
*Champions for Sustainability
Member Workshop Summary Series*

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The Practice of Sustainability: Translating Vision into Action

**Workshop Date:
December 6, 2007**

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The Practice of Sustainability: Translating Vision Into Action

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C4S Program Administration

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Program Manager Sustainable Pittsburgh

Executive Summary

Champions for Sustainability's inaugural event kicked off on December 6, 2007 at Phipps Conservatory and Botanical Gardens, the first LEED certified public garden and the world's most energy-efficient conservatory. The day consisted of an eye-opening presentation from Albin Kälin, the CEO of Management for EPEA in Hamburg, Germany. Panelists included: Jerry Swart, FedEx Ground; Gaylyn Frosini, Bombardier Transportation; and Mike Vancil, Lanxess Corp. The final portion of the event featured breakout sessions for attendees to discuss sustainability within their businesses and network. Some key findings from the breakout sessions include most organizations approach sustainability from economic and environmental dimensions and less so from social equity dimensions, and many organizations currently have energy savings and waste programs in place. There were significant barriers for broadening companies' abilities to put additional sustainability-related practices in place, such as funding, time, and cultural barriers. In response, C4S should hold future events to address these barriers.

C4S Workshop Series

Champions for Sustainability engages its members by convening a series of events and workshops for its membership approximately six times per year. Each workshop event explores a strategic topic of interest for the membership. Events make accessible current trends and challenges, provide access to tools, knowledge, and examples, and engage the membership in assessments and reflections to help craft the regional practice of sustainability. This publication series summarizes and makes accessible the most important outcomes from these workshop events.

About C4S

Champions for Sustainability brings together companies large and small, from many different industries, entrepreneurs, community leaders, university researchers, educators, and other social ventures to put sustainability into practice. C4S aspires to be the nation's largest and most effective region-based collaboration of leaders accelerating the practice and policy of sustainability in business and civic circles. Champions for Sustainability provides value to firms and organizations that seek sustainable solutions to operational practices through convening, networking, and direct consulting.

Memberships and Information:

- Champions for Sustainability www.C4SPgh.org
- Sustainable Pittsburgh www.sustainablepittsburgh.org

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1 Event Summary

Title: *The Practice of Sustainability: Translating Vision into Action*

Location: [Phipps Conservatory and Botanical Gardens](#)

Date: December 6, 2007

1.1 Agenda

- 8:30 Registration and Continental Breakfast
- 9:00 Welcome, Introduction of C4S Steering Committee
Co-chair: [Jerry Swart](#)
- 9:30 Introduction — [Matthew Mehalik](#), Program Manager, Sustainable Pittsburgh
- 9:40 Keynote — [Albin Kälin](#), CEO Mgmt., EPEA “*Cradle to Cradle Design & Business Structures*”
- 10:20 Panel Response and Q & A
Moderator: [Matthew Mehalik](#)
[Jerry Swart](#), Managing Director, Environmental Services, FedEx Ground
[Gaylyn Frosini](#), Health, Safety & Environment Specialist, Bombardier Transportation
[Mike Vancil](#), Manager, Environmental Services, Lanxess Corp
- 11:00 Breakout Brainstorm — Peer to Peer Sustainability Solutions-Shooting
[Albin Kälin](#), Panelists, & C4S Steering Committee will be on hand to serve as resource experts
- 12:00 Lunch
- 12:30 Report out from Solutions-Shooting Sessions
- 1:00 Observations and Reflections — [Albin Kälin](#)
- 1:15 C4S Next Steps — [Jerry Swart](#)
- 1:30 Ad hoc Networking
- 2:00 Adjourn

1.2 Keynote Speaker

Albin Kälin - CEO of Management, EPEA, Hamburg, Germany

With over twenty-five years of experience at the CEO level for bringing sustainable solutions into operational practice, Albin Kälin provides a perspective that shows how industrial transformation comes from a practical approach to sustainability. During his tenure as CEO of Rohner Textil AG, a medium-sized Swiss firm, his actions pioneered a sustainable vision into a new-market strategy that rescued a disappearing textile industry from Switzerland’s Rhine Valley. In 2001 he was awarded the UBS Key Trophy for Rhine Valley Entrepreneur of the Year, and his firm received numerous international design awards and features in Time, The Wall Street Journal, Forbes and Business Week. Since 2005, he is bringing this practical approach to the team of scientists and engineers at EPEA to further extend their Cradle to Cradle approach in various industries, such as automotive, chemical, consumer goods, textile, and apparel industries. Mr. Kälin’s keynote will address:

