

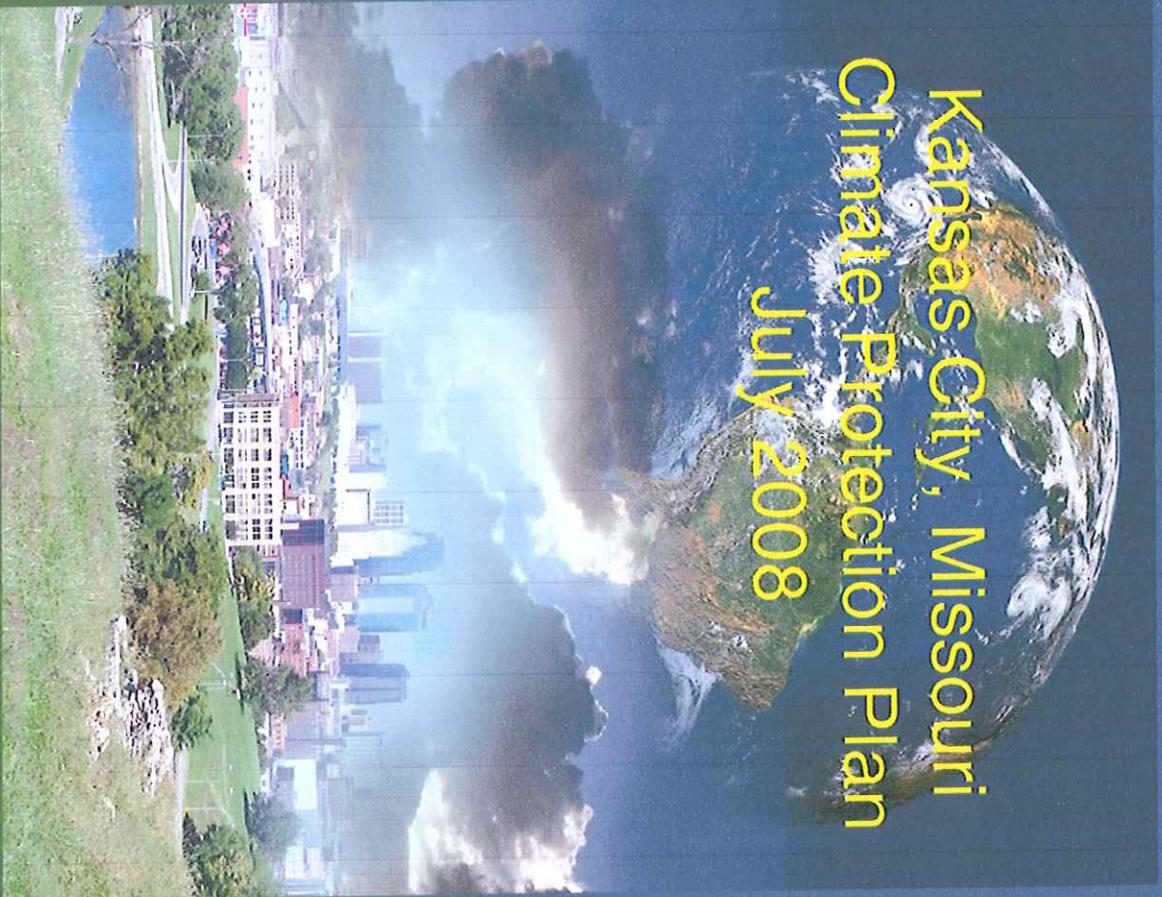
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Attachment D

Sample Sustainable Plans



Kansas City, Missouri Climate Protection Plan July 2008





Mayor Barnes signed the U.S.
Conference of Mayor's Climate
Protection Agreement in 2005

City Council passed Ordinance
060777 in 2006 authorizing the
Mayor to undertake a Climate
Protection Planning Process





KANSAS CITY CLIMATE PROTECTION

PLANNING PROCESS

- Develop a baseline inventory
- Establish a greenhouse gas (GHG) reduction goal
- Prepare an action plan to achieve the GHG reduction goal





City Joined ICLEI-Local Governments for Sustainability

- Access to software to identify local sources of GHG emissions & develop baseline inventory
- Network with other cities doing climate protection plans
- Review other local government plans & planning processes





Mayor Barnes appointed a Steering Committee in September 2006

- Oversee the planning process
- Establish a GHG reduction goal
- Make recommendations for actions to be included in the KC plan





