



Sustainable Business

Getting Started Guide

People. Planet. Prosperity.

What is Sustainability?

The Natural Step Framework

Take the Top 10 Pledge!

I. Establish A Green Team

II. Draft an Environmental Mission Statement

III. Conduct Resource Assessments

Energy

Water

Materials

Waste Prevention

Reuse

Recycling

Toxics and Indoor Air Quality

Sustainable Building and Remodeling

Transportation

IV. Develop an Action Plan

V. Measure Results

VI. Celebrate Actions and Results

VII. Other Considerations for Success

VIII. Next Steps

Appendix

A – In House Survey

B – Central Oregon Sustainable Business Case Studies

C – Sample Sustainability Policies/Mission Statements

D – Additional Resources for Businesses and Sustainability

PEOPLE. PLANET. PROSPERITY.

What is Sustainability?

“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

-- *The Brundtland Commission, 1987*

While there are many other definitions of what sustainability means, it always comes down to people, planet and prosperity.

The Natural Step Framework

The Natural Step (TNS) is a framework that many businesses use in guiding them towards sustainability. The Natural Step is grounded in natural science and serves as a guide for businesses, communities, educators, government, and individuals on the path toward sustainable development. The Natural Step is based on four points:

In order for a society to be sustainable...

...nature's functions and diversity are not systematically subject to increasing concentrations of substances extracted from the earth's crust.

...nature's functions and diversity are not systematically subject to increasing concentrations of substances produced by society.

...nature's functions and diversity are not systematically impoverished by physical displacement, over-harvesting, or other forms of ecosystem manipulation.

...people are not subject to conditions that systematically undermine their capacity to meet their needs.

The Natural Step framework encourages dialogue, consensus building, and systems-thinking (key processes of organizational learning) and creates the conditions for profound change to occur. It does not prescribe or condemn other approaches but rather introduces and expands on new possibilities.

From a business perspective, The Natural Step framework enables corporations to intelligently, and profitably, integrate environmental considerations into strategic decisions and daily operations. Today, The Natural Step framework is being implemented in seven countries.

Companies in Oregon that have embraced The Natural Step include Ashforth Pacific, BOORA Architects, Nike, Norm Thompson, The Collins Companies, Neil Kelly, Rejuvenation, Progressive Investment Management, and College Housing Northwest, and many others.

For more information on The Natural Step Framework visit: www.naturalstep.org

For more information on the Oregon Natural Step Network visit: www.ortns.org

TAKE THE TOP TEN SUSTAINABLE BUSINESS PLEDGE!

Often, businesses don't know where to start when thinking about making changes in their organization. The following pledge includes the top ten things that many businesses can do to have an immediate impact. Some are free or no cost, others require a financial or time investment.

Start by taking the Top Ten Pledge!

I pledge that _____ will do its part to reduce our environmental footprint by taking the following ten actions over the next year. We will...

Reduce energy use by...

- Buying 100% renewable energy from our utility.
- Adjusting our thermostat to energy conserving temperatures – 68 degrees for heating and 78 degrees for cooling.
- Replacing incandescent light bulbs with compact fluorescent light bulbs (CFLs) and replace fluorescent bulbs with high efficiency T-8 or T-5 bulbs wherever possible.
- Purchasing only electronics and appliances with the Energy Star label.
- Installing a solar water heating and/or electrical system on our building.
- Establishing incentives and other programs that encourage our employees to use an alternative to their cars – walking, biking, riding the bus, telecommuting, and/or carpooling – to get to and from work at least one day per week.
- Purchasing fuel efficient vehicles (more than 32 mpg) or alternative-fueled vehicles.

Reduce our waste and use of materials by:

- Identifying where we can use less stuff and reuse and recycle more. Use it up, wear it out, make do or do without.
- Eliminating most or all use of toxic substances. Where toxics must be used, we will use the minimum amount and dispose of the rest properly.

Reduce our water use by:

- Adjusting our irrigation system to the appropriate levels and installing water saving measures within our building.

GETTING STARTED

The following guide serves as a starting point for your organization to begin looking at your current sustainability efforts and make change as needed.

