

CHAPTER 4: CITY-WIDE RECOMMENDATIONS

While much of this Report centers on recommendations that are specific to City Departments, there are a number of areas that span departments and impact the entire City. This chapter contains those recommendations that would be administered throughout the entire city government.

CURRENT DELRAY BEACH BEST PRACTICES

Existing Environmental Commitments

As noted in previous sections of this document, the City has made considerable commitments through the U.S. Mayors Climate Protection Agreement, the Sierra Club Cool Cities Program, and the Florida Green Building Coalition Green Local Government Program.

Green Task Force

By appointing this Green Task Force, the City took a major step to accelerate the transition from commitment to action.

BEST PRACTICE EXAMPLES BEYOND DELRAY BEACH

Portland, OR

The City of Portland is acknowledged as one of the greenest cities in North America and the world. In 2000, Portland set up its Office of Sustainable Development, which now has a staff of over 50 people working in Programs from the Office of Sustainable Development, Climate Protection Strategy, Sustainable City Government, Waste Prevention and Recycling, Energy Efficiency and Renewable Energy, Green Building, Economic Development and Green Jobs, Sustainable Food, Sustainable Development Commission. (See [Ref 4.1](#))

In 1993, Portland became the first city in the nation to adopt a plan to reduce local greenhouse gas (GHG) emissions. In 2001, it announced a plan to reduce local GHG emissions to 10 percent below 1990 levels by 2010, a more aggressive goal than what the international Kyoto Protocol called for the United States to achieve. By 2007 Portland's local GHG emissions were at the same levels as 1990, despite population growth of 18 percent over that time period, which means that per capita emissions have decreased by 17 percent since 1990. (By comparison, total GHG emissions for the entire United States are about 15 percent above 1990 levels.)

A Climate Group report (*Carbon Down, Profits Up*) shows Portland having saved more money through carbon reduction than any other major City it studied: over \$300 million saved by the city and its residents through its carbon reduction efforts. (See [Ref 4.2](#) for complete report)

Miami-Dade County, FL

One aspect of a carbon reduction strategy is climate adaptation: how coastal areas will survive not only physically as seas rise and weather changes, but also as coastal areas potentially suffer economically. Miami-Dade, in an effort to position itself to react quickly to problems, has launched a specific effort to study how the County can adapt to these potential changes. (See [Ref 4.3](#) for overall best practices and [Ref 4.4](#) for description of the Climate Adaptation study)

Sarasota, FL

The City of Sarasota has established a set of “Green Goals” and communicates its achievements against these goals, including:

- U.S. Mayors Climate Protection Agreement Signatory
- Expedite Permits for Green Development and Green Building
- Transportation Chapter of City Comp Plan includes "multi-modal" approach
- Coastal Island Protection Chapter in the Comp Plan
- Green Canopy Partnership Program
- Greenhouse Gas Inventory
- City Wide Carbon Emission Reductions
- Commercial and Business Recycling Program

(See [Ref 4.5](#) Sarasota website)

Palm Beach County, FL

Palm Beach County has implemented a green strategy for much of its fleet. This program has received numerous awards and been recognized throughout the country for its innovative strategies and conservation efforts. The program has repeatedly proven that its strategies are not only greener, but have saved the County money. (See [Ref 7.6](#))

Minneapolis, MN

The City of Minneapolis has established a set of Sustainability Indicators and produces an annual report that shows progress against those indicators. An Annual GreenPrint Report is presented to the City Council on Earth Day of each year. The report is developed through the Environmental Coordinating Team and focuses on the previous year’s activities, and progress. Decision-makers and citizens look to this information to measure the City’s performance as well as to determine how the City will move forward on its sustainability goals. (See [Ref 4.6](#), Minneapolis sustainability website, and see [Ref 4.7](#) for Minneapolis’ Sustainability Indicators)

Charlotte, NC

A collaborative proactive program addressing air quality in an eight-county, two-state non-attainment area, Clean Air Works! engages businesses in educating and motivating employees

to utilize alternative methods of commuting and helps businesses change operations and practices to improve air quality.

Clean Air Works! is a public-private initiative that changes private sector practices without regulatory mandates – a goal of both the business leaders and elected officials involved. Because employers are well positioned to educate and empower their employees to make changes in commuting habits, Clean Air Works! provides free, one-on-one staff assistance to design and implement customized air quality improvement programs. Services provided to employer partners, who are of varying sizes and represent a variety of industry sectors, include worksite assessments, on-site events and transportation fairs, and a variety of turnkey tools for successful marketing to employees. (See [Ref 4.8](#))

QUICK WINS / LOW-COST GREEN RECOMMENDATIONS

Recommendation 1: Adopt a Set of Ten Objectives as Part of a Ten Point Green Plan.

