

**RDA Moreton Bay**

**Moreton Bay**

**Sustainable Business Strategy**

**Final Report**



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# Moreton Bay Regional Sustainable Business Strategy

## 1. Background and purpose of the strategy

The brief for this project highlights the commitment of Regional Development Australia (RDA) to a key focus on the economic, social and environmental issues affecting communities. This is practised by Regional Development Australia through its role as an important contributor to and driver of:

- Regional business growth plans and strategies, which will help support economic development, the creation of new jobs, skills development and business investment;
- Environmental solutions, which will support ongoing sustainability and the management of the effects of climate change; and,
- Social inclusion strategies, which will bring together and support all members of the community.

The estimated population growth in the Moreton Bay Region is expected to create and secure considerable opportunities for business through an increase and a broadening in the demographic of the consumer base, whilst placing considerable pressure on the region's sustainability.

Supporting the growth of efficient and sustainable business is consistent with broader economic development goals for the Moreton Bay Region, which centre around environmental and financial sustainability for the region, and an economy built on more diverse employment for residents.

Increasing the number of innovative businesses in the Moreton Bay Region will also promote the region as a business destination committed to sustainability, and will encourage inward investment into the region.

An increase in the number of employing businesses and employment opportunities in the region will effectively increase the region's employee self-containment rate and reduce the dependence on Brisbane for employment.

It is expected that the value of these contributions will be facilitated by a focus on a transition to a Green Economy in the Moreton Bay Region.

This transition will be effected in large part by the development of a Moreton Bay Sustainable Business Strategy.

This strategy will help businesses to build resilience and sustainability by supporting them to:

- streamline their business practices and reduce their operating costs;
- reduce their environmental impact by implementing efficient processes in their business activities;
- use energy, material goods and water efficiently;
- become supply chain competitive in a low carbon economy;
- reduce the likelihood of being a carbon pricing liable entity (or at least reduce their costs due to paying a carbon price); and,
- become responsive to consumer demand for businesses that assume environmental responsibility for their products and business practices.

This project was designed to deliver a Sustainable Business Strategy through a process of auditing current levels of sustainable business practice, consulting with key stakeholders, preparing a Moreton Bay Sustainable Business Strategy and developing a toolkit to assist businesses to become more sustainable.

The sustainable business strategy for a green economy is visionary, practical and connected to priorities and other strategies in play in the region and in broader contexts.

The process itself was also designed to energise the stakeholders towards high level commitment to the strategy and to greatly enhance the likelihood of its implementation.

More specifically, this project was expected to:

- Provide an audit of existing levels of sustainable and efficient business practice in the region, with a focus on agreed regional priority areas such as environmental and financial sustainability and knowledge and technology-driven innovation;

*This has been reported on in the First Progress Report - Attachment A*

- Facilitate a Sustainable Business Forum which would help define the development of the strategy and which would engage government, business and community in the process;

*This has been reported on in the Second Progress Report - Attachment B*

- Design a Regional Sustainability Roadmap and Sustainable Business Toolkit which will identify the key enablers to assist businesses in the Moreton Bay region to become more sustainable as well as identifying opportunities for implementation and ongoing assessment.

*This is the focus of this Final Report – Moreton Bay Sustainable Business Strategy*

## 2. Rationale for the strategy proposed

Sustainable businesses do not happen in isolation. They can only happen in the context of market drivers and directions borne by broader socio-economic currents.

Sustainable business is much more than eco-efficiency. A sustainable business strategy needs the context of a broader transformation at the community level, that is, a sustainable community direction.

For that to be happening there has to be an emphasis on sustainable development where the principles of equity, efficiency, conservation, and a recognition of limits are applied in practice through precautionary prudential approaches.

Sustainable development does not happen without the jobs created being sustainable. Unsustainable development does not generate sustainable employment.

Communities must have diversity in their economy for there to be any chance of sustainability. Monocultures are vulnerable and lack resilient capacity. Communities that have mixed demographics, various cultures and diversity of skills are most likely to generate sustainable businesses.

The best communities are those that have a great sense of inter-dependence - where there is a communitarian instinct, a propensity for volunteerism, a shared sense of the common good and a capacity for innovation at the group level. All this supports the chances of sustainable businesses happening and thriving because there is awareness and purpose with every commercial transaction of the flow-on effects.

Sustainable business is not an end in itself. Business is ultimately a social and economic function and the community needs to keep asking itself what it needs of the future, what it needs of itself to make the future aspirational, equitable, safe, prosperous and sustainable.

For these reasons the implementation of the Regional Sustainable Business Strategy needs to embrace the notion of businesses and communities being truly interdependent. This needs to be facilitated by a contemporary online capability and a vigorous and engaging face-to-face process.

The sustainability profile of the region needs to be identified and used as the reality check against which the Strategy is delivered. In concert with this, the regional leadership in RDA Moreton Bay, Moreton Bay Regional Council and relevant networks should be demonstrating their capacity to take bold moves which are reflective of the world class aspirations to which they aspire.

### 3. Main Components of the Strategy

The Regional Roadmap provides the overarching guide to the activities to be undertaken to deliver a sustainable region. It also provides a guide to the sequence of these activities.

The Roadmap was a required component of the strategy.

The Sustainable Business Toolkit is represented via an online product which links to face-to-face activities, is user friendly and provides a one-stop shop for businesses wanting to become sustainable.

**Figure A - Components of the Sustainable Business Strategy**



## 4. Regional Sustainability Roadmap

The Sustainability Roadmap has been designed from four main sources;

### 4.1 Outcomes of the survey, focus group sessions and business forum conducted as part of this project. (See attached Progress Report for details – Attachment A.)

