CHARLOTTE

Charlotte City Council

Environment Committee

Meeting Summary for May 29, 2012

COMMITTEE AGENDA TOPICS

I. **Subject:** **Mecklenburg County Update on Environment and Sustainability Activities**

Action: Directed staff to continue working on possible joint plan.

II. **Subject:** **Next Meeting**

Monday, June 18 at 3:00 p.m. in Room 280

COMMITTEE INFORMATION

Present: John Autry, Andy Dulin, Claire Fallon, David Howard and Beth Pickering

Time: 2:35 p.m. to 3:45 p.m.

ATTACHMENTS

1. Agenda Package
2. Handout: Sustainability Planning
3. Handout: Sustainability Framework

DISCUSSION HIGHLIGHTS

Committee Discussion:

Committee Chair John Autry welcomed everyone to the meeting and asked those around the table to introduce themselves.

I. Mecklenburg County Update on Environment and Sustainability Activities

Chairman Autry introduced Mecklenburg County Environmental Policy Administrator, Ms. Heidi Pruess, who will share what the County's activities and objectives are as far as sustainability goes.

Ms. Pruess thanked the Committee for the opportunity to speak with them and she then read through here presentation "Sustainability Planning" (copy attached). Ms. Pruess discussed the difference between operation and community sustainability plans, what's involved with the plans, and what considerations should be considered when discussing a plan for our area. She then asked for any questions from Committee members.

Autry: Are there risks of only working an operational plan for the County and not involving the community effort also? Are there risks one way or the other?

Pruess: My opinion is that if you do not have an operational plan and you try to jump straight to a community plan you may get a lot of questions. You are asking the community to subscribe to a set of values in a community sustainability plan that I'm not sure you are subscribing to. Similarly, I would think that if you only have an operational plan and you don't have a community plan or some discussion in the community about what you are doing as it relates to the larger community, then you may be missing opportunities.

(Councilmember Howard arrived at 3:00 p.m.)

Autry: How are the towns engaged at this point?

Pruess: Currently they are engaged in the Environmental Policy Coordinating Council.

Autry: So you have members from the town on that?

Pruess: Members from the towns have been appointed to participate in that so they are aware of the discussion.

Howard: I've always said if we did anything sustainable we should include that infrastructure that is already in place. I think we should do something in combination if we do anything at all.

Autry: Julie, how would we partner with the County?

Burch: I think first of all we'd have to have some more conversation and City/County staff could certainly do that. All the questions laid out here in the slides are things that we've already had some conversation about. We would need direction from those governing bodies, the Charlotte City Council and the County Commission, because I think more than anything we just need to know that if we embark on a community plan we'd have our eyes open as to how long it will take, the level of engagement by the community that will be necessary to make it an effective plan, something that everybody can buy into at some level, and that we can measure. Certainly the cost involved, either through a combination of staff resources or some kind of outside assistance, will need to be looked at.

Autry: Are we looking at what kind of resources outside our City budget is available to us to leverage to accomplish this effort?

Burch: Well, we will need to define this first. To apply for resources like a grant or something with a foundation, we have to be able to define the scope of what it is we want to tackle before we can get somebody's interest in actually helping to fund it. As part of the second piece of today, we've been doing some review of other cities and how they've approached these plans and how they've funded them so we have some information related to that. It appears from the other cities that we've looked at, most if not all of the ones we've surveyed have actually approached it from that broader lens of the triple bottom line.

Autry: Has the County gotten up too much speed for us to grab onto you and take off with you?

Pruess: As far as the discussion that the Environmental Policy Coordinating Council had, no, although that had happened in the recommendation of the Environmental Policy Coordinating Council, it has not been brought before the Board of County Commissioners awaiting your discussion and to see where the City is going to fall. The County is not interested in creating a Community Sustainability Plan while the City is doing the same thing. It is in concert or not. The Board of County Commissioners is not going to be asked to take action until there is some more discussion.

Autry: I also want to be sensitive to the towns and don't want it to seem like the County and Charlotte are ganging up on them. I want to make sure that they are active, equal participants in this.

Fallon: Have any of the other counties in North Carolina done this?

Pruess: Not to my knowledge. Not with this approach. There has been other communities that have taken the approach of having the consultant come in and draft the plan without doing what I'm proposing. It is a citizen group or staff formulating what the

scope is, and then going out. There has been a little bit of a different approach.

