TOWARDS A NEW PROSPERITY:

How Business & Regions are Creating a Prosperous Low-Carbon Economy through Energy Savings, Economic Opportunities and Job Creation




Climate Prosperity Project
2011

Foreword

A two day Executive Roundtable discussion was held on March 14th and 15th, 2011, jointly hosted by the Rockefeller Brothers Fund (RBF) and the national non-profit, Climate Prosperity Project, Inc. The session brought together national corporate leaders and regional leaders who are developing best practices to maximize opportunities in the clean energy economy.

Participants included representatives from California, Colorado, Delaware, North Carolina, Ohio and Oregon and national business leaders from Applied Materials, CH2M Hill, Cisco Systems, Citibank, NRG Energy, Schneider Electric, KB Homes, McKinstry, and Xcel Energy. Representatives from the US Chambers' Business Civic Leadership Center, the American Chamber of Commerce Executives and Next 10 rounded out the discussion group.

Five key takeaways emerged from the "Toward Climate Prosperity 2.0" Executive Roundtable at the Rockefeller Retreat Center in Pocantico Hills, New York.

1. Corporate leaders from some of America's leading companies recognize the value of working with other companies and stakeholders to promote energy efficiency and open markets for clean energy.

2. Regional stakeholders from business and government understand the importance of creating a peer-to-peer learning network to rapidly share Climate Prosperity best practices, metrics, lessons learned and successes.

3. There is recognition of the importance of leadership development to build more awareness and capacity to promote economic development approaches which support a clean economy and climate prosperity at both the national and regional levels.

4. It is critical to the effort to develop a set of acceptable, easy to understand, common metrics for measuring and evaluating economic progress toward climate prosperity and to communicate results nationally.

5. The Climate Prosperity Network must establish linkages horizontally and vertically. Regional projects need to connect to share best practices and also connect across federal and state agencies. The Network can serve as an intermediary between national policy and regional activities in communicating best practices.

The Climate Prosperity Network believes in the notion that regions can simultaneously expand economic opportunities and reduce greenhouse gas emissions as a result of purposeful strategies by business, government, education and the community at large. It rejects the belief that the economy and environment are incompatible, and embraces the belief that through innovation we find ways to strengthen both at the same time. It is changing the conversation by defining the productive relationship between the environment, energy and economy during this most challenging economic time. Partner regions in St. Louis, Denver, Silicon Valley, and Portland were showcased during the Executive Roundtable.

Through the Climate Prosperity Project, regions are building a broad platform to engage community stakeholders who are committed to growing the economy through a process that enhances environmental stewardship and community prosperity. They are organizing around concrete projects that leverage the region's strengths and opportunities for aligning strategies, resources and community support. They are tracking progress through lessons learned that can be shared nationally.

Examples highlighted at the Roundtable were:

Moffett Park Community Smart Grid Project - Silicon Valley
St. Louis Green Business Challenge - St. Louis
Electric Vehicle and Smart Grid - Portland
Vestas Green Value Chain - Denver

Overall, the Executive Roundtable highlighted Climate Prosperity as a business-driven, economic development approach to improving economic prosperity and environmental quality. This is seen as critical to reviving the nation's economy and global competitiveness, as well as improving resource efficiency and reducing negative (costly) environmental impacts.

The timing for this session could not have been better. We are seeing growing interest in clean technologies and in energy savings, as more regions and business leaders see the need urgency and the opportunity in our changing context.

Now is the time to scale and accelerate these efforts nationally through an expanded learning network of public private partnerships. Changing the national conversation to awaken people to the enormous economic opportunity instead of fear as a result of taking climate action is important. Getting communities organized to see in tangible ways what is doable to maximize these climate prosperity opportunities is also essential to the work.

Andre N. Pettigrew
Executive Director
Climate Prosperity, Inc.

Richard C. D. Fleming
President, Board of Trustees
Climate Prosperity, Inc.

Michael F. Northrop
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This report was written by members of the Climate Prosperity, Inc. staff based on materials prepared for this meeting and the discussions that took place there. It reflects the views of the authors and not necessarily those of other conference participants or of the Rockefeller Brothers Fund.

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The Opportunity

Our nation faces a triple threat: stiff global competition for high paying jobs, energy security imperatives to reduce our dependence on foreign oil, and the need to address climate change. We can deal with all three challenges by promoting energy savings, business opportunities and job creation through what is called "climate prosperity." Climate Prosperity targets economic and environmental goals concurrently in a manner that both increases enterprise and enhances the environment.

In 2008, Eric Schmidt, Chairman of Google said:

We need urgently to find alternatives to fossil fuels, invest in a smart electricity grid and make our cars, our homes and our offices more efficient. Rising unemployment should also force us to look to the environmental sector, where it is estimated that an extra 2-3 million well-paid, high-tech jobs could be created by 2030. These green jobs have the potential to create tremendous economic opportunities.[1]

In many ways, this statement captures the underlying rationale for Climate Prosperity: that responding to climate change represents not only an environmental imperative but, in fact, an extraordinary economic opportunity.

After the collapse of Copenhagen and with continuing stalemate on national climate change legislation, states and regions are now where the action is on these issues. While debates continue over the science of climate change, the role of the government in the marketplace, and whether the growth of the clean energy economy will impact other sectors of the economy, regions and states have moved forward. They are already engaged in a wide variety of climate prosperity strategies for very pragmatic reasons—companies and homeowners both can save money through greater energy efficiency, while an emerging green economy grows to meet this consumer demand generating jobs, innovation, and investment.

There is a growing global market for energy efficiency and clean energy products and services. According to Bloomberg New Energy Finance, in the past five years, clean energy investment worldwide has grown from $52 billion to $243 billion.[2] According to the Council on Competitiveness, revenue in just three clean energy sectors—wind, solar, and biofuels—is projected to nearly triple from $116 billion in 2008 to $325 billion in 2018.[3] Those regions that lead in this market will generate well paying jobs. Other nations, especially China and Germany, are investing heavily in this sector and the U.S. risks falling behind if we don't aggressively embrace the green economy now. In fact, according to the National Renewable Energy Laboratory, 90% of today's market for clean energy technologies is outside the United States, primarily in Asia and Europe.[4]

PORTLAND CLIMATE PROSPERITY PROJECT

Portland Sustainability Institute
Electric Vehicles and Smart Grid

The emerging electric vehicle and transportation electrification cluster is poised to take full advantage of the Portland region's eagerness to test new green technologies. Designated as one of 5 areas nationwide to test the roll-out of the Nissan Leaf, the region is also receiving a portion of the $100 million federal grant to Ecotality for the installation of charging infrastructure.

The widespread adoption of electric vehicles not only supports the growing sector of electric vehicle companies in the region, it further strengthens the case for a smart electric grid. Emerging trade associations, Drive Oregon and Smart Grid Oregon, are leading the region's efforts.

[1] Eric Schmidt, "*America Will Find Opportunity in Scarcity*" Financial Times. November 2008.
[2] Ethan Zinder, "*The State of Investment in the Green Economy, 2011*" Clean Energy Investment Meeting - February 7, 2011
[3] "*Drive. Private Sector Demand for Sustainable Energy Solutions.*" Council on Competitiveness. September 2009
[4] National Renewable Energy Laboratory www.nrel.gov

Some states, such as California, have been leaders in energy efficiency and investments in clean energy. Building and appliance efficiency standards were enacted during the 1970s energy crisis, and more recent utility reforms promote conservation, renewable energy standards and incentives for solar energy. In the past four years, Colorado has passed more than 50 pieces of legislation to encourage growth of its clean energy economy. The state now has one of the highest concentrations of clean-energy workers and companies in the country, while quadrupling wind power on its grid and emerging as the third-ranking state in terms of installed solar systems. Other states have been moving ahead toward a clean energy economy including Oregon in solar energy, Texas and Iowa in wind energy, and Ohio and New York in fuel cells. In Missouri, Silicon Valley venture capital is aligning with Peabody Energy (the world's largest coal company, headquartered in St. Louis) to invest in Calera, an innovative firm turning CO2 into useful building products.

A 50-state study of the Clean Energy Economy released in 2009 by the Pew Charitable Trusts found that clean energy jobs grew significantly faster (9.1%) than jobs in the overall economy (3.7%) between 1998 and 2007, and that each state has different specialties that build on its existing industry base. For example, there has been the growth of green manufacturing in the industrial heartland and agricultural-based biofuels in the South, as well as the Midwest.

Regions Partnering With Business

To help promote regional innovation, the national Climate Prosperity Project is partnering with business, civic and government leaders in Silicon Valley, St. Louis, Portland, and Denver to create low-carbon, prosperous metropolitan areas that promote energy savings, economic opportunities for start-up and existing businesses, and job creation.

One of the initial Climate Prosperity regions to create a "Green Print" – a roadmap for industry, government and education leaders to partner in driving promote

Climate Prosperity is building a coalition of regional economic development organizations and business partners that fosters entrepreneurship and innovation to develop clean economy solutions.

Mark Walker - Managing Director
Global Community Affairs
APPLIED MATERIALS

demand for green products and services, and growing regional providers to meet that demand – was Silicon Valley. The Silicon Valley Climate Prosperity Council has identified a number of strategic opportunities that build on strengths in the region's information technology, renewable energy, energy storage and smart grids. Applied Materials (the world's largest semiconductor manufacturing firm now actively involved in solar energy), Google, Pacific Gas and Electric, Juniper Networks, and Sun Power (the second largest solar company in the United States) are each active on the Climate Prosperity Council chaired by the Mayor of San Jose and the California manager of Accenture.

Other Climate Prosperity national regional partners include metropolitan Portland, St. Louis, and Denver. Each of these regions is now actively engaging private sector, governmental, environmental and economic leaders to develop strategies based on their own unique strengths.

- **Portland:** Intel and Solar World are helping make that metro area a leader in solar energy. Nike is also a regional leader in promoting sustainable product design.

- **St. Louis:** Emerson Electric, Boeing, and Voltek are creating green manufacturing opportunities, while HOK has become a global leader in green building design. Aura Renewable Energy has become a leader in biomass.

Denver: Key stakeholders – NREL, City and County of Denver, Vestas, CH2M Hill, ProLogis, Spirae, Xcel Energy, United Airlines, major research universities, and others – contributed to Metro Denver's Climate Prosperity strategy.

In each case, companies are playing key roles in Climate Prosperity based on a clear recognition of business growth opportunities.

