

Growing Sustainably

The Triple Bottom Line and its Local Government Applications
New York Planning Federation
Annual Conference

April 9, 2024

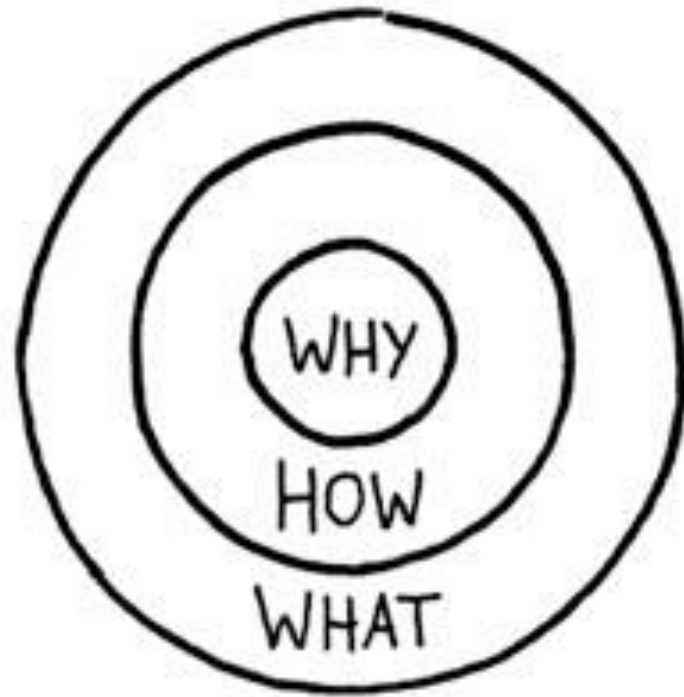


RESOURCES ARE TIGHTENING

STAKEHOLDER EXPECTATIONS ARE
GROWING

HOW DO WE PRIORITIZE EFFORT?

The Golden Circle



What

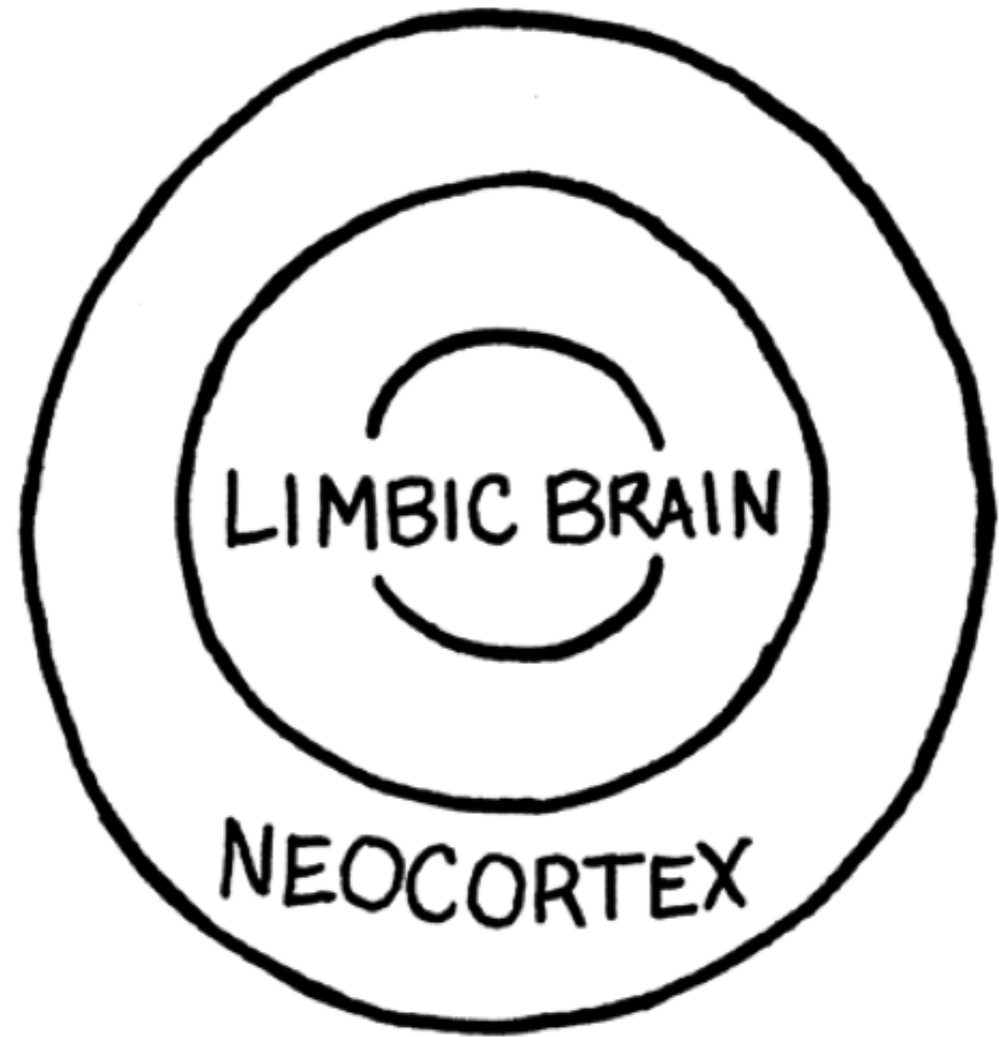
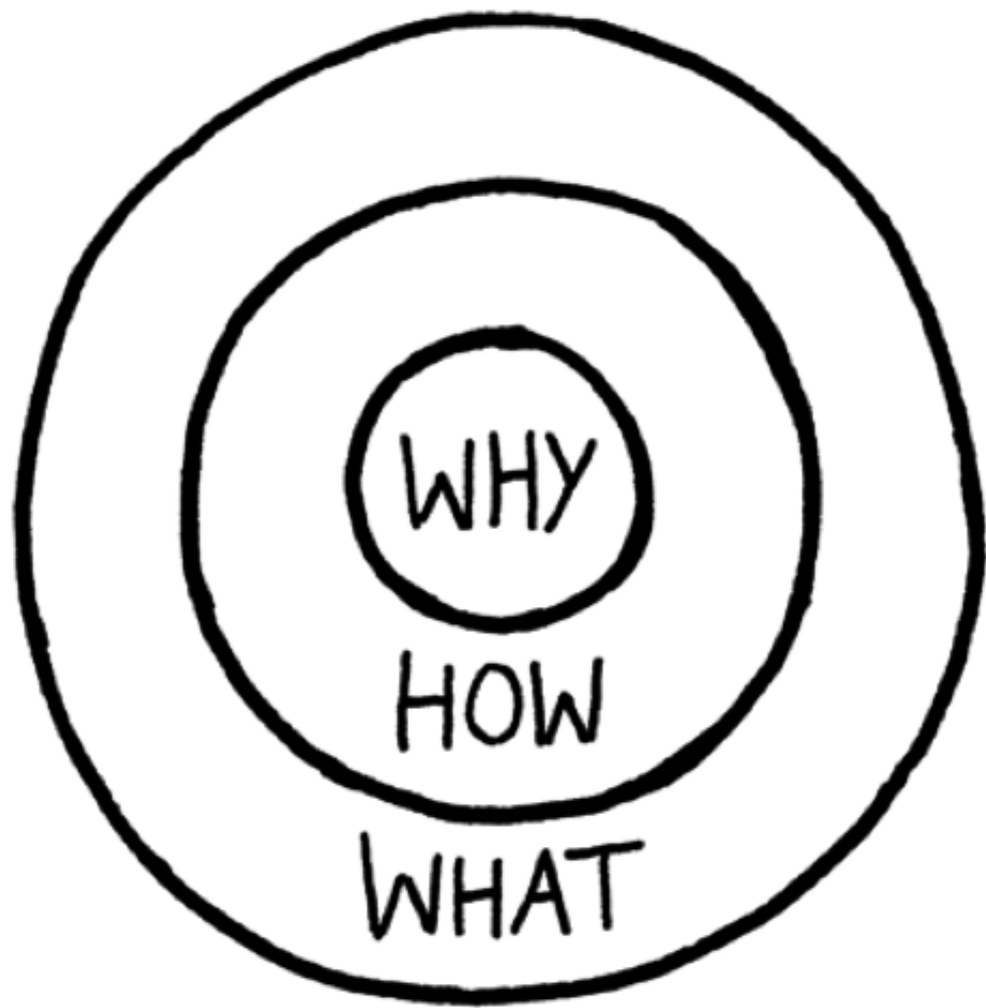
Every organization on the planet knows WHAT they do. These are products they sell or the services they offer.

