



Environmental Action Plan Phase I (FY2009 – FY2011)

PRINCIPLE: GLOBAL CLIMATE CHANGE AND OTHER EMERGING THREATS

Alexandria must be adaptive and responsive to emerging and unforeseen environmental threats – such as climate change – that could strain infrastructure, deplete natural resources, disrupt the economy, and threaten public health. Failure to respond quickly and appropriately to such threats will likely have severe consequences for the health and economy of Alexandria and its citizens.

Goal 1: Adopt targets for reducing greenhouse gas emission reductions for 2012 and 2020.

Action 1: Adopt the proposed greenhouse gas emission reduction targets outlined in the Metropolitan Washington Council of Governments' July 2008 draft Climate Change Report.*

Action 2: Continue to inventory greenhouse gas emissions within the city using the International Council for Local Environmental Initiatives (ICLEI) computer program and finalize the emission reduction targets.*

Action 3: Assign the Environmental Coordinating Group (ECG) to propose methods to achieve the emission reduction targets and to begin drafting a Climate Action Plan that will include exploring methods for making the targets binding.

Goal 2: Institutionalize the consideration of the effects of possible climate changes into long-term planning.

Action 1: The City shall carry out a risk analysis of the effects of global warming on Alexandria.

Action 2: Empower the ECG to develop adaptation planning strategies within the city.

Goal 3: Prepare and educate city residents and business owners for a carbon-constrained economy.

Action 1: The City will disseminate educational materials on the causes of climate change, how people can reduce their climate impact, and how greenhouse gas reduction policies may affect the availability and prices of energy and other goods.

Action 2: The City Council will emphasize the benefit of increasing development density as a method for reducing greenhouse gas emissions in its discussions with citizens and business.

*Denotes work already in progress

Goal 4: Develop a strategic planning process for improving and maintaining environmental quality.

Action 1: City management, staff, Environmental Policy Commission (EPC) members, and others will begin to regularly participate in long-term (i.e. 5, 20, and 50 years) planning activities such as scenario exercises and retreats.

Action 2: Continue institutional and funding support for the Eco-City process, including maintaining a collaborative relationship between the City, EPC, Virginia Tech, and the public to secure the advancement of the principles agreed to and adopted in the Eco-City Charter.*

PRINCIPLE: ENERGY

The quantity and sources of energy used by Alexandria's government, businesses and residents impact our environment and quality of life – whether it be through pollutants added to the air, negative effects on water quality or local contributions to climate change...We envision and work toward a day when Alexandria relies solely on renewable energy sources.

Goal 1: Explore incentives that encourage the adoption of renewable energy resources, such as wind and solar, that could yield significant reductions in the city's carbon footprint and other emissions.

Action 1: In late 2009 EPC, City Staff, and other interested parties will convene workshops to identify issues and charge questions for a feasibility study on the potential for renewable power generation within the city. Speakers will include experts in engineering, law, and economics with experience in the potential and feasibility of renewable-powered local electricity generation networks.

Action 2: Determine the amount of energy that can be produced locally and sustainably by 2020 and 2030.

Goal 2: Encourage the adoption of more energy efficient technologies and practices by the City, its residents, and businesses.

Action 1: Lengthen the allowable payback period for the City's energy efficiency investments from 7 years to 15 years to be more consistent with the City's cost of capital, and increase funds for those investments for FY 2010 by \$50,000.

Action 2: The sedans or hybrids purchased by the City in 2009 will have an average city fuel economy 20% greater than Corporate Average Fuel Economy (CAFÉ) requirements.

Action 3: The City will partner with local vendors, experts, and others to promote the use of products and services that reduce energy use, such as drying racks, cold-water laundry detergent, and power strips. The City will seek to implement this objective by sponsoring awareness campaigns and reducing cost of adoption.

Goal 3: Reduce energy consumption through conservation.

Action 1: The City will direct its employees to regularly shut down their computers and other office equipment at the end of each workday.*

Action 2: The City will develop a checklist for home owners and businesses to perform their own energy audits, aimed at quick and easy modifications that could yield significant reductions in energy usage.

Goal 4: Support interdepartmental planning and prioritization of energy management and investment activities.

