
Dunwoody Sustainability Plan

City of Dunwoody

2014

Executive Summary

The City of Dunwoody cares deeply about the future of our community. With a bright future containing plentiful resources in mind, city employees, in concert with citizens and advisory groups such as the city Sustainability Commission, have spent the past two years developing a Sustainability Plan for the city. The Plan is a tool both to help envision what our ideal city will look like and a roadmap to work towards that vision. As such, we have included a work plan with measurable goals and objectives based upon feedback.

This plan is broken up into five main sections, an introduction, which describes the background, purpose, and principles that guided the formulation of the plan, a section on the process of developing the plan, a description of the public engagement process, the Sustainability Plan, and finally, the Sustainability Work Plan, which breaks down plan initiatives on a year-by-year basis and includes budgeting.

Five categories of projects arose from participatory sessions, including: Resource Conservation & Waste Reduction; Synergies with Dunwoody's existing plans and other regional plan requirements; Ecology, Biodiversity, and Public Health; Outreach and Education; and Economic Prosperity. Dunwoody believes that sustainability can only be addressed from a holistic level, hence the need for focusing not only on sustaining the environment, but also the economy, social interactions, and community education. Education—keeping citizens informed and involved-- is a critical component of all sections of the plan.

We hope that this plan will serve not just as a roadmap but as a catalyst for our residents to take sustainable actions in their day-to-day lives. Sustainability is a community concept; the Sustainability Plan is a first step in uniting our community towards preserving our resources and creating new resources for future generations.

I. Introduction

The theory of sustainability is far removed from the chambers of public sentiment and policy direction. While sustainability is not a new concept, it is relatively new to policy, where its implications have begun to influence the decision-making process in recent years. That young history has two results: 1) policy-makers and the public they serve are often not familiar with the theory behind the concept and 2) there is disagreement in the public discourse over the definition, scope, and validity of sustainability.

The City of Dunwoody is no different. There are citizens who challenge the concept of sustainability as a United Nations initiative to remove local control over decisions and concentrate populations into urban areas. Others contend that environmental sustainability is the only aspect of sustainability that is recognized or sought-after. The existing sustainability program for the City was founded with environmental concerns in mind and little focus on equity or economics. The Sustainability Plan should incorporate Campbell's three aspects of sustainability to develop a more robust, complete sustainability strategy that accomplishes environmental, equity, and economic sustainability.

Much like comprehensive planning, communities address sustainability in planning policy through the adoption of sustainability plans, taking a comprehensive look at a jurisdiction's current resources, policies, and future goals to determine actions that can be implemented to improve sustainability 20 years into the future. The plans vary considerably in scope, process, execution, and format. The process and recommendations for the City of Dunwoody Sustainability Plan are outlined herein and take into account the local context and state of the community.

Since incorporation, the City has completed a Comprehensive Land Use Plan, Comprehensive Transportation Plan, two sub-area Master Plans, and a Parks and Green Space Plan. Each of these previous efforts has incorporated the broad concept of sustainability, but each has also called for a more in-depth analysis and visioning effort. Most specifically, the Comprehensive Land Use Plan identifies a sustainability plan in the Short Term Work Program. This process will determine the sustainability focus of the City moving forward. The basic goals of the planning process are refined from previous planning processes and are as follows:

- Reflect on established community values
- Synthesize values into a vision statement
- Develop strategy areas to focus efforts
- Identify initiatives and prioritize actions

The expected outcomes of the plan and its subsequent implementation are to achieve community well-being, good governance, a vibrant local economy, efficient services and infrastructure, and a healthy natural environment.

This text describes a comprehensive approach to sustainability planning for local municipalities based on a case study completed for the City of Dunwoody. The approach incorporates a strong theoretical background, followed by reflection on previous planning efforts, a public engagement process, and finally, the formation of goals and recommendations based on that input. The review and implementation for this sustainability planning exercise is comprised of five substantive components: literature review, the three pieces that make up the Sustainability Plan itself—background, public engagement, goals, and strategies—and a reflection on the entirety of the process.

II. Developing the Plan

When the City of Dunwoody incorporated in December 2008, one of the Mayor and Council's first actions was to create an advisory board for sustainability-related matters. The Sustainability Commission was tasked with pursuing the Atlanta Regional Commission's Green Communities Program Certification with an aggressive schedule to advance certification levels each year, beginning in 2009. As the staff-led Commission began pursuit of Green Communities Certification, they decided to amend the schedule. The City was awarded Bronze Certification in December 2010 and Silver Certification in December 2011. A 2012 application was not pursued because the City needed more time to develop projects in order to be able to receive enough points for Gold Certification. Gold status was awarded in January 2014.

In pursuit of the Green Communities Certification, the Sustainability Commission began recommending direction for City policies in hope that the City can lead by example and show the citizens the City is serious about implementing sustainable practices. Policies that were adopted for Bronze Certification included No Net Loss of Trees; Green Purchasing; Lights-Off, Power Down; and No Idling. In the second phase of certification, the City began amending ordinances and creating programs that would begin to regulate zoning and development in the City. During this time, the City Council adopted a Dark Skies Ordinance, amended the parking and pavement regulations to allow the use of pervious pavement, and added incentives for utilizing green building techniques. The third and current stage in the Sustainability Commission's tasks, while keeping the pursuit of Gold Green Communities Certification important, has involved public outreach and education. These efforts were focused on a program launched in 2012, the Living and Learning Campaign: Smart Choices for the Dunwoody Citizen. The Commission was branded in 2011 with the rest of the City's "Smart City—Smart People" campaign, whereby the "Smart Phrase" selected by the Commission was "Smart Choices." The Commission felt this phrase embodied the current and future path sought after by its members.

The Living and Learning Campaign capitalized on existing projects hosted by the Commission, such as Rain Barrel Workshops and Recycling Events and established monthly sustainability themes that comprised three functions: citizen science, community events, and additional educational resources. The monthly themes are as follows: Water Conservation, Smart Choices, Recycling, My Own Backyard, Gardening and Landscaping, Energy, Water Quality, Stormwater Management, Food, Non-Motorized Transportation, and Greening Your Home. The themes and program will be analyzed every year to improve the existing program.

A. Plan Purpose

The Commission has reached a point where additional direction is required to fulfill a greater purpose in the quality of life for the citizens of Dunwoody and the surrounding community. The City of Dunwoody Sustainability Plan—a Comprehensive Plan recommendation—is a result of that need. It will provide the necessary input from the community and serve as a framework for future initiatives and goal development. The Commission has completed great work in only four years of existence, but it is clear that more direction and purpose are needed to move forward.

One of the primary focuses of the Plan is to determine how the Dunwoody citizens and stakeholders define sustainability and how it should be addressed in the realm of the local government. The three pillars of sustainability accepted in contemporary sustainability

discourse are environment, equity, and economics-- environment being the traditional approach. The purpose of the Plan process is to assess the City's current sustainability policies and programs and tie them together to create a vision for a future development framework for long-term sustainability. The Comprehensive Plan set out goals for the Sustainability Plan process as follows:

Undertake a **Sustainability Plan that builds upon the Green Community certification** to integrate economic, environmental, and social sustainability goals, milestones, and performance measures specific to the City of Dunwoody's opportunities and challenges.

Among other objectives, the Sustainability Plan will explore:

- green economic development
- innovative low impact development practices
- improving residential quality of life
- reducing costs and increasing efficiency within public facilities
- increasing energy independence
- increasing local food security
- increasing quality and promoting innovation in handling the waste stream
- reviewing and improving existing sustainable programs to increase efficiency
- marketing implications of achieving sustainable development objectives

B. Guiding Principles

Each public meeting that was part of the Sustainability Plan process built upon the concept of creating a sustainability vision for the City in order to establish a community definition of sustainability. Several community meetings helped to develop the following guidelines for the Sustainability Plan:

- The City of Dunwoody strives to be a national leader in education, with an innovative and progressive community that fosters citizenship and supports continued progress through green infrastructure improvements and innovative policies to encourage sustainable choices.
- The City of Dunwoody will be a City that is known for smart choices: making efficient decisions that account for the impact on economic, social, and natural capital of our community. These choices will ensure that Dunwoody will continue to be a top city to live, work, and play.
- The City of Dunwoody aims to protect natural resources and help restore our global ecosystem, foster healthy living, and reduce the City's impact on the local environment. To that end the City is committed to working with residents in order to create a self-sufficient community that benefits from food and fuel security, enhanced community involvement, and resource efficient public and private facilities.

A majority of respondents preferred the fourth proposed vision statement that was amended based on community input as follows:

- Dunwoody models integrity, sustainable practices, and community spirit. Sound public policy and informed citizen and stakeholder actions can achieve an attractive quality of life, a robust economy, a thriving natural environment, healthy living, efficient government, and an engaged and informed citizenry.

Moving forward these principles will serve as a metric for decision-making and success.

C. Current Conditions Analysis

City Staff

There are currently two City staff who provide support to the Sustainability Commission and contribute to the overall sustainability program for the City of Dunwoody. Both are team members of the Community Development Department—Rebecca Keefer as the City Planner/Director of Sustainability and Drew Cutright as the Development Coordinator. Current staff commitment to the Sustainability Commission is around 20 hours per week, total.

The part-time staff responsibilities include but are not limited to: maintaining the website, staffing the Sustainability Commission (which includes preparing for and running meetings; developing agendas, minutes, and summaries; communicating with Commission members; etc), managing the social media campaign, planning and managing events, applying for grants and awards for the City as they relate to sustainability, pursuing the Green Certification and managing the reporting and application, and reviewing and drafting sustainable policies and procedures and overseeing their implementation.

Sustainability Commission

The Sustainability Commission currently meets on a monthly basis from 7:45 a.m. until 9 a.m. on the second Thursday of each month. Staff generates the meeting agenda based upon items added at Commissioners' request, presentations, or reports from the public, and staff project direction. The Commission is not currently a part of the formal City process whereby applications and amendments are required to be reviewed by this entity. While the Commission has discussed wanting to limit their role related to the development process in the past, recent activities would have benefitted from input from the Commission, such as the Brook Run trail, Project Renaissance, and amendments to the stream buffer ordinance. The Commission recounts public input that held the Sustainability Commission accountable for these and other actions of the City.

D. Public Engagement

Public input and support is integral to the City's policymakers as well as the success of the Plan. This section develops the public participation plan to harness engagement in the Sustainability Plan process. The result of the participation plan and the input gleaned from its participants will be incorporated throughout the Plan itself, first with a brief summary of each component of public engagement.

The City of Dunwoody Sustainability Commission serves as the advisory group for the Sustainability Plan. This group possesses a working knowledge of the City and sustainability-related expertise, as well as having a mission and history which provides a framework for sustainable efforts through the planning process. The Commission is seasoned at reviewing applications and assisting the Mayor and City Council in making policy recommendations. Additionally, there will not be a need to expend time and resources on appointing and training a new body. Members of the Commission have been appointed by the Mayor and City Council based upon their content knowledge of aspects of sustainability, their affiliation with a specific group whose mission or goals include

sustainability, and/or interest in the topic of sustainability. The role of the Sustainability Commission throughout this process will be to contribute to the strategic planning retreat and accomplish the tasks outlined below, to garner community input by informing others about the planning process, and to inspire community members to attend public meetings.

