

APPENDIX

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Appendix A: Benchmarking Case Studies

In addition to consulting many publicly available resources, ICMA benchmarked the sustainability planning and implementation efforts of multiple communities, including:

- Asheville, NC
- Arlington County, VA
- Atlanta, GA
- Baltimore, MD
- DeKalb County, GA
- Dubuque, IA
- Durham, NC
- Nashville-Davidson, TN
- Palo Alto, CA
- Raleigh, NC
- San Antonio, TX
- Sarasota County, FL
- Memphis-Shelby, TN
- Onondaga County, NY

The profiles provided valuable information that was incorporated into the main body of the feasibility study. Additionally, each of the benchmarked communities are profiled in the subsequent section.

Case Study: Asheville, NC

Asheville is the largest city in Western North Carolina, and is located central to a metropolitan area of approximately 424,858. In April of 2007, the City Council passed a resolution committing to reduce their municipal carbon footprint 80% by the year 2050 and requiring a strategic plan to lead this effort. Based on facilitated discussion between the City's Office of Sustainability, department directors, and a nine-person Sustainability Advisory Committee on Energy & the Environment (SACEE), the internal Sustainability Management Plan brings together the organization's carbon footprint reduction policy and the sustainability initiatives of various departments in a coordinated and comprehensive plan. The outcome of this internal sustainability management plan was a consensus-based set of 23 sustainability goals, a comprehensive list of 107 prioritized action items, and an implementation plan for moving forward. Asheville's Office of Sustainability is currently located within the Finance Department.

Demographics	
Population:	83,393 (2010 US Census)
Geographic Size:	44.9 mi ² (2010 US Census)
Type of government:	Council-Manager
Key Departments:	Building Safety, Clerk, Manager, Civic Center, Community Development, Community Relations, Development Services, Economic Development, Finance, Fire, HR, IT, Legal, Parks & Recreation, Planning & Development, Police, Public Works, Purchasing, Sanitation, Stormwater Services & Utility, Street Services, Sustainability, Transit, Transportation, Water
Annual Operating Budget	\$134,113,810 (FY 12/13 Proposed Total Operating Budget)
Staff Size	692 (FY 12/13 Proposed FTE)
Sustainability Profile	
Key Contact:	Maggie Ullman, Energy Coordinator, (828) 271-6141, mullman@ashevillenc.gov
Plan (if one exists):	<i>Sustainability Action Management Plan, August 2009 (159 pages)</i>
Source:	http://www.ashevillenc.gov/Portals/0/city-documents/Sustainability/AVLSustMGMTPlan.pdf
Intergovernmental?	No
Major Program & Policy Areas of Focus:	Greenhouse Gas Emissions; Buildings, Public Facilities, & Street Lighting; Transportation; Water Systems; Solid Waste; Land Use; Education & Communication;
Organizational Elements:	<ul style="list-style-type: none"> Office of Sustainability established in 2009. Currently within the Finance Department reporting to senior manager. Sustainability Advisory Committee on Energy and the Environment (SACEE) – advisory 9 members appointed by City Council
Sustainability Budget:	<ul style="list-style-type: none"> Approximately \$100K General Fund Operating Budget \$2,434,000 in grants since program started in 2008 \$2,600,000 borrowed to-date for Green Capital Improvement Program being repaid over time entirely from energy savings
Sustainability Staff:	<ul style="list-style-type: none"> 1 FTE Sustainability Manager

	<ul style="list-style-type: none"> • 1 FTE Outreach Specialist (funded through Green CIP) • 1 30-hr/week Energy Analyst (funded through Green CIP)
Partners:	<ul style="list-style-type: none"> • ICLEI
Performance Measures:	<ul style="list-style-type: none"> • Initially plan suggested STAR Community Index from ICLEI • Metrics used in 2011 update: Carbon footprint, GHG Emissions, Natural Gas consumption, street lighting, employee commuting, energy uses
Success Stories:	<ul style="list-style-type: none"> • Energy Retrofit projects in 2010 to reduce energy usage and costs: upgraded all lights in City Hall to energy efficient lights, completed engineering design for HVAC system renovations for the offices and banquet hall, recycling outreach programs conducted with afterschool and summer programs at Community Centers, conducted workshops that provided information on a variety of topics to assist City staff in becoming more sustainable in the workplace. • Office of Sustainability received \$804,700 funding through Energy Block grant to fund Sustainability Outreach Specialist and Retrofit Project Manager positions, energy retrofit projects and HERS training and equipment.
Civic Engagement Process:	<ul style="list-style-type: none"> • In April 2007 City Council passed a resolution committing to reduce the municipal carbon footprint 80% by the year 2050 and requiring a strategic plan to lead this effort. The internal SMP brings together the organization's carbon footprint reduction policy and the sustainability initiatives of various departments in a coordinated and comprehensive plan. The outcome of this internal sustainability management plan is a consensus-based set of 23 sustainability goals, a comprehensive list of 107 prioritized action items, and an implementation plan for moving forward. • Developed based on facilitated discussion with City's Office of Sustainability, Department Directors, City's Sustainability Advisory Committee on Energy & Environment (SACEE) and City Council's 2008-2009 Strategic Plan
External Consultants used to Develop Plan:	Camp Dresser and McKee (now CDM Smith)
Resources Required to Develop Plan:	This partnership effort was funded with \$25K from the City Managers discretionary budget of the general fund and CDM used an internal innovations grant to fund the remaining \$125K.
Challenges in Development or Implementation:	<ul style="list-style-type: none"> • No significant challenges. • Success attributed to city council's strong support in the following: <ul style="list-style-type: none"> ○ Readying vision by establishing carbon footprint baseline and reduction requirement ○ Creating Sustainability Management Plan and hiring appropriate staff ○ Made resource decisions to support the plan.

Case Study: Arlington County, VA

Located in Northern Virginia directly across the Potomac River from Washington D.C., the urban county of Arlington is one of the most densely populated areas in the country with a population of 207,628 in 2010. The county educates and supports the local community in sustainability through initiatives like Arlington Initiative to Reduce Emissions (AIRE). In 2010, the county brought together a Community Energy and Sustainability Task Force commissioned to develop the Community Energy Plan (CEP) to reduce greenhouse gas emissions. The CEP is expected to be adopted into the County's Comprehensive Plan in 2013.

Demographics	
Population:	207,628 (2010 US Census)
Geographic Size:	26.0 mi ² (2010 US Census)

Type of government:	Council-Manager
Key Departments:	Economic Development; Community Planning, Housing & Development; Office of Emergency Management; Environmental Services; Fire Department; HR; Human Services; Libraries; Management & Finance; Parks & Recreation; Police Department; Retirement System; Technology Services
Annual Operating Budget:	\$812,265,548 (FY 2012 Total Budget)
Staff Size:	3,420 (FY 2012 Total FTE)
Sustainability Profile	
Key Contact:	Jeff Harn, Environmental Management Bureau Chief, 703-228-3612
Plan (if one exists):	No comprehensive CSP exists. Arlington County is drafting a <i>Community Energy & Plan</i>.
Date:	Pending – to be adopted into Comprehensive Plan in May 2013.
Source:	<i>Community Energy & Sustainability Task Force Report, March 2011</i> (87 pgs.) http://www.naco.org/programs/csd/Lists/GGLinksNew/Attachments/594/Arlington%20County%20Community%20Energy%20and%20Sustainability%20Task%20Force%20Report.pdf
Intergovernmental?	No
Major Program & Policy Areas of Focus	<ul style="list-style-type: none"> • Environmental: Emissions Reductions, Energy, Green Buildings, Green Home Choice, Streams & Watershed, Storm water Management • Economic: Innovation, Resiliency, Competitiveness
Organizational Elements:	<ul style="list-style-type: none"> • Community Energy and Sustainability Task Force (businesses, citizens, educational institutions, local, state, federal government, nonprofits/associations) commissioned for Community Energy Plan (CEP) to reduce greenhouse gas emissions
Sustainability Budget:	No budget dedicated specifically to sustainability.
Sustainability Staff:	No staff dedicated specifically to sustainability.
Partners:	<ul style="list-style-type: none"> • Local Nonprofits: Local Energy Alliance Program (LEAP), Arlington Community Federal Credit Union • Utility Companies: Dominion Virginia Power, Washington Gas • Businesses
Performance Measures:	<ul style="list-style-type: none"> • Seven Key Metrics from Community Energy Plan: <ol style="list-style-type: none"> 1. Create Energy Performance Labeling program 2. Gather community input, improve energy literacy ongoing basis 3. Provide education and training to all stakeholders 4. ID/promote financial incentives to improve energy efficiency 5. Acquire, register, report greenhouse gas emissions data, monetize as appropriate 6. Work with neighborhood jurisdictions on Regional Energy/Climate plan • Other metrics used: GHG Emissions, Fuel use, vehicle miles travelled, Building energy efficiency percentage increase • Arlington Economic Development has done research on various measurements for economic sustainability and developed an index to score localities on relative “green-ness” using items such as alternative transportation use, green jobs, and environmental quality measures. (Source: Link to "How Green Are We?")
Success Stories:	<ul style="list-style-type: none"> • Received US E.P.A.’s highest award for “Smart Growth in 2002”

Civic Engagement Process:	<p>Past efforts to develop CSP:</p> <ul style="list-style-type: none"> • Previous grassroots community conversations about creating community sustainability plan for Arlington County, but it was decided that this process was too daunting. The ad-hoc group was comprised of individuals from the planning commission and environmental groups, but it was not sanctioned by the County. • The catalyst for initiative was Martin Ogle, Former Chief Naturalist at Potomoc Overlook Park. <p>For Community Energy Plan:</p> <ul style="list-style-type: none"> • Community Energy and Sustainability Task Force established in 2010. Comprised of broad representation from community, meeting bi-monthly from January 2010 to March 2011. Over 35 official liaisons representing civic organizations, educational institutions, NPOs, advocacy, business/industry, government, etc. • 2 Energy Town Hall meetings • Multiple targeted meetings, including meetings with development community, businesses, and person interested in outreach/education efforts
External Consultants used to Develop Plan:	N/A
Resources Required to Develop Plan:	Community Energy Plan Implementation \$280,000 in 2011 Expenditures
Challenges in Development or Implementation:	N/A
Related Documents or Guidance:	<ul style="list-style-type: none"> • Storm Water Master Plan (in development) • Comprehensive Community Energy Master Plan with Crystal City

Case Study: Atlanta, GA

The City of Atlanta is the most populous city in Georgia with over 420,000 citizens; however, local government services affect a metropolitan area of over five million. At the initiative of the mayor, the City developed its first plan, *Power to Change: Sustainability Scorecard 2010* as a value statement focused on what the municipality could do for itself. The EECBG allocation received by the City in 2009 enabled the office to grow to include seven to nine staff with two volunteers and increase their capacity to encourage sustainability across the city through activities such as retrofitting city buildings and offering sub-grants to nonprofits whose initiatives aligned with the City's. Currently, the City is preparing to gain approval of its updated plan, which they consider more robust for a city of their size and one that better incorporates the community beyond internal functions. The new plan has been developed through meetings with a broad range of stakeholders from academia, nonprofits, government, and business, in order to establish focus areas and goals that represent the city as a whole.

Demographics	
Population:	420,003 (2010 US Census)
Geographic Size:	133.15 mi ² (2010 US Census)
Type of government:	Strong Mayor
Key Departments:	Aviation, Corrections, Finance, Fire, Human Resources, IT, Law, Parks, Recreation, & Cultural Affairs, Planning & Community Development, Procurement, Policy, Public Works, Watershed Management

Annual Operating Budget	\$1,802,706,118 (FY 2013 Adopted Budget Operating Funds)
Staff Size	8,334 (FY 2013 Adopted Budget FTE)
Sustainability Profile	
Key Contact:	Aaron Bastian, Communications & Project Manager, City of Atlanta – Mayor’s Office of Sustainability, 404-335-1962, abastian@AtlantaGa.Gov
Plan (if one exists):	Formerly <i>Power to Change, 2010</i> . <i>Power to Change Refresh</i> will be released at the end of October 2012.
Source:	Link to Old Plan PDF Exec Summary (new plan to be released in next month)
Intergovernmental?	No. The CSP was developed for the city of Atlanta and its citizenry. The initial plan focused on its municipal assets. Only 450,000 taxpayers in the city, but Metro area is 5 million in bordering jurisdictions and within the county/city overlap who they would want to benefit. Long-term goal would be to have bordering jurisdictions to accept that plan.
Major Program & Policy Areas of Focus:	Air Quality; Community Health & Vitality; Energy & Renewables; Education; Jobs & Competitiveness; Land Use; Recycling & Materials Management; Sustainability Planning; Transportation; Water Management
Organizational Elements:	<ul style="list-style-type: none"> Mayor’s Office of Sustainability
Sustainability Budget:	<ul style="list-style-type: none"> Approximately \$750,000 in Operating for F7 2013, primarily to fund salaries and support of programming. Approximately \$200-300K left from EECBG grant left. Through the EECBG in 2009, the city was authorized to create a revolving loan fund (green fund) as a sustainable revenue source. For example, a certain amount was allocated for upgrades to the airport, and a percentage of savings (no more than 20% of ROI) will come back to the sustainability office so that the loan can be paid off in three years’ time. The funds go back to the Office of Sustainability, but there are no project restrictions on how they can be spent. This Green Fund also financed a watershed upgrade. Contact Kelsey Baack for more information at kbaack@atlantaga.gov.
Sustainability Staff:	6 FTE within office: Director of Sustainability, Senior Project Manager, Communications, 3 project managers with specific focus areas
Partners:	<ul style="list-style-type: none"> Nonprofits are responsible for helping in achieving stated goals, e.g. City relies on Trees Atlanta to help meet tree planting goals. In terms of implementation, new Power to Change plan will introduce a pledge that asks members of 5 different stakeholder groups (nonprofits, industries, taxpayers, academia, government) to use engage in sustainability activities, e.g. alternative commutes, buy local food, or implement green cleaning policies. Many may already have goals in place, but the city would like them to share them. Using corporate dollars for planning, but have not been in any talks about funding or matching. The City would rather use pledge systems than grants. Relying more on subject matter expertise and volunteer time currently with potential for the future greater contribution.
Performance Measures:	<ul style="list-style-type: none"> Measures from old score-card have been totally revised, but examples from former plan include reduce, reuse and recycle 30% of city residential waste, minimum of 10 acres of green space/1000 residents, city fleet composed of 15% alternative fuel vehicles Examples from new plan: Materials management and recycling – 90% diversion from landfills now going to be in recycling, include composting so measure tonnage of composting as well as recycling, city-wide, amount of material used for procurement, e.g. packaging
Success Stories:	The City of Atlanta has achieved more than 50% of the plan laid out in 2008, including progress on the following:

	<ul style="list-style-type: none"> • \$28M in grant funding leveraged to \$164 in impact • 12.5% GHG reduction • 23%fossil fuel reduction • 16% natural gas reduction, 25% reduction in energy use at City Hall • 13% percent decrease in water use at Hartsfield-Jackson Atlanta International Airport • 25 new projects.
Civic Engagement Process:	<ul style="list-style-type: none"> • Old plan (<i>Power to Change: Sustainability Scorecard, 2010</i>), released as a value statement, focused on what municipality could do for themselves. Developed at the initiative of the mayor. • In 2009, City of Atlanta received \$5.89M in EECBG Funding which allowed the 1-person office to grow into 7-9 w/2 volunteers. Grants funded salaries and sub-awards allocated to nonprofits based on their mission statements' alignment with city initiatives & things they wanted to see would really help to get things rolling. EECBG grant also used for municipal improvements to water & power treatment facilities, retrofitting lighting to LED in airport parking decks, and a mixture of program and implementation areas. The grant allowed them to work with a network of offices grantees across the country. • EECBG funding was crucial to increase sustainability efforts, expansion of staff enabling development of the 2010 plan (largely as a result of prioritization of sustainability below public safety, etc.). • Have been revisiting old plan and created a more robust plan for the city of their size. Now engaging citywide to expand goals to city at large as well as city functions (<i>Power to Change Refresh, 2012</i>): <ul style="list-style-type: none"> ○ Engaging stakeholders from academia, nonprofits, government (e.g. EPA Region 4) to make sure goals are calibrated properly to make sure realistic for all levels of government and representative of entire city, not just municipal efforts. Nonprofits assist with implementation, for example Clean Air Campaign has done outreach to speak to behavior change. ○ Consulting subject matter experts to strategize initiatives, e.g. experts from Georgia Tech experts also all helping with different projects.
External Consultants used to Develop Plan:	<ul style="list-style-type: none"> • None
Resources Required to Develop Plan:	<ul style="list-style-type: none"> • No direct allocation or costs were associated with the plan other than FTE hours and printing/graphics layout. All internally developed.
Challenges in Development or Implementation:	<ul style="list-style-type: none"> • Timeline and resource constraints – the Mayor wanted the plan out more quickly, but the limited number of people working on it made it difficult to get things done quickly and well.