How

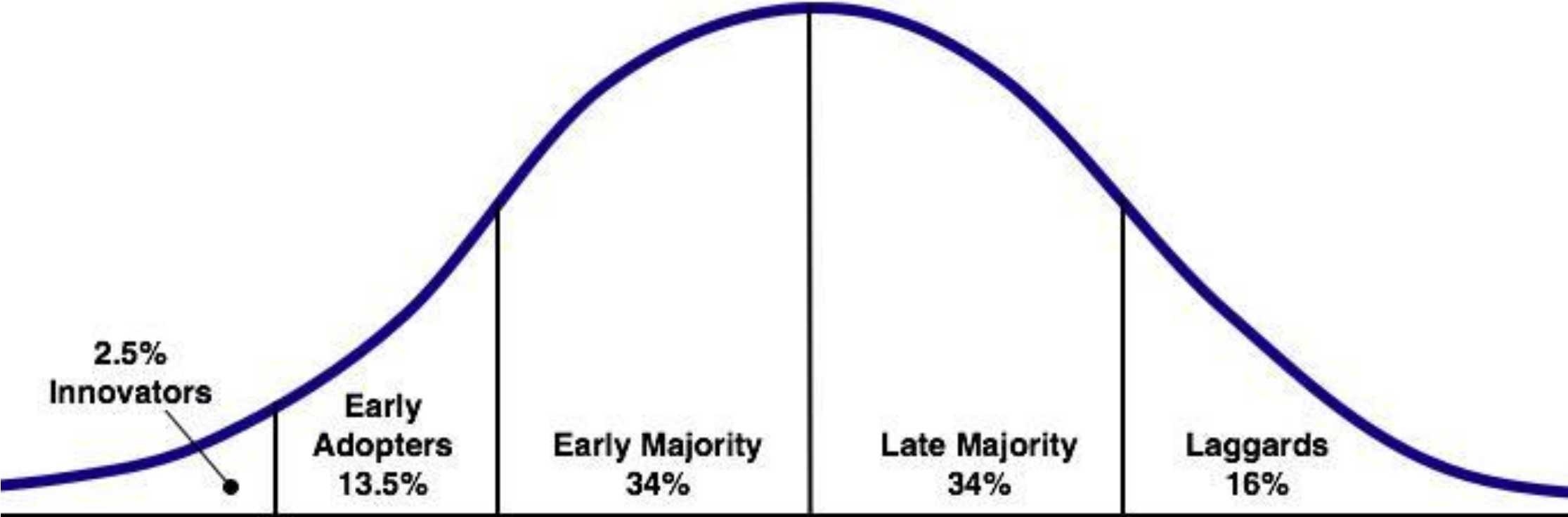
Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

Why

Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. It's a purpose, cause or belief. It's the very reason organization exists.



WHY THIS MATTERS



Source: Everett Rogers (Diffusion of innovations model)

PEOPLE DON'T BUY WHAT YOU DO
THEY BUY WHY YOU DO IT

HOW BEER GOT US HERE

FIFCO / North American Breweries

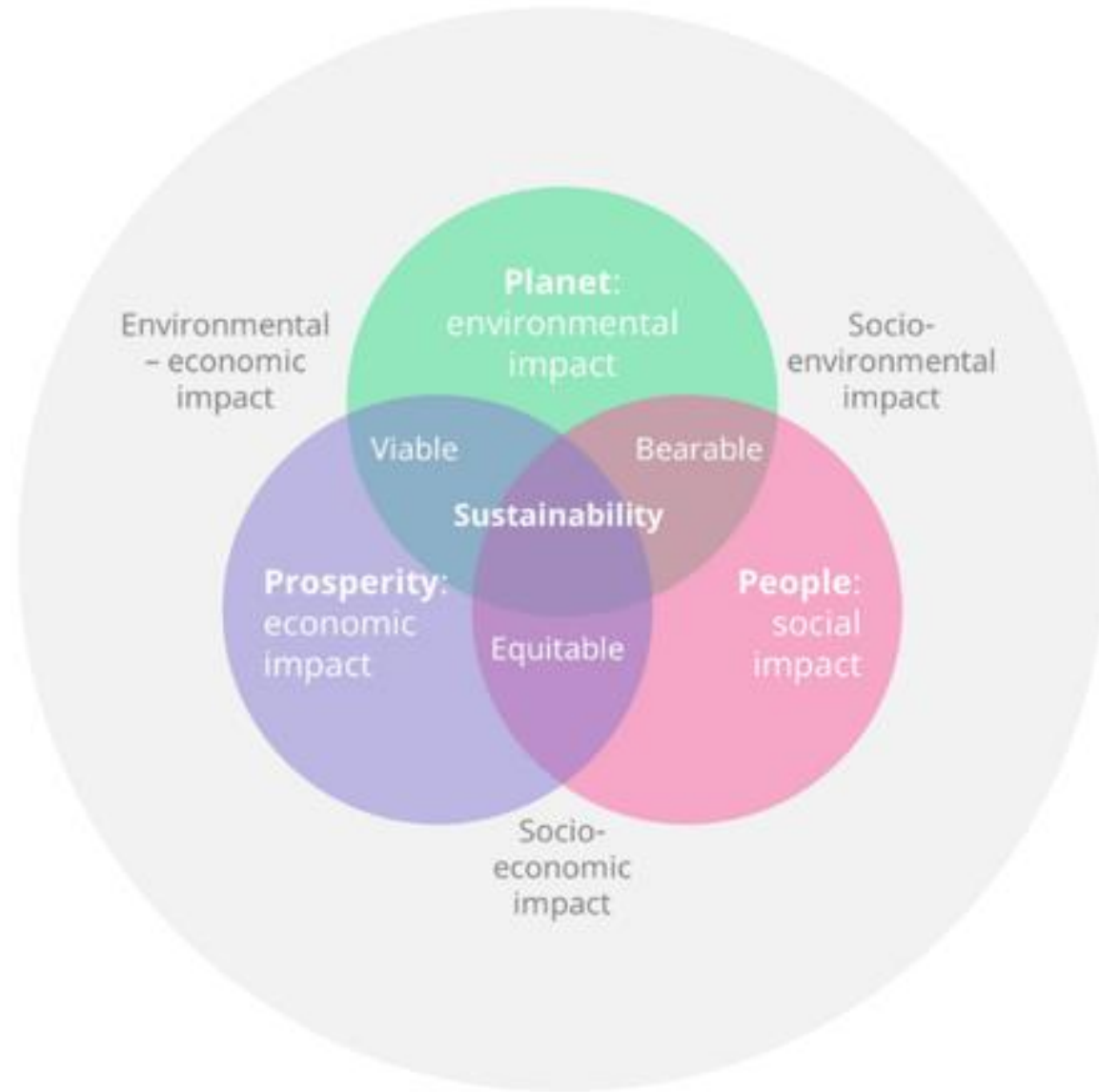
- Genesee Brewing is one of New York's longest operating breweries
- It brews from a significant operation in downtown Rochester
- In 2012, it was acquired by FIFCO; a Costa Rican food and beverage firm



