



TOOLKIT AND RESOURCES 2009

Building Sustainable Small Business

*“Common Sense Sustainability:
Your prosperity, your business, your future”*

“The most important thing that professionals in sustainability will have to offer in the future is not ready-made solutions. Rather, it is an ability to improvise, adapt, innovate and dream up still more visionary-yet-feasible ideas about how to transform a global civilisation or rescue ecosystems in trouble.

This is going to require even more exertion, more creativity, more risk. In the next few years, people who have been working on sustainability are going to be seriously tested - not only by resistance to their ideas - but by the ever-increasing demand for them.”

Alan AtKisson “Believing Cassandra”

Contact details

© This toolkit of resources and links has been developed by the Ethos Foundation, Project Manager and Administrator for the Building Sustainable Small Business (BSSB) program in the Scenic Rim , Gold Coast and neighbouring regions.

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SECTION 1 WELCOME TO THE BSSB TOOLKIT

The Building Sustainable Small Business (BSSB) program uniquely brings together information, resources and tools about both:

- Setting up and running a successful small business, and
- Relevant, practical and useful business, ecological and social sustainability – common sense sustainability – and how to bring it into your business so that you are prosperous even in the face of climate change, energy issues, peak oil, increasing resource scarcity and government regulations.

This Toolkit of information, resources and links has been created to give you lots of ideas and options about how to run your business more successfully. It is part of the 2008/09 BSSB Workshop Series and the BSSB Mentoring, Leadership and Training program. We've deliberately put this document into an electronic Word format so that you can continue to grow the toolkit yourself based on the information, connections and resources you find as you explore sustainability and business for yourself.

Thank you for your interest in BSSB 2009. We invite you to take this journey of business and sustainability discovery with us and apply your learnings and insights to your own business. It's entirely up to you where you focus your attention and how you apply these ideas. We suggest you start small and in an area that is of real value to your business – so you can test things out and get a feel for how sustainability and business planning can really assist you.

Our philosophy at BSSB is that 'small is beautiful' as EF Schumacher said in the early 1970s. Local and place-based business and economy is making a welcome comeback in ways that support our local communities, our families, our businesses, our environment, our cultural heritage and our future. We believe that small businesses are well-placed to forge a new way of doing business that is local, innovative, people-friendly, prosperous and enterprising.

Best wishes for your BSSB journey,

The BSSB Team:

Jan McGregor – Project Coordinator
Sally MacKinnon – Facilitator and Presenter
Emily Pearce – Website Coordinator
Jane Medhurst – Bookkeeper
Kamya O'Keefe – Ethos Foundation Executive Officer

SECTION 2 SMALL BUSINESS TOOLS AND RESOURCES

There are a huge number of books, government and non-government agencies, organisations, websites, facilitators, tools and resources dedicated to helping small businesses operate effectively. We have included a range of these in this toolkit to give you a taste of what's around, particularly where it relates to local economy, localisation and sustainability. Explore, review, take and apply whatever you think is relevant and useful to your own business/es.

Websites

- **business.gov.au**
An Australian government initiative that's a business gateway to a wide range of government information and services. Sections include: E-business, Employing people, Environmental management, Fair trading, Grants and assistance, Home-based business, Importing and exporting, Insurance, Intellectual property, Market research and statistics, Occupational health and safety, Registrations and licences, Taxation, Tenders and contracts. It also offers online services in: Business consultation, ABN applications and ABN lookup, Government forms and Content syndication.
 W: www.business.gov.au

- **Australian Business Register (ABR)**
The Australian Business Register (ABR) is an extensive database of identity information provided by businesses when they register for an Australian Business Number (ABN). The ABR makes it easier for businesses and all levels of government to interact using a unique identifier – the ABN. The ABR provides instant online access to ABN details and transactions, allowing people to:
 - *check and verify information such as goods and services tax (GST) registration status of other businesses for ordering and invoicing*
 - *register for an ABN and other tax obligations such as GST and pay as you go withholding (PAYG)*
 - *apply for a tax file number (non-individuals only)*
 - *access your own ABN details and update them as required, and*
 - *apply to cancel your ABN.*
 Web: <http://abr.gov.au>
 Email: ABR@ato.gov.au
 Business Tax Enquiries Line: 132 866

- **Australian Tax Office (ATO)**
The Australian Tax Office has an extremely comprehensive website for businesses
 Web: www.ato.gov.au
- **Qld Government Department of Employment, Economic Development and Innovation now incorporates the former Department of Tourism, Regional Development and Industry**
This is a Qld Government department that focuses on growing regional economies and strengthening industries. It assists business owners to improve their operational and management skills. Note, the Environment Industry is identified as one of this department's key industries. The website has numerous links to a variety of information resources, tools, government departments and is well worth a close review. Some of the sections on the site include: Business Life Cycle; Research and Innovation; Investment; Key Industries; Regional Services; and Major Projects.
 W: www.dtrdi.qld.gov.au
- **Office of Fair Trading Queensland**
The Office of Fair Trading Qld promotes the existence of a fair and ethical marketplace within the community. In creating an equitable, informed and safe marketplace, Fair Trading works to increase business and consumer confidence. The Office of Fair Trading conducts a range of activities and services to create the right marketplace environment and deliver appropriate compliance and quality communication strategies. It has four key areas of operation: Business Services, Marketplace Strategy, Compliance, Policy and Legislation.
 W: www.fairtrading.qld.gov.au
- **NSW Department of State and Regional Development – NSW Small Business**
A website from the NSW Department of State and Regional Development for small businesses, this site has sections including: Starting a Business, Managing a Business, Technology in Business, Exporting, Government Programs and Resources. It also has a number of practical business tools including: Cleaner Production Self-Help Tool; Financial Analysis Business Planning Tool; Glossary of Business Terms; Guide to Business Planning; Guide to Developing Aboriginal Business; Risk Management Guide; Service Exports Toolkit; Small Business Diagnostic; and Winning Exports.
 W: www.smallbiz.nsw.gov.au/smallbusiness/
 Toolkit W: www.smallbiz.nsw.gov.au/smallbusiness/Resources/Business+Tools
- **Enterprise Connect** - Australian Government initiative that provides comprehensive support to Australian small and medium sized enterprises (SMEs), to help them become more innovative, efficient and competitive. The website states that “SMEs face many challenges in today’s increasingly global marketplace, but today’s business environment also brings opportunities. Enterprise Connect is designed to help SMEs acquire the knowledge, tools and

expertise to improve productivity, increase competitiveness and fully capitalise on their growth potential.” Enterprise Connect comprises two components, manufacturing centres and innovation centres.

W: <http://www.enterpriseconnect.gov.au/>

- **Smart Skills – Qld Department of Tourism, Regional Development and Industry (part of the new Department of Employment, Economic Development and Innovation)**

Smart Skills is an online learning site for people in business or starting a business. It contains an expanding range of subjects on the following topics:

- *Getting ready for business*
- *Business planning*
- *Marketing and promotions*
- *Selling*
- *Negotiation and networking*
- *Running your business*
- *Finance and cash*

W: <http://www.dtrdi.qld.gov.au>

- **Australian Business Arts Foundation (AbaF)**

AbaF is a company of the Australian Government, established in 2000 by the Department of Communications, Information Technology and the Arts. AbaF promotes private sector support for the arts. It connects business, the arts, donors and foundations through partnering, volunteering and giving. AbaF’s website has an interesting section about business skills development in the arts and includes Top Tips, Free Business Skills Workshops, Business Advice, Fact Sheets:

<http://www.abaf.org.au/documents/BusinessResources.pdf>

and a Business Resource Directory:

<http://www.abaf.org.au/skillsdevelopment/artistbusiness/businessresources/national.html>

W: www.abaf.org.au

- **Australian Competition and Consumer Commission – Green Marketing and Trade Practices Act**

In response to the increasing use of green claims in advertising by businesses seeking to differentiate themselves and their products from their competition by means of environmental claims, the Australian Competition and Consumer Commission (ACCC) has developed the Green Marketing and Trade Practices Act.

W: www.accc.gov.au/greenmarketing

- **Grants Link** – *An Australian Government initiative. This website helps you find funding available under a variety of grant programs for individuals, businesses and communities to help you to develop solutions to local and national problems, fund ideas and initiatives or provide assistance in times of hardship.*
W: <http://www.grantslink.gov.au>

Government Agencies

- **Qld Government Department of Employment, Economic Development and Innovation, incorporating Tourism, Regional Development and Industry**
This is a Qld Government department that focuses on growing regional economies and strengthening industries. It assists business owners to improve their operational and management skills.
W: www.dtrdi.qld.gov.au

SECTION 3 LOCAL ECONOMIC DEVELOPMENT

Websites

- **Building Sustainable Small Business – BSSB**

A website specifically designed to support the BSSB program in the Scenic Rim Region and Gold Coast. Contacts, resources and information about the project are all located on the website.

Web: www.bssb.org.au

Government Agencies

- **Scenic Rim Regional Council**

The new Scenic Rim Regional Council become operational on March 15 2008. It employs more than 350 staff and replaces Beaudesert and Boonah Shire Councils. The Scenic Rim Region covers an area of 4,256km and is home to almost 35,000 people with a large proportion involved in the tourism, agriculture and equine industries. Council operates customer service centres at Beaudesert, Boonah and Tamborine Mountain.

Web: www.scenicrim.qld.gov.au

Phone: (07) 5540 5111

- **Gold Coast City Council**

The Gold Coast is the sixth largest city in Australia and one of the fastest growing regions in our country. Covering an area of 1400 square kilometres, the city's boundaries extend from just south of Beenleigh to Coolangatta, taking in South Stradbroke Island and part of Moreton Bay and extending west to the hinterland of Mount Tamborine and the Lamington and Darlington Ranges.

The Gold Coast's current population of 496,906 is expected to continue to grow by 13,000 to 16,000 people per year, so that by 2030 Gold Coast City will be home to some 900,000 residents.*

The Council is committed to creating a city internationally recognised for its quality, diversity and sustainable lifestyle, economy and unique environment.

The Council is developing, in consultation with the community, a blueprint for the future of the Region called the Bold Future Vision

Web: www.goldcoast.qld.gov.au; www.boldfuture.com.au

Phone: 1300 130 854

Non-Government Organisations

- **Sirolli Institute**

Founded in 1996, the Sirolli Institute is a global, not for profit organisation of experienced professionals with the mission of introducing Enterprise Facilitation to communities seeking to grow their economies from within. When invited, the Sirolli Institute will help establish a community-based organisation that works in concert with existing economic development efforts to assist entrepreneurs. This organisation serves as a catalyst for renewed community pride and civic spirit. Since 1985, thousands of new jobs have been started with the help of Enterprise Facilitators in dozens of communities in Australia, New Zealand, the USA and Canada.

E: info@sirolli.co.uk

W: www.sirolli.com

- **Business Alliance for Local Living Economies (BALLE)**

The Business Alliance for Local Living Economies also known as BALLE, brings small business leaders together to explore questions like ‘How can businesses use less energy and produce less waste?’; ‘How can I help my customers understand that locally owned businesses are important to the strength of our community?’; ‘What new business opportunities exist for our region in the emerging green economy?’”. BALLE also provides tools and resources and above all, it shows that community-based business can go beyond traditional measures of success. BALLE is based in the US but in May 2008, will establish an Australian base in Melbourne.

Web: www.livingeconomies.org

Email: info@livingeconomies.org

Tools and Resources

Scenic Rim Regional Council

- **Boonah Rural Futures Plan**

Developed in 2007-07, this plan remains highly relevant to the Scenic Rim Region despite the amalgamation of local governments. It sets out priority industry sectors for the region as well as the focus of economic development in the region.