Steering Committee

Joanne Collins, Chair

- J C Alonzo, Environmental Management Commission (Phase 1)
- Bob Berkebile, Environmental Management Commission , BNIM
- Scott Burnett, Jackson County Legislature
- Bill Downey, Kansas City Power & Light Co.
- Dee Evans, Beacon Hills Neighborhood Association
- John Franklin, Assistant City Manager/WSD (Phase 2)
- Pete Levi, Greater KC Chamber of Commerce
- Karen McCarthy, Former US Congresswoman (Phase 2)
- Bob Mann, Founding Director, Bridging The Gap
- Frank Pogge, Water Services Department (Phase 1)
- David Warm, Mid-America Regional Council
- Bridgette Williams, Heart of America Labor Council, AFL-CIO





Work Group Composition

Included a broad cross-section of community:

- Businesses
- MARC staff
- Environmental Management Commission
- Environmental & other Non-profit organizations
- Neighborhoods
- EPA, State of Missouri, Jackson County, & City staff





Work Groups were created in November 2006 to develop suggested action plans in specific areas:

- Energy
- Transportation
- Carbon Offsets and Waste Management
- Policy and Outreach





Work Group Activities

- Consider list of possible actions & suggest additional ideas
- Evaluate GHG reduction estimates for various actions
- Make recommendations to Steering Committee regarding actions to be included in KC Climate Protection Plan





City Staff Activities

- Develop baseline inventory of GHG emissions
- Identify current City programs, activities, policies relevant to GHG reductions
- Identify regional initiatives relevant to GHG reductions
- Identify initiatives from KCMO EMC Report & other City plans, & Climate Protection Manual for Cities (by Natural Capitalism Solutions)





Phase 1 Recommendations Adopted by City Council April 12, 2007

1. Make climate protection/GHG emission reduction a key factor in all decisions & actions by City
2. Reduce GHG emissions from City government operations by 30% below 2000 levels by 2020 and by end of 2007 develop realistic, ambitious goal for community-wide GHG reductions
3. Adopt Phase 1 GHG reduction measures in Progress Report, with flexibility to implement in a timely & workable manner
4. Continue planning process with existing Steering Committee





GHG Emission Changes 2000-2005

City government GHG emissions
decreased 6.8%

while

Community-wide GHG emissions
increased 3.8%





Phase 1 GHG Measures & Other Green Activities

- Energy efficiency improvements in City buildings save over \$2 million annually in utility expenses
- Bartle Hall Ballroom Expansion achieved LEED Silver rating by USGBC
- Four more construction projects in process
 - 3 – LEED Silver, 1 – LEED Gold
- Million Lights campaign exceeded its goal of 1 million CFLs by over 50% - at least 375,000 tons of GHG reductions over life of bulbs
- Water Services Dept. initiatives
 - Energy efficient pumps & motors
 - Methane recovery from wastewater treatment
 - Purchase & use of waste CO₂





Policy Decisions - Sustainability

- Green Solutions Policy & Administrative Regulation 5-5
- Economic Development & Incentives Policy
- Building & Rehab Codes updated (IECC 2006 Standards for Energy Efficiency)
- New Affordable Housing to meet Energy Star Standards
- Proposed New Development Code
- Long-term Control Plan for Sewer Overflows





Metro Area Initiatives

- KCP&L/Sierra Club/Concerned Citizens of Platte County agreement to offset 6 million tons/year of GHG emissions
- Strategy to Become America's Green Region
- Conversations on the Environment
- Bi-state group of 20 metro area mayors has signed the US Conference of Mayors Climate Protection Agreement
- Greater KC Chamber of Commerce's Climate Protection Partnership
- Sustainable Skylines Initiative





Climate Protection Plan Phase 2

- Work Groups, comprised of over 60 volunteers, spent eight months developing recommendations for GHG emission reduction measures
 - Buildings & Infrastructure Work Group
 - Green Buildings
 - Land Use & Planning
 - No Waste
 - Renewable Energy
 - Transportation Work Group
 - Businesses
 - Citizens
 - Transit
- 23 recommendations forwarded to the Steering Committee in addition to the 32 Phase 1 GHG reduction measures adopted by City Council on April 12, 2007





Climate Protection Plan GHG Emissions Reduction Goals

Major areas of Emphasis in Plan

- Reduce vehicle emissions
- Energy efficiency and renewable energy
- Policies & actions to reduce GHG impacts of current & future building stock (residential, commercial, institutional, industrial and governmental)
- Public education & outreach leading to empowerment of citizen action





Climate Protection Plan GHG Emissions Reduction Goals

Many of the recommended GHG reduction measures in the plan also reduce storm water runoff and/or improve stream water quality:

- Adoption of stream buffer ordinance
- Plant additional 120,000 trees & increase urban canopy from 32% to 40% across entire city
- Install green roofs on buildings
- Convert turf grass to native deep-rooted plants
- Rain gardens





It's Time to Act

- Climate change is an enormous challenge & defining issue for our time – it is also an opportunity for our community
- GHG emissions can be reduced at the same time as the economy & quality of life improve for businesses & citizens in Kansas City
- Partnerships with businesses, non-profits, and other governments in metro area are critical to implementation of the plan
- The Kansas City Climate Protection Plan is a critically important policy document for our community.





