

CITY of WILMINGTON North Carolina

ITEM C5

P.O. BOX 1810
28402

OFFICE OF THE CITY MANAGER
(910) 341-7810 | FAX (910) 341-5839
TDD (910) 341-7873

8/15/2017

City Council
City Hall
Wilmington, North Carolina 28401

Dear Mayor and Councilmembers:

Attached for your consideration is a resolution directing the City Manager to pursue a joint community development project with the United States Green Building Council (USGBC) and Community Enrichment Initiatives, Inc. to enhance the Martin Luther King Center (MLK) kitchen for the purpose of enriching current programming.

In 2013, the City of Wilmington entered into an agreement with Community Enrichment Initiative, Inc., (CEI) a local nonprofit association to augment programming at the MLK Center.

The USGBC was established in 1993 to help advance better buildings in everyday lives with a mission to promote sustainability-focused practices in the building and construction industry. USGBC's ADVANCE campaign helps community-based organizations apply effective green building strategies that meet their goals. It builds upon industry-best practices and leadership standards to increase access to green business tools, resources and expertise for community-based organizations. USGBC's Community Advancement works with a diversity of community and faith-based partners to identify ways to engage new, underserved and underrepresented audiences; and develops campaigns to help community-based organizations apply effective and cost efficient green building strategies.

In 2016, USGBC/ADVANCE began meeting with City staff and representatives from CEI with a goal of improving the kitchen in the MLK Center, assessing overall facility energy uses and identifying sustainable landscape practices in Robert Strange Park. The energy audit was completed in June, 2017. Energy audit notes, observations and cost-saving opportunities were reported. Cape Fear Community College representatives and the City's Sustainability Manager were also involved in that project.

Community Center needs were documented and a vision for a commercial grade kitchen was identified as a priority. A community charrette was held that engaged stakeholders and industry experts. City staff, including Recreation and Buildings' staff have met regularly to discuss the initiative.

The USGBC/ADVANCE, in collaboration with CEI, has submitted a proposal to the City of Wilmington staff to renovate the existing center kitchen to a full commercial kitchen. The goals of the project are to have a facility that enhances current youth programming; promote job opportunities through food service training, and culinary classes; and provide a space for start-up culinary businesses.

If this resolution is adopted, the USGBC/ADVANCE would seek outside funding necessary to convert the current kitchen at MLK to an energy efficient, commercial grade kitchen. Passage of the resolution does not obligate the City to contribute financially to the kitchen conversion or imply any type of commitment to, or acceptance of USGBC/ADVANCES's assessment of the MLK Center kitchen, energy audit recommendations or sustainable landscape recommendations.

This action will support the City Council Focus Areas of Engage in Civic Partnerships, Create a Safe Place, and Provide Sustainability and Adaptability.

Passage of the attached Resolution is recommended.

Respectfully submitted,

Sterling B. Cheatham,
City Manager

Resolution



City Council
City of Wilmington
North Carolina

Introduced By: Sterling B. Cheatham, City Manager

Date: 8/15/2017

Resolution Directing the City Manager to Pursue a Joint Community Development Project with the United States Green Building Council to Enhance the City’s Martin Luther King Community Center Building to Enhance Programming and Job Skills Training [Budget Impact n/a]

LEGISLATIVE INTENT/PURPOSE:

The United States Green Building Council (USGBC) was established in 1993 to help advance better buildings in everyday lives with a mission to promote sustainability-focused practices in the building and construction industry. USGBC’s ADVANCE campaign helps community-based organizations apply effective green building strategies that meet their goals.

In 2013, the City of Wilmington entered into an agreement with Community Enrichment Initiative, Inc., (CEI) a local nonprofit association to augment programming at the MLK Center.

The USGBC/ADVANCE, in collaboration with CEI, has submitted a proposal to the City of Wilmington staff to renovate the center’s existing kitchen to a full commercial kitchen. The goals of the project are to have a facility that enhances current youth programming; promote job opportunities through food service training, culinary classes and provide a space for entrepreneurial endeavors for start-up culinary businesses.

THEREFORE, BE IT RESOLVED:

THAT, the City Manager is hereby authorized to pursue a joint community development project with the United States Green Building Council, Inc. for a conversion of the Martin Luther King Center’s kitchen to a commercial grade kitchen to support enhanced programming to include job opportunities through food service training, culinary classes and as a space for entrepreneurial endeavors for start-up culinary businesses.

Adopted at a _____ meeting
on _____ 2017

Bill Saffo, Mayor

ATTEST:

Penelope Spicer-Sidbury, City Clerk

C5-3

ADVANCE

A USGBC social equity campaign to increase access to green buildings for all

EVERY PERSON DESERVES BETTER, BRIGHTER, HEALTHIER PLACES TO LIVE, WORK, LEARN AND PLAY.

USGBC's ADVANCE campaign helps community-based organizations apply effective green building strategies that meet their goals. It builds upon industry best practices and leadership standards to increase access to green business tools, resources and expertise for community-based organizations. Through a series of targeted events and activities, organizations are teamed up with green building professionals who volunteer to help you identify, prioritize and implement effective and cost-efficient strategies that lead to improved health, efficiency and environmental performance.

ADVANCE helps organizations to:

- ✔ Define the value of sustainability in your own terms
- ✔ Build a 'green team' within your organization
- ✔ Assess your current level of sustainability and provide tools to measure your success
- ✔ Set clear goals and develop a comprehensive plan of action
- ✔ Implement effective strategies that meet your short and long term goals
- ✔ Connect with green building professionals who can support your efforts
- ✔ Access tools, resources and training to enhance your success
- ✔ Celebrate your achievements and pursue leadership certifications

The ADVANCE campaign supports all types of community organizations seeking to maximize their building potential and performance.



Schools



Faith-based
Organizations



Public & Social
Service



Affordable
Housing



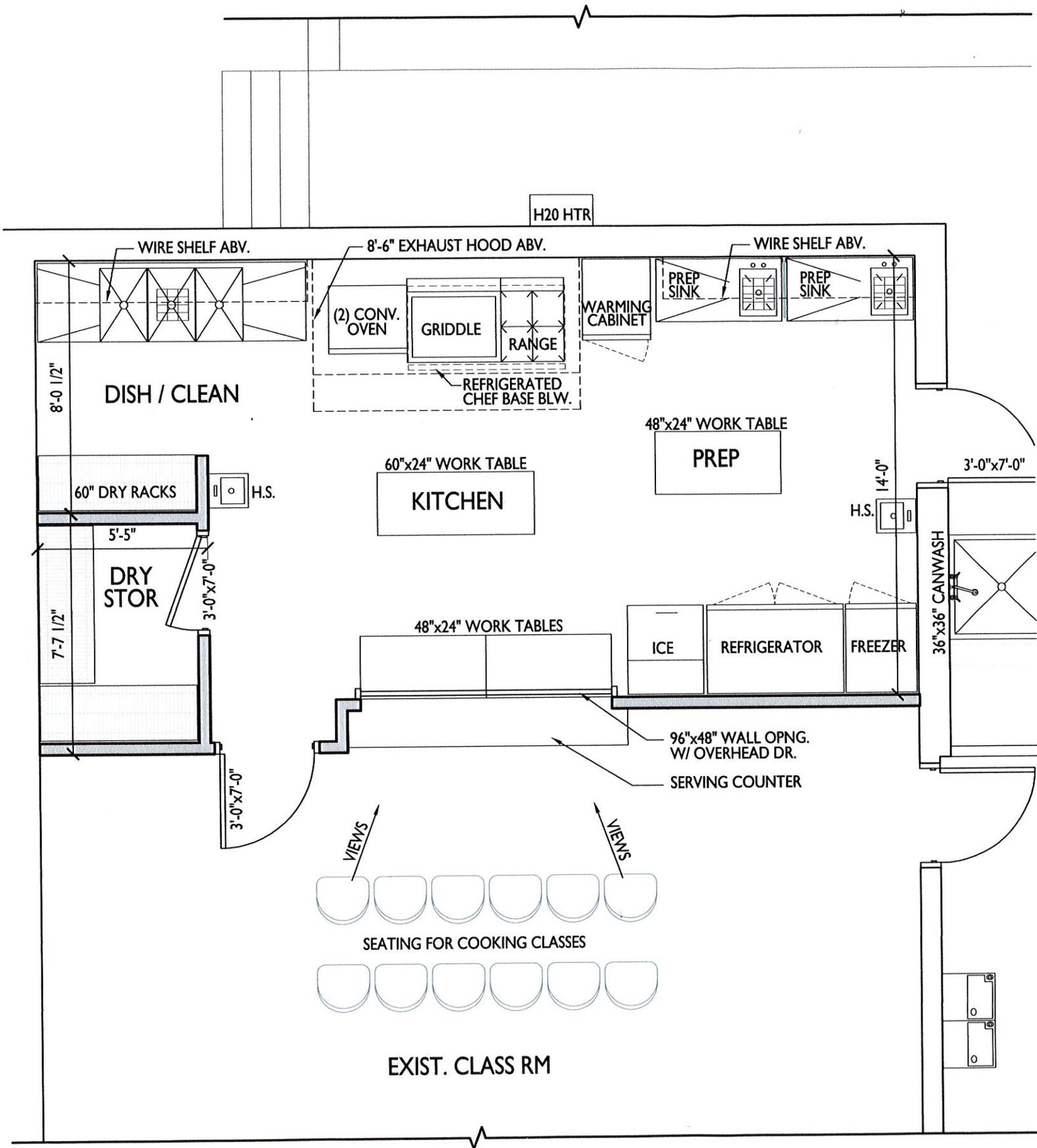
Veterans
Affairs



Neighborhoods,
Districts & Towns



Contact us USGBCcommunity@usgbc.org or
usgbc.wufoo.com/forms/advance-inquiries/



MLK CENTER, KITCHEN

SCALE: 1/4"=1'-0"

FLOOR PLAN



MISSION: Enhance the facilities and enrich the programs at the MLK Center to engage citizen participation and meet community needs.

HISTORY: The idea for the Certified Commercial Kitchen began in early 2016 with the recognized need by City staff and Community Enrichment Initiatives, Inc. (CEII) to improve the Martin Luther King Community Center (MLK Center) kitchen. A meeting in March 2016 between CEII and the U.S. Green Building Council (USGBC) prompted discussions of the USGBC ADVANCE program as a way to improve the facilities at the MLK Center. Using the Kickstart meeting format found in the ADVANCE toolkit, MLK Center documented community center needs, including the vision for a commercial kitchen upgrade, facility energy audit and a sustainable landscape plan. Following a community charrette at the MLK Center in November 2016 that engaged stakeholders and industry experts, regular monthly meetings between City staff, CEII and USGBC garner support for the project.



Community Stakeholders, USGBC Staff and ILM City Staff Participate in USGBC Plan Builder Charrette

NEXT STEP: The next step is to obtain acceptance of the Proposal by the City Council so that the project can move forward, plans publicized and fundraising may begin.

SECTIONS

- 1.0 PROJECT PROPOSAL 2
- 2.0 PROJECT COLLABORATORS & GOALS..... 3
- 3.0 PROJECT PHASES, SCHEDULE & DEVELOPMENT PROCESS.. 5
- 4.0 INITIAL PLANS TO KICKSTART PROJECT..... 7
- 5.0 APPENDIX - SUPPORTING DOCUMENTS..... 8

1.0 PROJECT PROPOSAL

U.S. Green Building Council - North Carolina Community Proposal to the City of Wilmington

This proposal submitted by USGBC for the City Council's consideration is a collaborative project to enhance the facilities at the MLK Center and to enrich its programs. The project consists of a facilities audit of energy and water use, the installation of a certified commercial kitchen and a master conceptual sustainable landscape plan for the Robert Strange Park that surrounds the MLK Center, including a kitchen garden and meditation garden surrounding the raised garden bed.

USGBC will provide ADVANCE framework and access to resources, plus connections to its partners to collaborate with allied businesses and nonprofits for this project. CEII, the 501c3 nonprofit that works with the City to enrich the programs and enhance the facilities at the MLK Center, is a major collaborator with USGBC on this project. Through strategic collaborations with the City, CEII and other nonprofits and businesses will move forward with this project.

On May 10, 2017, USGBC and Cape Fear Community College (CFCC), in cooperation with the City, conducted an energy audit at the MLK Center to obtain its energy and water consumption data. USGBC will connect the MLK Center with local experts and stakeholders who will review the data and will advise the MLK Center how to implement sustainable building features and practices to reduce energy and water consumption at the MLK Center. We are excited to collaborate with the MLK Center to address its current energy needs, to increase efficiency and reduce costs. The costs savings from energy and water conservation at the MLK Center can offset the operating costs for the commercial kitchen.

We plan to leverage community assets to install a certified commercial kitchen at the MLK Center to provide community development and economic development opportunities, including food service trainings and food preparation classes for special diets with tastings. In-kind services, donations and grants obtained by CEII in collaboration with others will fund the deconstruction and construction costs for the kitchen project.

We propose to install a kitchen garden and meditation garden at the MLK Center as part of the master conceptual landscape plan for the Robert Strange Park.



Wilmington Green will provide the plants for the kitchen garden and donations from local organizations and businesses will fund the remainder of the garden portion of the project. The kitchen garden will provide educational opportunities for the gardeners who plant and tend the garden through harvest. Training and education programs held at the MLK Center will use the vegetables and herbs produced by the kitchen garden.



Meditation garden

The meditation garden, planted around the raised garden bed at the Center's entrance, will invite citizens to the Center and improve the Center's appearance.

