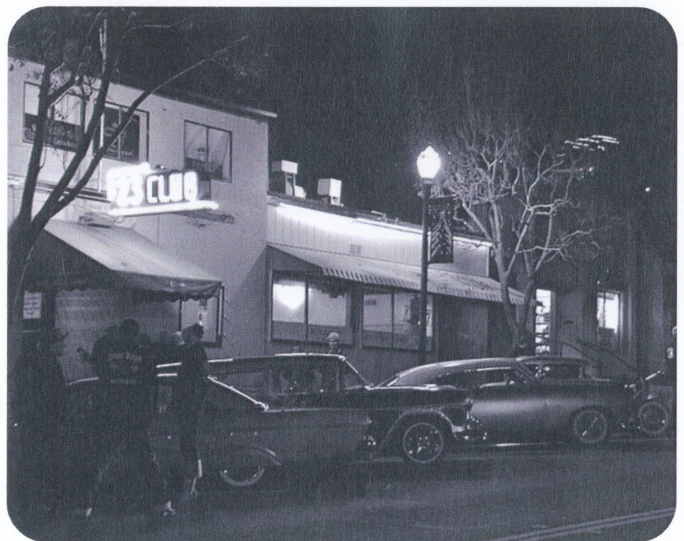
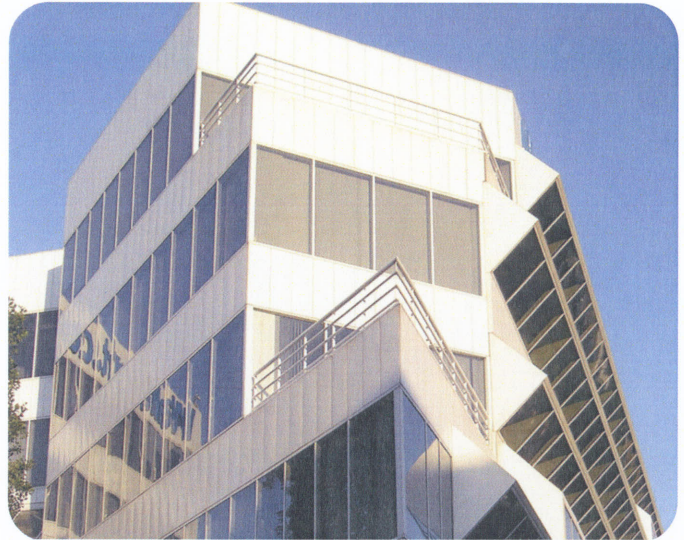


City of Brisbane, California:
Green Marketing Plan



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Summary and Introduction

The City of Brisbane has the opportunity to establish itself as a hub of new and innovative “green” businesses offering products and services to the greater San Francisco Bay Area. Because of Brisbane’s affordable commercial rents, proximity to San Francisco, amenable city staff and permitting processes and most of all the City’s commitment to promoting sustainability, Brisbane can be an ideal location for emerging businesses to situate and existing businesses to enhance sustainable best practices embedded within their organizational culture. In order to succeed with this initiative,



Brisbane will have to market itself as a business friendly city with incentives for “green” business to locate there, as well as aggressively pursue both new and emerging businesses as well as established businesses looking to relocate. By creating a revitalized economic development strategy that focuses on attracting “green” businesses with sustainability built into their organizational cultures and by creating frameworks for supporting both businesses and residents in the pursuit of embedding sustainability in both work and personal culture, Brisbane will position itself as a premiere Emerald City.

Marketing Objectives

The overall goal of the Brisbane Green Business Attraction Plan is to bring in new businesses that offer “green” products and services and have a sustainability model built into their organizational culture. To do this, Brisbane will have to market itself as a business friendly city that is competitive in the market, as well as a city that embraces the values of sustainability with a commitment to becoming an “Emerald City”. With strategic planning and aggressive marketing, the Brisbane will be able to embed itself a competitive player in the market for Green Business Attraction.

