



## Environment & Quality of Life

*The Valley Green Team*

**Strategic Implementation Plan: November 2008**

The Valley Economic Alliance

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## Introduction

*Vision2020: San Fernando Valley* is a project of *The Valley Economic Alliance*—creating and implementing a unified and coherent vision for the San Fernando Valley region through 2020 and beyond. This cross-jurisdictional, inter-agency collaboration is focused on vitalizing the area's economy, offering opportunities to broaden the base of prosperity, and providing an ongoing mechanism for sustaining the quality of life in Valley communities.

This set of shared values enjoys a very high level of support from participants. The vision is a product of original outreach to more than 1,000 San Fernando Valley leaders and the involvement of over 600 active participants. This is a living concept document intended to provide principles and guidance for regional stewardship. This project was originally made possible through a grant from The James Irvine Foundation.

Thoughtful and creative planning is the key to sustainable and prosperous communities. In order to effectively shape the communities of the region, general plan and community plan elements need to be kept dynamic and relevant, and given life through outreach and appropriate enforcement. Sustainable quality of life and broad-based prosperity are keys to maintaining community and regional vitality.

Established in 2008, *The Valley Green Team* began work, through the Economic Alliance/Mulholland Institute, Livable Communities Roundtable, to implement the *Green Element of Vision2020*. This strategic implementation plan is the product of their collaboration and the guide for their future endeavors.

## Vision2020

- ❖ Vision2020 evolves under the aegis of The Valley Economic Alliance, with the cooperation and support of all of the strategic partners, participants and community groups represented in the original process.
- ❖ A commitment is made to implement the principles embodied in the Vision2020 plan document.
- ❖ Issue “champions” proceed to the next phase, establishing working groups to develop long-term strategies to achieve the goals and objectives of Vision2020.

## Vision Statement

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*In the year 2020 the San Fernando Valley is a balanced and sustainable region built upon Regional Centers, local nodes and community-oriented Town Centers. The centers are connected by a well-developed and carefully coordinated system of streets, highways and public transit, which allows a free flow of passengers and goods.*

The San Fernando Valley of 2020 is a geographically unique and growing region comprised of the cities of Burbank, Calabasas, Glendale, Hidden Hills, San Fernando, and a portion of the City of Los Angeles. It has a strong sense of identity and regional pride.

Town Centers form the core of Valley communities. These multi-point destinations feature complementary mixed-uses and a balance of amenities—one that includes: shopping, dining, entertainment, recreation, services and enrichment—all found within walking distance of one another. Town Centers showcase unique local arts, character and culture, which strengthens the sense of place and heightens community spirit.

Public transit is readily accessible to higher density population centers and corridors, and the region is further served by high-speed, high-capacity transit lines that link the Valley with the rest of Southern California and beyond. Streets and highways are upgraded and technologically enhanced to provide optimal service.

The region adjusts to changes in population by utilizing Smart Growth principles and Livable Communities strategies, to minimize impacts on existing residents. Regional, city and community plans are regularly updated to accommodate the changing needs of the region.

Parks, recreation and cultural facilities are abundant, well maintained, and coordinated with the centers. The Valley's natural resources comprise a well-established and carefully protected network of open spaces, wildlife areas, lakes, waterways, and landmarks. Public spaces in all communities are well landscaped and carefully maintained.

# Executive Summary

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## Population & Density

For over a century, the San Fernando Valley has been marketed as an attractive place to live and work. As a result, the region's population continues to grow between 2000 and 2020. Smart Growth principles and Livable Communities strategies are employed to provide added capacity while minimizing environmental and infrastructure impacts. This includes the development of mixed-use centers in communities, along with higher capacity housing situated near centers and transportation lines. The key to growth accommodation is planning for jobs-housing balance and adequacy of infrastructure and amenities. Educational capacities are increased and innovative approaches are taken to embrace new educational models and practices, and to develop needed facilities.

## Land Use & Urban Form

Vision2020 supports an expanded "centers" concept encouraging community-oriented "Town Centers," which feature complementary mixed uses. Town Centers have ready access to, parking, public transportation, and an up-to-date system of streets and highways. Some centers include shared libraries, small schools, cultural venues and other co-located public facilities. They are aesthetically pleasing, pedestrian friendly, well maintained spaces that include distinctive architecture, public art, and elements of local culture.

