

980266



# City of Gainesville

Post Office Box 490

Gainesville, Florida 32602-0490

(352) 334-5010

**City Manager**

August 17, 1998

Mr. Julius F. Hobbs, President  
Governor's Council for Sustainable Florida  
Post Office, Box 10688  
Tallahassee, Florida 32302

Dear Mr. Hobbs:

Thank you for providing the opportunity for the City of Gainesville to review and comment on the draft Sustainable Florida Standards. As a City with a well-established, long-term commitment to sustainability, we commend this important initiative of the Governor's Council, and believe that the development and distribution of such standards can contribute positively to the long-term sustainability of Florida.

The Standards as currently drafted clearly comprise a set of desirable goals, but we find them to be overly broad and difficult to measure. It would probably be helpful if they were to be modified in order that they focus on specific and tangible issues such as infill development and redevelopment, brownfields development, urban form, mixing of land uses, multi-modal transportation, costs of sprawl, and other issues that are closer to the central goals of the sustainability movement. It could also be helpful to incorporate indicators of sustainability within the standards, so as to make results more measurable and tangible.

We have filled out and attached the comment form provided with the standards. Our staff also has provided a copy of the proposed standards to Sustainable Alachua County, Inc.; we anticipate that they will be providing comments under separate cover. Thank you again for the opportunity to comment, and best wishes in your important endeavor.

If you have any questions, please do not hesitate to call me at (352) 334-5010 or Community Development Director Tom Saunders at (352) 334-5022.

Sincerely,  
  
Wayne Bowers  
City Manager

Enclosure

cc: Tom Saunders, Community Development Director  
Ralph Hilliard, Planning Manager  
Dean Mimms, Comprehensive Planning Chief

## SUSTAINABLE FLORIDA STANDARDS FAX BACK COMMENT FORM

We appreciate your review and response. Fax your form to 850/926-5546, or mail to GCSF, P.O. Box 10688, Tallahassee, FL 32302, for receipt by August 17, 1998.

### Importance to You

Draft Standards	High	Medium	Low	Comments/Suggestions
<b>Go PUBLIC:</b> IDENTIFY YOUR VALUES AND GOALS IN A PUBLIC STATEMENT	✓			
<b>INVOLVE OTHERS:</b> MAKE A COMMITMENT TO CITIZEN INVOLVEMENT AND PARTICIPATION	✓			
<b>TAKE THE LEAD:</b> BE A LEADER ON ENVIRONMENTAL QUALITY AND RESOURCE CONSERVATION	✓			
<b>MEET TODAY'S NEEDS:</b> REMEMBER THAT MEETING THE NEEDS OF PEOPLE TODAY IS THE FIRST STEP TOWARDS SUSTAINABILITY	✓			
<b>MANAGE FOR SUSTAINABILITY:</b> INSTALL SYSTEMS THAT HELP YOU MANAGE FOR SUSTAINABILITY	✓			
<b>SEEK PARTNERS &amp; OPPORTUNITIES:</b> SEEK OUT INNOVATIVE PARTNERSHIPS AND NEW OPPORTUNITIES FOR COLLABORATION	✓			
<b>GENERATE A FAIR RETURN:</b> UNDERSTAND THAT EFFICIENCY, COMPETITIVENESS, AND PROFITABILITY ARE INTRINSIC TO SHAPING A SUSTAINABLE FLORIDA	✓			

- ◇ Yes      We would like to host a briefing on the Standards
- ◇ Yes \*    We can help publicize the SFS process \*WE PASSED THE STANDARDS
- ◇ Yes      We would like to collaborate with the Council on a case study to test and ALONG TO SUSTAINABLE ALICANT COUNTY  
evaluate the draft Standards

Name Dea Minnis      Affiliation CITY OF GAINESVILLE  
 Title COMP PLAN CHIEF      Address 306 NE 6th AVE, GAINESVILLE  
 State FL      Zip 32601      Phone 352-334-5022  
 Fax 352-334-2282      E-Mail \_\_\_\_\_



# HERE THEY ARE!

## Draft Sustainable Florida Standards

P.O. Box 10688

TALLAHASSEE, FLORIDA 32302

(850) 922-1733

FAX (850) 414-8287

You received a letter a few days ago regarding the Sustainable Florida Standards program of the Governor's Council for Sustainable Florida and an invitation to comment on the draft core Standards as part of our peer review process.

