



Connecting Local
Government,
Business and
Academia-
A Model for Regional
Agenda 21 Planning

Presented to the ISIN
Conference by WSP
Environmental

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Overview of the Dialogue

1. Orientation to the SMS
2. Drivers and Aspirations
3. Project Metrics
4. The Direction Forward



Overview of SMS

1. Build on ISO 14001 Frame
2. Designed to Deliver Clear Sustainability-based decision-making
3. Creates internal and external alignment
4. Tuned to provide a basis to link to larger regional sustainability effort



Drivers & Aspirations

- Unique character of the County
- Desire for more aligned planning and decision-making
- Growth from a regional sustainability workshop
- Involve public agencies, universities, private sector firms, and NGOs



Regional Sustainability Pressures

Economic

- *Lack of support for new businesses (seed funding)*
- *Concentration of capital in too few businesses*
- *Excessive resource use*
- *Lack of sufficiently shared equity*
- *Shortage of incentives for wiser purchasing choices*
- *Random admission of new businesses (lack of use of 3TL decision-making)*



Regional Sustainability Pressures

Social

- *Lack of support for newly unemployed*
- *Shortage of affordable housing*
- *Unreflective “lifestyle” choices and lack of understanding that it is time for a change*
- *Inadequate resources for and attention to Education*
- *Inadequate Communication between “groups”*
- *Insufficient attention to building Diversity*
- *A sense of “futurelessness”*
- *Too much short term thinking*
- *Lack of community focus*
- ***Lack of a common vision among the sectors***



Regional Sustainability Pressures

Environmental

- *Inadequate water resources (need for protection/enhancement)*
- *No clear plan to meet growing energy requirements/needs*
- *Inadequate transportation planning*

Project Participants

- *Petaluma Poultry Processors*
- *Clover/Stornetta Farms*
- *Gallo Winery*
- *Calyx Communications*
- *California State University, Sonoma*
- *Santa Rosa Junior College*
- *City of Petaluma*
- *City of Santa Rosa*

Project Metrics

- Align 30% of metrics on regional goals
- Set 70% of metrics on internal sustainability performance improvement



3 Keys to Balanced Indicators

- Align leading indicators with trailing indicators
- Measure performance in more than one part of the enterprise
- Contribute to sustainability gains outside the four “walls” of the enterprise

Indicators That Meet These Criteria

- Environmental
 - Contributions to environmental restoration
 - Focus on sustainability indicators relevant in the geographies where key customers operate and use the products
- Economy
 - # project starts vs. #project clearances through S³ filters
 - % stock held by SRI funds
 - Stock valuation/employee vs. competitors

Indicators That Meet These Criteria

- Social/Culture
 - Speed of promotion
 - #hours spent within work teams on career design
 - Hours worked (1) on projects; (2) on new learning; (3) on administration; (4) on community sustainability building
 - **Creativity**: #suggestions for business improvement; % time of delegations to duties outside assigned department; % time of delegations to duties in community or secondment to schools



Indicators That Don't Meet These Criteria

- Social/Culture
 - Lost work time/mod rate
- Environment
 - NOV's or fines
- Economic
 - Quarterly or annual stock performance

The Direction Forward



Delivering Solutions





Our Next Planned Revisions to SMS

- Ethical measures
- Indicators of brand alignment
 - Products
 - Brand
 - Advertising
 - Political activity
- Emergence of the IMS – An Integrity Management System


Big Recommendations

- Don't rely on theories – trust *best practices and best known methods*
- Don't start from zero – use existing models that have worked, and build on them with sensible, practical innovations
- Don't underestimate the need to educate your stakeholders
- Don't underestimate the need to educate yourselves
 - The business of innovation is a moving target – make provision to keep yourselves current



More Big Recommendations

- Dream Big
- Start Where You Are
- Use What You Have
- Do What You Can



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