2.0 PROJECT COLLABORATORS & GOALS

ABOUT U.S. GREEN BUILDING COUNCIL:

Since 1993, USGBC, a nonprofit organization, promotes sustainability practices in the building and construction industry. Through our community network and collaboration with industry experts, USGBC is the national leader in the green building sector.

ABOUT USGBC ADVANCE:

USGBC advances spaces that are healthier for us to live, work and play. To increase access to resources and expertise for new, underserved and underrepresented audiences, USGBC created the ADVANCE program. ADVANCE promotes sustainability and assists organizations and communities on the path to sustainability through a series of launch events and follow-through activities. Community organizations work collaboratively with the USGBC to advance energy, resource and health performance in the places they occupy.

ABOUT COMMUNITY ENRICHMENT INITIATIVES, INC.:

CEII is under contract since December 2013 with the City of Wilmington to enrich the programs at the City's community centers. CEII obtained two grants, one from the Blue Cross Blue Shield North Carolina Foundation for ice machines and kitchen equipment for the MLK Center and the Maides Park Center and the other from the Cape Fear Garden Club to install an irrigation system and trees and plants at the three entrances to the MLK Center. Each season CEII collaborates with Wilmington Green to plant and harvest the Children's Hands-On Garden in the raised bed at the Center's entrance. CEII hosted the Reading Festival for the past three years and regularly provides other resources to the MLK Center and its programs.



MLK Children's Garden

MLK CENTER NEEDS:

Improve the energy efficiency of the MLK Center Building – an energy audit to provide needed data to improve the efficient use of electricity and water at the Center.

Improve and upgrade the quality and design of the MLK Center kitchen – a new certified commercial kitchen would make meal preparation for annual on-site events, such as the Senior Thanksgiving Luncheon more efficient, would provide opportunities for food preparation classes and culinary trainings, and potential job creation in the food industry.

Improve the appearance of the MLK Center grounds – a landscape plan for the area surrounding the Center is the first step to beautify the grounds and welcome citizens and visitors. Landscaping can improve the institutional appearance of the building and soften its rectangular lines. A kitchen garden would enhance the new kitchen and provide fresh vegetables for cooking classes, trainings and tastings.

MLK CENTER GOALS:

Enhance the facilities and enrich the programs at MLK Center with a new certified commercial kitchen to support events held at the Center and create opportunities for trainings and jobs in the food industry.

Engage adults and youth in Center educational programs and activities in the new kitchen and garden.

Provide a sustainable income stream to support the kitchen operations.

Enhance the surrounding facilities at the MLK Center beginning with the conceptual sustainable landscape plan that includes the kitchen garden and a meditation garden.

Engage and educate youth through Downtown Wilmington Farmer's Market participation.

CITY OF WILMINGTON GOALS WITHIN ITS FOCUS AREAS:

- **SUSTAINABILITY**
Reduce City utility consumption by 2% annually per heated square foot of city-owned buildings
Address the City's social challenges
- **PROSPEROUS & THRIVING ECONOMY**
Pursue economic development partnerships and leverage existing assets
- **ENGAGE IN CIVIC PARTNERSHIPS**
Partner with community and nonprofits to meet community needs
- **CREATE A SAFE PLACE**
Enhance citizen engagement, including youth
- **PROMOTE CULTURE, ART & PUBLIC SPACES**
Increase youth participation in city-sponsored youth programs

PROPOSAL GOAL: Collaborate with nonprofits and businesses to:

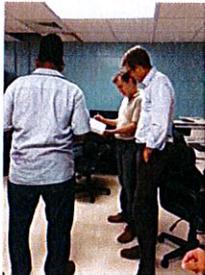
- (1) Reduce energy and water consumption at the MLK Center
- (2) Install a certified commercial kitchen, kitchen garden and meditation garden at the MLK Center
- (3) Use the kitchen and garden to (a) increase and enhance adult and youth engagement at the MLK Center (b) address community needs and (c) meet social challenges
- (4) Obtain a conceptual sustainable landscape plan for the Park surrounding the MLK Center, including the kitchen garden and mediation garden
- (5) Use energy-cost savings at the MLK Center to fund future kitchen operations

3.0 PROJECT PHASES, SCHEDULE & DEVELOPMENT PROCESS

PROJECT PHASES

PHASE 1 – ENERGY AUDIT

On May 10, 2017, USGBC, in collaboration with the City and CFCC, conducted an energy audit of the MLK Center. The audit assessed energy and water usage for the 11,375 square foot MLK Center building. The energy audit notes and observations suggests areas for MLK Center improvement and reveals real opportunities for energy cost-savings detailed in Supporting Document 3.0. Energy cost-saving opportunities include the elimination of the unused hot water heater, installation of timers for 24/7 vending machines, the reduction of plug loads from computers and printers, and HVAC considerations, such as set points and zoning. Water cost-saving opportunities include the installation of low-flow fixtures throughout the facility, pool house retrofits and low-flow irrigation.



CFCC Students and City Staff Performing ASHRAE Level 1 Energy Audit at MLK Center

PHASE 2 – CERTIFIED COMMERCIAL MLK COMMUNITY KITCHEN

Kitchen Incubator - As a pilot program this summer, CEII will coordinate in the existing MLK kitchen a group of out-of-school participants (elementary and middle school students) as a simple start-up incubator kitchen for Kids Bake, a family cookie recipe contest. After receipt of the NC Department of Agriculture certification, the participants will bake cookies for CEII to sell in the Fall 2017 at the Downtown Farmers Market at a King Market* space. After installation of the kitchen garden, the King Market will also sell raw vegetables at the Farmers Market.

*The King Market began with collaboration between CEII and AMEZ Community Housing Development Corporation. AMEZ's finance classes held at MLK Center teach participants financial life-skills.

Kitchen Design Plan – USGBC Partner, Dogwood Architecture, provided the attached drawing (Supporting Document 4.0) of the proposed new commercial kitchen design created during a charrette held at the MLK Center on November 18, 2016 that included City staff, USGBC members, CEII, collaborating businesses and interested citizens. Certified commercial kitchens are legally required to contain certain specified equipment and spacing. The MLK Community Kitchen will be located in the space of the old kitchen and the adjacent storage room. The Kitchen will include a teaching window that opens into the adjacent meeting room at the MLK Center.



ADVANCE Plan Builder Attendees Sketch Conceptual Commercial Kitchen

Deconstruction of Existing Kitchen – In collaboration with local builders, the existing kitchen will be deconstructed. The plan is to salvage the old kitchen components and appliances and re-install them in the MLK Concession Building to improve that space. The Concession Building is located behind the MLK Center and near the swimming pool.

Installation of New Kitchen – With the assistance of local builders and the directive of the City, the new kitchen installation is planned for the off-season and funded through grants and monies raised through CEII and any pro-bono services and in-kind donations offered by community partners.

Activities and Programs – the MLK Community Kitchen will foster both community development and economic development opportunities and activities. This kitchen will be the only kitchen in the City, and New Hanover County, open to the public for use. The nearest similar incubator kitchen is located in Burgaw, NC.¹ Initially on weekends (Friday through Sunday), the MLK Community Kitchen, when not in use by the MLK Center, is available for rent to the public by the hour for catering on-site events and drop off catering. The rent received can offset kitchen operations costs. The public rental of the kitchen will attract a diverse group of people.

As an economic development tool, the MLK Community Kitchen will be available to start-up culinary businesses and expanding food businesses. The kitchen provides training opportunities in food handling and preparation, including training for the LITE and LINC programs partially funded by the City.

As a community development tool, the MLK Community Kitchen will provide food preparation classes and tastings, including cooking for special diets such as diabetics. Feast Down East and New Hanover Regional Medical Center in collaboration with CEII will support the Kitchen with these types of classes and tastings. These educational classes will engage both youth and adults to taste new foods and encourage them to eat more fresh vegetables that are prepared in a healthier way. The Kitchen will be a hub for community activities and programs within a food desert.

PHASE 3 –CONCEPTUAL LANDSCAPE PLAN AND KITCHEN GARDEN PLAN

USGBC Partner and landscape business, Hagersmith Design, will support the kitchen project with a conceptual sustainable landscape plan for the Robert Strange Park that includes a kitchen garden located near the swimming pool and a meditation garden around the raised bed.

The MLK Kitchen Garden will provide opportunities for parents and children as well as neighbors to interact as they plant and harvest fresh vegetables and herbs for the MLK Center food preparation trainings and tastings. The plan is to install the Kitchen Garden before installation of the new kitchen. Wilmington Green will provide plans for the Kitchen Garden



¹ For more information about the Burgaw Incubator Kitchen, visit its webpage at <http://www.townofburgaw.com/burgaw-incubator-kitchen>.

4.0 INITIAL PLANS TO KICKSTART PROJECT

KITCHEN INCUBATOR & FARMER'S MARKET PILOT PROGRAM PLAN

Use the current MLK kitchen with no changes for start-up incubator kitchen:

Step 1

- Begin this summer with Kids Bake (family cookie recipe contest)
- Bake cookies and sell in Fall 2017 at the Downtown Farmers Market at MLK Center space*
- Demonstrate recipes and cooking techniques for special diets

Step 2

- Obtain NC Department of Agriculture certification
- Install Kitchen Garden

Step 3

- Sell raw vegetables and baked goods at Downtown Farmers Market in Spring 2018

*Local business owners of the Veggie Wagon, Max and April Sussman, have agreed to outfit the Downtown Farmer's Market space by donating a pop-up tent, tables, chairs, labels, and food storage bags.

SUSTAINABLE SITE PLAN - KITCHEN GARDEN & MEDITATION GARDEN

- Collaborate with HagerSmith Designs on plan for MLK Kitchen Garden and Meditation Garden
- Collaborate with Wilmington Green for Kitchen Garden construction and plant installation
- Collaborate with parent-child group to plant and maintain the Kitchen Garden for educational and instructional purposes
- Collaborate with Feast Down East and New Hanover Regional Medical Center for food preparation instruction using fresh vegetables and herbs
- Coordinate with the neighborhood, LINC and other nonprofits for food service and food preparation classes and tastings
- Obtain donations and grant funds to install Meditation Garden

5.0 APPENDIX - SUPPORTING DOCUMENTS

- I. About USGBC ADVANCE
- II. City of Wilmington's Strategic Plan
- III. Energy Audit Findings
Provided by Cape Fear Community College
- IV. Kitchen Design
Provided by Dogwood Architecture
- V. ADVANCE Plan Builder Charrette
Community Participants
- VI. Draft Project Timeline and Progress

ADVANCE

A USGBC social equity campaign to increase access to green buildings for all

EVERY PERSON DESERVES BETTER, BRIGHTER, HEALTHIER PLACES TO LIVE, WORK, LEARN AND PLAY.

USGBC's ADVANCE campaign helps community-based organizations apply effective green building strategies that meet their goals. It builds upon industry best practices and leadership standards to increase access to green business tools, resources and expertise for community-based organizations. Through a series of targeted events and activities, organizations are teamed up with green building professionals who volunteer to help you identify, prioritize and implement effective and cost-efficient strategies that lead to improved health, efficiency and environmental performance.

ADVANCE helps organizations to:

- ✓ Define the value of sustainability in your own terms
- ✓ Build a 'green team' within your organization
- ✓ Assess your current level of sustainability and provide tools to measure your success
- ✓ Set clear goals and develop a comprehensive plan of action
- ✓ Implement effective strategies that meet your short and long term goals
- ✓ Connect with green building professionals who can support your efforts
- ✓ Access tools, resources and training to enhance your success
- ✓ Celebrate your achievements and pursue leadership certifications

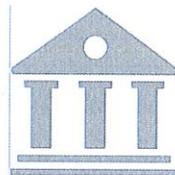
The ADVANCE campaign supports all types of community organizations seeking to maximize their building potential and performance.



