Comprehensive Plans and Your Bottom Line

> "The combination of a plan's well-defined vision for the future and community leadership support is powerful."

New York State Law offers some prescriptive guidance about the creation of comprehensive plans, but does not actually require a community to formally adopt one. This is unfortunate, since the planning effort is far more valuable to a community's "bottom line" than many realize.

When land use or other local government decisions are challenged, a community's planning efforts can suddenly take center stage. Court decisions have referenced the perceived "interest of the community" when discussing local decision making that's under fire.

In the absence of formal adoption of a planning document, board meeting minutes, published documents, even records of public discussions have been cited as communication of an implicit "comprehensive plan". At precisely the moment when a community's sense of direction is needed most, someone's "out of context" interpretation of a smattering of public documents can ultimately decide a legal case – or worse yet, establish a community's future goals by default.

As a community leader, why would you want anyone else to define who you are -- and what you will become?

COMPREHENSIVE PLANNING IS VITAL

Not just fluff, comprehensive plans can get to the heart of what matters most to your community residents. When led with fortitude, the process can foster deep and heartfelt discussions about core values, character, and how quality of life is defined.

Fortitude is required because - if you haven't yet noticed - people don't always agree on such fundamental definitions.

About the Author:

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She is the Former Mayor of Seneca Falls, New York, and a Past President of the New York Conference of Mayors.

As Mayor, she was responsible for municipal budgeting and managing operations – including $7 million in annual expenditures. She currently advocates for strategic planning, implementation of best practices, and municipal efficiency. She is a frequent speaker and trainer for professional organizations serving local governments.

The greatest benefit of comprehensive planning is getting through difficult discussions about the character of your community and the direction it should follow – ONCE – and being able to utilize the result – FOR YEARS. Board decisions are clearer, and receive far less criticism when there is hard evidence of widespread community support.

Ironically, choosing to confront difficult issues is often the easier path, when compared to the need to hash over – and re-hash – fundamental questions at contentious meetings. People remember things differently, and interpret to their own benefit. A comprehensive plan identifies collaborative goals and direction, once and for all – then puts community residents in a position of "ownership." To a Board, that can be liberating. There's no longer a need to worry about providing compelling justification and lengthy explanations. Pointing to the plan will suffice, and you can move on to the next topic.

A COMPETITIVE EDGE

While New York's Consolidated Funding Application process for grant submissions has proven to be an annual traffic jam of workload and anxiety for local grant writers and public officials, one can't help but respect the State's new, more intelligent approach to allocating funding.

Although each agency still coordinates its own funding request within the CFA process, there are consistent requirements for applicants to show how a proposed project aligns with regional strategic planning. Questionnaires many times ask IF a comprehensive plan has been adopted and IF the proposal supports - and is supported by – planning goals at the local, regional and state levels.

This means that as State taxpayers, we're getting more bang for our buck, thanks to cohesiveness – AND PLANNING. It's nice to know, for instance, that next year's grant awards are less likely to have New York State residents pay twice for opposing objectives that cancel each other out.

Locally, this means an adopted comprehensive plan strengthens applications in the competitive process. Demonstrating alignment with planning at all levels positions a community to better compete. It further allows the State to justify a grant approval as a wise investment – one that is consistent with taxpayers' wishes.

It appears that comprehensive planning is finally gaining recognition for its value: improving and justifying decision-making by clarifying the public's best interest -- at all levels of government.

LOCAL COMMITMENT

Whenever a community leader does point to a comprehensive plan to justify a board action, it demonstrates local government commitment - to listen and make decisions in accordance with residents' wishes. The combination of a plan's well-defined vision for the

future and community leadership support is powerful. Together they transform a comprehensive plan into a trustworthy "compass" that can keep a community headed toward its own True North.

The compass is beneficial in keeping community values in focus – for the long term. It ensures that the community's direction and progress are maintained beyond election cycles and terms, even well after originators of the planning are no longer in office. This is important. New, young and attractive voices will emerge in a community at any time. Like victims of "mid-life crisis", voters can easily forget what's important to them – then regret it later. Especially in times of turmoil, when radical ideas are delivered with fresh enthusiasm, a compass is an important tool that helps a community keep an eye on True North.

A RETURN ON INVESTMENT

When business owners, locators or start-ups are looking for the best place to invest their financial future, an established and adopted Comprehensive Plan communicates loudly that a community has chosen a destiny of its own making - and is committed to staying on the path toward True North. A comprehensive plan and local government commitment can give a community a tremendous competitive edge in attracting private investment.

Business investors look for indicators that their financial model is sustainable within a geographic area. A community that has documented compatible values will gain notice, and a community that has defined its own future becomes a contender. A community with a good comprehensive plan, AND a demonstrated commitment to achieving its goals – is a winner.

The key is using the comprehensive plan each and every day, and shouting about it.

The commitment to a comprehensive plan must be demonstrated by a local government that reports on its progress regularly; that updates the plan routinely; and that clearly translates plan goals into action items – then acts. Reflection on the accomplishments of a local government should tie each achievement to implementation of the comprehensive plan to further demonstrate commitment. This creates the planning-focused environment, when the document can be used most effectively as a tool to foster economic development.

For community leaders who struggle to understand local government's role in economic development – the comprehensive plan is the answer. Because it's a compass, because it's a decision-justification, because it reduces controversy; and because it defines the vision of the future – it becomes a compelling reason to invest. It can give reasonable assurance to developers that your community is the right place to invest. It tells them your community is going to grow in ways that will support their own plan. It can even help them predict lower start-up costs, if there is a clear path to approvals with less likelihood for the kinds of objections that come from disunity. Finally, if incentives to develop were recommended, and local government has implemented them, that's even better!

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Comprehensive Plans and
Your Bottom Line

Whether the potential investment in question is a $7 Million dollar hotel, or a $200 Thousand dollar house – each is a step towards building a win-win relationship, getting everyone a little closer to where they want to be.

MARKETING THE PLAN

Some potential investors will already know if you have a plan and how well-supported it is. Others may need to be told – and sold. If your plan doesn't have a one-page summary, then create one. Know your plan and be able to communicate its vision. Be ready to share its goals, and what you've done to implement them. Get the story down pat – and refine it - until you can tell it in one minute or less.

Don't assume that business owners can necessarily draw the lines between your vision and theirs. For your story to be compelling, your vision of the future should INCLUDE them. Help them understand how your community vision supports theirs, and that your past demonstration of local government support means they can continue to count on it, in the future.

In your hands, a proactively utilized comprehensive plan can be a very effective marketing tool, and communicate to everyone that your community is "open for business."

A comprehensive plan can be the self-fulfilling prophecy that leads your community toward its own definition of success. What's YOUR vision of a thriving community? No matter what you put at the top of the list, success means a better bottom line.

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NY Municipal
COM Bulletin

NEW YORK STATE CONFERENCE OF MAYORS & MUNICIPAL OFFICIALS

SUMMER 2013

Local Government and Business: Bridging the Gap

by Diana Smith, Business Development Director,
MRB Group Engineering, Architecture and Surveying, P.C.