Jeff Payne (audience): Buncombe County did.

Fallon: Is it possible to piggy back some of it, whatever the good parts of that are that we could use so we don't have to go through it all over again.

Autry: Did they hire a consultant?

Payne: They did, yes.

Fallon: What about grants?

Payne: I don't know if they received grants or not.

Pruess: With all the efforts that are going on in this community and what other communities have done when approaching this, this isn't the first time this has been turned over. You aren't going to be starting from scratch, it is a matter of pulling together the pieces and understanding what the bodies are in this.

Dulin: It turns out that we want to be equal partners with the small towns, but we are not equal partners. The small towns will say fine, you spend all the staff time you want to studying Huntersville, but the County is spending staff time studying Huntersville and Matthews, Mint Hill, etc. The big brother in all of this is the City and typically because of the way we run our budget etc. are the ones with the cash. We will typically be the one with the cash and they will look to us for the cash and staff time.

Howard: With the money that the COG just got for this type of thing, have we talked to them about funding this effort? I know they look at the full region, but taking on and helping us set up at least Mecklenburg County would have to be plus for them.

Pruess: I've actually had a conversation with the COG and they are another member of the Environmental Policy Coordinating Council so they were aware of this discussion as well. Our perspective together has been that whatever happens in Mecklenburg County, the City plan and the County plan could be a model for the rest of the region as to how they implement the findings of that grant. That grant is not intended to go about developing a community sustainability plan, that is not what it is meant to do. It is meant to be a land use decision making, economic development decision making tool that is a graphical format. It will not create goals, it will not create a vision for really what it is that is sustaining a community sustainability plan.

Howard: Bu the grant should give us some leverage with grants, right? We should be looking for money that we could leverage because of that grant?

Pruess: That's true and they were very excited to see a discussion happening about what are the values at the local level.

Howard: A lot of that work done on CONNECT was about sustainability giving great infrastructure and involved all the stuff we talked about. It seems like there is some starting points from the values conversation that a lot of us went through already.

Burch: For those of us who have been around for a while, there was a lot of value and it was going back two years so we've got a bit of a foundation, but we really need to check in with the folks that live here now in 2012 and what they see the future might be and what their values are. I was going to suggest just in terms of a process piece, it might be helpful to segway into as we've looked on the agenda, Part 2, just to download some additional information as part of this conversation.

II. Next Steps

Ms. Burch discussed the "FY13 Environment Focus Area Plan Initiatives and Related Citizens Committees/Stakeholders" document (copy attached). She pointed out that the blue circles in the diagram represent the initiatives of the Focus Area Plan and the smaller green circles show the existing committees that deal with those initiatives. This document is to help show the Committee what the City and Country are already doing.

Autry: Is this basically a summary to the efforts or inventory that Mr. Dulin had asked for at the last meeting?

Burch: Certainly, it could be. In the discussion at the last meeting I know Mr. Dulin talked about some of the things we are already doing and yes, our participation in these various efforts are certainly part of that. We haven't got that captured in any kind of nice neat document at this point, but this could certainly be a piece of it.

Mr. Phocas added that after the last meeting, they felt it would be helpful to do a survey on some of the other cities (see attached document). He then read through the different cities and questions asked.

Autry: When I look at this chart, I immediately go to the timeframe. I want it all yesterday obviously, but when I look at Austin taking 6 months to develop that plan, where are they now in that process? Are they in the middle of the process, has the process ended, are they now looking at implementation?

Phocas: They are actually going through a rebranding of their plan to get their community engagement. They just recently came out with this. They developed it and I think they weren't getting the traction they wanted and wanted to come up with a better approach.

Burch: A really important part of this is the public information, public education piece before and after a plan is actually developed and for those of you who were here, because of the Efficiency Energy and Conservation Block Grant we have very specific piece that resulted in Power2Charlotte.com, very specific time and effort and creative thought that went into that in order to engage the public and inform the public about the efforts going

on. Of course that is ongoing as we speak, but that is an important part of it.

Phocas: Also, I think Austin had some other plans that were already done, and I think that is why they have a shorter timeframe, they also have a big in house staff. They had a climate action plan and some other things that they were able to pull from so they weren't starting from scratch.

