A MODEL FOR THE PUBLIC SECTOR TO FOSTER SUSTAINABLE BUSINESS

DEVELOPMENT

by

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THESIS ABSTRACT

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Businesses play an important role in the economic, environmental and social health of our communities. The public sector can foster sustainable business development through economic development strategies, policies and resources. This study evaluates the Sustainable Business Initiative (SBI), an economic development initiative intended to strengthen Eugene's economy by identifying barriers that keep businesses from being more sustainable. Using the collaborative planning model as a framework, I seek to evaluate both the process used to convene the SBI and the outcomes it produced to implement sustainable business practices. I assess whether the SBI changed business practices in Eugene and whether the SBI can serve as a useful model for other communities to engage in sustainable business development. I argue that although collaboration is a useful model to elevate the conversation of

sustainability, more effort is needed to link the process with the outcomes to ensure

long-lasting change in the business community.

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CHAPTER I

INTRODUCTION

Economic development is a useful lens for the public sector to use to advance the sustainability agenda. Looking at the issue of sustainability through a local economic development framework reaches a more diverse set of the population than the traditional environmental framework. Despite differing political or environmental beliefs, most people can agree that job creation is important. The public sector can play a non-regulatory role to help businesses do good business, both for the economic well-being of the business and the community, as well as the environmental and social benefits to the community. Sustainable economic development, in this study, not only refers to the creation of green jobs in a green economy, it refers to a more holistic approach to business development. Although green jobs are important drivers of the economy and sustainability at large, they focus too narrowly on industry and products specifically intended to reduce greenhouse gas emissions (the solar panel industry, for example).

For the context of this study, I argue that sustainable economic development requires a deeper commitment from the business community and the public sector than the creation of green jobs. I use a definition of sustainable economic development that is derived from my own thinking, from definitions provided to me from the interviewees

in this study, and from the literature. This theory requires businesses to commit to the following: (1) recognize the value of their employees and take on the responsibility to care for them by providing educational training, healthcare and a livable wage; (2) support the local community by looking to hire employees from within the community; (3) conduct business locally when possible and foster collaboration between related industries; (4) develop products and offer services that help to limit or reduce greenhouse gas emissions; (5) integrate practices that limit the business' operational footprint (composting, recycling, local procurement, etc.); and (6) operate a business that is economically viable in the long term. Sustainable business development contributes to economic development because it encourages businesses to work with and buy from each other, which causes less money to leak out of the local economy, fosters businesses that are committed to the local community and spurs new product development. This theory of sustainable economic development requires a collaborative approach and emphasizes the important role that businesses play in community prosperity.

The purpose of this study is to highlight the public sector's role in fostering this type of sustainable economic development, but this concept is complex. What is the public sector's role in driving the private market? How are values shifted in the business community? How is a sense of collaboration fostered in the business community? For the public sector to encourage sustainable economic development, it will need to

distance itself from relying only on the typical regulatory framework and incorporate the collaborative planning process. Collaboration offers a forum for private industry and the public sector to learn from each other, solve complex problems and innovate to advance sustainable business development.

To understand the potential benefits of the collaborative planning model, I have examined the process and assessed the impact of the City of Eugene's Sustainable Business Initiative (SBI) launched by Mayor Kitty Piercy in June of 2005. The SBI was intended to improve the economic vitality of the city through sustainable business practices. Looking at the SBI as both an example of collaborative rationality and as a sustainable economic development strategy, this study determines whether the SBI can serve as a model for other cities to use to engage businesses in the sustainability conversation for the purpose of economic development and community prosperity.

Background and Significance

Sustainability is an important and challenging planning topic. It brings together the issues of environmental protection, economic prosperity and the equity concerns that inextricably result from a capitalist society focused on resource extraction and progress. Sustainability can provide a long-term planning goal of balancing the social-environmental-economic system (Campbell, 2003, p. 443). This study looks at the importance of local economic development strategies and local business practices, as well as the process of collaboration that can contribute to sustainable development.

With the potential to contribute to economic development, wealth generation, workforce development and neighborhood revitalization, businesses can make significant contributions to the prosperity and health of a community. However, it is important to note that businesses do not always play this positive role. Businesses have traditionally focused solely on their financial bottom line as a measurement of success. With this outcome as their primary focus, they often only marginally participate in the community, paying more attention to profit and less attention to the health and well-being of the environment, their employees and the communities that they inhabit.

Recently, there has been a shift in the business paradigm. Business owners are seeing the ethical and economic value of triple bottom line practices, taking into account the environment, equity and economic factors in decision-making (Payne, 2001; Crosbie, 1995). To provide context for this study, Figure 1.1 outlines the impact of businesses in the community using the triple bottom line framework.

Figure 1.1: The Ripple Effect of Triple Bottom Line Business Practices

Source: Andriof, 2002, p. 26

According to Elkington (1998), sustainable business development requires a holistic look

at the triple bottom line:

> Sustainable capitalism will need more than just environment-friendly technologies and...markets which actively promote dematerialization. We will also need to address radically new views of what is meant by social equity, environmental justice and business ethics. This will require a much better understanding not only of financial and physical forms of capital, but also of natural, human and social capital. (Elkington, 1998, p. 77)

However, on a fundamental level, businesses are profit-driven. A key question in this study is the role that the public sector can play in fostering sustainable business development to help balance these economic, environmental and social tensions.

The collaborative planning model offers communities and decision-makers tools to address the complex problems of sustainability (Innes, 2010). The collaborative model brings various stakeholders to the table to solve complex problems through dialogue that might not have otherwise taken place. If the appropriate stakeholders are present, this process results in a distribution of power and transference of knowledge among diverse groups (Innes, 2010). Typically, city leaders use recruitment and incentive strategies to encourage businesses to locate or expand in their community where emphasis on job growth and increasing tax revenue is paramount. However, focusing on pure expansion and job creation is not enough to foster a sustainable business community. Instead, communities must focus on people and place, wealth generation and natural and human capital. Local governments must work to create environments that support sustainable wealth generation (Blakely, 2002). In addition to the traditional regulatory role of government, the public sector can play a facilitator role to foster economic development through partnerships, innovation and commitment to sustainability within the business community.

The public sector plays an important role in supporting healthy business growth. In particular, the public sector can introduce new policies and initiatives that help to

change the way that businesses relate to their communities. Conversations about

sustainability require particular collaboration, partnership and education because of the

multi-purpose motivations and multi-disciplinary nature of the topic: social,

environmental and economic. Communities that can support and promote cross-

collaboration and exchange of ideas and differing values will be the most successful in

implementing sustainable development. It is this "distributed intelligence" that allows

the players in a community to address individual and systemic problems of sustainability

(Innes, 2000).

Introduction to the SBI

The City of Eugene's Sustainable Business Initiative (SBI) aimed to "support and

propose deliberate and thoughtful steps to strengthen the local economy in a manner

that fits the community and [makes] Eugene one of the nation's most sustainable mid-

size communities by 2020" (Sustainable Business Initiative, 2006, p. 8). The SBI was a

significant effort that included participation of 750 community members and an

estimated 1,500 in-kind hours from the SBI task force. As an entry point into the

conversation of sustainability, the SBI task force chose to focus on the local business and

job development system. This study analyzes the process that was used to develop the

Sustainable Business Initiative and its outcomes; it aims to understand if the SBI has

changed the culture of business in Eugene to be more sustainable.

The SBI was a political strategy that led to both direct and indirect outcomes, which greatly affected policies and internal operations in the City of Eugene. These outcomes are listed in Table 1.1 below. The SBI process provided legitimacy to the term "sustainability" that led to the institutionalization of sustainability practices in City discourse and policy. As I will discuss in Chapter V, however, the process did not directly affect the business community.

Table 1.1: Direct and Indirect Outcomes of the SBI

Direct Outcomes of the SBI	Indirect Outcomes of the SBI
City Sustainability Office	Bold Steps Awards
Sustainability Commission	Bring Recycling Rethink Program
Triple Bottom Line Tool	JEO Regional Economic Development Plan
Climate and Energy Action Plan	Willamette Valley Sustainable Food Alliance

Although there was a lack of tangible change in the business community as a result of the SBI, the outcomes listed above did motivate City of Eugene leaders and leaders of other community organizations to make changes to policy and internal operations and develop new programs that provide recognition and resources to businesses. These outcomes will impact business practices and have the potential to foster economic development in the future.

Research Question & Limitations of the Study

This study aims to answer the following three research questions:

1. What are the outcomes from the Initiative that have helped implement sustainable change in the business community?
2. Did the Sustainable Business Initiative change business practices to be more sustainable in Eugene? If so, how?
3. Is the SBI a useful model for implementing sustainable business practices in local economic development practices and policies?

It is important to note the following limitations to my analysis:

1. I was unable to interview all participants in the SBI process; therefore my analysis is somewhat limited given that I was not able to gather everyone's perspectives.
2. The SBI process was conducted nearly five years ago; multiple participants remarked how difficult it was to recall the exact details of the process. Businesses appeared to have particular difficulty remembering the details of the process given the limited participation of the businesses in the roundtable discussions (roundtable meetings were roughly a two-hour time commitment).
3. When analyzing the impacts of the outcomes, it is nearly impossible to draw a line from "A to B" to understand the cause and effect of the process; many of the outcomes are valuable, even if they did not directly impact the business community or come directly out of the SBI process.

Organization of the Study

The remainder of this study is organized as follows:

Chapter II provides a summary of relevant literature in the fields of sustainability, economic development and the collaborative planning process.

Chapter III details two sustainable business case studies: the Legacy Project in Burlington, Vermont and the Green Manufacturing and Thinc.Green Initiatives in Minneapolis, Minnesota. The chapter ends with a description of the Sustainable Business Initiative in Eugene, Oregon.

Chapter IV includes a description of the methodology used to conduct this study.

Chapter V presents the findings from this research and applies those findings to the collaborative planning model.

Chapter VI provides a list of best practices for communities to use to implement sustainable business practices, outlines conclusions from this study and suggests recommendations for future research.

Appendix A provides useful definitions from Innes and Booher's (2010) DIAD theory.

Appendix B includes details from the Legacy Project Action Plan in Burlington, Vermont.

Appendix C includes details from the Thinc.Green initiative in Minneapolis, Minnesota.

Appendix D outlines the Sustainable Business Initiative (SBI) "charge."

Appendix E provides a list of SBI task force members.

Appendix F includes the list of SBI recommendations to the City of Eugene and the private sector.

Appendix G provides sample interview scripts for the SBI task force members and Sustainability Commissioners, City of Eugene staff members and business participants in the roundtable discussions.

CHAPTER II

LITERATURE REVIEW

This chapter outlines the existing literature in the fields of sustainable economic development and the collaborative planning process. First, I look at the definition of sustainable economic development and how it is operationalized in communities and used to support job growth. Next, I provide an overview of the collaborative planning process, show how it can be used to implement sustainable economic development strategies in combination with the typical command and control form of government, and illustrate some of the key limitations of collaboration. I end the chapter by outlining the theoretical framework for this study and how it will be useful to analyze the process and outcomes of the Sustainable Business Initiative.

Sustainable Economic Development

The term sustainable economic development brings to mind a long-lasting and vibrant economy; one that upholds its integrity over time and brings a diverse set of jobs and industry to a community. Sustainable economic development emphasizes job growth from within a community through economic gardening strategies, entrepreneurial growth to spur innovation in green products, equitable job development and an emphasis on producing and consuming locally made goods. Public sector strategies to foster sustainable economic development typically include

incentives to businesses that make green products or operate "sustainably," or training

and educating business leaders on how to be profitable while serving and attending to

the environmental and social needs of a community.

Definitions of Sustainable Economic Development

In the context of this study, sustainable economic development refers to

strategies and programs that the public sector uses to help foster local economies, and

promote prosperity and equity while also protecting the environment. Taking out the

word "economic" for a moment, sustainable development has been defined as meeting

the needs of the present population without compromising the ability of future

generations to meet their own needs (World Commission on Environment and

Development, 1987); as development that takes care of the environment, has an

awareness of future generations, is mindful of fairness and equity and upholds a sense

of participation and partnership in the process (Gibbs, 2002). Fergus and Rowney

(2005a) note that early use of the term "had the potential to stimulate discursive

engagement with respect to the future development of the human species within an

ethical framework based around the values of inclusivity, diversity and integration" (p.

25). Fergus and Rowney (2005a) continue to argue that, over time, the term sustainable

development, although institutionalized in its usage, remains vague and has not been

operationalized in society (p. 19).

From an economic development standpoint, the term sustainable development

requires a more detailed definition. Sustainable economic development refers to both

products and business practices. For example, sustainable products include wind turbines or solar panels, while sustainable business practices include attention to the environment and community through green initiatives and fair treatment of employees. Sustainable economic development aims to achieve the following: (1) decrease business' impact on the environment; (2) provide a diverse mix of businesses; (3) promote environmentally friendly industries; and (4) foster business opportunities through environmental protection and enhancement (Gibbs, 1996, p. 319). Gibbs' definition fails to include the equity aspect of sustainable economic development.

Roberts (2004) notes that sustainable economic development upholds the following principles: (1) the effective and efficient use of natural resources; (2) methods for end-of-life management to minimize waste and environmental damage; (3) economic activities based on opportunities to produce environmental goods and services; (4) businesses that uphold energy conservation, environmentally sound construction, and green transportation practices; (5) and the establishment of new collaborative institutional structures that can assist in the introduction and management of sustainable economic development (p. 126). Roberts' definition also fails to integrate the equity aspect of sustainable economic development. Campbell's (2003) assessment that balancing the "green city, "the growing city" and the "just city" proves difficult seems appropriate; planners and businesses can often represent one of these goals but can rarely balance all three (Campbell, 2003, p. 437).

While the principles of sustainable economic development may be clear, putting these ideas into practices has been a challenge. Ravertz (2000) highlights three factors that make sustainable business development difficult to implement: (1) a single measure for the "sustainable business" does not exist and is therefore difficult to strive for; (2) businesses have difficulty balancing the economic, environmental and social equity tensions; and (3) sustainability is both a technical and an ethical concept and can therefore not be achieved through one single solution (p. 190).

