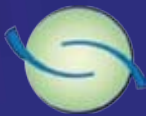


2009



SUSTAINABLE
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SUMMIT

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Global Sustainability



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4th Annual Sustainable Opportunities Summit
March 17-19, 2009
Colorado Convention Center, Denver

To register:

go to www.sosummit.org

Speakers include:

John Hayes, Ball Corp.

Joseph Scalzo, White Wave Foods

Craig Mataczynski, RES Americas

Mark Weiss, Climate Prosperity Initiative

Claude Graff, Schneider Group, Paris

Jill Duggan, United Kingdom Department of Environment

Mitch Jackson, FedEx

Dr. Richard Sandor, Chicago Climate Exchange

Hosted by:



Sustainable Opportunities Summit Program At A Glance

Tuesday, March 17

- 2:30 PM - 4:30 PM** Summit Prep 101: Green Business Fundamentals - Sustainability, Carbon and More
- 3:30 PM - 5:30 PM** Grenoble-Isere, Rhone-Alpes: A European Center for Innovation
- 3:00 PM - 5:00 PM** Early registration and exhibitor set-up
- 5:30 PM - 8:00 PM** Summit Opening Reception

Wednesday, March 18

- 7:30 AM - 8:30 AM** Registration
- 7:30 AM - 8:30 AM** Continental breakfast
- 8:30 AM - 9:00 AM** Opening Welcome remarks by Colorado Gov. Bill Ritter: the Common Good
- 9:00 AM - 10:00 AM** Opening Plenary Session Sustainability - A Key Strategy Driver for Large Corporations
- 10:00 AM - 10:45 AM** Break & Networking in Exhibitor Hall
- 10:45 AM - NOON** **PANEL DISCUSSIONS**
1. Financing Sustainability – The View from Wall Street
 2. Sustaining Our Natural Resources – Food: the Global Impact
 3. Sustainable Energy – Wind & Solar: How Big, How Soon?
 4. Business Plan Competition: Early Rounds
- NOON - 1:30 PM** Lunchtime Plenary Speaker – Global Energy Future - Challenge & Opportunity
- 1:30 PM - 2:15 PM** Break & Networking in Exhibit Hall
- 2:15 PM - 3:30 PM** **PANEL DISCUSSIONS**
5. Financing Sustainability – Building Markets Through Microfinance & Targeted Investing: A Global View
 6. Sustaining Our Natural Resources – Protecting the World's Forests
 7. Sustainable Energy – Energy Conservation in the Built Environment
 8. Sustaining Human Capital – Building Stakeholder Support by Measuring Progress Toward Sustainability Objectives
- 3:30 PM - 4:00 PM** Break & Networking in Exhibit Hall
- 4:00 PM - 5:15 PM** **PANEL DISCUSSIONS**
9. Financing Sustainability – Raising Capital for Your Green Venture
 10. Sustainable Energy – Mobility in the 21st Century

11. Sustaining Our Natural Resources – The Coal Conundrum: too Abundant to Ignore, too risky to Expand
 12. Sustaining Human Capital – Sustainable Communities: A Recipe for Economic Well-being
- Break & Networking in Exhibit Hall
- Roundtable Discussions in Café Area of Exhibit Hall