Autry: If you look at the resources and cost column and compare the timeframe, it doesn't seem to be any direct correlation as to how much time it takes, to how much resources they pump into it. You've got a half million dollars so it gets you any closer in 10 months and Austin did it in 6 months with 600 man hours. We heard a lot about Baltimore in the last meeting. Did they not make the cut?

Phocas: We didn't put them all in.

Autry: So you didn't have any issues with Baltimore's plan or anything?

Phocas: No issues.

Autry: I think we've got plenty to consider and chew on. I would think that going forward, I think the thing to do is to consider partnering with the County and leveraging the work Heidi is already involved with and where we might jump on those coattails for an operational plan and a community involved plan. What should our next steps be? Should that be a determination that we wanted to follow?

Burch: Two pieces – you mentioned an operational plan and city staff has already had some conversation about what it might take to do just simply an operational plan. Here is one of the reasons we are asking ourselves that question is similar to what Heidi mentioned in her remarks, we know that if and when we embark on a community plan, one of the first questions out of anybody's mouth is going to be where is the City's plan, what is the City's operational plan? There are lots of good things going on, but I can't hand you a document or plan today that says this is our plan. We are starting to give some thought to going ahead with pulling together an operational plan.

As far as a potential next step for a community sustainability plan, the Committee might want to think about a recommendation to the full Council that would direct the City Manager to work with the County Manager to develop a feasibility plan or explore the feasibility of a community sustainability plan. That would give us permission, if you will, to spend some pretty serious time with the County, assuming they would be on a similar path, to figure out what would be a city and county staff recommendation for a scope or the level of public involvement, etc. There are a lot of options in this.

Fallon: How much staff would you need?

Phocas: That is a great question and I can't give you a definitive answer, but it may take more resources that we currently don't have.

Howard: If we vote to go with the action of doing this as a City/County than I would say that we are talking about sharing cost of some sort and sharing cost of responsibility of some sort as well.

Burch: We would probably be at least splitting costs. The matter of the towns was brought up too, so again that would all be a part of what we would need to explore feasibility.

Howard: The motion would start the process of you all going to the County and asking them if they feel the same way.

Burch: Any motion needs to go to the full Council and then full Council would need to agree. Then we would turn to the County. We could do it a little bit more informally and we are not asking you to take action today. You certainly can, if you wish. On the other hand Heidi, Rob and I could probably do a little bit more fleshing out so at least you have an idea of the questions we would be exploring at a future date and we could bring back the summary of that discussion at the next meeting. Then you might be ready to act.

Autry: I think that is probably a good point because we are unsure about what kind of resources we might need to have to accomplish this. Can we expect staff to come back with us at the next meeting with a little more definitive information so that we can make a more valuable assessment to take to Council for approval?

Howard: What you are saying is you will present us a work plan on how to go forward?

Burch: Essentially, it will be a possible framework for proceeding down this path of a City/County plan. We'll work on the words to make it a little sharper than that, but I think that would probably work.

Pruess: I would suggest that what would come back to you would set the boundaries for what that discussion would be. Your recommendation would help inform what is included, what is excluded and what is expected.

Burch: I don't think we need a motion for us to come back at the next meeting. Based on this Committee guidance, we will spend a little bit more time on this to kind of give a little more shape and bring it back with the idea that you might possibly be interested in going ahead. I think in another meeting or two we could get something shaped up for you.

Next Meeting

Monday, June 18, 2012 at 3:00 p.m. in Room 280.

Meeting Adjourned at 3:45 p.m.

Environment Committee

Tuesday, May 29, 2012 at 2:30 p.m.
Charlotte-Mecklenburg Government Center
Room 280

Committee Members:	John Autry, Chair Claire Fallon, Vice Chair Beth Pickering Andy Dulin David Howard
Staff Resources:	Julie Burch

AGENDA

I. <u>Mecklenburg County Update on Environment and Sustainability Activities</u>

Staff Resource: Heidi Pruess

Chairman Autry has asked Heidi Pruess, Mecklenburg County Environmental Policy Administrator, to present an overview of the County's activities related to the environment. These activities include establishment of a County operations sustainability plan and discussions to date about development of a community sustainability plan. This item is for Committee information.

