

SUMMARY AND SYNTHESIS OF SBI DISCOVERY PHASE
Prepared for Eugene Mayor Piercy's Sustainable Business Initiative (SBI)
(Working Draft 3/29/06)

This document provides a summary and synthesis of the information gathered through the community meetings, roundtables, and public comments sponsored by the SBI since September 2005. It currently does not include the results of the business questionnaire. The results of the on-line public survey can be found in the document entitled "Survey Draft Summary" (3/29/06).

Part I is a summary of sector/issue specific information gathered through the roundtables.

Part II provides a summary of information gathered from community meetings and the Town halls.

Part III is a *draft summary of* common themes that UO staff discerned from the information.

The appendix describes the sectors addressed by the SBI.

More detailed descriptions of the information and recommendations can be obtained in the updated background documents and meeting minutes.

Part I and III are organized by: a) broad vision for the sector or community, b) the barriers to achieving that vision, and c) recommendations achieving those goals.

PART I: INDUSTRY/ISSUE SPECIFIC INFORMATION (DRAFT)

Business Education, Training and Technical Assistance

Vision: Eugene should become a 'center of excellence' in sustainability education and technical assistance for business and government.

Barriers: Lack of time; confusion over the need, principles, practices and benefits of sustainability measures; lack of awareness of trends emerging internationally that will eventually affect local conditions; perceived high costs or low quality of sustainable practices and products; lack of educational resources; and lack of easily obtainable information.

Recommendations:

- Determine scope of current practices and the need and demand for sustainability training.
 - Resource Innovations developed a survey to answer those questions, which was sent primarily to a small group businesses known to be engaged in sustainability. It was not accessible to the full range of businesses in Eugene.
- Educate both the public and local businesses through a variety of means:
 - Educating the public:
 - Monthly article on sustainability in City and Neighborhood Association newsletters
 - Spots on public access television
 - Expansion of the Emerald Awards and/or City Club awards with a focus on sustainable businesses
 - Develop sustainability “train the trainer” program similar to Master Recycling program
 - Educating businesses:
 - Use existing business networks like the Chamber of Commerce roundtables; many of the SBI roundtables are reviving or initiating networks.
 - Organize an education and teaching consortium of numerous organizations and institutions to meet the needs identified in the survey.
 - Create a clearinghouse of information on sustainability (Roger Ebbage is working on a website to achieve this goal)
 - Support development of a local Entrepreneurial League System to provide the coordinated training needed for micro-businesses.
 - Develop a sustainability focused program at Lane Micro Enterprise
 - Recognize even small steps, in order to encourage sustainable practices.
 - The City can generate demand and support local producers through its own purchasing power
- Attract a high profile sustainable company to Eugene and highlight the competitive advantages that brought them here.
- Alter or remove regulatory barriers towards starting and growing businesses for those businesses that use sustainable practices and produce sustainable products.
- Provide incentives for businesses employing sustainability measures: recognition programs, possible fast-tracking of permitting and others.

Sustainability in Public Education

Vision: 1) Sustainability should become a core value or principle for educational institutions at all levels and 2) Eugene should become a center of excellence in education for sustainability that draws students from around the country.

Barriers: Practitioners said more could be done to green campuses at all levels but funding and knowledge are lacking. Integrating sustainability into the curriculum is a challenge due to lack of funding and lack of teacher understanding and training opportunities.

Recommendations:

- Help the many education events already taking place include a sustainability component.
- LCC and the Mayor should partner to involve school boards and superintendents.
- Networking is essential for both the curriculum and facilities components of sustainability: integrate with existing events, create new events, connect with associations, and organize a consortium of local schools to share curriculum and develop joint sustainable purchasing efforts.
- Curriculum:
 - LCC offered and held a meeting with local schools to express interest in providing classes for teachers on sustainability, to assist in curriculum development, and possibly hire and house a coordinator for all districts to use
 - Create connections that facilitate teaching for sustainability. For example, create programs that strengthen partnerships between the schools and sustainable businesses, utilities and local workforce training programs.
 - Schools could provide incentives for educators incorporating sustainability into curriculum (e.g. time off for learning and curriculum development).
 - UO College of Education may partner with LCC to develop curriculum.
- Facilities and operations: A variety of specific recommendations resulted including developing mechanisms to provide food from local farms in cafeterias; expanding sustainable purchasing policies and increasing preventative maintenance.
- Create a local model sustainable school.
- Find funding for sustainable initiatives, possibly through grant funding or support of school boards.
- Participants proposed various ideas for a sustainability coordinator for all the local districts, possibly to be housed at LCC, UO or the City and grant funded for the first several years.

Comments from the public at the youth focused town hall meeting:

- Increase cultural awareness of teachers.
- Provide hands-on sustainability course work, including linking students with small, sustainable businesses.
- Integrate education around sustainability at a young age.
- Teach children about sustainable agriculture and environmental studies—make environmental studies an option for required classes such as biology and chemistry.
- Pursue grants to underwrite the costs of roof-top organic gardens on schools and teach youth about composting, etc.

