

Appendix A-1

Recommended Specific Goals & Strategies with Criteria Suggested for Consideration

LEGEND: Green-highlighted areas = City operations and/or responsibility: White = Community

CITY OPERATIONS

INDICATORS : **B**: Built Environment **C**: Climate Change **D**: Economic Development **E**: Education **L**: Land Use **P**: Public Health & Environment  
**R**: Resource Conservation **S**: Social Equity & Civic Engagement **T**: Transportation

Key: **COST**: 1 Little or no - 2 Low - 3 Moderate - 4 High / **SAVINGS**: 1 Little or no - 2 Small on-going - 3 Moderate on-going - 4 Big long term  
**SUSTAINABILITY BENEFIT**: 1 Low - 2 Medium - 3 High - 4 Significant / **FEASIBILITY**: 1 Easy - 2 Challenging - 3 Difficult - 4 Very difficult

| GOALS   | INDICATORS   | STRATEGIES   | Cost | Savings | Sustainability Benefit | Feasibility | Priority |
|---|--------------|--|------|---------|------------------------|-------------|----------|
| <b>1</b><br><b>GREENHOUSE GAS (GHG) EMISSIONS:</b><br>Reduce total GHG emissions from city operations annually using 2006 as the base year. | <b>C</b>     | A. Establish data collection systems to accurately calculate GHG emissions (see Recommendations from Good Company report dated July 2008 on City website).   | 1    | 1       | 3                      | 1           |          |
|   | <b>C</b>     | B. Develop Climate Action Plan (CAP) by July 2009 for major sources of emissions (e.g. vehicles, electricity, purchases).  | 1    | 2       | 3                      | 2           |          |
|   | <b>C</b>     | C. Work with Clark PUD to encourage small scale green power generation at individual buildings including solar panel/ photovoltaics and wind turbines by providing financial incentives and educating consumers about Washington's Net Metering Law. | 3    | 2       | 3                      | 3           |          |
|   | <b>C,R,B</b> | D. Increase percent of energy use from <i>renewable</i> and more efficient sources for all City operations.  | 3    | 2       | 3                      | 3           |          |
|   | <b>C,R,B</b> | E. Engage city lobbyist and other allied interests to increase state financial incentives (e.g., tax credits) for increased conservation and renewable energy investments.   | 1    | 3       | 3                      | 2           |          |
|   | <b>T</b>     | F. Initiate a 3 minute limit on the idling of public vehicles and buses.   | 1    | 2       | 2                      | 2           |          |
|   | <b>T</b>     | G. Initiate a program to close staff parking lots and issue transit passes for staff commutes on the day before and during a clean air action day.   | 3    | 1       | 2                      | 3           |          |