Thank you in advance for taking time from your busy schedule to review this report and **complete the attached one-page comment form**. Please fax back this form to Applied Sustainability Enterprises, SFS Program Managers, at 850/926-5546. Or, alternatively, mail your form back to the Council at P.O. Box 10688, Tallahassee, Florida 32302. We hope to have your comments by August 17, 1998.

Three opportunities for assistance and continued involvement are listed at the bottom of the form: (1) hosting a briefing session, (2) helping publicize the standards, and (3) collaborating on a case study. Your cooperation in one or more of these areas would be most deeply appreciated!

Thanks again for your time and commitment to a Sustainable Florida.

*The Governor's Council for Sustainable Florida*

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Name \_\_\_\_\_ Affiliation \_\_\_\_\_

Title \_\_\_\_\_ Address \_\_\_\_\_

State \_\_\_\_\_ Zip \_\_\_\_\_ Phone \_\_\_\_\_

Fax \_\_\_\_\_ E-Mail \_\_\_\_\_

THE  
GOVERNOR'S COUNCIL  
FOR  
SUSTAINABLE FLORIDA

*INVITATION TO COMMENT  
On Draft*

SUSTAINABLE  
FLORIDA STANDARDS

July 1998

# Overview

## *Defining Standards*

The long-term process of establishing Sustainable Florida Standards (SFS) is now completing its first year, which comprised a comprehensive series of nine Focus Sessions and six Executive Forums throughout Florida.

The extensive information generated through this statewide dialogue is being analyzed by Applied Sustainability Enterprises, as SFS Program Manager. This report presents initial findings, and a draft of core standards, for your review and comment.

This draft will also be posted on the Governor's Council home page as part of the Florida Sustainable Communities Network Website sponsored by the Department of Community Affairs, to facilitate even more widespread public involvement.

This peer review phase is expected to last until September 1, and result in a revised and strengthened set of core standards. The standards also will be tested at the community and business levels to evaluate their utility and document case studies of best practices.

## *Public Outreach*

Later in 1998 the **public outreach** phase will begin with media releases, briefings, and presentations to business and trade associations, environmental and education groups, civic or-

ganizations, and municipal, county, and state government bodies. This phase will target publications and newsletters of Florida associations and organizations, as well as their periodic conferences and meetings.

The purpose of the public outreach phase, continuing into 1999, will be to: (1) inform the broadest possible cross section of Florida's citizens, (2) enlist their guidance and assistance in applications within specific sectors, and (3) encourage endorsement of, and subscription to, the Sustainable Florida Standards.

## *Governor's Awards Dinner*

This fall, the Governor's Council will also seek nominations from all sectors for the **Governor's Sustainable Florida Awards**. The awards dinner, scheduled for **February 20, 1999**, will recognize those who have made a documented commitment to a Sustainable Florida, and honor those who have demonstrated exemplary leadership. The Governor's Sustainable Florida Awards process will continue in each successive year, as the SFS program expands in diversity, public acceptance, and effectiveness.

## *Statewide Process*

Focus Sessions and Executive Forums during 1997-98 have expanded dialogue, understanding, and commitment at the leadership level.

**Focus Sessions** were typically **community - or county-based** and involved a diverse cross section of local leaders. These half-day sessions sought to define long-term goals and directions for a specific geographic or political unit (Pensacola, Orlando, e'c.) and frequently were designed to inspire a continuing citizens advisory process, or community round table, to work supportively with local elected officials.

**Executive Forums** were typically **Issue - or constituency-based** and grounded in real-time, practical demonstration projects. These one- to two-day forums were hosted by GCSF Board Members and/or Sustainable Florida Partners, with broad participation by interested parties without geographic limitation, including out-of-state presentations for comparison with Florida practices.

