

# **SBI 'DREAM' PHASE**

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for Mayor Piercy's Sustainable Business Initiative**

## **Today's Agenda**

- **Brief summary of recommendations from public survey and final roundtables**
- **More background on dream phase visioning**
- **Clarification of 'boundaries' for SBI vision**
- **In same small groups, completion of vision themes**
- **End with selection of subcommittee to develop draft vision for task force SBI action plan & recommendations**

## Schedule For Completing Recommendations

February 28: Begin to identify key themes and start “Dream’ phase

April 4: Complete most of ‘Dream’ phase  
(vision of what SBI recommendations should achieve)

April 20 Retreat: Complete ‘Dream’ phase and most of ‘Design’ phase  
(policies & strategies for achieving goals)

April 25 Half-Day: Complete ‘Design’ and Most of “Destiny” phases

May 23: Review first draft of vision and recommendations

Early June: Share draft with TAC, local officials, city

June 27: Finalize draft recommendations

Summer: Release draft for public review

September/October: Incorporate public comment, release final recommendations

**SUMMARY OF PUBLIC SURVEY AND  
BICYCLE ROUNDTABLE**

**Sarah Mazze and Ray Neff**

# TODAY'S GOAL: CLARIFY OUR VISION

Leading sustainability initiatives don't start with the question "*what should we do?*"

Leaders start with a fundamental question:

"*What do we want to achieve?*"

Clarifying what the SBI recommendations should achieve is the *first & most important building block* of success.

# ALL MEANINGFUL SHARED VISION RESTS ON THE DISTINCTION BETWEEN...

## *Problem Solving & Creating*

**Problem Solving** —————> **Makes things go away**

**Creating** —————> **Seeks to bring something new  
into existence**

**When problem solving dominates a community or organization,  
life is about crisis and survival rather than  
*bringing things into being that people really care about.***

# **PREDICTING THE FUTURE OR CHOOSING IT**

**Some planning processes are based on  
predicting the future**

**However, *it is impossible to predict the future!***

**The leading sustainability initiatives  
take a different approach:**

**They decide what they want their future to be in a sustainable state, and design strategies to achieve it.**

# WHAT IS VISION?

Not a traditional “vision statement,” which is usually a mishmash of values, goals and strategies.

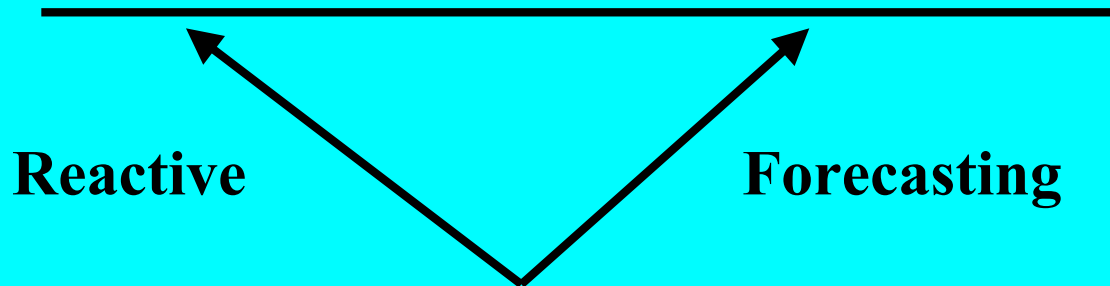
**Vision Describes Intent!**

**Creating the future requires a clear and compelling picture of an ideal future state people are committed to achieving.**

# TRADITIONAL PLANNING METHODS

## Reactive and Forecasting Models

System As We Want It



Reactive

Forecasting

System As It Is Now

Past

Today

Future

*No one can predict the future.*

*It is not possible to return to the past.*

# ENDS-PLANNING

(“Backward Thinking” or “Backcasting”)

Used by Herman Miller Inc., The Dutch Government, Interface,  
City of Burlington VT, many others.

**System As We Want It**



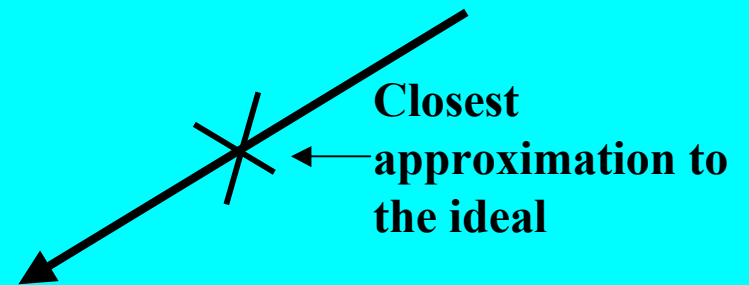
**System As It Is Today**



**Past**

**Present**

**Future**



**STEP 1: Start by dreaming about the *ideal condition* or state-of-affairs you want to achieve.**

- **Let Go of Constraints—Think Boldly & Visualize the Ideal**
- **Your vision should not be limited to those heard at roundtables or from community groups.**