Ask a community business leader about local government: How does it operate? Which services are provided? In many cases, the answers will be far from accurate. One response will invariably be: "My taxes are too high!"

In all fairness, many municipal officials would not be able to answer similar questions about local businesses: What do they do? Who do they employ? How do they contribute to the community? What support would help them thrive?

Many local government officials leave business development discussions and economic development planning to those "who know better."

As community leaders, however, there is likely *no one* who knows a community better than its local elected officials. City and village mayors, council members, and trustees are in an ideal position to promote economic development in their community.

AN INFORMED COMMUNITY
A strong community requires interaction and collaborative discussions among groups -- most importantly between business leaders and local government leaders.

To foster this interaction and collaboration, city and village officials should consider creating a "Community 101 Toolkit" which provides resources critical to supporting public participation and informed decision making. A community's Toolkit should include demographic information, geographic highlights, economic information and trends, local government costs and impacts on taxpayers, and information on local businesses and employment.

FOSTERING COMMUNITY SUPPORT
A natural extension of the "Toolkit" is a public information foundation. But, in reality, the toolkit can provide much more. Published for the benefit of local community members, this information can identify the *roles and functions* of government, business, not-for-profit and community support groups. Once community members understand the value of the contributions these groups make to the quality of life in a community, they will perhaps better appreciate efforts to preserve those community "institutions."

COMMUNITY SUPPORT IS ECONOMIC DEVELOPMENT
There are two important reasons why Economic Development should begin with support for a strong community, both in and out of the business district.

While good business development is largely based on aggressive efforts to reach out to new partners, *effective* development requires that equal attention be paid to "retention." Current relationships and institutions should not be taken for granted. Furthermore, the benefit of supporting existing businesses is two-fold. First, a thriving business community is a *"welcome sign"* to other potential investors. Second, "quality of life" is not just an abstract philosophical discussion. In today's world, it's a critical commodity that can determine whether a growth-oriented employer chooses to locate in your community. Corporate leaders know they can't attract top-quality personnel to want to live and work in depressed environments.

GOING ONE STEP FURTHER
Not only should "Community 101" information be extended to community members to encourage support for businesses and preserve quality of life, but community leaders can further support economic development by thinking beyond their own borders.

Many local governments utilize a website as an informational resource for residents, like a dynamic community newsletter. Corporations seeking expansion, or "headhunting" business locator firms are also going to utilize your website as an informational resource. What does it say to them?

A strong community, one with a clear sense of core values and how to preserve them, will attract these individuals. The "Community 101" information will be valuable to "outsiders" looking in. In addition, critical information included on your local government website can do much to captivate these potential investors, giving you a distinct advantage over other locations.

BE OPEN FOR BUSINESS
When campaigning for new investment, local officials need to be able to show that the *infrastructure necessary to support development* is already in place or is demonstrably planned. Anything short implies to potential developers insecurity, risk, and high cost. Communities must engage in a proactive approach. The American Recovery and Reinvestment Act funding requirements emphasized the need for having infrastructure in place, as the State of New York promoted preparation with expedited support for "Shovel Ready" projects.

Communities cannot stop there, however. Communicating this preparedness is equally important. Community websites should have an "Open for Business" tab or section, which clearly describes, point by point, why investors should "look here first." Information about your community should include:

- Infrastructure framework: high speed internet, water and sewer systems (including plant capacities), area transportation systems;
- Proximity to transportation hubs, metropolitan centers;
- Accessibility to health care, arts / entertainment, amenities;
- General tax info;
- Available support agencies, such as an IDA, Chamber of Commerce, etc.;
- References to PILOTs / incentives currently in place;
- Database of currently available properties with acreage, existing infrastructure, etc.; and
- Key contacts for further info.

These are just a few of the critical pieces of information that should be readily available to prospective developers and businesses.

Officials who are unsure about what information to include on their website should consider adopting the perspective of a "skeptical" prospective business owner. Additionally, local officials should consider meeting with business leaders to gain their perspective regarding what would attract businesses to the community. What types of new businesses would enhance those businesses already in the community as well as enhancing the community as a whole? Should specific businesses be targeted? Should special incentives be created to attract and retain businesses? The discussion can become the beginning of a Community Economic Development Plan, or a larger Comprehensive Plan (or Update).

At the very least, the communication should be the first of many insightful discussions between local government and business.

Once your business community understands your efforts to support them, you will have taken bold steps to bridge any gap between the public and private sector. As a result, you will strengthen your entire community's appreciation for their local government.

(Diana Smith is a former Mayor, former President of NYCOM, and currently serves as Business Development Director for MRB Group, a municipal service-based engineering and architecture firm.)

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Happy Holidays

Shovel Ready

Welcoming Growth and Economic Development to Your Community

By Diana Smith, Business Development Director, MRB Group

During the time I served on my local board, I remember speaking with a director of a regional chamber of commerce in another state where I was visiting. The tourism flyers and business development brochures nearly covered an entrance wall. I marveled at the organization's aggressive efforts to market local amenities and available tax breaks. The list of incentives to invest in the area was enticing. From a marketing perspective, it was an impressive picture; the future was bright and the atmosphere was celebratory. I imagined an ongoing party and a conga line of successful start-ups, dancing their way to the bank.

"So," I asked, "there's infrastructure in place to support growth?"

The look on her face stopped the music in my head with a screech. "What?" she asked.

"Infrastructure," I said. "Infrastructure like roads or sewer and water lines."

She stared.

I was shocked by her response, but more alarmed by the realization that my world was being rocked by my bad assumptions. I had always regarded economic development as the "mystical" doings of people who know far more than I do about business and what attracts investors.

It's Our Job, Too

I suddenly realized that economic development was as much my arena – and my shared responsibility – as the agencies and personnel who traditionally

> "Community support for maintaining resources can serve as an indicator of future costs. Who will be responsible, short-term and long-term, for the infrastructure that is critical to the success of their business?"

carry its related job titles. Those individuals may be the shepherds of economic development, but the truth is closer to some famously wise words: "It takes a village..." (Or a town. Or a county.)

Community participation and preparedness is the key to successful economic development.

Economic development involves effective marketing. Those responsible for economic development must place a spotlight on area resources. If communities want to strengthen economic development efforts, they need to first focus on their resources and then provide information about them to the marketing professionals. The issue that too often becomes an obstacle is understanding what should be considered a resource.

Infrastructure Isn't Sexy

Certain resources are obvious. Available properties, tax incentives, amenities, transportation systems and proximity to transportation hubs are the usual suspects atop the list. In more recent years, focus on a skilled and ready workforce has become central to successful industrial development. Forward-thinking planners are prepared to discuss community living and quality of life issues that can attract high-caliber executive personnel.

If the marketing professionals tend to put their

best face forward, these would surely be the most attractive features that would captivate prospective business investors.

Sewer? Who wants to talk about sewer?

Well, the investors do.

Cost is King

Investors are concerned with costs. They must consider what it takes to establish and operate their business / industry. They must also consider the potential for growth. Community support for maintaining resources can serve as an indicator of future costs. Who will be responsible, short-term and long-term, for the infrastructure that is critical to the success of their business?