Green Building

Vision: 1) Green building should become common standard practice with corresponding city codes and zoning in place and supplies and services being supplied by local businesses rather than outside vendors; 2) local manufacturers should produce an array of green building products and technologies that are sold regionally, nationally, and even internationally; 3) Eugene should build a reputation as one the nation's leading mid-size green building communities.

Barriers: Lack of awareness and education amongst consumers and practitioners; conflicts between green building practices and building codes; lack of supply and demand; and in some instances, higher up front costs.

Recommendations:

- City should lead by example by setting a goal for building green in all public and publicly funded buildings.
- Raise awareness:
 - Create “The Mayor’s Sustainability Awards” for businesses in various sectors
 - City should clearly define what it means by green building and show that it makes sense economically
 - City staff should convene a meeting with outside institutions to create an educational strategy for consumers and practitioners. Recommendations include:
 - Publish educational handbooks and place them at relevant areas.
 - The City alone or in partnership with other entities should organize, promote, and conduct tours of local green buildings and homes.
 - Organize a consortium of consultants and builders to provide one stop shopping on green building. (The LCC website could address this need).
 - Jerry’s has offered to provide workshops and information on green building, particularly if the City provides the materials.
 - Partner with Portland’s Green-Rated Program or the LEED Cascadia Chapter to bring more educational classes and seminars to Eugene.
- Public and other institutions should adopt language requiring living wages and benefits for employees of local green builders
- Expand and promote green building workforce development training programs.
- Encourage research in green building by UO and other educational institutions.
- City should partner with LCC, the UO, BRING and others to raise grant money that could support green building.
- Examine codes, ordinances and possible incentives to provide infrastructure to support green building:
 - The task force should hear the Green Building Advisory Council’s findings on codes, ordinances and specific incentives in order to make their recommendations on those topics
 - Prioritize low income, green building projects in order to increase green building for low income community members
- Finally, participants believe an industry network could increase the growth of their sector.

Comments from the public and the Building Trades Association (BTA):

- The BTA recommends that the City adopt Build Oregon Responsibly (BOR) for City and City funded construction. BTA said they would make a list of BOR contractors.
- Look at baby boomer trends, particularly in the creation of distinct, smaller housing
- Prohibit large houses on large lots
- Lift rules blocking density so that a non relative can live in a cottage on a person's property
- Set a LEED standard for public buildings and publicly supported projects

Biofuels

Vision: 1) Eugene, and the state as a whole--should work towards achieving energy independence through a combination of production of feedstock and increased energy efficiency, and; 2) The entire value chain should be present in Oregon or locally, from the production of raw material feedstocks to processing and retailing.

Barriers: Lack of local supply of feedstocks and final product, difficulty in providing easy access for consumers, lack of awareness among institutional users and the public, and costs (although as gas prices rise it is becoming more competitive). Ethanol does not appear to be a priority for local biofuels producers at this time.

Recommendations:

- To expand supply, the City should:
 - Hold conversations with the agricultural community and legislature to establish incentives for growing oil crops and other biofuel legislation.
 - Begin search for site of biofuels plant, provide enterprise zone
 - Provide incentives to restaurants that supply their waste grease.
 - Capitalize on availability of biomass for ethanol production.
- To increase access to biofuels at retail stations:
 - Education to retailers and consumers provided by the City
 - Incentives such as decreased or no taxes on biofuels
 - Enterprise zone for a biofuel cardlock.
 - Provide incentives or requirements for all fuel sold at retail stations to be a low level biofuel blend, thus postponing the need for additional infrastructure – or – incorporate biofuel into existing retail stations by using separate tanks.
- Continue to lead by example through purchase of biofuels and contracting preferences for biofuel users.
- Collaborate with industry in a major marketing campaign that would include testimonials of their own use, unified signage, education for retailers, freeway signs, lectures, public recognition and media publicity.
- Organize a consortium to encourage the biodiesel heating oil market
- Provide free city parking for biofuels users

Renewable Energy

Vision: Eugene should work towards the long-term goal of energy independence through a combination of local distributive energy production combined with ambitious increases in energy efficiency.

Barriers: High initial installation costs, some code issues, misinformation and a lack of awareness amongst those involved in building ownership, construction, design and real estate hinder the growth of the sector.

Recommendations:

- The overarching recommendation of the participants is the need for a joint vision and declaration declaring a commitment to increased efficiency and renewables (along the lines of, “carbon free by 33.”)
 - The statement should be jointly created by utilities and the City Council, or perhaps even the executive group that meets with the City Manager.
 - Participants recommended that a joint marketing and education campaign as well as a recognition program accompany the statement.
- The City should lead by example through the purchase and use of renewable energy in city owned and funded buildings.
- The City of Eugene, in partnership with EWEB, LCC, UO, NW Ecobuilders, and solar energy installers, should launch a multiphase marketing and education campaign that focuses on the economic and environmental benefits of solar energy, including:
 - A recognition program, a website, tours, an energy fair, demonstration projects, print media, user testimonials, talks at the City Club, etc.
 - Provide information at permitting office and other locations where contractors, builders and consumers congregate.
 - Classes and workshops: These could coincide with existing conferences, be built into school curriculum, etc.
- Research into and adjustments to the building code to encourage “solar ready” buildings and to address conflicts between desires for solar access and density.
- Create a low interest loan fund for renewables for low income community members
- Identify all existing incentives (as is planned for Roger Ebbages sustainability website).
- Educate and train key players that influence the renewable energy market.