Case Study: Baltimore, MD

Strategically located on the Chesapeake Bay, the city of Baltimore has been experiencing population growth after a period of decline to 620,961 in 2010. In order to ensure that growth included a community-wide vision for a sustainable future, the mayor created an Office of Sustainability within the Department of Planning and 21-person Commissions on Sustainability charged with creating a community sustainability plan and monitoring its implementation. The *Baltimore Sustainability Plan* was approved in 2009 after an eight month planning process that incorporated input of over 1,000 diverse stakeholders through work in one of six topical working groups, ad-hoc community advisory teams who provided more general input, a youth committee, and trained Sustainability Ambassadors who outreached and gathered information through their unique networks. The City engages many strategic public and private partners in nonprofits, foundations, businesses, school systems, and others, in order to work toward initiatives within the 132-page document's seven areas of focus.

Demographics	
Population:	620,961 (2010 US Census)
Geographic Size:	80.94 mi ² (2010 US Census)
Type of government:	Strong Mayor
Key Departments:	Housing, Finance, Fire, General Services, Health, Human Resources, Law, Legislative Reference, Planning, Public Works, Recreation and Parks, Transportation
Annual Operating Budget	\$2,296,942,000 (FY 2012 Operating Budget)
Staff Size	9,378 (FY 2012 Full-Time Approved, net police & fire)
Sustainability Profile	
Key Contact:	Beth Strommen, Director, Baltimore Office of Sustainability, 410-396-8360, beth.strommen@baltimorecity.gov
Plan (if one exists):	<i>Baltimore Sustainability Plan, April 2009</i> (132 pgs.)
Source:	Link to PDF
Intergovernmental?	No
Major Program & Policy Areas of Focus:	Cleanliness; Pollution Prevention; Resource Conservation; Greening; Transportation; Education & Awareness; Green Economy
Organizational Elements:	City legislation signed by the Mayor in 2008 created: <ul style="list-style-type: none"> Office of Sustainability within Department of Planning Commission on Sustainability: 21-member body with 2 main charges – (1) to create plan and (2) to monitor its implementation – minimally to put out annual report
Sustainability Budget:	<ul style="list-style-type: none"> From Adopted City Budget FY 2013 \$200,683 in General Funds, \$158,681 in Other Funds. Primarily funds staff salaries. Staff and Commission raises money for programming with help of partners, e.g. Baltimore Community Foundation is the fiscal agent for many projects – BCF has established 6 different funds to facilitate sustainable initiatives
Sustainability Staff:	<ul style="list-style-type: none"> 5 FTE budgeted for FY 2013: Director, Coordinator, & staff for other target areas, including Community Grants Coordinator, Environmental Planner, Critical Area Coordinator, Landscape Architect, Food Policy Director is consultant for BCF
Partners:	<ul style="list-style-type: none"> Collaboration of public/private community partners has been crucial. Baltimore Community Foundation partnership makes it much easier to maintain funding. Key implementation partners listed in plan for each goal from various institutions and governmental departments, agencies, etc., e.g. Waterfront partnership, school systems, Baltimore Gas and Electric Company
Performance Measures:	<ul style="list-style-type: none"> Weak at first, but the most recent report in 2011 does a better job of reporting performance measures Currently working with the University of Baltimore Jacob France Institute to work with to collect measures and establish neighborhood indicators
Success Stories:	<ul style="list-style-type: none"> Created Community Open Space Preservation Project in partnership with Baltimore Green Space to preserve clean public land

	<ul style="list-style-type: none"> • Healthy Harbor Initiative partnership with Waterfront Partnership of Baltimore (WPB) to create strategy guide for protecting water bodies • Awarded \$190,000 grant from US EPA for engaging non-profits in efforts to reduce GHG emissions in partnership with Johns Hopkins University • Food Policy Task Force created plan and implemented first of three successful pilot program to establish farmers markets that accepted SNAP benefits • Engaged students in efforts to increase Baltimore’s tree canopy by partnering with foundations and nonprofits to educate students at city schools and held largest tree-planting event at a Baltimore City School in Fall 2010 • Barclay Deconstruction project was a successful pilot in 2008 that trained unemployed residents of Barclay returning from prison and used vacant housing as a training site.
Civic Engagement Process:	<ul style="list-style-type: none"> • Engaged 1,000 stakeholders (citizens, businesses, institutions) over an eight month period • Established 3 operating principles for the planning process: inclusion of all initiatives, translation of jargon into language people would understand, engagement of all citizens (not just at city, policy, technical level, but also people on the streets, communities and in schools) • Six topical Working Groups (comprised of at least 2 Commissioners, 5-10 subject matter experts, and citizens) to gather information, establish vision, identify goals & priorities. • Community Conversations (held parallel to working groups) were ad-hoc community advisory teams consisting of 20 citizens who related sustainability in everyday life. • From these meetings, recruited and trained over 30 diverse Sustainability Ambassadors who worked in pairs to attend over 35 community meetings and meet with over 550 people from across Baltimore in September and October of 2008. Notes were sent to Sustainability Director to create working outlines of all information collected. • Engaged youth by reaching out to youth development organizations, public and private schools to identify youth leaders to become involved. Convened group of 15-20 student leaders organized educational Greenscape '08 event attended by hundreds of youth.
External Consultants used to Develop Plan:	<ul style="list-style-type: none"> • lantha Grant, Kenian Group, local consultant facilitated working groups, youth meetings, and community meetings, compiled feedback, developed training protocol and completed initial draft of plan of engagement process. Total contract approximately \$13,000.
Resources Required to Develop Plan:	<ul style="list-style-type: none"> • No budget from the Planning Dept., City had only allocated budget for staff • Approximately \$50K for consultants for facilitating meetings and training, logistical items, such as food, printing & design of plan, development of website, etc. • Commission chair (Cheryl) took lead in rallying resources (BCF \$5K, NY Foundation \$15K, \$10K from local bank, \$20K from Casey Foundation for Youth process)
Challenges in Development or Implementation:	<ul style="list-style-type: none"> • Challenges around communication, elevating the conversation so more people can be aware. They have engaged a thousand people, but they have 630,000 so they’re still at the tip of ice berg. • Resource constraints

Case Study: DeKalb County, GA

DeKalb County is part of the Atlanta metropolitan area and had a 2010 population of 691,893. DeKalb is a mostly-suburban county that consists of a portion (approximately 10%) of Atlanta, along with ten other local governments and unincorporated areas. In December 2011, the county released its *Long-Range Comprehensive Energy and Environmental Resources Management Plan* to address sustainability in energy use, water consumptions, land use, transportation, procurement, and local sustainable food. The nine-month planning process was led by a Sustainability Steering Committee comprised of a diverse group of DeKalb County department heads and personnel, elected officials, local nonprofits, local universities, and citizens. The 139-page plan lists recommendations and designated impacts by focus area and includes whether the government, community or both have responsibilities.

Demographics	
Population:	691,893 (2010 US Census)
Geographic Size:	267.6 mi ² (2010 US Census)
Type of government:	Commission-CEO
Key Departments:	Airport, Child Advocate, Code Compliance, Community Development, Cooperative Extension, Court, DCTV, District Attorney, Economic Development, Facilities Management, Family & Children Services, Finance, Fire Rescue, General Information, GIS, Greenspace, HR, Human Services, Law, Library, Medical Examiner, Natural Resources, Planning & Sustainability, Property Appraisal, Public Defender, Public Safety, Public Works (Fleet Maintenance, Roads & Drainage, Stormwater Utility, Sanitation, Transportation), Purchasing & Contracting, Recreation, Parks & Cultural Affairs, Tax Assessors, Voter Registration & Elections, Watershed Management, Workforce Center
Annual Operating Budget	\$1,228,201,425 (FY 2011 Actual Operating Budget)
Staff Size	7,907 – 1243 FTE, 114 PT, 550 Temp (FY 2011 Actual Total Authorized Positions)
Sustainability Profile	
Key Contact:	Susan Hood, Manager of Natural Resources, (404) 371-2270, slhood@dekalbcountyga.gov
Plan (if existing):	<i>DeKalb County Long-Range Comprehensive Energy and Environmental Resources Management Plan, December 2011</i> (139 pages)
Source:	http://www.co.dekalb.ga.us/energy_and_environmental/pdf/esplan.pdf
Intergovernmental?	No
Major Program & Policy Areas of Focus	Sustainability Planning; Energy; Natural Resources; Complete Communities (land use)
Organizational Elements:	<ul style="list-style-type: none"> Plan suggests creation of self-financing Sustainability Office. Not yet implemented. Matrix organization work across departmental lines. The Sustainability Officer will be working with people other offices. For example, from sanitation office (converting methane to electricity and selling to local power company, also converting into compressed natural gas and using that in trash pickup collection vehicles) this person will get the info they need and coordinate with the person in sanitation. Sustainability Task Force comprised of representatives from various departments will be responsible for implementation of the plan and development of new initiatives.
Sustainability Budget:	<ul style="list-style-type: none"> No set aside budget other than Sustainability Officer Position, part of Natural Resources Management operating budget.
Sustainability Staff:	1 FTE Sustainability Officer who will report under Natural Resources Management Office.
Partners:	<ul style="list-style-type: none"> Currently, only working with the DeKalb County Chamber of Commerce who will be working on education and outreach efforts within the county and in the community.
Performance Measures:	<ul style="list-style-type: none"> Currently only percentage reduction in electricity bills are established as performance measures, but these draft performance measures will be fine-tuned
Success Stories:	<ul style="list-style-type: none"> No successes explicitly from plan yet, but the county had an aggressive, innovative track record prior to the plan.

Civic Engagement Process:	<ul style="list-style-type: none"> • Sustainability Steering Committee made of diverse group of DeKalb County department heads and personnel, elected officials, local nonprofits, local universities and community leaders and citizens. • Before embarking on this planning process, DeKalb County was already engaged in number of sustainable practices from procurement to solid waste management. • Steering committee held periodic workshops to identify current sustainability initiatives across departments, formulate a purpose statement for operations and community, discuss challenges, and formulate goals and recommendations. Assessments of current operations across multiple departments were conducted to collect information about current status of sustainability initiatives and department head’s ability to implement additional. • Plan development took nine months. No feasibility study was conducted.
External Consultants used to Develop Plan:	<ul style="list-style-type: none"> • S.L. King Technologies, Inc. (\$120,000K)
Resources Required to Develop Plan:	<ul style="list-style-type: none"> • Plan developed through American Recovery and Reinvestment Act (ARRA) and the Energy Efficiency Conservation Block Grant (EECBG) program, which also funded Part of a grant from federal government for environmental sustainability, used the grant to do study and put in green roof.
Challenges in Development or Implementation:	<ul style="list-style-type: none"> • Because there was no central office or person, data was scattered across different departments and people, so one of the first things that needs to be done is to build a website to have all data and information about conservation and sustainability in one place for the county and the public. • Much data and information was also pulled from Green Communities certification program and other pre-established initiatives.
Other Documents or Guidance:	<ul style="list-style-type: none"> • Reference to green purchasing policy • Reference to executive orders, e.g. no idling of vehicles, other regulations done, toilet rebate for low float toilets

Case Study: Dubuque, IA

With a 2010 population of only 57,637, the Midwestern city of Dubuque, Iowa has received considerable recognition in sustainability and is currently engaged in efforts to create a replicable sustainability model for all communities (particularly for communities with populations under 200,000). The initial 2008 plan was developed in a two-year process by a Community Task Force comprised of 40 diverse members. After the first plan’s success, the Chamber of Commerce and Community Foundation of Greater Dubuque initiated the second iteration of a plan, which passed in March of 2012, and has targeted outreach including development of an interactive website and a Sustainability Challenge. The plan lists initiatives under 11 principles, wherein the city has been working with the University of Iowa School of Urban and Regional Planning to develop a specific set of 60 measures to benchmark and track progress. They have also been working in partnership with IBM on a research arm called Smarter Sustainable Dubuque, which couples technology with community outreach and implementation strategies for “smarter” resource utilization.

Demographics	
Population:	57,637 (2010 US Census)
Geographic Size:	26.5 mi ² (2010 US Census)
Type of government:	Council-Manager
Key Departments:	Airport, Arts & Culture, Building Services, Budget, Cable TV, Attorney, Clerk, Manager, Economic Development, Emergency Communications, Engineering, Finance, Fire & Rescue, Civic Center, GIS, Health Services, Historic Preservation, Housing & Community Development, Human Rights, IS, Leisure Services, Library, Neighborhood Development, Parking, Personnel, Planning & Zoning, Police, Public Information Office, Public Works, Sustainable Dubuque, Transit, Utility Billing, Water, Water & Resource Recovery

	Center
Annual Operating Budget	\$109,376,632 (FY 2012/2013 Proposed Total Operating Budget)
Staff Size	692 (FY 2012/2013 Proposed Total Operating Budget)
Sustainability Profile	
Key Contact:	Cori Burbach, Sustainable Community Coordinator, City of Dubuque, 563-690-6038, cburbach@cityofdubuque.org
Plan (if one exists):	<i>Sustainable Dubuque, March, 2012</i> (24 pgs.)
Source:	http://www.cityofdubuque.org/DocumentCenter/Home/View/2702
Intergovernmental?	No.
Major Program & Policy Areas of Focus:	Regional Economy; Green Building; Smart Energy Use; Healthy Local Food; Healthy Air; Clean Water; Smart Resource Use; Community Knowledge; Nature Plant & Animals; Community Design; Reasonable Mobility
Organizational Elements:	<ul style="list-style-type: none"> • Located within Office of the City Manager. • City Green Team comprised of staff from every department, each work on building within departments
Sustainability Budget:	<ul style="list-style-type: none"> • Approximately \$100k in basic Operating Funds • Over \$800M in ARRA Funds since 2009 • Many of funds have been community-invested, e.g. pedal project (30 businesses enrolled, now staffed and managed by COG)
Sustainability Staff:	<ul style="list-style-type: none"> • 1 FTE Sustainability Community Coordinator: half time spent internally, other half working with community • 1 FT AmeriCorps VISTA for outreach and engagement
Partners:	<ul style="list-style-type: none"> • Greater Dubuque Development Corporation on facilitating sustainability innovation consortium to look for new opportunities for businesses in the community • Individual businesses, e.g. solar companies (work with to identify potential project opportunities) • Works with COG who serves 5 county region • City of Dubuque is working with Dubuque County Smart planning process (Dubuque city is largest city, but the county is working on updating their plan incorporating their plan into county, working closely). Partner with county in watershed management issues, local solid waste, etc
Performance Measures:	<ul style="list-style-type: none"> • In a project with the University of Iowa School of Urban and Regional Planning last academic year, Dubuque has been working to develop a set of 60 specific measurements to benchmark and track progress of initiatives under the 11 principles. • Sample: GDP Growth, Net Job Growth, Household Energy Use, Renewable Energy use (See Report here for full list.)
Success Stories:	<ul style="list-style-type: none"> • Partnership with IBM on Smarter Dubuque Sustainability Initiative in 2009. • Community-wide Smarter Sustainable Dubuque is research arm to develop “smarter” technologies coupled for better resource utilization at resident level with community outreach and implementation strategies to create a replicable international model of sustainability for like-sized communities (200,000 or less).
Civic Engagement Process:	<ul style="list-style-type: none"> • 2006: Community Task Force was formed comprised of 40 diverse members from environmental groups, schools, churches, utility companies, etc. Hired a facilitator to lead meetings for 2 years, educating them about sustainability. Task force members went forth to their respective groups. The plan was brought to council in 2008. • Members stayed engaged since then, whether it was working on specific project, transitioned to new community group. Currently on their third iteration of a CSP.

	<ul style="list-style-type: none"> Chamber of Commerce & Community Foundation of Greater Dubuque saw a need for engagement to continue, so they facilitated Dubuque 2.0 with stakeholders from original Task Force with new additions, e.g. news media and utility companies. Additions were found to be highly beneficial. Two years of targeted outreach included a sustainability challenge and creation of an interactive website with blogs, etc. The City was represented as just another member of sustainability community New group continues to do engagement, but have moved onto next topics. City has continued 2.0 to meet as Sustainable Dubuque (15 member group) who meet on a monthly basis to talk about strategic planning and keeping people informed of what is going on because so many have taken on leadership role (led by nonprofits and neighborhood association). Currently defining role for a 40-person group. Larger group would come together to talk about priorities for community 7 years later; identify gaps and how to address them. They make sure that group is inclusive.
External Consultants used to Develop Plan:	Durant Architects only used to facilitate initial meetings.
Resources Required to Develop Plan:	<ul style="list-style-type: none"> \$25K for consulting City staff on task force who provided support in terms of time
Challenges in Development or Implementation:	<ul style="list-style-type: none"> Siloed approach to organization characteristic of government from local to federal level, makes it different to look at operations holistically. Mitigate by taking a customer service approach and thinking backwards from there in providing programs and services. Funding challenges Opposition arose from some individuals in developing the plan, but there were not specifically vocal groups. Recently small but vocal group of individuals who have been using Agenda 21 materials, but many will get behind an initiative if it's framed a local approach, rather than as a local initiative being pushed down from a federal or international level. Business community needs to see ROI, so they work hard to show them numbers that benefit them, e.g. jobs created, etc. in order to gain champions who can go out and spread that message.

