Web Content for a Toolkit on Sustainable Economic Development

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Acknowledgments

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1 Introduction

This report provides the web content for a potential toolkit on Sustainable Economic Development (SED). It is structured, formatted, and written to be web content, so it does not flow or read as a traditional report. The chapters of this report are:

- Homepage
- Sustainable Economic Development
- SED Strategy Framework
- Implementation Guide
- Actions

In web form, each chapter in this report would correspond to a new heading on the toolbar (Figure 1).

Figure 1: SED Website Toolbar

Each toolbar heading would have its own webpage that provides a summary of that chapter and links to the subpages (standalone webpages). One can also select the subpages by clicking on the dropdown menu from the toolbar. In this report, each level one heading within a chapter (e.g. 3.1 What Is Economic Development?) corresponds to a toolbar subheading/independent webpage. All lower level headings correspond to a heading on a level one page.

Figure 2: SED Toolkit Sample Toolbar Dropdown Menu

Refer to chapter 2 Homepage for an in-depth description of the contents of this report.

2 Homepage

The purpose of the *Sustainable Economic Development Toolkit* is to show how sustainability and economic development professionals can work together to advance long-term economic development. This Toolkit provides:

- A theoretical framework and common language for talking about Sustainable Economic Development (SED).
- A guide to SED strategies.
- Practical advice on implementation: how does a jurisdiction move from where it is now toward greater integration of sustainability and economic development?
- Tools to identify and evaluate public actions, including a database of action examples.

ECONorthwest, the International Economic Development Council, and Dr. Janet Hammer of Portland State University and The Collaboratory developed the Sustainable Economic Development Toolkit for the Urban Sustainability Directors Network (USDN) with a grant from Global Philanthropy Partnership.

2.1 What is sustainable economic development?

Broadly, development is sustainable if it "meets the needs of the present without compromising the ability of future generations to meet their own needs."[1] Defined further in Tab 2, sustainable economic development recognizes that economic, social and environmental factors are related. Sustainable economic development strives to create and retain jobs in ways that consider and improve all three bottom lines (the economy, natural environment, and community) over the long term (horizons of 30 to 50 years, not 3 to 5 years).

2.2 Why did USDN develop the SED Toolkit?

Economic development and sustainability professionals have typically operated independently. Economic development practitioners focus on economic activity, businesses, and jobs. Sustainability practitioners focus on environmental systems, recycling, and quality of life.

Practitioners in both areas understand that the economy, natural environment, and social environment are related. An action in one area usually has consequences in the others. Sometimes these consequences may be insignificant,

[1] This is one of the most cited definitions and comes from the landmark report issued by The United Nations World Commission on Environment and Development (WCED) in its

but not always; sometimes the negative secondary and unintended consequences can be as or more important than the ones in support of the primary objective. Yet practitioners have had few resources to address these connections.

[Insert sidebar example]

The Urban Sustainability Directors Network created this toolkit to help bridge these worlds. When these two disciplines work together, the effects can be powerful.

2.3 Who should use this Toolkit?

This Toolkit addresses two audiences:

- Professionals in the fields of sustainability
- Economic development professionals.

It demonstrates that sustainability and economic development share many common principles. It aims to bridge the differences in vocabulary, priorities, and measures of success can prevent practitioners from working in harmony.

This website focuses on metropolitan areas because the toolkit was commissioned by the Urban Sustainability Directors Network. That said, the majority of concepts and tools translate to non-metropolitan settings and should be useful in that context.

2.4 How is this Toolkit organized?

In addition to this Homepage (Section 1; sections are also referred to as "tabs"), this Toolkit has five sections that correspond to the menu tabs at the top of each page.

- **Section 2**, **Sustainable Economic Development**: a theoretical context for and practical definition of sustainable economic development.
- **Section 3**, **Anatomy of the Strategy**: essential information about the strategy product, which includes a vision, goals, actions, and evaluation.
- **Section 4**, **Implementation Guide**: an implementation guide for moving the needle on SED in your jurisdiction.
- **Section 5**, **Action Database**: how to think about SED actions, and a database of example actions.
- **Section 6**, **Other Resources**: further resources, including the technical appendices and a bibliography.

2.5 Acknowledgements

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3 Sustainable Economic Development

The *Sustainable Economic Development Toolkit* attempts to provide a practical integration of the theories and practices of professionals in the fields of sustainability and economic development. Such integration cannot occur without communication, and communication requires a common language and agreement on the meaning of words and concepts.

This tab introduces key concepts for each discipline, and then ties them together to define SED. It has three sections:

1. What Is Economic Development?
2. What Is Sustainability?
3. What Is Sustainable Economic Development?

3.1 What Is Economic Development?

- The economic development profession
- What businesses need to create jobs
- What government can do to support business activity

3.1.1 The economic development profession

Economic development professionals develop and implement "a program, group of policies, or activity that seeks to improve the economic well-being and quality of life for a community, by creating and/or retaining jobs that facilitate growth and provide a stable tax base."[2]

Economic development practitioners typically work for government or non-profit organizations at the state, regional, and municipal levels—as well public-private entities—on practical efforts to retain, expand, or attract businesses and the private-sector jobs they generate. Job creation or retention is the primary metric used to measure success.

The logic behind economic development, in summary, runs like this:

- A household's economic well-being is defined by its economic resources. *Wealth* is a measure of a household's ability to have and acquire goods and services that contribute to its well-being. *Income* is how a household builds wealth.

Broad and Narrow Definitions of Economic Development

One can interpret the preceding definition of economic development broadly or narrowly; the professional literature has examples of both perspectives. In the *broader view*, development means improving well-being not only through economic activity, but also through improvements to the wider social and natural environment that strengthen the economy. The *narrower view* focuses on the economic-prosperity component of quality of life. This view emphasizes job creation and, in turn, income generation, as the primary path to economic prosperity and development. Sustainable economic development takes a broader view.

[2] International Economic Development Council, 2014.

- Most income for the majority of households comes in the form of compensation for services provided (i.e., in the form of wages or salary from *jobs*).
- Businesses provide jobs. More business activity is correlated with more payment of wages and salaries, and with more jobs.[3]
- This chain of logic (business activity → jobs → income → wealth → economic well-being) suggests that economic development policy and action should aim to (1) retain and grow existing businesses, and (2) attract new businesses, particularly those businesses that have strong multiplier effects and pay higher wages, or otherwise create opportunities for more job growth, advancement, and income.

3.1.2 What businesses need to create jobs

Around 85 percent of all jobs in the U.S. are in the private sector. For a business to provide jobs, it must sell a good or service at a price that exceeds its average cost of producing that good or service. A business can improve profit, or the difference between revenues and costs, by increasing revenues (the "demand" side of the equation) or reducing costs (the "supply" side of the equation).

Businesses address the demand side through marketing to final and intermediate customers (e.g., advertising, networking, social media, donations). They address the supply side by reducing the cost (or increasing the value) of the inputs that they need to produce the goods and services they sell. Economists refer to these inputs as *factors of production*. The primary factors of production are:

- **Land and built space**. Most businesses require a physical space (e.g., office, warehouse, factory, or storefront).
- **Local infrastructure and local services**. For a business and its building to function properly, they need access to appropriate infrastructure and services. At a minimum, key infrastructure required for most business includes electricity, water, transportation, and telecommunication connections. Quality infrastructure and amenities also help to attract and retain a talented labor pool.
- **Labor and entrepreneurship**. Businesses need employees who are available, trained, and productive. A specialized subset of labor is entrepreneurs, as owners or managers.
- **Access to suppliers and consumers.** Where land and buildings are located matters at both the interregional and intraregional level. Some

[3] Increases in productivity can reduce jobs even as income is growing: sophisticated equipment may be substituted for less-skilled labor, but the skilled labor that remains receives higher compensation.

businesses need to be close to natural resources to reduce the cost of hauling raw material inputs. Others have strong needs for certain types of intermediate products (e.g., steel, oil, specialized product components) or for a variety of services (e.g., financial, legal). For yet others, the location of markets and final customers factors heavily into location decisions.

A region cannot do anything about its locational attributes; it is where it is. It can, however, work on attributes that increase its accessibility such as improving the quality or decreasing the cost of transportation or communications infrastructure. In addition, places with concentrations of certain types of business create economies that reduce costs of production for those businesses.

This Toolkit uses these four categories in other parts of the website to organize the discussion of possible SED actions.

3.1.3 What government can do to support business activity

If one accepts that job creation is fundamental to economic development, and that private businesses are responsible for job creation, then the government's role in economic development is clear: help businesses be profitable.

But that leaves a huge menu of possible actions for government. For every aspect of the demand and supply sides of business activity, one can find a government policy offering assistance at some level. However, not all policies are equally effective or efficient, and many raise questions about fairness.[4]

The advice here: *government should focus its efforts on areas that are important to businesses, and where government has an acknowledged role and comparative advantage in improving market efficiencies or redressing the negative spillover effects of business operation*. Governments can:

- Ensure an adequate supply of **developable land and built space**. Governments can support access to land and buildings with efficient planning, entitlement, zoning, brownfield redevelopment, land assembly, land cost write-down, building improvements. Government has a critical role to play in ensuring that this key factor of production is of high quality and is delivered in a *business-friendly climate.*
- Invest in **local infrastructure and services** to support industrial, commercial, and residential development. Though the private sector usually provides these services on site (e.g., it pays for the pipes, wires, and roads that connect a development to a larger infrastructure network), it usually does not build or maintain the off-site network and facilities. Business cannot grow and add jobs without infrastructure and services;

[4] And fairness can feed back to efficiency: e.g., subsidies and protectionist government policies give advantages to certain types of businesses and in doing so may reduce the efficiency of markets.

they recognize government's role in providing it and expect to pay reasonable fees as part of the cost of doing business. Providing necessary and expected infrastructure efficiently and fairly may be the most significant thing that local governments can do to support economic development.

- Support the development of an **educated and skilled labor force** - Labor is often the most expensive input into the production process. Businesses will locate where they can find the best labor *value*: a pool of appropriately trained workers. Government can help retain and attract businesses by providing high quality public education (K – 12, college and university) and training, and coordinating public and private education and training efforts to ensure a robust and responsiveness system.

  Governments may also attempt attract an educated and skilled labor force through *placemaking.* Such investment in the public realm can make a region more attractive to households and reduce the difficulties and costs to businesses of attracting and retaining labor.

  Businesses are increasingly learning that diversity in the workforce can benefit their bottom line. Government can play a unique role in promoting *access to opportunity* for diverse groups in education, training, contracts, and jobs.

- Provide effective *regional branding and marketing* to improve **access to suppliers and consumers.** Marketing efforts can create demand for existing businesses. Governments may also design marketing materials to attract new businesses, by providing information about regional economic attributes (land, labor sectors, clusters, and the business climate) that enable businesses to make good location decisions.

The list could be expanded, but the significance of the impact, the presumed necessity of government involvement, and the directness of the connection to economic development all diminish. In fact, most of what state and local governments do has some effect—though sometimes indirect—on economic development. That conclusion is consistent with the idea that everything relates to everything else—one of the fundamental tenets of sustainability.

3.2 What is sustainability?

- The sustainability director profession
- What does sustainability mean?
- Principles of sustainability

3.2.1 The sustainability director profession

USDN's *Tool Kit for Professional Development of Local Government Sustainability Directors* broadly defines the responsibilities of sustainability directors as, "managing, coordinating, facilitating, and advising the development, implementation, monitoring, and improvement of local government policies, programs, and initiatives that promote local environmental, energy, economic, and social sustainability."[5] This definition is intentionally broad (almost any issue could fit somewhere under the headings of economic, environmental, and social), in part because these issues are interrelated and in part because sustainability professionals have different specializations and different responsibilities in different jurisdictions.

3.2.2 What does sustainability mean?

Sustainability, in concept and practice, is less well defined than Economic Development, which makes the exploration of possible definitions in this section more abstract. But acquaintance with the concepts and conundrums of sustainability can help all parties in a debate about public policy related to sustainable economic development. Serious consideration of sustainability takes one beyond typical politics and business as usual. It provokes thought about what is important, what is uncertain, what is possible, and what connections from different perspectives might be made to work toward a common good.

"Sustainability" is often used as a modifier for other nouns—sustainable development, sustainable communities, sustainable agriculture—by different groups, each with different implications. Its root, "sustain," means to continue something for a period of time. That definition implies two questions for the practice of Sustainability: "what is to be sustained?" and "for how long?"[6]

- **What to sustain**: **the weak vs. strong sustainability debate.** When considering what is to be sustained, some argue that a resource or capital stock can be used as long as a substitute for the function of that resource can be found in the future. That argument suggests that forms of capital are highly substitutable (be they natural, physical, human, financial, or social). It also suggests that resource use today may result in advancements in knowledge, technology, and policy that will allow future generations to be at least as well off as the current ones. This line of thinking is termed "weak sustainability."

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[5] O-H Community Partners, 2011, "Local Government Sustainability Director Job Description," *Tool Kit for Professional Development of Local Government Sustainability Directors,"* prepared for USDN, p. 1.

[6] The section on Actions later in this Toolkit addresses a subsequent question: "What actions help sustain the things of concern?"

Others argue that different forms of capital are not necessarily substitutable, as some functions and processes are unique to specific resources. This theory, termed "strong sustainability," does not preclude consumption; it simply requires a system to maintain a sufficient quantity and quality of each required resource.[7]

- **How long to sustain: the question of time horizons.** There is not one time period that fits all systems and circumstances. Businesses may look to sustain profitability (recover costs) in two to five years. Public investments typically consider time-horizons of 20 or 30 years. A current phrase affiliated with sustainability is "seven generations," a horizon of roughly 150 years.[8]

  Sustainability does not mean that there will be no change, or that something will last forever. Businesses and species go extinct, landforms change with time. Sustainability does mean that human activity should optimize the health and resilience of systems to maximize probabilities of survival and opportunities for evolution and adaptation. It requires action in the face of imperfect information and uncertainty. As described below, there are some key principles for doing so.