- What is involved with introducing sustainability into your operational practice?
- What does it leverage?
- What are some take home solutions that pay on the triple bottom line

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Founded by Professor Dr. Michael Braungart, EPEA, headquartered in Hamburg, Germany, works with clients worldwide to apply the Cradle to Cradle methodology to the design of new processes, products and services. EPEA contributes with essential input to the process of designing everything from tangible, profitable products that are safe for human health and the living environment to policy making, planning, and administrative procedures. Ultimately, Cradle to Cradle takes products and processes to a state of soundness, which is beyond the realm of environmental regulation altogether!

www.epea.com

1.3 Event Highlights

- Kälén's lecture enabled the audience of Western Pennsylvania to understand the model of cradle to cradle as well as enticed them to explore innovations to implement in their businesses
- Panelists provided insight to advantages and challenges associated with implementing sustainable practices
- Attendees spent time thinking and discussing regional business concerns relating to sustainability including: achievements, barriers, common approaches to overcoming barriers, and ways in which C4S can aid businesses in becoming more sustainable
- Connections were made between local business leaders that have shared interests and concerns
- A variety of businesses representing different industries, missions, sizes, and services/products worked in partnership to confront issues relating to sustainability

1.4 Description of Solutions-Shooting Sessions

All attendees, including the keynote speaker and panelists, answered a series of questions in three separate 20-minute sessions. The sessions began by having each person answer these questions individually, and then each was discussed in a small group of approximately 6 – 8 people sitting at each table. An elected representative at each table summarized the discussion at each table during report-out sessions that followed a break over lunch. The questions explored were:

- 1 What sustainability initiatives have been put into practice at your organization? What new sustainability initiatives would you like to see put into practice in your organization? What are some key features of these opportunities that make new initiatives possible?
- 2 What are barriers that limit the ability for you and your organization to implement sustainable practices? What are the sources of those barriers? Are these barriers unique to your organization or shared throughout the industry? What might be done to break through these barriers?
- 3 What types of expertise, skills, access, or capabilities should C4S provide to help your organization become more sustainable? What types of events and subject matter would give your organization access to more opportunities regarding sustainability?

Copies of the original question sheets as well as a statistical breakdown of responses are included in Section 3 of this report. A discussion of the results of these sessions is included in Sections 2.2 – 2.4.

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2 Workshop Report Results—Participant Information

2.1 Event Attendees:

The majority of the event attendees came from businesses. However, there was proportional representation from other sectors. The distribution of sizes of these organizations was nearly equal among small (34%), medium (28%), and large (38%). A majority of the organizations were local (70%).

Table 1 Attendees by Organization Type

Organization Type	Count	Percentage (%)
Businesses	45	(57)
Nonprofit/Community	18	(23)
Educational	9	(11)
Government	6	(8)
Individuals	1	(1)
Total	79	(100)

A complete listing of event attendees is available to C4S members upon request.

2.2 Current Sustainability Initiatives

In response to the question, “what sustainability initiatives have been put into practice at your organization,” most attendees reported having initiatives involving waste and energy. There was a surprising diversity of advanced initiatives such as transportation solutions, material substitution initiatives, building construction initiatives, policy changes, product design initiatives, the training of personnel, and carbon footprint actions. Few organizations documented a deep integration of sustainability into their operations such as management training, education campaigns, and a reorientation of organizational strategies.

2.3 Desired Sustainability Initiatives

In response to the question, “what new sustainability initiatives would you like to see put into practice in your organization,” attendees’ responses spoke to issues that appeared less frequently on the list of issues that they were already doing. This outcome demonstrates that most organizations have a strong interest in going well beyond what they currently are pursuing in terms of sustainability actions. In other words, the status quo of sustainability initiatives does not go far enough.

