

# roadmap to SUSTAINABILITY









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## CITY MANAGER

### CITY OF DURHAM

Dear City of Durham Residents:

It is with great pleasure that our organization unveils the City's first-ever sustainability plan, the *City of Durham Sustainability Roadmap*.

The result of a year-long visioning and planning process, the *Sustainability Roadmap* provides a shared vision of Durham's sustainable future and an actionable path for achievement. The plan establishes goals and measures across seven sustainability focus areas: natural systems, climate & energy, arts & community, economy & jobs, equity & empowerment, innovation, and built environment.

Building off this organization's long-standing commitment to environmental excellence, this plan broadens the definition of sustainability to include economic, social, and environmental well-being. This holistic definition best aligns with the mission to make Durham a great place for people to live, work, and play...recognizing that sustainability permeates everything we do as a city.

Bold and innovative solutions are required to ensure that Durham continues to flourish amidst the complex economic, social, and environmental challenges faced today. This ambitious, yet achievable plan will produce meaningful results for Durham's residents today, and for many generations to come.

As the roadmap moves from planning to implementation, this organization is committed to monitoring the City's progress toward these established sustainability goals, and invite you to join in this work to make Durham a world-class sustainability city.

Many hands helped shape this plan, from the dedicated employees who comprise the City Sustainability Team, to the residents and community stakeholders who provided valuable input. I would like to thank each and every person who helped make this plan possible.

Together, we will continue to make Durham a city that is welcoming, innovative, green, resilient, and equitable.

Sincerely,

Thomas J. Bonfield  
City Manager



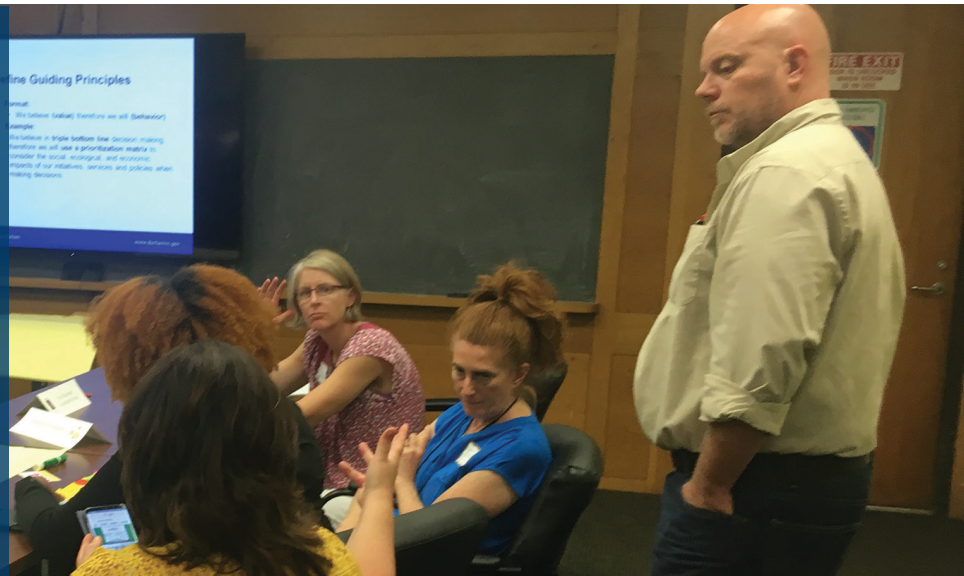


# Acknowledgements

In winter 2016, the City of Durham General Services Department was asked to take the lead in developing a City-wide Sustainability Plan that would define sustainable operations for the City, set a long-term shared vision, and establish a path achieving that vision. **We would like to thank all the residents who provided input and the countless individuals who contributed to this plan.**

## Sustainability Team

The Sustainability Team is an interdepartmental team of City employees who helped inventory existing City sustainability efforts, define what sustainability means for Durham, and make recommendations to improve the City's sustainability efforts. It is their leadership and hard work that has resulted in the first-ever 2017 City of Durham Sustainability Report, certification as a 4-STAR community, and this Roadmap.



