

FOCUS AREAS AND GOALS

The goal-setting process for the DFW Sustainability Management Plan began by identifying focus areas, or broad categories in which the airport hopes to affect change or continue ongoing sustainability efforts. Once the focus areas were established, goals were set that are closely aligned with the Strategic Plan. The focus areas and goals serve as the drivers for the selection of future sustainability initiatives at the airport.



DRAFT SUSTAINABILITY GOALS

| | OPERATIONAL EXCELLENCE | | COST COMPETITIVE | | | | | CUSTOMER SATISFACTION | | EMPLOYEE ENGAGEMENT | |
|---|------------------------|---|--------------------|----------------|--------------------------------------|-------|-------|------------------------|-----------------------------|------------------------|------------|
| | PROCUREMENT | SUSTAINABLE INFRASTRUCTURE AND RESILIENCY | ASSET OPTIMIZATION | ENERGY AND AIR | BIODIVERSITY AND NATURAL ENVIRONMENT | WATER | WASTE | COMMUNITY PARTNERSHIPS | COMMUNICATION AND EDUCATION | EMPLOYEE PARTICIPATION | LEADERSHIP |
| Measure the sustainable materials and services procured to minimize upstream and downstream impacts | ★ | | | | | | | | | | |
| Measure the purchase of goods and services from North Central Texas | ★ | | | | | | | | | | |
| Minimize resource demands and impacts of construction for building and non-building development | | ★ | | | | | | | | | |
| Invest in public infrastructure that supports sustainability goals | | ★ | | | | | | | | | |
| Evaluate and improve infrastructure and operations for climate change impacts | | ★ | | | | | | | | | |
| Reduce overall lifecycle cost for capital investments | | | ★ | | | | | | | | |
| Optimize efficiency of fleet operations | | | ★ | | | | | | | | |
| Decrease energy and fuel use | | | | ★ | | | | | | | |
| Increase alternative fuel usage use and grow the alternative energy portfolio | | | | ★ | | | | | | | |
| Decrease air emissions | | | | ★ | | | | | | | |
| Increase biodiversity and preserve natural areas | | | | | ★ | | | | | | |
| Reduce the use of potable water | | | | | | ★ | | | | | |
| Increase the use of reclaimed water | | | | | | ★ | | | | | |
| Minimize the downstream impacts of stormwater | | | | | | ★ | | | | | |
| Decrease generation of municipal solid waste and hazardous waste | | | | | | | ★ | | | | |
| Increase recycling | | | | | | | ★ | | | | |
| Act as a good neighbor to the residents and businesses surrounding the airport | | | | | | | | ★ | | | |
| Support economic development in the regional community | | | | | | | | ★ | | | |
| Increase outreach with employees, tenants, travelers, and the community related to sustainability | | | | | | | | | ★ | | |
| Provide healthy lifestyle choices to travelers and employees | | | | | | | | | ★ | | |
| Facilitate sustainable choices and decision-making to incorporate sustainability into business practices | | | | | | | | | | ★ | |
| Be viewed as an employer of choice by providing a safe, diverse, and fair working environment for employees | | | | | | | | | | ★ | |
| Advance DFW's leadership in environmental, social and economic activities in the global, national and North Central Texas communities | | | | | | | | | | | ★ |

★ Primary Focus Area

SUSTAINABILITY GOALS

As one of the first steps in developing the sustainable management plan, the Port Authority established goals for each of the nine strategic focus areas: Operational Efficiency, Climate Change Resilience, Water Management, Air Quality and Greenhouse Gas, Solid Waste Management and Recycling, Ground Transportation, Community Outreach, Contract and Lease Management, and Health and Welfare of Employees. The goals for EWR include:

-  1. Incorporate sustainability principles into the long-term business strategy and day-to-day operations, building on existing systems and standard operating procedures.
-  2. Address the impacts of predicted changes in climate and weather conditions in order to provide continuing operations.
-  3. Minimize water consumption and continue to contribute to the protection of water quality in Newark Bay.
-  4. Minimize EWR's contribution to climate change, air pollution, and depletion of the ozone layer.
-  5. Minimize the generation of solid waste (including universal, hazardous, and construction wastes), and reuse and recycle collected waste to the maximum extent possible.
-  6. Reduce emissions from ground transportation and reduce reliance on single occupancy vehicles as a means of traveling to and from Newark Airport.
-  7. Enhance communication with, and in support of, the airport community.
-  8. Integrate sustainable practices into internal policies, business processes, and written agreements.
-  9. Provide opportunities and incentives to improve the health and welfare of employees.

The following narrative will describe the Port Authority's plan for achieving these goals through a set of initiatives and related targets.

