



VOLUME 13 ISSUE 3

The International Journal of

# Sustainability Policy and Practice

---

Measuring the Sustainability Impact in  
Local Governments Using the  
Quadruple Bottom Line

HARIS ALIBAŠIĆ

## EDITOR

David Humphreys, The Open University, UK

## MANAGING EDITOR

Caitlyn D'Aunno, Common Ground Research Networks, USA

## ADVISORY BOARD

Dang Van Bai, Ministry of Culture and Information, Vietnam  
Michael Cameron, University of Waikato, New Zealand  
Richard M. Clugston, Center for University Leaders for a Sustainable Future, USA  
John Dryzek, University of Canberra, Australia  
Steven Engelsman, Rijksmuseum voor Volkenkunde, The Netherlands  
John Fien, Swinburne University of Technology, Australia  
Amareswar Galla, International Institute for the Inclusive Museum, Australia  
Suzanne Grant, University of Waikato, New Zealand  
Steve Hamnett, University of South Australia, Australia  
Olaf Gerlach Hansen, Danish Cultural Institute, Denmark  
Charles Hopkins, York University, Canada  
David Humphreys, The Open University, UK  
Lily Kong, National University of Singapore, Singapore  
Jim McAllister, Central Queensland University, Australia  
Helena Norberg-Hodge, The International Society for Ecology and Culture (ISEC), UK  
Peter Phipps, RMIT University, Australia  
Spencer S. Stober, Alvernia University, USA  
Douglas Worts, Toronto, Canada  
Lyuba Zarsky, Middlebury Institute of International Studies at Monterey, USA

## REVIEWERS

Articles published in *The International Journal of Sustainability Policy and Practice* are peer reviewed by scholars who are active participants of the On Sustainability Research Network or a thematically related Research Network. Reviewers are acknowledged in the corresponding volume of the journal. For a full list of past and current Reviewers, please visit [www.onsustainability.com/journals/editors](http://www.onsustainability.com/journals/editors).

## ARTICLE SUBMISSION

*The International Journal of Sustainability Policy and Practice* publishes quarterly (March, June, September, December). To find out more about the submission process, please visit [www.onsustainability.com/journals/call-for-papers](http://www.onsustainability.com/journals/call-for-papers).

## ABSTRACTING AND INDEXING

For a full list of databases in which this journal is indexed, please visit [www.onsustainability.com/journals/collection](http://www.onsustainability.com/journals/collection).

## RESEARCH NETWORK MEMBERSHIP

Authors in *The International Journal of Sustainability Policy and Practice* are members of the On Sustainability Research Network or a thematically related Research Network. Members receive access to journal content. To find out more, visit [www.onsustainability.com/about/become-a-member](http://www.onsustainability.com/about/become-a-member).

## SUBSCRIPTIONS

*The International Journal of Sustainability Policy and Practice* is available in electronic and print formats. Subscribe to gain access to content from the current year and the entire backlist. Contact us at [support@cgnetworks.org](mailto:support@cgnetworks.org).

## ORDERING

Single articles and issues are available from the journal bookstore at [www.egscholar.com/bookstore](http://www.egscholar.com/bookstore).

## HYBRID OPEN ACCESS

*The International Journal of Sustainability Policy and Practice* is Hybrid Open Access, meaning authors can choose to make their articles open access. This allows their work to reach an even wider audience, broadening the dissemination of their research. To find out more, please visit [www.onsustainability.com/journals/hybrid-open-access](http://www.onsustainability.com/journals/hybrid-open-access).

## DISCLAIMER

The authors, editors, and publisher will not accept any legal responsibility for any errors or omissions that may have been made in this publication. The publisher makes no warranty, express or implied, with respect to the material contained herein.

## THE INTERNATIONAL JOURNAL OF SUSTAINABILITY POLICY AND PRACTICE

[www.onsustainability.com](http://www.onsustainability.com)

ISSN: 2325-1166 (Print)

ISSN: 2325-1182 (Online)

<http://doi.org/10.18848/2325-1166/CGP> (Journal)

First published by Common Ground Research Networks in 2017  
University of Illinois Research Park  
2001 South First Street, Suite 202  
Champaign, IL 61820 USA  
Ph: +1-217-328-0405  
<http://cgnetworks.org>

*The International Journal of Sustainability Policy and Practice* is a peer-reviewed, scholarly journal.