II. <u>Next Steps</u>

Staff Resources: Julie Burch and Rob Phocas

The Committee and staff will discuss possible next steps in the exploration of developing a community sustainability plan. As additional background, <u>attached</u> is a summary of FY13 Focus Area Plan initiatives and related citizen committees/ stakeholder groups identified by staff to date. Staff will distribute a summary of selected cities' sustainability plans, including scope and level of public engagement, at the meeting.

<u>Next Meeting:</u> June 18, 3:00 p.m., Room 280

Distribution:	Mayor/City Council	Curt Walton, City Manager	Leadership Team
	Bob Hagemann	Stephanie Kelly	Environmental Cabinet

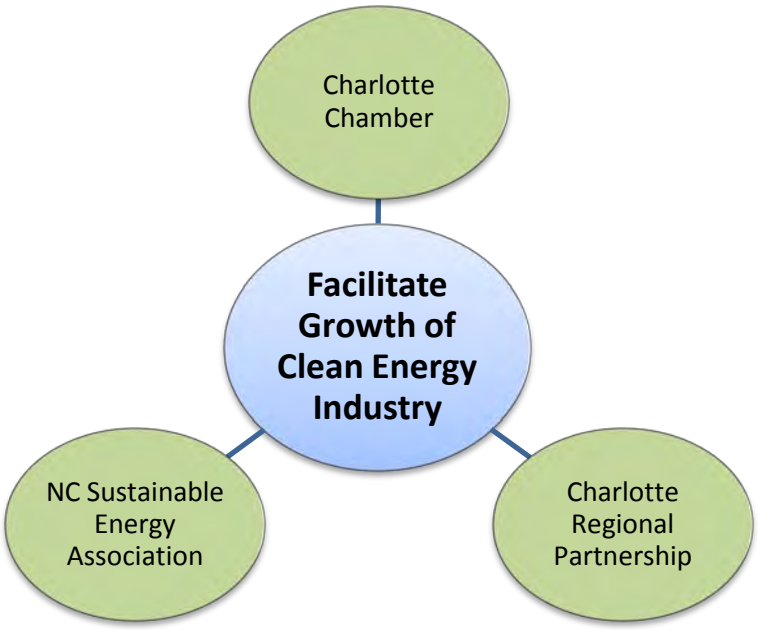
FY13 Environment Focus Area Plan Initiatives
and Related Citizens Committees/Stakeholders

Draft

FY13 Environment Focus Area Plan Initiatives
and Related Citizens Committees/Stakeholders

Draft

*Includes representatives of: Waste Management Advisory Board; Air Quality Commission; Parks and Recreation Commission; Transit Services Advisory Committee; Building Development Commission; Stormwater Advisory Committee; Planning Commission; Marine Commission; Utilities Advisory Committee; City and Towns.



FY13 Environment Focus Area Plan Initiatives
and Related Citizens Committees/Stakeholders Draft

Non-Profit and Educational Groups with Environmental Interests:

Air Quality/ Transportation
Clean Air Carolina
Clean Fuels Coalition
NC Air Awareness
Charlotte Area Bicycle Alliance

Broad environmental interests
Sierra Club
SustainCharlotte

Environmental Education
Charlotte-Mecklenburg Schools
CPCC Center for Sustainability
UNCC, including IDEAS Center and the Urban Institute

Food
Charlotte-Mecklenburg Food Policy Council

Hospitality
Charlotte Green Team

Land Conservation/ Preservation
Catawba Lands Conservancy
Mecklenburg Soil and Water Conservation District
NC Rails to Trails
NC Wildlife Federation
Trust for Public Land

Land Use/ Transportation
Urban Land Institute

Recycling
Keep Mecklenburg Beautiful

Sustainable Development/ Energy Efficient Buildings
US Green Building Council

Tree Canopy
Charlotte Public Tree Fund
Community Tree Committee (initially convened by the Knight Foundation)

Waste Reduction
Carolina Recycling Association

Water Quality
Catawba Riverkeeper
Mecklenburg Soil and Water Conservation District

Sustainability Planning

…in Mecklenburg County - 2012

Questions of the Day

Sustainability Plan

"Operational" and "Community"

1) What is the difference between Operational and Community Sustainability Plans?
2) What's involved?
3) What considerations should be discussed?