Sustainability for Job Growth

The literature primarily discusses sustainable economic development in the context of green jobs and the green economy. Green jobs are defined as jobs that reduce the negative impact made on the environment (Annandale, 2004; United Nations Environment Programme, 2008). The green economy is defined "as economic activity with the goal of reducing energy consumption or improving environmental quality" (Chapple, 2011, p. 5). Examples of the green economy include wind turbine manufacturing, green technology and organic food production. Communities have good reason to define sustainable economic development in the context of the green economy. Given the need for new innovation to address climate change, job growth is booming in these industries. In California, for example, green employment outpaced overall employment by 11 percent between 1990 and 2008 (Chapple, 2011, p. 11). However, the literature on the green economy fails to emphasize the importance of local economic development initiatives, social equity and business' capacity to improve

community. Local sourcing, growing businesses based on existing natural and human capital, and attending to the social needs of the community are not explicit criteria in the context of the green economy. Although a solar panel manufacturing company based overseas could bring in thousands of jobs to a community, this company's commitment to the community and labor practices could be marginal and therefore unsustainable.

Sustainable Economic Development in Practice

Although the potential of the green economy to provide quality jobs should not be undermined, it is important to note that the economy and the environment are only two parts of the puzzle. The idea of economic development as an opportunity to advance social equity in the local economy remains important and underdeveloped in the literature.

The practice of sustainable economic development has proven difficult to operationalize given that our current economic model assumes continuous growth and push for profit (Svensson, 2010; Steurer, 2010; Gibbs, 2002). Fergus and Rowney (2005b) ask this important question: "how can increased democratic responsibility exist within a framework dominated by an epistemology based solely on instrumental rationality and economics, particularly when that framework is determined by a decision process based on the maximization of profit as the final decision motivator" (p. 203)? This country's current economic model "focuses exclusively on the production of wealth, and ignores redistributive and social justice issues" (Krumholz, 2003, p. 232).

Integration of the environment, social justice issues and the economy have occurred

more so in "rhetoric rather than reality" (Benneworth, 2002, p. 242). Lack of integration

could be due to a general misconception that a sustainable economy is a constrained or

limited one (Gibbs, 2002). Reconciling the conflict between these three forces is crucial

and is becoming an increasingly accepted component of economic development policy

(Roberts, 2004). Aside from policy, however, the mindset of the business community is a

crucial barrier to overcome. This struggle is discussed in the next section.

Sustainability from the Business Perspective

The theory of neoclassical economics views business as a closed system distinct

from society (Andriof, 2002, p. 11). Although still driven by profit, businesses are

beginning to see the economic opportunity of sustainable business practices. In the last

decades, a new business-society paradigm has emerged where businesses have

recognized their responsibility to society (Steurer, 2005; Andriof, 2002). However,

although this mindset is slowly becoming integrated into the business community, the

ability for businesses to put "sustainability" into practice is still a challenge. Crosbie

(1995) notes that "a great shift in thinking is required, and it is no surprise that for many

the conceptual leap is very painful" (p. 6). For the purpose of this study, I will not go into

great detail on the change in mindset needed from the private business community to

achieve sustainability. Abundant literature exists on the ideology of corporate social

responsibility and the business case for sustainability. However, I will go into detail on

the role that the public sector can play in fostering this change in mindset through local

initiatives and policy.

Traditional Role of Government

Traditionally, the public sector uses regulation, leadership or incentives to help foster sustainable development. Regulation is used to limit business' impact on the environment or provide guidelines for fair treatment of employees. The public sector takes a leadership role to drive demand for sustainable products and practices by committing to green procurement policies and implementing renewable energy in public buildings, for example. Incentives or tax credits are often given to businesses that model environmentally friendly or equitable business practices. Figure 2.1 provides the spectrum of regulatory devices used to implement sustainable change in the business community.

Figure 2.1: Environmental Policy Instruments Available to Businesses & Government

Government		Market Forces
Indirect		
Provide Education & Info to Consumers	Provide Infrastructure	Fee market allocation of resources
Market-based subsidies (taxes, incentives)	Agreements & partnerships between government & industry	Niche or "green" marketing
Legislation	Permissions quota	Long term investment in market
Direct		
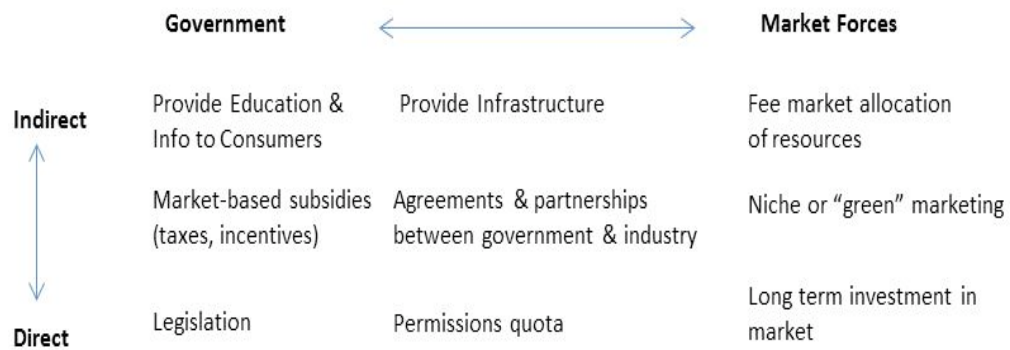
Source: Forsyth (1997), p. 272

Crosbie & Knight (1995) discuss three forms of power available to make change in the business community: political, economic and competitive. Political power refers to the power of laws, regulations and taxes that make doing "unsustainable" business more expensive; economic power lies in the hands of consumers who are increasingly demanding eco-friendly products for example; competitive power lies in the hands of companies making changes in their business practices and in doing so forcing other companies to change as well (p. 20). In a perfect system, government would play both a reactive and proactive role in sustainable business development. A reactive government monitors and regulates the environmental conditions of businesses; a proactive government enables business development and at the same time drives demand for new and targeted business (Ravertz, 2000, p. 199).

If governments rely on regulation, subsidies or their own precedent to drive sustainable business practices, they limit their potential impact on the business community. Given the complexity of sustainable economic development, the public sector could benefit from using a collaborative framework that emphasizes coordination and cooperation in combination with the typical "direct management control" (Ravertz, 2000, p. 199). This approach could develop partnerships between public and private sectors to help make change in the business community. Above all, sustainable development requires political leadership to help make these partnerships happen. Benneworth (2002) states, "Sustainable development is a process as much as a set of

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solutions. It involves participation and debate, leading to consensus and action. It is essentially a political idea and requires political leadership to take it forward" (Benneworth, 2002, p. 239). The collaborative planning process provides a forum for partnerships, debate and consensus to take form.

The Role of Collaboration in Sustainable Economic Development

Given the challenge of balancing the economic, social and environmental agenda, this section provides an overview of the collaborative planning process and how it can help to address the challenges of sustainable economic development from the public sector perspective. The collaborative planning process provides an opportunity for communities to address complex and multi-disciplinary problems through dialogue and the mutual understanding of interdependence. It provides the public sector with an opportunity to be the "enabling state" (Agranoff, 2005, p. 33) instead of the typical top-down regulator.

Collaboration Defined

The collaborative planning process departs from the traditional positivistic planning model. It is a growing field as planners, organizations and communities try to solve increasingly complex problems. Community problems have become more complex as they are faced with increased competition for natural resources, complex and multi-disciplinary sustainability issues and globalization (Wondolleck & Yaffee, 2000). Veering away from the rational model that depends on reason and science to solve problems, collaborative rationality is grounded on the theory that dialogue among diverse

stakeholders will help communities to solve difficult problems, causing them to be more resilient through change (Innes, 2010, p. 9). This planning model emphasizes the power and need for *interaction* between diverse stakeholders, community members and government agencies (Margerum, 2002; Agranoff, 2005).

Collaboration to Solve Problems

Collaboration has been defined as a process that brings diverse and often conflicting groups together to solve common problems. Barbara Gray (1991) notes that the collaborative planning method "is a process through which parties who see different aspects of a problem can constructively explore their differences and search for solutions that go beyond their own limited vision of what is possible" (Gray, 1991, p. 5). The group setting provides an opportunity for the group to solve problems in a manner that could not be reached by a single organization or person (Julian, 1994; Kamensky, 2004). Collaborative efforts are well known for developing creative partnerships that have found answers to complex problems in communities (Wondolleck & Yaffee, 2000).

Collaboration to Disburse Power

The collaborative planning process differs from the typical command and control approach to government and presents a new way to distribute power democratically between decision-making bodies and the public (Lane, 2003, p. 360). Whereas traditional government power is typically perceived as top-down, the collaborative process challenges the notion that change is achieved through one leader looking for

followers, but instead by building capacity among a large and diverse group of

stakeholders – building network strength (Innes, 2010, p. 109).

Disbursed power is operationalized by the make-up of the group. Typical

collaboratives include stakeholders that represent diverse populations, political

perspectives and sources of knowledge. This set-up provides legitimacy to the

collaborative process. Stakeholders are brought together to share information and

engage in a decision-making process (Margerum, 2002). Conveners are responsible for

bringing these stakeholders together. Conveners can be part of the community

organization – but most often they are associated with or hired by the government

agency. Although it is assumed that the collaborative planning process gathers a *diverse*

group of stakeholders, it does not mean that all stakeholders are equally empowered

and embody true decision-making power (Lane, 2003).

Collaboration for Innovation & Information Sharing

The collaborative planning method can also be used to share information, foster

innovation and promote a sense of shared purpose in a group or community setting

(Sawyer, 2009; Agranoff, 2005). In a group setting, "most knowledge creation and

learning occurs when people are reacting to others' thinking" (Agranoff, 2005, p. 21).

Frey (1999) adds, "The highest creativity occurs in well-organized environments" (p.

348). Furthermore, working collaboratively with nontraditional partners provides an

opportunity for diverse participants to understand and learn from each other (Stern,

2000, p. 14). The group setting creates an environment that allows the "latent creative

talent in everyone" to emerge (Frey, 1999, p. 350).

Collaboration as Sustainable Economic Development Strategy

Local governments are turning more and more to integrate a collaborative

approach to economic development as they aim to implement sustainability practices in

local policy. This integrated approach is used to foster buy-in and reciprocity in the

business community. The literature suggests that the local level is the most relevant

place for sustainable economic development action (Blakely , 2010; Gibbs, 1996).

Agranoff (2005) notes, "To encourage and facilitate performance, the emergent

collaborative linkages between the public and private sector are supportive and

developmental, creating non-bureaucratic or 'collaborative cultures' of mutual problem

solving that value equality, adaptability, discretion, and results" (p. 22). Furthermore,

Gibbs (2002) adds that changes in the economic context exist where "policies for local

sustainability not only require major changes in the ways that industry operates within

an area, envisaging a shift towards 'clean production', but are also posited upon a base

of greater equity and democratic involvement" (p. 27).

The emphasis on democratic involvement in the economic development process

alludes to a new paradigm of public-private governance that emphasizes a less

bureaucratic and more collaborative environment (Fosler, 1992, pp. 3-4). Economic

development officials are increasingly looking outside of their agencies to collaborate

with stakeholders from different aspects of the community. These collaboratives

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emphasize a partnership approach to economic development and governance (Gibbs, 2002, O'Riordan T. 2004) and create necessary linkages between the public and private sector to foster change (Warner, 1999). Increasingly diverse communities and changing urban economies require "new interorganizational linkages incorporating traditional civic and political leadership along with economic development professionals, but also including megaindustries, academics, labor unions, nonprofit philanthropies, urban residents, and neighborhood CDCs" (Krumholz, 2003, p. 232). The collaborative environment helps to foster relationships "within supply-chains, between competitors and between industry to strengthen the local economy" (Ravertz, 2000, p. 195). When collaboratives are successful, they can foster positive relationships in the community that uphold trust, compassion, commitment, and understanding to the community needs at large. Participants oftentimes recognize the need to sustain these linkages and relationships over time to continue to foster change post-collaborative (Wondolleck, 2000, p. 162).

The public sector has a unique opportunity to foster collaboration among businesses while also using incentives and regulations to encourage participation from the business community. Using its ability to build infrastructure, and provide loans, grants, advice and educational opportunities to businesses, the public sector can play a leadership role in fostering sustainable business development (Gibbs, 2002, p. 120).

Limitations of Collaboration

Collaboration has proven to be a useful model for sustainable economic development because of its ability to bring diverse groups of people together, share information, foster innovation and dialogue, and solve complex problems. However, limitations to the process – both perceived and actual – do exist. Linking the process to implementation and tangible outcomes has been identified as a particular challenge in the collaborative process. Margerum (1999) outlines six reasons why a collaborative process may not lead to successful implementation: poor communication, problems with resolving conflicts, personality differences, addressing extremely difficult problems, a long history of antagonism, and inadequate funding to support implementation (p. 184). A study conducted by Margerum (2002) found that collaborative participants were often concerned that inadequate funding would affect the ability for the local government to implement their ideas (p. 246). Furthermore, there is a tension between the governability and accountability of a collaborative process on the one hand, and flexibility, creativity and adaptability on the other (Kallis, 2009, p. 638).The legitimacy of the collaborative process is also challenged because typically only those who will accept the process and "play by the rules" participate in the collaborative in the first place. This marginalizes those with more radical views, or those groups who typically do not organize themselves around a common interest (Kallis, 2009, p. 639).

DIAD: The Theoretical Framework for This Study

I will use Innes and Booher's (2010) DIAD (diversity, interdependence, authentic dialogue) theory as the theoretical framework for this study. Theory provides a critical perspective for research and a basis for an evaluative framework to understand if processes are or are not working and why (Innes, 2010, p. 15).[1]

Innes and Booher's DIAD theory (2010) outlines what a collaborative process can achieve, and under what conditions (see Figure 2.2 below). The theory is rooted in the idea that the most successful collaborative processes result in not just specific outcomes, but in a change in participants' attitudes, relationships and collective capabilities. This framework is particularly useful in the sustainable economic development discussion because so much of the needed change in both the public sector and business community is behavioral. Figure 2.2 details the three conditions that are necessary to produce a successful collaborative process that goes beyond the mere victory of fixing a specific problem at hand. The conditions include (1) a diverse set of interest groups are involved in the process; (2) mutually connected interest groups who need each other to solve complex problems; and (3) face to face dialogue.

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[1] Unless otherwise noted, information in this section is taken from Innes and Booher (2010) pp. 35-39.