## COPYRIGHT

© 2017 (individual papers), the author(s)

© 2017 (selection and editorial matter)

Common Ground Research Networks



Some Rights Reserved.

Public Licensed Material: Available under the terms and conditions of the Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International Public License (CC BY-NC-ND 4.0). The use of this material is permitted for non-commercial use provided the creator(s) and publisher receive attribution. No derivatives of this version are permitted. Official terms of this public license apply as indicated here: <https://creativecommons.org/licenses/by-nc-nd/4.0/legalcode>



Common Ground Research Networks is a member of Crossref.

# Measuring the Sustainability Impact in Local Governments Using the Quadruple Bottom Line

Haris Alibašić,<sup>1</sup> University of West Florida, USA

*Abstract: Sustainability is utilized by cities to enable a multifaceted, cross-sectoral approach for the betterment of communities and operational efficiency of organizations. Using a case study of the medium size local government in the Midwest and the city's application of sustainability planning, this article focuses on a development of an expanded definition of the bottom line and a nascent approach to measuring and tracking sustainability-related efforts. The research provides an overview of measuring sustainability adopted by this particular city, using the target-specific, extended quadruple bottom line approach. The method attempts to address economic vitality, environmental quality, social equity, and governmental accountability through governance. The use of the quadruple bottom line to measure sustainability is linked to its annual budget planning and investments in transformation-related initiatives. While such an approach to measuring sustainability progress is unique in the United States, a number of cities in Australia have also adopted the quadruple bottom line approach to measure sustainability. Lessons in reporting sustainability efforts using the quadruple bottom line, in the context of an efficient and effective service delivery, can be applied to other local governments.*

*Keywords: Resilience, Sustainability, Quadruple Bottom Line, Governance, Triple Bottom Line*

## Introduction

The concept of sustainability has widespread implications across public and private sectors. A literature review points to an extensive number of scholarly articles and books related to various aspects of sustainability, its impact, and its application in the public sector (e.g., Cohen 2011; Collin and Collin 2010; Coyle 2011; Doppelt 2010; Girardet 2006; Portney 2013; Slavin 2011; Tumlin 2012). Sustainability may be defined as a set of effective and efficient actions taken by an organization, through good governance, to ensure the economic stability, growth, and financial success, with the most positive societal outcome and the least negative environmental impact. Tumlin (2012, 7) described sustainability as a balance of competing objectives, including the triple bottom line of “people, planet, and profit,” or “equity, ecology, and economy.” Moreover, Saha (2009) posited that local sustainability actions were in direct response to global issues and the need for local involvement. Saha (2009) argued that Agenda 21 adopted by United Nations in 1992 in Rio de Janeiro, Brazil, gave impetus to local governments to start actionable efforts to address sustainability at the local level. Most of the scholarly articles, research, and books coalesce around the definition of sustainability through the prism of three pillars—economic, environmental, and social (the triple bottom line)—as first defined by Elkington (1998) and through the reports by the United Nations General Assembly (1987) and United Nations Conference on Environment and Development (1992) and framework on sustainability and sustainable development. Akinsete and Nelson (2017, 66) further deconstructed the concept of sustainable development, concluding that it “operates within three dimensions—environmental, social and economic—which address conservation, growth, and equity, respectively.”

Most of the examined literature focusing on measurements of sustainability-related efforts employs the familiar terminology of sustainability indicators. While Bell and Morse (2008) offered a detailed practical guide and analysis of sustainability indicators and indices, Ramos and Caeiro (2009) evaluated the performance of sustainability indicators. Moreover, Rahman and

---

<sup>1</sup> Corresponding Author: Haris Alibašić, Public Administration Program, College of Education and Professional Studies, University of West Florida, 11000 University Parkway, Bldg. 85, Room 159, Pensacola, Florida, 32514, USA. email: halibasic@uwf.edu

