

## **Recommendations from SBI April 20 Retreat**

### **Draft 4.20.06**

This document begins with the recommendations as discussed at the Sustainable Business Initiative Task Force retreat on April 20<sup>th</sup>. From there the document covers the visions that led to the recommendations, followed by the initial proposals and some of the discussion surrounding the recommendations.

#### **I. Preliminary Policy Recommendations:**

**A. Center Coordinating Entity and Long Term Organization/Structure. Combined with 'Articulation and Championing the Vision' (This group decided to focus only on how the City can be a champion, not on external leadership)** (Roger Ebbage, Julie Daniel, and Randy Ross, Claire Syrett, Mark Miksis, Deborah Noble, Claudia Villegas)

##### Vision: Center Coordinating Agency and Long Term Organization/Structure

An ongoing commission comprised of citizens and City and elected officials shall be established in order to evaluate the progress of Eugene's efforts in the area of sustainable business development and to continue to develop the vision of a sustainable community. This commission will engage in education and outreach to the general public and businesses and encourage public involvement while championing the vision of sustainable business development. This body will make recommendations for policies and practices and other matters to the City's Office of Sustainability.

The City's Office of Sustainability will coordinate the daily business and operations of the City to implement sustainable practices (ex: purchasing, operations) and establish partnerships with community entities through an ombudsman of sustainability. They would use the diamond of competitive advantage, the triple bottom line to

##### Vision: Articulation and Championing the Vision (City/Internal) –Discussion

A key theme at many roundtables was that the City should lead by example. City officials must recognize that City offices are driving the movement from within and how their actions are furthering economic development. What the City is already doing must be made public to build respect and trust from the community. There is internal pride, but City staff are reluctant to expose themselves to the community telling them how they should run things. In addition, sustainability is not an external goal for this year, which makes them reluctant to act.

Roger: To further the excellent work of City employees, we propose a clearinghouse of information that will be available to City employees and to the public.

Either everyone within the City can embrace and champion the SBI or there can be a few champions.

The City has an internal goal around sustainability, but there is not a Council voice on sustainability. Right now the Council thinks of it as the Mayor's piece, not theirs. They need to hear from community how supported they would be if they championed the issue. There are champions all over the community – community champions will be addressed separately.

The Green Team could be built up to expand beyond their work on environmental issues to take on other sustainability issues.

#### Policy Recommendations (both groups combined)

1) Create an Office of Sustainability to champion and coordinate internal sustainability operations (work with the Green Team), to serve as central clearinghouse of sustainability information, and to staff the proposed sustainability commission and serve as an official city link to the public. This Office should report to the City Manager.

#### Specific Responsibilities:

- Identify resources and sustainable products for use internally and externally.
- Demonstrate leadership and champion sustainability to City staff and the public
- Serve as an information-gathering source from the public to the city
- Provide technical assistance to city staff and identify where community members or business can obtain technical assistance
- Staff the Sustainability Commission
- Provide information and education internally and externally
- Coordinate sustainability policy implementation within city government
- Identify funding for the Office and the Commission/Board that does not take funding away from other needs.

2) Establish a permanent appointed body of 10-12 people, a Sustainability Commission or Board. The goal is to establish an entity that can continue and expand the momentum, started by the SBI and help expand sustainability over time internally within City government and externally within the community. The entity would:

- Be composed of a diverse makeup of representatives from business, educational institutions, hospitals, neighborhood groups, social service providers, public interest groups etc, and elected officials.
- The board would handle sustainability issues both within the community at large and within the City.
- Develop, participate in, or coordinate some of the sustainability research, educational, and implementation partnerships. '
- Research and suggest policies to the City and other institutions
- Serve as the citizen body that provides oversight of the City's sustainability efforts.

## **B. Partnerships** (Lynn Feekin, Josh Bruce, Kitty Piercy)

### Vision

We recommend beginning with a credible sustainability champion that helps forge links with other organizations and groups. Partnerships between Eugene's large businesses and major public institutions (hospitals, schools, Chamber, City) can jointly commit to providing community leadership in sustainability practices.

Partnerships within educational institutions can develop curriculum and support for K-12.

Partnerships amongst sustainable industry clusters could foster joint/collaborative work; e.g. purchasing, transportation, etc.