More than Money

- FIFCO recognized early in its lifespan that environmental stewardship was critical to its success
- Additionally, the health, safety, and comfort of its employees and the community were paramount





The Difference

- FIFCO inherited a socially-isolated and environmentally indifferent Genesee Brewing Co.
- The firm moved immediately to shore up issues with water loss and quality, and to connect the Genesee Brewhouse with the community around it
- This effort, and similar changes across the brand footprint preceded significant increases in brand loyalty and profitability



Volunteer

GENESE
BREWING COMPANY

SHARED VALUE | IMAGINATION
CELEBRATION | PASSION TO WIN

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Unrotback

RAZORBACK

PEOPLE DON'T BUY WHAT YOU DO
THEY BUY WHY YOU DO IT

WHAT'S THIS HAVE TO DO WITH US?

A Different Lens

- Value-based decision-making provides local government leaders with a defensible approach toward resource allocation
- Clearly defining your purpose (WHY) and values (HOW), and aligning resources creates momentum
- TBL is a valuable framework when your planning principles align with the philosophy

ENVIRONMENTAL

**Water / Wastewater
Treatment**

Solid Waste Policy

**Building and
Development**

Social

**Neighborhood
and Recreational
Programming**

Public Safety

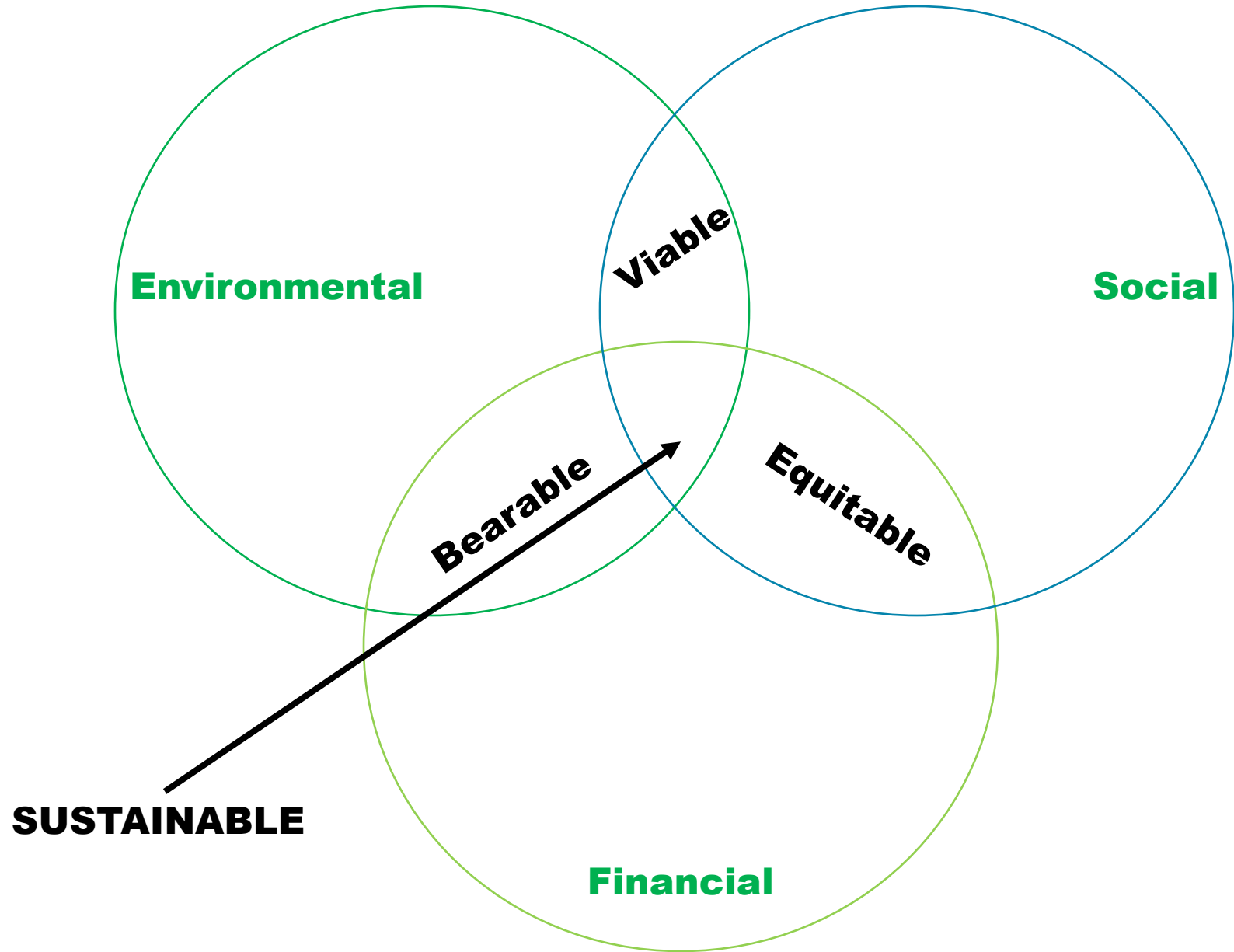
**Planning
Engagement**

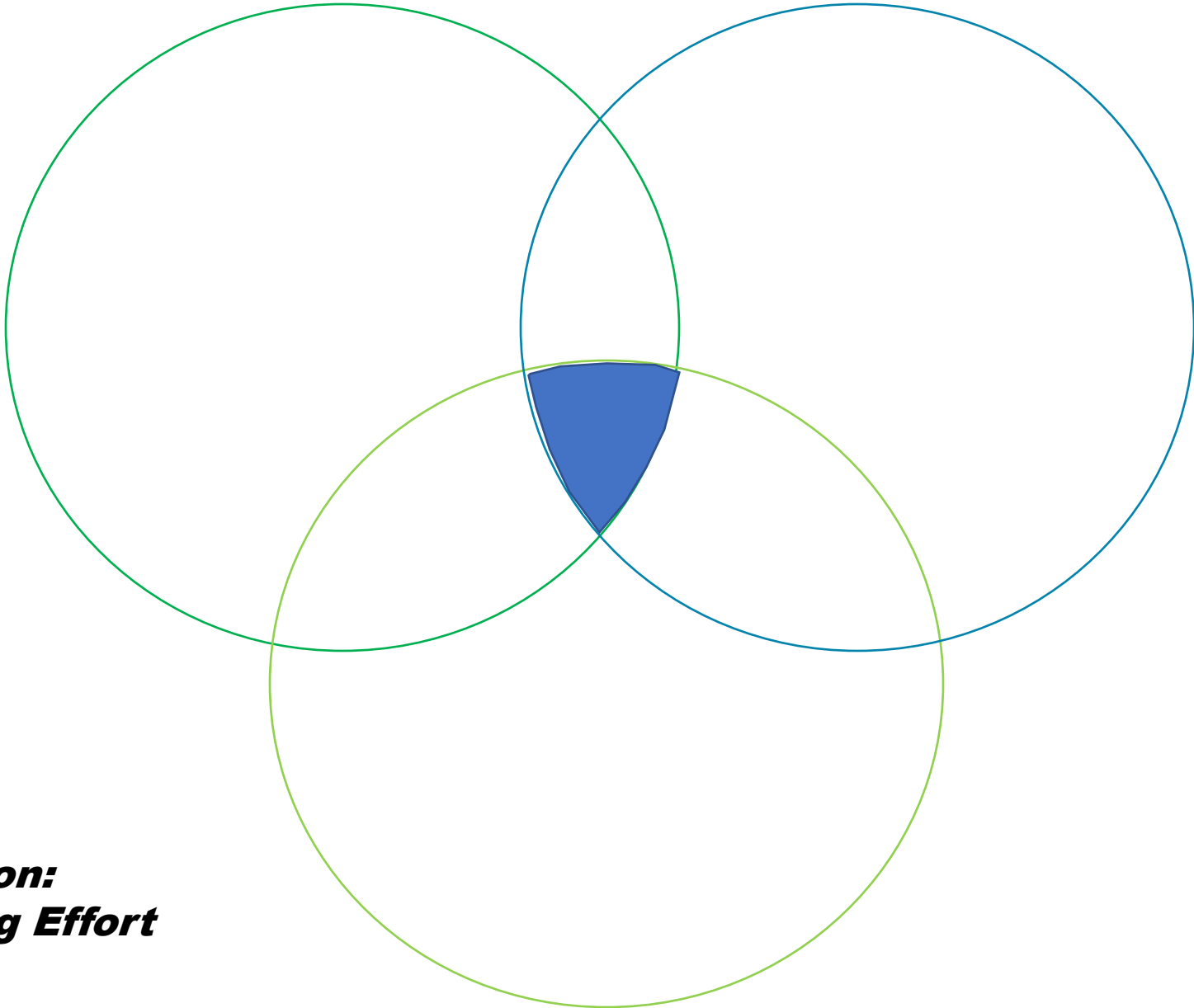
FINANCIAL

**Budget
Management**

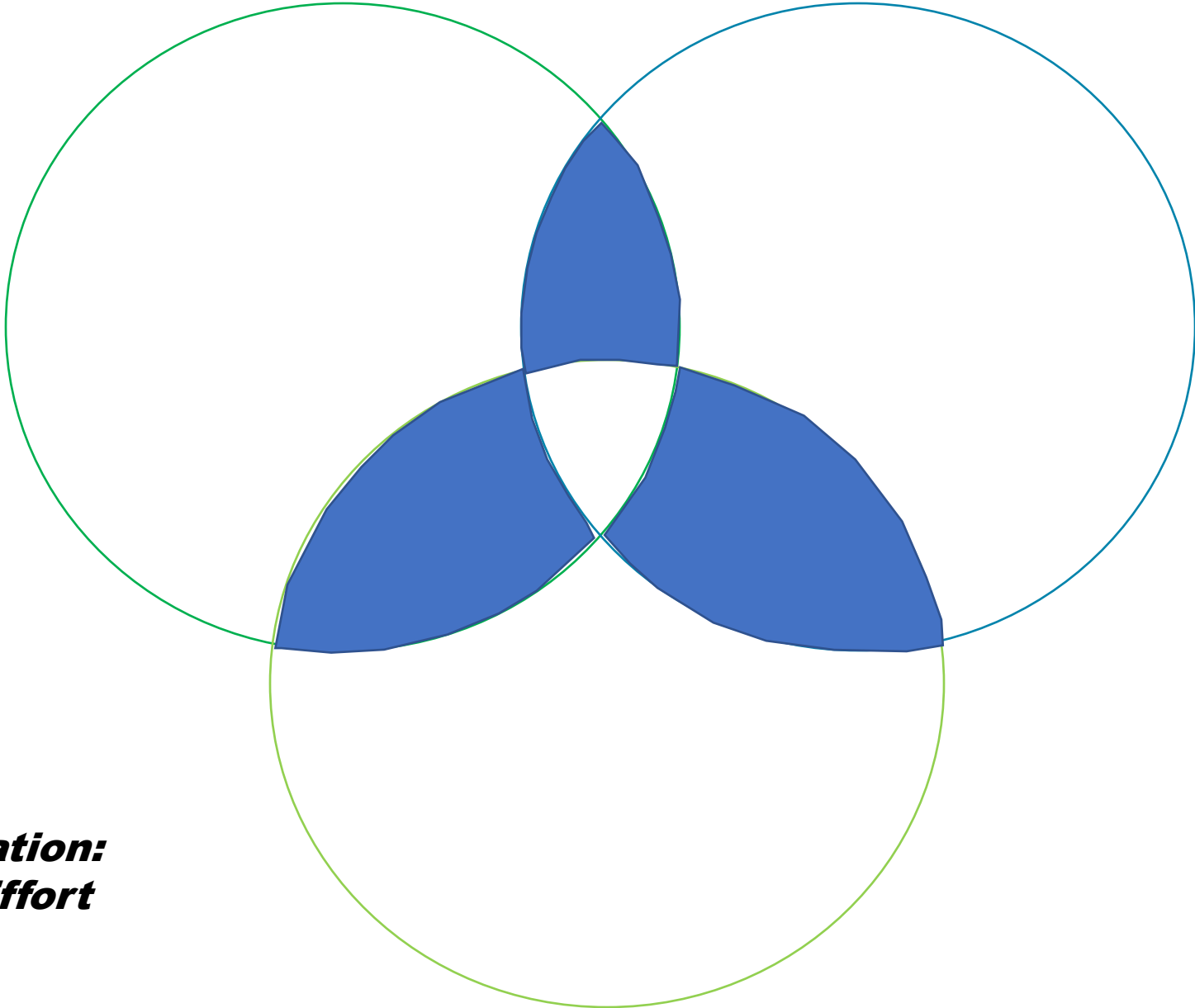
**Economic
Development**

**Employee
Compensation**

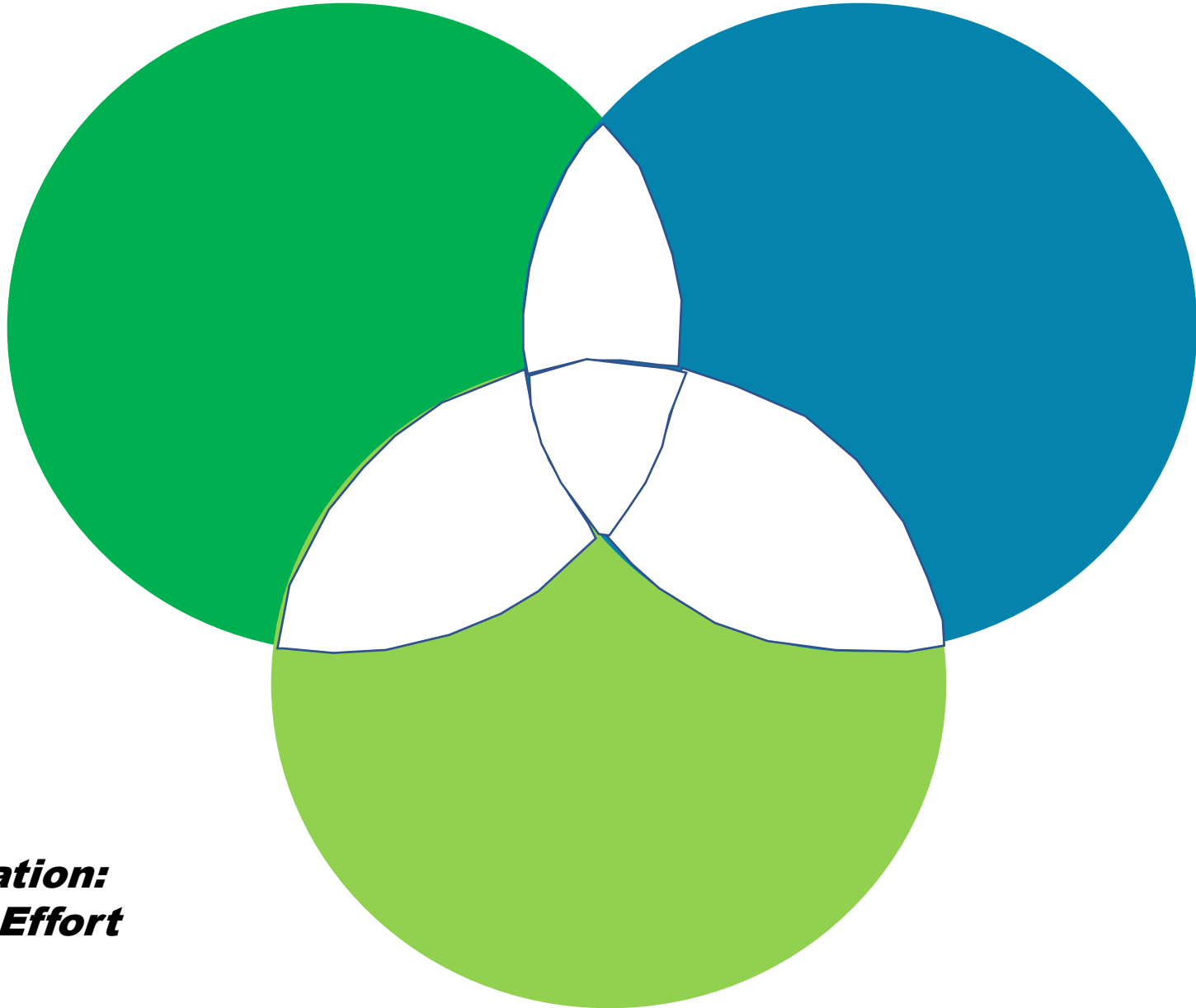




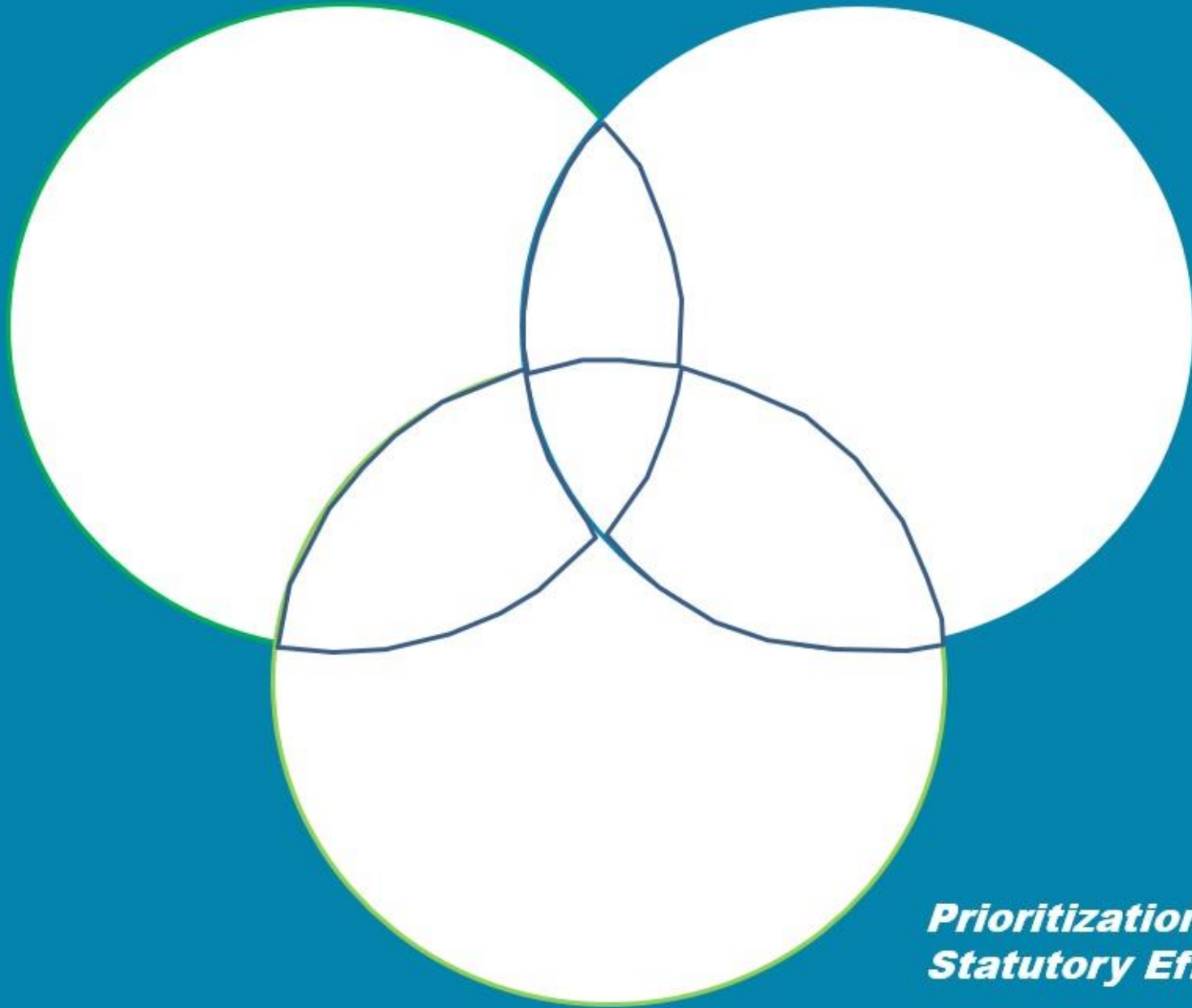
***Prioritization:
Very Strong Effort***



