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SUSTAINABLE WESTCHESTER: A Community Partnership

A Model for Implementing a County-Wide Sustainability Plan

***“What we inherit from our planet, we borrow from our children.”
- Lakota Proverb***

***“There is a lot of money to be made by applying new technologies and
designing new processes that use our limited and increasingly costly
natural resources more efficiently, eliminate waste and prevent pollution.
The bottom line is clear; sustainability is good business.”
- Seattle Office of Sustainability***

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By the Sustainable Westchester Task Force

Action for Tomorrow's Environment (AFTE) is a not-for-profit launched to foster sustainability planning in Westchester County and elsewhere. In furtherance of the group's proposal for action, AFTE established a task force to pursue a sustainability planning proposal and to develop concrete recommendations to implement such a program in Westchester. This report is the product of the hard work of the many individuals who donated many hours of volunteer time to the Sustainable Westchester Task Force with grace and commitment.

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SUSTAINABLE WESTCHESTER

EXECUTIVE SUMMARY

With its extensive history of initiating and supporting environmental programs, Westchester County has long strived to fulfill its responsibility, as stated in the County's Charter, to "conduct all aspects of ... [its] affairs as responsible stewards of the environment by acting in a manner that protects the Earth" and to assure that government does "not compromise the ability of future generations to sustain themselves."

The proposal for a Sustainable Westchester initiative calls on Westchester County to take the necessary next steps and embark on a comprehensive, systemic, multi-party, integrative process to foster sustainable development. Such a process will enable the County to reassess its own operations for improvements and efficiencies; engage and obtain the "buy-in" of all sectors of the population; establish consensually-developed long-term goals; and create concrete action steps for near-term implementation. With the participation and commitment of all of the County's constituents -- municipalities, institutions, businesses and individuals -- the County can organize and implement the overarching actions needed to foster a healthy environment and economic prosperity for us and our descendents.

The concept of "sustainable development" first gained broad international acceptance at the United Nations Conference on Environment and Development (the "Earth Summit") in Rio de Janeiro in 1992. Since that time, sustainability efforts have been implemented in thousands of communities around the world, including many in the United States. Drawing on these experiences, we propose a Westchester-centric sustainability initiative geared to the County's unique environmental, economic and social features.

The basic steps in moving any community towards a sustainable future are well-established. We have adapted these steps in recognition of the prior efforts of the County, and the need to involve and take advantage of our County's extraordinary blend of people, municipalities, businesses and institutions.

Our model consists of these steps:

- Develop a sustainability planning process and time line
- Employ an effective participatory process by engaging representatives from all key constituencies (e.g. municipalities, large and small businesses, schools, universities, hospitals, faith based community and community groups) and organize them into sector based work groups that can address issues and solutions relevant to that constituency
- Recruit issue experts from government, non-governmental organizations, business and the community at large who can work with constituencies to identify problems and solutions

- Gather data to establish a baseline of relevant measures
- Record a sustainability vision reflecting the community's values
- Establish sustainability goals, targets and both short and long term action steps by constituency as developed by the individual workgroups
- Elicit feedback from the community at large
- Publish a County-wide Sustainability Action Plan that will include action steps for each constituency
- Implement the Plan developed by each workgroup by working through the constituent representatives
- Monitor, evaluate, and adapt the Plan using appropriate sustainability indicators

Communities that have embarked on sustainability planning efforts have met with sound success. Within a short time, these communities have achieved significant reductions in energy and water consumption, improved air and water quality, reductions in solid waste and use of toxic materials, and land use development that is more consistent with established goals. The benefits of proactive sustainability efforts far surpass those achieved by the traditional reactive response to environmental problems. Moreover, proactive sustainability planning has resulted, not only in greater environmental benefits, but in increased efficiencies, substantial monetary savings and material economic and health benefits.

A sustainable development initiative in Westchester will result in the ultimate "win-win" -- a sound framework for the future environmental and social health of the County, together with monetary savings and a more efficient and thriving economy.

I. INTRODUCTION.

With its cultural, economic, natural and civic resources, Westchester County is positioned to be a regional, national and international leader in sustainable development. Defined as development that preserves and enhances social, economic, and environmental resources for current and future generations, sustainability planning is fast engaging the imagination and resources of governments, businesses, NGO's and other institutions around the globe. The recent lessons of Hurricane Katrina painfully dramatize the social, economic and environmental risks associated with less than comprehensive, proactive, environmental planning.

As one of the most affluent, educated and, in some areas, densely-populated counties in the United States, Westchester has a unique opportunity to embrace sustainability planning principles. In so doing, the County can proactively manage environmental risk, advance economic, social and environmental well-being throughout the County, and be an example for municipalities around the world.

This document proposes a framework to initiate comprehensive sustainability planning by Westchester County, in partnership with stakeholder institutions, businesses and citizens. The planning framework draws on a nearly twenty year history of sustainability initiatives by incorporating success factors from dozens of pioneering communities.

II. STRESSES AND SYSTEMS: WHY A SUSTAINABILITY PLAN?

Westchester County is already a national leader in developing and implementing an array of environmental programs.¹ Many of these programs responded to individual challenges, and the resulting initiatives are examples of good and effective government leadership and programs. Much more, however, is both needed and possible.

A. Many Environmental Problems are Intractable without a Systemic Approach.

Located amid the nation's largest metropolitan area, the County's many systemic environmental problems can only be addressed via comprehensive planning, strategy and implementation with all of the County's constituencies at the table. Representative problems that require a systematic approach include:

Energy: Westchester faces mounting concerns relating to its energy supply. Infrastructure concerns such as the Indian Point nuclear power plant, the recently defeated Millennium Pipeline project and the proposed Broadwater liquefied natural gas facility -- coupled with the recent dramatic fossil fuel price increases -- highlight the need for long-range, strategic energy planning. Many are also concerned about climate change and its potentially devastating impact

¹ See Appendix A-2 for a description of the broad range of initiatives in the County.

on our planet and on our immediate surroundings. Developments in green building technology, energy efficiency, renewable energy and cleaner/alternative vehicles offer new opportunities to reduce energy demand and diminish the harmful environmental impacts of traditional energy sources while addressing national security concerns by increasing energy independence.

Air quality: The County is among the areas with the poorest air quality in the country. Westchester has been rated as a non-attainment zone for ozone and fine particulates by the Environmental Protection Agency.² Unhealthy levels of ground level ozone and fine particulates have been linked to impaired lung function and aggravation of lung diseases, such as asthma, and to cardiovascular disease. According to the American Lung Association, approximately 20,000 children and 55,000 adults in Westchester County suffer from asthma; and approximately 250,000 people in Westchester suffer from cardiovascular disease, and are therefore at risk from these pollutants.³

Toxic pollutants: Notwithstanding significant County leadership, Westchester has moved from being the fifth highest to the second highest county in commercial pesticide application in New York State in 2002, chiefly from non-agricultural sources, such as commercial applications to lawns for aesthetic purposes.⁴

Water quality: In spite of federal and municipal regulations, surface and groundwater quality is impaired in many locales due to point source contamination from residential, commercial and industrial sources. Serious problems also exist relating to non-point source pollution. Road salt, failing septic systems, and petroleum leaks infiltrate aquifers and threaten domestic well water quality in the northern part of the County.⁵ Sewer overflows periodically pollute the Hudson River and Long Island Sound. In some municipalities, inflow and infiltration due to illegal hook-ups, combines sewers and faulty pipes create major challenges to maintaining adequate capacity in sewage treatment plants.⁶

Sprawl and traffic: While the notion of “smart growth” is gaining acceptance, sprawl continues unabated. Its consequences include traffic congestion, reduced open space, ecosystem destruction and reduction of wetlands and pervious

² “Nonattainment Status for Each County by Year,” as of September 29, 2005, United States Environmental Protection Agency, <http://www.epa.gov/oar/oaqps/greenbk/anay.html>.

³ “State of the Air, 2005,” Westchester, New York, American Lung Association, http://lungaction.org/reports/sota05_county.html?fcc=36119.

⁴ “Finalized 2002 Report on Pesticide Applications and Sales” (July 1, 2004), <http://www.dec.state.ny.us/website/dshh/prl/2002prl.html>.

⁵ See “Northern Westchester County Groundwater Conditions Summary, Data Gaps, and Program Recommendations,” April 2003, prepared for Westchester Dept. of Planning by the Chazen Companies, <http://www.westchestergov.com/planning/environmental/GroundwaterStudy/GroundwaterStudy.pdf>.

⁶ See “Westchester County 2005 Priorities,” prepared by New York League of Conservation Voters, http://nylc.org/Enviro_Issues/2005/policyagenda/2005%20Westchester%20Priorities.doc.

surfaces. As early as 1996, the Westchester Planning Board observed, in “*Patterns for Westchester*,” a study of Westchester’s development patterns:

“In many parts of Westchester County, the dispersal of development strains the delivery of municipal services, such as fire and police, and imposes burdens on water supply and sewer systems. In all parts of the county, commercial activity outside of the centers has promoted auto use as a necessity, decreased the feasibility of public transportation service and increased traffic congestion and the perception of urban sprawl.”⁷

These issues persist today. A shortage of affordable housing further contributes to traffic and sprawl, hinders municipalities and businesses in hiring and retaining qualified employees and creates politically charged inequities.

B. Systemic Problems Require a Systemic Response.

Some of the above challenges are being addressed by existing County programs that are well-conceived and managed. Indeed, Westchester County can be proud of its standing as an early adopter of environmental policies and programs and its proactive approaches to planning.

However, many of the pressures on the natural and built environments in Westchester cannot be solved with isolated initiatives. We propose, instead, a systemic, integrated, long-range, multi-dimensional and multi-party approach that inspires coordinated action by government, institutions, businesses and individuals. Moreover, actual data and other indicators of County-wide environmental well-being and security, and public health, should be used to measure success, track progress and make appropriate adjustments in implementation.

Our proposal will build upon previously-achieved gains and implement existing programs more effectively. But most importantly, because our proposal is broad-based and systemic, we expect results that are categorically different from, and impossible with, typical piecemeal responses to environmental problems. With this approach, the County will:

- Identify new approaches and solutions.
- Anticipate emerging problems.
- Increase the efficacy of existing programs.
- Attract all sectors of the community to participate in planning and implementation.
- Create conditions for cooperation among constituencies and among government agencies.