Changing Policy & Economic Context

When Climate Prosperity was created, there was an assumption that national climate legislation would set a price for carbon and limit greenhouse gas emission through cap and trade or a carbon tax. Climate prosperity would help prepare regions for a post Copenhagen policy environment. As we now know, this did not happen at either the national or international level and is unlikely to take place in the current policy environment in Washington, D.C. Therefore, states and regions are now at the center of policy action. The focus has shifted from carbon emissions trading to renewable portfolio standards, efficiency standards, incentives for innovation and technology deployment, workforce development, and utility reforms, including revenue decoupling and more limited experiments in feed-in tariffs.

Since the Climate Prosperity Project began in 2007, we have also experienced the Great Recession which fundamentally changed economic and fiscal environments for both business and government. The focus now is on greater efficiency and savings as well as job creation. Also, the immediate interest in combating climate change has shifted to clean energy. While the recession has temporarily reduced CO2 emissions, political turmoil in the Middle East is causing another spike in energy prices. Interest in to reducing our dependence on foreign oil is growing in our changing context.

The economy is undergoing fundamental change driven by formidable external forces. As the demand for energy and all natural resources rises, volatility of supplies and rising prices are concerns for the present and the future. Recognizing these forces of change and the opportunities they portend is essential for bolstering and even maintaining our global competitiveness and quality of life.

Strong global market demand for energy and natural resources is driving up prices and increasing volatility due to the unprecedented rate of growth in the developing economies of Asia and Brazil. The global demand for all resources will continue to rise. Further, impact of climate change will increasingly disrupt global agriculture, fresh water supplies, and population centers along our coastlines.

Faced with volatile fuel prices and increasing costs for limited resources, we seek out alternatives and new ways of doing things. We innovate. Businesses, households, schools and other public bodies are doing this as they look for ways to cut costs and reduce waste. In doing so, market demand for cleaner and more sustainable products rises.

Public policy can spur innovation and support the growth of "green" markets. By raising efficiency standards and lowering the cost barriers of early adoption will speed the development and deployment of technology.

METRO DENVER CLIMATE PROSPERITY PROJECT

Metro Denver Economic Development Corporation

Vestas Wind Systems

Vestas Wind Systems developed four major manufacturing facilities in Colorado from 2007 to 2010. The company has invested more than $1 billion and created approximately 2,500 net new jobs in the region. To date, the Metro Denver region also benefitted from the relocations and expansions of numerous Vestas' European suppliers. Building the cleantech value chain is a priority for the region and the state. Various efforts are underway to map and develop the supply chain with which the Metro Denver Climate Prosperity Project will collaborate.

The public sector can do much in aligning interests, such as with decoupling utility revenues from consumption in order for the utilities to help drive energy efficiency.

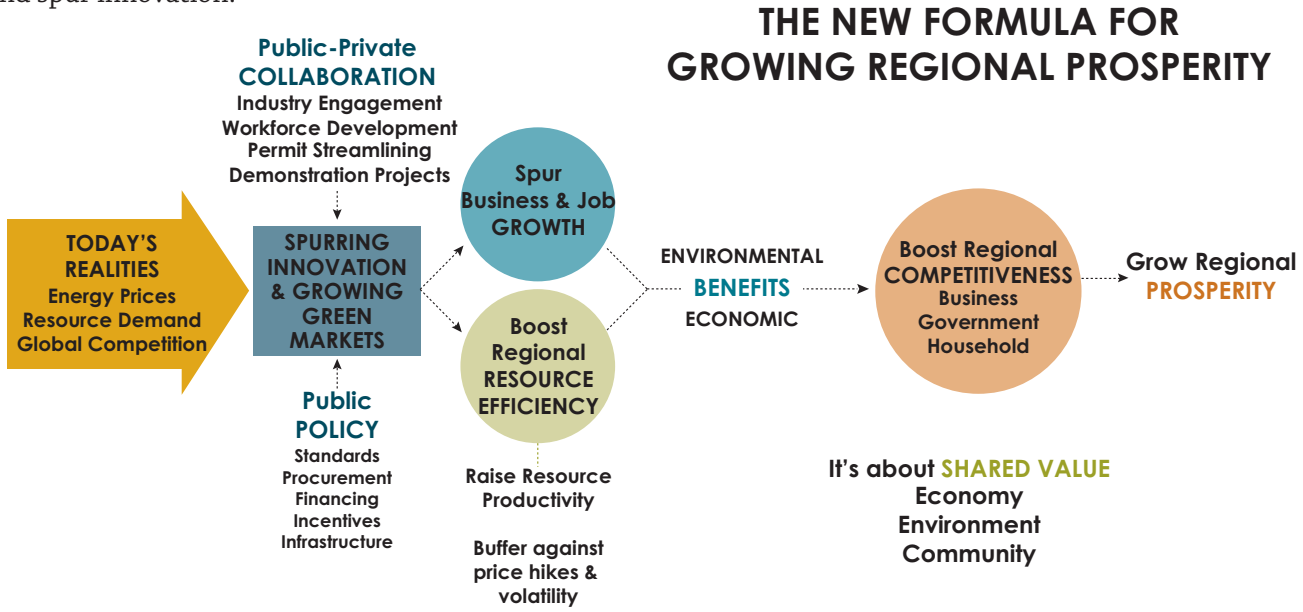
Collaborative efforts between business and public leaders can result in driving growth by supporting the deployment of technology. Examples include streamlining permitting processes for solar installations and other products and developing demonstration projects for new technology.

As the application of IT spread over the last several decades, labor productivity has achieved huge gains across the economy, transforming the economy, and spurring the growth of new markets. According to Robert Atkinson and Andrew McKay, authors of Digital Prosperity: Understanding the Economic Benefits of the Information Technology Revolution (2007), "The integration of IT into virtually all aspects of the economy and society is creating a digitally-enabled economy that is responsible for generating the lion's share of economic growth and prosperity."[5] Over the last thirty years, new opportunities for cost savings and new product development emerged across industries, and the IT industry continued to grow and diversify offering wider ranges of products, services and employment opportunities. Similarly, the wide-spread application of products and services that improve resource efficiency and reduce negative environmental impacts will strengthen the economy and spur innovation.

There are multiple gains. These efforts not only drive regional business and employment growth but also boost energy and resource productivity. By improving efficiencies, businesses, households, and governments can buffer against rising prices and price volatility. When we can do more with less, we boost resource productivity and become more competitive as a business and region.

The gains are not only in improving environmental quality, but also in economic growth and competitiveness. By improving economic and environmental resilience, regional prosperity can flourish. In the end, it is about shared value across the economy, environment and the community. Shared value between business and regions, as recently defined by Michael Porter, is one of the key lessons of climate prosperity.

> *The concept of shared value — which focuses on the connection between societal and economic progress — has the power to unleash the next wave of global growth. An interesting number of companies which are known for their hard-nosed approach to business — such as Google, IBM, Johnson & Johnson, Nestle, Unilever and Wal-Mart – have begun to embark on important shared value initiatives.*



[5] R. Atkinson and A. McKay. 2007. "Digital Prosperity: Understanding the Economic Benefits of the Information Technology Revolution." The Information Technology & Innovation Foundation. (March 2007). Page 3.

There are three ways that companies can create shared value opportunities:

- *By reconceiving products and markets*
- *By redefining productivity in the value chain*
- *By enabling local cluster development*[6]

All three efforts can be used by business to align with regions in pursuit of Climate Prosperity that will both enhance the profitability of companies and the economic performance and environmental quality of regional communities.

As we have learned in California over the past 30 years, it is possible for Climate Prosperity to promote economic progress and environmental quality through energy efficiency and innovation. Clean energy represents one of the greatest market opportunities in the world and Climate Prosperity can help regions and their businesses realize this opportunity and create good jobs for people.

Noel Perry - Business Leader, Philanthropist and Founder of the San Francisco-based NEXT 10

Using the Climate Prosperity Framework: Build the Market & Expand the Base

Based on a scan of communities, regions, and states across the country, the national network offered the following framework to serve as a guide for regional collaboration. The regional climate prosperity frame-work includes both demand and supply components that together produce multiple economic and environmental benefits.

- **The "demand" component** involves building the regional market for green products and services. Activities that create regional demand—from building rating systems and standards to incentives and regulatory policies—are the most common climate prosperity strategies to date.

- **The "supply" component** involves growing the regional base of the cleantech industry. While a region can increase its market for cleantech, this demand can be met by local firms or firms based outside the region. The more that regional demand is met by local firms, the more economic benefits accrue to the region.

When a region actively encourages cleantech demand and supply simultaneously, it can maximize its environmental and economic benefits: reducing greenhouse gas emissions, improving energy savings, expanding business opportunities, and growing cleantech talent and jobs.

CLIMATE PROSPERITY FRAMEWORK

[6] Michael Porter and Mark Kramer, *"How to Fix Capitalism"* Harvard Business Review. January-February 2011

The framework also suggests an organizational component to provide the "glue" to connect and align both demand and supply strategies, and track economic and environmental benefits. A regional "climate prosperity council" can take many forms—but should reflect the unique characteristics of each region. A diverse set of regions across the country—from Portland-Vancouver to Silicon Valley to St. Louis to Denver--have created or are in the process of developing such as council.

The group considered two fundamental ways to create climate prosperity: how best to build the regional market for cleantech, and how best to expand the base of the cleantech industry and companies to serve regional as well as broader global markets.

BUILD THE MARKET — Many agreed that some combination of user education and assistance, supportive policy, and new infrastructure (i.e., the smart grid) will be required to build the market for green products and services in the region:

- **Conduct consumer education** on the ROI to create demand for energy efficient construction/ products and renewable energy sources in residential and commercial settings.

- **Promote a new energy infrastructure.** Colorado is at the center for smart grid demonstration projects. In fact, Boulder's SmartGrid City was the first project of its kind in the country.

- **Promote and align policies** that influence the success of the cleantech market such as building efficiency standards and targets, siting and integration of renewable energy sources, and permitting processes.

GROW THE BASE — Many agreed that some combination of developing and commercializing the region's R&D assets, building out the green value chain in key industries, and promoting the region globally as a top cleantech location will effectively grow the base of companies in the region.

- **Build out the green value chain,** including connecting existing buyers and suppliers, expanding the supplier base, and filling gaps in existing regional value chain through strategic business recruitment and retention.

- **Leverage/commercialize R&D assets;** provide local government funding mechanisms supporting research institution spin-offs and cleantech start-ups; focus R&D on products and services for innovations for buildings; enable better access to R&D for entrepreneurs and larger companies.