Renewal is facilitated through the rotation of obsolete land uses, with developers and investors having incentives to privately redevelop aging properties and underutilized lands. These include innovations in "envelope" pre-entitlements, and fast track processing for Vision-friendly projects. Development is focused near transit stations and Town Centers.

Care is taken to preserve and expand community-friendly industrial uses and industrially-zoned properties. These productive spaces promote jobs-housing balance and provide for well-paying jobs. They also allow for the development of local capital, and the domestic and global export of goods and services. Particular emphasis is placed on the high technology cluster, including the development of 21<sup>st</sup> Century green technologies.

## Transportation & Circulation

Public transit is improved to serve the transit-dependent as well as to attract discretionary passengers, with clean, safe, reliable and rapid systems. Bus guideways provide an alternative to fixed rail and perform favorably in cost, flexibility and capacity. Some guideways are also shared with High Occupancy Vehicles (HOVs) where appropriate. Wait

times are minimized and intermodal transfers are virtually seamless. Advanced “smart” shuttles are used as collectors to feed the transit corridors.

Dedicated transit pathways extend from North Hollywood to Warner Center and beyond to the Chatsworth Metrolink/Metrorail station, as well as from Sylmar to North Hollywood. With the addition of the Canoga Avenue alignment the system moves closer to becoming a ring circling the Valley. Additional transit segments include North Hollywood to Pasadena, and an I-405 alignment from Granada Hills to Westwood. Tunnels extend from Woodland Hills to the Westside and from Glendale to Palmdale. High-speed fixed guideways reach from Palmdale to Westchester and from Ventura to Claremont.

## **Environment & Quality of Life**

The region enjoys a healthy environment and high quality of life. Environmental concerns are reconciled with those of a growing population and the need for economic development. Clear concise conservation policies and strategies are established and open spaces are enhanced through Smart Growth, mixed-use, and innovative planning and design.

Technologies and programming have helped to improve air quality, reduce power demands, recycle water and conquer visual blight. Air quality improves through an expanded public transit system, added use of clean fuels, and reduced vehicle trips to multi-point destinations in Town Centers and Regional Centers. Secondary irrigation systems make use of reclaimed water, and efficient solar, gas and power conversion technologies are brought on line.

Energy, water and material conservation is increased. An overall comprehensive green strategy has been implemented to provide the pathway and framework for how business, non-profits and individuals work together to reach conservation goals and achieve *Zero Net Energy* usage. Recycling and diversion of solid waste is the rule rather than the exception. Businesses that provide green jobs, products and services are created and enhanced. Non-profits form a network providing support and access to green products, services and practices. Outreach to the community includes informing of the public debate, dissemination of information, interactive training and access to resources for businesses and residents at all levels.

## Environmental Protection

- ❖ Carbon and other harmful emissions are substantially reduced on a per capita basis.
- ❖ Air quality continues to improve as a result of the expanded public transportation system.
- ❖ School buses use “clean fuels,” such as electric and CNG, helping to improve air quality.
- ❖ Safe, efficient and attractive bikeways and walking paths are available and provide some alternative to motorized travel.
- ❖ The public is aware of environmental realities, and understands the interconnectivity of environmental issues, such as the relationship between automobile dependency and air quality.
- ❖ The Valley’s public gardens help reduce carbon emissions, while promoting physical, social and cultural interaction within the community.
- ❖ Concerted efforts are made to maximize the proportion of waste products that are recycled, with the level of solid waste reduced to 25 percent of 1990 through diversion from landfills.
- ❖ A comprehensive hazardous waste system provides safe and easy disposal, pickup and drop-off of residential materials, as well as an efficient program for commercial and industrial byproducts.
- ❖ Citizen and stakeholder participation in development and decisions is encouraged. The public and the development community are kept informed.
- ❖ Policies for development are clearly established, respected and enforced.
- ❖ Regional and cumulative environmental impacts are considered and substantive mitigation is integrated into project plans.
- ❖ Resources and assets are identified and cataloged.
- ❖ Threats are assessed and managed.