Sustainability in Kansas City

A Triple Bottom Line Approach to
Simultaneously Promote:

- Social Equity
- Economic Vitality
- Environmental Quality





KCMO Climate Protection Plan

**Developed to Advance Sustainability
in City Government
and
Community-wide**





KCMO Climate Protection Plan

GHG Reduction Measures in Plan will:

- Create jobs
 - Improve neighborhoods
 - Provide viable public transit
 - Reduce energy use
 - Support quality housing for everyone
 - Expand green infrastructure
- Protect environmentally-sensitive landscapes
 - Support local food production
- Make the community more walkable and bike-friendly
 - Create new public/private partnerships



SUSTAINABILITY PLAN
CITY OF GRAND RAPIDS, MICHIGAN

AUGUST 15, 2006



CITY OF
GRAND
RAPIDS

City of Grand Rapids, Michigan Sustainability Plan

August 15, 2006

FOREWORD

CITY OF GRAND RAPIDS' SUSTAINABILITY PLAN

Creating a sustainable City requires envisioning an ideal community in which the economic, environmental, and social systems throughout the City are ideal and in balance to create and sustain a positive quality of life for future generations. Being a sustainable City compels action that will be conducted with regard to the achievement of the "triple bottom line" goals of economic prosperity, environmental integrity, and social equity.

City of Grand Rapids Sustainability Plan provides the policy direction in which residents, visitors, and employees within the City will receive municipal services and includes the vision of a sustainable City and community. The Sustainability Plan has evolved from a strategic directive for the provision of quality municipal services to a dynamic document that incorporates outcomes leading to the building a sustainable City.

During FY2006, the City had entered into a multi-organizational agreement with the Grand Rapids Public Schools, Grand Rapids Community College, Grand Valley State University, and Aquinas College to combine efforts to advance the goals of Sustainability. The agreement resulted in the creation of the Community Sustainability Partnership (CSP) that guides the organizations in improving modes of service delivery with regard to the triple bottom line. The CSP developed a framework for planning, establishing baseline data, and evaluating service delivery. The City's Sustainability Plan integrates elements of the CSP framework.

The Sustainability Plan also aligns with the mandates of the City as set forth in the Michigan State Constitution and legislation, City Charter, City Ordinances, City Commission Policies, and Administrative Policies. Similarly the Sustainability Plan and the related outcomes will be carried out in alignment with the City's Mission, Vision, and Values.

Each City Department will provide their services with regard to the "triple bottom line" principles of sustainability consistent with the framework of the Community Sustainability Partnership. The progress that the City and each department achieve toward these outcomes will be detailed in an annual Sustainability Plan Progress Report and in the Departmental Performance Management Plan Progress Reports.

Finally, In support of achieving the outcomes of the Sustainability Plan, the City will establish a Sustainability Council comprised of members of City Commission, City staff, and key community stakeholders that will regularly monitor and report on the City's progress towards sustainability.

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DEFINITIONS

Aggregate purchasing – the purchase of goods and services through a joint purchasing coalition program involving multiple entities.

Alternative fuels – methanol, denatured ethanol, and other alcohols; mixtures containing 85 percent or more by volume of methanol, denatured ethanol, and other alcohols with gasoline or other fuels; natural gas; liquefied petroleum gas; hydrogen; coal-derived liquid fuels; fuels (other than alcohol) derived from biological materials; electricity (including electricity from solar energy); and any [that] is substantially not petroleum and would yield substantial energy security benefits and substantial environmental benefits. (U.S. Energy Policy Act of 1992).

Biodiversity - the variability among living organisms from all sources, including, 'inter alia', terrestrial, marine, and other aquatic ecosystems, and the ecological complexes of which they are part: this includes diversity within species, between species and of ecosystems. (1992 United Nations Earth Summit)

Brownfield - real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. (U.S. Environmental Protection Agency)

Clean technology - manufacturing processes or product technologies that reduce pollution or waste, energy use, or material use in comparison to the technologies that they replace.

Economic prosperity - the economic system fosters and sustains strong business and gainful employment.

Environmental integrity - the natural environment is respected, improved, and preserved for future generations

Green purchasing – the acquisition of recycled content products, environmentally preferable products and services, biobased products, energy- and water-efficient products, alternate fuel vehicles, products using renewable energy, and alternatives to hazardous or toxic chemicals. (Office of the Federal Environmental Executive).