Schools



Faith-based
Organizations



Public & Social
Service



Affordable
Housing



Veterans
Affairs



Neighborhoods,
Districts & Towns



Contact us USGBCcommunity@usgbc.org or
[usgbc.wufoo.com/forms/advance-inquiries/](https://www.usgbc.wufoo.com/forms/advance-inquiries/)



2017 ADVANCE Campaigns



Advancing equity through community sustainability

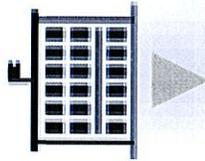
everyone within a green building
within this generation

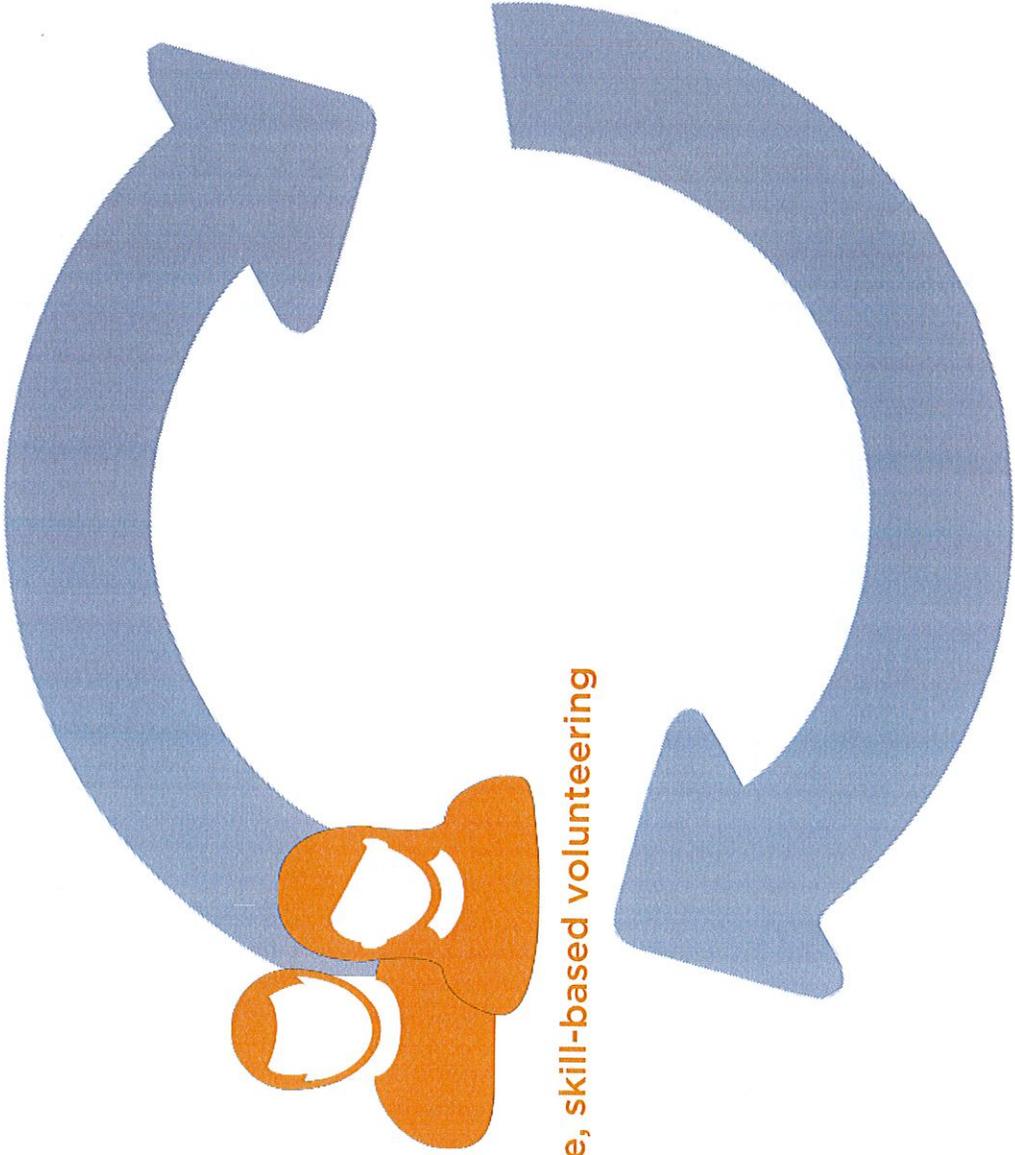


a campaign to advance
community sustainability
with new audiences

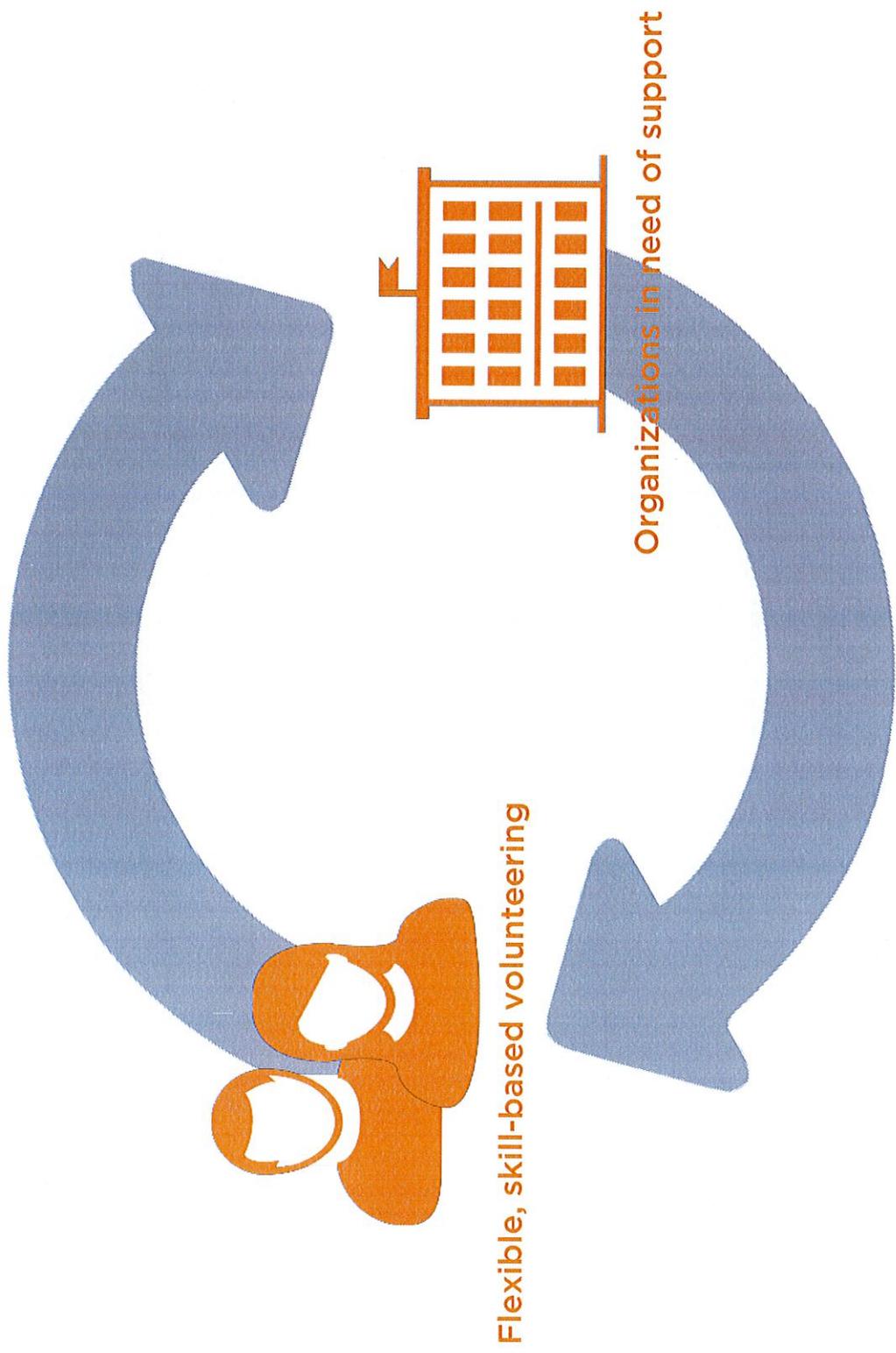


a campaign for social
equity in sustainability



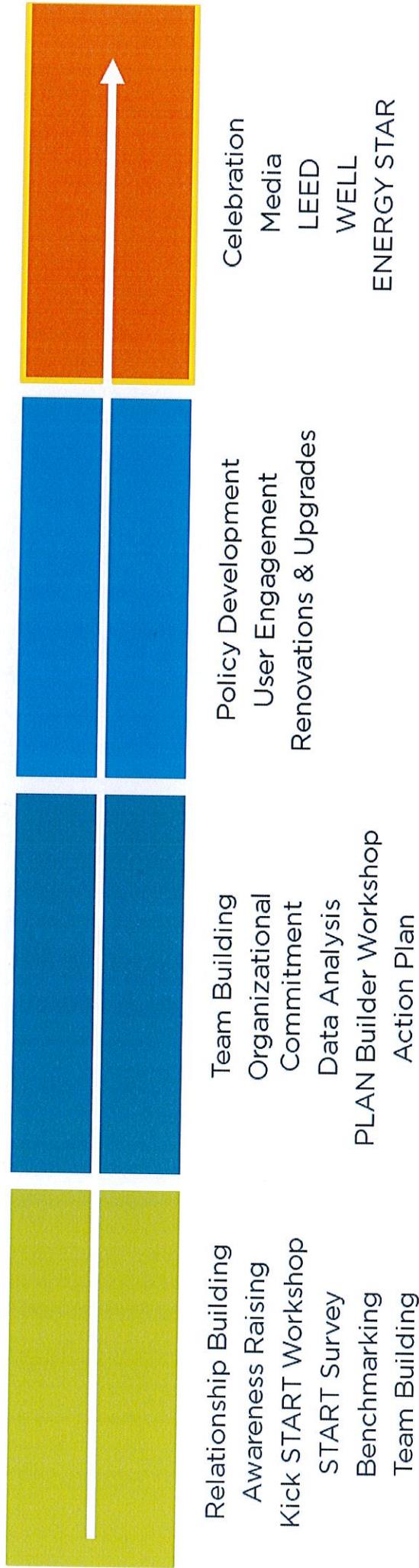


Flexible, skill-based volunteering



ADVANCE

a campaign to advance the complete green building market





Manage Energy Efficiently



Choose Healthy Cleaning Pro



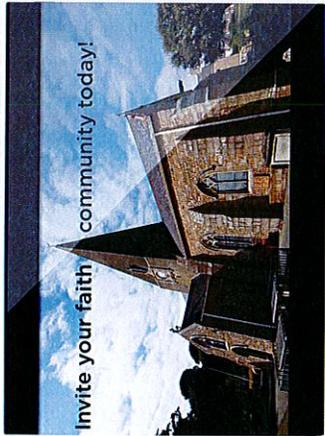
Reduce Light Pollution

Gazing up at the night sky
 Lighting from buildings, streetlights, and other artificial light sources can affect human health, and even wildlife. Light pollution can also affect the night sky, making it difficult to see stars and other celestial objects.

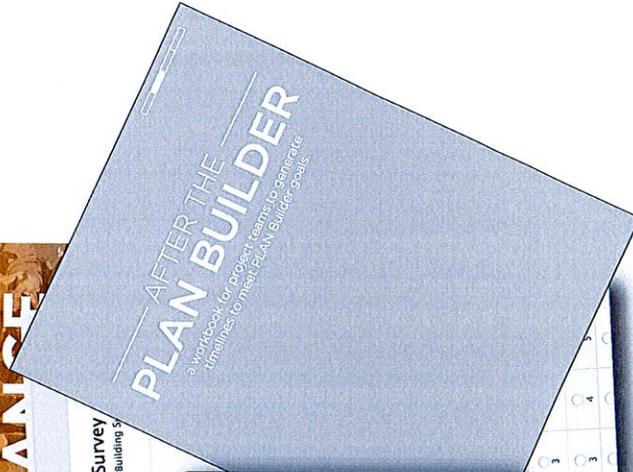
INTENT
 Increase night sky visibility and reduce light pollution.

BENEFITS
 • Protects human health
 • Ensures safety and security
 • Benefits nocturnal wildlife

STRATEGIES
 • Use light shields and shields
 • Turn off lights when not needed
 • Use smart lighting controls



ADVANCE Workshop Volunteer Follow Up Survey
 Thank you for volunteering at the US Green Building Council's ADVANCE Building Survey. Please complete this form with your feedback on the event.



It was a valuable experience for me as a green building professional.

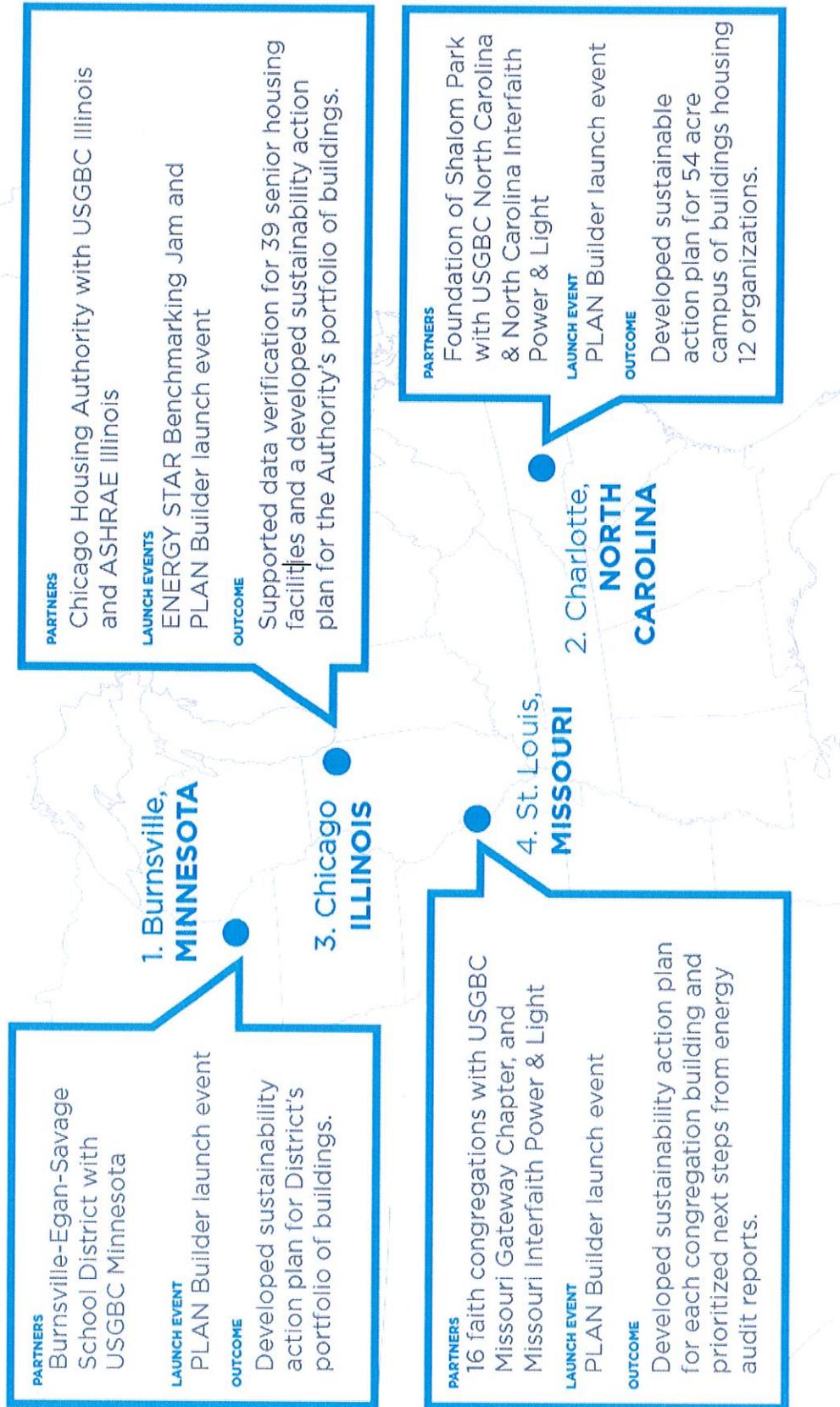
It was well organized.