The public engagement process consisted of a kickoff meeting and a subsequent meeting for every two category areas. Each meeting benefitted the plan by allowing citizens to learn about the planning process itself and communicate their priorities for the Plan. The input is compiled into brief summaries based on the category areas.

1. Sustainability Plan Kickoff Meeting

The Sustainability Plan Kickoff Meeting established a baseline for the community, educated them on where we have been, and assessed the direction in which we should go. Members of the community participated in activities to synthesize the City's vision of sustainability. While there are a lot of other definitions of sustainability, it is important to determine what is right for this community as we develop a Sustainability Plan. The activities included envisioning the City at least 10 years in the future, running smoothly and accomplishing goals. The task was to imagine what a local reporter would write about Dunwoody's success. What are the headlines? What vocabulary is used? What does the article convey?

After everyone reported what they would like to see in the paper and recorded it for all to read, they received green dots to identify their priorities among the ideas listed. Some of the top concepts are below:

- Revitalize Parks and Recreation with gardens, bike racks/routes, paths, nature
- Water reclamation in schools, government, and apartments-stormwater collection
- Model for urban agriculture, model for green retrofits, clean air, and water

Next, the group identified categories the Plan could address that would help the City achieve the vision concepts from the previous exercise. Staff has reviewed those category ideas and has developed a list to inform the future Plan meetings and the overall structure of the Plan. The ideas for these areas were grouped as follows: Urban Agriculture, Energy, Green Building, Recycling, Hazardous Waste, Transportation, Education, Local Sourcing, Water, Air, and Preservation of the Natural Environment. While transportation and green space were very important category areas to the community, it is important not to duplicate efforts. Staff chose to defer to the Comprehensive Transportation and Green Space Plans rather than completely readdressing those areas. The topics that will inform the rest of the Plan and incorporate the ideals of the community are as follows: Resource Conservation & Waste Reduction; Synergies with Other Plans; Ecology, Biodiversity, & Public Health; Education & Outreach; and Economic Prosperity.

2. Category Area Meetings

After determining the direction and focus of the Plan, staff categorized meetings into relevant topics. Doing so enabled staff to invite members of the public to attend meetings to respond to the sentiment of each topic. Members of the community gathered to discuss individual topic areas that would serve to assist the City in assessing current conditions, identifying assets that already exist, and defining a description of success moving forward. Three activities were conducted during these meetings to gather input on the related topic:

current reality, assets, and definitions of success. Worksheets for each of the assessment areas were distributed and discussed as a group.

3. Youth Strategies

This is quite possibly the most important discussion related to public participation and outreach because the sustainability effort is done, in a large part, for younger generations. The City has partnered with local schools to provide education about the Plan and an opportunity for students to contribute to the discussion. Staff met with fifth grade students at a local elementary school and performed a series of activities to determine what they found important in their community and what they thought should be present in their community in 20 years. Though sentiment varied from favorite eateries to athletic fields and parks, it is clear there is a quality of life the students value as a result of the amenities they have identified as important to them. Likewise, the students indicated a number of uses and services they hoped to have available to them in the next 20 years. While specific recommendations were not sought in these exercises, the sentiment will certainly be expressed throughout the document's recommendations.

The opinions expressed during the public engagement process were synthesized by staff into goals and actions to be taken by the City to pursue desired outcomes. The goals are organized into the same category areas as discussed above. Refined components of those areas have been highlighted and addressed by the goals and recommendations that follow.

III. The Plan

The following section outlines how the City's Sustainability plan goes from input and ideas to actionable items. Subsections B-F each include a brief overview of current realities and assets as identified in public meetings for each category, a description of what the community vision of success looks like, and Goals and Actions that will help the City move toward this vision of success. Section A, Organizational Structure, also includes a goal and actions but relates to the staff and internal resources needed to complete the actions in Sections B-F.

Formatted: Normal, Left, Space After: 0 pt

A. Organizational Structure

The sustainability program is currently managed with minimal part-time staff, and there is a need to address whether the substance of the program will be carried out through volunteer hours or whether the program demands increased staffing by two City of Dunwoody staff members. Sustainability is a secondary function of their primary roles; a small fraction of the staff members' time (typically 5 hours a week) can be spent on sustainability-related projects. While staff has cultured an underlying sustainability program for the City, it is not publically known. The public recognizes a Sustainability Commission and Director of Sustainability but is not aware of other sustainability efforts made by each department. Because the sustainability program is housed within the Community Development Department, it receives less recognition than if it were a stand-alone department where a separate budget, webpage, and staff would make the program more visible and legitimate to the public. Our Sustainability Committee, comprised of seven members, dedicates two hours per month in work sessions and varying outside volunteer hours for event staffing and outreach and education. With this minimal, part-time commitment, we have accomplished much: ARC Green Communities Gold Status, an active education program, and policy review and advice. In order to complete this plan, which will establish Dunwoody as a leader in sustainable growth in the metro Atlanta area, additionally, if the sustainability program for the City of Dunwoody is to grow, more staff resources are required. While the current staffing levels have allowed the City to accomplish a great deal in five years, it is recommended that a Creation of a full-time, dedicated staff position be established to continue to expand and strengthen the program is necessary to manage the multiple projects in this plan simultaneously, record and maximize the output of financial expenditures and provide sustainability resources to the citizens of Dunwoody. Nearby examples of this kind of program include The City of Decatur, Georgia Institute of Technology, the City of Atlanta, and many of Atlanta's fortune 500 Dunwoody's largest companies, such as Intercontinental Hotels Group (IHG) Coca-Cola employ full-time sustainability staff with documented success:

Formatted: Font: +Body (Calibri), 11 pt, Font color: Auto

Additionally, this Plan will lay out the position staff should hold for sustainability matters—whether staff should be a sustainability advocate or a sustainability conduit. Addressing that fundamental position of staff will inform the remainder of staff's roles and responsibilities moving forward.

Goals for Sustainability:

Goal: Expand the capability of the staff to increase the reach and impact of the sustainability program:

- ~~Plan for growth of sustainability staff by Hiring a full-time sustainability staff person in addition to one existing part-time positions.~~
- ~~Develop a standardized procedure for rRouting~~ decisions from other Departments affecting sustainability through staff for awareness and comment.
- ~~Work with a member from City Council when sustainable policies are proposed to provide feedback from staff and sustainability committee.~~
- ~~Plan for growth of sustainability staff Hire full time sustainability staff person in addition to one part time position.~~

DRAFT

B. Resource Conservation and Waste Reduction

Comment [DC1]: Define “Waste” and “Conservation.” To do: add definitions section in first part of document.

Current Reality

Members of the community discussed how they perceived the current reality of Resource Conservation and Waste Reduction in the City. Several respondents indicated that there was a lack of regulations and bylaws in the City that have “teeth” in protecting these resources. An additional concern is the negative impact of climate change, as well as associated stormwater issues. Many citizens in the City ~~also~~ have seemingly conflicting concerns regarding sustainability and the preservation of natural resources. They believe actions to accommodate these issues potentially infringe on property rights. There is a fine line, but the City of Dunwoody would like to marry these concepts for people to enjoy their land without causing a detriment to the greater community, understanding that with rights comes responsibility. Thoughtful application of policies and ordinances and variance procedures will foster this dynamic.

Assets

The group was able to define a plethora of assets, as the Dunwoody community is a testament to sound policy, access to resources, and other assets that preserve and protect the quality of life in the community. While the list of responses was numerous, the most frequently cited were: the Dunwoody Nature Center and all it has to offer (location with natural resources, dedicated staff, and a master plan of their own); access to a number of community recycling drop-offs, as well as free recycling from DeKalb County; the community gardens; intellectual capital (libraries, internet, and environmental blogs); numerous community organizations (e.g.: DHA, Eagle Scouts, etc); Dunwoody Sustainability Commission; and policy and leadership from City Council. Since these meetings have taken place, Dunwoody has opened parts of the Brook Run Trail and increased community food options with the introduction of the Green Market farmers’ market and a new, smaller-scale grocery store in the Georgetown shopping center, Sprouts.

Descriptions of Success

The most common response to what would best define success in the area of Resource Conservation and Waste Reduction was overwhelmingly that community members and visitors act as stewards of the natural environment. Other popular responses were that the City should provide continual learning about natural areas and species to inform appropriate restoration and protection efforts and the broad applicability of sustainability-focused ordinances.

A sustainable ~~city-Dunwoody is balanced. It~~ preserves and values the natural resources it has while reducing its waste. ~~The City of Dunwoody wishes to protect its natural resources while~~ It preserving-preserves property rights and the necessary aspects of beneficial growth and development while conveying the responsibility of property owners and developers to their greater community.

1. Energy

The City of Dunwoody ~~already~~ has begun pursuing initiatives to reduce energy consumption by adopting an outdoor lighting ordinance and a green LEED® building policy for municipal buildings. In order to further the increased energy efficiency goal, the City strives to:

Goal 1: Amend city actions/purchasing policy to promote renewable energy and energy efficiency

- Action 1: Complete an audit of government buildings to determine where ~~investments in energy savings can be made~~ future energy costs can be avoided.
- Action 2: Create timeline/funding goals, sources for efficiency investments.
- Action 3: Work with the Police, Public Works, and Community Development Departments to consider alternatively fueled vehicles for non-emergency fleet.
- Action 4: Create timeline/funding goals, sources for energy efficiency investments.

Goal 2: Amend city policy to promote renewable energy and energy efficiency

- Action 1: Amend the municipal ~~green LEED®~~ building policy to require that specific energy savings are used when economics prevents the City from pursuing certification.
- Action 2: Pursue PACE financing, Renewable Energy Credits (RECs) or other ways of working with non-governmental agencies through partnerships to promote residential renewable energy.
- Action 3: Evaluate and pursue incentives for new construction to incorporate educational renewable projects (LEED® innovation credits, development incentives, etc.).

Goal 3: Create educational campaign for city staff and public on renewable options/energy efficiency

- Action 1: Create educational materials, partner with local schools to adopt similar policies of energy efficiency, lights off/power down, and create and utilize other educational resources.
- Action 2: Create educational materials for development community about energy incentives, have materials available on City website, and distribute.

2. Green Building

In order to be competitive, portions of the commercial real estate market would benefit from green building techniques. Especially within the Perimeter office market, tenants often seek LEED® certified or energy efficient buildings that set these spaces apart from competing buildings. ~~The last office building built within Perimeter Center was constructed in 1987.~~ While entitlements exist for new buildings, there has not been ~~any~~ much development activity on ~~that a large~~ scale in many years. Developments such as Sterling Pointe bring opportunity. It could be many more before those projects materialize. ~~Dunwoody In the meantime~~ Perimeter office space is being compared to newer buildings in Atlanta, Buckhead, and Sandy Springs that ~~do~~ offer LEED® certified buildings and energy efficiency-efficient products. Dunwoody can be a leader in green building by setting up meaningful policies that guide development and retrofits.