## Conservation

- ❖ Wise use of resources gives the region a healthy environment and high quality of life, while allowing for needed growth.
- ❖ Daily energy consumption is reduced to 75 percent of 1990 per capita levels.
- ❖ Individual homes, commercial and public buildings and properties are in various stages of achieving *Zero Net Energy* usage.

- ❖ Alternative power systems such as solar, fuel cells and natural gas conversion provide a substantial share of residential and commercial needs.
- ❖ Energy conservation is enhanced through the use of new technologies, alternative lighting systems, improved appliances and more efficient machinery.
- ❖ Material re-use, re-purposing, recycling, conservation and composting are increased, dramatically reducing levels of solid waste.
- ❖ Per-capita water consumption is reduced to 75 percent of 1990 levels through increased water conservation, recycling and generation of potable water from restored Valley watersheds, gray water and rain and flood control systems reduces costs and Valley dependence on State and regional water systems.
- ❖ Indigenous plants and animals are protected and repopulated in established “Conservation Zones.” Indigenous and drought-tolerant vegetation are encouraged as an important part of landscape planning.
- ❖ Water conservation is enhanced through the use of lower consumption landscaping and innovative irrigation systems and techniques.
- ❖ Recycled water provides an alternative for agricultural and landscape irrigation through specialized secondary water systems.
- ❖ Increased watershed reclamation, stormwater recovery and restoration create opportunities for suburban agriculture thus promoting economic sustainability.
- ❖ The statewide availability of potable water is considered in advance of the establishment of growth plans.
- ❖ Activity of residents is understood, evaluated and quantified relative to *Zero Net Energy* milestones, water and material conservation.

### **Open Space and Parks**

- ❖ Open space, natural assets, historic buildings, and critical environmental areas are preserved where feasible.
- ❖ Open space, parks and recreational spaces add intrinsic value to neighborhoods, and are priorities especially in areas with more density.
- ❖ Underutilized and vacant public lands are converted or recycled into parks and open spaces when feasible.

- ❖ Parks and open spaces are inventoried, mapped and enhanced.
- ❖ Smart Growth principles are implemented to maximize open spaces.
- ❖ Mixed land uses and compact building designs are encouraged, in order to preserve open space.
- ❖ Neighborhoods are walkable and pedestrian friendly with access to public transportation, parks and open spaces.
- ❖ “Pocket parks” are plentiful, especially within high density communities, which helps to promote and maintain “livability.”

### **Quality of Life in Communities**

- ❖ Town Centers include public forums for organization and volunteer innovation, including Green efficiency initiatives. Initiatives that provide supportive products, services and best practices.
- ❖ Residents identify and implement multi-faceted approaches to making their neighborhoods sustainable places to live, work, learn and play.
- ❖ The distance between the manufacture of a product or delivery of a service and the consumer is reduced, increasing efficiency and reducing impacts.
- ❖ The number of jobs is increased and diversified capitalizing on to the unique comparative advantages of local universities, colleges and workforce training centers, which conform to the needs of the region’s business and industry.
- ❖ A vibrant neighbor-to-neighbor and school network of community gardens keeps social involvement alive within communities. Inter-generational gardening produces nutritious fruits and vegetables, as well as plants and flowers for weekly markets in the area’s Town Centers.
- ❖ Each community is distinctive and attractive with a strong sense of place.
- ❖ Comprehensive libraries and cultural venues are plentiful, and are readily accessible to communities.
- ❖ The area features numerous architecturally significant structures and landmarks that play an important role developing community identity and helping bring people together.
- ❖ Sound, market-friendly policies and incentives are used to improve community aesthetics.
- ❖ Existing communities are renewed and strengthened to help balance the distribution of regional development.



- ❖ “Green building” practices are encouraged for new construction, practices that focus on the health and well-being of the occupants while minimizing impacts on the environment.
- ❖ Regional and cumulative impacts are considered with mitigation being integrated into project plans in balanced and reasonable ways.
- ❖ Available technologies are used to minimize noise, reduce visual blight, recycle water and improve air quality.
- ❖ Wildlife and preservation of natural open space is a valuable part of the identity and quality of life of the region.