Post (2012) addressed the issue of transparency and consistency of the environmental corporate social responsibility (ECSR). While Walls, Berrone, and Phan (2012) focused their research on corporate governance and its connection top to environmental performance, da Cruz et al. (2016) focused their research on measuring transparency in local government. In reviewing the available literature, it is apparent that a fragmented focus on specific areas of governance often fails to address the holistic and systematic approach needed to measure sustainability progress. Research does not adequately address how organizations present the results of sustainability efforts related to governance. This purposeful case study reviews the implementation of the sustainability-related efforts using a unique, targeting particular quadruple bottom line (QBL) approach. In addition to economic, social, and environmental implications, the QBL in sustainability planning adds an additional dimension to sustainability by focusing on governance. The focus of this case study will be to select local governments which currently use sustainability planning, to evaluate sustainability outcomes through the prism of the QBL, and to discuss gaps and/or opportunities that may be present. Furthermore, a related research inquiry attempts to answer what factors contribute to local governments adding the fourth pillar of sustainability in sustainability planning. Finally, the study looks into how the fourth pillar of sustainability is defined. Findings from this research apply to both the public and private sector organizations engaged in implementing sustainability-related efforts.

Reid (2012, 854) explained that the capacity building for sustainability in local governments “entails making decisions that are holistic and mindful of the future while embracing and respecting life in the present and caring for the well-being of generations to follow.” Aras and Crowther (2008), Elkington (2006), and Loorbach (2007) all investigated the interconnection between governance and sustainability. By focusing on governance, the holistic and system-based approach to sustainability is enhanced through the lens of the QBL as it adds another dimension to the already strong correlating factors of the pillars of sustainability.

### **Concept of the Triple Bottom Line (TBL)**

Much of the sustainability-related research and scholarship to date focused somewhat limited attention to the governance aspect of sustainability in local governments. While Elkington (1998), in his groundbreaking work “Cannibals with Forks,” defined the triple bottom line regarding environmental, economic, and social benefits for an organization’s bottom line, much of the definition of triple bottom line since then has remained static. It continued to focus on environmental, social, and economic goals of the sustainability. The imperative embedded within the triple bottom line was to challenge private sector organizations to implement goals focusing on economic prosperity, environmental protection, and social equity as a necessary objective in achieving success for corporations.

Whereas Elkington’s (1998) triple bottom line definition focuses on the private sector, its broad application of postulates applies to public sector organizations. Moreover, Savitz and Weber (2013) charted the rise of sustainability in businesses, affirming that economic and financial successes of an organization are dependent upon social and environmental achievement. To avoid depletion of resources to continue to flourish, innovative organizations are relentlessly seeking ways to deliver more efficient services and products. Practices and policies that incorporate sustainability best reflect values, goals, and mission of those organizations and therefore are an important litmus paper test for the organizational direction and future. Elkington’s (1998) theoretical framework that furthered the explanation of sustainable development offered in the United Nations’ Report of the World Commission on Environment and Development: Our Common Future (United Nations General Assembly 1987). However, its triple bottom line approach did not adequately address the issues which deal with governance, accountability, transparency, community engagement, ethics, and the importance of those elements in implementing sustainability. Adding the fourth pillar of sustainability to an existing

triple bottom line is advantageous if it contributes to a broader application of sustainability within the community and organization.

## **An Overview of the Sustainability Plan Progress Reporting**

An overview and study focusing on sustainability planning through the quadruple bottom line lens in the city of Grand Rapids is an attempt to provide administrators with innovative tools to deploy in sustainability planning. The city is recognized nationally and internationally for its innovative efforts in sustainability and energy, a transformative organization, and the community (Geary 2011; McCarty 2012; Alibašić 2013, 2014, 2015; Portney 2013; Steiner 2017). Recently, the city of Grand Rapids released its fifth-year sustainability plan report, pointing to what was touted as a remarkable progress. The fifth-year sustainability plan report provided an overview of the implementation of a variety of sustainability and resilience goals, indicating that in the past five years the city completed more than 81 percent of its targets with another 18 percent in progress (City of Grand Rapids 2015). Some of the sustainability-related projects listed were the use of renewable energy, installation of electric vehicle charging stations, investment in brownfield redevelopment projects, flood resilience and planning, energy and water conservation measures, and continued dedication to improved water quality in the Grand River and its tributaries (City of Grand Rapids 2015).

