



Taking Local Action

# Mayors and Climate Protection Best Practices

June 2010





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# Contents

## First Place Award Winners

### LARGE CITY

Chicago, IL Mayor Richard M. Daley 5

### SMALL CITY

North Little Rock, AR Mayor Patrick Henry Hays 7

## Large City Best Practice Models

Anaheim, CA Mayor Curt Pringle 11

Dallas, TX Mayor Tom Leppert 11

Frisco, TX Mayor Maher Maso 12

New York City, NY Mayor Michael R. Bloomberg 12

San Francisco, CA Mayor Gavin Newsom 13

## Small City Best Practice Models

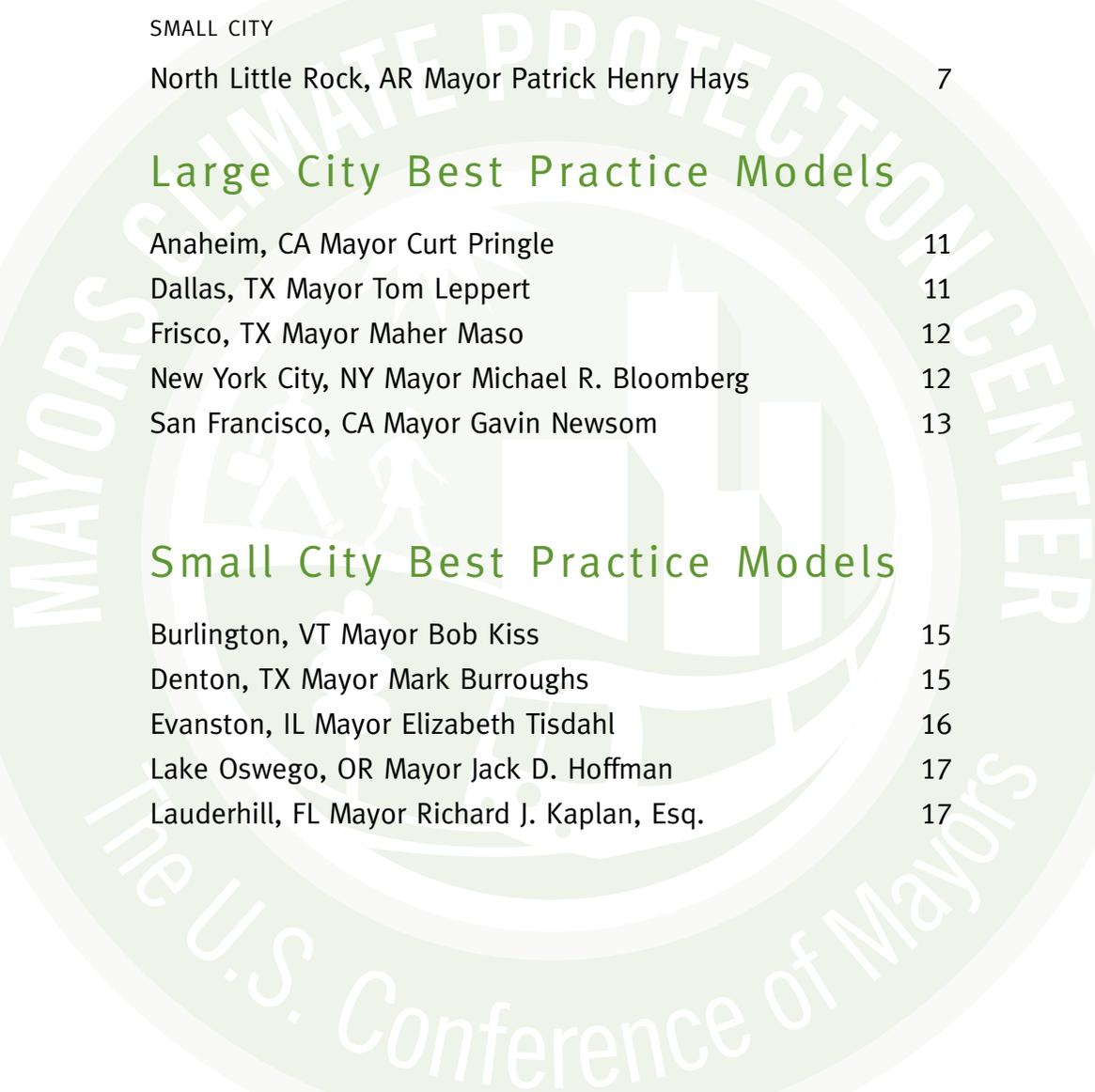
Burlington, VT Mayor Bob Kiss 15

Denton, TX Mayor Mark Burroughs 15

Evanston, IL Mayor Elizabeth Tisdahl 16

Lake Oswego, OR Mayor Jack D. Hoffman 17

Lauderhill, FL Mayor Richard J. Kaplan, Esq. 17



# First Place Award Winners

LARGE CITY

Chicago, IL Mayor Richard M. Daley

SMALL CITY

North Little Rock, AR Mayor Patrick Henry Hays



## Q & A with First Place Large City Winner

# Chicago, IL Mayor Richard M. Daley

## The Chicago Climate Action Plan (CCAP)

### **Describe your program:**

The Chicago Climate Action Plan (CCAP) is the city's blueprint to a more sustainable future. The City of Chicago, in partnership with foundations, nationally-recognized researchers, non-profit organizations, community and environmental groups, and corporate partners, launched the CCAP in 2008 – a roadmap of five strategies with 35 actions to reduce greenhouse gas emissions (GHG) and adapt to climate change. CCAP'S ultimate goal is to achieve an 80 percent reduction below 1990 GHG emission levels by the year 2050, with a midterm goal of a 25 percent reduction below 1990 levels by 2020.

### **Why did your city identify the need for this program?**

For the last two decades, Mayor Daley has promoted initiatives that establish the City of Chicago as one of the most environmentally-friendly cities in the nation. Past sustainability initiatives laid the groundwork for a comprehensive climate protection plan. CCAP prepared an emissions inventory to determine the primary sources of GHG emissions. A mitigation analysis informed CCAP's priority GHG reduction actions.

### **What were the challenges you faced and overcame to implement it?**

Although CCAP is a citywide plan, it requires city departments and sister agencies to lead by example, asking the climate question of their work. Through the Lead by Example project, city departments and sister agencies developed individualized CCAP work plans with milestones that define 456 climate actions and establish a system of performance measurement and governance to ensure accountability.