Web: http://www.bssb.org.au/index.php/resources/cat_view/43-key-regional-documents

- **Beaudesert Shire Council Economic Development Strategy**

Developed in 2006, this plan also remains highly relevant to the Scenic Rim Region despite the amalgamation of local governments. It identifies key industry sectors and the aims and processes for economic development in the region.

Web: http://www.bssb.org.au/index.php/resources/cat_view/43-key-regional-documents

- **Draft Rural Futures Strategy**

Released in December 2008, and related to the SEQ Regional Plan. The website states “the Draft Rural Futures Strategy has been released for public comment. The strategy outlines a range of actions in five core areas to sustain rural South East Queensland. Under the draft SEQ Regional Plan, about 85% of the region is designated as part of the regional landscape and rural production area. Some of the area is made up of national and conservation parks, water storages and state forests. Most of it, though, consists of farmland, which accounts for nearly 65% of SEQ. Despite SEQ's large rural landholdings, planning in the region to date has placed a greater emphasis on managing urban growth to meet rapidly increasing demands for housing, jobs and services. Strategic integrated rural planning has yet to occur. The SEQ Regional Plan, currently under review, recognises the need for more strategic and integrated rural planning to ensure rural areas remain economically, environmentally and socially sustainable. Rural futures is one of the plan's 12 regional policy areas.”

Web: <http://www.dip.qld.gov.au/regional-planning/rural-futures.html>

Gold Coast City Council

- **Draft 2009 – 2014 Corporate Plan**

Developed through the Bold Future project, this Draft plan is now released for public submissions. The Council states that The Corporate Plan 2009-14 will guide the delivery of the Council's and the community's shared vision for a truly sustainable city that delivers world class services and amenities while preserving its precious natural environment and quality of life. Download at: Web: http://www.goldcoast.qld.gov.au/t_standard2.aspx?PID=8237

- **Bold Future**

To review the Bold Future process visit the website at:

Web: http://www.boldfuture.com.au/the_plan_and_vision/the_vision/

- **Business Gold Coast /Business GC**

“BusinessGC brands the Economic Development Branch of Gold Coast City Council. Together, they work to broaden the economic base of the city through investment attraction strategies and industry development initiatives, undertaken in collaboration with our community, local business and other levels of government. To learn more about BusinessGC and to access up to date information that can help you make business decisions,” (GCCC Business GC website)

Web: www.businessgc.com.au.

Regional

- **SEQ Regional Plan**

The new draft South-East Queensland Regional Plan 2009-2031 was released in December 2008. The website states that “The Queensland Government is now undertaking a review of the SEQ Regional Plan 2005 to respond to important growth management issues that have emerged since its release. These issues include higher than expected population growth, housing affordability pressures, transport congestion and the urgent need to respond to climate change.”

Web: <http://www.dip.qld.gov.au/regional-planning/regional-plan-3.html>

SECTION 4 GENERAL ENVIRONMENTAL SUSTAINABILITY

Websites

- **business.gov.au**
This Commonwealth Government business website also has links and access to many environmental tools and resources that are relevant to small business. Go to www.business.gov.au and follow the links that are relevant to your needs.

- **Qld Environmental Protection Agency (EPA)**
*The Qld EPA includes Qld Parks and Wildlife Service and aims to protect Qld's natural and cultural heritage, promote sustainable use of Qld's natural capital and ensure a clean environment. Key functions of the organisation include environmental planning, environmental policy, management of parks, forestry and wildlife, environmental operations, sustainable industries and environmental and technical services. Website sections include: McNamara Report (Peak Oil), Recycling, Sustainability Events, Climate Change and Greenhouse, Energy, Sustainable Housing, ecoBiz Qld, Industry, Sustainability Publications, QWESTNet – Sustainable Technologies Network, State of the Environment, Air, Impact Assessment, Land, Monitoring, Waste, Noise and Nuisance, Coast and Oceans, Planning and Guidelines, Water
W: www.epa.qld.gov.au*

- **NSW Department of Energy, Utilities and Sustainability**
*The NSW Government has created a website with a range of information about energy, water and sustainability with sections that are targeted at small business. The Sustainability Section includes information about Green Power; Greenhouse; Greenhouse Gas Reduction Scheme; and the Australian Building Greenhouse Rating Scheme
W: www.deus.nsw.gov.au*

- **EnviroIndustry Gold Coast**
The objective of EnviroIndustry Gold Coast is to promote the growth and interests of Gold Coast based businesses and individuals that provide environmental products, technologies and services. EnviroIndustry Gold Coast, formally known as GREIA (Gold Coast Region Environment Industry Association), was launched on World Environment Day, 2003, under the support of Gold Coast City Council's Economic Development and Major Projects Division. Since then, membership has continued to grow and the activities and contributions of EnviroIndustry Gold Coast to industry, government and business has grown significantly. (from EnviroIndustry website).

Web: www.enviroindustry.com

Government Agencies

- **Qld Environmental Protection Agency (EPA)**
The Qld EPA includes Qld Parks and Wildlife Service and aims to protect Qld's natural and cultural heritage, promote sustainable use of Qld's natural capital and ensure a clean environment. Key functions of the organisation include environmental planning, environmental policy, management of parks, forestry and wildlife, environmental operations, sustainable industries and environmental and technical services.
 W: www.epa.qld.gov.au

- **EcoBiz – Qld EPA**
EcoBiz is the EPA's signature partnership program with Qld business and industry. EcoBiz assists businesses identify efficiencies in waste, water and energy for financial and environmental benefits. EcoBiz uses a 6-step process of identifying and measuring water, energy and material resource saving opportunities to assist companies to achieve increased profitability and sustainability. The EcoBiz website offers a number of free resources including WaterWise fact sheets, EnergyWise fact sheets, an Eco-efficiency glossary, a guide to Purchasing New Equipment and the Business Sustainability Roadmap.
 W:
http://www.epa.qld.gov.au/environmental_management/sustainability/ecobiz_queensland/

- **Clean Energy Innovation Centre [CEIC]**
The Clean Energy Innovation Centre [CEIC] has been set up by the Federal Government to help small and medium sized clean energy companies accelerate their business performance. Typically these would be companies developing clean energy technologies, companies involved in the supply chain for renewable technologies (solar, wind, tidal, etc) or firms focused on reducing energy demand and increasing energy efficiency
The Clean Energy Innovation Centre assists clean energy companies through:
A Business Review of their strategy and operations
A Business Review Report which will highlight key challenges and opportunities for improvement plus Recommendations to accelerate the performance of the business
Specialist advice to implement key Business Review Recommendations - reimburse to \$20,000 for approved consultants (50% of cost)
Helping the SME connect with complementary industry participants and networks, Government advisers and assistance programs, and technical and knowledge networks.
If you need any information then please feel free to contact:
Ken Long , Business Adviser,
Clean Energy Innovation Centre

Enterprise Connect

Phone: 0449 901 600

Email: ken.long@innovation.gov.au

Internet: <http://www.enterpriseconnect.gov.au/Innovation/CleanEnergy/>

Non-Government Organisations

- **Green Cross Australia**

Green Cross Australia is an affiliate of Mikhail Gorbachev's Green Cross International and was established following Gorbachev's visit to Brisbane for Earth Dialogues in 2006 with the vision of reconnecting humanity and the environment. Green Cross Australia aims to foster a global values shift towards a sustainable and secure future. Green Cross Australia is aligned with the global aims of Green Cross International and the values and principles of the Earth Charter.

Level 2 Brisbane City Hall King George Square Brisbane QLD 4000

P: 07 3003 0644 | M: 0412 244 137 | F: 07 3003 0855

E: info@greencrossaustralia.org | W: www.greencrossaustralia.org

- **Earth Charter**

The Earth Charter Initiative is a declaration of fundamental principles for building a just, sustainable and peaceful global society for the 21st Century. Created by global civil society, endorsed by thousands of organisations and institutions, but a motivating force inspiring change the world over.

Web: www.earthcharter.org

- **The Ethos Foundation**

The Ethos Foundation is a not for profit, sustainability learning and earthcare organisation. It's mission is to cultivate effective new thinking, values and action for positive, ecologically sustainable futures. The foundation is based at Binna Burra in the mountains of south east Queensland – in the Yugambeh Language Region. Its activities focus on four key areas:

1. *Learning and education about deep sustainability and the transition to post carbon futures;*
2. *Earthcare – sustainable food and farming; land restoration;*
3. *Community building – online, in the Beechmont community and the Wollumbin (Mt Warning) Bioregion;*
4. *Consulting for progressive, sustainable organisations and businesses.*

Phone: 07 3040 3035

E: info@ethosfoundation.org

W: www.ethosfoundation.org

- **Australia 21**

Australia 21 was formed in 2001 as a non-profit group to fill a national need for fresh and independent thinking about large and unsolved problems that confront us in the new century. It creates networks by drawing on outstanding researchers

and experts from diverse institutions and disciplines, nationally and internationally, and from various sectors of society. It brings together in roundtables and ongoing research, networks of the best minds available and provides them with opportunities to interact in ways that are not usually available. It is undertaking inclusive, integrated analyses in 4-thematic programs:

1. *Australians in Society*
2. *Australians in the Landscape*
3. *Australians in the World*
4. *Building Australia's Resilience*

PO Box 3244, Weston, ACT 2611

Phone: 02 6288 0823 Fax: 02 6288 0823

E: office@australia21.org.au

W: www.australia21.org.au

- **CERES**

CERES (the Centre for Education and Research in Environmental Strategies) is a community environmental project located beside the Merri Creek in Brunswick, Victoria. CERES is also the name of the Roman Goddess for agriculture. CERES aims to foster awareness and action on environmental and social issues affecting urban areas.

Cnr Roberts and Stewart Streets, Brunswick East, Vic, 3057

Phone: (03) 9387 2609

Email: ceres@ceres.org.au

W: www.ceres.org.au

- **The David Suzuki Foundation**

Founded in 1990, the David Suzuki Foundation works to find ways for society to live in balance with the natural world that sustains us. Focusing on four program ideas – oceans and sustainable fishing, climate change and clean energy, sustainability and the Nature Challenge – the Foundation uses science and education to promote solutions that conserve nature and help achieve sustainability within a generation.

Web: www.davidsuzuki.org

- **Australian Conservation Foundation (ACF)**

The ACF is committed to inspiring people to achieve a healthy environment for all Australians. For 40 years the ACF has been a strong voice for the environment, promoting solutions through research, consultation, education and partnerships. It works with the community, business and government to protect, restore and sustain our environment.

Web: www.acfonline.org.au

- **Permaforest Trust**

Permaforest Trust is a not for profit centre for sustainability education based in northern NSW. It specialises in sustainability training for transition to a lower

carbon future where students can learn permaculture skills and relocalisation strategies for peak oil, climate change and other limits to growth. Permaforest Trust offers Austudy Approved Certificate 4 and Diploma courses.

Web: www.permaforesttrust.org.au

Email: info@permaforesttrust.org.au

Commercial Organisations and Consultancies

- **Interface**

Interface is the worldwide leader in design, production and sales of modular carpet and a leading manufacturer and marketer of broadloom carpet, panel fabrics and upholstery fabrics. In business for more than 30 years, Interface is a leader in industrial ecology. With the vision of becoming the world's first environmentally restorative company by 2020, Interface is pioneering management and manufacturing processes that will achieve this goal.

Interface Sustainability Report: <http://www.interfacesustainability.com/>

Web: <http://www.interfaceinc.com/>

- **Village Green Managed Sustainable Services**

Village Green facilitates innovative and ethical solutions with business communities to increase profitability and improve resource efficiency. It is a multi-disciplined consulting house, specialising in sustainable business management and change processes. Village Green achieves results by working with groups of traders to improve profitability, reduce resource consumption and increase involvement in local communities. Village Green's small business audits focus on empowering businesses to manage their impacts in a simple and effective manner.