This guide builds on the theoretical framework by sharing our own experience of “best practices” in resource conservation here in Central Oregon.

I ESTABLISH A GREEN TEAM

The first step to implementing a sustainability strategy is “gaining commitment”. A “Green Team” is a great way to begin building that commitment.

A Green Team is a group of staff from your organization who are enthusiastic “champions” of your organization’s conservation efforts. They are dedicated to making conservation changes happen and motivating others to follow in their commitment. Creating a team of folks from different departments or areas of your business is a useful way to get people involved and invested in seeing that ideas are implemented. In addition, a Green Team can provide continuity and follow through. Teams can be as big as 12 people or as small as 3 people and should meet on a regular basis to keep the momentum of progress moving forward. A Green Team can be an important tool for the long-term success of a sustainability program.

The first task of the Green Team can be to focus on areas in your organization with the greatest potential for successes and savings (i.e. “low-hanging fruit”). The Green Team can be responsible for developing priorities within their departments and for the organization.

- * Members of the Green Team can look at the organization’s top 3-5 purchasing costs.
 - * Where is most of the money being spent?
 - * What is being thrown away or wasted the most?
- * Conduct an organization-wide survey to co-workers. An example is in the Appendix A.

Central Oregon Success Story:

City of Bend has been utilizing a Green Team for a number of years

Eagle Crest Resort has had a successful Green Team. See Appendix B.

II DRAFT AN ENVIRONMENTAL/SUSTAINABILITY MISSION STATEMENT

One of the best ways of ensuring that sustainability will be valued by the entire organization is to incorporate it into a strategic plan. By drafting an environmental vision, policy or vision statement, your organization lays out the framework for your environmental values. See Appendix C for examples of various environmental policies.

III CONDUCT RESOURCE ASSESSMENTS

Looking at how your business uses resources on a daily basis is a crucial step in ultimately running more efficiently and saving your organization money. Looking at energy and water use, materials such as paper and office supplies, waste prevention, and reuse and recycling practices will identify the key areas and places in your organization that need work. Eliminating unnecessary waste and streamlining the current operating systems in your organization will happen as a result of a thorough resource assessment. Involving employees is key to the success of an assessment. The in-house survey that is mentioned above and attached will give all employees a chance for input and ideas.

Start with collecting a baseline of usage information before implementing any changes. Information on current usage and billing for garbage and recycling, electricity, gas, and water usage histories can be obtained from your utility companies. See sample form letter below. Later on, this baseline information can be compared with future usage information to document your company's successes.

SAMPLE FORM LETTER

Date:
To: Utility Company
Attn:
Fax:

From: Your Organization
Account Number
Phone:

Release of Customer Billing History Authorization
I authorize the (Utility Company) to release to _____, my business's water billing records for the last three calendar years.

Please fax or forward the billing history to: NAME
ORGANIZATION
ADDRESS
CITY, STATE ZIP
PHONE
FAX

Business name: _____

Business address: _____

Authorized signature: _____

Printed name: _____

Energy

According to the Department of Energy, the commercial sector makes up 18% of total energy consumption and office buildings are the largest users in this group.

Energy savings can have a tremendous impact on a business's bottom-line. There are a number of factors to take into consideration, such as your building size and the number of full-time employees, but simple changes can still make a big impact on savings.

Below are a number of no-cost and low-cost tips for saving energy and money for your business.

- * Turn off computers and monitors at night.
- * Turn off the copy machine and printer at night.
- * Remove light bulbs in bright, over lit areas.
- * Replace low efficiency lighting with high efficiency lighting. Compact fluorescent bulbs provide the same amount of light as incandescent bulbs and last ten times longer.
- * Set heating and cooling temperatures to energy conserving levels (66-68 degrees for heating and 76-78 degrees for cooling).
- * Replace incandescent lights in exit signs with LED fixtures, which can reduce costs of these signs by up to 95 percent.
- * Install occupancy sensors. Lighting costs can be reduced by up to 40 percent by turning off lights in unoccupied areas.
- * Turn down hot water heater temperatures to 120 degrees.
- * Buy energy efficient equipment when making new purchases for the office. Look for the Energy Star label for energy efficient products.
- * Look for conservation incentives from your electrical utility company, depending on the size of your business.
- * **Buy Renewable Energy.** Buying renewable energy can be one of the biggest positive environmental impacts that you can make. There are several renewable energy purchasing options available through all three Central Oregon electricity providers. See under Local Resources.