Goal 1: Amend Zoning/Land Development Ordinances to incentivize green building

- Action 1: Incentivize green building standards by amending the Zoning/Land Development Ordinances.
- Action 2: ~~Initiate a City green building certification for recognition and promotion of utilizing sustainable building practices. Investigate existing systems in nearby cities~~

Comment [DC2]: To do what?

that fasttrack developments with green improvements and adopt an amended version.

Goal 2: Provide incentives for green building (~~outside of LEED~~)

- Action 1: Research and develop contacts/partnerships at other certifying organizations: Energy Star, Earth Craft (SouthFace).
- Action 2: Pursue ordinance that accommodates additional certifications and provide educational resources to contractors and developers about the ordinance.

3. Recycling

The City of Dunwoody ~~would like to will~~ continue its tradition of high recycling participation because of its importance to reducing the waste stream and promoting resource reuse. In summer 2012, DeKalb County removed the \$30 initiation fee for residential recycling to increase participation. The City can capitalize on this decision through increased education and awareness of the program and ease of use. The Sustainability Commission underwent a school recycling initiative that began at the end of the 2011 school year. That initiative wrapped up in 2013 after a program was introduced in each Dunwoody school. Commercial sector recycling is not tracked the same way as residential; therefore, it is difficult to determine the current level of participation. The Committee has now initiated a business recycling program to inform businesses of recycling carrier options and the materials they accept. ~~That program began in fall 2012 in partnership with the Dunwoody Chamber, but Committee members are finding it difficult to effect change at an individual business level.~~ Additional actions to address the goal of increased participation are enumerated below:

Goal 1: Increase recycling infrastructure

- Action 1: Increase recycling and reduce littering by installing trash and recycling receptacles along streetscapes.
- Action 2: Investigate establishing City municipal sanitation when intergovernmental agreement with DeKalb County expires in 2015.
- Action 3: Work with multi-family developments to provide recycling services and require it in any new developments through an ordinance amendment.

Goal 2: Educate public/commercial businesses about recycling options

- Action 1: Establish a residential recycling campaign to increase recycling participation by 25 percent before 2020.
- Action 2: Develop recycling education initiative for institutional uses when business recycling initiative complete.
- Action 3: Establish a relationship with DeKalb schools and develop a tracking program to ensure recycling programs continue ~~with matriculation of students as~~ students graduate and their parent/guardian volunteers move on.

Comment [DC3]: Over what get current figure. 25% starting when? 2015?

4. Composting

While adding infrastructure and developing a recycling educational program help decrease the waste stream, it does not address a central component of waste in our city: food waste. Food waste accounts for over 27% of waste, and handling it in an environmentally responsible manner can greatly reduce our waste stream, thus lessening the burden on landfills and providing a valuable resource for agriculture and gardening by creating compost.

Goal 1: Educate homeowners/renters and commercial food production facilities about benefits of composting.

- Action 1: Investigate any ordinances/measures prohibiting or hampering home composting efforts and perform outreach to neighborhoods about benefits and new technology.
- Action 2: Develop a “how to” program in partnership with Dunwoody Nature Center

Comment [DC4]: By when

Goal 2: Provide resources for homeowners for home composting

- Action 1: Develop educational materials
- Action 2: Develop a kitchen counter bin giveaway.

Goal 3: Initiate commercial composting pilot project

Comment [DC5]: Include date

- Action 1: Evaluate potential partner facilities, such as community garden and other potential drop-off/aggregation facilities, and suitable size for pilot project.
- Action 2: Create partnerships with the haulers and 5-10 restaurants, hotels, etc.
- Action 3: Pursue funding and necessary infrastructure for project.

5. Municipal Waste

The City’s purchasing policy was adopted by ordinance in 2010. While many beneficial actions have been made as a result of the policy, it should be better integrated into City processes to maximize its effectiveness. Strategies for the integration are as follows:

Goal 1: Develop action strategy for ensuring all existing purchasing policies are followed

- Action 1: Conduct annual trainings to remind staff of those policies and incorporate into new member training.
- Action 2: Develop a policy for certain purchases to be reviewed by ~~the Director of Sustainability~~ sustainability staff to ensure compliance with applicable policies.

Goal 2: Implement traceable standards and tracking systems

- Action 1: Track municipal printing and implement a department printing reduction competition to reduce printing by 25 percent within the first year.
- Action 2: Develop and Environmental Management System to track municipal consumption and adopt reduction goals.

Goal 3: Adjust policy

- Action 1: Adopt a paperless meeting policy for all official public meetings.

6. Trees

Trees are integral to the identity and welfare of Dunwoody. ~~The tornado that struck the City in 1998 destroyed some of the City's most notable tree canopy, where its absence is still recognizable today. With that in mind, trees not only need to be replenished to reestablish those that were lost but also to maintain the existing canopy.~~ The City completed a tree inventory and assessment of trees located on public land. The assessment was adopted as an addendum to the Comprehensive Plan in September 2012. The consultants assessed the existing public tree canopy of 988 trees and determined it to be in good health. A maintenance plan has been established as a result of that assessment. Trees are a renewable resource that can be replaced if a careful plan is followed when removed for meaningful development. Additional actions to be taken to maintain and revitalize the canopy are as follows:

Goal: Assess existing conditions on a timeline

- Action 1: Conduct inventory assessments of public property as additional property is acquired and every five years subsequently.
- Action 2: Conduct a tree inventory and assessment of private trees within the City.

Goal 2: Set standards by number or percentage

- Action 1: Increase urban tree canopy by 25 percent before 2030.
- Action 2: Develop educational materials for tree care.

Comment [DC6]: Beginning date?

Comment [DC7]: Is this feasible? Does this include homeowners and business owners or just business? Can we make it voluntary i.e. offer as a "free service."

Comment [DC8]: Starting? Is this feasible? Cost-wise and labor wise? Should this be number of trees instead of a percentage?

7. Water

2013 brought over 66 inches of rainfall to the Dunwoody area, but just 5 years prior, Dunwoody and the entire state of Georgia experienced record draught. It is important not to let one "good" year erase the valuable lessons learned in previous years where water supply was short.

Water quality is equal in importance to quantity. Dunwoody currently has a program installing storm drain markers discouraging pollution and holds workshops for residents on setting up and operating rain barrels for re-use of rain in landscaping. By encouraging reduced individual usage, reuse of greywater, and thoughtful disposal of materials that could run-off into nearby streams, Dunwoody can do much towards preventing and preparing for future shortages and protecting our water quality.

Goal:

- Action 1: Pool existing resources and develop resources for homeowners and renters on how to conserve and reuse water and the economic and environmental benefits associated. Make the information available online and in print.
- Action 2: Investigate existing state and/or local regulations prohibiting greywater lines and potential for a future installation program.

Formatted: List Paragraph, Bulleted + Level: 1 + Aligned at: 0.25" + Indent at: 0.5"

Formatted: Font color: Accent 1

C. Ecology, Biodiversity, & Public Health

The Ecology, Biodiversity, & Public Health category was discussed at the third public meeting. Citizens were very passionate about their concerns for this topic, and a rich discussion ensued regarding what the ideal vision for Dunwoody would be. While not everyone agreed on the methods, citizens did agree on a priority to sustain and improve their current quality of life.

Current Reality

Some members of the public feel disenfranchised when it comes to protecting elements in this category. While the City is moving forward with catalytic plans to assist with economic development and implementation of previously adopted plans, some difficult decisions were made regarding tree removals that have become controversial with a portion of public opinion. The two projects, in particular, are related to 1) the Dunwoody Village Parkway median removal that removed 74 trees to accommodate a complete streetscape renovation to install wide sidewalks, bike lanes, and a reduction in the underutilized travel lanes; and 2) the Brook Run path that removed trees to accommodate a 12 foot multi-modal path through the park with eventual proposed connections to the multi-use path in the nearby Project Renaissance development. Some residents feel that not enough attention was paid to the ecology and biodiversity located in these project areas, where habitat and natural resources are removed to accommodate the construction. On the other hand, some residents are in favor of these projects because of the access they provide to the natural resources within Brook Run and the public health benefits to promoting a healthy, active lifestyle. While the opinions range, the sentiment of appreciating and valuing ecology, biodiversity, & public health is similar, and the challenge will be how to approach those concerns moving forward.

Assets

As mentioned in previous meetings, one of the primary assets identified related to this category is the presence of community groups that either foster other organizations or directly promote ecology, biodiversity, & public health—student organizations, home owners associations, Dunwoody parks, Dunwoody Woman’s Club, community gardens, and other various cultural organizations like Spruill Center for the Arts and the Stage Door Players. Additionally, trees and treed areas also rose as priority assets in the community.

Descriptions of Success

The community defines success in the area of Ecology, Biodiversity, & Public Health where City ordinances expressly allow urban agriculture and have a policy of no net habitat loss.

1. Urban Agriculture

In 2009, before Dunwoody was incorporated, community members organized the development of a community garden at Brook Run Park. Since then, there have been educational, philanthropic, and health benefits that have fostered a renewed interest in local food production. The city sees local food as a way to create community, beautify public space, foster disaster planning, and provide access to basic resources. Below are some ways in which the city will promote urban agriculture.

Goal 1: Promote and develop community agriculture

- Action 1: Develop a community garden on the site of City Hall when it is moved from Perimeter Center, along with a management plan and educational program.
- Action 2: Inventory and assess vacant space for agricultural potential.
- Action 3: Generate a GIS map of public fruiting trees that identifies fruiting schedule.

Goal 2: Promote and develop policy/events that encourage light urban agriculture

- Action 1: Foster a farmer's market on City park property and break down barriers to their acceptance of WIC payments.
- Action 2: Evaluate policies that would allow local restaurants to grow food on site.

2. Green Space/Biodiversity

Goal 1: Promote biodiversity by identifying elements of patch design that can be implemented in the City parks landscape.

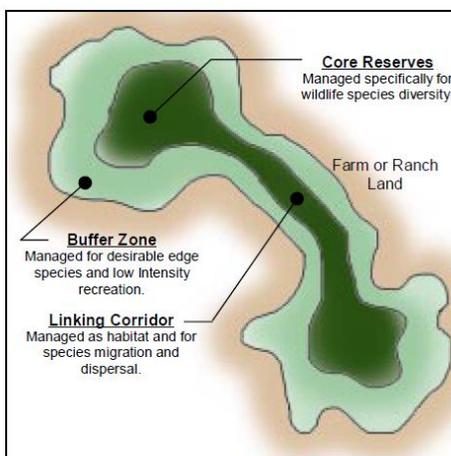


Figure 5-1: Core Reserves, Buffer Zones, and Linkages (after Adams and Dove, 1989).

Goal 1: Promote biodiversity with patch design.

- Action 1: Incorporate multiple, large reserves in park and green space design.