### ***Results of Community Focus Sessions***

Among things that "**participants liked most about their communities**" were the following:

- Beautiful natural setting (ocean, river, lakes, as well as a general appreciation of natural systems)
- Sports and recreation (golf, boating, swimming, fishing) and cultural events (plays, music, food)
- Climate (healthy, great)
- Friendly, good people (people care, receptive to newcomers, generous)
- Quality of life, values (small town feeling, rebuilding downtown; renovating older neighborhoods)
- Good place for kids (rural feeling, healthy environment)

- Ability to make a difference (self-reliance, can-do mentality)
- Education system (college resources, distance learning)
- Business (good citizens, willingness to work on issues)

Explanations of "**what drew them to that community**" included:

- Job (transferred here)
- Born here (no desire to leave)
- Quality community (selected it after living in other locations)

Each community felt that it was distinct from all others. People in each community readily identified other Florida communities that they did not want to become. They all felt their problems and solutions were unique to their particular situation.

### ***What Needs To Change***

The greatest impediment cited in several focus sessions to achieving a sustainable Florida was **lack of civility, collaboration, and/or cooperation among city/county officials**. Other top concerns included:

- Lack of public input (all players not at the table, need new tools and mindsets, lack of common sense or shared responsibility)
- Polarization (people fighting, inflexible attitudes, emphasize differences, distortion of facts)
- Congestion, traffic (lack of alternatives, too car-oriented, few bike and pedestrian paths, need more light rail)
- Sprawl (exclusive gated communities)

- Poverty (depressed areas, failure to recognize the needs of poor neighborhoods, no visibility, lack of concern for environmental and health-related issues)
- Low voter support (too few people vote, do not support needed tax increases)
- Government (red tape, blocking local improvements, closed system, public hearings as opposed to consensus processes, overly "agended" approach to problem-solving)
- Lack of opportunity for teens (nothing to do, graduates leaving area, lack of avenues for teen-adult interaction, not included in community forums)

### ***Draft Guidelines from Executive Forums***

SFS Frameworks are being developed for each of eight target sectors as a guideline for endorsing and subscribing to Sustainable Florida Standards. In 1998-99, the Council will test frameworks at the community and business levels, to evaluate ease of application, potential for linkage with other local, state, and national programs, methodologies for reporting, and overall usefulness.

The first two draft frameworks—for Business and Banking and Finance—are illustrated in the following pages.

Frameworks for Communities, Government, Built Environment, Education, and Public Interest Groups and Personal Accountability are still to be completed.



## Draft SFS Framework - Business

Community Relations	Environmental Profile	Corporate Identity	Employee Policies	Operations
Responsibility to Community; Good Citizen; Earn Right to Operate	Beyond Compliance; Closed-Loop Systems, Reuse/Recycling	Values in Mission Statement, Credo	Fair and Adequate Compensation; Contributions to Savings Plans	Generates Fair Profits for Shareholders
Direct Citizen Involvement Through Community Advisory Boards; Roundtables	Decentralized Team Approach; Publishes Measurable Results	Applies Principles in Decision-Making, Staff Incentives	Helps Employees Meet Family Obligations	Maintains Clean, Safe, Orderly Working Conditions
Donates Equipment for Schools, Community Groups	Conservation/Savings in Energy, Water, Waste, Purchasing, and Procurement	Public Reporting, Clear Technical Information	Encourages Employees to Make Suggestions and Complaints	Bears Fair Share of Taxes
Service on Community Boards and Committees; Sponsorship of Events; Public Speaking	Participates in Environmental Programs, Green Lights, Energy Star, etc.	Feedback Loops with Continuous Improvement	Equal Opportunity in Employment, Development, Advancement	Maximizes Biodiversity in Property and Land Holdings
Mentoring Programs and Executive Loans; Encourages Volunteer Services	Management System: TQM, TQEM, ISO 9000, 14001; Regular Audits	Leadership Among Peers	Just, Ethical, Competent Management	Flexible, Experiments With New Ideas; Partners with NGOs, Government
Supports Good Works, Programs, and Charities	Extends Practices to Suppliers, Contractors; Assists Smaller Firms	Recipient of Awards and Recognition	Respects Employee Dignity and Rewards Merit	Creates Meaningful Jobs