Green space - a tract of land designed and used by the public for active and passive recreation.

Green technology - the application of the environmental sciences to conserve the natural environment and eliminating the negative impacts of human involvement.

Greenhouse gases – (GHG) are gaseous components of the atmosphere that contribute to the greenhouse effect. GHG are transparent only to some wavelengths of light. When sunlight hits the Earth, some is absorbed and re-emitted at longer wavelengths for which the GHG is opaque, hindering emission back out into space. GHG include: nitrous oxide, sulfur hexafluoride, hydrofluorocarbons, perfluorocarbons and chlorofluorocarbons

Indicator – a unit of measure used to quantify the degree of progress towards the achievement of an outcome.

LEED - (Leadership in Energy and Environmental Design) Green Building Rating System® is a voluntary, consensus-based national standard for developing high-performance, sustainable buildings. (U.S. Green Building Council).

MWBE – Minority and Women Business Enterprises; are business enterprises that are owned and controlled by racial/ethnic minorities and/or women.

Open space - primarily natural sites that have a minimum of development and little if any, active recreational development. Although these areas may be located within an urban area, the site itself is primarily natural, as opposed to urban open space that has landscaping, plazas, and other built components.

Outcomes – statement of anticipated change in condition or behavior

Renewable energy – is power derived from existing flows of energy, from on-going natural processes, such as sunshine, wind, wave power, flowing water (hydropower), biological processes such as anaerobic digestion, and geothermal heat flow.

Smart growth – development that is based on the principles of mix land use, compact building design, broad range of housing opportunities, walkable neighborhoods, preserved open and green spaces, variety on transportation modes, and community stakeholder engagement in development decisions. (U.S. Environmental Protection Agency).

Social equity - Society embraces diversity and uses the power of diversity for positive change.

Sustainable building - the design and construction of buildings using methods and materials that are resource efficient and that will not compromise the health of the environment or the associated health and well-being of the building's occupants, construction workers, the general public, or future generations.

Sustainability - is the ability to achieve continuing economic prosperity while protecting the natural systems of the planet and providing a high quality of life for its people. (U.S. Environmental Protection Agency).

Sustainability framework – is a dynamic inventory of interconnected areas of interest, activities, and related outcomes that lead to a sustainable City and community.

Toxic waste - waste material, often in chemical form, that can cause death or injury to living creatures. It usually is the product of industry or commerce, but comes also from residential use, agriculture, the military, medical facilities, radioactive sources, and light industry, such as dry cleaning establishments. The term is often used interchangeably with "hazardous waste," or discarded material that can pose a long-term risk to health or environment.

Themes – are general categories of City services, programs, and activities that include anticipated outcomes.

Urban sprawl - is low density, automobile dependent development beyond the edge of service and employment areas. (U.S. Environmental Protection Agency).

MISSION STATEMENT

We, the elected and appointed officials and employees of the City of Grand Rapids, believe in the dignity and worth of all people and in the right of every citizen to have equitable access to the benefits of urban life. We believe in the rights of all citizens to express their views and the responsibility of City government to respond to those views.

As government representatives, we will help shape the future to assure that the City will continue to be a place where the benefits of urban life can be enjoyed.

We will:

- Provide leadership in focusing community resources to address community needs and opportunities.
- Develop and nurture partnerships that encourage and support collaboration.
- Encourage economic prosperity for City residents and businesses to ensure the City's ability to provide important urban services.
- Foster the economic health of our City within an economically healthy metropolitan region and assure that responsibility is shared equitably across the metropolitan area.
- Celebrate and strengthen the diversity of our community, ensure the dignity of all citizens, and equitably deliver services.
- Provide for the security of persons and property.
- Provide leadership to ensure that children, families, and seniors thrive in our community.
- Develop, maintain, and improve City-owned physical infrastructure.
- Maintain and enhance residential neighborhoods and increase homeownership.
- Enhance citizens' quality of life using the City's cultural, recreational, and occupational infrastructure.
- Provide high quality municipal services efficiently, fairly, and courteously.
- Foster a learning organization, which promotes employee and team excellence in delivery of City services.
- Provide environmental stewardship to enhance quality of life for residents.
- Collaborate with residents to provide a neighborhood-based City service delivery system.

VISION STATEMENT

Grand Rapids is a vibrant, exciting and diverse community in which to live, work and visit. Guided by our core values of integrity, honesty, respect, competence, service and family, our dedication to excellent service, leadership and creativity makes this happen.

Customer Service

- Our future is in customer satisfaction.