⁷ “*Patterns for Westchester: The Land and the People*,” Ch. 3 (“The Westchester Pattern”), Westchester County Planning Board, <http://www.westchestergov.com/patterns/ch3/ch3.htm>.

- Encourage economies of scale in purchasing and program development.
- Ensure political viability of programs and build momentum through a highly visible, well coordinated effort.
- Reduce environmental risks while improving public health, fostering a vibrant economy and preserving and enhancing quality of life.

III. WHAT IS SUSTAINABILITY PLANNING?

A. Sustainable Development Defined.

The concept of sustainable development is gaining respect among planners, public officials and environmentally-engaged citizens concerned about the environment, health, sprawl, water and other natural resources, and quality of life. Useful definitions of sustainability are:

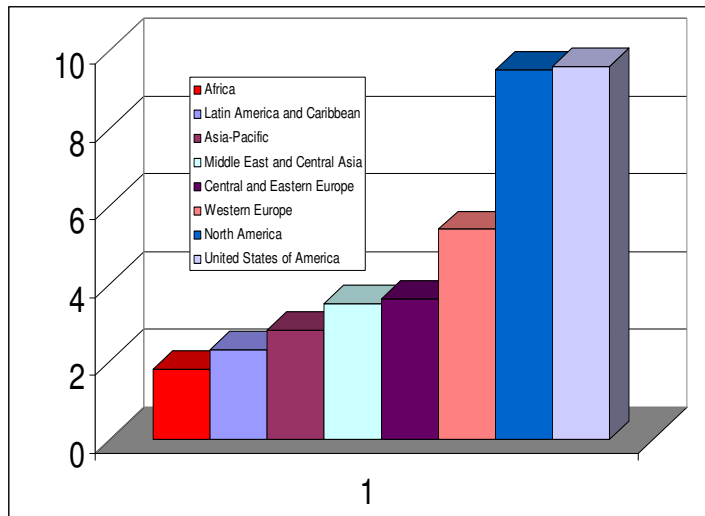
- Sustainability is “development that meets the needs of the present without compromising the ability of future generations to meet their economic needs.” *1987 World Commission on Environment and Development.*
- Sustainability means “the future we all want for ourselves and our children – a future of prosperity, clean air and water, strong and vibrant communities, healthy and happy people.” *Sustainable Pittsburgh, Community Indicators Handbook.*
- Sustainability “means building partnerships between business, government, not-for-profit and citizen groups to develop a shared vision for the future. It means working together to provide jobs while at the same time managing resources responsibly. It also means providing citizens the opportunity to live in a healthy, clean and safe community.” *United States Department of Commerce.*

The enormous gap between this vision and the current reality, especially in the United States, is sobering. Redefining Progress, a major sustainability non-profit, utilizes the concept of an “ecological footprint” to compare humanity’s natural resource consumption rates to nature’s regenerative capacity. Society is presumed to be operating sustainably if its footprint does not exceed the Earth’s natural regenerative capacity. In 2004, the United States consumed approximately twice its natural regenerative capacity and its per capita consumption significantly exceeded that of any other country.⁸

⁸ “*Ecological Footprint of Nations 2004*,” Redefining Progress, <http://www.redefiningprogress.org/publications/footprintnations2004.pdf>.

The following chart developed by Redefining Progress illustrates that the United States' ecological footprint is more than double most of the rest of the world:

Hectares per capita of productive area needed to produce the resources consumed and absorb the waste generated in the respective area



Other international analyses point out the need for the United States to substantially reduce its demand on resources. In a study prepared for the World Economic Forum to measure overall progress towards environmental sustainability, the United States ranked 45th, behind a host of countries including France, Canada, Estonia, Uruguay, Australia, Panama, Peru and Namibia.⁹

The sustainability planning process typically involves a projection of the future - what sort of community do we want to have and to pass on as our legacy? How built up do we want the communities to be? What kinds of buildings do we want to see? How important are air and water quality? What kinds of transportation should there be? Once a picture of the future is established, the planning process begins to “back cast” and determine what kinds of changes are necessary to make that future possible. Then a plan is developed for fostering those changes and a mechanism devised to measure progress.

Sustainable development recognizes the interdependence of environmental solutions with community health, poverty alleviation, economic strength, good government and education. The four “E’s” of sustainability are commonly known as Environment, Economy, Equity and Education.

⁹ “2005 Environmental Sustainability Index,” World Economic Forum, <http://www.yale.edu/esj>.

B. Genesis and Growing Acceptance of Sustainable Development.

To address these issues systematically and to improve environmental quality of life for their citizens, governmental entities around the world have begun utilizing sustainability planning principles. Sustainability and sustainable development were widely discussed at the United Nations Conference on Environment and Development (the Earth Summit) in Rio de Janeiro in 1992. From this summit emerged Agenda 21 - the global plan for achieving sustainable development. Recognizing that many problems and solutions have their roots in local activities, Agenda 21 calls upon local governments to undertake a collaborative process with their populations to achieve consensus on the approaches to be taken to achieve sustainability. Over 6,000 communities in over 100 countries have embarked on Agenda 21-style initiatives world-wide.

In the past few years, communities throughout the United States have embarked on sustainability efforts. A number of states, including Massachusetts, Oregon and Minnesota, and municipalities as diverse as San Francisco, CA, and Montclair, NJ, have crafted sustainability plans suited to their particular needs. New York City is also in the midst of a comprehensive multi-agency sustainability planning initiative. At this time, dozens of municipalities, states and counties in the United States are engaged in sustainability programs guided by local long-range visions.

C. Participation by all Community Constituencies is Necessary for Success.

The goals of sustainability are ambitious, and success depends upon widespread participation and broad-based education of all. In order to effect necessary changes to the routine functioning and consumption patterns of governments, businesses, institutions and individuals, the community as a whole must recognize the causal connections between actions and their environmental and health consequences. A broad, inclusive process will stimulate the public's involvement in creating a vision and in establishing goals and priorities. It will also, importantly, build the trust, consensus and "buy-in" needed to implement the plan effectively.

Many sectors of the economy have already recognized the importance of sustainability planning. Multi-national corporations and privately-held companies are increasingly adopting environmental management systems and guiding principles, such as CERES and industry specific codes (e.g. green building, forest products, chemicals).¹⁰ "Eco-innovation" is an increasingly recognized business strategy. Major financial institutions are adopting the "Equator Principles," which calls for, among other things, environmental assessments of project proposals and environmental management plans as a lending condition.¹¹ A similar commitment by the County and its constituencies to sustainability is essential.

The County's recent struggles to reduce pesticide use demonstrate the need to engage all sectors of the population in the recommended comprehensive planning effort. In the mid 1990's, the County established a Pest Management Committee to oversee its

¹⁰ See, e.g., CERES, <http://www.ceres.org>.

¹¹ See "The Equator Principles Guidelines," <http://www.equator-principles.com>.

use of pesticides. In 2000, the County -- committed to phasing out the use of pesticides on its own properties -- enacted the Pesticide Neighbor Notification Law, embarked on an extensive H₂O_K water quality public education effort, initiated an annual No-Pesticide Day to promote awareness, and, in cooperation with the Cornell Coop Extension, offered numerous training sessions on integrated pest management. Notwithstanding these significant efforts, pesticide use in the County increased from 189,608 gallons in 2000, to 296,725 gallons in 2002 (the last year of reporting data compiled by NYS DEC), an increase of approximately 50%, as reported in gallons. Recognizing the continuing problem, the County recently partnered with the Grassroots Healthy Lawn Program in another effort to educate as to the dangers of pesticides.

That these concerted efforts did not serve to achieve the kind of reduction in pesticides usage desired is illustrative of the need for a more comprehensive approach that truly engages the attention, raises consciousness and garners commitment from all of the County's constituencies. The proposed sustainable planning initiative would provide the broad access to the many sectors of the Westchester community that has not yet been available -- not only with respect to pesticides but with respect to all sustainability goals. As the pesticide example demonstrates, success cannot be achieved without such broad access and commitment.

D. Successes Achieved by U.S. Communities through Sustainability Initiatives.

Significant successes have already been achieved in many communities that have embarked on sustainability initiatives. For example:

- One of the first, and most successful, examples is the City of Santa Monica, CA, which set out in 1991 to reduce its environmental footprint by developing a comprehensive sustainability plan and implementing a series of targeted action steps. As a result, the City has reduced its environmental footprint in 2004 by an estimated 5.7%, and its per capita footprint is thirteen percent below the U.S. average. Within five years, Santa Monica became the first city in the United States to have all of its municipal electricity needs served by clean renewable energy; it increased the amount of solid waste recycled from 13.8% to 55% in ten years; it developed the most successful and comprehensive environmentally preferable purchasing program in the U.S.; and it reduced sewage flow by 14% in ten years.
- Burlington, VT, reduced its energy consumption in spite of a growing population; used 2% less electricity in 2003 than in 1989; and increased energy security using a locally-owned, renewable power supply. Burlington attracted over sixty businesses to join the Ten Percent Challenge to reduce green house gas emissions by 10% by 2010; is conducting a comprehensive rewrite of zoning codes to integrate sustainability goals; and is engaged in a broad-based youth-oriented program to educate the next generation.
- Multnomah County, OR, reduced CO₂ emissions by 13% from 1990; planted 750,000 trees and shrubs; increased commuting by foot or bicycle 10% in ten

years; switched all county vehicles to biodiesel; installed green roofs on county buildings; and constructed forty high performance buildings.

- Massachusetts' initiative has saved 1.6 million gallons of water annually; saved 11,000 trees or \$210,000 annually in paper costs; and saved hundreds of thousands of dollars in energy costs.
- Washington state's initiative has saved \$2.3 million in annual utility costs; reduced paper purchasing by 7.3% at a savings of \$116,000; and replaced toxic custodial chemicals with green products at a 30% reduced cost.

Leaders of these efforts have clearly articulated the tangible and intangible benefits of sustainability planning:

“Sustainability planning provides great benefits to the community. It does not necessarily cost much but it can preserve the quality of life, make a community an attractive place to live and enhance property values. It is essential today that we revisit our vision of the future and embark upon thoughtful long term planning that is in harmony with the natural world.”

-- Gray Russell, Montclair, New Jersey, Environmental Coordinator.