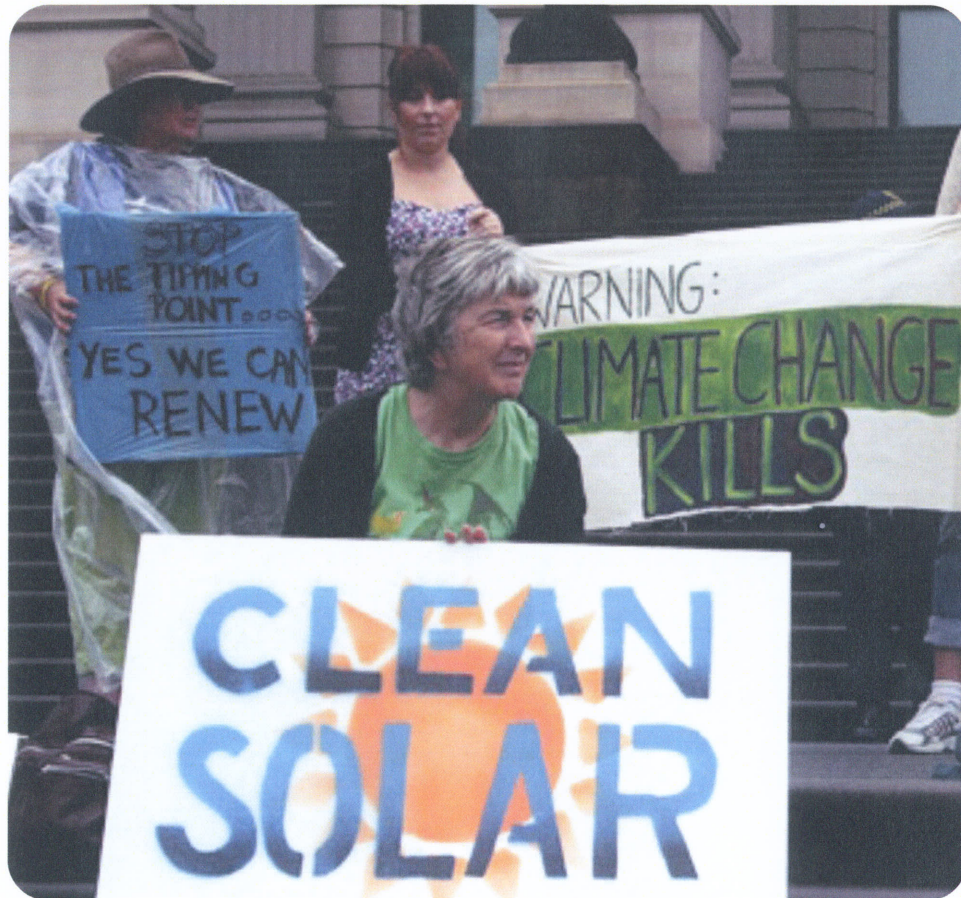
Brisbane’s Green Business Marketing program has the following objectives:

- ★ Create a criteria for what it means to be a “green” business (by 2012).
- ★ Increase marketing and promotion of the City’s strengths for business (add green business tab to City website, attend two green business showcases or expos per year, produce marketing materials such as brochures and electronic advertising to send to potential clients).
- ★ Increase the number of commercial tenants that offer green products and services (identify existing “green” businesses and aim to add 2-4 new “green” businesses each year by either drawing them to Brisbane or helping existing business to transition).
- ★ Increase long term tax revenue by having successful “green” retail products.
- ★ Establish a hub for “green” home remodeling businesses (examine financial and process incentives for establishing a green home remodel hub in the Crocker Park area).
- ★ Establish a market niche for warehousing and delivering of green products.
- ★ Brand Brisbane as a city committed to sustainability and becoming and Emerald city.



Situation Analysis

With sustainability initiatives coming to the mainstream, many consumers are now demanding socially responsible business practices and environmentally friendly products and services. Brisbane can help to meet the values of the community by aggressively pursuing these types of businesses and meet the market demand for this emerging market by identifying a business rating system for green business and promoting the attraction of such industry to the City. As more cities adopt Climate Action Plans and as more laws are adopted to mandate special environmental practices, such as reducing waste and increasing energy efficiency, Brisbane, with its close proximity to San Francisco could position itself to land a large warehousing and distribution business that meets the emerging demand for green products and services ranging from compostable and environmentally friendly packaging, green home remodeling items and materials and sustainable systems like solar panels and rainwater retention receptacles.