Teamwork

- We work together toward common goals to create synergy from valuing individual responsibility, contributions and risk-taking.

Families

- We value families and individuals by practicing policies that promote balance, flexibility, growth and community participation.

Technology

- We provide organized access to current methods and means to achieve quality customer service. We provide a learning environment, service delivery options, and have secure funding consistent with our priorities and a plan for success.

Work Environment

- Our work environment is conducive to productivity through a well designed, pleasant, supportive and personally rewarding place to work.

VALUES AND BEHAVIORS

The City of Grand Rapids has six core values, which guide behavior and the development of policies and practices. They are:

Integrity

We demonstrate consistency in all of our actions and are committed to actions that are above reproach.

- Our actions reflect ethical soundness, steadfastness in purpose, responsibility and truthfulness.
- We are diligent in the performance of our jobs.
- We strive to demonstrate honor in our actions and behaviors.

Honesty

We are committed to sharing a full range of available information and are truthful, open and sincere with each other.

- We are open and receptive to the sharing of ideas.
- We have the courage to acknowledge when we do not know something and trust each other to share our full understanding of the truth.
- We are willing to say or do things that may not be popular.

Respect

We practice fairness, consideration and understanding with each other, recognizing that everyone has intrinsic worth and equal value.

- We listen to each other with open minds.
- We are courteous with each other.
- We treat each other with dignity and are polite with each other.

Competence

We are able to reach objectives in an effective and efficient manner.

- We have a thirst for knowledge and are willing to share our knowledge with each other.
- We strive for excellence and take individual responsibility for acquiring new and better job skills.
- We constantly evaluate our own performance and look for opportunities to perform more effectively.

Service

We provide assistance and services to citizens and employees to the best of our ability.

- We are courteous and respectful at all times.
- We anticipate problems and seek to find solutions.
- We are timely in our responses and follow-through on commitments that we have made to our customers.

Family

We recognize the value of families and strive to support our employees' needs to balance their work and family lives.

- We provide for the safety and welfare of the family unit.
- We show interest and concern for the families of those who work with us.
- We provide opportunities for employees to spend quality time with their family and friends.

SUSTAINABILITY VISION STATEMENT

Sustainable City: *The economic, environmental, and social systems throughout the city are ideal and in balance to create and sustain a positive quality of life for future generations.*

Sustainability Themes and Outcomes

Clean Environment

- The natural environment is respected, improved, and preserved for future generations.

Enriched Lives

- Opportunities for and access to educational and cultural experiences are abundant.

Prosperous Economy

- The economic system fosters and sustains strong business and gainful employment.

Quality Community Design and Infrastructure

- Community development is conducted in accordance with the City's Master Plan and infrastructure design is conducted in accordance with the City's Master Plan and governing rules and guidelines.

Responsible Government

- The City is a "best in class organization" by which the management of the City and the provision of services are conducted.

Safe Neighborhoods

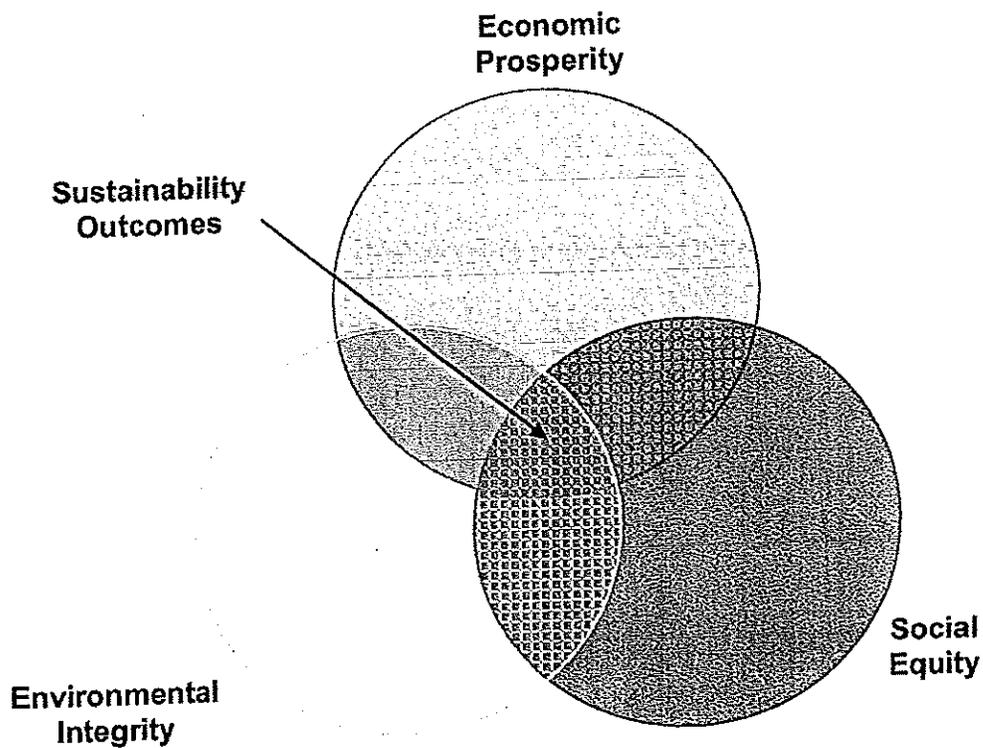
- Neighborhoods are free from crime and other threats to public safety.