Operational Example

County's Environmental Sustainability Plan

2004- Environmental Leadership Policy (ELP) Adopted

2007 - First Report

2008 – Goals established

2010 - Sustainable Community Corporate Focus Area adopted

2011 – Environmental Sustainability Discussions and Focus Updated

MecklenburgCountyNC.Gov

Operational Sustainable Community Scorecard

Environmental Leadership Index

- 85% or more of the County's annual operations performed in a manner that conserves and protects our air, water, and land resources.

MecklenburgCountyNC.Gov

What's Involved?
Environmental Footprint - 2011 Data

- **3.5 million square feet of occupied space**
- **99.7 million gallons of potable water used**
- **26.9 million kilowatt hours of electricity used**
- **16,002 tons of waste generated**
- **64,430 reams office paper used**
- **9.2 million miles traveled in County fleet**

MecklenburgCountyNC.Gov

Getting there took…
ELT Priority Results
2010

Energy Use (incl. renewable)
Fuel Use
Fleet Emissions
Recycling
Sustainable Facilities
Land Use
Regulatory Compliance
Comm. Environmental Health
Community Partnerships
Env. Civic Engagement
Purchasing
Ecosystem/ Habitat Preservation
Continual Improvement

Employee Participation
Financing

Partner Participation
Sustainable ED
Transportation Alternatives
Innovative Products/Practices

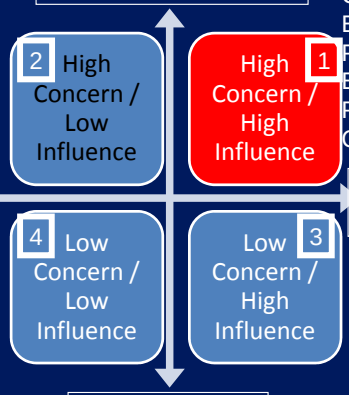
Climate Change Mitigation
Climate Change Adaptation

Human Services Equity
Race and Social Equity

Workforce Development
Refrigerant Emissions
Historic Sites

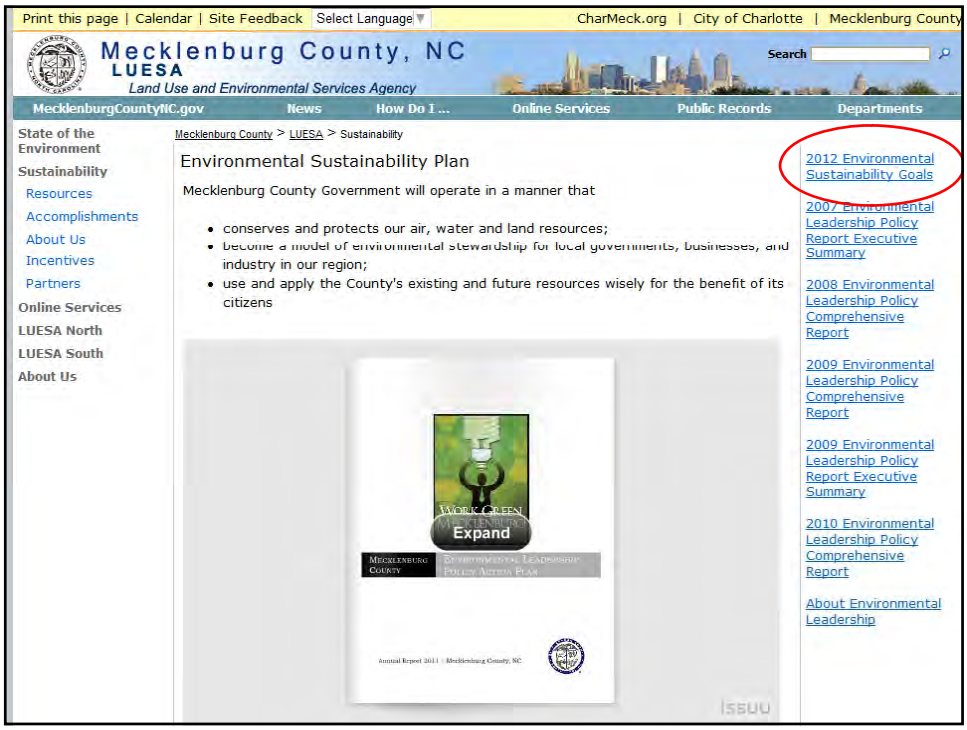
Landfill Emissions

Land Acquisition



MecklenburgCountyNC.Gov

Environmental Sustainability Plan Focus Areas
• Energy
• Fleet
Emission Reduction
Resource Conservation
• Recycling
• Purchasing
• Land Acquisition
• Sustainable Facilities
Commitment
Stewardship Enhancement
• Employees
• Agency Participation
• Community
• Innovative Practices
• Continuous Review
MecklenburgCountyNC.Gov