Village Green operates a Sustainable Business Management Program which includes audits, workshops and one-on-one consultation. Village Green uses auditing and reporting software to record individual appliance usage which is then cross-referenced against billing history. The software then generates improvement recommendations for energy, waste and water usage specific to the individual business.

Level 1, 29-31 Simmons St, South Yarra, V, 3141

P: (03) 9017 5017

F: (03) 9017 5181

E: info@villagegreen.com.au

W: www.villagegreen.com.au

- **Sustainnovation**

Sustainnovation is a sustainability consulting service whose vision is to see more businesses use their skills, resources and energy to deliver improved social and environmental outcomes. Sustainnovation has a good free monthly eNews that includes updates about grants and incentives for businesses.

PO Box 4414, Springfield, Q 4300

P: (07) 3381 0377

E: paul@sustainnovation.com.au

W: www.sustainnovation.com.au

- **Australian Ethical Investment**

Australian Ethical Investment Ltd was established in 1986 for the purpose of environmental and socially responsible investment. Australian Ethical offers five retail investment trusts, with around 140 individual investments, and a retail superannuation fund. All investments are guided by the principles in the Australian Ethical Charter.

Web: www.austethical.com.au

Tools and Resources

- **Village Green Internal Workflow Auditing System**

Over the past 4 years, Village Green has developed an automated approach to dealing with sustainable management practices in the workplace on a large scale. The result has been the creation of a web based tool that not only records, measures and recommends improvements in resource management, but a tool that will integrate billing data. This means you don't have to enter billing data twice if it is already in your accounting software or vice versa.

Contact: Kurt Foster: (03) 9017 5017; E: kurt@villagegreen.com.au

- **Money as Debt**

A 47 minute animation by Paul Grignon that explores the financial system and its contradictions: <http://video.google.com/videoplay?docid=-9050474362583451279>

Reports

- **Australian Conservation Foundation's "Consuming Australia" Main Findings Report**

This report describes some of the main aspects of the environmental impacts of Australia's consumption and analyses some of the important trends in Australian consumption patterns. It also suggests some ways for households and governments to lighten the burden on Australia's environment by shifting towards a smart consumption society.

Web: http://acfonline.org.au/uploads/res/res_atlas_main_findings.pdf

- **Business Sustainability Roadmap**

Published by Qld's Environmental Protection Agency, the Business Sustainability Roadmap is a strategy map that provides a contextual framework for businesses serious about taking up the challenges and opportunities of sustainable development. It can be found at:

http://www.epa.qld.gov.au/publications/p00771aa.pdf/The_business_sustainability_roadmap.pdf

Other

- **Paul Hawken**

Paul Hawken is an environmental entrepreneur and author. Starting at age 20, he dedicated his life to sustainability and changing the relationship between business and the environment. His practice has included starting and running ecological businesses, writing and teaching about the impact of commerce on living systems and consulting with governments and corporations on economic development, industrial ecology and environmental policy.

Web: www.paulhawken.com

SECTION 5 INDIGENOUS CULTURE

Government Organisations

- Australian Government Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA)**
FaHCSIA is responsible for social policies and support affecting Australian society and the living standards of Australian families. FaHCSIA is the Australian Government's lead coordination agency in Indigenous Affairs and also has a range of programs to assist Indigenous people.
FaHCSIA's Reconciliation Action Plan commemorates the 40th Anniversary of the 1967 Referendum on 27 May 2007 and outlines the department's commitments to achieving reconciliation.
 Web: [http://www.facs.gov.au/internet/facsinternet.nsf/via/indigenous/\\$file/reconciliation_plan.pdf](http://www.facs.gov.au/internet/facsinternet.nsf/via/indigenous/$file/reconciliation_plan.pdf)
- Queensland Government Department of Communities**
The Department of Communities is a Queensland Government agency committed to promoting and supporting excellence in the delivery of human services to Queenslanders. Its stated purpose is to strengthen and protect the well-being of Queenslanders particularly those who are vulnerable and most in need. The Department of Communities is responsible for creating positive and sustainable change by building partnerships between government and Aboriginal and Torres Strait Islander communities. The department's Indigenous Partnership Agreement carries a shared aspiration that Indigenous people achieve the same standard of living, economic prospects and general wellbeing as other Queenslanders.
 Web: www.communities.qld.gov.au

Non Government Organisations

- Yugambeh Museum**
The Yugambeh Museum, Language and Heritage Research Centre at Beenleigh is identified as the major source of information for researchers of Yugambeh cultural heritage including landscape, place and objects. Its vision is to tell the ongoing Yugambeh story, defining the spiritual and cultural traditions of the Yugambeh people, in a spirit of shared history through education programs, exhibitions and ceremonies. The traditional families of the Yugambeh region identify as Mununjali, Kombumerri, Gugugin, Birinburra, Migunburri, Minjungbal, Wangerriburra and Bollongin.
 Web: www.yugambeh.com
 Add: Cnr Martens St and Plantation Rd, Beenleigh, Qld (Mon-Fri, 9.30am to 3pm; visitors by appointment)
 Ph: (07) 3807 6155

Em: admin@yugambeh.com

- **Mununjali Housing and Development Co. Ltd**

Add: 35 Anna St, Beaudesert

Ph: 0417 733 020

- **Reconciliation Australia**

Reconciliation is an independent, not for profit organisation established by the former Council for Aboriginal Reconciliation. It is a peak national organisation that builds and promotes reconciliation between Indigenous and non-Indigenous Australians for the wellbeing of the nation.

Web: www.reconciliation.org.au

Reconciliation Australia has a useful Links Section on its website for many other aligned organisations: <http://www.reconciliation.org.au/i-cms.jsp?page=122>

SECTION 6 ENVIRONMENTAL REPORTING

Websites

- **business.gov.au**
A Federal Government website with access to many tools and services to help business with environmental sustainability. It has a section with an Environmental Reporting Tool which you can use to find out if there are threatened species, important wetlands, heritage sites or pollutant emissions in your area: www.environment.gov.au/erin/ert/index.html
- **Environmental Protection and Biodiversity Conservation Act - EPBC Protected Matters Search tool**
Generate a report with this tool to help you find out whether your area of interest has national environmental significance and is protected by the Act: www.environment.gov.au/erin/ert/epbc/index.html

SECTION 7 ENERGY

Websites

- NSW Department of Energy, Utilities and Sustainability**
The NSW Government has created a website with a range of information about energy, water and sustainability with sections that are targeted at small business. The Energy Section includes information about Energy Efficiency; Tips for Energy Smart Offices; Energy Smart Toolbox; Business Case Studies; Communications Kit for Energy Smart Businesses; Information on Cogeneration for Business; Useful Links.
 W: www.deus.nsw.gov.au
- What's your carbon footprint? Have you checked your footprint lately?**
 Here is a recent and detailed US version - http://www.3degreesinc.com/carbon_calculator/ and an Australian version here: <http://www.epa.vic.gov.au/ecologicalfootprint/default.asp>
- Online Energy Calculator**
 This is an initiative of the Dept Mines and Energy to help consumers estimate the costs of their household electricity use and to find out ways to save money on energy bills. The energy calculator can be accessed at www.eoq.com.au

Government Agencies

- business.gov.au**
This Commonwealth Government website has a number of business and energy-related links and tools for small business:
 + *Energy Services Directory which enables you to locate and engage external service providers when planning, conducting and implementing environmental assessments:*
www.energyefficiencyopportunities.gov.au/index.cfm?event=object.showContent&objectid=C488E889-E4D9-C6C6-A2B5E4098114C6E8
 + *Green Vehicle Guide which will help you to find Australian vehicles with lower greenhouse gas and air pollution emissions:*
www.greenvehicleguid.gov.au/GVGPublicUI/ApplicationFirstStartTaskWebForm.aspx

Non-Government Organisations

- **Cities for Climate Protection (CCP)**
The Cities for Climate Protection (CCP) program is an innovative international campaign that helps local government and their communities to reduce greenhouse gas emissions and their impact on the environment. In Australia, CCP is delivered through a collaboration between ICLEI Oceania – Local Governments for Sustainability and the Australian government.
 W: www.iclei.org
- **ICLEI - Energise Business Project**
 The Energise Business project aim was to offer energy performance contracting to deliver energy efficiency measures to small business. The pilot project delivered considerable greenhouse abatement and costs savings for small businesses and was successful enough for the project to now be offered to three other communities.
 Online link: <http://www.iclei.org/index.php?id=4090>
 Case study link:
http://www.iclei.org/fileadmin/user_upload/documents/ANZ/CCP/CCP-AU/Projects/SME/two_page_case_study.pdf
- **Clean Energy Council**
The Clean Energy Council is an amalgamation of the Australian Wind Energy Industry Association (Auswind) and the Australian Business Council for Sustainable Energy (BCSE). With over 400 businesses covering a quarter of Australia's total electricity production including gas, wind, hydro and bioenergy; and in the spectrum of business in the low-emission energy and energy efficiency sectors. Including solar PV, solar hot water, biomass, geothermal and cogeneration. The clean energy sector is focused on tackling climate change in Australia. It maintains that stationary energy is responsible for 50% of Australia's emissions – with electricity production by far the largest contributor. Any responsible remedy to climate change must tackle Australia's electricity mix.
 Web: www.cleanenergycouncil.org.au
- **International Council for Sustainable Energy (ICSE)**
The ICSE's mission is to provide a cohesive and credible voice for the global sustainable energy industry in international climate change and sustainable development discussions.
 Web: www.i-cse.org

Other

- **News Article “Solar takes off with US power supply deal”**
Australian solar expert Dr David Mills, in October 2007, sealed a multi-million dollar deal with two of America’s biggest power utilities for the solar concentrator technology he developed in Australia.
W: <http://www.abc.net.au/news/stories/2007/10/02/2048420.htm>

- **Australia’s Initial Report under the Kyoto Protocol**
Australia’s ratification of the Kyoto Protocol came into force in mid-March 2008, officially making Australia a full party to the Kyoto Protocol. Prime Minister Kevin Rudd signed Australia’s instrument of ratification in December 2007 as the first act of the new Government. Under Kyoto rules it takes 90 days before the ratification comes into force. The Government used the ratification to release Australia’s Initial Report under the Kyoto Protocol, a full year earlier than required by the United Nations. The report demonstrates how Australia is able to measure the reductions in emissions that are required under Kyoto. The report is available at:
<http://www.climatechange.gov.au/inventory/publications/pubs/unfccc-report.pdf>

SECTION 8**PEAK OIL****Websites**

- **Richard Heinberg**

Richard Heinberg is the author of eight books including “The Party’s Over: Oil, War and the Fate of Industrial Societies”, “Powerdown: Options and Actions for a Post-Carbon World”, “The Oil Depletion Protocol” and “Peak Everything”. He is a Senior Fellow of the Post Carbon Institute and is widely regarded as one of the world’s foremost peak oil educators.

Web: <http://www.richardheinberg.com/>

- **Matthew Simmons**

Matthew Simmons is Chairman of Simmons and Co., international energy investment company based in Houston Texas. He is a highly credible and outspoken industry spokesperson in the area of peak oil.

Web: www.simmonsco-intl.com (go to Research and Papers)

You Tube Interview: <http://www.youtube.com/watch?v=4IwtAQzrfiw>

Government Agencies

- **The McNamara Report “Queensland’s Vulnerability to Rising Oil Prices”**

In May 2005, then Qld Premier Peter Beattie, established the Qld Oil Vulnerability Taskforce. The taskforce was asked to report on Qld’s vulnerability to rising world oil prices driven by supply constraints including, but not limited to, the potential peaking of world oil supplies caused by natural field decline (peak oil). The taskforce was chaired by Andrew McNamara MP, Member for Hervey Bay. Its report was released in late 2007 and can be found at:

http://www.epa.qld.gov.au/publications/p02190aa.pdf/Queenslands_vulnerability_to_rising_oil_prices_taskforce_report.pdf

Non-Government Organisations

- **Post Carbon Institute**

The mission of the Post Carbon Institute is to assist communities in the effort to relocalise and adapt to an energy constrained world. Post Carbon Institute is a think, action and education tank offering research, project tools, education and information to implement proactive strategies to adapt to an energy constrained world. The development of the Post Carbon Institute arose out of concern for the

environmental, social, political and economic ramifications of global over-reliance on cheap energy. The institute works in partnership with community groups, governments, business and public and private organisations.