Action 1: EPC will endorse the creation of the City's recently empanelled Energy Conservation Committee (ECC) as a model for promoting and instilling the principles of the Eco-City Charter, including the objective of interdepartmental cooperation and planning, in the pursuit of sustainability.*

Action 2: Through the City Manager's Office, make City Department participation and representation in the ECC mandatory in order to assure attainment of the energy goals of the Action Plan and the reduction of government expenditures on energy services.

Action 3: In FY2009 and FY2010, ECC will propose goals and activities for itself for the next 5 years and present these to the City Council. The goals should include plans for promoting energy conservation awareness and education of residents and business owners.

Action 4: In 2009, the City will conduct its plan for energy walkthroughs of a number of major City facilities to be distributed across a variety of City-owned building types (recreational, managerial, public safety).*

Action 5: ECC will conduct outreach to City staff to increase awareness of energy conservation strategies by educating building operators and occupants. All media forms will be used to ensure that all City staff are reached.*

Action 6: The City will use its website and other multimedia tools to advertise and describe the purpose of the ECC and its activities.*

Goal 5: Evaluate the energy needs and impacts within the city in order to set energy use objectives by initiating an energy planning process by 2010.

Action 1: The City government will initiate a process for establishing a City Energy Master Plan by 2009. City staff will conduct a scoping exercise that outlines and identifies boundaries of the plan focusing on household, business, and government energy use in the city, and is mindful of the targets adopted in the Commonwealth of Virginia 2007 Energy Plan and the 2008 Metropolitan Washington Council of Governments - National Capital Area (MWCOG-NCA) Climate Change Report.

Goal 6: Purchase less polluting energy sources for City operations.

Action 1: In FY 2009 and 2010, the City will purchase 5% of its electricity needs through green certificates, which promote the use of renewable power.*

Action 2: Purchase renewable energy credits generated for compliance with state-level renewable portfolio standard requirements equivalent to 6.5% of the City's operational needs in 2010 rising steadily to 20% in 2020.

Action 3: Use sustainable biodiesel for all of the City diesel fleet operations.*

PRINCIPLE: LAND USE AND OPEN SPACE

The City's land use and open space policies must harmonize its built and natural environments to ensure that growth does not jeopardize environmental sustainability and preserves Alexandria's character. The City's land use policies will accommodate increases in people and jobs through green development...

Goal 1: Continue to coordinate land use and site design decisions among City departments (Planning & Zoning, Transportation & Environmental Services, and Recreation, Parks, & Cultural Activities) to ensure compatibility with existing City plans that promote walking, cycling, and taking public transportation.*

Action 1: Ensure that land use decisions incorporate smart growth principles that provide incentives and disincentives regarding vehicle use and vehicle ownership.

Action 2: Incorporate, where feasible and appropriate, improvements to bike and pedestrian facilities into ongoing Small Area Plans to ensure compatibility with the Bike and Pedestrian Plan.*

Action 3: Continue to develop and approve Small Area Plans that increase density in and around Metro stations and other transportation hubs.*

Action 4: Promote more pedestrian, bike, and transit usage during land use planning of Alexandria's major thoroughfares, including Van Dorn Street and Beauregard Street.*

Action 5: Continue to incorporate retail streets and/or small-scale retail uses into neighborhood plans, where appropriate and feasible, to increase walking destinations and opportunities for small businesses.*

Goal 2: Ensure that Small Area Plans, as well as new development and redevelopment projects, are consistent with the vision and principles of the Eco-City Charter.

Action 1: Devise a sustainability checklist based on criteria and principles from the Eco-City Charter that Planning & Zoning can use in determining the compatibility of Small Area Plans and new development and redevelopment projects.

Action 2: Prepare GIS maps to identify safest routes for children to walk to their schools, supporting the Walking School Bus Concept.

Action 3: Incorporate open and green space and sustainability standards, where appropriate (e.g., LEED, Sustainable Sites criteria, Low Impact Development principles) into Small Area Plans and the City's Green Building Policies.

Goal 3: Protect and enhance Alexandria's open space and green infrastructure including wildlife habitat, parks, trails, tree canopy, and watersheds.

Action 1: Finalize and release the Urban Forestry Master Plan. Develop a multi-year action and funding plan to implement Plan recommendations.*

Action 2: Explore a policy that expands and supplements current tree canopy coverage standards through a combination of incentives, regulations, and in-lieu fees.