The cost-benefit analysis that drives an investor's decision-making process is certainly not rocket science to anyone in business or government. It's really a matter of common sense.

Tipping the Scale in Your Favor

Community leaders can make that analysis easier for potential investors, by identifying costs, but, more importantly, also by identifying what the community is doing to minimize them in preparation for growth. Even if you, as a community leader, are not directly responsible for controlling the resources, your relationship with the management of those resources and knowledge of their strategic planning is critical. Facilitating communication is more than a minor role in economic development. It's the opportunity to make sure everyone knows that in your community, the cost-benefit ratio clearly supports investment.

For example, the cost of water is important. Equally important is the plant's capacity to deliver quantities that would support growth. Limitations indicate future costs that will factor into the equation. The same holds true for sewer plants. What increase in volume will tip the scale and require a plant upgrade to achieve a reasonable margin of safety for sudden increases in flow? For each community, the answer is a unique consideration. If the community has a history of issues with an aging sewer system affected by stormwater or groundwater infiltration and inflow, for instance, even a minor increase in volume results in a significant impact.

A Strategic Plan for Growth

If your community has a strategic plan for infrastructure growth, then the prospective investor knows that not only is capacity not an issue, but that his firm won't be held hostage by a community's reluctance to address problems that may arise in the future. In essence, the planning becomes another resource to market – one of which the economic development professionals should be aware.

Communicating Your Plan

To a firm seeking to locate a manufacturing plant, any lack of information about infrastructure can mean delays, additional research and cost calculations. For a "locator firm" specializing in identifying prime areas, it can mean that your community is left off its list. It's critical that information about your infrastructure be included among the many resources marketed by economic development professionals.

Yet another resource you can provide to them is you! You can either relay your knowledge about infrastructure to the marketing professionals, or meet with prospective investors directly. They will respect your appreciation and understanding of their most basic needs.

The bottom line? Your ability to communicate the strategic plan for long-term infrastructure maintenance and growth is a key component to your community's economic development successes. Prospective investors need to know that infrastructure is a recognized resource, and it won't be left to them to create, manage or finance.

With this understanding of your community, investors can enter into a long-lasting relationship with you as a partner in your community's growth. ❑

About the Author

Diana Smith is a former mayor, former president of the New York Conference of Mayors and currently serves as Business Development Director for MRB Group, a municipal service-based engineering and architecture firm that specializes in local government operations and efficiency.

The Comprehensive Plan

A comprehensive plan is a written document that identifies the goals, objectives and devices for the "immediate and long-range protection, enhancement, growth and development" of the community.

The effect of adopting a comprehensive plan is that all local land development regulations must be in conformance with its provisions. Other governmental agencies, such as state agencies, must consider the local comprehensive plan in planning their capital projects within the locality.

The New York State Court of Appeals noted in *Udell v. Haas* that "the comprehensive plan is the essence of zoning. Without it, there can be no rational allocation of land use." Indeed, the statutes require that all land use regulations must be made "in accordance with a comprehensive plan." Therefore, planning should precede any adoption or amendment of a land use regulation.

New York statutes define a comprehensive plan as the "materials, written and/or graphic, including but not limited to maps, charts, studies, resolutions, report, and other descriptive material that identify the goals, objectives, principles, guidelines, policies, standards, devices, and instruments for the immediate and long-range protection, enhancement, growth, and development of the [locality]."

While there are no required components of a comprehensive plan, the statutes suggest fifteen elements for inclusion:

a general statement of goals, objectives, and standards upon which proposals for the immediate and long-range growth and development of the municipality are based;

consideration of the regional needs and official plans of other government units within the region;

existing and proposed location and intensity of land uses;

consideration of agricultural uses, historic, and cultural resources, coastal and natural resources and sensitive environmental areas;

consideration of population, demographics and socio-economic trends, and future projections;

the location and types of transportation facilities;

existing and proposed location of public and private utilities and infrastructure;

existing housing and future housing needs, including affordable housing;

present and future location of historic sites, educational, cultural, health, and emergency services;

existing and proposed recreational facilities and parkland;

present and future locations of commercial and industrial facilities;

specific policies and strategies for improving the local economy in coordination with other plan topics;

proposed measures, programs, devices, and instruments to implement the goals of the comprehensive plan;

all or part of the plan of another public agency; and

any and all other items which are consistent with the orderly growth and development of the municipality.

Why have a comprehensive plan?

The comprehensive plan creates a blueprint for the future development and preservation of a community. Often referred to as the "master plan," it is the policy foundation upon which communities are built. A good comprehensive plan guides not only the physical and economic development of the municipality, but also accommodates social, environmental, and regional concerns.

PROGRAM DESCRIPTION
Through Round 3 of CGC II, NYSERDA is offering competitive grants for the implementation of market-transforming sustainability initiatives and projects that accelerate the adoption of sustainable planning and development practices, are innovative, create multiple community benefits, reduce carbon emissions, leverage public and private resources, and propel NYS toward an environmentally and economically vibrant and resilient future. Funding will support policy and plan development, technical assistance, and implementation of projects and initiatives that have the ability to be inspirational and replicated to expand market adoption and overall impact. Funding will also support communities taking action to move toward a self-sustaining clean energy future. Projects will stimulate environmentally sustainable economic growth consistent with the CGC Phase I Regional Sustainability Plans and REDC Strategic Plans. These projects will be holistic in nature, exhibit positive impacts at a scale larger than typical NYSERDA-funded projects, and contribute to an improved quality of life through a systems approach of connecting the natural, built, and human environments. Projects and initiatives selected under CGC II will not only save energy and reduce carbon emissions; they will also make NYS a better place to live, work, and do business.
All projects must demonstrate a contribution to the reduction of carbon emissions either through direct outcomes or indirect influence in areas such as future growth and development patterns. Finally, CGC II is a unique program that should fill gaps and leverage other sources of funding in ways that could not otherwise be accomplished. Round 3 of CGC II is flexible in that it supports a variety of project types; however, it is focused in its priority objective of achieving significant market transformation to reduce carbon pollution.

Category 2 – Flexible Funding Pilots (Rolling Applications - Competitive): Up to $5 million will be available to communities for assistance with completing transformative clean energy and sustainability projects that have both an immediate and long-term impact on carbon mitigation. In order to qualify for funding, municipalities will have to complete four of six Steps in order to submit an application for funding. These projects will prepare a community, region, or project for a more sustainable and resilient future; thereby creating direct or indirect community benefit and carbon reductions. This category is intended to be flexible in that NYSERDA may periodically add and remove eligible project types based on the needs identified in the market over time. Any changes will be communicated on the CGC Guidance Documents webpage. Projects must be ready to commence within three months of NYSERDA award notification and should be completed within three years of contract execution. Applicants may not commence work on any portion of the project until there is a fully executed contract with NYSERDA. Awards will range from $25,000 to $250,000 per project, with a cap of $250,000 per applicant per year and a 25% minimum cost share requirement. Award amounts will be primarily based on the innovative and transformative merits of the application in its ability to advance energy efficiency, renewable energy, or carbon mitigation as well as economic development benefits. **NYSERDA will continue to accept applications for Category 2 on a rolling basis until 4:00p.m. Eastern Time on September 30, 2019, until funds are exhausted, or until the solicitation is revised by NYSERDA, whichever comes first.**

Please check NYSERDA documentation for updates or changes in the CGC grant solicitations/guidelines.