Trends

Economic, social and environmental trends within the City of Brisbane, California, the northern California region, the nation and worldwide are important to consider and account for in creating a new economic development plan. Some major trends that the city needs to recognize and strategize for, in both the short and long term, include:

- ★ Current economic downtrend- closing businesses and commercial vacancies
- ★ Transitive business looking to move location for better rates, business incentives
- ★ Relaxed zoning standards to allow for more flexible uses
- ★ Residents demanding socially responsible business practices
- ★ Consumers demanding green/sustainable products/services
- ★ Climate Action Plans
- ★ Laws mandating green/sustainable products/service
- ★ The effects that rising gasoline prices will have on personal vehicle transportation as well as shipping delivery.



Because of the economic downtrend, many businesses are closing or downsizing and many are looking to relocate to cities that offer incentives for business or provide incentives for business. This threat can be turned into an opportunity if Brisbane can strategically market their strengths as a business friendly community that offers incentives such as affordable market rates for commercial spaces and no payroll tax. By relaxing zoning standards to allow for “green” business and industry to be fast tracked

through the approval process or waiving zoning fees, “green” businesses looking to relocate may find Brisbane as an attractive option.

Another important trend to recognize, is that given that a large part of Brisbane’s industry sector is made up of warehouse and delivery businesses that store products and materials for transport, the effects of rising gasoline prices and the effects of peak oil will undoubtedly change the nature of this industry through the transition to alternative fuel sources, or perhaps even less truck deliveries. Unless affordable alternative fuel sources are developed and unless the fleets of these businesses are upgraded to meet the price points for deliveries, Brisbane could see some of their largest commercial tenant spaces become open for reuse. Brisbane could promote the research and development of such fuel sources or work with these enterprises to develop contingency plans to prepare for higher fuel costs.



Alternatively, and more amenable for the resident population who do not particularly like the traffic and emissions coming from the big rig traffic through the city, Brisbane could plan for these spaces to be reused as development and production sites where sustainable systems and materials could be developed for the impending demand for urban infrastructure retrofits of building stock and energy systems.

Frameworks



There are two frameworks that the City of Brisbane must be prepared to implement to market itself as a city that is friendly to “green” business and industry as well as a city that is committed to sustainability and a high quality of life for its residents. The first framework is designed to highlight the city’s strengths and offerings for new “green” business to come to Brisbane as well as maintain existing business and work with them to transition to more sustainable business models. The second framework is an integral part of the first framework, but rather than an internal business framework, the Emerald City framework must be adopted by the entire community, residents, business and municipalities to integrate the best practices of environmentalism, social responsibility and economic viability throughout the community.

Framework for Attracting Green Business and Sustainable Industries

- ★ Highlighting strengths and opportunities for business to establish/stay in Brisbane.
- ★ Building incentives for attracting “green” business Aggressive recruitment.
- ★ Retention framework to support and encourage sustainable practices and transition for existing business

This framework to attract new business and transition existing business to more a more sustainable model is crucial to the economic viability and social construct that the city wants to create. By highlighting the strengths that Brisbane has to offer; close to Highway 80 and San Francisco, affordable rents, no payroll tax, accessible and accommodating city administrators, and the willingness to build an incentives program for green business, Brisbane should aggressively recruit emerging “green” businesses and work with existing businesses to become more sustainable in their business practices to be eligible for incentives that could include reduced property taxes, for businesses that meet certain levels of energy efficiency, building improvements or waste diversion.

Framework for Developing an Emerald City

- ★ Economic Development
- ★ Transportation
- ★ Waste Recycling
- ★ Energy Efficiency/Green Building
- ★ Establishing a commitment to renewable energy sources

Tying into the section above, developing a framework for transitioning to an Emerald City, a city that promotes best practices for equitable economic development, the options for alternative transportation opportunities, waste diversion and recycling and compost programs, high energy efficiency and green building codes or promotion and the transition to renewable energy sources, is essential to not only the “green” businesses that are establishing, but also the residents that live within the community.