- **Launch a coordinated outreach/marketing campaign** to showcase regional strengths to outside companies; coordinate the campaign, strategic recruitment efforts, and incentives; "brand" the region to allow companies who are here, or want to be here, to leverage the benefits of locating here; coordinate with state-level campaigns and incentives to communicate regional assets nationally and internationally.

A variety of policy tools are being implemented to promote energy efficiency and renewable energy programs. Such programs allow property owners to finance upgrades through their property taxes, local governments to purchase cleaner vehicle fleets and public facilities to install solar. Other tools include renewable portfolio standards and green building codes.

The efforts of the Climate Prosperity Project demonstrate that stimulating economic development and dealing with climate change need not be mutually exclusive. Through the Climate Prosperity framework, business, environmental and government leaders in regions and states are on the path toward growing jobs, energy savings and economic recovery.

ST. LOUIS CLIMATE PROSPERITY PROJECT
St. Louis Regional Chamber & Growth Association

The St. Louis Climate Prosperity Project is led by the St. Louis Regional Chamber and Growth Association (RCGA) the economic development organization and chamber of commerce for the 16-county bi-state metropolitan region. In the last year, the RCGA has demonstrated measurable benefits through three key initiatives:

St. Louis Green Business Challenge - a toolkit directing companies to adopt more sustainable business practices that improve their bottom line. Challenge participants work through a scorecard to form green teams, reduce energy, conserve water, minimize waste, improve indoor air quality and provide clean transportation options. Now in its second year, enrollment in the Challenge has risen from 58 to 78 companies and covers tens of thousands employees across the St. Louis region.

St. Louis Green Economy Profile - an analysis of the St. Louis core green economy showed the diversification and strength of green business establishments in the St. Louis region. The report identified nearly 9,000 core green economy jobs with a 54% green job growth rate from 1995-2008, a rate that far exceeded the overall St. Louis economy, and was comparable to Silicon Valley during the same period.

Green Labor Market Information Project - a partnership with area Workforce Investment Boards to better align green employers with education and job training providers in the region. This project provided comprehensive research on green career pathways, green job education programs and launched a new regional green jobs website.

In 2011, the RCGA will build on these achievements and create a Greenprint of strategies and programs that will help to advance the regional vitality, economic health and community wealth. A Sustainable Technology Industry Cluster, focused on building the advanced energy technologies, plant science/ag tech and sustainable building design and materials sectors is being integrated into the region's new economic development strategy. In addition, the St. Louis Green Business Challenge will continue to advance the adoption of green savings, and green talent activities will build upon relationships with area Workforce Investment Boards.

For more information on the St. Louis Climate Prosperity Project go to:
http://www.stlrcga.org/documents/greenconfluence.html

Measuring Success

The Climate Prosperity Project is committed to the creation of a low-carbon and prosperous American economy. As the economy shifts its dependence from carbon-based energy to clean(er) alternatives and improvements in efficiency, pollution (e.g. greenhouse gas emissions) decreases and new markets are spurred for products and services that make possible the transformation away from carbon possible. This transformation also yields increased environmental and economic resilience.

The Climate Prosperity Project has developed a quantitatively-based definition and set of indicators that offer practical guidance to regions across the country about how to measure the benefits of climate prosperity. This set of indicators goes well beyond the popular notion of "green jobs." These tangible metrics are essential to making the case for policy changes and collaborative initiatives that grow the market for green products and services.

The foundation for this work was developed through

the sponsorship of Noel Perry, President of Next 10. A wide range of metrics have been assembled for California in two Next 10 reports: California Green Innovation Index and Many Shades of Green. These reports show that California has been able to grow its economy while stabilizing emissions per capita since the 1990s, while also achieving a level of energy productivity (energy consumed compared to economic output) that is 68% higher than the nation. California has reduced its energy consumption per capita by about 20% since 1970, due in large part to decades of public actions and private sector innovation in response to energy efficiency standards and other policies. Not surprisingly, California's core green economy grew 56% (1995-2009) in employment, much faster than state employment overall (18%).

The impacts of the work of Next 10 have been broad. Public policymakers use this work to inform policy decisions and communicate priorities. Public administrators in the workforce development community use this information to engage with business partners and inform training programs. Educators and others in the community use this accessible work to explain the intersection of the economy and the environment and to launch public dialogue on related issues.

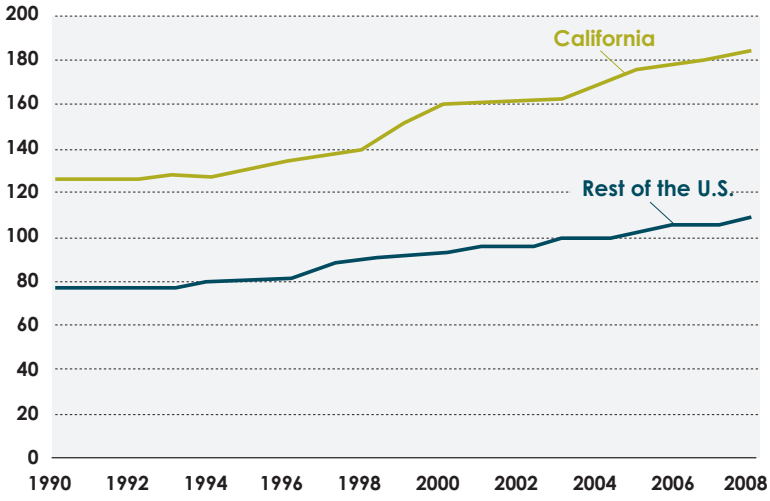
The core set of indicators for Climate Prosperity examine three categories of economic and environmental progress. The first category, **Transformation to a Carbon-Free Prosperity**, explores the relationship between the economy and resource efficiency. The second category, **Creation of New Means for Prosperity**, highlights the important role of innovation in achieving our economic and environmental goals. Through the development and commercialization of new technology and practices, we can create new means for creating value and growing prosperity. The third category, **New Clean Business & Job Opportunity**, tracks the growth of business and employment related to the provision of products and services that enable the shift to a cleaner, resource efficient and carbon-free economy.

These core indicators are outlined below with examples.

Transformation to a Carbon-Free Prosperity:

- **Energy Efficiency:** per capita and absolute energy consumption, over time
- **Energy Productivity:** total energy consumption relative to economic growth, over time
- **Reducing Greenhouse Gas Emissions:** total and per capita emissions, over time
- **Emissions Intensity:** greenhouse gas emissions relative to economic growth, over time
- **Electricity Efficiency:** per capita and absolute electricity consumption, over time
- **Clean Electricity Generation:** electricity generation by renewable sources, over time
- **Cleaner Vehicles:** vehicle registrations for alternative fuel vehicles
- **Efficient Travel:** vehicle miles traveled, total and per capita, over time

ENERGY PRODUCTIVITY
GDP Relative to Total Energy Consumption
California and the Rest of the U.S.



Data Source: U.S. Department of Energy, Energy Information System; U.S. Department of Commerce, Bureau of Economic Analysis
Analysis: Collaborative Economics

Creation of New Means for Prosperity:

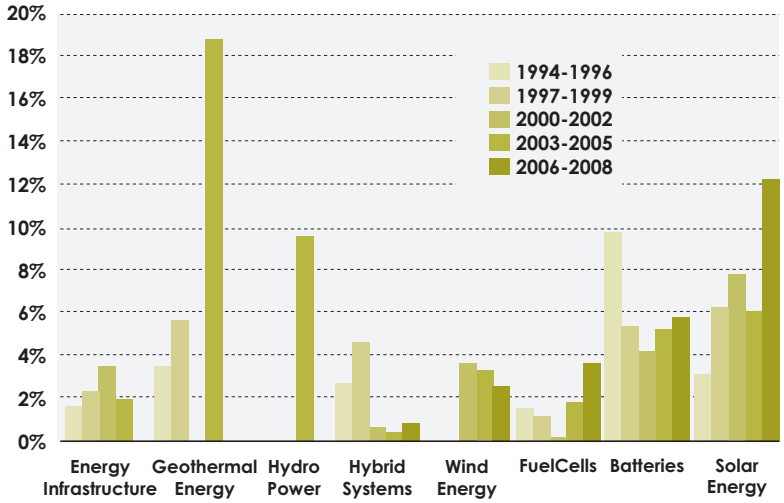
- **Inventing New Clean Technology:** patent registrations in clean technology, by technology
- **Investing in New Clean Business Opportunities:** venture capital investment in clean technology, by technology

New Clean Business & Job Opportunity:

- **Clean Business Growth:** clean business establishment growth relative to total economy
- **New Job Opportunity:** job growth in clean business establishments

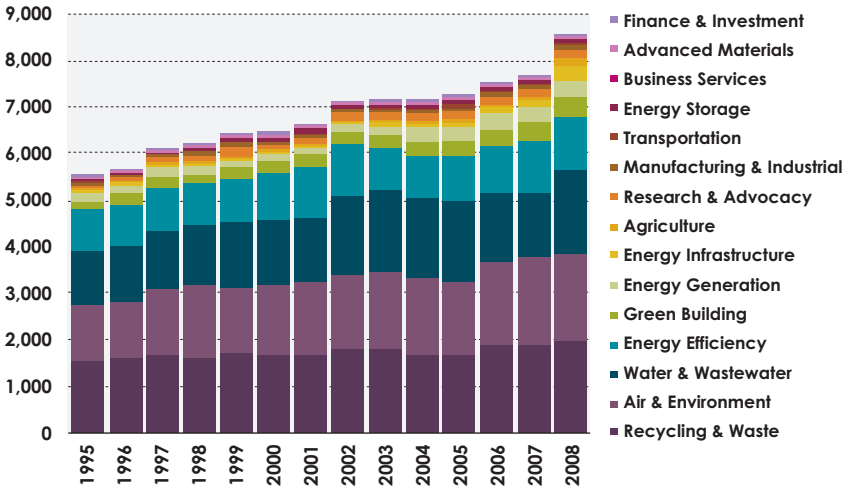
In addition to tracking quantitative measures, it is important to also document the latest innovations in Climate Prosperity strategies in order to support regions across the country take action to produce these measurable outcomes. It is the combination of solid metrics and innovative action that will help grow the nation's market for green products and services.