Web: www.postcarbon.org

- **Relocalization Network**

Relocalisation is a strategy to build societies based on the local production of food, energy and goods, and the local development of currency, governance and culture. The main goals of relocalisation are to increase community energy security, to strengthen local economies, and to dramatically improve environmental conditions and social equity. The Relocalization Network supports local groups in developing community activities and programs that can be implemented locally and as working models for other communities seeking to increase their resilience.

Web: www.relocalize.net

- **Global Public Media**

Global Public Media is a public service broadcaster for a post carbon world.

Web: www.globalpublicmedia.com

Tools and Resources

- **“A Crude Awakening” – DVD**

‘An enlightening, intelligent, and profoundly shocking film about our most valuable, non-renewable resource: oil.’ A film by Basil Gelpke and Ray McCormack.

Web: www.madman.com.au

- **“The End of Suburbia” – DVD**

A documentary about oil depletion and the collapse of the American dream. Directed by Gregory Greene.

Web: www.endofsuburbia.com

- **“Peak Oil – Imposed by Nature” – DVD**

A film by Norwegian producer/director Amund Prestegard which sets out to explain the peak oil phenomenon.

Web: <http://imposedbynature.postcarbon.org>

- **“Richard Heinberg: Powerdown” – DVD from Global Public Media**

Peak oil expert Richard Heinberg gives a compelling, chapter by chapter synopsis of his book Powerdown: Options and Actions for a Post-Carbon World. In addition he is interviewed in depth by Global Public Media’s David Room.

- **“Matt Simmons: Energy Bankers” – DVD from Global Public Media**
Global Public Media’s DVD of Matt Simmons contains four hours of engaging and extremely candid video footage, including Simmon’s seminal presentation at the Center for Strategic and International Studies in February 2004 that sparked international concern about Saudi oil capacity. This collection includes four interview with Matt Simmons tracking the development of his thoughts both on Saudi oil problems and global oil and gas depletion.
- **“Colin Campbell: Petroleum Geologist” – DVD from Global Public Media**
In clear and easy-to-understand terms, veteran petroleum geologist, Colin Campbell, explains peak oil, the basics of petroleum geology, how the reserves are measured and the vital concept of ‘reserve back-dating’. He also talks about how oil affects and inflames geo-politics, and explains the unhelpful role of free market economics in hastening oil and gas depletion.

Reports

- **The McNamara Report “Queensland’s Vulnerability to Rising Oil Prices”**
In May 2005, then Qld Premier Peter Beattie, established the Qld Oil Vulnerability Taskforce. The taskforce was asked to report on Qld’s vulnerability to rising world oil prices driven by supply constraints including, but not limited to, the potential peaking of world oil supplies caused by natural field decline (peak oil). The taskforce was chaired by Andrew McNamara MP, Member for Hervey Bay. Its report was released in late 2007 and can be found at:
http://www.epa.qld.gov.au/publications/p02190aa.pdf/Queenslands_vulnerability_to_rising_oil_prices_taskforce_report.pdf

SECTION 9 WATER – EFFICIENCY, CONSERVATION, QUALITY, RECYCLING, REUSE

Websites

- **NSW Department of Energy, Utilities and Sustainability**
The NSW Government has created a website with a range of information about energy, water and sustainability with sections that are targeted at small business. The Water Section includes information about the NSW Water Savings Fund and Action Plans; Integrated Water Cycle Management; NABERS – National Australian Built Environment Rating System
W: www.deus.nsw.gov.au

Government Agencies

- **Australian Government National Water Commission (NWC)**
The National Water Commission is responsible for helping to drive national water reform and advising the Minister for Climate Change and Water and State and Territory governments on water issues. The Commission is also responsible for managing the implementation of the National Water Initiative – the blueprint for national water reform – and for implementing, under the \$2 billion Australian Government Water Fund – the Raising National Water Standards program.
Web: www.nwc.gov.au
- **Qld Department of Natural Resources and Water (NRW)**
The vision of the Department of Natural Resources and Water (NRW) is ‘managing Queensland’s natural resources for today and tomorrow’. NRW plays a critical role in the stewardship of Qld’s natural resources. The department manages and allocates the state’s land and water resources, and manages native vegetation and the use and sale of native forest resources.
Web: www.nrw.qld.gov.au
- **Queensland Water Commission (QWC)**
The Qld Water Commission is an independent, statutory authority responsible for achieving safe, secure and sustainable water supplies in South East Queensland and other designated regions. Its role is to ensure sustainable water supplies by developing long term water supply strategies, establishing a regional water grid, implementing water restrictions, managing water demand, providing advice to government and reforming the water industry. It works with a number of partners including government departments, agencies and water service providers.
Web: www.qwc.qld.gov.au

Non-Government Organisations

- **Australian Water Association (AWA)**

AWA is Australia's peak water industry association. It offers a range of services including membership for individuals and organisations, state and regional branches, education and learning events and publications for sale.

TIP: AWA has a free weekly eNews service. To subscribe at no cost email your details to: news@awa.asn.au

PO Box 388, Artarmon, NSW 1570

+61-2-9413-1288, Fax +61-2-9413-1047

<http://www.awa.asn.au>

SECTION 10 WASTE AND POLLUTION

Websites

- **National Pollutant Inventory (NPI) guide to reporting**
This guide helps you to estimate your business emissions for inclusion in your mandatory NPI reporting. It also helps you determine which substances you need to report emissions on: www.npi.gov.au/handbooks/guidetoreporting.html

Government Agencies

- **Qld Environmental Protection Agency (EPA)**
The Environmental Protection Agency deals with a wide range of environmental matters including protecting air, water and soil quality, managing waste, preventing or controlling pollution, managing the state's coastline, and promoting sustainable industry. Environmental guidelines help administering authorities like the EPA and local government implement the Environmental Protection Act and its associated regulations and environmental protection policies.
Web: www.epa.qld.gov.au/environmental_management/

Non-Government Organisations

- **Clean Up Australia**
Clean Up Australia works with communities to clean up, fix up and conserve our environment.
Web: www.cleanup.org.au
- **Keep Australia Beautiful Network**
The Keep Australia Beautiful Network encourages and manages tens of thousands of community volunteers around Australia. Its mission is to encourage the Australian community to protect and conserve the natural environment through individual actions.
Web: www.kab.org.au

Commercial Organisations

- **SITA Environmental Solutions**
SITA Environmental Solutions is one of Australia's leading recycling and waste management companies. SITA's services include recycling domestic collection, commercial and industrial collection and waste assessment and resource recovery options.
Web: www.sita.com.au
Phone: 13 13 35

SECTION 11 ECO TOURISM

Government Agencies

- **Qld Government Department of Tourism, Regional Development and Industry (now part of the Department of Employment, Economic Development and Innovation)**

This is a Qld Government department that focuses on growing regional economies and strengthening industries. It assists business owners to improve their operational and management skills. Note, the Environment Industry is identified as one of this department's key industries. The website has numerous links to a variety of information resources, tools, government departments and is well worth a close review. Some of the sections on the site include: Business Life Cycle; Research and Innovation; Investment; Key Industries; Regional Services; and Major Projects.

W: www.dtrdi.qld.gov.au

Non-Government Organisations

- **Ecotourism Australia**

Ecotourism Australia was formed in 1991 and is the peak national body for the Australian ecotourism industry. It operates the Eco Certification Program where tourism operators in Australia who have their tour, attraction or accommodation accredited under the Eco Certification program can genuinely claim to provide authentic ecotourism products.

Web: www.ecotourism.org.au

- **The International Ecotourism Society (TIES)**

TIES is the world's oldest and largest ecotourism organisation and is committed to promoting the principles of ecotourism and responsible travel.

1333 H St NW, Suite 300E

Washington, DC, 20005

USA

P: +1 (202) 347-9203

F: +1 (202) 789-7279

E: info@ecotourism.org

W: www.ecotourism.org

- **Tourism Queensland**

Tourism Queensland is a statutory authority of the Queensland Government. It's mission is to enhance the development and marketing of Queensland tourism destinations in partnership with industry, government and community.

Web: www.tq.com.au

- **Sustainable Tourism Cooperative Research Centre (STCRC)**
The STCRC was established under the Australian Government's Cooperative Research Centres Program to underpin the development of a dynamic, internationally competitive and sustainable tourism industry. The STCRC is a not-for-profit company owned by its industry, government and university partners.
 Gold Coast Campus
 Griffith University, Q, 4222
 P: (07) 5552 8172
 F: (07) 5552 8171
 W: www.crctourism.com.au
- **EC3 Global**
EC3 Global is owned by the Sustainable Tourism Cooperative Research Centre (STCRC) and provides access to significant industry science and technology. The company operates several internationally-trusted systems and products to measure environmental performance including:
 - *Earthcheck – which allows individuals, enterprises and governments to systematically measure, benchmark, report and manage their sustainability performance;*
 - *Green Globe - the certification program which can benchmark up to 30 performance sectors within the travel and tourism industry;*
 - *IPAT – a software application for industry data comparisons;*
 - *Decipher – a web portal designed as a knowledge distribution platform.*
 P: (07) 3238 1900
 E: info@ec3global.com
 W: www.ec3global.com
- **Green Globe**
Green Globe aims to deliver the best travel and tourism benchmarking and certification products and services in the world, which facilitate sustainable travel and tourism for companies, communities, ecotourism operators and precincts.
 Web: www.ec3global.com

Other

- **Oslo Statement on Ecotourism**

The Oslo Statement on Ecotourism was developed at the 2007 Global Ecotourism Conference in Oslo, Norway. The Statement is a tool for ecotourism stakeholders both in the public and private sectors to assess the current state of the global ecotourism community, to evaluate the challenges facing ecotourism today, and to establish goals and benchmarks for the coming years.

Full Statement: <http://www.box.net/shared/static/h3ccnmpbks.pdf>

- **Feast on Q**

Free monthly eNews from Tourism Queensland that is a state-wide round up of new and interesting developments in food and wine in Queensland.

To Subscribe: feastonq@tq.com.au

SECTION 12 FOOD AND FARMING

Government Agencies

- **Department of Agriculture, Fisheries and Forestry (DAFF)**
The Australian Department of Agriculture, Fisheries and Forestry's role is to develop and implement policies and programs that ensure Australia's agricultural, fisheries, food and forestry industries remain competitive, profitable and sustainable. DAFF's policies and programs:
 - encourage and support sustainable natural resource use and management
 - protect the health and safety of plant and animal industries
 - enable industries to adapt to compete in a fast-changing international and economic environment
 - help improve market access and market performance for the agricultural and food sector
 - encourage and assist industries to adopt new technology and practices, and
 - assist primary producers and the food industry to develop business and marketing skills, and to be financially self-reliant.

Web: www.daff.gov.au

- **Qld Department of Primary Industries and Fisheries**
The Department of Primary Industries and Fisheries assists Qld food and fibre industries to increase productivity, sustainability, market growth and adaptability. It delivers research and development, provides policy leadership, protects industries against pests and diseases and maintains animal welfare standards.