The two frameworks really work together and are interconnected in that they promote each other. The Emerald City framework requires a commitment to equitable economic development and business and industry that promote best practices when it comes to social and environmental responsibility and an understanding of and commitment to, having employment opportunities for the residents within the community. Brisbane has a much higher worker base than resident base, so it is essential for the City to have a commitment to attracting new “green” business, but also in working with existing business to transition to more sustainable practices. The City offers a wide spectrum of employment opportunities to both highly educated people (research and development) as well as blue collar jobs.

An Emerald City framework also requires a commitment to sustainable transportation alternatives to personal vehicle travel. Brisbane has the options to establish a strong bicycle network within the city, shuttle services for workers from major commuter center like BART and CalTrain, and promoting carpooling strategies and incentives. Waste diversion, recycling and composting is another key aspect to an Emerald City. Landing a major waste and recycling commercial tenant will not only promote Brisbane’s “green” economic development, but also the commitment to waste diversion. Finally, Brisbane must consider strategies to leapfrog the minimum green building, energy efficiency, and renewable energy standards, thus showing that Brisbane is leading in these fields with higher commitments than other competing cities.

Target Markets

There are many emerging green businesses that offer products and services that are environmentally friendly and socially responsible and given Brisbane's existing commercial infrastructure and eclectic blend of available commercial spaces Brisbane should be open to attracting all types of new and innovative "green" businesses. However, there are a few specific industries that Brisbane should actively pursue as they would be a good fit for the commercial infrastructure as well as meeting emerging market demands. These industries include:

- ★ Green Home Remodeling Showrooms and Warehouse Distribution Centers that offer highly rated environmentally friendly products and best practices for installation (flooring, carpeting, green/cool roofing, windows, appliances, plumbing, landscape and gardening, building materials, photovoltaic products, etc.).
- ★ Warehouse and Distribution of Compostable Materials
- ★ Clean-Tech Sales and Distribution Center (solar, home wind turbines, etc.)
- ★ Waste Diversion and Recycling Entities.



Because of Brisbane's versatility of commercial tenant spaces sizes and types, the City should look to land both small and emerging businesses as well as established businesses that are looking to relocate. The key will be to retain businesses as they grow and provide accommodations for transitioning into new larger or smaller spaces within Brisbane.

Strategies



Brisbane should use direct engagement to potential clients as the main mode marketing the “green” business attraction plan. By creating a database of potential businesses and industries and keeping this database updated as new businesses and industries emerge, Brisbane can stay ahead of the market by offering a competitive location for these types of businesses to locate. Additionally Brisbane should create a database of existing commercial tenant spaces, their size, amenities and vacancy or lease options so that the City can help market tenant spaces to clients in a way that meets their perspective needs. The increase of outreach and aggressive marketing of Brisbane as an ideal home for new and emerging “green” businesses, by attending green business showcases and expos and engaging with the other businesses that have product and services displays is also a key component to getting word out within the industry that Brisbane is a good place to locate.



This should be coupled with a new tab on the City webpage directed at “green” business, marketing the benefits of locating in Brisbane highlighting the strengths and opportunities existent in Brisbane. Having representatives from the City attend trade shows and expos that showcase green home remodeling businesses and products and having these representatives engage with the attendees at the display tables and promote Brisbane as a good location for small and developing “green” business would be a good way to reach the target market in this industry. Additionally, internet research and information collection in a spreadsheet of such businesses within the region, collecting contact information and details on the existing city that the business operates in will allow Brisbane to get more information on the market and competitors. This could possibly be completed as a task by a new intern or Experiential Learning team.

Tracking and Evaluation

Given the diversity of areas of significant impact due to the Brisbane Green Business Attraction Plan, the metrics for evaluating the success will span all three sectors as well (social, environmental, & economic). The conventional approach to evaluating of business development initiatives is to focus almost exclusively upon the economic metrics. For this reason the economic metrics will be the primary lens of focus because the resident community as well as prospective businesses will focus upon these metrics first. However, equality important are metrics that evaluate the communities sustainability at large by evaluating social, environmental, and economic impacts and benefits concurrently that result from green business practices.