Case Study: Durham, NC

Durham is North Carolina's fourth-largest city and the county seat of Durham County, whose 2010 population was 267,587. The City and County share a joint Sustainability Office that implements the government-focused Greenhouse Gas Emissions Reduction Plan adopted in 2007. The office primarily works with City and County employees to improve policies and operations to increase environmental responsibility in initiatives around Soil, Water, & Waste, Open Space, Planning & Development, and Transportation. Although they have not created a community-wide plan to date, the Office organized community education and outreach initiatives to enhance community-wide sustainability, including Earth Month, an Energy Fair, a photography contest, and presentations on issues.

Demographics	
Population:	228,329 (2010 US Census)
Geographic Size:	107.4 mi ² (2010 US Census)
Type of government:	Council-Manager
Key Departments:	Emergency Communications, Audit, Budget & Management, Attorney, Clerk, Manager, City/County Inspections, City/County Planning, Community Development, Economic & Workforce Development, Equal Opportunity/Equity Assurance, Finance, Fire Department, Fleet Management, General Services, GIS, HR, Human Relations, Neighborhood Improvement Services, Office of Public Affairs, Parks & Recreation,

	Police, Public Works, Purchasing, Solid Waste Management, Transportation, Technology Solutions, Water Management
Annual Operating Budget	\$93,742,223 (FY 2012-13 Operating Budget):
Staff Size	2,367 (FY 2012 Total FT Employees)
Sustainability Profile	
Key Contact:	Tobin L. Freid, City-County Sustainability Manager, (919) 560-7999, tfreid@durhamcountync.gov
Plan (if one exists):	<i>No CSP developed.</i>
Major Program & Policy Areas of Focus:	Environmental initiatives include Soil, Water, & Waste, Open Space, Planning & Development, Transportation
Organizational Elements:	City-County Sustainability Office
Sustainability Budget:	<ul style="list-style-type: none"> Operational - \$140K (city pays half, county pays half) Additional \$45 for county projects (bus passes for county employees, etc.) Additional \$50K for city only Additional funds from county for initiatives within strategic plan (within environmental stewardship category) Grant funding
Sustainability Staff:	2 FTE, both currently funded through operational funds (1 FTE had previously been funded through EECBG)
Partners:	<ul style="list-style-type: none"> ICLEI Triangle J Council of Governments, nonprofit regional government agency
Performance Measures:	<ul style="list-style-type: none"> County has just adopted new measures in their strategic plan, vehicle miles travelled, stream water quality, acres of open space, waste diverted, single occupancy vehicle Greenhouse gas numbers
Success Stories:	<ul style="list-style-type: none"> Four downtown public parking garages and the South Durham Water Reclamation Facility use energy efficient LED lighting, 6 City facilities have solar hot water systems. The City and County are each purchasing several electric vehicles and installing public electric vehicle charging stations throughout Durham. The City Fleet Management Department purchases fuel-efficient vehicles that qualify for the Environmental Protection Agency's SmartWay program. City and County idle reduction policies require employees to shut off vehicles when not in use to reduce fuel costs, maintenance, pollution, and greenhouse gas emissions. A County green building policy requires all new buildings to meet high environmental standards. The county currently has six LEED-certified buildings and two more in development. The City-owned Durham Performing Arts Center was constructed to meet high environmental standards. A City environmentally preferred purchasing policy and employee expectation policy guides purchasing and use of the most environmentally friendly products possible.
Other Documents or Guidance:	County Strategic Plan; City-County Greenhouse Gas Reduction Plan; City-County Electric Vehicle and Charging Station Plan; Idle Reduction Policy; Environmentally Preferred Purchasing Policy; Environmental Responsibility Expectations of Employees; Facilities Strategic Energy Policy; Environmentally Preferred Purchasing Policy; Environmental Responsibility Expectations for Employees; Trip Reduction Ordinance; High Performance Building Policy

Case Study: Nashville-Davidson County, TN

Nashville-Davidson is a metropolitan area comprised of the total area of Davidson County with governmental and corporate functions wholly vested in the City of Nashville, but divided by service districts – the general and urban. Sustainability initiatives are housed in the Mayor’s Office of Environment and Sustainability, which coordinates sustainability activities across departments and communicates their consolidated message out to the public. In June 2008, the mayor passed Executive Order No. 033 commissioning a Green Ribbon Committee tasked to outline a plan to make Nashville the greenest city in the southeast. The Green Ribbon Committee Report was passed and released to the public in June 2009, and the 68-page document outlines 16 goals and 71 recommendations within four major focus groups: Education & Outreach, Energy & Building, Mobility, and Natural Resources.

Demographics	
Population:	601,222 (2010 US Census)
Geographic Size:	475.13 mi ² (2010 US Census)
Type of government:	Strong Mayor
Key Departments (Sample):	Action Commission, ADA Compliance, Agricultural Extension, Airport Authority, Arts Commission, Assessor of Property, Children & Youth, Codes Administration, Community Education, Community Corrections, Courts, District Energy System, Drug Court, Economic & Community Development, Education, Electric Commission, Emergency Management, Farmer's Market, Finance Department, General Services, Golf Courses, Health Department, Historical Commission, Mayor's Office of Children and Youth, Mayor's Office of Economic & Community Development, Metro Parks & Rec, Metro Water Services, Metro Water Services, Metro Planning Organization
Annual Operating Budget	\$1,709,293,100 (FY 2013 Total Operating Budget)
Staff Size	6,731 (FY 2013 Adopted Budget FTE)
Sustainability Profile	
Key Contact:	Laurel Creech, Director, Mayor’s Office of Environment and Sustainability, laurel.creech@nashville.gov , (615) 862-6030
Plan (if one exists):	<i>Green Ribbon Committee Report: Making Nashville Green, June 2009</i> (68 pgs.)
Source:	http://www.nashville.gov/sustainability/docs/grc/GRC_Report_090701.pdf
Intergovernmental?	City/County managed government. The metropolitan government runs everything, so there is no layering of services.
Major Program & Policy Areas of Focus:	Greenhouse Gases, Education & Outreach, Energy & Building, Mobility, Natural Resources
Organizational Elements:	Mayor’s Office of Environment & Sustainability coordinates sustainability activities across departments and communicates consolidated message out to the public.
Sustainability Budget:	<ul style="list-style-type: none"> • Operating Funds • Energy Efficiency Program is a three-year funded program to provide incentives and information for improving energy efficiency.

Sustainability Staff:	2 FTE within Mayor’s Office of Sustainability
Partners:	<ul style="list-style-type: none"> • Academic: As an offshoot, Tennessee State University received grant from HUD to retrofit, housing and energy efficiency, and Nashville has been a “swing point” in aligning that. • Nonprofits: Village Real Estate Services, ULI, and smaller nonprofit groups that are local • Work with neighborhood association and metropolitan councils to help spread the word • Strong hands-on affiliate, Hands-On Nashville partnered on lower income initiatives
Performance Measures:	<ul style="list-style-type: none"> • Performance measures from plan are found in the 71 recommendations and 16 goals established by the Green Ribbon Committee to make Nashville the greenest city in the southeast. • From energy side, reduce energy consumption by 20% by 2020 • Waste by 65% by 2020 • Provide every citizen with at least 2 modes of transportation (pedestrian, bus, biking, in addition to automobile) • Meeting/outperforming air quality standards • Removing county streams and rivers off 303d list
Success Stories:	<ul style="list-style-type: none"> • Nashville Energy Works (NEW): Partnership established in April 2011 between Mayor Dean, Dept. of Energy and the Southeast Energy Efficiency Alliance, the Tennessee Valley Authority, Nashville Electric Service to provide info and financial incentives to make energy-saving improvements to homes. • The Open Space Plan resulted from Green Ribbon Report laying the foundation to create the plan quickly. Since its implementation, mayor has committed capital improvement dollars to the acquisition of open space. The City has done 3 projects to expand parkland by 300 acres with a goal of 22,000 acres by 2035.
Civic Engagement Process:	<ul style="list-style-type: none"> • Mayor signed US Mayors Climate Protection Agreement in January 2008 and created E.O. 33 creating the Mayor’s Green Ribbon Committee on Environmental Sustainability in June of 2008 comprised of 27 citizen leaders from business, government, education, and civic sectors who met monthly. • From July 2008 to April 2009, the committee engaged citizens, experts, and others from government to obtain input. • By December 2008, over 1,800 Nashvillians responded to the citizen’s environmental survey was launched on the newly created website. The web site announced committee meetings, summaries from sessions, and other background information. • In November 2008, the Committee launched a series of five public workshops. Approximately 300 people attended, generating some 900 recommendations. The Committee utilized consultants in analyzing this information to develop 16 goals and 71 recommendations and categorized them as being “Quick Wins” or achievable in the “Mid-Range” or “Long-Range” future.
External Consultants used to Develop Plan:	<ul style="list-style-type: none"> • The Meridian Institute (principal consultants – Michael Lesnick, Ann Olsen)
Resources Required to Develop Plan:	<ul style="list-style-type: none"> • N/A
Challenges in Development or Implementation:	<ul style="list-style-type: none"> • Funding • Compelling people to undertake home energy retrofit measures
Integration with other Documents/Guidance	<ul style="list-style-type: none"> • Mayor’s Executive Order No. 033 commissioning the Green Ribbon Committee, June 2008 • The Open Space Master Plan, April 2011, balances growth with preservation of critical natural resources

Case Study: Onondaga County, NY

Onondaga County has engaged the numerous county-wide towns and hamlets, which are a common form of small local governments in states like New York and Pennsylvania. Onondaga County is home to more than 35 municipalities with a combined population of approximately 450,000. Syracuse is the main urban center, with the surrounding communities being made up of smaller village cores, rural agricultural townships, and resort towns such as Skaneateles at the north end of one of the pristine Finger Lakes. The county's draft sustainable development report notes that in order to be successful, inter-municipal planning and cooperation will be necessary. Additionally, the plan discusses "Character Areas" and is based on the distribution of residents and businesses where common identities and qualities are evident, including urban cores, employment centers, regional shopping, traditional and suburban neighborhoods, village cores, hamlets, rural landscapes, environmental reserves and protected lands. For each of these character areas, sample strategies are discussed for regional improvement.¹

Demographics	
Population:	467,026 (2010 US Census)
Geographic Size:	778.39 mi ² (2010 US Census)
Type of government:	County Executive-County Legislature
Key Departments:	Aging and Youth, Agricultural Council, Budget Department, Civil Service, Community Development, Comptroller's Office, Department of Correction, County Attorney, County Clerk, County Communications, County Executive, County Home & Hospital, County Legislature CNY Regional Transport Authority, CNY Works, District Attorney, Drainage & Sanitation, Economic Development, Emergency Communications, Emergency Management, Employment, Environmental Health, Office of Environment, Facilities Management, Industrial Development, Law Department, Libraries, Medicaid, Mental Health Department, Metropolitan Water Board, Parks and Recreation, Planning Agency, Purchase Division, Recycling, Department of Social Services, Soil & Water Conservation District, Sustainability, Syracuse-Onondaga County Planning Agency, Department of Transportation, Water Authority, Water Environment Protection, Youth Bureau-Syracuse Onondaga County
Annual Operating Budget	\$1,250,510,000 (FY 2013 Total Executive Budget Expenditures)
Staff Size	3,995 (FY 2013 Total Executive Budget Funded Positions)
Sustainability Profile	
Key Contact:	Megan Costa, Planning Services Program Manager Syracuse-Onondaga County Planning Agency (315) 435-8571, MeganCosta@ongov.net
Plan (if one exists):	<i>Sustainable Development Plan (Draft Summary Report), June 2012</i> (41 pages, 8 sections)
Source:	http://future.ongov.net/wp-content/uploads/2012/06/Sustainable%20Development%20Plan%20Summary%20Report%20-%20draft%20June%202012.pdf
Intergovernmental?	No
Major Program &	Transportation & Land Use; Building & Neighborhoods; Rural Communities & Open Space; Government

¹ <http://future.ongov.net/>

Policy Areas of Focus:	Finance; Water Resources; Intermunicipal Planning; Energy; Livability & Society; Economy
Organizational Elements:	County has purposefully not designated a specific office or FTE to Sustainability in effort to distribute responsibility across departments. Instead, the county created a Sustainability Advisory Committee made up of representatives from all county departments.
Sustainability Budget:	No budget specifically designated to sustainability.
Sustainability Staff:	[See "Organizational Elements" above.]
Partners:	<ul style="list-style-type: none"> Partners in Plan Development: FOCUS community-wide visioning program, Save the Rain, Empire State Future outreach & advocacy group, Save the Rain storm water management program, Home Builders & Remodelers of Central New York, City of Syracuse Proposed partners in implementation: State & Federal government, Regional, Onondaga County, municipalities, non-profits, institutions, schools, citizens
Performance Measures:	<ul style="list-style-type: none"> Potential measurable benefits were identified based on scenario modeling, where citizens participated in workshops to identify desired outcomes from different policy scenarios. Based on results from this exercise, potential measurable outcomes from plan include: <ul style="list-style-type: none"> 17,500 fewer acres of farmland and open space lost to development 12,500 more households in close proximity to assets such as libraries, parks, schools, and grocery stores 8,300 more households living in highly walkable neighborhoods 6,300 more households supporting the existing public sewer system 30 million fewer miles driven to work each year \$21 million more in tax benefits for municipalities in Onondaga County Other measures used by the county: Greenhouse Gas calculator, emissions targets, pollution levels
Success Stories:	<ul style="list-style-type: none"> Although the Sustainable Development Plan is still in draft form, the county legislature has already committed \$1M to agricultural protection programs. Previous successes in energy savings, green roofs, etc. within county operations
Civic Engagement Process:	<ul style="list-style-type: none"> Initially released a statistically valid community survey in 2010 to households within the county to get a sense of what the priorities were and to get the non-planner constituency interested in the process Initially reached out to each of the 35 individual municipalities in the county to learn about issues and opportunities affecting each. Several participated, and the county continues to try to involve more of them. First of nine public workshops was held in June 2011. Over 100 participants representing regional and local governments, economic development, nonprofit and social institutions, business interests and open space advocates attended workshops over the course of a year. Held one webinar with only 10 participants, so did not continue webinars although they had intended to Intended to do social media but never got it up and running. Initiative is still pending. Robust public website and e-newsletter. Successfully conducted second series of meetings in public parks outdoors in August to get the nontraditional crowds
External Consultants used to Develop Plan:	Lead consultant was Bergmann Associates (Rochester, NY) with subconsultants including Renaissance Planning Group (Tampa, FL) for scenario modeling & Camoin Associates (Sarasota Spring, NY) for fiscal analysis.
Resources Required to Develop Plan:	Approximately \$225,000 total, with resources from federal stimulus EECBG, local planning funds from metro planning organization (MPO) and staff time.
Challenges in Development or Implementation:	<ul style="list-style-type: none"> Gaining enough support for plan. Unexpectedly tremendous amount of backlash due to perceived links with Agenda 21 and negative perception of ICLEI has resulted in the formation of an active community campaign against the plan.

	<p>Staff at Onondaga County is currently engaged in efforts to mitigate the issue through continuation of community dialogue to break down the fears associated with that.</p> <ul style="list-style-type: none"> • Pushback from growing suburban communities who feel like they might be trying to concentrate growth in the existing community, particularly associated with property rights.
Related Documents or Guidance:	Save the Rain Storm Water Management Plan, County Land Use Plan, Climate Action Plan

Case Study: Palo Alto, CA

Located in the backyard of Stanford University in the San Francisco Bay Area, the city of Palo Alto is home to 64,403 residents (2010). The city has experienced significant success in its sustainability initiatives in Energy, Water, Waste, Transportation, Built Environment, and Climate Protection. Although the City did not develop a community-wide plan, the Community Environmental Action Partnership (CEAP) was formed to work with a Sustainability Team of City staff from multiple departments to develop a Climate Protection Plan focused on Greenhouse Gas reduction. This 114-page plan, divided into eight chapters that include an introduction, baseline inventory, and a section for each of six strategic areas of focus, was completed in December of 2007. In 2012, the City is projected to exceed its goal of a 15% reduction in greenhouse gas emissions from 2005 levels to 2020 by creating specific reduction targets for each of the City's 13 departments. Additionally, through the PaloAltoGreen program, the city has the highest percentage of residents who have opted-in to pay for 100% renewable power.