| <b>2</b><br><b>PROCUREMENT:</b> City will make socially and environmentally responsible purchases.  | <b>R,P</b>   | A. Develop citywide purchasing policy incorporating responsible criteria.  | 1    | 2       | 3                      | 1           |          |
|   | <b>R,P</b>   | B. Establish contracts with vendors who support responsible products (e.g. cleaning supplies, recycled paper) - include provisions for "sourced from regional area" to reduce transport impacts.   | 2    | 2       | 3                      | 2           |          |
|   | <b>R,P</b>   | C. Require appropriate products to be provided in reusable packaging (e.g. computers)  | 2    | 1       | 3                      | 4           |          |
|   | <b>R,P</b>   | D. Do life-cycle costing for all major purchases and explore Life Cycle Analysis when feasible..   | 2    | 2       | 2                      | 3           |          |
| <b>3</b><br><b>HAZARDOUS WASTE:</b> Eliminate purchase of hazardous substances by the City where alternatives exist                         | <b>E,P</b>   | Compile Manufacturer Safety Data Sheets (MSDS) database and prioritize and substitute safer alternatives.  | 2    | 2       | 2                      | 1           |          |
| <b>4</b><br><b>WASTEWATER GENERATION:</b> Reduce total pollutant load in effluent from city treatment plants.                               | <b>E,P</b>   | A. Provide public education around appropriate use of the waste treatment system (i.e., NOT using drains and toilets for pharmaceuticals, grease, diapers, etc.)   | 2    | 3       | 2                      | 1           |          |
|   | <b>P</b>     | B. Review treatment options at plants for potential efficiencies.  | 3    | 2       | 2                      | 2           |          |
| <b>5</b><br><b>SOLID WASTE:</b> Reduce consumption and resulting generation of solid waste.   | <b>R,P,E</b> | A. Add a food waste composting program for City of Vancouver Municipal Operations and Businesses (like Metro offers to downtown Portland Businesses)   | 2    | 2       | 3                      | 2           |          |
|   | <b>R,P,E</b> | B. Implement program to reduce disposable paper and plastic bags at grocery, convenience and drug stores thru education, voluntary recycling and/or a disposable bag fee   | 2    | 1       | 2                      | 1           |          |
|   | <b>R,P,E</b> | C. Eliminate the use of bottled water at City-sponsored events and encourage reduction of bottled water by the community through education.  | 1    | 2       | 2                      | 1           |          |
|   | <b>R, S</b>  | D. Promote program to increase recycling of E-waste.   | 1    | 2       | 2                      | 1           |          |
|   | <b>D</b>     | E. Review and coordinate other strategies in Clark Co. Comprehensive Solid Waste Management Plan   | 3    | 2       | 2                      | 2           |          |