### **How has the program reduced greenhouse gas emissions in your community?**

CCAP identifies four mitigation strategies that reduce greenhouse gas emissions: Energy Efficient Buildings; Clean and Renewable Energy Sources; Improved Transportation Options; and Reduced Waste and Industrial Pollution. In the first two years of implementation, CCAP has achieved 1.1 million metric tons of GHG reduction, retrofitted 15,000 dwelling units and 400 commercial and industrial buildings, traded in 30,500 appliances, required over 1.8 million square feet of green roofs, installed 120 green alleys, conserved 35 million gallons of water per day, added 636 new car share vehicles, added 208 new hybrid busses, sold 508,000 gallons of alternative vehicle fuel, decreased single family waste disposal by 11.5 percent, recycled 1.5 million tons of construction and demolition debris, and saved 70,000 megawatt hours of electricity through the Green Office Challenge.

### **How is your program outstanding or innovative?**

CCAP is particularly noteworthy because it used the best available science and economics to inform the plan, sets aggressive and measurable near-and long-term emissions reductions goals and identifies clear action steps and tracks their progress, and has involvement of city agencies, utilities, business leaders, and households to help ensure implementation. It provides an exciting model for other cities and has the potential to spur national action.

### **How was the program financed?**

To date, the CCAP is financed through these partnerships with the government, private and philanthropic sectors: \$62.5 million from the American Recovery and Reinvestment Act; \$11 million in pro bono resources from the private sector; \$25 million from utility companies; and \$1.5 million from foundations.

### **How has your program improved the quality of life of your community?**

CCAP is a quality of life plan that reduces energy costs, retains and creates jobs, improves air and water quality and public health, increases transportation efficiency, enhances the building stock, increases resiliency to changes in climate, and decreases GHG emissions.

## Q & A with First Place Small City Winner

# North Little Rock, AR Mayor Patrick Henry Hays

## Think Global, Act Local Strategy

### Describe your program:

Mayor Patrick Henry Hays' approach to climate protection urges citizens to consider the health of the entire planet and to take actions in their individual areas of influence. By becoming a city that leads by example, its cycling, walking and River Rail Trolley initiatives have had the immediate impact of improving quality of life, while simultaneously reducing greenhouse gas emissions. The use of municipally-generated Renewable Energy Certificates (RECS), also known as Green Tags, proves that 1 megawatt-hour (MWh) of electricity was generated from an eligible resource (renewable electricity), and over 1,000 jobs in green facilities were created or retained, demonstrating the “win-win” possibilities that exist in all climate protection efforts.