### **Green Technologies and Industry Clusters**

- ❖ Innovation and adoption of economically and environmentally sustainable products, services and practices is maximized. This includes jobs in transportation, development, planning, leisure, sports, entertainment and other sectors where the Valley has competitive advantages.
- ❖ Expertise, capital incentives and competitive efficiencies are the hallmarks of San Fernando Valley business, nonprofit and volunteer organizations.
- ❖ Increased recycling and conservation of material, creates new businesses, nonprofit and volunteer organizations providing sustainable jobs, income streams, marketable pollution credits and materials for products and services.
- ❖ Products, services and practices are converging, providing tools and allowing residents to make informed decisions in the purchase and disposal of a growing percentage of their commercial supplies, durable and consumer goods.
- ❖ The civic leadership promotes products, services and practices that decrease the reliance on monopolistic water, energy and waste services. The achievement of 75 percent recycling and diversion of waste allows for reduction in taxes, utility costs and the expense of waste disposal.
- ❖ Reduction of the distance between consumer, producer, retailer and service provider increases potential for walking and the use of bicycles and other transportation alternatives. This includes electric vehicles for seniors and the disabled. Fuel consumption and carbon emissions are reduced. Increased socialization enhances community life and promotes the use of local merchants, services and health care facilities.

- ❖ Alternatives for energy generation and co-generation assist the San Fernando Valley in reaching its *Zero Net Energy* consumption goals. Organizations compete in providing related products and services and through the adoption and encouragement of best practices.

## **Enhanced Communities**

- ❖ The people of the San Fernando Valley have increased their active civic involvement with their communities, local businesses, workplaces, schools and non-profit groups.
- ❖ Because the Valley remains an attractive area in which to live and work, population growth is inevitable.
- ❖ An adequate supply of housing exists in all economic ranges, including creatively developed, attractive, and “affordable” housing for low-income residents.
- ❖ Policies for development are clearly established, respected and enforced.
- ❖ The public and the development community are kept informed, and their participation in the planning process is encouraged.
- ❖ Environmental policies are balanced with economic realities, and with the need for housing, jobs and community development.
- ❖ Environmental regulation is moderated, streamlined, and limited to concerns based on “hard science.”
- ❖ Environmental regulations are respected and enforced.
- ❖ Brownfields and contaminated sites are inventoried, mapped and remediated. Public information is provided to add value and relieve the stigma in the re-use of such sites.
- ❖ A variety of transportation alternatives are available with a reduced dependency on the automobile.

# Strategic Implementation Plan

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## Market-Driven Strategies

### Attracting & Enabling Quality Development

- ❖ Incentive programs can be used to promote investment in vision-friendly projects and development.
- ❖ Developmental processing and determinations that are rapid and straightforward will avoid uncertainty and excessive cost.
- ❖ “Envelope entitlements” can be used to provide by-right standards to allow growth within bounds on targeted projects, with discretionary processes being kept to a minimum.
- ❖ Special programs can underwrite risks normally associated with the development of contaminated properties.
- ❖ New tools can support renewal strategies by underwriting environmental risks, and by providing guaranteed permits through “envelope entitlements.”
- ❖ Community Redevelopment Agencies (CRAs) should be used to renew and recycle aging areas and obsolete properties through focused initiatives.
- ❖ CRA’s need to be legislatively reformed to focus redevelopment efforts on targeted properties, working as a catalyst for renewal.
- ❖ Special funds can provide a vehicle for targeted land-assembly, combining private investment with public renewal tools.
- ❖ Neglected, aging and obsolete properties will be inventoried and tracked. When appropriate, they should be promoted as renewal opportunities.
- ❖ Brownfields and contaminated sites will be inventoried, mapped and remediated. Public information can be provided to add value and relieve the stigma attaching to the re-use of such sites.

### Community Programming

- ❖ Collaborative groups, civic and community advocates should be empowered to help coordinate regional policies, planning and implementation of the vision.
- ❖ Communities ought to actively identify and communicate their respective needs, concerns and goals.

