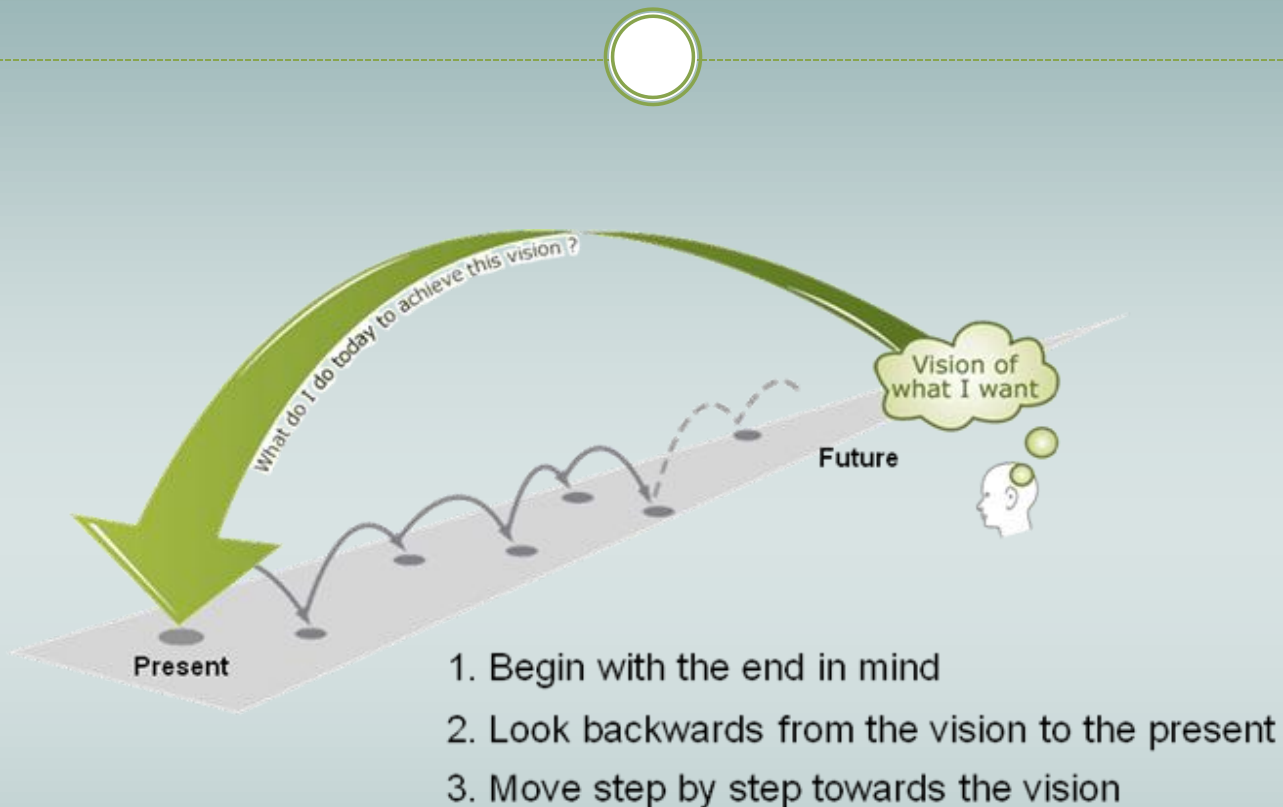


# South Bay Plan Exercise



## ABCD Strategic Planning Method

# Group Exercise Agenda



- Case Study Plans – Overview
- Community System “ABCD” Exercise
  - Description of Success (Step C, Compelling Vision)
  - Existing Conditions (Step B, Baseline Analysis)
  - Strategic Objectives (Step C, Compelling Vision)
  - Actions, Indicators, and Benchmarks (Step D, Down to Action)
- Group Reports

# Case Study Plans



- Strategic Sustainability Plans
  - Whistler, British Columbia
  - Madison, Wisconsin
- Local Plans
  - Los Gatos General Plan Environment & Sustainability Element
  - Palo Alto Climate Protection Plan
  - San José Green Vision

# Whistler 2020 Sustainability Plan



## Vision

- Whistler will be the premier mountain resort community – as we move toward sustainability.
  - As part of a larger global effort, we believe that we can achieve sustainability by 2060 and that this timeline provides us with a realistic target.