We propose that the City adopt and announce a **Ten Point Green Plan** shortly after reviewing and discussing the Green Task Force's Report. We propose the following ten major objectives as the foundation of the Ten Point Plan.

Proposed Objectives of Delray Beach Ten Point Green Plan

- 1. Track & Deliver Economic Benefits from Environmental Programs*
- 2. Set Foundation, Drive Implementation & Communicate Progress*
- 3. Incorporate Sustainability into Urban Planning & Design*
- 4. Encourage Water Efficiency & Conservation*
- 5. Reduce Greenhouse Gases through Energy Efficiency & Green Building*
- 6. Reduce Greenhouse Gases through Fuel Efficiency & Transportation*
- 7. Implement Green Purchasing*
- 8. Reduce Waste & Increase Recycling*
- 9. Encourage Green Economic Development*
- 10. Improve Indoor & Outdoor Environmental Quality*

The Ten Point Green Plan can be a powerful “announceable” that the Mayor can make on Earth Day (April 22nd 2009). The timeline for implementation of this plan could be 2010 to 2015.

Recommendation 2: Adopt, Track and Annually Report a Set of Economic & Environmental Performance Metrics using a new Economic & Environmental Scorecard

Related to the 10 objectives, we recommend the City create a scorecard with up to 25 metrics to measure progress against the plan. This could include:

- Nine metrics to track Economic Benefits to the City
- Ten metrics to track Environmental Performance based on the City's internal operations
- Five metrics to track Environmental Performance based on action by Citizens & Businesses

After the Mayor's announcement on Earth Day 2009, City departments can start creating baseline data for 2009 and tracking the data every year henceforth. If any of the data points in the scorecard are too complex to track, we suggest using proxies or alternative metrics based on appropriate alternatives that help track progress against the objectives. Please see the following page for the Proposed Economic & Environmental Scorecard.

Proposed Economic & Environmental Scorecard

#	Objective	Economic Benefit Metric	Results		Environmental Performance Metric [If Applicable]	Results		Environmental Performance Metric [If Applicable]	Results	
			2009	2010 etc.		2009	2010 etc.		2009	2010 etc.
1	Track & Deliver Economic Benefits from Environmental Programs	Average % Return on Environmental Investments			# of Environmental Budget Requests Approved			N/A [Primarily in City's control]		
2	Set Foundation, Drive Implementation & Communicate Progress	Total Economic Benefit from Environmental Programs Implemented In Support of FGBC Local Green Government Certification			Achieve Florida Green Building Coalition Local Green Government Designation. Target "Gold" Certification.			N/A [Primarily in City's control]		
3	Incorporate Sustainability into Urban Planning & Design	N/A [Sustainable urban planning will drive long term economic benefits in Transportation, Building and Green Economic Development Areas]			Percent of Approved Projects having Completed the City's Sustainable Land Use Checklist [To be developed] [Joint City / Citizen-Business Metric]			Percent of Approved Projects having Completed the City's Sustainable Land Use Checklist [To be developed] [Joint City / Citizen-Business Metric]		
4	Encourage Water Efficiency & Conservation	Estimated Total Dollar Savings from Water Efficiency & Conservation Efforts			Estimated Gallons of Water Used in Delray Beach City Operations			Estimated Gallons of Water Used by Delray Beach Citizens & Businesses		
5	Reduce Greenhouse Gases through Energy Efficiency & Green Building	Estimated Total Energy Costs Avoided through Energy Efficiency & Green Building Efforts in City Government Buildings in Delray Beach			Estimated Metric Tons of Carbon Dioxide Equivalent (mtCO2e) Generated from City Gov't Buildings in Delray Beach			Estimated Metric Tons of Carbon Dioxide Equivalent (mtCO2e) Generated from Commercial & Residential Buildings in Delray Beach		
6	Reduce Greenhouse Gases through Fuel Efficiency & Transportation	Estimated Total Fuel Costs Avoided through Fuel Efficiency & Green Fleet Efforts in City-Owned Vehicles			Estimated Metric Tons of Carbon Dioxide Equivalent (mtCO2e) Generated from City-Owned Vehicles			Estimated Metric Tons of Carbon Dioxide Equivalent (mtCO2e) Generated from Commercial & Residential Vehicles in Delray Beach		
7	Implement Green Purchasing	Total Estimated Savings from Direct Spend, Indirect Spend and Operations based on Environmentally Preferable Purchasing and Practices			Percent of Spend in Compliance with Delray Beach Environmental Purchasing Policy			N/A [Primarily in City's control]		
8	Reduce Waste & Increase Recycling	Net Economic Benefit (Cost) of Reducing Landfill and Increasing Composting / Recycling			Percent of City-Generated Waste Materials Recycled or Composted vs. Landfilled			Percent of Commercial & Residential Waste Materials Recycled or Composted vs. Landfilled		
9	Encourage Green Economic Development	Estimated Total Economic Impact of Green Economic Development			Dollar Value of Investment in Green Economic Development			Number of "Green Jobs" in Delray Beach		
10	Improve Indoor & Outdoor Environmental Quality	Savings from Reduced Cost of Air & Water Quality Remediation [Previous Year's Est. Cost of Air/Water Quality Remediation minus Current Year Est. Cost of Air/Water Quality Remediation]			# of Air or Water Quality Complaints [Joint City / Citizen-Business Metric]			# of Air or Water Quality Complaints [Joint City / Citizen-Business Metric]		

