

Revere Gas & Appliance: **Sustainability Visioning Session Workbook**

Presented June 10, 2010

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The Sustainability Challenge

While the past century has brought extraordinary improvements in human health and medicine, public education, and material well-being, the unintended side effect has been the destruction of ecosystems, the undermining of human needs, and a way of life that cannot continue for much longer. The consequences of living beyond the planet's means is that ecosystems are being run down, resources are disappearing, and waste is accumulating in the air, land and water. The resulting impacts--such as clean water shortages and climate change--are putting the well-being and development of all nations at risk. Some scientists believe that human civilization is in its early signs of decline, take for instance the following global issues:

- An estimated 50,000 plant and animal species will become extinct in the coming decades; in the tropics, ecosystem destruction is so severe that 60,000 plant species, 25% of the world's total, could be lost by 2025.
- 31 countries with a collective population of half-a-billion people are experiencing chronic water shortages. This may reach 3 billion people in 50 countries within 25 years. The vast majority of this water-stressed population will live in Africa and South Asia.
- As CO₂ emissions from the burning of fossil fuels rise, the Earth is heating up. Seven of the ten hottest years in the past 130 years occurred during the 1990s. Hotter air makes the water cycle run faster which leads to more intense storms and more rainfall.
- The majority of the world's oil has already been discovered, and many scientists predict that oil production will peak in the next five years.
- The annual catch in 13 of the world's 15 major fishing zones has declined and in four of those - three in the Atlantic and one in the Pacific oceans - the catch has shrunk by a startling 30%.
- Over 80% of Americans believe that they buy and consume far more than they need.
- Over 40% of all tropical forests have been destroyed and another acre is lost each second.
- More than 100 million Americans live in urban areas where the air is officially classified by the EPA as unsafe to breathe.
- In the Asian, African and Latin American countries, well over 500 million people are living in what the World Bank has called "absolute poverty"
- As of 2008, the World Bank has estimated that there were an estimated 1,345 million poor people in developing countries who live on \$1.25 a day or less

Add the fact that we're adding about 74 million people to the planet every year, it seems that mankind is rapidly outgrowing the planet's ability to sustain us.

Sustainability Defined

Although sustainability has many definitions, one of the most commonly accepted is: **'Meeting our needs while not compromising the ability of future generations to meet theirs.'** (Brundtland Commission, 1987).

Sustainability as a Lens

Sustainability is a framework, not a theory or practice that operates separately from the rest of a business. Think of it like a lens that helps you see relationships between issues and more accurately forecast what may occur in the future. It enhances "old school" profit-focused ways of thinking by forcing you to see our world as a whole system, more accurately reveal threats and opportunities, and see relationships between social, economic, and environmental trends.

Just think, now that you are educated in seeing things through a lens of sustainability, the world will never look the same again!

Triple Bottom Line

Sustainability takes into account and aims to optimize not only economic factors but also environmental and social ones, or what is often referred to as the triple bottom line: people, planet, profit. The idea is that these three are intimately connected and one cannot take precedence over the other two without, in the long term, harming the whole.

- **"People"** (human capital) pertains to fair and beneficial business practices toward labour and the community and region in which a corporation conducts its business.
- **"Planet"** (natural capital) refers to sustainable environmental practices. A TBL company endeavors to benefit the natural order as much as possible or at the least do no harm and curtail environmental impact.
- **"Profit"** (financial capital) is the economic value created by the organization after deducting the cost of all inputs, including the cost of the capital tied up. It therefore differs from traditional accounting definitions of profit.



Exercise 2: Revere’s Triple Bottom Line

In the table below, list Revere’s biggest opportunities or challenges under each area:

Social	Environmental	Economic

Sustainability as a Strategic Issue

The benefits of sustainability to an organization depend on the size of the business and the type of sustainable practices employed, and may be difficult to quantify. However, it is clear that sustainability is something that is now becoming mainstream and will be increasingly expected of companies.