“If you don't plan for sustainability, you'll never get there. Santa Monica's sustainable plan has greatly improved the quality of life here, and has led to numerous long-term benefits, including cutting green house gases, reducing water consumption and energy use, increasing use of renewable energy, expanding parks and the number of trees in the city and marked toxic use reductions. Through the sustainability planning effort, we have achieved a higher quality of life, a cleaner environment and a stronger economy.”

-- Dean Kubani, Sustainable City Coordinator of Santa Monica.

“Sustainability is about long-term economics and if you want communities to continue to live and remain alive, you must address all of these issues now and not later. People were confused at first, but now it's unbelievable how the idea has caught on. We now have a longer outlook on where we live. The communities can look forward to remaining vital and cities can remain as wholesome places.”

-- Sam Beebe, Communications Manager of Oregon's Sustainability Plan.

We describe selected sustainability efforts in more detail in Appendix B.¹²

¹²In developing this proposal, major sustainability efforts across the country were thoroughly researched. A summary of selected sustainability efforts, including descriptions of the initiation of the process, enabling legislation, links to critical documents, reports on successes achieved, and ideas from each plan that might be considered in Westchester, are included in Appendix B.

IV. A PROPOSED SUSTAINABILITY PLANNING PROCESS FOR WESTCHESTER COUNTY.

A. What is the Scope of the Proposed Process?

The proposed sustainability planning process will identify all of the environmental challenges facing the various constituencies in the County, identify what has been accomplished to date, identify potential alternatives for improvement, and reach consensus on and commitment to recommended sustainable approaches via a comprehensive multi-constituency planning process.

B. Who will be Involved in the Process?

This initiative should be managed by County government or by a public/private partnership. While all of the constituencies in the County will be engaged in this planning process, it is imperative that the County be integrally involved because the effort draws on and integrates previous work by the County, and will create an action plan to be facilitated by the County.

Representatives of constituencies will do substantial work in the creation of the County plan and in developing the constituency-specific sustainability recommendations. In recognition of the work already done in the County, and the need for a fundamentally new partnership among County government, institutional sectors and municipalities, we propose a process of parallel planning within appropriate constituent groups. In contrast to more conventional sustainability planning processes in which representative constituents do community-wide planning on behalf of the community as a whole, we propose that constituents form workgroups that address the particular problems, needs and risks of their own sectors first. Appropriate constituent workgroups would include:

- County government
- Town and village government
- Large and small businesses
- Institutions
- Educational districts and institutions, including primary, secondary and college
- Community-based organizations including faith-based organizations and PTA's;
- General public, adult and youth

Each constituent workgroup will identify its own priorities and action steps to manage resources and risks within its sector, drawing on existing programs whenever possible. Establishing constituent workgroups will facilitate information exchange, cross-fertilization of ideas and expert-sharing among those with common interests and will lead to the development of relevant priorities and achievable action steps. Existing organizations will be tapped for participation in workgroups whenever possible. Building on these parallel processes, the constituent workgroups will reconvene to integrate their respective parts with the whole, and develop a County-wide action partnership in which all participants commit to specific responsibilities.

As indicated above, the towns and villages of the County will be involved as a constituent group, reflecting their interests, concerns and home rule mandates. These municipalities may also decide to carry out individualized local processes to effect change within their own localities.

The process will be assisted by “issue experts” (e.g., energy, water quality, air quality, storm water management, waste management, etc.) whose knowledge and expertise will be used to assist the County and constituent groups in implementing their tasks. These experts would consist of staff or volunteers from federal and state agencies and environmental not-for-profits, institutions and businesses located primarily in Westchester County.

C. What are the Steps in the Process?

The basic steps in moving any community towards a sustainable future are reasonably well-established. By its nature, the process must be customized to reflect the particular political, institutional, demographic, physical and cultural features of Westchester County. We recommend that the following actions be implemented over a period of approximately two years:

1. Establishment of a Council for Environmental Coordination: An necessary initial step is the formation of an “Environmental Council.” A “Council for Environmental Coordination” -- required by the 1993 Westchester County Charter Amendment -- was never constituted. It, or a similarly inclusive planning vehicle, should be constituted to serve as an effective and appropriate tool for sustainability planning for the County.¹³ This Council -- which was to consist of eleven government and private sector members, and an executive director -- would be responsible for managing implementation of the proposed sustainability planning process for the County.

2. Commitment of Appropriate Planning Staff and Resource: This process will require the equivalent of two-to-three full-time staff for a minimum of two years. These individuals should have expertise in sustainable planning and experience with the environmental challenges facing the County - as well as strong communication, facilitation and management skills. The Westchester County Planning Department should be an active participant.

3. Organization of Constituent Groups: As described above, several constituent work groups will be created to represent the demographic, economic, cultural and political spectrum of the County. The workgroups should consist of constituent representatives who are selected for their diversity and representation of key groups and institutions. They should also be chosen for their commitment, personal credibility, leadership, skills in collaboration and communication, and ability to set

¹³ The Charter Amendment not only established the Council, but also adopted basic environmental planning principles to govern County activities (Westchester Charter Chapter 190.01-06). A fuller description of this Charter Amendment is found in Appendix A-1.

political agendas aside. Detailed development of a work plan and schedule will be the first task of each of the constituent groups.

4. Identification and Recruitment of Issue Experts: Individuals with knowledge and expertise concerning critical environmental issues and sustainable development strategies will be recruited from the academic, government, consulting, business and nonprofit communities to work with the stakeholder workgroups to advise on possible solutions and action steps. The cadre of experts would be knowledgeable about energy, green building, open space, smart growth, economic development, transportation, water quality, air quality, health care, equity issues, parks, biodiversity, toxics, environmentally preferable purchasing, etc.

5. Baseline Inventory: An initial baseline inventory should be taken by the County to systematically identify environmental challenges, pre-existing programs and the ability of such programs to be expanded, and to identify other constituent groups in the County who already address these challenges. Model policies and strategies should be found and evaluated to identify further action and implementation.

6. Development of a Community Vision for Westchester County: In a public outreach process engaging all the constituent groups, the citizens of Westchester will be invited to state their own visions for environmental quality and the development of the County's resources. The shared community vision drawn from these statements will guide the formation of goals and strategies. More importantly, it will inspire participation in this process.¹⁴

7. Development of Constituent Plans and Recommended Actions: Using the baseline inventory as a starting point, each constituent workgroup will identify the environmental challenges within that group's area of activity, review what has previously been accomplished, identify possibilities for improvement, and reach consensus on recommended approaches. The deliverable for this phase is a set of concrete action recommendations for each constituent workgroup.

8. Preparation of Draft Westchester County Sustainability Plan: The County will utilize the plans created within each constituent workgroup to develop a draft County Sustainability Plan. The Plan should be a guidance document for the County and the constituent groups that sets forth the community's environmental vision, goals and strategies. The Plan will be organized both by environmental issues and by constituent workgroups and will identify specific goals, targets, strategies and action steps for each constituent workgroup with associated timelines and proposed

¹⁴ Illustrative visioning documents from other communities include: "Provisional Report and Recommendations," Shaping Orange County's [NC] Future Task Force, 2000, <http://www.co.orange.nc.us/shaping/fullrept2.htm>; "Burlington [VT] Legacy Project: Action Plan," June 2000, <http://www.iscvt.org/burlingtonlegacy.pdf>; "2020 Vision for a Sustainable Martin County[FL]" 2001, <http://www.martin.fl.us/GOVT/depts/gmd/sustain>; and "Governing with the Future in Mind," Dec, 2001, and "Living with the Future in Mind: 2000," Dec. 2000, New Jersey Interagency Sustainability Working Group, <http://www.state.nj.us/dep/dsr/governing>.

progress indicators. Monitoring and implementation responsibilities should be clearly laid out in the plan.¹⁵

9. Review and refinement of the plan: The County will organize a series of public meetings to present the plan and solicit additional comments. Based upon the comments received during the public meetings, the draft County Sustainability Plan will be revised as appropriate and proposed for adoption.

10. Adoption of the County Sustainability Plan: The County will formally adopt the County Sustainability Plan and provide the requisite resources to implement the plan in a timely manner. Constituent groups will make similar public commitments to implement the plan.

11. Implementation: The County, the constituents and their partners will begin implementing the plan, based upon the adopted action items and timeframes.

12. Monitor and evaluate progress and adapt the plan as a living document: Progress must be monitored regularly in a systematic and transparent way, with the expectation that programs will be adjusted along the way. Progress measures, or indicators, are a powerful tool to direct a community's resources and to link vision with action. Indicators of progress are constructed to measure what a community values and works to achieve - such as the rate of air quality improvement, the effectiveness of energy efficiency measures, or the rate of reduction in solid waste. Regular, transparent and systematic evaluations of progress and refinement of priorities should occur by a designated administering office of the County. In this way, priorities can be shifted, and action steps revised or added as conditions change.¹⁶

¹⁵ Clearly laid out goals and action steps can be found in the following samples: "Sustainability Plan for San Francisco," October 1996, <http://www.sfenvironment.com/aboutus/policy/sustain/municipal.htm>; "SF Environment Strategic Plan 2004-2007," <http://www.sfenvironment.com/aboutus/stratplan.pdf>; "Kings County Benchmarks 2004-2005," <http://www.metrokc.gov/budget/benchmrk/bench04/index.htm>; "Toward a Sustainable Community," The Chapel Hill Chamber of Commerce in Orange County, North Carolina http://www.carolinachamber.org/csc/draft_report.html; "Sustainable Montclair Planning Guide," <http://www.mtcenv.com/pdf/sustain-guide.pdf>; "Sustainability Inventory," 2002, Brookline, MA, <http://www.townofbrooklinemass.com/Conservation/Sustainability.html>.

¹⁶ Many communities measure progress based on a series of indicators. For example: "King County [WA] Benchmarks, 2004-2005," <http://www.metrokc.gov/budget/benchmrk/bench04/index.htm>; "Index of Community Well-Being in Larimer County[CO]," <http://larimer.org/compass/about.htm>; http://larimer.org/compass/sub_env_use.htm; "Minneapolis {MN} Environmental report; Towards Sustainability", July 2004, <http://www.ci.minneapolis.mn.us/environment/docs/MPLSEnvOverview071604.pdf>; "Southwestern Pennsylvania Regional Indicators Report 2004," Sustainable Pittsburgh, <http://www.sustainablepittsburgh.org/pdf/2004Indicators.pdf>; "2004 Quality of Life Progress Report," Jacksonville [FL] Community Council Inc., <http://www.jcci.org/statistics/qualityoflife.aspx>.