Social Equity

- Society embraces diversity and uses the power of diversity for positive change.

SUSTAINABILITY FRAMEWORK

The Sustainability Framework is a dynamic inventory of interconnected areas of interest, activities, and related outcomes that lead to a sustainable City and community. It is critical to note that the activities that are conducted within this framework, although categorized under a primary area, relate to all three principles of sustainability and their impact will be measured against the triple bottom line.



ECONOMIC PROSPERITY

Economic Development

- Increase brownfield redevelopment
- Increase and maintain business sustainability
- Create and maintain gainful employment
- Increase and maintain smart growth

Fiscal Management

- Maximize revenue generation
- Optimize and maintain expenditure and operational efficiencies

Innovation

- Increase applied clean technologies
- Create public and private partnerships

Purchasing

- Adopt aggregate purchasing practices
- Adopt green purchasing practices
- Establish sustainable purchasing policies and procedures
- Increase purchasing of local products
- Increase MWBE utilization

ENVIRONMENTAL INTEGRITY

Agriculture

Increase the production of local food crops
Reduce land erosion

Air

Increase and maintain air quality
Reduce greenhouse gas emissions
Reduce or abate nuisance noise

Built Environment

Adopt LEED construction methods for commercial and industrial facilities
Increase facility efficiency
Increase facility renovation
Increase sustainable residential development/redevelopment

Energy

Increase energy conservation
Increase renewable energy use

Land Use/Preservation and Restoration

Increase biodiversity
Increase and maintain open and green space
Protect and maintain natural habitat
Reduce urban sprawl

Transportation

Increase the use of alternative fuels
Increase the use of alternative modes of transportation
Increase fleet vehicles efficiency

Waste

Increase recycling
Reduce or eliminate toxic waste
Reduce or elimination waste

Water

Conserve water
Increase and maintain quality storm and waste water management
Increase and maintain water quality

SOCIAL EQUITY

Community Capital

Foster leadership and advocacy
Increase and maintain civic engagement and community based leadership
Increase and maintain voter registration and participation

Cultural Competence

Increase inclusion
Increase inter-cultural awareness and interaction

Education

Increase and maintain intellectual capital
Increase and maintain educational achievement
Increase and maintain access to technology
Increase and maintain training

Health and Wellness

Increase and maintain health resources
Increase and maintain access to health resource
Increase and maintain human health and wellness

Quality of Life

Establish and maintain great neighborhoods
Increase and maintain access to the arts and cultural experiences
Increase and maintain access to public services
Increase the availability of quality and affordable housing
Increase availability of recreational programs and facilities
Increase social Integration
Reduce poverty

Philanthropy

Increase and maintain charitable resources and contributions

Responsible Governance

Comply with regulatory mandates
Establish and implement a model of fiscal sustainability
Increase and maintain inclusive participation in governance
Establish and maintain regional partnerships and cooperative relationships

Public Safety and Security

Establish and maintain an emergency management system
Increase and maintain a quality fire response system
Increase and maintain crime prevention
Increase and maintain fire prevention
Reduce crime rates.

SUSTAINABILITY EVALUATION MATRIX

Outcomes	Economic Prosperity	Environmental Integrity	Social Equity
Clean Environment			
Enriched Lives			
Prosperous Economy			
Quality Community Design and Infrastructure			
Responsible Government			
Safe Neighborhoods			
Social Equity			

REFERENCES

Alternative Fuels:

https://energy.navy.mil/publications/law_us/92epact/hr_0301.htm

Brownfield:

<http://epa.gov/brownfields/glossary.htm>

Clean Technology:

<http://www.p2pays.org/ref/09/08853.htm>

Green Purchasing:

<http://www.ofee.gov/>

Smart growth:

http://www.epa.gov/livability/about_sg.htm#what_is_sg

Sustainable building:

<http://www.egret.net/SustainableBuilding.htm>

Sustainability:

<http://www.epa.gov/sustainability/>

Sustainability Index – Dow Jones:

<http://www.sustainability-index.com/>

Urban Sprawl:

<http://www.epa.gov/maia/html/sprawl.html>

This is the html version of the file http://www.olympiawa.gov/NR/rdonlyres/915AF351-149D-46AE-BACB-866CEC995890/0/Sustainability_Strategy.pdf.