Enterprise Risk Management (ERM) – MNAA’s ERM was reviewed to identify the various objectives (risks or opportunities), implementation status, owner (responsible MNAA manager), and initiatives in place to satisfy each ERM objective.

MNAA’s Sustainability Goals and Objectives

| Goals | Objectives |
|--|--|
| 1. Enhance the economic vitality of BNA | Develop and maintain robust air service offerings |
| | Strengthen ties to the Nashville market, customers, and contractors |
| | Optimize passenger terminal and landside assets to enhance revenue |
| | Maximize development opportunities of aeronautical and non-aeronautical lands |
| | Develop and implement financial flexibility through cost containment, access to capital, and contingency planning |
| 2. Ensure proper investment in the safety, security, and development of the people working at and using BNA to enhance work/passenger/visitor experience | Maintain the highest level of safety and security for passengers, customers, contractors and employees |
| | Enhance the Nashville Airports Experience |
| | Develop the MNAA workforce by ensuring proper recruitment, training, retention, and diversity |
| 3. Develop and maintain facilities and infrastructure at BNA to support long-term, efficient, flexible growth | Foster asset management, life-cycle approach in construction operations to provide secure, flexible, and convenient facilities and equipment |
| | Ensure safe and secure Information Technology and data systems |
| | Develop plan for dealing with natural disasters and catastrophic events |
| | Develop land effectively in and around BNA to enhance aeronautical and non-aeronautical uses |
| 4. Enhance the Nashville community | Promote business diversity |
| | Strengthen relationships with community partners and entrepreneurs and improve communication |
| | Minimize incompatible land uses surrounding BNA |
| 5. Protect the valuable natural resources in and around BNA | Minimize environmental release and water quality non-compliance occurrences |
| | Maximize water conservation and minimize water use |
| | Minimize solid waste and increase recycling |
| | Monitor BNA’s contribution to the Metropolitan Nashville region’s air quality environment |
| | Monitor greenhouse gas (GHG) emissions from MNAA-controlled activities |
| 6. Minimize use and reliance on traditional energy sources to promote cost savings and environmental stewardship | Manage existing sensitive natural resources on airport property |
| | Manage energy use. |
| 7. Enhance surface transportation connectivity with the Airport service area | Evaluate renewable energy options |
| | Enhance demand for on-airport parking |
| | Foster intermodal transportation options at BNA |

sustainability goals + targets

The CDA has developed five key sustainability goals that support and align with the City of Chicago's *2015 Sustainable Chicago Action Agenda*:

- Reduce airport emissions
- Enhance multi-modal connections
- Generate regional revenue
- Improve travel experience
- Protect natural assets

In addition to these high level goals, we have established targets for each of the impact areas that we can affect, including reducing energy consumption by 15%, diverting a minimum of 50% of airport waste from landfill, and maintaining a ground fleet of at least 20% low emissions vehicles by 2015.

To achieve these goals and meet these targets, we have developed a unique approach that considers the sustainability of CDA facilities areas:

- Energy
- Natural Resources
- Waste
- Ground Transport
- Community

Leveraging the synergies between these aspects of sustainability, we have developed a holistic strategy that drives CDA forward as a leader in innovation and environmental stewardship. We see *A Sustainable Path* as our blueprint to moving forward and attaining the highest levels of sustainability in the industry.

INITIAL SUSTAINABILITY OBJECTIVES

LAWA recognizes that, to achieve its goal of being the **Global Leader in Airport Sustainability**, it must establish clear objectives, set achievable targets and implement the actions that are necessary to meet these targets and objectives. In addition, LAWA must strive toward continuous sustainability performance improvement in future years.

In order to further its sustainable practices, the Implementation Teams proposed a number of fundamental sustainability objectives. Based on these initial efforts, LAWA has established the following fundamental objectives:

- 1 INCREASE WATER CONSERVATION IN ALL AIRPORT FACILITIES AND FOR ALL OPERATIONS.**
- 2 INCREASE USE OF ENVIRONMENTALLY AND SOCIALLY RESPONSIBLE PRODUCTS.**
- 3 INCREASE RECYCLING AND SOURCE REDUCTION EFFORTS AT ALL FACILITIES AND FOR ALL OPERATIONS.**
- 4 REDUCE ENERGY USAGE AND INCREASE USAGE OF GREEN POWER AT ALL AIRPORT FACILITIES AND IN ALL OPERATIONS.**
- 5 REDUCE EMISSIONS FROM ALL OPERATIONS INCLUDING STATIONARY AND MOBILE SOURCES.**
- 6 REDUCE SINGLE OCCUPANCY TRIPS TO, FROM, AND WITHIN LAWA AIRPORTS.**
- 7 INCORPORATE SUSTAINABLE PLANNING, DESIGN, AND CONSTRUCTION PRACTICES INTO ALL AIRPORT PROJECTS.**
- 8 PROMOTE SUSTAINABILITY AWARENESS TO AIRPORT EMPLOYEES AND THE GREATER COMMUNITY.**
- 9 INTEGRATE SUSTAINABLE PRACTICES INTO INTERNAL POLICIES, BUSINESS PROCESSES, AND WRITTEN AGREEMENTS.**

Lawa set specific initial targets for each of the above objective and prioritized the initiatives developed by the implementation teams for fy 2008-2009.