Print this page | Calendar | Site Feedback | Select Language
CharMeck.org | City of Charlotte | Mecklenburg County
Mecklenburg County, NC
LUESA
Land Use and Environmental Services Agency
Search
MecklenburgCountyNC.gov
News
How Do I ...
Online Services
Public Records
Departments
State of the Environment
Sustainability
Resources
Accomplishments
About Us
Incentives
Partners
Online Services
LUESA North
LUESA South
About Us
Mecklenburg County > LUESA > Sustainability
Environmental Sustainability Plan
Mecklenburg County Government will operate in a manner that
• conserves and protects our air, water and land resources;
• use and apply the County's existing and future resources wisely for the benefit of its citizens
Expand
2012 Environmental Sustainability Goals
2007 Environmental Leadership Policy Report Executive Summary
2008 Environmental Leadership Policy Comprehensive Report
2009 Environmental Leadership Policy Comprehensive Report
2009 Environmental Leadership Policy Report Executive Summary
2010 Environmental Leadership Policy Comprehensive Report
About Environmental Leadership

Mecklenburg County Environmental Leadership Team

Environmental Sustainability Plan

Mission = Mecklenburg County Government will operate in a manner that conserves and protects our air, water and land resources; become a model of environmental stewardship for local governments, businesses, and industry in our region, and; use and apply the County's existing and future resources wisely for the benefit of its citizens.

Priority*	Description	2011 Goal	2012 Goal	Long-Term Goal (2020)
Emission Reduction				
1	Practice energy conservation in all County facilities.	Update Energy Plan to include all County owned facilities Energy Savings Goal – additional 1% to equal 11% of FY07 baseline	Develop a Strategic Utility Plan Energy Savings Goal – additional 1% to equal 10% of FY07 baseline	Energy Savings Goal – 50% savings (kW/ft²) of FY07 baseline
1	Reduce emissions contributing to ozone creation and air quality issues	Reduce average FY 10 NOx emissions (g/mi) by 5% from FY 09 On Road Fleet LEV make-up: Vehicle Class / % Compliant Light Duty Gas Vehicles: 85% Heavy Duty Gas Vehicles: 78% Heavy Duty Diesel Vehicles: 36%	Reduce average NOx emissions (g/mi) by 5% from previous year On Road Fleet LEV make-up: Vehicle Class / % Compliant Light Duty Gas Vehicles: 87% Heavy Duty Gas Vehicles: 81% Heavy Duty Diesel Vehicles: 44% Non Road Fleet: Define LEV Research and propose language and methodology for inclusion in contracts with transportation	On Road Fleet:100% Low Emission Vehicle (LEV) defined as: Vehicle Class / NOx Light Duty Gas Vehicles: 0.30 grams/mi Heavy Duty Gas Vehicles: 1.00 grams/bhp-hr Heavy Duty Diesel Vehicles: 2.50 grams/bhp-hr Non Road Fleet: 100% low emission fleet. (LEV to be defined) Reduce GHG emissions by 28% from 2006 baseline data.

9 MecklenburgCountyNC.Gov

2011 Environmental Sustainability Report

Emission Reduction
- Energy
- Fleet

Resource Conservation
- Waste
- Procurement
- Land
- Facilities

Commitment
- Employees
- Partnerships

Stewardship Enhancement
- Continuous Improvement
- Innovation

MecklenburgCountyNC.Gov

Reporting Out … The Good News - 2011

cms Charlotte-Mecklenburg Schools

65%

GREEN SEAL

NC Environmental Stewardship Initiative

MecklenburgCountyNC.Gov

Reporting Out … Operational Sustainability $ and ¢

During 2011, Mecklenburg County realized environmental and economic benefits from our Environmental Leadership Policy…