Action 3: The City will lead by example by utilizing low impact landscape practices where possible, such as perennial and native plant species, rain gardens, reduced fertilizer and pesticide usage, and encouraging the removal of invasive species.*

Action 4: Continue work on completing a GIS inventory of trees located in public rights of way and other public lands, and identify locations for new trees.*

Action 5: Promote and expand Living Landscape Program to include "Adopt-a-Tree," "Celebration Tree," and/or other similar program activities, where individuals or organizations can purchase trees through the City and have them planted and maintained throughout the city.

Action 6: Continue to design and develop shaded parking lots through existing Special Use Permit/Development Special Use Permit process; expand to include the retrofitting of existing parking lots.*

Action 7: Identify potential locations to establish new school and community gardens.

Action 8: Set minimum standards for open space and green space in Small Area Plans and other City plans that can be met in part through green roofs, green decks over underground parking, or green surface lots.*

Action 9: Continue progress on protecting the 36 remaining acres, through acquisitions, easements, and dedications, to achieve the City's 100 acre open space goal.*

Action 10: Continue the Open Space Pocket Park program with the design and implementation of pocket parks on East Del Ray Avenue and South Early Street.*

Action 11: Continue progress on Four Mile Run Restoration Master Plan by completing the design competition for the Four Mile run pedestrian Bridge, finalizing the design guidelines and redeveloping the recently-acquired Four Mile Run open space properties in accordance with relevant area plans.*

Goal 4: Ensure that future land use and open space planning and project decisions will neither create or perpetuate social injustice, nor compromise the city's historic character.

Action 1: Continue to ensure representation and participation by affected groups in the Master Plan and Small Area Planning processes. Continue outreach efforts to engage low income and minority residents in land development project decisions within their neighborhood.*

Action 2: Continue to identify opportunities for affordable housing and mixed income housing in Small Area Plans throughout the city.*

Action 3: Ensure that mixed income development incorporates spaces for on- or near-site community support services (e.g., child care), where feasible and appropriate.*

Action 4: Continue to consider the importance of location of open space and public transportation to potential mixed income sites when preparing Small Area Plans or reviewing development projects.*

Action 5: Incorporate sensitivity for the city's historical character, properties, landmarks, and archeological endeavors in planning decisions.*

Goal 5: Conduct outreach and education on sustainable land use practices, policies and programs.

Action 1: Provide ongoing training, seminars, and workshops for City staff and residents about sustainable land use practices, policies, and programs, and identify and publicize existing learning opportunities available through local colleges, universities, and other sources.

PRINCIPLE: WATER RESOURCES

Alexandria's past, present, and future are indelibly linked to the Potomac River and the quality of life the river sustains. Water quality in Alexandria will be managed in a sustainable manner consistent with good stewardship of the local streams, the Potomac River and the Chesapeake Bay for the public health, ecological and recreational benefits of current and future generations.

Goal 1: Promote citizen involvement in and awareness of water quality and resource issues, particularly with regard to regulatory requirements of the Municipal Separate Storm Sewer System (MS4) permit.

Action 1: Continue compliance with Commonwealth and Federal statutes, and continue to improve the City's Municipal Separate Storm Sewer System (MS4).

Action 2: Establish a citizen stream monitoring and clean-up program, and encourage active participation by Alexandria City Public Schools (ACPS).

Action 3: Promote best management practices (BMPs) for stormwater through workshops (e.g., rain barrels, rain gardens, proper application of fertilizers and pesticides) and demonstrations (e.g., "water wise" garden tours, increased access to green roofs).*

Goal 2: Maintain and enhance stormwater and sanitary infrastructure and stream systems to minimize environmental degradation.

Action 1: Continue identifying sewer separation opportunities through the Area Wide Reduction Plan.*

Action 2: Support and provide information to the Stormwater Working Group in seeking mechanisms to finance infrastructure improvements.*

Action 3: Continue stream stabilization and restoration efforts (Cameron Run/Holmes Run Watershed Feasibility Study, Four Mile Run Master Plan and Demonstration Project, Strawberry Run Stream Restoration) and complete programs to improve water quality and quantity reduction capabilities (e.g., Cora Kelly Green Roof and Bioretention Area retrofit).*

Goal 3: Promote, require, and invest in water conservation infrastructure.