3.2.3 Principles of sustainability

The answers to questions about how to sustain a system are specific to the system and its context. There are, however, principles that show up frequently in the extensive literature of sustainability. These include:

- **Interconnectivity and complexity.** Sustainability emphasizes that an action in one system (e.g., the natural environment) will have effects in other systems (e.g., the economy). Practically speaking, interconnectivity suggests a broader range of causes and impacts, which means more complex objectives, analysis, and decisionmaking. In the language of Triple Bottom Line, the subsystems of natural environment, economic environment, and social environment are connected and should be considered simultaneously and carefully when taking any action.

  Uncertainty, risk management, and resilience. Despite abundant data and computational power, analysts across disciplines increasingly agree

[7] For a full discussion of this debate, refer to R. Ayres, J. van den Bergh, and J. Gowdy, 1998, *Viewpoint: Weak versus Strong Sustainability*, No 98-103/3, Tinbergen Institute Discussion Papers, Tinbergen Institute, http://EconPapers.repec.org/RePEc:dgr:uvatin:19980103.

[8] These horizons are clearly anthropocentric perspective. But few government entities are spending anytime on planning and policy for 150 years out, and no metropolitan areas in the U.S. are making plans or taking actions that address the preservation of ecosystems for millennia. The reason is less about sustainability than it is about the capacity of society to come to think agreement about likely futures more than 20 - 50 years out, or to make investments (and defer consumption) for uncertain benefits more than 10 - 20 years out.

that system complexity makes accurate prediction nearly impossible in many policy and planning contexts. The implication is that this uncertainty (risk) is most effectively managed by investing in resilience. "Resilience is the capacity of a system to absorb disturbance and reorganize while undergoing change so as to still retain essentially the same function, structure, identity, and feedbacks."[9] A system tends to be more resilient when its components and functions are distributed rather than centralized, diverse rather than specialized, redundant rather than singular.

In modern economic development, tension exists between resilience and efficiency. The prevailing tendency has been to emphasize efficiency and operate as if all background conditions will be mainly stable over the life of the business or its product. In changing systems, that is a risky strategy, as it leaves little in reserve. In practice, resilience requires effective risk management, to ensure the ability of the system to withstand exogenous shocks.[10]

3.3 What is sustainable economic development?

The purpose of this project is to show how the objectives and principles of sustainability can be integrated, to good effect, into the practice of economic development.

The professional practice of e*conomic development* aims to create and retain jobs and wealth in a community. *Sustainability* is about longevity: sustainable practices support sustainable systems—ones that can function for a long time. The professional practice of s*ustainable development* aims to meet the needs of the current generation while ensuring that future generations have equal or better opportunities to meet their needs.

Putting these concepts together, this project defines Sustainable Economic Development as the creation and retention of jobs and wealth in ways that maintain or improve social and natural environments now and into the future.

Perspective Matters

The noun in SED is *development*, and the primary modifier is *economic*. *Sustainable* is, thus, a modifier of economic development, both grammatically and technically. It is one way of doing economic development. A website about "Economic Sustainability" would have many similar concepts, but the organization and details would be different.

[9] Walker, B., C. S. Holling, S. R. Carpenter, and A. Kinzig, 2004, "Resilience, adaptability and transformability in social–ecological systems," *Ecology and Society* 9(2): 5, accessed at http://www.ecologyandsociety.org/vol9/iss2/art5/

[10] Nature has its entrepreneurs as well: a few make genetic adaptations that expand the opportunities of their species for survival. Most do not. But because that so many attempts are made, and made incremental, the species adapts to changing background conditions.

Doing SED means:

- **Thinking broader: triple bottom line**. The main mission of economic development professionals will remain job retention and creation. The adjective "sustainable" means that connections between social, economic, and environmental factors are recognized and addressed. The improvement of all three bottom lines is an unambiguous win for public policy: more jobs, a better natural and built environment, better private and public services, and more jobs and wages for people that need them most.
- **Thinking farther: 50-year time horizon**. The typical horizon for land use and infrastructure planning is 20 years; for business and economic development planning the typical horizon is three to 10 years. Yet many systems function on longer time horizons, especially in the natural world. Sustainability requires that we think on a much longer scale. That requires being honest about uncertainty, and putting a greater emphasis on designing for resilience.

Sustainable economic development is ambitious and essential. Here we have provided a definition; but how does it translate to practice? Other sections of this website provide information and examples for strategy, implementation, and action.

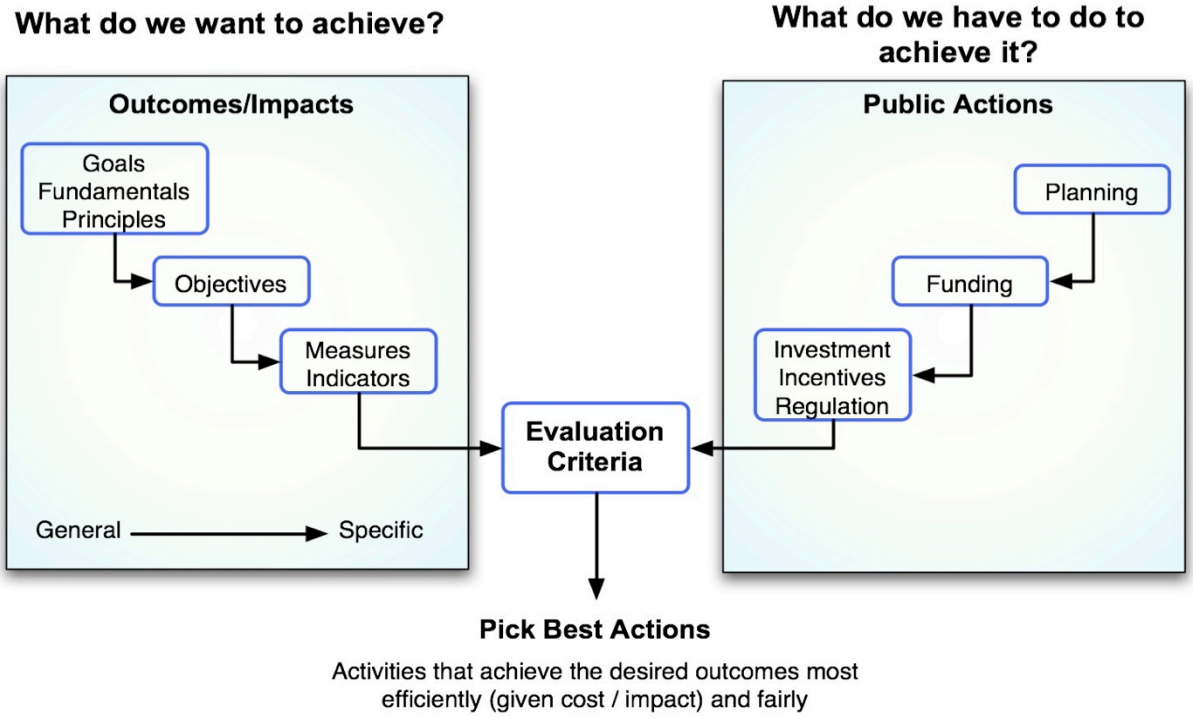
4 SED Strategy Framework

Sustainable Economic Development (SED) has many objectives and policies for achieving them. Many are specific to SED. But how policymakers generate, evaluate, package, agree on, and implement these policies is similar across issues and disciplines. This tab describes a general framework for evaluating public policy, which we use as a basis for a more detailed discussion of SED-specific policy implementation.[11]

4.1 Public Policy Framework

Figure 3 illustrates concepts central to public policy. It makes a definitional distinction between *outcomes* and *actions*. Outcomes refer to *what* the public sector wants to achieve. Actions (synonymous with "policies" in the context of this website) are *how* the public sector plans to achieve desired outcomes.

Figure 3: Framework for thinking about public policy



The box on the left shows what outcomes and impacts the public sector *wants to achieve*. As one moves from the top left of the box to the bottom right, the

[11] Much of the material in this section is adapted from work done by Terry Moore of ECONorthwest for the American Planning Association, and for the Sustainable Cities Initiative at the University of Oregon with grant assistance from the US Department of Housing and Urban Development and from the Oregon Transportation Research and Education Consortium.

statements move from the general to the specific: from theory, visions, concepts, and broad goals to specific, measurable criteria.

The box on the right lists the categories of *public-sector actions* policymakers use to achieve goals and outcomes. As one moves from the top right to the bottom left of the box, the actions move chronologically from general planning to specific implementation. A textbook process for public actions goes like this:

- Policymakers generally begin with *planning*, wherein they define the problem and objectives, generate and evaluate potential solutions, and involve stakeholders and the general public. Planning for other actions is itself an action, and usually leads to improved actions and implementation (improved in the sense that the actions achieve outcomes more efficiently, are judged to be more fair, and have more political and public support).
- Once policymakers have agreement on a plan, they proceed to secure *funding* to implement the actions suggested by the plan.
- Those public actions (policies) fit broadly into three categories: *investment* (e.g., build a facility, fund a program), *incentives* (essentially, help fund the private sector or some other non-government entity to build and operate facilities or run programs), or *regulations* (require certain actions by households, businesses, or other private or public institutions—the stick instead of the carrot).

Sidebar: Outputs versus Outcomes
A distinction often made in public policy is between *outputs* and *outcomes*. Outputs are intermediate impacts that are often measurable and correlated with desired outcomes. For example, a desired outcome may be "economic prosperity for all households." Related intermediate and measurable outputs are increases in jobs and incomes.

4.2 Consolidating and Documenting Public Choices about Actions

The document that brings together what a jurisdiction wants to achieve, and how it plans to achieve it, is a *strategy*. This Toolkit uses the term in two ways:

1. **Strategy as a Product: a document that packages goals and actions.** In other words, a strategy is a document that brings together what is wanted (left box in Figure 3) with what should be done to get it (right box). It also identifies actions that work together, and documents expectations about implementation and outcomes.
2. **Strategy as a Process: standard steps for developing and implementing that package.** This Toolkit addresses strategy as a process in Tab 4 Implementation.

Figure 3 suggests the sequential elements that a strategy document comprises:

- Vision and goals
- Possible actions
- Evaluation

- Choice and implementation

4.2.1 Vision and goals

A vision is a broad statement about a desired future, usually expressed in a few sentences. Its purpose is to build and describe consensus about a desirable future. Goals are statements about desired outcomes that add more detail to the vision.

The broadest goal for the public sector is common for all regions: make all people, in all parts of the region, over all time, "happy." In the jargon of public policy, that means trying to implement actions that "increase the public good" (or, in economic jargon, "maximize the net present value of social welfare"). In common language, governments often make their broadest goal one of improving the "quality of life" for people in a region.

A goal like increasing quality of life is too broad to serve as a basis for systematic decisionmaking: there are dozens of factors that people list as contributing to their quality of life. Thus, broad goals become sub-goals. Notwithstanding the usual comments in regional planning process about the uniqueness of a region, the categories of these sub-goals for regional planning are the same across regions, across disciplines, and over time. They relate to delivering economic prosperity, environmental quality, and urban amenities (facilities and services) in ways that are efficient (the cost constraint) and judged as relatively fair. Typical labels used to categorize the effects of public policy are:

Economy	Environment
Land Use	Infrastructure
Social	Fiscal (Revenues and Costs)
Public Process	Fairness (Equity)
Legal (usually implied)	

- In one form or another, these categories show up in most regional plans. Every effect that matters to stakeholders and the public can fit under one or more of these headings.
- These categories can compress further to fit a "triple-bottom-line" (TBL) evaluation framework. The three bottom lines are the traditional Profit (or Economics), the Planet (Environment), and People (Equity, or Social). The idea is to deliver positive effects in all those areas, while balancing those benefits against the costs of attaining them (monetary and fiscal costs, but also non-monetizable or unquantifiable negative effects on various goals).

4.2.2 Possible actions

Visions and Goals are about the destination; Actions are the path for getting there. Each jurisdiction must select a path that fits its unique circumstances and preferences. Although two jurisdictions may share the same goal, their packages of actions will probably differ.

How should such actions be organized in an SED strategy? Here are the various possibilities, all of which have logic to them:

- By implementing organization
- By funding source
- By action type
- By timing (chronologically)
- By ease of implementation
- By object influenced (factor of production)

This Toolkit uses the last option, *factors of production*: the things that businesses need to produce and sell products or services. Factors of production affect economic profitability, so businesses care about them when making decisions about expansion or location. If state and local governments want to attract businesses, and the jobs and incomes they generate, then they should focus on reducing the costs or increasing the quality of factors of production that businesses care about.

Guidance on how to select and package potential actions is available in Tab 4, Implementation. A suite of example actions is available in Tab 5, Actions Database.

4.2.3 Evaluation

As described in the step above, a typical planning or decision-making process starts with developing a list of options (choices, alternatives, possible actions). But even if all the choices were good ones (they won't be), there would not be resources to do them all. Evaluation is the process by which jurisdictions interpret, weight, and select the "best" actions. It is also the process by which jurisdictions measure the performance of selected actions. Evaluation requires:

- **Evaluation criteria**. Evaluation criteria are primarily about things a region wants to achieve (the left side of Figure 1) and the costs of achieving them. In other words, they are about the expected impacts of actions. Broadly, the criteria are about some aspect of the triple-bottom-line categories (economy, environment, equity). More specifically, they are probably about one of the nine categories of effects listed under "visions and goals" above.

- **Data and analysis**. To be useful in a public discussion, an evaluation criterion must be about something that is observable (e.g., number of jobs) or reportable (e.g., feelings of well being). In other words, it must be measureable in some way. Good performance measurement required the right data and analysis. Adequate data may not be available for smaller jurisdictions: evaluation criteria must be both theoretically sound but and practical given the data that are or will be available.
- **Interpretation and tradeoffs**. Data and analysis are often not definitive. Evaluation requires the interpretation and weighting of impacts of alternative actions, which is often more challenging, qualitative, and political than the measurement of those impacts. It is difficult to build consensus on the relative importance of the different measures or unquantifiable factors. Without that agreement, the measures are just an arsenal of data that parties can select from to press their cases. Thousands of articles and books discuss different ways to quantify, display, discuss, and ultimately place absolute or relative values on different actions based on their performance on multiple evaluation criteria.