Google automatically generates html versions of documents as we crawl the web.

Sustainability Strategy

Sustainability Super Team

Report to City Council

December 19, 2006

Below represents the **Sustainability Super Team's** (SST's) work over the course of eight months. The Council's vision of **sustainability** and goal statement is the inspiration for this work.

City Council wants to see **sustainability** put to **action**. This **Sustainability Strategy** is a reflection of Council's stated urgency, and with Steve Hall's support to be flexible and creative, SST started marching forward to try some new things. This document is a work in progress and evolves as we learn more.

OLYMPIA'S PHILOSOPHY

"The City's philosophy of **sustainability** is to consider how today's decisions will affect the quality-of-life for future generations. Think 20, 40, 100 years ahead, and beyond. The goal is to establish ways of living that can be sustained indefinitely."

Comprehensive **Plan** for Olympia and the Olympia Growth Area, Page 2, July, 1994

"A sustainable community is one that persists over generations and is farseeing enough, flexible enough, and wise enough to maintain its natural, economic, social

and political support systems.”

Developed by the Sustainable City Task Force and adopted by the Olympia City Council March 16,

GOAL

Put **sustainability to action** so that we save our planet.

City Council, Janu

CHALLENGES

From our perspective as Directors, we discussed the climate of the organization and what it will take to fulfill Council’s goal. We concluded that there are three barriers to putting **sustainability to action**.

Clarity of what sustainability is

Many exchange the words “**sustainability**” and “environment” as if they are the same. If **sustainability** is about ways of living and quality-of-life, then

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sustainability must incorporate other factors. This begs the question; does the entire Comprehensive **Plan** really articulate our vision for **sustainability**? The problem is that we all may be aiming for a different target.

What do w

when we say sustainability?

Bringing sustainability down to earth

Sustainability is a concept that challenges people to think big picture and long-term which makes it hard to translate into tangible day-to-day actions. It is therefore easy to ignore it because **sustainability** doesn’t apply to the job, or to resist it because it makes the job harder. We must overcome these perceptions.

How can sustainability be part of the job and make the job easier all at the same time?

Finding the Complete Solution

A well known syndicated columnist once said, “There are no right answers, only important choices.” In City government, this couldn’t be truer. Both staff and Council wrangle over policy decisions where economics, service level, process, and the environment are all at play. There are also trade-offs between different program areas that may not be known or openly discussed.

City Council and staff reconcile these seemingly competing forces towards a balanced solution?

CITY GOVERNMENT AS THE CONDUCTOR

Why should City Council and staff invest so much energy into **sustainability**?

Because there is not an agency or group that has more access to tools that impact community **sustainability** than City Government. **Sustainability** is so important and so serious that it would be irresponsible of the City not to address it. Here is a sampling of some of the City’s unique tools.

Unified leadership. The City Council and City Manager have the authority and direct control over the foundations of a healthy community. From public safety, utilities, transportation, and planning to community enrichment, the City Council is the common thread that ties all of these key elements together. The City’s mission becomes **sustainability**.

Focal point for community discussion. A sustainable community relies on an active citizenry who is motivated to come together and do their part. Olympia is lucky to have this. The City Council and staff carry a visible role to better tap this powerful resource.

The land connects us. Our values, relationships, and needs all originate from a sense of place and belonging. Whether you live or work here, what ties us all

together is our connection to the land. Our challenge is to better adapt our culture to our landscape so that we inhabit Olympia well. Our political boundaries become natural boundaries that give us a manageable frame to work within.

PURSUIITS

Recognizing the City's leadership role and the challenges that lay ahead, SST created the following **action plan** to achieve our vision of **sustainability**.

1. Sustainable Economy Chapter

Deliverable: Prioritized Sustainable Economy Chapter with tangible next steps by second quarter, 2006

The Sustainable Economy Chapter has 11 goals and 90 stated policies. With so many priorities, what can we do that shows progress? SST started by finding a way to help the City decide what is most important, and where to focus limited resources. SST is using the Sustainable Economy chapter to "pilot test" a process for determining how to "operationalize" broad goals in the Comprehensive **Plan**. The idea is to help the Council set priorities by seeking out high value efforts that we can achieve realistically with available resources. This is just the first step.