Benefits of Pursuing Sustainability

- Reduce energy, waste and costs
- Brand differentiation
- Get ahead of future regulations
- Drive innovation
- Open new markets
- Attract and retain employees
- Improve your image with shareholders and the public
- Reduce legal risk and insurance costs
- Provide a higher quality of life

Threats of Not Pursuing Sustainability

- Liability for pollutants
- Supply shortages
- Attacks on your image
- Legal risks
- Losing market share

As can be seen from the factors above, **sustainability is a strategic issue that should be incorporated into regular strategic planning.**

Focus on the Propane Industry

Propane: the 'Other White Meat' of Alternative Fuels?

From CNET.com

Curtis Donaldson, the CEO and president of CleanFuel USA, thinks that propane doesn't get its due as a transportation fuel.

His company on Monday is expected to announce that its propane engine system has been certified for use by the California Air Resources Board, a more stringent regulation than what the majority of other U.S. states use.

CleanFuel USA is pitching propane as a desirable alternative fuel for school buses and other fleet vehicles.

CleanFuel USA supplies pumps and a propane engine system for medium-duty trucks, including vehicles such as school buses and fleets of delivery vehicles.

What's likely to be the primary reason that fleet operators would purchase propane-powered vehicles? Cost. Propane is priced between \$2.39 and \$2.59 a gallon, while diesel is over \$4.50.

In addition, propane stacks up well environmentally against diesel and gasoline because it has lower levels of particulates, nitric oxide, and carbon dioxide emissions, Donaldson said. Fleet owners, such as schools, are also eligible to get a 50 cent per gallon federal tax credit.

Propane is made during the production of natural gas and as a byproduct of gasoline refining from crude oil. It won't displace gasoline in a large way anytime soon--there are only about 200,000 propane-powered vehicles in the U.S. right now, Donaldson said.

But he believes that propane can be a part of a bigger menu of fuels options.

And unlike ethanol, there's already a infrastructure to distribute it, Donaldson said. "In every little town in America, there's a propane distributor."

Exercise 3: Risks & Opportunities

What are Revere's opportunities in pursuing sustainability?

What are Revere's risks in *not* pursuing sustainability?

Step B: Baseline

“What gets measured gets managed.”

-Peter Drucker

This section is complete with exercises to help us understand where Revere is starting in its sustainability initiatives.

Baseline Exercise 1: High-Level Impact Assessment

Instructions

Use the diagram on the handout provided. For each ‘bubble’, discuss the following:

- 1. Specific Examples** - What currently happens in each of these areas?
- 2. Criteria** - what would a sustainable version of each area of the impact assessment diagram look like?
- 3. Ideas** - what project ideas are beginning to emerge from this analysis? Where are our high impact areas? Where would it make sense to begin our journey toward sustainability?

Key Terms

- **Energy** - includes all of the power (electricity, natural gas, propane, etc.) needed to run your operation, as well as the fuel used to transport people and products
- **Materials** - are all the inputs and products that go into your products and are consumed by your administrative functions
- **Processes** - refer to the major activities that occur within your organization. If you are a Manufacturing organization, then certainly this includes your production processes. If you are a service organization, then at the very least this would likely include meetings, document creation, customer interactions, etc.
- **Facilities** - refer to your physical plant or the buildings that you occupy
- **Employees** - are meant to include the work environment and your key human resources policies
- **Waste** - is all the ‘non-product’ that leaves your facility

- **Product or Service** - is obviously what you deliver to your customers, along with any unintended side effects
- **Community** - refers to the relationship that you have with the community (local and/or global) within which you operate
- **Industry** - is meant to address your involvement and influence over your industry

	Examples	Criteria	Possible Projects
Processes			
Major Inputs: Energy			
Major Inputs: Materials			

	Examples	Criteria	Possible Projects
Major Outputs: Products & Services			
Major Outputs: Residual Products/Waste			
Relationships: Industry			
Relationships: Community			

Summary of Findings

What are Revere Gas's largest impacts (name 3-5)?