Web: www.dpi.qld.gov.au

Email: callweb@dpi.qld.gov.au

Phone: 13 25 23

Non Government Organisations

- **Landcare Queensland**
Landcare Queensland believes that to ensure vibrant towns and cities of the future that have clean air, healthy soils and landscapes, and clean abundant water, we need to live and work differently. To really look after the environment, Landcare believes that people need information, support and financial assistance to make the right choices. To this end, Landcare Queensland provides training, resources and funding for more than 30,000 people involved in Landcare throughout Queensland.

Web: www.landcare.org.au

Address: Level 2, Primary Producers House, 183 North Quay, Brisbane

Phone: (07) 3211 4413

- **Permaforest Trust**

Permaforest Trust is a not for profit centre for sustainability education based in northern NSW. It specialises in sustainability training for transition to a lower carbon future where students can learn permaculture skills and localisation strategies for peak oil, climate change and other limits to growth. Permaforest Trust offers Austudy Approved Certificate 4 and Diploma courses.

Web: www.permaforesttrust.org.au

Email: info@permaforesttrust.org.au

- **The Green Shed**

The Green Shed, located at The Showground, Main Western Rd, Mt Tamborine is the local market for fresh, mostly organic fruit and vegetables. It is open every week on Sunday mornings from 7am to midday. It is organised as a non-profit community enterprise venture through the Tamborine Mountain Local Producers Association Inc. and is organised as a service to local small farmers and growers of horticultural produce. Its aim is to maximise profit for producers and provide visitors and residents with the opportunity to purchase direct from growers.

Web: www.greenshed.com.au

- **Growing Communities**

Growing Communities is a community based cooperative enterprise working to promote the establishment, development and ongoing support of school gardens, community gardens and city farms in south east Queensland and beyond.

Web: www.growingcommunities.org.au

Em: info@growingcommunities.org.au

Address: 192 Boundary St, West End, Q, 4101

Ph: 0423 945 621

- **Seed Savers Network**

The Seed Savers Network was founded in 1986 to preserve the diversity of our cultural plants. It runs education programs for the preservation of open-pollinated (non-hybrid) seeds and the genetic diversity of plant varieties. It also organises non-profit seed exchange programs and seed banks for non-hybrid plant varieties.

Web: www.seedsavers.net

Email: info@seedsavers.net

Phone: (02) 6685 6624

Address: PO Box 975, Byron Bay, NSW 2481

- **Bio-Dynamic Agricultural Association of Australia**

In 1953 the Bio-Dynamic Agricultural Association of Australia (BDAAA) was founded as a training body to aid farmers in developing the skills and techniques to change from conventional to Bio-Dynamic farming.

Web: www.demeter.org.au

Phone: (03) 59 66 7333

- **Biodynamic Agriculture Australia**
Biodynamic Agriculture Australia is a not for profit association with a governing council and participation by all members. It was founded in 1989 and promotes the practice and understanding of the Biodynamic system of agriculture.
 Web: www.biodynamics.net.au
 Phone: (02) 6655 0566
- **Biological Farmers of Australia**
The Biological Farmers of Australia (BFA) works to influence standards development, represent member views at government level and support the growth of the Australian organic market. It provides assistance in market intelligence, exporting requirements and development of contacts and networks. The BFA operates for the benefit of its members as a not for profit organisation.
 Web: www.bfa.com.au
 Phone: (07) 3350 5716
- **Slow Food International**
Slow Food International is a non-profit, eco-gastronomic, member-supported organisation. It was founded in 1989 to counteract fast food and fast life, the disappearance of local food traditions and people's dwindling interest in the food they eat, where it comes from, how it tastes and how our food choices affect the rest of the world. Today Slow Food International has 80,000 members all over the world.
 Web: www.slowfood.com

Enterprises

- **Food Connect**
Food Connect is a dynamic, farmer direct, community food distribution business operating in south east Queensland. It aims to provide genuine food for families, a decent living for farmers, support the nurturing of the land and the establishment of local community networks. The Food Connect project is based on the Community Supported Agriculture model where a number of families (subscribers) pay and provide a stable market for a number of farmers who are growing genuine food.
 Unit 3, 8 Textile Cres, Salisbury, Q, 4107
 P: (07) 3216 7777 F: (07) 3216 7555
 E: info@foodconnect.com.au
 W: www.foodconnect.com.au
- **SEED International – Sustainability Education and Ecological Design**
The aim of SEED International is to contribute to the emergence of an ecological and sustainable future through ecoliteracy and ecodesign. Founders Morag Gamble and Evan Raymond have over 20 years of combined hands-on and professional experience in this field. SEED International is experienced in the

design and delivery of innovative, flexible and responsive environmental education programs and ecological design services that meet the needs of participants and clients both in Australia and overseas.

Web: www.seedinternational.com.au

- **Navdanya**

Navdanya is an Indian organisation which has a mission to protect nature and people's rights to knowledge, biodiversity, water and food. It began as a program of the Research Foundation for Science, Technology and Ecology, a participatory research initiative founded by world-renowned scientist and environmentalist Dr Vandana Shiva, to provide direction and support to environmental activism. Navdanya is actively involved in the rejuvenation of indigenous knowledge and culture. It has created awareness on the hazards of genetic engineering, defended people's knowledge from Biopiracy and food rights in the face of globalisation. It has its own seed bank and organic farm spread over an area of 20 acres in Uttranchal, north India.

Web: <http://www.navdanya.org>

- **Eden Seeds**

Eden Seeds aims to distribute Old Traditional Open pollinated varieties of vegetable seed, preferably old Australian varieties and organically or bio-dynamically grown where possible. It produces an annual catalogue which is available online or in selected retail outlets.

Web: www.edenseeds.com.au

Phone: (07) 5533 1107

- **River Cottage**

River Cottage is a more than profit organisation founded by Hugh Fearnley-Whittingstall in 1998 in Dorset, UK. River Cottage is founded on the principles of self sufficiency, food integrity, and the consumption of local, seasonal produce. It now consists of several projects including:

- *River Cottage HQ – the base for running courses and events*
- *Local Produce Store*
- *The Canteen – annexed to the local produce store which serves meals*
- *Resources including books, DVDs, online courses, newsletters etc*

Web: <http://www.rivercottage.net>

Tools and Resources

- **“Think Global: Eat Local – A diet for a sustainable society” – DVD**

A film by SEED International that explores local food systems that help to create sustainable communities by reducing the distance food needs to travel, providing fresh, healthy food and supporting vibrant local economies.

Web: www.localfood.net.au

Reports

- **“Food Miles in Australia: A Preliminary Study of Melbourne, Victoria”**
Researched and written by Asha Bee Abraham and Sophie Gaballa, this report estimates the distance traveled for food items found in a typical Melburnian’s shopping basket and the resulting greenhouse emissions from this transportation.
W: www.ceres.org.au (look for Food Miles Report on the left hand menu)
- **Australian Conservation Foundation’s “Consuming Australia” Main Findings Report**
This report describes some of the main aspects of the environmental impacts of Australia’s consumption and analyses some of the important trends in Australian consumption patterns. It also suggests some ways for households and governments to lighten the burden on Australia’s environment by shifting towards a smart consumption society.
Web: http://acfonline.org.au/uploads/res/res_atlas_main_findings.pdf

Other

- **Biodynamic Growing Magazine**
Biodynamic Growing Magazine was started by John Bradshaw in 2003 to disseminate information about the Australian ‘Demeter-Standard’ Biodynamic method developed in Australia in the late 1940s by Alex Podolinsky and the farmers of the Bio-Dynamic Agricultural Association of Australia.
Web: www.bdgrowing.com
Email: bdgrowing@dcsi.net.au
Mailing: PO Box 5018, Cranbourne Park, Vic, 3977
- **Feast on Q**
Free monthly eNews from Tourism Queensland that is a state-wide round up of new and interesting developments in food and wine in Queensland.
To Subscribe: feastonq@tq.com.au

SECTION 13 GRANTS & INCENTIVES

Government

- **Queensland Government Grants**

This website provides a variety of ways to find Queensland Government grants W:

<http://www.qld.gov.au/grants/discoverbywizard.action;jsessionid=FtmQnpv8pQKHVtZrFwlZn5Dwy1FfyhH1cz1rVdFvBnwmpY857cNb!-1230694171>

- **GrantsLINK – Australian Government Grants**

This Australian Government website helps visitors to find funding available under a variety of grant programs for individuals, businesses and communities. The aim is to help develop solutions to local and national problems, fund ideas and initiatives or provide assistance in times of hardship. Sections include: Agriculture; Business and Industry; Community and Society; Culture and Heritage; Economics and Finance; Education and Training; Employment; Environment and Nature; Health and Safety; Information and Communications; Science and Technology; Transport.

W: www.grantslink.gov.au

- **Australian government Water Fund - Australian Government National Water Commission (NWC)**

The Australian Government Water Fund is a \$2 billion Australian Government program to invest in water infrastructure, improved water management, and better practices in the stewardship of Australia's scarce water resources. The Fund supports practical on-ground water projects that will improve Australia's water efficiency and environmental outcomes. The Fund has three key program areas: Water Smart Australia Program; Raising National Water Standards Program; Community Water Grants Program.

Web: <http://www.nwc.gov.au/agwf/index.cfm>

- **Clean Energy Innovation Centre [CEIC]**

The Clean Energy Innovation Centre [CEIC] has been set up by the Federal Government to help small and medium sized clean energy companies accelerate their business performance. Typically these would be companies developing clean energy technologies, companies involved in the supply chain for renewable technologies (solar, wind, tidal, etc) or firms focused on reducing energy demand and increasing energy efficiency

The Clean Energy Innovation Centre assists clean energy companies through:
A Business Review of their strategy and operations

A Business Review Report which will highlight key challenges and opportunities for improvement plus Recommendations to accelerate the performance of the business

*Specialist advice to implement key Business Review Recommendations - reimburse to \$20,000 for approved consultants (50% of cost)
Helping the SME connect with complementary industry participants and networks, Government advisers and assistance programs, and technical and knowledge networks.*

If you need any information then please feel free to contact:

*Ken Long , Business Adviser,
Clean Energy Innovation Centre
Enterprise Connect*

Phone: 0449 901 600

Email: ken.long@innovation.gov.au

Internet: <http://www.enterpriseconnect.gov.au/Innovation/CleanEnergy/>

- **Our Community**

Our Community is a world-leading social enterprise that provides 15 knowledge centres spanning all aspects of running a community group and comprising a range of resources, training, advice and tools. Our Community has a very affordable and useful monthly eNews called the Easy Grants Newsletter.