1	2	3	4	5
1	2	3	4	5

Toolbox of activities, resources, and support systems

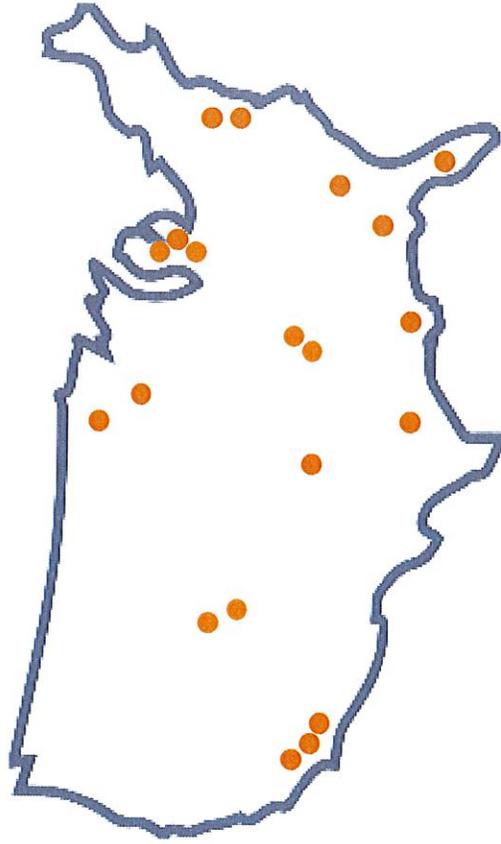
73 facilities supported

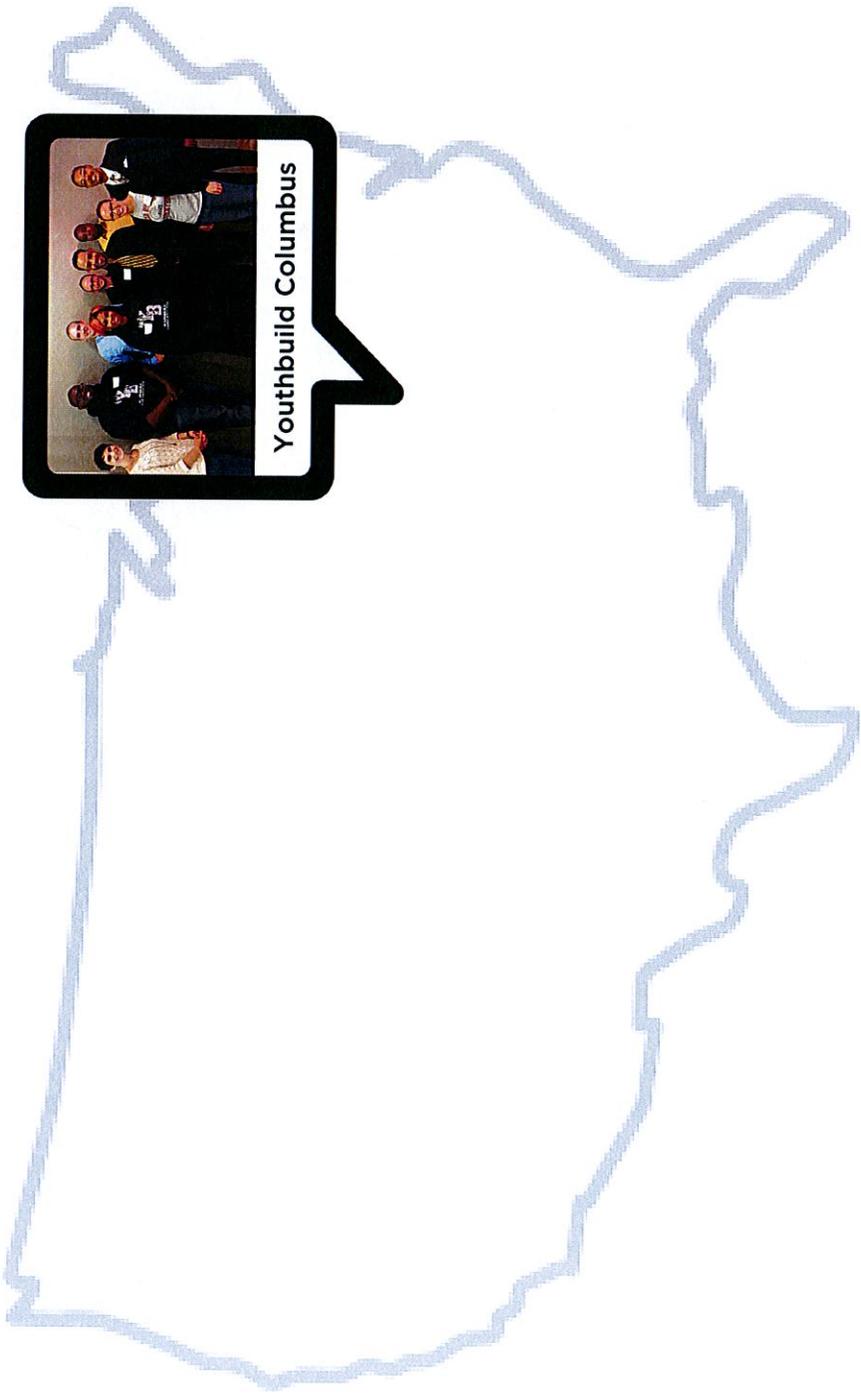
7.4 M sq. ft. addressed



TRACTION
since alpha launch in October 2014

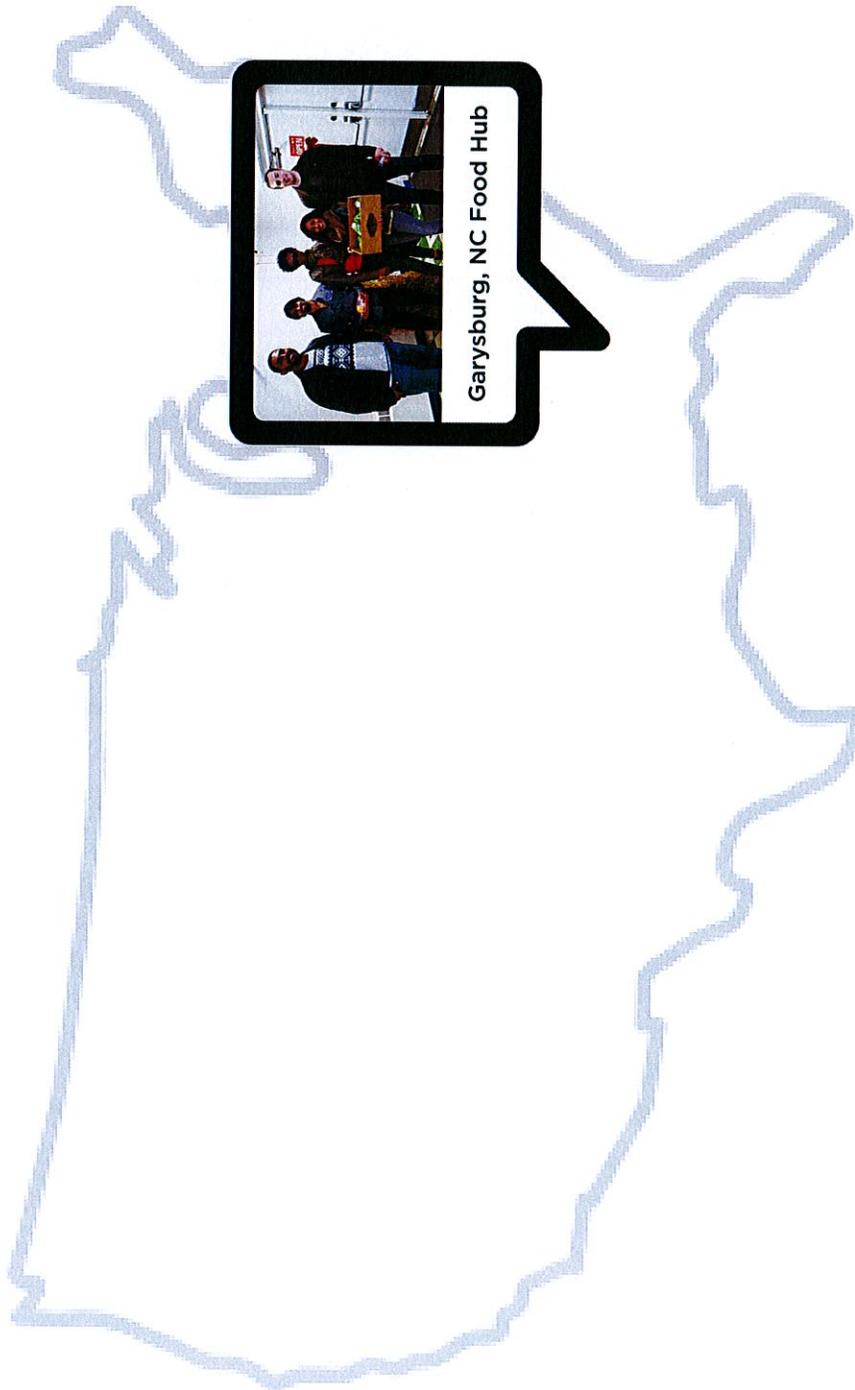
- 80+** assets built and tested
- 150** advocates trained
- 600** users engaged
- 40** organizations recruited
- 25M+** square feet "advanced"





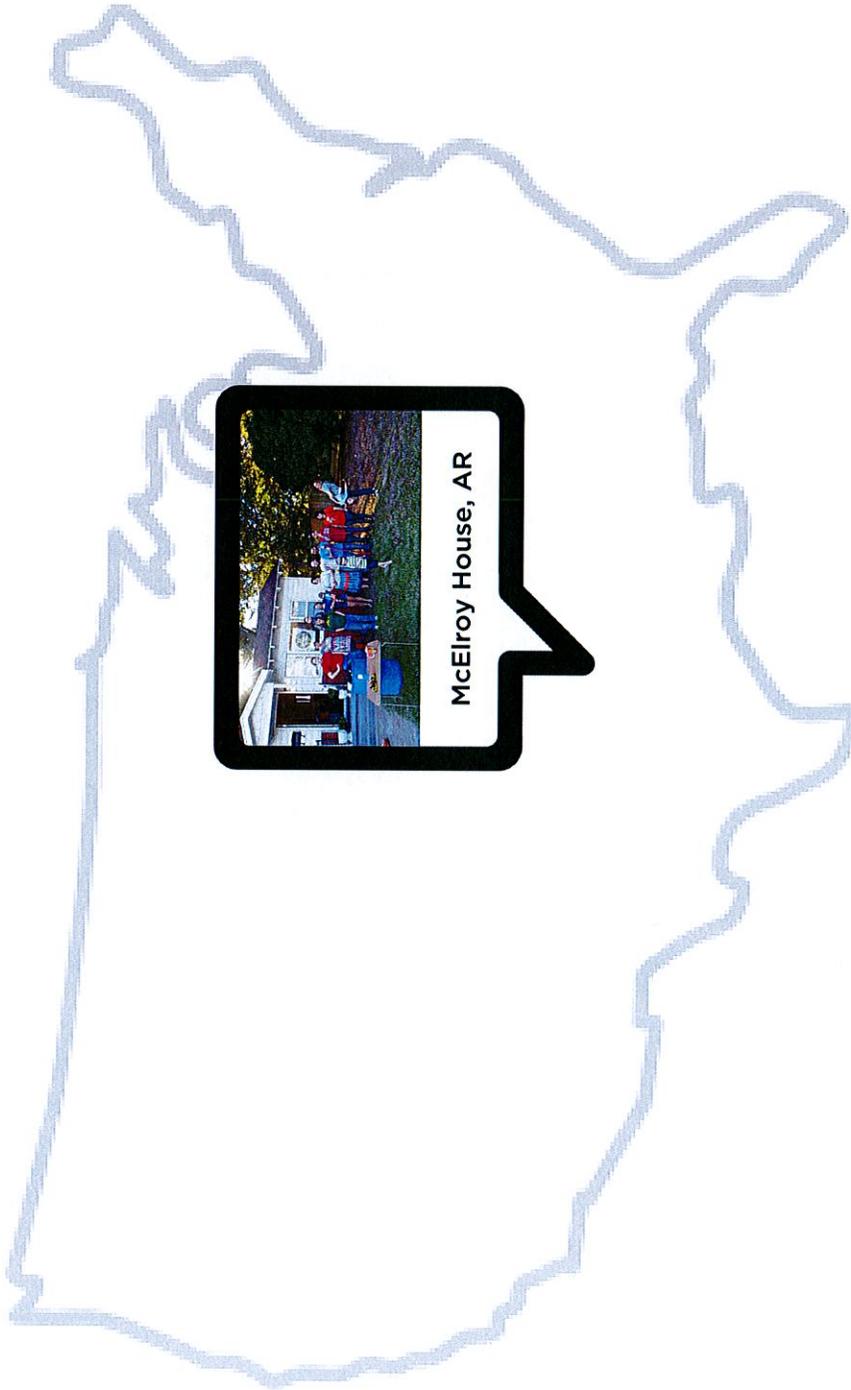
YouthBuild Columbus

- Greenbuild 2014 scholarship recipient Terri Green moved to develop “Smart Start Home” for young men coming out of incarceration into YouthBuild.
- USGBC Ohio volunteers Jacquie and Jeff held KickStart workshop and follow up meetings to help draft vision that includes green skill development.
- Terri now has a clear plan to seek funding and support. He has secured a fiscal agent and a vacant lot from to begin the project