## Draft SFS Framework - Banking and Finance

Community Relations	Environmental Policy	Corporate Identity	Employee Policies	Operations
<p>Policies Contribute to Long-Term Regional Competitiveness and Sustainability</p>	<p>Embeds Environment and Sustainability Ethic in All Aspects of Banking..Credit, Non-Credit, and Investment Programs</p>	<p>Values in Mission Statement, Credo</p>	<p>Fair and Adequate Compensation; Contributions to Savings Plans</p>	<p>Generates Fair Profits for Shareholders</p>
<p>Sponsors Public/Private Partnerships; Dialogues; Reports</p>	<p>Tracks Conservation Savings in Energy, Water, Waste,</p>	<p>Applies Principles in Decision-Making, Staff Incentives</p>	<p>Helps Employees Meet Family Obligations</p>	<p>Protects Biodiversity While Expanding on the Fringe</p>
<p>Participates in Environmental Programs— Environmental Bankers Association, etc.</p>	<p>Supports Redevelopment of Brownfields</p>	<p>Public Reporting; Clear Technical Information</p>	<p>Encourages Employees to Make Suggestions and Complaints</p>	<p>Active in Discussions to Curb Urban Sprawl; Reform Tax Credits, Clarify Investment Liability</p>
<p>Direct Citizen Involvement Through Community Councils, Boards; Roundtables</p>	<p>Conducts Internal Training, Motivates Employee Involvement</p>	<p>Feedback Loops for Continuous Improvement</p>	<p>Equal Opportunity in Employment, Development, Advancement</p>	<p>Invests in Older Urban Areas; CRA Loans; Urban Infill</p>
<p>Service on Community Committees and Boards; Public Speaking</p>	<p>Decentralized Team Approach; Publishes Measurable Results; CEO Involvement</p>	<p>Leadership Among Peers; Recipient of Awards and Recognition</p>	<p>Competent, Ethical, Just, Management; Respects Employee Dignity and Rewards Merit</p>	<p>Commitment to Low Income, Minority Loans</p>

## *Focus Sessions*

<i>Community</i>	<i>Co-Sponsors</i>	<i>Next Steps</i>
Pensacola 10/15/97	KPMG Peat Marwick, Escambia County DERM, University of West Florida, Department of Environmental Affairs	Organize community wide visioning exercise; increase sustainable development/community education.
Port St. Joe 3/10/98	Arizona Chemical	Broaden community involvement; compile database of leadership by sector.
Jacksonville 3/25/98	Vistakon, University of North Florida, College of Business Administration	Increased collaboration between business and Sustainable Jacksonville group; create value statement for community; recognize and promote best business practices.
Gainesville 3/31/98	Environmental Consulting & Technology, TREEO Center of the University of Florida, Rinker Center for Construction and Environment	Broaden support and involvement in "Greening the University of Florida" create business plan for Sustainable Gainesville.
Orlando 2/26/98	Office of the Mayor	Form Mayor's Sustainable Orlando Advisory Council; promote best practices among Orlando businesses; serve as central Florida model for sustainable community practices.
Lakeland 3/20/98	Office of the Mayor, Florida Metropolitan University	Conduct community-wide visioning exercise; focus on unlikely partnerships; broaden involvement with surrounding counties.
Martin County 2/27/98	Florida Power & Light Company, United Way of Martin County, 1,000 Friends of Florida	Conduct community-wide visioning exercise; broaden public involvement.
Miami 4/8/98	Fairchild Tropical Gardens, Citizens for a Better South Florida	Conduct community-wide visioning exercise and develop Sustainable Miami indicators.
Key West 6/4/98	Office of the Mayor	Increase sustainability education; conduct community-wide visioning exercise; initiate Sustainable Key West trade fair; market sustainable technology to Caribbean; promote consensus-building approaches.