Since 2010, the city of Grand Rapids has provided annual sustainability progress report for its sustainability plan. The fifth-year sustainability progress report served as a snapshot of the cumulative work performed over the period of five years from 2010 to 2015 of the sustainability plan implementation (City of Grand Rapids 2013, 2015). The city's next phase FY2017-FY2021 Sustainability Plan reportedly enhanced to use the extended QBL approach, addressing economic vitality, environmental quality, social equity, and government accountability, where the fourth segment of sustainability focuses on governance (City of Grand Rapids 2016). Unlike other organizations, a unique approach by Grand Rapids was the use of targets instead of sustainability indicators to measure, track, and report the sustainability efforts.

The FY2017-FY2021 Sustainability Plan outlines the city of Grand Rapids' evolving sustainability priorities, guiding principles, and key objectives and strategies in an era of organizational transformation. The targets presented in the sustainability plan were "designed to prepare the city for and respond to future challenges and opportunities in a sustainable and coordinated manner" (City of Grand Rapids 2016).

The sustainability plan expanded the FY2011-FY2015 Sustainability Plan's triple bottom line framework into a QBL structure. The QBL framework is used as the overarching outline through four key pillars of sustainability: economic, social, environmental, and governance. The specific goals of this plan are housed under one of the four themes, and specific targets are categorized under ten separate goals that are directly connected to the city's Transformation Investment Plan, including economic opportunity, great neighborhoods, social equity, safe community, resilient systems, balanced transportation, sustainable assets, fiscal resilience, transparency and accessibility, and good government (City of Grand Rapids 2016).

## **Governance in Sustainability Planning and Quadruple Bottom Line**

As the city of Grand Rapids' evolving and expanding sustainability process indicated, its administrators and elected officials adopted and expanded upon its existing triple bottom line work to include the fourth element to its sustainability planning: governance. As described in Figure 1, governance was added to the city's approach to sustainability as administrators learned that in order to achieve the sustainability targets set in the sustainability plan they needed to consider the often misaligned and misplaced elements of sustainability placed under governance. By adding governance to the pillars of economic, social, and environmental sustainability, the city's elected, and appointed officials made concerted efforts to address gaps in its sustainability

plan implementation (City of Grand Rapids 2016). In the review of the city of Grand Rapids' sustainability plan, governance as the fourth pillar of sustainability was added with an intended focus on improving the city's fiscal responsibility and resiliency, transparency, community engagement, public outreach, and accessibility. The six overarching governance goals in the city's updated sustainability plan are:

- Providing value to citizens at lowest reasonable cost,
- Offering policies and tools for effective and efficient management,
- Sustaining an engaged and informed community,
- Delivering open and inclusive government,
- Affording effective and efficient service industry,
- Having a sustainable city workforce. (City of Grand Rapids 2016)

The fourth pillar of sustainability, governance, provides an added value to the other three components by ensuring no aspect of sustainability efforts is neglected in pursuing more sustainable organizations and communities. Furthermore, amplifying governance in sustainability planning aids in the alignment of all three remaining pillars of sustainability: social, environmental, and economic. In the case of the city of Grand Rapids, it is an attempt on the part of the organizational hierarchy to rigorously examine areas of sustainability often neglected and not fully analyzed, which includes fiscal resilience, community engagement, transparency, accountability, and ethics. The goal would be to allow administrators to justify sustainability-related investments and to make appropriate management decisions.

From this perspective, governance may be defined as engaging the public, staff, and community to ensure financial resiliency and positive transformation in the most transparent and accountable manner and to produce effective and efficient services. Local government officials have a duty to various stakeholders, including residents and businesses located in those communities, but also to its employees as they provide services needed for communities to thrive. In the case of local governments, governance is critical. By identifying governance as a component of sustainability, city administrators are able to better measure and manage sustainability in all four areas of sustainability and to enhance social, environmental, economic, and governing performance.