4.2.4 Choice and implementation

Based on the results of their evaluation, policymakers ultimately select a package of best actions: ones deemed likely to achieve the visions and goals in ways that are legal, efficient, fair, and politically acceptable. The selection is always about optimizing across multiple objectives rather than maximizing on a single objective. The "best" action may be one that is not top scoring on any criterion, but is consistently second or third.

Getting agreement on a strategy (package of actions) is a first step. Policymakers must then determine how to implement and evaluate outcomes for each action. Good strategies present component actions in a common format. For example, the description of each might address:

- **Description**. The description provides an overview of the action. It answers the following questions: *what* problem does the action address? And, *how* does it address that problem?
- **Implementation**. The implementation section describes the funding, staff resources, specific sub-actions, and anticipated schedule (both implementation and outcomes) for each action.
- **Evaluation**. The evaluation section specifies who will evaluate the action, how they will do it, what performance measures and benchmarks they will use, and when they will complete the evaluation.

5 Implementation Guide

Tab 3 of this Toolkit describes a general framework for evaluating, structuring, and documenting public policy. Tab 4 discusses *implementation:* how to make progress on SED policy. It includes the following five sections:

- **Section 1: General Guidance.** What to expect as you move through the public policy process, and how to navigate this process effectively.
- **Section 2: Baseline Assessment.** A set of questions to assess your jurisdiction's current SED practice and determine which implementation guide is most appropriate for your circumstances.
- **Sections 3 through 5: Implementation Guides.** Implementation steps for jurisdictions at three different stages in the SED implementation process. Some steps are identical across stages; some are necessary in every stage but require different techniques or levels of effort at different stages; and some are unique.

The implementation guides assume that the objective is to integrate sustainability into existing economic development activities, not vice versa; the advice should be useful to professionals in either discipline.

5.1 General Guidance

5.1.1 How policy change occurs

Significant social change that is primarily voluntary (i.e., not forced by catastrophic natural or social events like floods, fires, or terrorism) requires general agreement that it is desirable, valuable, or needed. With respect to policy, such agreement usually emerges only after the idea about a particular change has been through a lifecycle. Various analysts have described that lifecycle, but one of the first formal descriptions[12] shows how ideas evolve:

Unthinkable → Radical → Acceptable → Sensible → Popular → Policy

One could add or substitute other adjectives, but the general pattern stands: ideas have to work to get accepted over time, and anyone working for such acceptance cannot easily leapfrog steps in the lifecycle. At every stage of the cycle there is a tension between those who want to move the discussion to the next stage, and those who want to keep it where it is (or take it back a stage). Understanding a particular stage of change provides insights about how to move an idea to its next stage.

[12] Joseph P. Overton, "Overton's Window." See http://en.wikipedia.org/wiki/Overton_window http://www.mackinac.org/12887

One can also think of this lifecycle as circular. Except in times of catastrophic natural events (e.g., earthquake, floods) or social upheaval (e.g., on a scale that has not happened in U.S. since World War II), change in the U.S. political system is incremental. Sweeping change rarely happens—small changes occur "at the margin."[13] Thus, the incremental adoption of small and simple policies—and the repetition of this cycle—is part of a lifecycle leading to the adoption of more comprehensive ones.

5.1.2 How to promote policy change

While policy change can be slow, there are actions that can move things forward more efficiently. Some general advice includes:

- **Start the conversation around areas of agreement**. When you identify common visions, obstacles, and goals you provide a point of departure for working together and build relationships that will be necessary to implement change. When you start with consensus on broad issues, you can work logically through these issues to a set of potential solutions (actions).
- **Be opportunistic.** Efforts to address SED are more likely to gain traction if you can tie them to current issues, agendas, and decisions.
- **Highlight the connections.** Since sustainability is about maximizing economic, environmental, and social well-being, both sustainability and economic development professionals can agree that job creation is integral to sustainability. SED does not suggest that job creation be de-emphasized; rather it seeks to promote policies that accomplish this objective in ways that account for social, environmental, and economic well-being.
- **Use the short-run to get to the long-run.** The best way for most people to evaluate a long-run vision is to focus on the short-run policies that are the first steps towards it. Focus now on moving roughly in the right direction, not on arriving specifically in some distant future at the right destination (which is probably unknowable).
- **Create synergy.** Identify opportunities to align strategies and pool resources with other departments and community stakeholders. Doing so maximizes benefits and builds a foundation for additional partnership. Refer to the action database for a sampling of policies and projects that achieve both sustainability and economic development objectives, if you need some ideas to jump-start the conversation.

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[13] This is not a new or controversial idea. The classic article, still readable and pertinent today, was written 50 years ago: Charles E. Lindblom. *The Science of "Muddling Through."* Public Administration Review, Vol. 19, No. 2 (Spring, 1959), pp. 79-88 http://www.jstor.org/stable/973677

- **Start small and deliver tangible results.** Small changes are easier to implement and can deliver results that build confidence and momentum. *Demonstration projects* can be useful since they start from the premise that they are a test. They are not a full-scale and permanent policy change and often are not expensive. Carefully chosen, they may pay for themselves. Actions related to energy efficiency are good candidates for showing quick, tangible results in dollars saved.
- **Don't over-promise**. Whether the effort is small scale or large, demonstration or permanent, keep expectations in line with likely outcomes by doing good technical work and having a good communications program.
- **Don't compromise on the core values of sustainability.** While compromise is an important part of policy change, it's not a win if core values of sustainability are short-changed. Whatever the effort, build the commitment to core values of multiple objectives, longer time horizons, and consideration of the full range and distribution of benefits and costs. If a nascent SED program did nothing more than getting decisionmakers to acknowledge the legitimacy of triple-bottom-line considerations, it would have accomplished a lot. It lets any participants in a debate about economic development policy know that elected officials will consider seriously testimony about environmental and social effects, and will try to balance multiple objectives.
- **Balance public process, technical analysis, and action.** Public involvement is necessary, but typically is incapable of satisfying all stakeholders; whatever gets done will be simultaneously criticized as insufficient and too costly. The same goes for technical analyses and action plans. The key is to work with policymakers to agree to a work plan that balances process, analysis, and action, and then follow that work plan or get approval to change it.
- **Share the credit.** SED requires the cooperation not only of sustainability and economic development professionals, but of people in other departments, agencies, and organizations. Your objective is to advance SED; sharing the credit will help you meet that objective. The people that pay and evaluate you will understand your contribution.

5.2 Baseline Assessment: Where is Your Jurisdiction Now?

Some cities, counties, and states in the U.S. already have well-developed programs for sustainability. A few are coordinating directly with their economic development departments to incorporate sustainability principles and practices into economic development policy. Most, however, are less far along with respect to sustainable economic development. That does not necessarily mean that elected officials or the public in those jurisdictions would not support certain

SED actions; it means only that they have not independently come to the conclusion that such actions are needed and have not given direction to sustainability and economic development professionals to implement them.

Since jurisdictions are in different places with respect to SED, an assessment of existing conditions is a necessary first step for jurisdictions using this implementation guide. An analysis of strengths, weaknesses, opportunities, and threats (SWOT) is one method to assess existing conditions. The goal of a SWOT analysis is to map both internal conditions that a jurisdiction can impact (characterized as strengths and weaknesses), and external conditions that it should prepare for (characterized as opportunities and threats).

A SWOT analysis is about the forces of change—social, technological, economic, financial, environmental, organizational. An understanding of these forces allows a more effective response to threats and opportunities by adjusting planning and operations. For more information on SWOT analysis for economic development, refer to the IEDC book, *Economic Development Strategic Planning*.[14]

For the specific purpose of using this Toolkit, answer the questions below about your jurisdiction to determine how best to proceed with implementation:

- Do you have a sustainability strategy? Do you have an economic development strategy?
- If you have both a sustainability strategy and an economic development strategy, where do their visions, goals, and actions align? Where do they conflict?
- Do you have staff dedicated to both sustainability and economic development, and, if so, are they working together?
- Do you have an explicit mandate or is there political will to incorporate sustainability into your economic development policy?
- Are there specific policies and programs in place to support sustainable economic development efforts? If so, what are they and how are they working?
- Do you have resources (staff or budget) dedicated to sustainable economic development efforts?

The next sections uses your answers to these questions to categorize your jurisdiction in one of three stages of SED implementation.

[14] IEDC, 2011, *Economic Development Strategic Planning*, Washington D.C.

5.3 Which Implementation Stage is Right for You?

Read the jurisdiction descriptions under each stage heading to find the description that most closely resembles your jurisdiction. While you may not fit neatly into one category, look for the best fit and click the stage title to jump to a description of implementation ideas for that stage. If you fall between stages, look at both and consider which options seem best for your circumstances.

5.3.1 Stage 1

Stage 1 jurisdictions have made little to no progress on SED. It may be that a jurisdiction does not have the basic infrastructure and services in place to engage in traditional economic development efforts.[15] Or a jurisdiction may have the basic infrastructure and services in place to retain, grow, or attract business, but lacks the resources or capacity to incorporate sustainability into economic development initiatives.

5.3.2 Stage 2

Stage 2 jurisdictions may or may not have made substantive progress on SED. What differentiates Stage 2 jurisdictions from Stage 1 jurisdictions is that they have an economic development staff person or department with a dedicated budget. These jurisdictions have the resources (although not necessarily the political capital) required to build off existing economic development actions or adopt new SED actions. Stage 2 jurisdictions may or may not have a sustainability officer or department. If they do have dedicated sustainability resources, then it is likely that the sustainability and economic development teams work largely independently, and that there are no political directives or resources to develop an integrated SED strategy.

5.3.3 Stage 3

Stage 3 jurisdictions have well developed economic development programs, and probably have a sustainability officer (and maybe a department). The departments probably have their own strategies, though some may be working together to incorporate sustainability principles and practices into economic development policy (i.e., to create SED policies).

5.4 Stage 1

Stage 1 includes the following implementation steps:

- Identify your lead staff
- Apply the SED lens

[15] More likely to be the case in smaller jurisdictions and ones in more rural areas.

- Build support

5.4.1 Identify your lead staff

As a Stage 1 jurisdiction, our assumption is that you do not have substantial staff or budget resources to dedicate toward SED. Therefore, the recommendation is to identify an existing staff person who is willing to take responsibility for coordinating SED efforts. For SED to become practice, someone must have responsibility for the design, evaluation, implementation, and coordination.

5.4.2 Apply the SED lens

An important way to make progress on SED is to add a sustainability lens to existing or planned economic development initiatives.

Using an SED lens to evaluate existing or proposed policies and projects is an excellent starting point for several reasons:

1. You can scale the scope of your evaluation to the resources you have available.
2. It is an internal action that does not require a new policy mandate or public support.
3. It allows you to integrate SED practices into your existing work.

As described in the sections defining SED and strategy, an SED lens will consider:

- **Significant social and environmental impacts**, in addition to economic impacts.
- **The distribution of those impacts** including whether benefits or burdens fall disproportionally on some groups and, if so, whether that distribution of impacts supports development goals and conforms to a standard of fairness.
- **Long run impacts** on systems into a more distant future (50 years or more for impacts to the natural environment).

The purpose of this broader evaluation is to gather more information about both the positive and negative impacts of a policy or project. It is not necessary (in part, because it is not possible) to measure and weigh all impacts; it is important not to dismiss impacts as irrelevant. How a jurisdiction weights these impacts and alternatives is subjective.

Three principles shape the evaluation process:

- Society evaluates its choices for action by looking at their impacts.

- Those impacts are of many types and can be positive or negative (benefits or costs).
- Identifying, measuring, and consolidating those benefits and costs across alternatives for action is the essence of policy evaluation.

That last point is, broadly, the definition of *benefit-cost analysis* (BCA). The appendix titled, Evaluating SED Policies, provides a summary of the basic steps (framework, measurement, and evaluation) to evaluate SED policy. The appendix titled, The Triple Bottom Line Tool, provides a summary of the BCA tool that the authors of this Toolkit recommend using to evaluate specific projects.

With a more comprehensive evaluation of existing economic development policies and projects in hand, you can clearly identify where you should dedicate resources to improve sustainability outcomes. In the immediate term, you may identify a few resources of major importance to SED and identify how to ensure they attain their highest value for sustainable economic development (e.g., a natural feature; a corridor for transit or biking; large parcels of serviced industrial land that cannot be easily replicated; an urban district ripe for redevelopment; urban farm lands). Looking forward, this evaluation process can help you identify areas for improvement (e.g., the equitable distribution of benefits and costs among jurisdiction residents). If you would like suggestions on how to make your policies more "SED-friendly," explore the action database in Tab 5.

5.4.3 Build support

Although you may not have the resources now to start working on SED-specific policies and projects, it is not too early to start preparing for the future. As discussed in the General Guidance section of this Implementation Guide, change happens incrementally. So, start building support for SED principles now.

Support can come from various sources. Three obvious starting places:

Elected officials and opinion leaders. Having a *champion* is a recommendation in all primers on political strategies. In this case a champion means someone who understands and wants to pursue SED policies, and is in a position to influence the public and decisionmakers. If such a champion exists, work with him or her: a lot can be accomplished with the right people in the right place.[16] But for getting started, the task may be to develop champions. That requires a long-term program of communication: providing information, going to meetings, setting up speaking opportunities, making connections, and more.

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[16] Chicago under Mayor Richard Daly made big leaps into sustainable urban development because it had *a champion with power.*

Jurisdiction staff. Elected officials come and go from office, but some staff members stay for 20 to 30 years. They understand how the local politics and politicians work, public opinion, state and federal requirements and programs, and many other things that can advance or stymie efforts at SED. Getting local sustainability and economic development professionals talking to each other about conflicts and shared concerns or objectives is a step toward agreements to work together on some policy or project, however small.