### Why did your city identify the need for this program?

Recognizing that all sustainable climate change initiatives must logically begin at the individual citizen level, Mayor Hays launched local environmental initiatives in 2002 aimed at raising citizen environmental awareness through a city-wide residential curbside recycling program, mandatory municipal building thermostat control measures and city vehicle fleet idling policies.

Throughout the 1990s, there were eight separate grant projects that completed the North Little Rock portion of the Arkansas River Trail, with this completed route serving as a catalyst for promoting bicycling in central Arkansas. Mayor Hays also promoted two rail bridge conversions to pedestrian and bicycling use. An EPA Brownfields Cleanup project resulted in the complete remediation of over 5,000 tons of contaminated soil and the recovery of nearly six acres of valuable downtown riverfront property.

### What were the challenges you faced and overcame to implement it?

Mayor Hays recognizes that most effective, permanent change is incremental. Environmental sensitivity at the individual citizen level is no different. Communicating broad brush policy changes seemed attractive, yet building upon small successes, establishing and maintaining momentum at the local, regional, national, continental and international level is the model that eventually led to successful implementation.

### How has the program reduced greenhouse gas emissions in your community?

Citywide residential curbside recycling decreases emissions of greenhouse gases that contribute to global climate change. Mandatory municipal building thermostat control measures reduce energy consumption. City vehicle fleet idling policies reduce emission by controlling fuel consumption and the resultant emissions. City public works fleet on-road diesel engine exhaust modifications or CNG conversions had or will have the immediate result of removing the equivalent of 1,500 passenger vehicle emissions from local highways. Brownfields redevelopment has

recovered nearly six acres of downtown riverfront property for redevelopment drastically reducing GHG emissions resulting from urban sprawl. Residential leaf collection and composting has reduced GHG emissions. In landfills, this material undergoes an aerobic decomposition and produces quantities of methane, up to 80 percent of which is now captured by a landfill gas system. Composting is a fundamentally aerobic process, and managed well, will not produce any greenhouse gases. The greatest local opportunities for GHG reductions will come from getting citizens out of their cars and onto their feet, bikes and public transit. Locally-grown foods reduce the carbon footprint by reducing energy consumption associated with its transport. Mayor Hays' support of the first Certified Arkansas Farmers Market in 2008 helped reduce GHG emission in his city and set the stage for expansion of markets in other communities in Arkansas. Employing renewable energy sources, such as the North Little Rock Hydroelectric dam on the Arkansas River, reduces dependence on coal-fired electric generation, resulting in the reduction of GHG emissions, with the added benefit of providing "Green Tags" (carbon offsets) which are employed as economic development incentives to relocating companies.

### **How is your program outstanding or innovative?**

In the City of North Little Rock, the linkage between a "green economy" and economic development is real. In 2009 Caterpillar announced that it had selected North Little Rock as the new home for its motor grader manufacturing plant. As part of the city's financial incentive package, it offered Caterpillar \$2.5 million worth of "Green Tags" carbon offsets which resulted in the company's relocation and 600 new jobs in North Little Rock. The city has advanced the reforestation of the urban tree canopy in all new parking lots at a 1:6 tree to parking space ratio, as well as a Master Street Plan amended to incorporate street trees. This canopy will reduce asphalt evaporation and extend the life of asphalt by 10 years. The city has been awarded the "Tree City USA" for the 16<sup>th</sup> year in a row. The city composts all of its organic material. All leaves are vacuumed and converted to compost which removed organic waste from landfill deposits and were converted to a beneficial purpose. All public buildings have been audited for energy use and a strategy implemented to reduce energy consumption. All traffic signals are being converted to LED style units, and a similar project is being implemented with street illumination lighting. The City of North Little Rock continues to lead the State in converting public vehicles to compressed natural gas. The River Rail Trolley system exemplifies leadership in promoting electrified public transit.

### **How was the program financed?**

1. **Caterpillar Co. Motor Grader Plant Relocation:** City Share ("Green Tags"): \$2.5M; State of Arkansas: \$3M; Caterpillar Co: \$150M;
2. **Smarthouse Way Brownfields Project:** City Share: \$40,000; EPA: \$200,000.; Pulaski County Brownfields Revolving Loan: \$785,000 (original cleanup projects: \$9M);
3. **GORED! Diesel Emissions Reduction:** City Share: \$0.00; ADEQ: \$100,000.
4. **GORED! Diesel Emissions Engine Conversion:** City Share: \$57,000; ADEQ: \$156,375;
5. **CNG Fueling Station:** City Share: \$371,000; Chesapeake Energy Co.: 12 percent; Southwestern Energy Co.: 12 percent; State of Arkansas: 35 percent;
6. **River Rail Trolley System:** City Share: (10 percent) \$2.8M; Federal Transit Administration: 80 percent; Little Rock: 10 percent; Pulaski County: 10 percent.