Epstein and Rejc-Buhovac (2014, 23) defined the governing principle in companies as a "commitment to manage all resources conscientiously and effectively, recognizing the fiduciary duty of corporate boards and managers to focus on the interests of all company stakeholders." Additionally, in discussing corporate social responsibility in South Africa, Engelbrecht (2010) reported, "More than reporting, sustainable development within an anticipatory governance framework is a new way of perceiving business—its purpose, methods and its impacts." Similarly, this fiduciary responsibility may be applied to the role local governments' play in ensuring community engagement, public outreach, and fiscal responsibility.

Governance is critical to internal efficacy, operational capacity, institutional longevity, and organizational resilience to both the public and private sector organizations. As a component of sustainability, governance is often misaligned with financial and other long-term priorities in the organizational structure, as organizations are unable to adequately and appropriately measure those initiatives. By explicitly calling governance out in sustainability plans, organizations are better equipped to address them.

## **A Sample of Governance Targets in Sustainability Planning**

One of the city's themes in its sustainability plan is transparency and accessibility of local government. Furthermore, one of the goals under the theme of transparent and accessible government is to sustain an engaged and informed community, while the second goal is to create

an open and inclusive government. Moreover, under the second goal, one of the outcomes the city identified the need to “ensure city services are easily accessible to a diverse customer base through proven best practices and coordination across all service channels” (City of Grand Rapids 2016, 24).

The targets identified are to increase timeliness and effectiveness of response to customer request calls to 311 and to increase the use of online permitting by an additional 25 percent above FY2015 results (City of Grand Rapids 2016). It is evident that the city of Grand Rapids continues to use target-driven sustainability measurement methodology, with specific qualitative or quantitative targets, based on baseline and benchmarks. Its focus on targets is perhaps best exemplified in its new Sustainability Plan FY2017-2021. Among twenty-six other targets highlighted under governance, the city of Grand Rapids calls for additional language programming through its local government access cable services by 2021 and to repair emergency water breaks and restore service within five hours from reporting (City of Grand Rapids 2016).

### **Australian Cities Approach to the Quadruple Bottom Line**

After reviewing the sustainability progress reports and policies of cities in the United States, no city other than Grand Rapids is explicitly using the QBL in sustainability plans. However, several cities in Australia utilize the QBL, albeit in a different form, and with a differently defined fourth pillar of sustainability. The cities of Joondalup, Stirling, Norwood, Penrith, Lake Macquarie, and Liverpool to name a few have a particular sustainability policy focusing on the QBL. In its policy manual on sustainability, in addition to social, environmental, and economic responsibilities, the city of Joondalup calls out for ethical responsibilities, focusing on good governance, values, and behavior (City of Joondalup n.d.). The City of Stirling’s council in its sustainability policy is committed to “systematically review its internal policies, procedures, processes, and practices to further build the organization’s capacity to deliver an ongoing quadruple bottom line (social, environmental, economic, governance) performance improvement” (City of Stirling 2009). In both cases, governance is the fourth pillar of sustainability. Moreover, the Liverpool City Council also described the QBL, whereas the fourth pillar is defined through cultural outcomes. The Liverpool City Council (2012) documents are filled with statements about the QBL approach to sustainability. However, a cursory review of these Australian cities did not reveal an in-depth reporting mechanism using targets or indicators and indices. Herriman et al. (2012) found the QBL to play a significant role in Australian cities working toward sustainability. Nevertheless, further review and research of the Australian cities’ model of QBL would add value to enable cross comparisons and the dynamic of reporting mechanisms of the US and Australian cities sustainability efforts. While Australian cities’ approach differs from that of Grand Rapids’ to sustainability planning and reporting, it is noteworthy to compare and contrast the two approaches and further evaluate each approach effectiveness.

### **Conclusion: Why Use the Quadruple Bottom Line**

The QBL may be defined as the organizational capacity to embed and incorporate a set of definitive policies and programs to address economic, social, environmental, and governance aspects of sustainability, whereas governance is defined through fiscal responsibility and resilience, community engagement for efficient service delivery, transparency, and accountability. It is with a certain amount of confidence that municipalities and other levels of government within their organizational and leadership capacity will continue to utilize a sustainability approach to addressing environmental, social, economic, and governance issues.