Education, measurement, analysis, funding, and strategy are the most frequently mentioned items mentioned as actions companies would like to pursue. This clear gap between what companies are currently pursuing and what companies would like to pursue highlights a source of innovation for these organizations, from a regional perspective.

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2.4 Barriers to Desired Sustainability Initiatives

In response to the question, “what are barriers that limit the ability for you and your organization to implement sustainable practices,” participants most frequently cited cost and funding issues, lack of knowledge and information, organizational attitudes and values, and a lack of leadership. Companies identified strategies such as education, collaboration, funding, and leadership as ways to transcend barriers. A surprising finding was that entrepreneurship was not frequently mentioned as a means to break barriers. The result does not reflect a clear sampling bias, as small organizations were represented nearly equally in numbers as large organizations (assuming that organization size and entrepreneurial initiative are correlated in this sample). There were several entrepreneurs present as participants. This outcome needs to be explored further.

2.5 Role of Champions for Sustainability (C4S)

In response to the questions, “what types of expertise, skills, access, or capabilities should C4S provide to help your organization become more sustainable, and what types of events and subject matter would give your organization access to more opportunities regarding sustainability,” participants mentioned that C4S should offer networking opportunities/events/workshops, technical analysis, reports on the state of art of sustainability and best practices, education, community building support, a directory of member initiatives, engaging leadership in regional organizations, case studies, award programs, and recognition for successes.

3 Solutions Shooting Session Questionnaire Sheets and Responses

The questionnaire sheets used in the Solutions Shooting Sessions and the frequency of responses follow on the next several pages. The frequencies were generated through a process of clustering and tabulation from the original response sheets.

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Q1A: What sustainability initiatives have been put into practice at your organization?

<u>Initiative</u>	<u>Frequency</u>
Waste	***** (38)
Energy	***** (32)
Transportation	***** (15)
Material Substitution	***** (15)
Building Construction	***** (14)
Policy Change	***** (14)
Product Design	***** (13)
Training of Personnel	***** (12)
Strategy	***** (11)
Carbon Footprint	***** (9)
Marketing/Communication	***** (5)
Finance	***** (5)
Community Initiative	***** (5)
Education	**** (4)
Employee Health/Safety	*** (3)
Customer Focus	** (2)
Accounting	** (2)
CSR	** (2)
Process Efficiency	** (2)
Social Program	** (2)
Leadership Initiative	** (2)
Management	** (2)
Landscape	** (2)
Green Prod. Procurement	* (1)

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Q1B: What new sustainability initiatives would you like to see put into practice in your organization? What are some key features of these opportunities that make new initiatives possible?

<u>Initiative</u>	<u>Frequency</u>
Education	***** (16)
Measurement/Analysis	***** (11)
Funding Initiatives	***** (10)
Strategy	***** (7)
Transport	***** (6)
Appliances	***** (6)
Recycling/Composting	***** (6)
LEED/Building	***** (5)
Entrepreneurial Efforts	***** (5)
Communications	***** (5)
Carbon Offsetting	**** (4)
Reduce Paper	**** (4)
Renewable Energy	**** (4)
Office Supplies	**** (4)
Research	*** (3)
Procurement	*** (3)
Lighting	** (2)
Investments	** (2)
Management	** (2)
Networking	** (2)
Green Roof	* (1)
Stormwater Management	* (1)

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Q2A: What are barriers that limit the ability for you and your organization to implement sustainable practices? What are the sources of those barriers?

<u>Barrier</u>	<u>Frequency</u>
Cost	***** (30)
Lack of Knowledge/Info.	***** (26)
Inertia	***** (15)
Attitudes/Values	***** (15)
No Leadership/Management	***** (10)
Organizational Barrier	***** (8)
Org. Size	***** (7)
Customers	***** (6)
Government Regulations	***** (6)
Time (Availability and Focus)	***** (5)
Perception	**** (4)
Complexity	*** (3)
Technology	*** (3)
Lack of Partnerships	** (2)
Supply Chain	** (2)
Lack of Creativity	** (2)
Proprietary Concerns	* (1)
Lack of Authority	* (1)

Q2B: Are these barriers unique to your organization or shared throughout the industry? What might be done to break through these barriers?