Action 1: Focus water conservation outreach and homeowner incentives in areas served by combined sewer systems.

Action 2: Explore a reclaimed water reuse partnership between the City and Alexandria Sanitation Authority.*

*Denotes work already in progress

PRINCIPLE: AIR QUALITY

Alexandria faces significant challenges in improving air quality including those presented by emissions from vehicles, older industrial facilities, and the regional transport of air pollution. Given that one in eight residents has a respiratory illness, the City should influence and control emission sources in a manner that reflects the choices and wishes of the community.

Goal 1: Improve ambient air quality.

Action 1: Continue efforts to comply with all National Ambient Air Quality Standards (NAAQS) to reduce exposure to ambient air pollution.*

Action 2: Continue existing compliance efforts with major point sources to reduce air pollution in Alexandria.*

Action 3: Produce an easy-to-read publication (including maps and GIS tools) that detail existing emission inventory data on stationary source emissions in the city.*

Action 4: Continue and expand education for City staff in the use of City vehicles and equipment by establishing an Air Quality Action Day Plan for City operations.*

Action 5: Post "NO IDLING" educational signs at or near Metro or other drop-off locations and transportation hubs where idling is prevalent.

Action 6: Encourage the development of a Green Taxi fleet by setting tight miles per gallon standards for new vehicles.

Goal 2: Reduce off-road/mobile emissions by promoting more environmentally efficient lawn care and construction equipment.

Action 1: Convene a work group of City staff and equipment providers/businesses to discuss the pending U.S. Environmental Protection Agency (EPA) regulation of two- and four-stroke engines, with a long term goal of banning the sale and use of gas-powered garden equipment.

Action 2: Educate citizens on the environmental impacts of old lawn/mobile equipment using existing City and community outreach activities and publications (e.g., FYI, web sites, civic association newsletters, etc.).

PRINCIPLE: TRANSPORTATION

The City of Alexandria will encourage modes of transportation that reduce dependence upon the private automobile by promoting mass transit and pedestrian- and bike-friendly transportation networks. The City will integrate transportation options with land use decisions in order to ensure a healthy environment while continuing economic growth.

Goal 1: Move aggressively to change the culture of city streets from "cars first" to "people first" by implementing development and transportation projects consistent with the following level of precedence: pedestrians, bicyclists, public transportation, shared motor vehicles, private motor vehicles.

Action 1: Implement actions outlined within the following completed plans: Transportation Master Plan, Bicycle and Pedestrian Mobility Plan, and An Environment for a Healthier Alexandria Study, and treat these programs as high priorities. The City will take advantage of all potential funding sources, in particular following through

*Denotes work already in progress

with the improvements listed in the Congestion Mitigation and Air Quality Improvement Program and the Regional Surface Transportation Program.*

Action 2: Pass a resolution adopting the principles of Complete Streets (as recommended by the Transportation Master Plan) and Low Impact Development in road projects wherever practicable.

Action 3: Continue to conduct audits of the streetscape to improve safety for vehicles, pedestrians, and cyclists, and remove street clutter that contributes to the causes of accidents.*

Action 4: Continue to improve facilities for cyclists by*:

- a) Adding 2 miles of bikeways annually and piloting innovative projects on an annual basis as outlined in the Transportation Master Plan;
- b) Conducting a feasibility study for a bike sharing program; and
- c) Increasing bike storage and bike parking as outlined in the Transportation Master Plan, and continuing to offer temporary bicycle parking at special events.

Action 5: Continue to improve the experience of current and potential transit users by*:

- a) Continuing the development and deployment of transit information technologies and the eventual coordination of these systems with other regional service providers to provide a seamless delivery to users. This will commence with the contract to provide real-time information about DASH Bus services;
- b) Undertaking a study of rapid transit needs across the city; and
- c) Improving access to transit by requiring all new buses added to the DASH Bus fleet to have bicycle racks.

Goal 2: Educate individuals and organizations on the availability of transportation alternatives that will reduce dependency on single occupancy vehicles.

Action 1: Continue, expand, or implement the current transportation and bike pedestrian education programs such as*:

- a) Programs that encourage children to walk or cycle to school;
- b) Cycling proficiency program with a test for all school age youth; and
- c) Local Motion workshops and other related transportation demand management programs.