As such, the concept of QBL is only useful as a leadership tool if it is reported. It is premature to conclude that the city of Grand Rapids’ application of the QBL in its sustainability

plan is a measure of success, as there are no available reports from its first year of implementing sustainability planning using the QBL measurements. However, whereas additional analysis is needed, it is possible to show a correlation between its success and the use of targets in its sustainability plan. Further research is required to analyze the full impact of reporting mechanisms in organizations using the fourth pillar of sustainability for measuring their sustainability progress. More in-depth research is needed to provide a full impact study and analysis of the effectiveness in reporting sustainability and if any its impact on effectiveness and efficacy of service delivery. A separate review of the QBL approach by Australian cities is paramount to evaluate the full impact of sustainability reporting mechanisms in those cities. A cross-sectoral analysis and comparison of the use of targets in place of sustainability indicators would be helpful in understanding the benefits of such approach to measuring sustainability-related outcomes.

Consequently, this article and future research may assist in filling the gap in identifying the role of the fourth pillar of sustainability and providing practical guidance to a better understanding and application of the elements of ethics, culture, and governance and their roles in effective sustainability plan reporting.



Figure 1: City of Grand Rapids' Quadruple Bottom Line Pillars  
 Source: *City of Grand Rapids (2016)*

**Acknowledgements**

I am grateful to the city of Grand Rapids' staff, appointed officials, and elected officials for the opportunity to examine sustainability in Grand Rapids. In memory of late Nancy Meyer, former City of Grand Rapids' employee, and one of the pioneers of sustainability in the city of Grand Rapids.

## REFERENCES

- Akinsete, Ebum, and Margaret A. Nelson. 2017. "Deconstructing Sustainable Development." *The International Journal of Sustainability in Economic, Social, and Cultural Context* 13 (1): 53–71.
- Alibašić Haris. 2013. "The Evolution of Sustainability Planning in Grand Rapids." *TriplePundit People, Planet, Profit*, November 1. Accessed March 7, 2017. <http://www.triplepundit.com/2013/11/evolution-sustainability-planning-grand-rapids>.
- . 2014. "Planning and Implementing Climate Resiliency in Grand Rapids." *The Review*, May-June. Michigan Municipal League. Accessed March 15, 2017. <http://www.mml.org/resources/publications/mmr/issue/may-june2014/review-mayjune2014-online.pdf>.
- . 2015. "A Case Study on Implementing Sustainable and Resilient Energy Initiatives in Water and Sewer Systems." *German American Water Technology Magazine*, 2015/2016. Accessed March 5, 2015. [http://www.gaccmidwest.org/fileadmin/ahk\\_chicago/4.\\_initiaven\\_programme/gawt\\_initiative/gawt\\_magazine\\_2015-2016\\_web.pdf](http://www.gaccmidwest.org/fileadmin/ahk_chicago/4._initiaven_programme/gawt_initiative/gawt_magazine_2015-2016_web.pdf).
- Aras, Güler, and David Crowther. 2008. "Governance and Sustainability: An Investigation into the Relationship Between Corporate Governance and Corporate Sustainability." *Management Decision* 46 (3): 433–48.
- Bell, Simon, and Stephen Morse. 2008. *Sustainability Indicators: Measuring the Immeasurable?* Sterling: Earthscan.
- Bohmholdt, Andrea. 2014. "Evaluating the Triple Bottom Line Using Sustainable Return on Investment: The Triple Bottom Line using Sustainable ROI." *Remediation Journal* 24 (4): 53–64.
- City of Grand Rapids. 2013. "FY2011 – FY 2015 Sustainability Plan, As Amended April 2013." Accessed March 10, 2017. <http://grcity.us/enterprise-services/officeofenergyandsustainability/Documents/2013%20Amended%20Sustainability%20Plan.pdf>.
- . 2015. *Fifth Year FY2011-FY2015 Sustainability Plan Progress Report*. Accessed June 1, 2017. <http://grcity.us/enterprise-services/officeofenergyandsustainability/Documents/NEW%20OES%20Document%20Updates/5th%20Year%20Sustainability%20Progress%20Report%20FINAL.pdf>.
- . 2016. "Sustainability Plan FY2017-FY2021." Office of Energy and Sustainability. Accessed July 1, 2017. <http://www.sustainablegr.org>. <http://grcity.us/Documents/2016-07-22%20Sustainability%20Plan.pdf>.
- City of Joondalup. n.d. "Policy 5-4 Sustainability." Accessed March 10, 2017. [http://www.joondalup.wa.gov.au/Libraries/Policies/Sustainability\\_5-4.pdf](http://www.joondalup.wa.gov.au/Libraries/Policies/Sustainability_5-4.pdf).
- City of Stirling. 2009. "Sustainability Policy." Accessed January 10, 2017. <https://www.stirling.wa.gov.au/Council/Policies-and-local-laws/Policy%20and%20Local%20Laws/Sustainability%20Policy.pdf>.
- Cohen, Steven. 2011. *Sustainability Management: Lessons from and for New York City, America, and the Planet*. New York: Columbia University Press.
- Collin, Robin M., and Robert W. Collin. 2010. *Encyclopedia of Sustainability: Volume 1*. Santa Barbara, CA: Greenwood Press.
- Coyle, Stephen J. 2011. "The Built Environments and Its Supporting Systems." In *Sustainable and Resilient Communities: A Comprehensive Action Plan for Towns, Cities, and Regions*, edited by Stephen J. Coyle. Hoboken, NJ: John Wiley & Sons, Inc.
- da Cruz, Nuno F., António F. Tavares, Rui Cunha Marques, Susana Jorge, and Luís de Sousa. 2016. "Measuring Local Government Transparency." *Public Management Review* 18 (6): 866–93.