GREEN TECHNOLOGY PATENTS
Silicon Valley Percentage of U.S. Green Technology Patents

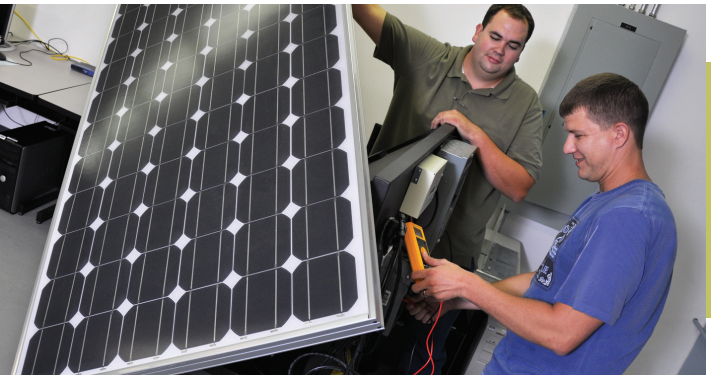


Data Source: 1790 Analytics, Patents by Technology; USPTO Patent File
Analysis: Collaborative Economics

GREEN EMPLOYMENT BY GREEN SEGMENT
St. Louis MSA



Data Source: Green Establisment Database
Analysis: Collaborative Economics



Lessons Learned From Regional Partners

Climate Prosperity has involved the design and launch of four regional "greenprints", public-private strategies to grow the green economy in Denver, Portland, Silicon Valley, and St. Louis metropolitan areas. While each regional partner has had a unique experience, they do share some important lessons about what it takes to successfully develop and launch a Climate Prosperity strategy:

- **Regional Focus and Collaboration:** Climate Prosperity strategies in each location benefitted in tangible ways from the focus on the regional economy, beyond individual jurisdictions. This focus enabled each effort to focus on a broader set of employers, industry segments, and suppliers in the value chain, as well as a more expansive set of public and non-profit partners to participate in a set of actions that crossed organizational and jurisdictional lines.

- **Business Community and Employer Driven:** Successful Climate Prosperity strategies are driven from the business community, through the leadership of senior business executives and/or regional business organizations. With business acting as the catalyst—and clear long-term beneficiary of actions to promote a regional green economy—other partners more readily joined the coalition, and together produced strategies that are grounded in real business needs and opportunities.

- **An Economic Strategy With Environmental and Social Benefits** — Not the Reverse: Successful efforts have used the lens of economic strategy that produces both environmental (e.g., lower emissions, higher energy efficiency) and social benefits (e.g., jobs, community vitality). The reverse—environmental or social equity strategies that produce some economic benefits—have been more limited in the results they have been able to achieve. Using the lens of economic strategy has had the effect of more strongly engaging the business community, reducing resistance from potential opponents, and providing a compelling case for action that will have tangible benefits during a period of recession and slow recovery.

Just like we do in our company, Climate Prosperity is creating a collaborative working group across regions to identify innovative solutions to energy, environment and economic challenges and share best practices on a rapid basis.

Joseph Danko - Director of Sustainability, CH2M HILL

- **A Framework that Connects Demand and Supply to Produce Multiple Outcomes.** Climate Prosperity Inc.'s regional partners have used the national framework (see figure page 11), a common language to organize their planning, design, and implementation actions. While some jurisdictions have worked hard on the "demand side", creating policies including standards, incentives, procurement, and other means to encourage a green economy, much less has been done at the local level on the "supply side"—that is, purposely building the base of regional companies that can serve growing demand for green products and services. All regional partners have included the framework as part of their plans.

- **A Collaborative Process Leading to a Regional Plan with Implementation Actions.** Each regional climate prosperity partner, using the national framework, conducted a disciplined, collaborative process with an end point: a regional document that explicitly identified key action priorities and the public-private coalition committed to implementation. The national Climate Prosperity Network provided key matching funds and technical assistance to regions to complete these processes and plans.

- **Success Metrics Include, But Go Beyond Green Jobs and Are Embedded in Regional Plans.** Although each regional partner has taken a somewhat different approach, all partners have progress metrics that are integral part of their plans. These metrics include job creation, but go beyond a single metric to include other measures such as innovation (patents, venture capital), energy productivity, company and sector growth, and the like.

- **Public Policy Is Important in the Implementation of Regional Plans.** Regional climate prosperity strategies are primarily driven by the business community, with local government and non-profit partners; however, they exist in a state and federal policy environment that is critical to their long-term success. To date, regional partners have focused on leveraging existing policies, programs, and institutions (e.g., state and local procurement, state and federal workforce development, economic development, and energy investments). Some have worked to shift local policies in areas such as permitting.

In the future, it is clear from the experience of the regional partners that much more could be done to inform and leverage local, state, and federal policy and programs.

- **Matching funds to help design regional climate prosperity plans ("greenprints").** To date, national foundations have helped seed a few pilot regions to successfully test the concept of regional climate prosperity strategies. To provide a much greater number of regions the opportunity to move in this direction, the federal

SILICON VALLEY CLIMATE PROSPERITY PROJECT

Joint Venture: Silicon Valley Network

Moffet Park Community Smart Grid Project

The Moffett Park Community Smart Grid Project is a public-private partnership aiming to develop a fully-integrated smart grid in the area in and around Moffett Field. Launched as an initiative of Joint Venture: Silicon Valley Network's Climate Prosperity Initiative, local companies such as Juniper Networks, NetApp, University Associates – Silicon Valley, and Google, along with the City of Sunnyvale, are working together to make building controls smarter, buildings more grid responsive, and the system of renewables and grid devices an exemplary technology platform for next generation smart grid systems. The U.S. Department of Energy's Lawrence Berkeley National Laboratory is the co-lead on the project and brings its expertise from the research and development perspective.

A vertically-integrated approach to the implementation of the smart grid will lead to demand shed and increased reliability to end-users while proving the interoperability of smart grid technologies. And the Moffett Park area is uniquely suited to be an ideal host for the implementation of these technologies, including:

- Billions of dollars planned for new development of over 200 acres of land
- Unique, contiguous location of government and private sector organizations
- Home to many large and well known green focused companies
- Need for upgrades to current substation and distribution system
- Close proximity to utility owned transmission infrastructure
- Research facilities, data centers and waste water treatment facility smooth 24 hour power demand
- Vacant landfills and large parking areas available for distributed renewable generation sites

government and/or state governments could make matching funds available for a disciplined, collaborative, business-led design process leading to an actionable regional plan.

- **Alignment of Federal and State Policy and Programs to Regional Priorities.** Regional climate prosperity strategies identify priorities for action that could be substantially supported in implementation by federal and state investment and policies. Too often, such logical alignment of multiple agencies and policies fails to occur. Instead, a structured process to develop a shared investment agenda could connect federal, state, and local partners to advance regional priorities—a type of "reverse RFP" process that would align all levels of government on growing regional green economies across the country.

Moving Forward

The executive roundtable discussions centered on the progress made by regions so far and the efforts underway of businesses toward achieving higher levels of sustainability and generating greater economic value. Climate Prosperity can play an important role in creating a system for sharing these experiences and best practices shared among the Climate Prosperity pilot regions and the business community.

Moving forward, Climate Prosperity will focus on developing its relationships with the private sector and help align the efforts of businesses with those of the Climate Prosperity Regional Partners and share best practices. It will continue to develop relationships with companies providing the products and services that enable the improvement of resource efficiency and the reduction of negative environmental impacts. In building the linkages between these companies and regions, the regions will meet the twin goals of growing the markets for these products and services and building the business base for locally meeting the growing market demand.

Climate Prosperity 2.0 defined:

> **Towards a new prosperity, Climate Prosperity works with business in regions to develop public-private partnerships to promote energy efficiency and renewable energy to meet our energy challenges and promote a low carbon economy while creating jobs and profits for companies.**

Climate Prosperity will continue to provide the means for the pilot regions to share best practices in the implementation of their Climate Prosperity strategies. The exchange of best practices will be supported concerning outreach to the business community, project design and project financing.

In addition, Climate Prosperity provides the means for small and medium size businesses to share best practices. While large corporations are making significant progress already in the field of sustainability, smaller businesses have little support. By building relationships with regional chambers of commerce, Climate Prosperity can assist smaller companies in developing their sustainability strategies in collaboration with public efforts.

Finally, Climate Prosperity will continue to seek avenues for developing a national tool for measuring impact and outcomes of the regional efforts. Such a document will provide value to each region in the tracking of progress toward Climate Prosperity goals and communicating progress and efforts locally and nationally. Having this information will make a significant contribution toward aligning the efforts of the public and private sectors toward meeting our economic and environmental goals.

APPENDIX A

About the Climate Prosperity Project

History

In the Fall of 2007, the Rockefeller Brothers Fund committed itself to testing the proposition that responding to climate change could represent not only an environmental imperative but, in fact, also an extraordinary economic development opportunity. To explore this proposition, a cross section of business, environmental, labor, civic and governmental leaders from across the country convened to explore this issue. To that end, a series of dialogues at the Foundation's conference center in Pocantico Hills were held, and follow up sessions in Washington and San Jose were sponsored, to give further definition and substance to this idea.

Following a year-plus long civic incubation process, Climate Prosperity Project, Inc, was launched in June 2009 to guide this important initiative forward. The Climate Prosperity Project provided "seed" funding for 6 regional partner communities (Silicon Valley, Metro Denver, Portland Metro, St Louis Region, State of Delaware and Fairfield, Iowa). This in turn has generated support from other foundations and major corporations. The project has also generated in kind support and funding from the Climate Prosperity Pilot regions. Other foundations, public policy makers, and companies throughout the country are now aware of the Climate Prosperity Project and are evaluating this economic approach as a means to accellerate sustainability efforts across the country. A core group of civic entrepreneurs, many of whom have been involved in the early stages of this project, have joined as founding members of the Board of Directors and volunteer leadership of Climate Prosperity, Inc.

Purpose

Climate Prosperity, Inc. is committed to the creation of a prosperous, low-carbon American economy, viewing climate change through the lens of economic opportunity. Scientific projections of the planet's changing climate and the need for steep reductions in greenhouse gas emissions, as well as the severity of the current economic downturn, drive our urgency to create low-carbon markets, savings, and prosperity as quickly as possible.

To this end, we convene private and public sector leaders to create and implement regional economic strategies that promote energy efficiency and savings, grow new markets and businesses, and prepare people for new job opportunities--while reducing emissions. We encourage the development of regional, state and national policy to support these combined economic and environmental goals.

Our vision is that climate prosperity becomes the preferred strategy across the United States for addressing the challenge of climate change and the associated opportunities for economic development. Our mission is to provide a new set of organizational tools to support economic development professionals, business, political and civic leaders to take advantage of a growing sentiment amongst businesses and residents to modulate the consumption of resources, reduce their costs, and to be more competitive and innovative while improving the environment. New markets, products, services, and investment opportunities are emerging from this fundamental shift in demand.