ELIGIBLE APPLICANTS – CATEGORY 2
Local governments (county, city, town, village, or Indian tribal government or nation located within NYS) in New York State are eligible to apply for funds. Municipalities may form partnerships and submit a joint proposal, but one entity must be identified as the lead applicant on behalf of the group or consortium. All involved municipalities must meet the eligibility criteria outlined in the section of this document titled "Category 2 Project Eligibility: Required Steps." A single municipality, or a group or consortium of municipalities, may choose to designate a non-municipal entity (private, non-profit, etc) to be the lead applicant, but the lead applicant must provide letters of support from each municipality involved in the project. The lead applicant, if successful, will have a contractual obligation to NYSERDA and will act as the main point of contact for NYSERDA for all project-related matters.

CATEGORY 2: FLEXIBLE FUNDING PILOTS
Funding Available: $25,000 to $250,000 per project with a 25% minimum cost share requirement

Category 2 Project Eligibility: Required Steps
In order to qualify for funding, all Category 2 applicants must first complete four of six relatively low-cost Steps and submit proof of completion for each Step. The six Steps, including more information on how to meet the requirements for each Step, are outlined in the PON3106 – Category 2 Required Steps and Project Types document, which can be found on the CGC Guidance Documents website. Required Steps and eligible Project Types are subject to change. NYSERDA will communicate any changes on the CGC Guidance Documents website.

Applicants may request a pre-review of the documentation of completion of required Steps by sending an email, with all requested documentation attached, to CGC@nyserda.ny.gov.

Note that applicants may be eligible to earn points towards certification through the Climate Smart Communities (CSC) Certification Program by completing the Steps and for completing one or more projects under this category.

Please check NYSERDA documentation for updates or changes in the CGC grant solicitations/guidelines.

Cleaner, Greener Communities (CGC) Program, Phase II Implementation Grants, Round 3
Program Opportunity Notice (PON) 3106

Category 2 Required Steps and Eligible Project Types

Summary: The following document outlines the required Steps all Category 2 applicants must first complete in order to qualify for funding under Category 2 of the above referenced solicitation. This document includes a list of eligible project types applicants can apply for funding to complete and detailed hypothetical project type examples.

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Category 2 Project Eligibility: Required Steps
In order to qualify for funding, all Category 2 applicants must first complete four of the following six relatively low-cost Steps and submit proof of completion for each Step. More information on how to meet the requirements for each Step, including what documentation is required, is outlined below. Applicants may request a pre-review of the proof of completion documentation for each Step by sending an email to CGC@nyserda.ny.gov. The required Steps include:

1. Implement a Green Building Strategy
2. Adopt the New York State Unified Solar Permit
3. Support Alternative Fuel Transportation Supply Infrastructure
4. Adopt a Vehicle Fleet Efficiency Policy
5. Develop a Government Operations Greenhouse Gas (GHG) Emissions Inventory and Establish a Government Operations Emissions Reduction Target
6. Enable Property Assessed Clean Energy (PACE) Financing (Only if within the jurisdiction of the proposing local government)

Note that applicants may be eligible to earn points towards certification through the Climate Smart Communities (CSC) Certification Program by completing the Steps and for completing one or more projects under this category. More information on Category 2, Required Steps and eligible project types (and corresponding CSC Actions) can be found in the CSC Certification Manual. NYSERDA reserves the right to restrict future funding in Category 2 of Cleaner, Greener Communities if the applicant is, at any point, no longer able to satisfy four of the six required Steps.

STEP #1: IMPLEMENT A GREEN BUILDING STRATEGY
Applicants must minimize building life cycle costs through energy efficiency, water conservation, or other renewable and alternative energy technologies. Applicants may satisfy the requirements for this Step by implementing any strategy that achieves the following objectives for buildings (residential, commercial, or both) in their community:

A. Establish a stretch code that includes minimum requirements for energy efficiency of at least 5% more efficient than the current (at time of application submission) Energy Conservation Construction Code of New York State (ECCCNYS). Section R406 "Energy Rating Index Compliance Alternative" of the International Code Council (ICC) 2015 International Energy Construction Code (IECC) provides a good residential stretch code framework.

OR

B. Establish a green building ordinance that requires all new construction and substantial renovation projects to meet minimum requirements, such as those outlined in the International Code Council's (ICC) *International Green Construction Code* (IgCC), for water conservation and renewable/alternative energy technologies.

AND

1. Implement an electronic system for tracking and retaining building project permit and inspection records within the jurisdiction and report to NYSERDA on the system and strategy employed, including data fields and files being tracked and retained; and

2. Commitment to sharing aggregated or otherwise non-confidential jurisdictional building project permit and inspection data[1], including but not limited to: a. Number of permits issued; b. Gross total square footage constructed; c. For multifamily construction, total number dwelling units constructed; d. Number of permits and certificates of occupancy rejected for failure to comply with the ECCCNYS or jurisdictionally-adopted stretch code; e. Number of permits and certificates of occupancy rejected for failure to comply with jurisdictionally-adopted green building ordinance; f. Number of projects inspected; g. Number of inspection visits conducted; h. Number of permits needing field revisions; i. Number of projects categorized by compliance option as identified in the ECCCNYS or jurisdictionally-adopted stretch code or green building ordinance; j. Construction activity categorized by number of residentially and commercially permitted and constructed projects, broken out by new construction and addition, alteration and repair projects, all as defined by the ECCCNYS; and, k. Construction activity categorized by fuel type; and

3. Commitment to consider adopting the model New York State Stretch Code (NY-Stretch) when it is created.

Applicants should first review their existing codes and regulations and identify any requirements that might preclude or inhibit implementing a strategy that achieves the aforementioned objectives. In addition, applicants might consider forming a green ordinance task force of representatives with an interest and expertise in energy efficiency and building codes, to work on developing the strategy.

Applicants should review the current version(s) of the ECCCNYS and applicable references, and the latest versions of the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) standards 90.1- *Energy Standard for Buildings Except Low-Rise Residential Buildings* and 189.1- *Standard for the Design of High-Performance Green Buildings*, the International Code Council's (ICC)- *International Green Construction Code* (IgCC) and *International Energy Conservation Code* (IECC), and other best practice resources to inform the strategy.

Local governments may adopt their own stretch code for energy conservation after notifying the state, but these requirements must be no less restrictive than the current ECCCNYS. All proposed local stretch energy codes should be reviewed by the Department of State Division of Building Standards and Codes and Must be filed with the State Fire Prevention and Building Code Council (State Code Council) (http://www.dos.ny.gov/dcea/code_council.html) as outlined in Section 109 of the Energy Law found at http://public.leginfo.state.ny.us/lawssrch.cgi?NVLWO.