- Doppelt, Bob. 2010. *Leading Change toward Sustainability: A Change-Management Guide for Business, Government and Civil Society*. 2nd rev. ed. Sheffield: Greenleaf Publishing Limited.
- Elkington, John. 1998. *Cannibals with Forks: The Triple Bottom Line of 21st Century Business*. Gabriola Island: New Society.
- . 2006. "Governance for Sustainability." *Corporate Governance: An International Review* 14 (6): 522–29.
- Engelbrecht, Marianne. 2014. "Towards the Quadruple Bottom Line: Corporate Governance and Sustainability in the 21st Century – A South African Perspective." *Finance and Corporate Governance Conference 2011 Paper*. Accessed March 1, 2017. <http://doi.org/10.2139/ssrn.1713362>.
- Epstein, Marc J., and Adriana Rejc-Buhovac. 2014. *Making Sustainability Work: Best Practices in Managing and Measuring Corporate Social, Environmental, and Economic Impacts*. 2nd ed. Sheffield: Greenleaf Publishing Ltd.; San Francisco: Berrett-Koehler Publishers Inc.
- Geary, Caitlin. 2011. "Sustainable Connections: Linking Sustainability and Economic Development Strategies." *National League of Cities (NLC): City Practice Briefs*. Accessed March 2, 2017. <http://www.nlc.org/sites/default/files/sustainable-connections-linking-sustainability-and-economic-development-strategies-cpb-jun11.pdf>.
- Girardet, Herbert. 2006. *Creating Sustainable Cities: Schumacher Briefings*. Devon, UK: Green Books. Original work published 1999.
- Herriman, Jade, Hazel Storey, Phil Smith, and Grahame Collier. 2012. "Working Relationships for Sustainability: Improving Work-based Relationships in Local Government to Bring about Sustainability Goals." *Commonwealth Journal of Local Governance* 10: 116–33. Accessed March 15, 2017. <http://epress.lib.uts.edu.au/journals/index.php/cjlg/article/view/2693/2906>.
- Liverpool City Council. n.d. "Our Vision for Sustainability." Accessed September 1, 2017. <http://www.liverpool.nsw.gov.au/environment/sustainability>.
- . n.d. "Growing Liverpool 2021: The Community Strategic Plan for the City of Liverpool." Accessed March 15, 2017. [http://www.liverpool.nsw.gov.au/\\_\\_data/assets/pdf\\_file/0019/3646/LCC-Growing-Liverpool.pdf](http://www.liverpool.nsw.gov.au/__data/assets/pdf_file/0019/3646/LCC-Growing-Liverpool.pdf).
- . 2012. *Integrated Environmental Sustainability Action Plan*. Accessed March 10, 2017. <http://www.liverpool.nsw.gov.au/trim/documents?RecordNumber=089986.2016>.
- Loorbach, Derk. 2007. "Governance for Sustainability." *Sustainability: Science, Practice, & Policy* 3 (2): 1–4.
- McCarty, Kevin. 2012. "Beaverton, Grand Rapids Win Top Climate Protection Award." *U.S. Mayor* 79 (9): 25–26.
- Portney, Kent E. 2013. *Taking Sustainable Cities Seriously: Economic Development, the Environment, and Quality of Life in American Cities*. 2nd ed. Cambridge: MIT Press.
- Rahman, Noushi, and Corrine Post. 2012. "Measurement Issues in Environmental Corporate Social Responsibility (ECSR): Toward a Transparent, Reliable, and Construct Valid Instrument." *Journal of Business Ethics* 105 (3): 307–19.
- Ramos, Tomas B., and Sandra Caeiro. 2009. "Meta-performance Evaluation of Sustainability Indicators." *Ecological Indicators* 10 (2): 157–66.
- Reid, Randall. H. 2012. "Achieving Organizational Capacity for Sustainable Communities." *Public Administration Review* 72 (6): 853–55.
- Savitz, Andrew W., and Karl Weber. 2013. *The Triple Bottom Line: How Today's Best-run Companies Are Achieving Economic, Social, and Environmental Success-and How You Can Too*. Revised and Updated Edition. San Francisco: Jossey-Bass.
- Saha, Devashree. 2009. "Factors Influencing Local Government Sustainability Efforts." *State and Local Government Review* 41 (1): 39–48.