When talking with staff, look for areas of agreement and build on them. Look for efficiency gains and cost savings: here is how I can help you achieve more of what you want with less expense. For example, a jurisdiction may be more competitive for grants from higher levels of government or foundations because in has organized its government services around a theme of SED.

The public. Politics sometimes works the way textbooks say it does: by having citizens make their desires known to their decisionmakers, whose votes are influenced by public opinion. There is plenty of evidence of neighborhood and public interest groups having big influences on public policy.

Sharing real world examples of SED can help illustrate the concepts and make the case. Share actions from Tab 5 and elsewhere that may be relevant and compelling to your community.

Refer to the section Navigating Change on the General Guidance page for talking points and tips on keeping the SED process moving.

5.5 Stage 2

Stage 2 includes the following implementation steps:

- Enhance your staff resources
- Identify common ground
- Build support
- Apply the SED lens
- Adopt SED actions

5.5.1 Enhance your staff resources

For SED to flourish, it's essential to have staff with the responsibility for design, evaluation, implementation, and coordination. At a minimum, there should be a part-time staff person with a job description related to sustainability and SED. That person could be an employee in any existing department or office, but he or she must have clear authority for advancing SED objectives and practices.

As a Stage 2 jurisdiction, you have dedicated economic development resources, but may not have dedicated sustainability resources. If you do not have a sustainability officer or department in your jurisdiction, you may identify an existing economic development staff person to assume responsibility for coordinating SED efforts. If you have a sustainability officer or department, the recommendation is that one person from that department work as a liaison to the economic development department to incorporate sustainability principles into economic development work.

5.5.2 Identify common ground

One of the best ways to make progress on SED is to identify areas for mutual gain. This Toolkit provides a wealth of information to facilitate a conversation about SED with your sustainability or economic development counterpart as well as staff in other departments:

- Tab 2 Sustainable Economic Development explains what sustainability is and how it relates to economic development. It also provides a succinct and practical definition of economic development. *Print out the Tab 2 web content or appendix and give it to your counterpart. Use that to facilitate a conversation about why sustainability is important, how it is compatible with economic development, and what it means to merge the two practices.*
- Tab 3 provides a framework for understanding what public policy is and how jurisdictions document the process and ultimate decision. *Use the Tab 3 material as a guide to starting your own SED policy or strategy.*
- Tab 5 gives many real-world examples of SED actions. *Sit down with your counterpart and explore the action database together. Look for compelling examples of SED projects that addressed economic development and sustainability priorities in your jurisdiction. Use these examples to identify potential actions for your community and make the case that, when sustainability and economic development work together, they can leverage scarce resources to reap greater rewards.*

Refer to the section Navigating Change on the General Guidance page for talking points and tips on keeping the SED process moving.

5.5.3 Build support

The adoption of SED policies, practices, and actions requires general support. This support can come from various sources. Three obvious starting places are:

Elected officials and opinion leaders. Having a *champion* is a recommendation in all primers on political strategies. In this case a champion means someone who understands and wants to pursue SED policies, and is in a position to influence

the public and decisionmakers. If such a champion exists, work with him or her: a lot can be accomplished with the right people in the right place.[17] But for getting started, the task may be to develop champions. That requires a long-term program of communication: providing information, going to meetings, setting up speaking opportunities, making connections, and more.

Jurisdiction staff. Elected officials come and go from office, but some staff members stay for 20 to 30 years. They understand how the local politics and politicians work, public opinion, state and federal requirements and programs, and many other things that can advance or stymie efforts at SED. Getting local sustainability and economic development professionals talking to each other about conflicts and shared concerns or objectives is a step toward agreements to work together on some policy or project, however small.

When talking with staff, look for areas of agreement and build on them. Look for efficiency gains and cost savings: here is how I can help you achieve more of what you want with less expense. For example, a jurisdiction may be more competitive for grants from higher levels of government or foundations because in has organized its government services around a theme of SED.

The public. Politics sometimes works the way textbooks say it does: by having citizens make their desires known to their decisionmakers, whose votes are influenced by public opinion. There is plenty of evidence of neighborhood and public interest groups having big influences on public policy.

Refer to the section Navigating Change on the General Guidance page for talking points and tips on keeping the SED process moving.

5.5.4 Apply an SED lens

An important way to make progress on SED is to add a sustainability lens to existing or planned economic development initiatives.

Using an SED lens to evaluate existing or proposed policies and projects is an excellent starting point for several reasons:

4. You can scale the scope of your evaluation to the resources you have available.
5. It is an internal action that does not require a new policy mandate or public support.
6. It allows you to integrate SED practices into your existing work.

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[17] Chicago under Mayor Richard Daly made big leaps into sustainable urban development because it had *a champion with power*.

As described in the sections defining SED and strategy, an SED lens will consider:

- **Significant social and environmental impacts**, in addition to economic impacts.
- **The distribution of those impacts** including whether benefits or burdens fall disproportionally on some groups and, if so, whether that distribution of impacts supports development goals and conforms to a standard of fairness.
- **Long run impacts** on systems into a more distant future (50 years or more for impacts to the natural environment).

The purpose of this broader evaluation is to gather more information about both the positive and negative impacts of a policy or project. It is not necessary (in part, because it is not possible) to measure and weigh all impacts; it is important not to dismiss impacts as irrelevant. How a jurisdiction weights these impacts and alternatives is subjective.

Three principles shape the evaluation process:

- Society evaluates its choices for action by looking at their impacts.
- Those impacts are of many types and can be positive or negative (benefits or costs).
- Identifying, measuring, and consolidating those benefits and costs across alternatives for action is the essence of policy evaluation.

That last point is, broadly, the definition of *benefit-cost analysis* (BCA). The appendix titled, Evaluating SED Policies, provides a summary of the basic steps (framework, measurement, and evaluation) to evaluate SED policy. The appendix titled, The Triple Bottom Line Tool, provides a summary of the BCA tool that the authors of this Toolkit recommend using to evaluate specific projects.

With a more comprehensive evaluation of existing economic development policies and projects in hand, you can clearly identify where you should dedicate resources to improve sustainability outcomes. In the immediate term, you may identify a few resources of major importance to SED and identify how to ensure they attain their highest value for sustainable economic development (e.g., a natural feature; a corridor for transit or biking; large parcels of serviced industrial land that cannot be easily replicated; an urban district ripe for redevelopment; urban farm lands). Looking forward, this evaluation process can help you identify areas for improvement (e.g., the equitable distribution of benefits and costs among jurisdiction residents). If you would like suggestions on

how to make your policies more "SED-friendly," explore the action database in Tab 5.

5.5.5 Adopt SED actions

The Tab 5 Action Database provides examples of jurisdictions and projects that have successfully addressed both sustainability objectives and economic development objectives in a single action. Explore the Action Database for ideas on actions that may be appropriate for your jurisdiction.

5.6 Stage 3

The implementation guide for Stage 3 jurisdictions is similar to that of Stage 2 jurisdictions. What differentiates Stage 3 jurisdictions from Stage 2 jurisdictions is that are ready to address SED at a policy level. The Implementation Guide presents the strategy process as a series of steps in parallel to the way the strategy document is typically organized: vision, to goals, to data and analysis, to evaluation, to selection of actions.

This section includes the following implementation steps:

- Identify common ground
- Build support
- Apply the SED lens
- Adopt SED actions
- Develop an SED strategy

5.6.1 Identify common ground

One of the best ways to make progress on SED is to identify areas for mutual gain. This Toolkit provides a wealth of information to facilitate a conversation about SED with your sustainability or economic development counterpart as well as staff in other departments:

- Tab 2 Sustainable Economic Development explains what sustainability is and how it relates to economic development. It also provides a succinct and practical definition of economic development. *Print out the Tab 2 web content or appendix and give it to your counterpart. Use that to facilitate a conversation about why sustainability is important, how it is compatible with economic development, and what it means to merge the two practices.*
- Tab 3 provides a framework for understanding what public policy is and how jurisdictions document the process and ultimate decision. *Use the Tab 3 material as a guide to starting your own SED policy or strategy.*

- Tab 5 gives some real-world examples of SED actions. *Sit down with your counterpart and explore the action database together. Look for compelling examples of SED projects that addressed economic development and sustainability priorities in your jurisdiction. Use these examples to identify potential actions for your community and make the case that, when sustainability and economic development work together, they can leverage scarce resources to reap greater rewards.*

Refer to the section Navigating Change on the General Guidance page for talking points and tips on keeping the SED process moving.

5.6.2 Build support

The adoption of SED policies, practices, and actions requires general support. This support can come from various sources. Three obvious starting places are:

Elected officials and opinion leaders. Having a *champion* is a recommendation in all primers on political strategies. In this case a champion means someone who understands and wants to pursue SED policies, and is in a position to influence the public and decisionmakers. If such a champion exists, work with him or her: a lot can be accomplished with the right people in the right place.[18] But for getting started, the task may be to develop champions. That requires a long-term program of communication: providing information, going to meetings, setting up speaking opportunities, making connections, and more.

Jurisdiction staff. Elected officials come and go from office, but some staff members stay for 20 to 30 years. They understand how the local politics and politicians work, public opinion, state and federal requirements and programs, and many other things that can advance or stymie efforts at SED. Getting local sustainability and economic development professionals talking to each other about conflicts and shared concerns or objectives is a step toward agreements to work together on some policy or project, however small.

When talking with staff, look for areas of agreement and build on them. Look for efficiency gains and cost savings: here is how I can help you achieve more of what you want with less expense. For example, a jurisdiction may be more competitive for grants from higher levels of government or foundations because in has organized its government services around a theme of SED.

The public. Politics sometimes works the way textbooks say it does: by having citizens make their desires known to their decisionmakers, whose votes are influenced by public opinion. There is plenty of evidence of neighborhood and public interest groups having big influences on public policy.

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[18] Chicago under Mayor Richard Daly made big leaps into sustainable urban development because it had *a champion with power.*

Refer to the section Navigating Change on the General Guidance page for talking points and tips on keeping the SED process moving.

5.6.3 Apply an SED lens

An important way to make progress on SED is to add a sustainability lens to existing or planned economic development initiatives.

Using an SED lens to evaluate existing or proposed policies and projects is an excellent starting point for several reasons:

7. You can scale the scope of your evaluation to the resources you have available.
8. It is an internal action that does not require a new policy mandate or public support.
9. It allows you to integrate SED practices into your existing work.

As described in the sections defining SED and strategy, an SED lens will consider:

- **Significant social and environmental impacts**, in addition to economic impacts.
- **The distribution of those impacts** including whether benefits or burdens fall disproportionally on some groups and, if so, whether that distribution of impacts supports development goals and conforms to a standard of fairness.
- **Long run impacts** on systems into a more distant future (50 years or more for impacts to the natural environment).

The purpose of this broader evaluation is to gather more information about both the positive and negative impacts of a policy or project. It is not necessary (in part, because it is not possible) to measure and weigh all impacts; it is important not to dismiss impacts as irrelevant. How a jurisdiction weights these impacts and alternatives is subjective.

Three principles shape the evaluation process:

- Society evaluates its choices for action by looking at their impacts.
- Those impacts are of many types and can be positive or negative (benefits or costs).
- Identifying, measuring, and consolidating those benefits and costs across alternatives for action is the essence of policy evaluation.

That last point is, broadly, the definition of *benefit-cost analysis* (BCA). The appendix titled, Evaluating SED Policies, provides a summary of the basic steps

(framework, measurement, and evaluation) to evaluate SED policy. The appendix titled, The Triple Bottom Line Tool, provides a summary of the BCA tool that the authors of this Toolkit recommend using to evaluate specific projects.

With a more comprehensive evaluation of existing economic development policies and projects in hand, you can clearly identify where you should dedicate resources to improve sustainability outcomes. In the immediate term, you may identify a few resources of major importance to SED and identify how to ensure they attain their highest value for sustainable economic development (e.g., a natural feature; a corridor for transit or biking; large parcels of serviced industrial land that cannot be easily replicated; an urban district ripe for redevelopment; urban farm lands). Looking forward, this evaluation process can help you identify areas for improvement (e.g., the equitable distribution of benefits and costs among jurisdiction residents). If you would like suggestions on how to make your policies more "SED-friendly," explore the action database in Tab 5.

5.6.4 Adopt SED actions

The Tab 5 Action Database provides examples of jurisdictions and projects that have successfully addressed both sustainability objectives and economic development objectives in a single action. Explore the Action Database for ideas on actions that may be appropriate for your jurisdiction.

5.6.5 Develop an SED Strategy

Choosing goals

There are a myriad of things that voters (in general) and interest groups (in particular) want government to do. They also want to keep tax rates and fees in check. That leaves governments in the same position as businesses and households (and of any person or group trying to make efficient and fair use finite resource): it has to choose.

The social sciences related to decisionmaking (economics, political science, business, planning, and more) have been studying the problem of choice for over 100 years. It is relatively easy to get agreement on broad goals, such as improving economic prosperity and environmental quality. Building consensus on specific actions is more difficult, as this process requires tradeoffs, balancing, and compromising of individual interests.

Choosing possible actions

Goals provide the vision for the destination; actions are the path for getting there. Each jurisdiction must select a path that fits its unique situation and needs. Although two jurisdictions may share the same goal, their packages of actions

will probably differ. Selecting a potential package of actions is an iterative process (key considerations in italics):

- First, review the *professional literature and strategies from similar jurisdictions* to identify potential categories of actions to address different goals. At this point, the categories should be broad. In the field of economic development, policymakers might organize a high-level list of action alternatives by factor of production. For example, if the goal were to increase economic prosperity, an action category to consider would be labor, and a subset would be workforce education and training. In the field of sustainability, policymakers might organize a list of action alternatives by the system impacted. For example, if the goal were to reduce waste, the action category to consider would be materials management.
- Narrow the list of potential action alternatives to those that directly affect *problems unique to the jurisdiction*. Each jurisdiction will have challenges that it must address to realize its goals. For example, a jurisdiction with the goal of increasing economic prosperity may know that its permitting process is slow and its fees high relative to its neighbors. In this case, it would probably focus on actions to increase government efficiency; workforce education and training might be a lower priority action category. Identify both economic development and sustainability problems, so that you can look for actions that address both objectives.
- Make a *preliminary assessment of potential impacts* to arrive at the final list of action categories. Once the list of possible actions includes only those categories that are appropriate to both the goal and jurisdiction, then policymakers will go through an iterative evaluation process to refine that list to the selected actions. This evaluation process is the subject for the next section.