This invited a particular focus on:

- High quality advice on how to build sustainable businesses;
- User friendly access to that advice – both on-line and face to face;
- Trusted source in an online one-stop-shop on sustainable business development;
- Business networking to support the implementation of sustainable business practices;
- Strong regional endorsement of the need to build sustainable businesses;
- Strong regional support for businesses to act sustainably; and,
- Exploration of creative and provocative ideas about how the region may tackle the challenge and opportunity of the ‘green economy.’

### 4.2 Sustainability Roadmap for Businesses, as adopted by the Queensland Government in 2011.

This provided the overarching framework for the Regional Roadmap with an emphasis on:

- Gaining a regional commitment to sustainability;
- Taking action on sustainability;
- Embedding action on sustainability;
- Influencing others to take action on sustainability; and,
- Being a fully sustainable region which gives back to the environment

### 4.3 United Nations Global Compact Cities Programme

The United Nations Global Compact Cities Programme uses the ‘Circles of Sustainability’ survey instrument to ascertain the overall sustainability of cities and regions.

This survey tool is proposed for use as a mechanism for gaining an initial benchmark of the sustainability of the region.

Other regional activities will flow from an assessment of the outcomes of the ‘Circle of Sustainability’ survey.

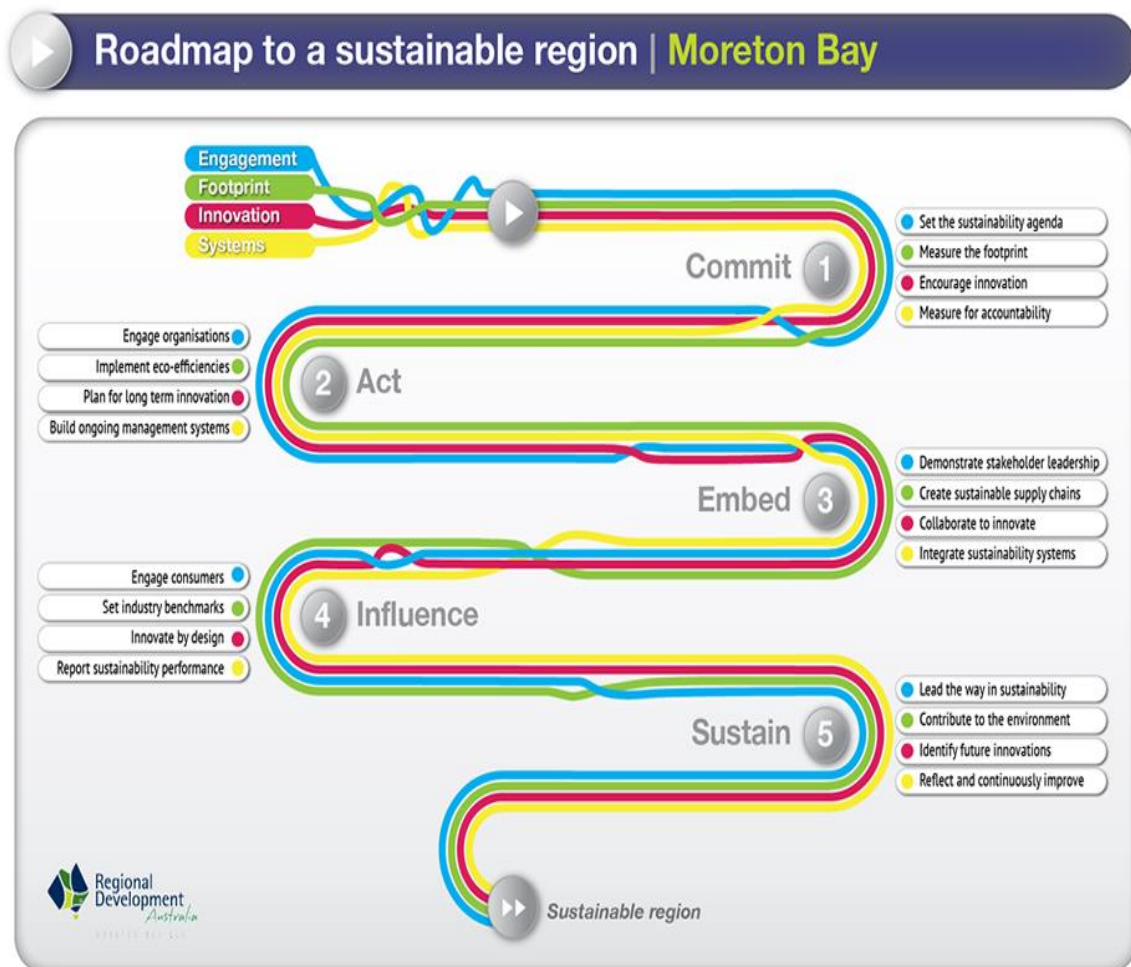
### 4.4 Green Street sustainability website

The Green Street website is free to use and provides a number of services identified as needs during the initial surveying of businesses via online process, telephone survey, focus group sessions and a regional business forum. These include:

- User friendly access to advice – both on-line and face to face;
- Trusted source in an online one-stop-shop on sustainable business development;
- Business networking to support the implementation of sustainable business practices; and,
- Exploration of creative and provocative ideas about how the region may tackle the challenge and opportunity of the ‘green economy.’

The Regional Sustainability Roadmap is identified below in a graphic overview (Figure B) and on pages 7 and 8 in detail (Figure C).

Figure B - Overview of Regional Sustainability Roadmap



This Roadmap, as described in more detail in Figure C on pages 7 and 8, provides the basis for the content and sequencing of the implementation phase of this project, which is described in section 7 below (Figure F).

The detailed Regional Sustainability Roadmap (Figure C) uses the framework provided by the Queensland Government’s Sustainability Roadmap for Businesses which was designed originally for use by businesses directly.