Demographics	
Population:	64,403 (2010 US Census)
Geographic Size:	23.9 mi ² (2010 US Census)
Type of government:	Council-Manager
Key Departments:	Administrative Services, Attorney, Auditor, Clerk, Council, Manager, Community Services, Fire, HR, IT, Library, Planning & Community Environment, Police, Public Works, Utilities
Annual Operating Budget	\$454,259,000 (FY 2013 Proposed Operating Budget)
Staff Size	1,014 (FY 2013 Proposed FTE)
Sustainability Profile	
Key Contact:	Phil Bobel, Assistant Public Works Director, (650) 329-2285, Phil.bobel@cityofpaloalto.org
Plan (if one exists):	<i>No CSP. Climate Protection Plan, December 2007, focused on Greenhouse Gas Production.</i> (114 pgs.)
Source:	http://www.cityofpaloalto.org/civicax/filebank/documents/9986/
Intergovernmental?	No. Coordinate with other local communities at county-level and San Francisco bay-area wide (9 counties), but do not operate jointly.
Major Program & Policy Areas of Focus:	<ul style="list-style-type: none"> • General focus of Sustainability: Climate Change; Energy; Water; Waste; Built Environment/Green Building; Transportation • Climate Protection Plan: Utilities, Sustainable Purchasing, Transportation & Sustainable Land Use, Green Building, Zero Waste, Education and Motivation

Organizational Elements:	Initiative housed within Office of City Manager
Sustainability Budget:	<ul style="list-style-type: none"> • \$187,576 General Operating Funds (FY 2013) • Other dollars go towards sustainability through other departments.
Sustainability Staff:	<ul style="list-style-type: none"> • FT Sustainability Coordinator staffed for 2 years – role was to coordinate internally among city departments, chair of CEAP, track and report on climate protection plan, work with council progress against the goals. • FT left about 4 months ago, currently the city is deciding how to replace her. Current City Manager is initiating re-assessing sustainability organization (calling it Governance for Sustainability) because previous position could not accomplish everything they had hoped for. Considering establishing a position who can direct activities at a higher level.
Partners:	<ul style="list-style-type: none"> • Community Environmental Action Partnership (CEAP) • Community groups, e.g. Palo Alto Neighborhoods (PAN), Transition Pal Alto, Sierra Club, ACTERRA • Silicon Valley Environmental Partnership • Wave One nonprofit partnership of 100+ local merchants in downtown Palo Alto who work together on sustainability initiatives • Chamber of Commerce • Relationship with faith-based organizations not as well-defined. Some are active individually.
Performance Measures:	<ul style="list-style-type: none"> • GHG carbon reductions targets using 2007 as baseline • Dollar savings • Electric energy consumption using goal of 30% renewable energy • Zero Waste Goal of zero waste by 2021 • Goals for Green Buildings: any new city building must meet Build it Green standards (recently changed from previous Silver LEED standard requirement) • Considering “total carbon neutral,” but not in place yet
Success Stories:	<ul style="list-style-type: none"> • 11.5% reduction in GHG emissions from 2005 to 2009 (\$620,000 in 2009 savings) • \$600-\$800K savings annually from energy reductions using Hara software for energy and carbon budgeting • Palo Alto Green program has resulted in highest percentage of residents who have opted in to 100% renewable power. • In 2012, the city is projected to exceed its goal of a 15% reduction in greenhouse gas emissions from 2005 levels to 2020.
Civic Engagement Process:	<ul style="list-style-type: none"> • In response to recommendations of the Green Ribbon Task Force (est. in 2006 in response to 2005 State of California order to address global climate change), Community Environmental Action Partnership (CEAP) was created as a collaborative citywide initiative. • In 2007, 4 City staff (energy risk manager, 2 staff from Public Works, financial analyst) worked half-time each to pull together recommendations of community and develop plan.
External Consultants used to Develop Plan:	<ul style="list-style-type: none"> • HARA, set up software to extract GHG data, approx. \$20K for 2 years
Resources Required to Develop Plan:	<ul style="list-style-type: none"> • 4 half-time City employees comprising the Sustainability Team (2 FTE)
Challenges in Development or Implementation:	<ul style="list-style-type: none"> • During reorganization, CEAP is now being chaired by an outside person, but it is not functioning in a very robust function as there is no dedicated dynamic leader in each of the six sections. This is part of what they’re rethinking. • Functioned well while developing the Climate Actions Plan because there was a focus; but after that was developed, it was hard to keep people engaged when there was no project they were working on. • Biggest challenge in meeting GHG goal – 40% of GHG emissions from airplanes & cars (1) Struggling to measure @ local level

	(2) Hard to address because people want to drive
Related Documents or Guidance:	<ul style="list-style-type: none"> • Sustainability Policy, April 2000 rev. June 2007 • Zero Waste Operational Plan, June 2007

Case Study: Raleigh, NC

The population of North Carolina’s capital city of Raleigh was 403,903 in 2010, and this is an area currently experiencing fast growth. In 2008, the Office of Sustainability was created within the City Manager’s Office to provide guidance for policy development and goal setting, working within City operations and partnering with the local business community, universities, and civic and nonprofit organizations. The city has experienced many successes in establishing energy saving measures, including becoming the first LED city in the nation and developing an internal Revolving Loan Fund to encourage departments to initiate projects for reducing their carbon footprint. They have developed plans for internal sustainability to be approved by their council in November of 2012 and expect to expand upon this and create a community-wide plan in 2013, incorporating lessons learned from development of the internal plan.

Demographics	
Population:	403,903 (2010 US Census)
Geographic Size:	142.9 mi ² (2010 US Census)
Type of government:	Council-Manager
Key Departments:	Budget & Management Services, City Attorney, City Clerk, City Manager, Community Development, Community Services, Convention Center, Emergency Communications, Finance, Fire, HR, IT, Inspections, Parks & Recreation, Planning & Development, Police, Public Affairs, Public Utilities, Public Works, Solid Waste Services
Annual Operating Budget	\$672,053,702 (FY 2013 Operating Budget Expenditures, net interfund transfers)
Staff Size	3,826
Sustainability Profile	
Key Contact:	Paula Thomas, Sustainability Manager, (919) 996-3840, paula.thomas@ci.raleigh.nc.us
Plan (if one exists):	<i>Currently no CSP. Have developed plans for sustainability internally to be approved by the Council in November. Will then embark upon expanding to community-wide to be completed by mid-year of 2013.</i>
Source:	http://www.raleighnc.gov/environment/content/AdminServSustain/Articles/SustainabilityPhilosophy.html
Intergovernmental ?	No
Major Program & Policy Areas of Focus	Environmental Justice; Natural Resources Stewardship; Locally & Globally; Energy Efficiency; Subsidies/Incentives for use of Natural Resources; Business Ethics; Fair Trade; Worker’s Rights
Organizational	<ul style="list-style-type: none"> • Office of Sustainability created in 2008 • Located in City Manager’s Office

Elements:	<ul style="list-style-type: none"> Works collaboratively with all City departments, partners with local business community, universities, and civic and nonprofit organizations to build relationship.
Sustainability Budget:	No operating budget. FT staff is funded through City Manager’s budget. All other funds are from \$3.82M EECBG.
Sustainability Staff:	6 FT staff
Partners:	<ul style="list-style-type: none"> Nonprofits: The Rocky Mountain Institute, Progress Energy, Advanced Energy Academic: North Carolina State University, NC State Energy Office, Meredith College, Wake County, Town of Chapel Hill, Duke University Environmental Groups: Climate Communities, Environmental Defense Fund, Sierra Club Other local governments: Durham City and County, Town of Cary Other: Downtown Raleigh Alliance, Greater Raleigh Chamber of Commerce, ICLEI - Local Governments for Sustainability, Urban Sustainability Director’s Network, Triangle J Council of Governments
Performance Measures:	<p>Performance measures established by each department and city-wide:</p> <ul style="list-style-type: none"> Number of organized neighborhood-based group, number of Foster Grandparents for the Foster Grandparent Program Converted 85% of traffic lights to LED bulbs, with the goal of 100% conversion by the end of 2011, Replaced older two-monitor stations with more efficient large monitors within Emergency Communications, saving 15,000 kwh per year and reduced the overall equipment needs in the department Installed Solar LED Lights at City parks, streets, and other City facilities, saving nearly \$215,000 in tax payer dollars, 1.87 million kwh, and 1,210 tons of CO2. That’s enough to power 166 households each year and equivalent to taking 211 cars off the road Implemented Periscope, a building intelligence program that allows Energy Management staff to identify and correct issues with how our buildings utilize equipment and energy. The program has been implemented in 20 municipal facilities and has already started saving energy and money.
Success Stories:	<ul style="list-style-type: none"> Created a citizens Environmental Advisory Board; Became the first LED city in the nation; Adopted tiered water rates designed to reward conservation; and Initiated the greenhouse gas emissions inventory to set a baseline for our carbon footprint, enabling the City to develop an emissions reduction strategy Organized training with the UNC School of Government for NC municipalities on innovative financing strategies for sustainability initiatives Developed the City’s first sustainable budgeting process that focuses on long term concepts such as total cost of ownership, lifecycle cost analysis, and return on investment Initiated the creation of a sustainable purchasing program that prioritizes local purchasing and sustainable goods and services Created and launched the Sustainable Raleigh website: www.raleighnc.gov/SustainableRaleigh Secured the Department of Energy’s Energy Efficiency Conservation Block Grant (EECBG). The grant will fund 12 residential and commercial programs focused on reducing environmental impact and creating green jobs Developed the internal City of Raleigh sustainability revolving loan fund. The goal is to encourage departments to initiate projects that help reduce Raleigh’s carbon footprint Adopted our 2030 Comprehensive Plan and initiated the creation of a new development code in the form of a Unified Development Ordinance (UDO) Designed or built capital projects to LEED Standards, including: Neuse River Waste Water Treatment Plant, Raleigh Convention Center, D.E. Benton Water Treatment Plant Facility, Clarence E. Lightner Public Safety Center, and the new solid waste facility Initiated a server virtualization plan to consolidate the City’s servers to increase efficiency and reduce power and cooling costs Secured \$1.3 million grant for installation of a geothermal system at the new Solid Waste Operations

	Service facility.
Civic Engagement Process:	<ul style="list-style-type: none"> • Have been focusing on internal processes to-date to become familiar with processes and benefits before expanding plan community-wide. Inter-departmental plan will be presented to council in December and then go into implementation. • Have already had first community-wide greenhouse gas communications inventory. • Program now launching into community-wide. Launching the plan externally has not been high priority, but is expected to be completed in the second half of the next calendar year.
External Consultants used to Develop Plan:	Do not expect to use external consultant for lack of budget.
Resources Required to Develop Plan:	N/A
Challenges in Development or Implementation:	<ul style="list-style-type: none"> • Budget & resources • Agenda 21 has opposition exists, but it is not an overwhelming problem.

Case Study: San Antonio, TX

San Antonio is the seventh most populous city in the US with a population of 1.3 million. Their initial sustainability plan, the *Mission Verde Plan*, was developed as a directive from the mayor in 2009 to present to the public. *Mission Verde* was an internally developed vision that incorporated public input through four facilitated forums. Sustainability activities have been organized in the Environmental Policy Department, which will soon become the Office of Sustainability. A separate nonprofit organization, the Mission Verde Alliance, was created with the specific mission of driving the agenda from the private side. The mayoral transition required the rebranding of sustainability initiatives and incorporation into the incoming mayor's SA2020 Plan. The original plan that is still utilized today is a 24-page document with 11 specific initiatives categorized by focus areas that include Energy Infrastructure, Clean & Green Technology Development, Sustainable Buildings, Transportation and Land Use, and Community Outreach.

Demographics	
Population:	1,327,606 (2010 US Census)
Geographic Size:	460.9 mi ² (2010 US Census)
Type of government:	Council-Manager
Key Departments:	Animal Care Services, Aviation, Building & Equipment Services, Capital Improvements Management Services, Center City Development Office, Attorney, Auditor, Clerk, Communications & Public Affairs, Convention & Visitors Bureau, Convention Sports & Entertainment Facilities, Cultural Affairs, Customer Service, Development Services, Downtown Operations, Economic Development, Environmental Policy, Finance, Fire, Health, Historic Preservation, HR, Human Services, IT Services, Intergovernmental International Relations, Library, Management & Budget, Military Affairs, Municipal Court, Parks & Recreation, Planning & Community Development, Police, Public Works, Solid Waste Management Department
Annual Operating Budget	\$1,642,696,197 (FY 2013 Proposed Operating Budget)

Staff Size	10,878 (FY 2013 Proposed FTE):
Sustainability Profile	
Key Contact:	W. Laurence Doxsey, Environmental Policy Director, Office: (210) 207-6103, Direct: (210) 207-1721, wlaurence.doxsey@sanantonio.gov
Plan (if existing):	Mission Verde: Building a 21st Century Economy, January 2009 (24 pgs.); SA2020, March 2011 (140 pgs. Total)
Source:	http://www.sanantonio.gov/oep/SustainabilityPlan/Mission%20Verde.pdf
Intergovernmental?	No
Major Program & Policy Areas of Focus	<ul style="list-style-type: none"> • Energy Infrastructure: Build a 21st Century urban energy infrastructure in San Antonio with distributed energy. • Clean & Green Technology: Create a multi-tech venture capital fund & Green Jobs program. Use economic development strategies to foster 21st Century sustainable economy • Sustainable Buildings: Adopt a green, high-performance building code for new residential and commercial construction. Build a Green Retrofit Program for existing homes and buildings. • Transportation and Land Use: Create an integrated, efficient multi-modal transportation system for San Antonio. Create new sustainable real estate development that is mixed-use, mixed income, walkable and transit-oriented • Community Outreach: Create a Green One-Stop Center to coordinate sustainability efforts and to provide information to residents and businesses • City of San Antonio: Leading by Example: Addressing sustainability and resource efficiency across City Departments and maximizing the energy efficiency of all City facilities.
Organizational Elements:	<ul style="list-style-type: none"> • Mission Verde Alliance - nonprofit developed specifically to drive agenda from private side • The Office of Sustainability (formerly the Office of Environmental Policy) is advisory to Mission Verde Alliance and drives sustainability actions internally with the city plus multiple stimulus funded programs for the community at large
Sustainability Budget:	<ul style="list-style-type: none"> • Operational budget of \$650,000K • ARRA Competitive Funds (EECBG) approx. \$40M specifically used to drive the Mission Verde agenda
Sustainability Staff:	<ul style="list-style-type: none"> • 7 FTE from operational budget • 10 grant-funded positions
Partners:	<ul style="list-style-type: none"> • Nonprofits: Solar San Antonio (distributed solar) & Build San Antonio Green (Green Building), Mission Verde Alliance (green economy), Mission Verde Center • Academic: Texas Sustainable Energy Research Institute & Texas Engineering Experiment Station, Texas A&M • Other: Council for Adults and Experiential Learning did green jobs study, set up green jobs training programs (add'l \$80k) subsequently conducted by Community College
Performance Measures:	<ul style="list-style-type: none"> • Number of homes retrofitted using stimulus funds, numbers of partnership and grants obtained, planning studies and analysis done; • Mainly oriented around retrofitting & weatherization of community & retrofitting city facilities
Success Stories:	<ul style="list-style-type: none"> • City Lights, lighting retrofits of 750 small businesses • Resulted in 3,320 low income homes retrofitted to-date • 103 city facilities being retrofitted • First large city solar garage (245kW at international airport) • Mission Verde Center was 1.5 M , incl. solar system, geothermal system, commercial chiller system; state of the art lighting upgrade, reflective roof • Implemented first modern state of the art bike share system in state of Texas • EV Vehicles in city fleet and put in infrastructure • Launch of Car-Share program • Energy code updated to reach NetZero in terms of requirement

Civic Engagement Process:	<ul style="list-style-type: none"> • <i>Mission Verde Plan</i> was a directive from the mayor’s office with engagement from chief of staff rather than a public process driven format. • Four forums (facilitated by lead consultant) were held, but the plan was an internally developed vision for mayor to present to the city in 2009. • Development work involved Office of Environmental Policy in coordination with consultant to get into a concise format. Mayor presented this at the State of the City address, coming back in one year from 2008 with an energy related vision for the city (in response to gas spike). • Recently evolved with Mayor Castro’s new administration’s SA 2020 initiative from former mayor’s Mission Verde. Sustainability initiatives were transferred to a resolution and rebranded SA2020. (The SA 2020 process was a true public process with forums of thousands of participants, rather than vision of the mayor. The forum attendees selected the topics, and Environmental Sustainability was one of the areas included. The Mission Verde Alliance was chosen to spearhead developing action steps for that item. However, Mission Verde as a term is not found in SA 2020. • Mission Verde focused on term “21st Century Energy Economy” focused on environment. Current terminology is shift to “New Energy Economy.” • All actions in sustainability moving forward refer to Mission Verde plan and resolution.
External Consultants used to Develop Plan:	Mission Verde: <ul style="list-style-type: none"> • James Nixon, Sustainable Systems, Bay Area, CA main consultant • Natural Logic, CA - Gil Friend, sub-consultant • Center for Neighborhood Technology, Chicago, IL SA2020: <ul style="list-style-type: none"> • Rifkin and Associates for SA2020
Resources Required to Develop Plan:	<ul style="list-style-type: none"> • \$150,000 included all consulting, all mayoral allocation from General Fund • \$250K for Rifkin & Associates to transform for SA 2020 (cost shared by city and municipal utility)
Challenges in Development or Implementation:	<ul style="list-style-type: none"> • Investment fund was an essential part of the plan that was never established. City conducted a feasibility study that determined it viable, fund manager in place, but the economy crashed and operation shut down. To this day there is no fund established.