Action 2: Meet with local associations—residential and commercial—to discuss and promote the merits of reduced dependency on private vehicles.*

Action 3: Use existing informational tools, such as Local Motion, Alexandria eNews, FYIAlexandria, local media, the EPC and other organizations to promote the benefits of transportation alternatives.*

PRINCIPLE: BUILDING GREEN

Alexandria's government, businesses, and citizens impact our environment through the choices they make when renovating existing structures and constructing new ones. These choices manifest themselves in the quantity and types of energy we use, the impact we have on our water quality, the amount of waste we create, the amount and quality of green space available to us, and our public health.

Goal 1: Building on the City's green building policy, promote the idea that all development, either new or renovation, should be constructed with the lowest environmental impact as is reasonably practical. It should be remembered that retaining a building is often the best environmental solution to a particular problem.*

Action 1: Establish and promote green building standards for new commercial and residential development. Use nationally recognized criteria, such as those of the Leadership in Energy and Environmental Design (LEED) in establishing such standards.*

Action 2: Pursue conformance with green building standards as part of the Development Special Use Permit process.

Action 3: Provide green building and site design education and training to development staff in appropriate City agencies.

Action 4: Arrange for Plan Review Staff to receive LEED certification.

Goal 2: Expedite the Commonwealth's adoption of further green building standards.

Action 1: Request the Commonwealth of Virginia to adopt the latest International Code Council (ICC) building code amendments (which include elements to increase energy conservation measures) by 2011.

Action 2: Identify and encourage enhanced green measures that may be added to the next Virginia State Amendments to the ICC Building Code.

Goal 3: Provide information and technical assistance regarding green building practices to businesses and residents.

Action 1: Identify a local non-profit that can provide green building information and technical assistance to citizens.

Goal 4: The City Council will lead by example in green building practices.

Action 1: All new construction and renovation of City buildings, where feasible, will meet a LEED Silver rating, as a minimum.

Action 2: Identify a potential demonstration project for the City to achieve LEED Platinum status.

Action 3: Conduct feasibility study to install, in phases, a green roof on City Hall.*

Action 4: Encourage city-wide support for the conservation and improvement of the city's existing built resources while maintaining the unique character of the city's districts.*

PRINCIPLE: SOLID WASTE

Recognizing that managing waste is a public health issue as well as a quality of life issue, Alexandria will maintain its well-preserved public image by managing, handling, and disposing of solid waste in an environmentally sustainable manner.

Goal 1: Meet the City's goal of 35% diversion through increased waste reduction and reuse with new programs and incentives implemented by 2011.

Action 1: The City will discourage the use of bottled water in City facilities and at City functions.

Action 2: Encourage the Chamber of Commerce to work with local businesses to discourage the use of plastic or "one-use" bags and encourage the use of reusable bags as part of the "Proud to be a Green Business" initiative.

Action 3: Promote and educate the building industry about the need to recycle materials recovered from development sites by including information on how and where to recycle materials in all permit applications by 2010.

Goal 2: Expand City recycling programs to exceed the Commonwealth recycling rate mandate of 25% and achieve a target diversion goal of 35% by 2011, as outlined in the City's Solid Waste Management Plan.

Action 1: Expand the number and type of materials collected in the recycling curbside program (e.g. plastic tubs, aluminum foil/trays, empty aerosol cans, and rigid plastics).*

Action 2: Expand the multi-family (including condominiums and rental apartment complexes) recycling program by mandating recycling at commercial and multi-family developments by changing the enforcement ordinance/code to give the City the authority to fine property owners and managers for noncompliance with existing and new recycling requirements, as recommended by the Solid Waste Management Plan.

Action 3: Increase recycling in City-run facilities and educate City employees about this effort. Require compliance of all City-run facilities with new and existing recycling requirements. A pilot program in City Hall will be initiated and retrofit containers will be used as recycling bins in the parking facility. When the recycling contract is renegotiated in 2009, all City-run facilities will be covered.*

Action 4: Phase in a requirement for recycling at public and privately sponsored community events as a condition of Special Events Permit.

Goal 3: Develop an outreach strategy to educate the public on new and existing recycling mandates as well as opportunities for re-use through multiple communication and education strategies.