Web: www.ourcommunity.com.au

SECTION 14 BOOK LIST

This section presents a number of books that may be of interest to you to explore. The following two books can be purchased from Sustainnovation:

paul@sustainnovation.com.au

- **“The Squeeze, A Novel Approach to Business Sustainability”**
by Gary Langenwaller, published by the Society of Manufacturing Engineers, 2007, \$49.50 plus postage and packaging
- **“Smarter Selling (I Owe U)”**
by Keith Dugdale and David Lambert, published by Financial Times Prentice Hall, 2007, \$25.00 plus postage and handling

Sustainnovation also highly recommends the following titles

- **“The Sustainability Advantage: Seven Business Case Benefits of a Triple Bottom Line”**
by Dr Bob Willard, published by New Society Publishers, 2002
- **“The Next Sustainability Wave: Building Boardroom Buy-In”**
by Dr Bob Willard, published by New Society Publishers, 2005
- **“Green to Gold: How Smart Companies use Environmental Strategy to Innovate, Create Value and Build Competitive Advantage”**
by Daniel C Esty and Andrew S Winton, published by Yale University Press, 2006
- **“Organisational Change for Corporate Sustainability: A Guide for Leaders and Change Agents of the Future” (2nd Edition)**
by Dexter Dunphy and Andrew Griffiths, published by Routledge, 2007
- **“Authentic Business: How to Create and Run Your Perfect Business”**
by Neil Crofts, published by Capstone Publishing Ltd, 2005
- **“The Lorax”**
by Dr Seuss, published by Random House, 1971
- **“Believing Cassandra: An Optimist Looks at a Pessimist’s World”**
by Alan AtKisson, published by Chelsea Green, 1999
Available from the Ethos Foundation Bookshop
- **“Natural Capitalism: Creating the Next Industrial Revolution”**
by Paul Hawkin, Amory Lovins and L Hunter Lovins, published by Little, Brown and Company, 1999

- **“The Natural Advantage of Nations: Business Opportunities, Innovation and Governance in the 21st Century”**
by Karlson ‘Charlie’ Hargroves and Michael H Smith, published by Earthscan Publications Ltd, 2003
- **“Mid-Course Correction: Toward a Sustainable Enterprise: The Interface Model”**
by Ray Anderson, published by Chelsea Green, 1999
- **“The Ecology of Commerce”**
by Paul Hawken, published by Collins, 1994
- **“Managing the New Organisation: Collaboration and Sustainability in the Post-Corporate World (2nd Edition)”**
by David Limerick, Bert Cunnington and Frank Crowther, published by Allen & Unwin, 2003
- **“Cannibals with Forks: The Triple Bottom Line of 21st Century Business (New Edition)”**
by John Elkington, published by Capstone Publishing Ltd, 1999
- **“Dancing with the Tiger: Learning Sustainability Step by Natural Step”**
by Brian Nattrass and Mary Altomare, published by New Society Publishers, 2002
- **“Business as Unusual”**
by Anita Roddick, published by Thorsons, 2002
- **“No Logo: No Space, No Choice, No Jobs”**
by Naomi Klein, published by Picador, 2002
- **“The Seven-Day Weekend: Changing the Way Work Works”**
by Ricardo Semler, published by Portfolio, 2004
- **“When Good Companies Do Bad Things: Responsibility and Risk in an Age of Globalisation”**
by Peter Schwartz and Blair Gibb, published by Wiley, 1999
- **“Cradle to Cradle: Remaking the Way We Make Things”**
by William McDonough and Michael Braungart, published by North Point Press, 2002
- **“Biomimicry: Innovation Inspired by Nature”**
by Janine Benyus, published by Harper Perennial, 2002

Books in the Ethos Foundation Community Library or Ethos Foundation Bookshop (www.ethosfoundation.org) that are recommended for small businesses involved in sustainable practices include:

- **“Peak Everything: Waking up to the century of declines”**
by Richard Heinberg, published by New Society Publishers, 2007
- **“The Starfish and the Spider: The unstoppable power of leaderless organisations”**
by Ori Brafman and Rod A. Beckstrom, published by Portfolio a member of the Penguin Group, 2006
- **“David Suzuki: The Autobiography”**
by David Suzuki, published by Allen and Unwin, 2006
- **“Getting to Maybe: How the world is changed”**
by Frances Westley, Brenda Zimmerman, Michael Quinn Patton, published by Random House Canada, 2006
- **“Middle-Class Lifeboat: Careers and life choices for navigating a changing economy”**
by Paul and Sarah Edwards, published by Thomas Nelson Inc., 2007

APPENDIX 1 Business and Climate Change

GBN/Monitor: Acting on Climate Change Workshop Summary 1

Acting on Climate Change: The Strategic Opportunity for Business

Insights from the Global Business Network/Monitor Group Workshop

“Climate change is the most important issue of our generation, if not our century and civilization.”

—Peter Schwartz, GBN chairman and Monitor Group partner

The climate has always been changing—and playing a critical role in population size and movement, economic development, health, and well being. So what makes this moment different? For starters, asserts Peter Schwartz, chairman of GBN and a partner of the Monitor Group, we are now accelerating the pace and the magnitude of change, which makes it harder to adapt. The system is complex—as are the points of view about cause, effect, and response. And yet, amidst all the confusion, a profound change in public attitude—the recognition that climate change is a real and global problem for us, our children, and our children’s children—is creating the opportunity and momentum to act. For business, this is particularly complicated. Although the physical effects of climate change—and their cascading consequences—will likely be seen sooner than we think, their shape and nature remain highly uncertain. Yet regulators, competitors, shareholders, and customers are already pushing for action and leadership, long before the full range of impacts, threats, and opportunities can be known. Waiting to “figure it out” is not an option.

Faced with this sense of urgency and uncertainty, 15 senior leaders from business, government, and nonprofit organizations joined GBN for a one-day scenario development and strategic workshop, “Acting on Climate Change” on June 6, 2007 in San Francisco. These included Bayer MaterialScience, the California Energy Commission, Cargill, Chevron, Duke Energy, Fetzer Vineyards, Grupo BBVA, Kennecott Utah Copper, Lawrence Livermore National Laboratory, Morgan Stanley, the Nature Conservancy, Proctor & Gamble, Sandia National Laboratory, and Shell International. The conversation was further deepened by several thought leaders, including Dr. Peter Gleick, noted expert on water and president of the Pacific Institute for Studies in Development, Environment, and Security, Dr. Alan Lloyd, former head of the California Air Resources Board and EPA, now president of the International Council on Clean Transportation; Bill Lockyer, Treasurer of the State of California; Dr. Irving Mintzer, economist and expert on the impacts of energy technologies and climate change; and Carl Pope, executive director of the Sierra Club.

Big Questions

Climate change has risen rapidly in importance within corporations although few position it as a strategic imperative—yet. In part this reflects the wide range of issues and concerns voiced by the participants. Who will take a leadership role—and what will that look like—especially if economic growth is sacrificed in the short term? Can and will business be a force for stability, and not focused solely on profit? How will financial markets influence the choices people make? How do we define, discuss, and make informed choices about tradeoffs? How do we begin to understand and address the system vulnerabilities? How will regional and national differences in regulations and attitudes affect the ability of multinational corporations to compete effectively? How do we move beyond PR and scale actions appropriate to impacts? When will “green” move

from niche to mass market? How do we balance shareholder value and sustainable growth—and effectively engage Wall Street in the process? Will we survive—as a company, as a society? The complexity embedded in these questions is further reinforced by changing evidence, perceptions, and goal posts that are constantly redefining the risks—both threats and opportunities.

Using Scenarios to Explore Climate Change

One approach that GBN uses to make sense of such uncertainty is to develop a scenario matrix. Crossing two important uncertainties relevant to the issue at hand, frames four plausible, yet challenging, scenarios—or stories—of how divergent futures might unfold. These scenarios, in turn, help illuminate different implications and options—for regions, nations, industries, and organizations. The scenario matrix that served as a platform for our strategic conversation was based on two axes of uncertainty:

- Coherence of global response: more aligned vs. less aligned
- Perception of response window: 5-10 years vs. 20+ years

This produced four scenarios for the future of climate change: *Kyoto 2.0*; *Many Shades of Green*; *Survival of the Fastest*; and *Solidarity in Crisis*. Currently, the participants agreed, we are in the *Many Shades of Green* scenario and moving toward *Solidarity in Crisis*. In contrast, most businesses would prefer the relative order and level playing field of *Kyoto 2.0* to the urgency and incoherence of *Survival of the Fastest*. Others may be attracted by the personal, corporate, and even national opportunities that such chaos creates.

Business and Organizational Implications

In exploring these scenarios—and variations—more fully, several key patterns and challenges emerged. At the center is a redefinition of climate change, from an environmental issue to a dynamic economic development and investment issue. This also means broadening the strategic conversation—conceptually, operationally, and in term of who is at the table. And yet, no matter how much and how cohesively we prepare, there will be surprises that shock us and change our perceptions and responses. Despite such uncertainty, we can and must act.

Move aggressively on...and beyond carbon management

Aggressively reducing the production of carbon now is essential and will require bold regulation, combined with market mechanisms, and leadership. And while the corporate move from cost awareness to carbon awareness is good news, focusing only on the carbon footprint is not enough; the entire ecological footprint, including other pollutants and resources, needs to be in play.

Don't wait for regulation

Effective regulatory schemes can enable good business practices but the mechanisms for getting there (e.g., the courts) are often inept. Putting all your eggs in the regulatory basket could also be dangerous; many cap and trade systems being proposed may well collapse under their own weight. While the decision to be an early adapter is a bit of a gamble, there are significant opportunities to lead, to innovate, and to profit.

Pursue mitigation and adaptation as a both/and, not an either/or

Even a broader concept of mitigation is too limited a scope for action: long-term adaptation is equally critical. The climate will continue to warm, creating all kinds of impacts, linear and nonlinear. And it is entirely possible that our perception of the response window is different from the actual window; acting on the wrong perception carries consequences. We also need to mitigate now for impacts that may be delayed; otherwise they could be much worse. Since there

is no clear path going forward, we will have to be flexible and adapt to what we don't or can't mitigate. And there will be surprises. Assessing and addressing both short- and long-range vulnerabilities is good for business and the economic and social systems in which it operates; it's all intertwined.

Engage new and more stakeholders

Broadening the conversation also relates to who is in the conversation. And with respect to an issue like climate change, the broader, the better: your supply chain, customers, competitors, shareholders, regulators, NGOs, Wall Street. Problems of this scale and scope invite collaboration with organizations in and outside your industry and new alliances around the issues that matter most. Other options include breaking down old barriers (e.g., between agriculture and environmentalists), sharing lessons learned with the competition, and even reaching out to teachers who influence the next generations. Wall Street is an especially critical actor; only when analysts value the choices companies make to address climate change and become more sustainable, will market incentives and metrics be realigned.

Consider climate change a competitive advantage.

Climate change presents an unusual situation: There is a short-term upside—a spurt of green innovation and green-collar jobs—while the downside may be mostly long-term as we deal with cascading impacts and inadequate mitigation and preparation. In other words, recalculate the ROI: If you don't invest/act now, it may be far more expensive/less profitable in the future. In this context, competitive advantage clearly goes beyond public relations, education, and green technologies, products, and services. It may mean broadening your business portfolio, by merging, acquiring, or aligning with other companies that improve the effectiveness of your climate change response (e.g., power companies merging with construction companies). It may mean deeper collaboration and cocreation with customers to better understand and shape the market, test new offerings, and expedite the alignment of behavior and rhetoric—still a nagging question in everyone's mind. It may mean collective action and self-regulation, rather than waiting for government moves: “If we all do it we won't have a competitive advantage but if we don't we'll be at a competitive disadvantage.” It may mean creating—alone or with others—a “first adaptation force” to help hard-hit economies around the world recover and return to stability and business-as-usual.

Expect no silver bullets

A lot of risk capital is looking for novel technologies and business models focused on new solutions, but a silver bullet is unlikely. Expect a multiplicity of approaches and experiments aimed at both mitigation and adaptation and fueled by intense interest from the venture capital and private equity communities. While the current spike in clean technology investments will deliver in areas like biofuels, solar energy, materials, and efficiency improvements, real game-changers like breakthroughs in synthetic biology and hydrogen are less certain.

Don't underestimate the role of leadership, especially by individuals...

From California Governor Arnold Schwarzenegger to Jim Roberts, chairman of Duke Energy to Larry Brilliant, Google.org's executive director, leaders do make a difference. In the face of massive uncertainty they set forth a clear point of view. They embody conviction (and sometimes heroism), which leads to action. And they inspire others by tapping into the power of moral purpose. And as the 2008 U.S. presidential election approaches, expect candidates of both parties to finally address climate change head-on and debate solutions, not science.