Case Study: Sarasota County, FL

Located in the middle of Florida’s western coast, Sarasota County’s 2010 population of 379,448 reside within four cities. Environmental management and sustainable living have been a focus of the county government. The Office of Sustainability, which is made up of two full-time staff members who work across departments on projects, has recently been moved into Strategic Services within County Administration. In 2006, the county developed their *Roadmap to Sustainability*, which outlines existing internal efforts and categorizes them. Sarasota County has successfully implemented sustainable practices and projects, for example investing in green fleet and passing a Green Building Resolution to incentivize green building construction. The county is looking to reinstate a true community planning process expanding upon initiatives laid out in the *Roadmap* and adding quantifiable targets and measurable outcomes.

Demographics	
Population:	379,448 (2010 US Census)
Geographic Size:	620.0 mi ² (2010 US Census)
Type of government:	Commission-Administrator
Key Departments:	Community Health & Human Services, Community Information & Education, Operations & Maintenance, Facilities Services, Environmental Utilities, Mobility, Parks & Natural Resources, Planning & Community

	Development, Public Safety, Support Services, Public Works
Annual Operating Budget	\$869,929,961 (FY 2012 Operating Budget)
Staff Size	3,257 (FY 2012 Total FTE)
Sustainability Profile	
Key Contact:	Lee Hayes Byron, Sustainability Manager, (941) 256-4811, lhbyron@scgov.net
Plan (if one exists):	No CSP. <i>Roadmap to Sustainability</i> (Link to PDF), 2006 outlines existing efforts and categorizes, but does not set goals or targets.
Major Program & Policy Areas of Focus:	Environmental Conservation; Water Conservation; Waste Reduction; Energy Reduction; Transportation; Facilities/construction; Community design & development
Organizational Elements:	Office of Sustainability (previously located in Natural Resources within Community Services, but has just been moved to Strategic Services within County Administration)
Sustainability Budget:	Adopted Budgetary Cost for 2012: \$1,829,437
Sustainability Staff:	2 FTE (2 full-time staff who work across departments on sustainability projects): Sustainability Manager & Sustainability Outreach Coordinator
Partners:	<ul style="list-style-type: none"> • US E.P.A. Energy Start Partner • Tampa Bay Regional Planning Council
Performance Measures:	<ul style="list-style-type: none"> • Track energy & fuel use – hope to expand metrics soon. • Meet International Organization for Standardization (ISO) 14000 standards for environmental management. (Cost up to \$250,000 for organizations with 1,000+ employees) • Other designations: Florida Green Building Coalition Florida Green Local Government, Audobon International Designation
Success Stories:	<ul style="list-style-type: none"> • Reduced drinking water consumption per capita by 40 percent • Preserved 16,000 acres of environmentally sensitive land • Invested in the early stages of a green fleet • Achieved Gold LEED building certification for two county buildings • Added hybrid buses to the county transit system • Adopted a Renewable Communities initiative • Passed a Green Building Resolution to incentivize green building construction • Launched Zero-energy, Plug-in Hybrid Electric Vehicle pilot projects
Civic Engagement Process:	<ul style="list-style-type: none"> • Looking to reinstate a true planning process soon. • Renewed focus on creating new plan expanding upon those laid out in the roadmap to add quantifiable targets and measureable outcomes, building on EECBG funds.
Other Documents or Guidance:	Sustainability Resolution 02-119, Community Energy Use and Greenhouse Gas Emissions Resolution 2010-243

Case Study: Shelby County, TN

Shelby County, Tennessee and the City of Memphis formed a joint City-County Office of Sustainability in April 2011 as directed in the 2008 Sustainable Shelby Plan. Located within the City-County planning department, the office's staff consists of an administrator, planner, and HUD grant-specific program manager. They work towards implementation of the plan's 150 strategy points, coordinating mainly with Shelby County, but also with Memphis to ensure efforts are not

duplicated. The Advisory Committee is comprised of citizens and a seat for each of the seven mayors within Shelby County. Shelby County utilized several public participation methods to gather as much input as possible in developing final recommendations. These measures included a combination of questionnaires, phone surveys, public meetings, and a “Digital Congress.” Through the mayor’s initial call-to-action, 130 responding participants divided into seven focused committees and worked with a special team of professional planners to create over 300 recommendations and ideas. In order to narrow these down to the final 150 selected as priorities for action, the “Digital Congress” was held utilizing wireless technology at the FedEx Institute of Technology. Measures were ranked, and results from the initial public poll were factored into the rankings.

Demographics	
Population:	927,644 (2010 US Census)
Geographic Size:	763.17 mi ² (2010 US Census)
Type of government:	Mayor – Commissioner
Key Departments:	Administration & Finance (Finance, Purchasing, IT), Planning & Development (Memphis/Shelby Office of Code Enforcement, Economic Development, Housing, Regional Services, Planning), Public Works, Corrections, Health Services (Administration, Environmental Health Services, Personal Health Services, Regional Forensic Center), Community Services
Annual Operating Budget	\$1,183,350,481 (FY 2013 Total Expenditures)
Staff Size	6,084 (FY 2013 Total Countywide FTE Positions)
Sustainability Profile	
Key Contact:	Paul Young, Administrator, Office of Sustainability, (901) 576-6601, paul.young@memphis.tn.gov ,
Plan (if one exists):	<i>Sustainable Shelby Implementation Plan: A Future of Choice, Not Chance, 2008</i> (148 pages, 7 chapters + appendices)
Source:	http://www.sustainableshelby.com/sites/default/files/SS_Plan/01_SustainableShelbyImplementationPlan.pdf
Intergovernmental?	City-County
Major Program & Policy Areas of Focus:	Great Neighborhoods (Smart Planning, Capital Improvement Program, Redevelopment, Public Realm, Transportation, Buildings), Protecting and Improving our Environment (Consumption, Resources), Greening our Economy (Green Jobs, Economic Development), Learning Green Lessons (Public Awareness, Eco-Kids and Schools), Leading by Example (Office of Sustainability, Public Purchasing, Public Buildings)
Organizational Elements:	<ul style="list-style-type: none"> • Located in the city-county planning department. Advisory Committee for the office made up of citizens (some of which worked on the plan, others work in the sustainability field) and seat for seven mayors within Shelby County. • The Office works mainly with Shelby County, but also coordinates with City of Memphis to ensure efforts are not duplicated. Little interaction with suburban communities.
Sustainability Budget:	Approximately \$220-230K from a mix of grant funding and enterprising funds for FTE. No operating budget outside of staff salaries & benefits.
Sustainability Staff:	3 FTE: Administrator, Planner, and 1 staff to manage HUD-funded regional planning grant

Partners:	<ul style="list-style-type: none"> • Nonprofits partner through various initiatives, such as creating recycling projects (Project Green Fork), establishing community gardens (GrowMemphis), and committing to sustainable building (Habitat for Humanity). • Government & Related Agencies, including University of Memphis, Memphis Zoo, Memphis City Beautiful Commission, partner by setting their own sustainability policies and doing sustainability projects, such as cleanups or greening their operations. • Businesses, such as International Paper, FedEx, Smith & Nephew, partner with the county by establishing initiatives such as decreasing their energy consumption, implementing green building innovation, and providing printing for green education.
Performance Measures:	Numbers of buildings that are green certified (Energy Certified, LEED, or Green Globes); recycling tonnage, will be tracking number of facilities that are doing energy audits through their energy company, website hits, percentage change in utility consumption from government buildings, number of policies amended to increase sustainability
Success Stories:	<ul style="list-style-type: none"> • Established a Green Buildings Task Force to obtain feedback from the development community on how they could improve. Suggestions included updating the energy code (currently underway), investing in software to streamline the development process, increasing incentives, measures to put developments on a fast track for approval and other recommendations that the office will be working on from the task force. • Received Sustainable Communities grant based on <i>Greenways, Parks, and Open Space</i> plan, the development of which was a deliverable from the community plan. • Held Sustainability Month, an event for different groups give five-minute presentations. The event had a lot of participation of over 100 students, community groups, and others to listen to presentations. • Worked with newspaper to do E-cycle, recycled over 74,000 tons of electronics • Other policies were implemented as a result of the plan, for example amending the economic development incentives so that businesses that wanted to build sustainable developments had the opportunity to apply for pilots and receive an extra year.
Civic Engagement Process:	<ul style="list-style-type: none"> • In March of 2008, Mayor AC Wharton put out a call to the Memphis and Shelby County to develop community priorities and create a “strategic framework for action” to change course of community’s sustainability. He engaged 130 people on 7 committees comprised of citizens, government staff and agencies, and neighborhood groups and team of professional planners from the public sector. Committees worked for four months to sift through and identify final list of priorities. • Utilized a combination of methods, including a scientific poll of 610 citizens to determine options on key issues of smart growth and sustainability, phone surveys, stakeholder meetings and a Digital Congress. At a “Digital Congress,” group met in auditorium and ranked initial 400 recommendations to break them down into the final 150. • Eventual product was a strategy with bullet points for ways to implement.
External Consultants used to Develop Plan:	<ul style="list-style-type: none"> • Tom Jones, Smart City Consulting, local, writer and consultant
Resources Required to Develop Plan:	Approximately \$50-60K for consulting fees plus 4 FTE staff assigned to work on the plan over the course of the one-year process.
Challenges in Development or Implementation:	<p>In Plan Development:</p> <ul style="list-style-type: none"> • Although there were many participants when the county started the process, keeping people engaged posed a challenged. Expectations on timelines should have been more realistic and participants may have experienced burn out from too many meetings. Holding fewer meetings, but presenting results at each meeting may have been more effective.

	<p>In Implementation:</p> <ul style="list-style-type: none"> • Timelines for implementation could have been more realistic for after the plan was completed. Implementing many of the measures established in the plan have taken longer in practice than expected from a public citizen perspective. For example, the Office of Sustainability was slated to come together within 90 days, however it actually took two years, leading to disappointment. Establishing quick wins versus long-term goals rather than categorizing by priority in the beginning may have mitigated this problem. • Broad range of topics and issues within 150 recommendations has posed a challenge for only two individuals to address. • No groups opposed plan in the beginning; however now there is some tea party opposition with the election.
<p>Related Documents or Guidance:</p>	<ul style="list-style-type: none"> • <i>Greenways, Parks, and Open Space Plan</i>

Appendix B: Summaries of Local Stakeholder Interviews

As part of the feasibility study, ICMA interviewed 18 internal and external stakeholders in the CharMeck Region. The summaries of those interviews are included in Appendix B and are divided into two summaries: **Appendix B.1** which included local government stakeholders from Charlotte and Mecklenburg County as well as **Appendix B.2**, which has summaries of conversations with nonprofit, private sector, and academic stakeholders. **Appendix B.3** is a list of interviewees their names, position titles, and organizations.

APPENDIX B.1 LOCAL GOVERNMENT INTERVIEW THEMES

ICMA—the International City/County Management Association—is working with the City of Charlotte and Mecklenburg County on a feasibility study for a possible “community sustainability plan” (CSP). One of the first tasks was to schedule a series of interviews with key local government stakeholders to gain an initial set of information and opinions that would be helpful in determining the feasibility of a community sustainability plan. ICMA interviewed eight staff members from the city and the county, focusing on 18 questions that were organized into four clusters.

The first series of questions asked about the definition of sustainability in the context of Charlotte and Mecklenburg County, why the community is considering a plan, and what key goals and decision points must be decided before moving forward. Questions also revealed which community stakeholders have been important. The second cluster of questions asked interviewees about the benefits that might arise from a CSP and how those might be quantified and measured. Further, we asked respondents to tell us about the tough challenges that they felt were hurdles for implementing a CSP in the metropolitan area. Section three of the interview questions focused entirely on civic engagement. Topics included strategies that work best in the CharMeck metropolitan region, innovative approaches that have been tried to reach citizens; and how citizen satisfaction with a planning process might be measured. The last grouping of questions asked respondents to tell us about specific policies, programs, partnerships, performance measures and technology that should be considered in a community sustainability plan.

Answers from the eight interviewed staff are summarized below. Each interview had two note takers, with the notes being consolidated upon completion of the interview. Respondents were informed that their answers would be completely anonymous.

1. *Definition of Sustainability and Is There a Common Understanding Throughout the Community?*

- Most people interviewed used the triple bottom line definition of sustainability—environmental excellence, economic opportunity and social/community equity, with equal emphasis on all three elements as the approach for moving forward in the potential development of a plan.
- Some concern was expressed about using the term “sustainability” because of political issues (Agenda 21) and perceived connections to mean only environmental improvement. Community is accustomed to talking about quality of life which may provide a better frame of reference.
- A basic starting point and plan are necessary to create a common vision for what a CSP could do for the community because there currently exists a gap in understanding of what sustainability is and how to achieve it.

2. *Why are Charlotte and Mecklenburg County Considering a CSP and Who are the Key Stakeholders Driving the Effort?*

- Potential CSP would help to create a more comprehensive summary or framework that could help knit together all of the various plans, policies, programs, partnerships and activities that are already underway in the community.
- Cohesion and collaboration among various stakeholder groups, including public and private entities, afforded by a CSP would allow for common prioritization and effectiveness in achieving long-term goals.
- City and county have heard from elected officials, business community, nonprofits, and citizens that sustainability is a conversation that should happen.
- As a major metropolitan area, the area has no centralized, articulated way to communicate its sustainability initiatives to the public and to external stakeholders.
- Local business community is supporting nonprofit efforts demonstrating leadership in sustainability, livability and other initiatives.
- Recognition exists that a regionally focused effort should embrace all communities including small jurisdictions as well as Charlotte.
- A CSP would provide something that people can rally around as their plan for improving their community.
- Efforts to develop a CSP have been motivated by private sector initiatives and community groups, numerous staff discussions that have been taking place at both the city and county level, as well as appointed committees on city and county levels asked for plan.
- EECBG grant helped to push the effort forward.
- Local universities and community foundation would be key partners in development and implementation of a plan.
- City and county staff have been supportive of a sustainability plan.

3. *What Key Goals and Upfront Expectations That Should be Considered?*

- Create clear focus of broadly adopted goals pertaining to environmental, economic, and social aspects of sustainability, and make sure it goes through a development process that has engaged all stakeholders, including elected officials, public and private stakeholders, and the community to ensure buy-in across the region.
- Establish a plan for how to realistically achieve stated goals, and specifically how to use resources of time, effort, money effectively.
- Decrease operation “in silos” to increase efficiencies of scale across departments, between city and county initiatives, and across the landscape of private initiatives engaged in environmental, economic, and social improvement efforts.
- A CSP should clearly define what the city and county are doing for the area as a whole community with clear lines of accountability and transparency.
- There needs to be community and political buy-in for clearly stated goals, all of which will be a substantial challenge in both development of a plan as well as implementation.
- A CSP should articulate how long it will take for implementation and what the results will be; further it should be very clear in how much staff time will be required and what kind of financial and other resources will be required. Is a plan going to cause changes in the way that departments are structured and how they interact with one another? Cause changes in the delivery of services? Should an inter-governmental CharMeck sustainability department be established? How should internal activities (governmental) and external activities (private sector and non-governmental) be meshed together?
- As part of the development process, the city and county need to understand whether the discussions of moving forward with a plan will be valuable locally, regionally, and nationally?

What is gained by having the conversation and what issues and controversies might be revealed as part of a process that could be problematic for long term community relations?