Figure 2.2: DIAD Network Dynamics
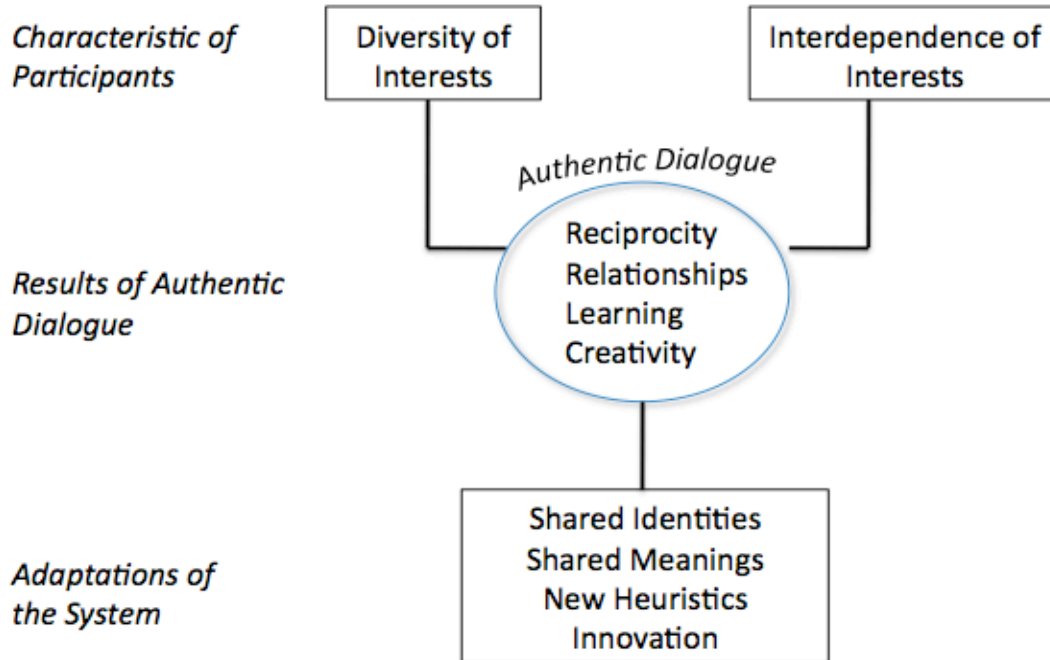
Source: Innes 2010, p. 35.

Diverse Set of Interest Groups

The DIAD theory describes the need for a diverse set of interest groups. The focus on diversity is framed in the context of both ensuring a diversity of perspectives, but also a diversity of power. Players in the collaborative planning process should include decision makers, interest groups and citizens with a wide range of interests, skills and levels of power. This inclusion will result in a richer outcome and provide a framework for long-term relationships.

Interdependence

The notion of interdependence is the second condition outlined in the DIAD theory. Innes and Booher explain that interdependence is a key condition for

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collaboration because it instills the concept of reciprocity. In most cases, each

participant has something that the others want. This dynamic fosters a continued

interest and energy that pushes the group forward in the process. The notion of

interdependence means that participants need each other to achieve their objectives.

Authentic Dialogue

Authentic dialogue is the third condition that characterizes Innes and Booher's

DIAD theory. Authentic dialogue means that the process must include engagement by

all participants so that all ideas and points of view are on the table. Authentic dialogue

infers that the group dynamic must consist of a power balance: the conversations and

processes cannot be dominated by one group or person.

Adaptation to the System

If a diverse and interdependent group is brought together to engage in authentic

dialogue, Innes and Booher believe that participants will realize the reciprocal nature of

their interests and the importance of their relationships to make change. This realization

will foster new ideas, a shared identity and change over time. Innes and Booher refer to

this as "adaptation to the system." The adaptation to the system leads to changes in the

participants that result in outcomes that can foster change. I will use Innes and Booher's

DIAD theory to assess the process and outcomes of the Sustainable Business Initiative in

Chapter V. Operational definitions of Innes and Booher's terms from Figure 2.2 can be

found in Appendix A.

CHAPTER III

BEST PRACTICES IN SUSTAINABLE BUSINESS PROGRAMS

This chapter describes sustainable business programs in three jurisdictions in the United States. The case studies are intended to provide a framework for the SBI and highlight best practices in similar programs nationwide. They were chosen to show three very different public sector approaches to sustainable business development. Public agencies can commit to sustainable business development in a number of different ways: through building and land codes, procurement policies, economic development strategies and resources to businesses (incentives, tax credits, education and other resources). As described below, the City of Burlington, Vermont launched a city-wide effort in 1999 to envision a "sustainable Burlington." The effort was not specified as a sustainable business effort, but the policies and programs that came out of it inherently address business needs and their ability to be more sustainable. In contrast, the City of Minneapolis, Minnesota first launched its program in 2006 as a Green Manufacturing Initiative, which focused specifically on the needs of one sector. This program has since been transformed into the Thinc.Green program. Finally, the Sustainable Business Initiative in Eugene, Oregon, which is the main subject of this study, provides an example of a sustainable business initiative to understand how sustainable practices could be implemented in the community using the power of the business community.

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The Legacy Project, Burlington, VT, 1999[2]

The City of Burlington sits on the shores of Lake Champlain, just 60 miles south

of the Canadian border in northern Vermont. Praised for its natural beauty with Lake

Champlain to the west and the Green Mountains to the east, Burlington has long been

named one of the top places to live in the country. In 1999, the City of Burlington

(population 40,000) launched *The Legacy Project,* a collaborative planning project that

worked to envision a sustainable Burlington by 2030.

The Legacy Project Public Process

The Legacy Project was launched by then-Mayor Peter Clavelle who appointed a

19-person steering committee to help guide the development of the project and ensure

that its objectives were carried out. The steering committee consisted of members from

the business, education, non-profit and government sectors. The committee members

were affiliated with organizations such as the University of Vermont, the City Diversity

and Equity Office, Burlington Electric Department, the Social Equity Investment Project,

United Way of Chittenden County, Lake Champlain Chamber of Commerce, Bosnia and

Hertzegovina Family and Youth Association, and the Vermont Multicultural Alliance for

Democracy.

With deep commitment to fostering a community-wide effort, the Legacy Project

began with a 12-month community outreach program. The process included a survey

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[2] Unless otherwise noted, information in the Legacy Project section came from the City of Burlington Legacy Project Action Plan, City of Burlington, 2000.

that was sent to thousands of Burlington residents that asked them to share their

"hopes and dreams" for Burlington's future, as well as their perceptions of Burlington's

greatest weaknesses. Following the surveys, focus groups were held at the

neighborhood level, followed by subject-specific focus groups related to the economy,

the environment, transportation, energy, health care and education. City staff also

engaged over 60 community organizations, including the Chittenden Emergency Food

Shelf and parent-teacher organizations. Although the Mayor appointed the steering

committee, participation in the visioning process was open to the general public.

The Legacy Action Plan

The Legacy Project resulted in the creation and adoption of the Burlington

Legacy Project Action Plan in June 2000. The adoption of the plan required considerable

community effort. Four public hearings were held to discuss the first draft of the plan;

over 200 residents attended. Based on feedback from these hearings, Legacy staff

distributed a revised plan to over 900 residents and organizations to gather additional

feedback on the plan. The plan was also distributed at a number of community events,

such as the annual WinterFest and Earth Day celebrations. The final call for community-

wide collaboration came on March 28, 2000, when the Legacy Project called a town-hall

meeting called "Summit on the City's Future" where 300 people gathered to give one

last round of public comment.

At the heart of the Legacy Project Action Plan is a deep commitment to sustaining long-term collaboration efforts and relationships with community organizations and residents. The plan describes this necessity in its call to action section:

> Progress toward the Burlington Legacy Project's goal of a sustainable city will require broad-based collaboration among a diverse range of government entities, businesses, organizations, educational institutions, health care providers, neighborhood groups, and individual citizens. Each must take responsibility for portions of this plan, providing the direction, commitment, and resources it will take to make this vision a reality. (City of Burlington, 2000, p. 40)

The Plan focuses on six elements of the community: economy, neighborhoods, governance, youth and life skills, the environment, and equity. A more detailed description of the Legacy Project Action Plan can be found in Appendix B.

The Legacy Project Implementation

The Legacy Project is housed in and funded by the City's Community and Economic Development Office. The City's Environmental Specialist supports the 19-person volunteer steering committee and staffs the project. The continuation of the diverse steering committee over the last decade has been one of the keys to the project's success. The purpose of the steering committee is to ensure that the Legacy Project addresses the goals outlined in the Legacy Project Action Plan. The ongoing nature of the committee has given it some "legs" in the community and ensured the implementation of the Action Plan and the continued work on the Project (Green, 2011).

The Plan also identified indicators in the visioning process to understand the community's progress. For example, to monitor the "Economy" goal, the City tracks retail sales and number of full-time workers earning above a "livable wage." To monitor the "Neighborhood" goal, the City tracks the number of affordable housing units and number of people in emergency shelter units. These indicators enable the City to operationalize the Plan. The City holds an annual public town hall meeting to celebrate the successes of the year and discuss next steps for how to continue to progress.

For the purpose of this study, I will provide some detail on the "economy" goal of the Legacy Action plan and subsequent programs that are intended to work with the business community to be more sustainable. The Plan asserts the importance of business in the community because of their ability to take a leadership role in training and developing skilled workforce; to adopt environmentally conscious purchasing programs; and to commit to support other local businesses that in turn contributes to local economic resilience (City of Burlington, 2000, pp. 41-42).

The City of Burlington has a number of programs and partnerships to help businesses succeed and integrate sustainability practices into their operations. As mentioned above, the success of the Legacy Project is partially due to the ongoing participation of the steering committee. As of 2011, the steering committee included representatives from the Burlington Electric Department, the Burlington Business Association, the Regional Chamber of Commerce and the Social Equity Investment

Project, to name a few. An interview with the Environmental Specialist at the City of

Burlington revealed the importance of these partnerships and representation on the

steering committee to successfully engage the business community in sustainability

issues. For example, a partnership with the Burlington Electric Department provides

businesses with resources to reduce their energy consumption. This partnership has

been in existence for decades and has resulted in steady energy use since the mid-1980s

(Green, 2011). Another program that has successfully engaged the business community

is the Social Equity Investment Project (SEIP) whose goal is "to identify and support

leadership within the community to facilitate sustainable and effective social change"

(Social Equity Investment Project, 2011). The City of Burlington also developed an

award-winning "Guide to Doing Business in Burlington" that provides a comprehensive

resource for new and expanding businesses in Burlington.

The Legacy Project Discussion

The Legacy Project tackled the topic of sustainability in its broadest sense: how

could the City of Burlington envision and actualize a sustainable community? Over the

last 12 years, numerous programs and partnerships have developed based on the

recommendations in the Legacy Project Action Plan and based on the continued

participation of the steering committee. Best practices that can be learned from the

Legacy Project include: (1) an extensive public engagement process; (2) a long-lasting

and diverse steering committee to help implement the plan; (3) partnerships with the

Chamber of Commerce and local utilities to advance sustainable business practices in

the community; and (4) indicators to highlight goals and next steps that are revisited with the community on an annual basis.

Green Manufacturing Initiative, Minneapolis & St. Paul, Minnesota, 2006-2010

In 2006, the Mayors of Minneapolis and St. Paul, Minnesota launched the Green Manufacturing Initiative in collaboration with the Blue-Green Alliance, a partnership between the Sierra Club and the United Steel Workers. Its mission was to position Minneapolis and St. Paul to become national leaders in "promoting and developing green manufacturing technologies and products while creating family supporting jobs" (Blue Green Alliance, 2008).

Green Manufacturing Initiative/Thinc.Green Process

The Green Manufacturing Initiative included a multi-part research phase to ensure the cities were positioning themselves strategically. The first stage of the Initiative was a market analysis of the green economy. The analysis revealed four target industries with existing strength in the market, highlighted best practices in the green economic development field, assessed what businesses needed to do to be "greener," and provided next steps to develop the targeted industries in the region. A short description of each of the aforementioned reports can be found in Appendix C.

The Green Manufacturing Initiative was co-chaired by the Mayors of St. Paul and Minneapolis and the Executive Director of the BlueGreen Alliance. A 12-person steering committee consisted of members of the Sierra Club, State environmental agencies,

businesses, labor union representatives and city staff. Nearly 100 additional community members participated in renewable energy, transportation, building products, and finance subcommittees (Blue Green Alliance, 2008). The research phase of the Green Manufacturing Initiative continued for nearly two years. Emily Stern, Senior Project Coordinator for the Minneapolis Community Planning and Economic Development Office, noted that the process was good and helpful, but that it lasted a long time without a lot of activity (Stern E. , 2011). The Green Manufacturing Initiative has since been branded as "Thinc.Green," an economic development initiative launched in 2010 in partnership with industry, labor, advocacy groups and government agencies with the purpose of creating jobs by advancing the green manufacturing industry. The Thinc.Green plan was developed to put the research from the Green Manufacturing Initiative into action.

Thinc.Green Plan

The purpose of Thinc.Green is to grow the local green economy. The plan outlines five key initiatives to enhance the economy through green manufacturing:

Strategic Initiative I - Buy Green: Local Government Green Purchasing Partnership

In collaboration with Minneapolis, Saint Paul and other jurisdictions, Thinc.Green will expand green-purchasing policies for local governments in the region to help grow the market for green products.

Strategic Initiative II - Green Town: Incentives for the Built Environment

Thinc.Green will support local and state actions to utilize aggressive green building standards. Establishing a green standard creates demand for manufacturers, vendors and suppliers of green products and services.

Strategic Initiative III - Re: Purpose: Match Existing Industrial Zones with Green Assets

> A targeted green business recruitment strategy expresses a public commitment to attracting new businesses, spotlights smart-growth assets like transit, and offers superior space to companies that seek to create synergies with other compatible businesses.

Strategic Initiative IV - Early-Stage Financing: Finance Program through Local Investment Bank

> A critical component in developing a green manufacturing base in Minneapolis Saint Paul is private start-up funding to seed businesses seeking to locate and/or grow within the region. Thinc.Green will develop creative, innovative and affordable financing options that will create new ways to leverage public investment with private capital, while accommodating start-ups with different needs.

Strategic Initiative V - Thinc.Leader: Recognition Program for Local Businesses

> Thinc.Green will establish a program to recognize corporate leadership in green manufacturing (Thinc.Green, 2010).

Thinc.Green Implementation

A second steering committee was formed in April 2011 to help implement the Thinc.Green plan. The 20-person steering committee includes representatives from the business community, labor unions, government agencies and non-profit organizations. The steering committee is responsible for implementing the five strategies listed above "to drive demand for locally-produced green products and services, as well as for the highly-skilled workers who make those products and deliver those services" (City of Saint Paul, 2011). As of May 2011, the steering committee was in the process of putting together a work plan that will develop sustainability indicators to measure the success of the plan.