## One page for each strategy with:

- Description of Success
- Select Related Indicators
- Select Related Actions

# Whistler Strategies



Arts, Culture & Heritage  
Strategy

Built Environment Strategy

Economic Strategy

Energy Strategy

Finance Strategy

Health & Social Strategy

Learning Strategy

Materials & Solid Waste  
Strategy

Natural Areas Strategy

Partnership Strategy

Recreation & Leisure Strategy

Resident Affordability Strategy

Resident Housing Strategy

Transportation Strategy

Visitor Experience Strategy

# Whistler – Energy



- Description of Success – In 2020, Whistler’s energy system is reliable, flexible and moving toward our sustainability objectives.

## Indicators

- Renewable Energy
- Energy Use
- Renewable Fuel
- Greenhouse Gas Emissions
- Regional Air Quality

# Madison Sustainability Plan

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## Vision

- Madison will create a state of balance between the natural and built environments ... . City residents breathe clean air, drink clean water, ... . **Any human alteration of natural systems is balanced with restoration and enhancement of other natural system elements.**

One page for each goal

# Madison – Sustainability Categories

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1. Natural Systems
2. Planning & Design
3. Transportation
4. Carbon & Energy
5. Economic Development
6. Employment & Workforce Development
7. Education
8. Affordable Housing
9. Health
10. Arts, Design & Culture



# Madison – Energy



## Carbon & Energy

- Vision – Madison embraces sustainable approaches to fuel our economy and community, achieving an **80% carbon reduction by 2050**. Our City government and staff set examples of reduced energy use and emissions for businesses and individuals to emulate.

# Los Gatos General Plan



## Vision

- Los Gatos is home. ... The Town ... offers amenities, support, and a high quality of life to all residents, including youth and seniors. ... Its citizens and its government **understand the importance of sustainability and are committed to making choices that protect and preserve** Los Gatos's valuable natural environment and **reduce global environmental impacts.**

# Environment & Sustainability Element

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1. Biological Resources
2. Water Resources
3. Water Service
4. Wastewater
5. Stormwater
6. Solid Waste and Recycling
7. Air Quality
8. Greenhouse Gases
9. Energy Resources

# Los Gatos General Plan - Energy

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## Goals

- To foster development that reduces the use of nonrenewable energy resources and expands the use of renewable resources and alternative fuels.
- To promote green buildings that minimize consumption of energy and natural resources.

# Palo Alto Climate Protection Plan



- *Long Term Goal:* By 2020, the City and Community will reduce emissions by 15% of 2005 levels, equal to 119,140 metric tons of CO<sub>2</sub>, and bring the community in line with State reduction goals.

For each category:

- Goals and Actions
- Cost Benefit Analysis
- Monitoring

# Climate Protection Categories

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1. Utilities
2. Sustainable Purchasing
3. Transportation and Sustainable Land Use
4. Green Building
5. Zero Waste
6. Education and Motivation

# Palo Alto – Climate Protection



- Reduce greenhouse gas emissions from electricity and natural gas usage to achieve climate neutrality by 2020.

## Monitoring

- municipal and community-wide emissions estimates from electricity and natural gas use
- certify electric utility emissions with California Climate Action Registry
- develop methodologies for conducting municipal inventories of non-CO2 emissions

# San José's Green Vision



## Goals – Within 15 years ...

- Create 25,000 Clean Tech jobs
- Reduce per capita energy use by 50 percent
- Receive 100 percent of our electrical power from clean renewable sources
- Build or retrofit 50 million square feet of green buildings
- Divert 100 percent of the waste from our landfill and convert waste to energy



# Green Vision Goals (cont.)



- Recycle or beneficially reuse 100 percent of our wastewater
- Adopt a General Plan with measurable standards for sustainable development
- Ensure that 100 percent of public fleet vehicles run on alternative fuels
- Plant 100,000 new trees and replace 100 percent of our streetlights with smart, zero-emission lighting
- Create 100 miles of interconnected trails

# Green Vision 2010 Annual Report



## Sustainability Indicators

- Per Capita Energy Use (Electricity & Natural Gas)
- Municipal Energy Use (Electricity & Natural Gas)
- Renewable Energy Generation (%)
- Solar Energy in San José (Megawatts)
- Number of Solar Roofs (4kw/Roof)
- Certified Green Building Space (millions of square feet)
- LEED Certified and GreenPoint Rated Projects Completed
- Trash diverted from Landfills (%)
- Waste converted to Energy (Tons, kW/h)