The following sections describe the status of LAWA's current sustainability practices with respect to each objective and its associated targets. Moreover, it details the initiatives that will be implemented in FY 2008-2009.



In addition to the guiding principles, the PAG adopted a set of key sustainability goals. These goals are not an all-inclusive list. Instead, they reflect the PAG’s collective highest priority issues and interests, and are intended as a starting point, setting the direction for the detailed tactical work that is expected to generate goals, objectives, and targets that are specific, time-based, and measurable. For an explanation of the technical terms used in describing the goals below, please refer to Appendix VII.

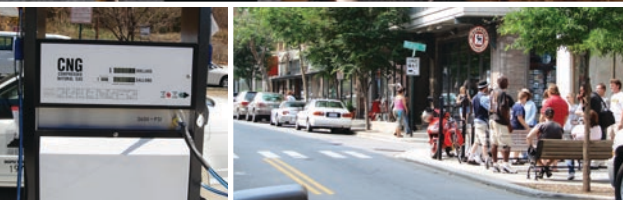
PLANNING ADVISORY GROUP KEY SUSTAINABILITY GOALS

1. PDX-controlled airport operations will achieve carbon neutrality by 2035. As part of this, PDX will adopt a Climate Action Plan in coordination with the City of Portland by 2011.
2. Consistent with the Wildlife Hazard Management Plan, airport master plan, and City land use plan, the Port will fully mitigate for impacts and contribute to overall net improvement of wildlife habitat quality, quantity and connectivity within the Columbia Slough Watershed.
3. Consistent with the Wildlife Hazard Management Plan, the Port will achieve the equivalent of the City of Portland's target of 15% canopy cover on industrial lands either by on-site tree plantings or support for compensatory offsite tree plantings where onsite planting is not practicable.
4. PDX will achieve net zero waste by 2035.
5. PDX will eliminate or minimize toxic substances used and hazardous waste generated in the operation of the airport.
6. The City of Portland, City of Vancouver and Port of Portland will appoint an advisory group to help PDX achieve continuous improvement in its public involvement and sustainability efforts. Stakeholders in PDX planning, operations and improvements will be valued participants in Port and City decision-making.
7. PDX will expand and diversify passenger and employee transportation options, achieve the highest transit mode split in the nation and manage transportation demand to preserve mobility for all modes within the airport area.
8. By 2035, PDX will achieve indoor air quality measurements 30% better than current ASHRAE 62.1-2004 standards.
9. PDX will obtain 100% of operating power for PDX-controlled facilities from renewable sources and will achieve in-building energy efficiency levels of 45 W/M² by 2035.
10. PDX will give preference to doing business with firms that have implemented Health Safety Environmental Management Systems under ISO 14001, with the goal of having 75% of them compliant by 2035.
11. PDX will participate in the US Dark Sky initiative to limit light pollution to the extent that this is allowed by FAA regulations.
12. By 2010, PDX will provide 5 hours of sustainability education and awareness training annually to its employees and will encourage all companies operating at the airport to do the same, and will provide sustainability education and awareness information to passengers.
13. PDX will maintain its viability and its part in the regional economy by:
 - a. Maintaining an airport master plan that can be effectively phased to balance operating and capital costs in a way that keeps PDX cost competitive and maximizes the use of existing infrastructure.
 - b. Making PDX investment decisions based on achieving lowest life-cycle costs.
 - c. Preserving and enhancing opportunities for airport-dependent and airport-related businesses in and around PDX.
 - d. Preserving the significant transport and warehousing job base in the vicinity of PDX.
14. PDX will adopt an environmental management system, underpinned by measurable sustainability goals, and subject them to annual or biennial public reporting and auditing by an independent third party beginning in 2011.
15. The Port will comply with all local, state and federal air quality mandates and will continue to measure impacts on the local environment and develop annual goals and benchmarks for continuous improvement, above-and-beyond regulatory requirements.
16. The Port will comply with all local, state and federal water quality mandates and will continue to measure impacts on the local environment and develop annual goals and benchmarks for continuous improvement, above-and-beyond regulatory requirements.