Central Oregon Success Story:

Central Oregon Intergovernmental Council The Bend COIC office is saving \$815 and 13,480 kilowatt hours annually by removing lamps from fixtures in brightly lit offices, hallways, restrooms, classrooms and the break room.

Local and Regional Resources:

Oregon Department of Energy. www.oregon.gov/energy. 1-800-221-8035.
Business Energy Tax Credits are available for a variety of energy conservation actions..

Energy Trust of Oregon. www.energytrust.org. 1-866-368-7878.
The Energy Trust offers financial incentives for a variety of energy conservation actions.

Local renewable energy vendors:

E2 Powered. www.e2powered.com 541-388-1151
Solar electric and solar hot water.

Sunlight Solar. www.sunlightsolar.com 541-322-1910
Photovoltaic systems for small to medium businesses.

Cascade Sunworks. www.sun-works.com 541-548-7887
Solar hot water and photovoltaic for small businesses.

Energy Utilities That Offer Renewable Energy Options.

Pacific Power. www.pacificpower.net/bluesky 800-769-3717
Pacific Power offers three renewable power options to its Oregon customers - Blue Sky Block, Blue Sky Usage, and Blue Sky Habitat.

Midstate Electric Cooperative. www.midstateelectric.coop 800-722-7219
Midstate's "Environmentally Preferred Power" (EPP) supports low-impact hydro and wind projects through the Bonneville Environmental Foundation.

Central Electric Cooperative. www.cec-co.com 541-389-1980
"Green Power" Purchase Program. CEC is part owner of a clean, non-polluting electricity-generating plant in the Willamette Valley that creates nearly 2.5 megawatts of power by burning methane gas from a nearby landfill.

Water

Water is a precious and increasingly expensive commodity in Central Oregon. Growth will continue to impact the demand for fresh water. Looking at how your business or organization can conserve the use of water will not only make it more available for future generations but also contribute to immediate resource and monetary savings.

- * Place aerators on all water faucets.
- * Use low flow toilets or place displacement devices in current toilets.
- * Place your irrigation system on a timer or use a smart controller.
- * Convert your landscaping from turf to native and/or drought-resistant plants.
- * Add compost to soil to increase water retention and reduce watering needs.
- * Use a broom, rather than a hose, to clear sidewalks, driveways, loading docks and parking lots.

Central Oregon Success Stories:

Madras Coffee Station. With only 2 full-time employees, the Coffee Station saved 18,000 gallons of water and \$360 annually by using displacement devices and aerators.

Redmond Chamber of Commerce. The Redmond Chamber saved 55,760 gallons of water and \$130 annually by placing their irrigation system on a timer that waters every three days instead of watering sporadically every day.

Local Resources:

City of Bend. www.ci.bend.or.us 541-317-3008

The City of Bend actively promotes water conservation through various means and provides information and resources on how to conserve water in Central Oregon.

City of Redmond. www.ci.redmond.or.us. 541-504-2000

Contact the City of Redmond for information about water conservation in Redmond.

Materials

While recycling and reuse are important steps in reducing material use in your organization, eliminating the need for purchasing materials and using materials in the first place will have a greater impact on your organization's bottom line and will directly contribute to material reduction. When looking at the materials that your organization uses and throws away, think about how waste can be reduced before it is produced, sometimes referred to as "pre-cycling". If materials must be purchased, consider buying recycled content products which save natural resources