**John Allore**, *Budget & Management Services*  
**Rahmud Bass**, *Audit Services*  
**Terry Bellamy**, *Transportation*  
**David Boyd**, *Finance Department*  
**Sheila Bullock**, *City Clerk's Office*  
**Michelle Burger**, *Durham Parks and Recreation*  
**Tania Dautlick**, *Keep Durham Beautiful*  
**Thomas Dawson**, *Durham Parks and Recreation*  
**Amanda Drake**, *City-County Sustainability Office*  
**Matt Eaton**, *Fire Department*  
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**John Ferguson**, *Fleet Management*  
**Ron Ferrell**, *Public Affairs*  
**Tobin Freid**, *City-County Sustainability Office*  
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**Jina Propst**, *General Services Department*  
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**Laura Smith**, *Public Works*  
**Shep Smith**, *Community Development*  
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**Daniel Terry**, *Technology Solutions*  
**Lisa Varner**, *City Attorney's Office*  
**Erin Victor**, *General Services Department*  
**Gary Wheeler**, *City-County Inspections*  
**Zelda White**, *Office of Economic & Workforce Development*  
**Laura Woods**, *City-County Planning*  
**Esther Wynn**, *Human Resources*  
**John Zimmerman**, *Emergency Communications*

## Special Acknowledgements

We would like to acknowledge the following people who made significant contributions to the project: **Joshua Edwards** and **Shari Metcalfe** in the *Budget & Management Services Department*, **Karen Lado** in the *Community Development Department*, Deputy City Manager **Bo Ferguson**, and **John Killeen** with DataWorks NC. We would also like to thank the public engagement consultant team at Alta Planning + Design who helped ensure that members of the public contributed to this planning process.



# Sustainability Action Teams

The Sustainability Team is made up of seven action teams formed around the seven *Roadmap* goal areas. These smaller interdepartmental groups were responsible for developing the goal language, outcome measures, targets, and strategic priorities.



## Built Environment

Sydney Miller, *Water Management*  
Michelle Burger, *Durham Parks and Recreation*  
Gary Wheeler, *City-County Inspections*  
Shep Smith, *Community Development*  
Amanda Drake, *City-County Sustainability Office*  
Bryan Poole, *Transportation*  
Ellen Beckmann, *Transportation*  
Andre Williams, *Transportation, Parking*



## Climate & Energy

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Amanda Drake, *City-County Sustainability Office*  
John Ferguson, *Fleet Management*



## Economy & Jobs

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Angela Henderson, *Equal Opportunity/Equity Assurance Department*  
Esther Wynn, *Human Resources*



## Arts & Community

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Rachel Wexler, *Downtown Durham, Inc.*



## Equity & Empowerment

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Lisa Miller, *City-County Planning*  
Ron Ferrell, *Public Affairs*  
Toya Merritt, *Neighborhood Improvement Services*  
Sheila Bullock, *City Clerk's Office*



## Natural Systems

Tania Dautlick, *Keep Durham Beautiful*  
Chris Boyer, *General Services Department*  
Laura Smith, *Public Works*  
Tobin Freid, *City-County Sustainability Office*



## Innovation

Rahmud Bass, *Audit Services*  
Caley Patten, *Budget & Management Services*  
Lisa Varner, *City Attorney's Office*  
Daniel Terry, *Technology Solutions*




## Sustainability Project Leads

A special thanks to the following individuals who played a key role in developing the City Sustainability Roadmap and STAR Community Certification process:

Steven Hicks, *General Services Director*  
Jina Propst, *General Services Assistant Director of Project Delivery and Sustainability*  
Erin Victor, *Sustainability Project Manager*  
Tobin Freid, *City-County Sustainability Manager*  
Amanda Drake, *City-County Sustainability Specialist*





*“In the end, we will  
conserve only what we love,  
we will love only what we  
understand, and we will  
understand only what  
we are taught.”*

Baba Dioum

*“The environment provides  
the air we breathe, the water we  
drink, and the food we eat...our  
health and well-being, our economy,  
and our security all require a  
high-quality environment.”*

EPA – 2011





# Introduction





## What is Sustainability?

The use of the term “sustainability” has rapidly risen since the late 1980s, yet despite its popularity, the term remains poorly defined and unclear. In 2010, sustainability was named one of the “jargoniest jargon” words of the year<sup>2</sup> and has become synonymous with buzzwords such as “green” and “eco-friendly.” Like many local governments across the nation, our early sustainability efforts were focused exclusively on environmental conservation actions like recycling, increasing building energy efficiency, and tree planting.