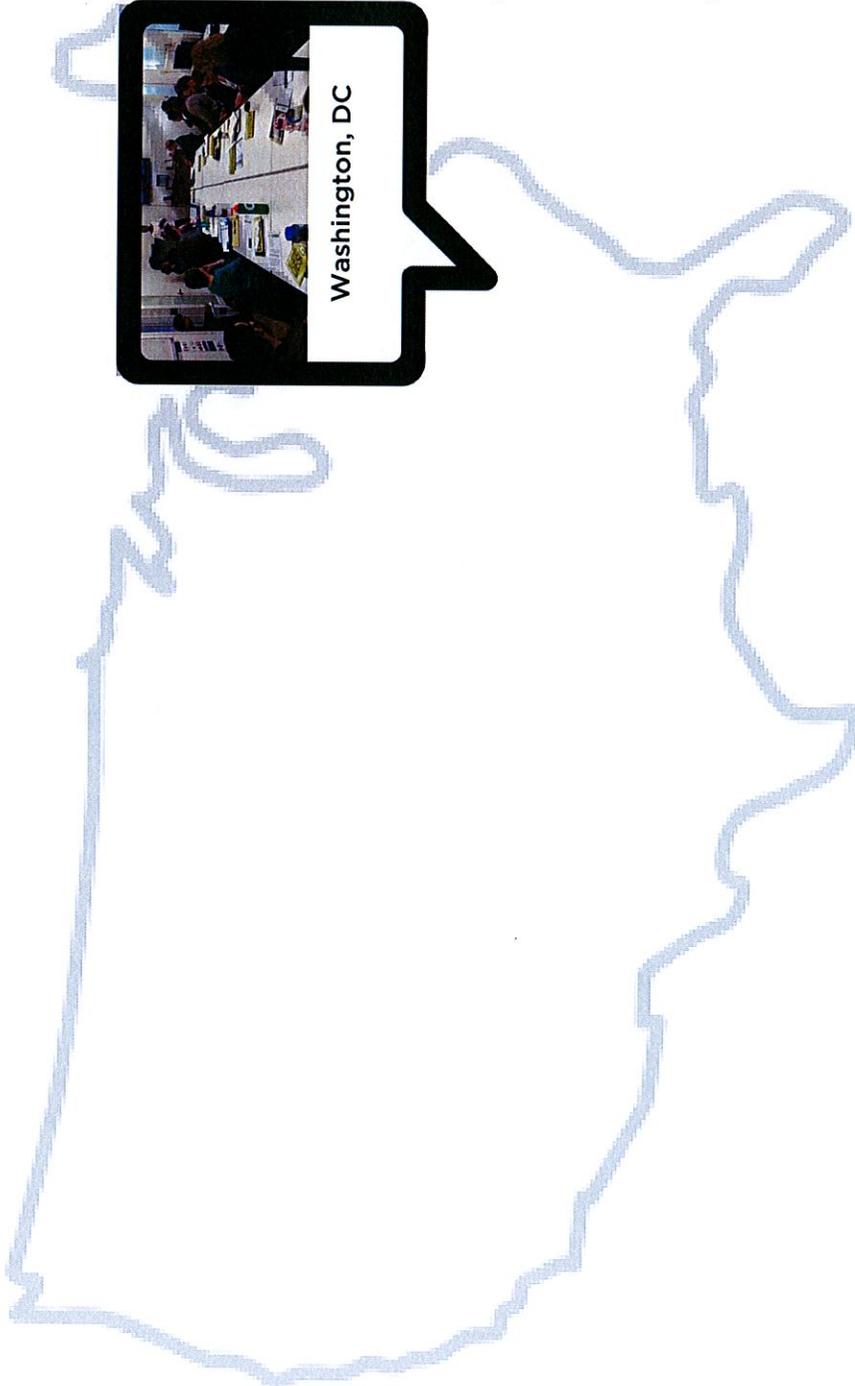
Garysburg Food Hub

- North Carolina food hub seeks to expand their reach and enhance their property to meet this mission.
- USGBC volunteers have partnered with Garysburg Food Hub Market to assist with optimization their building and property to be more efficient, comfortable, and cost-effective.
- Led by Jasmin Rajak, volunteers have completed KickStart workshop



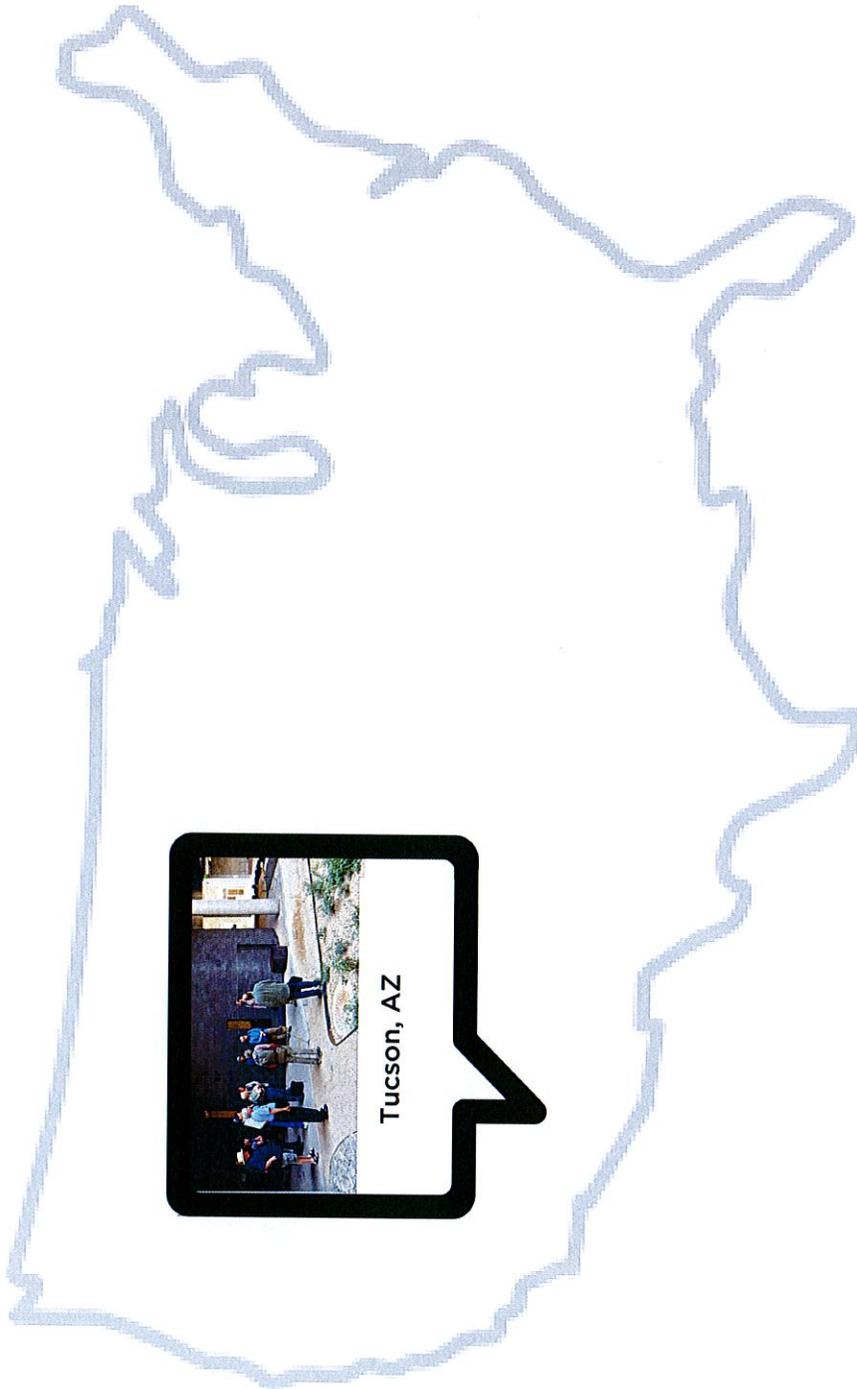
McElroy House

- McElroy House for Cultural Exchange is grassroots community-based organization working to find local solutions to local problems.
- USGBC Arkansas volunteer Matt Pope led volunteers to partner with McElroy House to assist with optimization their building and property. Together with Interfaith Power & Light they caulked windows, put in outlet covers, repaired damage in floors and walls, fixed lights, repaired rotted door thresholds and installed vapor barrier and insulation under the house.
- Future plans include installation of a ventilator fan LED bulbs, faucet aerators, insulation, weather stripping, and power strips.



Benchmarking Jams

- The District of Columbia and neighboring Montgomery County MD instated benchmarking ordinances. Faith-based, affordable housing and other organizations needed support.
- USGBC, US EPA ENERGY STAR, local government, Catholic University and Interfaith Power & Light teamed up for a series of ENERGY STAR Benchmarking Data Jams.
- These activities not only supported compliance, but introduced energy saving strategies and local financing resources for participants to leverage.



Tucson 2030 District

- USGBC Arizona volunteers and community members rallied around the idea of forming a Tucson 2030 District.
- In a weekend, 40 volunteers were trained to use ADVANCE tools, and multi-sector participating organizations attended the Kick START and Benchmarking Jam workshops.
- These events launched a collective vision for the 2030 District based on data and community input. This group continues to meet bi-weekly for planning and will be implementing a city-wide effort in the near future.



START

PLAN

ACT

LEED

Getting Started

Dialogue, visioning & team building

Build Relationships

Meet new people where they are. Using existing outreach materials, begin a dialogue with new audiences and build partnerships.

Kick Start

Introductory 2 hour activity clarifies communities vision, identifies challenges, opportunities and gets them on the path to building an internal team for sustained action



Data Collection

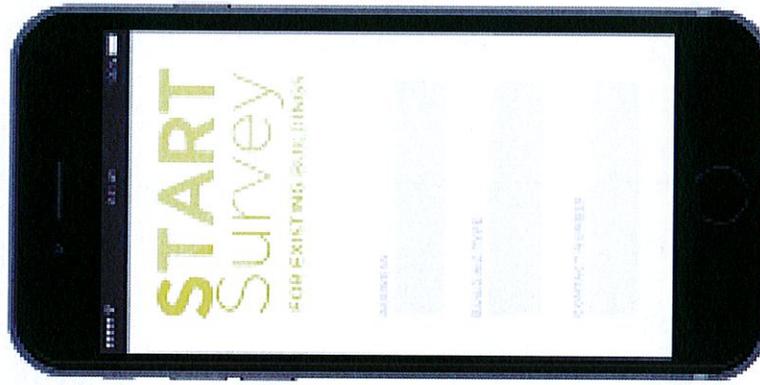
Setting a baseline

Start Survey

Simple Indoor + Outdoor walk-through assessment to determine existing green practices, conditions and opportunities.

Utility Benchmarking

Assess at least 12 months of energy and water utilities. Compare your building's performance with others and identify savings potential.

A screenshot of the ENERGY STAR Portfolio Manager web interface. The top navigation bar includes 'MyPortfolio', 'Sharing', 'Planning', 'Reporting', 'Recognition', and 'Design'. The main content area shows the user's profile for 'USGBCTest' at '2101 L St NW Suite 500, Washington, DC 20037'. It displays 'Weather-Normalized Source EUI (kBtu/ft²)' as 'N/A' and 'Current EUI: N/A'. A table titled 'Metrics Summary' compares 'Baseline (Not Available)' and 'Current (Not Available)' for various metrics. A 'Check for Possible Data Errors' section is also visible.

Metric	Baseline (Not Available)	Current (Not Available)	Change
ENERGY STAR score (1-100)	Not Available	Not Available	N/A
Source EUI (kBtu/ft²)	Not Available	Not Available	N/A
Site EUI (kBtu/ft²)	Not Available	Not Available	N/A
Energy Cost (\$/kWh)	Not Available	Not Available	N/A
Top Cooling Emissions (Metric Tons CO2e)	Not Available	Not Available	N/A



START

PLAN

ACT

LEED

Build a Plan

Assembling the Team

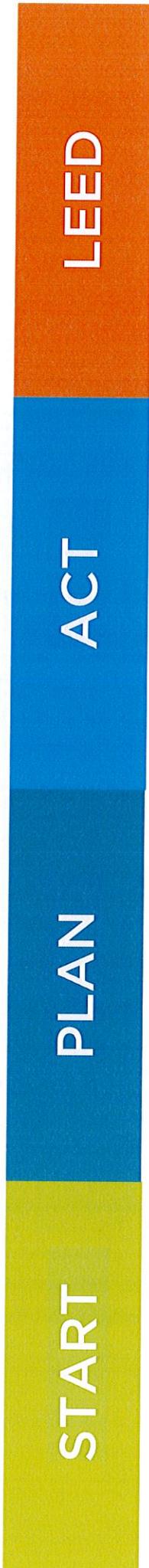
PLAN Builder

4-hour advanced planning workshop pairs organizations with professionals to develop a comprehensive action plan customized to their needs.