Waste Prevention

- * Double-side paper when printing and copying. Set printers and copiers to default to double sided-printing or copying.
- * Utilize the internet and email instead of paper for sending messages, confirmations and other inter-organizational information.
- * Use fax Post-Its instead of fax cover pages or have a personalized stamper made.
- * Avoid purchasing products with excess packaging and purchase items for the office in bulk.
- * Consider not using garbage can liners in locations where dry waste is typically generated
- * Evaluate mailings and newsletters and consider distributing through an on-line format.
- * Avoid purchasing disposable plates, cups, bowls and utensils for staff break-room. Provide mugs and glasses for meetings and visitors.
- * Purchase hand towels for the bathrooms and dishtowels for the break room to reduce use of paper towels.
- * Contact the following address to remove business name from mailing lists:
 - Mail Preference Service
 - Direct Marketing Association
 - P.O. Box 9008
 - Farmingdale, NY 11735-9008

Also contact: www.redflagservices.com to remove former employees from mailing lists. The Direct Marketing Association estimates that listing with their mail preference service will stop 75% of all national mailings. Requests are kept active for five years.

Reuse

- * Devote a tray in each printer to paper already used on one side for draft copies, printing emails, etc.
- * Reuse file folders, mailing envelopes and inter-office envelopes.
- * Use paper that has already been used on one side for all postings and bulletins.

- * Use online resources to list surplus products and to exchange or buy previously used materials.

Recycling

- * Use recycled-content paper for all brochures and mailings.
- * Purchase recycled content copy paper, tissue, toilet paper and paper towels.
- * Place desk-side recycling containers at staff desks.
- * Set up a mixed paper recycling system. Contact your garbage company to find out what is accepted.

Central Oregon Success Stories:

Central Oregon Independent Health Services. COIHS saved \$12,150 and 4,500 pounds of paper annually by double-siding their Participating Provider Directory that they mail out to clients.

Wanderlust Tours. This eco-tour company saves \$850 and 70 pounds of paper annually by sending clients tour information updates electronically rather than mailing brochures and letters twice a year.

Local Resources

Garbage and Recycling Collection

Bend Garbage & Recycling. www.bendgarbage.com 541-382-2263
Bend Area North of Greenwood and Tumalo

Cascade Disposal. 541-382-6660
Bend Area South of Greenwood and Sunriver

High Country Disposal. 541-548-4984
Redmond and Terrebonne

Wilderness Garbage & Recycling. 541-536-1194
La Pine

City of Sisters Public Works. 541-549-6022
Sisters

Deschutes County Solid Waste Department. www.deschutes.org 541-317-3163
Deschutes County Solid Waste Department operates the Knott Landfill.

Deschutes Recycling. 541-388-1910
Deschutes Recycling operates the recycling and composting facility located at Knott Landfill.

Oregon SWAP. www.oregonswap.org 541-385-6908
SWAP is an online website for swapping used or surplus items.

Northwest Materials Mart. www.nwmaterialsmart.org
Online gateway to materials exchange sites in the northwest.

Recycled Products Co-op. www.recycledproducts.org

The Recycled Products Co-op was created to leverage purchasing power for recycled products.

Cascade Office Supply. www.cascadeoffice.com 541-382-6688

Cascade Office Supply carries recycled products. Type “recycled” in the search button when shopping for recycled products.

The Green Spot. www.thegreenspot.org 541-385-6908 x11

The Green Spot is a project of The Environmental Center and highlights environmentally friendly businesses and resources in Central Oregon.

Toxics, Indoor Air Quality and Hazardous Waste

Since most people spend the majority of their work day indoors it is important to consider the air quality of buildings. Today, companies routinely address known hazardous substances through clearly defined instructions regarding handling and disposing. In contrast, seemingly benign cleaning supplies can contaminate the surrounding air as well as be spread through the HVAC system. Toxic cleaning supplies affect air quality and can often cause headaches and other negative health effects.

Depending on the size of your organization, you may be able to control the purchasing of cleaning and other supplies or you may have to work with your janitorial service and purchasing agent to come up with non-toxic alternatives and solutions.

- * Work with janitorial service to encourage purchasing non-toxic cleaning supplies.
- * Use unbleached (chlorine free) paper and paper products when possible
- * Use soy ink when possible when printing marketing materials
- * Dispose of all hazardous materials properly.

Local and National Resources

Hazardous Waste Collection at Knott Landfill. 541-317-3163

Oregon Department of Environmental Quality. www.oregon.gov/deq 541-388-6146

Being Green Cleaning. www.beinggreencleaning.com 541-610-2228

Being Green Cleaning is a local cleaning service that uses non-toxic supplies.