While these efforts are worthy and important to continue, sustainability was originally intended to encompass more than environmental conservation. The most widely accepted definition of the word comes from the 1987 United Nations study, now known as the Brundtland Report, which defines sustainable development as “meet[ing] the needs of the present without compromising the ability of future generations to meet their own needs.”<sup>24</sup> This definition clarifies the need to balance short-term development decisions with long-term considerations and broadens what is being sustained – the ability to meet our needs – beyond a singular focus on natural resources.

Nevertheless, “ability to meet needs” is still an ambiguous definition. We want something more tangible and straightforward, which explains the attractiveness of the term “triple bottom line,” coined by John Elkington in 1994. Triple Bottom Line (TBL), or the 3P’s: People, Planet, and Profit, expanded the way corporations measure performance by recognizing the social, environmental, and financial costs involved in running a business.

Adapting these ideas from the international development and corporate worlds to local government, ICLEI Local Governments for Sustainability has defined sustainable cities as “**cities [that] work towards an environmentally, socially, and economically healthy and resilient habitat for existing populations, without compromising the ability of future generations to experience the same.**”



In recognizing the interconnected nature of our economic, social, and environmental well-being, we believe that this more holistic definition of sustainability better aligns with our mission to make Durham a great place for people to live, work, and play. This Roadmap is our attempt to define what sustainability means to the City.

This is an opportunity to build on our past efforts and further challenge us as a local government organization to meet the needs of our community in an environmentally, socially, and economically responsible manner – for all Durham residents, present and future.

## Why Plan for Sustainability?

All human activity has an impact. Whether positive or negative, the decisions we make today shape the world we live in tomorrow. Recognizing this reality and taking responsibility for how our decisions shape our environmental, social, and economic well-being is the crux of what it means to operate through a sustainability lens.

According to the Sustainable Development Solutions Network, “cities are on the front lines of sustainable development. Home to more than 54 percent of [the] global population and responsible for 70 percent of global carbon emissions, they are where the battle for sustainable development will be won or lost.”<sup>3</sup> As the 4th largest city in the state of North Carolina, Durham is certainly on the front line. With the current population at 254,620 and expected growth of over 50% in the next 30 years<sup>4</sup>, we have the opportunity and responsibility to take seriously the adage, “think globally, act locally.”

*The City of Durham Sustainability Roadmap* is our response as a local municipality to this invitation to think globally and act locally. Building on a strong foundation of sustainability initiatives, the *Roadmap* takes sustainability to the next level in Durham by broadening our definition of sustainability and setting long-term, aspirational goals and targets. The *Roadmap* originates from and complements our existing City of Durham Strategic Plan, where we embrace data-driven decision-making as part of our goal to be a transparent, civic-minded government. By incorporating long-term outcome measures around shared goals, we believe that we can better align services, programs, policies, and spending with our strategic priorities to ensure Durham is a resilient and sustainable community for current and future generations alike.

cities are home to  
**54%+**  
of the global population  
.....  
they are responsible for  
**70%**  
of global carbon emissions

Durham is  
**4<sup>th</sup>**  
largest city in N.C.  
.....  
**254,620**  
current population  
.....  
**50%**  
expected growth over  
next 30 years

<sup>1</sup>Lammers, L. (2010, January 5). Sustainability Named One of 'Jargoniest Jargon' Words of 2010 by Ad Age. Retrieved from [triplepundit.com](http://triplepundit.com)

<sup>2</sup>World Commission on Environment and Development. (1987). *Our Common Future*. Oxford: Oxford University Press.

<sup>3</sup>Prakash, M. et al. (2017). *Achieving A Sustainable Urban America*. Sustainable Development Solutions Network. Retrieved from [unsdsn.org](http://unsdsn.org)

<sup>4</sup>Durham County and City of Durham, NC – *Population Projections, 2015-2045*. (n.d.). Retrieved from [durhamnc.gov/DocumentCenter/View/12987](http://durhamnc.gov/DocumentCenter/View/12987)



# Durham's Sustainable Background

The Bull City has a rich history, vibrant cultural scene, strong and diversified economy, beautiful green spaces, highly educated populace, exceptional higher education system, and engaged residents who contribute meaningfully to the fabric of Durham. Taken together, these contribute to making Durham a great place for people to live, work, and play.