Team Building

Assess at least 12 months of energy and water utilities. Compare your building's performance with others and identify savings potential.





START

PLAN

ACT

LEED

FOCUS

Move Plans into Action

FOCUS Sheets

Series of "DIY" sheets based on best practices in LEED v4 for Operations + Maintenance, guide you from plan into action

Professional Services

Some items from your plan may require additional professional services to maximize your performance and benefit.



ADVANCE by USGBC

FOCUS Sheets

Manage Energy Efficiently

Support Renewable Energy Production

Engage Building Users

Reduce Outdoor Water Use

Reduce Indoor Water Use

Choose Healthy Cleaning Products and Materials

Control Indoor Air Pollutants

Control Pests Safely

Manage Healthy Sites

Reduce Heat Island Effect

Reduce Light Pollution

Establish A Sustainable Purchasing Policy

Reduce Mercury in Lamps

Reduce Solid Waste

Diversify Transit Options

Select Appropriate Sites



Manage Energy Efficiently

The U.S. Department of Energy has determined that 20 billion dollars could be saved annually through just a 10% improvement in energy efficiency. Establishing an energy-efficient building operations plan and training staff in system maintenance, monitoring, and evaluation is a good first step toward realizing these savings. By developing an operations and maintenance plan and updating the current facility requirements, operators can see



Choose Healthy Cleaning Products and Services

High quality indoor air promotes better human health. Typical indoor air can be four times more polluted than outdoor air because of poor ventilation and harmful choices in building materials and cleaning products. How we clean our buildings plays a significant role in



Reduce Light Pollution

Gazing up at the night sky in an urban area is nothing like pulling over on a country road. Lighting from buildings pollutes the night sky, affecting not only star gazers but wildlife, human health, and energy efficiency.



START

PLAN

ACT

LEED

LEED

Celebration + Certification

Celebration

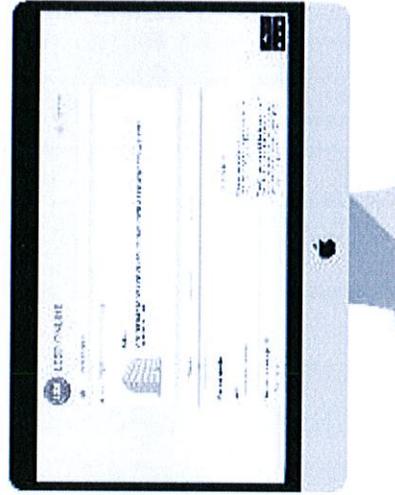
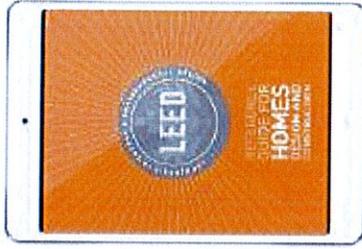
Share your story with the world. Raise awareness of your efforts with your constituents. Throw a party to celebrate.

Certification

Building certifications like LEED great ways to celebrate your leadership. USGBC has education and activities to help you achieve.

Green Assistance Program

a comprehensive program to aid non-profits and community centers in the pursuit of LEED and/or ENERGYSTAR certification with the support of local professional volunteers.



Hack-a-thon launch event

a 4-6 hour volunteer-led event to accelerate the completion of prerequisites and credits for LEED certification seeking non-profits and community centers.



UNLOCK YOUR BUILDING'S POTENTIAL



ASSURANCE



PERFORMANCE



VISIBILITY



The **LEED® Dynamic Plaque™** is a building performance monitoring and scoring platform for LEED-certified projects, providing annual LEED recertification and global benchmarking. The plaque displays a LEED performance score, which reflects the measured performance of the building across five categories: energy, water, waste, transportation and human experience. The LEED Dynamic Plaque makes the invisible actionable and offers a means for interaction with the building on multiple levels.



2017 ADVANCE Campaigns

OVERVIEW

U.S. Green Building Council



Schools

Ongoing operations of K-12 schools with a focus on Title 1 schools and schools in low-status communities



Faith-based Communities

Ongoing operations of houses of worship and faith-based missions



Affordable Housing

Ongoing operations of multifamily properties and new construction of single family units



Veterans Affairs

Ongoing operations of veterans facilities and engagement of veterans through service and training



Public & Social Services

Ongoing operations of social service facilities



Neighborhoods, Districts & Towns

Ongoing operations of individual buildings and broader community visioning for the engagement of citizens with public and private institutions

2017 ADVANCE Campaigns

Neighborhoods, Districts & Towns

U.S. Green Building Council



Background

Stepping back from individual buildings is an opportunity to address broader ecological, social and ecological issues impacting communities.

Focus

This campaign focuses at the community scale addressing planning, public-private partnerships and engagement of people and organizations within a community to address individual building performance and broader community sustainability through visioning, planning and application of strategies, policies and activities that advance sustainability within the community. Specific focus will be the engagement of underserved and low-status communities.

Partners

Partners from all other campaigns. EPA Environmental Justice, Neighborworks America, HUD, 2030 Districts, EcoDistricts

Targets

- Defined areas of community engagement (i.e. neighborhood, central business district, 2030 District, EcoDistrict etc.) and the organizations within that defined area.
- Small towns, villages, reservations and rural communities

2017 ADVANCE Campaigns

Measuring Mission Impact

U.S. Green Building Council



✓ Total Space Impacted

Total amount of square footage and number of buildings impacted through ADVANCE activities; cumulative + campaign-specific

✓ Partnerships Formed

Number of partnerships maintained with formal MOU defining engagement

✓ Audience Reach

Number of people reached through ADVANCE campaign (i.e. # of students in district, veterans served, library visitors, congregation size)

✓ Volunteers Engaged

Total number of volunteers engaged and hours of engagement

✓ Activity & Outcome Indicators

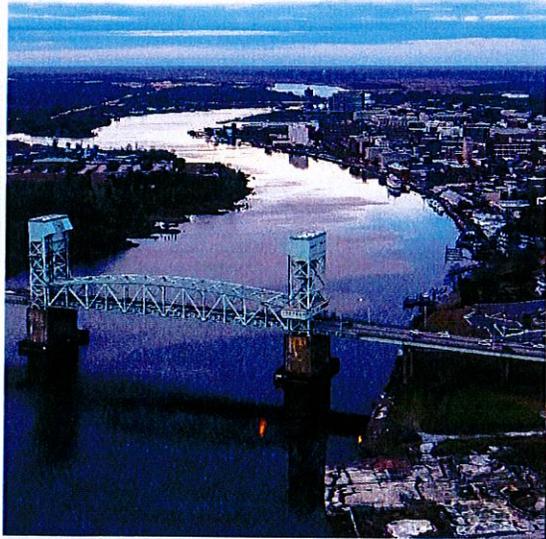
Indicators of environmental and health performance resulting from ADVANCE campaigns. Actual building performance (i.e. kWhs, gallons of water, kWhs of renewable energy, CO₂, etc) data and green strategies implemented (i.e. # policies developed, green teams formed, comprehensive plans, etc)

✓ Products Used

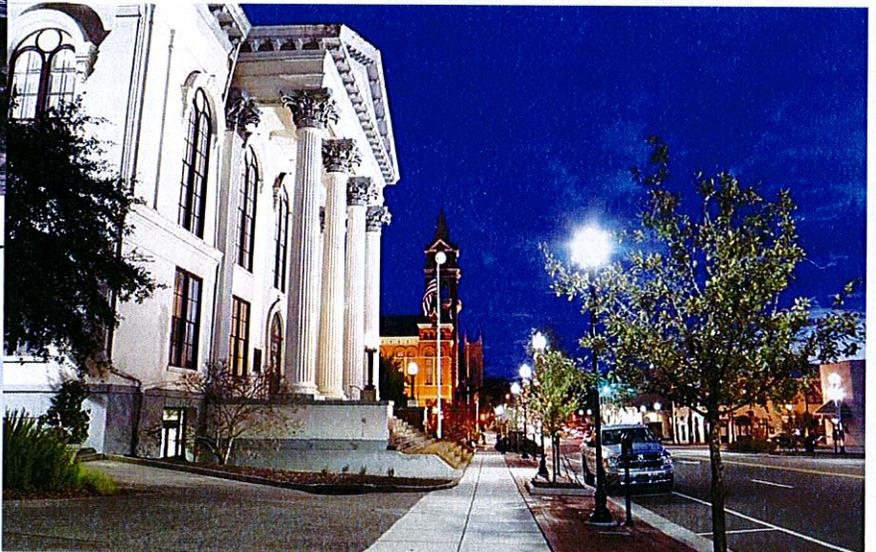
LEED Dynamic Plaque, LEED Registration, Education, Publications, Membership

GO FORTH. **ADVANCE.**

Strategic Plan FY17-FY20



CITY OF
WILMINGTON
NORTH CAROLINA



Introduction

The Strategic Plan (Plan) set forth, like the City itself, is not a static object; rather it is intended to provide a framework for positive change in the city. It sets the stage for the City's priority initiatives as voiced by citizens, vetted by staff and adopted by council. The plan is expected to evolve to ensure the city is moving towards the desired vision.

The strategic plan's philosophy ensures maintenance of the City's core and essential services while at the same time enhancing identified strategic initiatives. This ensures the services succeeding today are not the community's strategic initiatives tomorrow. It also ensures the Plan set forth is focused on a small number of community priorities to make certain that over the next four years the strategies identified will have successes.

The Plan's intent is threefold:

- To provide a strategic focus for the community and city staff,
- To provide stability and opportunities for those who already live, work and build their businesses here, and;
- To provide a common goal for all

On June 21, 2016 City Council adopted the Focus Areas, Community Outcome, and Strategies. The action steps were left flexible to be refined as needed to better serve the community.

Focus Area: Create a Safe Place

The City will create a safe, inclusive community with neighborhood/area based public safety and support services.

Community Outcomes

1. Reduce city crime rate on a year over year basis
2. Truancy rates decline year over year
3. Participation increases in after school program
4. School drop-out rates decrease 5% annually
5. Increase newly developed "complete streets" by no less than 1,000 linear feet annually
6. The total response time for all calls for emergency service, the Fire Departments first due unit will be within four and a half (4.5) minutes for 90% of all calls for emergency service
7. Reduce the # of enforced (under order) minimum housing code and nuisance violations

Strategies

1. Partner with community and non-profit agencies to enhance youth engagement (Outcome Link: 1, 2, 3, 4)

Action steps:

- Proactively recruit additional resources or groups that will promote and enhance youth engagement
- Partner with non-profits that will enable affordable home ownership opportunities to eligible citizens

2. Establish a model citizen code to establish acceptable social norms (Outcome Link: 1, 3, 7)

Action steps:

- Proactively target and implement additional neighborhood watch programs
- Proactively identify City code violations and alert the property owner
- Encourage city staff to act as ambassadors and promote social norms by picking up trash as they are walking around the city and calling in areas that need clean up

3. Review and implement city-wide sharing of resources across departments to aid in known public safety service gaps allowing more targeted community policing (Outcome Link: 1, 2, 3, 4, 7)

Action steps:

- Identify departments with staffing who have 'down-time' to aid in areas where service gaps exist
- Real time CTR implementation
- Initiate neighborhood sweeps

- Pilot community policing approaches and roll out successful practices to more of the community
4. Implement a public safety staffing plan directed at a safer community (Outcome Link: 1, 2, 3, 4, 6, 7)

Action steps:

- Ensure current staffing levels are resourced in key areas of the city
5. Employ comprehensive plan policies and land development codes to create both defensible spaces and safe streets (Outcome Link: 1, 5, 7)

Action steps:

- Maximize active walls in pedestrian oriented areas and promote the development of more pedestrian oriented areas
 - Incorporate crime prevention through environmental design (CPTED) techniques in parks, public spaces, parking decks, and new developments to maximize community safety
 - Create development patterns that reduce reliance on uses divided into "pods"
 - Enhance bike and pedestrian infrastructure that increases bicycle and pedestrian safety and supports public health goals.
 - Coordinate street designs with placemaking and pedestrian priorities to improve traffic flow and enhance bike and pedestrian safety.
 - Relocate freight trains to a more direct route into the port of Wilmington to dramatically reduce the number of at-grade freight train crossings, improve traffic flow and enhance vehicular, bicycle, and pedestrian safety.
 - Plan for police and fire services in coordination with development and growth projections to allow for the efficient provision of public safety services.
6. Engage in public outreach to change citizen perception (Outcome Link: 1, 2, 3, 4, 7)

Action steps:

- Continue to use social media to enhance public outreach
- Creative messaging of media statements
- Police will partner with key groups to convey common regional communications

7. Provide state of the art equipment and personnel capabilities in order to best provide for the fire, EMS, and disaster emergency response needs of our citizens, businesses, and visitors.”

Action steps:

- Provide innovative fire suppression operations in order to protect life, property and the environment.
- Maintain external partnerships in order to enhance operational effectiveness.
- Provide emergency medical first response capabilities at the basic life support level in order to treat life-threatening medical emergencies.
- Provide specialized operational capabilities in order to safely mitigate low frequency high risk emergency incidents.

Focus Area: Support Efficient Transportation Systems

The City will advocate for, develop and maintain diverse modes of transportation needed for an inclusive, connected community. A complete transportation system includes motor vehicles, mass transit, pedestrian, bicycle and other transportation modes operating in a unified and complementary manner that increases mobility and regional connectivity.