Greenseal. www.greenseal.org

Greenseal is an independent organization that provides third party certification of green products and has a great amount of information on purchasing and procurement of environmentally responsible products.

INFORM Inc. www.informinc.org

INFORM Inc. is an independent research organization that examines the effects of business practices on the environment and on human health.

Sustainable Building and Remodeling

If your organization plans to undertake a remodel of the existing space (even as a tenant) or a major building project, consider incorporating sustainable building design and practices. A “green” remodel or building is designed, constructed and used in a way that minimizes negative environmental consequences from both an economic and a life-cycle perspective. There is a growing body of evidence that suggests that sustainable buildings are healthier for employees and can improve employee productivity, both of which have long term economic benefits for any organization.

Sustainable building and development is a rapidly growing sector of the building community. There are several national, international and local resources for sustainable building.

Local and Regional Resources

Central Oregon Building Green Council. www.coba.org 541-389-1058

The Central Oregon Building Green Council is a program of the Central Oregon Builders Association.

High Desert Branch of the Cascadia Region Green Building Council www.cascadiagbc.org

Cascadia's mission is to promote the design, construction and operation of buildings in Alaska, British Columbia, Washington and Oregon that are environmentally responsible, profitable and healthy places to live, work and learn.

Transportation

Ridesharing, utilizing public transportation, teleworking and walking or biking to work help to reduce fossil fuel use, reduce pollution and traffic, increase health benefits and save money for employees.

- * Encourage employees to use other alternative methods of transportation to work.
- * Offer incentives to reward employees that use alternative means of transportation.
- * Participate in Commute Options Week, a project of Commute Options for Central Oregon. See below for more information.

Central Oregon Success Stories

Columbia Aircraft. Employees at Columbia Aircraft are saving 13,024 gallons of gas and \$36,366 in gas costs from carpooling, biking and teleworking from home. The cost savings for avoiding car use are \$182,133. Carbon dioxide savings is 252,658 lbs. and carbon monoxide savings is 10,419 lbs. for just a nine month period.

T-Mobile. T-Mobile employees are saving 2,790 gallons of gas and \$7,812 from biking and carpooling to work. This is also saving \$39,060 in car use. 54,126 pounds of carbon dioxide are being prevented from entering the environment and 2,232 pounds of carbon monoxide are also not entering the environment for a nine month period of time.

Local Resources

Commute Options for Central Oregon. www.commuteoptions.org 541-330-2647

Commute Options supports alternative transportation in Central Oregon through various programs. They offer an incentive program for business employees that walk, bike, use the bus, carpool or telework.

Bend Area Transit (BAT). www.bendareatransit.com 541-322-5870
The BAT is the City of Bend's urban bus system with regular routes.

City of Bend Dial-A-Ride. www.ci.bend.or.us. 541-389-7433
Dial-A-Ride is a curb-to-curb shared ride transit service for the elderly and disabled.

IV DEVELOP AN ACTION PLAN

It is important for the Green Team to create an action plan to start implementing changes. An action plan is essentially a prioritized "to-do" list that is written as a result of the organization's assessment. Choosing between five to seven changes based on the result of the organizational audit is a significant charge. Combine no-cost changes such as removing light bulbs and garbage cans with one or two costlier changes such as purchasing compact fluorescent light bulbs, occupancy sensors or lower wattage lamps. The changes that are implemented can be measured by comparing energy costs to baseline numbers that were gathered before the assessment.

V MEASURE RESULTS

Measuring both resource and money savings will increase credibility within your organization and reaffirms that savings are happening as a result of the action plan and implementation of conservation changes.

Evaluate changes in utility bills at least six months after changes have been implemented. Compare the baseline usage you obtained before implementation to compare any significant changes. Also use purchasing records to figure out how much has been saved on office supplies and compare before and after implementation. Certain changes may be measured individually such as cost savings from retrofitting compact fluorescent bulbs.

Present the information to your organization at a staff meeting or gathering to share results and continue to motivate and generate enthusiasm for implementing more conservation changes.