Action 1: Develop & launch a recycling education poster campaign at Metro stations and DASH buses and bus stops.

Action 2: Hire a full-time recycling coordinator to manage the commercial and multi-family recycling program, and to assist property owners and managers with implementation.*

Action 3: Expand the City's Solid Waste webpage and provide printable materials to educate residents on recycling programs.*

Action 4: Utilize the Volunteer Bureau and other resources to solicit volunteers to help with waste reduction outreach at Alexandria City Public Schools (ACPS) and businesses.

Goal 4: Increase the diversion of organic solid waste from disposal by improving and expanding the City's existing organic waste recycling program.

Action 1: Promote residential composting and grass-cycling through a partnership with Community Gardens, Master Gardeners, VA Cooperative Extension, expansion of composting workshops, and hosting a video on composting on the City's Solid Waste web page.

Action 2: Support and promote initiatives, such as "Proud to be Green Businesses," to encourage composting of food waste by commercial entities.

Goal 5: Maintain programs for ensuring that solid wastes are managed in accordance with Commonwealth and Federal laws and regulations in a manner that protects health, safety, and the environment.

Action 1: Expand the drop-off hours for household hazardous waste to reduce the materials contributing to the toxicity of the waste stream, and produce educational materials (with an emphasis on energy-efficient light sources that contain mercury) that stress the importance of using this facility and other methods of hazardous waste disposal.*

Action 2: Utilize mapping (e.g., Geographic Information Systems (GIS)) technology to optimize trash truck routing, thereby reducing fuel costs without impacting the level of service.

PRINCIPLE: ENVIRONMENT AND HEALTH

Sustainability is not just about the health of the earth; it is also about human health. Indoor and outdoor air quality, water quality, land use planning, toxic chemical exposure, noise and light pollution, and the safety and habitability of buildings directly impact human health and the natural environment.

Goal 1: Promote respiratory health and improve indoor air quality in both new and existing residences by improving ventilation and reducing exposure to air contaminants including secondhand smoke, radon, lead, mold, and other contaminants.

Action 1: Educate citizens about potential threats of asbestos, mold, radon, second-hand smoke, lead and other indoor air contaminants. Include publications, and programs designed for non-English speakers. By December 2009, produce a handout aimed at individuals renovating their properties advising them of these hazards.*

Action 2: By September, 2010, gather new data on the incidence of respiratory illness in the city. The hospital and a local university's Masters of Public Health (MPH) program might help to gather this data. This data will be needed for the next Community Environmental Health Assessment, as part of the planned larger community health assessment that will end by 2011.

Action 3: Further develop the Health Department's Respiratory Health Complaint Investigation Program by reassigning a portion of existing Environmental Health

Division staff resources by September 2009, and including a budget supplement to meet the costs of FY2010.

Goal 2: Improve indoor air quality in both new and existing work places by improving ventilation and reducing exposure to air contaminants including organic solvents, secondhand smoke, lead, and mold to promote respiratory health.

Action 1: Revive the "Proud to Be Smoke-Free" restaurant program and increase the number of participating restaurants by 20% over the number participating under the previous plan by 2011.*

Action 2: By October 2009, revise the Health Department regulations governing nail salons to put more emphasis on indoor air quality, including ventilation and reducing exposure to volatile organic compounds (VOCs).

Action 3: By April 2010, create a "Smoke-Free Work Place" program that encourages all work places in the City to go smoke-free and recognizes those that do.

Action 4: Continue to support Commonwealth legislation to allow localities to ban smoking in bars, restaurants, and other public places.*

Goal 3: Encourage healthy lifestyles and improved air quality by providing safe, active transportation opportunities, in order to reduce obesity, chronic diseases such as diabetes, heart disease, and stroke, and respiratory diseases.

Action 1: Implement the Bike and Pedestrian Mobility Plan, focusing on Safe Routes to School, improving pedestrian and bicycle infrastructure, and increasing the number of cyclists and pedestrians.*

Action 2: Work across City departments to develop a Pedestrian Design Guide to be issued by the City engineer in 2009.*

Goal 4: Improve access to fresh food, preferably locally grown and within a ½ mile walk for all residents.

Action 1: By September 2009, the Health Department will create a food system resource map using a Geographic Information System to include existing stores, markets, restaurants, and other food related programs to direct future efforts to increase access to accessible food.