1.

2.

3.

4.

5.

Step C: Compelling Vision

“A vision is not just a picture of what could be; it is an appeal to our better selves, a call to become something more.”

-Rosabeth Moss Kanter;

Creating a Vision for Sustainability

There are various approaches to developing a sustainability vision. Organizations often find great value from having both an introductory vision statement that captures the highest aspirations and purpose of the organization as well as a number of strategic goals that provide clarity on the vision statement and will help shift your organization from its current reality (as discovered in the baseline) to a future where it is aligned with the sustainability principles.

Our approach requires us to identify long-term strategic goals. Articulating a vision through strategic long-term goals (instead of or in addition to short, broad aspirational vision statements) has proven to be a useful approach from a decision-making perspective. Strategic goals are easy to relate to, make the vision more tangible, are easy to build into governance systems, and spark ideas for actions. These goals provide the high-level direction that will guide the generation of your organization’s specific actions and the creation of your implementation plan (Step D).

The desired outcome of creating a compelling sustainability vision is to define the parameters of success for your organization in a sustainable society. As with the baseline analysis, the vision is rooted in sustainability principles. It also answers the question, What would the characteristics of the organization be if its operations and policies were fully aligned sustainability principles? The vision should be meaningful for people in your organization and expressed in a way that can be easily understood.

Many organizations develop short, broad, aspirational vision statements. Such statements can be inspirational and helpful in summarizing the desired outcome. Often, they are not enough to provide concrete direction for planning and decision making. Therefore, the most important element of a compelling sustainability vision are **long-term strategic goals** that add depth and meaning to broad visionary statements.

The strategic goals serve two functions: they provide the organization with attractive targets and define the ‘sustainability gap’ that lies between your vision of future success and the reality of your current sustainability performance (as determined in the baseline).

An effective sustainability vision is:

- **Desirable:** Does it appeal to the long-term interests of employees, customers, owners, and others who have a stake in the organization?
- **Focused:** Is it clear enough to provide guidance in decision making?
- **Flexible:** Is it general enough to allow individual initiative and alternative responses in light of changing conditions?
- **Communicable:** Is it easy to communicate; can it be successfully explained within five minutes?
- **Imaginable:** Does it convey a picture of what the future could look like?
- **Feasible:** Does it comprise realistic, attainable (although challenging) goals?
- **Describes a sustainable outcome:** Does it address all the organization’s key sustainability challenges?

Visioning Exercise 1: Stakeholder Statements

Split into four groups. Each group will be in charge of one of Revere's four major stakeholder groups: 1) Customers, 2) Employees, 3) Industry Stakeholders/Competitors, 4) Community Stakeholders. For each stakeholder, imagine what this group would say about Revere Gas in a successful, sustainable future.

Record your thoughts on large pieces of paper. Once you have had enough time to come up with five or six statements, share them with the group.

This is an exercise in imagination and vision. Don't compromise your vision because you think it can't be done. Instead, start from a perspective where frequently mentioned barriers have been overcome, e.g. where government policies support sustainable industries, or where systems are in place to take back used materials.

Visioning Exercise 2: Strategic goals

Considering your conversation on stakeholders, **identify five to seven strategic goals** that answer the following question: What are the five to seven major strategic goals that Revere Gas would need to achieve in order to be considered sustainable? In other words, what would we need to do to address all the major sustainability challenges we identified in the baseline? You may find these questions useful to get started:

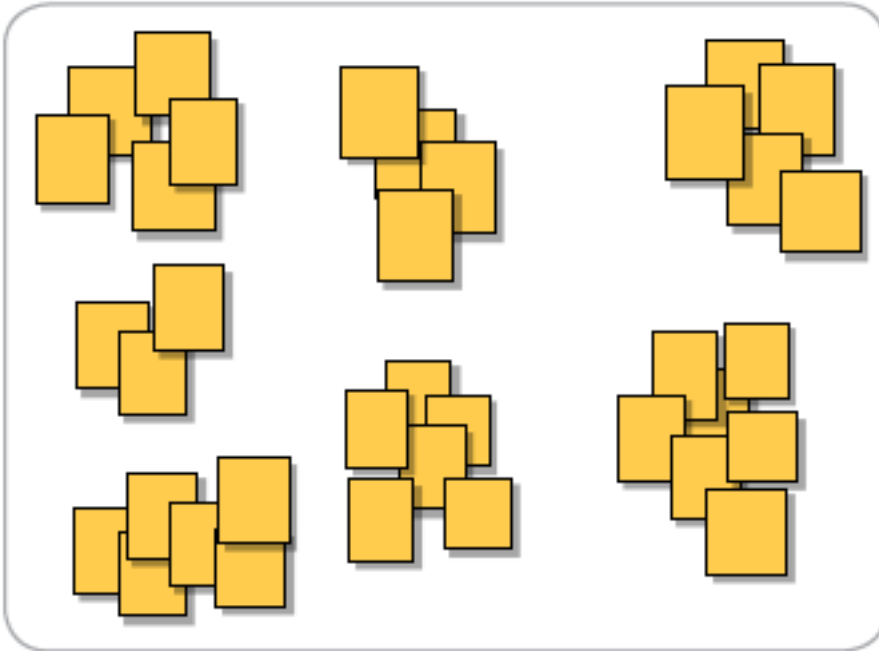
- How could Revere *make the same products* or deliver the same services that it does today, but in alignment with the sustainability principles?
- How could Revere *meet its own needs and the needs of its customers*, in different ways than it does today?
- What would Revere's facilities, materials, processes, transportation, energy and waste management look like?

Individually write your answers to these questions on post-it notes.

Consider writing the goals with the following in mind:

- Write the goals in clear, active language;
- Reference a reasonable point in the future;
- Speak about what Revere Gas will look and feel like when you achieve your goals;
- Make it accessible to everyone: avoid jargon; and
- Build on existing strengths — a vision is most powerful when it has a credible foundation. If you create a vision based on the strengths of the organization, such as the successes that have already occurred, or organizational initiatives and assets you are proud of, you give people reason to think the vision can become a reality.

As a group, share your reflections and place your post-it notes on a wall. Arrange the notes to create groupings of common themes that arise. Once everyone has presented, the wall will look something like this:



These goals constitute the working core of Revere’s sustainability vision. You may, however, want to add an introduction or a broad, visionary statement that captures the highest aspirations and purpose of the organization and summarizes the future described by your long-term strategic goals.

Ultimately, your strategic goals should describe an actual sustainable outcome. To help ensure that they do, **review the key sustainability challenges** identified in your sustainability impacts analysis in Step B. As a group, reflect on the following questions:

- Do the strategic goals address all of the sustainability *challenges* identified in the sustainability analysis?
- Have each of your contributions to violation of the sustainability *principles* that you described in the baseline analysis been eliminated in the future described by your strategic goals?

If not, adjust your strategic goals to ensure they will provide the comprehensive guidance that will help move Revere toward sustainability.

Synthesize your strategic goals into a short report that provides the following information:

- Title of strategic goal;
- Description of what this goal means for the organization;and

- Rationale about why the team feels that it is a strategic aim for the organization.

Goal	Description	Rationale

Goal	Description	Rationale

Goal	Description	Rationale

Sample Sustainability Visions

Emory University

Sustainability is defined as meeting the needs of the present generation without compromising the needs of future generations. As part of its commitment to positive transformation in the world, Emory has identified sustainability as a top priority of the University.

The vision calls on the Office of Sustainability to help restore our global ecosystem, foster healthy living, and reduce the University's impact on the local environment. Progress will be assessed using the environmental, economic, and social "triple bottom line" of sustainability.

When applying the triple bottom line of sustainability, the decisions and choices made by Emory must pass a new set of filters: What is the social impact of this decision? The environmental impact? The economic impact? What will be the local impact? The global impact? The impact to future generations?