Thursday, March 19

- 7:30 AM - 8:30 AM** Continental breakfast
- 8:30 AM - 9:00 AM** Welcome and Opening Remarks by Denver Mayor John Hickenlooper
- Denver: Gateway to Regional Sustainability
- Plenary Session: Putting a Price on Carbon - the End of the Free Ride
- 10:00 AM - 10:45 AM** Break & Networking in Exhibit Hall
- 10:45 AM - NOON** **PANEL DISCUSSIONS**
13. Financing Sustainability – Using the Market to Price Carbon
 14. Sustaining Our Natural Resources – Cradle to Cradle Product Development: Winning Strategies
 15. Sustainable Energy – The Rocky Mt. West's New Eco-friendly Economy: a National Example
 16. Sustaining Human Capital – Partnering Corporations and NGOs
- NOON - 1:30 PM** Lunchtime Plenary Speaker – Linking CleanTech & Sustainability
- 1:30 PM - 2:00 PM** Break & Networking in Exhibit Hall
- 2:00 PM - 3:15 PM** **PANEL DISCUSSIONS**
17. Sustaining Human Capital – Employer of Choice: Attracting & Retaining the Best People via Sustainability
 18. Sustaining Our Natural Resources – Hold onto Your Glass: The Next Oil is Water!
 19. Sustainable Energy – Innovative Clean Energy Technologies
 20. Business Plan Competition (finals - continue till 3:45)
- 3:15 PM - 4:00 PM** Break & Networking in Exhibit Hall
- 1:30 PM - 4:00 PM** Sustainability Career Fair in Exhibit Hall (café area)
- 4:00 PM - 4:30 PM** Closing Plenary Address & Business Plan Competition Awards – Education, Education, Education! The Key to Sustainability.
- 5:00 PM - 7:00 PM** Launch of the Colorado Greener Venues Partnership



Photo by James Chance

Sustainability spells opportunity for Colorado business

Fourth annual summit gathers business, government and environmental leaders

BY TODD NEFF

Amid declining sales, widespread layoffs and retrenchment, the 2009 Sustainable Opportunities Summit will offer welcome reminders of Colorado's bright future in a global economy transitioning to renewable energy and producing more with less of the planet's oversubscribed resources.

The fourth annual summit, themed "Global Sustainability: The New Bottom Line," moves to the Colorado Convention Center this year, and will from March 17-19 host a litany of speakers and moderators from business, government — Gov. Bill Ritter and Denver Mayor John Hickenlooper being the public-sector headliners — and academia (visit www.sosummit.org for a list of speakers and the agenda.)

They will touch upon virtually all things pertaining to the business of sustainability: from product development to clean technologies, carbon markets, green chemistry and macro- and microfinancing. To take the pulse of the conference's goals and key ideas, *ColoradoBiz* touched base with several of those scheduled to speak at the three-day event. A recurring theme was that sustainability is good for business, and that good businesses will increasingly be sustainable. ▶



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First, a definition. The word “sustainable,” flag bearer for an entire societal movement, can be slippery. Diana Wall, director of Colorado State University’s School of Global Environmental Sustainability, offers some semantic footing.

“Sustainability is about maintaining Earth’s resources for future generations,” she said.

Given the state of the planet — warming climate, polluted air, tainted rivers, oceanic dead zones, nagging droughts, the list goes on — Americans are facing a profound challenge in which business will have an “absolutely huge” role in helping solve, Wall said.

“Business leaders are adept at acting fast, finding new solutions, seeing what’s marketable,” she said. “They’ll be just as adept at finding new products and markets for things that lead us forward in sustainability.”

Graham Russell, executive director of the summit’s organizer, CORE Colorado, said it’s not just about businesses specializing in green tech or renewable energy.

“Those things are facilitating and enabling technologies,” Russell said. “In the end, we’re going to achieve a more sustainable economy by getting the overwhelming majority of mainstream business to make their operations more sustainable, whether it’s an ad agency or a clean tech company or a manufacturer.”

Russell and other experts said focusing on the word “opportunity” is key.

“This is about economic and financial opportunity, but to understand opportunities, you’ve got to understand the challenge. You’ve got to take people to the valley of gloom and doom and then bring them up the other side, to where they’re redesigning products and finding new ways to make money.”

Paul Jerde, executive director of Deming Center for Entrepreneurship at the University



Paul Jerde, Deming Center

of Colorado’s Leeds School of Business, said he has been observing the sustainability movement for three key signs of maturity. First, was big

business changing its practices and thereby creating what he called “vortices of opportunity” for entrepreneurs? Second, were new tech startups emerging to exploit such opportunities? And third, was new venture and private-equity financing flowing in to support these new business cases?