What will it Cost?

The County's short term costs would include salaries and overhead expenses. The cost of expert assistance would be largely eliminated via the proposed design of the planning effort – which relies on constituent and pro bono expert input. There are a variety of approaches to meet the staffing needs - either by the County alone or with other organizations in a public/private partnership.

Over the long term, the implementation of sustainability plans in other communities has typically resulted in significant cost savings over time due to more effective environmental management programs. Moreover, any expenditures are generally dwarfed by the environmental, health and quality-of-life related benefits resulting from implementation of the plan.

D. What is the Recommended Time Frame for Implementation?

Months 1-3:	Formation of Environmental Council or other Planning Vehicle and Assigning Appropriate Staff and Resources
Months 4-5:	Development of the Detailed Plan for the Sustainability Planning Process
Months 6-7:	Organization of the Constituent Workgroups and Identification of Issue Experts
Months 8-9:	Compilation of the Baseline Inventory
Months 10- 12:	Development of a Sustainability Vision
Months 13-16:	Constituent Group Planning Efforts
Months 17-18:	Preparation of Draft County Sustainability Plan
Months 19-20:	Solicitation of Additional Public Input
Months 21-23:	Preparation of Final County Sustainability Plan
Month 24:	County Adoption of the Sustainability Plan and Implementation Begins

V. THE CRITICAL ROLE OF THE COUNTY.

While all of the constituents in the County will be engaged in this planning process, it is imperative that the County itself be a moving force to engage and influence many of the constituent groups. The sustainability process requires direction from an organization with County-wide stature. The County can provide a unifying voice for many of the disparate constituents, all of whose participation is needed for meaningful change. It is the aegis of the County that will make the sustainability plan resonate with many of the

constituents and inspire them to actively participate in the planning process and in implementation.

A. Sustainability and County’s Internal Operations.

While a broad-based constituent approach is being proposed, the County, as well as the municipalities, must develop their own sustainability actions for internal operations as part of the planning process. Within the context of government, all agencies can foster sustainability within their own operations and develop their own sustainability plans.

Tools that will facilitate this internal sustainability effort have already been developed. For example, Oregon has a very comprehensive and user-friendly “Guidance Document” for government agencies as they assess internal sustainable opportunities.¹⁷ Massachusetts has developed an excellent “Agency Sustainability Plan Template,” and a comprehensive “Agency Sustainability Planning and Implementation Guide.”¹⁸

Experience in other communities makes clear that up-front costs associated with initiating a sustainability effort for the County’s internal operations will more than pay for themselves very quickly. For example, Massachusetts, which implemented a very comprehensive agency sustainability program, has an annual budget of only \$100,000 for its sustainability initiative; the effort resulted in costs savings of many hundreds of thousands of dollars annually. As the Director of the Massachusetts State Sustainability Program, Eric Friedman, stated:

“An effective sustainability program can more than pay for itself in a very short time frame. For example, lower trash costs, reduced utility expenditures and better management practices can all have an impact on not just the environment but on the bottom line.”

B. The County as a Role Model.

The County’s sustainability initiatives will provide an example for others. Successful examples are often the best tools for motivating others in the community. Demonstrating and publicizing success at the County level would be a tremendously powerful tool for motivating other constituents.

C. The County as Educator.

With many educational tools at the County’s disposal -- such as its web site, conferences and media outlets -- the County can be the a very powerful voice in

¹⁷ “State Agency Guidance for Implementing Governor Kulongoski’s Executive Order 03-03: A Sustainable Oregon for the 21st Century,” Oregon Sustainability Board. November 2003, <http://www.sustainableoregon.net/documents/sb/State-Agency-Guidance.pdf>.

¹⁸ “Agency Sustainability Plan Template [MA],” 2004, http://www.mass.gov/envir/Sustainable/documents/plan_template.doc; “Agency Sustainability Planning and Implementation Guide,” State [MA] Sustainability Coordinating Council, 2004, http://www.mass.gov/envir/Sustainable/pdf/ss_guide_web.pdf.

educating constituents during the planning process, as well as during implementation of the sustainability plan.

D. The County's Authority: Launching the Sustainability Initiative.

As discussed above, we believe that the County Charter, as amended, provides authority for the County to launch this effort. However, if further support from the executive or legislative branches is desired, it could be accomplished by means of an Executive Order and companion legislative resolution.¹⁹

VI. CONCLUSIONS.

A review of the sustainability efforts initiated in other communities suggests several lessons that can be applied to Westchester County:

- It is important that the County be a central player in the sustainability effort. While some sustainability plans have been led by not-for-profit organizations, absent government commitment it is substantially more difficult to engage a broad spectrum of constituents, and continuity of effort is less assured.
- The engagement of all sectors of society in the process -- from the original visioning through implementation of the action steps -- is essential. Absent such a broad-based engagement, a more limited scope will lead to concomitantly more limited results.
- Merely establishing a series of indicators to measure changes from year-to-year is not enough. An action plan -- with specific actions and identified roles and responsibilities -- is required to effect meaningful change.

The broad-based sustainability initiative advocated here will provide the framework needed to make Westchester an even better place to live and work. Westchester already

¹⁹ Sample legislative resolutions include:

Resolution initiating Sustainability Plan, "Minneapolis [MN] City Council Official Proceedings," April 4, 2003, <http://www.ci.minneapolis.mn.us/council/2003-meetings/20030404/20030404-proceedings.pdf> at p. 292;

"Resolution of the Township of Montclair [NJ] Endorsing and Adopting the Policy of Sustainability for Township Decision Making, Purchasing, and Operations," March 18, 2003, <http://www.mtcenv.com/pdf/sustain.pdf>;

Oregon Sustainability Act, <http://www.sustainableoregon.net/agency/oar247.cfm>.

Sample executive orders include:

Massachusetts, Executive Order 438 State Sustainability Program, http://www.mass.gov/envir/Sustainable/program/pdf/eo_438.pdf;

Oregon Executive Order EO-03-03 "For a Sustainable Oregon for the 21st Century," http://www.sustainableoregon.net/execOrder/sustain_eo.cfm;

Washington Executive Order 02-03 "Sustainable Practices by State Agencies," http://www.governor.wa.gov/actions/orders/eoarchive/eo_02-03.htm.

has in place many initiatives for progress towards sustainability. The proposed sustainability process will facilitate the identification of those existing efforts, provide a mechanism for creating synergy by linking the various efforts and foster their utilization by a much broader cross section of the County. Most importantly, the process will also provide the vehicle for the systematic and comprehensive identification of additional efforts that must be part of a sustainable future.

The time for Westchester to embark on this comprehensive sustainability effort is now. Pressures related to water quality, land use, air quality, toxics, energy and social equity are self-reinforcing and of paramount concern to our future and the future of our children. Addressing those challenges from a whole systems perspective is the County's best hope for economic and social stability in a livable environment.

**Sustainable Westchester Task Force
December , 2005**

APPENDIX A-1: WESTCHESTER BACKGROUND RELEVANT TO SUSTAINABILITY PLANNING

Westchester has a rich history of environmental progress and much credit must be given to County government, local governments and various community members for a wide variety of productive initiatives.

Westchester County Charter: The Council for Environmental Coordination

Of particular note, Westchester is already required to do sustainability planning as per the County Charter. A Charter amendment enacted in 1993 - Westchester Charter Chapter 190.01-06. [added by LL 22-1993] - adopted basic environmental planning principles and provided for the organization of a Council for Environmental Coordination. In language similar to that of other local jurisdiction's sustainability plans, Westchester County's Charter affirms the County's "belief that local governments have a responsibility for the environment, and must conduct all aspects of their affairs as responsible stewards of the environment by acting in a manner that protects the Earth. The County of Westchester believes that local governments must not compromise the ability of future generations to sustain themselves."

As noted, the Charter amendment adopted a series of principles of environmental conduct for the County of Westchester:

- **Protection of the biosphere** - reduction of emissions of substances that may cause environmental damage; safeguarding of ecosystems that may be affected by our operations.
- **Sustainable use of natural resources** - careful use of renewable resources; conservation of nonrenewable resources.
- **Reduction and disposal of wastes** - waste reduction through source reduction and recycling; safe and responsible disposal.
- **Energy conservation** - improvement of energy efficiency in our operations and services; use of safe and sustainable energy sources.
- **Risk reduction** - minimization of environmental, health and safety risks to our employees and surrounding communities.
- **Safe services** - reduction or mitigation of services that pose environmental, health, or safety hazards; informing the public of environmental impacts.
- **Environmental restoration** - correction of conditions that might cause damage to health, safety or the environment; redressment of such injuries.
- **Informing the public** - informing those who may be negatively or positively affected by our activities; dialogue with neighboring communities.
- **Management commitment** - involvement of upper-level management in environmental issues.
- **Audits and reports** - annual self-evaluations; appraisal of the environmental performance of the County government by an independent citizen board.

In order to effectuate these commitments, the Charter called for the establishment of a Westchester County Council for Environmental Coordination with eleven members drawn from the chairs of various existing County boards and committees - as well as four citizen members. The Council was charged with making recommendations to protect the environment, coordinating

the effective use of the various County departments and preparing annual environmental performance reports. An Executive Director of the Council was to be appointed by the County Executive.

This dictate of the Westchester County charter was never implemented. Much experience in how to do this work has been gained in sustainability planning in dozens of communities around the United States and the world. The time has come for Westchester to implement the requirements of the County Charter and begin this essential task, engage the community, identify priority steps, set measurable goals and establish a system for conducting annual evaluations.