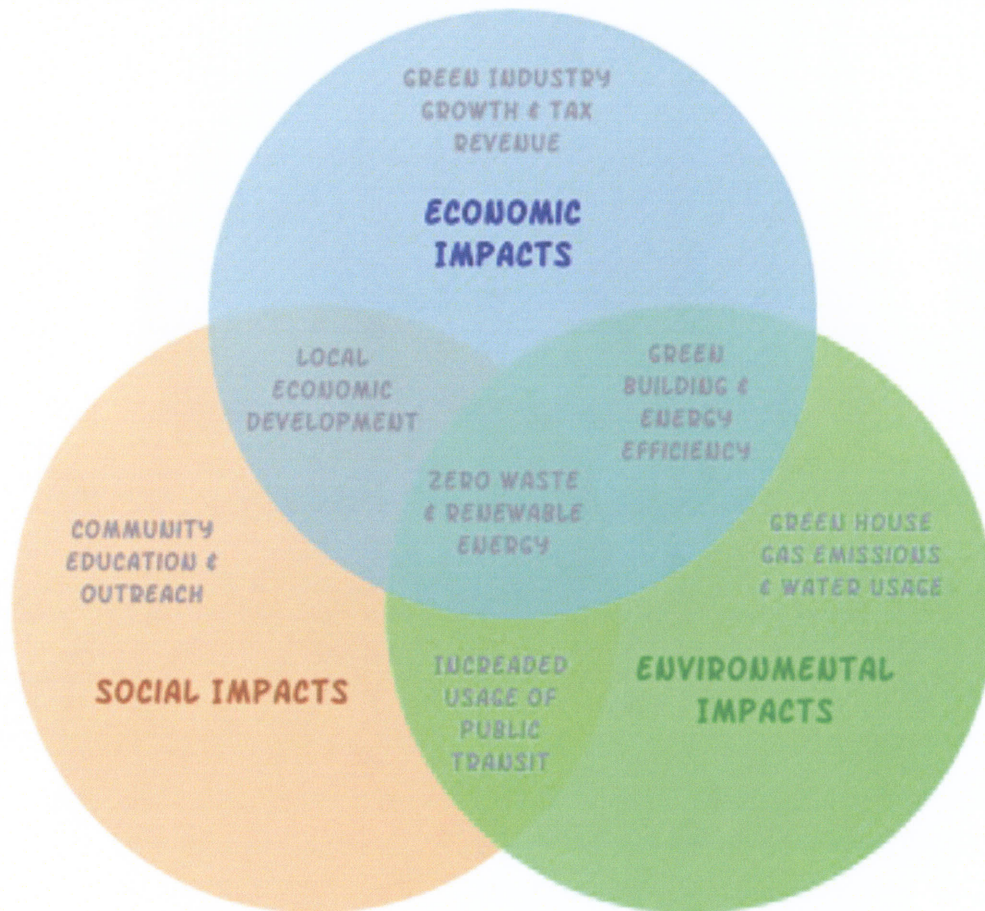


Figure 1. Venn Diagram of overlapping social, environmental, and economic impacts of Green Business Attraction Plan for the City of Brisbane, California. While there is room to debate which impacts occur in which sectors, the point of this diagram is to illustrate the interconnectivity of the major impacts that will occur.

Economic Metrics

The economic metrics are items such as changes in sales tax revenue, vacancy rates of commercial space within the community, and numbers of business licenses issued annually. Currently the City of Brisbane, due to its limited size, does not track certain metrics such as the vacancy rate of commercial space. As the city begins to market itself based upon its unique traits such as location and types of commercial space, it will be invaluable to not only know how much space is available but also the specific details of highlighted vacancies. Detailed familiarity with this information will be vital, thus the city staff will need to coordinate closely with the property ownership and management to track these metrics closely. There are additional economic metrics that cater specifically to the green business such as numbers of LEED certified buildings, energy efficient ratings of commercial spaces, renewable energy supply to these locations, and increased waste and recycling management services.