Suggestions from the public:

- Turn off library lights aimed at the sky
- Install two way meters on houses as standard practice
- Require passive solar on new construction

Natural Products

Vision: 1) Increase the production of raw materials locally (namely medicinal herbs); 2) Continue and increase use of sustainable business practices in light of rapid industry expansion.

Barriers: Rising transportation costs that increase the costs of importing many of the local industry's key feedstocks. In the current market for raw materials and finished products, locally produced feedstocks are too expensive for most producers. In addition, many cite lack of business skills and knowledge and permitting difficulties as barriers to success.

Recommendations:

- To enhance business skills and address issues such as costs, participants recommended:
 - The creation of a sector-wide networking mechanism
 - The creation of an industry specific business training program (possibly at LCC)
 - A city partnership with local economic development agencies to evaluate current programs, policies and codes to focus on the support of expansion of sustainable small businesses, including those in the natural products sector.
- To expand the market for natural products participants recommended:
 - The establishment of a local marketing campaign to raise consumer awareness of the products and their benefits
- To expand local production of key feedstocks, participants recommended:
 - The formation of a public-private partnership to work with local farmers on a transition to herbal and organic production. The program could include:
 - Educational outreach from the City or from OSU
 - The City's political support for farmers transitioning from conventional to organic, such as lobbying for incentives for organic farming and for price supports during transitional years

Reuse and Recycling

Vision: 1) Many supported ambitious long term goal of eliminating waste to landfills (Zero Waste); 2) Zero Waste should guide all city purchasing and operational decisions; and 3) Vastly increase business and job opportunities within the sector and markets for reused and recycled products.

Barriers: Even though the industry has seen steady growth for over 25 years, there is still far too much material that ends up in the landfill. Co-mingled recycling creates confusion for customers and loss of materials due to contamination. Lack of knowledge about what is or is not recyclable by business customers leads to missed opportunities.

Recommendations:

- Investigate what other U.S. cities are doing with specific attention to Zero Waste (ZW) success rates and the cost to implement such plans.
- Establish ambitious ZW goals for all city departments and facilities to guide all purchasing and operational decisions. In this way the City will lead by example and provide educational opportunities for other local organizations and businesses. By focusing on Zero Waste, the City along with other entities can continue efforts to expand

education & outreach, and identify available resources & create new markets for wastes & recycled products.

- The City could provide incentives to 1) support creation of value-added products from existing wastes or 2) support equipment purchases that make improved recycling efforts more feasible for large businesses.
- The City should launch a multiphase technical assistance/education campaign that focuses on a few key commodities and includes one on one work with interested businesses and other entities:
 - Support practitioners in identifying key commodities based on a broad perception of value, ease of recyclability, marketing appeal, toxic materials, etc.;
 - Perform waste audits;
 - Help coordinate links between waste haulers and commodity producers.

Finance and Funding

Vision: 1) Improve access to capital for businesses using sustainable practices or producing sustainable products or services, 2) Increase training and technical assistance to business managers; 3) Increase sustainable practices in banking facilities.

Barriers: Financial firms often manage risk by emphasizing investment success or short term payback over use of sustainable practices. Financial institutions are often unable to support sustainable businesses' wide range of technical assistance and, in some cases, capital needs. These businesses range from start-ups lacking basic business skills to established operations unclear on how to incorporate & finance sustainable practices. Payback period from some sustainable practices (e.g. energy efficiency) is often longer than private banks will loan toward.

Recommendations:

- Create a "Green" CD for interested investors to specifically target investment in local sustainable enterprises.
- Quantify benefits of sustainable business practices that can reduce volatility and/or establish a competitive advantage that could be included in loan consideration policies.
- Create a City Department of Sustainability to:
 - 1) Assist start-up businesses with business skill development & capital outlays (e.g. incubator center);
 - 2) Assist established businesses in understanding how to incorporate opportunities provided by sustainable practices;
 - 3) Expand knowledge of available funds for sustainable practices and products.
- Support Chamber of Commerce efforts to highlight sustainable businesses.

Comments collected from the public

- Emphasize the importance of education and coaching for sustainable businesses – look at the model used by OUR Federal Credit Union in making business loans.

Sustainable Healthcare

(Note this roundtable had a small number of participants)

Vision: 1) Establish Eugene/Springfield as a 'center of sustainable healthcare' by incorporating sustainable practices into facility operations and healthcare practices; 2) Attract people to Eugene because of its reputation as a 'center of sustainable healthcare.'