- ❖ Regional, General and community plan elements have to be regularly updated, actively implemented and adhered to.
- ❖ San Fernando Valley sub-areas, sub-regions and districts are needed in all appropriate categories.
- ❖ Residents, businesses and developers should be engaged at early stages to encourage and facilitate vision-friendly projects.
- ❖ Civic initiatives and strategies need to be developed for facilitation and implementation with government providing leadership and support.
- ❖ Community improvement efforts must be strengthened with tools to incentivize compliance in community overlay districts, particularly for “grandfathered” uses.
- ❖ “Neighborhood Associations” and Neighborhood Improvement Districts (NIDs) can provide a tool to assist older neighborhoods in working to improve their quality of life.
- ❖ Town Councils, Business Improvement Districts Merchants’ Associations and Homeowner Associations are proven solutions, providing guidance and oversight for sub-areas, nodes and Town Centers.
- ❖ Special assessment districts, e.g., Business Improvement Districts (BIDs), offer a tool for businesses to cooperate and to manage and improve public spaces.
- ❖ Civic organizations can act as liaison and coordinate between community and educational leadership.
- ❖ A funding collaborative is needed to support infrastructure and public serving facilities. This involves government, civic, business and community leadership.
- ❖ Policymakers should promote renewal and redevelopment through their support of market-driven projects, which meet community needs.
- ❖ State statutes and policies need to discourage fiscalization of land uses (e.g., development of retail, solely for the sales tax it will return).
- ❖ Best practices must be implemented, and governance for local services should be provided at the most efficient and appropriate level.
- ❖ Technology can provides access, interaction and communication between residents, leadership and governance.
- ❖ Public Advocates’ (Ombudsman) offices should be created at all levels of local government. These need to work independently from

elected leaders providing information and representing the interests of consumers, businesses, residents and taxpayers before councils, boards and commissions.

## **The Valley Green Team – Implementation Strategies**

Create and maintain “The Valley Green Team” to refine Vision2020 principles, to oversee implementation, and to act as a catalyst in realizing goals and objectives.

**Mission** – Improve the quality of life in the San Fernando Valley region, protect the environment and conserve resources by using and promoting *Green* efficiencies, technologies and best practices, incorporating market-driven incentives and programs. Provide leadership in assessment, analysis, communication and education of businesses, organizations and residents as to alternatives. Cultivate and encourage employment and economic opportunities in *Green* technologies. Retain, grow, and attract *Green* efficiency businesses. Help the San Fernando Valley region achieve a healthier economy and a cleaner environment. Increase the level of energy, water and material conservation and recycling through practical innovation, products and practices.

**Strategy** – To achieve our efficiency Mission we will:

- ❖ **Execute** its mission through a team of experts and professionals
- ❖ **Communicate** efficient research, products and services
- ❖ **Promote** local business services and products
- ❖ **Measure** collaborative efforts that optimize resources

Problem: In many cases, San Fernando Valley businesses, organizations and residents do not have knowledge of the products, services and best practices that are available to them for the conservation of energy, water and material, or for the protection of air quality, water quality and the environment. Many who have the knowledge are not organized in ways to properly communicate and promote sustainable, market-based concepts to groups that would otherwise embrace them.

The economic, technical and regulatory barriers can be discouraging and often impossible to overcome—not conforming to points of consumer choice or organizational decision-making. Energy, water and material recycling and conservation is generally not profitable in the short term and as yet is not in parity with conventional—relatively cheap—energy, water and material costs. Yet, there is an ever-expanding field of opportunities, both as producers and consumers. Green practitioners are rapidly approaching a tipping point, where efficiency, conservation and care will begin to pay dividends. The Valley is well positioned to benefit.

Solution: Develop expertise to work with existing providers of products, services and practices for environmental protection and conservation. Identify products, services and practices and provide the expertise to create economically and environmentally viable solutions for business, nonprofits and residents. Determine methods for access and implementation. Analyze existing incentives and disincentives and provide recommendations for regulatory and legal reform and innovation. Unleash the creativity, innovation and entrepreneurial talents of local businesses and organizations. Help to identify sources of capital to support research and development efforts for promising technologies.