The answer is now a clear yes to all three, he said. The Deming Center, which sponsors the Cleantech Venture Challenge, a business-plan competition happening as a separate track during the summit, focuses on cultivating young talent that can exploit such opportunities. *ColoradoBiz* is the media sponsor for the competition.

“A lot of the new solutions are going to come from new thinkers and new leaders, and students coming out will be bringing bright new ideas and talent to bear,” Jerde said.

Many large Colorado businesses are already building sustainability into their efforts. Broomfield-based Ball Corp., which produces billions of steel, aluminum and plastic containers a year at



John Hayes, Ball Corp.

more than 70 facilities worldwide, defines sustainability in three ways, said John Hayes, the company’s chief operating officer.

First, there’s environmental sustainability, which pertains to minimizing consumption of natural gas, electricity and water as well as emissions of volatile organic compounds and waste. Energy-monitoring systems are a big part of that, he said.

“We’re a big believer in what you can measure, you can manage,” Hayes said.

Second, there is what he called “social sustainability,” having to do with the health and safety of people inside and outside the company. Part of that is backing recycling programs, which yield 53 percent of the aluminum and more than 60 percent of the steel in Ball cans, Hayes said. Do economic and social sustainability right and you get economic sustainability, he said.

“You can do good and do well at the same time,” Hayes said.

Denver-based restaurant chain Chipotle serves burritos and other Mexican dishes for 2.5 million people a week at 800 restaurants nationwide. Chris Arnold, the company’s senior communications officer, says sustainability is such an inherent part of Chipotle’s business, it lacks a sustainability czar or a set of discrete sustainability initiatives.

“Rather, we have created a culture where everyone is responsible for finding ways of doing things in more environmentally friendly and sustainable ways, and that kind of thinking permeates our business strategy rather than existing as a separate set of initiatives,” Arnold said.

As examples, Arnold cited the company’s construction of LEED-certified restaurants and its use of green building materials as well as its buying, where possible, of humanely raised meat without antibiotics or hormones, hormone-free dairy products, organically grown beans and locally grown produce.

Doing all this means striking a balance, Arnold said. Such ingredients cost more, and while customers increasingly attuned to food

quality are willing to pay more for it, they won’t fork over \$15 for a burrito, either, he said.

But Chipotle’s demand is helping build the organic-food supplier base, which over time should lower the costs of food from sustainable sources, Arnold said. In the meantime, he said, Chipotle has the highest food cost as a percentage of revenue in the restaurant industry – but also one of the healthiest profit margins in the industry.

Corporate Express of Broomfield, bought by Staples Inc. in 2008, is taking a hard look at chemistry, particularly in cleaning products it designs in-house, said Roger McFadden, Corporate Express’ chief science officer. Green chemistry, McFadden says, means not only thinking clearly about a product’s ingredients and how a product is made in the supply chain upstream, but also understanding how products will be used, disposed or returned to the supply chain, he said.

Corporate Express’ comprehensive chemicals policy is a key building block in improving the environmental friendliness of its chemistry, he said. It involves pre-screening all chemicals before putting them in products,

testing chemicals in combination with other products to ensure their safety in combination, and then creating evolving lists of products



Roger McFadden,
Corporate Express

Corporate Express bans (black), is trying to move away from (gray) and prefers (green).

“It does take some patience and some education to get people to understand why green chemistry is important,” McFadden said. “A lot of them see this as a cost. They say you can’t afford to do this. I laugh and say, ‘You can’t afford not to do this.’”