- Elected officials and the smaller towns of Mecklenburg County will be instrumental in realizing a true CharMeck CSP.
- Even though the development community has been impacted by the downturn in real estate markets, they remain a key player in terms of land use initiatives and other topics potentially part of a CSP.
- Duke Energy, SUSTAIN Charlotte, Friends of the Carolinas, UNCC and other colleges and universities, financial sector, the E4 Group, Centralina COG, Envision Charlotte and others were frequently mentioned as key stakeholders.

4. *What are Potential Benefits of a CSP and How Should those Benefits be Quantified and Measured?*

- The conversation around developing a CSP will provide insight into what kind of community residents want to have now and in the future.
- A plan will help structure ideas for a livable community where people want to live, work, and play.
- Policymakers will be able to make better decisions with a comprehensive plan to move toward common goals and qualitative and quantitative outcomes that have been developed with input from the community.
- Might help show how economic development approaches might be strengthened by innovative policies, programs and activities in areas such as energy, workforce development, bureaucratic streamlining and cooperation.
- The conversation around developing a plan would be beneficial in terms of increased stakeholder awareness brought on by good participation.
- A key goal or outcome should be more partnership activities and less duplication of resources and effort.

5. *What are the Challenges of Completing and Implementing a CSP?*

- Time and money resources were noted by most interviewees.
- Political and administrative challenges of getting multiple local governments with differing perspectives to communicate and act as one. There was general agreement that parts of the city and county and the local towns do not work well together on all things while they do work better on some
- Gaining the understanding and buy-in of elected officials, as well as citizens that likely lack a common vision or understanding of sustainability and what it may mean for the CharMeck region.
- North Carolina is a Dillon Rule state.

6. *How Should the City and County Reach Out to the Community About the Need for a CSP?*

- There is general consensus that there needs to be strong outreach and education for the community about the sustainability initiative, particularly on what sustainability is beyond its environmental component.
- Multiple approaches should be used to communicate with and engage the community, including websites, e-mail, social media, and other web-based tools and traditional outreach methods, such as public hearings, mailings, and neighborhood meetings, which have been utilized with varying levels of success.

- There is a history of coming together for projects, but then some disillusion results when results are not made obvious from the time and effort that has been put forth.

7. *What Level of Civic Engagement is Needed to Develop a CSP and What Strategies and Approaches Will Work Best in Charlotte and Mecklenburg County?*

- Fostering champions in the community, among elected officials, as well as in local businesses, universities, and foundations is a necessity for both development and implementation of a CSP.
- The CharMeck region mostly uses traditional engagement approaches such as public meetings, mailers, inserts, and workshops although dedicated websites and social media have been attempted recently. Many folks suggested that nontraditional outreach methodologies should be explored for a CSP and other processes going forward.
- Dedicated websites seem to work well, for example, power2charlotte.com and the DNC website that was built to help with maps, street closures and other information
- Engagement with faith based organizations, homeowner’s associations and neighborhood organizations was noted by several interviewees as important constituencies.
- Envision Charlotte offers some models to build upon for a CSP outreach and engagement effort.
- Engagement on sustainability may be tough in the current political and economic environment and that maybe the term “sustainability” is not the best one. Alternative terms to consider as the organizing reference include “quality of life” or “resiliency.”

8. *What Policies and Programs are Priorities for a CSP?*

- Major purpose of the CSP should be to knit existing plans, policies, programs, and partnerships together into a more cohesive outcome.
- Any CSP should help local governments, residents, and businesses understand the opportunities and tradeoffs of equally good choices.
- A CSP should help illuminate what good stuff is already on the books, as well as help provide answers about what the gaps are and what leading practices are not being implemented.
- CharMeck seems to have a good handle on environmental programming and economic development, but a CSP should highlight and strengthen social programs as well.

9. *Which Organizations and Stakeholders will be Critical in Developing and Implementing a CSP?*

- Many organizations have been mentioned before as critical players including:
 - Local businesses—Bank of America, Duke Energy, Wells Fargo, Siemens
 - Foundation for the Carolinas
 - Colleges and universities (UNCC, Queens, Davidson, et al)
 - Environmental organizations—Catawba Lands Conservancy and Catawba River Keepers
 - Existing initiatives such as Sustain Charlotte; Envision Charlotte;
 - Faith based organizations such as Mecklenburg Ministries
 - K-12 youth participation
 - E4
 - Local chambers of commerce
 - Charlotte Regional Partnership
 - Charlotte City Center Partners

10. *Measures, Data, and Data Gaps for Performance Management of a CSP*

- Most respondents mentioned the data and information available as part of the Quality of Life studies conducted by UNCC and ULI.

- State of the Environment reports also will provide useful data for a CSP.
- There were many suggestions that measures and indicators should be understandable to the larger public and there must be a balance between qualitative and quantitative; output based versus outcome based.
- The plan shouldn't be overwhelmed with performance measures which might create obstacles to getting things started or implemented.
- Use job and economic development statistics; health data; educational attainment; housing affordability; possibly 311 data; information from citizen satisfaction surveys; data from Charlotte Area Transportation Systems; Duke Energy customer satisfaction surveys; city and county score cards; and other existing data points.
- Data gaps exist for many social programs other than health and education.
- It will be critical to gauge the general level of citizen interest in a CSP.

11. Technology and a CSP

- Charlotte has an exceptional GIS system, but ERP and CRM systems are being updated or need to be updated.
- Use apps for a variety of purposes including civic engagement, a green tour app, and ensuring that new points of accessibility for the public are accessible on iPads, iPhones and other tablet and cell phone operating systems.
- New technology integrated into a CSP must be accessible and available in all parts of the county. Consider that not every location has the same bandwidth, resources, and technical capacity. Process should be careful not to get too high-tech.

APPENDIX B.2 NONPROFIT, PRIVATE SECTOR AND ACADEMIC STAKEHOLDER INTERVIEW THEMES

ICMA—the International City/County Management Association—is working with the City of Charlotte and Mecklenburg County on a feasibility study for a possible “community sustainability plan” (CSP). The second round of interviews was conducted with key staff from stakeholders in nonprofits, the private sector, and academia to gain further information and opinions that would be helpful in determining the feasibility of a community sustainability plan. ICMA interviewed ten high-level staff members from the organizations identified as key stakeholders. The interviews focused on nine questions that were organized into three clusters.

The first series of questions asked about the definition of sustainability in the context of Charlotte and Mecklenburg County, ideal outcomes of a plan, and what main challenges might be encountered in development and implementation. The second cluster of questions asked interviewees about what level of civic engagement would be necessary and what types of outreach or strategies should be implemented to obtain citizen input in the region. The final section asked respondents to tell us about specific policies, programs, partnerships, performance measures that should be considered in a community sustainability plan and what managerial and operational structure they would organize for sustainability initiatives in the region

1. Defining Sustainability

- Establishing infrastructure, policy, practices that preserve and enhance the natural environment, pro-business environment, and quality of life as the area grows and moves into the future. This

includes maintaining its attractive qualities, such as tree canopy, abundant water, relatively clean air, mild traffic, etc.

- All local government systems being interconnected, e.g. in planning for land use, road and transportation networks, and resource management, and knowing what other organizational entities are doing in these areas. Also emphasizes importance of a broader regional perspective on planning at the regional level, inter-county, city-county, etc.
- Sustainability may have little meaning. It is not something other people talk about or is necessarily discussed. What might play into sustainability is reference to trees being cut down, maintaining large lots, and keeping rural feel.

2. *Ideal outcomes from a plan – what features are needed for success?*

- An ideal plan defines sustainability and determines what issues sustainability will address. Clearly articulates shared goals and outcomes – possibly utilizing specific performance measurements to show real, measurable impact, so that the community can envision their roles in plan implementation and actions that they can take to support plan and impact the bigger picture. Encourages collaboration and creates a vision for working together on regional strategy. Complements, but does not duplicate efforts of the regional HUD grant.
- Communication tool or central hub interconnecting the many different groups engaging in sustainability activities in the area to make resources accessible to all segments of the community. Defines processes place that are easy to understand, easy to replicate, and accessible to the consumer.
- Although the plan should demonstrate support from credible leadership to ensure it will be implemented, development should be grassroots-level incorporating community input from a diverse group of stakeholders, garner broad support, and have regional buy-in.

3. *What challenges must be overcome in order to develop and implement a community sustainability plan?*

- Getting people to buy into the idea that sustainability and a plan for it are needed given competing priorities and good quality of life, particularly with constrained resources and current state of economic recovery. This includes getting required buy-in from leadership and county, chairman of county commission and mayor, but ensuring that political turnover will not affect implementation. Must ensure plan is actionable.
- Coordination across groups. There have been struggles to coordinate transportation planning among 5 MPOs represented and a number of RPOs. Challenges from vertical and horizontal siloes. Getting people to work together to communicate and give up turf.
- Demonstrating it is not a duplication of efforts because of COG initiative.
- Defining the issue and developing a clear agenda for what is important to the community across diverse stakeholders. May require significant education and outreach in the beginning. In setting goals, don't be overly precise and lose clarity. For example, it would be a smart energy strategy to introduce alternatives to coal, but one major stakeholder is Duke Energy; so it important to consider all aspects.
- Politicized term (Agenda 21) makes it hard for people to be bipartisan compared to 5 years ago. Suspicion of centralized planning exists, particularly in towns, where resistance might arise to anything county-wide having to do with the city of Charlotte.

4. *What level of civic engagement is needed for outreach and development of a CSP and what are recommended strategies for use in Charlotte and Mecklenburg County?*

- Focusing on building a stronger community and establishing goals that are difference makers. Start objective and appeal to the broader public, using measurable outcomes.
- Reaching out to smaller or captive audiences is generally recommended, for example meetings with civic groups, neighborhood organizations, churches, and high schools. Topic-specific groups have generally worked well. Mixed responses about project-specific groups. Creates a sense of ownership at a local level or on specific topic that may increase chances of action. Tap into local networks, virtual networks, etc.
- Public hearings, town hall meetings, public input or discourse opportunities are generally recommended to demonstrate that you want public input, but don't just reach the cheerleaders or limit to skewed view (negative or positive). Focus groups and forums were also suggested.
- Polling by phone, email, internet, mail, interactive website
- Educational component is needed. Consider an alternative to using "sustainability," "smart growth," and use economic development or regional strategy to garner support.
- Converting leaders into champions and initiate discussion about the issue, particularly through elected officials, having boards and commissions adopt resolutions, and engaging sector-based leaders.

5. *What existing plans, programs, and partnerships could a CSP knit together?*

- Economic development marketing – increase collaboration around water and air for quality of life issue and industry recruitment perspective issues.
- Land use planning, transportation governance and structure, water and air
- Envision Charlotte's initiatives, CONNECT (make sure there is not overlap)
- Piedmont Crescent Coalition being funded by Rockefeller Foundation to work on transportation issues and greater flexibility for funding transportation.
- Establish a disciplined contextual framework for initiatives with consistent identifiable themes that tie into broader planning.
- Northwest Corridor Study - uses same indicators as Knight Foundation.
- City Center 2020 Vision Study.

6. *What performance measures should be used to gauge the success of a CSP?*

- Suggested resources for performance measures:
- Basin-wide water management plan being done by a water management group, State of North Carolina, State of South Carolina with a grant from Duke Energy Foundation.
- City study on the residuals from water ("sludge," "biosolids") who are beginning a 20-year master plan for biosolids
- Quality of Life Index
- Time saved on permitting, re-zonings, plan reviews that have more clear defined process and element of speed to them.
- Benchmark against other communities chosen through identification of values important to our community compared to theirs.
- Quantitative and qualitative goals, such as energy reduction, air quality, health indicators, levels of water pollution, number of vehicle miles travelled, as well as more subjective data and metrics about behavioral change
- Ongoing program of communications to document and disseminate real impact.

7. *Which Organizations and Stakeholders will be Critical in Developing and in Implementing a CSP?*

- Local non-profit community – environmental (Sustain Charlotte) and social service agencies

- Local businesses in banking (Bank of America), healthcare, utilities companies (Duke Energy), aerospace industry, tech-fueled companies, and others (Chiquita)
- Environmentalists from around county and region
- Regional organizations, e.g. Charlotte Regional Partnership, Centralina COG, SC COG, Piedmont Partnership
- K-12 and academic community, e.g. UNC Charlotte
- National and international organizations, such as SPX, Siemens, and other companies who might be appropriate for this issue
- Philanthropic sector, Foundations, e.g. Foundation For the Carolinas, Blumenthal Foundation, Turner Foundation
- Faith-based organizations
- Entrepreneurial organizations, e.g. Queen City Forward
- Realtor’s association, Building and Development community
- Neighborhood groups and associations
- Chambers of Commerce

8. *What managerial and operational structures are envisioned for working together and sharing information on sustainability topic in Charlotte and Mecklenburg County – with or without creating a CSP?*

- Requires ownership by a strong individual or entity to work with diverse interests and implement. Leadership should be good at facilitating networks, building relationships.
- Project team, steering committee, or similar guiding entity established where various stakeholder group perspectives are represented with structured defined roles and process for involvement, possibly using a consultant. This group may be established as the leadership behind implementation, alternative to staff-led. This entity might be a smaller group representing a larger steering committee that can also come together in planning or implementation.
- Specific focus issues can be used as platforms for leveraging more “peripheral” items from the rest of the plan. Might have specific adopted performance measures.
- Previously used model with foundation funding could be a possibility. Foundation funds consultants, managing infrastructure, funding works, convening, and disseminating information, for example with FFTC’s educational reform report (ran study) and implementation (gathered \$55M for implementation from report findings) and Center for Civic Leadership’s veterans study.
- Without being domineering, need strong staff leadership with clear communications along the way about how their decisions fit into overall plan. Participants should always know how their efforts fit in in the context toward moving us closer to the goal in lifetime of project. Structure needs to be built to accommodate a good deal of community input.
- Sustainability Team or Manager to support sustainability efforts, such as with training, problem solving, implementing strategies, that works across agencies rather than in a line position and reports to City Manager.
- Core staff may come from city and county as one stop location, as with the joint Planning Department. Could be sheltered in city or county, but must be highly collaborative and productively and meaningfully involve all sectors
- Some plan put together where each town participates and have a particular plan with certain number of goals within certain number of years. Each town board passes a resolution to adopt the plan.

- Encouraged scheduled regional dialogue or forum rather than a document
- Use lean process as a model for continuous process improvement utilizing a support group that meets on a regular basis, from different industries. Engages in problem solving, provides a way to increase capacity, awareness, share resources.
- Use agencies that do funding to use grants as a mechanism for collaboration and outreach.
- Phased approach to creating a joint office with existing infrastructure, for example anytime a water bill is sent out, something about it can be on the back

APPENDIX B.3 LIST OF INTERVIEWEES AND/OR MEETING ATTENDEES

Local Government Stakeholders:

George Berger, Growth Corridor Manager, City of Charlotte
 Julie Burch, Assistant City Manager, City of Charlotte
 Debra Campbell, Planning Director, Charlotte-Mecklenburg
 Andrew Grant, Assistant Town Manager, Town of Cornelius
 Leslie Johnson, Associate General Manager, Mecklenburg County
 Ben McCrary, Planning Manager, Town of Davidson
 David Nelson, GIS/Planner II, Town of Matthews
 Rob Phocas, Energy & Sustainability Manager, City of Charlotte
 Heidi Pruess, Environmental Policy Administrator, Mecklenburg County
 Mike Raible, Executive Director of Planning and Project Management, Charlotte Mecklenburg Schools
 Cary Saul, Director of Land Use and Environmental Services Agency, Mecklenburg County
 Gina Shell, Deputy Director of Engineering and Property Management, City of Charlotte
 Bobbie Shields, General Manager, Mecklenburg County
 Jack Simoneau, Planning Director, Town of Huntersville

Nonprofit, Private Sector, and Academic Stakeholders:

Elizabeth Barnhardt, Government Affairs Director, Charlotte Regional Realtor Association
 Shannon Binns, Executive Director, Sustain Charlotte
 June Blotnick Executive Director, Clean Air Carolina
 Ronnie Bryant, President & CEO, Charlotte Regional Partnership
 Brian Collier, Senior Vice President, Foundation for the Carolinas
 Barry Gullett, Director, Charlotte-Mecklenburg Utilities
 Bill Gupton, Group Chair, North Carolina Central Piedmont Group of the Sierra Club
 Sherrill Hampton, Director for Applied Leadership & Community Development, Johnson C. Smith University
 Darlene Heater, Vice President of Neighborhood Development, Charlotte Center City Partners
 John Hoard, Planner, City of Mint Hill
 Jeff Michael, Director, UNC Charlotte Urban Institute, UNC Charlotte
 Bob Morgan, President & CEO, Charlotte Chamber of Commerce
 Jim Prosser, Executive Director, Centralina Council of Governments
 Tracy Russ, Former Executive Director, Crossroads Charlotte
 Emily Scofield, Executive Director, USGBC Charlotte Region Chapter

Appendix C: Summaries of Stakeholder Meetings

In parallel with interviews with local stakeholders, ICMA facilitated several stakeholder meetings, including a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) with local government participants from Charlotte and Mecklenburg County (Appendix C1); a meeting with representatives from several of the municipalities in Mecklenburg County (Appendix C2); and a meeting with representatives from a small group of community environmental and business organizations from the CharMeck Region (Appendix C2).