Documentation required for Step #1:
Applicants must submit an electronic copy or link to the green building ordinance, stretch code, or other document, including a summary outlining how Step 1 objectives have been met since the last state code update, if applicable, or within the last five years, whichever is less, and submit signed documentation of adoption or enactment by the local government official or body authorized to enact such policies. If required by law, applicants must submit proof that any proposed building code updates

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[1] Data reported to NYSERDA will be used to inform programmatic decisions, such as how best to educate on and support Energy Code compliance, and help NYSERDA better understand and serve New York State's design, construction and code enforcement markets.

were filed with the State Code Council and certify to NYSERDA that they are being enforced.

STEP #2: ADOPT THE NEW YORK STATE UNIFIED SOLAR PERMIT (CSC ACTION 6.3)
Applicants must adopt the New York State (NYS) Unified Solar Permit for use within the local jurisdiction. Applicants must review the Unified Solar Permit with its local building department and other departments directly affected by the adoption of the permit, including but not limited to the engineering and planning department. Each department may have input to the adoption and/or alteration of the NYS Unified Solar Permit.

More information on the process for adopting the NYS Unified Solar Permit can be found on the NY Sun Initiative website at http://ny-sun.ny.gov/For-Local-Government/Local-Government.

Documentation required for Step #2:
Applicants must submit an electronic copy of the adopted NYS Unified Solar Permit and submit signed documentation of its adoption and enactment by the local government official or body authorized to enact such policies. The NYS Unified Solar Permit may have been passed (or updated) at any time prior to the application date, but must be active at the time of submittal. Please note that incentives are available to assist applicants with adopting the New York State Unified Solar Permit under Category 1 of the CGC Program.

STEP #3: SUPPORT ALTERNATIVE FUEL TRANSPORTATION SUPPLY INFRASTRUCTURE (CSC ACTION 8.10)
The first step in supporting alternative fuel transportation infrastructure is assessing the demand for and feasibility of an alternative fueling station. Applicants should gauge local and regional demand for alternative fueling stations and consider the most appropriate fuel type for the area. Alternative fuel supply infrastructure could include the following:
- Electric vehicle supply equipment
- Compressed natural gas (CNG) infrastructure for fleets
- Biofuels production and supply infrastructure
- Propane fueling infrastructure
- Ethanol fueling infrastructure

Applicants must submit documentation that one of more of the below policies or incentives have been developed and adopted by the municipality:
- Provide incentives for alternative fuel supply infrastructure in designated zones
- Expedite permitting for alternative fuel supply infrastructure
- Amend building code or zoning ordinances to require electric vehicle charging stations in parking lots

Documentation required for Step #3:
Applicants must submit copies of one or more of the policies or incentives that have been developed and submit signed documentation of its adoption and enactment by the local government official or body authorized to enact such policies. The policies, incentives, or code updates could have taken place at any time prior to the application date, but must be active at the time of submittal. Please note that incentives are available to assist applicants with adopting streamlined permitting or other ordinances that facilitate the installation of electric vehicle supply equipment under Category 1 of the CGC

Program.

STEP #4: ADOPT A VEHICLE FLEET EFFICIENCY POLICY (CSC ACTION 3.10)
Applicants can develop a vehicle fleet efficiency policy by following the guidelines below:
- Complete a municipal fleet vehicle inventory
- Establish definitions and minimum efficiency levels, and any exemptions, for different vehicle types
- Include in the policy a plan and schedule for replacing vehicles with fuel efficient and/or alternative fuel options
- Reference http://www.fueleconomy.gov/ for information on fuel efficiency of vehicles
- Refer to New York State policies on vehicle fleet efficiency3 and other best practices
- Include in the policy requirements for tracking mileage and fuel consumption
- Include in the policy requirements for annual review of the replacement schedule to adjust for new, more efficient, vehicle availability

As with any change in local laws and policies, please consult with the local government attorney for guidance on drafting and enacting the new legislation or policy. Please see the Green Fleet Guidance Document developed for the Village of Dobbs Ferry for more detailed guidance.

Applicants must adopt a fleet vehicle efficiency policy and vehicle replacement plan. An alternative to an independent fleet vehicle efficiency policy would be incorporation of vehicle efficiency into a larger environmentally preferable purchasing policy. The policy must clearly define fuel efficiency standards for the entire fleet and for specific vehicle types, and a replacement policy or schedule for existing vehicles.

Documentation required for Step #4:
Applicants must submit a written policy as well as signed documentation of its adoption and enactment by the local government official or body authorized to enact such policies. The written policy must specify the purchase of a minimum percentage of fuel-efficient vehicles by a short-term deadline or minimum fuel-efficiency standards by a short-term deadline and require the purchase of 100% of fuel-efficient vehicles by a certain year.

Additional recommended documentation may include an inventory of existing local government vehicles with a replacement schedule. The policy may have been adopted at any time prior to the application date and the local government must be actively implementing it.

STEP #5: DEVELOP A GOVERNMENT OPERATIONS GREENHOUSE GAS (GHG) EMISSIONS INVENTORY AND ESTABLISH A GOVERNMENT OPERATIONS EMISSIONS REDUCTION TARGET (CSC ACTIONS 2.1 AND 2.3)

Develop a Government Operations GHG Emissions Inventory:
Applicants must conduct a GHG emissions inventory of local government operations for all applicable sources of Scope 1 (direct) and Scope 2 (indirect) emissions. Reporting Scope 3 emissions is optional, though highly encouraged. Local governments must use the Local Government Operations Protocol (LGOP) to complete this action. Developing a GHG inventory is a data-intensive and time-consuming task. Engaging an intern or assigning specific hours of existing staff to support this task will contribute

to timely completion of the inventory. There are a number of resources available to assist with developing a GHG emissions inventory. A summary of the steps is outlined below:

- Determine GHG inventory boundaries- what does the local government have operational control over?
- Confirm baseline year, the LGOP will suggest a calendar year
- Identify emissions sources (e.g. buildings, vehicles, streetlights, waste)
- Request data for the baseline year, providing data collection templates can save time and prevent confusion
- Once received, thoroughly review all data for completeness and accuracy, make sure all data are provided for all facilities and departments, and for the correct timeframe
- Input information into a GHG inventory tool or spreadsheet with emissions coefficients to quantify GHG emissions
- Perform a quality review of all equations, referred to as a quality assurance/quality control review (QA/QC)
- Finalize data
- Report results

Applicants may use or reference the CSC Local Government Operations Greenhouse Gas Emissions Inventory Tool and accompanying User Guide for assistance.

Establish a Government Operations Emissions Reduction Target:
Applicants must research and adopt short-, medium-, and long-term GHG reduction targets in a resolution or in a climate action plan or comparable plan such as a comprehensive plan. A baseline emissions inventory is needed to establish an emissions reduction target, so the community has a means of measuring progress against the baseline. A GHG emissions forecast, often included in a baseline emissions inventory report, is also useful for anticipating changes in GHG emissions from population change, technology changes, or economic impacts on emissions.