Lauren Heine, senior science adviser to Clean Production Action, added that selecting green chemical inputs and designing products



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- Hazardous waste
- Water use
- Product stewardship
- Other air emissions
- Solid waste
- Energy
- Ecology
- Biodiversity
- Packaging stewardship
- Worker H&S
- Industrial wastewater

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Standard Renewable Energy recently installed a 9.8-kilowatt solar electric system for Chipotle in Commerce City.



to flow in closed loops drives innovation, business models and new industries. Plus, she said, the public cares, and businesses are moving from the idea of environmental concerns as being imposed by regulations to the idea of innovating along green lines to create a more sustainable world.

Part of Xcel Energy's strategy, and that of utilities across the country, is to emphasize "negawatts," or energy savings, in electricity-generation portfolios. Generally, it's public policy that makes this possible, allowing regulated utilities to recoup investments and, in Xcel's case, potentially earn money not only on new coal plants or wind turbines, but also on initiatives lowering long-term electricity and natural gas demand.

Peter Narog, Xcel's manager of energy efficiency and marketing in Denver, said the company is rolling out 15 new energy-efficiency programs for Colorado customers, spending about \$50 million on the electricity side and \$12 million on natural gas programs with the potential of cutting 57 megawatts of electric capacity, enough to power some 50,000 Front Range homes, as well as enormous amounts of natural gas.

For consumers, the programs involve everything from home energy audits to appliance rebates and education programs, Narog said. Such programs, he said, "allow us to limit growth on the system and not increase carbon emissions, and it gives consumers options

besides wind and solar, which really impacts the environment and sustainability."

Sustainability in business feeds directly into regional development, says Andre Pettigrew, executive director of the Denver's Office of Economic Development.

"Sustainability is an economic development strategy not just here in Denver, but around the country," Pettigrew said. "Before, it was an environmental movement. Now it's an economic development movement."

From an economic perspective, the region stands to benefit on the innovation side in terms of high-end research jobs at universities, the National Renewable Energy Laboratory and green technology startups, as well as in new feet-on-the-street jobs doing weatherization, energy audits and manufacturing



Andre Pettigrew, city of Denver

at places like wind-turbine developer Vestas and AVA Solar, which is building a solar-panel plant in Longmont.

Pettigrew said Denver's

role, among others, is to drive demand for green products by building high-efficiency public housing and training/retraining work force for green industry jobs.

Denver is one of eight pilot projects of a regional economic-development strategy that puts sustainability front and center, said Mark Weiss, the Washington D.C.-based Climate Prosperity Project chairman and CEO, which helped create it. Scheduled to launch Feb. 21, the plan's philosophical core is that "innovation, efficiency and conservation in the use and reuse of all resources is the best way to increase jobs, income productivity and effectiveness," Weiss said.

"In the 21st century, you get richer by becoming greener," Weiss said. "You can only earn more money by using less resources and reusing more." ●



Mark Weiss, Climate Prosperity Project

CORE speaker spotlights

More than 50 business, environmental and government leaders are scheduled to deliver keynote addresses and participate in panel discussions at the 2009 Sustainable Opportunities Summit. Here's a sampling of some of the participants.



ERIC HESPENHEIDE: GLOBAL MANAGING PARTNER OF INTERNAL AUDIT SERVICES, DELOITTE & TOUCHE LLP
Eric Hespeneide's leadership has led to significant growth and has resulted in the practice's being widely recognized as a leading provider of internal audit services among Fortune 1000 companies. He currently serves as the lead or advisory partner on a number of global engagements in a variety of industries. Hespeneide joined the Deloitte & Touche LLP Detroit practice in 1977. He was named global managing partner of Internal Audit Services in 2001.



MITCH JACKSON: STAFF DIRECTOR, FEDEX CORP. ENVIRONMENTAL AFFAIRS AND SUSTAINABILITY
Mitch Jackson provides strategic direction and management of environmental, energy management and sustainability issues for FedEx Corp. He holds a bachelor's degree in mechanical engineering and a master's degree in operations management. He is a past chairman of the Global Environmental Management Initiative and is a vice president at large on American Trucking Associations' Board of Directors.