Thinc.Green Discussion

Thinc.Green is a useful model for communities to consider because it is a targeted market strategy, not just a sustainability initiative. The process started with a concrete market analysis that provided the two cities with information on the market potential of the green manufacturing industry. This information was then used to develop specific next steps for one industry. Although this could be seen as limiting, looking at sustainable business development through one (very broad) sector provided the two cities with targeted next steps to help recruit and expand one industry. This process can then be used as a model for other sustainable industries in the future. Best practices that can be learned from the Green Manufacturing Initiative and Thinc.Green include: (1) conduct a market analysis of one industry to understand the barriers and opportunities for that industry to grow sustainably; (2) appoint a steering committee at both the process level and the implementation level; (3) ensure the plan includes strategies with actionable next steps that are assigned to a specific group of people or organization; (4) develop a recognizable brand such as Thinc.Green to motivate existing business in the community and also recruit new ones; and (5) develop metrics to understand what is working and what still needs to be done.

Sustainable Business Initiative, Eugene, Oregon

In June 2005, Mayor Kitty Piercy launched the Sustainable Business Initiative (SBI) to propose deliberate steps that the City of Eugene could take to make Eugene "one of the nation's most sustainable mid-size communities." Bob Doppelt of Resource

Innovations, the organization that staffed the Initiative, described its purpose as follows: "after years of warfare between environmental and business interests, the community had stagnated and Mayor Kitty Piercy was looking for a way to bring people together around a mutually positive agenda…the SBI…needed to foster change within the community's key business and government organizations" (Doppelt, 2008, p. 167). At its roots, the initiative was intended to strengthen the economy by providing support to businesses that "use sustainable measures" (Sustainable Business Inititiatve Report, 2006 p. 4). The complete SBI "Charge" can be found in Appendix D.

SBI Process & Timeline

The SBI used appreciative inquiry to guide the process. Appreciative inquiry is a four-phase process that emphasizes the power of new ideas, as opposed to fixing an existing problem. The SBI appreciative inquiry process included the following phases:

- Discovery Phase: Information gathering from the community (June 2005 – February 2006)
- Dream Phase: Vision development (February – March 2006)
- Design Phase: Clarify the changes needed to achieve the vision (April 2006)
- Destiny Phase: Identification of specific recommendations (May – June 2006) (Sustainable Business Initiative Report, 2006)

Appreciative inquiry uses "systems thinking" "to help people examine how their thinking and belief systems may have contributed to the problem and can also be adjusted to create success" (Sustainable Business Initiative Appendix, 2006, p. 31). It is important to note that the SBI did not identify itself as a collaborative process, even though it represented many of the traits of a typical collaborative.

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SBI Taskforce

The Mayor appointed a 16-member task force to lead the SBI that included representatives from the business, environmental, academic, social service and non-profit community. A complete list of SBI task force members can be found in Appendix E. A 50-member Technical Advisory Committee (TAC) was also developed to support the task force. The TAC participated in two meetings, one at the beginning of the process and one at the end of the process to approve the recommendations.

SBI Outreach

The SBI began with a public outreach phase. The purpose of this first phase was to educate people on sustainability thinking, build relationships and expand awareness (Doppelt, 2008). As part of this phase, the 50-person TAC committee came together to brainstorm their vision of a sustainable community and steps that needed to be taken to get there. This was followed by a survey to Eugene residents, government officials and business owners to determine their perceptions of sustainability. The survey results revealed that most businesses were either disinterested or in the deliberation stage of making the change to sustainability thinking (Doppelt, 2008).

The SBI task force developed a series of sector-specific roundtables to engage the business community. The roundtables covered the following topics: green building; education and technical assistance for local businesses; reuse and recycling; financing and funding for sustainable businesses; biofuels; renewable energy; natural and organic foods; sustainability in public education systems; sustainable healthcare; natural

products; sustainable forest products; and bicycles. The purpose of roundtables was to gather business representatives from a similar industry to understand the specific sector's ideal vision of sustainability, the opportunities and barriers to being more sustainable, and brainstorm ideas that the City could do to help them overcome these barriers. Two Town Hall meetings were also held to gather resident and business feedback (Sustainable Business Initiative Report, 2006).

Common themes heard in the outreach process included the need to improve the skills and knowledge of the local business community around sustainability practices; a need to educate local consumers in order to build the demand for locally produced goods and services; the need for the City of Eugene to help stimulate demand for sustainable products through their procurement policies; and a need for local industry clusters to address gaps in the supply chain so that more products could be purchased locally. The SBI aimed to address these needs in their final work product, the Sustainable Business Initiative: Report and Recommendations to the City of Eugene City Council and Community of Eugene (Sustainable Business Initiative, 2006).

SBI Recommendations

The SBI recommendations were addressed to the City of Eugene, the local private sector and non-profit community, and other government and educational institutions. Recommendations to the City included developing a Triple Bottom Line tool, and establishing a Sustainability Commission and Office of Sustainability within City government. Recommendations to the private sector included committing to expand

sustainable business clusters and educating the public to promote local sustainable

products. Recommendations to other local government institutions included developing

a public education sustainability consortium and developing a Metro Area Climate

Action Plan (Sustainable Business Initiative Report, 2006). A complete list of the SBI

recommendations can be found in Appendix F. Although the recommendations led to

changes internally at the City, they generally failed to put the needs of the business

community into action.

Case Study Conclusion

The Legacy Project, the Thinc.Green initiative and the Sustainable Business

Initiative highlight three approaches to sustainable business development in three cities

across the U.S. The Legacy Project provides a very broad approach to sustainability,

while the Thinc.Green initiative provides a targeted approach to sustainability by looking

at the opportunity of one industry. In contrast, the SBI looks at sustainability through an

economic development lens by understanding the opportunities and barriers to twelve

sectors. As I will discuss later on in this study, the SBI began as an economic

development strategy despite the fact that its outcomes were geared more specifically

to internal city operations and policy. Best practices identified from the Legacy Project

and Thinc.Green initiative will be used in Chapter VI to evaluate the success of the SBI

and whether it can serve as a useful model for other communities to engage in

sustainable business development.

CHAPTER IV

METHODOLOGY

This study uses the evaluative case study method to "assess and explain the

results" of the City of Eugene Sustainable Business Initiative (SBI) (Yin 1993, 58). This

study examines if the Initiative is a useful model to develop sustainable economic

development practices, understand if it has changed the culture of business in Eugene,

and analyze the current and intended outcomes of the process. The assessment focuses

on both the process used to engage the community in the SBI and the outcomes that

resulted from the SBI.

Semi-structured interviews are the primary method used to gather data for this

study. The semi-structured interview style was selected to ensure that respondents had

the opportunity to voice their opinions about the SBI process and its results (Foddy,

1993, 127). Participants for the study were selected because they had been involved in

the SBI process as a task force member or as a participant in the roundtable discussions;

had staffed the process; are a current Sustainability Commissioner; or currently work or

worked for the City of Eugene.

Sample

To understand a wide variety of viewpoints of the SBI process and outcomes,

interviewees were drawn from four main categories: SBI task force members (, including

Mayor Piercy and a staff person from The Resource Innovations Group (the organization

that staffed the Initiative); members from the Sustainability Commission; City staff who were either directly involved in the SBI process or are now affected by its results; and members of the business community who were involved in the SBI roundtable discussions. A total of nineteen interviews were conducted (six City staff, five task force members, one staff member from The Resource Innovations Group, six roundtable participants from the business community, and four Sustainability Commissioners – three of which were also task force members).

SBI task force members were interviewed to understand the process used to develop the SBI and outcomes that they viewed as most important. Task force members were identified in the SBI Final Report and Recommendations document and represented a diverse group of community stakeholders including members from the business community, the human services sector, non-profits and university representatives. The task force members interviewed for this study were chosen to represent the diversity of interests on the task force. One staff member from The Resource Innovations Group was also interviewed to better understand the process design. Sustainability Commissioners were interviewed to understand the current impacts of the SBI. Three of the four Sustainability Commissioners were also on the original SBI task force; the fourth Commissioner was selected to gain a fresh perspective on both the SBI and the work of the Sustainability Commission. City of Eugene staff were interviewed who may have been impacted by the recommendations in the SBI.

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Personnel in the Waste Prevention and Green Building Office, the Community

Development Office, the City Manager's office and the Office of Sustainability were

interviewed. The Mayor was also interviewed to get her perspective on her vision for

the SBI, its marketing message, its intended outcomes and its present impact on the

community.

Finally, businesses who participated in the SBI roundtable events were

interviewed to understand the impacts that the SBI process may have had on their

business practices. Business participants were identified based on public meeting

minutes taken at the roundtable events; businesses were selected at random within

each sector specific roundtable event. However, I ensured that a wide array of sectors

were included in the interview selection process.

It should be noted that given that I did not interview all task force members,

sustainability commissioners and businesses involved in the SBI process, I may not have

captured every point of view.

Interview Protocol

The interviews aimed to answer three core questions: (1) How has the SBI

affected the City's sustainable economic development processes and policies? (2) Do

businesses perceive the Initiative as helping them to incorporate sustainable business

practices into their operations? (3) Is the SBI a useful model for introducing sustainable

business practices as a means for economic development?

Interviewees were asked similar, but not identical, open-ended questions in the following categories: (1) the SBI process; (2) concrete outcomes of the SBI; (3) the SBI's effect on businesses, internal City of Eugene operations and economic development strategies; (4) the role of the Sustainability Commission. Sample interview scripts are listed in Appendix G.

Analysis

Interview responses were audio recorded to ensure that all responses were accurately interpreted. Interviews were transcribed and topic themes were identified to understand the strengths and weaknesses of the SBI process, the tangible and intangible outcomes of the process and whether or not these outcomes led to a change in business practices in the City of Eugene. The detailed description of my analysis below is organized by how I answered each research question:

1. *Did the Sustainable Business Initiative change business practices to be more sustainable in Eugene? If so, how?*
2. *What are the outcomes from the Initiative that have helped implement sustainable change in the business community?*
3. *Is the SBI a useful model for implementing sustainable business practices in local economic development practices and policies?*

To answer my first research question, I identified both direct and indirect outcomes of the process. Direct outcomes were identified in the SBI Final Report and supported by information gathered from the interviews. Indirect outcomes were outcomes identified by interviewees as being motivated by the SBI process, but did not happen as a direct result of the process.

To answer my second and third research questions, I identified themes from the

interviews using Innes and Booher's (2010) DIAD theory. As described in Chapter II,

there are three conditions to the DIAD theory: (1) a divers set of interest groups are

involved in the process; (2) participants represent mutually connected interest groups

who need each other to solve complex problems; and (3) face to face dialogue happens.

If these conditions are met, reciprocity and learning emerges among the participants

and "adaptations to the system" are the result. To understand if the SBI changed

business practices and is a useful model for other communities, I analyzed the

participants, the process, the outcomes and the "changes to the system" using the DIAD

theory as a guide. I broke out my interview data into the five following categories:

1. Part I SBI Participants: Did the SBI include a diverse and interdependent group of people?
2. Part II Collaborative Process: Did the process result in authentic dialogue, reciprocity and learning among participants?
3. Part III New Context for Sustainability: Did the process lead to shared identities and shared meanings among the participants?
4. Part IV SBI Outcomes: Did the SBI lead to outcomes that resulted in new heuristics and innovation?
5. Part V Change in Business Practices: Did the outcomes lead to "adaptations of the system" (i.e. did businesses change their business practices as a result of participating in the SBI)?

This analysis was used to understand if changes were made in the business community

as a result of the SBI process and if the SBI is a useful model for other communities to

use to integrate sustainable business development in the community.

CHAPTER V

FINDINGS & ANALYSIS

Businesses play a crucial role in the economic, social and environmental vitality

of our communities, both through the goods and services that they sell and through

their business practices. As environmental concerns are heightened, pressure is being

put on businesses regarding their business decisions. The literature suggests that

businesses have historically operated as a closed system distinct from society (Andriof,

2002) and that profit has been the primary driver. However, expectations about the role

of businesses in society are changing. This shift in the business paradigm provides an

opportunity for the public sector to play a role in fostering sustainable business

development through specific economic development strategies, policies, and financial

and educational resources. This chapter discusses the extent to which the Sustainable

Business Initiative helped to foster sustainable business practices in Eugene.

Framework for Analysis

The public sector often sees itself as playing a demonstrative role to illustrate

best sustainability practices in internal operations. For example, cities make

commitments to zero waste or green procurement policies. These internal policies are

said to serve as a model for the community. The public sector has also used regulation

and incentives to foster sustainable change in the business community. However,

beyond regulation and setting precedent internally, the public sector can promote

sustainable practices as an economic development strategy. In this context, the public sector's role transitions to a facilitator role to help uncover barriers to businesses and encourage collaboration among and across industry.

I argue that the collaborative planning process is particularly useful for the topic of sustainable economic development because of the multidisciplinary nature of the subject. Balancing the economic, environmental and social requirements of a business proves difficult and requires input from many levels of the community. The collaborative planning process provides a forum for businesses, civil society and the public sector to solve complex problems, share ideas, and strengthen partnerships to push the economy in a sustainable direction. Collaboration is a way for this dialogue to come to fruition. Through dialogue, businesses develop a sense of interdependence; they can see that, by working together, they are able to benefit their own interests and the interests of the greater community. The alternative to collaboration would be a typical command and control approach where government would institute regulation or use incentives to foster change. This approach, although useful to a degree, limits the opportunity for the business community to commit to sustainable business practices; it simply dictates that they do so or provides temporary incentive to do so.

Innes and Booher's (2010) DIAD theory emphasizes the role of collaboration in the process of innovation, creativity and solving complex problems. Through dialogue, innovative ideas and a sense of reciprocity among participants emerge that might not

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have happened otherwise. This theory provides a useful lens to examine the process of the SBI and if it can be a useful model to implement sustainable business development in other communities.

Using information gathered from interviews with SBI task force members, City staff, business participants in the SBI process and Sustainability Commissioners, this chapter provides a critique of the Sustainable Business Initiative by investigating the players involved in the SBI process, the design of the collaborative process, and the tangible and intangible outcomes from the SBI. I will examine whether the process and outcomes changed business practices in Eugene to be more sustainable and if the SBI can serve as a useful model for other communities. More broadly, I will assess whether collaboration is a useful approach to engaging the business community in sustainable business practices for the purpose of economic development. Figure 5.1 provides a diagram illustrating the logic of the application of the collaborative DIAD theory in this case. (Elements of the DIAD theory to be applied to each phase of the analysis are represented in italics below. Appendix A provides useful definitions of each component of the DIAD theory).