Recycling

- 3,395 tons diverted from the landfill
- **$105,867 avoided** landfill fees

Energy Savings

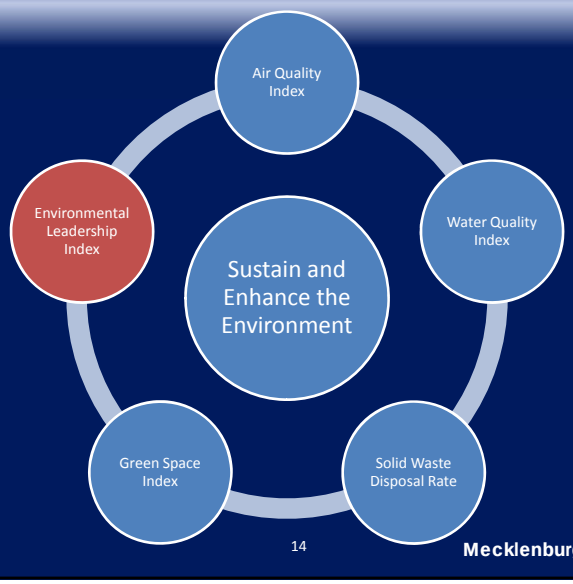
- 9% kWh / sqft saved in facilities
- **$146,950 avoided** costs

Paper Use

- 7.5 % less office paper used
- **$26,700** cost savings

MecklenburgCountyNC.Gov

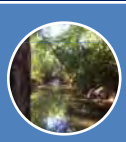
From Operational to Community



14

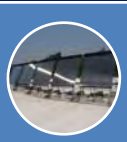
MecklenburgCountyNC.Gov

County's Sustainable Community Focus Area



Sustain and Enhance the Environment

Improve Quality of Life in Neighborhoods



Promote Vibrant and Diverse Economy

Environmental Quality Index
Environmental Leadership Index

Transit Proximity Index

Business Growth Rate
Jobs Growth Rate
PRK Capital Leverage Ratio

MecklenburgCountyNC.Gov

Operational and Community Measure Examples

Category	Planet (Environment)	Profit (Economy)	People (Equity)
Operational	Energy efficient facilities	Reduce fuel consumption of City fleet	Environmental volunteer/education opportunities for employees
Community			

MecklenburgCountyNC.Gov

One Path Forward…

Survey of EPCC - Fall 2011

The EPCC should create and propose a community Environmental Sustainability Plan (including establishment of performance measures and goals, recommendations for action, and the associated annual tracking) for Mecklenburg County.

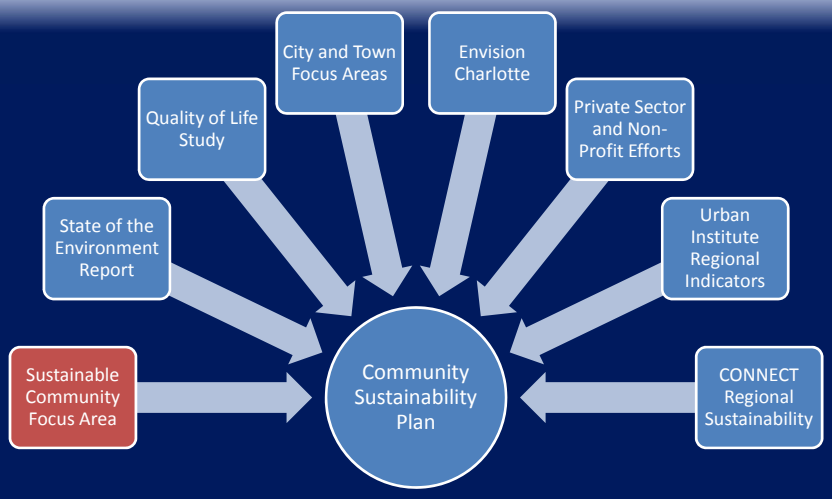
The EPCC should _____

- Re-establish as a new Sustainability Committee
  - Determine proper make-up of membership
- Determine community values as elements of sustainable community
- Determine quantifiable and attainable goals
- Align with other ongoing initiatives
  - (e.g., CCOG Sustainability Grant)
- Educate, advocate, and facilitate discussions

EPCC Survey

MecklenburgCountyNC.Gov

Partners in Community Sustainability



MecklenburgCountyNC.Gov

One possible path to a Sustainable Community Plan

MecklenburgCountyNC.Gov

Answers for the Day

1) What is the difference between Operational and Community Sustainability Plans?
   - Operational = Focus on "walking the talk"
   - Community = Focus on community values and needs
   - …yes, overlap and influence between Operational and Community Plans will (and should) occur
2) What's Involved? Staff time and effort for Operational plus advisory council and consultant for Community
3) What considerations should be discussed for Community Plan?