APPENDIX A-2: RECENT WESTCHESTER COUNTY INITIATIVES

Westchester County has been proactive in its efforts to protect the environment. County action has included many significant initiatives including:

- Implementing the Legacy Program to protect open space
- Establishing a goal of purchasing 25% green power for County facilities by 2010
- Implementing a significant H2OK public education campaign focusing on water quality protection and the creation of a volunteer water quality monitoring program
- Expanding and improving the trail systems in the County
- Implementing ISO 14001 at the County airport
- Passing the pesticide neighbor notification law and the sunset provisions for use of pesticides by the County and implementing the partnership with the Grassroots Healthy Lawn Program
- Expanding waste recycling efforts, increasing the number of Household Chemical Clean-up Days and implementing procedures for collecting outdated electronic equipment; addition of County web site avenues to “reduce, reuse and recycle”
- Passing legislation to reduce mercury in the environment
- Preparing a biodiversity inventory and implementing measures to protect biodiversity
- Implementing energy audits in County-owned facilities
- Evaluating the use of more environmentally-friendly transportation fleets for the County
- Promotion EPA’s Best Workplaces for Commuters Program with County-based businesses
- Implementing stream bank restoration programs
- A host of initiatives addressed at solving sewage issues
- Working on a master plan for the Bronx River Parkway Reservation
- Supporting the Hudson River Greenway program
- Working on improving water quality in Long Island Sound and the Hudson River
- Continuing the effort to acquire and remediate Davids Island for parkland
- Issuing a County directive to research and employ environmentally-preferable purchasing

Special recognition must be also be given to the far-sighted *Patterns for Westchester* released by the County’s Planning Department in 1996 which sets out a road map for the physical development of the County with the goal of nurturing environmental health, economic growth and the quality of life in Westchester. The *Greenprint for a Sustainable Future* released by the County in 2004 builds on *Patterns for Westchester* and provides much essential information and guidance on land use.

All of these accomplishments form an essential part of creating a sustainable future. They should be linked and incorporated into a comprehensive sustainability plan to maximize the efficacy of these initiatives.

APPENDIX A-3: WESTCHESTER 2000 INITIATIVE

Launched in 1984, Westchester 2000 was a comprehensive effort to identify areas of improvement “to make Westchester a better place to live and work.” Motivated by traffic congestion, the disappearance of green and gracious open spaces, dormant older cities and schools hard-pressed to keep up, County government, the Regional Plan Association and the Westchester County Association initiated this civic-government-business project to identify problems and missed opportunities that current policies and trends seemed unlikely to resolve. The work, which involved nine committees and over 800 citizens, culminated in 85 recommendations, many of which have been implemented in whole or in part. The recommendations, which focused largely on major structural and organizational changes, included suggestions in the areas of County Charter revisions, consolidation and coordination of services and purchasing among municipalities, consolidation of school districts, housing, sales tax reform, tax certioraris and provision of additional courts.

Over fifteen years have passed since Westchester 2000 was initiated. The proposed sustainability initiative will build on its foundation and help bring many of the goals of Westchester 2000 to fruition through an integrated approach that draws on the energies of governmental entities, private sector, not-for-profits and the general public.

APPENDIX B: SUMMARY OF SELECTED SUSTAINABILITY INITIATIVES

Discussed on the following pages are some of the sustainability initiatives from other communities in the United States that were reviewed by the Sustainable Westchester Task Force as part of its work. The Task Force drew upon these experiences in developing its recommendations.

It is important to keep in mind that while specific action items are important, the point of the sustainability effort is not to just adopt some additional suggestions - but rather to create a framework for effective implementation by all sectors of the many existing and potential new initiatives best suited to Westchester for accomplishing sustainability goals. The ideas for Westchester included in these pages were purposefully selected to identify some initiatives that Westchester may not yet have undertaken. We have tried to avoid discussion of initiatives already being implemented or considered in the County.

Community Listing:	Page No.:
Brookline, Massachusetts	B-2
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Brookline, Massachusetts

Process:

The Board of Selectmen of Brookline has both committed to a sustainability initiative and to ICLEI's Cities for Climate Protection program. In support of these initiatives, Brookline has created a sustainability inventory and a green house gas emissions inventory and proposed action steps for both. The data and action steps were assembled by the Town's staff with citizen input.

Target of the Plan:

Municipal government, private sector and individuals.

Planning Documents:

Town of Brookline Sustainability Inventory, July 2002,

<http://www.townofbrooklinemass.com/Conservation/Pdfs/SustainabilityInventory.pdf>;

Local Action Plan on Climate Change, Brookline Massachusetts February 2002,

<http://www.townofbrooklinemass.com/Conservation/PDFs/ClimateActionPlanTOB.pdf>.

General web site: <http://www.townofbrooklinemass.com/Conservation/Sustainability.html>.

Some Ideas for Westchester and its municipalities to consider:

Energy: Supporting block purchasing of green power; implementing the Climate Action Plan; establish an energy/environmental coordinator; creating an energy advisory committee; installing solar power.

Air Quality: Telecommuting for town employees; assisting the Zipcar program; installing bike racks; develop a residential energy efficiency program; encouraging police using bicycles, hybrid gas/electric vehicle for the fleet, promoting traffic calming measures.

Business: Initiate a Green Business Program and grant awards to encourage businesses to conduct pollution prevention audits, reduce vehicle miles traveled and buy environmentally responsible products.

Water quality: Developing incentives to reduce impervious surfaces.

Open Space: Supporting efforts to increase the granting of conservation easements through public education.

Green building: Renovating a town-owned property to serve as a model; steps to develop local green building codes with incentives.

Solid Waste: Composting educational campaign and sale of inexpensive bins; establishing a reuse and repair center or "freebie barn."

Advice for Westchester:

"Stay the course. Don't let the naysayers drag you down. Give the people something tangible and concrete so that they can understand why sustainability makes sense. Big sweeping initiative can sometimes scare people a bit. Do it in small steps to show tangible results." *Tom Brady, Brookline Conservation Administrator (617) 730-2088.*

Burlington, Vermont

Process:

To frame a community action plan for a clean environment, livable city and a growing economy, Burlington embarked on a whole-systems planning process engaging over 40 stakeholder representatives (chaired by the head of the Chamber of Commerce and the Mayor). The process reached out to over 4000 citizens to develop a vision statement for the city and catalogued best practices already in use. It reviewed basic needs in four sectors: environmental, economic, social and governance, and set goals that were then translated into measurable targets. At a highly publicized Summit on the City's Future, citizens prioritized the goals and targets, and the stakeholder group then developed these into an action plan with indicators of progress that are subject to annual public review. The plan is implemented by a partnership of local government and stakeholder institutions, with coordination and support from the city's Office of Community and Neighborhoods.

Target of the plan: City government, civil society institutions, the private sector and individuals.

Planning documents:

"Burlington Legacy Project: Action Plan, Becoming a Sustainable Community," 2000,

<http://www.iscvt.org/burlingtonlegacy.pdf>;

"Burlington Legacy Project: Highlights of Progress," 2004,

http://www.cedo.ci.burlington.vt.us/legacy/documents_files/legacy_progress_rpt_2004.pdf.

General web site: <http://www.cedo.ci.burlington.vt.us/legacy>.

Sample successful action steps:

- With an aggressive energy conservation program, Burlington used 2% less electricity in 2003 than in 1989. An electricity efficiency bond, approved by the voters, enabled the introduction of efficiency measures that in 2003 resulted in a savings of \$5.9 million for Burlington's electricity customers.
- 60 Businesses have joined the 10% Challenge to reduce energy consumption and reduce green house gases by 10% by 2010.
- Rewrote city charter to require youth representation on all boards and commissions.
- Conducting a comprehensive rewrite of zoning codes to integrate sustainability goals.
- Instituted a school food program using local produce and composting.

Ideas for Westchester and its municipalities to consider:

Collaboration and Education: Coordinating water, sewage, land use and transportation across municipal boundaries; fostering civic engagement in regularly-scheduled neighborhood clean-up activities; establishing a cadre of EcoReps on college campuses to educate peers.

Green Building: Developing data on local sources for environmental building materials.

Solid Waste: Fostering deconstruction instead of demolition.

Business Sustainability: Providing incentives to businesses to reduce air and water pollution.

Air Quality: participating in the Mowing Down Pollution program for exchanging polluting lawn mowers; encouraging the use of the EPA Tools for Schools program; enforcement of anti-idling.

Energy: Aggressive energy efficiency program; spearheading the web-based 10% Challenge to businesses and individuals; free access to buses for students to reduce vehicle miles.

Advice to Westchester from Burlington VT:

"I can't emphasize enough that for us it's really about the four Es - Economic Development, Environmental Protection, Equity and Education. A healthy community needs all of those pieces to be strong. The other thing for us is that we place a huge emphasis on the youth. It's critical to

engage youth early in the planning process and decision making, because they are going to be the leaders of tomorrow and will keep the sustainability structure going and ensure its survival. Involve all the stakeholders and from the beginning think about accountability and implementation so that the plan has some meaning.” *Betsy Rosenbluth, Director, Burlington Legacy Project, (802) 865-7515.*

Massachusetts

Process:

Massachusetts Executive Order 438, establishing the State Sustainability Program, called on all state agencies to work diligently and expeditiously to develop and implement policies and procedures to promote environmentally-sound practices. The State Sustainability Coordinating Council, which is comprised of state agencies, is responsible for priority setting and implementation of the State Sustainability Program coordinated by the Executive Office of Environmental Affairs. Agency monitoring is performed by the agencies themselves and includes annual reporting. With a budget of only \$100,000, which has been repaid many times over with savings achieved as a result of the effort, Massachusetts has made great strides. Comprehensive guidance documents are available for the agencies and the Program's web site has extensive information to assist the agencies in developing their own sustainability measures. To date, 25 agencies have submitted a sustainability report.

Target: State government agencies with some educational outreach to the community.

Planning documents:

Massachusetts Executive Order 438 establishing the State Sustainability Program,

http://www.mass.gov/envir/Sustainable/program/pdf/eo_438.pdf;

Agency sustainability template,

http://www.mass.gov/envir/Sustainable/documents/plan_template.doc;

Agency Sustainability Planning and Implementation Guide,

http://www.mass.gov/envir/Sustainable/pdf/ss_guide_web.pdf;

Numerous resources are identified for the agencies:

<http://www.mass.gov/envir/Sustainable/program/about.htm>;

Massachusetts Climate Protection Plan, 2004,

<http://www.massclimateaction.org/pdf/MAClimateProtPlan0504.pdf>;

State Sustainability Program Activities Report Fiscal Years 2002 through 2004,

http://www.mass.gov/envir/Sustainable/pdf/022505_ssp_activities_report.pdf.

General web site: <http://www.mass.gov/envir/Sustainable/program/about.htm>.