Figure 5.1: SBI Analysis Using DIAD Theory

Part I: SBI Participants *Diversity & interdependence of interests*	**Part II: Collaborative Process** *Authentic dialogue, reciprocity, learning*	**Part III: New Context for Sustainability** *Shared identities and meanings*	**Part IV: SBI Outcomes** *New heuristics, innovation*	**Part V: Change in Business Practices** *Adaptations of the system*
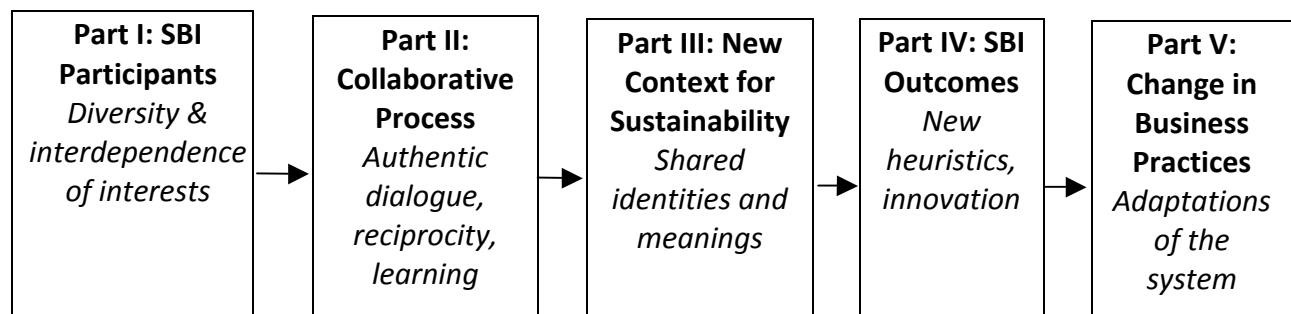
Parts I & II: The SBI Participants and Process

Although it was not identified as a collaborative process, the SBI used a

traditional collaborative planning process by emphasizing public outreach, a task force

with diverse representation of stakeholders and a forum that emphasized dialogue

between business leaders and task force members. At its inception, Mayor Piercy

believed that the SBI needed to bring two very divergent groups of people together: the

environmentalists and the business leaders in the community. Although Eugene has a

long history of environmentalism, the business community did not traditionally involve

itself in environmental discussions. For fear that businesses would see the process as a

bunch of "tree hugging greenies," the Mayor strategically selected two very different

people in the community to co-chair the Initiative: Dave Funk, a Democrat, an

environmentalist and a leader in the business community; and Rusty Rexius, a

Republican and well-known and respected business owner who was also the Chamber

of Commerce President at the time of the Initiative. The Mayor believed that "if you can

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get the right people around a table that people who normally don't talk with each other will talk to each other and can find points of agreement" (Piercy, 2011).

Characterization of the SBI

The Mayor and her co-chairs were careful about the initial characterization of the SBI. At its core, it was an economic development strategy intended to remove barriers to business sustainability. The economic development focus was a way that Mayor Piercy could focus on sustainability while appealing to a broader audience; by talking about the economic viability of business, the SBI was a way to engage the entire community. If the Initiative had lacked the focus on jobs and the economy, the process could have ended up alienating people. Sarah Mazze, one of the staff members from The Resource Innovations Group, noted, "I think [the economic development focus] did end up bringing together people that wouldn't necessarily have been involved in something that was Mayor Piercy's, as a democrat…[the economic development focus] managed to overcome the political barriers…" (Mazze, 2011).

Given the focus on economic development, the task force wanted to make sure that the SBI was not about regulation. The co-chairs agreed that they would try to avoid any recommendations that would be regulatory. To keep businesses on board, they had to continuously remind businesses that they were there to find ways to help the business community be more sustainable and profitable, not to develop rules and regulations to limit them. As noted by Gibbs (2002), a general misconception exists that a sustainable economy is a constrained or limited one. Therefore, overcoming this

hurdle to get businesses on board and engage them in the process was important.

According to one task force member, the SBI task force was committed to educating

business on energy conservation, waste reduction and fair treatment of employees with

the message being that integrating these practices into their business model just made

good business sense. The collaborative process would allow the task force to create a

needed dialogue with businesses to understand what the barriers were to sustainable

business practices.

Task Force

The Mayor and the co-chairs selected a 16-person task force to lead the process.

The Mayor noted, "The SBI needed to have a task force that was very broad-based so

that everyone could see somebody that they respected and looked up to" (Piercy,

2011). As mentioned in Chapter III, the task force included representatives from the

business, environmental, academic, social service and non-profit community. A task

force member recalled the value of the process: "Let's bring a bunch of people into a

room and have them meet face to face. It's much easier to have an unseen enemy than

one you're looking at across the table."

Public Process

The task force and SBI staff managed a 12-month public outreach process that

involved over 750 people. The outreach process included an on-line survey, a 50-person

Technical Advisory Committee (TAC), two town hall-style meetings open to the public

and 12 sector-specific roundtable discussions. The co-chairs of the committee helped

the Mayor select the TAC that included representatives from the Latino, faith, education, health, and business communities. In the final SBI Report, the TAC is described as "supporting" the task force (City of Eugene, 2006, p. 10). However, based on interviews and the list of meetings in the SBI Final Report Appendix, the TAC was only called upon twice: once at the beginning to kick-off the process and once at the end to get their approval on the recommendations in the final report. One task force member noted that the TAC was "phony" because they had no power; they did not have a way in to affect process.

Business Roundtables

The SBI held 12 sector-specific roundtable meetings: green building; education and technical assistance for local businesses; reuse and recycling; financing and funding for sustainable businesses; biofuels; renewable energy; natural and organic foods; sustainability in the public education systems; sustainable healthcare; natural products; sustainable forest products; and bicycles. The roundtable discussions were intended to bring together representatives from specific industries to understand their barriers to sustainability. What stands in the way of each industry growing sustainably and what can the City do to help remove those barriers?

According to roundtable participants interviewed for this study, the design of the SBI process was useful. Business participants remarked on how helpful it was to see everyone in their respective industries in the same room. The meeting format allowed

for a lot of ideas to be shared; best practices were also shared about what other communities were doing to support sustainable industry growth.

However, the ideas generated at the roundtables were generally not put into action. According to one participant in the bicycle roundtable, the dialogue is always good; it is the follow through that is the problem. A participant in the renewable energy roundtable also noted that there was nothing wrong with the design of the roundtable discussions, but nothing moved into forward motion. The roundtables were described by one City staff member as a "one-shot deal;" there was no systemized approach for how the task force would actualize the information gathered. A participant in the sustainable forest products roundtable noted that there was a very fruitful discussion on the contentious issue of sustainable forest certifications. This participant would have liked to see the City take a stance on forest certification in their work plan.

A missing link existed between the roundtable discussions and the final report. A task force member remarked, "I don't think the link between the roundtables and our work or final report was at all clear. The roundtables happened. But how did what the roundtables had to say feed into our process? I don't think that was effective." Although most roundtable participants reported that the process did not lead to changes in the business community, the natural and organic foods roundtable did lead to the creation of the Willamette Valley Sustainable Foods Alliance, which I will discuss in the next section.

City Staff

Interestingly, the SBI process did not formally involve City of Eugene staff other than the Mayor. At the time the SBI was initiated, there was limited City staff time to support the effort. As a result, the Mayor contracted with The Resource Innovations Group to staff the project. When the SBI recommendations were published (eleven of which were directed at internal City operations), City staff felt like they were already doing much of what was being recommended. For example, an internal Green Team was already in place that was working on a green procurement policy and priority permitting for green businesses. A task force member reflected that City staff were suspicious and defensive of the SBI process because they felt that they had already done a lot around conservation internally. Although City staff were not formally involved, many of them did participate in the roundtable discussions either as "experts" or as observers. The general consensus among the interviewees was that if they were to do the SBI process over again, they would have chosen to involve City staff more formally on the task force.

Social Equity

The SBI admittedly struggled with integrating social equity into the final recommendations. The SBI final report stated, "The Task Force found it much easier to identify mechanisms to promote the economic and environmental aspects of the Triple Bottom Line than the social equity components" (Sustainable Business Initiative Report, 2006, p. 9). Task force members were challenged by questions such as, what is the City's role in labor issues? In promoting a living wage? In providing healthcare?

A social equity subcommittee was established to help address these challenges. This group conducted focus groups and wrote a report called "The Social Equity Factor: Community Attitudes, Expectations and Priorities for Eugene's Sustainable Business Development." This report outlined components of social equity that were viewed as most important to the community, in addition to challenges to implementing social equity provisions in business. However, no tangible recommendations were made as to how to address these issues from the public sector perspective (Labor Education and Research Center, 2006).

Conclusion

On the surface, the SBI provided a forum that aligned to some extent with Innes and Booher's (2010) three conditions of DIAD theory: (1) participants have a diversity of interests; (2) participants have an interdependence of interests, meaning that participants depend on each other in a reciprocal way; and (3) the process leads to authentic dialogue, meaning that participants engage with each other on a shared task (p. 36). Interviews with SBI participants concluded that the process brought people together that might not have otherwise come together: democrats and republicans; environmentalists and the business community; business owners who generally competed with each other in the same industry. A task force member reflected that it allowed for a dialogue in the community that wasn't just "I hate you and you hate me." The SBI process provided a forum for these divergent groups to come together to address the barriers to business to be more sustainable and the opportunity for the City

to remove those barriers. Another task force member recalled that bringing competing businesses together at the roundtables created an unexpected outcome: businesses seemed to realize that if they worked together, it was going to help them individually as businesses but it could also help the community.

Although there was a diverse representation of people both on the task force and at the roundtable meetings, the City staff were not formally involved in the process. Lack of City staff representation on the taskforce caused tension when the SBI recommendations were presented to them. Furthermore, the 50-person Technical Advisory Committee – although intended to bring in a diverse representation in the community – was not given any real power to affect the process. Instead, they were involved at the beginning of the process to kick it off, and then again at the end to "bless" the recommendations.

Finally, although The Resource Innovations Group provided useful and necessary structure to the process, some task force members remarked that it was "overly" staffed and "choreographed;" they felt that the strong presence of the staff made it hard for the actual task force to have real ownership of the process. One task force member noted that an academic should not have staffed the process; the theory behind sustainability was too much for businesses. Instead, more business talk about how to save money and waste less would have been useful. This tension between expert and

local knowledge in the collaborative process is a known dilemma in the collaborative process (Margerum, 2004).

In conclusion, the SBI process did not align with Innes and Booher's (2010) DIAD theory criteria. The make-up of the task force group was flawed; although it did represent a diverse group of the community, it did not include City staff. Furthermore, power was not equally distributed among participants. Participants felt that the process was overly staffed by The Resource Innovations Group and the TAC committee was not able to add any substance to the process. Finally, as I will discuss more in the next section, input gathered in the roundtable discussions was not linked directly to recommendations.

Part III: A New Context for Sustainability?

At a broad level, the SBI helped to weave the concept of "sustainability" into City practices and policies. Although the SBI was not solely responsible for establishing sustainability in city discourse, it helped to motivate the City to come to a shared commitment to sustainability and advance the triple bottom line message in daily operations. Taskforce members also noted that the SBI process led to ongoing relationships after the process. However, roundtable participants from the business community did not reach the same level of shared understanding and reciprocity. As I will discuss in subsequent sections, the link between the SBI process and the business community was weak.

The first recommendation in the final SBI report asks the City of Eugene to "publicly commit to sustainable practices and to businesses that produce sustainable products and services" (Sustainable Business Initiative Report, 2006, p. 30). Although lacking in substance and actionable next steps or ownership, this statement pushed the envelope of sustainability forward in the City. According to a task force member, the collaborative process created "new ways for people to talk to each other that gradually change[d] their world view that then gradually change[d] their practices."

The SBI elevated the sustainability conversation internally at the City. One City staff member noted that the SBI was a values statement; the SBI's "principle outcome is to create a step in the evolution of public policy. The SBI is one of those lines in the sand where the community takes a stand and says 'these are the sorts of things we want to push forward.'" As a result, the SBI contributed to a political shift in city politics. The SBI allowed for efforts like the Sustainability Commission, the Climate and Energy Action Plan and an internal zero waste goal to happen very quickly (these outcomes will be discussed in the next section). The City's integration of sustainable thinking in internal operations and City policy became commonplace. Furthermore, task force members noted that the SBI process provided a framework for how the City engages with the public in subsequent efforts such as the West Eugene Collaborative and Envision Eugene.

According to Innes and Booher (2010), long-lasting relationships of stakeholders are often one of the benefits of collaboration. SBI taskforce members noted the value of the relationships between them that continued beyond the SBI process. One task force member recalled, "As I read the paper or I see someone endorsing someone, I think, huh, that relationship continues." Another member believes that the most valuable thing that came out of the SBI was the relationships between the task force members because these relationships grew between very divergent groups of people. The ongoing relationships between task force members reinforced the general sentiment of the SBI that it brought about a sense of shared meaning between people in City politics who might not have come to agreement otherwise.

The experience of the business participants in the roundtable discussions was very different, however.[3] Roundtable participants in general did not experience long-lasting benefit from participating in the process. With the exception of the natural food sector, which I will discuss in the next section, businesses did not noticeably benefit from the roundtables discussions. Although businesses were in agreement that the SBI elevated the conversation of sustainability and provided useful discussion, they did not experience direct benefits to their businesses from participating in the process. The

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[3] Note: the roundtable participants engaged with each other at the most for two meetings; task force members on the other hand were involved in a 15-month long process. This time difference is important to take into consideration when making this distinction.

main reason for this was the disconnect between the roundtable discussions and the recommendations; there was no opportunity to follow-up and implement the ideas that were gathered in the roundtables discussions.

Innes and Booher's (2010) DIAD theory states that if the conditions of diversity of interests, interdependence of interests and authentic dialogue are met, participants begin to develop a sense of shared meaning and new ideas emerge. Over time, shared understanding and ideas lead to new innovations and continued relationships after the collaborative is over (p. 38). In the context of this case, the SBI process led to the City's commitment to sustainability. This commitment plays out in the direct and indirect outcomes that I will discuss in the next section. Although it is clear that the SBI led to a change in thinking and heightened commitment to sustainability in City discourse and policy, this change was not transmitted to the business community.