Documentation required for Step #5:
For the Government Operations GHG Emissions Inventory:
Applicants must submit a copy of their most recent local government operations GHG inventory report. These can be standalone documents or included in inventory reports that also cover community emissions. The inventory must have been completed within five years prior to the application date.

For the Government Operations Emissions Reduction Target:
Applicants must submit copies of formal documentation, such as a council resolution, report, formally adopted plan or memorandum stating the established emissions reduction target(s) for government operations. The targets can be established at any time prior to the application date, as long as they are currently valid.

STEP #6: ENABLE PROPERTY ASSESSED CLEAN ENERGY (PACE) FINANCING (ONLY IF WITHIN THE JURISDICTION OF THE PROPOSING LOCAL GOVERNMENT)
This Step only applies to local governments that have the jurisdiction to enable PACE financing (mostly New York State Cities and Counties (except Westchester County where Townships and Cities must meet the requirement and other Cities that do not have the jurisdiction to enable PACE financing)). PACE legislation is enabled by municipal authorization. Counties or Cities must authorize PACE financing

through a local law that enables a property owner to pay for energy improvements through a special tax bill charge to the property. This arrangement ensures access to low-cost capital with up to 20-year loan terms, automatic transferability, and other benefits that increase the value of the property while reducing energy costs and/or generating sources of renewable energy.

Documentation required for Step #6:
Applicants must submit a copy of the local law that enables PACE financing in the municipality or a signed letter from the Municipal leadership showing the intent to pass a local law by a specified date.

While applicants are free to enact PACE financing however they see fit, and in collaboration with any assisting entity, there is one program already available in New York State to assist interested municipalities. The Energy Improvement Corporation (EIC) is a Local Development Corporation, which is a New York State not-for-profit, public authority established specifically to increase the demand for energy efficiency and renewable energy building upgrades. With a growing member base of member municipalities, EIC offers the Energize NY Finance Program which is a PACE finance program. PACE financing is made available to eligible property owners in order to provide attractive financing for property improvements that lower energy consumption and/or generate clean energy. More information on the Energize NY Finance Program, including a template for the local law that enables PACE financing, can be found at http://commercial.energizeny.org/energize-ny-finance.

Category 2 Eligible Project Types
Subject to the approval of the required documentation for each of the Steps listed above, applicants may apply for funding for one or more of the following eligible project types. Brief descriptions of each project type are included below and applicants may be eligible to earn points towards certification through the CSC Certification Program for completion of one or more of the below project types.

1. **Develop a community GHG emissions inventory and establish a community emissions reduction target (CSC ACTIONS 2.2 AND 2.4):**

    Develop a community GHG emissions inventory:
    Applicants must develop a GHG inventory for the community as a whole by selecting an appropriate baseline year, gathering the data, and developing an inventory report. This analysis will help the local government prioritize actions. Scope 1 and 2 emissions should be assessed and reported, although Scope 3 emissions are optional. The report should be publicly released. Local governments can follow the U.S. Community Protocol, for guidance on how to conduct a community inventory and what to include.

    A summary of the key steps in developing a community GHG inventory are as follows:
    - Determine GHG inventory boundaries- what does the local government have operational control over?
    - Confirm baseline year, using the calendar year of the local government operations inventory is a good idea
    - Identify emissions sources (e.g. buildings, transportation, waste)
    - Request data for the baseline year, providing data collection templates can save time and prevent confusion

- Once received, thoroughly review all data for completeness and accuracy- if your community has limited industrial facilities, but there appears to be an incredibly high percentage of energy use from that sector, there might be errors in the data
- Input information into GHG Inventory tool or spreadsheet with emissions coefficients to quantify GHG emissions
- Perform a quality review of all equations, referred to as a quality assurance/quality control review (QA/QC)
- Finalize data
- Report results

Establish a community emissions reduction target: Research and adopt short-, medium-, and long-term GHG reduction targets in a resolution, climate action plan, or comparable plan such as a comprehensive plan. Please see the Green Ossining Climate Action Plan for an example. If a target has already been established for the region, applicants should demonstrate how they have agreed to either meet or exceed this target. A baseline emissions inventory is needed to establish an emissions reduction target, so the community has a means of measuring progress against the baseline.

2. **Develop a government operations and/or community climate action plan (CSC ACTIONS 2.5 and 2.6):** Applicants must develop a plan that includes the results of the GHG emissions inventory for local government operations and/or for the community as a whole, the GHG emissions reduction targets for local government operations and/or for the community as a whole, and how the combined GHG reductions from plans, policies, and actions will allow the local government and/or for the community as a whole to achieve the GHG reduction targets. Climate action plans must be coordinated with existing community plans and programs to avoid undermining them. There are specific procedural requirements for incorporating a climate action plan into an existing comprehensive plan. Applicants are encouraged to contact the Department of State Office of General Counsel for guidance on such actions (http://www.dos.ny.gov/cnsl/counsel.htm). Additionally, applicants must perform public outreach and public review of the draft plan, as well as develop and publicly release the government operations and/or for the community climate action plan. Applicants may reference the CSC Climate Action Planning Guide for more detailed guidance.

3. **Upgrade water or wastewater treatment facilities and infrastructure (CSC ACTION 3.9):** Applicants can apply for funding to upgrade water or wastewater treatment facilities or infrastructure. Examples of projects applicants can apply for funding include: Assessing facility energy use; Installing variable frequency drives (VFD) for motors and pumps; Using efficient drying technologies; Optimizing anaerobic digester performance; Using biogas to produce heat or energy; Implementing renewable energy options such as wind solar or hydro-power; and reducing leaks in water distribution systems. Applicants must reduce the GHG emissions by at least 10% through the upgrades implemented in order to qualify for funding.

4. **Right-size the local government fleet (CSC ACTION 3.11):** This project involves right sizing the local government fleet by reducing the total number of vehicles and optimizing the usage of existing vehicles to ensure the most efficient vehicles are used as much as possible. Applicants

must reduce the vehicle fleet size by a minimum of 10% in order to qualify for funding. Examples of strategies applicants can implement under this project type include:

- **Fleet Inventory**
  - o Obtain a fleet management information system that tracks the type of usage, fuel usage, and fuel efficiency of each vehicle in the system.
  - o Identify vehicles that are underutilized and can either be retired or better utilized.
  - o Identify vehicles that are not suited to the tasks for which they are typically used.
- **Optimize Fleet Assignments**
  - o Reassign vehicles to make sure the appropriate vehicles are used for the right tasks.
  - o Develop processes and procedures to enforce vehicle usage policies.
  - o Encourage car-pooling and more efficient route planning.
- **Reduce Fleet Size**
  - o Retire or sell older or infrequently used vehicles.

Applicants may reference the [Tarrytown Right-Sizing Local Government Fleet Toolkit](#) for more detailed guidance.