## *Executive Forums*

<i>Location</i>	<i>Host/Sponsors</i>	<i>Topic</i>
Seaside 10/9-10/97	Robert Davis, President, Seaside Community Development	New Urbanism & Community Consensus Processes
Tampa 1/29-30/98	David Batt, President, Florida Phosphate Council, CF Industries, Hillsborough River Greenways Task Force	Cooperative Partnerships for Ecosystem Management
Tallahassee 2/20/98	Estus Whitfield, Policy Coordinator, Executive Office of the Governor	Role of State Government in Sustainability
Jacksonville 3/24/98	Joel Embry, President, Hometown Neighborhoods, Inc., NationsBank, First Coast Manufacturers Association, KPMG Peat Marwick	Role of Banking, Investment, and Accounting in Sustainability
South Bay 4/1-2/98	Peter Rosendahl, Director, Environmental Relations, Florida Crystals	Role of Sugar, Citrus, and Dairy in Sustainability
Ft. Lauderdale 4/9/98	Anthony J. Catanese, President, Florida Atlantic University, FAU/FIU Joint Center for Environmental and Urban Problems	Collaboration Opportunities: Governor's Commission for a Sustainable South Florida & Governor's Council for Sustainable Florida

# Draft Sustainable Florida Standards

This voluntary guide for management decisions and public processes will stimulate and measure the quest for excellence—economic, environmental, and social—to advance the long-term sustainability of Florida.

- **GO PUBLIC**  
IDENTIFY YOUR VALUES AND GOALS IN A PUBLIC STATEMENT
- **INVOLVE OTHERS**  
MAKE A COMMITMENT TO CITIZEN INVOLVEMENT AND PARTICIPATION
- **TAKE THE LEAD**  
BE A LEADER ON ENVIRONMENTAL QUALITY AND RESOURCE CONSERVATION
- **MEET TODAY'S NEEDS**  
REMEMBER THAT MEETING PEOPLE'S NEEDS TODAY IS THE FIRST STEP TOWARD SUSTAINABILITY
- **MANAGE FOR SUSTAINABILITY**  
INSTALL SYSTEMS TO HELP YOU MANAGE FOR SUSTAINABILITY
- **SEEK PARTNERS & OPPORTUNITIES**  
SEEK OUT INNOVATIVE PARTNERSHIPS AND NEW OPPORTUNITIES FOR COLLABORATION
- **GENERATE A FAIR RETURN**  
UNDERSTAND THAT EFFICIENCY, COMPETITIVENESS, AND PROFITABILITY ARE INTRINSIC TO SUSTAINABLE DEVELOPMENT

**SFS TARGET SECTORS:** *BUSINESS, COMMUNITIES, EDUCATION, GOVERNMENT, BUILT ENVIRONMENT, BANKING, FINANCE AND INVESTMENT, PUBLIC INTEREST GROUPS, AS WELL AS PERSONAL ACCOUNTABILITY*

## IDENTIFY YOUR VALUES AND GOALS IN A PUBLIC STATEMENT

**GO PUBLIC.** Let people know where you stand. Put your values up front in a public mission statement, credo, or policy paper and then do your best to live up to them. Consciously link your vision and goals to your daily decision-making and management practices.

Seek the most effective ways to measure your progress toward environmental, economic, and social targets. Make the results known in periodic reports that are complete, technically accurate, and understandable to the interested citizen.

Expect to be judged by your accomplishments. Admit your shortfalls, and detail what changes you are making to correct problems.

Give credit inside your organization for special effort, reward leadership, and take time to celebrate your successes.

## MAKE A COMMITMENT TO CITIZEN INVOLVEMENT AND PARTICIPATION

**INVOLVE OTHERS.** Recognize that there are many stakeholders interested in, and affected by, the way you conduct your business, manage your institution, or operate your agency. You can benefit by involving them in a dialogue on your goals and activities. Issuing a statement or press release may be a form of outreach but it is not dialogue, nor is announcing a two-hour public hearing for comment on an approved plan. True dialogue starts with making yourself accessible and creating long-term

structures such as round tables, advisory boards, and community councils with diverse representation.

Accept the challenges of openness, and encourage feedback from many sources to help guide your decisions. Living with checks and balances is not easy, and public processes are rarely simple or quick. Ultimately, you can make better choices and achieve greater success by building positive citizen consensus for your operations and activities.