Part IV: SBI Outcomes

This study indicates that a number of outcomes resulted from the SBI. As I will describe in this section, these outcomes did not all directly impact businesses. However, there are some useful outcomes that came out of the SBI that advanced the public sector sustainability agenda: how do you get people to start thinking more about the triple bottom line impacts of decision making, both in the business community and in the policy arena? These outcomes range from the very direct and tangible (i.e. they were based on direct recommendations from the final report) to the very indirect and

intangible (i.e. there were interesting spin-off effects from the SBI that helped to integrate sustainability in the public and private sector). Table 1.1 on page 8 provides a list of the direct and indirect outcomes of the SBI.

Direct Outcomes of the SBI

The SBI final report included recommendations addressed to the City of Eugene; the local private sector and non-profit community; and other local governments and educational institutions (a complete list of recommendations can be found in Appendix F). The recommendations to the City in the SBI final report helped to institutionalize the City's commitment to sustainability. It is important to note that I will only address the recommendations to the City of Eugene in this section; recommendations to the private sector, other government institutions and educational institutions were vague and not assigned to one organization in particular. Therefore, it would have been impossible to understand if these recommendations had actually been implemented. Given the lack of accountability and next steps outlined in the recommendations for the business community, identifiable change in the business community was difficult to confirm.

Interviewees identified four outcomes that came directly out of the SBI final report: the City of Eugene Office of Sustainability, the establishment of the Sustainability Commission, the Triple Bottom Line Tool and the Climate and Energy Action Plan.

City of Eugene Office of Sustainability

The first SBI recommendation established an Office of Sustainability within City government. The Office was established in 2007 to highlight the City's public

commitment to sustainability. Along with the Office of Sustainability came the City's first

Sustainability Coordinator. The Sustainability Coordinator, now called the Sustainability

Liaison, was hired to integrate sustainability into internal city operations. The job

description is very broad and includes tasks such as managing the implementation of the

Climate and Energy Action Plan (discussed below) and coordinating the Sustainability

Commission efforts with Council. One task force member recalled that there was

consensus to develop the Sustainability Coordinator position because they saw a great

need to facilitate and integrate the conversation of sustainability between City

departments and Council.

City of Eugene Sustainability Commission

A second direct outcome of the SBI was the establishment of the Sustainability

Commission. The SBI final report called for the Commission to "help expand

sustainability over time internally within City government and externally within the

community" (Sustainable Business Initiative Report, 2006, p. 30). The Commission was

approved in February 2007 under Ordinance 20379. The Commission's purpose is to

advise City Council and the City Manager on policy issues. Specifically, the mission of the

Commission is as follows:

> The Sustainability Commission works to create a healthy community now
> and in the future by proposing measurable solutions to pressing
> environmental, social and economic concerns to the City of Eugene, its
> partners and its people. (City of Eugene, 2011a)

The Commission is comprised of thirteen community members (one of whom is also a City Councilor) each serving four-year terms with the exception of the Council member, who serves during their term of office. Four SBI task force members continued on as Sustainability Commissioners.

Task force members generally pointed to the Sustainability Commission as the most important outcome of the SBI. One Commissioner said that "having created that new institutional structure means that these ideas…provide a gateway for communication that there wouldn't have been otherwise." Furthermore, the Commission provided the foundation for the Climate and Energy Action Plan and other internal City strategies to be approved very quickly. Some interviewees thought that Council might not have been as receptive to something like the Climate and Energy Action Plan if the SBI and therefore the Commission had not happened. The Commission helped to legitimize the concept of sustainability in City discourse and policy.

The Commission's first work plan in 2007 was to help implement the City of Eugene recommendations from the SBI final report. To help implement the SBI in internal City operations, the City initiated a Sustainability Board to provide leadership and ownership internally. The internal Board is currently helping to track and implement the Triple Bottom Line tool on internal City projects, track the success for the internal Waste Reduction Plan, and track the implementation of the Climate Energy Action Plan internally. One sub group of the board is also looking at how businesses and the City can

network, share information and learn from each other regarding the triple bottom line

framework. As of April 2011, a strategy to do this had not been determined but was

expected sometime in the spring of 2011.

Since 2007, the Sustainability Commission's work plan has shifted. The

Commission's 2011 work plan outlines Commission tasks under three broad categories:

(1) land use and transportation; (2) outreach and education; (3) ongoing initiatives -

monitoring and support (City of Eugene, 2011a). More specifically, the Commission is

providing policy advice to Council on the Envision Eugene effort, the EmX, car sharing

and electric vehicle initiatives, the Climate and Energy Action Plan, and the

implementation of the Triple Bottom Line tool. When I asked one Sustainability

Commissioner if he thought the Commission's focus had veered away from the SBI's

original economic development and business focus, he made the following comment:

> Someone might look at the Commission and say that all work has been
> done on land use and transportation issues; but the viability of
> businesses has to do with how well we figure out land use, transition
> away from fossil fuels, etc. Have we decided to put our scarce resources
> places other than businesses? No. Land use and EmX are inextricably
> linked to the success of businesses. Because we are a policy advisor to
> council, we've ended up dealing with things that have big business
> impacts. – A Sustainability Commissioner

The Commission is still in its early stages, trying to define what its purpose is and how

they can insert themselves in City discussions. One Commissioner noted that the Human

Rights, Police and Planning Commissions all have a set of policies or statutes that they

follow. For example, the Planning Commission uses City code and the Oregon Land Use

Laws to guide decisions. The Sustainability Commission is still trying to sufficiently integrate themselves into ongoing activity at the City and figure out what they provide guidance on.

City of Eugene Triple Bottom Line Tool

A third direct outcome of the SBI was the Triple Bottom Line (TBL) tool. The SBI final report called to "adopt sustainability criteria for decision making, beginning with Triple Bottom Line policy assessments and purchasing policies" (Sustainable Business Initiative Report, 2006, p. 31). "The TBL tool does not dictate a particular course of action; rather, the analysis provides policy makers and staff with a greater awareness of some of the trade-offs, benefits and consequences associated with a proposal, leading to more mindful decision-making" (City of Eugene, 2009). The tool includes "prompts" for equity, environmental and economic concerns. A question in the equity section, for example, asks, "How does the proposal impact access to food, shelter, employment, health care, educational and recreational opportunities, a safe and healthy living environment or social services" (City of Eugene, 2009)? At present, the TBL tool is being used internally at the City. Although the tool is available online for the general public to use as a resource, it is not currently being marketed as a tool available to the public.

According to one City of Eugene staff member, the thinking behind the Triple Bottom Line tool is that it will "stimulate more holistic thinking about the decision points that we all face in our daily work and to make sure that we're being attentive to

impacts in each of the three primary areas of social equity, economic prosperity [and] environmental health." The City uses the TBL tool on both small-and large-scale projects. For example, the tool was used to help make budget cut decisions for reducing pool hours at a community pool. On a larger scale, the tool is being used to weigh the different scenarios for the community-wide Envision Eugene initiative.

In February 2011, community members, City staff and Sustainability Commissioners gathered to discuss the triple bottom line impacts of proposed Envision Eugene strategies. As discussed above, the tool provides a framework for the City to discuss the environmental, economic and social equity components of City decision-making. Using the tool does not provide the "correct" decision or policy recommendation, but serves as a starting point to assess the impacts of City decisions on these three important pillars of the community. The tool is particularly useful for strategies that exhibit high potential for trade-offs and discussion. For example, one draft Envision Eugene strategy calls for the preservation of valuable farmland outside of the UGB. Using the TBL tool, the group discussed the social equity, environmental health and economic impacts of the strategy. Important topics such as food security, soil protection and the economic potential of locally grown food were discussed (City of Eugene, 2011b). These conversations will be taken into consideration when finalizing the Envision Eugene final plan. According to a City staff member, although these conversations were already happening at the City, the TBL tool provides a more

systematic and routine framework to do so. The TBL tool is a work in progress and will

be continuously updated and changed as needed.

City of Eugene Climate and Energy Action Plan

A forth direct outcome of the SBI was the Climate and Energy Action Plan.

Adopted in September 2010, the Plan has three primary goals: (1) to reduce community-

wide greenhouse gas emissions 10 percent below 1990 levels by 2020; (2) to reduce

community-wide fossil fuel use 50 percent by 2030; and (3) to identify strategies to help

the community adapt to a changing climate and increasing fuel prices. Six action areas

include buildings and energy, food and agriculture, land use and transportation,

consumption and waste, health and social services and urban natural resources (City of

Eugene, 2010, p. 3). The Sustainability Liaison mentioned that her primary work plan for

the next five years would be to implement to the Plan.

Although the Plan is by no means a sustainable economic development strategy,

a number of components in the Plan will affect businesses. For example, as part of the

plan implementation, a group of staff is working on communication – how does the City

communicate to the public about reducing greenhouse gas emissions? One of their first

target audiences is the business community. In addition, the Plan calls for the

development of waste management education and model procurement policies for the

business community. One City staff member also mentioned that the "20-Minute

Neighborhoods" objective will likely address barriers to small business development in

the near future. Although all of these programs are still being developed, the potential

exists to have real impact on the business community. A Sustainability Commissioner

noted that the Climate and Energy Action Plan is a pro-business, pro-economy strategy

even though Eugene may not see the results for 20 or 30 years; it is positioning Eugene

for long-term success and prosperity.

Indirect Outcomes of the SBI

While the direct outcomes provide institutional legitimacy at the City level, four

indirect outcomes that were motivated by the SBI had more of a direct impact on the

business community. Although there is not a clear distinction that these programs came

directly out of the SBI, they were each identified by interviewees as being motivated by

the SBI.

The Bold Steps Awards

The Bold Steps Awards are given out on a quarterly basis by the City of Eugene

Mayor in recognition "of a Eugene business that is making decisions using a triple

bottom line approach: taking extra care in how it treats its people, and the planet, while

turning a profit" (City of Eugene). Recipients of the award do an on-air interview with

the Mayor that is broadcasted on two local Cumulus radio stations; clips from the

interview run on all Cumulus radio stations for two months. The Cumulus radio station

has donated the air time to the Bold Steps Award program since 2006. Dave Funk, one

of the co-chairs of the SBI, continues to be actively involved in the award program. He

noted the importance of the award program due to its strong public message to the community.

Bring Recycling RE:think Program

Bring Recycling launched its RE:think Program in 2010. In collaboration with the Lane County office of waste management, the RE:think program offers businesses free support on practical ways to reduce waste and save money (Bring Recycling). Julie Daniels, former SBI task force member and current Director of Bring Recycling, believes that it is important to position the conversation of sustainability as simply saving money by wasting less. The RE:think program offers business assistance in waste prevention, energy efficiency and conservation, water conservation, water quality, and purchasing. The program has certified close to 20 businesses in its first year of operation.

Regional Prosperity Economic Development Plan

The Regional Prosperity Economic Development Plan was approved in February 2010 by the Joint Elected Officials committee (JEO). The JEO includes the City Managers of Eugene and Springfield and the Administrator of Lane County. The Plan is a very broad regional economic development strategy. Its vision is to "meet the pressing economic problems of today while laying the foundation for a sustainable future based on efficient, competitive local business and emerging green innovation and technology" (Joint Elected Officials, 2010). Strategies include developing a Business One-Stop program to help businesses obtain necessary information to start a business; a Growing Green program that will support the foundation and expansion of green sustainable

enterprises in collaboration with the University of Oregon, Lane Community College and the City of Eugene; and a High-Tech High-Growth High-Green program that focuses on the development and recruitment of emerging green businesses, technologies and sectors.

Although the Regional Plan was not directly inspired by the SBI, the Plan's Technical Advisory Committee voluntarily asked two Sustainability Commission members to review the document. Input from the Commissioners was said to "significantly improve [the] document" (Joint Elected Officials, 2010). Again, the SBI and subsequent outcomes continue to elevate the conversation of sustainability in City and regional policy.

Willamette Valley Sustainable Food Alliance

The Willamette Valley Sustainable Food Alliance (WVSFA) was established as a result of the SBI roundtable discussion on natural and organic foods. The WVSFA is a non-profit organization with a mission to "establish recognition of the Willamette Valley as a premiere source of natural foods through shared values, relationships, education, and sustainable business practices" (Willamette Valley Sustainable Food Alliance). Specifically, it works with the City of Eugene and Lane County on issues affecting growth in the natural foods industry; they also nurture new and existing businesses by sharing best practices.

According to one roundtable participant and WVSFA member, WVSFA was formed because the roundtable participants wanted to continue to collaborate and share best practices in the industry. The conversations at the roundtables to advance individual businesses and the industry as a whole seemed necessary and helpful. The WVSFA has continued these conversations through their educational forums. They recently held an educational forum on trucking and distribution needs. The purpose of the forum was to support sustainability and increase efficiency and collaboration of delivery and distribution routes among member businesses. A forum held in 2010 discussed strategies for the food sector to become more marketing savvy. These forums provided an opportunity for companies to share ideas, address concerns and improve the industry. A WVSFA member noted that WVSFA provides a number of benefits to local businesses. Businesses in town have come to her company to learn about waste reduction practices; she has connected with another company to learn about how to recycle pallet racks, for example. The WVSFA provides business with a comfortable and effective forum to learn from peers in the industry.

Conclusion

In conclusion, the SBI process led to substantial outcomes that institutionalized sustainability in City discourse. Using Innes and Booher's (2010) DIAD theory, the SBI led to the development of new heuristics and innovation in internal City operations; they were able to establish the Sustainability Office, the Sustainability Commission and the Triple Bottom Line Tool because there was a shared meaning and commitment to

sustainability that had been legitimized by the SBI process. However, this sense of shared identity and innovation was not felt on the business level. Although some indirect outcomes such as the RE:think program and the Bold Steps Awards were motivated by the SBI and have potential to impact the business community, these outcomes have only selectively impacted the business community. The Re:think program requires businesses to self-select themselves to make changes to their business practices; the Bold Steps Awards rewards businesses that already understand the benefits to triple bottom line thinking. The Willamette Valley Sustainable Food Alliance (WVSFA) provides the one concrete example of the business community benefiting from the collaborative SBI process. Further research is needed to understand what caused the WVSFA to successfully continue the industry-to-industry dialogue that was started at the roundtable meetings.

Although there was limited direct impact on the business community as a result of the SBI, the outcomes listed in this section do have the potential to affect the business community in the future.

Part V: Change in Business Practices

Did the indirect and direct outcomes of the SBI change business practices in Eugene? It is impossible to measure the degree to which the SBI affected businesses; it is nearly impossible to draw a line from the SBI to changes that businesses are making in their daily operations. From a process standpoint, the SBI failed to close the loop with

the business community. Although the process was designed with the intention of helping businesses grow using sustainability as a framework, the recommendations that came out of the SBI lacked direct connection to the business community.