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|    | GOALS  | INDICATORS | STRATEGIES   | Cost | Savings | Sustainability Benefit | Feasibility | Priority |
|----|--|------------|--|------|---------|------------------------|-------------|----------|
| 6  | URBAN RUNOFF: Increase percent of permeable land area used in the City to improve water quality and reduce run-off impacts.  | L,R        | A. Design standards and ordinances to include more innovative techniques for addressing BMPs.  | 1    | 3       | 2                      | 2           |          |
|    |  | L,R        | B. Identify potential matching grant programs for citizens to install urban runoff features into private properties.   | 1    | 2       | 3                      | 2           |          |
| 7  | LOCAL PRODUCE: Increase percent of local produce served at City facilities and other institutions (including hospitals, schools, colleges and City-sponsored food programs). |            | A. Establish baseline in 2008 by dollar volume   | 2    | 2       | 3                      | 2           |          |
|    |  | D,P        | B. Work with local farmers for access to more produce.   | 2    | 2       | 3                      | 2           |          |
|    |  | P          | C. Consider local produce for school lunches (70% on free/reduced lunch).  | 2    | 2       | 3                      | 2           |          |
| 8  | ENERGY USE: Save energy at all City operations   | R          | A. Power down and turn off all electronic tools (e.g computers) at end of day and when not in use and unplug those not commonly in use.  | 2    | 3       | 3                      | 1           |          |
|    |  | R          | B. Turn off lights when not in office and install motion sensor-activated lighting.  | 1    | 3       | 3                      | 1           |          |
|    |  | R          | C. Conduct energy audits for all city buildings and invest in conservation measures (i.e contact Clark PUD regarding incentives) to increase energy efficiency through energy saving projects. | 2    | 3       | 3                      | 1           |          |
|    |  | R          | D. Use more efficient technologies for city equipment (e.g. pumps and street lights).  | 2    | 3       | 2                      | 1           |          |
|    |  | R, P       | E. Reduce small engine (e.g. two-cycle) fuel usage and substitute with alternative equipment   | 2    | 1       | 2                      | 2           |          |
| 9  | WATER: Reduce water use by City-operations.  | R          | A. Gradually replace plants to "native" vegetation where possible (including all landscape beds, medians, and rights-of-way.   | 2    | 1       | 2                      | 1           |          |
|    |  | R          | B. Increase grey water reuse and rain-water harvesting practices.  | 3    | 2       | 2                      | 3           |          |
|    |  | S          | C. Modify fee structures to encourage water conservation.  | 2    | 2       | 2                      | 2           |          |
| 10 | PAPER: Reduce waste of paper.  | R          | A. Submit and share documents electronically where feasible.   | 1    | 2       | 2                      | 1           |          |
|    |  | E,R        | B. Print only when absolutely necessary and then double-side when feasible.  | 1    | 2       | 3                      | 1           |          |
|    |  | R          | C. Reuse one-sided copies for scratch paper.   | 1    | 1       | 2                      | 1           |          |
|    |  | R          | D. Encourage use of paperless bill options and on-line bill payment. Already doing in some cases.  | 2    | 2       | 3                      | 2           |          |
|    |  | R          | E. Recognize State-approval of electronic document imaging and storage.  | 1    | 2       | 3                      | 2           |          |
| 11 | PUBLIC WORK/PROCUREMENT: Reduce the amount of paper used in public work formal solicitations.  |            | A. Use online plan center so contractors & subs can view projects electronically.  | 2    | 2       | 2                      | 2           |          |
|    |  | E,R        | B. Increase fees for paper copies to reduce and eventually eliminate paper copies.   | 1    | 2       | 2                      | 2           |          |
|    |  |            | C. Expand online plan center to include other solicitations types (RFP/Qs, Commodity Bids).  | 2    | 2       | 3                      | 2           |          |
| 12 | VEHICLE MILES TRAVELED: Reduce total miles driven by City employees.   | T, R       | A. Provide more economic incentives to City employees to use transit and multimodal transportation.  | 1    | 1       | 1                      | 1           |          |
|    |  |            | B. Make carsharing available to employees for offsite meetings and select personal trips (www.zipcar.com).   | 2    | 1       | 1                      | 1           |          |
|    |  |            | C. Allow employees to telecommute.   | 1    | 1       | 2                      | 1           |          |
|    |  |            | D. Use video conferencing for inter-departmental meetings  | 3    | 1       | 1                      | 2           |          |
|    |  |            | E. Consider consolidating city staff in shared facilities.   | 2    | 2       | 3                      | 3           |          |
|    |  |            | F. Maximize flexible work schedules for appropriate staff (Four 10s)   | 1    | 1       | 1                      | 1           |          |
|    |  |            | G. Consider providing or subsidizing bus passes for city staff.  | 1    | 1       | 1                      | 1           |          |
|    |  |            | H. Locate city facilities only at locations with multiple bus lines and frequent service (20 minute headways or less)  | 1    | 2       | 2                      | 1           |          |
|    |  |            | I. Location city offices within walkable districts or City Center  | 3    | 3       | 3                      | 3           |          |
|    |  |            | J. End policy of providing free/ below market rate staff parking at all city facilities (currently only in downtown)   | 1    | 4       | 3                      | 3           |          |
|    |  |            | K. Provide secure bike parking and lockers to meet demand at all city offices.   | 1    | 1       | 2                      | 1           |          |