***Prioritization:
Strong Effort***



***Prioritization:
Minimal Effort***



***Prioritization:
Statutory Effort***

Local Government Applications

- Budget
- Regulatory Frameworks
- Project Go / No Go
- Employee Performance Management
- Reporting / Communicating to Market and Stakeholders

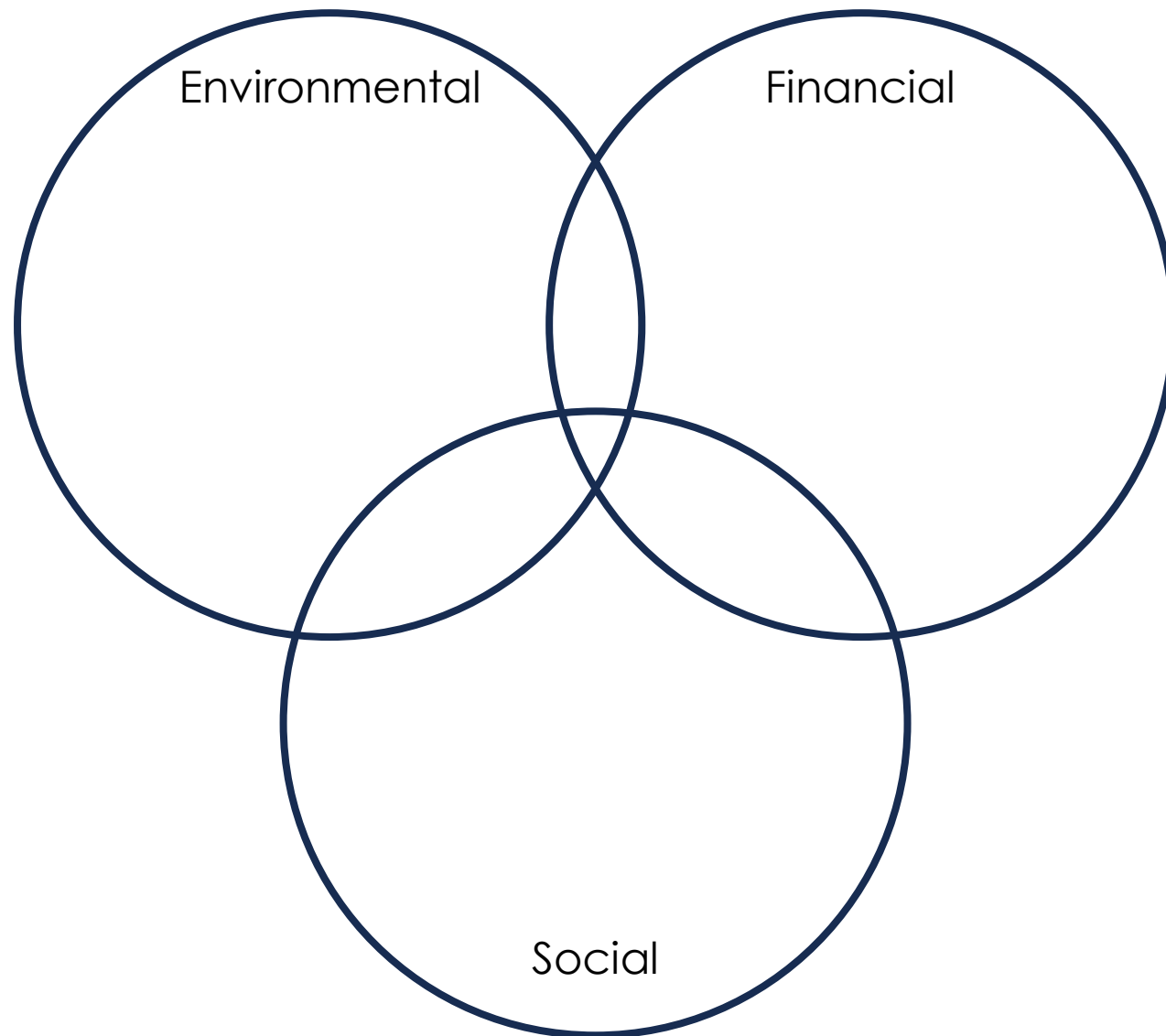
CASE STUDY – GENEVA LAKEFRONT

A Mule With a Spinning Wheel

- The City of Geneva owns 60+ acres of lakefront property
- The site's disposition has been a matter of generational debate
- Multiple proposals have been presented for a variety of development approaches
- Pro-development groups have pitched private projects as tax relief