However, with informed input from the consultation process of this project, there is a solid foundation for adding value to the original Roadmap and creating a roadmap which is regionally oriented.

At the same time the original roadmap has also been used as part of the Sustainable Business Toolkit which provides direct guidance to businesses on how to build a more sustainable business.

The use of these modified models gives an integrated feel to the overall Moreton Bay Sustainable Business Strategy.

It also provides the opportunity for leading regional agencies such as RDA Moreton Bay and Moreton Bay Regional Council to model the uptake of sustainability in the same way as they are inviting individual businesses and business networks to do.

**Figure C - Detailed Regional Sustainability Roadmap**

<b>COMMITMENT (Destination 1)</b>	<b>ACTIONING (Destination 2)</b>	<b>EMBEDDING (Destination 3)</b>	<b>INFLUENCING (Destination 4)</b>	<b>SUSTAINABLE REGION (Destination 5)</b>
<b>Engagement Set the sustainability agenda</b>	<b>Engagement Engage organisations</b>	<b>Engagement Stakeholder leadership</b>	<b>Engagement Engage consumers</b>	<b>Engagement Sustainability leadership</b>
<ul style="list-style-type: none"> <li>Gain executive commitment from Council and RDA</li> </ul>	<ul style="list-style-type: none"> <li>Engage regional stakeholders in developing a regional commitment to sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Promote the sustainability vision to major stakeholders inside and outside the region</li> </ul>	<ul style="list-style-type: none"> <li>Promote sustainability achievements externally</li> </ul>	<ul style="list-style-type: none"> <li>Take a leadership role in the sustainability of the region and state</li> </ul>
<ul style="list-style-type: none"> <li>Develop a sustainability vision statement and set a strategic direction for the sustainability of the Region</li> </ul>	<ul style="list-style-type: none"> <li>Encourage and reward organisational commitment</li> </ul>	<ul style="list-style-type: none"> <li>Engage suppliers and work in partnership to improve performance</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate commitment to sustainability by using credible eco-labelling for products</li> </ul>	<ul style="list-style-type: none"> <li>Create partnerships to improve communities and the environment</li> </ul>
<ul style="list-style-type: none"> <li>Communicate the benefits and engage organisations</li> </ul>	<ul style="list-style-type: none"> <li>Use skilled teams to engage stakeholders and to look for improvement</li> </ul>	<ul style="list-style-type: none"> <li>Invest in and develop professional skills of regional leaders</li> </ul>	<ul style="list-style-type: none"> <li>Show others in the value chain how to improve their sustainability performance</li> </ul>	<ul style="list-style-type: none"> <li>Inspire others to take action</li> </ul>
<ul style="list-style-type: none"> <li>Participating organisations take a lead role in driving sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Celebrate achievements</li> </ul>	<ul style="list-style-type: none"> <li>Support quarterly Sustainability Forums for Business and Community</li> </ul>	<ul style="list-style-type: none"> <li>Identify and engage new and emerging markets</li> </ul>	<ul style="list-style-type: none"> <li>Create the future</li> </ul>
<b>Footprint Measure the environmental and sustainability footprint</b>	<b>Footprint Implement eco-efficiency improvements</b>	<b>Footprint Create sustainable supply chains</b>	<b>Footprint Set new industry benchmarks</b>	<b>Footprint Contribute to the environment</b>
<ul style="list-style-type: none"> <li>Identify and apply tools and processes to measure the environmental footprint of the region.</li> </ul>	<ul style="list-style-type: none"> <li>Prioritise SMART opportunities (simple, measurable, achievable, relevant, time bound)</li> </ul>	<ul style="list-style-type: none"> <li>Take responsibility for the environmental impacts in outsourced operations and supply chains</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the “whole of life impacts” regional products or services have on communities and the environment</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that regional activities contribute in a net positive way to enhancing communities and the environment</li> </ul>
<ul style="list-style-type: none"> <li>Identify and apply tools and processes to measure the sustainability of the region</li> </ul>	<ul style="list-style-type: none"> <li>Implement short payback efficiency measures</li> </ul>	<ul style="list-style-type: none"> <li>Implement supply chain performance benchmarking.</li> </ul>	<ul style="list-style-type: none"> <li>Close resource loops, Identify the use of waste streams and use industrial ecology opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Shift business operations to meet customer needs through services rather than products</li> </ul>
<ul style="list-style-type: none"> <li>Identify opportunities for improvement</li> </ul>	<ul style="list-style-type: none"> <li>Identify and reduce toxins and hazardous substances from processes and operations</li> </ul>	<ul style="list-style-type: none"> <li>Reduce adverse environmental and social impacts resulting from procurement and distribution activities</li> </ul>	<ul style="list-style-type: none"> <li>Insist on minimum environmental impact across the region</li> </ul>	
	<ul style="list-style-type: none"> <li>Incorporate sustainability requirements into procurement policies of major stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Identify and reduce toxic and hazardous substances in regional supply chains</li> </ul>	<ul style="list-style-type: none"> <li>Eliminate toxic and hazardous substances from your products and supply chain</li> </ul>	