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|    | GOALS   | INDICATORS | STRATEGIES   | Cost | Savings | Sustainability Benefit | Feasibility | Priority |
|----|---|------------|--|------|---------|------------------------|-------------|----------|
| 13 | EFFICIENT VEHICLES: Increase the percent of the City's non-emergency fleet vehicles using alternative fuels (public works, non-emergency police and fire) | T,R        | A. Buy Low-to-No Emissions vehicles.   | 1    | 1       | 2                      | 1           |          |
|    |   | T,R        | B. Right-size vehicles depending on need.  | 1    | 2       | 1                      | 1           |          |
| 14 | MODAL SPLIT: Increase the city-wide use of sustainable modes of transportation (bus, bike, pedestrian, rail) by type.                                     | T,P        | A. Provide safe walking opportunities for citizens from neighborhoods to key destinations (i.e. schools, parks, stores, etc.).   | 2    | 4       | 3                      | 2           |          |
|    |   | T          | B. Provide additional sidewalks, cross walks, curbing, ADA ramps, lights for safety, etc. in key connections.  | 2    | 4       | 3                      | 2           |          |
| 15 | TRANSPORTATION OPTIONS: Increase percent of residents who perceive that the available sustainable modes of transportation in Vancouver meet their needs   | T,S        | Develop recommendation in support of light-rail option for the Columbia River Crossing.  | 1    | 1       | 1                      | 1           |          |
| 16 | BICYCLE LANES AND PATHS: Increase the percent of total miles of city arterial streets with bike lanes or dedicated to bike traffic only                   | T,S,E      | A. Increase the total miles of bike paths in Vancouver and reduce risk of collision with motor vehicles.   | 2    | 2       | 3                      | 1           |          |
|    |   |            | B. Increase the percentage of arterial intersections accessible to bicycles in Vancouver (90%). Target intersections with high bicycle crash rates and identified on City Bike map as barriers. (Treatments: bike lanes through intersection, bike detection, bike turn lanes, colored conflict lanes, etc.) | 2    | 2       | 2                      | 1           |          |
|    |   | T,S        | C. Add more smart bike lockers and (free) racks at key destinations, as well as around town for use.   | 2    | 2       | 1                      | 1           |          |
|    |   |            | D. Establish full service bike parking stations at key transit hubs and in city center (VCCV policy).  | 3    | 1       | 2                      | 2           |          |
|    |   |            | E. Limit missing gaps in bike way network so that no bike trip is longer than 100% of an automobile trip.  | 3    | 2       | 2                      | 3           |          |
|    |   |            | F. Provide continuous and direct bike detours so that no bike trip is longer than 120% of out of direction travel prior to workzone creation.  | 1    | 1       | 1                      | 1           |          |
| 17 | VEHICLES: Increase the percent of total vehicles in Vancouver that are <i>qualified low emission / alternative fuel vehicles</i>                          | T          | Provide free or discounted parking for hybrids and other alternative vehicles (Marshall Elementary 4th Graders)  | 2    | 1       | 2                      | 1           |          |
| 18 | BUS RIDERSHIP: Increase the annual ridership on C-Tran and the percent of residents who ride C-Tran each year   | T          | Work with C-Tran to make ridership more accessible and attractive.   | 1    | 1       | 1                      | 1           |          |
| 19 | LOCAL EMPLOYMENT OF CITY STAFF: Increase the number of City employees who live in Vancouver, and decrease the distance City employees travel to work      | T,D        |  | 2    | 1       | 2                      | 3           |          |
| 20 | DEVELOP A GREEN ECONOMY   | D,S        | See Vancouver's Strategic Plan 2008 to stimulate green jobs and a green economy  | 2    | 2       | 3                      | 2           |          |
| 21 | PRESERVE OPEN SPACE: Acquire sufficient park land to meet our residents stated needs or goal  |            | A. City shall continue to update Park acquisition needs for community parks, neighborhood parks and urban open space.  | 3    | 1       | 3                      | 3           |          |
|    |   |            | B. The City shall review other park needs to best serve the community, including community gardens, sports fields, passive use areas, etc.   | 1    | 1       | 1                      | 1           |          |
|    |   |            | C. The city shall review and update its Regional Trails plan to best provide recreational and commuting trails throughout the city   | 3    | 1       | 3                      | 2           |          |
|    |   | L          | D. The city shall meet state requirements for recycling in parks and events. and eventually provide recycling for neighborhood parks"  | 2    | 1       | 2                      | 2           |          |
| 22 | TREES: Increase percent of native tree canopy coverage by neighborhood  | L          | A. The City shall implement the goals and objectives of the Urban Forestry Management Plan to best meet urban tree canopy for the city.  | 1    | 1       | 2                      | 1           |          |
|    |   |            | B. City should work with local nurseries to encourage a greater stock of native trees and to make them more readily identifiable..   | 1    | 2       | 2                      | 1           |          |
| 23 | PARKS - ACCESSIBILITY: Increase percent of households and population within 1/2 mile of a park, school or other accessible open area                      | L,S        | Improve pedestrian safety in traveling neighborhood parks.   | 2    | 1       | 3                      | 2           |          |