Action 2: Continue to explore opportunities to expand and promote farmers' markets, especially in low-income neighborhoods.

PRINCIPLE: IMPLEMENTATION

Improving environmental quality, conservation and the public welfare requires a harmonized approach to implementation, as well as collaboration both within and around Alexandria, the primary responsibility of environmental stewardship shall be equally shared by all Alexandrians.

Goal 1: Identify and promote action steps for increasing financial investment in sustainability.

Action 1: Estimate financial investments necessary to undertake major environmental action plan steps.

Action 2: Form a task force of stakeholders to examine the means and consequences of implementing economic measures such as tax incentives and disincentives, subsidies and fees to increase the City's resources that support sustainability initiatives and foster changes in citizens' behaviors.

Action 3: Meet with City Council, staff, and public to explore establishment of an Eco-City Fund that would provide money for citizens at below-market interest rates for sustainability projects such as green home improvements within the city.

Goal 2: Provide education and outreach to citizens to help achieve environmental goals and objectives.

Action 1: Hire an additional staff person to work on environmental education and outreach on Eco-City objectives.

Action 2: Establish Internet education and participation resources and tools, including an Eco-City blog.*

Action 3: The City and EPC will conduct face-to-face meetings with major community and neighborhood groups to raise awareness about and support for Eco-City Alexandria.*

Action 4: The City and EPC will establish an annual report card on key environmental quality and performance metrics, and on action steps accomplished by the City and publish these results.

Action 5: The City and EPC will conduct an Open House on Eco-City Alexandria.*

Action 6: Engage a broad range of stakeholders – citizens, schools, nonprofit organizations, civic associations, and private partners – to become volunteers in activities to protect and restore the city's natural resources such as water monitoring, stream and park clean-ups, restoration projects, and removal of invasive species.

Action 7: Develop GIS "green" maps for outreach and education purposes, such as environmentally-related City projects, services, alternative transportation, restoration projects, and air quality.*

Goal 3: Provide education and outreach to local businesses and related organizations to help achieve environmental goals and promote the development of green jobs within the city.

Action 1: Establish a series of Open House events for businesses to showcase their application of green practices to other businesses and citizens, and to provide networking opportunities.

Action 2: Establish Internet education and participation resources and tools for providing information on green business practices.*

Action 3: Establish a leadership group of business organizations, managers, and owners to lead business community efforts to help achieve the City's environmental goals and objectives.

Action 4: Examine the feasibility of establishing a Green Business certification program for one or more business sectors within the city.

Action 5: Examine the feasibility of leveraging the city's restaurant, hospitality, and tourism industries by combining green business practice standards and accomplishments with marketing initiatives.

Action 6: Create Eco-City Award to recognize outstanding sustainability efforts by members of the city's business community.*

Action 7: Identify and support public-private partnerships in order to create the foundation for the development of a green workforce in the city.

Goal 4: Continue steps to improve the City government's own green culture.

Action 1: Increase City staff knowledge of and coordination on environmental activities.

Action 2: Hold a retreat for City staff to discuss sustainability efforts.

Action 3: Establish a volunteer program to enlist City employees in helping meet environmental objectives in City operations.

Action 4: Develop a City "Green Purchasing Policy" that includes materials such as bio-based, recycled, and environmentally preferable products.

Goal 5: Increase community participation in carrying out implementation activities.

Action 1: Develop and implement a plan to target volunteer support for implementing Environmental Action Plan projects.*

Action 2: Increase collaboration and participation with other City volunteer committees.

Action 3: Coordinate Eco-City volunteering with other City events, such as Spring for Alexandria, and other activities beyond Earth Day.*

Goal 6: Re-examine EPC's composition and membership.

Action 1: Discuss changing the seat dedicated to a high school student and replacing the seat with an ACPS member or other education professional; discuss whether overall EPC membership should increase to meet new demands.

Action 2: Invite input and participation in Earth Day by members of local high school environmental clubs.

Action 3: The City and EPC will prioritize and develop a process and structure for EPC input and participation in the activities of other volunteer committees, including, but not limited to, those working on Small Area Plans, budget and financial affairs, transportation, waterfront, planning and zoning, industrial development, parks and recreation, public health, and water quality.