<b>COMMITMENT (Destination 1)</b>	<b>ACTIONING (Destination 2)</b>	<b>EMBEDDING (Destination 3)</b>	<b>INFLUENCING (Destination 4)</b>	<b>SUSTAINABLE REGION (Destination 5)</b>
<b>Innovation Encourage innovation</b>	<b>Innovation Learn and plan for long term innovation</b>	<b>Innovation Collaborate to innovate</b>	<b>Innovation Innovative design</b>	<b>Innovation Identify future innovations</b>
<ul style="list-style-type: none"> <li>Research what innovation is taking place in the region (what information is available, who are the leaders)</li> </ul>	<ul style="list-style-type: none"> <li>Encourage ideas from inside and outside regional networks to understand how innovation can be applied</li> </ul>	<ul style="list-style-type: none"> <li>Problem solve with major suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Invest in research for major changes to products and services</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that innovations enhance the future sustainability position of the region</li> </ul>
<ul style="list-style-type: none"> <li>Identify how the region innovates</li> </ul>	<ul style="list-style-type: none"> <li>Scope out longer term investments in innovative technologies</li> </ul>	<ul style="list-style-type: none"> <li>Work with stakeholders inside and outside the region to create sustainable products and services</li> </ul>	<ul style="list-style-type: none"> <li>Take on cutting edge ideas and reward those initiated in the region</li> </ul>	<ul style="list-style-type: none"> <li>Seek simplicity in design and delivery of services</li> </ul>
<ul style="list-style-type: none"> <li>Motivate organisations and communities to contribute ideas</li> </ul>	<ul style="list-style-type: none"> <li>Establish and support Sustainable Business Precincts</li> </ul>	<ul style="list-style-type: none"> <li>Develop a framework for collaborative innovation</li> </ul>	<ul style="list-style-type: none"> <li>Extend the durability of products and services</li> </ul>	<ul style="list-style-type: none"> <li>Promote and participate in open source innovation and knowledge</li> </ul>
<ul style="list-style-type: none"> <li>Prioritise innovations according to costs and benefits</li> </ul>	<ul style="list-style-type: none"> <li>Support Regional Sustainability Hubs</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with regional partners to develop new sustainability industries</li> </ul>	<ul style="list-style-type: none"> <li>Design the environmental impacts out of products and services</li> </ul>	<ul style="list-style-type: none"> <li>Identify market trends and plan and develop products and services for the future</li> </ul>
<b>Systems Measure for accountability</b>	<b>Systems Build systems for ongoing management</b>	<b>Systems Integrate sustainability systems</b>	<b>Systems Report sustainability performance</b>	<b>Systems Reflect and continuously improve</b>
<ul style="list-style-type: none"> <li>Include environmental accountabilities and responsibilities in strategic and operational plans of regional organisations</li> </ul>	<ul style="list-style-type: none"> <li>Identify appropriate environmental management and industry benchmarking systems</li> </ul>	<ul style="list-style-type: none"> <li>Implement appropriate environmental management and industry benchmarking systems</li> </ul>	<ul style="list-style-type: none"> <li>Implement sustainability and/or corporate social responsibility reporting</li> </ul>	<ul style="list-style-type: none"> <li>Set ambitious targets and goals across all components of sustainability systems</li> </ul>
<ul style="list-style-type: none"> <li>Identify and ensure compliance with environmental obligations</li> </ul>	<ul style="list-style-type: none"> <li>Develop a system for performance measurement and rewards</li> </ul>	<ul style="list-style-type: none"> <li>Implement life cycle assessments for products or services delivered regionally</li> </ul>	<ul style="list-style-type: none"> <li>Ensure reporting includes the measurement of product impact, lifecycle impact and business impact</li> </ul>	<ul style="list-style-type: none"> <li>Keep your focus on the future and continual improvement as your journey continues</li> </ul>
<ul style="list-style-type: none"> <li>Develop systems to measure and capture required data</li> </ul>	<ul style="list-style-type: none"> <li>Develop systems to reinvest cost savings in initiatives that deliver further improvements</li> </ul>	<ul style="list-style-type: none"> <li>Extend footprint to account for product life cycles</li> </ul>	<ul style="list-style-type: none"> <li>Seek external validation for sustainability reporting</li> </ul>	
<ul style="list-style-type: none"> <li>Assign resources</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate sustainability into regional decision-making processes</li> </ul>	<ul style="list-style-type: none"> <li>Align accounting, procurement and production systems with sustainability goals</li> </ul>		

Elements of the Roadmap have been identified in section 6 below as the starting points for the implementation phase of the Moreton Bay Sustainable Business Strategy.

## 5. Sustainable Business Toolkit

### 5.1 Web Enabled Toolkit

The Sustainable Business Toolkit is a mix of on-line and face-to-face strategies which are web enabled. A starter version of the website is available online at [www.naccsustainability.com.au/toolkit](http://www.naccsustainability.com.au/toolkit) and a homepage example is provided below. This link is not yet live for access.

The website will hold some of its own original content and will also link with other websites which meet the needs identified by the consultation process undertaken in this project.

Figure D - Sustainable Business Toolkit homepage example



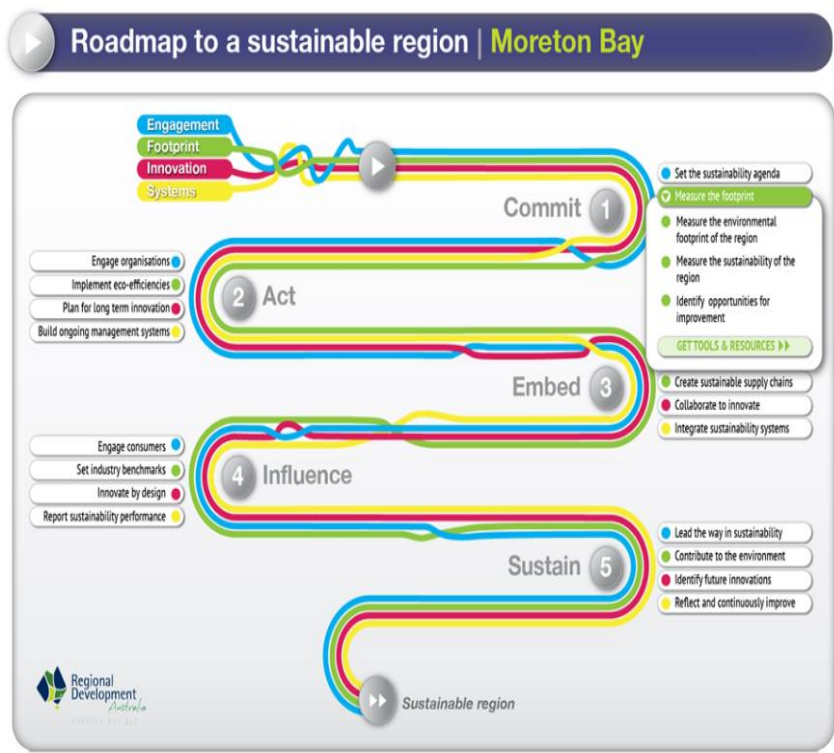
### 5.2 Contents of the Sustainable Business Toolkit Website