Durham's appeal can be partially attributed to the fact that sustainability has long been a priority for the City. Durham has been leading the way since the early 1980s when we first became a Tree City USA and established a joint City-County Environmental Affairs Board. These early sustainability efforts demonstrate the solid foundation that the *Roadmap* builds upon. The *2017 City of Durham Sustainability Report* compiles and highlights the many ways Durham has been leading the way. Our recent *4-STAR community certification* further illustrates the City's commitment to implementing sustainability best practices and investing in innovative approaches to complex community challenges.

Still, our community faces a number of economic, social, and environmental challenges. Increased frequency of extreme weather and climate events, a shortage of affordable housing options, unemployment and underemployment of our workforce, aging infrastructure, limited access to affordable health care, and social inequalities are just some of the many complex sustainability challenges we face today.

It is our ability to anticipate, prepare for, and recover quickly in the face of current and future economic, social, and environmental challenges that will ensure our community continues to thrive. These challenges require us to couple long-term strategic planning with direct actions to make Durham a more resilient and sustainable community.





# Purpose of the City of Durham Sustainability Roadmap

Ensuring a sustainable future for our community here in Durham is everyone's job. This plan is a guidebook for employees from every division and department throughout the City government to align our services, programs, and spending with our community vision for a sustainable future. More importantly, the *Roadmap* is also an open invitation to Durham residents, local business owners, nonprofit leaders, and community groups to join in this important work. Sustainability is a complex challenge facing communities across the world and cannot be solved by government alone. Working together, we can continue to shape Durham into a great place for people to live, work, and play.

## Guiding City Decision Making

This *Roadmap* is our commitment at the local municipality level to doing our part to ensure shared economic prosperity, a healthy environment, and an equitable society in Durham. This plan was developed by a cross-departmental team of City employees, encompasses ideas and input from all levels of the organization, and has been endorsed at the highest levels of City leadership. It was officially adopted by City Council on March 5, 2018. Primarily, this document is intended to be a guidebook for decision making throughout the City and to inspire and encourage collaboration across divisions and departments to make a collective impact on the important, long-term goals addressed in this plan.

## Invitation to Partner Together

The targets and measures identified in the *Roadmap* are aspirational yet achievable goals for a more sustainable Durham. While the plan outlines ways the City can lead by example, these community-wide goals cannot be accomplished by City actions alone. It is our collective decisions we make today that shape our community tomorrow. To accomplish these goals, we need everyone's help. It takes all of us working together to reduce our community greenhouse gas emissions or decrease the number of daily vehicle miles traveled.

Consider this an invitation to join us, however you can. Opt to take the bus to work instead of driving, plant a tree in your neighborhood, donate your time or money to our nonprofit partners, or vote with your dollar by shopping local.

Throughout the *Roadmap* you will notice call-out boxes with ways to get involved and encourage you to take action, however big or small. We must work together to protect the things that make Durham great: our natural environment, vibrant economy, and our people.





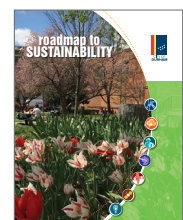
# Developing the City of Durham Sustainability Roadmap

The *Sustainability Roadmap* represents the result of a year-long, cross-departmental strategic planning process that originated from and complements our City of Durham Strategic Plan. In the FY 2016-2018 update to our City-wide strategic plan, “environmental assets” was added to our goal focused on stewardship of the City’s physical assets. Recognizing this as an opportunity to expand how we define what it means to ensure long-term viability of our environmental assets, a Sustainability Team was formed to explore and guide a more comprehensive sustainability strategy for the City.



## City of Durham Sustainability Team

The *City of Durham Sustainability Team*, formed in January 2017, is comprised of liaisons from all City departments in order to foster a culture of sustainability throughout the organization. The interdepartmental team made up of subject-matter experts was originally tasked with inventorying existing City sustainability efforts, defining what sustainability means for Durham, and making recommendations on how to improve the City’s sustainability efforts. The hard work of this team over the past year has resulted in the first-ever 2017 City of Durham Sustainability Report, certification as a 4-STAR community, and this *Roadmap*.