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| 24 | <b>PARKS - RECYCLING:</b> Increase public space recycling opportunities (Marshall Elementary 4th Graders)   | R,S        | Capitalize purchase and incorporate recycling containers in design standards for parks, trails and other public spaces. (Note: state law requires recycling be provided at special events, and this is already planned for regional park system.) | 3    | 1       | 2                      | 2           |          |
| 25 | <b>REGIONALLY APPROPRIATE VEGETATION:</b> Increase percent of new or replaced, non-turf, public landscaped area and non-recreational turf area planted with regionally appropriate plants   | L,R,C      | Remove sod in right-of-ways and medians and require developments to minimize lawn specs in C,C&Rs.  | 1    | 4       | 4                      | 3           |          |
| 26 | <b>COMMUNITY GARDENS:</b> City should support more community gardens in parks and other public spaces and encourage residents to convert privately owned land (e.g. lawn) to food production  | L,P,R,S    | Supply more community gardens in public spaces.   | 3    | 1       | 2                      | 2           |          |
| 27 | <b>GROWTH MANAGEMENT:</b> Adopt smart growth policies   | L,B,E      | Amend zoning to encourage creation of small scale services like neighborhood markets in residential areas that are pedestrian/ bike friendly distances from homes.  | 1    | 1       | 3                      | 2           |          |
| 28 | <b>LAND USE &amp; DEVELOPMENT:</b> Increase percent of residential, mixed-use projects that are within 1/4 mile of transit nodes  | L,S        |   | 1    | 1       | 2                      | 2           |          |
| 29 | <b>BUILDINGS:</b> All new buildings, developments and major renovations by or for the City shall be designed to follow the ARCHITECTURE 2030 Challenge .  | B,R,C      | LEED® Gold or its equivalent to reduce energy use   | 2    | 2       | 3                      | 2           |          |
| 30 | <b>RENOVATIONS:</b> An equal amount of existing building area owned or managed by the City shall be renovated annually to meet the 2030 Challenge .   | B,R,C      | LEED®-EB or its equivalent to reduce energy use   | 2    | 3       | 3                      | 2           |          |
| 31 | <b>OPERATIONS &amp; MAINTENANCE</b>   | P,R        | Adopt LEED-O&M or its equivalent for all City facilities  | 3    | 3       | 3                      | 3           |          |
| 32 | <b>OTHER BUILDINGS:</b> Increase the percent of new and substantially-rehabilitated housing and other buildings to recognized green standards (e.g. LEED or equivalent).  | B,S        | A. Use CTED Grant to examine barriers within land use regulations, building codes, fire codes, electrical codes and other rules and regulations. - Already underway   | 1    | 2       | 3                      | 1           |          |
|    |   |            | B. Work with Clark County and other small cities to eliminate regulatory barriers and streamline zoning requirements so that building sustainability goals/ zoning codes are in alignment.  | 1    | 3       | 3                      | 2           |          |
|    |   |            | C. Add green building specialist/ ombudsman (e.g. LEED-AP) to assist developers and the public in plan review and streamlining the permit process for green building projects.  | 3    | 2       | 3                      | 3           |          |
|    |   |            | D. Develop fee structure that rewards green building  | 1    | 1       | 3                      | 3           |          |
|    |   |            | E. Work with the State to create financial incentives to foster more energy efficient buildings that go beyond LEED and make use of renewable energy sources (e.g. Energy Trust of Oregon).   | 1    | 2       | 3                      | 1           |          |
| 33 | <b>AFFORDABLE HOUSING FOR: Special Needs Groups :</b> Increase the number of new or rehabilitated affordable housing units for families, seniors, the disabled and other special needs groups as a percentage of all new or rehabilitated affordable housing development  | B,S        |   | 3    | 1       | 3                      | 2           |          |
| 34 | <b>PRODUCTION OF "LIVABLE" HOUSING:</b> Increase availability of mixed-used housing units (non-residential zone districts) as a percentage of the total new housing   | B,S        |   | 2    | 2       | 3                      | 2           |          |
| 35 | <b>ABILITY TO MEET BASIC NEEDS:</b> Increase the percent of residents who perceive that their needs are being met for:<br>Individual and family counseling<br>Emergency food, clothing, shelter<br>Employment services and job training<br>Recreation and services for youth<br>Health care<br>Substance abuse<br>Treatment/prevention<br>Affordable housing<br>Seniors and people with disabilities<br>Transportation and mobility<br>Public safety<br>Education | S          | Work with Federal, State, County, non-profits and faith-based groups to increase availability and resources for all populations to meet their basic needs   | 4    | 1       | 4                      | 3           |          |