The contents are described within the 8 sections (tabs) identified on the website. These are:

1. Forum
2. Sustainability Roadmap
3. Sustainability Assessment
4. Sustainable Activities
5. Business Precincts
6. Business Listing
7. Help and Links
8. Contact

Figure E - Contents of the Sustainable Business Toolkit

Main tab #1	<b>FORUM</b>	Options to have discussion on specific topics and to form nominated discussion groups (eg eco-efficiency, industrial ecology)
Main tab #2	<b>SUSTAINABILITY ROADMAP</b>	Short description of the two roadmaps and clickable graphics to go to drop down screens as below.
Drop down 2.1	Business sustainability	<ul style="list-style-type: none"> <li>• Single page graphic which provides guidance on:               <ul style="list-style-type: none"> <li>- 4 destinations of Decide, Act, Influence, Sustain</li> <li>- 4 strategies to reach each destination: Engagement, Footprint, Innovation, Systems</li> <li>- 70 actions to enable the strategies to be delivered and the destinations to be reached</li> </ul> </li> </ul>
Drop down 2.2	Regional sustainability	<ul style="list-style-type: none"> <li>• Single page graphic which provides guidance on:               <ul style="list-style-type: none"> <li>- 5 destinations of Commit, Act, Embed, Influence, Sustain</li> <li>- 4 strategies to reach each destination: Engagement, Footprint, Innovation, Systems</li> <li>- 70 actions to enable the strategies to be delivered and the destinations to be reached</li> </ul> </li> </ul>