## Public Engagement Process

One of the primary goals of the *Roadmap* planning process was to better understand what sustainability means to Durham as a community. In order to do this, we asked the residents of Durham. Through various methods including an online, survey, public events, and focus groups, we heard from over 1,300 residents from across the community. The feedback, concerns, and ideas we received helped shape this *Roadmap*.

Help shape Durham's new  
Sustainability Plan!



LEARN ABOUT  
THE PLAN



TAKE THE  
SURVEY



SHARE YOUR  
IDEAS

[DurhamSustainabilityPlan.com](http://DurhamSustainabilityPlan.com)

### Online Survey

An online survey was open from July through September 2017 to assess community priorities and collect ideas for actions we can take to make Durham more sustainable. The

survey was offered in both English and Spanish and available in print by request. All Durham residents received a handout with the link to the online survey in their October water bill.

This quick 10-question survey asked residents to rank sustainability topic areas based on the STAR Community Rating System™ framework. While we recognize the importance of all of the areas addressed in the STAR framework, understanding the community's primary sustainability concerns helps ensure effective alignment of limited City resources with the most important elements of the broader community's sustainability agenda.

### Previous Public Input

To complement the online survey and build on past planning efforts, our public engagement consultant team reviewed and compiled feedback from nine previous public input surveys. The main findings were compiled for review by the sustainability action teams and used to ensure alignment between the *Roadmap* goals and priority focus areas expressed over the last several years.

### Focus Groups

In-depth interviews were conducted with local community leaders to gather input on the sustainability-related needs of lower-income and traditional underrepresented communities. A consultant team met with four community groups to conduct focus groups which included Durham Peoples Alliance, Durham for All, El Futuro, and Urban Ministries.







## Public Outreach Events

To ensure that we were not just hearing the loudest voices but getting feedback representative of all Durham residents, a consultant team facilitated public outreach at eight public events and public places during the Fall of 2017. Project staff provided project information, gathered feedback, and answered questions at events held throughout the community including CenterFest Art Festival, Phoenix Fest, Third Friday, the Durham Farmer's Market, Durham Station, NCCU Campus, Durham Public Library, and Durham Tech.

## How was this Feedback Used?

The results from the online survey, focus groups, public events, and past public input surveys were used to inform the focus of each of the seven goal areas in the *Roadmap*.

Additionally, ideas for specific programs, services, and actions provided throughout the feedback period were taken into consideration by the sustainability action teams for incorporation into strategies outlined in the *Roadmap*. When considering which strategies to include in this plan, those that strongly aligned with community-indicated

priorities were given higher preference during the prioritization process. See [Prioritization](#)

[Matrix](#) section for more information on how strategies were prioritized.

## What we Heard from Durhamites

Altogether we heard from over 1,300 community members throughout the public engagement process. Residents overwhelmingly mentioned **affordable housing** and the need to **engage youth** in sustainability initiatives as key concerns to address in the Sustainability Roadmap. Additional themes we heard that helped directly shape this plan, included:

- ✦ Investing in building energy efficiency and transitioning to clean, renewable energy
- ✦ Improved access and connectivity of bicycle and pedestrian facilities
- ✦ A greater consideration for environmental justice, such as working towards a more equitable distribution of tree canopy coverage, air, water, and soil quality across all socioeconomic groups
- ✦ Expanding our waste reduction options including public recycling bins, increasing the types of materials that can be recycled, offering composting service, addressing plastic bags and Styrofoam
- ✦ Protecting open space and promoting connectivity of our green spaces, parks, and trails
- ✦ Offering more workforce training and access to quality jobs that provide fair, livable wages
- ✦ Providing equitable access to services, especially for Spanish-speaking, minority, and low-income residents
- ✦ A full summary of public engagement findings are available online at: [durhamnc.gov/DocumentCenter/View/21987/Durham-Sustainability-Plan\\_Public-Engagement-Results-2017](http://durhamnc.gov/DocumentCenter/View/21987/Durham-Sustainability-Plan_Public-Engagement-Results-2017)