## BE A LEADER ON ENVIRONMENTAL QUALITY AND RESOURCE CONSERVATION

**TAKE THE LEAD.** On the roads, you obey the law, observe traffic signals, maintain your vehicle, and respect public authority. But much more goes into being a prudent and safe driver. You need to think ahead, take action to avoid danger, and be ready to do more than the law requires. The same is true of your environmental management and stewardship of natural resources. Meeting all regulations is only the first step.

Good environmental citizenship means going beyond compliance in your policies and technical systems to reduce resource consumption, conserve energy, protect air and water quality, and enhance wildlife habitat. Think of closed-loop systems, recycling, reuse, and preventing pollution rather than just cleaning it up.

Use your position to help others—colleagues, staffs and employees, members, contractors, suppliers, customers—understand the importance of responsible

environmental practices. Make leadership on environmental quality and resource conservation a criterion for rewards and advancement in your corporation or organization.

Draw on the best information and study the numbers. Experience shows that choosing the most advanced and efficient systems, even at an initially higher cost, can save you money, improve your competitiveness, and contribute to the quality of life we all share.

**REMEMBER THAT MEETING  
PEOPLE'S NEEDS TODAY  
IS THE FIRST STEP TOWARD  
SUSTAINABILITY**

**MEET TODAY'S NEEDS.** Cultivate a sense of responsibility to your entire community. Make your management a model for leaders in other sectors in fulfilling the obligations of good citizenship. Be sure your structures and policies are fair, ethical, supportive of individuals and families, and respectful of diversity.

Share in supporting public projects, local charities, and opportunity programs. Recognize that sustainability at the community level has many interlinked components: meaningful and rewarding jobs, affordable housing, a healthy environment, personal security, responsive government, equitable access to education, training, recreation, and public services, attractive and efficient design, as well as celebration of cultural values and historical identity. Take an active role in shaping a vision of a better future for your community and work with others to achieve it.

**INSTALL SYSTEMS TO HELP YOU  
MANAGE FOR SUSTAINABILITY**

**MANAGE FOR SUSTAINABILITY.** Look around and choose the most effective and appropriate management system for your company, organization, or agency.

There is no shortage of good examples of such systems compatible with the goals of sustainability. The International Standards Organization's guidance codes ISO 9000 and ISO 14000 are being applied to businesses, state and local governments, and private organizations, even to the Massachusetts penal system. Well-developed documentation is available on Total Quality Management and Total Quality Environmental Management. The Chemical Manufacturers Association has invested years of effort in its trademarked Responsible Care Program, the basic concepts of which have been adopted in other sectors. The Sustainable Forestry Initiative of the forest products industry offers established operating guidelines.

Most such systems emphasize the importance of decentralized team approaches, enterprise-wide involvement, continuous circular processes of review and improvement, regular public reporting, and consistent commitment at the most senior executive level to combined economic, environmental, and social goals. Whichever system you select, or devise to meet your own special needs, will certainly be better than no system at all.

**SEEK OUT INNOVATIVE PARTNERSHIPS AND NEW OPPORTUNITIES FOR COLLABORATION**

**SEEK PARTNERS & OPPORTUNITIES.**

Innovative, often unlikely, partnerships are proving to be effective methods to pursue shared goals. In brownfield redevelopment and other inner-city programs, for example, banks are finding that nonprofit civic and environmental groups as well as church-related organizations offer expertise and grass-roots contacts otherwise unavailable.

Businesses are increasingly willing to experiment with new coalitions involving government agencies, investors, citizen groups, and educational institutions, with mutual benefits. The Environmental Defense Fund and Rainforest Coalition, among others, have partnered successfully with McDonald's and other for-profit enterprises.

Your flexibility in exploring new ideas and maximizing such opportunities can expand your productivity and enhance your leadership on long-term economic, environmental, and social goals.