Main tab #3	SUSTAINABILITY ASSESSMENT	Short description of options to assess overall sustainability and clickable graphics to go to drop down screens as below.																																																																																																																																																																										
Drop down 3.1	Business sustainability assessment	<ul style="list-style-type: none"> <li>Green Street Sustainable Business Score <a href="http://www.greenstreet.net.au">www.greenstreet.net.au</a></li> </ul>																																																																																																																																																																										
Drop down 3.2	Eco efficiency assessment	<ul style="list-style-type: none"> <li>EcoBiz assessment and planning process <a href="http://www.ehp.qld.gov.au/ecobiz">www.ehp.qld.gov.au/ecobiz</a></li> </ul>																																																																																																																																																																										
Drop down 3.3	Workplace eco efficiency assessment	<ul style="list-style-type: none"> <li>5 page checklist to assess options to improve workplace efficiency</li> </ul>																																																																																																																																																																										
Drop down 3.4	Workplace sustainability assessment checklist	<ul style="list-style-type: none"> <li>22 item checklist with 150 sub-items for assessing workplace sustainability <a href="http://www.greenstreet.net.au/workplacebadges">www.greenstreet.net.au/workplacebadges</a></li> </ul>																																																																																																																																																																										
Drop down 3.4	Workplace action plan	<ul style="list-style-type: none"> <li>1 page action plan for improving workplace sustainability</li> </ul>																																																																																																																																																																										
Drop down 3.5	Regional assessment	<ul style="list-style-type: none"> <li>Measure the Sustainability of the Region                             <div data-bbox="638 638 1356 1276" data-label="Image"> </div> </li> <li>Circle of Sustainability Survey for Rapid Assessment of Regional sustainability against UN Global compact criteria <a href="http://www.surveymonkey.com/moretonbayregionalsustainability">www.surveymonkey.com/moretonbayregionalsustainability</a> <div data-bbox="654 1433 1436 2049" data-label="Table"> <table border="1"> <thead> <tr> <th colspan="10">Regional Sustainability: Circle of Sustainability Survey</th> </tr> <tr> <th colspan="10">A. ECOLOGY</th> </tr> <tr> <th colspan="10">The questionnaire asks for critical judgement on a nine-point scale of sustainability from critical sustainability to vibrant sustainability. Critical sustainability means a level of sustainability that requires critical or urgent change in order to be assured of continuing viability. Vibrant sustainability, meaning a level of sustainability that is currently active in reproducing vibrant social and environmental conditions for long-term positive viability. The mid-point, satisfactory sustainability, signifies a level of sustainability that allows for a basic equilibrium over the coming period.</th> </tr> <tr> <th colspan="10">Please note: if you are conducting a Rapid Assessment, only the General Question in each set needs to be answered. A rating scale is provided alongside the general question. Assessors should read the particular questions before deciding on their overall rating for that general question.</th> </tr> <tr> <th colspan="10">*1. Materials and energy</th> </tr> <tr> <th></th> <th>Critical</th> <th>Bad</th> <th>Highly unsatisfactory</th> <th>Below satisfactory</th> <th>Satisfactory</th> <th>Above satisfactory</th> <th>Highly satisfactory</th> <th>Good</th> <th>Vibrant</th> </tr> <tr> <td>General question: How sustainable is energy production for the region?</td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td>1. The availability of material resources in the broader region</td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td>2. The availability of food grown in the immediate urban region</td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td>3. The availability of minerals and metals sourced from the broader region</td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td>4. The proportion of electricity produced for the region by renewable means</td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td>5. The dependence of the region on fossil fuels</td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td>6. 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Critical sustainability means a level of sustainability that requires critical or urgent change in order to be assured of continuing viability. Vibrant sustainability, meaning a level of sustainability that is currently active in reproducing vibrant social and environmental conditions for long-term positive viability. The mid-point, satisfactory sustainability, signifies a level of sustainability that allows for a basic equilibrium over the coming period.										Please note: if you are conducting a Rapid Assessment, only the General Question in each set needs to be answered. A rating scale is provided alongside the general question. Assessors should read the particular questions before deciding on their overall rating for that general question.										*1. 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The use of recycled materials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	7. The translation of resource-use monitoring into use-reduction strategies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	*2. Water and air											Critical	Bad	Highly unsatisfactory	Below satisfactory	Satisfactory	Above satisfactory	Highly satisfactory	Good	Vibrant	GENERAL QUESTION: How sustainable are the levels of air quality and water quality in the regional environment?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Main tab #4	<b>SUSTAINABILITY ACTIVITIES</b>	Short description of options to find out specific sustainability activities for the workplace and also links to events and workshops.
Drop down 4.1	Workplace sustainability checklist	<ul style="list-style-type: none"> <li>22 item checklist with 150 sub-items for acting on workplace sustainability <a href="http://www.greenstreet.net.au/workplacebadges">www.greenstreet.net.au/workplacebadges</a></li> </ul>
Drop down 4.2	Industrial ecology	<ul style="list-style-type: none"> <li>Industrial ecology projects accessible by businesses and community</li> </ul>
Drop down 4.3	Events	<ul style="list-style-type: none"> <li>List of links to sustainability-oriented events in the region or close to - events updated daily</li> </ul>
Drop down 4.4	Workshops and conferences	<ul style="list-style-type: none"> <li>List of links to sustainability-oriented workshops and conferences in the region or close to - updated daily</li> </ul>
Drop down 4.5	Living Smart	<ul style="list-style-type: none"> <li>Living Smart provides excellent learning modules on sustainability which are relevant to homes and businesses <a href="http://www.livingsmartqld.com.au/events-moreton-bay">http://www.livingsmartqld.com.au/events-moreton-bay</a></li> </ul>
Main tab #5	<b>BUSINESS PRECINCTS</b>	Description of the concept, benefits and processes for joining Sustainable Business Precincts in Moreton Bay
Drop down 5.1	Moreton Bay Sustainable Business Precincts	<ul style="list-style-type: none"> <li>Sustainable Business Precincts in the region based on geographic grouping and 'precincts of interest' <a href="http://www.greenstreet.net.au/moretonbusinessprecincts">www.greenstreet.net.au/moretonbusinessprecincts</a></li> </ul>
Drop down 5.2	Nationwide Sustainable Business Precincts	<ul style="list-style-type: none"> <li>Sustainable Business Precincts nationally based on geographic grouping and 'precincts of interest' <a href="http://www.greenstreet.net.au/businessprecincts">www.greenstreet.net.au/businessprecincts</a></li> </ul>
Main tab #6	<b>BUSINESS LISTING</b>	Description of the purpose and criteria for the business listings and benefits to be gained
Drop down 6.1	Regional business listing	<ul style="list-style-type: none"> <li>Listing of Moreton Bay businesses linked to the Moreton Bay Regional Council business directory will likely be accessible and listed on <a href="http://www.greenstreet.net.au/moretonbusinesses">www.greenstreet.net.au/moretonbusinesses</a> Decisions re criteria for being on the listing are to be carried out by RDA and MBRC and other stakeholders. Other listings additional to Green Street will be researched for relevance.</li> </ul>
Drop down 6.2	National business listing	<ul style="list-style-type: none"> <li>Listing of Australian businesses which are listed on <a href="http://www.greenstreet.net.au/businesses">www.greenstreet.net.au/businesses</a></li> </ul>
Main tab #7	<b>HELP AND LINKS</b>	Description of the availability of consulting help, sustainable suppliers and downloadable resources.
Drop down 7.1	Consulting support	<ul style="list-style-type: none"> <li>Links to Moreton Bay businesses which provide consulting/helping services in sustainability categories <a href="http://www.greenstreet.net.au/moretonbusinesses">www.greenstreet.net.au/moretonbusinesses</a> Decisions re criteria for being on the listing are to be carried out by RDA and MBRC and other stakeholders.</li> </ul>
Drop down 7.2	Sustainable suppliers	<ul style="list-style-type: none"> <li>Links to Moreton Bay businesses which provide materials and services in sustainability categories Decisions re criteria for being on the listing are to be carried out by RDA and MBRC and other stakeholders.</li> </ul>
Drop down 7.3	Resources	<ul style="list-style-type: none"> <li>Downloadable materials to help conduct sustainability activities in businesses</li> </ul>
Drop down 7.4	Videos	<ul style="list-style-type: none"> <li>Links to video resources relating to sustainability categories</li> </ul>
Drop down 7.5	Ideas implementation	<ul style="list-style-type: none"> <li>Link to <a href="http://www.cooee.org.au">www.cooee.org.au</a> to assist with implementation of sustainability ideas</li> </ul>
Drop down 7.6	Buy sustainably	<ul style="list-style-type: none"> <li>Link to online sales of sustainable products and services. Decisions re criteria for being on the listing are to be carried out by RDA and MBRC and other stakeholders.</li> </ul>