Community Outcomes

1. Improve citizen's important-satisfaction rating for '**overall maintenance of city streets and sidewalks**' from .2596
2. Improve Citizen's important-satisfaction rating for '**maintenance of neighborhood streets**' from .1277
3. Improve Citizen's important-satisfaction rating for '**overall management of traffic flow on city streets**' from .2549
4. Increase Bike/Pedestrian paths by at least ½ miles per year
5. Maintain and/or increase State/Federal funding levels in support of transportation improvements
6. Convert WAVE from a 'dependency rider' model to a 'choice rider' model

Strategies

1. Create and follow a strategic transportation financial plan to include multiple partners (Outcome link: 1, 2, 3, 4, 5)

Action steps:

- Begin process to identify partnerships to formulate innovative transportation methods
 - Develop a local and regional task force to aid in the development of a transportation plan
 - Review and use adopted plans in developing a financial plan (ex. *Greenway Plan, MPO*)
 - Acquaint federal and state legislators of our needs by meeting one on one with them and / or their staff monthly during the legislative sessions
 - Actively participate in regional MPO
 - Routinely evaluate overall street condition using the street conditioning analysis
2. Proactively seek local and regional partners for smart development initiatives (Outcome link: 2, 3, 4)

Action steps:

- Work with NHCO towards common understanding of effective mixed use development and implement through respective code changes
- Work through CFPWA to encourage smart growth
- Implement limited street cut programs with partners
- Seek partners to aid in the rail realignment project

3. Develop and market public educational materials to improve traffic perceptions and ultimately behavior while driving around the city (Outcome link: 3)

Action steps:

- Use active enforcement of crosswalks w/temporary crossing guards
- Employ commercials, billboards and print ads promoting safe bike, walk drive rules
- Employ GTV8, the web and social media to convey safe driver behaviors
- Provide funding to support transportation demand management strategies

4. Enable and promote alternative modes of transportation (i.e. WAVE, carpooling, mass transit, bike sharing) (Outcome link: 3, 4, 6)

Action steps:

- Complete a feasibility study for rail realignment and trolley service development during FY17
- Improve the efficiencies of the transit system by continuing to fund WAVE transit and encouraging other local jurisdictions to participate in building capacity and service area
- Fund City share of transportation demand manager
- Create special incentives to employees for participation in ride sharing strategies
- Participate in operations review of the WAVE Transit

5. Increase attention to intergovernmental affairs to include relations, advocacy and education (Outcome Link: 5)

Action Steps:

- Increase attention to state and federal legislative action regarding transportation funding (e.g. Powell Bill Appropriations)
- Seek additional state and federal transportation funding

Focus Area: Foster a Prosperous, Thriving Economy

The City will promote opportunity and prosperity by fostering sustainable, regionally coordinated economic growth and development strategies for creating jobs, building a strong workforce, facilitating commerce and business vitality.

Community Outcomes

1. Decrease Vacancy Rates (VE)
2. Economic development partners will maintain required benchmarks
3. 2% increase in higher paying job wages in targeted industries (Garner Report/Chambers Scorecard)
4. Strategic increases in the city's tax base
5. Increase in redevelopment as measured in redevelopment projects—target no less than 3 projects per year
6. Reduce single occupancy driven miles to work measured in TDM initiatives—no less than 2 initiatives per year
7. Complete the new Land Development Code—75% complete by the end of 2017-18. 100% by 2018-19.
8. Citizen survey results related to economic development will be the same or better than the prior year's results

Strategies

1. Leverage existing assets to support a diverse economy (i.e. Innovate NC, Garner Report, etc.) (Outcome Link: 2, 3, 4, 8)

Action steps:

- Pursue partnering projects in tri-county
- Leverage transportation bond for economic development
- Revise and adopt new business incentive policy
- Find ways to work with federal dollars to increase % used

2. Pursue partnerships for Economic Development (Outcome link: 1, 2, 3, 4, 8)

Action steps:

- Leverage non-profits such as WBD, WDI, Film, UNCW and TDA¹
- Advocate with TDA for tourism strategies that extend beyond summer and attract more tourists
- Keep Federal and State officials advised of development opportunities

¹ Acronyms equals the following: WBD (Wilmington Business Development), WDI (Wilmington Downtown Inc.), Film (Wilmington Film Commission), UNCW (University of North Carolina at Wilmington), and TDA (Tourist Development Authority)

- Use Wells Fargo Championship as an opportunity to foster regional economic development and communicate the opportunities available in Southeastern North Carolina

3. Encourage smart economic development (Outcome link: 3, 4, 5, 6, 7)

Action steps:

- Develop codes that promote accessory housing
- Market to citizens and developers benefits of placemaking; facilitate development projects that embody placemaking elements.
- Consult with the development community and citizens during the drafting of the new land development code to provide clarity, gather stakeholder input and promote more timely issuance of the permitting process
- As development returns to a normal or an above normal volume of projects, provide adequate staffing to maintain an expedited pace of development review
- Facilitate adaptive reuse and redevelopment projects to put underperforming properties back on the market and added to the tax base of the City and NHC

4. Work with regional partners to create a regional advisory board to enhance economic development (Outcome link: 1, 2, 3, 4, 8)

Action steps:

- Agendas and discussion should include smart development in all counties
- Evaluate regional process as reported annually by the Wilmington Chamber of Commerce – Regional Economic Scorecard, WBD, TDA, WBI
- Participate in regional discussion around “smart” development

Focus Area: Promote Culture, Arts and Public Spaces

The City will provide unique, creative open space, parks and community facilities integrated with arts and cultural activities for all.

Community Outcomes

1. All new developments in the city limits will have average open space of no less than 10% of total project acreage.
2. The Northern Waterfront Park will have no less than 1 major public event per month over the course of any given year
3. Designs for the Northern Waterfront Park will be 100% complete by FY17-18
4. The design of the Northern Waterfront Park will allow for multiple events going on at one time.
5. The Northern Waterfront area of downtown will average no less than 5 acres of enhanced development completed annually over the next 3 years.
6. The City's brownfields program shall facilitate no less than one development project annually.
7. Increase citizen's awareness of role and effectiveness of the Arts Council
8. Increased \$ value of economic impact of film industry
9. Increased youth participation in city sponsored outreach programs (FY16 = 508)
10. Increased athletic events run by the city (FY16 = 12 programs²)

Strategies

1. Transform environmental constraints into amenities (Outcome link: 1, 6)

Action steps:

- Employ replacement of Land Development Code as opportunity to capitalize on wetlands and low lying areas as passive, natural open space amenities.
- Employ stream corridors and buffer areas for recreation and non-vehicular mobility
- Investigate opportunities to allow for the use old railway beds for public spaces
- Promote the reuse of Brownfield properties through proactive initiatives.

2. Promote Northern Waterfront Park to be a large public gathering place with activities for all (Outcome link: 2, 3, 4, 5)

Action steps:

- Adopt a master plan for the northern end of downtown as part of the Heart of Wilmington Plan
- Design the park to accommodate a diversity of events year round.
- Partner with UNCW with regard to the increased # of international students and plan events accordingly

² Twelve programs referenced includes collaborative programs. City runs 7 programs and 6 more collaboratively with city partners.

City of Wilmington's 2017-2020 Strategic Plan

- Adopt a master plan specifically for the Northern Waterfront Park by the end of FY 16-17.
- Develop funding scheme for improvements including private contributions

3. Engage in civic partnerships to bring arts and cultural events to public spaces (Outcome link: 7)

Action steps:

- Develop a Sister City strategic plan
- Participate and develop a Strategic Plan for the Arts Council and related groups
- Provide 3 years of support to the Arts Council efforts to conduct an Economic Impact study
- Promote the viability of the Arts Council by working in tandem with the Council to develop funding marketing and educational opportunities

4. Promote film industry by continuing to value the necessity of incentives and capitalization (Outcome link: 8)

Action steps:

- Continue support for the film industry on the City's legislative agenda
- Communicate the positive economic impact of the film industry to the public

5. Continue to promote the use of the city's public spaces (Outcome link: 1, 2, 4, 8, 9, 10)

Action steps:

- Continue support and growth of athletic events that positively impact the community
- Market city programs to youth
- Use social media as a method to promote activities available in the City's public spaces
- Communicate the positive impact of the quality of life that diverse public spaces generate

6. Increase the creative class base in Wilmington (outcome link: 2, 7)

Action steps:

- Support Science Technology Engineering and Math (STEM) education curriculums in schools
- Promote assets of area to attract creative talents
- Support the generation of entrepreneurial ideas thru public/private partnerships

Focus Area: Engage in Civic Partnership

The City will build and improve partnerships, collaborations and relationships with all stakeholders, including our citizens and public and private organizations.

Community Outcomes

1. Increase citizen satisfaction rating with the level of public involvement in decision-making (FY15 = 29%)
2. Increase citizen's satisfaction with the quality of City recreation programs/classes (FY15 = 45%)
3. Increase # of civic presentations about the city's priorities
4. Increase # of social organizations that support and help solve the city's social challenges
5. Reduce city crime rate year over year
6. Increase in Community Youth intervention and prevention activities
7. Reduce the number of citizen's who feel less safe in their residential community

Strategies

1. Leverage the existing process of civic partnerships to maximize the utilization of existing public sector resources (Outcome link: 2, 3, 4, 5, 6, 7)

Action steps:

- Increase resources going to organizations that address youth violence reduction programs
- Encourage civic partners to collaborate on affordable housing/workforce housing and other City priorities
- Review the city's civic partnership's annual performance requirements to ensure relevancy towards city priorities
- Target partnership with citizens and/or citizen groups who feel less safe in their communities in order to work with them to create a safe place
- Market and support active lifestyle programs
- Market and support athletic and recreation programs

2. Promote both City and citizen engagement in the community (Outcome link: 1, 3)

Action steps:

- Leverage existing tools and resources that will enable the public to contribute opinions and ideas more readily
- Create opportunities to work jointly with individuals, non-profits, academic and other groups to address the needs of the community
- Use social media to engage citizens' feedback on priority issues
- Encourage employees to volunteer with non-profits to address the needs of the community

Focus Area: Provide Sustainability and Adaptability

The City will protect and preserve our natural resources with quality design for the built environment. The City will make strategic decisions focused on the long-term financial, physical and social health of the entire City to enhance our ability to respond to changing economic and demographic conditions. Our actions will be based on a shared commitment to inclusiveness, equity and continuous improvement.

Community Outcomes

1. City's utility consumption will reduce by 2% annually (per heated sq foot of city-owned buildings)
2. Maintain current bond rating annually
3. Maintain or increase citizen satisfaction ratings for City taxes and fees (FY15 = 32%); quality of services provided by the City (FY15 = 64%) and availability of affordable housing (FY15 = 31%)
4. Maintain an undesignated fund balance of each year at targeted levels
5. 90% of CIPs will follow draft environmental performance standards including the potential to integrate renewable energy
6. Revenues at least equal to budgets
7. Increase # of new revenue sources made available
8. The Comprehensive Plan will be used in 100% of all land use decisions brought before the Planning Commission and City Council
9. Upon adoption of the new land development code, sustainable, form based development shall represent no less no less than 1/4 of all development projects in the 1945 corporate limits annually

Strategies

1. Invest in the development of human capital to meet organizational goals (Outcome link: 3)

Action steps:

- Develop operational staffing plans to reflect services and infrastructure growth
- Develop internal service staffing plan to respond to the increased capital and resource growth and demand for service
- Promote a culture of life-long learning through avenues such as career development, succession planning or the City's performance process
- Develop leaders who promote a culture of camaraderie
- Promote employee and community engagement in improving our service delivery

2. Promote uses of alternative energy and reduction in resource consumption (Outcome link: 1, 2, 5)

Action steps:

- Develop policy on new construction following the draft environmental performance standards
- Require capital projects to include total cost of ownership projections
- Develop policy on personal appliances in city owned buildings/offices
- Assess new and existing buildings for potential energy innovations
- Evaluate electric and natural gas for the City's fleet

3. Diversify the city's sources of funding (Outcome link: 2, 3, 6, 7)

Action steps:

- Pursue legislative strategies to charge new fees thus augmenting fees in lieu of taxes
- Maximize dollars by leveraging grant opportunities
- Align revenue with the cost of doing business for certain services

4. Implement the Comprehensive Plan and create a new development code (Outcome link: 8, 9)

Action steps:

- Conduct the rail feasibility study with a focus on the benefits of a rail realignment and potential trolley system
- Develop local and regional partnerships, as well as private sector participation, to aid in the rail initiative
- Develop new LDC employing form-based development principles where appropriate
- Prepare and employ alternative transportation map for in land use decisions
- Continue to link higher density development with higher density facilities
- Promote walkability to public facilities (especially parks and schools)

5. Cultivate stewardship of the taxpayer's money at all levels (Outcome link: 2, 3, 4, 6, 7)

Action steps:

- Develop life cycle costing policies and steps for users to take
- Continue to secure low interest bonds
- Deliver value for money through innovation and continuous improvement of processes
- Review both service standards and levels to ensure they are meeting citizen expectations

6. Partner with developers and non-profits on ways to tackle the challenges to create more affordable housing (Outcome Link: 3)

Action steps:

- Facilitate the effective policy and recommendation setting capacity of the Mayor's Taskforce on affordable housing
- Seek incentives and greater flexibility in the Land Development Code to promote affordable housing
- Consider providing infrastructure improvements as the city's contribution to creating affordable housing