**Step 2: Described *the Closest Approximation to the Ideal* that can be achieved in short order.**

**This becomes the initial goals**

**Step 3: Once the closest approximation is identified, work backwards again to current conditions and identify the policies and programs most likely to achieve it.**

**Step 4: After achieving the closest approximation to the ideal, the process begins again. The ideal vision should never be achieved (it was not very ideal if you achieved it).**

# VISIONING GUIDELINES

1. **Focus on the results you want in *positive terms*—  
You need a positive image.**
2. **See it *in the present* (if what is described is way out in the future people will forget about it).**
3. **Focus on *what you want*, not on avoiding what you don't want (if you want health you don't focus on illness)**
4. **Assume anything is possible—really reach.**

## **TO DEVELOP OUR SUSTAINABILITY VISION ASK:**

- **What would business and job opportunities look and function like in a sustainable condition in 20 years (one generation)?**
- **What type of products and services would be offered?**
- **How would our raw materials, manufacturing systems, buildings, transportation, energy, land use, food, and waste management practices look and function?**
- **How would local governments operate internally & how would they support sustainable businesses?**
- **What role would local schools and higher ed institutions play in supporting the sustainable businesses and jobs?**

# **Good Visions Start With Words Such As:**

*We will be...*

*We choose to...*

*We commit to...*

## Examples

*"By 2025, sustainability will be a shared value among Eugene business, government, and civic leaders. Local companies will actively adopt sustainability practices and produce sustainable products for their widely known economic, social, & environmental benefits."*

*"By 2025 the City of Eugene will be a leader in sustainability by achieving zero waste and becoming carbon neutral. City government will also lead by actively assisting 'infant industries' that produce sustainable products and use sustainable practices."*

*"Our goal is for local businesses to use sustainability practices such as energy and materials efficiency and renewable energy to reduce greenhouse gas emissions by 25% within ten years and 70% by 2050 while increasing job opportunities and incomes for all community members."*

*"Our commitment is to make Eugene a regional and national leader by 2025 in the organic and natural foods, biodiesel, solar energy, natural products, green building, reuse and recycling, and sustainable transportation sectors while increasing job opportunities and incomes for all community members."*

## Step One

### DEFINE BOUNDARIES OF OUR VISION

**Should our vision (and subsequent recommendations):**

**a. Describe Eugene as a fully sustainable community in the future?**

Or

**b. Describe what local business and job practices, products and services, and related government operations, look and function like in a sustainable condition in the future?**

## **STEP TWO**

- 1. Form the same small groups, choose a discussion leader, and a recorder.**
- 2. As a group, answer the questions listed on next slides.**
- 3. Recorder should write the answers on flip chart.**
- 4. When discussion ends, write the answers in the format provided (ideal visions and closest approximation to the ideal).**
- 5. Each person take 3 dots and place them next to the vision themes most important to you (one dot per theme)**
- 6. At the end of day, each subcommittee should designate one person to work with the other appointees. This team will take all themes developed by the the groups and turn them into a “vision” for the SBI prior to the April 20 retreat.**

## **QUESTIONS**

***15 Minutes Per Question***

**Time keeper should keep group on schedule.**

### **1. Your High Points?**

**During your involvement with the SBI, what business and job opportunities and related government practices stood out to you as *particularly promising and/or essential* for improving local economic, social, and environmental well-being in the future?**

## **2. Ideal Vision?**

**Imagine it is the year 2025 and have just awoken from a long sleep. You awake to find that Eugene has won a national award for the number of businesses using sustainable practices and producing sustainable products and services and number of living wage jobs those businesses support.**

**What long-term vision did the SBI Task Force establish for the community back in 2006 that launched the effort leading to this point?**

**What vision was established for local government & key economic sectors/industries and other local institutions such as schools or hospitals etc?**

### **3. Closest Approximation to the Ideal?**

**It is still the year 2025 and you are continuing to discover the changes that occurred in Eugene while you were asleep. What vision and goals did the SBI Task Force set in 2006 for the near term---such as 1-5 years---that set Eugene on a path for achieving the long term vision of sustainable business and jobs?**

**Said differently, what is the closest approximation to the ideal vision described in question #2 that could be achieved within a relatively short time frame----such as 1-5 years?**

# VISION THEME IDENTIFICATION CHART

**High Points**

**Dots**

1.	
2.	
3.	
4.	
5.	
6.	

# VISION THEME IDENTIFICATION CHART

*Ideal Vision Themes*

**Dots**

1.	
2.	
3.	
4.	
5.	
6.	

# VISION THEME IDENTIFICATION CHART

**Closest Approximation to the Ideal (1-5 Years)**

**Dots**

<b>1.</b>	
<b>2.</b>	
<b>3.</b>	
<b>4.</b>	
<b>5.</b>	
<b>6.</b>	

# THE ROLE OF LEADERSHIP

*Leaders believe in change.*

**They possess insight into how to create competitive advantage and do not accept constraints in doing so.**

**Leaders energize entire organizations and communities to keep their eye on the future.**

*Above all else, leaders set high goals and create pressure to motivate continual innovation, upgrading, and change.*