**UNDERSTAND THAT EFFICIENCY, COMPETITIVENESS, AND PROFITABILITY ARE INTRINSIC TO SUSTAINABLE DEVELOPMENT**

**GENERATE A FAIR RETURN.** Generating a fair profit and return to shareholders is not only entirely compatible with the concept of sustainability, but essential to the creation of new jobs with fair compensation and benefits for employees, and the payment of a fair share of taxes to support community goals. By installing comprehensive environmental, health, and safety programs, and carefully tracking conservation of energy, water, and resources, you are being responsible to the needs of society and are increasing the efficiency of your enterprise.

Pollution in any form represents a waste of resources and an imposition of unnecessary costs on society as well as on shareholders. Increased efficiency goes hand in hand with higher productivity, enhanced competitiveness, and rising profits. For some, sustainability simply means making money with environmental and social integrity, and with a sense of responsibility to the future.

Whether you represent a business, government agency, civic or environmental group, or educational institution, you should recognize that economic progress and opportunity is a keystone of sustainable development.



## *Governor's Council Directors*

Lester Abberger, Florida Water Services Corporation  
David Batt, Florida Phosphate Council  
Robert Bendick, The Nature Conservancy  
Sydney Park Brown, University of Florida Extension Service  
Anthony Catanese, Florida Atlantic University  
Michael Cooke, Carlton, Fields, Ward, Emmanuel, Smith & Cutler  
Jeremy Craft, Consultant  
Robert Davis, Seaside Community Development  
Guerry Doolittle, Champion International Corporation  
Joel Embry, Hometown Neighborhoods  
Edward Genovese, Safety-Kleen Corporation  
Clay Henderson, Florida Audubon Society  
Julius Hobbs, TECO Energy  
James Horan, KPMG Peat Marwick  
Mary Kumpe, Kumpe & Associates  
Paul Lewis, Florida Power Corporation  
Karen Little, PrimeCo Personal Communications  
Charles Littlejohn, Littlejohn, Mann & Associates  
Lynda Long, Waste Management, Inc.  
Christine Madsen, InterMedia  
Analee Moore, Consensus Builders, Inc.  
Charles Pattison, 1000 Friends of Florida  
Steven Pfeiffer, Florida Department of Community Affairs  
Michael Phillips, Florida Department of Environmental Protection  
Peter Rosendahl, Florida Crystals  
Donald Ross, Florida Environmental, Inc.  
Rachel Scott, Florida Power & Light Company  
Barbara Sheen Todd, Pinellas County Board of County Commissioners  
Philip Simpson, Environmental Consulting & Technology, Inc.  
Lincoln Walther, Continental Shelf Associates  
Katy Moss Warner, Walt Disney World Company  
Estus Whitfield, Executive Office of the Governor  
Otis Wragg, Wragg & Casas

## *SFS Program Participants*

Pensacola, Seaside, Port St. Joe, Tallahassee, Lakeland, Jacksonville, Gainesville  
Orlando, Martin County, Ft. Lauderdale, Tampa  
Ft. Myers, South Bay, Miami, and Key West

## *SFS Partners*

Florida Department of Community Affairs  
Florida Department of Environmental Protection  
KPMG Peat Marwick  
Vistakon  
Florida Power Corporation  
IMC Agrico  
Walt Disney World  
Florida Power & Light Company  
U.S. Department of Commerce - NOAA  
Waste Management, Inc., Florida Group  
ANR Pipeline  
CF Industries  
Florida Atlantic University  
Office of the Governor  
TECO Energy  
BankAmerica  
Champion International Corporation  
Florida Crystals  
PCS Phosphates  
University of West Florida  
Arizona Chemical  
Carlton Fields  
Cargill  
City of Orlando  
CSX  
Florida Metropolitan University  
Florida Phosphate Council  
Moore/Bowers Group  
PrimeCo Personal Communications  
RGC Mineral Sands  
Safety-Kleen Corporation  
US Sugar  
Citizens for a Better South Florida  
Escambia County DERM  
Environmental Consulting & Technology, Inc.  
Florida Environmental, Inc.  
Fairchild Tropical Gardens  
NationsBank  
University of Florida-TREEO Center  
Seaside Institute  
University of North Florida  
Wragg & Casas