MARILYN JOHNSON: DIRECTOR OF ENVIRONMENTAL INITIATIVES AND SUSTAINABILITY FOR IHS INC.
Marilyn Johnson joined IHS in March 2008 through the acquisition of Dolphin Software, where she is responsible for New Initiatives, a program that brings real-world tools to public and private enterprises. IHS is a provider of insight, information and tools that support operational improvements in environment, health and sustainability. Since joining IHS, Johnson has assumed additional responsibilities including directing the company's global environmental sustainability initiatives.



BILL WRIGHT: EXECUTIVE MEDICAL DIRECTOR, PRESIDENT, KAISER PERMANENTE COLORADO
William Wright, MD, was named executive medical director and president of the Colorado Permanente Medical Group in 2007. In this role, Wright is responsible for shaping the medical care delivered to one in seven insured Coloradans in the Denver/Boulder area who are members of Kaiser Permanente Colorado. Prior to becoming executive medical director, Wright was CPMG's associate medical director of market and networks. He was charged with assessing and developing community network relationships with the medical group in partnership with Kaiser Foundation Health Plan of Colorado.

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Working Toward a Sustainable Future



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No wall around China

Sustainable policies must be
global to be effective

BY ALLEN BEST

Coal is the miracle fuel, potent and plentiful. It has been at the heart of U.S. prosperity, providing 49 percent of electricity, a form of energy so useful we often just call it “power.” In coal-rich Colorado, nearly 70 percent of electricity is created by burning coal. In Wyoming it’s 97 percent.

The story is much the same in China, just lately emerging from poverty into prosperity. There, hundreds of new power plants have been built in recent decades, supplying 60 percent

of the electricity used to power motors, compressors and other devices that have made the brand, “Made in China,” ubiquitous in Wal-Mart and virtually every other American store.

In this prosperity also lies potential peril. Hundreds of miners die every year in China, more yet in the United States. Far greater catastrophe is posed by accumulating greenhouse gases. Best known is carbon dioxide, now nearing 390 parts per million in the atmosphere, up from 250 parts in pre-industrial times. The burning of coal, oil and other fossil fuels is believed the primary cause of this planet-warming greenhouse gas.

In this simple trans-Pacific arc also lies a metaphor for this year’s Fourth Annual Sustainable Opportunities Summit: Global Sustainability in Denver on March 17-19. Richard Eidlin, a CORE member who helped pick speakers and themes, says the goal is to think about the complicated issues holistically, to see how the pieces fit together, to better detect



Richard Eidlin,
Eidlin Consulting

opportunities and solutions. “These sessions are designed to cover a range of issues – be they forestry, or coal, water depletion or corporate behavior in the marketplace – and try to make a linkage between these specific issues and how they are all connected,” says Eidlin, who has been engaged in the renewable energy industry for 15 years.

“We are trying to point out that sustainability is a comprehensive view of the world, and it is a set of actions that lead to a certain set of consequences, which could be beneficial or negative in impacts to the environment and society.”

The complexities are apparent in the Chinese-American calculus about coal. China in 2007 surpassed the United States as the world’s leading emitter of carbon dioxide. However, per capita emissions remain far less. But in a

way, Chinese pollution is American pollution. After all, China has become America’s factory. In outsourcing our production, we’ve also outsourced our pollution. Except, given the global nature of warming, pollution is never entirely outsourced.

David Wendt, a speaker at this year’s conference in Denver, understands these complexities. He has led a delegation for several years from Wyoming’s Jackson Hole to Shanxi, China’s premier coal-mining province. There is great symbolism in the exchange. Teton County, Wyo., – the location of Jackson Hole – often leads the United States in per capita income. Shanxi is poor, as mining regions often are. But in global warming, they share a common fate – and hence the need for a shared solution.

“I believe very strongly that neither the United States nor China can make really significant progress on the whole action agenda of clean coal without cooperation,” Wendt says. He spent several decades in the nonprofit sector of Wash-

ington, D.C., deftly pairing players from different sectors to achieve results, a task he now continues as president of the Jackson Hole Center for Global Affairs.