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| 36 | VOLUNTEERISM   | S          | Encourage / support each city department to have a full/partial FTE that focuses on volunteer coordination efforts for the department's specific goals/objectives (to engage and provide ownership to our citizenry). | 1    | 2       | 3                      | 2           |          |
| 37 | OFFICE OF NEIGHBORHOODS  | S          | A. Help neighborhoods understand how they can add these goals and strategies into their Neighborhood Action Plans.  | 1    | 2       | 3                      | 2           |          |
|    |  | S          | B. Work with neighborhoods to identify funding opportunities (local and otherwise) for their sustainability initiatives.  | 2    | 2       | 3                      | 2           |          |
| 38 | LEADERSHIP: City and local businesses will outreach to their counterparts to adopt sustainability practices. |            | Host and/or sponsor sustainability events and workshops.  | 1    | 1       | 3                      | 2           |          |
| 39 | CITY EMPLOYEES: All employees have a personal sustainability plan.   |            | Set up system/ voluntary program for employees to tally and offset their personal ecological and climate footprints.  | 1    | 2       | 3                      | 2           |          |
| 40 | MITIGATION AND DISASTER PREPAREDNESS   |            | A. Plan for and incorporate disaster mitigation strategies based on climate modeling by the University of WA and include more than just climate related threats/risks.  | 3    | 2       | 3                      | 3           |          |
|    |  |            | B. Identify "green buildings" that are able to serve as <u>efficient</u> disaster shelters.   | 2    | 1       | 3                      | 3           |          |