Focus Areas & Sustainability Goals

Every major sector of Asheville's City government has a role in advancing the sustainability vision. This vision will be realized when departments and individuals use these guiding principles to influence their actions. To build upon the vision, focus areas for improvement and strategic actionable goals were developed by the Office of Sustainability, the Sustainability Advisory Committee for Energy and the Environment, and Department Directors. These focus areas and strategic goals cut across the City's organizational structure and require interdepartmental and intergovernmental coordination.



| Focus Area | Goal |
|--------------------------|---|
| Management Practices | Incorporate sustainability into the City's decision-making process |
| | Provide adequate resources for the implementation of sustainability programs |
| | Increase the City's use of environmentally preferable products & services |
| Employee Education | Incorporate sustainability into City communication & outreach efforts |
| | Increase voluntary employee energy conservation efforts through education |
| Greenhouse Gas Emissions | Participate in the City's energy management strategy to reduce greenhouse gas emissions |
| Land Use | Develop & redesign land use policies to support regional sustainable growth |
| | Support and redesign development projects, patterns, & building practices |
| Facilities | Reduce energy consumption from City facilities through demand reduction and energy efficiency |
| | Increase renewable energy use of City operations |
| | Support the Resolution for LEED® certification for new City building |
| Transportation | Reduce vehicle miles traveled by City employees for commuting |
| | Reduce total fuel consumption of City fleet vehicles |
| | Increase transit ridership |
| | Establish a long term funding strategy for public transportation |
| | Support the reduction of vehicle miles traveled by City residents and visitors |
| Water | Continue to provide clean drinking water |
| | Reduce water consumption by City facilities |
| | Reduce energy use associated with treatment and distribution |
| | Increase renewable energy use for water production and distribution |
| | Support responsible consumption of water by residents and visitors |
| Solid Waste | Reduce solid waste disposed at landfills from City facilities |
| | Increase our role as state leaders in sanitation and recycling |

- Conduct all of the activities above with a focus on inclusiveness, equity, and social responsibility.

Focus Areas and Sustainability Goals

The Plan is organized by eight strategic focus areas: Water, Air Quality and GHG Management, Energy Efficiency and Conservation, Land Use and Open Space, Transportation, Education, Communication and Community Involvement, Material Resources Management, and Local Food Production.

In support of the eight focus areas, sustainability goals were developed to achieve the Vision for a Sustainable Denton. The sustainability strategies and actions identified by the community in the following chapters align with these goals. The goals are listed in terms of priority as indicated by community stakeholders.

Plan Structure

This Plan lays out the steps to a more sustainable Denton. It articulates a collective vision, identifies priority goals, sets ambitious targets to measure progress, and recommends initial strategies and actions on how to accomplish the City's vision and sustainability goals. In this chapter, the vision, guiding principles, focus areas and strategic sustainability goals are presented.

| Focus Area | Sustainability Goals |
|---|---|
| Water | <ul style="list-style-type: none"> • Protect and restore Denton's water bodies • Maintain high level of drinking water quality • Invest in sustainable stormwater and watershed infrastructure and management • Ensure wastewater is collected, treated, and discharged in accordance with all regulatory requirements • Take measures to encourage reductions in per capita water consumption |
| Air Quality and GHG Management | <ul style="list-style-type: none"> • Improve regional air quality and take actions to improve non-attainment status • Take actions to reduce air pollutant emissions, including greenhouse gases and emissions from government operations |
| Energy Efficiency and Conservation | <ul style="list-style-type: none"> • Invest in renewable energy generation • Encourage energy conservation and efficiency in new and existing homes and businesses • Ensure efficient energy use in city government facilities through demand reduction in both new construction and building retrofits • Continue to require exceptional energy efficiency building standards for new construction |
| Land Use and Open Space | <ul style="list-style-type: none"> • Promote land use and code/zoning patterns that positively affect energy use and the environment • Preserve open space, natural areas and tree canopy • Minimize water use, promote stormwater quality, and reduce stormwater quantity through management measures • Promote redevelopment of infill areas and brownfield sites |
| Transportation | <ul style="list-style-type: none"> • Expand infrastructure for non-vehicle modes of transportation • Promote public transportation ridership and the use of fuel efficient/alternative fuel vehicles Reduce environmental impacts from impervious |
| Education, Communication and Community Involvement | <ul style="list-style-type: none"> • Develop and promote city government and community sustainability programs • Encourage and promote citizen involvement • Increase sustainability education, awareness, and personal responsibility |
| Material Resources Management | <ul style="list-style-type: none"> • Reduce solid waste generation and divert waste away from landfill disposal through increased recycling and reuse options • Leverage city government's purchasing power to procure goods and services that cause less harm to humans and the environment, in accordance with procurement laws and regulations |
| Local Food Production | <ul style="list-style-type: none"> • Encourage local food production and distribution |