Barriers: The lack of communication between competing facilities or competing methodologies (allopathic vs. naturopathic doctors, for example) severely limits their ability to establish complimentary relationships and incorporate sustainable practices on a very large scale. Working with vast amounts of confidential paperwork, toxic materials and equipment that is limited to one-time-use due to sterilization requirements presents unique challenges (and opportunities) regarding reuse or recycling in the healthcare industry.

Recommendations:

- Increase sustainable practices throughout the chain of services – green building, renewable energy, recycling & reuse, use of alternative fuels and organic food, etc.
- Support and encourage educational and networking efforts of healthcare staff and practitioners regarding sustainability opportunities through:
 - The local chapter of the Oregon Nurses Association or;
 - Participation in Portland's quarterly Sustainability in Healthcare roundtables.
- Simplify code procedures that support sustainable practices.
- Provide waste stream audits to help facilities understand the value of the wastes they currently produce.

Natural and Organic Foods

Vision: 1) The industry can grow substantially through new products and expanded customer base because of its natural inclination toward innovation and change; 2) Create competitive advantage by moving beyond organic to address broader issues of sustainability in the food system including, packaging, transportation, energy use and labor practices and benefits.

Barriers: Many people lack the necessary business skills to create a successful start-up. When businesses do succeed within the local market, it is often difficult to expand that growth beyond local boundaries due to economies of scale necessary for inclusion in larger distribution networks. Alternately, no local or regional distribution network exists to provide an opportunity for graduated expansion. Further, expanded growth beyond local boundaries is counter to many basic principles of sustainable practices because it places much higher demand on packaging, transportation and energy resources.

Recommendations:

- Expand consumer education from the ground up by incorporating the benefits of sustainable food choices in K-12 and higher education
 - Support public school district hiring of an education coordinator to address sustainability and food education and expand school-to-farm partnerships (possibly modeled after Alice Water’s efforts with the Berkeley, CA. schools.)
- Promote the use of natural and organic food in institutional settings, e.g. healthcare facilities, public schools and higher education food services.
- Lead by example by using natural & organic foods at City sponsored events/meetings.
- * Actively promote the availability of local products (possibly as part of statewide industry promotion.)
- Actively promote the benefits of the local community and infrastructure for natural and organic foods businesses looking to relocate.

Comments from the public:

- Pursue federal financial support to underwrite a marketing campaign for Oregon organic products and agriculture (see * above.)
- Build a permanent place for farmers market and make farmers markets more accessible to the community
- Support local community agriculture—provide farmers with cheaper lands in the area to produce food so they don’t have high transportation costs.
- Help those with farms make their farms more sustainable.

Sustainable Forest Products

Vision: Some people feel that Eugene could become a regional and national 'center for manufacturing, distribution and use of Sustainable Forest Products' (SFPs).

Barriers: There is currently a wide range of opinions on SFP certification standards and two distinctly different standards now dominate the discussion (although over 90 exist worldwide). Sustainability certification programs, e.g. LEED or Earth Advantage, acknowledge only one standard or the other. Defining SFPs and effectively communicating this to consumers is a major “sticking” point when addressing expansion of the industry.

Recommendations:

- Adopt a “point purchasing system”, where RFPs for publicly funded building projects are encouraged to use SFPs in exchange for added points toward selected bids.
- Require or invest public building development finances to include the use of certified SFPs in City managed projects.
- Create a consumer and professional education program.
- Form an informal SFP partnership/trade association to address shared interests, and concerns.
- Reduce property taxes for Green buildings, particularly residential.

Sustainable Events

(The following information was submitted to the SBI)

Vision: There is a desire to have a consistent message/theme for all Lane County events, such as the current slogan, “Think Zero Waste Event.”

Barriers: Hotels often lack behind the scenes infrastructure necessary for recycling. Effective signage for composting has been an ongoing problem for the Saturday Market. Collection of biodegradable waste is a challenge, as there is no one who currently provides transportation of wastes to composting facilities.

Recommendations:

- The mayor should initiate a partnership between City, UO, and CVALCO regarding 2008 Olympic trials in order to stress “greening” the event.
- Develop regulations outlining sustainable practices required of events in Eugene.
- Create a consistent theme/logo for recycling and other sustainable practices efforts at Eugene’s events (or use Lane County Fair’s Zero Waste Event logo)
- Promote green events at the airport or other high visibility locations.
- Develop a list of biodegradable food service supplies that can be used at local events
- Collaborate with local and regional event facilities to attract, support, and maintain events that incorporate sustainable practices.

Bicycle Industry

Vision: Eugene was recently voted #2 in Bicycle magazine's Best Cycling Cities list for cities of similar size. We should capitalize on this success and become a major national tourist/touring destination for bicyclists given our mild year-round climate, high (but declining) number of bicycle users, equipment manufacturers, retailers, proximity to the coast and mountains and network of bike trails and paths.

Barriers: The local transportation infrastructure and incentives focus far more money and development on automobile use than on bicycles. The attitude of many drivers makes on-street use of bikes as a viable form of transportation difficult and in some instances, dangerous. More business incentives are necessary to assist manufacturers in increasing their expansion efforts.