Recommendation 3: Create an Internal “Green Team” by designating a Point-Person from Each Department to Evaluate and Implement Report Recommendations

Upon adoption of this Report, the City Commission is encouraged to direct the City Manager to select, in concert with each Department Head, a “Point Person”, to develop an implementation calendar and cost analysis for both the “Quick Wins” and the “Longer Term Implementation” items which pertain to that specific department.

This is the first step in ensuring that people responsible for implementation of the recommendations feel involved and engaged in the decisions following the release of the Green Task Force report.

Recommendation 4: Create a Permanent Green Advisory Board Made up of Delray Beach Community Members

This Report is the final result of this Green Task Force’s efforts. However to implement the many concepts in the most effective fashion, the Task Force feels that a Permanent Green Advisory Board should be created. This Board would continue to review City operations and policies towards achieving Delray Beach’s green goals.

This Board would be made up of City stakeholders such as citizens and business representatives, and can also include representatives from the Community Redevelopment Agency (CRA) and the Chamber of Commerce.

The Green Task Force further recommends that this Green Advisory Board have a Climate Adaptation Committee to study the future implications of climate Change on the City and its residents in a similar fashion to that mentioned above under the Miami-Dade County Best Practice. Many cities, especially in coastal areas such as Florida and California, are beginning to explore the impacts of climate change on their regions.

Recommendation 5: Promote Fuel Efficient Driving by All City Employees and Communicate Widely

Fuel conservation is one of the quickest ways the City can both save money and reduce its own green house gas emissions. Driving habits have proven to be a significant factor in fuel conservation. The Task Force recommends promoting a policy and educating all city staff in best practices to conserve fuel. (See [Ref 4.9](#) for resources on fuel-efficient driving habits)

Recommendation 6: Adopt and Actively Enforce an Anti-Idling Ordinance

To supplement the City’s existing policy for employees, adopt an anti-idling policy for the city at-large. The goal of the “Anti-Idling” is to reduce air pollution and wasted energy by limiting the amount of time a non-moving vehicle idles. Various exceptions for public safety, etc. are proposed and would need to be further discussed and refined prior to formally drafting the

ordinance. (Please See [Appendix 11](#) Titled “City of Delray Beach Anti-Idling Ordinance” for potential wording of such an ordinance).

Recommendation 7: Establish Standard Green Operating Practices in All City Offices

The Task Force recommends creating a city-wide green operating best practices policy for the following potential areas:

- Green Purchasing of Office Supplies, Furniture and Technology
- Use of Green Cleaning products
- Recycling of common office waste materials
- Paper Reduction (e.g. dual sided printing / copying, electronic documents etc.)
- Energy conservation best practices (e.g. turning off computers, monitors, lights etc.)
- Other green office guidelines as determined by the City

This will be most successful as a coordinated effort across city departments, perhaps launched as a challenge to encourage city offices to compete to see who can become the “greenest office in Delray Beach”.

Recommendation 8: Issue City Commission / Mayor Proclamations Related to Green Building Construction and Operations

There is an opportunity for the City Commission and Mayor to issue a number of proclamations that would solidify Delray Beach’s commitment, as well as set into place the framework for realizing its green goals. These could be announced at the same time as announcing the 10 Point Plan, or on separate occasions.