VI CELEBRATE ACTIONS AND RESULTS

Celebrating the accomplishments and successes of the conservation changes made to your organization is an important part of building momentum and motivation to implement more changes and inspire more ideas for sustainability.

- * Host a lunch celebration or after work party to bring your organization together and announce the resource and money savings that have been realized.
- * Post the savings on an organization-wide email to spread the good news.
- * Reward employees through incentives, bonuses, or gift certificates for their hard work towards sustainability.

- * Market your sustainability efforts and practices. As consumers become more educated and aware of environmental and social issues they are demanding responsibility from the products and services that they purchase. Use your efforts to gain leverage with consumers.
- * Inform your organization's leadership of the resource and financial savings that have been accomplished.
- *

VII OTHER CONSIDERATIONS FOR SUCCESS

Gain Support

While it is important to gain support among fellow co-workers, getting buy-in and support from the owner, director, or manager of your organization is an important advantage when working to make significant organizational changes. Directives that come from the top affect change more directly rather than waiting for co-workers to get on board.

For example:

- * Sera Architects in Portland had all garbage cans removed from employee desks so that employees had to think more about what they were using and throwing away.
- * Footzone in Bend gives each employee who uses alternative transportation to and from work a 50 cent per hour raise as an incentive.

Train Employees

It is important to create organizational guidelines around resource conservation for employees and then train them so that they know how to implement the changes. Consider requiring all staff to take part in a conservation training that focuses on behavior such as turning off lights and computers when not in use. New employees could be trained as part of their new employee orientation.

VIII NEXT STEPS

Once your organization has made a commitment towards sustainability, you are ready to take next steps towards furthering your efforts. Remember to keep the efforts going by training all new employees, communicating with your leadership and stakeholders, and continue educating yourselves on sustainable business practices.

Join The Green Spot, Central Oregon's Directory for Sustainable Living:

The Green Spot is an annual printed guide and website that was created by The Environmental Center with the goal of connecting consumers with local, sustainable businesses. The Green Spot Members are businesses that have been evaluated in the areas of energy, water, transportation, third party certifications, waste, toxics and community involvement.

Visit www.envirocenter.org for more information.

- * Continue marketing and communicating your efforts. Send out press releases, include sustainability in advertisements and communicate your successes at business and networking events such as Chamber of Commerce events and others.
- * Provide additional training to expand staff knowledge of resource conservation, tax incentives, sustainable building and other areas. Keeping staff engaged and invested in the program makes a big difference in long-term success.

Training opportunities include:

Oregon Natural Step Network (ORTNS). www.ortns.org 503-241-1140

ORTNS is a strong community of sustainability minded businesses. They provide various workshops, full-day events and other training opportunities.

The Northwest Energy Education Institute (NEEI). www.nweei.org

NEEI offers both standard and custom energy management learning opportunities throughout the Northwest for professionals.

Oregon Department of Energy. www.oregon.gov/energy

This site contains information for businesses and energy efficiency and conservation, business energy tax credits, and other ways to reduce energy use.

Sustainable Building Advisory. www.nasbap.org

This is a nationwide program that has been offered at Central Oregon Community College for the last two years.

APPENDIX A: In House Survey

The following questions can be used as a guideline for determining where to begin making changes in your organizations.

_____ is beginning the process of greening our operations. By doing this, we will save money, save resources and promote a healthy workplace and environment. Please help us in learning more about where we can make the first steps towards these sustainable business practices.

Please answer the following questions to the best of your knowledge...

1. What materials and supplies do you use the most of here at work (such as paper, envelopes, forms, brochures, books/manuals, boxes, bags, other packaging, tools, food, cleaning supplies, parts, etc.)?
2. What types of cleaning products, solvents or other potentially toxic materials do you use on a regular basis?
3. What are common items you discard at work, either as recycling or as garbage?
4. What kinds of things do you send out or send to customers? (mailings, packaging, take-out containers, etc.)
5. Do you do any purchasing for the business? If so, do you purchase locally sourced products or products with recycled content? If not, then why?
6. How about water and energy? Do you have any suggestions for reducing these costs? For example, do you see leaks, or does the heater run when it doesn't need to?
7. How do you normally get to work? (Car, carpool, bike, etc.)
8. Would you like to participate in a Green Team for _____?
9. Please use the space below or the back of this form to provide additional comments or questions. We welcome your feedback and want all employees to participate in this process

10. Your name (optional):

Thanks!