<u>Initiative</u>	<u>Frequency</u>
Education	***** (19)
Collaborations	***** (16)
Financial Incentive	***** (15)
Leadership	***** (11)
Penalties	***** (5)
Examples	***** (5)
New Goals	***** (5)
Regulations	*** (3)
Entrepreneurism	** (2)
Policies	* (1)
Measurement	* (1)
Coordination	* (1)
Time	* (1)
Research	* (1)
Technology	* (1)

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Q3A: What types of expertise, skills, access, or capabilities should C4S provide to help your organization become more sustainable?

<u>Type of Assistance</u>	<u>Frequency</u>
Networking Opportunities/Events/Workshops	***** (25)
Technical Analysis/State of Art	***** (23)
Best Practices	***** (14)
Education	***** (13)
Build Community	***** (7)
Directory of Initiatives	***** (6)
Engage Leadership	***** (5)
Case Studies	**** (4)
Auditing	*** (3)
Award Programs/Celebrate Success	*** (3)
Challenge Organizations	*** (3)
Guidance/Assistance	** (2)
Govt. Program Info.	** (2)
Carbon Footprint	** (2)
Newsletter	** (2)
Communication	* (1)
Safe, Trusted Advisor	* (1)
Database	* (1)
Set Standards	* (1)

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Q3B: What types of events and subject matter would give your organization access to more opportunities regarding sustainability?

- “Show and tell”- nothing stronger than testimonials of success
- Measurement/statistics
- Costs of building green
- Productivity difficult to measure
- Products and sustainability
- Utilities and sustainability
- Symposia/workshops
- Website
- Networking with like minded
- Do a focuses real estate event w/ G.B.A. and Sustainable Pittsburgh on marketing and managing real estate from green building to sustainable operations
- Show and tell measurement and common sense practices as case studies
- On-site thinking
- Find ways to partner
- Consulting- probono
- Funding
- Robust volunteerism
- Outreach to community organizations and churches
- A seminar on the continuum of sustainability from the essential times to advanced practices
- List of attendees from today
- Case studies
- Maintain diversity of people and perspectives
- Advancing on behalf of members
- Strategic thinking guidance on this topic
- “How to” seminars
- A local index to grade businesses for sustainability
- Business networks; verifiable “green pages” directory (connect everything rather than reinventing the wheel)
- Need to present this information to trade shops, chambers, etc. (we’re preaching to the choir)
- Grassroots organizing- getting the word out
- See environmental liability as potential assets- Money to be saved/made
- Government regulation/incentives to drive corporation innovation
- Stop subsidies on fossil fuel
- Industry specific consultation seminars
- Networking opportunities
- Advocating on behalf of members
- Strategic thinking guidance on the topic
- How-to seminars
- Sustainable Business Network certification (Boulder, CO/Portland, OR)
- Sustainable Audit
- Environmental Accounting
- Disagreement on policy role/government advocacy role. They’ve been bought. Better upgrade is to force corps.
- Be honest about our agenda
- Knowledge sharing
- Allegheny Conference Initiative
- Build legislative Champions
- Identify Partner Organization
- A summit of sustainability

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- Education- speakers lists and their offerings (re: presentation series)
- Executive immersion seminars
- Encourage government to attend and learn
- Educational materials to distribute on ways to become more sustainable
- C4S as catalyst: Procurement (paper, lighting); adds a sense of community; education for people as a fundamentals of sustainability
- C4S calendar of events/website
- Engage Allegheny Conference Legislative Champions (have D. Onorato attend)
- Hear from small firms as well as large ones
- Forum of best practices- continuum for essentials to advanced practices
- Bridge the divide between theory and practices in the real world
- Training and community events
- BALLE
- Local networks
- Networking/education
- Providing lists of members; I need to know whom to connect with
- Health, population
- Social responsibility
- Capital and trade
- Symposiums, workshops, websites, guest speakers
- Information about green products and services available in the Pittsburgh region
- Training
- Community events
- Local networks
- More community events
- TBC Accounting workshops
- Action orientations from working groups
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