Recommendations:

- Actively support and be involved in State efforts to promote Oregon as a premier bicycle tourist destination.
- Establish Park & Ride destinations with secure bicycle parking facilities at all major LTD hubs (primarily Amazon Park/connection to Lane Community College)
- Update and promote a bike map that indicates regional on-and off-street bike routes that is widely accessible to both the local population and visitors.
- Require bike racks/bike parking at all businesses and city owned facilities (parks, buildings, events.)
- Provide businesses with easier to access information on funding mechanisms (subsidies, incentives, etc.) that support local industry growth and expansion.
- Provide local businesses (both within and outside the bicycle industry) with tax credits for new job creation.
- Require better access for bicyclists to mass transportation options, i.e. more and easier bike carrying capacity on busses.
- Create an educational campaign to educate the driving public on how and the need to safely share roadways with bicyclists.
- Require energy conservation measures be installed by industrial building owners so renters who support sustainable practices aren't responsible for investing in technology that does not belong to them.
- Stop subsidizing road expansion, parking garages and other actions that undermine bicycle use and thus reduce demand for local bicycle manufacturers and retailers.

PART II: INFORMATION FROM COMMUNITY GROUPS AND PUBLIC

This section includes recommendations from the public gathered through emails, the first town hall meeting, meetings with ISE, The Neighborhood Leadership Council and environmental groups. Recommendations obtained from the on-line public survey have not yet been compiled.

Government Entities:

- Establish Sustainability Commission or Board as an official city entity to help guide internal city and external community sustainability efforts.
- Create a Eugene Office of Sustainable Development that brings many city functions together under one roof (modeled possibly after the City of Portland OSD).
- Each city department should designate a sustainability coordinator or an ombudsman should be hired to coordinate and spur internal city sustainability efforts.
- All city staff should be trained in sustainability.

Audits and Reviews:

- Indicators should be developed to measure city government's and the community's progress toward sustainability goals.
- City should complete and continually update a sustainability audit of all facilities and operations.
- Complete an inventory and audit of land resources to determine how much food can be produced locally.
- Complete local carrying capacity analysis to determine how many people, industries etc. the local area can support.
- Mayor and/or City Council should issue annual public Sustainability Report Card.
- City should help the public overcome its pessimism about the future by documenting the benefits of sustainability and demonstrating that positive change is possible.

Screening/Guidelines:

- City should adopt a sustainability or economic and community impact screening mechanism for new businesses.
- City should adopt sustainability decision-making screen or criteria, with broad public involvement process, that all major decisions are run through (a precautionary principle 'alternatives analysis' where the best possible alternatives are chosen).
- City should adopt the precautionary principle for its purchasing policies similar to the City of San Francisco's.

Goals:

- City, possibly in concert with other agencies such as EWEB, LTD, should adopt specific goals for improving the sustainability of internal operations (e.g. reduce energy use by 10% a year for 10 years) and a monitoring mechanism to evaluate progress.
- City should partner with EWEB, LTD and others to establish an "Energy Challenge" whereby specific businesses, sectors, or development projects are challenged to reduce energy use, shift to a specific amount of renewables and/or remain flat while the population grows.

Funding:

- Float bond measure to raise funds for energy efficiency improvements (in public operations) that can pay for themselves (e.g. within 5 years).
- City should calculate cost savings from energy improvements and dedicate savings to a fund that supports community sustainability projects.
- Raise money for SBI recommendations through a license plate campaign.
- Adopt a sales tax to support sustainability efforts and fund educational programs related to sustainability.

Promotion of Sustainable Products and Practices:

- City should provide a stamp of approval/sticker/logo for sustainable businesses.
- Create a way to identify and label local, organic products.
- City should make a commitment to promoting green businesses through an ongoing program.
- Educate community about importance of sustainability—demonstrate how people can move toward sustainable practices

Support for Sustainable Businesses:

- Establish a green business incubator.
- City should prioritize support for small, locally owned businesses with incentives, etc.
- The City should set an example in regard to sustainable practices.
- Use incentives for businesses to encourage them to rebuild in a more sustainable manner.
- Reduce rent for local businesses that are struggling financially.
- Support small, locally-owned restaurants and eliminate chain restaurants like McDonalds
- Provide tax incentives for sustainable businesses and tax disincentives for those who do not use sustainable practices.

Transportation (these may fall under bike industry section after that roundtable)

- City-sponsored study of where bike racks are needed
- Financial incentives or requirements for businesses to provide bike racks
- Pay City employees to walk or bike to work
- Build more bicycle paths, walking paths, as well as covered bicycle/walking paths
- Make public transportation more accessible and cheaper for students to preclude older students driving to school
- Increase mass transit (for example, run buses later at night) and encourage its use.
- Provide free LTD buses, because some cannot afford the cost.

Health Care

- The City should support health care costs for small business employees
- Increase government involvement in health care to change it from its for-profit status.

Land Use

- Encourage people to live and work in the same area to reduce auto use.
- Promote Eugene local businesses in all neighborhoods to decrease travel and to create more individualized neighborhoods
- Limit sprawl, keep forests and agriculture lands intact.
- Build up instead of out—make Eugene more compact.