2. Decision-Making

Deliverable: Apply the Sustainable Action Map (SAM) to a few current policy choices before City Council and evaluate the tool's effectiveness at making sustainable choices by fourth quarter, 2006. One project is the AFSCME Labor Agreement

Sustainable **action** starts with sustainable decision-making. To accomplish this, SST believes that the City should use a model that will help all staff think through policy decisions and incorporate all aspects of **sustainability** in solutions. A successful decision model:

Will help identify balanced solutions.

Will help decision-makers see the trade-offs and opportunities, not just pros and cons.

Will be simple and user-friendly.

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Will tell a story, be visual and easy for the average citizen to understand, and see the connections between seemingly unrelated things.

Will be able to be replicated in any City Department.

The SST hired **sustainability** expert Lee Hatcher from Atkisson Associates, who shared some different **sustainability** models. SST liked The Compass Model for its balance and ease of understanding. The Compass includes four spheres of influence for **sustainability**: (N)atural, (S)ocial, (E)conomic, and (W)ell-being. The Compass Model inspired STARS to create a descriptive decision tool called the Sustainable **Action** Map (SAM).

3. Indicators

Deliverable: Identify sustainability indicators for the Olympia Community by fourth quarter, 2006

In 1996, the City started publishing **sustainability** indicators in the biennial State of the City Report. The purpose was to measure progress towards becoming a more sustainable city. Where possible, the report tried to incorporate the indicators used by the Sustainable Roundtable of the South Sound, but mainly focused on areas and services that the City itself offers or has some control over.

Indicators that were reported on population, housing, land use, the economy, parks and open spaces, water resources, transportation, air quality, energy, solid waste, public safety and health, and public participation. The report was published three times, with the last published in May 2003. It was cut from the budget.

City Council provided funding to the **Sustainability** Community Roundtable to

publish **sustainability** indicators in 2006. The SST and roundtable will work together to shape these indicators. SST will be interested to see how these community indicators align with those in the State of the City Report and with our Key Result Measures as part of Tracking for Success.

4. Best Practices

Deliverable: Not defined yet

The Department of Ecology (DOE) wants to help local governments assess how they are doing at being more sustainable. DOE recently invited the City to serve as a test city to try out a tool that will help evaluate sustainable

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practices. SST will meet with DOE to define the scope and schedule for this project.

5. Employee Norms and Behaviors

Deliverable: Gather more information

In partnership with the Evergreen State College, Public Works sponsored two **sustainability** interns in 2006. One project for the interns was to help engage employees around how to use SAM, and to do research around norms and behaviors necessary to be a sustainable city government. Some members of SST also attended a workshop on fostering sustainable behavior change in May 2006.

6. Reducing Energy Consumption and Greenhouse Gas Emissions and Working with Employees

Deliverable: List of best management practices that are high value/low effort in 2006/2007 to show quick wins, and lay out a plan for incorporating these practices by second quarter, 2006

As stated above, Public Works sponsored two **sustainability** interns in 2006

AS BUREAU CHIEF, PUBLIC WORKS SPONSORED TWO SUSTAINABILITY INTERNS IN 2006. A project for one of the interns was to do research focused on reducing emissions and energy use and formulating an **action plan** around best management practices. Another project was to identify possible grant opportunities for sustainable practices.

An important aspect of using these tools is establishing expected norms and behaviors.

7. Coordinating Sustainability Efforts

Deliverable: A plan for coordinating sustainability efforts by second quarter, 2006

Public Works will identify a coordinator whose role will be to bring focus to **sustainability** efforts. The coordinator will also serve as a catalyst for future thinking around **sustainability**, will seek out grants, and will facilitate discussions with other Departments around **sustainability** priorities.

8. Seamless Service Delivery...Passing the Baton Smoothly

Deliverables: CP&D/PW will prepare an After Action Report on what is working, what is not working, and what's next with regard to low impact development using Green Cove as our test project. The completion date for this report is fourth quarter, 2006

CP&D and PW recognize that the two Departments play a critical role in achieving City Council's **Sustainability** Goal by affecting the private and public development that is occurring, and affecting how resources are used and managed within the organization and community. CP&D and PW have established a Joint Leadership Team to improve intra-departmental coordination so that the land development process is more predictable and seamless. This team of key management personnel meets on a regular basis

business. This team of key management personnel meets on a regular basis to develop a strategic **plan** and to monitor its implementation. Each Department is actively working to implement City Council's **Sustainability Goal**. CP&D through the effective administration of the community's land development regulations and Comprehensive **Plan**; and PW through its role in project management, resource protection, and infrastructure maintenance.

An emerging issue is the effectiveness of low-impact development and whether we are getting what we intended. We can now evaluate Cooper Crest and see how well it achieved the four spheres of SAM.