APPENDIX C.1 CITY OF CHARLOTTE & MECKLENBURG COUNTY MEETING NOTES

SEPTEMBER 28, 2012

Attendees: Cheryl Hilvert (ICMA), Andrea Fox (ICMA), George Berger (City E & PM), Heidi Pruess (County LUESA), Rob Phocas (City CMO), Mike Raible (CMS Planning/Prog Mgmt), Leslie Johnson (County CMO), Gina Shell (City EPM), Julie Burch (City CMO), Debra Campbell (City Planning)

SWOT Analysis Glossary

- SWOT = Strengths, Weaknesses, Opportunities, Threats
- *What are the S-W-O-T in pulling together a CharMeck community sustainability plan?*

Strengths – issues of internal origin that are helpful to the creation of a community sustainability plan (i.e. what strengths do the City of Charlotte and Mecklenburg County bring to the table?)

Weaknesses – issues of internal origin that are harmful to the creation of a community sustainability plan (i.e. what are the weaknesses or perceived weaknesses within the City of Charlotte and Mecklenburg County organizations?)

Opportunities – issues of external origin that are helpful to the creation of a community sustainability plan (i.e. how might factors outside of the City of Charlotte and Mecklenburg County organizations positively influence the development of a community sustainability plan?)

Threats – issues of external origin that are harmful to the creation of a community sustainability plan (i.e. how might factors outside of the City of Charlotte and Mecklenburg County present barriers to the development of a community sustainability plan?)

Introductions and Ice Breaker

- Discussed three sustainability definitions – Triple Bottom Line (TBL), “the kids,” and “man on the street”
- Quality of Life Study (QOL) has been updated. Variables changed to include sustainability topics. 2010 version has 20 variables; 2012 version has 78 variables. New QOL study may be presented shortly after or at same time as CSP feasibility report to elected bodies. **See** <http://maps.co.mecklenburg.nc.us/goldashboard/> Andrea also has copies of 2012 QOL Dimensions and Variables currently under discussion.

- Don't want to generalize on just environmental issues. Also, don't want to silo economic-environmental-social. Easy to incorporate environmental. Need to understand how economic and social aspects can be incorporated.
- CharMeck is a progressive city/area that does things in a conservative way. They are business oriented in that they like to plan and have buy-in on issues first. If someone does the analysis and says it will work, they will do it; if it doesn't work, they won't do it.
- Is CSP illustrating what CharMeck is doing, or advocating for new programs?
- CSP should not just be an environmental plan, also needs to bring in social and economic with all of these areas working together. They haven't always been good at seeing how all aspects of sustainability are addressed and work to their implementation together.
- Towns may be a reluctant partner. Proponents of talking about environmental sustainability first. They do not want to be told how to do business.
- There is a fear of the social equity piece. What does it mean? Affordable housing? This can be controversial. How deliberate/separate is social equity versus tied in?
- Trees vs. sidewalks was another past battle.
- Quality of Life study, and "focus areas" may help determine common denominator with smaller towns. CharMeck and towns would need to identify community priorities. (Could be contentious, but call it what it is).
- How would focus areas of a CSP relate to focus areas/tactics identified in strategic plans?
- CharMeck staff and town staff attending QOL meetings and Connect meetings while feasibility study is going on. Need to clarify how feasibility study/CSP is different. QOL is a data tool, Connect is a regional land use effort.

SWOT Analysis

STRENGTHS	WEAKNESSES
<p>Quality of Life Study*</p> <p><u>Shared vision/belief among staff on CSP/ framework</u>*****</p> <p>Solid working relationships among staff*</p> <p>City growth strategy</p> <p>Focus areas that track to sustainability topics and policies (transportation, land use, etc.)</p> <p>All staff in sustainability/TBL business*</p> <p>Technically capable staff, and good at it*</p> <p>Culture shift, “One Charlotte,” comprehensive citizen service</p> <p>Chance to de-silo and collaborate</p> <p><u>National recognition on joint-use projects</u>***</p> <p>Drive to succeed</p> <p>Accountability for implementation</p> <p><u>A lot of CSP work is done (other docs) or doing it. Need a link</u> ***</p> <p>Don’t need to be like everyone else. Civic pride *</p> <p>Towns included internally</p> <p><u>Recognize importance of public engagement</u>**</p> <p>County has defined sustainability with TBL</p> <p>Common, shared data*</p> <p>Don’t shy away from complexity</p> <p>Apply best practices to fit CharMeck</p>	<p>Transitioning staff means unknowns*</p> <p>Changes in elected bodies *</p> <p><u>Resources - \$, staff, PR, who oversees implementation? **</u></p> <p><u>Measuring success and performance. Will existing tools/ approaches/measures (i.e. Balanced Scorecard) change, and can staff do as good of job? ***</u></p> <p>Accountability for something staff has no control over*</p> <p>City = incrementalists, have to solve above ?s before proceeding</p> <p><u>“Big Gorilla.” Trust issues. Perceived consolidation* * * * *</u></p> <p><u>Surrounding towns have differing trust levels**</u></p> <p><u>Staff is stretched from reductions. Hard to look long-term**</u></p> <p><u>Staff burnout**</u></p> <p>Staff reluctant to work on big projects that aren’t passed (Council rejected CIP)</p> <p>Lots of ownership, pride. Who owns it?</p> <p>Thinking/acting together can be challenging. Each jurisdiction handles things a certain way (enterprise funds, infrastructure, airport) *</p> <p>Staff education and buy-in is different at different levels. Staff influences others. Morale. Big projects are harder to work together.</p>
<p>OPPORTUNITIES</p> <p>Population has a vocal interest in environment and sustainability</p> <p>Foundation for the Carolinas - \$, watching and waiting</p> <p>Community support for QOL**</p> <p>Ability to get \$ from foundation or grants</p> <p>Strong sense of community pride (i.e. DNC)</p> <p>Competitive with other communities (“why don’t we have _?”) *</p> <p>PC thing to do. Community wondering why it’s not done yet **</p> <p>Increase in fuel prices</p> <p>Creation of community identity (or promise of) *</p> <p><u>Bring non-profit, business, government together on big scale**</u></p> <p>Higher education and large private sector entities are supportive and walk the walk*</p> <p>Familiarity with big projects and partnerships (i.e. E4, DNC, Envision Charlotte) including process and dialogue*</p> <p>Hook new organizations (i.e. Whole Foods) into effort</p> <p><u>Attract new business, creative class. Marketing/identity tool</u>***</p> <p>Missing opportunities without connections between 3 legs of stool. Eager and willing audience.</p> <p>National policy is headed this way – standards, grants. Stay on top of curve.</p> <p>Learn from other cities and counties successes and failures</p> <p>Could insert southeast development into this discussion.</p> <p>Provides context for development and transit initiatives.</p> <p><u>Need for overarching vision</u>***</p> <p>Smaller (center city) and larger plans (COG) exist. Can be discussed in context of CSP.</p> <p>Demonstrate that large collaborative project can be successful</p> <p>Allows public to engage in land use issues with city in absence of comp plan</p>	<p>THREATS</p> <p>Competitive with other cities</p> <p><u>Big scale**</u></p> <p>Transit is a big issue that could overtake the CSP effort</p> <p>Existing plans, both large and small, could be an issue</p> <p><u>Connect Project burnout. How is CSP different from Connect or other past projects? Redundancy. ***</u></p> <p>Conversation on consolidation</p> <p>External entities that want to control process. Potential derailment</p> <p><u>Politics, fear, and Agenda 21**</u></p> <p>Lack of buy-in if towns don’t participate. “Pay to play.”</p> <p>Leadership transition (commissioners, council, CMS Sup and COO, City Manager, corporate leadership)</p> <p><u>Utility of document. Purpose. What hasn’t been addressed already? ***</u></p> <p>Level of education required to articulate purpose</p> <p><u>“Ain’t broke, don’t fix it.” Great at individual. Is link needed? * *</u></p> <p>Interrelationships of municipally-driven CSP to other organizations, i.e. Chamber. How make it work together? What about direct conflicts and turf battles? *</p> <p>Simple explanation. How make it resonate? *</p> <p>Trying to be all things to all people</p> <p><u>Perceived as white, middle-class issue*****</u></p> <p>Resources, political will to implement CSP community-wide*</p> <p>Undermining of effort by jurisdictions outside Meck County due to competition for green jobs and eco dev.</p>

Small Groups Discussion Notes

What is the ideal outcome of a CharMeck community sustainability plan? What features would a CharMeck community sustainability plan need to have in order for it to be operationalized?

- Brief, posterizable, high-level, not in weeds. Not telling towns what to do.
- Communities would hear themselves in the plan, local interests would be reflected
- Jurisdictions could rally around and begin implementation
- Realistic, clear, implementable metrics and goals
- Some quick wins, some stretch goals
- City, County, and CMS had balanced scorecard
- Takes what they have and creates mechanism to allow them to look at their jobs through the TBL lens and integrate TBL into other plans and policies
- One vocabulary – used/operationalized individually by all public/private/non-profit entities
- Not creating the existing level of departmental practice
- “Do no harm” philosophy – maintaining the uniqueness, flexibility, and individuality
- Manageable scope

What existing plans, programs, and partnerships could a CharMeck community sustainability plan knit together?

- See document Keith Henrichs prepared

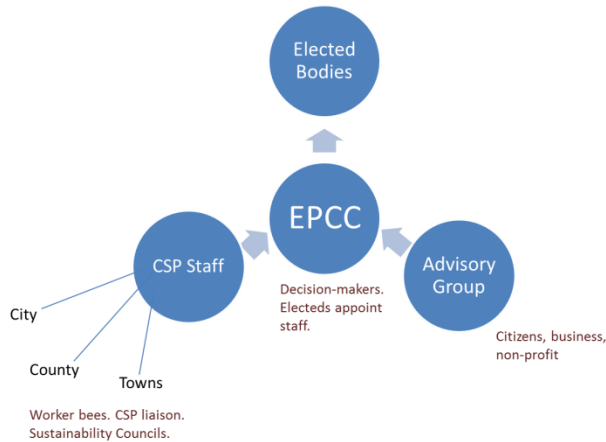
What approaches would allow all ten CharMeck jurisdictions as well as key non-governmental stakeholders to cooperate most effectively on:

- a) Developing a community sustainability plan and
 - b) Implementing a community sustainability plan
- Each jurisdiction engaged early and often
 - Frequent and interactive communication
 - Social media
 - Blue-ribbon committee led by trusted community leaders, then plan adopted by elected bodies
 - MOU/joint resolution for operation/structure
 - Single policy document that provides consensus between public and non-government (like Trees Charlotte works with City and FFTC)
 - Development and implementation is based on indicators that are agreed upon (like QOL Study)
 - Having a 3rd party (consultant) that develops consensus
 - Implementation by status quo – CharMeck staff work on existing methods and a consultant reviews every year or so
 - Indicators already agreed upon – could be Q of Life +, so same standards in City, County, towns (could agree to common standards rather than a plan).

How would you organize the managerial and operational structure that would oversee a CharMeck CSP? (Staffing, funding, lead organization, etc.)

- Need for a director depends on what type of plan is prepared
- Consolidate sustainability office so that it's CharMeck, like shared stormwater
- County takes lead with the “board,” made up of towns, city, county
- MOU for all entities, like joint use task force, with specifics of management

- Small staff – reorganization of existing staff with a governing board like EPCC
- This office coordinates the work and has budget authority, public/private, general fund, or prorata City/County/towns.
- Staff needs authority to ask/require to do the work



What are mechanisms other than a CSP for sharing information relative to sustainability and working together to implement initiatives and programs?

- Words “Sustainability” and “Plan” may not be best to use – can be divisive
- Stick with status quo and siloed initiatives but broaden scopes to include TBL
- Modify existing strategic plans and policy frameworks so that they incorporate TBL
- Continue doing work on environmental issues, but broaden scope to include economic and social
- Rely on external agencies (CCOG) with initiatives underway or plans (CCCP 2020 Vision) to tap into other efforts that exist now, especially for the public engagement
- Take a reactive approach, and rely on outside reports/rankings or findings of QOL study
- Rely on individual relationships among people
- Develop a framework. Reach consensus on community “priorities,” allow each political subdivision to devise its own plan for implementation
- Different version of a community cabinet
- Continuum



Final Discussion – What else is important for ICMA to know? What hasn’t ICMA asked?

- What’s the need? What does a CSP answer that CharMeck doesn’t already have? Deeper drive at what we are trying to accomplish. What is the problem we’re trying to solve? (“is the juice worth the squeeze?”)
- Heidi – primary question for stakeholders is do we need this?
- Info from other jurisdictions, CharMeck doesn’t know what it’s missing.
- If/then proposition. If we need more dialogue, do X → is it worth it? If all is lost, do X → is it worth it? Would like to see different scenarios, and then see what resonates.
- Staff must get comfortable and on the same page with why CharMeck should/should not do a CSP, and communicate with one voice to electeds.

- If the reason to do a plan is because of a gap, how would the plan get at that as opposed to another solution?
- There is a distinction between a framework and a plan. The word sustainability and word plan are both up for discussion. Not all are in agreement. There may be a common agenda, rather than a plan.
- Having a strategy presents an opportunity to agree on what's important so that everyone is on the same page. May be easier to get a strategy, and the individual plans can support the strategy.

APPENDIX C.2 EXTERNAL STAKEHOLDER MEETING NOTES

OCTOBER 2, 2012

Attendees: Tad McGalliard (ICMA), Andrea Fox (ICMA), Ben McCrary (Davidson), Jack Simonean (Huntersville), Andrew Grant (Cornelius), David Nelson (Matthews), Bill Gupton (Sierra Club), Shannon Binns (Sustain Charlotte), June Blotnick (Clean Air Carolina), Emily Scofield (USGBC Charlotte Region Chapter), Darlene Heater (CCCP/Envision Charlotte)

1. *How would you define sustainability in the context of a Community Sustainability Plan for the CharMeck metropolitan area?*

Towns:

- Buzzword
- Compact development
- TBL
- Shared revenues
- Lightning rod word, "social engineering" interpretation
- Providing necessary services, infrastructure, resources

Community:

- Community livability
- People-Planet-Profit
- Long-term thinking 20-30-50 years vs. 2-3-5 years
- Healthy air vs. just meeting standards
- Utilizing and protecting resources for future generations
- Look at resources outside the county boundary, like air, watershed, energy
- Community and global
- Looking through all three lenses, no siloes
- Economic development – the business case for sustainability
- Best sustainability plans have buy-in with for-profit and non-profit

2. *Does the CharMeck countywide region need a sustainability plan or strategy?*

Towns:

- Depends on definition of sustainability
- There is burnout on plans, need to be clear on goals

- Don't want to reinvent the wheel, seems like the same thing could be achieved with the Connect project
- Define the outcome. How are meeting common goals different from current mechanisms?
- Define the problem. What is the issue? Then can look at solutions
- Don't want to do just because it's popular to have one. If value is added, then it's worth doing.

Community:

- Individual towns need a CSP, towns need independence
- Transportation, water, and air are hard to address alone
- Range of goals. City works on some topics, county others. CSP could address all issues.
- Could have multi-layer countywide plan with chapters

3. *What is the ideal outcome of a community sustainability plan? What features would a plan need to have in order for it to be operationalized especially in terms of your own communities priorities*

Towns:

- Document who's doing what in a matrix
- A lot is being done every day, may not call it sustainability, but it is
- Include the schools, how can communities help schools or know if everything is fine?
- Also include water and sewer. Don't need to be duplicative, but value added
- Dashboard could be useful. Good example is the dashboard for that municipalities in North Carolina use for financials
- Moving forward, it must be obtainable and actionable
- Joint use task force is underutilized
- Themes: Work regionally on transportation, one agency reviews land use, regional protection of water sources, affordable housing consortium for grants
- Establish a sustainability infrastructure that could help existing organizations accomplish what they need or want to
- Links efforts and organizations together, both high level and detail
- Plan that identifies what jurisdictions are doing, plugs into what the City and County are doing
- Davidson recently completed a comprehensive plan
- Identify ways to save \$ or be successful in getting grants
- Jurisdictions learn from each other about smart programs they may want to consider implementing
- Have a process for updating the plan. Is there governance structure? Who's in charge? Someone needs to mind the shop.
- Need everyone at the table, all jurisdictions

Community:

- CSP that identifies who's accountable, like balanced scorecard
- Each local jurisdiction is engaged and makes own decisions
- Goals and strategies are near, mid, and long-term
- Deep and broad public engagement – online (social media) too

- Creating a more beautiful, healthier community now and for the children, which has positive economic development impacts and encourages businesses to relocate to Charlotte. People move here and stay here because the environment is better
- Puts Charlotte on a global platform
- Awareness of sustainability issues becomes part of the CharMeck brand
- Process is as important as the outcome
- One plan that all plans feed up into, rather than having fractured efforts
- More engaged citizenry as a result of CSP development process
- Implementation of plan lessens climate change impacts

4. *What challenges exist to completing a CSP and implementing its desired outcomes?*

Towns:

- Cost, resources, staffing, political are biggest obstacles
- Duplication of effort (“connect”), plan overload
- What are we trying to solve? Get the issue defined, get buy-in.
- Cornelius – the same issues that Cornelius had with Connect would also show up with CSP
- Clearly articulating benefits. How have other communities benefited? Would the Connect project do this already?