APPENDIX B: Central Oregon Sustainable Business Case Studies

Case Study #1: Green Dreams at Eagle Crest Resort

Eagle Crest Resort is a full-service destination resort that has been in operation since 1988. The resort is located on 1700 acres of land and includes hotel lodging and condo rentals, a conference center, two sports centers and three golf courses.

The resort manager created a Green Team with representatives from different resort departments and was interested in having the team work to implement conservation practices to save both resources and money. They made a number of significant conservation changes over the course of a year, and have worked hard to conserve energy and water and increase their recycling efforts throughout the resort.

Eagle Crest retrofitted over 120 light fixtures in their common areas by replacing 75-watt incandescent bulbs with compact fluorescent bulbs. They save around **\$4,400** and **65,174 kWh** annually from this simple conservation measure. The resort is also saving around **\$720** annually by retrofitting exit signs with compact fluorescent bulbs.

The resort has also worked to conserve both energy and water by placing signs in hotel rooms asking multiple-night guests to consider reusing the towels in their rooms. With an average annual occupancy rate of 62%, and a 30% participation rate, approximately **\$9,000** is saved on energy, water and detergent.

Irrigation times have been adjusted around the grounds to minimize evaporation. Additionally, they have allowed several acres of golf course to go natural, requiring less watering and fertilizer. Both measures have contributed to a water savings of **13,000 gallons** during the last year.

Eagle Crest has dramatically increased their recycling efforts by adding a number of new bins and boxes around the resort. The resort recycled three times as much material compared to the year before. The resort recycled nearly **81 tons of material** between January and July of 2002. The resort has saved **\$5,700** annually on disposal costs.

“[This] has been an effective conservation tool for Eagle Crest,” said manager Steve Cartmill. “It has allowed us to reduce our impact on the environment and realize operational savings for our

company.” Eagle Crest expects to save **\$20,200** annually by implementing the above conservation changes and there are more changes in the works.

Case Study #2: Madras Coffee Station

Madras Coffee Station is a family run coffee business located in Madras, Oregon. The shop is housed in an old 1940's gas station and is leased by the current business owners. While the majority of business is dedicated to serving coffee beverages, there is a light lunch menu with sandwiches and a potato bar. There is also a small antiques retail area. Owner Teresa Leno was interested in conservation measures because the building that houses the coffee shop is not energy efficient and she also felt that they were generating a lot of waste and throwing away too much packaging material.

The shop was going through 20 gallons of skim and two percent milk a week that they used for their specialty coffee drinks. Teresa switched to using a bulk dispenser for the milk through locally owned Eberhards Dairy and is now only using 2 or 3- gallon jugs of milk a week. By switching to a bulk dispenser, the shop is saving **\$500** a year and 162 pounds of plastic annually.

The Coffee Station placed their Torani syrup bottles on the SWAP site for reuse.

By placing aerators on their faucets and a water displacement device in their toilet tank, the Coffee Station is saving **\$360** annually on their water bills and **18,000 gallons** of water annually.

They are offering real mugs, glasses and dishware for people who are eating and drinking in the restaurant area and now compost the food waste generated from the shop. They are also offering a discount on coffee beverages for people who bring in their own mug. These measures have decreased the amount of garbage generated in the shop and have saved the shop around **\$480** annually in garbage disposal costs. The shop has saved approximately **500lbs** of waste each month from getting thrown away, about **6,000 lbs annually**.

The shop is switching from using Styrofoam to paper to-go containers.

The shop now has a recycling bin for cardboard in the back, saving the owner trips to the recycling center. At closing, the ice from the potato bar is now used to water the flowerbeds outside of the shop instead of getting dumped in the sink.

Additionally they turned down hot water heater from 144 degrees to 120 degrees saving around **\$60 a year** on gas their gas bill.