22

MecklenburgCountyNC.Gov

Considerations / Questions for Community Sustainability Plan

- Scope
  - Environmental sustainability or overall sustainability?
  - Countywide with municipal level measures?
- Structure of County partnership and How are Towns engaged?
- Stakeholder identification
- Staff effort and cost identification

Sustainability Framework

Environment Committee

Tuesday, May 29, 2012

	City	Targeted Geography and Population	Scope	Leadership	Public Involvement	Time Frame to Develop	Resources/Cost
	Example	*Metro area, City, County (?)*	*How is sustainability defined?*	*What department?*	*when? Public meetings? Website?*	*How long to develop from start to publication?*	*How much did it cost/who did work?*
1	**Ann Arbor**	City of Ann Arbor and Washtenaw Urban County	Triple Bottom Line: 14 sustainability goals	Sustainability Office	community forums; public meeting and monthly blog posts	1 Year; now seeking Commission approval	In-house with a $95,000 grant from the Home Depot Foundation
2	**Austin**	City of Austin	Triple Bottom Line: 10 Sustainability Principles.	Office Of Sustainability and Cross-departmental team		6 months	In-house - approx. 600 man-hours
3	**Charleston**	City of Charleston and regional scope for some long term initiatives	Triple Bottom Line	Created new Department of Planning, Preservation and Sustainability	Green Committee based on public-private involvement; attendance at monthly meetings	2 years	In-house. Publication paid for by private funded obtained by Green Committee;
4	**Dubuque**	City of Dubuque	Triple Bottom Line: 11 Sustainability Goals	Citizen led in beginning and Office of Sustainability developed midway through planning process.	40 member task force representative of community presented to community groups, collecting online surveys, etc.	2 years	$22,000 contract with Durrant Architects to facilitate community planning process. Partnership with Univ of Iowa Urban Planning program in 2011-12 to identify sustainability indicators.
5	**Philadelphia**	City of Philadelphia	Triple Bottom Line: 5 Sustainability Goals	Mayor's Office of Sustainability	Mayor's Sustainability Advisory Board. Office of Sustainability met with 100s of citizens to present parts of plan	10 months	$500,000 foundation grant: 12-month staff support, 2 positions (app. $200,000); 1-year engagement of a communications firm (app. $150,000); Technical consultant, ICF ($50,000); Design firm ($50,000); Printing ($20,000); Misc. – video production, launch event ($30,000).
6	**Miami-Dade**	Miami- Dade County	Triple Bottom Line: 7 Sustainability Goals	In-house in conjunction with ICLEI's Sustainability Planning Toolkit Pilot Program.	Collaborative community process: County staff; community groups; experts from the business community and academia; and a wide range of individual Miami-Dade residents: nearly 100 public meetings held.	1 year	ICLEI- Local Governments for Sustainability planning toolkit pilot program
7	**Portland**	City of Portland	Triple Bottom Line. However, really their Comprehensive Plan.	Very Strong community input (13,000 surveys); Various community and advisory groups;	public input in form of workshops, Community presentations and outreach; public helped develop draft goals and objectives	3 years; Plan was recently adopted	Too difficult to break out the cost for just sustainability.
8	**Santa Monica**	City of Santa Monica	Triple Bottom Line: 10 Guiding Principles	Office of Sustainability and the Environment; Sustainable City Task Force (community) & interdepartmental Sustainable City Advisory Team	Community stakeholder groups	Approximately 15 months.	Funded by enterprise funds and the general fund; approximately $50,000 to bring a consultant aboard.
9	**Vancouver**	City of Vancouver	Triple Bottom Line: 10 Goals	City staff, public officials, public-private organizations	Greenest City Action Team, 35,000 people consulted through the public consultation process to develop the actions	2 years	Federal (Canadian) grant for $325,000