (HMDT)¹⁵ includes a “checklist” for reviewing how a development may impact community health. The six elements considered are environmental stewardship, sustainable and safe transportation, social cohesion, public access to goods and services, adequate and healthy housing, and healthy economy. Embedded in the six elements are twenty-eight objectives, benchmark targets, and more than 100 indicators. The checklist ties community health objectives and indicators to a project and considers whether benchmark actions were taken. To the degree relevant and practical, targets and indicators were based on existing codes and criteria (e.g., current building codes, LEED standards). The process is voluntary. The current version of the checklist is geared towards assessment of large-scale new developments, though can be adapted to other uses and scales. Users are cautioned to consider specific neighborhood needs and conditions, and to note that some indicators or standards may not be relevant for a specific project or scale. The checklist, developed by the San Francisco Department of Health, will be revised over time.

Impact Assessment: Social, Health, Equity, and Integrated

While there is not a singular social impact assessment (SIA) method, it can be understood generally as a comprehensive, holistic process for analyzing, monitoring, and managing social consequences (intended and unintended) of planned development interventions or events (IAIA, 2003). Beyond measuring and reporting impacts, SIA is designed to inform the development and selection of alternatives during the planning stage, as well as during monitoring. In some instances SIA is embedded in environmental impact assessment (EIA) and in others it is a discrete process.

Health impact assessments (HIA), describe pathways between a project and individual and community health (e.g., redevelopment => eviction, relocation, reduced affordable housing => stress, loss of social support, housing quality declines, etc). An HIA may be conducted on its own or as part of an EIA or SIA. A body of data is beginning to develop that informs social impact assessment; for example, collision reduction associated with traffic calming measures, pedestrian injury and death associated with street and crossing type, air quality and asthma associated with traffic flows.

¹⁴ <https://www.nysdot.gov/programs/greenlites>.

¹⁵ <http://www.thehdmtool.org/>

Equity impact assessment explicitly considers impacts to specific populations – particularly those that have been historically disadvantaged or oppressed. Northern Ireland has a statutory requirement that an Equality Impact Assessments be conducted in order to consider how proposed policies may impact equality of opportunity for nine equality categories: age, marital status, gender, disability, dependants, political opinion, racial group, religious belief, and sexual orientation. The Australasian Collaboration for Health Equity Impact Assessment has developed a strategic framework for equity-focused HIA (EFHIA), with the intent of strengthening the ways in which equity is addressed in each step of HIAs.¹⁶

Discussion about impact assessment methods is clouded by the fact that definitions and applications vary. For example, some EIAs include health and social measures where some do not or do so in a limited fashion. Integrated Impact Assessment (IIA) has been suggested as a tool for bridging and synthesizing these related tools.

LEED for Neighborhood Development

In 2007, the US Green Building Council, in partnership with the Congress for New Urbanism and the Natural Resources Defense Council, released the pilot version of the LEED¹⁷ for Neighborhood Development rating system (LEED-ND),¹⁸ with a total of 238 developments participating in the pilot program (representing thirty-eight states and six other countries). The results of the pilot test will be reviewed and a full public launch is expected in 2009. The rating system includes environmental components that may yield social (and financial) benefits (e.g., energy efficiency leading to less household financial stress and physical discomfort, better health outcomes due to use of non-toxic materials) as well as components more explicitly defined as part of the social bottom line. These include reduced automobile dependence, bicycle network, housing and jobs proximity, school proximity, diversity of uses, diversity of housing types, affordable rental and for-sale housing, walkable streets, transit facilities, transportation demand management, access to public spaces, access to active spaces, universal accessibility, community outreach and involvement, local food production, historic building reuse, solar orientation, and reduced light pollution.

Livable Place Index

Gerding Edlen, a real estate development firm based in Portland, Oregon, has developed the Livable Place Index (LPI)¹⁹, a system for measuring the performance of the company's buildings under three categories Planet, People, and Profit. The Planet category measures environmental impacts of energy use, air and water quality and assesses buildings according to the LEED Rating System. The People category includes assessments of the projects achievement of "20-minute living," which Gerding Edlen defines as "the concept of having all services and amenities for a happy, healthy life within a 20-minute walk, bike ride, or transit ride." The Profit category assesses a project's success in providing for economic growth. The LPI is an internal, self-certification tool used by Gerding Edlen on its projects.