Goal 2: Connectivity between wildlife patches

- Action 1: Incorporate multiple, continuous, wide corridors between patches through the use of green infrastructure.

3. Water

Water is crucial to our city's infrastructure, natural beauty, and environmental well-being. Numerous streams run throughout the City, and years of irresponsible development and mismanagement of those streams have caused detrimental effects of flooding and degradation that should be managed to restore and protect the stream habitats and their neighboring properties. Some strategies to begin that protection are as follows:

Goal 1: Restore and preserve existing streams and buffers.

- Action 1: Undergo a stream quality and quantity inventory of all streams and develop a maintenance and action plan for those located on City property.
- Action 2: Install "Drains to Stream" plaques on all City storm drains.

Goal 2: Prevent further damage to existing streams and buffers.

- Action 1: Reduce the likelihood of flood by maintaining a regional impervious surface ratio and limiting individual property variances to hardships meeting all the criteria as required by ordinance.
- Action 2: Create incentives for the installation of water quality and quantity devices on projects where not already required by ordinance.

4. Air

The air is a public resource with little local regulation or policy. Air is primarily regulated on a regional and national level through the Clean Air Act. Although these regulations can be highly technical, the intent can be translated. The City should work to protect the air quality in the following way:

Goal 1: Address vehicle usage and fueling

- Action 1: Investigate alternatively fueled vehicles for City vehicle acquisition.
- Action 2: Work with DeKalb County to expand the no idling policy to refer to County properties, including schools, where students can benefit from cleaner air.
- Action 3: Partner with electric or other alternatively fueled vehicle services to provide electric vehicle charging stations on City property to establish a workable infrastructure.

Goal 2: Research/Implement employee commute program

- Action 1: Implement an employee commute program to incentivize carpooling or alternative modes of transportation to reduce smog levels at peak times.

5. Health

While many of the other components of this category affect public health, there are some additional strategies the City can incorporate to promote a healthier population:

Goal 1: Provide education and access to public health resources

- Action 1: Develop walking/biking guides for City property and parks.

- Action 2: Provide access to and education regarding youth physical fitness, healthful nutrition, and mental well-being programs-work with DeKalb County Health.
- Action 3: Provide access to and education regarding aging populations' physical fitness, healthful nutrition, and mental well-being programs (work with DeKalb County Health).

Goal 2: Consider public health impact in new development

- Action 1: Require health impact assessments of developments of a certain size.
- Action 2: Evaluate new developments for multi-modal transportation with options factoring aging and younger populations.

DRAFT

D. Education & Outreach

Current Reality

There are existing initiatives and organizations that serve the community and greater region related to sustainability education and outreach. It is important that these initiatives are not necessarily duplicated within the community and greater region, but that those opportunities are harnessed and supplemented by the work of the City of Dunwoody and the Sustainability Commission. The Commission currently works very closely with the Dunwoody Nature Center, Georgia Perimeter College's programming (formerly GPC Southeastern Institute for Sustainability), Sustainability and Environmental Education Coordinating Committee (SEEC), and the Dunwoody Community Garden, among others. Each of these organizations provides a sustainability service to the community, and the role of the City of Dunwoody's Sustainability Program should be to augment the gaps not covered by those organizations and provide a platform for each of these organizations to flourish and support the community. Each organization offers education and awareness to the community, and it is important to identify the roles of each of these organizations to determine the City's best fit.

The Dunwoody Nature Center (DNC) is a 501(c)(3) based in Dunwoody Park, one of the City's signature parks and biggest community partners. Like a number of the City park stewards, DNC operates independently but in partnership with the City where the programs are implemented by DNC staff with only maintenance assistance from the City. The Dunwoody Nature Center's mission is as follows:

Dunwoody Nature Center inspires the love of nature and cultivates environmental understanding and stewardship by:

- Conserving and enhancing Dunwoody Park
- Educating children, families and adults of all ages about the natural world and our place in it
- Motivating environmental awareness and responsible action.

Assets

Living and Learning, the Sustainability Commission's education and outreach program, along with all the partner organizations, comprise the major assets of Education & Outreach. The ability to utilize staff for outreach opportunities, though part-time, allows the program to be professionally managed and organized by the City government itself. Working very closely to the staff, the Sustainability Commission's main charge is to promote the conservation of energy, water, and fuel; investment in renewable energy; reduction of waste; and protecting and restoring the community's natural resources through education and outreach. The volunteers of the Commission contribute knowledge and volunteered time that could not be duplicated within the government staffing structure.

Descriptions of Success

Members of the public feel that education and outreach is possibly the most important category related to sustainability because it does not mandate the public to subscribe to sustainability ideals yet informs the public about sustainable practices and conventions of which they might not have otherwise been aware. Education could provide the behavior change that is sought after for a more sustainable city. Some members of the public dissented on the approach to education and outreach that should be pursued—some

championed partnering with community organizations to coordinate a year-long sustainability education and outreach calendar, provide access to all City youth with environmental stewardship programs through community organizations, and ensure every school in the City has a community garden and offers sustainability education in the curriculum. Other community members were concerned about spending public funds by integrating education and outreach into public school curriculum—those members favored only the former two descriptions of success.

Outreach and education are interwoven throughout the Sustainability Plan’s different focus areas; however, awareness about the plan itself will be critical to its widespread acceptance. Additionally, general guidelines and standards for the outreach and education program ensure consistent, high quality results. Sustainability outreach and education will primarily be a role of the Dunwoody Sustainability Commission, but other City functions will contribute to education in the following manner:

Goal 1: Diversify outreach

- Action 1: Increase social media participation by 25% before 2015.
- Action 2: Translate all educational materials into different languages to increase accessibility.

Goal 2: Provide public venues for discussion, education, and service

- Action 1: Develop outdoor classrooms for use by schools and community groups.
- Action 2: Continue to work with community organizations like SEEC to establish sustainable education in all Dunwoody schools by 2020.
- Action 3: Develop a training program for City staff and elected officials.
- Action 4: Increase participation in Living and Learning Program.

E. Economic Prosperity

Current Reality

Some participants during the Economic Prosperity meeting communicated that the City was currently making decisions that were not financially responsible. Several citizens disagreed with the current initiatives that involved trail installations and road diets and favored funding maintenance issues over the current capital improvement program. Other members of the community were content with the growth promoted by the City. There is a significant amount of discourse over this topic because, while there is no disagreement that the City should be economically sustainable and not spend more than it takes in, the implementation phase of many plans has begun. As a result, the decisions that are being physically realized have stirred debate over what makes the City economically sustainable. There is also the strongest evidence of the resource conflict from sustainability theory where individual values guide those opinions.

Assets

The community has defined assets that contributed to the economic success of the City, its residents, and stakeholders. Several of the assets identified were also indicated in other topic areas. Many of the assets identified involved organizations or amenities that contribute to the economic success of the City like parks, cultural facilities, and Dunwoody Homeowners Association. Participants also indicated it was important to continue to manage the City budget frugally and stay “in the black” year-after-year.

Descriptions of Success

Community members define success in economic prosperity as maintaining the current or improved quality of life and maintaining a balanced budget through sound decisions in the best interest of the public welfare.

Economic sustainability, ensuring that sufficient funding is available and will be produced as a result of the projects outlined in this plan, is critical to ensuring the sustainability plan’s success. A cornerstone of sustainability is evaluating costs on a life-cycle basis rather than purely on upfront costs; however, as a government agency, Dunwoody is extremely cautious in its upfront use of public funds. All projects must be carefully evaluated to ensure economic success. A strong economic infrastructure, detailed in the initiatives below, will help provide low cost, high return solutions to sustainability issues in both business and residential communities.

1. Green Businesses

Goal 1: Focus on green business recruiting and certification for existing businesses:

- Action 1: Supplement recruitment packs with information on the City’s sustainable efforts.
- Action 2: Promote the sustainability program, as a resource available to potential new businesses locating within the City.

Goal 2: Provide sustainability education and resources for Dunwoody businesses:

- Action 1: Produce marketing materials to be distributed through the Chamber of Commerce and the City's business retention meetings.

Goal 3: Partner with the Chamber for green networking events

2. Local Business & Sourcing

Goal 1: Provide Economic incentives for locally produced/sourced products:

- Action 1: Provide reduced business license fees for products that are locally sourced and business owners who reside within the City.

Goal 2: Develop a business incubator to provide resources to/promote local businesses.

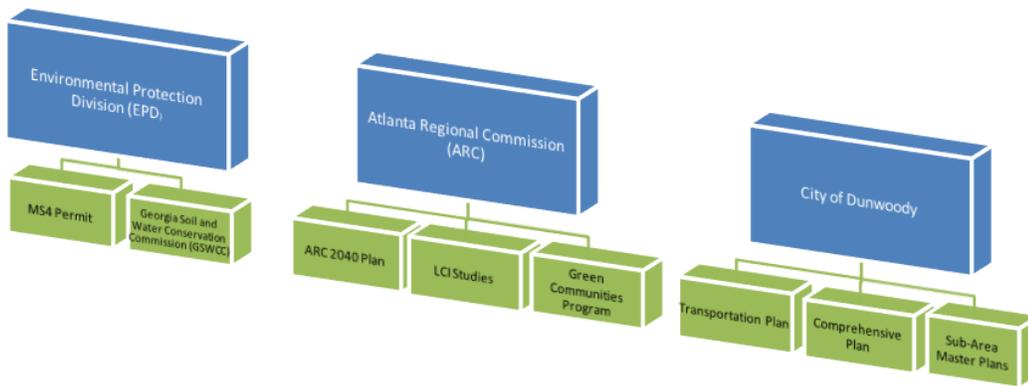
Goal 3: Provide continuing education on new marketing tools

- Action 1: Provide continuing education classes for business marketing techniques like social media

DRAFT

F. Synergies

Synergies with other plans were also discussed as a priority of this Plan. While the Sustainability Plan will not readdress policy recommendations and assessments from the previous plans, there are opportunities to expand upon the work that has already been completed by the community and integrate it into the sustainability program. The intent of this process is to synthesize the sustainability focus from each of the plans and implement them, as detailed in the synergies section of the plan.