# Group Exercise



- Divide into groups based on subject areas or overall sustainability
  1. Brainstorm description of success
  2. Evaluate existing conditions (issues and opportunities) in Santa Clara County in relation to the four system conditions
  3. Brainstorm strategic objectives

# Break Out Subject Areas



## ICSP Community Systems

- Arts/Culture/ Heritage
- Built Environment
- Economic Development
- Energy
- Food
- Health & Social Services
- Learning
- Materials & Solid Waste
- Natural Areas
- Recreation & Leisure
- Transportation
- Water

*From Integrated Community Sustainability Planning: A Guide (The Natural Step)*

# Description of Success (15 min)



- What purpose does this community system serve in a sustainable society?
- What human needs does it help satisfy?
- In a successful sustainable future, what will our community members and key stakeholders say about this community system?

Step C – Compelling Vision

# Existing Conditions (15 min)



- Scan your community system through the lens of the 4 sustainability principles
- Brainstorm most obvious violations
- Rank significance
  - Low/Medium/High or use matrix to evaluate degree of violation of sustainability principles vs. importance for the community
- Synthesize the results of your scan into 5 to 7 key sustainability challenges

# Existing Conditions



In a sustainable society, nature is not subject to systematically increasing:

- concentrations of substances extracted from the earth's crust
- concentrations of substances produced by society
- degradation by physical means

and, in that society...

- people are not subject to conditions that systematically undermine their capacity to meet their needs

Step B – Baseline Analysis

# Ranking – Evaluation Matrix



		Importance for the Community	
		High Cost/Revenue/Volume	Low Cost/Revenue/Volume
Degree of Violation of Sustainability Principles	Major violation	<p><b>Box A</b></p> <p>Impacts that are serious violations of sustainability principles AND which are essential to the functioning of the community system</p> <p><i>Community needs to ensure that these issues are taken into consideration in plans and strategies. A successful sustainability initiative will require a serious effort to address these impacts.</i></p>	<p><b>Box B</b></p> <p>Impacts that result in serious violations of sustainability principles BUT which are less essential to the functioning of this stage of the community system</p> <p><i>Community needs to ensure that these issues are taken into consideration in plans and strategies.</i></p>
	Minor violation	<p><b>Box C</b></p> <p>Impacts that are minor violations of sustainability principles BUT which are essential to the functioning of the community system</p> <p><i>They may be a source of risk; and community will want to explore means of monitoring and managing that risk.</i></p>	<p><b>Box D</b></p> <p>Impacts that result in minor violations of sustainability principles AND that are less essential to the functioning of the community system</p> <p><i>They may require limited monitoring or informing of progress but are of low priority. They are unlikely to be the subject of strategies and actions.</i></p>



# Strategic Objectives (15 min)



- Identify the 5 to 7 major strategic objectives needed in order to be considered sustainable
  - How could your community system deliver the same services that it does today, but in alignment with the sustainability principles?
  - Considering the human needs that this system principally satisfies, how might this system satisfy other human needs?
  - What would the facilities, materials, processes, operations, management etc. look like for this community system if it were in alignment with the sustainability principles?

# Strategic Objectives



- Written as results based objectives versus prescriptive based objectives
  - “our community’s energy system is fossil fuel free” (results-based)
  - “our community’s energy system comprises an array of solar panels” (prescriptive)

Step C – Compelling Vision

# Actions/Backcasting



- Brainstorm Strategies/Actions/Investments
- Prioritize actions based on:
  1. The 4 system conditions and your goals and benchmarks
  2. Potential as a stepping stone for future actions
  3. Potential to save money that can then be invested into future action

Step D – Down to Action

# Indicators



- How will we know if we have achieved each objective and/or are making progress toward it?
  - **S**pecific
  - **M**easurable/Motivational
  - **A**ggressive yet Attainable
  - **R**elevant
  - **T**ime-bound

# Targets/Benchmarks

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## Good Targets

- provide direction
- set clear expectations
- provide opportunities for a win
- create motivation
- are proactive

## Targets are likely to fail if:

- they are too ambitious or unrealistic
- there is a lack of commitment or ownership
- they are not recorded
- progress toward the target is not reviewed regularly
- there is no action plan to achieve the target

# Group Report Outs



- Share what you were able to develop
- Share your thoughts on the process
  - How did it work?
  - What is still confusing or missing for you?
  - Can you use the ideas we practiced?

# Summary / Next Steps



Thank you for joining in this short experiment

Ideas that came out of the workshop?

Feedback?