Social Metrics

The social metrics that require tracking include socioeconomic information, commuter to resident worker statistics, public transportation usage of both residents and commuters, numbers of corporations involved in community outreach and education, amounts of dollars spent by corporation and their employees within the community, and retention rates of green businesses within the City of Brisbane. If the city is not clearly and publicly tracking parameters such as these, then the participating green businesses and individuals will have less incentive to involve themselves with the resident community of Brisbane. There currently is a deep schism between the transient commuter base and the local resident population within the City of Brisbane. Tracking these social metrics is critical to the overall welfare and sustainability of the community.

Environmental Metrics

The environmental metrics that are necessary to track for successful green business attraction efforts as well as long term sustainability of the community include green house gas (GHG) emissions, water consumption and recycling rates, inventories of toxic/hazardous chemicals handled or generated within the community, and waste generation and diversion rates. Ultimately to support this green business attraction plan, a local climate action plan and zero waste initiative will be vital for providing direction, defining metrics, and evaluating overall success of adopting sustainability within the city.

Establishing Baselines and Targets

These metrics are only useful provided there are sound baselines established for each of them. No matter how detailed or thorough the subsequent tracking and evaluating of these metrics are, if the initial baseline is not well established using a

sound and statistically significant dataset, these later efforts will be conducted in vain. Furthermore, sound targets are also crucial for the successful utilization of metrics. While many cities do not grasp these mathematical nuances, adopting target GHG emission reductions of 50% relative to 1990 or relative to 2010 will result in tremendously different outcomes. While both will look like significant successes, the true metric of success, tonnage of emissions in this case, depends tremendously on the base year being considered for the evaluation. Due to the recent economic recession GHG emissions, consumer consumption, waste generation, and other such rates are all down by significant amounts relative to just a few years prior. This decline should not be attributed to local green efforts but to global economic conditions.

The majority of the proposed metrics across all three sectors (social, environmental, and economic) are not currently being tracked by the City of Brisbane. The city with a resident population of under 4,000 has very limited public administrative resources. Thus tracking such a wide array of parameters will be difficult. The key to surmounting the obstacle of bandwidth is to incentivize the local corporations to track and report these parameters in a standardized fashion. Establishing a streamlined, centralized, and transparent repository for this information will help provide the accountability, motivation, and publicity necessary to attract green businesses to engage in this quantitative effort.



Appendix 1: SWOT Analysis

Strengths

- ★ Location, Proximity to SFO, SF and greater Bay Area.
- ★ Vehicle access via 101.
- ★ Large and adaptable warehouse/industrial tenant spaces.
- ★ Amenable zoning regulation.
- ★ Affordable business operating costs (no payroll tax, cheap rents etc.)
- ★ Accessible government administration.
- ★ Commitment to sustainability, promoting green businesses within the city.

Weaknesses

- ★ Limited amenities and lack of accessibility to amenities for employees.
- ★ Limited alternatives to personal vehicle transport.
- ★ Low Profile of City. Lack of marketing to business sector.
- ★ Lack of connection between business and the City/Community.
- ★ Culture and impacts of freight delivery and using Brisbane as a through fare.
- ★ Lack of aggressive business attraction/retention plan.
- ★ Isolation of Sierra Point. Disconnect between business at Sierra Point and the City.
- ★ Remembered as a 'toxic dump'.

Opportunities

- ★ Economic Downturn: Prospective business tenants seeking cheaper overhead/lower rent.
- ★ Growing government and corporate pressure and support for green business.
- ★ Lack of light industrial and manufacturing support for green technology in the region.
- ★ Lack of materials and supplies for green businesses in the region.
- ★ High costs of living driving SF creative class to look elsewhere for cheaper rent.
- ★ Increasing costs of fuel will increase short-distance 'commuter appeal' of Brisbane with SF.

Threats

- ★ Community opposition to Business.
- ★ Economic Downturn: Current business tenants seeking cheaper overhead/lower rent.
- ★ State of California changing Redevelopment Law.
- ★ Increasing costs of fuel will decrease automotive 'commuter appeal' of Brisbane.
- ★ Increasing costs of fuel will motivate reduction in shipping and distribution.
- ★ Appeal to amenities may be limited due to Brisbane's size.