Generally speaking, the SBI process, with the exception of the natural food and organics sector, did not substantially affect businesses that participated in the roundtable discussions. Although I did not interview all business participants in all roundtable discussions, there was consensus that the conversations at the roundtables were fruitful but did not move beyond the discussion point.

Disconnect Between Process and Outcomes

One reason for the disconnect between the SBI process and the business community was the changing message of the SBI. The SBI started out as an economic development strategy to help the City and the Eugene community to understand the barriers to sustainable business practices. However, this message changed drastically over the course of the project. According to one task force member, the recommendations included a laundry list of tasks for the City to do. Another task force member noted, "There hasn't been a more specific targeted focus on bringing the lessons learned to the business community…I think that was the Mayor's intent." One City staff member added, "There wasn't necessarily a plan for how to keep [the SBI] linked with the business sector. In hindsight, it might have been nice if the process had somehow engaged business groups like the Chamber of Commerce and others in a more

systematic way to maintain the relationship and get more ownership from the business community."

SBI Recommendations

Another reason for the disconnect between the SBI process and the business community was the nature of the recommendations. Recommendations were addressed to the City of Eugene or very generally to the private sector. The recommendations to the private sector did not provide specific guidance to specific groups as to how to implement them. Instead, they were very general and lacked actionable next steps. Interestingly, the SBI final report clearly admits that the link is missing:

> Recommendations do not include all of the ideas obtained from practitioners and residents during roundtables and community meetings. A complete list of the suggestions for growing sustainable businesses and jobs can be found in the appendix. We encourage readers to review the complete lists and act on those that they feel might prove beneficial. (Sustainable Business Initiative Report, 2006, p. 28)

Given the nature of the recommendations, there was no way to monitor or implement the non-City specific recommendations. It was unclear what other people outside the City should do to address the SBI recommendations.

Elevated Discourse

However, one of the SBI's key successes was the elevated conversation of sustainability in City discourse. Although the elevated conversation was most notable internally in the City of Eugene through implementation of the Triple Bottom Line tool

and the establishment of the Sustainability Commission, programs such as the Bold

Steps Awards and the RE:think program also provide momentum and publicity to

encourage sustainable business development in the private sector. According to one

task force member, "Cultural change happens because you talk about it all the time."

Although simply talking about sustainability was not the intended outcome of the SBI,

the heightened conversation in City policy does provide legitimacy to the concept and

motivation for implementation in the private sector. Furthermore, outcomes such as the

Sustainability Commission, the Climate and Energy Action Plan and the Triple Bottom

Line tool have the potential to have real impact on the business community. Although

many of these programs are still being developed at the City, such as a model

procurement and a waste management education program, interviews with City staff

infer that these programs will eventually be transferred to the business community.

Conclusion

This study concludes that the SBI contributed to a sea change in Eugene city

politics on the topic of sustainability. It is interesting that a process that began with the

intention of addressing barriers to sustainable businesses resulted in strategies for the

City to integrate sustainability more fully in City operations. The SBI brought together

the business and the environmental community and institutionalized the concept of

sustainability in City discourse and policy. However, using the DIAD theory as a

framework, the SBI did not lead to "adaptations of the system" among all participants.

Although the City made great strides in integrating a shared understanding of

sustainability in City practices and policies, the business community did not share in this adaptation simply because the framework for them to do so was not in place.

Need for Further Research & Lessons Learned

Further research is needed to understand how the public sector is using sustainable business development as an economic development strategy. In particular, are communities using the collaborative approach and what are best practices learned from other communities? This research looked at a single case study and briefly analyzed best practices from two other jurisdictions in the U.S. It would be helpful to do a more in-depth case study analysis to understand how the public sector is using sustainability as an economic driver and if collaboration is proving useful.

A better understanding of why the SBI task force and staff decided to make such general policy-oriented recommendations to the City would have also been helpful. Why not focus more specifically on the needs of businesses and what the City could do to help address those needs? In particular, why was there such a disconnect between the roundtable discussions and the recommendations?

Additional research is also needed on the public and private sector case for social equity. In particular, what is the business case for social equity and what is the public sector role in educating, incentivizing or regulating the private sector?

Further research is also needed to uncover why the natural and organic food roundtable group was motivated to continue the industry-to-industry conversation after

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the SBI ended. It would be interesting to analyze the culture of each industry-specific roundtable discussion and what factors led to the establishment of the Willamette Valley Sustainable Food Alliance (WVSFA) and why other industries did not yield this same result. The following questions should be answered:

1. What was the driving force behind the establishment of the WVSFA?
2. Why was this outcome not common among all of the roundtable groups?
3. Is it that the food industry typically collaborates with each other? Or were there other factors?

Finally, evaluative research is difficult to time. Ideally, I would have interviewed participants involved in the SBI process five years ago when it ended so that their memory of the process was fresh. I would have then interviewed participants five years later to understand the outcomes of the process to see if the process had made any real impact.

CHAPTER VI

CONCLUSION

Is the SBI a useful model for implementing sustainable business practices in local economic development practices and policies? This chapter answers this question by analyzing the successes and failures of the SBI's process and outcomes. The original goal of the SBI was to "strength[en] the economy by finding ways to support businesses and expand quality jobs that use sustainable measures" (Sustainable Business Initiative Report, 2006, p. 4). However, as I have discussed in previous chapters, the focus shifted from the business community to internal City operations and policies. Given this shift, there are some important lessons that can be gleaned from the SBI process. Based on lessons learned from the SBI and the case studies outlined in Chapter III, I provide a list of best practices for communities to use to implement sustainable business development.

The SBI: Successes

The SBI process institutionalized the idea of sustainability in City of Eugene discourse and policy. The SBI process brought a diverse group of participants together and created a useful dialogue around the barriers to businesses integrating sustainability practices in daily operations. This dialogue led to sustained relationships at the task force level and bridged two previously divergent groups of people: the environmentalists and the business community.

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Diverse Participants & Dialogue

Generally speaking, the beginning stages of the SBI process were successful. The Mayor selected a task force that represented the diversity of the community and successfully bridged an existing political divide between the business community and environmentalists. The design of the roundtable discussions was also successful. The purpose of the discussions was to get business people in a room and talk about their barriers to sustainable business development. This layout provided a forum for competing companies who typically do not engage in a dialogue to share ideas and learn from each other.

Policy Recommendations

The only SBI recommendations that had some accountability for implementation were addressed to the City. These recommendations lead to institutional change at the City level and perhaps provided the framework for future programs to work directly with the business community on sustainability issues. Furthermore, the recommendations provided a model for the City to show leadership and commitment to sustainability that could go beyond just the business community. These unintended outcomes of the SBI were much broader than originally intended and could therefore have a broader impact on the community over time.

The SBI: Failures

The SBI process failed as a true collaborative. Although the make-up of the SBI task force and participants was diverse and the process emphasized dialogue among

community members in the business community, the process did not lead to systemic change in the business community, which was the original intent of the process. Although the process can be seen as a useful model to integrate sustainability in public sector discourse, it is not a useful model to engage the business community in sustainable business practices as an economic development strategy. Reasons for its failure include a lack of clear goals and connection between the process and the outcomes, an unequal distribution of power and limited attention to the social equity aspect of sustainability.

Missing Link Between Process and Outcomes

Fundamentally, the final SBI report lacked a set of goals with actionable strategies to achieve sustainable business development. Particularly from the business standpoint, there was no framework for the businesses who participated in the process to succeed and be positively affected by the process. A successful process requires clear goals, objectives and action items to help prioritize and implement next steps (Brody, 2003, p. 518). The roundtable discussions required a follow-up discussion and document to address the needs and ideas raised by the businesses. The lack of follow through to the business community took away the potential for this process to succeed as an economic development strategy that could foster more sustainable business practices and new industry and jobs in the community.

Distribution of Power

Innes and Booher's (2010) DIAD theory states that the process "cannot be dominated by those with power outside the process, and all must have equal access to all the relevant information and an equal ability to speak and be listened to" (p. 37). Although the task force, roundtable discussions and Technical Advisory Committee were diverse in their makeup, participants were not provided with equal power. Ideas from the roundtable discussions were not integrated effectively into the recommendations. The Technical Advisory Committee was invited to kick-off the process and approve the recommendations; they were not involved in process and did not have any real power according to task force members. Furthermore, task force members noted that the process was overly staffed by The Resource Innovations Group; there was a disconnect between what the task force members wanted and what ended up in the recommendations.

Social Equity

Businesses and government have not yet made the business case for social equity. This is apparent in the type of recommendations that resulted from the SBI. Programs like RE:think and education and waste management programs that are expected to come out of the Climate and Energy Action plan are intended to reduce greenhouse gas emissions while yielding a profit. These programs, although useful for a business' bottom line and reducing environmental impact, do not address topics of livable wage, health care and education and training opportunities. Furthermore, they

do not reach out to marginalized populations who might not be in the existing

workforce. Making the business case for social equity requires more attention from

planners, City government and private industry.

Conclusion

The SBI is a useful model because it encouraged the public sector to publicly

commit to sustainability in policy and discourse. However, the SBI is less useful in

providing businesses with solutions to foster sustainable business development. As

described in Chapter I, sustainable business development requires businesses to commit

to the following: (1) recognize the absolute value of their employees and take on the

responsibility to care for them in terms of educational training, healthcare and providing

a livable wage; (2) support the community by looking to hire employees from within the

community; (3) conduct business locally when possible and foster collaboration

between related industries to recognize they will be more successful if they work

together; (4) develop products and offer services that help to limit or reduce

greenhouse gas emissions; (5) integrate practices that limit the business' operational

footprint (composting, recycling, local procurement, etc.); and (6) operate a business

that is economically viable in the long term. The SBI did not provide solutions for the

public sector to help businesses address these criteria; therefore the ability for the SBI

to function as an economic development strategy is limited. Although the SBI facilitated

a useful conversation about sustainability, necessary next steps for the business

community to take were not provided.

A Model for the Public Sector: Summary of Best Practices

This section provides a list of strategies for sustainable business development

based on the analysis of the SBI process and case study research on the Legacy Project

in Burlington, Vermont and the Green Manufacturing Initiative in Minneapolis,

Minnesota. This list is intended as a guide for the public sector to use the collaborative

planning process to help foster sustainable business practices as an economic

development strategy. As mentioned above, the degree to which these strategies can be

implemented depends on the public sector's commitment to sustainability at a broad

level. *(Examples of where these best practices were derived from are listed in italics at*

the end of each strategy).

Strategy #1 Process Design

Use the collaborative planning process to engage diverse groups of organizations

in the community. Engage the business community, the non-profit sector,

educational institutions, labor representatives and the general public. The public

sector will act as the facilitator instead of the regulator. *The Legacy Project in*

Burlington, Vermont provides a useful example of a broad based collaborative

that included substantial input from City residents, institutions and businesses.

Strategy #2 Task Force

Develop a task force that includes the business community, the utilities, the local

Chamber of Commerce, social services, City staff and the non-profit community.

The task force should be responsible for driving the process, ensuring that other

participants' ideas are integrated into the final plan and that implementation

strategies with actionable next steps are included. *The Legacy Project.*

Strategy #3 Business Involvement

Engage the business community in sector-specific roundtable discussions to

understand their particular barriers to sustainability. This forum also provides

the opportunity for typically competing businesses to understand their

interconnectedness and foster business-to-business relationships to strengthen

the industry. *The Sustainable Business Initiative.*

Strategy #4 Link Process to Recommendations

Ensure that information gathered during the public outreach phase directly links

to the recommendations. *The Legacy Project.*

Strategy #5 Actionable, Achievable & Accountable Recommendations

Develop a framework for the recommendations to ensure they are achievable.

Recommendations should be assigned to a specific person or organization,

should have a time frame associated with them and should have achievable next

steps. *The Legacy Project Action Plan and the Thinc.Green program.*

Strategy #6 Sustainability Indicators

Develop sustainability indicators to help the city and the community celebrate

successes and recognize what work still needs to be achieved. Indicators could

include: number of new livable wage jobs; number of new sustainable

businesses opened; percent of population finishing high school; reductions in the waste stream, etc. *The Legacy Project, Thinc.Green in the near future.*

Strategy #7 Sector Specific Initiative

Establish an economic development strategy that outlines programs to grow and attract specific targeted industries; start with one industry like the Green Manufacturing Initiative in Minneapolis; use this effort to establish a model to grow and attract other industries. *The Green Manufacturing Initiative and Thinc.Green.*

Strategy #8 Sustained Task Force

Sustain the task force over time to ensure implementation and buy-in from the community. *Both the Green Manufacturing Initiative in Minneapolis and the Legacy Project in Burlington prove the necessity of a sustained task force through implementation.*

Strategy #9 One-Stop Shop

Develop a one-stop shop to provide sustainable business education and resources to businesses. Although the Portland BEST center was not discussed in this study, the Portland BEST center provides a useful example of a one-stop-shop that provides education and resources to business sustainability practices. *Eugene's RE:think program also serves as a useful example.*

Strategy #10 Recognizable Brand

Develop a recognizable brand such as Thinc.Green to motivate existing

businesses in the community and also recruit new ones. *Thinc.Green.*

Conclusion

The purpose of the Sustainable Business Initiative was to bring the business

community together to foster sustainable business development. However, it resulted

in the institutionalization of sustainability in City discourse and policy. The usefulness of

this model depends on the political context of the community. Benneworth (2002)

states, "Sustainable development is a process as much as a set of solutions. It involves

participation and debate, leading to consensus and action. It is essentially a political idea

and requires political leadership to take it forward" (p. 239). If, like in Eugene, the

political atmosphere is one that requires the term to be institutionalized in City

discourse, then engaging the business community in this manner can be a useful next

step. A study done on the Sierra Business Council in California also came to this

conclusion: "Business people were the respected civic leaders and the ones who, more

than anyone else, could create change in public attitudes and practical action" (Innes &

Sandoval, 2004-2006, p. iii). However, if the political environment has already

committed to sustainability in internal operations and policy, then a more targeted

approach to engage the business community for the purpose of economic development

is required.