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**LEGEND:** Green-highlighted areas = City operations and/or responsibility; White = Community

### COMMUNITY

**INDICATORS :** **B:** Built Environment **C:** Climate Change **D:** Economic Development **E:** Education **L:** Land Use **P:** Public Health & Environment  
**R:** Resource Conservation **S:** Social Equity & Civic Engagement **T:** Transportation

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|----|--|------------|---|------|---------|------------------------|-------------|----------|
| 1  | Reduce total GHG emissions in the community annually using 2006 as the base year.  | C          | A. Complete GHG Inventory for community.  | 2    | 2       | 3                      | 2           |          |
|    |  | C          | B. Involve citizens and businesses in the Climate Action Plan (CAP) helping them address their GHG emissions and related costs.   | 2    | 2       | 3                      | 3           |          |
|    |  | C          | C. Adopt Neighborhood Sustainability Initiative to reduce GHG emissions, enhance social equity and improve livability.  | 3    | 3       | 4                      | 3           |          |
|    |  | C          | D. Install remote heaters and airconditioning units for each bus in transit centers so as to limit idling buses during transfers.   | 3    | 2       | 3                      | 3           |          |
| 2  | <b>RESIDENTIAL HOUSEHOLD HAZARDOUS WASTE (HHW):</b> Through education, encourage residents and businesses to decrease purchases of toxic products and generation of hazardous waste. | E,P        | Link to Clark County's Moderate Risk Waste Plan and 5-year Waste Composition study (using 2008 as the base year) - note that Ban on Small Quantity Generator (SQG) hazardous waste is planned for 2009. - Already completed and education and additional outreach may need to be completed. | 2    | 1       | 4                      | 1           |          |
| 3  | <b>URBAN RUNOFF:</b> Community   | L,R        | A. Promote rain gardens / bio-swales along roadsides and in private yards.  | 3    | 4       | 3                      | 3           |          |
|    |  | R          | B. Promote the use of rain barrels, cisterns, etc..   | 2    | 4       | 4                      | 2           |          |
|    |  | L,B        | C. Limit sidewalks to one side of residential streets.  | 4    | 2       | 4                      | 4           |          |
| 4  | <b>FARMERS MARKETS:</b> Increase total annual sales at farmers' markets and retail grocery outlets of food and produce that is grown with low-chemical methods                       | P,L,S      | A. Provide more opportunities for garden selling/sharing of produce (e.g. east side, central, northwest, etc.).   | 3    | 2       | 3                      | 2           |          |
|    |  | P,L        | B. Partner with other jurisdictions to develop a cooperative plan   | 2    | 2       | 3                      | 2           |          |
| 5  | <b>FOOD CHOICES:</b> Increase consumption of fresh, local, organic produce by Vancouver residents for a healthy diet.  | E,P,L      | Use "local" program - promote farmer's markets  | 2    | 3       | 3                      | 2           |          |
| 6  | <b>HOUSEHOLD PURCHASES:</b> Increase use of green, non-toxic products  | P          | Work with the retail sector to promote purchases of safer alternatives to toxic products available at grocery and convenience stores through proven marketing techniques  | 2    | 3       | 4                      | 4           |          |
| 7  | <b>NEED TAX INCENTIVES</b><br><br><b>ENERGY USE:</b> Save energy in the Community  | C,R        | A. Encourage the use of photovoltaics and "net metering" by residents and businesses.   | 3    | 4       | 4                      | 2           |          |
|    |  | C,R        | B. Encourage "recommissioning" of older and existing buildings - so HVAC and other systems work as designed and save money in operations.   | 3    | 3       | 3                      | 2           |          |
|    |  | R          | C. Establish weatherization assistance programs for businesses and homes that provide some advance pay-back for potential money savings.  | 2    | 3       | 3                      | 3           |          |
| 8  | <b>JOBS / HOUSING BALANCE:</b> Balance ratio of the number of jobs to the amount of housing and increase percent of Vancouver residents employed in Vancouver                        | D,S        | Build more emphasis on local employment with living wage.   | 4    | 4       | 3                      | 4           |          |
| 9  | <b>SUSTAINABLE AND INNOVATIVE LOCAL BUSINESSES:</b>  | R,D,E      | A. Develop recognition/certification program for businesses and non-profits moving toward sustainability  | 2    | 2       | 3                      | 1           |          |
|    |  |            | B. Start a BUY LOCAL ad campaign and prepare a marketing brochure that lists all of the local vendors and places to purchase those products to help "buy local and sustainable."  | 1    | 2       | 3                      | 2           |          |
|    |  |            | C. Encourage employers to provide or subsidize bus passes for employees   | 2    | 3       | 3                      | 1           |          |
|    |  |            | D. Provide technical assistance to local businesses interested in adopting sustainable business practices   | 2    | 2       | 3                      | 1           |          |
| 10 | <b>TREES:</b> Increase percent of native tree canopy coverage by neighborhood  | C,L        | Encourage neighbors to plant - Neighbor Woods w/ Friends of Trees. Already underway in Urban Forestry program   | 2    | 3       | 3                      | 1           |          |