Evaluating and selecting actions

A strategy document is a package of actions. Getting the best package (or, more realistically, one of the better packages) is not likely without some evaluation of the possibilities. Three principles shape the evaluation process:

- Society evaluates its choices for action by looking at their impacts.
- Those impacts are of many types and can be positive or negative: benefits or costs.
- Identifying, measuring, and consolidating those benefits and costs across alternatives for action is the essence of policy evaluation.

That last point is, broadly, the definition of *benefit-cost analysis* (BCA). Thousands of books, journal articles, and administrative rules describe BCA techniques. You can use BCA to evaluate both policies and projects. The appendix titled,

Evaluating SED Policies, provides a summary of the basic steps (framework, measurement, and evaluation) to evaluate SED policy. The appendix titled, The Triple Bottom Line Tool, provides a summary of the BCA tool that the authors of this Toolkit recommend using to evaluate specific projects.

6 Actions

This tab provides examples from around the U.S. of actions that jointly pursue economic development and sustainability objectives. SED actions may be implemented on their own or, ideally, as part of a strategy process as described in Tab 3. This list of actions is by no means exhaustive; there are many more types of SED actions and places that have or are in the process of implementing innovative SED projects. This section provides a broad sampling of these projects.

6.1 How to access SED actions in this Toolkit

There are three ways to access actions in this Toolkit.

- Use the search function at the top right corner of the screen to search for a keyword or phrase.
- Scan through a list of actions here, which shows you the title and SED attributes addressed for each action.
- Select a sustainability attribute and/or an economic development attribute here, and see a list of all the actions that address the selected attribute(s).

6.2 How SED actions are organized in this Toolkit

Each SED action provides

- A brief description
- Sample indicators and measures
- A list of economic development and sustainability attributes
- References to related plans and programs.

The economic development attributes are organized by "factors of production": the things that businesses need to produce and sell products or services. Factors of production affect economic profitability, so businesses care about them when making decisions about expansion or location. If a jurisdiction wants to attract and retain businesses and the jobs and incomes they generate, then an important area to focus on is reducing the costs or increasing the quality of factors of production that businesses care about. As described in Tab 2, this Toolkit organized several standard factors of production into four broad categories:

- **Land and built space**. Most businesses require a physical space (e.g., office, warehouse, factory, or storefront). Economic development efforts that support this factor of production address the supply and cost of land and buildings (e.g., planning, entitlement, zoning,

Possible Ways to Organize Economic Development Actions

A wide range of economic development policies and actions are available to cities for influencing the level and type of economic development. How should such actions be organized in a SED strategy? Here are the various possibilities, all of which have logic to them:

By implementing organization

By funding

By policy type

By timing

By ease of implementation

By object influenced (factor of production)

This Toolkit uses the last option: factors of production

brownfield redevelopment, land assembly, land cost write-down, building improvements).

- **Local infrastructure and local services**. For a business and its building to function properly, they need access to appropriate infrastructure and services. At a minimum, most businesses require access to the following key infrastructure: electricity, water, transportation, and telecommunication connections.
- **Labor and entrepreneurship**. Businesses need employees who are available, trained, and productive. A specialized subset of labor is entrepreneurs, as owners or managers. Economic development policies that address labor and entrepreneurship address education (K – 12, college and university) and training. Quality infrastructure and amenities, noted above, also support this factor by helping to attract and retain a talented labor pool.
- **Access to suppliers and consumers.** Where the land and buildings are located matters at both the interregional and intraregional level. Some businesses need to be close to natural resources to reduce the cost of hauling raw material inputs. Others have strong needs for certain types of intermediate products (e.g., steel, oil, specialized product components) or for a variety of services (e.g., financial, legal). For yet others, the location of markets and final customers factors heavily into location decisions.

  A region cannot do anything about its locational attributes; it is where it is. It can, however, work on attributes that increase its accessibility such as improving the quality or decreasing the cost of transportation or communications infrastructure. In addition, places with concentrations of certain types of business create economies that reduce costs of production for those businesses.

The sustainability attributes fall under two categories: the natural environment, and the social environment.

There are several ways to consider environmental factors. One could, for example, categorize on the basis of human use (as productive resources), function, or type. No categorization is perfect. For the purposes of this database, we organize actions with respect to their impact on major systems as follows:

- **Water quantity and quality.**
- **Air quality and energy.** Energy and air quality are combined because of the related effects of extracting and burning fossil fuels (but the connection is not there for renewable energy sources). Issues of climate change would be in this category.

- **Open space and habitat preservation.** The resource of land in the context of its importance as habitat for animals and plants.
- **Materials management.** Waste can be a pollutant to water, air, or land resources if not properly handled.

Similarly, there are many ways to consider social factors; for example, by type of impact such as health, education, income, livability. For the purposes of this database, we organize actions into two general categories:

- **Community development.** This large category covers everything that contributes to the social well-being of people and communities: quality and affordable housing; healthy food, health facilities and care; safety and security; opportunities for shopping, entertainment, and recreation; and more.
- **Equity.** Though we think equity is best considered as a cross-cutting issue for all types of impacts, however, because it is frequently referred to as the third "E" of the triple bottom line it is given its own category.

Each SED action will address one or more economic attributes (factors of production) AND one or more sustainability attributes (the natural environment *or* the social environment). Figure 4 shows the matrix of possible options.

Figure 4: Database Layout

SED Action Framework		The Natural Environment				The Social Environment	
		Water Quality and Quantity	Energy and Air Quality	Open Space and Habitat	Waste and Materials	Community Development	Equity
The Economy	Land and Built Space						
	Labor and Entrepreneurship						
	Business Clusters and Access to Markets						
	Local Infrastructure and Services						

6.3 Action Examples

This section provides a suite of action possibilities. Only *some* actions are truly SED actions (meaning they are economic development actions that address a sustainability factor). Many are sustainability actions that do not directly address economic development, or are potential SED actions that would require further

investigation. This set of examples is intended to inspire discussion, not to provide a recommendation for specific actions to make progress on SED.

6.3.1 Affordable Housing

Provide development incentives for mixed-use affordable housing developments. This action supports community diversity and equity, and can help businesses by lowering the cost of housing for labor and increasing the diversity of the local labor pool.

Economic Development Attributes

Businesses rely on the availability of productive workers (**labor**) at all levels in their organizations. Housing is usually the single largest household expense, followed by transportation. Higher-density housing, especially if subsidized by incentives, can reduce total housing costs directly, and can indirectly reduce transportation costs by increasing access and reducing the need for vehicle ownership and its related costs. Mixed-use buildings create cost savings and opportunities for various types of businesses.

Sustainability Attributes

Housing affordability is correlated with unit size and density. Density can make the provision of certain public services less costly, reduce motor-vehicle trips and emissions (improve **air quality**), and reduce the conversion of agricultural and natural lands to developed lands (maintain **open space and habitat**). Mixed-income housing supports diversity and **equitable access** to jobs, opportunities, and amenities.

Potential Indicators

- Number of affordable units built
- Diversity of households occupying or financially capable of occupying the housing (income and race/ethnicity)
- Housing density relative to existing housing stock
- Location of housing relative to services; walkability score; combined monthly housing and transportation cost

Related Plans and Programs

St. Louis, MO: City of St. Louis Sustainability Plan
https://www.stlouis-mo.gov/government/departments/planning/documents/upload/130219%20STL%20Sustainability%20Plan.pdf

Adopted on January 9th, 2013, by the City of St. Louis Planning Commission, the City of St. Louis Sustainability Plan sets forth a number of objectives, strategies, and actions to make a more competitive and sustainable St. Louis. The plan creates an overarching framework and actionable steps to reach the long-term sustainability goals of the city.

6.3.2 Agricultural and Forest Protection District

Create Shoreline, Agricultural, and Forest Protection Districts to support areas that are well suited for wood fiber and food production and compatible activities, such as wildlife and habitat restoration. This action supports the development of natural resource production in these areas, while also concentrating industrial and commercial activities in parts of the city/county that are better suited for them.

Indicators and Measures

- Share of the county/municipal area zoned for the specific production and conservation of natural resources

Economic Development Attributes

A primary goal of this action is to preserve the availability of valuable **natural resource** assets for businesses and future generations.

Sustainability Attributes

Shoreline, Agricultural, and Forest protection districts allow numerous uses, ranging from proper resource management to **open space and habitat** restoration, while also contributing to improved **water quality** and **air quality**.

Related Plans and Programs

Central Minnesota, MN: Model Comprehensive Plan Policies and Model Ordinances to Implement the Livability Principles, Central Minnesota Sustainable Development Plan

The Central Minnesota Model Comprehensive Plan Policies and Model Ordinances provides an array of sustainable development best practices for policy makers working with large and small cities and at the county level. This document supports the

http://www.resilientregion.org/cms/files/Model_Comprehensive_Policies_and_Ordinances_to_Implement_the_Livability_Principles.pdf

Baudette, MN: Agricultural and Forest Protection District

The Baudette, Minnesota, Agriculture and Forest Protection District, serves to "protect areas of the community which are well suited for production of food, fiber, and wood fiber" and to minimize issues surrounding conflicting land use.

http://www.ci.baudette.mn.us/vertical/Sites/%7B21C036DF-0831-4AF5-964F-F27EC85ABE06%7D/uploads/2468_0001.pdf

6.3.3 Appoint a Sustainability Manager

Cities can appoint a sustainability manager or liaison in pertinent departments to push forward sustainability goals.

Potential Indicators and Measures

- Number of city employees
- Number of city departments

Economic Development Attributes

Adding a sustainability manager will improve coordination across sustainable economic development initiatives, thereby improving local services.

Sustainability Attributes

The manager will serve to further **community development** goals and improve outcomes.

Related Plans and Programs

Fort Worth, TX: Sustainable City Actions

Fort Worth is working to create a website for sustainable development to improve community relations.

http://fortworthtexas.gov/sustainability/default.aspx?id=66564

6.3.4 Brownfield Remediation

Cities can appoint a sustainability manager or liaison in pertinent departments to push forward sustainability goals.

Potential Indicators and Measures

- Number of city employees
- Number of city departments

Economic Development Attributes

Adding a sustainability manager will improve coordination across sustainable economic development initiatives, thereby improving local services.

Sustainability Attributes

The manager will serve to further **community development** goals and improve outcomes.

Related Plans and Programs

Fort Worth, TX: Sustainable City Actions

Fort Worth is working to create a website for sustainable development to improve community relations.

http://fortworthtexas.gov/sustainability/default.aspx?id=66564

6.3.5 Car Share

Create a city-sponsored car-sharing program. In doing so, the city will increase the number of transit options for residents and potentially reduce rates of car ownership.

Potential Indicators and Measures

- Number of participants
- Number of vehicles in fleet
- Utilization rate

Economic Development Attributes

Car sharing has potential to increase urban density and take cars off of the road. In turn, it can improve the value of **land and built space**.

Sustainability Attributes

Car sharing programs increase the number of transit options and can make using a car more affordable. This can have impacts on **equity**, while simultaneously improving **air quality**.

Related Plans and Programs

Baltimore, MD: Annual Sustainability Report

Baltimore's 2013 Annul Sustainability Report lays out a number of successful actions and overarching goals to improve environmental health, quality of life, and economic well being.

http://www.baltimoresustainability.org/sites/baltimoresustainability.org/files/AR2013_FINAL_web_small.pdf

6.3.6 Clean Economy

Use incentives such as tax abatements, and coordinate/fund cluster development strategies, business attraction and retention programs focused on clean and green technologies.

Indicators and Measures

- Percent increase and retention of clean/green tech companies

Economic Development Attributes

This action will support the development of green business and encourage green **entrepreneurship**. Moreover, it will contribute to the formation of a greener supply chain and **access to markets**.

Sustainability Attributes

The development and retention of green and clean tech companies will help to increase the city's overall environmental sustainability to **conserve energy and improve water and air quality**.

Related Plans and Programs

San Antonio, TX: "Mission Verde: Building a 21st Century Economy." January 2009.

The City of San Antonio's "Mission Verde" focuses on city initiatives, transportation and land use, energy infrastructure, clean and green tech, sustainable buildings, and community outreach.

San Antonio, TX: Mission Verde Alliance

http://www.missionverde.org/

"Our mission is to serve as a catalyst for the development and the use of clean technologies for a sustainable economy for the San Antonio region through advocacy, education, and outreach."

6.3.7 Clean Tech Cluster Strategy

Use incentives such as tax abatements, and coordinate/fund cluster development strategies, business attraction and retention programs focused on clean and green technologies.

Indicators and Measures

- Percent increase and retention of clean/green tech companies

Economic Development Attributes

This action will support the development of green business and encourage green **entrepreneurship**. Moreover, it will contribute to the formation of a greener supply chain and **access to markets**.

Sustainability Attributes

The development and retention of green and clean tech companies will help to increase the city's overall environmental sustainability to **conserve energy and improve water and air quality**.

Related Plans and Programs

San Antonio, TX: "Mission Verde: Building a 21st Century Economy." January 2009.

The City of San Antonio's "Mission Verde" focuses on city initiatives, transportation and land use, energy infrastructure, clean and green tech, sustainable buildings, and community outreach.

San Antonio, TX: Mission Verde Alliance

http://www.missionverde.org/

"Our mission is to serve as a catalyst for the development and the use of clean technologies for a sustainable economy for the San Antonio region through advocacy, education, and outreach."

6.3.8 Clean Tech Supply Chain

Identify and utilize local manufacturers throughout the supply chain in clean tech development projects.