- Slavin, Matthew I. 2011. "The Rise of the Urban Sustainability Movement in America: Creating the Green Metropolis." In *The Rise of the Urban Sustainability Movement in America*, edited by Matthew I. Slavin, 1–19. Washington, D.C.: Island Press.
- Steiner, Andrew. 2017. "The Road to 100: Grand Rapids' Journey to Be Michigan's First All-renewable-powered City." *Rapid Growth*, August 17. Accessed August 17, 2017. <http://www.rapidgrowthmedia.com/features/GRrenewable100.aspx>.
- Tumlin, Jeffrey. 2012. *Sustainable Transportation Planning: Tools for Creating Vibrant, Healthy, and Resilient Communities*. Hoboken, NJ: John Wiley & Sons, Inc.
- United Nations General Assembly. 1987. "Report of the World Commission on Environment and Development: Our Common Future" *Brundtland Commission*. New York: United Nations. Accessed January 10, 2017. <http://www.un-documents.net/our-common-future.pdf>.
- United Nations Conference on Environment and Development. 1992. "Report of the United Nations Conference on Environment and Development. Vol. 1. Resolutions adopted by the Conference (Agenda 21)." New York: United Nations. Accessed January 10, 2017. <http://www.un.org/documents/ga/conf151/aconf15126-1annex1.htm>.
- Walls, Judith L., Pascual Berrone, and Phillip H. Phan. 2012. "Corporate Governance and Environmental Performance: Is There Really a Link?" *Strategic Management Journal* 33 (8): 885–913.

## ABOUT THE AUTHOR

**Dr. Haris Alibašić:** Assistant Professor, Public Administration Program, College of Education and Professional Studies, University of West Florida, Pensacola, Florida, USA

***The International Journal of Sustainability Policy and Practice*** is one of three thematically focused journals in the family of journals that support the On Sustainability Research Network—its journals, book imprint, conference, and online community. The journal addresses sustainability agendas and the practices flowing from these in government, corporate, and community sectors.

In addition to traditional scholarly papers, this journal invites presentations of sustainability practices—including documentation of case studies and exegeses analyzing the effects of these practices.

*The International Journal of Sustainability Policy and Practice* is a peer-reviewed, scholarly journal.