Think scenarically

The future is rarely what we think it will be; the status quo—especially with respect to climate

change—is not sustainable. Even if your organization doesn't develop its own climate change scenarios, you can bring in diverse perspectives that challenge your assumptions about potential impacts, system vulnerabilities and opportunities. Expose technology myths and flabby thinking. Examine what your organization is not thinking about, such as other crises that could overwhelm climate change at least temporarily (a nuclear bomb, heightened terrorism, a pandemic) or the possibility that radical behavioral change could emerge from bottom-up social and political adaptation rather than regulation or crises. And keep questioning, learning, and collaborating as we act our way in to the future.

Hot water can be a large expense to many businesses. Here are some tips to promote thought, and assist with reducing the costs and environmental impacts involved with hot water systems. Checking the temperature of your hot water service can reduce its operating costs. The Australian Greenhouse Office recommends setting hot water services to 60 degrees celsius. Heating water any hotter than this is unnecessary and is wasting energy. Placing a thermometer under a running tap is the best way to check the temperature that your hot water is set at, and if it is above 60 degrees it is a good idea to turn the temperature control down until the hot water is at 60 degrees. Due to health reasons storing water in a hot water system below 55 degrees is not recommended.

Installing flow restrictors, aerators and water saving shower heads will also reduce the amount of energy used, as well as your water use. Try using only cold water to wash, if your washing machine allows, saving further energy.

Placing a timer on your electric hot water service or urn will also greatly reduce its operating costs. If your hot water service is only used during business hours a timer can switch it off overnight and on during operating hours, or a couple of hours before you require hot water. A timer for a hot water system that is kept inside and has a standard electrical plug can be found at most hardware stores. External hot water services are usually hardwired into your electricity supply. To place these devices on a timer you will need to contact an electrician to conduct this work.

After receiving their Assessment Reports, some businesses we have worked with have decided that it is not cost effective to have their hot water systems running. In these cases their systems have been switched off altogether. The energy used to power a hot water service can cost over \$1000 per year. An average kettle, if used for 20 minutes a day (more than most are used for), will cost under \$40 a year to run. If hot water is only being used to wash a few dishes a day, try replacing it with a kettle - and turn off the hot water system. There are also small urnies (8 litres) that sit on a desk or bench that are much cheaper to run than larger hot water systems. If you do decide to turn off your storage hot water system a plumber can assist you with the process.

Solar boosted hot water is also a cost effective option. These systems can reduce your hot water costs by up to 80%. They can be purchased and installed from around \$2,500 (A system is available for \$2,395 including GST from Origin Energy). We have researched the availability of rebates for solar hot water, and they are only available for households and not for businesses. The installation involves a tradesperson placing solar collectors on your roof and connecting these to your existing system. If you are paying \$650 per year to run your existing hot water system, a 60% reduction in your current hot water energy costs will save you \$390 per year. A solar boosted system based on the above model will pay for itself in just under six and half years, after this time the savings will continue. These systems usually have a ten year warranty and can last well over ten years if properly maintained. They will also increase the value of your property.

Below are two suppliers of solar boosted hot water services.

Please note: Village Green does not specifically recommend any single supplier of solar boosted hot water services. You may wish to find another company that offers this product.
Origin Energy: <http://www.originenergy.com.au/> - Phone: 1300 791 468
Endless Solar: <http://www.endless-solar.com/> - Phone: 02 9281 5526

APPENDIX 3 ORGANICS AT THE CROSSROADS

Organics at the Crossroads: Future for Runaway Industry is Community-Level Systems

By Peter C. Reynolds, Ph.D.

Fearless Foods, LLC

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Organic farming began with a vision of ecological sustainability and a commitment to rebuilding community. In fact, ecological sustainability and social sustainability developed hand in hand by means of the farmers market, the community-supported farm, and the local natural food store. Until recently, community values, food integrity, and food security were ensured by the marginality of organic producers and resellers. As an embattled minority, organic farmers developed a strong sense of community among themselves, while unpredictable supply encouraged organic distributors and retailers to maintain good working relationships with farmers. More importantly, the dollar value of the organic industry was too small to attract serious predators.

This is changing. After decades of being dismissed as a fad, the sales curve for organic products has risen about twenty percent a year over the past five years. This trend toward mass consumption promises great ecological benefits. Even an increase in market share of only a few percentage points would yield massive reductions in the amount of chemical fertilizer and pesticides used by farms, creating a healthier environment for everyone. But this growth curve has also caught the eye of big business. Natural foods stores, once primarily locally owned, are being consolidated into national chains. Organic farmers are scaling up production on an industrial model to meet the increased demand. Organic products are being grown in Mexico, packed in plastic containers, and shipped by air to U.S. distributors. In short, as organic food becomes more popular, it is being incorporated into the systems of finance, management, and distribution that prevail in conventional agriculture. In the long run, industrial models of mass production and distribution threaten the future of sustainable farming and its vision of community.

The Siren Song of Mass Markets

The industrial method of increasing volume is to increase the scale of production: bigger farms, more high-yield varieties, and more use of mechanical sources of energy. To scale up production on an industrial model, organic businesses will need massive infusions of capital available only through Wall Street and international financial institutions. Once indebted to these lenders, organic producers will be under increasing pressure to substitute profitability for sustainability, while truncating the ecological time scale into quarterly reports of profit and loss. Once organic products are traded as international commodities, their distribution will be taken over by the same multinational corporations that created conventional agriculture. As organic standards erode, marketers will replace organic food with a perception of organic integrity created through advertising and political control of regulatory agencies.

Social sustainability will go too. Once bigness is selected for, community values are inevitably left behind. The consolidation of multiple farms, packing plants, and regional hubs under a single corporation requires the adoption of conventional big business practices, such as multiple layers of management and specialized departments. Soon the organization becomes the product, as status competition drives decision making, and meetings proliferate to the exclusion of useful work. This system is excellent for consolidating wealth and power at the apex of a pyramid, but it is antithetical to the goals of community, cooperation, local control, and personal responsibility that are part of the original inspiration of the movement for sustainable agriculture.

Sustainable agriculture must be both ecologically and socially sustainable. Organic agriculture is socially sustainable when its techniques are embedded in a social organization that furthers the underlying values of ecological sustainability. Ecological values include consuming only what you need, replacing what you take, ensuring that waste products can be naturally recycled, and that products used in one place are not derived from extractive industries somewhere else. Needless to say, the system of multinational trade and corporate capitalism as presently constituted is based on premises that are exactly the opposite of ecological sustainability. The system increases aggregate demand by creating wants where there are no needs. It seeks to consolidate production and distribution into worldwide monopolies through the non-sustainable technology. And it selects for get-rich-quick schemes that shift diseconomies to the environment and the public sector.

Organic farming cannot feed the population of the planet earth by being "scaled up" on an industrial model. Any radically new system of production requires a system of distribution appropriate to it. At the end of the 19th

century the sheer volume of industrial products overwhelmed the ability of the corner store and the itinerant peddler to absorb them. An entirely new system of marketing and distribution was developed to meet this need—the department store, national brands, the manufacturer's representative, the nationwide distributor, and consumer credit. Marketers invented advertising, show windows, and mass media to create demand where there was none before. As William Leach documents in *The Land of Desire*, within two generations in the United States, the Puritan heritage of self-denial and simple living was turned on its head, replaced by an insatiable appetite for consumer goods. A system of distribution and marketing, far from being the inevitable outcome of fixed laws of economics, is an intentional creation adapted to a specific system of production.

The Connection Channel -- A Sustainable Distribution System

The critical problem facing organic agriculture today is how to produce food in sufficient quantity to feed modern populations without adopting an industrial system of production and distribution. The organic food movement has developed two distribution channels that are consistent with the community values of sustainable agriculture, namely the farmers market and the CSA (community-supported agriculture) farm. Both are forms of direct marketing. The farmers market is very popular with a subset of consumers, but it is not a distribution channel that can easily meet the needs of most people. Typically, markets are held only one day a week in any one community, are open only part of the year, and are very sensitive to weather. They are not ideal for farmers either, for they often impose a great transportation burden, while putting organic farmers in direct price competition with conventional agriculture. The CSA and subscription farm, however, have the potential of providing food all year long with a freshness and organic integrity that is impossible for conventional channels to equal.

The CSA began as an offshoot of biodynamic farming, with its concept of holistic community and attention to the rhythms of life. As Steven McFadden explains it in *Farms of Tomorrow Revisited*, "One gift that the CSA gives to individuals, to families, and to culture in general is a vehicle for re-establishing a conscious connection with the rhythm of life, the rhythm of the seasons, and the rhythm of the farm..." (p.72). As the concept first developed in Europe, a CSA was a group of food consumers who banded together to support a local farm by buying stock in the enterprise, helping with the work, and dividing the produce among themselves. Since arriving in the United States the CSA concept has diversified into a wide variety of social and legal forms, with the philosophically committed CSA at one end of the spectrum ("eat only what you grow") and the commercially-oriented subscription farm at the other.

From an institutional perspective, this diversity is a good thing, as it allows consumers to place themselves at the appropriate place on a spectrum of commitment, from the sustainability activist to the less reflective eater. Moreover, this flexibility allows the CSA model to accommodate to regional and cultural diversity. In the northeastern United States, community participation in a local farm is common; in California, where farming has been export-oriented since the railroad arrived, people do not have a problem with subscription farms that deliver a hundred miles or more from where they are located. The definition of "eating local" depends on one's culture and technology.

From the perspective of social sustainability, "localness" is less important than physical connection to the farm, wherever that farm may be. The CSA and the subscription farm are both examples of a new way of marketing and distributing farm products that I call the connection channel. In the connection channel, farm-direct products and farm brand identity come together to create in the mind of the consumer a connection to the land, reinforced through physical contact with the farm. The extent of the physical contact is a matter of consumer preference and CSA philosophy. Some CSA members are content with a visitor's day once a year, while some CSAs demand from members actual ownership and participation. But in no case is the physical contact dispensable. The physical farm exposes the contemporary urbanite to exactly those things that are missing in modern urban life -- the soil, the smells, the animals, the look and feel of the countryside, the taste of food before it is processed, and the rhythms of the seasons. At the farm, people see whole plants, roots and all. Moreover, food from a CSA can be traced back to a specific piece of land, giving the consumer confidence in its quality, freshness, and organic integrity. The natural foods retailer, on the other hand, can only connect the consumer to yet another commercial transaction.

Unlike industrial distribution, the connection channel creates community instead of eroding it. Since CSA members recognize the farm as their source of quality produce, and feel connected to it, they are more committed to its survival and more willing to help out. Even subscription farms with minimal member participation educate consumers in organic values, while giving them a stake in political issues affecting sustainable agriculture, such

as ensuring the integrity of organic certification standards.

The farmer benefits too. The connection channel bypasses the middleman, giving farmers profit margins more comparable to the farmers market. The farmer can retain a higher portion of the final selling price while bringing the cost to the consumer more in line with conventional agricultural products, thereby reaching more people. Advance ordering and knowledge of member preferences fine-tunes the planting process, reducing the farmer's risk of spoilage, surplus production, storage costs, and missed sales. With a pay-in-advance policy, the farmer gets the capital needed for planting and improvements.

Most important of all, the connection channel can produce organic food in quantities sufficient to feed the earth's population while avoiding the social costs of industrial production and distribution. Instead of scaling up existing organic farms, one multiplies their number, and uses an extended CSA model to distribute the product to local and regional populations. When properly administered, the connection channel can often deliver in the afternoon what was harvested that morning, providing a field-to-fork time that no hub-to-retailer system can match.

Extending the CSA Model

To become a high-volume distribution channel for organic products, the CSA movement must take consumer preferences seriously. Our research shows that many urban consumers perceive CSA offerings as too seasonal and too erratic. A common complaint from former CSA members is that "there was too much of this, not enough of that." Consumers often get food they cannot use, while certain staples, such as lettuce or fruit, have to be purchased elsewhere. Many conclude that if they have to go to the natural food store anyway, the extra trip to the CSA pickup point is not a good use of their time. These complaints add up to a serious mismatch between the theory of the CSA movement and the expectations of most consumers.