7. Foster a culture of transparent government (Outcome link: 3)

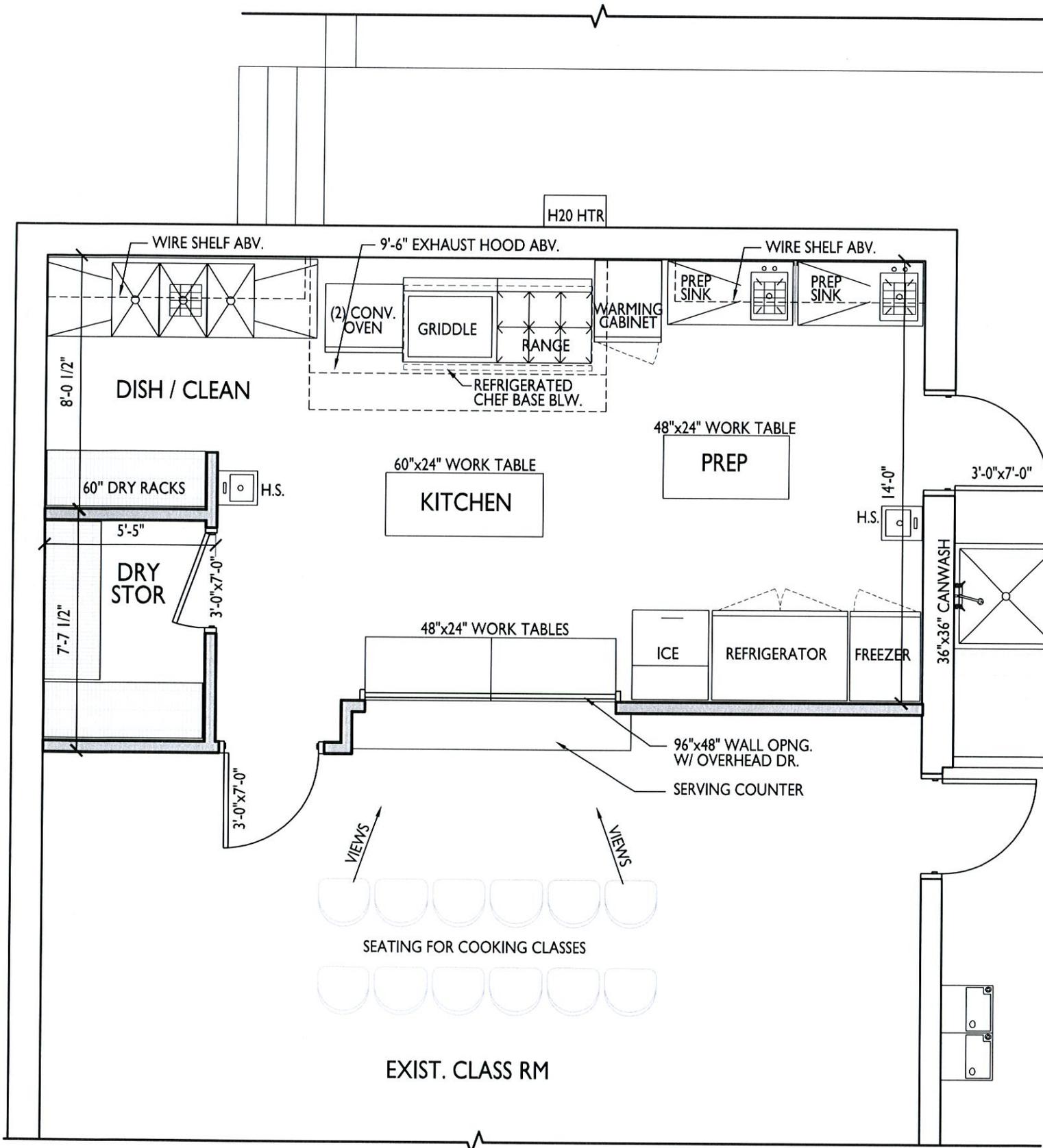
Action steps:

- Adopt policies, practices and procedures that allow citizens to have access to understandable, accurate data and information about the city's operations and decision making
- Review current methods or establish new methods to enable citizens to find information, complete transactions and provide input via the city's web-site
- Disclose information rapidly in forms that the public can easily find and use

CAPE FEAR COMMUNITY COLLEGE - SUSTAINABILITY TECHNOLOGIES DEPT.
MAY 10, 2017 ENERGY AUDIT FINDINGS (MLK CENTER)

The energy audit notes and observations suggests areas for improvement and reveal real opportunities for energy-cost savings for MLK Center.

- Billing:
 - Investigate the demand spike (125 kW) in 2/2016 and 3/2016.
 - Investigate why 12/2016 and 2/2017 were so much lower in electricity use (kWh) than the corresponding months of the previous year, when gas use was actually higher.
- Lighting:
 - Change gym to LED (seems to be in progress.)
 - Closet is overlit. Consider disconnecting one fixture.
 - Hallway is overlit. Consider removing some lamps.
 - Install occupancy sensor in closet, bathrooms and classrooms.
 - Increase the use of task lighting in the office areas to possibly avoid the use of the overhead ambient lights.
- HVAC:
 - Consider zoning the system so different setpoints can be established in the office, classroom, and multi-purpose room.
 - When the kitchen is upgraded, the load may change on the existing system.
- Plug Loads:
 - Eliminate the use of personal heaters (one was found in the classroom.)
 - Eliminate or disconnect redundant printers and copiers.
 - Install timers on the vending machines to shut them off at night, weekends and long breaks. Ensure the soda machine comes on an hour in advance of occupancy.
- Water and Hot Water:
 - Install low-flow aerators on all faucets.
 - Turn down water heater temperature.
 - Install insulation on bare pipes above water heater, and on cold pipe as it enters water heater.
 - Install heat trap or check valve on cold water inlet pipe.
 - Install timer on water heater to shut it down during off hours.
 - Eliminate large water heater and install smaller water heater dedicated to just the kitchen, and:
 - Eliminate hot water in bathrooms, or install small electric tankless units for bathroom sinks.
 - The last two options should allow for the elimination of the hot water pump above the water heater.
- Kitchen:
 - Install all ENERGY STAR rated appliances.
- Building Envelope
 - Investigate the source of the bugs in the hot water closet
 - Investigate the staining/discoloration of the ceiling tiles at the rear of the multi-purpose room. Possible condensation.
- Pool Building
 - Shut off water to building in winter to avoid running a space heater to keep pipes from freezing
 - Investigate a high-efficiency motor for the pool filtration system
- Waste/recycling
 - Increase recycling rate



MLK CENTER, KITCHEN

SCALE: 1/4"=1'-0"

FLOOR PLAN

EXISTING BUILDINGS

PLAN BUILDER

NAME		TITLE	ORGANIZATION	LEED CE Hours?
Mary Jones	MLK Center Supervisor		City of Wilmington	<input type="checkbox"/>
Davina Bell	Recreation Manager		City of Wilmington	<input type="checkbox"/>
David Ingram	Sustainability Project Manager		City of Wilmington	<input type="checkbox"/>
Emily Peoples	CEII		CEII	<input type="checkbox"/>
Dolores Williams	CEII		CEII	<input type="checkbox"/>
Sarah Beth Harkless	Director, USGBC NC		US Green Building Council	<input type="checkbox"/>
Jessica Wilson	Project Manager		US Green Building Council	<input type="checkbox"/>
Charlotte Townes	ADVANCE Ambassador, Architect		LS3P Associates, LTD.	<input type="checkbox"/>
John Wojciechowski	CFCC Instructor, Architect		CFCC Instructor, Architect	<input type="checkbox"/>
Tom Foster	Building Commissioner		USGBC NC Partner	<input type="checkbox"/>
Eric Jabaley	Architect, Dogwood Architecture		USGBC NC Partner	<input type="checkbox"/>
Nicole Gerke	ADVANCE Volunteer		Sepi Engineering	<input type="checkbox"/>
Ken & Kay Linch	Engineers		Engineers	<input type="checkbox"/>
April & Max Sussman	Local Small Business Owners, CFCC Culinary Instructor		The Veggie Wagon	<input type="checkbox"/>
Chris Gannon	Foodservice Consult		Gannon Foodservice Consulting	<input type="checkbox"/>
Marie Davis	Farmer, Environmental Educator		Centripedal Farms	<input type="checkbox"/>
Darian Richmond	ADVANCE Volunteer		CFCC Student	<input type="checkbox"/>

On February 1, 2017 meeting with Charlotte Towns, Architect/USGBC ADVANCE; Eric Jabley, Architect; Nicole Gerke, SEPI Engineering & Construction; Jessica Wilson, Community Associate, USGBC (US Green Building Council); Dolores Williams, Volunteer, CEII (Community Enrichment Initiatives, Inc.); City Staff – Davina Bell and David Ingram

Distributed and discussed draft kitchen layout; obtained additional information regarding the City’s timeline of 3 to 5 years for the addition of a second gym at the MLK Center; and discussed possible baseline sustainability as potential option for City’s upgrades to the center. Considered next steps for a draft preliminary plan with a tentative timeline for the MLK Center Commercial Kitchen project with assigned tasks to move the project forward to serve as a guide during project discussions with City staff which is subject to modifications and additional Next Steps and assignments as more information is obtained.

MLK PROJECT DRAFT TIMELINE CONTINUED AND REVISED AS PROGRESS MADE THROUGH JUNE 5, 2017

MLK CENTER COMMERCIAL KITCHEN DRAFT WORKING PRELIMINARY PLAN				
Next Steps/Action Steps	When (timeline)	Assigned to	Notes	Done
1 Meet with Kim and Davina @ City	By end of Jan 2017	CEII/Dolores	Gym expansion and how kitchen fits into plan, including funding (City, grants, farm to table luncheon/dinner); proposed preliminary plan	✓
2 Meet with Mary @ City	By end of Jan	CEII/Dolores	Proposed preliminary plan; confirm least busy time at Center for construction is December-January; 3 rd Friday of each month for regular monthly meetings and 1 st Friday of each month for monthly conference call with Mary; postponed date for fundraiser luncheon/dinner to mid-October (farm to table) and menu; reserve gym on MLK Center calendar-need specific date and time	✓
3 Send meeting reminders and initiate conference calls	Ongoing	USGBC/Jessica	Monthly meetings; bi-monthly conference calls to move project forward	✓ ongoing
4 Send sample proposal format	By end of Jan	CEII/Dolores	Email to Jessica and Charlotte	✓
5 Review CEII agreement with City	By end of Jan	CEII/Dolores	Does scope include kitchen or need separate agreement	✓
6 Conference call (Charlotte, Jessica, Dolores)	Feb 5, 2-2:30pm	USGBC/Jessica	Status of task completion	✓

7	Obtain additional information from City staff and report on status	Feb 17, 2:00 pm	All	Meet with Amy, Davina and Mary at MLK Center	v
8	Discuss landscape boundary plan at kitchen entrance/kitchen garden and meditation garden with landscape designer; Obtain concept plans	Before Mar 17 After CC approval	USGBC/Jessica CEII/Dolores	Met with Stephanie Kelly of HagerSmith Design who will present proposal to her manager after Council accepts the proposal for a letter of support and donated services; Stephanie needs City topo survey of Kitchen Garden area, requested from City by Dolores; coordinate with other volunteer interested in beautification of Robert Strange Park; Obtain concept design plan for Kitchen Garden and Meditation Garden from Stephanie; coordinate with City staff, Wilmington Green and others to obtain plants and install kitchen garden and meditation garden	
9	Draft kitchen design plan with equipment layout per Charrette, 3D, teaching window	By March 17	USGBC/Eric, Charlotte	Draft kitchen layout completed 2/1 by Eric; to make suggested revisions and obtain mop station info; attach kitchen layout to proposal; awaiting CC approval to proceed further	
10	Obtain costs for kitchen equipment	March-Apr	USGBC/Jessica, Charlotte	Evaluate best place to purchase equipment; include costs in budget	
11	Draft project proposal	Before presentation to City Council on June 19	USGBC/Jessica CEII/Dolores City/Davina, Mary, Amy	Review with USGBC, CEII and City staff and revise as needed; include roles for USGBC, CEII, City etc. and conclusions from Charrette	
12	Obtain letters of support for project	March-July	CEII/Dolores USGBC/Jessica	Obtain from those who participated in charrette; attach some to proposal	Some
13	Submit proposal to City Council	June 19	USGBC/Jessica CEII/Dolores City/Amy, Davina, Mary	Schedule CC review and consideration; after acceptance of proposal proceed	
14	Publicize project plans	After CC approval	City/Amy, Davina, Mary	On City website community center page, MLK Center bulletin board, easel board with collaborations, etc.	

15	Confirm legal requirements	After CC approval	CEII/Dolores	Meet with City Attorney (logistics, contracts, etc.)
16	Hold project fundraiser luncheon or dinner	Mid Oct	CEII/ other collaborators	Farm to table fundraiser dinner tentative Oct 19; potential collaborators include LINC, Wilmington Green, Feast Down East, Nourish NC, local farmers; possible seed packet sales to raise funds for project
17	Prepare final project design	Jan-March	USGBC/Charlotte, Eric	Schematics and 3D
18	Prepare construction drawings	April-May	USGBC/Charlotte, Eric	Final project costs; shovel ready project
19	Obtain budget based on proposal and contract pricing	June-July	USGBC/Jessica, Charlotte	Final budget for grant applications
20	Raise project funds	October 2017-May 2019	CEII/other collaborators	Fundraisers, private donations, private foundations, state and federal grants
21	Obtain bids and other documents	June-Nov 2019	USGBC/Jessica CEII/Dolores	Confirm process with City Attorney
22	Deconstruct old kitchen	Nov 2019	USGBC/Builders	Volunteer contractors deconstruct current MLK Center kitchen and remove appliances and reinstall in the Concession Building if approved to do so
23	Construct new kitchen and install equipment	Dec 2019-Jan 2020	USGBC/Builders	After approvals