1. Transportation Plan

Since the Transportation Plan was completed, a Complete Streets Policy was adopted by City Council. As a function of that policy, the City Council has requested that the Public Works Department consider the addition of bike lanes and sidewalks for all repaving projects. This directive from Council allows the staff to act in the interest of implementing the Transportation Plan. The Comprehensive Transportation Plan recommended:

- “Increased connectivity, enhanced transportation options, including bicycle and pedestrian, expanded functional green space and park ownership designed to improve the health, vitality, and recreational enjoyment of our City’s businesses and residents and long-term sustainability of our City.”
- Candidate Projects
- Bicycle projects: connectivity to major destinations, existing or planned facilities in neighboring jurisdictions, and connectivity to other bicycle networks
- Pedestrian projects: sidewalk network gaps and opportunities for connectivity enhancement
- Recommended Elements for Consideration:
 - Mobility, public input, connectivity, constructability
 - Streets
 - Pedestrian
 - Bike
 - Multi-Use Trails
 - Transit

The following recommendations from the Transportation Plan have been completed:

- Adopt a Complete Streets Policy
- Install over 5 miles of Bike Lanes, including Roberts Drive, North Shallowford Road, Perimeter Center East, and Mount Vernon from Layfield to Ashford Dunwoody Road
- Construct 1.5 miles of sidewalks on Valley View Road, Mount Vernon Road, and Happy Hollow Road

The following Transportation Plan implementation recommendations are in progress:

- Signal timing and communication improvements Citywide
- Tilly Mill at North Peachtree intersection improvement
- Dunwoody Village Parkway road diet and streetscape
- Womack/Vermack intersection improvement
- Over 3.5 miles of new sidewalk construction
- Bike lanes and sidewalk installation on Chamblee Dunwoody Road between Cambridge and Valley View

The Transportation Plan currently includes a focus on increased bicycle and pedestrian connectivity; however, many of the recommendations are isolated from land use and other planning initiatives. Moving forward, the Transportation Plan recommendations should be incorporated into the Land Development Ordinance to integrate those decisions with the land use changes in the City. Additional actions beyond the Plan recommendations are as follows:

Goal 1: Evaluate/Amend parking policies

- Action 1: Add provisions in the Land Development Ordinance that require bicycle and scooter parking.
- Action 2: Perform citywide parking analysis.
- Action 3: Create vehicle parking maximums and eliminate parking minimums.
- Action 4: Incorporate Public Works Director in land use and development decision process.

Goal 2: Evaluate/Update/Upgrade infrastructure

- Action 1: Work with PCID to upgrade and synchronize signal timing to reduce commute and idling times.
- Action 2: Explore feasibility of implementing free wi-fi network access city-wide or on city property in partnership with economic development.

Goal 3: Become a Bicycle Friendly Community by 2018 (broken out in separate BFC section)

Goal 4: Evaluate/Implement low-impact and green infrastructure in public works projects

- Action 1: Consider bioswales or other green infrastructure in public projects (combats stormwater requirements and provides for aesthetic solutions (MS4 permit)).
- Action 2: Perform analysis and assessment on stormwater system and commission design guidelines for low impact development solutions for City projects.

2. Bicycle Friendly Communities

Becoming a “Bicycle Friendly Community” would give Dunwoody a nationally-recognized status, promoting both our commitment to and our actions encouraging cycling in the community. Below goals and their sub-actions will put Dunwoody on the road to certification. The Parks & Recreation goals will also assist in gaining certification.

Goal 1: Promote Bicycle Commuting

- Action 1: Evaluate existing end-of-trip facilities and bike parking.
- Action 2: Promote commuting incentives on City website and in City print materials in conjunction with the Perimeter Transportation and Sustainability Coalition.
- Action 3: Survey bike commuters and use existing survey data to incorporate user experience into connectivity plan.
- Action 4: Educate drivers about bike rights/Georgia state law regarding bicycles/pedestrians.

Goal 2: Comprehensive Bicycle Plan

- Action 1: Develop framework, goals, committee, and public outreach plan for Comprehensive Bike Plan.
- Action 2: Identify and incorporate cross-over from Transportation Plan/Connectivity Plan.
- Action 3: Develop timeline and secure funding.
- Action 4: Develop plan.

3. Parks, Recreation, and Open Space Master Plan (Parks Plan)

In 2011 the City developed a plan projecting the next 10 years of parks, recreation, and open space management. Through public meetings, demographic analysis, department research and design charrettes, a plan was developed to address the community’s wishes and the future financial and administrative needs of the department. The Brook Run Park multi-use trail is currently in development as part of a larger planned system of trails to connect the community’s open spaces.

The Parks Plan is integrated with sustainability goals and policy recommendations, such as:

- “Respond to community needs and determine the desired forms and levels of park and recreation services to be rendered over the next ten years, as well as their necessary administration and funding.”

Among other objectives, the Parks Plan explores:

- Facility Assessments and Recommendations for:
 - Parks
 - Recreation facilities
 - Greenways
 - Conservation

Since the adoption of the Parks Plan, the following has been accomplished:

- Graded an area in the backfield at Brook Run for open play

- Renovated greenhouses and Barn in Brook Run
- Stabilized the Barn at the Donaldson Chestnut House, repaired HVAC, and removed mold in the Farmhouse
- Filled in the pool at Donaldson Chestnut House to create event space
- Partnered with Community Garden to expand the garden area, including the addition of an orchard
- Cut in trails at Windwood Hollow and Perimeter Center East park

The following Green Space Plan implementation recommendations are in progress:

- Movement of the dog park
- Multi-use trail at Brook Run Park
- Clearing of invasive understory at parks using sheep to graze the area
- Multi-use trail within Project Renaissance development

Implementation on the Green Space Plan is well under way. Most notably, the City broke ground on two signature parks in the Project Renaissance development at the beginning of 2013. The entirety of this mixed-use project provides more than 20 acres of new parkland and multi-use paths. The path incorporates pedestrian accessibility that the City currently lacks by linking multiple developments and parks into a greater greenway system. More specific green space goals are enumerated below:

Goal 1: Develop a Community Greenway System to Expand Connectivity

- Action 1: Evaluate existing trail network for minor connections that could be made, both via GIS and on-the-ground evaluation.
- Action 2: Evaluate existing resources to connect via trail, bike/ped paths (parks, town centers, major residential centers).
- Action 3: Develop a greenway/connectivity master plan, using recommendations from Transportation/Parks Plans.
- Action 4: Provide parks or multi-use paths connected to parks within 1 mile of each resident by 2030.
- Action 5: Implement Plan.

Goal 2: Educate the public about trails and resources through a signage program

- Action 1: Develop templates for trail signs incorporating Dunwoody brand, distances/times and directional info. for pedestrians/bikers.
- Action 2: Identify areas for signs and future signs.
- Action 3: Secure funding for signage.
- Action 4: Develop and distribute pedestrian map (available via internet, paper copy or possibly larger signage in high traffic areas).

4. Comprehensive Plan

Adopted in 2010, the City's Comprehensive Land Use Plan is the preeminent legal document guiding future development in Dunwoody. Following the finalization of the Comprehensive Plan, the City embarked on a Master Planning process for two signature character areas – the Dunwoody Village area and the Georgetown / North Shallowford area. The short term work program recommends developing a Sustainability Plan and a few other items that fall under sustainability's reach.

Goal 1: Fulfill the sustainability goals of the Comprehensive Plan:

- Action 1: Support PCID's initiatives for last mile infrastructure in proximity to MARTA and Walk-Ups.
- Action 2: Develop (pedestrian-scaled) wayfinding signage program to enhance walkability and a sense of place.
- Action 3: Pursue grants or other sources for sustainability-focused funds.
- Action 4: Develop list of apartment suites for GIS.

Goal 2: Develop a strategy and plan for promotion of local, sustainable products.

- Action 1: Develop government purchasing policy-preference for local businesses in food, supplies when within 10% of cost of non-local option.
- Action 2: Develop website component promoting local businesses and products.
- Action 3: Educational materials and incentives for businesses that locate within the City.

5. DeKalb Comprehensive Plan

As a part of the larger DeKalb County community, Dunwoody intends to make every effort to incorporate sustainability goals previously identified by DeKalb in their Comprehensive Plan. Though this plan does not focus on sustainability for the most part, as sustainability will be addressed primarily in an independent sustainability plan, currently in development, there are a few key points that can be taken.

Goal 1: Comply with DeKalb's definitions of neighborhood centers, recognizing them in connectivity plans.

- Action 1: Identify Dunwoody Village as neighborhood center, Perimeter LCI as Regional center and I-285, and Chamblee Dunwoody as a town center in all future plans.
- Action 2: Identify other potential town/neighborhood centers.
- Action 3: Identify existing connections/potential connections between centers.
- Action 4: Make connections b/w centers a priority in bike/pedestrian plans.

Goal 2: Sidewalk development on all arterials and collectors and w/i one mile of schools

- Action 1: Identify existing work on sidewalks w/ public works department/map of existing walks/planned walks.
- Action 2: Identify any areas that don't comply with DeKalb's goal.
- Action 3: Develop timeline and funding for "filling in holes."

6. Master Plans

Goal 1: Incorporate actions from the Dunwoody Village Master Plan

- Action 1: Install a regional stormwater management solution.
- Action 2: Develop economic development strategy that promotes and encourages local, sustainable business.

Goal 2: Incorporate action(s) from the Georgetown/North Shallowford Area Master Plan

- Action 1: Pursue Earthcraft Neighborhood Development for Project for Renaissance 19 acre site.
- Action 2: Pursue connectivity with:
 - Dunwoody Park extension
 - Establish connections between Master Plan areas throughout the Chamblee Dunwoody Corridor.

7. Zoning/Land Development Code

Goal 1: Amend code to allow/encourage:

- Action 1: Edible plant installations as landscaping alternative.
- Action 2: Encourage white or green roofs for energy conservation.

8. EPA Technical Assistance Report

A number of recommendations were made through the EPA Technical Assistance Green Building Toolkit Workshop held in summer 2012. The Workshop was held concurrently with the Code Rewrite process, and recommendations of each process were synthesized to augment the final product. A number of those recommendations have been addressed through the Rewrite, but there are some that should be contemplated to further the sustainability program for the city:

Goal 1: Develop communication strategy for sustainability efforts

- Action 1: Develop/continue Living and Learning Program for citizens.
- Action 2: Hold training session(s) for design professionals.

Goal 2: Promote Green Building

- Action 1: Create green building resource page on website.
- Action 2: Provide green building training for developers and builders.
- Action 3: Create green building track for permitting process.
- Action 4: Create green building rewards program.

9. ARC (Atlanta Regional Commission) Plan 2040

According to Atlanta Regional Commission's Plan 2040, "sustainability" was conceived as the primary theme for the document, incorporating economic, social, and environmental sustainability with the Plan vision and recommendations at the forefront. The City can position itself within the region by aligning itself with the components of the 2040 that also fulfill its individual vision and goals, while also being available to receive funds, assistance, or awards through ARC managed programs like Livable Centers Initiative (LCI), Lifelong Communities, Green Communities, Community Choices, and other various accolades.

Goal 1: Encourage infill and redevelopment.

- Action 1: Promote new types of economic development that build on the region's current resources and creative talent in info/nano/bio technology, as well as the entertainment industry.

Goal 2: Understand the impact of the use of energy resources on the quality of air and water.

- Action 1: Develop a City clean energy policy to lower barriers and promote sustainable energy usage.

10.PCIDs Livable Centers Initiative (LCI) Update

A recipient of ARC LCI funding, the Perimeter Community Improvement District encompasses the central business district of the City. PCIDs are an important stakeholder in City decision-making. The City played a role in updating the LCI Plan, so some overlapping goals are provided that are important to both the Sustainability Plan and the LCI update.

Goal 1: Focus the future growth demand around the transit stations creates high density mixed use environments to meet the goals of the Perimeter community and the region

Goal 2: Focus on connections.