**650+ people**  
completed the online public survey

**700+ people**  
visited Sustainability Roadmap  
project table at  
**8 Public Events**

Incorporated feedback from  
**9 prior public**  
input surveys

Developed by subject-matter  
experts from  
**25 City**  
departments



# Roadmap Planning Process

In establishing a comprehensive sustainability strategy for the City, the City's Sustainability Team embarked on a three-phase planning process in order to understand:

**Phase One:** Assessment – Where are we now?

**Phase Two:** Visioning – Where do we want to be?

**Phase Three:** Planning – How do we get there?

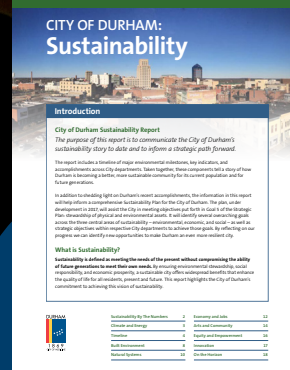
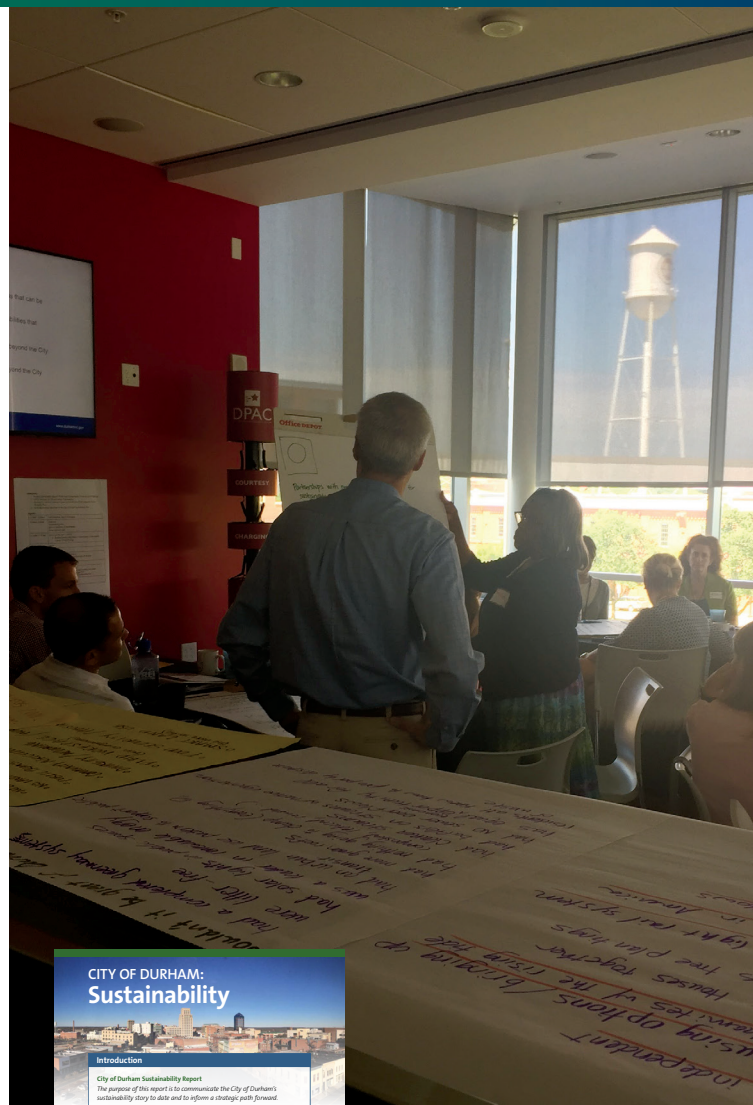
## Phase One: Assessment

To capture an accurate picture of our current sustainability efforts and better understand our strengths and areas of improvement, an inventory of all existing City sustainability efforts was conducted. This included compiling information on our programs, policies, and services for our first-ever Sustainability Report and an intensive data collection period to support our application for STAR community certification.