The solution is not simply telling people to "eat in season." The history of agriculture is as much the history of food processing, food storage, and food exchange as it is of food production. Shifting responsibility to the consumer conceals the conceptual flaws in the classic CSA model itself. The unspoken premise of the CSA model is that the single farm is the basic unit of both production and consumption. In some interpretations, "community" becomes redefined as the group of people who support that one farm and "sustainability" as eating only what that one farm chooses to produce. But from an historical and cross-cultural perspective, this is an artificially narrow concept of a human community.

Contemporary notions of self-sufficiency assume that the individual household is the basic unit of production and consumption. But in societies where people actually produce their own food, such as village farmers, nomadic herders, and bands of hunters and gatherers, it is the community of households that is self-sufficient. Should you ever visit such a society, the first thing you will notice is that people are constantly exchanging the food that they themselves produce with food produced by neighbors and kinfolk. There are often exchanges with other groups that live long distances away. Even in so-called subsistence societies, where each household could theoretically produce and consume everything it needed, the basic units of production and consumption are not co-extensive. The smallest unit of consumption is the household, while the basic unit of production is the workgroup recruited from multiple households. In the space between are sophisticated systems of social exchange that circulate goods and services to kinfolk, neighbors, and other villages. Any social movement that tries to short-circuit this process by consuming only what it produces is bound to fail because it ignores the role of exchange in creating human community.

In the extended model of community-supported agriculture -- namely, the connection channel -- the CSA is not a single farm but the place in a web of complementary farms where consumers connect with the land. The flow of agricultural products from the CSA to its members and the flow of money and services from the members to the farm are only the first level of exchange in the connection channel, the on-farm level. This basic unit of production is not self-sufficient, nor should it be. For the channel to achieve the stability and volume it needs to maintain sustainability, each CSA farm needs to be connected to a cooperative web consisting of other organic producers. In the connection channel approach to community supported agriculture, each CSA farm is a distribution point for products that the CSA does not itself provide. For example, a CSA may receive eggs from farm A, honey from farm B, and medicinal herbs from farm C, passing these through to its members. The flow of goods and money among farms and CSAs constitute the interfarm level.

The interfarm level can deliver many of the organic products sold by natural food stores, but it differs from the latter in critical respects. The most important difference is that the CSA is not selling pass-through products as

line items but using them to enhance the mix of products needed to get and retain an optimal number of members. For example, a CSA that does not grow fruit may determine that its members want at least two varieties of fresh fruit in their baskets each week, so it buys fruit from another farm. Unlike a retailer, it does not present the fruit to members as separately charged line items. Rather, it adjusts the subscription price of the basket so that the additional cost of purchasing and packing the fruit is covered in the basket price.

The conventional retail channel is specialized for providing unique combinations of products on short notice, but the connection channel is far better at fulfilling recurrent orders of perishable and staple foods. Each CSA needs to develop categories of subscription products that reflect the food preferences of consumers in its delivery area. In California, CSAs have developed subcategories of baskets that reflect ethnic and dietary preferences, such as Mediterranean, stir-fry, and vegan baskets. Other CSAs offer subscriptions for supplementary products not wanted by all members, such as eggs and bread. These are charged as optional add-ons to a basic subscription plan. Unlike the retailer, however, the CSA is not trying to customize orders for each individual customer but strives to develop product categories that best reflect the food preferences of its membership. The idea is to add product categories that make it easier to recruit and retain members -- thereby keeping the CSA farm at optimal size, while evolving it into the primary channel for distributing staple food products to a local community. The CSA farm can provide pass-through products to its members at retail price or less because it recovers the increased cost of customized packing from the difference between the price it pays the supplier for a bulk order and what it charges its members for individual subscriptions. Because the pass-through products are complementary to the CSA farm's own production, not in competition with it, it remains the primary producer of staple crops for its members.

Interfarm transactions are critical to the success of the CSA model because they address consumer complaints about choice, quantity, availability, and variety, while bringing more farmers into the system. Some of the most successful organic farmers specialize in one or two crops, such as rice, grapes, and apples. These farms can never be CSAs, and their direct marketing options are limited. Few consumers will be willing to enter into a multitude of subscriptions, one for each of the specialty organic products they consume, but they might be happy to add a number of pass-through products to their basic CSA subscription. In reality, if not in theory, interfarm exchanges are already an important feature of the CSA movement. On the West Coast, CSAs distribute a wide range of organic products from other farms and producers, including bread, cheese, milk, eggs, tofu, yogurt, honey, preserves, range-fed meat, citrus, avocados, stone fruit, grapes, blueberries, olive oil, cider, and medicinal herbs.

This extended model of the CSA farm, the connection channel, helps the organic community to meet the goal of social sustainability. When pass-through products are identified as to their farm of origin, it gives the consumer a connection to multiple farms, extending the sense of community. By increasing the range of products offered by the CSA, it creates more satisfied customers while reducing their need to shop elsewhere. By bringing more farms into the CSA distribution system, it provides a more robust and profitable channel for everyone.

The connection channel also helps ensure the integrity of the organic food supply in a commercial environment where this will be increasingly at risk. Since interfarm products are shipped directly from source farm to CSA; and as the CSA as a whole is a better judge of organic growers than the individual consumer, the system preserves a high level of organic integrity irrespective of whether the government actually enforces organic standards and labeling.

The Optimal Size of CSAs

In order to meet consumer preferences while remaining faithful to its role of primary producer of fruits and vegetables for its members, the CSA must achieve an optimal size. A CSA has reached its optimal size when it is big enough to handle interfarm transactions and to provide diversified member baskets but not so big that the social relations of big business are required to manage it. Moreover, it must make enough money that the continued existence of the farm does not depend on second jobs by members of the farmer's family. It must have enough employees to meet its commitments through times of ill health, while paying them enough to attract young people to farming. These social sustainability goals are difficult or impossible to meet with the conventional CSA model, but the increased sales volume facilitated by interfarm transactions holds out a hope of success.

The interfarm infrastructure consists of a loading dock where products from other farms are received, a packing shed where categories of member baskets are configured, and a vehicle large enough to carry the combined

products to drop-off points. In addition, there is an administrative system, discussed below, that aggregates the orders of individual CSA members and generates bulk orders to interfarm producers. Finally, there is a permanent crew of people, either farm employees or community volunteers, who staff the packing facility, handle order taking, and distribute baskets to members.

Unlike the capitalist farm, the goal is not to make each CSA as large as possible but to bring it to an optimal size and maintain it there. If the volume of products becomes so large that multiple packing facilities need to be built and multiple shifts employed, then the CSA is getting too big to maintain the social relations of cooperative face-to-face work groups and a sense of member participation. The optimal size varies with local conditions, but there are simple indicators of an impending transformation into corporate capitalism of which farmers should be aware. Do CSA members know the names of the delivery staff? Does the CSA coordinator recognize most members? Are resources allocated on the basis of status competition among managers? If an optimally sized CSA cannot meet consumer demand in its area, then it spins off another CSA, independently owned and operated.

The interfarm CSA must strike a balance between the volume of on-farm products and pass-through products. If pass-through products appear to dominate the flow of goods to the consumer, the CSA might come to be perceived, either by the farmer or the members or both, as a natural foods retailer. At this point the psychology of the marketplace kicks in, placing self-interest at the forefront of values. Soon the CSA farmer is maximizing profit and the members are dickering about price. Even worse, the connection to the land is lost, and a great opportunity squandered.

As with the current system of organic commerce, the pitfalls of the connection channel are the replication of industrial and commercial values under the guise of sustainable agriculture. But unlike the present system, this development can be prevented by maintaining an optimal size and balancing countervailing forces -- by a social biodynamic process. Once this balance is achieved, the connection channel can be an effective means of preserving the community values of the organic farming movement, making CSAs more acceptable to urban consumers, and meeting the demand for industrial quantities of organic food.

Staying Socially Sustainable in a Wired World

The connection channel provides an effective alternative to the direct marketing and home delivery schemes now being developed on the worldwide web. These replace the local retailer with computerized transactions and anonymous deliveries that erode community even more. Also, in the new world order, there is no longer any difference between retail commerce and electronic surveillance.

One of the best exemplars of e-commerce is the online bookseller, Amazon.com, which claims over twenty million accounts. To buy a book from Amazon, one logs onto their web site, types in a credit card number, and selects a book from literally tens of thousands of titles. When the order is submitted, the book is pulled from the shelves of a warehouse in Seattle, dispatched by UPS or air courier, and arrives at the ship-to address a day or two later. For getting a book that is not in your local bookstore the service is hard to beat, but it has potential dangers that are not apparent to the average reader.

Bookstore owners have expressed concern about Amazon's monopolistic potential, anticipating the day when the majority of book purchases will bypass the local retailer and come to rest in the computers of one or two companies, thousands of miles away. Even less discussed is the fact that Amazon develops a dossier on each customer based on the person's book-buying history, which its computers use to automatically suggest other books that the customer might enjoy. In the hands of prosecutor Kenneth Starr, even Monica Lewinsky's book purchases were used against her.

In the grocery business, there is a similar effort underway to transform food into customer profiles. At a major supermarket chain in California shoppers are issued e-commerce cards that track the brands and amounts of every item they buy in the store. Once they make a purchase with an ATM or credit card, their food buying habits become linked to their credit history.

In the connection channel, however, customer preferences are buffered by the local nature of the CSA. Members tell their CSA what pass-through products they would like to order. A computer at the CSA consolidates requests for each product submitted by members, then scans an online bulletin board for suitable products posted by producers. In its search, the computer program can take into account such criteria as source farm, purchase price,

shipping distance, and minimal purchase quantities. If there is enough member demand to trigger a minimal order, the local system alerts the CSA coordinator, who has the option of placing a bulk order with the producer. The system can also be used to trigger standing orders at preset times. Because customer records are administered on the local level, and any orders leaving the farm are aggregate orders for bulk produce deliverable to the CSA's loading dock, individual members and their preferences are invisible to the worldwide databases on the worldwide web. More importantly, a web of farms linked by interfarm transactions is very hard to buy up and take over.

Security in Numbers

Changing the buying habits of a nation is a large task, but it has been done before, a little over a century ago, in the transition from familial to corporate capitalism. And the goal is no more quixotic than that of the organic food community only a generation ago, when it set out to re-invent agriculture in defiance of science, economics, and the conventional wisdom.

In the 21st century food security and food integrity issues will move to the center of the political arena, as people become more aware of climatic changes induced by global warming, the ecological costs of conventional agriculture, and the implications of such new and controversial technologies as genetic engineering. If anything, food will be more politicized, not less. The survival of sustainable agriculture will require a large, easily mobilized constituency that can apply the appropriate political pressure, as it did in response to the U.S. Department of Agriculture's proposed organic standards. The connection channel, by integrating organic food consumers with food producers in a tight-knit web of grassroots communities, linked by high-speed telecommunications, is a formidable political force.

The connection channel makes organic farming socially as well as ecologically sustainable. It connects food buyers to the land instead of to retailers. It makes each organic producer economically stronger while providing jobs at the local level. It increases the volume of organic food while preserving the integrity of organic standards. It gives local communities a more secure and controllable food supply, while preserving product diversity and a high degree of consumer choice. Most importantly of all, it provides an institutional alternative to the new world order that can inspire the next generation of sustainability activists.

About the Author: Peter C. Reynolds received his doctorate in anthropology from Yale University. After doing field research in subsistence societies in Asia and the Pacific, he moved to Silicon Valley, where he worked in technical product marketing and software development. He is co-founder of Fearless Foods, L.L.C., a company that provides CSA management tools and transaction processing for sustainable agriculture. He can be reached at organic@fearlessfoods.com.