Main tab #8	CONTACT	Description of the various key agencies and networks available in the region which have a sustainability oriented role.
Drop down 8.1	RDA Moreton Bay	<ul style="list-style-type: none"> <li>RDA Moreton Bay <a href="http://www.rdamoretonbay.org.au">www.rdamoretonbay.org.au</a></li> </ul>
Drop down 8.2	Moreton Bay Regional Council	<ul style="list-style-type: none"> <li>Moreton Bay Regional Council <a href="http://www.moretonbay.qld.gov.au">www.moretonbay.qld.gov.au</a></li> </ul>
Drop down 8.3	Moreton Bay Sustainable Business Network	<ul style="list-style-type: none"> <li>Moreton Bay Sustainable Business Network <a href="http://www.rdamoretonbay.org.au/sustainablebusinessnetwork">www.rdamoretonbay.org.au/sustainablebusinessnetwork</a> An active Linked In group has been established by RDA Moreton Bay <a href="http://www.linkedin.com/groups?gid=4958974">www.linkedin.com/groups?gid=4958974</a></li> </ul>
Drop down 8.4	Moreton Bay Sustainable Community Network	<ul style="list-style-type: none"> <li>Moreton Bay Sustainable Community Network <a href="http://www.rdamoretonbay.org.au/sustainablecommunitynetwork">www.rdamoretonbay.org.au/sustainablecommunitynetwork</a></li> </ul>
Drop down 8.5	Department of Environment and Heritage Protection	<ul style="list-style-type: none"> <li>Department of Environment and Heritage Protection <a href="http://www.ehp.qld.gov.au">www.ehp.qld.gov.au</a></li> </ul>
Drop down 8.5	Green Street	<ul style="list-style-type: none"> <li>Green Street <a href="http://www.greenstreet.net.au">www.greenstreet.net.au</a></li> </ul>
Drop down 8.6	Living Smart	<ul style="list-style-type: none"> <li>Living Smart <a href="http://www.livingsmartqld.com.au/events-moreton-bay">http://www.livingsmartqld.com.au/events-moreton-bay</a></li> </ul>
Drop down 8.7	Cooee Network	<ul style="list-style-type: none"> <li>Cooee Network <a href="http://www.cooee.org.au">www.cooee.org.au</a></li> </ul>

## 6. Implementing the Sustainable Business Strategy

### 6.1 Projects to be implemented

To implement the Strategy there are a number of projects which have been identified as key drivers of the strategy. These projects fit within the four action areas of the Regional Sustainability Roadmap, being:

- Engagement - Footprint - Innovation - Systems

These action areas are the methods by which sustainable regional destinations of Commit, Act, Embed, Influence and Sustainable Region will be achieved. The integration of these projects within the action areas is identified in Figure F.

**Figure F - Projects proposed for implementation**

Business projects for implementation: descriptions, sponsorship and relation to Regional Roadmap						
Project	Short descriptor	Project sponsor	Engage	Foot Print	Innovate	System
1. Online Regional Sustainability Toolkit	<p>Sustainable Moreton Bay website will provide a cross section of services and links to enable businesses to build their sustainability. It will be a catalyst for the changed behaviour of businesses and consumers. It will include:</p> <ul style="list-style-type: none"> <li>• Sustainable Workplace Score which will heighten business sustainability and branding</li> <li>• Regional Sustainable Business Group and listings which will attract customers, lower the sustainability footprint, increase innovation, improve clustering and improve regional branding.</li> <li>• Links to help and services</li> <li>• Online sustainable purchasing</li> <li>• Sustainable Household Score to create consumer awareness and demand</li> </ul>	RDA/ MBRC	*	*	*	*
2. Sustainable Business Precincts	<p>Seven or more Sustainable Business Precincts will be supported as 2 pilots, selected from Redcliffe, Strathpine, Woodford, Caboolture, Hills District, North Lakes, and Samford. Embryonic Samford precinct used as a model.</p> <p>This project has the potential to have very high impact on local economies and thereafter across the region. In many ways the establishment of Sustainable Business Precincts is the epitome of what the Sustainable Business Strategy is aspiring to do.</p>	RDA/ MBRC	*	*	*	
3. Regional Sustainable Business Network	<p>Network Forums will meet quarterly to provide leadership development, case studies, business to business activity and increased knowledge of good practice. Also initiate Industrial Ecology Program. This is an excellent partnering process for the Sustainable Business Precincts and the Industrial Ecology project. As it helps network potential business partners.</p>	RDA/ MBRC	*		*	

Project	Short descriptor	Project sponsor	Engage	Foot Print	Innovate	System
4. Regional Sustainable Communities Network	<p>Sustainable Communities Network will meet quarterly to heighten consumer awareness and demand for sustainable products and services, lower the sustainability footprint and improve regional branding.</p> <p>This network will accelerate the interdependence between businesses and communities.</p>	RDA/ MBRC	*	*	*	

**Figure G - Regional projects proposed for implementation**

Regional projects for implementation: descriptions, sponsorship and relation to Regional Roadmap						
Project	Short descriptor	Project sponsor	Engage	Foot Print	Innovate	System
5. United Nations Global Compact Cities Programme	Membership of the UN Global Compact Programme will catalyse engagement and innovation and lead to a reduction in the footprint.	MBRC	*	*	*	
6. UN Circles of Sustainability Profiling	Three tiers of Rapid Assessment, Aggregate Assessment and Comprehensive Assessment Profile II as part of the UN Global Compact process will heighten awareness and knowledge about good sustainability practice.	MBRC/ RDA	*	*	*	*
7. Regional Sustainability Centres	The three existing Environment Centres at Caboolture, Griffin and Eatons Hill will be supported in the enhancement of existing education programs to incorporate sustainability practices for business and community. The Samford Commons will also be a project for investigation in establishing a Centre for business and community sustainable practice education.	MBRC/ RDA	*	*	*	*
8. Industrial Ecology Program	Project is piloted in areas self -defined by participating businesses. Has the potential to be high impact if potentially partnering businesses become connected.	RDA/ MBRC	*		*	
9. EcoBiz Assessment of RDA and MBRC	Both RDA and MBRC undertake an ecoBiz assessment which highlights action to be taken to improve the sustainability of the region's leading public organisations.	RDA/ MBRC		*		*

## 6.4 Rating projects for implementation

The projects are rated on a scale from 1 (very low) to 10 (very high) against the following criteria:

- Priority by businesses and stakeholders;
- Impact on businesses;
- Economy (low cost);
- Speed of delivery; and,
- Overall high priority, high impact, low-moderate cost, speed of delivery.