**How has your program improved the quality of life of your community?**

Mayor Hays' leadership in the implementation of general environmental and specific climate protection policies at the local level has resulted in the following:

1. In the City's landfill, managed by Waste Management, methane gas produced at the landfill is captured and used as a power source for an onsite generator that produces electricity by the North Little Rock Electric Department. The operation produced over 33,000 "Green Tags" for Waste Management. This action has the dual effect of reducing emissions while generating a low-cost, renewable source of electricity for residential-commercial purchase.
2. In 2007 and 2008, the North Little Rock Electric Department's cost for purchasing power nearly doubled. This increase negatively impacted The L'Oreal Cosmetics plant located in North Little Rock. The company's management attacked the problem with a comprehensive energy conservation effort, as well as the purchase of "Green Tags" generated by the City's hydroelectric facility. This action resulted in the company remaining in the City which saved 700 plus jobs.
3. The Caterpillar plant employed 164,777 "Green Tags" credits (carbon offsets) amounting to \$2.5M, resulting in the company locating 600 new jobs to the City. This action resulted in the benefit of employing a renewable source of energy to bring 600 new jobs to the City and improving quality of life for the new employees; increasing sales tax revenue to the region; and creating an aggressive economic development model embracing renewable energy sources and sustainable economic development.
4. Promotion of local produce through the Certified Arkansas Farmers Market has renewed the heart of downtown while reducing dependence on out-of-state/imported/processed foods.
5. Electrified public transit and the walking/cycling system has demonstrated alternative and sustainable transportation modes and contributed to a renewed confidence in the City by its citizens as a place to live, work and play. Specific projects that contributed to quality-of-life improvements are the completion of the Arkansas River Trail as a catalyst to promoting bicycling in central Arkansas, and the promotion of all federal highway projects incorporating bicycle lanes, enhancing the City as a "Bicycle Friendly City", the only such designation in Arkansas.

# Large City Best Practice Models

POPULATION OVER 100,000

Anaheim, CA Mayor Curt Pringle

Dallas, TX Mayor Tom Leppert

Frisco, TX Mayor Maher Maso

New York City, NY Mayor Michael R. Bloomberg

San Francisco, CA Mayor Gavin Newsom



## Anaheim, CA Mayor Curt Pringle

### **The Green Connection**

The City of Anaheim and its public utility customers are working together to help build a greener world, as evidenced by the strides being made through “The Green Connection.” As the only city-owned water and electric utility in Orange County, Anaheim Public Utilities is diligently seeking to generate more power from renewable resources. As a result of the city’s aggressive energy efficiency efforts under this initiative, the city has reduced CO<sub>2</sub> emissions by 1.1 billion pounds. Since 2000, education, rebates and other incentives under this program have saved Anaheim utility customers 698 million kilowatt-hours – enough energy to supply 22,600 homes for ten years. “The Green Connection” continues to enhance efficiency measures now being embraced by thousands of customers across Anaheim’s diverse base.

## Dallas, TX Mayor Tom Leppert

### **Comprehensive Green Building Standards**

The City of Dallas is one of the first major cities in the nation to pass comprehensive green building standards for both residential and commercial construction. The city recognizes the fundamental link between the intent of building codes in “safeguarding the public health, safety and general welfare” and preserving a safe and healthy natural environment. Incorporating sustainability through energy efficiency, water conservation, and resource reuse and reduction translates into a stronger economy and area growth. While the approach is innovative because it changed business as usual for all new construction in Dallas, the process was even more critical. The mayor brought all key parties together – city staff, environmentalists, builders, community groups – to develop new building standards. The result was a win-win for builders, consumers and the community, serving as a model for other cities seeking to reform their building practices.