Sample successful action steps:

- Installed waterless urinals, green landscaping and shower controls and saved 1.6 million gallons of water annually.
- Agencies have more than doubled recycling with improved recycling of mixed paper and cardboard and installing duplex printers. This has saved 11,000 trees and \$210,000 annually.
- The effort has saved the State hundreds of thousands of dollars in energy costs.

Ideas for Westchester and its municipalities to consider:

Air Quality: Increasing virtual meetings and telecommuting; mandatory rideshare programs for larger agencies; promotion of mileage-based automobile insurance; rebates or tax incentives for purchasers of clean vehicles; installation of Truck Stop Electrification.

Energy: Ensuring that all landscapes are designed for maximum energy efficiency.

Solid Waste: Campus tag sales at schools and universities.

Water Conservation: Reclaiming water for irrigation.

Green Building: Incorporating sustainable design guidelines into all state building projects.

Government Agency Incentive: Permitting agencies to keep savings achieved through the actions taken on sustainability for redirection to other aspects of their operations.

Minneapolis, Minnesota

Process: By resolution passed in 2003, Minneapolis initiated the development of the Minneapolis Sustainability Plan to be integrated into the Minneapolis Plan - which is used to guide and evaluate city policies and programs. The Sustainability Plan was intended to help coordinate the City's planning, policy making and budget processes into a more coherent whole embracing the three "E's" of environment, economy and equity; and garner buy-in and increase effectiveness of ongoing programs and investments. The planning documents were the product of extensive work by the City, not-for profit organizations, volunteers and public forums.

Target: Government, the private sector and individuals.

Planning documents:

The sustainability planning document, entitled "*Minneapolis Environmental Report, Towards Sustainability*" released on July 16, 2004 describes what has been done, sets new targets and specifies action steps for the future. The report covers areas as varied as reducing the number of unhealthy air quality days due to ozone and particle pollution, reducing airport impacts, reducing carbon dioxide emissions, reducing energy usage, improving water quality and more:

<http://www.ci.minneapolis.mn.us/environment/docs/MPLSEnvOverview071604.pdf>;

Indicators developed by the Crossroads Resource Center for Minneapolis were adopted by the City in April of 2005 in furtherance of the Sustainability Plan:

<http://www.ci.minneapolis.mn.us/council/2005-meetings/20050429/>; at p.408,

<http://www.crcworks.org/msi/indicators.pdf>;

Business plan for Minneapolis Sustainability, April 2005,

http://www.ci.minneapolis.mn.us/council/2005-meetings/20050429/Docs/08_Business-Planning-for-Mpls-Sustainability.pdf.

General website: <http://www.ci.minneapolis.mn.us>.

Sample successful action steps:

- Ordinance barring use of fertilizers with phosphorus except in very limited circumstances
- Converting coal power plant to natural gas which together with other measures reduced CO2 emissions by over 2,600,000 metric tons

Ideas for Westchester and its municipalities to consider:

Air Quality: Providing bike racks at train stations; requiring gas stations to reduce vapors by 95% when fuel storage tanks are refilled reducing ozone causing pollution; reducing emissions from small gasoline engines such as lawn mowers and leaf blowers.

Green Buildings: Incentives for green buildings through offering increased height or density bonuses; joining the Million Solar Roofs initiative.

Toxics: Requiring a permit for sand blasting and power washing that includes lead testing.

Advice from Minneapolis to Westchester:

"Organize a summit, select representatives, establish a process and then establish a program. It is critical that there is a buy-in at the County level by County agencies." *Guy Fischer Environmental Manager, Minneapolis.*

Montclair, New Jersey

Process:

On March 18, 2003, the Township of Montclair passed a Resolution Endorsing and Adopting the Policy of Sustainability for Township decision making, purchasing and operations. The Montclair Environmental Commission has prepared the "Sustainable Montclair Planning Guide" to be used as a tool for decision making about the procurement and delivery of public goods and services now and into the future. The Guide is a "living" document subject to amendments and updates incorporating public input. Specific performance indicators were proposed by the Montclair Environmental Commission.

Target of the Plan:

Municipal government, but public outreach will be part of implementation.

Planning Documents:

Township of Montclair Resolution, <http://www.mtcenv.com/pdf/sustain.pdf>.

Sustainable Montclair Planning Guide, <http://www.mtcenv.com/pdf/sustain-guide.pdf>.

General website, <http://www.mtcenv.com/html/sustain.html>.

Sample Successful Action Steps:

- Completed bike and pedestrian circulation study.
- Replaced all traffic lights with efficient LED – reducing energy usage by 90% and saving \$10,000 per year with a payback (without subsidies) of about 3 years.
- Completed comprehensive energy assessment of all municipal buildings and schools.
- In process of switching entire truck fleet to B-20 blend which is 20% biofuel thus reducing harmful emissions and using a non-petroleum domestic fuel.
- In the process of switching to green cleaning solutions.
- New school building to be a high performance green building maximizing day-lighting, using geothermal heating and cooling, photovoltaic solar panels and utilizing 100% fresh air ventilation.

Ideas for Westchester and its municipalities to consider:

Energy: Energy audit of all government buildings; install solar roof panels; authorize the payment of a premium for green energy by the township.

Air Quality: Installing covered bike racks at all train stations; Tour Westchester by Bike event; increase motor vehicle average fleet fuel efficiency to 35 mpg by 2010.

Solid Waste: Conversion to a "Pay As You Throw" municipal solid waste collection system; enable and set all copiers to double-sided copying.

Green Building: Requiring that all government buildings be LEED certified; modify RFP requirements to include green design features.

Water quality: Requiring that all road salt storage facilities have storm water containment berms.

Advice to Westchester from Montclair:

"If you create a plan, make sure it is a living document which changes as economics, conditions, and information change and as further public input is received. The more you inform the public and get input from people in planning for sustainability, the more likely it is that the people will participate in the initiatives and be guided in their behavior." *Gray Russell, Montclair, NJ Environmental coordinator.*

Multnomah County and the City of Portland, Oregon

Process:

Multnomah County's Sustainability Initiative was formalized in 2001 by the Board of Commissioners to provide leadership to implement strategies to achieve sustainability. It is advised by the citizen-led Sustainable Development Commission. Multnomah County partners on many of its initiatives with the City of Portland which has an Office of Sustainable Development. Multnomah County has established Sustainability Principles to guide county decision making and has established action steps. The County is looking ahead to develop sustainability plans for all of its agencies, develop goals and measures, and engage citizens in setting priorities.

Target: County government, but includes goal of increasing community awareness.

Planning documents:

"Multnomah County Sustainability Report", November 2004,

http://www.co.multnomah.or.us/dbcs/sustainability/sustainability_reports/MultCoSustainabilityReport2004_FINAL.pdf;

Multnomah County Resolution 02-058 Sustainable Procurement Policy,

<http://www.co.multnomah.or.us/dbcs/cpca/files/resolution02-058.pdf>;

"Sustainable Procurement Policy: A Joint Plan of City of Portland and Multnomah County Effort-1st Annual Review-2003," http://www.co.multnomah.or.us/dbcs/cpca/files/sus_update2003.pdf;

"A Progress Report on the City of Portland and Multnomah County Local Action Plan on Global Warming," 2005, http://www.sustainableportland.org/osd_pubs_global_warming_report_6-2005.pdf

Website generally: <http://www.co.multnomah.or.us/dscd/admin/sustainability.shtml>;
<http://www.sustainableportland.org>.

Examples of successes:

- On a per capita basis, CO2 emissions have fallen by 13% from 1990.
- A recycling rate of 54%.
- Construction of 40 high performance buildings.
- Planting 750,000 trees and shrubs.
- Commuting by foot or by bicycle increased 10% between 1990 and 2000.
- All county vehicles run on biodiesel.
- Green roofs being used on county buildings, 6 inches of soil and plants.
- Jails purchasing local produce instead of out-of-state produce.

Ideas for Westchester and its municipalities to consider:

Green Buildings: Adoption of high performance green building criteria for all county building construction; developing a green guidebook for facilities managers and conducting training; green roof demonstration project.

Energy: Adoption of a policy to invest in energy efficiency measures that have a payback of 10 years or less; installation of renewable energy resources; purchase of green tags; participation in the Chicago Climate Exchange; mechanical heating and cooling temperature lock-outs; encouraging purchase of regionally grown food and products; electricity submetering; shifting custodial services to daytime; tightening building hours of operation; energy retrofits.

Solid Waste: Requiring businesses to develop plans to recycle at least 50% of their waste; commercial food waste collection program for composting; directives on the purchase of specific

recycled materials; requiring all printers to be duplex and making that the default mode; purchasing electronic products from companies with extended product responsibility programs.

Air Quality: A multi-month transportation options campaign and competition to educate County employees as to their commuting options; trip reduction incentives for County employees, establishing an online carpool matching service; sponsoring “car-free and carefree” events; promoting parking cash-out offers by businesses; flexible work shifts such as 4/10 or 9/80 to reduce commuting.

Businesses: Annual BEST awards - Businesses for an Environmentally Sustainable Tomorrow.

Toxics: Using the precautionary principle in developing a toxics reduction program; developing toxicity criteria for cleaning and custodial products; only chlorine-free paper used; water-based washer fluids for fleet vehicles rather than solvent-based; specific approaches to reducing toxics at health clinics so that consideration is given to life cycle issues, environmental inputs and outputs and community impacts.

Advice for Westchester:

“Understand what’s important to your agency or community to help frame your sustainability message and work. For example, at the County establishing the link between environmental issues and community health is much more effective than approaching issues from strictly an environmental perspective. In fact that’s the strength of sustainability I think - to achieve the mutual benefits of community livability, a thriving economy, and a healthy ecological system simultaneously.” *Amy Joslin, Multnomah County Sustainability Initiative.*

Oregon

Process:

Initiated in 2000 by the Governor's Executive Order, Oregon's sustainability plan focuses on internal government operations thus recognizing government's role to lead by example. Agencies are directed to look for actions that promote sustainability and required to submit a report of their sustainability activities. Community-based partnering efforts are encouraged. A Community Solutions Team was established by the Governor to help local communities solve problems. A not-for-profit, Oregon Solutions, was later formed to help local communities and businesses. An Oregon Sustainability Board was created by the legislature with members appointed by the Governor to make policy recommendations on priority objectives and avenues for implementation. Oregon has been working on developing modifications to its longstanding Oregon Benchmarks biannual reporting to measure progress on sustainability.