- Action 1: Create well-connected – pedestrian, bike, shuttle, transit modes to and between various uses, nodes and neighborhoods.
- Action 2: Create well-connected greenways, parks and open space systems.

IV. Short Term Work Plan

Insert Short Term Work Plan

DRAFT

Appendix A: Literature Review

The literature review comprises a chronology of sustainability from its known origin through present-day conception. An overriding theme in many of the sources is that, while the environmentally sustainable movement is important, it tends to overshadow those other pivotal links of sustainability, social and economic:

The idea of sustainability arose in response to the spreading gulf between rich and poor and the continued degradation of biospheric systems; and many particular concerns about the common and sometimes catastrophic failures of decision making efforts that failed to take key linked factors into account (Gibson, 2006).

Environmentally sustainable development has come a long way, but it is still a novelty rather than an obligation or a responsibility. "Sustainable development is seen as much as a process as an end-product," but it is not practiced as such (Haughten, 2009). From site selection to the efficiency of the development, environmental sustainability is considered by few; social and economic sustainability are considered by fewer. Yet consideration for one could be a means to an end for the practice of another. For instance, building efficiency goes a long way for environmental sustainability, yet it also allows better economic sustainability because the cost to maintain utilities in that structure is greatly reduced. In turn, comfortable living is available for a wider range of people.

Sustainability is keeping in mind that there are better, more efficient ways to live. It is important to continue changing behavior based on the review of what we are doing and what we could be doing, bridging the gap between discussion and practice. As a concept, sustainability is accepted by many; as a practice, its implementation is varied. Many sources discuss the word "sustainability" itself, a central question being: Do we hang onto this loaded word because it has such a dynamic, thought-provoking tone or do we attempt to replace it with something like resilience? Campbell (1996) identifies with an ancient proverb that westerners believe that naming something means it has been understood. There are many things that are identified as sustainable and are not, while there are many things that are not practiced as sustainability but are sustainable. Sustainability is not necessarily an attainment but more like a moving target. Campbell (1996) discusses how some seem to think our sustainable future lies within the pre-industrial path. Where he believes it is not possible to revert to that development, he sees a large difference between the past and our sustainable future: past communities were forced into sustainability out of necessity...from natural determinants we did not have the technology to control (Campbell, 1996).

Chronology of Sustainability

As popular opinion purports, sustainability began with the UN World Commission on Environment and Development (WCED), coined the Brundtland Commission by scholars and practitioners since, and "has been highly instrumental in developing a "global view" with respect to our planet's future" (Mebratu, 1998). The definition of sustainability that arose from that Commission is as follows: "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (United Nations, 1987). Since that point, numerous definitions have emerged and additional perspectives on sustainability have entered the discourse.

Many people argue that the concept of sustainability began with the Brundtland Commission in 1987, but even before the term was utilized, sustainability was a part of cultural practices.

Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It contains within it two key concepts:

- *the concept of **needs**, in particular the essential needs of the world's poor, to which overriding priority should be given; and*
- *the idea of **limitations** imposed by the state of technology and social organization on the environment's ability to meet present and future needs (Brundtland Commission, 1987).*

Mebratu (1998) describes aspects of sustainability beginning with religious teachings from Africa to Hawaii that promote respect of the environment. The Malthusian theory of environmental limits describes a situation where unchecked population presents environmental limits, thereby forcing down population growth. Technological advancements curb these limits as unproductive land is made more productive with fertilizers—reducing environmental determinants (Mebratu, 1998).

Mebratu (1998) reflects on sustainability prior to the Brundtland Commission. Her discussion of human history relate to the evolution of man from migratory patterns to stationary settlements—a response to human determinants and technological advancements that enabled us to overcome them. She asserts that humans strayed away from respecting the environment “simply by staying put [because] the proto-farmers altered the face of the planet and the thoughts of humankind in ways they could never have foreseen” (Mebratu, 1998). She chronologies the evolution of our relationship with the environment and natural resources where our:

History from 3000 B.C. to the present witnessed the development of more advanced agriculture, increasingly complex social divisions of labor and means of exploitation, and the continual creation of tools to delve and shape the earth and its products. Part of this development also witnessed the devaluation of “nature” (Mebratu, 1998).

The degradation of the land and our environment and the adverse impacts of unchecked actions is not a recent phenomenon because “there is a growing consensus among environmental archaeologists that numerous ancient societies, including the Babylonian Empire, may have collapsed because of environmental degradation (Mebratu, 1998). While these events can be traced back to environmental conditions and an original reverence for the environment, technological advancements allowed us to forego environmental determinants that have resulted in our current mindset. The modern concentration on sustainability can be traced back to the publication, *Our Common Future* to be a comprehensive, global partnership that dealt with shared resources and the preservation of those resources for future generations of the world’s poor. An earlier 1972 Conference on Human Environment was held in Stockholm to disseminate the “importance of environmental management and the use of environmental assessment as a management tool” (Mebratu, 1998). This conference is widely overshadowed by the work that was done at the 1987 conference; however, this group “produced a comprehensive report on the state of the natural environment. This report emphasized that the industrial society was going to exceed most of the ecological limits within a matter of decades” (Mebratu, 1998).

Perspectives of Sustainability

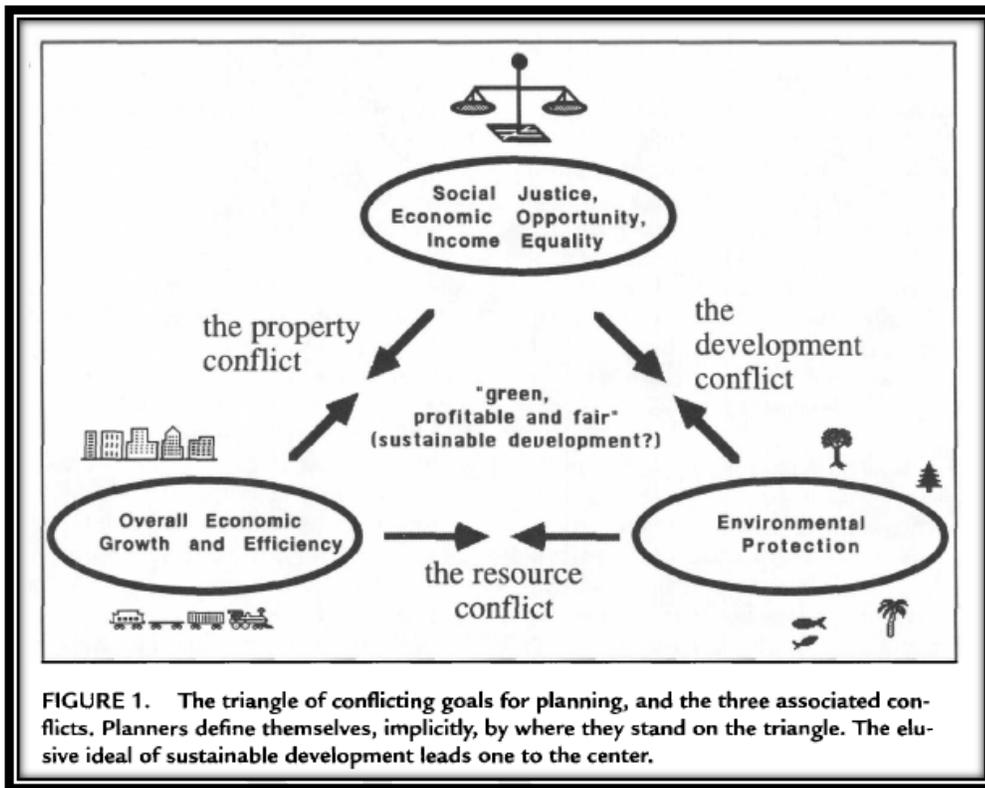
Authors critique the fixation with the term sustainability but identify the basic idea as agreed upon and straight forward: a “sustainable system is one which survives or persists”

(Costanza & Patten, 1995). The author questions much about this statement. What is it that defines a system, how long does it have to survive, and how do we recognize the point at which a system has “survived?” A life span is based on scale and any number of other characteristics.

Mebratu (1998) contends that while having the definition and concept remain vague promotes more political acceptance, it does dilute its effect when trying to achieve sustainability. “Sustainability” becomes a buzz word, the meaning of which is diminished: “although there is an emerging political consensus on the desirability of something called sustainable development, this term—touted by many and even institutionalized in some places—is still dangerously vague” to be used as a guide for making the desired changes.”

Similarly, Michael Gunder (2006) describes “the rise of sustainability as a diverse set of contestable discourses and practices that has come to occupy a central place within planning as the organizing principle of one of the discipline’s most important new discursive fields.” While sustainability has become a trite phrase that encompasses many facets and definitions, it basically refers to concerns with our consumptive behaviors in relation to the environment, economy, and/or society and what it may mean to perpetuity if business as usual continues unchecked by policy and behavior (Gunder, 2006). He also warns that “no planning or policy document can omit the concept these days, because sustainability or ‘sustainable development is declared as the ultimate planning goal although it is not usually specified what it means exactly and how it is to be achieved’” (Gunder, 2006).

While planning schools and professional practice focus on the environment, Campbell argues that our track record is quite the contrary—the development we have forged according to history has been destructive to the very environment we claim to protect. He identifies all three nodes as responsibility of the planner: environmental, economic, and social. The three conflicts are at the intersection of each of the three points on the triangle: property (economic and equity), resource (between environment and economics), and development (between environment and equity). Their relationship can be observed in the diagram below. The property conflict is seen as “the boundary between private interest and the public good” (Campbell, 1996). The resource conflict occurs because of “the economic utility in industrial society and their ecological utility in the natural environment” (Campbell, 1996).



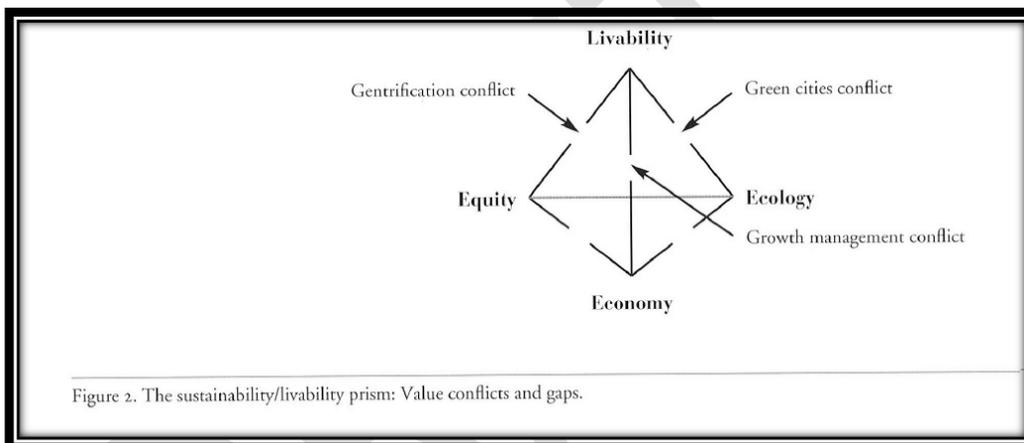
Campbell, 1996

Lastly, Campbell addresses two final aspects of sustainability—its path and outcome. He states that the outcome is relatively uncontested but it is the path toward sustainability that incites ideological debate. Campbell insists that we do not know how to get there, what to do when we do get there, and what the consequences will be. His main point of contention is that we just do not know how or what to achieve, and it seems impossible to balance the three points so as to accomplish sustainability. Campbell recognizes a parallel between planning for sustainability and the “public interest” movement of the 1950s and 60s, and this debate will result in the same contrived, regulated sustainability plans that initiated comprehensive plan policy, which will sterilize it into a public document that only serves to quell mass debate with vagueness and a lack of commitment.