¹⁶ http://www.hiaconnect.edu.au/acheia_efhia.htm.

¹⁷ Leadership in Energy and Environmental Design is a voluntary, points-based rating system for building performance. Applicants pay a fee and receive third-party certification for their project's performance. Five key areas are assessed: sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality. Certified projects receive a designation of bronze, silver, gold, or platinum depending upon the points earned.

<http://www.usgbc.org/>.

¹⁸ www.usgbc.org/LEED/ND/.

¹⁹ <http://www.gerdingedlen.com/civiccenter/files/LivablePlaceIndex.pdf>

Measuring Impacts Toolkit (MIT)

Developed by the Community Development Venture Capital Alliance (CDVCA) to measure social returns from community development venture capital investment, this tool is an electronic survey in Microsoft Excel format.²⁰ More deep than broad, the survey focuses on employment factors as indicators of social impact. This includes number of jobs created and retained, wages, promotions and career ladders, employee benefits, wealth building opportunities, and training.

Portland Family of Funds/United Fund Advisors (PFF/UFA)

PFF/UFA is a mission-driven investment firm that develops and implements investment strategies designed to yield triple bottom line returns. The firm has a detailed, in-house system for projecting, measuring and reviewing expected triple bottom line impacts.

Property Appraisal Sustainability Indicators – Sayce and Ellison

Sarah Sayce and Louise Ellison of Kingston University, UK propose a preliminary set of sustainability indicators for the operation of commercial buildings that can be factored into the property appraisal process.²¹ The eight criteria include: energy efficiency, climate control, pollutants, waste and water adaptability, accessibility, occupier, and contextual fit.

Prove it!

Developed in the UK, Prove It!²² is a participatory tool for assessing impacts of small and medium-sized renewal projects. Resource constraints and local participation were given specific consideration. The tool includes a “storyboard” exercise to understand how activities are expected to lead to change, a survey questionnaire for baseline and post data, and an interactive end-of-project poster evaluation workshop.

Responsible Property Investing

The Responsible Property Investing Center is directed by Professor Gary Pivo of the University of Arizona, and David Wood of the Boston College Center for Corporate Citizenship.²³ Acknowledging that metrics may need to vary in order to account for national setting and type of property, they offer a preliminary list of environmental, social, socio-environmental, and management and governance practices that are currently employed to support responsible property investing. They have defined ten dimensions of RPI, developed using the Delphi Method.²⁴ These include walkable urbanity, energy conservation, worker well-being, urban revitalization, corporate citizenship, environmental protection, local citizenship, social equity and community development, voluntary certifications, and health and safety. A reporting tool is being developed.

SAM Corporate Sustainability Assessment Questionnaire

The SAM Group, headquartered in Zurich, is an independent asset management company that has a “sustainability” focus. Their Corporate Sustainability Assessment questionnaire is one of the information sources used to identify companies for inclusion in the Dow Jones Sustainability

²⁰ <http://www.cdvca.org/media/research/mit.php>.

²¹ <http://www.sustainableproperty.ac.uk/Ellison-Sayce-Skye2003.pdf>
<http://www.emeraldinsight.com/Insight/viewPDF.jsp?contentType=Article&Filename=html/Output/Published/EmeraldFullTextArticle/Pdf/1130250305.pdf>

²² <http://www.proveandimprove.org/new/tools/proveit.php>.

²³ <http://www.responsibleproperty.net/>.

²⁴ <http://www.u.arizona.edu/~gpivo/RPI%20criteria%20developed%20using%20the%20Delphi%20Method.pdf>

Indexes and other performance indices.²⁵ The questionnaire includes indicators regarding labor practices, human capital development, talent attraction and retention, corporate citizenship and philanthropy, and social reporting indicators. Firms are asked to supply supporting documentation.

ShoreBank Enterprise Cascadia/ShoreBank Pacific

ShoreBank Enterprise Cascadia (SBEC) and ShoreBank Pacific (SBP) are leaders in the field of social bottom line assessment. SBEC, a Community Development Financial Institution (CDFI), is a co-founder of the Triple Bottom Line Collaborative that developed the TBL Scorecard described below. SBEC uses a nine metric TBL system, with three metrics each for economy, environment, and equity. SBP, an FDIC commercial bank, uses an evaluation tool based on the Natural Step – a four-condition sustainability framework.²⁶ Their tool is used to consider conservation (energy, materials/resources, land, and water), community (work, necessities, stability/quality of life) and economy.