Indicators and Measures

- Number of manufacturing jobs
- Median income in manufacturing

Economic Development Attributes

Supporting and strengthening the local supply chain in clean technologies will support the growth and development of a sustainable **business cluster**, attracting a greater number of businesses and increasing **access to markets**. In addition, it will support local **entrepreneurs**, providing them opportunities for expansion and growth.

Sustainability Attributes

By focusing on the creation of manufacturing jobs within the city, the city can focus on reducing unemployment in historically underemployed demographics (e.g. high school graduates).

Related Plans and Programs

Portland, OR: Portland Economic Development Strategy

http://pdxeconomicdevelopment.com/docs/Portland-Ec-Dev-Strategy.pdf

The 2009 Portland Economic Development Strategy is a 5-year plan that seeks to build on Portland's strengths as a leader in sustainability worldwide. Ranging from attracting and retaining a greater number of clean tech firms to building upon accomplishments in global trade, Portland's Economic Development Plan offers a number of unique strategies and actions to promote sustainable growth.

Provide resources and fund community organizations working on projects and initiatives closely aligned with sustainable economic development goals.

6.3.9 Community Organizations

Provide resources and fund community organizations working on projects and initiatives closely aligned with sustainable economic development goals.

Indicators and Measures

- Number of participating organizations

Economic Development Attributes

Working with community organizations that specialize in improving specific services will support the city in meeting its targets **more efficiently**. In addition, the local organizations and entrepreneurs will provide jobs directly in the community.

Sustainability Attributes

By utilizing organizations within the community, the city works to improve the community from the inside out.

Related Plans and Programs

Vancouver, BC: Greenest City, 2020 Action Plan, Vancouver, British Columbia

http://vancouver.ca/files/cov/Greenest-city-action-plan.pdf

Through a number of measurable action strategies, Vancouver's Greenest City Action Plan provides a path for Vancouver to become the greenest city in the world by 2020.

6.3.10 Eco-Districts

Use policy tools to establish Eco-districts that focus on green infrastructure and redevelopment in targeted neighborhoods. Eco-districts may serve as trying grounds for new technologies and hubs for sustainable industries.

Indicators and Measures

- Number of blocks that are in Eco-districts
- Number of businesses in Eco-districts
- Total annual energy savings

Economic Development Attributes

Eco-districts have the potential to dramatically improve the **local infrastructure, and land and built space** within an area. By focusing on green infrastructure and clean technologies, the area will become a site of interest for businesses and environmentally conscious consumers.

Sustainability Attributes

By concentrating businesses and activities that focus on sustainability, Eco-districts will support sustainable **materials management** practices**, improve water and air quality,** and facilitate **community development** in the targeted neighborhood.

Related Plans and Programs

Portland, OR: Portland Economic Development Strategy

http://pdxeconomicdevelopment.com/docs/Portland-Ec-Dev-Strategy.pdf

The 2009 Portland Economic Development Strategy is a 5-year plan that seeks to build on Portland's strengths as a leader in sustainability worldwide. Ranging from attracting and retaining a greater number of clean tech firms to building upon accomplishments in global trade, Portland's Economic Development Plan offers a number of unique strategies and actions to promote sustainable growth.

Vancouver, BC: Vancouver Economic Development Plan

http://www.vancouvereconomic.com/userfiles/VEC-EAS_DEC2011_final.pdf

The Vancouver Economic Development Plan, issued in 2011 and looking forward to 2020, focuses on environmental responsibility, global investment and trade, and attracting a talented and versatile workforce.

6.3.11 Energy and Resource Center

Establish a clean energy and resource recovery center, selling clean energy in the community and providing a hub for recycling and reuse.

Indicators and Measures

- Energy sold (watts)
- Number of participating businesses

Economic Development Attributes

By creating a hub for clean energy and resource reuse, the city can increase **access to markets**, and alleviate pressure on finite **resources** used for fuel.

Sustainability Attributes

Using clean energy can **improve water and air quality**, while facilitating increased recycling and reuse has the potential to **improve the management of materials** and protect natural resources.

Related Plans and Programs

Sarasota, FL: Sarasota County Strategic Recommendations Report

http://www.globalurban.org/Sarasota_County_Strategic_Recommendations_Report.pdf

Growing the Sustainable Economy in Sarasota County put forth a number of recommendations to attract and support entrepreneurial talent, business development, and expand the green economy in greater Sarasota, Florida.

6.3.12 Green Energy Purchasing Program

Establish purchasing pools that allow small businesses to pool their purchasing power and obtain clean energy at lower marginal rates.

Indicators and Measures

- Number of participating businesses
- Cost per unit of energy

Economic Development Attributes

This program supports economic development by improving **local infrastructure** and reducing the cost of doing business.

Sustainability Attributes

Reducing the use of energy derived from fossil fuels improves **air quality**

Related Plans and Programs

Philadelphia, PA: Greenworks Philadelphia 2013 Progress Report

http://www.phila.gov/green/PDFs/Greenworks2013ProgressReport_Web.pdf

Philidelphia's Fourth Annual Greenworks Progress Report reviews the improvements made since the plans release in 2009 and the further steps needed to meet long-term sustainability targets.

Philadelphia, PA: Philly Buying Power

"Philly Buying Power (PBP), a City-endorsed program, aggregates small- and medium-size businesses into large electricity-buying pools that can attract lower rates than businesses can find on their own. PbP pur- chased over 46 million kilowatt hours for more than 400 properties in 2012, and the businesses received 100% green energy for less than the default market price."

6.3.13 Green Infrastructure

Provide grants to community groups to implement green infrastructure projects. Any efficient improvement to infrastructure is supportive of economic development. Green infrastructure projects like stormwater management may reduce the costs of that management. Even if the construction or operation cost is equivalent or greater, green infrastructure can provide other benefits like the preservation of open space and habitat, which improves quality of life, one factor in drawing a more highly-skilled workforce.

Economic Development Attributes

Green infrastructure projects improve **local infrastructure**. If the infrastructure is more efficient than tradition infrastructure, than the marginal effect will be to make economic activity more efficient. In addition, there is the possibility that the infrastructure will create an environmental amenity that businesses can leverage to attract more skilled **labor.**

Sustainability Attributes

Green infrastructure and sustainable stormwater management preserve **open space and habitat**, which, in turn, supports **community development**.

Potential Indicators

- Number of green infrastructure projects completed

Related Plans and Programs

New York, NY: "PlaNYC: A Greener, Greater New York." The City of New York. Updated April 2011.
http://www.nyc.gov/html/planyc/html/home/home.shtml

PlaNYC, published by the Mayor and City of New York, addresses challenges and introduces initiatives to build a "greener, greater, New York." This plan focuses on physical aspects of the city and is intended to complement other City plans addressing crime, poverty, education, public health, and social services.

NYC Green Infrastructure Program
http://www.nyc.gov/html/dep/html/stormwater/using_green_infra_to_manage_stormwater.shtml

The Department of Environmental Protection (DEP) runs the NYC Green Infrastructure Program, which designs, constructs, and maintains sustainable green infrastructure practices.

6.3.14 Green Jobs Training

Coordinate and fund green jobs training and continuing education. The goal is twofold: (1) to create a workforce that is more conscientious of its environmental impact; and (2) to provide diverse, hands-on training opportunities that prepare trainees with the skills and experience required to obtain a job in a target industry.

Indicators and Measures

- Program participation
- Number of participants that gain employment upon completion of the program
- Number of participants from minority populations

Economic Development Attributes

Expanding continuing education and workforce training opportunities improves the **labor force**. A quality labor force with the right skillset supports the retention, growth, and attraction of businesses in target industries.

Sustainability Attributes

A green jobs training program can address sustainability objectives at multiple levels. At the individual level, programs that include training on green business practices can support the development of workers (in turn, businesses) that recycle, use less energy, and are more conscientious of **the natural environment**. At the firm or industry level, programs that provide participants with specialized industry skills can help a region to attract businesses in a specific industry or

subset of industries that have a positive impact on the natural environment. These training programs can also improve community **equity** if they reserve program spots for segments of the community with relatively high unemployment.

Related Plans and Programs

Chicago, IL: Sustainable Chicago: 2015. City of Chicago.

http://www.cityofchicago.org/city/en/progs/env/sustainable_chicago2015.html

Sustainable Chicago: 2015, published by the Mayor and City of Chicago, addresses challenges and identifies key actions critical to the sustainability of the City. The seven sustainability categories are: Economic Development and Job Creation; Energy Efficiency and Clean Energy; Transportation Options; Water and Wastewater; Parks, Open Space, and Healthy Food; Waste and Recycling; and Climate Change.

Greencorps Chicago

http://www.cityofchicago.org/city/en/depts/cdot/provdrs/conservation_outreach greenprograms/svcs/greencorps_chicago.html

Greencorps Chicago is a green industry job-training program for individuals with barriers to employment. The nine-month classroom/hands-on program seeks to promote environmental stewardship and increase quality of life.

Greencorps Youth Program

Greencorps Youth is a collaboration between the Department of Family and Support Services, Chicago Department of Transportation, and Chicago Public schools aimed at providing high school students with summer workforce training in horticulture and recycling. The program provides high-school students with an intensive six-week summer training program and offers internships to students throughout the school year.

6.3.15 Green Jobs

Double the number of low and high-skill green jobs by funding city green infrastructure and weatherization projects. Additionally, develop a strategy for green workforce development and provide workforce training through funding and coordination.

Indicators and Measures

- Increase in low and high-skill green jobs

Economic Development Attributes

Increasing **jobs** in target industries will contribute to a better-trained and more educated workforce. By improving the quality of the labor supply, this action will support business retention and expansion in target industries.

Sustainability Attributes

The jobs created in target industries will further the environmental goals of creating a more energy efficient city by **reducing energy consumption**.

Related Plans and Programs

Philadelphia, PA: City of Philadelphia. *Greenworks Philadelphia*. 2009.

Greenworks Philadelphia builds on a local climate action plan and considers five area of sustainability: energy, environment, equality, economy, and engagement. This short-term plan provides actions for Philadelphia to meet its 2015 targets.

Energy Coordinating Agency

http://ecasavesenergy.org/

The ECA helps Philadelphia's population conserve energy and promotes a sustainable and socially equitable energy future. They work to repair energy systems, weatherize homes, help with water conservation programs, conduct community worships, run green job training, provide energy and budget counseling, and assist with utility payments.

6.3.16 Landlord Support

Educate landlords on the benefits associated with green leases for both residential and commercial buildings by creating a training or marketing program for tenants and landlords. Green lease requirements assure that tenants can make energy efficiency upgrades and improvements during their lease.

Indicators and Measures

- Increase in green leases
- Number of attendees at green lease educational sessions

Economic Development Attributes

The ability to make energy efficiency upgrades allows companies' to lower costs, making them more competitive in the marketplace while also increasing the value of the **land and built space**.

Sustainability Attributes

Increasing energy efficiency of commercial and residential buildings will assist in **reducing energy** consumption city-wide.

Related Plans and Programs

Richmond, VA: RVAGreen: A Roadmap to Sustainability, 2011.

http://www.richmondgov.com/Sustainability/documents/RVAGreen_ARoadmapToSustainability.pdf

The City of Richmond's "Roadmap to Sustainability" is a plan to achieve three sustainability goals: improved quality of life, a healthy environment, and enhanced economic development/job creation. It focuses on five specific areas to achieve these goals: economic development, energy, environment, open space & land use, and transportation.

6.3.17 Living Roof Incentive

Offer incentives to commercial developers for building green roofs. Green roofs offer a variety of environmental benefits while improving the quality of the land and built space.

Indicators and Measures

- Number of living roofs
- Acres of living roofs

Economic Development Attributes

By supporting the development of living roofs, the city is improving the quality of the **built environment** and making the city more desirable, thereby attracting people into the **labor** pool.

Sustainability Attributes

Living roofs help manage stormwater runoff, **reduce energy use**, and provide **wildlife habitat space** within the city.

Related Plans and Programs

Pittsburgh, PA: Pittsburgh Climate Action Plan, Version 2.0

http://pittsburghclimate.org/wp-content/uploads/2011/12/Pittsburgh-Climate-Action-Plan-Version-2-FINAL-Web.pdf

The 2012 Pittsburgh Climate Action Plan develops a sector-based strategy to reducing greenhouse gas emissions, targeting the following sectors: government, business, community, and higher education.

Philadelphia, PA: Philadelphia Green Roof Tax Credit

http://www.phillywatersheds.org/whats_in_it_for_you/residents/green-roofs

Philadelphia offers a rebate for 25 percent of the cost of building a green roof, up to $100,000.

6.3.18 Local Foods Supplier Support

Rework food safety legislation with small local businesses and producers in mind. Often food safety regulations are written with a focus on large suppliers and can be expensive for smaller and newer firms, thereby limiting their ability to start-up and expand.

Indicators and Measures

- Number of local farms
- Number of local jobs in agriculture

Economic Development Attributes

Decreasing and streamlining the regulatory requirements for small food sector businesses has potential to expand the supply of locally produced food, facilitate **industry growth**, and support **entrepreneurs**.

Sustainability Attributes

Providing access to high quality locally grown food is increasingly demanded in the marketplace. Local food has potential to improve environmental quality while **increasing access to healthy food**.

Related Plans and Programs

USDN, A Roadmap For City Food Sector Innovation & Investment

http://usdn.org/uploads/cms/documents/roadmap-for-city-food-sector-innovation-and-investment.pdf

The USDN Roadmap for City Food Sector Innovation and Investment provides examples of best practices and investment strategies to improve local food systems, in regards to economic development, health and nutrition, environmental benefits, and socioeconomic disparities.

6.3.19 Local Foods Initiatives

Coordinate the development of local foods initiative. This program may include multiple actions, such as:

- A community supported agriculture (CSA) farmshare program that coordinates the delivery of locally-sourced food products to households or businesses,
- An urban agriculture program that redevelops vacant or blighted parcels in an urban area for agricultural production (i.e., a community garden), and
- A farmer's market program that improves access to food in food deserts.