Campbell offers a slightly less critical solution toward sustainability where “we should think of American society not as a corrupt, wholly unsustainable one that has to be made pure and wholly sustainable, but rather as a hybrid...our purpose, then, should be to move further towards sustainable practices in an evolutionary progression” (Campbell, 1996). He calls for an “incremental, iterative approach” where the metric for sustainability will be the opposite of a crisis when the concepts of sustainable development are tested in the discourse of society rather than originating as an isolated study that assumes societal

responses (Campbell, 1996). Thus, planners must enter the sustainability debate by managing and resolving conflict and promoting solutions.

According to the Godschalk perspective, sustainable development is currently being framed by the desire to produce livable communities. These are manifested through the principles of New Urbanism and Smart Growth (Godschalk, 2004). While Godschalk recognizes the existing tools planners can use to forward the ideals of sustainability, he also suggests that there is not a consensus among practitioners as to how it should be implemented (2004). Rather than lamenting that fact, he views it as an opportunity for emerging planners and thinkers to creatively address the need for sustainability and our inability to find a single solution as of yet. Godschalk offers a spin on Campbell's triangle of three Es with the sustainability/livability prism where a livable urban area is at the center, offering a three-dimensional structure by which to physically plan and handle the complexity of sustainable development (2004).



Godschalk, 2004

One of the most contemporary perspectives of sustainability is offered by Bryan Norton (2005), who advocates a pragmatist approach to sustainability: we should discover truth through implementation. He argues that otherwise, truth—facts and values—is lost in the process of advocating a position, so the pragmatic approach is to make a decision and reflect on its success through monitored metrics of success (Norton, 2005). The values arise from the community vision, which can be devised from the sustainability planning process to be discussed. Norton (2005) gives equal importance to the opinions of “those who claim that elements of our environment have values intrinsic to them, and independent of us--and of the free marketers--who pursue the rhetoric of consumptive opportunity and the maximization of consumer benefits--are equally *ideological*.” He sees sustainability here, where the public discourse determines the decisions for the community that are tested empirically. Norton (2005) offers this approach as an alternative to the dichotomous debate about the nucleus of environmental sustainability—human or nonhuman. He offers environmental pragmatism as an alternative “that begins with real-world problems, not with abstract, theory-dependent questions regarding what kind of value nature has” (Norton, 2005). This perspective is arguably one of the best perspectives to be carried out in the public realm.

Sustainability Plans

Edward Jepson, Jr. (2001) purports "sustainability in the public policy realm derives from the biological sciences and particularly from the subfield of environmental science." There are numerous drivers of sustainability in public policy, some based on ecosystem theory that is based on the human connection to the natural world (Jepson, 2001). Foundations of policy guide policymakers, whether it be Judeo-Christian philosophy that makes nature beholden to man or empiricist that allows nature to be manipulated by man for his benefit (Jepson, 2001). Since sustainability can be so politically charged, it is for this reason that Jepson suggests keeping sustainability definitions vague and imprecise. The practice of sustainability in government "typically [has] an emphasis on the importance of empowering citizens for effective participation, protecting the local environment, developing a more self-reliant regional economy, promoting inter-jurisdictional cooperation, and strengthening the sense of community" (Jepson, 2001).

A number of communities are beginning to assess the sustainability progress and metrics of their own, and there are a number of ways which that can be studied, analyzed, and conveyed. Much like comprehensive planning, communities address sustainability in planning policy through the adoption of sustainability plans that take a comprehensive look at a jurisdiction's current resources, policies, and future goals to determine actions that can be implemented to improve sustainability 20 years into the future. The plans vary considerably in scope, process, execution, and format, and there is merit in comparing all of those to determine which are best for an individual community. The plans considered below assess a wide range of communities with varying plan structures to eventually be able to parse out the best portions of each.

The City of Baltimore has a very graphically readable and organized plan that is color-coded throughout based on topics of sustainability. An executive summary is included that defines sustainability for the community, target groups for participation, the process taken to create the plan, and a summary of the goals they hope to accomplish. The table of contents is very informative about how the plan was developed and where a strong focus rested on environmental sustainability. Public involvement was taken very seriously in the Baltimore Plan, which included working groups for each of the seven individual topics they chose: cleanliness, pollution prevention, resource conservation, greening, transportation, education and awareness, and green economy. This separation allowed for participants to attend meetings pertaining to their passions and offered an ample amount of public comment. Three objectives were considered at each of the public meetings: collect information on current programs, establish vision based on resource (topic) issue, and identify goals/benchmarks. Experts in each topic were brought in to conduct the topical meeting to supplement staff knowledge and gain a better understanding of the sustainability concerns. Baltimore also conducted community conversations that were free-flowing meeting about sustainability as a whole. Lastly, a youth strategy was conducted as a one day event that allowed the younger population to express their concerns and ideas through artwork, media production, graffiti walls, and surveys. Lastly, a forum was held to wrap up the public involvement effort and to gather everyone in consensus about the direction and intent of the plan. A glossary of terms provided a great framework of terminology for laymen readers.

The Oregon Department of Transportation manifests as a very utilitarian plan with very little effort at engaging the reader. It also suggests actions and goals made up of: community, environment, efficiency, and economy.

The Decatur (Georgia) Sustainability Plan focuses solely on environmental sustainability. An introduction indicates that there was a strategic plan task force that guided the process for the city. They identified why they were embarking on the process and set out guiding principles: serve as good stewards of the environment, utilize and foster the three Es, and align city policies to protect the environment. The process evaluated current achievements and goals, identified opportunities for improvement and also broke their concerns into seven categories: food and agriculture, natural systems, buildings and efficiency, transportation, resource conservation, waste reduction, and education and outreach. The action plan presents goals organized into tasks and performance measures for each set.

The City of Northampton (Massachusetts) developed their plan as a sustainable comprehensive plan. They integrated sustainability throughout the plan, and while it provided a comprehensive view of sustainability over all aspects of planning, it lacked some depth in sustainable principles. They did create a vision and guiding principles for the overall approach to sustainability.

The City of Flagstaff (Arizona) plan was relatively graphically organized and encompasses government operations and maintenance. The plan describes the groups involved in its conception and implementation: a sustainability leadership team made up of staff, employee advisory committee, a city manager's sustainability cabinet, and a sustainability commission to act as an advisory group. It utilized guiding principles and four "lenses" to organize the plan including quality of life, waste prevention, resource conservation, and climate adaptation and management. The format of each lens section was made up of goals, objectives, strategies and actions, measurement of progress, and definitions.

The City of Atlanta's official documentation toward a sustainability plan consisted of a PowerPoint detailing a sustainable project status list and a Sustainability Plan Executive Summary. The summary details the city's accomplishments and opportunities in sustainability efforts and outlines goals for many aspects of environmental sustainability: some of them quite lofty. A sustainability report is also available for the City of Atlanta, though not easily searchable for the greater community. The report is succinct and legible and breaks the format into themes: water, energy and climate change, parks and green space, recycling and materials management, and leadership.

Santa Monica (California) did not provide any graphic formatting to engage the reader, but it was one of the only plans that updated a former one from 1994; however, there was no indication of public involvement. The plan is founded on guiding principles that include eight goal areas where each goal had an indicator to measure its success.

Some organizations have developed programs for crafting and maintaining a sustainability plan:

ICLEI takes a position on sustainability similar to Campbell and provides an outline for all organizations to understand and implement sustainability plans. The authors suggest sustainability plans should be a means, not an end, where they are a tool for future action to develop general goals, specific objectives, and actions (milestones). Long term objectives describe the city when sustainability is achieved. Short term objectives should be developed as a five year vision, have quantifiable measurements, are feasible in the timeframe, and have a resident and business focus. ICLEI suggests a plan addresses: air quality; biodiversity; energy, climate change, ozone depletion; food and agriculture; hazardous materials; human health; parks, open spaces, and streetscapes; solid waste; transportation; and water and wastewater.

The Alberta Urban Municipalities Association also prescribes a method for developing and maintaining a sustainability plan. Five phases are outlined to structure the document and the process. Phase one develops the structure of the process by defining the scope, identifying resources needed for the process, and establishing staffing requirements. Phase one also introduces the need for a citizens advisory group made up of staff, citizens, and stakeholders. Phase two adopts principles and establishes a shared understanding of success through visioning, values, and goals. Phase three determines and analyzes issues to the community's success. Phase four identifies initiatives to move from the current reality to success. Lastly, phase five describes techniques for ongoing monitoring and implementation. This plan prescription is unique in that it provides specific tools and documents to prepare and implement the plan as well as flow diagrams that give a very in-depth prescription of how to successfully complete a plan.

A Path Toward Sustainability

The concept of sustainability is borne out of the idea that no system can perpetuate absent of the end-goal in mind. We have concluded that sustainability should be sought-after, but it is often unclear what makes us sustainable or how we can achieve it. If sustainability can only be measured at a system's conclusion, then it may be impossible to strive for such an indescribable, speculative end that is only known to be achieved at the point when sustainability ceases (Costanza & Patten, 1995). We may not know exactly what sustainability is or how to get there, but it is pivotal to always be seeking the answers by implementing solutions.

The track toward sustainability begins by addressing our current methods of practice. All projections on the matter indicate that business as usual does not support any system that can be maintained indefinitely (Stern Review). The closest conclusion we can draw for the definition of the length of a sustainable system should be considered more seriously than the assumption that sustainability can only be measured at the end of a system's life-span (Stern Review). We can plan to maintain for a date uncertain by establishing what will not work. Sustainability is about finding solutions based on what does not work and acknowledging a change is necessary.

Sustainability is affected by a number of political, social, economic, and environmental factors. The needs of one system are often contrary to the needs of others. The underlying issue is the way which these systems are regulated and planned—in separate, compartmentalized divisions of government.

The balance of all aspects of sustainability should be considered to seek comprehensive solutions. "Sustainability has certainly become a buzzword," but it is our moral obligation to the future (Solow, 1993). It is difficult and sometimes impossible to predict or dictate how the future shall live, and that is the very task with which we are charged. The economic perception of sustainability insists that our obligation is to conduct ourselves so that future generations have the option to be as well off as we are but that there should be no importance placed on any single resource or species (Goodin, 1992). This line of thinking is based solely on self-preservation and is unduly anthropocentric. That is not sustainable.