Key: COST: 1 Little or no - 2 Low - 3 Moderate - 4 High / SAVINGS: 1 Little or no - 2 Small on-going - 3 Moderate on-going - 4 Big long term SUSTAINABILITY BENEFIT: 1 Low - 2 Medium - 3 High - 4 Significant / FEASIBILITY: 1 Easy - 2 Challenging - 3 Difficult - 4 Very difficult

|    | GOALS  | INDICATORS | STRATEGIES   | Cost | Savings | Sustainability Benefit | Feasibility | Priority |
|----|--|------------|--|------|---------|------------------------|-------------|----------|
| 11 | <b>REGIONALLY APPROPRIATE VEGETATION:</b> in the community   | L,R,C      | Work with retailers to increase local stock of native/climate friendly plants in stores - use shelf talkers or voluntary labeling system so residents receive timely information on good choices.    | 2    | 2       | 4                      | 2           |          |
| 12 | <b>COMMUNITY GARDENS:</b> in the Community   | L,P,R,S    | Encourage residents to convert privately owned property to food production.  | 2    | 2       | 4                      | 3           |          |
| 13 | <b>PARTICIPATION IN CIVIC AFFAIRS:</b> Increase percent of Vancouver residents who have attended a city-sponsored meeting of any kind in the past year, including City Council meetings, City Commission meetings, or special-topic workshops                    | S          | See Leadership Clark County Assessment for guidance on possible strategies   | 2    | 1       | 2                      | 2           |          |
| 14 | <b>THINK GLOBALLY:</b> Increase local awareness of global issues and raise awareness of steps we can take to improve conditions elsewhere  | S          | The Water Center will continue to grow the World Water Day Event - March 22 throughout the region.   | 3    | 1       | 2                      | 2           |          |
| 15 | <b>EMPOWERMENT:</b> Increase percent of Vancouver residents who feel that they have the opportunity to voice their concerns in the city on major community decisions that affect their lives   | S          | See City's Strategic Plan dated _____.   | 2    | 1       | 1                      | 3           |          |
| 16 | <b>COMMUNITY INVOLVEMENT:</b> Increase percent of Vancouver residents who connect with their community via recognized neighborhood associations, neighborhood block parties, weekly farmers' markets or other community building activities                      | S          | A. Support Community Choices walkability strategies to encourage people to get out in their neighborhoods and walk (eg. "Car Free" event held in N. Portland on 6/22)                                | 4    | 3       | 3                      | 2           |          |
|    |  | S          | B. Update Neighborhood Action Plans to incorporate sustainability.   | 1    | 3       | 3                      | 2           |          |
| 17 | <b>VOLUNTEERING:</b> Increase percent of Vancouver residents volunteering and total hours volunteered in selected City funded public benefit programs  | S          | A. Support the Vancouver Watersheds Council.   | 1    | 2       | 3                      | 2           |          |
|    |  |            | B. Work with schools on service learning projects  | 1    | 2       | 4                      | 1           |          |
|    |  |            | C. Identify and enlist the local volunteer groups that could assist in meeting goals and objectives such as school's service learning projects, retirees, etc.(look for intergenerational linkages). | 1    | 2       | 3                      | 2           |          |
| 18 | <b>OFFICE OF NEIGHBORHOODS:</b> Increase percent of Vancouver residents who are active members in <i>recognized neighborhood organizations</i>   |            |  | 2    | 1       | 2                      | 3           |          |
| 19 | <b>SUSTAINABLE COMMUNITY INVOLVEMENT:</b> Increase percent of Vancouver residents and businesses who have an understanding of how each Sustainable City goal area is a component of a sustainable community and the extent to which this affects their decisions | S,D        | Connect to the Clark County Healthy Food Group (Community Choices) --- Master Gardener program could be working with school and neighborhood gardens over the summer                                 | 3    | 1       | 2                      | 1           |          |