Economic Development Attributes

A local foods initiative can support economic development on several levels. Directly, it improves **access to markets** for local food producers. Indirectly, it improves access to healthy food, which has a positive impact on quality of life and, in turn, the ability for businesses to attract a higher quality workforce.

Sustainability Attributes

A local foods initiative has the greatest impact on sustainability when it is located in a low-income food desert. By providing access to healthy foods in such areas, these programs improve **equity**. If the program involves the creation of a community garden or farmers market, it can also catalyze **community development** by creating a space for residents to gather and interact.

Potential Indicators

- CSA participation
- Acres of urban agriculture
- Number/share of farmers markets receiving SNAP benefits

Related Plans and Programs

Baltimore, MD: Homegrown Baltimore
http://archive.baltimorecity.gov/government/agenciesdepartments/planning/baltimorefoodpolicyinitiative/homegrownbaltimore.aspx

Homegrown Baltimore is a city program designed to encourage residents to source their food locally. It includes a CSA (community-supported agriculture) program, an urban agriculture program, and it is working to remove barriers to farmers markets, particularly in food deserts.

6.3.20 Local Green Procurement

Implement government procurement policies that favor the purchase of (1) "green" products and services, and (2) products from local businesses.

Economic Development Attributes

The implementation of government procurement policies that favor the purchase of locally sourced goods and services creates demand for local business, thus supporting their **access to markets**.

Sustainability Attributes

The implementation of government procurement policies that support the consumption of environmentally-friendly goods and services supports all aspects of the natural environment, including **water and air quality, habitat preservation, and energy and waste reduction.**

Potential Indicators

- Number of government agencies/departments with local or green purchasing policies
- Dollar value or percent of purchases that are green

Related Plans and Programs

A number of cities have implemented local, green procurement policies for their government agencies. These policies are generally contained in a sustainability plan. This Toolkit includes two plan links for your reference.

Chicago, IL: "Sustainable Chicago: 2015." City of Chicago.
http://www.cityofchicago.org/city/en/progs/env/sustainable_chicago2015.html

"Sustainable Chicago: 2015," published by the Major and City of Chicago, addresses challenges and identifies key actions critical to the sustainability of the City. The seven sustainability categories are: Economic Development and Job Creation; Energy Efficiency and Clean Energy; Transportation Options; Water and Wastewater; Parks, Open Space, and Healthy Food; Waste and Recycling; and Climate Change.

Nashville, TN: 'Together Making Nashville Green." June 2009.
http://www.nashville.gov/Portals/0/SiteContent/Sustainability/GRC_Report_090701.pdf

This report to Nashville's mayor from the Green Ribbon Committee on Environmental Sustainability contains goals and recommendations to contribute to the greening of Nashville. The report contains 16 goals and 71 action recommendations, spanning the short and long term.

Miami-Date County, FL: "GreenPrint: Our Design for a Sustainable Future." December 2010. http://www.miamidade.gov/greenprint/pdf/plan.pdf

"GreenPrint" includes key sustainability priorities of the government, city, and economic partners. Goals include a vibrant economy, healthy community, responsible land use, smart transportation, a clean environment, water and energy efficiency, reduction of climate change vulnerability, and strong leadership, connections, and commitment.

6.3.21 Main Street Development

The National Main Street Center has developed a four-point approach for revitalizing the economy and community in neighborhood business districts. Under this approach, economic development agencies:

- Coordinate partnerships and activities among stakeholders in the Main Street district,
- Invest in and coordinate streetscape improvements,
- Recruit new businesses to the area, and
- Market evens and businesses to attract visitors.

Economic Development Attributes

The Main Street approach catalyzes economic development by supporting **entrepreneurship** (marketing businesses and coordinating business activities), and improving **local infrastructure.**

Sustainability Attributes

By revitalizing underutilized areas and improving local neighborhood business districts, the Main Street program facilitates **community development.**

Potential Indicators

- Dollars invested in redevelopment efforts
- Numbers of new businesses and jobs

Related Plans and Programs

Main Street

http://www.preservationnation.org/main-street/about-main-street/#.U_vCt7xdXf4

The Main Street program is a four-point approach to revitalizing neighborhood business districts, which cities and towns across the country have implemented with success.

6.3.22 Market the Creative Class

Market the high quality of life of a city, focusing on its arts and cultural amenities and job opportunities in innovative industries. First and foremost, the goal is to

attract young professionals, which will improve the quality of the labor pool. In doing so, this action will have the secondary effect of increasing demand for local businesses in culture and the arts, which supports community development.

Indicators and Measures

- Share of workforce in 'creative class' occupations
- Number of monthly arts events

Economic Development Attributes

Increasing the amenities available with a targeted approach to attract young professionals will support the local **labor** market by expanding the available labor pool, enabling businesses to find better-suited candidates.

Sustainability Attributes

Supporting access to opportunities and affordable amenities in the arts, culture, and design, supports **community development** by expanding access to a broad range of goods and services.

Related Plans and Programs

St. Louis, MO: City of St. Louis Sustainability Plan

https://www.stlouis-mo.gov/government/departments/planning/documents/upload/130219%20STL%20Sustainability%20Plan.pdf

Adopted on January 9th, 2013, by the City of St. Louis Planning Commission, the City of St. Louis Sustainability Plan sets forth a number of objectives, strategies, and actions to make a more competitive and sustainable St. Louis. The plan creates an overarching framework and actionable steps to reach the long-term sustainability goals of the city.

Oakland, CA: Marketing Oakland for Arts, Culture and Entertainment

http://www2.oaklandnet.com/Government/o/CityAdministration/d/EconomicDevelopment/o/CulturalArtsMarketing/index.htm

The Oakland Marketing and Special Events program works to promote arts, culture, entertainment, and amenities that can be found in the city, with a focus on attracting business and revitalizing neighborhoods.

6.3.23 Market the Diverse Economy

Market the city and create cooperative partnerships to attract a wider range of businesses and industries. With the goal of economic diversification and

expanding access to a broad range of goods and services, cities should support expanded retail commercial services and industrial development.

Indicators and Measures

- Number of new businesses each year
- Increased industry concentrations and clusters

Economic Development Attributes

The focus on economic diversification supports growth by increasing **access to markets**, for both the supply chain of businesses and for consumers.

Sustainability Attributes

By increasing the availability of a broad range of goods and services, including access to healthy food, shopping, and entertainment, economic diversification supports **community development**.

Related Plans and Programs

Central Minnesota, MN: Economic Development Policy Analysis For the Cities of Long Prairie, Little Falls, Walker, Brainerd, and Wadena

http://www.resilientregion.org/cms/files/Economic%20Development%20Policy%20Analysis%20-%20Merged.pdf

The Economic Development Policy Analysis For the Cities of Long Prairie, Little Falls, Walker, Brainerd, and Wadena, analyzes policies and best practices relating to land use and economic development.

Long Prairie, MN: Southwest Industrial Park - Prairie Business Development Center

http://www.longprairie.net/index.asp?SEC=D26DF969-3001-4AF4-84D5-7CA6EA32501E&Type=B_BASIC

With funding from and Economic Development Agency grant, Long Prairie, MN, an industrial business park and incubator, is providing access to affordable industrial space and a business support network.

6.3.24 Materials Marketplace

Coordinate business assistance programs aimed at improving recycling, repair, and reuse. The City of Austin has developed a business assistance program, the Material Marketplace, that facilitates business-to-businesses material exchange.

Potential Indicators and Measures

- Number of participating businesses
- Percent of waste diverted
- Employment in waste management services

Economic Development Attributes

By improving **access to markets**, the Material Marketplace program can reduce the cost of material disposal and acquisition for local businesses.

Sustainability Attributes

Recycling assistance programs provide businesses with tools to improve their management of **waste and materials**.

Related Plans and Programs

Austin, TX: Austin Recycling Economic Development Program

Austin's Zero Waste Master Plan is striving to divert 90 percent of waste by 2040. The Recycling Economic Development Program is a multi-faceted program across multiple departments to help build new recycling markets.

http://austintexas.gov/recyclingecodev

6.3.25 Parks Maintenance

Invest in an expanded parks maintenance program.

Indicators and Measures

- Increase in park quality

Economic Development Attributes

By increasing investment in the maintenance of parks, the city directly employs people in the city and improves the amenity value and quality of life in a given area indirectly attracting others into the local **labor** pool.

Sustainability Attributes

Better-maintained parks increase the quality of public space and livability of a city, thereby supporting **community development** goals. In addition, many parks actively support **habitats and open space** for animals and plants.

Related Plans and Programs

Richmond, VA: RVAGreen: A Roadmap to Sustainability. City of Richmond. 2011.

http://www.richmondgov.com/Sustainability/documents/RVAGreen_ARoadmapToSustainability.pdf

The City of Richmond's "Roadmap to Sustainability" is a plan to achieve three sustainability goals: improved quality of life, a healthy environment, and enhanced economic development/job creation. It focuses on five specific areas to achieve these goals: economic development, energy, environment, open space & land use, and transportation.

Richmond Department of Parks, Recreation, and Community Facilities.

http://www.richmondgov.com/Parks/index.aspx

The City of Richmond's Department of Parks, Recreation, and Community Facilities provides and maintains parks, recreation facilities, and programs that are accessible and cost effective. Goals include cultural unity, affordability, livability, and healthy lifestyle.

6.3.26 Pedestrian Improvements

Through improvements to pedestrian corridors, the city can work to make walking safer, more convenient, and more enjoyable. Enhancing the walkability of neighborhoods can help cities meet multiple economic development goals.

Potential Indicators and Measures

- Increase in pedestrian corridor improvements
- Reduced VMT
- Increase in average daily walking commutes

Economic Development Attributes

Making streets feel safer and making walking more enjoyable will improve the desirability of living in the city. Therefore, it will have the impact of supporting the local **labor** market.

Sustainability Attributes

Pedestrian improvements have potential to reduce the amount of **air pollution** produced from driving, while also improving **quality of life.**

Related Plans and Programs

Atlanta, GA: Power to Change Plan

Atlanta's Power to Change Plan is a comprehensive plan focused on environmental and economic sustainability.

http://p2catl.com/wp-content/uploads/2014/07/Power-to-Change-Plan-2014.pdf

6.3.27 Privatized Recycling and Reuse

Offer incentives and maintain available land for the private sector recycling and reuse industry. Partner with regional agencies to provide clear standards and assist businesses in these industries. Pursue opportunities to support complimentary businesses in the recycling and reuse business cluster.

Indicators and Measures

- Industry employment
- Number of businesses

Economic Development Attributes

Preserving industrial land and supporting the private recycling and reuse industry will reduce the costs for those businesses in starting up and continuing to operate, thereby allowing for job growth and expansion in that industry.

Sustainability Attributes

Recycling and reuse is a key component of **waste reduction** and sustainable economic development. By helping private industry succeed in decreasing waste, this program can lower the costs for government to provide waste services and reduce the raw materials needed for production.

Related Plans and Programs

Oakland, CA: Oakland Zero Waste Strategic Plan

http://www2.oaklandnet.com/oakca/groups/pwa/documents/policy/oak025986.pdf

In 2006, the Oakland City Council adopted a goal of Zero Waste by 2020, prioritizing upstream solutions to prevent waste, expanding recycling programs, and identifying ways to better inform the public.

6.3.28 Reduce Permit Fees

Incentivize the installation of alternative energy systems by reducing permit fees necessary for energy system installation projects.

Potential Indicators and Measures

- Number of participating properties
- Total energy reduction

Economic Development Attributes

The permitting process and associated fees can deter businesses from transitioning to alternative energy systems. Cities can decrease the cost and

burden of the permitting process to encourage greater use of alternative energy in commercial and residential properties, thereby improving the quality of the **land and built space**.

Sustainability Attributes

By sourcing a greater share of energy from alternative sources, one property at a time the city can work to reduce its carbon footprint. In addition, energy improvements require and create middle-skill jobs in the local community.

Related Plans and Programs

Fort Worth, TX: Sustainable City Actions

Fort Worth is working to create a website for sustainable development to improve community relations.

http://fortworthtexas.gov/sustainability/default.aspx?id=66564

6.3.29 Regional Green Jobs Training

Finance and establish a regional Green Jobs training center while also promoting awareness of the clean economy. In addition, economic development organizations can create a clean economy task force to further sustainable economic development goals.

Indicators and Measures

- Number/share of green jobs in the regional economy

Economic Development Attributes

Supporting green businesses and industries can support the growth of clean economy entrepreneurs with potential benefits for associated businesses.

Sustainability Attributes

Strengthening the green economy poses numerous potential **environmental benefits** while facilitating **community development** and supporting environmental and social **equity**.

Related Plans and Programs

Philidelphia, PA: Greenworks Philadelphia 2013 Progress Report

http://www.phila.gov/green/PDFs/Greenworks2013ProgressReport_Web.pdf

Greenworks Philadelphia builds on a local climate action plan and considers five area of sustainability: energy, environment, equality, economy, and engagement. This short-term plan provides actions for Philadelphia to meet its 2015 targets.

Richmond, CA: Solar Richmond

http://www.solarrichmond.org/

Solar Richmond provides job training and placement services in the solar industry for low income and underemployed residents of Richmond, California. Through partnerships with the city, local organizations, and local businesses, Solar Richmond is able to successfully train and find employment in the green economy for people in at risk groups.

6.3.30 Revolving Funds

Use revolving funds to assist property owners in making site and building improvements. A possible focus is on improving access to affordable housing and social service facilities. Such improvements should lead to improvements in several aspects of urban livability.

Indicators and Measures

- Number of property and building improvements completed with revolving loan funds
- Value (cost) of building improvements
- Changes in business activity (measured as sales or customer traffic)
- Surveys of neighbor residents and customers regarding effects of the improvements

Economic Development Attributes

Making site and building improvements can increase the quantity and improve the quality of available **land and built space** for businesses and residents. Indirectly, policies that improve quality of life and access to amenities can help attract **labor** and reduce the compensation required to retain it. The loans provide financial capital that can increase business growth with timely investment. The management of those loans can increase the **entrepreneurship** of small businesses.