Many of these partnerships will require a 'champion' or leader who is credible to the partners.

Should the first meeting be called by Mayor Piercy? The Mayor suggests that the CEO level group in public sector could create this macro-partnership. That group could make commitment to sustainability and integrate it as LCC has. They could create a document that everyone signs onto in which they all commit to the triple bottom line, etc.

Look to Portland's model (alternative futures?)

At a different level, in green building, homebuilders could be approached around sustainability to answer their questions, allay fears, etc. An organization like Rainbow Valley could do this, GBC, etc.

### Policy Recommendations

1) The City of Eugene will initiate a partnership with CEL partners to establish a sustainability resolution that will commit them to pursue sustainable goals and practices within their institutions using triple bottom line standards and methods.

2) The City of Eugene, Lane Metro Partnership, OECBD and other government and non-governmental economic development agencies will explicitly declare that growing the sustainability clusters identified by the SBI, and others that may emerge in the future, is a priority. This focus should add to and complement other economic development activities. As part of this commitment, the agencies will proactively seek out, help organize and support the growth of the sectors as a whole rather than individual businesses that may request assistance. In addition, when possible, the entities described above will seek to:

- Link and engage key organizations that influence or are influenced by the sector with the sustainability clusters (e.g. Home Builders with Green Building cluster).
- Assist each cluster to specifically identify and support the creation of key alliances within their industry sectors.

- Link existing businesses with one another to complement existing economic development activities.

3) The City of Eugene, EWEB, local utilities, UO, LCC, Lane Workforce Partnership, and other providers shall form a partnership to jointly develop and execute a strategy to coordinate and expand technical assistance to all local businesses interested in sustainable business practices.

4) City of Eugene, UO, LCC, Early Childhood, Preschool Programs, and K-12 shall form a partnership to develop and coordinate strategies to expand sustainability in curriculum, facilities, and operations to greatly update sustainability literacy in the local area.

### **C. Business Recruitment:** (Kartar Khalsa, David Funk)

#### Vision

We envision a future where recruitment and retention functions are combined into one entity. This entity agrees on the type of business that will be recruited, crafts policies and incentives targeted at sustainable industries, and fills out targeted industry clusters. We envision a recruitment and marketing budget targeting compatible businesses to relocate to Eugene.

We have available land for expansion and retention of existing businesses and to accommodate recruited businesses. We also have an “internal” recruitment program to recruit new and existing businesses into the sustainability sector and to help all businesses grow.

More came out in the discussion here, which we were not able to capture.

#### Policy Recommendations

1) The City of Eugene shall form a partnership or network with the Chamber of Commerce and Lane Metro Partnership to actively recruit businesses that are engaged in triple bottom line business activities.

2) The partnership shall identify where gaps exist in local sustainability industry clusters and determine which gaps are major barriers to business success and which provide major opportunities for recruiting businesses to fill those gaps or assisting existing businesses to expand or spin-off companies to fill those needs. (ex. Distribution for small natural food providers)

3). The partnership shall identify and develop incentives to support the clusters, including fast-tracking permits, funding and finance, tax incentives, etc.

4) The SBI supports the inventory the supply of existing and potential industrial and commercial lands in order to meet the needs of sustainable businesses.

5) The partnership shall determine specific actions to retain and grow existing businesses within the clusters by identifying common problems and suggesting, with an emphasis on improving fundamental business understanding and skills and encourage businesses within each cluster to communicate among themselves as well as with the other clusters.

**D. Sustainable Purchasing Policy:** (Rusty Rexius and Lisa Arkin)

Vision

The City will make purchasing decisions based on criteria that reflect community values in the following areas:

- 1) Environmental impacts
- 2) Social impacts
- 3) Economic impacts
- 4) Health impacts
- 5) Company's ethic
- 6) Company's location

The process for establishing the criteria for products, services and contracts must use rigorous, scientific, accessible, inclusive of all businesses and clearly expressed standards. The scope of the evaluation must rely on life cycle costing. Immediate economic impact and affordability is one criterion, but does not have more weight than other criteria. A product, service or contract will be chosen based on its ability to satisfy the City's standard.

The City's elected officials will appoint a committee to research the criteria and a board to implement the Sustainable Purchasing Policy.