Smart Growth Project Scorecard

The Smart Growth Toolkit,²⁷ developed by The Smart Growth Leadership Institute in cooperation with the U.S. Environmental Protection Agency, includes a Smart Growth Project Scorecard for evaluating proposed projects against specific standards. The Scorecard tool includes eight sections: Location and Service Provision, Density and Compactness, Diversity of Use, Diversity of Housing, Accessibility, Mobility and Connectivity, Pedestrian Safety, Streetscapes and Parking, Environmental Protection, Community Needs and Local Development. Each section includes a set of questions to ask about the proposed project, with each question containing specific criteria for rating the proposed project as Poor, Good, Very Good, or Excellent.

Social Accounting and Auditing

Social Accounting and Auditing is a tool that organizations use to account for their social (as well as economic and environmental) performance. The process, detailed in a manual and interactive CD published by the UK's Social Audit Network,²⁸ links objectives (e.g., create jobs for unemployed people) with activities (e.g., training, referral), and outputs (e.g., quantitative - # served, qualitative – opinion of service). As with Prove It!, Success Measures, and SROI (particularly nef's version), the process is participatory and is designed to inform performance improvement.

Social Footprint

The Center for Sustainable Innovation has developed The Social Footprint²⁹ – a measurement and reporting tool that attempts to quantify an organization's social sustainability. Akin to an Ecological Footprint, this tool aims to consider impacts on “anthro capital” (including human and social capital).

Social Impact Report

There is not a singular “Social Impact Report” method. The term is used widely and inconsistently. REDF, a leader in social enterprise evaluation, uses a variety of techniques to measure social impact, including interviews at the time of hire and at six-month intervals for up to two years. Their social

²⁵ <http://www.sam-group.com/html/sustservices/benchmark.cfm>.

²⁶ <http://eco-bank.com/science/index.php>.

²⁷ <http://www.smartgrowthtoolkit.net/>

²⁸ <http://www.socialauditnetwork.org.uk/ManCD2.htm>.

²⁹ <http://www.sustainableinnovation.org/the-social-footprint.html>.

impact report measures include employment (work, school, both), housing stability, employment (REDF enterprise, community), wages, criminal conviction/recidivism, receipt of public assistance, and educational achievement.³⁰

Social Return Assessment

Pacific Community Ventures, a community development venture capital firm in California, has developed social bottom line measures that address job training and cultivation of employee skills, employee retention and advancement, wages and benefits, wealth creation mechanisms, hiring practices, business location and market reach.³¹

Social Return on Investment (SROI)

Social Return on Investment (SROI) is an assessment method that attempts to account for financial impacts of social benefit. The method responds to the realization that social enterprises yield real financial benefits that are not accounted for in the financial bottom line of the enterprise. For example, as program participants secure stable employment, governmental bodies may see increased income tax receipts or cost savings associated with reductions in crime, food stamp usage, or other social service provision. SROI uses a discounted cash flow model to monetize the economic value of social impacts achieved by social purpose enterprises (cost savings and/or revenues for the public sector/community). REDF and the New Economics Foundation (nef) have contributed significantly to the advancement of SROI methods. Olsen and Nicholls (2005)³² identify a number of core activities consistent across the range of approaches to measuring monetized SROI and synthesize them into a SROI Framework. Among the potential shortcomings of the SROI approach is neglect of social value activities that cannot be translated well into dollars of value. Significant issues associated with SROI remain (Javitz, 2008).

Success Measures

Success Measures is a program of NeighborWorks America. The Success Measures Data System (SMDS)³³ is a fee-based system that helps community-based organizations and their stakeholders document outcomes, measure impact and inform change. The system includes 44 indicators to measure the impacts of housing, economic development, and community-building programs at the individual, organization, and community level (i.e., 44 indicators grouped into nine sets).

Sustainable Business Achievement Ratings (S-BAR)

Currently in beta testing phase, S-BAR³⁴ aims to provide a clear, standardized system for defining and measuring business sustainability. The certification tool will have a set of structured criteria covering five major domains: governance and management, workplace, community, marketplace, environment. Companies will complete the questionnaire on-line and be rated based on four measures: policy (commitments made), practices (implementation of policy), performance (measurable outcome of practices), progress (performance improvement over time). Companies can self-report (Level 1) or receive certification via independent verification by a credible, third party

³⁰ <http://www.redf.org/publications-newsletter-1105.htm>.