Sustainability Attributes

Expanding access to goods and services that contribute to greater social well-being and quality of life supports **community development**, a primary attribute of sustainable economic development.

Related Plans and Programs

Central Minnesota, MN: Economic Development Policy Analysis For the Cities of Long Prairie, Little Falls, Walker, Brainerd, and Wadena

http://www.resilientregion.org/cms/files/Economic%20Development%20Policy%20Analysis%20-%20Merged.pdf

The Economic Development Policy Analysis For the Cities of Long Prairie, Little Falls, Walker, Brainerd, and Wadena, analyzes policies and best practices relating to land use and economic development.

6.3.31 Site Rehabilitation

Provide resources and incentivize for the rehabilitation of historic buildings, vacant land, and under-utilized sites to maximize the use of existing buildings and infrastructure in economic development strategies.

Indicators and Measures

- Number of under-utilized sites that were improved

Economic Development Attributes

Improving the **land and built space** to augment the quantity or quality of available properties is a key component of sustainable economic development.

Sustainability Attributes

Maximizing the use of pre-existing land and built space will support **materials management** by reducing the need for additional raw materials.

Related Plans and Programs

St. Louis, MO: City of St. Louis Sustainability Plan

https://www.stlouis-mo.gov/government/departments/planning/documents/upload/130219%20STL%20Sustainability%20Plan.pdf

Adopted on January 9th, 2013, by the City of St. Louis Planning Commission, the City of St. Louis Sustainability Plan sets forth a number of objectives, strategies, and actions to make a more competitive and sustainable St. Louis. The plan creates an overarching framework and actionable steps to reach the long-term sustainability goals of the city.

Central Minnesota, MN: Economic Development Policy Analysis For the Cities of Long Prairie, Little Falls, Walker, Brainerd, and Wadena

http://www.resilientregion.org/cms/files/Economic%20Development%20Policy%20Analysis%20-%20Merged.pdf

The Economic Development Policy Analysis For the Cities of Long Prairie, Little Falls, Walker, Brainerd, and Wadena, analyzes policies and best practices relating to land use and economic development.

6.3.32 Subsidize Transit

Subsidize metro tickets, utilize car sharing, and expand transit options in neighborhoods with reduced mobility. Make public transportation more affordable by augmenting costs with gas, sales, or parking taxes.

Indicators and Measures

- Transit ridership
- Average commute times by neighborhood

Economic Development Attributes

Expanding transit options improves **local infrastructure** and access to amenities found in a city.

Sustainability Attributes

Increasing the mobility of neighborhoods provides for more **equitable** access to jobs, goods and services, and the recreational activities found within a city. In this way, it also supports community development.

Related Plans and Programs

St. Louis, MO: City of St. Louis Sustainability Plan

https://www.stlouis-mo.gov/government/departments/planning/documents/upload/130219%20STL%20Sustainability%20Plan.pdf

Adopted on January 9th, 2013, by the City of St. Louis Planning Commission, the City of St. Louis Sustainability Plan sets forth a number of objectives, strategies, and actions to make a more competitive and sustainable St. Louis. The plan creates an overarching framework and actionable steps to reach the long-term sustainability goals of the city.

Seattle, WA: Low Income Fare Program

http://www.kingcounty.gov/council/news/2014/February/Metro_fares.aspx

In February 2014, the King County Council created a low-income fare program to ensure equitable access to transportation and mobility.

6.3.33 Tax Increment Financing

Implement tax increment financing to catalyze investment and increase access to downtown with a focus on increasing the long-term viability of the downtown business community and increasing access to the services and opportunities in the urban core.

Indicators and Measures

- Total investment resulting from TIF programs
- Change in market value of areas with increased access to downtown

Economic Development Attributes

Increasing access to downtown from neighborhoods will improve **consumer access to businesses** and improve **local infrastructure**. Expanding access to amenities, goods, and services will also serve to strengthen the **labor** market at the margin.

Sustainability Attributes

By improving neighborhood access to the services and opportunities of downtown, this action will support **equity** and **community development** within the city.

Related Plans and Programs

Central Minnesota, MN: Economic Development Policy Analysis For the Cities of Long Prairie, Little Falls, Walker, Brainerd, and Wadena

http://www.resilientregion.org/cms/files/Economic%20Development%20Policy%20Analysis%20-%20Merged.pdf

The Economic Development Policy Analysis For the Cities of Long Prairie, Little Falls, Walker, Brainerd, and Wadena, analyzes policies and best practices relating to land use and economic development.

Providence, RI: Providence Streetcar

https://www.providenceri.com/efile/2050

The City of Providence, Rhode Island, is using tax increment financing in conjunction with other funds to expand access to downtown and the interconnectedness of surrounding neighborhoods.

6.3.34 Timber Management

Establish timber management practices in areas prone to wildfires, thereby reducing the risks of potential wildfires and the associated economic damages while allowing companies to source their raw materials locally.

Indicators and Measures

- Number of acres managed
- Reduced probability of damages from wildfires

Economic Development Attributes

Activities that support proper timber management include thinning the forest, or selectively removing trees to improve the overall health and biodiversity of the rest of the stand. By allowing companies to remove a select number of trees, proper forest management practices can increase the **supply of available timber**. In doing so, the city will also decrease the probability of a potentially economically devastating wildfire.

Sustainability Attributes

Proper forest management improves the overall health of the tree stand, increasing the growth rate of the remaining trees, improving **air quality and increasing biodiversity**.

Related Plans and Programs

This action was compiled from previous work at ECONorthwest.

Ruidoso, NM: Community Forest Management Plan

http://firewise.org/wildfire-preparedness/be-firewise/success-stories/new-mexico/Village-of-Ruidoso?sso=0

The Village of Ruidoso has established a Community Forest Management Plan with an objective of managing the potential for ground fires. The village works with the community to remove and recycle forest debris, protect old and large trees, and prioritizes forest health to reduce the risk of a fire hazard.

6.3.35 Tree Reuse Program

Establish a tree recycling and reuse program for trees removed from city parks and property. Trees removed from the city can be used by local manufacturers, reducing the need for raw materials and supporting local businesses.

Indicators and Measures

- Number of trees donated

- Number of participating businesses

Economic Development Attributes

In donating a valuable **natural resource** to local businesses, the city is supporting local manufacturers and **entrepreneurs** that find creative, and profitable, repurposes for the trees and fiber removed from city property.

Sustainability Attributes

By opening up the possibilities for alternative uses of trees removed from parks, the tree recycling program reduces the demand for raw materials from local businesses and improves **materials management**.

Related Plans and Programs

Pittsburgh, PA: Pittsburgh Climate Action Plan, Version 2.0

http://pittsburghclimate.org/wp-content/uploads/2011/12/Pittsburgh-Climate-Action-Plan-Version-2-FINAL-Web.pdf

The 2012 Pittsburgh Climate Action Plan develops a sector-based strategy to reducing greenhouse gas emissions, targeting the following sectors: government, business, community, and higher education.

Urbanwood, Southeast Michigan

http://urbanwood.org/

Urbanwood in Southeast Michigan works to reclaim and reuse felled city trees, providing them to local lumber mills and returning a portion of the lumber back to the city in the form of tables and benches.

6.3.36 Two Way Streets

Fund the conversion of one-way streets to two-way streets in an effort to reduce travel times and vehicle-miles traveled (VMT).[19]

Indicators and Measures

- Number of streets converted
- Reduction in congestion and VMT

[19] This action presumes that two-way streets will, in fact, reduce travel times. That outcome is situation-specific. It is listed here as an action to consider, and one that has been tried and judged effective in the case study area.

Economic Development Attributes

Where appropriate, this conversion can improve **local infrastructure**, thereby reducing congestion, travel time, and VMT. Increasing access and mobility for businesses, their suppliers, and their customers with cost-effective transportation improvements lowers the cost of doing business.

Sustainability Attributes

Reductions in congestion and VMT, all else being equal, **conserve energy** and **reduce air pollution**.

Related Plans and Programs

Richmond, VA: RVAGreen: A Roadmap to Sustainability. City of Richmond. 2011.

http://www.richmondgov.com/Sustainability/documents/RVAGreen_ARoadmapToSustainability.pdf

The City of Richmond's "Roadmap to Sustainability" is a plan to achieve three sustainability goals: improved quality of life, a healthy environment, and enhanced economic development/job creation. It focuses on five specific areas to achieve these goals: economic development, energy, environment, open space & land use, and transportation.

6.3.37 Urban Agriculture

Fund and coordinate efforts for the repurposing of appropriate publically- and privately-owned vacant lots or underutilized land for urban agriculture.

Indicators and Measures

- Number of lots repurposed

Economic Development Attributes

Repurposing vacant or underutilized lots for urban agriculture improves the quality of life in a neighborhood, which businesses can use to attract higher skilled **labor**. In cases where there are adjacent vacant lots, the repurposing of one lot can bring activity to the area, improving the desirability of **land and built space** for new businesses.

Sustainability Attributes

Urban agriculture increases access to fresh and high quality food, which can eliminate food deserts and support **community development and equity**.

Related Plans and Programs

Richmond, VA: RVAGreen: A Roadmap to Sustainability. Richmond, VA. 2011.

http://www.richmondgov.com/Sustainability/documents/RVAGreen_ARoadmapToSustainability.pdf

The City of Richmond's "Roadmap to Sustainability" is a plan to achieve three sustainability goals: improved quality of life, a healthy environment, and enhanced economic development/job creation. It focuses on five specific areas to achieve these goals: economic development, energy, environment, open space & land use, and transportation.

6.3.38 Urban Forestry

Develop and maintain an urban forest program intended to help provide services to the community and protect locally available natural resources.

Indicators and Measures

- Number of acres

Economic Development Attributes

By creating an urban forest program, the city protects the availability of **natural resources** into the future and indirectly improves the **labor** market by increasing the amenities available to the public.

Sustainability Attributes

In addition to providing numerous environmental benefits to the city, an urban forest program can be at the core of **community development**, improving quality of life, access to recreation and other amenities.

Related Plans and Programs

Nashville, TN: Together Making Nashville Green

http://www.treesnashville.org/pdfs/GRC_Report_070109.pdf

In 2009, Together Making Nashville Green set 16 goals and 71 recommendations to advance the sustainability of the city, with actions ranging from short-term changes ("Quick Wins") to long-term projects and structural shifts.

Austin, TX: Urban Forestry Program

http://austintexas.gov/department/urban-forestry

Austin's urban forest provides the City and its citizens with "millions of dollars annually in social, economic, and ecological benefits".

6.3.39 Wastewater

Develop and implement a plan to improve waterways in an effort to support the health of local ecosystems while improving water quality.

- Upgrade wastewater treatment plants to achieve higher standards
- Provide incentives for green infrastructure
- Restore and create wetlands
- Improve habitat for aquatic species
- Work with communities to facilitate sustainable stormwater management practices

Indicators and Measures

- Decreased contaminants in water
- Acres of restored and protected wetlands
- Population growth in aquatic species

Economic Development Attributes

Businesses rely on consistent access to clean water and other **natural resources**. Improving the quantity and quality of local water resources is central to the long-term health of the business community and industries that rely on healthy waterways within the region.

Sustainability Attributes

By improving wetlands and upgrading wastewater treatment plants, this plan works to improve **water quality** and increase the availability of **open space and habitat preservation**.

Related Plans and Programs

PlaNYC: A Greener, Greater, New York

http://s-media.nyc.gov/agencies/planyc2030/pdf/planyc_2011_planyc_full_report.pdf

PlaNYC, published by the Mayor and City of New York, addresses challenges and introduces initiatives to build a "greener, greater, New York." This plan focuses on physical aspects of the city and is intended to complement other City plans addressing crime, poverty, education, public health, and social services.

Portland, OR: Willamette Watershed Projects

https://www.portlandoregon.gov/bes/53294

Willamette Watershed Projects in Portland, Oregon, include numerous stormwater, habitat, and watershed improvements.

6.3.40 Yakima Basin

Coordinate federal, state, and local funding to improve regional water and fishery management practices.

Indicators and Measures

- Change in fish population
- Available supply of water resources

Economic Development Attributes

The proper management of water is critical to the long-term health of fisheries and agriculture in a region. Improving the ways in which rivers, reservoirs, and dams function can have a significant impact on both the environment and water security.

Sustainability Attributes

By strengthening the quality of the water systems, cities and regions can support local habitats and ecosystems for fish and other animals. In addition, improved waterways can support recreation and higher quality of life for residents of the region.

Related Plans and Programs

This action was compiled from previous work at ECONorthwest.

Yakima River Basin Project

http://www.ecy.wa.gov/programs/WR/cwp/YBIP.html

The Yakima Basin Integrated Water Resource Management Plan was the result of coordinated efforts across numerous organizations, water districts, federal, state, and local governments. The Plan works to improve fish habitat, surface water storage, market-based reallocation, groundwater storage, and water conservation.

6.3.41 Zoning Density

Through regulation, implement zoning changes that promote higher density and mixed-use development with a focus on affordable housing. For example, remove parking requirements on new multi-family residential buildings.

Indicators and Measures

- Increase in density
- Land use shifts (to mixed-use)

Economic Development Attributes

Allowing higher density development will increase the available **land and built space** for businesses and residents, encouraging more concentrated communities and increasing the availability of affordable housing. In addition, it has the potential to reduce sprawl and protect **natural resources** on the periphery of the city.

Sustainability Attributes

Allowing for higher density development will decrease travel and limit suburban sprawl, creating a more sustainable and efficient built environment, **conserving energy and natural resources**.

Related Plans and Programs

Richmond, VA: RVAGreen: A Roadmap to Sustainability, 2011.

http://www.richmondgov.com/Sustainability/documents/RVAGreen_ARoadmapToSustainability.pdf

The City of Richmond's "Roadmap to Sustainability" is a plan to achieve three sustainability goals: improved quality of life, a healthy environment, and enhanced economic development/job creation. It focuses on five specific areas to achieve these goals: economic development, energy, environment, open space & land use, and transportation.