Sustainability is an obligation to future generations. Any loss in species, natural resource, or otherwise should be considered a tragedy and a digression from sustainability. We should not be looking to trade-off or adapt but change our behavior entirely until our actions allow future generations of any kind to be afforded the same or better odds. There is a

considerable learning curve involved. First we must appropriately identify the need for sustainability and harness regulation to implement behavior change. The ideal is that as a society, we will recognize the need for action, and further regulation will be self-imposed.

The path *toward* sustainability will not necessarily be a path *to* sustainability. Rather, it is a path away from unsustainable behavior and should be a means to an end. Everything we do in the name of sustainability either contributes to our sustainability or teaches us there are other options. Most importantly, through our quest for sustainability, we will discover what sustainability is and is not, and that will lead us closer.

Appendix B: Sustainability Commission Work/Role

Strategic Planning Retreat

The first step in the planning process was the strategic planning retreat, held on Thursday, August 16, 2012. The retreat called upon all available members of the Sustainability Commission to accomplish the following tasks: discuss a literature review that frames the issues, draft the previous and current initiatives of the Commission to determine where we are and where we are headed, generate Guiding Principles to help us through the planning process, itemize a topics list for future public meetings, develop informal interview questions for Mayor and City Council, and develop a summary public participation plan in order to incorporate school-aged children in the discussion.

The strategic planning retreat offered an opportunity for the Sustainability Commission to discuss past initiatives and how those aligned with future goals. While the Sustainability Commission has been the primary outlet for sustainability for the City, it quickly became evident that the goals and purpose of the Commission did not need to be the City's primary source of sustainability focus. The Commission makes policy recommendations on the front-end, in a proactive fashion and participates in public outreach to educate the community regarding sustainability. This puts the burden of assessing solutions that are sustainable to the operations of the City back on City staff and elected officials. Below is the recap of all the concepts discussed during the retreat:

Mission scope:

Members discussed what they thought the scope of the Sustainability Commission should be. The discussion determined what activities the Commission should ideally participate in from the perspective of Commission members themselves. Recent meetings with City Councilors and members of the community enlightened City staff and Sustainability Commission members that some projects pursued by the Commission might not be appropriate. City staff would later engage the City Council to determine if their conceptions of the scope of the Commission marry, and if not, address what needs to change. The City of Dunwoody Sustainability Commission will not mandate, but it will educate, raise awareness, and provide a forum for the exchange of ideas. They shall take the outcome of those forums and discussions to the Mayor and City Council when asked so that Mayor and Council may make the overarching policy decision. That discussion afforded the Commission the following tasks to be pursued:

- Remove regulatory and perceived obstacles to sustainability

- Review and make recommendations to Mayor and City Council regarding policy decisions that directly affect sustainability (discretion is given to Director of Sustainability to determine what that entails)
- Education and awareness of Mayor and Council and the public
- Rally the community to promote the relevance of sustainability
- Establish a framework policies and guidelines for individual permit applicants

The scope should not entail:

- Reactionary dealings with public or private action
- Application review and recommendations
- Mandate sustainable practices

Current Commission Mission:

“Assist the City of Dunwoody to set an example by conserving energy, investing in renewable energy, conserving water, conserving fuel, reducing waste, and protecting and restoring the community’s natural resources. Promote measures that encourage Dunwoody to work towards reducing the environmental footprint of the government through its policies, practices, buildings, and fleets. Promote measures that encourage our community to reduce its environmental impact by providing assistance in public education and outreach on sustainability.”

The Commission wants to be sure to include policy consultation on the front-end and community outreach through education and awareness in our mission statement. Based on the ideal scope, as determined by the Commission, amendments are proposed to the mission statement. This version of the statement is more consistent with the actual operations and functions that have been/would be performed by the Sustainability Commission. It provides a very clear, succinct metric to determine what activities the commission should and should not be pursuing.

Amended Commission Mission:

“Enable *smart choices* for the community and its residents by promoting, through education and outreach efforts, the conservation of energy, water, and fuel; investment in renewable energy; reduction of waste; and protecting and restoring the community’s natural resources. Make recommendations to assist the City of Dunwoody to develop sustainable measures, practices, buildings, and fleets that are environmentally, economically, and socially responsible.”

The Commission listed projects that have been entertained as a group:

- Living and Learning Campaign
- Communications
 - Facebook presence
 - Crier articles
- Walk/bike to the Village day
- Rain barrel contest
- Stream buffer amendment
- Smart Recyclers Program
- DNC meadow grant

- Special event recycling requirement
- Stream Buffer Forum
- Chick-fil-a application
- Dog park
- Sustainability Candidate Forum

Each of the colors represent whether the project was determined to fall within the amended scope and mission we would like to establish for the Commission: green=yes, orange=possibly, red=no, not within the proposed scope.

Commission Structure:

The Commission discussed the existing composition and number of appointed members. At the time of the strategic meeting, there were a total of 11 seated members and three vacancies. Since that time, one additional member has resigned for a total of four vacancies. It is important to also note that there have been two times in 2012 where we did not have enough members to establish a quorum at a regularly scheduled meeting.

The Commission discussed whether the current structure was the most conducive to pursue the mission. While most favored the larger structure because the extracurricular work is greater with this Commission as opposed to other boards, it may be ideal to shift from the existing structure since high turnover and absences create a barrier to the overall progress of the Sustainability Commission toward our mission. The following chart shows the status of (re)appointments, resignations, and members who have rolled-off after the expiration of their terms.

	2008	2009	2010	2011	2012
Appointments	14	2	5	6	4
Reappointments				3	5
Resignations		1	5	3	4
Rolling-off		1	5	2	

The turnover rate of the Commission has been high since 2010. According to the data, there also seems to be a high number of people reappointed. This suggests that there is a core group of people committed to the terms of their appointment, and staff recommends reducing the overall size of the Commission to seven. This will do several things: make it consistent with other appointed bodies within the City, reduce the required number to establish a quorum down to four, and establish a core group of members committed to the mission of the Sustainability Commission with increased accountability. This reduction in size should only occur by attrition so that individual members are not singled-out to be removed. Additionally, it has been proposed to have an advisory committee role to afford the Commission the resource of well-connected people, while maintaining a smaller group to implement the mission of the Commission. This is important to keep the relationships that have been established with other organizations that will no longer have an appointed member on the Commission.

Short Term Take-Aways

- Design checklists for sustainability consideration in application processes
- Hold annual strategic retreat
- Address press regarding status as Commission member or not
 - Staff to send formal recommendations
- Reduce the size of the Commission to seven members
- Create Advisory Committee

DRAFT

Works Cited

- Campbell, Scott. (1996). Green Cities, Growing Cities, Just Cities? Urban Planning and the Contradictions of Sustainable Development. *Journal of the American Planning Association*, 62(3), 296-312. Retrieved from <http://planning.org/japa/>
- City of Atlanta. (2009). Our Path to Sustainability. Retrieved from <http://www.sustainableatlanta.org>
- City of Baltimore. (2009). City of Baltimore Sustainability Plan. Retrieved from <http://baltimorecity.gov/Government/AgenciesDepartments/Planning/OfficeofSustainability.aspx>
- City of Decatur. (2012). Decatur Environmental Sustainability Plan, draft. Retrieved from <http://www.decaturga.com/index.aspx?page=627>
- City of Flagstaff. (2010). Municipal Sustainability Plan. Retrieved from <http://flagstaff.az.gov/index.aspx?nid=1620>
- City of Northampton. (2008). Sustainable Northampton Comprehensive Plan. Retrieved from http://www.northamptonma.gov/aboutNorthampton/Sustainability_Plan/
- City of Santa Monica. (2006). Sustainable City Plan. Retrieved from <http://www.smgov.net/departments/ose/categories/sustainability.aspx>
- Costanza, Robert and Patten, Bernard C. (1995). Defining and Predicting Sustainability. *Ecological Economics*, 15, 193-196. doi: 0921-8009(95)00048-8
- Gibson, Robert B. (2006). *Sustainability Assessment: Basic Concepts of a Practical Approach*. UK: Beech Tree Press. Impact Assessment and Project Appraisal, (Vol. 24, No. 3).
- Godschalk, David R. (2004). Land Use Planning Challenges: Coping with Conflicts in Visions of Sustainable. *Journal of the American Planning Association*; (70) 1, 5-13. Retrieved from <http://library.ntpu.edu>
- Goodin, Robert E. (1992). *Green Political Theory*. Cambridge: Polity Press.
- Gunder, Michael. (2006). Sustainability: Planning's Saving Grace or Road to Perdition? *Journal of Planning Education and Research*. 26, 208-221. doi: 0.1177/0739456X06289359
- Haughten, Graham (1999). *Environmental Justice and the Sustainable City*. *Journal of Planning Education and Research*, (Vol. 18, No. 233).
- ICLEI. (2009). Sustainability Planning Toolkit. Retrieved from www.icleiusa.org
- Jepson, Jr., Edward J. (2001). Sustainability and Planning: Diverse Concepts and Close Associations. *Journal of Planning Literature*. 15 (4), 499-510. doi: 10.1177/088541220101500401

- Liebert, Mary Ann (2008). *Sustainability, (Vol. 1, No. 5)*.
- Mebratu, Desta. (1998). Sustainability and Sustainable Development: Historical and Conceptual Review. *Environmental Impact Assessment Review*, 18, 493-520. doi: S0195-9255(98)00019-5
- Natural Step. (2002). Guidebook on Municipal Sustainable Planning. Retrieved from <http://www.thenaturalstep.org/en/guidebook-municipal-sustainability-planning>
- Norton, Bryan. (2005). The Re-Birth of Environmentalism as Pragmatic, Adaptive Management. Retrieved from <http://www.law.virginia.edu>
- Oregon Department of Transportation. (2008). Sustainability Plan (Vol. 1). Retrieved from http://www.oregon.gov/ODOT/SUS/docs/Sustain_Plan_Volume1.pdf?ga=t
- Regional Plan Association (2006). "America 2050: A Prospectus," New York.
- Solow, Robert M. (1993). *Sustainability: An Economist's Perspective. Economics of the Environment*. New York:W.W. Norton & Company, Inc..
- Stern Review: *The Economics of Climate Change*. Retrieved from <http://siteresources.worldbank.org/INTINDONESIA/Resources/2262711170911056314/3428109-1174614780539/SternReviewEng.pdf>
- United Nations (2007). *Framing Sustainable Action: The Brundtland Report – 20 Years On*. Retrieved from http://www.un.org/esa/sustdev/csd/csd15/media/backgrounder_brundtland.pdf.
- United Nations, World Commission on Environment and Development (WCED). (1987) *Our Common Future*. Retrieved from <http://www.un-documents.net/index.htm>
- Wheeler, Stephen M. (2000). Planning for Metropolitan Sustainability. *Journal of Planning Education and Research*, 20, 133-145. doi: 10.1177/0739456X0002000201