5. **Replace traditional vehicles with advanced vehicles ([CSC ACTION 3.12](#)):** The following strategies are eligible for funding under this project type:
   - Develop vehicle replacement guidelines or policies to require the purchase of advanced vehicles and alternative fuel vehicles
   - Use established minimum fuel efficiency requirements for the types of vehicles in the fleet, as developed in**[(CSC ACTION 3.10)](#)** (if completed)
   - Select advanced vehicles or alternative fuel vehicles for purchase that suit local needs, available fuels, and local vehicle availability
   - Consider a bulk purchase of vehicles to receive a better price, or organize a joint procurement with other neighboring jurisdictions, to maximize your buying power
   - Replace vehicles as they near the end of their useful life with advanced vehicles and alternative fuel vehicles and/or replace the least fuel efficient vehicles prior to their end of life

6. **Convert streetlights to LED ([CSC ACTION 3.15](#)):** Applicants must upgrade a minimum of 10% of streetlights to LED in order to apply for funding for this project type. The following guidelines provide an outline for the process of converting streetlights to LED:
   - **Plan for Streetlight Retrofit**
     - o Perform an outdoor lighting inventory, if one doesn't exist
     - o Define the scope and objectives of the project, in terms of the quantity of streetlights to be converted, and if other changes to local street lighting are necessary, such as increasing or reducing number of streetlights based on input from local residents and businesses
     - o Identify streetlights for conversion; focus on the most outdated fixtures
     - o Consider performing a pilot of the new technology first to confirm the technology and lighting output meet local needs

o Develop project plan and financing strategy

- *Identify Design Concerns and Constraints*
  - o Determine if existing light fixtures can be retrofitted or if they must be replaced
  - o Select appropriate technology and understand maintenance impacts
  - o Ensure the new technology meets the minimum design standards, such as those from the DesignLights Consortium Qualified Products List
  - o Consider other design factors such as glare, light pollution, safety and security, and aesthetic requirements
- *Implement New Lighting Technology*
  - o Convert streetlights to LEDs found on the DesignLights Consortium Qualified Products List
  - o Monitor and report on performance of the new fixtures
  - o Develop or update ongoing maintenance plans

Applicants may reference the CSC Anchor Project: City of Yonkers LED Streetlight Installation case study for an example of a successful project.

7. **Convert traffic signals to LED (CSC ACTION 3.16):** Applicants must upgrade a minimum of 10% of traffic signals to LED to improve traffic flow in order to apply for funding for this project type. The following guidelines identify how applicants can improve the efficiency of local traffic signals by converting to LED:
   - *Plan for the Traffic Signal Retrofit*
     - o Define the scope and objectives of the project, in terms of the number of traffic signals to be converted and the financing strategy. Focus on the most outdated signals first
     - o Consider performing a pilot of the new technology first, to confirm the selected technology meets local requirements
     - o Develop project plan and select a contractor to perform the conversion
   - *Identify Design Problems and Constraints*
     - o Determine if existing traffic signals can be retrofitted or if they must be replaced
     - o Select appropriate technology and understand maintenance impacts
   - *Implement New Lighting Technology*
     - o Convert traffic signals to LED
     - o Monitor and report on performance of the new signals
     - o Develop or update ongoing maintenance plans

8. **Develop and adopt a comprehensive plan with sustainability elements (CSC ACTION 6.1):** Applicants must develop and adopt a resource-efficient comprehensive plan that incorporates the following required and optional elements. Applicants must identify goals, strategies, and reporting metrics specific for each element. NYSERDA recommends using the Technical Guidance Manual for Sustainable Neighborhoods, created by the United States Green Building Council in partnership with the Land Use Law Center at Pace Law School, to guide community planning processes and proposal development. NYSERDA also recommends considering the LEED® for Neighborhood Development Floating Zone as part of anticipated planning and zoning efforts. A resource for form-based codes is available at http://www.formbasedcodes.org/. Use

of other nationally recognized standards or development of new standards to meet market needs are also encouraged.

   a. Promote alternative transportation options (bicycle, pedestrian and public transit) – Required
   b. Promote smart growth principles in land-use policies – Required
   c. Conserve Natural Areas – Required
   d. Protect public health and safety – Required
   e. Foster green economic development – Optional
   f. Promote energy efficiency and renewable energy production – Optional
   g. Protect the resource-efficient use of natural resources – Optional
   h. Remedy environmental justice concerns – Optional
   i. Promote development or conservation of local food systems – Optional
   j. Strive for social equity in housing, schools, green space, and food and transportation options – Optional
   k. Minimize solid waste and promote recycling and composting – Optional
   l. Protect drinking water sources – Optional
   m. Minimize stormwater runoff – Optional
   n. Promote climate adaptation and resilience – Optional

9. **Incorporate smart growth principles into land-use policies and regulations (CSC ACTION 6.2)**: By updating local zoning and policies, local governments can encourage smart growth by promoting transit oriented development, compact walkable communities, infill development, and other resource-efficient land-use practices. NYSERDA recommends using the Technical Guidance Manual for Sustainable Neighborhoods, created by the United States Green Building Council in partnership with the Land Use Law Center at Pace Law School, to guide community planning processes and proposal development. NYSERDA also recommends considering the LEED® for Neighborhood Development Floating Zone as part of anticipated planning and zoning efforts. A resource for form-based codes is available at http://www.formbasedcodes.org/. Use of other nationally recognized standards or development of new standards to meet market needs are also encouraged. Applicants can apply for funding to incorporate smart growth principles into land-use policies and regulations. Such principles may include, but not be limited to,:

   a. Mix land uses
   b. Promote compact building design and cluster development
   c. Diversity of housing opportunities and choices
   d. Walkable neighborhoods
   e. Foster distinct, attractive communities with a strong sense of place
   f. Preserve open space, farmland, natural beauty, and important natural areas
   g. Strengthen and direct development toward existing community centers, hamlets, or urban areas
   h. Promote density that facilitates non-car transportation options

10. **Implement strategies that support bicycling and walking (CSC ACTION 6.10)**: Applicants may apply for funding for one or more of the following strategies to improve the infrastructure for cycling in their communities.

   a. Develop a bicycle and pedestrian master plan (or similar plan)
   b. Expand and improve bike paths and bike lanes

   c.   Improve bike parking

   d.   Improve bike signage

   e.   Develop a bike share program

11. **Implement strategies that increase public transit ridership and alternative transport modes (CSC ACTION 6.12):** Local governments can implement a variety of strategies to reduce some of the barriers to transit ridership such as cost of public transit, distance a passenger needs to travel to access transit, shelter at the transit stop, access to bicycle and pedestrian facilities, and parking if the passenger is driving to a central spot to take transit into an urban area. After assessing the need, applicants can apply for funding to implement one of the following strategies:

   a.   Develop shuttle system to trains

   b.   Improve walkways, sidewalks and/or bikeways to trains and buses

   c.   Create covered, secure bike racks

   d.   Ensure adequate car parking near bus stops

   e.   Encourage car sharing

   f.   Provide incentives directly to riders or work with local employers to provide incentives to employees for using public transit

   g.   Coordinate with a regional transit agency or neighboring community to expand access to public transit within the region

12. **Establish incentives for green industry or business to locate in a community (CSC ACTION 8.9):** Applicants must establish incentives for green businesses to locate within the community. Incentives could be financial, such development-fee waivers, or non-financial, such as expedited permitting or density bonuses. Alternatively, applicants may form a collaboration to support a clean-tech or green-business incubator program. Applicants must demonstrate the implementation of at least one green industry incentive.