Findings

Climate Prosperity's analysis in the regions provides hard evidence that this growing business activity is translating into economic opportunities:

- **In St. Louis, Missouri,** between 1995 and 2008, employment growth in the core green economy expanded by 54 percent outpacing the total economy with four percent. The two fastest-growing segments are Agricultural Services and Energy Infrastructure, which consist primarily of manufacturing jobs.

- **In Silicon Valley,** employment in the core green economy increased 53 percent over the same period. Growth has been driven by Energy Generation and Clean Transportation.

- **In Portland,** a 2008 economic impact study estimated that the green building cluster accounts for over $355 million in annual wages in the metro region.

- **In Denver,** there are 1,150 cleantech companies operating in the nine-county region. About 79 percent of these companies are small, entrepreneurial enterprises employing fewer than 10 employees.

Climate Prosperity provides technical assistance to communities to facilitate a better understanding of the economic opportunities and the different set of organizational relationships that are required to build a low carbon economy. We provide an analytical framework and metrics to assess regions' activities and capacity in the rapidly growing green economy. We work with regions to develop a climate prosperity strategy based on their unique comparative advantages and implement it through regional public private partnerships.

Strategy

The Climate Prosperity Project focuses on economic strategies which generate environmental benefits not the reverse. Thus our leverage point is with the economic development professional community and the strategies that they develop to grow the regional economy. Economic development professionals including local, regional, and state governments, chambers of commerce, and private economic development organizations need to do their work urgently, collaboratively, and effectively to have both short and long term impacts within their communities.

Regional collaboration through public private partnerships is an essential tenet of our work. We work with regions to identify and facilitate the new set of relationships that are important to building and implementing a climate prosperity strategy. These Regional Climate Prosperity Councils are the "glue" holding together the development and implementation of the climate prosperity strategy. This approach draws upon the unique strength and character of the region and is vital to the long term success of the effort.

Finally, the Climate Prosperity Project is a dynamic "learning laboratory" in the areas of economic development and environmental sustainability. The challenge today is growing economic and environmental resilience. Regions that expand the scope of their economic development strategies to encompass environmental and social impacts discover the new economic opportunities that emerge as people-businesses, households and public policy makers-make new choices. The lessons learned, metrics, and best practices from our regional partners and other communities need to be shared throughout the country. They are replicable, scalable, and can accelerate the adoption rate of economic development practices in support of sustainability throughout the country. This sharing of information will play a major role in supporting regional and national economic growth in our country.

APPENDIX B

Pocantico Roundtable Discussion
Attendees, Agenda, Company Profiles
March 14-15, 2011

REBECCA O. BAGLEY President & CEO NorTech	**LARRY GOTLIEB** Vice President, Governmental Affairs KB Home	**DREW MURPHY** President - Northeast Region NRG Energy
STEPHANIE CARNES Managing Director The Chesapeake Crescent Initiative	**TRACEY GROSE** VP and Director of Research & Strategic Development Collaborative Economics	**AARON NELSON** President & CEO Chapel Hill-Carrboro Chamber of Commerce
TOM CLARK Executive Vice President Metro Denver EDC	**NANCY HAMILTON** Director of Business Development McKinstry	**MICHAEL NORTHROP** Program Director - Sustainable Development Rockefeller Brothers Fund
JOSEPH DANKO Senior Vice President - Sustainability CH2M HILL	**DOUG HENTON** Chairman & CEO Collaborative Economics	**NOEL PERRY** Founder Next 10
DAVID EVES President & COO Xcel Energy	**DR. NORMAN JACKNIS** Director, IBSG Public Sector Cisco Systems	**ANDRE PETTIGREW** Executive Director Climate Prosperity, Inc.
HANNA FELLEKE Corporate Community Investment Manager - Business Civic Leadership Center U.S. Chamber	**RICK JONES** Director - U.S. Public Sector Strategies Cisco Systems	**CASSANDRA QUAINTANCE** Energy Efficiency Program Manager Schneider Electric
DICK FLEMING President, Board of Trustees Climate Prosperity, Inc.	**KELLY KRPATA** The Applied Materials Director of Climate Prosperity Joint Venture Silicon Valley	**BRUCE SCHLEIN** Vice President of Environmental Affairs Citi
MICK FLEMING President American Chamber of Commerce Executives	**STEPHANIE MCCLELLAN** Policy Advisor for Clean Energy Economy State of Delaware	**ERIC SCHNEIDER** Senior Director of Energy and Environment St. Louis RCGA
ERIN FLYNNE Urban Development Director Portland Development Commission	**JOHN MELVILLE** President & COO Collaborative Economics	**MARK WALKER** Executive Director Applied Materials' Foundation

Agenda

Executive Roundtable Discussion

Generating Shared Value for Business and Regions by Creating a Prosperous Low-Carbon Economy through Energy Savings, Economic Opportunities and Job Creation

MONDAY, MARCH 14

8:30AM **POCANTICO CHECK-IN AND CONTINENTAL BREAKFAST**

9:30AM **WELCOME, REVIEW AGENDA, MEETING GOALS, INTRODUCTIONS AND BACKGROUND ON CLIMATE PROSPERITY**

In the course of the introductions, each participant will have opportunity to state their desired outcomes from the meeting

ROLE OF PHILANTHROPY IN CLIMATE PROSPERITY
Michael Northrop, Rockefeller Brothers Fund

HISTORY AND BACKGROUND OF CLIMATE PROSPERITY INC
Richard Fleming, Chair of the Board and President and CEO, St Louis Regional Chamber and Growth Association

WHAT IS THE VALUE OF THE CLIMATE PROSPERITY PERSPECTIVE AND HOW IS IT CHANGING THE CONVERSATION IN THE REGIONS?
Andre Pettigrew, Executive Director of Climate Prosperity, Inc.

10:45AM **RESULTS AND LESSONS LEARNED FROM "LIVING LABORATORIES"**

We will hear from each of the regional pilots who will describe their "greenprints" and what they have learned as they have worked with stakeholders to create them.

What have been major results and outcomes? • How has the process worked to achieve these outcomes? • What have been the benefits to your companies and region? • What are next steps and priorities? • What are significant challenges? • What is important for other regions and policy makers to know about this work?

DENVER Tom Clark, Executive Vice President, Metro Denver EDC

PORTLAND Erin Flynn, Urban Development Director, Portland Development Commission

SILICON VALLEY Kelly Krpata, Director of the Silicon Valley Climate Prosperity Council

ST. LOUIS Eric Schneider, Senior Director of Energy and Environment, St. Louis RCGA

Moderator - Doug Henton, Collaborative Economics

12:15PM **LUNCH**

1:15PM **ALIGNING INTEREST OF COMPANIES AND REGIONS TO PROMOTE SHARED VALUE**

We will hear from business leaders about their interest in climate prosperity and how their perspective aligns with the interests of regions where they do business. What is the most effective way to leverage business interest in sustainability as they reinvent products, reconfigure value chains and engage regional clusters to promote energy efficiency and clean energy opportunities?

APPLIED MATERIALS' FOUNDATION Mark Walker, Executive Director

CH2M HILL Joseph Danko, Global Director of Sustainable Solutions

CISCO SYSTEMS Rick Jones, Director - U.S. Public Sector Strategies

CITI Bruce Schlein, Vice President of Corporate Sustainability

NRG ENERGY Drew Murphy, President-Northeast Region

SCHNEIDER ELECTRIC Cassandra Quaintance, Energy Efficiency Program Manager

U.S. CHAMBER Hanna Felleke, Corporate Community Investment Manager - Business Civic Leadership Center

Moderator - Andre Pettigrew, Climate Prosperity, Inc.

2:45PM **BREAK**

3:00PM **REGIONAL CHAMBERS AND ECONOMIC DEVELOPMENT ORGANIZATIONS AS CATALYST FOR GROWING THE GREEN ECONOMY**

We will hear from representatives of regional chambers and business groups about their role in climate prosperity. One of the key lessons learned from the regional pilots has been the critical importance of engaging chambers and business leaders in the development of strategies.

AMERICAN CHAMBER OF COMMERCE EXECUTIVES Mick Fleming, President

CHAPEL HILL-CARRBORO CHAMBER Aaron Nelson, President and CEO

CHESAPEAKE CRESCENT INITIATIVE Stephanie Carnes, Managing Director

NorTECH Rebecca Bagley, President and CEO

Moderator - Richard Fleming, St. Louis RCGA

4:30PM **MEASURING IMPACT, OUTCOMES AND AFFECTING PUBLIC POLICY**

Measuring inputs, outcomes and impacts of programs in support of the green economy are essential. We will hear from individuals with experiences in measuring progress and informing policy makers on the green economy to help stimulate a discussion of appropriate methods and metrics for assessing outcomes and the public policy implications.

CISCO SYSTEMS Dr. Norman Jacknis, Director - IBSG Public Sector

KB HOME Larry Gotleib, Vice President - Governmental Affairs

MCKINSTRY Nancy Hamilton, Director of Business Development

NEXT 10 Noel Perry, President and Founder

PUBLIC SERVICE COMPANY OF COLORADO (An Xcel Energy Company) David Eves, President and Chief Executive Officer

STATE OF DELAWARE Stephanie McClellan, Policy Advisor for Clean Energy Economy

Moderator - Tracey Grose, Collaborative Economics

5:45PM **BREAK**

6:30PM **COCKTAILS**

7:30PM **DINNER**

TUESDAY, MARCH 15

7:30AM **BREAKFAST**

8:30AM **RECAP AND SHARING REFLECTIONS ON DAY 1**

What major themes emerged from yesterday's presentations and discussions? How has the context for climate prosperity changed in light of policy and economic changes and what are the opportunities for business and regions to create shared value in this new environment focus on the need for energy efficiency and clean energy as well as green jobs?

10:30AM **DECIDING ON AN ACTION AGENDA FOR CLIMATE PROSPERITY 2.0**

The interest and momentum of climate prosperity is growing. What are the most effective ways to replicate economic development strategies in support of sustainability; deploy them more widely throughout the country and accelerate positive economic outcomes as a result of emerging sustainable business practices? How should we continue to seed climate prosperity across the country—by launching more pilot communities (our "living laboratories"), preparing company and regional chamber executives to champion climate prosperity strategies, or other means? How can we be the catalyst for a common core of metrics that can be used to track and promote the results of climate prosperity?