Sustainability Initiatives at Emory include:

Building Green:

The University holds the distinction of having one of the largest inventories by square footage of LEED-certified building space among campuses in America. This commitment to green building will help Emory achieve its goal of 25% reduced energy use by 2015 from our 2005 levels.

Integrating Sustainability into the Curriculum:

Emory boasts the longest-running faculty development programs in sustainability in the country. Named the Piedmont Project after the ecosystem in which the campus is located, the program has trained more than 130 faculty participants from every school and division within the University from medicine to journalism. Emory faculty now train faculty from other schools across the country about how to create programs on their campuses.

Promoting alternative transportation:

In 2006, Emory introduced the Cliff shuttle, a 100% alternatively-fueled system, powering half its fleet on biodiesel made from recycled cooking oil from the school's cafeterias and hospital. Renewing a strong commitment to alternative transportation, the administration launched Emory Moves, an initiative to change its culture by encouraging employees to switch from driving cars to walking, biking, carpooling, and taking the bus. Emory hopes to reduce the number of single occupancy vehicles coming to campus by 25% by 2015.

Protecting green space:

In 2004, Emory's trustees adopted a Land Use Classification plan that identifies areas appropriate for development and set aside 54% of the campus as protected green space. Emory instituted a no-net-loss-of-forest-canopy policy that guarantees that, every time a tree is removed, enough trees will be planted to maintain the same forest canopy.

Conserving water:

Emory's comprehensive water management plan encourages incorporating water saving technology into our green buildings, including underground rainwater cisterns to collect rainwater for use in irrigation. For example, large heat wheels pull moisture from the air while efficiently ventilating buildings. The condensation from the heat wheels on Emory's Children's Pediatric Center and the Whitehead Biomedical Research Buildings alone amount to 4 million of gallons of water a year that help cool the buildings.

Recycling waste:

Emory currently recycles 59% of its waste stream with a goal to recycle 65% by 2015. Recycling at Emory goes far beyond paper, cans, and plastic. The facilities group finds new uses for 95% of our electronic waste and plans to match that mark by 2015 with construction and road debris, animal bedding, and food waste.

Providing local and sustainably grown food:

Emory's sustainable food initiative reduces petroleum use and greenhouse gas emissions by reducing the distance from farm to table, and in turn, promotes health and wellness. Emory's sustainability vision statement sets an ambitious goal of 75% local or sustainably grown food in Emory hospitals and cafeterias by 2015. Sustainably grown food includes the attributes of organic farming but also includes worker safety and fair wage protections. Emory has hired an Emory Farm Liaison to work with local producers and distributors to help remove hurdles to local food supply and encourage increased production.

Emory's vision is to develop a model for healthy living on campus that can translate to communities around the globe. As a catalyst for sustainability in our the immediate community, for the region, and beyond. Emory's sustainability initiatives on campus hope to set an example for an ethical and moral approach to creating a healthy and productive place to live, learn, and work.

City of Grand Rapids

"We, the elected and appointed officials and employees of the City of Grand Rapids, believe in the dignity and worth of all people and in the right of every citizen to have equitable access to the benefits of urban life. We believe in the rights of all citizens to express their views and the responsibility of City government to respond to those views. As government representatives, we will help shape the future to assure

that the City will continue to be a place where the benefits of urban life can be enjoyed.

We will:

- Provide leadership in focusing community resources to address community needs and opportunities.
- Develop and nurture partnerships that encourage and support collaboration.
- Encourage economic prosperity for City residents and businesses to ensure the City's ability to provide important urban services.
- Foster the economic health of our City within an economically healthy metropolitan region and assure that responsibility is shared equitably across the metropolitan area.
- Celebrate and strengthen the diversity of our community, ensure the dignity of all citizens, and equitably deliver services.
- Provide for the security of persons and property.
- Provide leadership to ensure that children, families, and seniors thrive in our community.
- Develop, maintain, and improve City-owned physical infrastructure.
- Maintain and enhance residential neighborhoods and increase homeownership.
- Enhance citizens' quality of life using the City's cultural, recreational, and occupational infrastructure.
- Provide high quality municipal services efficiently, fairly, and courteously.
- Foster a learning organization, which promotes employee and team excellence in delivery of City services.
- Provide environmental stewardship to enhance quality of life for residents.
- Collaborate with residents to provide a neighborhood-based City service delivery system.”