Figure H - Rating business and regional projects for implementation

Rating Business Projects for implementation					
Projects in priority order	Priority by business	Impact	Economy	Speed of delivery	Overall
1. Online Regional Sustainability Toolkit	10	10	7	9	<b>10</b>
2. Sustainable Business Precincts	8	10	7	7	<b>10</b>
2. Regional Sustainable Business Network	9	10	9	10	<b>10</b>
4. Regional Sustainable Communities Network	8	8	9	10	<b>9</b>

Rating Regional Projects for implementation				
Projects in priority order	Impact	Economy	Speed of delivery	Overall
1. UN Global Compact Cities Programme	10	8	9	<b>10</b>
2. UN Circles of Sustainability Profiling	10	8	8	<b>10</b>
3. Regional Sustainability Centres	9	7	8	<b>9</b>
4. Industrial Ecology Program	7	8	6	<b>8</b>
5. EcoBiz Assessment of RDA and MBRC	8	10	7	<b>8</b>

Figure I - Timeline and budget for implementation

Process	Colour code
Planning - consultation	
Launch	
Delivery	

Business projects (budget)	May-June 2013	July-Aug 2013	Sep-Oct 2013	Nov-Dec 2013	1 <sup>st</sup> Q 2014	2 <sup>nd</sup> Q 2014	3 <sup>rd</sup> Q 2014	4 <sup>th</sup> Q 2014	2015	2016
1. Online Regional Sustainability Toolkit \$ 10 000 2013-14 \$ 6 000 2014-15 \$ 6 000 2015-16										
2. Sustainable Business Precincts \$ 5 500 2013-14 \$10 000 2014-15 \$10 000 2015-16										
3. Regional Sustainable Business Network \$ 2 000 2013-14 \$ 2 500 2014-15 \$ 2 500 2015-16										
4. Regional Sustainable Communities Network \$ 2 000 2013-14 \$ 2 500 2014-15 \$ 2 500 2015-16										
Regional projects (budget)	May-June 2013	July-Aug 2013	Sep-Oct 2013	Nov-Dec 2013	1 <sup>st</sup> Q 2014	2 <sup>nd</sup> Q 2014	3 <sup>rd</sup> Q 2014	4 <sup>th</sup> Q 2014	2015	2016
5. UN Global Compact Cities Program \$ 10 000 2013-14 \$ 5 000 2014-15 \$ 5 000 2015-16										
6. UN Circles of Sustainability Profiling \$ 3 000 2013-14 \$ 6 000 2014-15 \$ 10 000 2015-16										
7. Regional Sustainability Centres \$ 30 000 2013-14 \$ 60 000 2014-15 \$ 60 000 2015-16										
8. Industrial Ecology Program \$ 2 000 2013-14 \$ 5 000 2014-15 \$ 5 000 2015-16										
9. EcoBiz Assessment of RDA /MBRC \$ 0 2013-14 \$ 0 2014-15 \$ 0 2015-16										

## 6.5 Budget summary

<b>Project (Business)</b> (Budget allocated by RDA and MBRC)	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>TOTAL</b>
1. Online Regional Sustainability Toolkit	10 000	6 000	6 000	22 000
2. Sustainable Business Precincts	5 500	10 000	10 000	25 500
3. Regional Sustainable Business Network	2 000	2 500	2 500	7 000
4. Regional Sustainable Communities Network	2 000	2 500	2 500	7 000
<b>TOTAL BUSINESS</b>	<b>19 500</b>	<b>21 000</b>	<b>21 000</b>	<b>61 500</b>
<b>Projects (Regional)</b> (Indicative budget only – not allocated)	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>TOTAL</b>
1. UN Global Compact Cities Programme	10 000	5 000	5 000	20 000
2. UN Circles of Sustainability Profiling	3 000	6 000	10 000	19 000
3. Regional Sustainability Centres	30 000	60 000	60 000	150 0
4. Industrial Ecology Program	2 000	5 000	5 000	12 000
5 EcoBiz Assessment of RDA and MBRC	0	0	0	0
<b>TOTAL REGIONAL</b>	<b>45 000</b>	<b>76 000</b>	<b>80 000</b>	<b>201 000</b>
<b>TOTAL BUSINESS + REGIONAL</b>	<b>64 500</b>	<b>97 000</b>	<b>101 000</b>	<b>262 500</b>

**Note:** These budget items have been provided in the light of information regarding funds likely to be available from RDA and MBRC sources during the period. Funding from external sources like grants will need to be sourced to implement high cost projects, particularly regional projects.

## 7. Attachments

A: Moreton Bay sustainable business strategy - first progress report

B: Moreton Bay sustainable business strategy - second progress report

## Consultants:

Howard Nielsen (NACC) and Professor John Cole (USQ)

Acknowledgement of the significant support and professional direction to this Project by Brooke Palframan, Project Officer RDA Moreton Bay.