12:00PM **LUNCH**

1:00PM **SHIFTING THE NATIONAL CONVERSATION**
Federal and State Policy that Supports Climate Prosperity

Private sector led initiatives in states and regions have become the primary source of innovation for climate prosperity. However, there remains an important role for federal and state policy to create the conditions that encourage and reward climate prosperity. A divided Congress and Administration, as well as governors and legislatures that are at odds, would benefit from pragmatic economic development strategies that are generating innovations, business competitiveness, and jobs. What specific steps can we take to impact federal and state policy agendas to promote a prosperous low carbon economy while generating energy savings, economic opportunity and job creation through shared value between companies and regions? What are the most important public policies, programs and practices that would advance climate prosperity?

3:00PM **ADJOURN**

Company Profiles

CH2M HILL

Since 1946, CH2M HILL has helped government and industry clients plan and develop infrastructure programs to improve efficiency, safety and quality of life. Headquartered in Englewood, Colorado, CH2M HILL employs 23,500 people and 2008 revenues totaled $6.3 billion. CH2M HILL has helped clean up nuclear and hazardous waste, supported water transportation projects in Egypt and assisted in the development of the first fully sustainable city – Masdar City in the United Arab Emirates. Recently, CH2M Hill was chosen by the EPA Office of Sustainable Communities to provide technical assistance and innovative guidance to threatened communities under the "Smart Growth Program." In addition, CH2M HILL has become a member of Southwest Energy Alliance, whose goal is to lead the way for U.S. energy independence through the development of clean energy projects. Verdantix named CH2M HILL a leader in climate change consulting in 2009 and sustainable engineering in 2010, and Ethisphere Institute recognized CH2M HILL as one of the World's Most Ethical Companies in both 2009 and 2010 for their innovative sustainable ideas and integrity.

XCEL ENERGY

Xcel Energy, a Minneapolis, Minnesota based company, provides electricity and/or natural gas to 5.3 million customers throughout eight Western and Midwestern states. With an employee base of 12,325 people and a natural gas pipeline network of over 35,000 miles, Xcel Energy generates roughly $9 billion in annual revenue. Company-wide, the utility generates more than 16,000 megawatts of electricity annually, with 24 percent of its electricity from natural gas, 12 percent nuclear, 14 percent from renewables including wind and solar and the balance from coal. Xcel Energy is actively advancing energy efficiency to address rising power demand and environmental challenges. Through effective rebate programs, Xcel Energy has become one of the nation's top energy saving utility companies. The American Wind Energy Association ranked Xcel Energy the nation's number one wind power provider, and Xcel Energy was also ranked number five in solar capacity. In addition, Xcel Energy was named "Power Company of the Year" in 2010 at the Platts Global Energy Awards for their environmental leadership, commitment to clean energy and innovative projects such as SmartGridCity.

KB HOME

KB Home, one of America's premier homebuilders, provides energy efficient and affordable solutions to home design. Based in Los Angeles, KB Home is distinguished by its affordable custom Built to Order approach to home building. KB Home recently launched the Energy Performance Guide (EPG), a numerical rating of a house's energy efficiency and an estimate of monthly electric and gas costs for a home, which will inform homeowners and prospective buyers of the relative energy efficiency of the KB home. KB Home builds exclusively with ENERGY STAR appliances, which are 15 percent more efficient than standard appliances helping to lower carbon emissions and utility costs. In the last six years, KB Homes has built more than 44,000 ENERGY STAR homes, reducing greenhouse gas emissions by more than 116,000 metric tons annually. In 2011, Fortune magazine ranked KB Home one of the World's Most Admired Companies for the seventh consecutive year and number one for "Innovation" among homebuilders.

MCKINSTRY

McKinstry is a full-service, design-build-operate-and-maintain (DBOM) firm with over 1,600 professional staff and trades people throughout the United States, with operations in more than 15 states. McKinstry specializes in consulting, construction, and energy & facility services, with a Smart Buildings approach that integrates and monitors facility equipment and systems to ensure guaranteed energy savings. The firm advocates collaborative and sustainable solutions that are designed to ensure occupant comfort, improve systems efficiency, reduce facility operational costs and ultimately optimize client profitability for "The Life Of Your Building. McKinstry's innovative, integrated delivery methodology provides clients with a single point of accountability that drives waste and redundancy out of the design/build process. McKinstry was voted an Outstanding Philanthropic Corporation in 2010 by the Association of Fundraising Professionals for their charitable donations to programs such as Conservation International and WA STEM. The National Association of Workforce Boards also honored McKinstry in early 2011 for their collaboration on green jobs and skills development with the Workforce Development Council of Seattle King-County.

SCHNEIDER ELECTRIC

As a global specialist in energy management with operations in more than 100 countries, Schneider Electric offers integrated solutions across multiple market segments, including leadership positions in energy and infrastructure, industrial processes, building automation, and data centers/networks, as well as a broad presence in residential applications. Focused on making energy safe, reliable, and efficient, the company's 100,000+ employees achieved sales of more than $22 billion in 2009, through an active commitment to help individuals and organizations "Make the most of their energy."

CISCO SYSTEMS

Cisco Systems is a worldwide leader in Internet networking. Cisco hardware, software and service systems are used to create Internet solutions allowing individuals, companies and countries to increase productivity, improve customer satisfaction and strengthen competitive advantage. San Jose, California based, Cisco Systems employs 72,935 and 2011 quarter two revenues totaled $10.4 billion. Cisco has adapted a set of environmental key performance indicators (KPI) to monitor their environmental impact, and in 2008, as part of the U.S. EPA Climate Leaders program, Cisco committed to a 25 percent reduction in green house gas emissions by 2012. The Cisco EcoBoard, composed of 14 senior executives from key global business functions, manages Cisco's environmental vision and strategy. Cisco has worked with the Clinton Global Initiative on the Connected Urban Development Project, as well as with NASA on Planetary Skin (focused on environmental conditions). Cisco was ranked 31 on Fortune magazine's 2009 Most Admired Companies and named the number one Most Admired Networking Communications Company. Cisco was also listed sixth on the EPA's list of Green Power Partnership companies purchasing green power in 2010, and Forbes recognized Cisco as one of America's 10 Greenest Companies in 2010.

NRG ENERGY

NRG Energy, Inc. is a Fortune 500 and S&P 500 Index company that owns and operates one of the country's largest and most diverse power generation portfolios. Headquartered in Princeton, NJ, the Company's power plants provide 25,000 megawatts of generation capacity—enough to supply approximately 20 million homes. NRG's retail businesses, Reliant Energy and Green Mountain Energy Company combined serve more than 1.8 million residential, business, commercial and industrial customers. With investments in solar, wind and nuclear power, as well as electric vehicle infrastructure, NRG is working to help America transition to a clean energy economy.

APPLIED MATERIALS

Applied Materials, a Santa Clara, California based company, is a global leader in providing innovative equipment, services and software to enable the manufacture of advanced semiconductors, flat panel displays and solar photovoltaic products. Applied Materials technologies help make innovations such as smartphones, flat screen TVs and solar panels more accessible and affordable to consumers. With the help of 13,000 employees worldwide, Applied Materials earned $9.5 billion in 2010 revenue. Applied Materials is the world's largest manufacturer of equipment used to produce solar photovoltaic panels, and their solar arrays have generated over 8600 MWh and reduced over 11 million pounds of CO2. For the second consecutive year, Applied Materials has been named to Newsweek magazine's Green Ranking for the progress they have made to reduce CO2 emissions and water use. Additionally, Applied Materials was recognized at the California League of Conservation Voters' Environmental Leadership Awards for the company's work in "Building a Green California" and dedication to energy efficiency.

APPENDIX C

Regional Profiles

Delaware

GRANTEE INFORMATION	
ORGANIZATION	State of Delaware
PROJECT LEAD	Collin O'Mara, Secretary Department of Natural Resources and Environmental Control
DESCRIPTION OF REGION	
DEMOGRAPHICS	Population: 885,122
POLITICAL SUBDIVISIONS/ NUMBER OF COUNTIES & CITIES	3 counties 57 incorporated cities and towns
MAJOR EMPLOYERS/ INDUSTRY CLUSTERS	Government (State of Delaware, New Castle County) Education (University of Delaware) Banking (Bank of America, First USA / Bank One / JPMorgan Chase, AIG, Citigroup, Deutsche Bank, Barclays plc) Chemical and pharmaceutical companies (Dupont, Syngenta, AstraZeneca, and Hercules, Inc.) Healthcare (Christiana Care Health System, Alfred I. duPont Hospital for Children) Automotive manufacturing (Fisker Automotive) Agriculture (Perdue Farms, Mountaire Farms, Allen Family Foods)

MAJOR GREEN/CLEAN TECH INITIATIVES

- **Energize Delaware:** an initiative of the Sustainable Energy Utility (SEU), a unique non-profit organization offering a one-stop resource to help residents and businesses save money through clean energy and efficiency. The SEU was created in 2007 by the state of Delaware to foster a sustainable energy future for the state. The SEU model is the first of its kind to be established in the United States. Energize Delaware implements market-based approaches to energy-saving programs. Through the programs and participation expected, Delaware aims to reduce energy waste by 30% by 2015 for each participant, and in addition, to reduce greenhouse gas emissions 30% by 2020. This aggressive reduction will spur rapid green job creation in an economy hard hit by recent business closings and cutbacks.
- **"Energy House":** Delaware Technical and Community College's comprehensive educational initiative to prepare Delaware's future energy management professionals and technicians.
- **University of Delaware's Energy Institute (UDEI):** Serving as a leadership resource with not only regional, but national and international impact, in creating and integrating new solutions to challenges in energy sufficiency and sustainability.
- **State government-led legislative reform (2009 – 2010):** Increasing the state's RPS and solar carve-out, creating an energy efficiency resource standard, and ensuring renewable energy rights.