Target of the plan:

Government agencies, but community-based partnerships are encouraged.

Planning documents:

Executive Order 00-07 "Development of a State Strategy Promoting Sustainability in Internal State Government Operations," 2000, http://www.sustainableoregon.net/execOrder-2000/sustain_eo-2000.cfm;

Executive Order EO-03-03 "For a Sustainable Oregon for the 21st Century," 2003, http://www.sustainableoregon.net/execOrder/sustain_eo.cfm;

Oregon Sustainability Act, 2001, http://www.sustainableoregon.net/sust_act/HB3948.cfm

Oregon State Agency Sustainability Report" 2000-2003,

<http://www.sustainableoregon.net/agency/StateAgencyReport03.pdf>;

"State Agency Guidance for Implementing Governor Kulongoski's Executive Order 03-03, "A Sustainable Oregon for the 21st Century" 2003,

<http://www.sustainableoregon.net/documents/sb/State-Agency-Guidance.pdf>;

Oregon Sustainability Board, "State Agency Sustainability Actions," 2003,

<http://www.sustainableoregon.net/documents/sb/Agency-Actions-2003.pdf>;

Oregon Benchmarks Reports,

http://egov.oregon.gov/DAS/OPB/obm_pubs.shtml#NEW_2005_Benchmark_Report.

General Website: <http://www.sustainableoregon.net/>; <http://www.oregonsolutions.net>.

Sample successful action steps:

- An employee suggestion award program resulted in a savings of \$2 million in fiscal 2002.
- Enacted an Administrative Rule establishing a policy of employing a life cycle cost analysis in procurement.
- Switched largely from paper to electronic reporting through use of web sites and e-mail
- Implemented composting at certain facilities.

Ideas for Westchester and its municipalities to consider:

Collaboration: Noting that agencies were set up originally to work independently each within its own areas of expertise, the Oregon Plan requires agencies to work together in multi-agency teams; an award program for employee suggestions; provides training on how to set up an effective environmental management system; interpretative signage for the public where sustainable measures taken are visible.

Energy: Tax credits to encourage investment in energy conservation, renewable resources, recycling and alternative fuels; a certification program for efficient homes; assisting in setting up telecommuting to work programs; commissioning public buildings to verify proper building operation for energy and other efficiencies; developing and encouraging demand controlled ventilation systems; million solar roof program; VendingMiser™ for vending machines; identification and correction of any regulatory barriers to the installation of renewable energy; utilizing October, the Energy Awareness month, for public education and develop an award program.

Water Conservation: Examination of the hydraulic relationship between surface water and ground water and require stream flow mitigation for new ground water uses; treated waste water reuse; waterless urinals.

Air quality: Retrofitting diesel engine fleets and switch to low sulfur diesel; idling reduction.

Parks: Providing public transportation to parks.

Advice to Westchester from Oregon:

“Give clear instructions for all of your agencies.” *Sam Beebe, Communications Manager of Oregon’s Sustainability Plan.*

San Francisco, California

Process:

Recognizing the need for more coordination, the San Francisco Sustainability Plan was the result of a community collaboration of over 350 institutions and individuals which drew heavily from city agency staff, local businesses, the environmental advocacy community and local universities and included extensive public hearings. An advisory commission established by the Board of Supervisors, later dissolved and replaced by the San Francisco Commission on the Environment, spearheads the effort.

Target of the plan: City government, the private sector and individuals.

Planning documents: In 1997 the San Francisco Board of Supervisors approved the Sustainability Plan <http://www.sfenvironment.com/aboutus/policy/sustain/>. Fifteen topic areas were addressed and action steps and indicators as measurement tools for progress were identified. The plan evolved into an annual release of an updated four year SF Environment Strategic Plan which sets forth goals, objectives and action steps. SF Environment Strategic Plan 2004-2007, <http://www.sfenvironment.com/aboutus/stratplan.pdf>.

General web sites: <http://www.sfenvironment.com/index.htm>; <http://www.sustainable-city.org>.

Sample successful action steps:

- Following a successful three-year pilot program, San Francisco adopted a comprehensive ordinance requiring that the precautionary principle and environmentally preferable purchasing be employed as an approach to decision making to reduce harm to public and environmental health by utilizing safer alternatives.
http://www.sfenvironment.com/articles_pr/2005/article/061805.htm.
- Established as a goal a 75% landfill diversion by 2010. The sustainability program has already achieved a reduction in diversion of solid waste from 29% diversion to 63%.

Ideas for Westchester and its municipalities to consider:

Green Building: Requiring government construction over 5,000 square feet to obtain LEED silver certification and ensure that 50% of new affordable housing is green.

Solid Waste: Requiring government construction contractors to submit construction and demolition debris management plans which maximizes reuse and recycling; increase food service business participation in composting programs.

Business Sustainability: Developing and coordinating a Green Business Program.

Air Quality: Reduce vehicle miles traveled by guaranteeing rides home and developing secure bicycle storage facilities to support bicycle commuters; promoting community awareness events such as bike-to-work days; car-free days; ride-share weeks; walk-to-school days.

Energy: Recognizing early adopters of solar and co-generation.

Toxics: Requiring dentists to install mercury separating devices.

Advice to Westchester from San Francisco:

“Everyone should have a Sustainability Plan as a blueprint for a sustainable future.

The San Francisco Plan may be valuable reference tool for you. Please call me with questions or for advice at (415) 355-3702 or by e-mail at David.Assmann@SFGOV.ORG.” *Mr. David Assmann, Deputy Director of the San Francisco Department of the Environment.*

Santa Monica, California

Process:

The Santa Monica City Council adopted a Sustainable City Program in 1994 which focused on resource conservation and environmental issues and initially focused on government action. The program was updated in 2003 with the issuance of the Santa Monica Sustainable City Plan following a comprehensive process which expanded the reach of the program to all sectors and included a large group of stakeholders including elected and appointed officials, City staff, representatives of schools, the business community and other community groups. The revised plan also expands the areas targeted to include resource conservation, transportation, pollution prevention and public health protection, and community and economic development. Santa Monica is viewed as a model worldwide for its sustainability work, with special recognition for its pioneering work in environmentally preferable purchasing. The process uses a set of indicators to measure progress against goals.

Target of the plan: City, private sector and individuals.

Planning documents:

Santa Monica Sustainable City Program 1994, http://santa-monica.org/epd/scp/pdf/SCP_1994_Progress_Report.pdf;
Sustainable City Program Status Report 2002, http://santa-monica.org/epd/scp/pdf/SCP_2002_Status_Report.pdf;
Santa Monica Sustainable City Plan 2003, http://santa-monica.org/epd/scp/pdf/SCP_2003_Adopted_Plan.pdf.
Web site generally: <http://santa-monica.org/epd/scp>.

Sample successes achieved:

- In 1999, Santa Monica became the first city in the world to have all of its municipal electricity needs served by clean renewable energy.
- The amount of solid waste recycled increased from 13.8% in 1990, to 55% in 2000.
- Santa Monica developed the most successful and comprehensive environmentally preferable purchasing program in the country.
- Average vehicle ridership for companies with more than 50 employees increased from 1.13 persons per vehicle to 1.39 and from 1.13 to 1.17 for City employees.
- Sewage flow was reduced by 14% from 1990 to 2000.
- Overall, Santa Monica reduced its ecological footprint by 5.7% between 1994 and 2004.

Some ideas for Westchester and its municipalities to consider:

Citizen involvement: Establishing local green teams.

Solid Waste: A permanent collection facility for hazardous waste; education on how to reduce junk mail; education on demolition and construction waste recycling.

Water Conservation: Distributing rain storage barrels; requiring certificates on resale that the building has been retrofitted with energy saving plumbing fixtures.

Green Buildings: Opening a green building resource center; requiring lower annual energy consumption than state code.

Advice to Westchester from Santa Monica:

“Our plan was too from-the-top-down with not enough community involvement. Get all the players on board from the outset.” *Dean Kubani, Sustainable City Coordinator of Santa Monica.*

Washington State

The governor established the Sustainable Washington Advisory Panel, which consisted of representatives from government, not-for-profits and business, in 2002. This effort resulted in the first report issued in 2003. Following two years of raising awareness and promoting action around the state, the panel issued a progress report. The governor issued executive orders requiring state agencies to follow sustainable practices and file biennial reports and establishing targets to be achieved by agencies. The state hopes to expand the initiative beyond the state agencies to the general public.

Target: State agencies.

Planning Documents:

“A New Path Forward: Action Plan for a Sustainable Washington,”

<http://www.sustainableseattle.org/sustpanel/ANewPathFowardActionPlan.pdf>;

“Progress Report on the Action Plan for A Sustainable Washington,”

<http://www.ofm.wa.gov/sustainability/progressreport04.pdf>;

Executive order 02-03 Sustainable Practices by State Agencies,

http://www.governor.wa.gov/actions/orders/eoarchive/eo_02-03.htm;

Template for Agencies Sustainability Plans,

<http://www.ofm.wa.gov/sustainability/text/template.doc>;

Purchasing Reference Guide for Environmentally Preferable Purchasing,

<http://www.ga.wa.gov/PCA/Forms/EPP-Manual.doc>;

Executive Order 05-01 Establishing Sustainability and Efficiency Goals for State Agencies,

<http://www.ecy.wa.gov/sustainability/Resources/EO05-01.pdf>.

Web sites generally: <http://www.ecy.wa.gov/sustainability>;

<http://www.ofm.wa.gov/sustainability/index.htm>.

Sample successes achieved

- Saved 2.3 million dollars of utility cost each year.
- Set policy and established goals requiring green building to meet LEED Silver standards for government construction, and by 2009 achieving a 20% reduction in petroleum use, a 30% reduction in office paper consumed and a 10% reduction in energy use from 2003 levels.
- Switched to 100% recycled paper and reduced paper purchasing by 7.3% at a saving of \$116,000.
- Commenced using reclaimed water for irrigation.
- Replaced toxic custodial chemicals with green products at a reduced cost of 30%.
- Purchased dozens of hybrid vehicles and entered into contracts for biodiesel.