Community:

- Neighboring county of Gaston County passed a unanimous resolution against Agenda 21
- Very low awareness and engagement
- Turf
- Resources, both developing and managing the CSP
- Money
- Don’t know what we know, and what we don’t know
- News reporting has changed, and it’s harder to know what’s happening
- Obstacles in measuring success are a challenge, and success begets success.
- How do you identify issues in a palatable way? Streams are bad, air quality is bad, but have to say it, and make policies to address the issues.
- Need to establish baselines, each of the organizations could come to the table with stats on issue areas
- Overcoming challenge or perception of challenge of putting more on government’s plate for “no reason.”
- Tough political climate

5. *What specific benefits do you see coming from the development of a CSP? How should those potential benefits be quantified and measured?*

Community:

- CSP could bring together areas of overlap with synergies and resources
- Financial – i.e. cardboard recycling has had a financial benefit for companies
- Public health
- Sense of pride and community
- Marketing and identity

- Distribution of resources and accessibility
- Sense of shared responsibility
- More educated public (kids too)
- Establish political will, greater bi-partisan support at local and state level
- Great brochure of stats, listing which goals were set and achieved, and the results (i.e. fewer ER visits for asthma, lower CO2 emissions, cost savings, creeks that are off the watch list)
- Organizations could be used as a resource for educating the public
- Substantiates non-profits work, adds legitimacy, and gives them a seat at the table
- Access to information and transparency
- Opportunity for members of organizations to participate in discussions
- Understanding where organizations missions overlap. Where can organizations be most effective? i.e. green buildings co-benefits
- Gives organizations legitimacy but takes the work load off
- Will offer a means to know if CharMeck is making progress. This will help with reporting.

6. *If the CharMeck Community decides to proceed with developing a CSP, what level of civic engagement do you feel would be appropriate and needed? Are public hearings enough or should other types of non-traditional outreach be developed to ensure that input is received from all parts of the community? What strategies for obtaining citizen input seem to work best in the CharMeck Community?*

Towns:

- Sustainability is too broad to get good engagement. Specific issues like rezoning apartment complexes get crowds
- Have to sell “Why should I be interested?”
- Community long-range plans had committees and sustained engagement. Davidson comprehensive plan had focused groups, and had over 120 participants. Specific tasks helped.
- Themed committees, chips exercise, exercises with physical engagement
- Identify key stakeholders and invite them and their community to the table. Media. Civic groups. Schools. Principals.
- Targeted outreach is important, but it will still be hard. If had 50 people at a meeting, would be ecstatic
- Geographically-focused engages better
- Trigger questions, brainstorming, and dots voting
- Huntersville mailed out random sample survey questionnaire. Also posted online for 3 weeks. Had 700 responses.
- In Davidson, the City has a booth at the farmer’s market to solicit feedback. Get lots of feedback this way.
- 311 may document some issues or collect data

Community:

- Civic engagement is lacking. Faith communities do a good job.
- What resources turn people out? Sustain Charlotte and USGBC get good numbers.
- Go where people are, remember stakeholders (meet at church, not just downtown)
- A lot of people won’t go to a government meeting

- Most people won't show up unless it affects them directly. May depend on who's asking them too. Need to be invited by someone they know, like a church leader. Robo calls?
- Neighborhood associations have established relationships
- Use Neighborhood Business Services directory of neighborhood associations. They want to engage on sustainability issues
- Three-part. 1) Get people in the seats. 2) Education 3) Buy-in
- Need ongoing dialogue
- Neighborhood meeting with map. Here's where your streams are, your industry is. Make it an educational process. Could have a different focus for businesses, i.e. graph showing how the cost of water has gone up 110% in 10 years.

7. *What existing plans, programs, and partnerships could a CharMeck CSP knit together?*

Towns:

- Plug-in EVs, work together on infrastructure and grant applications
- QOL, Power to Charlotte, neighborhood planning
- Mecklenburg County handles recycling, towns contract out. Good to know how the County and towns and contractors can support each other.
- Incubator program for sustainable businesses (Davidson)
- Lake Norman EDC, work with Charlotte Chamber too
- Seniors. CharMeck senior center was relocated north, which was helpful for the community
- Private school partnerships, i.e. Davidson college
- Allow towns to work more with CMS

Community:

- City has municipal operations plan, need a community plan and inventory of assets

8. *In your opinion, which local institutional and individual stakeholders will be good partners for a CharMeck CSP? What types of public-private partnerships may be necessary to get started with a CSP? Which ones already exist and are successfully contributing to creating a more sustainable community in the Charlotte/Mecklenburg County region?*

Towns:

- Business community, Charlotte Chamber and local Chambers too
- Lands Conservancy
- HOAs get the word out and can help with turnout
- Neighborhood e-newsletters
- Grassroots. If reflect values of community, gives elected their backing
- Churches and faith communities
- Civic organizations, Rotarians
- United Way or partner agencies thereof
- Real Estate and Building Industry Coalition (REBIC) – wrote op-ed making the case why CharMeck needs Connect. Quiet unless major issues arise.
- Arts and Science Council, good at spreading the word
- Foundation for the Carolinas
- Ethnic groups and subgroups like the Carolinas Asian-American Chamber, printed Spanish media, etc.

Community:

- Communities of color
- Faith communities
- The arts
- Socio-economic diversity
- Families
- Business owners, including small business and entrepreneurs
- City is segregated. Need to engage certain % of quadrants, neighborhoods
- Worker level, not just executives
- Schools
- Age groups – elderly, singles, teens, kids
- Education and health care

9. What approaches would allow all Mecklenburg County jurisdictions as well as key non-governmental stakeholders to cooperate most effectively on

- a) Developing a CSP and
- b) Implementing a CSP

Towns:

- If elected say so
- Laying out the plan, doing the groundwork, talking about specific topics and tracks
- Cornelius – elected would need a 30K ft, but then also a straw-man
- Davidson – someone has to lead the charge, gets back to “what is this?” Someone has to define what is happening and then take the lead
- Tie back to the CIP and other improvements so that it makes the value of a CSP make sense to people

Community:

- Need to come together on what sustainability is, and where the long term enters in
- Establish goals that are measurable, achievable metrics and have political will to accomplish

10. How would you organize the managerial and operational structure that would oversee a CharMeck CSP (Staffing funding, lead organization, etc)

Towns: “What type of governance might work?”

- Successful models – MTC; three towns have EDC board; Joint-Use Task Force; IBM QOL survey; Planning Coordinating Committee (info sharing on education, environment, transportation)
- Heidi previously had coordinating committee for environmental issues but it is no longer around
- Look at models that have real dollars and cents involved, (like MTC and EDC), these have momentum
- Think about governance from beginning. Committee will do better if it has authority. Challenge will be adding one more body. Think about how defining success, with clear goals and objectives.

Community:

- Small group of business, non-profit, think holistically about diversity
- Small group with experts in each focus area
- Citizen advisory committees, get academics involved to make it neutral
- Where does the CSP live once it's created? Possibly in Planning
- One representative from each of the towns is involved, and they identify who to engage in each community. Paid government staff involved, it's their job to report back, that person creates a stakeholder group for each area
- Should not be set up in such a way that political and business interests override what's best for the community. Needs to be balanced
- The banks, Duke, and Piedmont have lots of influence
- Get away from the interest groups, but need business to keep it real
- Need consensus
- Group may be big if it's fully representative
- Government has to drive it, own it, pay for it. But to be successful, the CSP needs buy-in. Need to broadly engage public at large – may or may not be different than stakeholders.
- Get all input, then move forward
- Envision Charlotte – had a big community engagement push. Hard to get all voices. Must be intentional.
- Government can pay for the process, but non-profits can help identify stakeholders, organize the community meetings, implement initiatives, etc.

11. *What are mechanisms other than a CSP for sharing information relative to sustainability and working together to implement initiatives and programs?*

- When modeling, avoid discussions of west coast, Charlotte is not Portland
- NY think tank / commission to engage African Americans on climate change issues
- Need a pathway to get to where we want to be. i.e. protecting tree canopy – how will Charlotte meet the stated goal if working in siloes? Need policy recommendations that support goals – how will goals be achieved?
- Matthews is looking at a certified wildlife habitat
- EECBG stakeholder process included non-profits. June participated.
- Communitywide inventory of resources and opportunities would be beneficial, which sustainability assets are in place already?
- Environmental blog – Mary Newsom
- Can resources at colleges be applied?
- Make sure that plan goes back out for public comment after stakeholder engagement but before adoption
- Non-profits would like to see results of dialogue with City, County, and towns when time is right (in report?)

Appendix D: Additional Resources Consulted

To prepare this feasibility study, ICMA consulted many resources, most of which are cited as footnotes in the main body of this document.

D.1 CharMeck Documents

- CONNECT Our Future project²
- Envision Charlotte³
- Quality of Life Study⁴
- City of Charlotte – Energy Strategy⁵; City Operations Greenhouse Gas Emissions Inventory⁶; FY2012 Strategic Focus Area Plans⁷; 2015 Master Plan Goals⁸.
- Mecklenburg County – Environmental Sustainability Plan⁹; Blueprint for a Healthier Generation, 2020¹⁰; Environmental Health Action Plan¹¹; Government Operations Greenhouse Gas Inventory¹²; State of the Environment Report¹³
- Sustain Charlotte – Charlotte 2030: A Sustainable Vision for our Region¹⁴
- Supplemental Guide to North Carolina’s Basinwide Planning, Support Document for Basinwide Water Quality Plans¹⁵

D.2 Sustainability Plans

- The Baltimore Sustainability Plan (Baltimore, Maryland)
- Chicago Climate Action Plan (Chicago, Illinois)
- Sustainable Northampton Comprehensive Plan (Northampton, Massachusetts)
- The Sarasota County, Florida Roadmap to Sustainability (Sarasota County, Florida)
- Livable City Sustainability Plan (El Paso, Texas)
- City of Peoria Sustainability Action Plan (Peoria, Illinois)
- Burnsville Sustainability Guide Plan (Burnsville, Minnesota)
- Central Texas Sustainability Indicators Project (Burnett, Williamson, Travis, Hays, Bastrop & Caldwell Counties, Texas)

² <http://connectourfuture.org/>

³ <http://www.envisioncharlotte.com/>

⁴ <http://charmeck.org/city/charlotte/nbs/communityengagement/QOL/Pages/Default.aspx>

⁵ <http://www.power2charlotte.com/welcome-to-power2/document-library.aspx>

⁶ [http://www.power2charlotte.com/media/8289/charlotte's%20energy%20strategy%20\(part%202\).pdf](http://www.power2charlotte.com/media/8289/charlotte's%20energy%20strategy%20(part%202).pdf)

⁷ <http://charmeck.org/city/charlotte/FocusAreas/Pages/default.aspx>

⁸ <http://charmeck.org/city/charlotte/planning/AreaPlanning/Plans/2015Plan/Pages/2015%20Plan%20Goals.aspx>

⁹

<http://charmeck.org/mecklenburg/county/LUESA/sustainability/Documents/County%20ESP%202012%20goals%20-%20FINAL.pdf>

¹⁰ http://charmeck.org/mecklenburg/county/HealthDepartment/hwhc/Documents/HWHC_Blueprint.pdf

¹¹

<http://charmeck.org/mecklenburg/county/HealthDepartment/HealthyCarolinians/Documents/Healthy%20Environment%20Action%20Plan%202011.pdf>

¹² <http://charmeck.org/mecklenburg/county/AirQuality/PermittingRegulations/Pages/GHG.aspx>

¹³ <http://charmeck.org/mecklenburg/county/LUESA/soer/Pages/default.aspx>

¹⁴ <http://www.sustaincharlotte.org/images/Charlotte%202030%20A%20Sustainable%20Vision%20-%20Low%20Res.pdf>

¹⁵ http://portal.ncdenr.org/c/document_library/get_file?uuid=ded03361-7455-425d-836b-dda844dd197a&groupId=38364

- Sustainable Shelby Implementation Plan: A Future of Choice Not Chance (Shelby County, Tennessee)
- A Guide to the Dubuque Comprehensive Plan (Dubuque, Iowa)
- PlanNYC: A Greener, Greater New York (New York, New York)
- Community Sustainability Final Action Plan: Focus on the Future, Action in the Present (Corvallis, Oregon)
- Minneapolis Living Well 2010 Sustainability Report (Minneapolis, Minnesota)
- City of Asheville, Sustainability Management Plan (Asheville, North Carolina)
- Sustainability Scan, The Tomorrow Plan: Partnership for a Greener, Greater Des Moines (Des Moines, Iowa)
- Climate Protection Action Plan, The Green Cincinnati Plan (Cincinnati, Ohio)
- RVA Green: A Roadmap to Sustainability (Richmond, Virginia)
- Charleston Green Plan: A Roadmap to Sustainability (Charleston, South Carolina)
- Sustainable Decatur: Sustainability Practices for Small to Medium-Sized Cities (Decatur, Georgia)
- Cross-Jurisdiction Collaboration: New Models for State, Regional, and Local Governments (Joint Venture Silicon Valley, California)

D.3 Reports

- Breaking New Ground: Promoting Environmental and Energy Programs in Local Government, (ICMA, 2011)
- The Maturing of America (ICMA, 2010)
- A Blueprint for Action: Developing Livable Communities for All Ages (National Association of Area Agencies on Aging, Partners for Livable Communities & MetLife Foundation)
- Shared Services in Local Government (Office of the New York State Comptroller)
- Local Government Sustainability Indicators, 2009 National Survey (PTI, 2009)
- Sustainability Planning Toolkit (ICLEI, 2009)

Appendix E: Potential Consulting Firms for a Community Sustainability Effort

There are a number of consulting firms that are capable of providing the services described in the scenarios included in Section 10 of the feasibility study. Below are firms that either ICMA is familiar with, and/or that have successfully developed sustainability plans in other communities. This list is not meant to be wholly inclusive, but rather to provide CharMeck with a starting point in the event that an RPF or RFQ is released.

Firm
AECOM http://www.aecom.com/
Albert Kahn http://www.albertkahn.com/
Arcadis http://www.arcadis-us.com/
Barge, Waggoner, Sumner & Cannon http://www.bargewaggoner.com
Black and Veatch http://bv.com/
Burns and McDonnell http://www.burnsmcd.com/
Calthorpe Associates http://www.calthorpe.com/
CDM Smith http://cdmsmith.com
CH2M Hill http://www.ch2m.com
Enterprise Community Partners http://www.enterprisecommunity.com/
Farr Associates http://www.farrside.com/
Forest City Enterprises http://www.forestcity.net

Firm
GHD http://www.ghd.com
HDR http://www.hdrinc.com/
HOK http://www.hok.com/
ICF Consulting http://www.icfi.com/
Jonathan Rose Companies http://www.rose-network.com/
Kleinfelder http://www.kleinfelder.com/
L. Robert Kimball http://www.lrkimball.com
Louis Berger http://www.louisberger.com/
McKim & Creed http://www.mckimcreed.com/
Michael Baker http://www.mbakercorp.com
O'Brien and Gere http://www.obg.com/
Renaissance Planning Group http://www.citiesthatwork.com/
S&ME http://www.smeinc.com/
Sasaki http://www.sasaki.com/
Skidmore, Owings & Merrill http://www.som.com/

Firm
Terracon http://www.terracon.com
Tetra Tech http://www.tetrattech.com/
TRC http://www.trcsolutions.com
URS http://www.urscorp.com/
Wallace Roberts and Todd http://www.wrtddesign.com
Weston Solutions http://www.westonsolutions.com/
Willdan Group http://www.willdan.com/
William McDonough & Partners http://www.mcdonoughpartners.com/