Denver

GRANTEE INFORMATION	
ORGANIZATION	Metro Denver Economic Development Corporation
PROJECT LEAD	Pam Reichert - Vice President, Metro Denver EDC Sustainability Committee of the Colorado Energy Coalition
DESCRIPTION OF REGION	
DEMOGRAPHICS	Metro Denver exceeds 2.9 million people Northern Colorado's 2011 population is expected to exceed 575,000, with roughly 53 percent of the population located in Larimer County and 47 percent located in Weld County.
POLITICAL SUBDIVISIONS/ NUMBER OF COUNTIES & CITIES	Our partners include 70 cities, counties, and economic development organizations in the seven-county Metro Denver and two-county Northern Colorado region.
DESCRIPTION OF REGION	
MAJOR EMPLOYERS/ INDUSTRY CLUSTERS	Seven Industry Clusters: Aerospace, Aviation, Bioscience, Broadcasting and Telecommunications, Energy, Financial Services, Information Technology – Software Lockheed Martin Corporation, Ball Corporation, Boeing Company, Northrop Grumman, Raytheon Company, Denver International Airport, United Airlines, Frontier Airlines, Southwest Airlines, the University of Colorado Anschutz Medical Campus, Baxa Corporation, CaridianBCT, Allos Therapeutics, Inc., Amgen, DaVita, Qwest Communications, DISH Network, Comcast Corporation , Avaya, Xcel Energy, Noble Energy, Suncor, Vestas, Abound Solar, Wells Fargo Bank, Western Union, United Healthcare, JP Morgan Chase, IBM Corporation, Oracle, CIBER, Inc., IHS

MAJOR GREEN/CLEAN TECH INITIATIVES

- **Recruitment of companies** in cleantech industries has let to job growth of 33.4% in the Metro Denver region between 2005-2010, higher than a 10% increase at the national level.
- **Colorado Renewable Energy Collaboratory** is a partnership between major Colorado research institutions, NREL and private companies to develop new energy technologies and to accelerate technology transfer and commercialization.
- **The region is a leader in SmartGrid technology.** Xcel Energy's Smart Grid City in Boulder tested more than 60 technologies. Fort ZED (Zero Energy District) in Fort Collins is a partnership between CSU and the City to develop and implement smartgrid technologies.
- **CSU's Engines and Energy Conversion Laboratory** focuses on engine technology, smart electric grids, advanced biofuels and energy technology for the developing world.
- **Colorado passed 57 bills** in the state legislature from 2006 – 2010, including increasing the Renewable Portfolio Standard to 30 percent.
- **Under Colorado's Clean Air-Clean Jobs legislation,** Xcel will shrink carbon dioxide by 28 percent system-wide, exceeding Colorado's reduction goal of 20 percent by 2020.
- **ARRA funding** of more than $542 million is supporting energy efficiency and renewable energy projects, including Energy Efficiency and Conservation Block Grants, Research and Development Grants and Weatherization Assistance Grants.
- **NREL's Research Support Facility,** completed in 2010, is one of the largest net-zero. LEED Platinum office buildings in the world. The 222,000-square-foot office building realizes more than 50 percent in energy savings over conventionally constructed office buildings.

Portland

GRANTEE INFORMATION	
ORGANIZATION	Portland Development Commission
PROJECT LEAD	Rob Bennett, Portland Oregon Sustainability Institute (POSI)
DESCRIPTION OF REGION	
DEMOGRAPHICS	Portland Metropolitan area 2.2 million in 2008 projected to grow to 2.4 million by 2013
POLITICAL SUBDIVISIONS/ NUMBER OF COUNTIES & CITIES	4 Counties: Multnomah; Washington; Clackamas; Clark We are a bi-state metropolitan region that includes Vancouver, Washington. Major Cities: Portland, Hillsboro, Gresham, Beaverton, Lake Oswego, Wilsonville and Vancouver, WA.
MAJOR EMPLOYERS/ INDUSTRY CLUSTERS	Major Industry Clusters include: Clean Technology/Renewable Energy (wind and solar); Green Development (architects, engineers and developers in green space); Athletic and Outdoor industry; Electronic Hardware and Software; Advanced Manufacturing. Major regional employers include: Electronic/Semiconductor Technology companies: Intel (largest US facility with over 15,000 employees); IBM; Xerox; Tektronix; Mentorgraphics; TriQuint Semiconductors; FLIR; ESI Athletic and Outdoor: Nike HQ; Adidas North American HQ, Columbia Sportwear HQ; KEEN HQ; Letherman HQ; Ice Breaker North American HQ Clean Tech: Solar World; Vestas; Ibedrola (all North American HQs); Solaickx; Green Development: Gerding Edlen, ZGF, Glumac; GBD Architects; Sera Architects; CH2MHill; David Evans; McKinstry Advanced Manufacturing: Precision Castparts Corp.; Daimler Trucks; ESCO; Gunderson; Oregon Iron Workds; Sapa Priles; Cvraz Inc.

MAJOR GREEN/CLEAN TECH INITIATIVES

- **Clean Energy Works** – residential retrofit program w/community benefits agreement helping 500 qualified homes in Portland finance and install energy efficient technologies. CWE received $20 million in federal funding from DOE.
- **Oregon Sustainability Center** – a partnership between the Oregon University System, the City of Portland and private partners to build the first multi-story "living building" designed to achieve net zero energy and water performance. Feasibility study and schematic design completed. Partners working on building tenancy and financing strategy.
- **Eco-Districts** – a low carbon and green neighborhood innovation strategy that focuses on scalable solutions that integrate behavior and choice building efficiency and smart infrastructure. The initiative brings together municipal leaders, clean tech companies, green developers, engineers and architects, community development and green jobs advocates to create a "test bed" approach to neighborhood scale sustainability.
- **Clean Tech Recruitment Strategy** – regional economic development partners working collaboratively to build out the supply chain for solar and wind manufacturers. Focused on targeted recruitment efforts that support anchor solar and wind firms in Portland metropolitan area. Working with local metal manufacturers to qualify firms for wind supply chain requirements.
- **Electric Vehicle adoption** – Portland is a test-bed and roll-out site for electric vehicles. Metro designated as one of 5 areas nationwide to test the roll-out of the Nissan Leaf. PGE partnering with ECOtality to install 1,150 charging stations. Ford Focus Electric and Mitsubishi also utilizing Portland metro as test bed for EV market based on region's consumer behavior and early adopter status.

Silicon Valley

GRANTEE INFORMATION	
ORGANIZATION	Joint Venture: Silicon Valley Network
PROJECT LEAD	Kelly M. Krpata, The Applied Materials Director of Climate Prosperity
DESCRIPTION OF REGION	
DEMOGRAPHICS	Population: 3 million
POLITICAL SUBDIVISIONS/ NUMBER OF COUNTIES & CITIES	Silicon Valley consists of 4 counties with 38 cities

DESCRIPTION OF REGION	
MAJOR EMPLOYERS/ INDUSTRY CLUSTERS	Industry Clusters: Semiconductors, Software, Defense, Information Technology, Hardware, Clean Technology, Bio-Tech Major Employers: Adobe Systems, Advanced Micro Devices, Agilent Technologies, Apple, Applied Materials, Cisco Systems, eBay, Facebook, Google, Hewlett-Packard, Intel, Intuit, Intuitive Surgical, Juniper Networks, KLA Tencor, National Semiconductor, NetApp, Nvidia, Oracle, SanDisk, Sanmina-SCI, Symantec, Yahoo!

MAJOR GREEN/CLEAN TECH INITIATIVES

- **Climate Prosperity Initiative** - The Silicon Valley Climate Prosperity Council brings together leaders and programs from throughout our region and across multiple sectors to address climate change while growing our local economy. The initiative will be guided by our Greenprint, and will provide coordination among new and existing economic development and environmental initiatives.
- **Bay Area Climate Collaborative** - The Bay Area has been a global center of innovation for decades. Through the vision of the region's government, business, and non-profit leaders, the Bay Area Climate Collaborative is creating common direction and accelerating the clean energy economy and response to climate change.
- **Sustainable Silicon Valley** - SSV is leading Silicon Valley to a more sustainable future through collaboration with local government agencies, businesses, and community organizations to identify and address these highest-priority environmental issues.
- **City of San Jose Green Vision** - San José's Green Vision is a comprehensive strategy that will show the world how environmental responsibility makes financial sense and stimulates economic opportunity.
- **Bay Area Council Energy and Climate Change Committee** - The Energy and Climate Change Committee prioritizes and focuses on energy, transportation, smart growth, and corporate sustainability to maximize reduction in greenhouse gas emissions and enhance the global competitiveness of the Bay Area.
- **East Bay Green Corridor** - Home to UC Berkeley, Lawrence Berkeley National Laboratory, and a highly educated and entrepreneurial workforce, the East Bay Green Corridor is poised to lead California in the emerging clean technology economy. The Green Corridor represents a commitment to build upon the region's existing strength as a center for emerging green technology, innovation and entrepreneurship.

St. Louis

GRANTEE INFORMATION	
ORGANIZATION	St. Louis Regional Chamber and Growth Association
PROJECT LEAD	Eric Schneider, Senior Director – Energy & Environment
DESCRIPTION OF REGION	
DEMOGRAPHICS	2.8 million population (18th largest metropolitan area) 1.4 million work force
POLITICAL SUBDIVISIONS/ NUMBER OF COUNTIES & CITIES	16-county bi-state metropolitan region 252 municipalities

DESCRIPTION OF REGION	
MAJOR EMPLOYERS/ INDUSTRY CLUSTERS	Major Employers: Anheuser-Busch Inbev, Boeing Integrated Defense Systems, Enterprise Holdings, Edward Jones, Express Scripts, Emerson Electric, Monsanto, Scott Air Force Base, Washington University in St. Louis, Wells Fargo Advisors Industry Clusters: Financial & Information Services; Sustainable Technologies: Plant Science & Ag-Tech, Advanced Energy Technologies, Sustainable Building Design & Materials; Health Science & Services; Advanced Manufacturing & Technology; Multimodal Supply Chain Management

MAJOR GREEN/CLEAN TECH INITIATIVES

- **RCGA St. Louis Green Business Challenge** - program helps companies implement more sustainable business practices.
- **Green Labor Market Information Project** - workforce collaboration to align green job training and education curriculums with needs of employers and the regional economy
- **International Center for Advanced Renewable Energy (I-CARES) at Washington University** - research center on biofuels and clean coal that identifies more sustainable energy sources
- **Donald Danforth Plant Sciences Center** - research center on plant based energy production with research emphasis on algal biofuels.
- **Invest Midwest Clean Energy financing track** - a forum where local venture capitalists meet new clean-tech business ventures for investment opportunities
- **U.S. HUD/EPA/DOT** collaboration between metropolitan planning organization, education institutions and civic organizations to design a regional plan for sustainable land-use, housing and transportation.
- **St. Louis University Center for Sustainability** - The Midwest's first master's degree program in sustainability.
- **U.S. Green Building – Missouri Gateway Chapter** - One of 6 U.S.GBC chapters over 10 years old and members advance LEED building and design in St. Louis region.