Methods: The Valley Green Team is a working group of leaders with expertise in business, academics, legal, regulatory, financial, marketing, management and government. These experts and community leaders are dedicating their time, resources and expertise to address the barriers and opportunities faced by those wishing to embrace practical environmentalism and conservation.

Vision2020 is dedicated to emphasizing and encouraging the people to seek out, demand and participate in for-profit, non-profit and personal volunteer solutions in the form of products, services and practices that are created locally in the San Fernando Valley area. The Valley Green Team is the one-stop resource to establish, promote and facilitate these relationships.

If the products, services and practices cannot be found in the Valley, then The Valley Green Team can work through The Valley Economic Alliance to attract the business, non-profit and volunteer resources needed to advance the vision.

*The Valley Green Team* element of Vision2020 is a comprehensive green strategy to provide the pathway and framework for how business, non-profits and individuals can work together. Strategies include energy, water and material conservation, an overall comprehensive green strategy that provides a pathway and framework for how business, non-profits and individuals work together to reach conservation goals and achieve *Zero Net Energy* usage by 2020.

Recycling and diversion of solid waste will be the rule rather than the exception. Businesses that provide green jobs, products and services will be created and enhanced. Non-profits will form a network providing support and access to green products, services and practices. Outreach to the community will include informing of the public debate, dissemination of information, interactive training and access to resources for businesses and individuals at all levels.

## **Criteria for Evaluation of Outcomes:**

- ❖ Increased energy, water and material conservation and recycling
- ❖ Decreased energy, water and material usage
- ❖ Decreased carbon and other green house gas emissions
- ❖ Establishment of San Fernando Valley strategy for annual review towards the goal of *Zero Net Energy*.
- ❖ Measurable achievement towards the goal of *Zero Net Energy* by government, business and nonprofit organizations as well as by individual residents in the San Fernando Valley.
- ❖ Increased number of jobs, products and services that provide consumers and business, nonprofit, volunteer and government organizations with products, services and practices that advance energy, water and material conservation and recycling.

### **I. First Steps:**

1. Define Geographic Area
2. Identify Relevant Sectors
3. Establish Objectives and Tactics
4. Determine Format for Meetings
5. Provide for Administrative Functions
6. Establish and Prioritize a List of Potential Actions/Projects

### **II. Create Task Forces:**

- a. Green Economic Development: enhance, attract, develop business enterprise in the San Fernando Valley to provide green jobs, products, services and practices and the expertise, work force and wealth necessary to sustain them.
- b. Green Nonprofit Development: enhance, attract and develop nonprofit enterprise in the San Fernando Valley to provide green jobs, services and practices, along with the expertise, staff, volunteers and the financial support to sustain them.
- c. Water Quality and Conservation: to increase the conservation, reuse and generation of water in the San Fernando Valley as well as develop strategies and practices involving gray water and recycled water.
- d. Energy Alternatives and Conservation: to identify and provide access to practical forms of alternative energy, and

to increase the conservation, efficiency and generation of energy in the San Fernando Valley

- e. Land Use, Planning and Centers: to balance land uses, enhance the “village” atmosphere of our communities, reduce travel and encourage local commerce
- f. Renew LA Task Force: to implement the plans and principles of Renew LA

### **III. Criteria for Prioritizing Opportunities**

1. Maximum overall impact or outcome
2. Resources needed and relative efficiency
3. Financial feasibility
4. Level of volunteer/professional effort needed
5. Likelihood of success
6. Timeline
7. Availability of a “champion” or team ready to take on task

### **IV. General Principles**

1. Primary function – Gateway to Green
2. Utilize everyone’s resources, collaborative approach. Share the expertise of others, share the costs others are spending, share the time others are committed to spend.
3. Embrace all sectors—business, education, non-profit, labor, government, residential, environmental, consumer and legal.
4. Independent entity—voice for all—recognize diverse viewpoints
5. Geographic area: San Fernando Valley core, extend to Ventura County, Santa Clarita Valley and Antelope Valley
6. Roles: catalyst, facilitator, clearinghouse, strategic communication for products, services and practices, workshops/conferences
7. Develop sustainable practices for consumers, business and government.
8. Develop and expand green business opportunities – services, products, technology and investment.
9. Support not-for-profits leadership to increase their educational services, helping to increase their green educational programs, and provide programs that support reuse of technology and products in our region.