## Frisco, TX Mayor Maher Maso

### **The Residential Green Building Program**

The City of Frisco became the first city in the U.S. to adopt a mandatory Residential Green Building Program. The move to implement a green building program in May 2001 was prompted by the city's rapid population growth, from 33,714 residents in 2000 to its current population of 108,000. The city decided to embrace this growth, but doing so with more sustainable building practices. In 2006, it revised its program, making it applicable to all homes receiving a building permit on, or after, July 1, 2007. The revised program incorporates new technologies and updates standards in accordance with knowledge gained from the previous six years of program implementation. The city's Green Building Program focuses on several key areas, including waste reduction, pollution reduction, water conservation, energy conservation and sustainable development, with standards that include EPA's ENERGY STAR Program as a minimum standard. As the program continues to evolve to meet the needs of the community and the environment, it is hoped that the city's requirements becomes "functionally extinct" by being absorbed into the International Building Code. In this way, the city's standards are no longer "green building" but are recognized as baseline standards for how residential buildings are constructed.

## New York City, NY Mayor Michael R. Bloomberg

### **The Greener, Greater Buildings Plan**

New York City's "Greener, Greater Buildings Plan" is the first, large-scale comprehensive effort by any major jurisdiction in the nation to reduce energy consumption in existing buildings. The city is focusing on energy used in buildings because they are responsible for the vast majority of its CO<sub>2</sub> emissions. Buildings dominate the city's carbon footprint. They are responsible for 75 percent of citywide carbon emissions, and by 2030, 85 percent of building-based emissions are expected to come from existing buildings. Improving the efficiency of the existing building stock is an integral component of the plan to reduce the city's greenhouse gas emissions by 30 percent by 2030. The Greener, Greater Buildings Plan will improve the quality of life in multiple ways by generating 17,800 jobs over the next ten years, providing much-needed relief to a struggling workforce. It will improve the air quality for all New Yorkers and will reduce emissions by at least 5 percent; the anticipated energy savings will result in a decrease of citywide energy costs of \$700 million per year by 2030.

# San Francisco, CA Mayor Gavin Newsom

## **The Zero-Waste Program**

The Zero-Waste Program is an extension of programs started in the mid 70s to engage City of San Francisco residents in the recycling of plastic bottles and aluminum cans. On October 21, 2009, the Mayor's Mandatory Recycling and Composting Ordinance went into effect, requiring City residents to participate in the "Fantastic 3" program. Fantastic 3 replaces the previous curbside recycling and trash bin collection system with a 3-cart collection system. The recycling and trash bins remain; however, an additional bin to collect compostable material has been incorporated in the collection system. The Fantastic 3 program expands on efforts begun in 1996 to collect and compost the city's food waste. By 2008, the city had achieved 72 percent waste diversion, the largest diversion rate in the country. A goal of 75 percent diversion rate has been set for 2010. By 2020, the city anticipates that it will achieve zero waste. The city has set a goal of reducing carbon emissions to 20 percent below 1990 levels by 2012 and is currently at 7 percent below 1990 levels. Composting biodegradable materials has reduced the City's methane emission which is a key contributor to global warming. The Zero-Waste Program is low tech and easily replicable in cities around the world. All that is needed is the participation of a city's residents.

# Small City Best Practice Models

POPULATION UNDER 100,000

**Burlington, VT Mayor Bob Kiss**

**Denton, TX Mayor Mark Burroughs**

**Evanston, IL Mayor Elizabeth Tisdahl**

**Lake Oswego, OR Mayor Jack D. Hoffman**

**Lauderhill, FL Mayor Richard J. Kaplan, Esq.**



## Burlington, VT Mayor Bob Kiss

### **Burlington Electric Department's "Efficiency First" Program**

The City of Burlington's Electric Department (BED) launched its energy efficiency work in 1990 when the city approved a bond to fund energy efficiency programs through 2002. Since 2003, BED customers have paid a small monthly charge to support efficiency programs. When these funding sources are considered along with customers' direct costs, about \$30 million has been invested in BED's energy efficiency efforts over the last 19 years. This includes about \$13 million spent by BED and another \$17 million in matching expenditures by BED's customers. BED has helped the businesses and residents of Burlington curtail greenhouse gas emission by running award-winning energy-efficiency programs. This program reflects the community's commitment to sustainability and, in particular, support for energy efficiency programs, a clean power mix, and the desire to move into the 21<sup>st</sup> century in a manner that provides future generations a chance to enjoy Burlington and its beautiful resources. As a result of BED's efforts, combined with the willingness of its customers to invest in these initiatives is a strong testament to the value that they place on these services. As a result of this work, the City of Burlington consumes approximately the same amount of energy today as it did in the mid 1980s.