David Wendt, Jackson Hole Center for Global Affairs

Wendt’s mission in China this year is to encourage the trapping of methane, otherwise known as natural gas, which is now escaping from mines. Methane is 23 times more potent than carbon dioxide in trapping heat in the atmosphere. Trapping the gas to heat homes or make electricity also produces carbon dioxide,









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but the net effect is much improved. However, infrastructure must be installed.

While governments are involved, the private sector can also show initiative. Wendt points to a 120-megawatt power plant constructed in China by Caterpillar, the American manufacturer of heavy equipment. The plant burns methane from a nearby coal mine. "It's not huge as far as power plant production goes, but in terms of methane, it's large," he says.

In coal, both China and the United States have overlapping interests. First, they must both use the energy more efficiently. But they both have an interest in minimizing carbon emissions. The Chinese, Wendt says, are more advanced in the technology of gasifying coal. The United States has the edge in sequestering carbon emissions, a task that some believe impossible on a large scale. Ways must be

found to share that intellectual capital, Wendt says. The private sector must also demonstrate leadership, which "sometimes requires sticking your neck out," he adds.

Another speaker at this year's conference, Michael Totten, of Conservation International, has been working with corporations to examine their options. For example, drawing in the aid of Amory Lovins of the Rocky Mountain Institute, located at Old Snowmass and Boulder, he helped Wal-Mart study its supply chain. Crucial to that supply chain is transportation by trucks. If weight can be reduced, less fuel is required.

"Within two months Amory had persuaded them they could double, or even triple, their efficiency by accelerating the light-weighting of their trucks," Totten says. That improved efficiency makes sense no matter what the

cost of oil. Biofuels, while attractive, require a higher price point. The lesson: Efficiency is the first order of business.

The challenges, says Totten, who is based in Denver but travels across the globe, are not so much technological or financial. Rather, the need is to examine the old in new ways. For example, why should the profits of utilities be determined purely by the volume of heat or electricity delivered? Rather, the profit should be determined by the service rendered. If the service can be produced more cheaply in other ways, that is better for the environment, and ultimately better for the businesses.

Maximizing of power in efficiency in China could displace half of the existing coal-fired power plants, he says. Wal-Mart and other companies, with their control of the supply chains, should be able to drive those efficiencies.

The Dave Johnston Power Plant in Glenrock, Wyo., receives 97 percent of its electricity from coal.



Totten takes a broad view of global environmental and economic issues. His viewpoint, partly informed by his work last year working with the Google.org climate and energy team, can be described as a paraphrase of the Hippocratic oath: First, do no harm.

“We tend to focus not just on one single thing,” he said. “We tend to compartmentalize: Let’s find a climate solution here, and a biodiversity solution there.” What should be done, he goes on to explain, is to look at problems more systematically.

The world’s forests should be considered in this connect-the-dispersed-dots thinking, Totten says. Existing forests are being cut down in areas where they should not, particularly in Brazil and Indonesia, reducing the planet’s ability to absorb atmospheric carbon dioxide. Carbon-offset money from developed



“We can really be a global leader if we set some stretch goals with well-coordinated policies, and with industry and community involvement.”

— Probir Ghosh

countries should be allowed to ensure the remaining existence of those forests, he says. Rules that came out of the Kyoto Protocol did not provide that flexibility because developing countries were not among the nations that signed it.

“Allowing the poor countries to participate in these carbon-trading markets would generate tens of billions of dollars of revenue for them each year,” Totten says.

Probir Ghosh, an organizer of this year’s conference, sees Colorado as being in an ideal position for helping to generate the long-ranging vision for energy that has so far eluded the United States. “We can really be a global leader if we set some stretch goals with well-coordinated policies, and with industry and community involvement,” he says. “We have no time to lose.”

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