10. Encourage volunteers and individuals to take advantage of the beneficial green connections including taking advantage of best practices in services, programs and buying decisions.
11. Develop skilled and employable green workforce to take advantage of new and transitional technologies and practices.

**V. Geographic Area**

1. Adopt a map of San Fernando Valley core area that corresponds to the San Fernando Valley Statistical District (census tracts) and to the nascent San Fernando Valley SCAG Planning Subregion.
2. Adopt a map/statement that identifies adjacent cities with linkage, sphere of influence and shared concerns with the San Fernando Valley, including the Santa Clarita Valley, eastern Ventura County, and Antelope Valley.

**VI. Sectors are to be utilized to review green opportunity and or project:**

1. Market (B-to-B and Consumer) , buyers and demand
2. Technology, products and services
3. Suppliers, manufacturers and service providers
4. Education, workforce development and labor
5. Financial, investment, Legal and funding
6. Environmental, benefits and sustainability
7. Non-profit, impacted communities
8. Government, local, regional, state, and federal

**VII. Objectives: Educate, integrate and inspire the people who live work, learn and play in the region**

1. Obtain input from team members regarding sector-specific or individual-specific objectives.

**VIII. Initial objectives to address these issues:**

1. Performance Standards: Develop and support strategies for implementation of regulations and statutes—such as AB32 and SB375—that encourage business innovation and growth, support job creation, and protect communities. Develop energy, water and material conservation and recycling standards that align with market-based products and services and create incentives for entrepreneurial formation of products, services

and practices to move the San Fernando Valley toward *Zero Net Energy* goals.

2. Product, Service and Practice Standards: Work cross-functionally with business, academic, nonprofit, volunteer and government organizations to reduce the cost, time, energy, water and materials in provision of products, services and practices among the people and organizations of the San Fernando Valley.
3. Utility, Waste management and government interconnections and rebates: Streamline the interconnections, shorten turnaround times, improve rebate processing and reduce processing costs. Promote for-profit and not-for profit technology processor centers that will reduce landfill and create opportunities for the region.
4. Retain, grow and attract green businesses to the region that will support the development and attraction of a new skilled workforce. Business, building, land use permit standards: Streamline permitting and inspection processes and practices. Establish state, county, city, neighborhood common standards across all business, building, land use, utility, neighborhood and waste management departments. Support businesses that interpret incentives: "businesses don't have to go broke in order to go green"
5. Inform, Educate and Train: Utilize existing profit, nonprofit, volunteer and government services of expertise, training and certification to foster business, nonprofit and volunteer service providers and to train a workforce for sustainable business, nonprofit, volunteer organizations with curricula, certifications and accreditation standards for business sustainability, workforce and volunteers development to provide products, services and practices in energy, water and material conservation and recycling. Community Colleges are looking for a business Green Forecast that will determine where to put their limited resources to develop new customized training and degree programs (Energy Audit Program)
6. Management, technology, marketing and capital tools: Provide essential management, legal, regulatory, funding, technology, marketing expertise to make energy, water and material conservation and recycling profitable for business, nonprofit and volunteer organizations and affordable to consumers.

## **IX. Format for Meetings**

1. Welcome
2. Introduction of speaker
3. Speaker 20-30 minutes
4. Discussion 30-40 minutes
5. Opportunities
  - a. Barriers
  - b. Action Items
6. Commitment of time, talent or resources
7. Comments on actions from prior meetings
8. Adjournment
9. Meeting minutes
  - a. Items discussed
  - b. Decisions made
  - c. New ideas
  - d. Action items

## **X. Administrative**

1. Physical location
2. Electronic presence – web site, ftp site
3. Meeting minutes
4. Communications
5. Information clearinghouse

## **XI. List of Potential Actions/Projects**

1. Website – Gateway and clearinghouse
2. Green Exposition
3. Renewable energy education – workforce, research and technical
4. Career Tech education – wind smith, solar installation, bring in expertise from overseas to train instructors
5. Peak Oil, Energy Sustainability
6. *Eco Park* for solid waste recycling



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