California Wine Institute – Sustainable Winegrowing Program (SWP)

“The long term mission for the SWP includes:

Establishing voluntary high standards of sustainable practices to be followed and maintained by the entire wine community;

Enhancing grower-to-grower and vintner-to-vintner education on the importance of sustainable practices and how self-governing will enhance the economic viability and future of the wine community; and

Demonstrating how working closely with neighbors, communities and other stakeholders to maintain an open dialogue can address concerns, enhance mutual respect, and accelerate results.

SWP Values:

- Produce the best quality wine and/or grapes possible.
- Provide leadership in protecting the environment and conserving natural resources.
- Maintain the long-term viability of agricultural lands.
- Support the economic and social wellbeing of farm and winery employees.
- Respect and communicate with neighbors and community members; respond to their concerns in a considerate manner.
- Enhance local communities through job creation, supporting local business and actively working on important community issues.
- Honor the California wine community's entrepreneurial spirit.
- Support research and education as well as monitor and evaluate existing practices to expedite continual improvements."

Step D: Down to Action

“You must be the change you wish to see in the world.”

-Mahatma Gandhi

Creating Action Plans

As a group, vote on 3-4 of the most achievable projects to take on. Split into small groups. Using the action planning forms on the following pages, complete action plans for each project.

Action Plan 1

Project Name

WHAT: Write a short description of the project (1-2 sentences)

HOW: Describe how this project supports Revere Gas's vision of sustainability.

WHO: Who would need to be involved (would this involve the whole company, one specific department, specific individuals?)

Project plan: List the primary steps in implementing this project and indicate when it should be started and completed.

Task	Who	Timeline			
		June-Aug.	Sep-Nov	Dec-Feb	Mar-May

How we will measure and report our success.

Measures of success	How monitored or reported

What's the very next thing that needs to happen to get the ball rolling on this project?

Action Plan 2

Project Name

WHAT: Write a short description of the project (1-2 sentences)

HOW: Describe how this project supports Revere Gas's vision of sustainability.

WHO: Who would need to be involved (would this involve the whole company, one specific department, specific individuals?)

Project plan: List the primary steps in implementing this project and indicate when it should be started and completed.

Task	Who	Timeline			
		June-Aug.	Sep-Nov	Dec-Feb	Mar-May

How we will measure and report our success.

Measures of success	How monitored or reported

What's the very next thing that needs to happen to get the ball rolling on this project?

Action Plan 3

Project Name

WHAT: Write a short description of the project (1-2 sentences)

HOW: Describe how this project supports Revere Gas's vision of sustainability.

WHO: Who would need to be involved (would this involve the whole company, one specific department, specific individuals?)

Project plan: List the primary steps in implementing this project and indicate when it should be started and completed.

Task	Who	Timeline			
		June-Aug.	Sep-Nov	Dec-Feb	Mar-May

How we will measure and report our success.

Measures of success	How monitored or reported

What's the very next thing that needs to happen to get the ball rolling on this project?

Action Plan 4

Project Name

WHAT: Write a short description of the project (1-2 sentences)

HOW: Describe how this project supports Revere Gas's vision of sustainability.

WHO: Who would need to be involved (would this involve the whole company, one specific department, specific individuals?)

Project plan: List the primary steps in implementing this project and indicate when it should be started and completed.

Task	Who	Timeline			
		June-Aug.	Sep-Nov	Dec-Feb	Mar-May

How we will measure and report our success.

Measures of success	How monitored or reported

What's the very next thing that needs to happen to get the ball rolling on this project?