13. **Other innovative community-based project:** Aside from the project types listed above, applicants may apply for funding for a community-based clean energy project that advances energy efficiency, renewable energy, or carbon mitigation as well as economic development benefits. Examples of potential projects may include:

   a.   Other planning related initiatives that will better prepare a community, region, or project for a more sustainable and resilient future; and

   b.   Pre-development technical assistance or assistance with construction for a specific capital project; and

   c.   Implementation of other Actions outlined in the CSC Certification Manual.

All project proposals must demonstrate how projects support local or regional sustainable economic development, and will serve to transform future market practice in a manner that will have multiple long term community benefits and reduction of carbon emissions.

Category 2 Examples of Eligible Project Types

The following high-level hypothetical project descriptions provide some examples of what NYSERDA considers "eligible" project types under Category 2. The hypothetical project type descriptions below are not exhaustive, are not a list of preferred project types, and are intended only to provide an

additional level of clarity. Applications for project type examples included are not guaranteed to receive funding and will be evaluated according to the aforementioned criteria along with every other application. Please contact CGC@nyserda.ny.gov with any questions.

Post-Hurricane Revisions to Comprehensive Plan
Category 2 Eligible Project Type #10 - Develop and adopt a comprehensive plan with sustainability elements

Example City was severely affected by flooding in low-lying areas during Hurricane Irene. Impacted areas included a historic district, parts of downtown, the corporate campus of the City's principal employer, and a number of areas designated for future development under the City's 2005 Comprehensive Plan. As recovery efforts have proceeded, it has become clear that Example City needs to redraw future plans to reduce vulnerability to large storm events and diversify its jobs base. The City's NY Rising Community Reconstruction Plan identifies a full update of the Comprehensive Plan as a top priority. As part of this effort, Example City will be seeking consulting support from Urban Planning Firm, LLC to develop alternative land-use scenarios for reconstruction and future development based on post-Irene parameters, integrating economic, social, and environmental sustainability goals. The City estimates the total budget for such support at $150k, and is requesting $60k from the Cleaner, Greener Communities program to leverage $50k in local funds, $35k obtained from a federal assistance program, and $5k obtained from another NYS grant.

Downtown Eco-District
Category 2 Eligible Project Type #15 – Other innovative community-based project

Recent years have seen a fledgling renaissance in the older, central part of Example Town. A small but growing in-the-know artisan community has begun taking over loft spaces and storefronts left empty since the 1980s. As part of its economic development program, the Town is proposing to create a Downtown Eco-District to showcase its new, "hip" side and attract redevelopment and new jobs in creative and knowledge-based industries. The Town will carry out a 1-year study and outreach effort to identify projects advancing the Eco-District's Framework and to forge buy-in from a wide coalition including artistic communities, residential developers, and citizen groups. The study will specifically target high-visibility projects in transportation, energy, and water that can benefit current residents, create spaces for new development, including both affordable and market-rate housing, and reduce Downtown's overall greenhouse gas footprint. The study will also define the framework and role for a future non-profit Downtown Eco-District Association responsible for coordinating implementation of Eco-District-relevant projects. The Town seeks $75k in support from the Cleaner, Greener Communities program for the initial study and will match that with $75k of local funds, for a total project cost of $150k.

Citywide Pedestrian Improvements Plan
Category 2 Eligible Project Type #12 - Implement strategies that support bicycling and walking

Example Village was built as a bedroom community in the 1950s and 1960s for middle-class families with children purchasing their first home, located 15 miles away from downtown. No sidewalks, apartments, or commercial uses were included in the original plans. As the surrounding urban area has expanded, Example Village has become an inner suburb adjacent to a Town Center development anchored by a regional transit station. The population profile has also shifted, including an increasing number of aging-in-place seniors and new immigrant populations moving into older houses increasingly subdivided into duplexes and 4-plexes. The increased density of population and adjacent uses has created traffic safety and congestion issues and a clear need to develop pedestrian improvements throughout Example Village. However, challenges include narrow rights-of-way, a poorly connected street grid, and scarcity of Village funds. Example Village proposes to develop a plan that will include template design solutions to the most common challenges, identify funding sources and prioritize new pedestrian improvements based on their potential for improved safety for existing pedestrians and potential for replacing automobile trips with pedestrian trips. Example Village has secured a federal grant for $50k for this study. The grant depends on matching funds from the Village. The Village seeks to obtain the $50k matching funds from the Cleaner, Greener Communities program.

Implementing an LED Streetlight Retrofit
Category 2 Eligible Project Type #6 - Convert streetlights to LED

The Village of Sample, NY has an antiquated streetlight system comprised of high pressure sodium lamps. Streetlights in the Village of Sample (the Village) constitute 30% of the Village's operating budget. The Village will undertake an effort to explore options for, and to ultimately implement, a Light Emitting Diode (LED) streetlight conversion for all municipally-owned fixtures. Advanced streetlight technology, such as LEDs, can reduce streetlight energy use by as much as 70 percent. Efficient streetlights will save money and energy, also reducing the greenhouse gas emissions associated with electricity consumption. In addition, LEDs can provide a better quality of light, enhancing safety and visibility at night. Installation of efficient streetlights is also a visual demonstration of the Village's commitment to resource conservation that can be seen and emulated by Village residents and business owners. The Village expects the project to cost $184,000. The Village seeks to obtain $138,000 from the Cleaner, Greener Communities program and will provide a cost share of $46,000.

NOTE: This initiative is used in the Category 2 Example Statement of Work located on the CGC Guidance Documents *webpage.*

University/Developer Non-Profit Partnership for Pre-Development Technical Assistance
Category 2 Eligible Project Type #15 – Other innovative community-based project

Example Community Developer is planning to secure pre-development technical assistance from Example University's College of Architecture and Planning for a 400,000 square foot mixed-use project being proposed in a blighted area in Example City. The goal of this project is for the development to achieve LEED for Neighborhood Development (LEED ND) certification and to demonstrate how to replicate the successful project in similar cities in New York State. The technical assistance will include analyzing land-use requirements and possible variances needed, evaluating costs and benefits, including potential funding sources, of integrating sustainable design elements identified by performing a gap analysis using the LEED ND checklist, recommending specific changes to the project in accordance with the evaluation, help preparing revised design documents, help preparing the permit application, and preparing and reviewing LEED ND credit submittals throughout the development process. A final report documenting the process from start to finish will be presented at a professional architecture conference in New York State. The project team will consist of a graduate architecture student, a graduate planning student, a supervising professor from the College, as well as a project manager and architect from the Developer. The students will obtain course credit and will be compensated as research assistants. Example Community Developer estimates the total cost of the three year effort at $50k and is seeking $25k in support from the Cleaner, Greener Communities program to fund the balance of the cost of the research assistantships at the College. The College will provide a $5k cost-share using internal discretionary funds and the Developer will provide $20k in in-kind services.