Youth

- Provide a teen center to foster leadership development and teen decision making. Ideas for this center include involving teens in the design and building process, building a “green”, solar powered building with rooftop gardens for learning on organic gardening.
- The City, LTD and others should create voting positions on board, commissions, and committees for youth, particularly on issues that affect youth.

Community Building:

- Increase cultural awareness for employees delivering social services, particularly teachers.
- The City should create an advisory board made up solely of immigrants.
- Provide covered free boxes/free areas
- Provide free indoor gyms and recreation centers for all centers
- Encourage continued public and community involvement, such as the youth focused town hall meeting, in economic development efforts.

PART III: SYNTHESIS OF COMMON THEMES (DRAFT)

The following is a preliminary synthesis of common themes, listed in no particular order, that have arisen in multiple sectors. The sectors listed after the themes identify those that made the comments.

Common Visions:

- Eugene should become a center of excellence for sustainable businesses by focusing on growing key sectors/clusters: *Green Building, Sustainable Forest Products, Reuse/Recycling, Sustainable Events, Renewable Energy and Biofuels, Training and Technical Assistance, Sustainability in Public Education, Sustainable Health Care, Public Comments, ISEE, Environmental Groups, Bicycles.*
- Eugene should become a community where sustainability is a common value or ethic among all residents, including youth: *Sustainability in Public Education, Green Building, Reuse/Recycling, Renewable Energy and Biofuels, Training and Technical Assistance, Health Care, Public Comments, ISEE, 1st and 2nd Town Halls, Environmental Groups.*
- The City should publicly declare that retaining and growing these sectors is a priority: *Green Building, Sustainability in Public Education, Biofuels, Renewable Energy, Reuse Recycling, Natural Products, Natural and Organic Foods, Bicycles*
- Eugene city government should be a model for others by applying leading edge sustainability practices to purchasing, energy use, transportation, building and land use permitting, and other activities: *Green Building, Biofuels, Renewable Energy, Reuse Recycling, Natural Products, Natural and Organic Foods, Sustainable Forest Products, 1st Town Hall meeting, Environmental Groups.*
- The entire (or much of the) value chain for these industries should be located in the local area and/or the local region should seek to become as self-sufficient as possible in these sectors: *Biofuels, Renewable Energy, Green Building, Natural Products, Organic and Natural Foods*

Common Barriers:

- Lack of understanding among practitioners regarding the need, benefits and technical aspects of sustainable practices and products: *Technical Assistance, Public Education, Green Building, Biofuels (retailers), Renewable Energy (builders), Reuse Recycling*
- Lack of basic business knowledge and skills: *Natural Products, Finance and Funding, Natural and Organic Foods*
- Lack of publicly funded technical assistance or a place/program that companies/entrepreneurs can go for information and help with practices or products: *Green Building, Finance and Funding, Renewable Energy, Reuse Recycling, Organic and Natural Foods, Natural Products, ISEE, Environmental Groups*

- Lack of awareness among buyers (companies, government, consumers): *Green Building, Biofuels, Renewable Energy, Reuse Recycling, Sustainable Forest Products, Organic and Natural Foods, Natural Products*
- Lack of funding and/or high up-front costs: *Technical Assistance, Public Education, Green Building, Biofuels, Renewable Energy, Finance and Funding, Natural Products*
- Lack of sufficient academic and practicum educational opportunities for area youth: *Public Education for Sustainability, 1st and 2nd Town Halls, Others.*
- City government and the private sector lack effective decision making tools, criteria, or screens to determine what moves them toward or away from sustainability: *Green Building, Environmental Groups, Finance and Funding, Technical Assistance, 1st Townhall.*
- Lack of key local feedstocks/product manufacturers: *Biofuels, Natural and Organic Foods, Natural Products, Green Building, Renewable Energy*
- Conflicts with various building codes and permitting: *Green Building, Renewable Energy, Natural Products, Healthcare*
- Growth implies decreased sustainability through increased transportation, packaging, etc.: *Natural Products, Natural and Organic Foods, Natural Products*
- Existing policies and incentives favor and promote unsustainable activities: *bicycles, green building, renewable energy, environmental groups, natural and organic foods, natural products, biofuels.*

Common Recommendations:

To help understand the entity(s) that would be responsible for the action and/or how the action would increase competitive advantage, the common recommendations are assigned to one or more of the four elements of Michael Porter's "Diamond of Competitive Advantage" model. The abbreviations mean that the action would likely affect the following part of the "diamond":

Glossary

- (FC) *Factor Conditions*: Could improve the basic and advanced inputs necessary for any industry to compete.
- (DC) *Demand Conditions*: Could increase the number and make-up of knowledgeable and demanding local customers.
- (RSI) *Related and Supportive Industries*: Could affect the presence/absence of suppliers and companies in related industries.
- (FSSR) *Firm Strategy, Structure and Rivalry*: Could affect the context in which firms are created, organized, managed and compete--particularly increasing firm rivalry.
 - (DC, RSI, FSSR) The City should demonstrate its commitment to growing these industries by establishing an ambitious and overarching vision: *Renewable Energy (e.g. 'Carbon free by '33'), Reuse Recycling (e.g. Zero Waste), Sustainable Events (e.g.: Zero Waste Events)*
 - (DC, RSI) The City should lead by example by purchasing products and services from the following local sectors and/or sustainable businesses in general: *Technical*