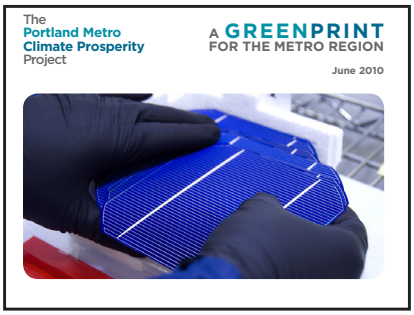
APPENDIX D

Climate Prosperity Project Regional Publications

THE ST. LOUIS REGION GREEN ECONOMY PROFILE

This Profile is a first of its kind regional report describing the "greening" of the St. Louis economy that is occurring as providers of products and services in the "core green economy" are transforming the rest of the regional economy, and as a wide variety of businesses and institutions are pursuing both prosperity and sustainability as parts of the "adaptive green economy."

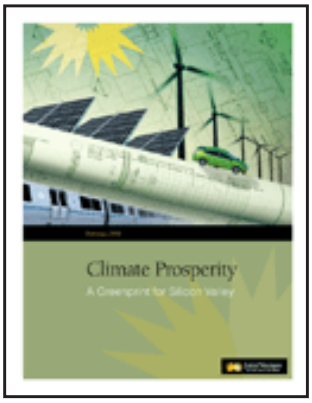
http://www.stlrcga.org/documents/mm/StLouisGreenEconomy.pdf



THE PORTLAND CLIMATE PROSPERITY GREENPRINT

The Portland Metro Climate Prosperity Greenprint provides a roadmap to accelerate the region's leadership in green development and clean technology. It starts from the premise that the Portland metropolitan region can simultaneously strengthen its economy, reduce carbon emissions, and maintain a focused leadership position in the global green economy. The Greenprint is a regional call to action that identifies six green actions and recommends key strategies to achieve them.

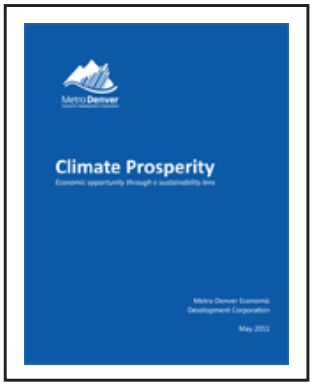
http://pdxinstitute.org/images/posi_publications/greenprint_final_jan11.pdf



CLIMATE PROSPERITY: A GREENPRINT FOR SILICON VALLEY

THE CHALLENGE: Protecting the Climate and Growing the Economy. What if we could turn the climate change crisis into an opportunity to build a better world? That is the promise of Climate Prosperity—creating a better, more sustainable world for our children and grandchildren—and what this Greenprint for Silicon Valley is all about.

http://jointventure.org/index.php?option=com_content&view=article&id=287:climate-prosperity-a-greenprint-for-silicon-valley&catid=76:recent-publications&Itemid=347



METRO DENVER: ECONOMIC OPPORTUNITY THROUGH A SUSTAINABILITY LENS

It is clear that Metro Denver, in partnership with the State of Colorado, has emerged as one of the nation's leading regions in cleantech innovation, jobs, and companies. It is also clear that the competition for future leadership among other regions, nationally and internationally, is fierce. With its long history of working across jurisdictions and sectors, Metro Denver is well positioned to build on past success, accelerate innovation, and produce greater climate prosperity in the years ahead.

http://www.metrodenver.org/cec

APPENDIX E

Methodology for the Green Business Establishment Database

With roots in regional innovation systems and collaborative strategy building, examining the emerging green economy and related policy best practices has been a natural evolutionary step for the team at Collaborative Economics (CEI). CEI has developed the most comprehensive approach for identifying and tracking the growth of businesses with primary activities in the core green economy.

This methodology, was originally developed for work carried out on behalf of Next 10, a California-based nonprofit, and published in the *California Green Innovation Index* (2008, 2009, 2010, 2011 forthcoming) and *Many Shades of Green: Diversity and Distribution of California's Green Economy* (2009, 2011, 2012 forthcoming). Building on this work, CEI designed and conducted the nationwide analysis of green business activity on behalf of the Pew Charitable Trusts. The Pew Center on the States reformatted the results of the analysis and developed the report, *The Clean Energy Economy* (June 2009). This work was also published on behalf of the National Governors' Association in the form of *State Green Economy Profiles* which provide the most comprehensive accounting of the growing clean energy economy across the fifty states and the District of Columbia. Results based on the Green Establishments Database have also been published in *Joint Venture: Silicon Valley Network's Index of Silicon Valley* (2009, 2010, 2011), *Cleantech and California's Growing Green Economy* (2008) prepared for the California Economic Strategy Panel, and *Smart Grid Deployment and the Impact on Silicon Valley* (2011 forthcoming) prepared for the Silicon Valley Smart Grid Taskforce.

The Green Establishments Database has been developed based on multiple sources and a set of tailored software tools for the search, identification, classification, verification, linkage and data mining processes of individual business establishments. The National Establishments Time-Series (NETS) database based on Dun & Bradstreet business-unit data was sourced for employment estimates and other information. The definition of the clean energy/green economy utilized for these analyses is as follows: Business establishments that provide products or services that conserve energy and all natural resources, leverage clean energy sources, and which repurpose and reduce waste.

The original work was based on an extensive ground-level search of clean energy establishments located in California by CEI. CEI began with companies listed in venture capital investment databases and clean energy business directories. Over the years, the search process has been continually revised and expanded and includes press coverage, published works, databases of government incentive programs for renewable energy and business associations. A significant part of this discovery process involved developing a deep understanding of the specific technologies and industries as well as the related industries, suppliers and technologies.

Primarily for employment estimates, the approach includes the National Establishment Time Series (NETS)[1] database , a time-series business database based on Dun & Bradstreet business establishment data. Instead of the six-digit North American Industry Classification System (NAICS) supported by the Federal government, the NETS database utilizes an eight-digit Standard Industry Classification (SIC) code that was developed by Dun & Bradstreet building off the four-digit SIC code supported by the U.S. government prior to NAICS (the current coding system used by the U.S. government). While this detailed industry coding system is helpful, it alone is not sufficient in defining the clean energy economy. One advantage of the NETS database is its coverage of business establishments without employees, which public employment data does not provide.

Using the industry codes provided in NETS revealed the distribution of CEI's original sample of clean energy companies across the economy. Using this information, CEI mined the NETS database for other firms with similar activities and then where necessary, searched these firms to verify their clean energy activities. As a result, CEI could then construct a more complete picture of California's clean energy economy, collect concrete numbers of related establishments in the state, and, therefore, expand its accounting of clean energy companies.

As a result of this prior work, using the 8-digit SIC codes, CEI has identified clean energy companies in three different categories: One is based on a set of industry codes (8-digit SIC) that CEI considers being solidly clean energy. Examples include solar cells manufacturing, environmental controls, and assembly of electric cars. A second is based on a set of industry codes (8-digit SIC) dominated by conventional activities but that include a significant representation of clean energy business activities. Examples of partial clean energy industries include power generating equipment installation and plumbing contractors. A third consists of companies that provide key clean energy products and services but are primarily classified in industries otherwise unrelated to core green business activities. An example of such a company is Johnson Controls which among many products produces a wide range of energy efficiency controls.

The software tools developed especially for this research takes this analysis beyond the limitations of the industry codes. The structure and parameters of this search platform have been developed through painstaking effort. Using a combination of key words and filters, targeted web directories, and layers of cross-checking and verification, enables the identification and categorization of clean energy companies that fall outside the primary set of relevant industry codes.

The Green Establishments Database is organized by fifteen segments based originally on the segments defined by the Cleantech Group. Because the Group's focus is on new technology, CEI's definition is broader to encompass all products and services that fit the definition of the core green economy. (In the work for the Pew Charitable Trust, the 15 segments were combined into five broad categories.)

15 SEGMENTS OF THE CORE GREEN ECONOMY

	GREEN SEGMENT	DESCRIPTION	
1	Energy Generation	• Renewable energy generation (all forms of solar, wind, geothermal, biomass, hydro, marine & tidal, hydrogen, co-generation) • Research & Testing in renewable energy	• Renewable energy consulting services • Associated equipment, controls, and other management software and services
2	Energy Efficiency	• Energy conservation consulting and engineering • Building efficiency products and services • Energy efficiency meters & measuring devices	• Alternative energy appliances (solar heating, lighting, etc.) • Energy efficiency research
3	Transportation	• Alternative fuels (biodiesel, hydrogen, feedstock-neutral ethanol infrastructure) • Motor vehicles & equipment (electric, hybrid, and natural gas vehicles, diesel technology)	
4	Energy Storage	• Advanced batteries (e.g. Li-Ion, NiMH) • Battery components & accessories	• Fuel cells
5	Air & Environment	• Environmental consulting (environmental engineering, sustainable business consulting)	• Emissions monitoring & control • Environmental remediation
6	Recycling & Waste	• Consulting services • Recycling (paper, metal, plastics, rubber, bottles, automotive, electronic waste and scrap)	• Recycling machinery manufacturing • Waste treatment
7	Water & Wastewater	• Water conservation (control systems, meters & measuring devices) • Water treatment & purification products/ services	• Research and testing • Consulting services • Devel./manufacturing of pump technology
8	Agricultural Support	• Sustainable land management and business consulting services	• Sustainable supplies and materials • Sustainable aquaculture
9	Research & Advocacy	Organizations and research institutes focused on advancing science and public education in the areas of: renewable energy and alternative fuels and transportation.	
10	Business Services	• Environmental law legal services • Green business portals	• Green staffing services • Green marketing and public relations
11	Finance & Investment	• Emission trading and offsets • Venture capital and private equity investment	• Project financing (e.g. solar installations, biomass facilities, etc.)
12	Advanced Materials	• Bioplastics • New materials for improving energy efficiency	
13	Green Building	• Design & construction • Building materials	• Site management • Green real estate & development
14	Manufacturing & Industrial Support	• Advanced packaging • Process management and consulting	• Industrial surface cleaning
15	Energy Infrastructure	• Consulting and management services	• Cable & equipment

1 Among other categories of data, the NETS database provides the following types of information that allows for a micro-analysis of the green economy: (1) business name, address and contact information (including officer, title, phone number, FIPS codes and longitude and latitude); (2) number of related establishments; (3) industry classification (primary SIC and two secondary SICs; whether the primary 3-digit SIC changed 1990-present); (4) type of establishment (Single location, headquarters, or branch; public or private; and legal status: proprietorship, partnership, corporation or non-profit); (5) employment at location and estimated annual sales at the establishment and its sales growth relative to peers.

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