APPENDIX C: Sample Environmental/Sustainability Policies

Drafting an environmental vision, policy or mission statement is often an important step in getting your organization on the right track towards sustainability. The following are examples of real vision statements and policies that guide businesses in their efforts.

Example #1: Collins Products' Commitment to Sustainability

Collins Products is dedicated to utilizing the principles of “The Natural Step” in its business practices and in our “Journey to Sustainability”.

This is a commitment to the future of our company, the environment and the communities that we live in. We believe the integration of these principles into our daily business practices will provide us with long term environmental, social and financial benefits that we could not obtain by other methods.

Concepts of Value

There is something terribly wrong with treating the earth as if it were a business in liquidation. “The Natural Step” is a concept that helps us think in terms of reducing man’s harmful impact on the earth by systematically reducing our dependence on products and processes that cause pollutants and are non-renewable in nature.

Example #2: Oki Semiconductor Manufacturing Environmental Policy

We the employess of Oki Semiconductor Manufacturing, recognize our responsibility as global citizens and regard working in harmony with the environment toward sustainability as one of our highest priorities.

We achieve superior environmental performance through our Environmental Management System (EMS) which includes the establishment and review of objectives and targets, commitment to pollution prevention, employee education and continuous improvement combined with the systems conditions of The Natural Step.

We use our EMS to ensure that our activities, products and services meet or exceed all applicable rules, regulations and other requirements.

Example #3: Nike’s Corporate Environmental Mission and Policy

Through the adoption of sustainable business practices, Nike is committed to securing intergenerational quality of life, restoring the environment and increasing value for our customers, shareholders and business partners.

Nike will endeavor to:

- * Integrate principles of sustainability into all major business decisions.
- * Scrutinize our environmental impacts in our day to day operations and throughout every stage of the product life cycle.
- * Design and develop product, materials and technologies according to the fundamental principles of sustainability.
- * Promote our practices throughout the supply chain and seek business partnerships with suppliers who operate in a manner consistent with our values.
- * Educate our employees, customers, and business partners to support our goal of achieving sustainability.
- * Turn awareness into action by integrating environmental responsibility into job responsibility.
- * Partner with experts and organizations that contribute to our knowledge about sustainability and stewardship of our outdoor playground.
- * Contribute to quality of life in the communities in which we operate.
- * Monitor, measure and report progress.
- * Strive for continuous improvement in everything we do.
- * Comply with all applicable and relevant regulations wherever in the world we do business.

APPENDIX D: Additional Resources for Businesses and Sustainability

There are a wealth of resources out there to help you get your business on the path to sustainability where ever you are in the journey. The following list is only a sampling of what is available but these provide a good starting place.

Books

The Sustainability Advantage, Bob Willard, New Society Publishers

www.sustainabilityadvantage.com

Bob Willard makes an outstanding case for sustainable business using seven benefits to going green. Also available is his DVD, *The Business Case for Sustainability*. A must see!

Mid-Course Correction: Toward a Sustainable Future, Ray Anderson, Peregrinzilla Press

www.interfaceinc.com

As Founder and CEO of Interface, Inc., Ray Anderson has transformed his international carpet company into a model of sustainability.

Let My People Go Surfing: The Education of a Reluctant Businessman, Yvon Chouinard, Penguin Press

www.patagonia.com

Patagonia founder Yvon Choinard chronicles his personal and company history towards a "new style of responsible business"

Ecology of Commerce, Paul Hawken, Harper Collins Publishers

www.paulhawken.com

Paul Hawken outlines the environmentally destructive aspects of many current business practices, but offers the vision of businesses adopting new practices to promote environmental restoration.

Websites

www.sustainablebusiness.com. An online community for sustainable business.

www.greenbiz.com. Aligning environmental responsibility with business success.

www.ortns.com. The Oregon Natural Step. A framework for sustainability and a network for leaders.

www.sustainableindustries.com. Website for the Sustainable Industries publication.

Periodicals and Magazines

Sustainable Industries Journal
www.sustainableindustries.com

In Business: The Magazine for Creating Sustainable Enterprises and Communities
www.jgpress.com/inbusiness

Green@Work
www.greenatworkmag.com