Assistance, Green Building, Biofuels, Renewable Energy, Reuse Recycling, Natural and Organic Foods, Sustainable Forest Products, 2nd Town Hall Meeting

- (DC) The City, county, industry, Chamber of Commerce, local educational institutions others should jointly establish education programs to raise awareness among the public with actions such as sustainability awards, media campaigns, events, workshops and classes, a logo, etc.: *Technical Assistance, Sustainability in Public Education, Green Building, Biofuels, Renewable Energy, Natural Products, Reuse Recycling, Sustainable Forest Products, Sustainable Events, 2nd Town Hall Meeting.*
- (FC, RSI) The City, educational institutions and industry should develop or enhance existing training and technical assistance programs, train the trainer classes, and other mechanisms to educate business managers and employees in sustainability or general business practices as needed: *Public Education, Training and Technical Assistance, Green Building, Biofuels, Renewable Energy, Natural Products, Reuse Recycling, Finance and Funding, Sustainable Forest Products*
- (FSSR, DC) The City should remove regulatory barriers that inhibit growth of the following sectors: *Green Building, Renewable Energy, Natural Products, Healthcare*
- (DC) The City should provide incentives for sustainable businesses such as recognition programs, fast-tracking of permitting or two track system, reduced systems development charges etc: *Technical Assistance, Green Building, Biofuels, Renewable Energy, Reuse Recycling, Town Hall Meetings, Others.*
- (FC) The City should create a sustainability department or hire an ombudsman to support sustainable businesses or practices: *Green Building, Renewable Energy, Training and Technical Assistance, Finance and Funding, possibly Sustainability in Public Education, 2nd Town Hall Meeting, Others*
- (FC, DC, RSI, FSSR) The City should establish a Sustainability Commission or Board to coordinate public and private sustainability efforts composed of local officials and appointed citizens: *Public comments from numerous people/organizations.*
- (DC) The City should quantify and publicize the benefits of sustainable practices and products: *Green Building, Renewable Energy, Finance and Funding, Reuse Recycling, Healthcare, public comments.*
- (FC) The City or other institutions should create a sustainable business incubator: *Natural and Organic Foods, Finance and Funding, Public Comment*
- (FC, DC, RSI, FSSR) Local firms should create networking mechanisms or associations to increase communication and problem solving and help grow clusters: *Public Education, Natural Products, Natural and Organic Foods, Green Building, Renewable Energy, Healthcare, possibly Reuse Recycling*
- (FC, FSSR) Local firms should work to increase sustainable business practices within their sectors: *Sustainability in Public Education, Green Building, Natural Products, Finance and Funding, Healthcare, Natural and Organic Foods, Sustainable Events*

- *(FC, DC, RSI, FSSR)* The City or other institutions should create a clearinghouse of information on sustainable businesses and practices (LCC is creating website): *Nearly every sector has made this recommendation.*
- The City should adopt the precautionary principle targeted either at purchasing policies or at all major decisions made by city government.
- *(FC, DC)* City should stop subsidizing or providing incentives for unsustainable activities that undermine demand for local sustainable practices and products.

APPENDIX

Description of Sustainable Industry Sectors in Eugene

The following is a list of summaries of industry sectors that have been explored during the roundtable process for Mayor Piercy's Sustainable Business Initiative (SBI.) Sustainable Events was not an official roundtable of the SBI but members of this industry met to discuss their goals for sustainable practices and offered a set of recommendations to be considered along with the rest by the SBI Task Force.

Business Education, Training and Technical Assistance

This sector includes local educational institutions, trade associations, government agencies, consulting firms, and non-profits that provide education and training in sustainability for businesses, government and civic organizations. Many business managers and the general public are unsure about what sustainable business practices and products involve, which makes education and raising community awareness crucial to the retention, expansion and creation of sustainable businesses and jobs in Eugene.

Sustainability in Public Education

Public education for sustainability has two components: 1) teaching the principles and practices of sustainability in K-12, community college, and higher education settings; and 2) applying sustainability measures to campus facilities and operations. In many cases the two components can be combined to provide examples of sustainable systems and hands-on experiences for the students in developing and using them. This sector is comprised of the local school districts; the University of Oregon and Lane Community College; EWEB and Oregon Green Schools, which provide funding and curriculum to the districts; and nonprofits such as BRING Recycling and the School Garden Project, which provide additional instruction and assistance to the school districts.

Green Building

Green building refers to the practice of increasing the efficiency of and decreasing the impacts to the environment and human health of a building at every stage of its life cycle. This sector includes product manufacturers, wholesale and retail product suppliers, architects and designers, building contractors, specific trades, landscapers, reuse and recycling firms as well as government agencies involved in codes and permitting. The sector overlaps with other sectors such as renewable energy and sustainable forest products.