³¹ <http://www.pacificcommunityventures.org/knowledge-sharing/reports/>.

³² References can be found in the companion bibliography to this document. The bibliography can be found at <http://www.pdx.edu/cupa/seofpublications.html>.

³³ <http://www.successmeasures.org/SMDS/AboutSmads.aspx>.

³⁴ <http://www.sustainabilityratings.com/>.

source. The project aims to fill a need unmet by other organizations, standards, or systems including certify companies and offering specific guidance about what to do.

Sustainable Sites

Sustainable Sites™ is a cooperative, interdisciplinary partnership between the American Society of Landscape Architects, the Lady Bird Johnson Wildflower Center, the United States Botanic Garden and a diverse group of stakeholder organizations to develop guidelines and standards for landscape sustainability. They are also cooperating with the USGBC. Their preliminary standards and guidelines,³⁵ released in 2007, include three human well-being goals: design and maintain conditions to promote health and physiological benefits, enhance human cognitive function, and promote positive social dynamics.

Sustainable Urban Regeneration Performance – Hemphill, Berry, McCreal

Lesley Hemphill, Jim Berry, and Stanley McGreal of the School of the Built Environment, University of Ulster, Shore Road, Newtownabbey, Northern Ireland have developed an indicator-based approach to the evaluation of regeneration initiatives. They define five components or performance categories: economy and work, resource use, buildings and land use, transport and mobility, community benefits.³⁶ Indicators for each were developed and the tool piloted-tested.

Sustainability Checklists -UK

A series of region-specific sustainability checklists have been developed in the UK, with a similar format and method being followed across regions and based on the National Sustainability Checklist for Developments developed by BRE (Building Research Establishment, Ltd.). The regional checklists have been developed by steering groups including representatives from private, public, and non-profit (voluntary) sectors. The checklists can be further modified to suit local conditions. The checklists integrate with existing policies and rating schemes and can be applied to very small or very large developments. The checklists are used by developers, planning authorities, and others to assess a proposed development.³⁷ The North West Integrated Appraisal Toolkit is a complementary web-based tool offered in the North West.³⁸ In January 2009, BRE released BREEAM Communities, a draft tool to help guide developments in the planning stages; BREEAM Communities assesses the eight categories used in the Regional Sustainability Checklists.

Triple Bottom Line Collaborative Investment Scorecard

Developed by the Triple Bottom Line Collaborative, this work-in-progress reflects deliberation and pilot-testing by a nine member CDFI alliance.³⁹ The scorecard includes 31 metrics across economy, environment and economy. Economy has six metrics, environment has four sub-headings with a total of thirteen metrics,

³⁵ <http://www.sustainablesites.org/report.html>.

³⁶ <http://www.informaworld.com/smpp/content~content=a713633434~db=all>
<http://www.informaworld.com/smpp/content~content=a713633435~db=all>

³⁷ <http://www.sdchecklist-northwest.org.uk/>; <http://southeast.sustainability-checklist.co.uk/>;
<http://www.londonchecklist.co.uk/>.

³⁸ <http://www.sdtoolkit-northwest.org.uk/toolkit/newsection.php?newcat=7>.

³⁹ <http://www.opportunityfinance.net/store/product.asp?pID=107&cID=14>.

Whole Measures

Whole Measures is a rubric for assessing potential impacts of a program, policy, or project in a community. The tool suggests ten features of healthy, whole communities, defines four to five practices for each feature, and describes levels of performance for meeting each of the practices (assigning a score of -3 to +10). The tool has been field-tested and revised and is viewed as a “living tool” that can be adapted to individual circumstances. Whole Measures is a program of the Center for Whole Communities.⁴⁰

These frameworks have been identified as part of the Social Bottom Line initiative being led by the *Social Equity and Opportunity Forum* of Portland State University’s College of Urban and Public Affairs. The Social Bottom Line briefing paper and its other supplements can be found on our publication page at: <http://www.pdx.edu/cupa/publications>.

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⁴⁰ <http://www.measuresofhealth.net/>