TBL Assessment



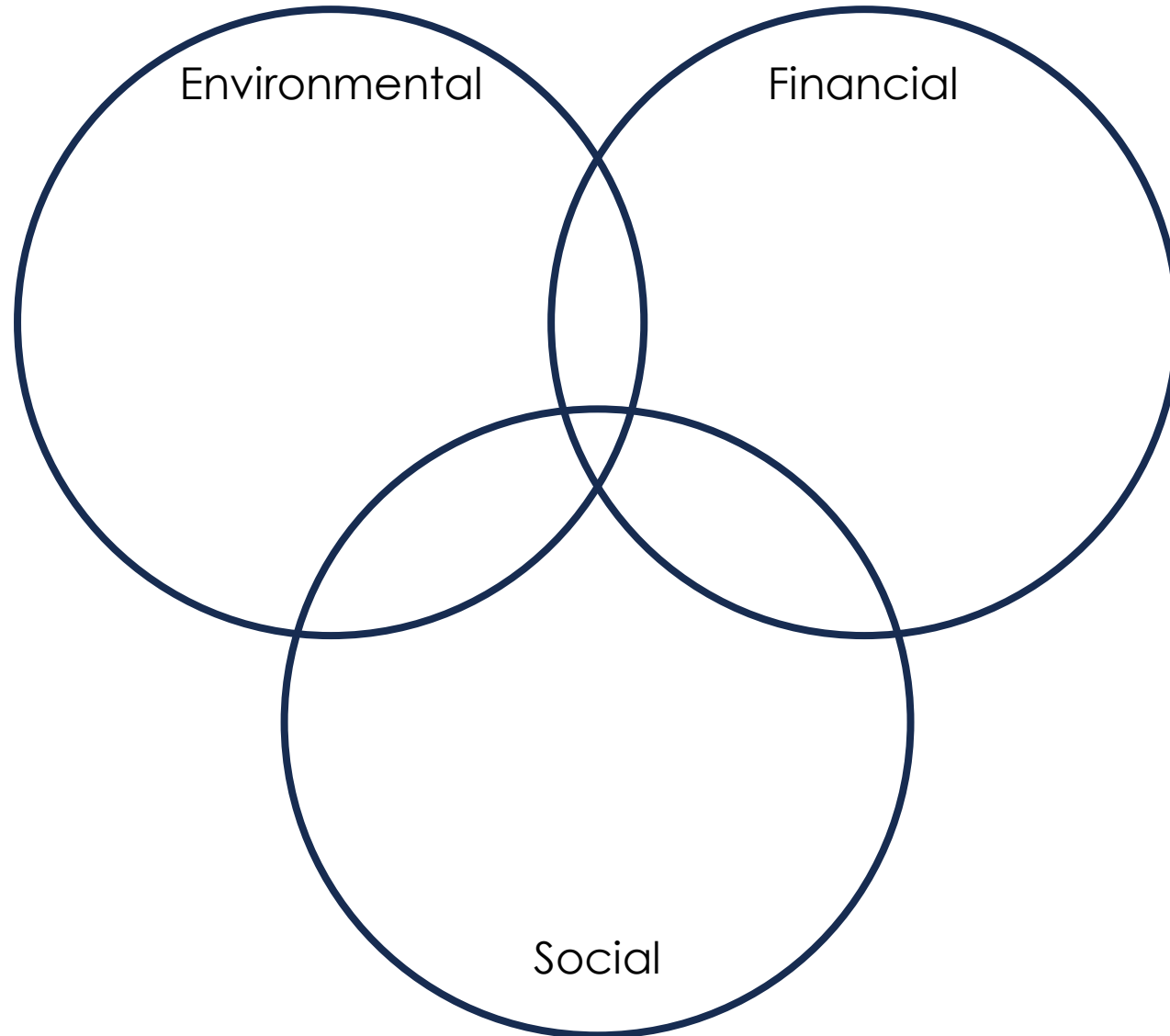
CASE STUDY – UPTOWN CANANDAIGUA

Battling Sprawl

- Route 332 runs north from the Canandaigua lakefront to the Thruway
- Significant developable acreage exists between the City limits and the Farmington Town Line
- Over the years, strip center development has dominated the landscape
- In 2019, the Town adopted a form-based code to address development pressure