Ideas for Westchester and its municipalities to consider:

Biodiversity: Native plant appreciation week and a native plant demonstration garden.

Solid Waste: Composting facilities at correctional institutions and universities.

Fuels: Using biodiesel instead of regular diesel.

Advice to Westchester

“Concrete measurable goals are very important. Look at the connected budget issues. For example, have a grant for projects the agency might not be able to fund themselves. Give them rewards for trying to implement these goals.” *Kathleen Drew, Sustainability Policy Advisor.*

APPENDIX C: ADDITIONAL RESOURCES

General Reports, Studies and Literature on Sustainability

Action for Tomorrow's Environment, *Power Point on Sustainability for Westchester*, http://www.actionfortomorrow.org/sustainability_for_westchester.ppt.

Action for Tomorrow's Environment, *2004 Proposal to launch a sustainability effort in Westchester*, http://www.actionfortomorrow.org/sustainability_letter.pdf.

Action Coalition for Global Change. *Building A Sustainable Community: An Organizer's Handbook*. (California: Action Coalition for Global Change). Contact: ACGC at: 415-341-1126.

Ames, Steve C. *Guide to Community Visioning*. (Chicago, IL: APA Planners Press, 1998; rev. ed.). A product of the Oregon Visions Project, available from Planners Book Service, 122 S. Michigan Avenue, Suite 1600, Chicago, IL 60603; Tel: 312.786.6344; Fax: 312.431.9985. Website: <http://www.planning.org/bookstore>.

Bay Area Alliance for Sustainable Communities, *Pathways to Results: Measuring Progress Toward Sustainability*. 2003, http://www.nccsf.org/DataCentral/PDF_StateoftheBayArea.pdf.

Butler, Lorna Michael and Robert E. Howell, *Coping with Growth: Community Needs Assessment Techniques* October 1980, reprinted July 1993. Found on Rural Community College. Initiative website: http://srdc.msstate.edu/rcci/resources/strategic_planning.htm.

California Resources Agency. Environmental Protection Indicators for California: 2002. California Environmental Protection Agency. Office of Environmental Health Hazard Assessment, 1001 I Street – 12th Floor, Sacramento, CA 95814. Phone: 916-324-2829 Email: cmilanes@oehha.ca.gov.
Web Site: <http://www.oehha.ca.gov/multimedia/epic/2002epicreport.html>.

Calthorpe, Peter. "Ahwahnee Principles". (Sacramento, CA: Local Government Commission, 1990). Web site: http://www.lgc.org/freepub/land_use/principles.html.

Center for Livable Communities, 1414 K Street, Suite 250, Sacramento, CA 95814, Tel: 916.448.1198; 800.290.8202. Website: <http://www.lgc.org/center/index.html>.

Center for Rural Pennsylvania. *Planning for the Future: A Handbook on Community Visioning*. Contact the Center for Rural Pennsylvania, 212 Locust Street, Suite 604, Harrisburg, PA 17101; Tel: 717.787.9555; Fax: 717.772.3587. Website: <http://www.ruralpa.org>.

City of Hamilton, Ontario Canada, Hamilton Ontario: Vision 2020, <http://www.vision2020.hamilton.ca/about/indicators.asp>.

City of Santa Monica, Sustainable City Program, 1685 Main St., Santa Monica, CA 90401, Tel: 310.458.2213, Fax: 310.393.1279, Email: environment@santa.monica.org.
Website: <http://www.santa-monica.org/environment/>

Communities by Choice, 427 Chestnut Street, Suite 4, Berea, KY 40403-1547, Tel: 859.985.1763, Fax: 859.985.9063, Email: info@CommunitiesbyChoice.org, Website: <http://www.CommunitiesbyChoice.org>.

Crossroads Resource Center for Urban Ecology, *Neighborhood Sustainability Indicators Guidebook: How to Create Neighborhood Sustainability Indicators in your Neighborhood*. 1999. <http://www.crcworks.org/guide.pdf>.

Hart, Maureen (1999) *Guide to Sustainable Community Indicators* (2nd ed.), Sustainable Measures, P.O. Box 361, North Andover, MA 01845; P: 978-975-1988 F: 978-975-1934 <http://sustainablemeasures.com>.

Hubbard, Alice and Donella Meadows, *What Are Sustainable Communities?* Smart Communities Network online. Web Site: <http://www.sustainable.doe.gov/articles/whatare.shtml>.

International Council for Local Environmental Initiatives (ICLEI), *Tools for a Sustainable Community: One-Stop Guide for U.S. Local Governments*. ICLEI World Secretariat, City Hall, East Tower, 8th floor, 100 Queen Street West, Toronto, ON M5H 2N2, Tel: 416.392.1462, Fax: 416.392.1478, Email: iclei@iclei.org. Website: <http://www.iclei.org/la21/onestop.htm>.

International Institute for the Urban Environment, *Indicators for Sustainable Urban Development*. 5th – 12th July, 1997, Delft, The Netherlands. Proceedings of the European Commission (Environment and Climate Programme) Advanced Study Course. Web Site: <http://www.urban.nl>.

Iowa Environmental Council. *Iowa Environmental Indicators: Measuring what Matters*. 2002. <http://www.earthweshare.org/n/indicators2002.pdf>

Kretzmann, John and John McKnight, *Building Communities from the Inside Out*, Chicago: The Asset Based Community Development Institute, <http://www.northwestern.edu/ipr/abcd/abcdbackground.html>.

Livable Communities Initiative, Website: <http://www.livablecommunities.gov>.

Maser, Chris. *Sustainable Community Development: Principles and Concepts*. (Delray, FL: St. Lucie Press, 1997).

McDonough, William, "Hanover Principles". This resource can be found online at: <http://www.mindfully.org/Sustainability/Hannover-Principles.htm>.

Ontario Roundtable on Environment and Economy. *Sustainable Communities Resource Package*. (Ontario: Ontario Roundtable on Environment and Economy, April 1995). Online at: <http://www.web.net/ortee/scrp>.

National Civic League. *The Community Visioning and Strategic Handbook*. (1996). This 53-page handbook explains the community visioning process, both the rationale behind it and how to do

it. To obtain this resource contact the National Civic League, 1445 Market Street, Suite 300, Denver, CO 80202; Tel: 800.223.6004. Web site: <http://www.ncl.org>

National Council for Science and the Environment (NCSE), Achieving Sustainable Communities: Science and Solutions.(2002). Available online at <http://www.cnie.org/NCSEconference/2001conference/report/page.cfm?FID=1692>. Editors of the report have also created a list of the "[Top 10 Keys To Sustainable Communities.](#)" To receive a printed copy of the conference report, send your name and mailing address to conference@NCSEonline.org.

Nature Conservancy, Center for Compatible Economic Development. Pathways: Building a Local Initiative for Compatible Economic Development.(1999). Contact: CCED, 7 East Market Street, Suite 210, Leesburg, VA 20176; Tel: 703.779.1728; Fax: 703.779.1746; Email: cced@tnc.org. This resource can be found online at: <http://www.cced.org/Pathways.htm>.

Northwest Environment Watch. *This Place on Earth 2002: Measuring What Matters.* Price: \$12.50 <http://www.northwestwatch.org/publications/tpoe02.asp>.

Oregon Progress Board, Oregon Shines Benchmarks.
Website: <http://egov.oregon.gov/DAS/OPB/obm.shtml>.

SCN: Community Building and Democracy,
<http://www.chebucto.ns.ca/Environment/SCN/CommLink/CBD.html>. While the focus of SCN:
See also: Sustainable Communities Network, <http://www.sustainable.org>.

Silicon Valley 2010 Vision, Joint Venture: Silicon Valley Network, 84 West Santa Clara St., Suite 440, San Jose, CA 95113-1820, Tel: 408.271.7213, Fax: 408.271.7214, Email: info@jointventure.org. Website: <http://www.jointventure.org>.

Southern California Council on Environment and Development (SCCED), 1247 Lincoln Blvd. #253, Santa Monica, CA 90401, Tel: 310.455.1603, Fax: 310.455.3011, Email: sccedmail@aol.com. Website: <http://www.scced.org>.

Sustainable Seattle, *Indicators of Sustainable Community: A status report on long-term cultural, economic, and environmental health for Seattle/King County.* 1998 Website: <http://www.sustainableseattle.org>.

University of Kansas Work Group on Health Promotion and Community Development, *Community Toolbox.* Website: <http://ctb.lsi.ukans.edu>.

World Resources Institute and The Access Initiative, *Assessing Access to Information, Participation, and Justice for the Environment: A Guide.* 2002. Download software and workbook: <http://www.accessinitiative.org>.

Sample Stakeholder-Specific Resources on Sustainability

Faith-based community

Web of Creation, <http://www.webofcreation.org>.

Community Interfaith Climate Change Network.
<http://www.protectingcreation.org/congregation>.

New York Interfaith Power & Light <http://www.nyipl.org>.

Government

US Mayors Climate Protection Agreement, <http://www.ci.seattle.wa.us/mayor/climate>.

ICLEI Cities for Climate Protection program, <http://www.iclei.org/index.php?id=800>.

Hospitals

Hospitals for a Healthy Environment <http://www.h2eonline.org>.

Green Guide to Health Care ,<http://www.gghc.org/index.cfm>.

Schools

Healthy Schools Network <http://www.healthyschools.org>.

Westchester Student Environmental Council www.FCWC.org.

NYSERDA's Energy Smart Students curriculum
<http://www.nyserra.org/programs/Schools/default.asp?i=11>.

Universities

University Leaders for a Sustainable Future <http://www.ulsf.org>.

Rutgers University, "Rutgers Sustainable", <http://rusustainable.org>.

University of North Carolina, "Sustainability at UNC," <http://sustainability.unc.edu>.

United States Government Resources on Sustainability

EPA

<http://www.epa.gov/ecocommunity/tools.htm>,

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

Department of Energy

<http://www.sustainable.doe.gov/management/tensteps.shtml>.

EPA Executive Order 13101 goals for Federal government agencies:

<http://www.epa.gov/oaintrnt/p2/eppgoals.htm>.

President's Council on Sustainable Development

Report of the President's Council on Sustainable Development established by President Clinton – “A New Consensus for the Prosperity, Opportunity and a Healthy Environment for the Future”. 1996, http://clinton2.nara.gov/PCSD/Publications/TF_Reports/amer-top.html.