Biofuels

The local biofuels sector includes one producer and distributor, several retailers that work with the distributor, government agencies such as LRAPA and the DOA as well as a number of institutional users and potential users. Most biodiesel in the state comes from the Midwest where biofuel use is expanding rapidly. For the meantime, Oregon's waste grease makes up all of the feedstock of local commercially produced biodiesel.

Renewable Energy

The local renewable energy sector consists of solar panel installers, educators, utilities, government agencies and commercial and residential users. Although much of Eugene's energy

portfolio consists of hydropower, which is considered by many a renewable resource, hydropower impacts salmon and aquatic ecosystems. Hydropower capacity is also predicted to decrease as global warming increases the earth's temperature, impacting the region's snowpack. Renewable energy in the form of passive and active solar as well as geothermal are feasible alternatives for Eugene. They can reduce energy use and costs, reduce dependence on grid power (coal and hydropower), provide jobs and draw in outside dollars to the area. In addition, new federal and state tax incentives reduce the upfront costs of installation.

Natural Products

The natural products sector, which produces body care products, health supplements and remedies that are made from natural (non-synthetic, plant, animal or inorganic mineral) ingredients using non-synthetic processing methods, is growing rapidly locally and nationally. It consists of very small and large manufacturers, distributors, retailers, educators and a few farmers.

Re-use and Recycling

This sector includes waste haulers, recycled material handlers (BRING, Weyerhaeuser & Rexius), policy administrators (city, county & state level), educators/trainers, material brokers, organizations that sell re-used goods (Goodwill, St. Vincent de Paul, Computer Reuse & Recycling Center) and those that create value-added products from salvaged waste material. It also includes Food for Lane County that provides surplus food distribution and reuse through composting facilities at community gardens. It is a long-standing industry within the "sustainability" sector that has steadily grown and matured as public awareness has grown about waste materials as a resource. This increased public awareness is a direct result of recycling education efforts by those in the industry, particularly BRING and St. Vincent de Paul. Waste is a commodity without a market and beyond traditional cardboard, paper and glass recycling includes electronics, building materials through reclamation and toxic materials.

Finance and Funding

This sector is concerned with providing necessary capital to businesses of all kinds from start-up ventures to expansion of existing businesses. It consists of mainstream financial institutions including banks (local, regional and national), credit unions and investment firms and economic development agencies and government resources. It also includes alternative sources of funding consisting of social investment managers and institutions. The latter are focused on sustainability issues as a central goal of their business.

Healthcare

The healthcare industry is one of the largest employers in Lane County, second only or close to local government(s) or the University of Oregon. The industry has a regional influence that goes beyond the city limits in regards to operations, labor-pool, urban planning or the services they provide. It consists of two major hospitals, numerous clinics, physicians, and support services including diagnostic, laboratory and specialized care providers. The local healthcare industry also consists of many alternative or preventative healthcare providers including massage therapists, acupuncturists, herbologists and chiropractors to name a few.

Natural and Organic Foods

Natural and organic foods are one of the oldest sustainable industries in the region, having grown alongside the efforts of the recycling/reuse industry. It includes organizations throughout the value chain including farmers, wholesalers/distributors, retailers, customers, technical consultants, product manufacturers, food policy advocates and suppliers of raw materials. While regional and national trends certainly influence the local market, local entrepreneurs also capitalize on unique opportunities. Some businesses draw on a predominantly local customer base, others - product manufacturers and distributors in particular, supply local, national and international markets. Many business owners got their start through a concern for sustainable practices and products and have had to learn how to run a successful business as the industry and their organization has matured – they're often visionary first, business people second.

Sustainable Forest Products

The sustainable forest products (SFP) industry consists of retailers, raw material providers, third-party certifiers, lumber mills, technical assistants and value-added product manufacturers. The industry relies on wood products that come predominantly from sustainably managed timber lands that are outside the Eugene area, although one small, local mill gets its raw materials strictly from tree removal within the urban environment. Materials are used in residential and institutional construction, remodeling and production of products used throughout the construction trade (e.g. cabinets and flooring.)

Sustainable Events

The sustainable events sector consists of promoters, retailers, product providers, waste management systems including Lane County Master Recyclers, government agencies, the hospitality industry and others. The possibility exists for many local events to move even further toward sustainability including the Saturday Market, the Good Earth Home Show, over 500 other events at the fairgrounds, and University of Oregon events. The 2008 Olympic trials might be a good event for collaboration.

Bicycles

The local industry includes several bicycle manufacturers including one that is a charter school for area youth and others that supply specialized markets like racing, travel and commuter bikes. There are also manufacturers of bike accessories like outdoor gear and bike trailers, retail shops and policy advocates. Bicycles are used for recreation with access to a large urban greenspace, work (delivery and shuttle services) and commuter transportation. Eugene was recently voted #2 in the Best Cycling Cities List for cities of comparable size by an industry magazine. As a community, we have a very active and supportive consumer base and advocates for the use of bicycles as a viable alternative form of transportation within the urban environment.