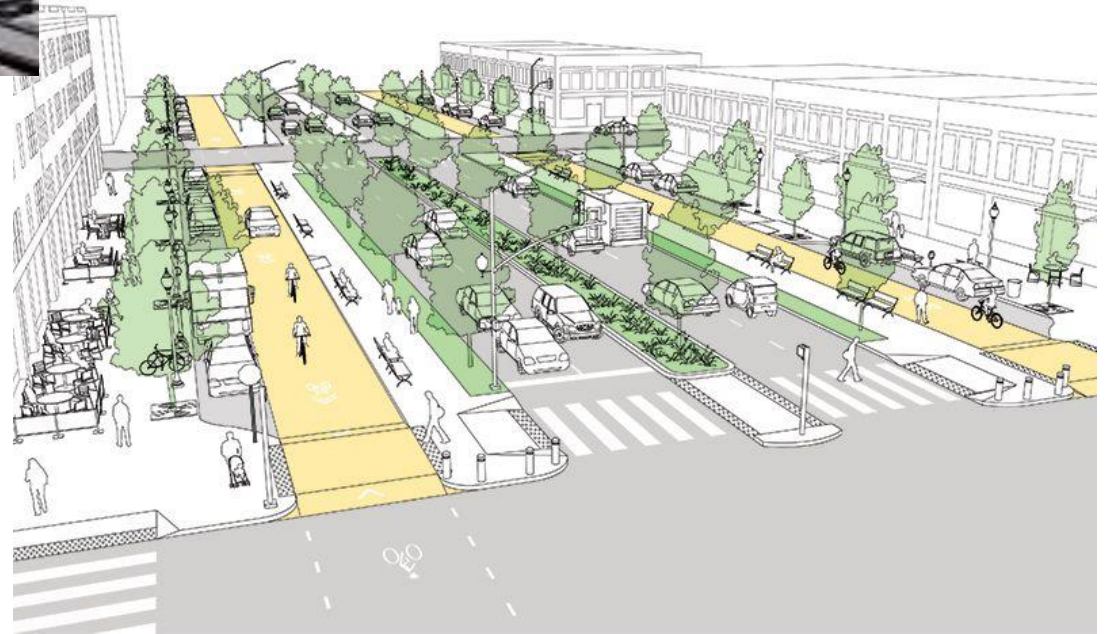
TBL Assessment



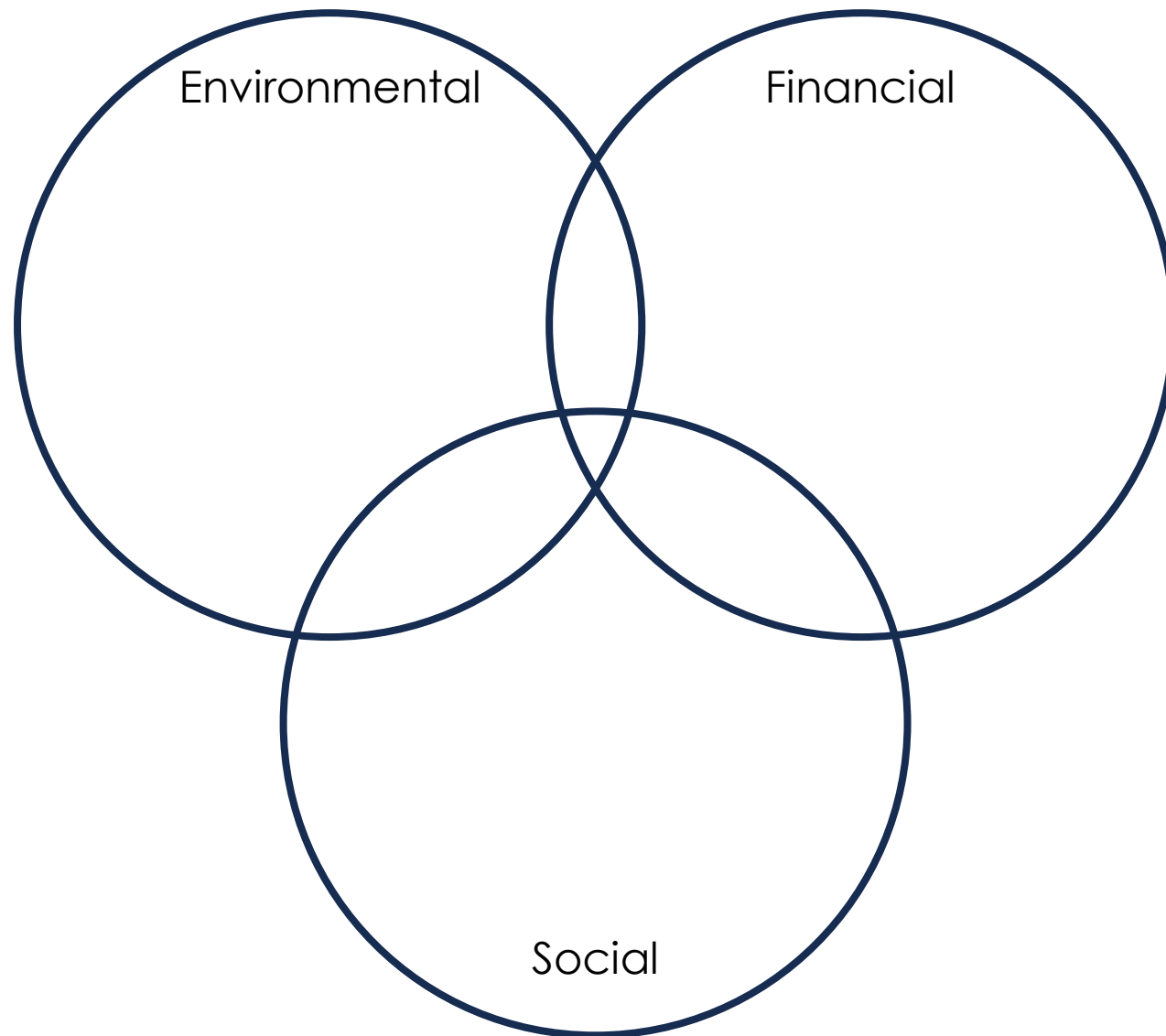
CASE STUDY – US 278 BYPASS

All Backed Up

- US 278 is the only road connecting Hilton Head to the mainland (running to I-95)
- Local leaders sought to identify solutions to traffic congestion
- A flyover was proposed to provide quick access, and relieve traffic burdens on locals
- Entire communities would be bypassed once constructed



TBL Assessment

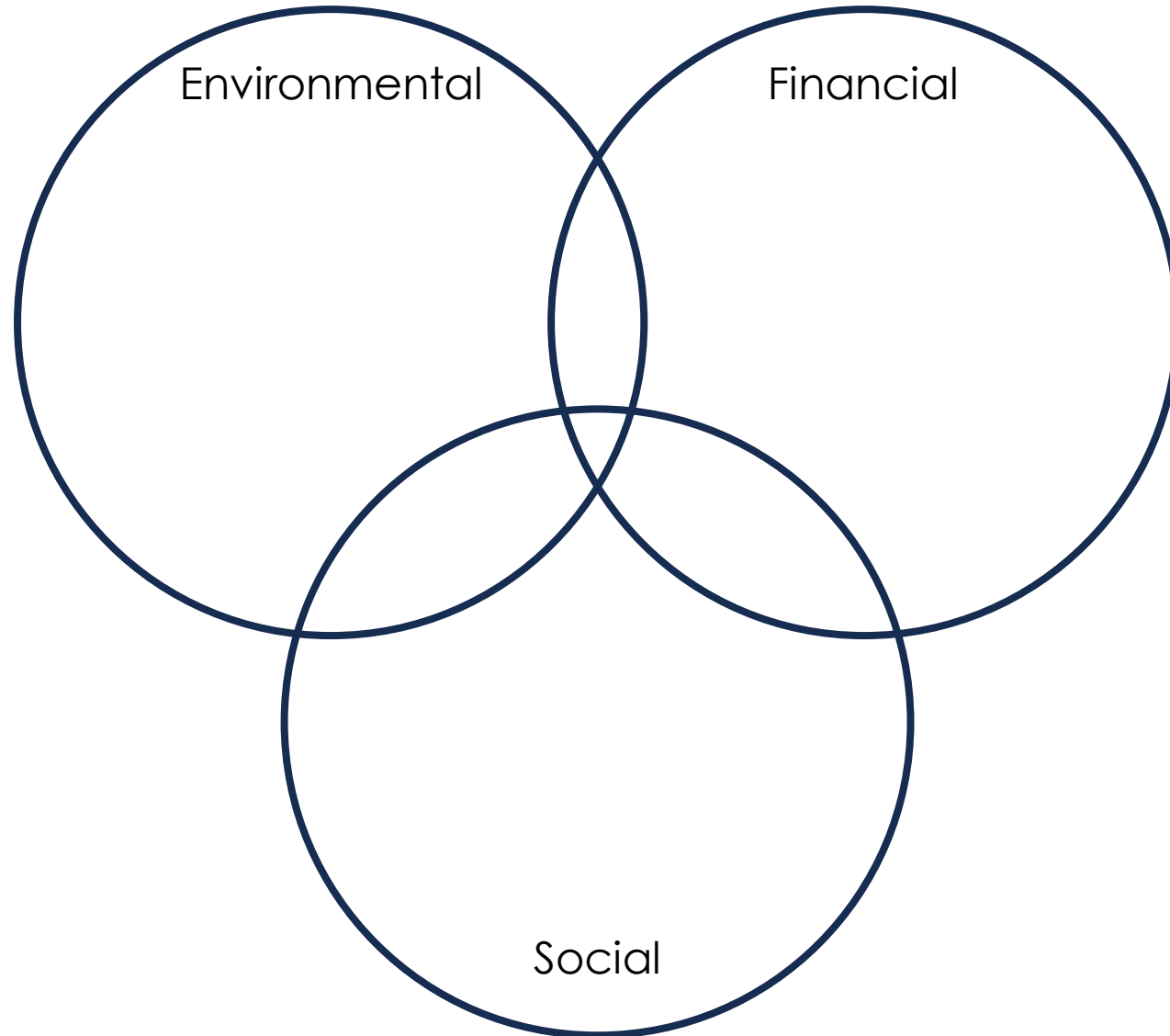


CASE STUDY – SENECA MEADOWS LANDFILL

Mountains of Trash...and Cash

- Home to largest landfill in NYS
- Substantial tax rate compared to neighbors
- Languishing tax base – sluggish real estate value growth
- Landfill license set to expire in 2025
- Proposed 20 year extension includes increase in community benefit payments to \$10mm annually

TBL Assessment



Summary

- For a community to be wholly sustainable, environmental, social, and financial impacts must be assessed
- The TBL framework provides a sound basis for decision-making in a range of scenarios
- Many cases are subjective – use data where possible
- Beer is sustainable (or at least it can be)

Balancing Principles

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