## Denton, TX Mayor Mark Burroughs

### **Energy From Renewable Sources**

Although the City of Denton has implemented many programs to reduce municipal GHG emissions since signing The U.S. Conference of Mayors' Climate Protection Agreement in 2006, it has been working towards more comprehensive approaches encompassing its entire population. In 2004, Denton Municipal Electric surveyed residential customers and found that approximately 86 percent stated that they wanted power from renewable sources. In May 2009, Denton Municipal Electric began purchasing 60 megawatts of wind-generated energy annually, representing about 40 percent of the city's current annual energy needs. Based on the city's research, this is the largest percentage of municipal energy from renewable sources for any municipality in the United States. Concurrently with this energy purchase agreement, the City of Denton entered into a public/private partnership to utilize landfill gas from its solid waste operations as fuel for additional power generation. This agreement resulted in a generation facility that is currently providing 1.6 megawatts of energy – enough power for approximately 1,600 homes. The actions taken by the city have helped reduce its GHG emissions and emissions of other air contaminants. Both projects were completed without increasing utility rates.

# Evanston, IL Mayor Elizabeth Tisdahl

## **The Evanston Climate Action Plan**

Shortly after signing The U.S. Conference of Mayors' Climate Protection Agreement and committing to reduce greenhouse gas emissions to 7 percent below 1990 levels by 2012, the City of Evanston conducted a community-wide inventory of its GHG emissions. It found that, in order to meet this goal, the city would have to reduce its emissions by 13 percent, requiring the development of a plan. While the city's role would be a strategic partner, catalyst and advocate for the implementation of the plan, the success of the City of Evanston's efforts to take action on climate change would depend on the involvement of its institutions, businesses and residents. The city did not have the resources to allocate a budget for the development of the climate action plan so it entered into a collaborative partnership with a local grassroots sustainability coalition, the Network for Evanston's Future. Task forces were established and the planning process was launched at a public meeting. A diverse core group emerged representing city departments, local businesses, non-profit organizations, congregations, affordable housing advocates, environmental enthusiasts and Northwestern University. Focus groups identified more than 200 strategies having the potential for reducing emissions by nearly twice the 13 percent reduction goal. A draft of the plan was presented for public comment and, subsequently, was adopted by the Evanston City Council at no additional expense to the city. Since adoption, action has been taken to implement 98 of the 219 strategies in the plan. Without an inventory, a plan, and regular monitoring, the city would have no way to measure the impact of sustainability measures community-wide. The Evanston Climate Action Plan has provided a platform for community and municipal action around climate change.

## Lake Oswego, OR Mayor Jack D. Hoffman

### **The Sustainability Outreach Program**

The City of Lake Oswego adopted a Sustainability Plan for its operations and a Water Management and Conservation Plan, setting energy and greenhouse gas emissions reduction and water conservation goals. Lake Oswego's 2009 Sustainability Outreach Program promoted the link between water consumption and energy use by providing resources for citizens to reduce their climate impact through conservation and purchase of renewable energy. The Sustainability Outreach Program included two campaigns – Sustainability Action Month and the Green Power Community Challenge. During the city's first annual Sustainability Action Month in May 2009, there were 21 community education events. Participants were encouraged to sign up for free home energy reviews and water audits to help them understand their consumption and identify changes to increase efficiency. In Western Oregon where rainfall is plentiful, many people do not think about water consumption. The city's program helps to develop a greater understanding about the interrelated aspects of resource consumption and how conservation of resources can help the community meet multiple objectives. The city conducted a Green Power Community Challenge in partnership with Portland General Electric, the local electric utility, which was promoted through the city's newsletters, local press, and website, with outreach conducted door-to-door and at the Farmers' Market. Citizens responded favorably to the Challenge, increasing the community's collective green power participation rate to more than 12 percent. The Sustainability Outreach Program helped to build a constituency for working toward a more sustainable community, improving overall quality of life by providing education and tools to make changes in water and energy consumption and options for purchasing power. The community is now seeing a direct economic return through these conservation measures.

## Lauderhill, FL Mayor Richard J. Kaplan, Esq.

### **Lauderhill Sustainable Initiatives Green Program**

The Lauderhill Sustainable Initiatives Green Program is a comprehensive program coordinating several green actions initiated by the mayor, including a website created to provide public information to educate citizens on reducing energy consumption, passage of resolutions by the city instituting energy reduction policies, and adoption of legislation to encourage commercial energy savings programs. The city also created a mass transit system that includes a Community Shuttle Bus System, and it is using Energy Efficiency and Conservation Block Grant funds to institute green energy reduction capital improvements and encouraging citizens through incentives to acquire energy efficient appliances. These programs were designed to reduce the city's energy costs, as well as for its residents and businesses.



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