

SBI "DREAM PHASE" AND SUMMARY OF "VISIONS" DEVELOPED BY THE SBI TASK FORCE ON FEBRUARY 28

The "Dream Phase" seeks to identify the *ideal condition* or *vision* a group wants to achieve. We started this process at the Feb. 28 SBI Task Force meeting. It is natural for the process to breed confusion in the early stages. It is also natural that the initial visions are somewhat timid and fuzzy as it takes time to think boldly. The first part of this document describes the process we will use to complete the "Dream Phase." It closes with a summary of the initial themes developed at the February meeting.

I. Clarifying "Vision"

Vision Describes Intent:

Leading sustainability initiatives don't start with the question "what do we do?" Exemplary efforts found across the globe (e.g. Herman Miller Inc, Interface Inc, Dutch Government, City of Burlington VT) start with a fundamental question: "What do we want to achieve?" Clarifying what we want the SBI recommendations to achieve is the key building block for success.

Vision is a clear and compelling picture of an *ideal future state* people are committed to achieving. After the ideal future state people want to achieve is described, we will turn to the "Design" phase and identify the policies and programs to achieve the ideal.

Predicting the Future or Choosing It

Some visioning processes, including many strategic planning exercises, try to predict the future. However, *it is impossible to predict the future*, especially with global warming, concerns about the stability of oil supplies and international security etc. The leading public and private sustainability initiatives take a different approach. They *decide what they want their future to look and function like*, then design policies to achieve it.

"Ends Planning"--An Effective Visioning Method:

The leading sustainability efforts have demonstrated that one of the best ways to define a vision is through a tool called "*Ends Planning*" (also called Backcasting).

Steps:

1. Rather than starting where you are today and seeking to improve existing conditions (which inevitably surfaces all the reasons why change is not possible and leads, at best, to marginal improvement), Ends Planning starts by clarifying the *ideal* condition you want to achieve in the future. This future state should be envisioned *without constraints*. Starting with the ideal and working backwards often avoids perceived obstacles and leads to new ways to make progress.

Various visions emerged from the SBI roundtables and community meetings. However, the vision proposed by the task force should *not be limited to these visions*. Instead, the task force should use the information as a platform for bold thinking and visioning of their own.

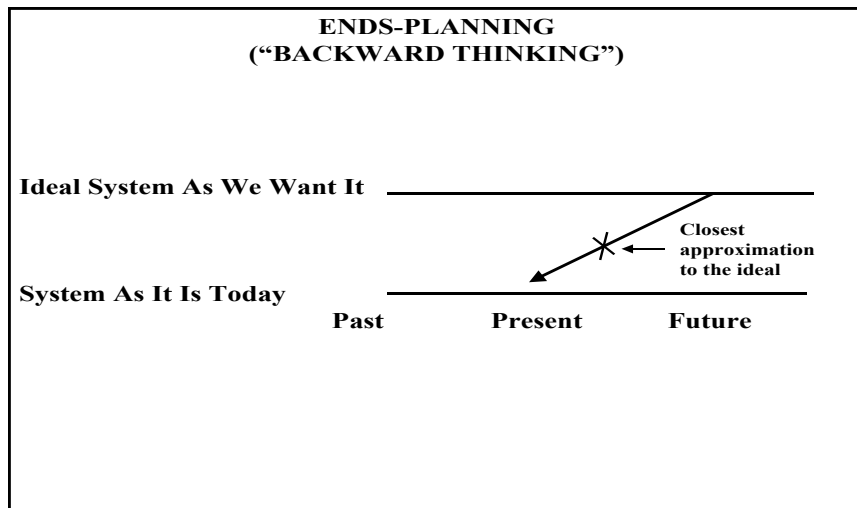
Good visions start with words such as: "we commit to..., " or "our goal is to..." or "we will be..." Examples of good visions might include: "*By 2020 Eugene businesses and governments will generate no waste to landfills or incinerators*" or "*Our goal is to reduce locally generated*

greenhouse gasses by 25% within ten years are 70% by 2050" or "By the end of this decade, sustainability will be a share value among business and community leaders in Eugene and companies will actively pursue sustainability measures." You get the idea.

2. Once the ideal is identified, works backwards to identify the "*closest approximation to that ideal*" that can be achieved in relatively short order (time period defined by the group--say 1-5 years). The closest approximation to the ideal becomes your initial goal and target.

3. Once the closest approximation is identified, work backwards again to current conditions and identify the policies and programs most likely to achieve the closest approximation to the ideal.

4. After achieving the closest approximation to the ideal, the process begins again. Inevitably, the ideal will look very different once the closest approximation to it has been achieved. Thus, the ideal vision should never be achieved (it was not very ideal if you do so). It should remain just as it is described: an ideal, not actual condition. The graphic below describes the process.



II. Boundaries

A key issue to be decided before going too far in developing our vision is boundaries: is the SBI vision to focus on sustainability within the community as a whole, or should it be more narrow and focus on a vision for the future of local businesses, jobs, and government operations?

By design, the SBI has not addressed all of the issues involved in a truly sustainable community (e.g. land use, child care, affordable housing). Therefore, it may be best to focus the vision on what the task force wants business and job development and related government operations to look and function like in a sustainable condition in 15-20 years.

III. Process

Next week, working in the three subgroups organized at the February 28 meeting, each group will: 1) complete one-on-one interviews to flesh out the vision of each individual; 2) hold a group discussion of three different individual visions; and 3) use the Ends-Planning process to clarify the ideal vision of success and the closest approximation to the ideal. At the close of Tuesday's meeting, each subgroup will nominate a person to work as a team to prepare a draft "vision description" for the SBI. This vision will form the starting point for the April 20 retreat.

III. Summary of Initial Visions Produced at the February 28 Task Force Meeting

Note: Because these are *first draft*, they mix visions with policy and strategy.

- Promote and act to create a civic culture where people – citizens, city staff, business and government leaders--understand what sustainability is and the value of using sustainable practices and products.
Recommendation: This can be done through education, promotions, trainings, providing case studies and practitioner recognition. This should be both broad-based and targeted to specific consumers through a sustainability marketing campaign(s) and incorporated into existing educational curriculum from public K-12, to Lane Community College and the university.
- The City of Eugene should lead by example in all aspects of sustainable operations and practices.
Recommendation: Adopt measurable sustainability goals and indicators, perform audits, require operational standards that incorporate sustainable practices and invest the resources to follow through on this. The city should initiate and be involved in public/private partnerships that expand the application of sustainable practices within our community. The city should be a leader in promoting energy efficiency and renewable energy use.
- The city should provide easily accessible information that coordinates overlapping services that influence sustainable practices, and provides a one-stop shopping place for sustainable services, providers, practices, codes, incentives, case studies, etc.
Recommendation: Establish a City Office of Sustainability.
- Eugene should be a national leader in some particular aspect of sustainability, for example natural and organic foods and establish urban planning goals that support it.
- Our community should model cradle to grave accountability and a closed-loop value chain.
- Our community should have a model, efficient public mass transit system that guides all transportation planning decisions.

Miscellaneous recommendations (these are policy recommendations, not visions):

Develop a venture fund that specifically funds investment in expanding sustainable practices and products in our community.

Support investment and R&D in the biofuels industry from raw ingredients to production and use.