This study concludes that, if done right, the collaborative process can be a useful model to use to address the topic of sustainability as an economic development strategy. The SBI was successful in the sense that a shared meaning of and commitment to sustainability was achieved at the city level, however it failed to connect to the business community. Had further effort been made to connect the lessons learned from the business community to actionable next steps, barriers to sustainable business practices could have been removed. Whereas traditional government power is typically perceived as top-down, the collaborative planning process is useful because it challenges the notion that change is achieved through one leader looking for followers. Rather, change is achieved by building capacity among a large and diverse group of stakeholders - building network strength (Innes, 2010, p. 109). This network strength is needed to foster reciprocity between businesses and institutions; to spur innovation; and to prioritize local economic development strategies that champion local businesses and a commitment to the health and success of its people.

APPENDIX A

USEFUL DEFINITIONS FROM INNES & BOOHER'S DIAD THEORY

Appendix A provides a list of useful definitions from Innes and Booher's DIAD theory.

Diversity of Interests: Participants involved in the process must represent a diversity of interests, perspectives, skills and types and sources of knowledge (p. 36).

Interdependence of Interests: Participants depend to a significant degree on other participants in a reciprocal way; each has something others want. This condition ensures that participants will remain engaged and have incentive to reach agreement (p. 36).

Authentic Dialogue: Participants engage with each other on a shared task. Discussions must be inclusive of all interests and cannot be dominated by those in power (p. 37).

Reciprocity: Authentic dialogue allows participants to understand the reciprocal nature of their interests; they understand that meeting their own interests may actually be achieved by working with the interests of others (p. 37).

Adaptations to the System: If the previously stated conditions of collaboration are met, participants will develop shared meanings and identity. New heuristics or ideas emerge for how to collectively and individually address the problems at hand. This level of adaptation and shared identity contributes to new innovation as well as continued relationships among the collaborative beyond the process itself (p. 38).

APPENDIX B

THE LEGACY PROJECT ACTION PLAN

Appendix B outlines the goals and corresponding community-wide programs and partners from the Legacy Projection Action Plan in Burlington, Vermont.

1. ***Economy:*** Maintaining Burlington as a regional population, government, cultural, and economic center with livable wage jobs, full employment, social supports, and housing that matches job growth and family income. Affiliated programs and organizations include Community & Economic Development Office, Burlington Business Association, The Champlain Regional Chamber of Commerce, The Social Equity Investment Project and Champlain Housing Trust.

2. ***Neighborhoods:*** Improving the quality of life in neighborhoods*.* Affiliated programs and organizations include the Front Porch Forum, Restorative Justice Panels, Graffiti Removal Team, Party Noise Project, Champlain Housing Trust Youth on Boards, Friends of Burlington Gardens, Burlington Area Community Gardens, UVM Office of Community Relations, and the Community Coalition.

3. ***Governance:*** Increasing participation in community decision-making*. To realize the 2030 Legacy Vision a broad section of Burlington citizens are needed in all aspects of decision-making not only in the voting booths, but also in a wide-array of public participation programs, among initiatives to attain sustainability. Affiliated organizations include the* Neighborhood Planning Assemblies and Youth on Boards.

4. ***Youth & Life Skills:*** Providing youth with high-quality education and social supports, and lifelong learning opportunities for all. One of Legacy's missions is to provide quality education for all. Affiliated programs and organizations include the Burlington Public Schools, University of Vermont, Champlain College, National Summer Transportation Institute, the YMCA, Linking Learning to Life, Association of Africans Living in Vermont, and the Fletcher Free Library.

5. ***Environment:*** Preserving environmental health. Affiliated programs and organizations include the Climate and Energy Action Plan, Waste Reduction Pilot Project, Clean Energy Assessment District, Energy Efficiency and Conservation Block Grants, CarShare VT, Solar in Schools, and the Local Food Project.

6. ***Equity:*** Burlington celebrates our cultural and social diversity and works hard to support programs that honor this strength. Affiliated programs and organizations include the Social Equity Investment Project, Youth on Boards, Champlain Housing Trust, the Sustainability Academy, and New Farms for New Americans (City of Burlington, 2000).

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APPENDIX C

MINNEAPOLIS SAINT PAUL GREEN MANUFACTURING INITIATIVE

Appendix C provides a list of the reports written for the Green Manufacturing Initiative in Minneapolis Saint Paul between 2008 and 2009. The Initiative included the following eight stages:[4]

1. ***Making it Green:*** This report examined the strengths, weaknesses and opportunities to grow green manufactured products in the region. It determined that the green chemistry, municipal solid waste reclamation, solar and wind energy, and transportation and water process technologies industries presented the most promising opportunities for the region.
2. ***Current Structures, Strategies and Examples for Economic Development:*** This report examined best practices in other cities and states.
3. ***The Green Chemistry Landscape in Minneapolis Saint Paul:*** This report explores the status of the green chemical industry in the region.
4. ***Municipal Solid Waste Reclamation Trends: A Local and National Perspective:*** This report examines national and local trends for recycling and composting and what resources are needed to grow jobs in these industries.
5. ***What Business Wants: Growing Green Jobs in Minneapolis Saint Paul:*** This report provides an analysis for the potential of market and job growth in the region; it identifies policies needed to compete in the target industries identified in the first report listed above.
6. ***Directory, Market Analysis and Employment Opportunities in the Twin Cities Green Marketplace:*** This report provides a directory of green businesses in the region, and a market analysis that provides recommendations to develop and improve green employment opportunities in the region.
7. ***Green Economy Partnership Process:*** This report outlines the recommended partnership-based structure that was recommended to support the region's green economy.
8. ***Manufacturing Better Business:*** This is a strategic plan to develop the green manufacturing economy in the two cities through the Thinc.Green partnership and program.

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[4] Note: the reports listed in this section can be found on the BlueGreen website:
Mayor's Manufacturing Initiative, October 29, 2009
http://www.bluegreenalliance.org/press_room/publications?id=0020

APPENDIX D

SUSTAINABLE BUSINESS INITIATIVE "CHARGE"

Appendix D provides an outline of the SBI "charge" presented at the SBI kick-off meeting with on June 28, 2005.

1. Identify priority business retention, expansion, recruitment and clustering opportunities in sustainable development that will improve the economy by generating income for local businesses and good paying jobs with benefits for employees, while also conserving the environment. In addition, identify ways that businesses not formally involved with sustainable development can benefit from the expansion of the sustainability sectors and participate in the clusters. For example, identify possible business and job opportunities and strategies for establishing industry clusters in energy efficiency, renewable energy, green building, organic and natural foods, transportation, health care, bioproducts and other fields. Identify how local firms not formally engaged in sustainability can benefit from the clusters by becoming suppliers, distributors, or through other mechanisms.
2. Identify mechanisms to assist any existing local business or organization interested in adopting sustainable business practices and/or developing and marketing sustainably produced products in learning about and incorporating the measures into their operations.
3. Identify financial assistance mechanisms that can assist existing organizations expand and new organizations adopt sustainability practices and/or produce and market sustainable products.
4. Identify ways in which social equity measures such as good wages, adequate health care, affordable housing, and other actions can be incorporated into sustainable business retention, expansion, recruitment, and cluster development.
5. Identify mechanisms to educate the general public and raise the level of awareness of the benefits and opportunities of sustainable business opportunities.
6. Identify strategies to ensure that Eugene and its businesses become recognized across the nation and elsewhere for their expertise and focus on sustainable economic and community development (City of Eugene, 2005).

APPENDIX E

SUSTAINABLE BUSINESS INITIATIVE TASK FORCE MEMBERS

Appendix E provides a list of the Sustainable Business Initiative task force members in Eugene, Oregon.

1. Lisa Arkin, Oregon Toxics Alliance
2. Josh Bruce, Rainbow Valley Design and Construction, Inc.
3. Julie Daniel, Bring Recycling
4. Roger Ebbage, Lane Community College
5. Lynn Feekin, Labor Education and Research Center, University of Oregon
6. Dave Funk (Co-Chair), Funk/Levis & Associates, Inc.
7. Kartar Khalsa, Golden Temple
8. Terry McDonald, St. Vincent DePaul Society of Lane County
9. Mark Miksis, Arlie and Company
10. Deborah Noble, West Wind Forest Products
11. Scott Pope, Sustainable Wealth Management
12. Rusty Rexius (Co-Chair), Rexius Company
13. Jack Roberts, Lane Metro Partnership
14. Randy Ross, Honoring our Native and Ethnic Youth (HONEY)
15. Claire Syrett, Eugene-Springfield Solidarity Network/Jobs with Justice
16. Claudia Villegas, Downtown Languages

APPENDIX F

SUSTAINABLE BUSINESS INITIATIVE RECOMMENDATIONS

Appendix F provides a list of the recommendations from the Sustainable Business Initiative Report and Recommendations to City Council (Sustainable Business Initiative Report, 2006, pp. 28-39).

Recommendations to City of Eugene

1. Publicly commit to sustainable practices and to businesses that produce sustainable products and services.
2. Establish and Office of Sustainability within City Government.
3. Establish a Sustainability Board or Commission.
4. Adopt a goal of becoming carbon neutral by 2020 and develop a Climate Action Plan.
5. Purchase and use sustainable practices and local products and services.
6. Adopt sustainability criteria for decision making, beginning with Triple Bottom Line policy assessments and purchasing policies.
7. Adopt goal and develop strategy to achieve zero waste.
8. Adopt sustainability indicators and a measurement system.
9. Educate employees.
10. Provide incentives and awards and remove barriers.
11. Form partnerships with Springfield and Lane County.

Recommendations to the Local Private Sector and Non-Profits

1. Design a plan to help all local businesses apply or expand sustainability measures.
2. Commit to expanding sustainable business clusters.
3. Recruit businesses to fill niches and create dynamism within existing sustainable clusters.
4. Form local associations or networking mechanisms.
5. Educate the public and promote local sustainable products.
6. Improve access to loans, grants and other forms of business financing.
7. Form task force to address social equity.

Recommendations for Other Local Governments and Educational Institutions

1. Develop and operate a public education sustainability consortium.
2. Develop a consortium to provide sustainability education, training and technical assistance for local businesses and workers.
3. Develop consortium and implement Metro area climate action plan.

4. Develop consortium and implement Metro area zero waste strategy.

APPENDIX G

SAMPLE INTERVIEW SCRIPTS

Appendix G includes sample interview scripts for the SBI task force members, Sustainability Commissioners, business roundtable participants and City of Eugene staff.

Sample Interview Script for SBI task force members and Sustainability Commissioners

1. Information about the Interviewee

    a. What is your current job position?

    b. What are your main job duties?

    c. How many years have you been working for this organization?

2. Information about the SBI process

    a. How and why did you get involved in the SBI?

        i. What peeked your interest about the SBI?

    b. What was the process used to develop the SBI?

    c. What was your role in the SBI process?

        i. What do you think you contributed to the process? What role did you play?

    d. Was collaboration used as a method to facilitate this process? (dialogue, diverse group of stakeholders)

    e. What are your opinions about the process? What would you have done differently?

        i. Are there people that you would have involved?

        ii. Would you have focused on different subject matter?

        iii. Different recommendations?

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3. Outcomes of the SBI

    a. What are some concrete outcomes of SBI that you can point to?

        i. Of these, what is the most important outcome in your view?

    b. Has the SBI changed the culture of doing business in Eugene? If so, how?

        i. Either as an economic development strategy.

        ii. As a way you do business.

        iii. As a way that you think other people do business.

    c. Do you think the SBI has changed the City's economic development strategies?

    d. How do you think the SBI has affected City operations?

    e. Did the SBI result in new relationships for you within the City, the business community or other organizations in the community?

    f. What does *sustainable* business mean to you?

        i. Did the process lead you to rethink your approach to sustainable business development?

4. Questions for Sustainability Commissioners only

    a. How has the SBI changed the way the City operates?

    b. What do you see the role of the Sustainability Commission in the next 1-5 years?

5. Are there people you think I should talk to, particularly in the business community, that were involved in the process or you think have been affected by the process?

Sample Interview Script for City of Eugene Employees

1. Information about the Interviewee

a. What is your current job position?

b. What are your main job duties?

c. How many years have you been working for this organization?

2. Information about the SBI process

a. Were you involved in the SBI process?

b. How and when was the SBI presented to City staff? What was the main message?

c. What was your reaction to the SBI?

   i. What did you see as its strengths? Weaknesses?

   ii. Do you think it could have been done differently

d. Do you have any insight on the process?

   i. Was collaboration used as a method to facilitate this process? (dialogue, diverse group of stakeholders)

e. What are your opinions about the process?

   i. What would you have done differently?

   ii. Are there people that you would have involved?

   iii. Would you have focused on different subject matter?

3. Outcomes of the SBI

a. What are your opinions about the recommendations?

   i. Different recommendations?

   ii. What would you have done differently?

b. What are some concrete outcomes of SBI that you can point to?

   i. Of these, what is the most important outcome in your view?

c. Has the SBI changed the culture of doing business in Eugene? If so, how?

       i. Either as an economic development strategy.

       ii. As a way business is done.

   d. Do you think the SBI has influenced the City's economic development strategies?

   e. Do you think the SBI has affected City operations?

4. General opinion questions

   a. What does *sustainable* business mean to you?

   b. What do you think the role of government is in business development?

   c. What is the role of the Sustainability Commission in the next 1-5 years?

5. Are there people you think I should talk to, particularly in the business community, that were involved in the process or you think have been affected by the process?

   a. Other folks at the City of Eugene?

Sample Interview Script for SBI Roundtable Participants (Businesses)

1. What is the name of your business?

2. What is your position at the business?

   a. How long have you been there?

3. Were you involved in the SBI process in 2005-2006?

   a. If so, how?

4. What was the marketing message of the SBI?

   a. Why did you get involved in the SBI?

   b. What peeked your interest about the SBI?

5. What was your interpretation of the SBI process?

   a. Did it feel inclusive?

   b. Useful?

   c. Advantageous to you from a business standpoint?

   d. What are your opinions about the process? What would you have done differently?

      i. Are there people that you would have involved?

      ii. Would you have focused on different subject matter?

      iii. Different recommendations?

6. Outcomes of the SBI

   a. Are you aware of some of the concrete outcomes of SBI?

      i. If yes, what is the most important outcome in your view?

   b. Has the SBI changed the culture of doing business in Eugene? If so, how?

      i. Either as an economic development strategy.

      ii. As a way you do business.

      iii. As a way that you think other people do business.

   c. Do you think the SBI has changed the City's economic development strategies?

   d. What does *sustainable* business mean to you?

      i. Did the process lead you to rethink your approach to sustainable business development?

7. Change in Business

   a. Has the SBI changed the way that you do business?

b. Has the SBI affected the type of businesses that you do business with?

c. Has the SBI changed your relationship with either other businesses in the community or with the City of Eugene?

What could the City do for you to help you be more "sustainable?

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