- By Proclamation adopt LEED for Existing Buildings as the Official Goal for all existing city buildings, starting with City Hall.
- By Proclamation adopt LEED Silver as the Official Goal for all new municipal buildings and substantial renovations, with a target of Gold or higher for at least ONE building.
- By Proclamation target LEED Gold or higher for at least ONE new city supported residential building project (such as the upcoming restoration of the “Franklin House” by the Delray Beach Preservation Trust, or the Delray Beach High School Eagle’s Nest II project).

LONGER-TERM / STRATEGIC RECOMMENDATIONS

Recommendation 1: Create a Sustainability Officer Position and Fund this Position through Cost Savings

It is recommended that the City Commission direct the City Manager to create and hire a “Sustainability Officer” to coordinate efforts by departmental Green Team “Point Persons”, and

to prepare quarterly progress reports and a more comprehensive annual green report with yearly metrics, milestones, achievements, and goals for the coming year. As a transition to a long-term hire this person could be an existing staff person willing to take on this added responsibility, but with the ultimate goal being a stand-alone position. (A Best Practice for this is noted in Chapter 13, Human Resources – Please see [Ref 13.1](#))

Recommendation 2: Complete Green House Gas Inventory and Create Reduction Plan

As noted, the City has already begun the commitment to inventory its current green house gas emissions as part of its Sierra Club Cool Cities and U.S. Mayors Climate Protection Agreement commitments. Completing this inventory is paramount. In continuation of this effort, the Task Force wants to emphasize the importance of completing this inventory, and then determining a reduction plan. There is potential to significantly reduce energy usage and therefore city cost. In addition, there is a growing carbon credit market, and organizations that can show a reduction in their carbon credits can sell those reductions in the public market as offsets. Thus, not only is there potential to reduce costs, but also there is possibly the potential to generate additional revenue by selling offsets.

The Task Force previously recommended working with ICLEI for this effort, and recommends continuing the process. ICLEI regularly has Pilot Programs in which cities can participate. The Task Force encourages the City to contact ICLEI regarding such opportunities.

Recommendation 3: Adopt a Green Building Ordinance

Many jurisdictions have chosen to adopt a comprehensive green building ordinance to promote sustainable design and construction. The major components of such an ordinance might include incentives that have been implemented in many other jurisdictions such as:

- Expedited permit processing.
- Reduced permit fees on a sliding scale. (i.e. the higher the certification level, the lower the permit fee charged)
- Density bonuses, rebates, and impact fee reductions
- Marketing support and the establishment of an Annual Green Awards Program

Numerous jurisdictions throughout the country have adopted incentives. See Chapter 9: Community Improvement Department and Chapter 10: Planning & Zoning for more information in this area. Of note are [Ref 9.7](#) and [Ref 9.8](#), which outline extensive green building ordinance Best Practices throughout Florida and the rest of the country. In addition, the Green Task Force has drafted a potential ordinance that is available in the [Appendix 10](#).

Recommendation 4: Establish Environmentally Sensitive Leaf-Blowing Ordinance

Grass clippings and small particulate debris from lawn mowing operations blown into roads and carried by storm water runoff are environmental hazards. Adopting a landscaping ordinance that bans this practice in favor of environmentally friendly alternatives (such as collection and bagging of clippings) would help to reduce a chronic environmental problem.

Recommendation 5: Develop and Implement a Plan to Promote Green Economic Development

It is widely believed that the sustainability sector is one of the fastest growing areas of the economy. “Green Collar Jobs” have begun to replace the buzz of the tech boom of last decade. There is tremendous opportunity to promote Delray Beach as a hub of green economic development to host a growing sector of businesses that work in green tourism, renewable energy, green building, green clothing, organic foods etc. The Task Force recommends establishing a specific process to develop a plan to attract this type of business. Such an effort would not only meet Delray Beach’s goals of becoming a greener city, but would also help to bring businesses and jobs to Delray Beach.

REFERENCES

- Ref 4.1 - [City of Portland Office of Sustainable Development](#)
- Ref 4.2 - [Carbon Down, Profits Up Report](#)
- Ref 4.3 - [Miami Earth Dade Website](#)
- Ref 4.4 - [Miami Dade County Climate Adaptation Task Force](#)
- Ref 4.5 - [Sarasota City Green Website](#)
- Ref 4.6 - [Minneapolis City Sustainability Website](#)
- Ref 4.7 - [Minneapolis Sustainability Indicators](#)
- Ref 4.8 - [Clean Air Works Campaign](#)
- Ref 4.9 - [Information on Fuel-Efficient Driving](#)

Note: All references are available as clickable links within this electronic document and available online at <http://www.SustainableDelray.org/report.htm>