Policy Recommendations

- 1) The City shall build on its past accomplishments by adopting sustainability criteria that shall be used as a screen for decision making in all aspects of City operations, planning and policy. The initial focus shall be the development and use of sustainable purchasing criteria that is implemented through a Sustainable Purchasing Policy based on Life Cycle costing.
- 2) City officials will appoint a committee to serve as a research group to recommend sustainable purchasing criteria to the City Council. (See section on purchasing below for recommended criteria.)
- 3) Once completed, the City will implement such a policy requiring all purchases, services and contracts and provide information in all bids to help applicants determine what will be necessary to meet the standards.
- 4) The City encourages all local businesses to participate in the bidding process. For any business that seeks to improve their products or services to better meet the purchasing

criteria, the City will initiate technical outreach to assist the company in gathering information and adopt more sustainable business practices.

5) The City shall identify barriers to sustainable purchasing and develop and implement strategies to overcome them, including actions such as lobbying for policy changes at the state and federal levels.

## **II. Discussion Leading To Recommendations**

**Center Coordinating Agency and Long Term Organization/Structure Combined with Articulation and Championing of the Vision (City/Internal)** (Roger Ebbage, Julie Daniel, and Randy Ross, Claire Syrett, Mark Miksis, Deborah Noble, Claudia Villegas)

1) The City would create an audit of their practices and processes to evaluate barriers to sustainable practices in City operations. The audit would highlight successes that City has already accomplished and seek ways that the City can build upon their successes. That will develop into City office of Sustainable Development. The City becomes a champion for internal and external sustainability. This office would create an annual report on City progress towards “sustainability.”

~~2) Sustainability will be embedded in the City’s mission statement~~

3) The Office will serve as a knowledge bank for the public where they can seek information.

Existing Internal Efforts: There are two groups, the “Green Ambassadors” and the “Environmental Policy Team,” (EPT) that already exist in the City. They’ve done an environmental audit for all processes within the City. There is no City report card. The EPT is made of primary executive directors and vision managers for offices that deal with environmental issues (Public Works, Planning). The EPT could be changed into a Sustainability Team.

This group would like to see the creation of a new position to coordinate practices between departments so that they are the most sustainable. That position could be someone who is already on staff, but that person’s position would change so that sustainability would be their full-time focus.

Many people in the community want to see a clearinghouse of information. This could be housed in the same office as the internal sustainability coordinator/office or it could be a different person.

We must acknowledge the efforts that have already taken place. Frame this effort as a bridge to the next level and make sure that the City knows they are doing a good job and that they are capable of doing the job.

Bob Doppelt: What kind of authority should that Office have? Those that don't have much authority tend to have regrets. Many wish that they had housed it under the City Manager.

Commission:

- 1) This would be an appointed body that is composed of and focuses on the sectors SBI has focused on. It has members of the public and private sector.
- 2) The Commission will make recommendations for overarching goals, forge partnerships between business, hospitals, etc. It would serve to bring in the expertise and creativity of the general public.

Portland has an elected official championing that commission (one of the councilors). An ombudsperson could do that championing and coordinating between the public and the City.

The commission would help the City keep their eye on the ball.

We may want to look at what funding stream the Commission would be responsible for. It would cost the City money. For example, the housing commission probably costs \$100,000 a year. We are probably talking about new staff costs, particularly because there isn't anyone paid to work on sustainability right now.

The Commission can be contingent upon the Office of Sustainable Development finding a funding stream.

### **Partnerships** (Lynn Feekin, Josh Bruce, Kitty Piercy)

The City should initiate some of these partnerships (through the Office, if it's appointed), or someone within the various organizations could become the champions. It's important that the various institutions don't feel that the City is telling them what to do (ex. City vs. EWEB).

(The SBI task force will make "suggestions" to the various entities).

**III. Other Issues not Fully Discussed by the SBI, but Critical to Success:**

- Preservation of outlying agricultural lands are crucial to many of the identified sectors.
- Land use and available sites for development

**IV. To Discuss Next Week:**

- Tools, measurement and indicators; Technical assistance for all businesses; Championing by influential community measures
- Do we want to address? Consumers themselves.
- Work plan, Communication plan