**Durham Recognized as a 4-Star Certified Community**

STAR Community Certification is the nation's leading framework for assessing and rating communities on local sustainability efforts. In November 2017, Durham was recognized as a 4-STAR certified community, joining over 65 communities throughout the United States committed to sustainability leadership. The assessment included 500 outcome and action measures across 7 goal areas and 45 objectives developed by subject matter experts across the nation. This rigorous data-driven approach provides a transparent and objective way of assessing our current sustainability efforts as a community. The comprehensive framework provided by STAR Communities and findings from the certification process were used to inform and guide the development of this *Roadmap*. The full findings from Durham's certification can be found online at: [www.starcommunities.org/certification/certified-star-communities/durham-nc](http://www.starcommunities.org/certification/certified-star-communities/durham-nc).



**2017  
City of Durham  
Sustainability  
Report**

To kick off the planning process, the Sustainability Team inventoried current sustainability efforts across all 27 departments. The report includes a timeline of major environmental milestones, baseline measures for key indicators such as greenhouse gas emissions, tree canopy and residential water use as well as highlights sustainability programs and accomplishments across multiple City departments. The report covers current initiatives, programs and policies related to climate and energy, the built environment, natural systems, economy and jobs, arts and community, equity and empowerment, and innovation. The full report is available online at: [durhamnc.gov/DocumentCenter/View/16104](http://durhamnc.gov/DocumentCenter/View/16104).





## Phase Two: Visioning

### Sustainability Planning Retreat

In June 2017, the City of Durham Sustainability Team met for a planning retreat to set a long-term vision for a more sustainable Durham. During the retreat the team reviewed and reflected on the preliminary findings from the public engagement process, STAR certification, and Sustainability Report to inform a SWOC (Strengths, Weaknesses, Opportunities and Challenges) analysis that would guide the *Roadmap* development. The team mapped the STAR framework onto the City-wide strategic plan to better understand how the certification process fits into and complements our current strategic planning efforts. Lastly, the team envisioned what Durham could look like in 20 years and the role each member would play in shaping future sustainability accomplishments.

### Guiding Principles

The Sustainability Team, prior to breaking into smaller action teams, developed a number of Guiding Principles to frame the planning process. These Guiding Principles, stated below, define the team values and provide supporting examples of the behaviors that embrace these principles.

- We believe in open communication, therefore we seek input and share goals, initiatives, and progress with all stakeholders, including coworkers, departments and the Durham community.
- We believe in collaboration within the City, among City residents, and externally, therefore we focus on meeting multiple interests rather than individual positions when making decisions and seeking opportunities to form partnerships.
- We believe in equity, therefore we will:
  - └-----➤ Evaluate access, consider impacts, and ensure benefits across all demographics, generations and geographies when making decisions.
  - └-----➤ Design and implement programs, initiatives, policies and procedures that enhance Durham's social, physical and capital assets.
- Believe in innovation, therefore we will utilize data, research, and best practices to develop creative, cutting-edge ideas and solutions to inform and implement sustainable services, policies and practices.
- We believe in being good stewards of public assets, which includes public funds and staff time, therefore we will consider all relevant lifetime costs and benefits when making decisions.

**Open  
communication**  
  
collaboration  
  
**equity**  
  
innovation  
  
**good stewards of  
public assets**

### Prioritization Matrix

In any planning process, there are more ideas generated than capacity to execute and fund. Each year the City is presented with an abundance of opportunities for new initiatives, programs, and positions. These ideas come from employees, other communities, partnering organizations, and service requests from residents. These new ideas, while all valuable, cost financial and people resources to undertake and therefore require making decisions on where to invest limited resources.



The prioritization matrix is a tool that helps assess strategies based on a number of pre-defined criteria. The purpose of developing a prioritization matrix was to help the Sustainability Team make more objective and transparent decisions about which strategies were selected for inclusion in the *Roadmap*.

Strategy ideas considered for the *Roadmap* come from best practices as identified by the STAR certification process, recommendations from subject matter experts, and the public input process. The prioritization matrix was used to evaluate each potential strategy against a small number of criteria using a high-medium-low scale.

Criteria	Scale
<b>IMPACT</b> If this initiative is successfully implemented, how impactful will it be towards helping us achieve our objective?	High-Medium-Low
<b>OPERATIONAL FEASIBILITY</b> What is the probability that the initiative will be successfully implemented if we decide to undertake it?	High-Medium-Low
<b>COST EFFECTIVE</b> How do the tangible results from this initiative compare to the costs and resources required to implement it?	High-Medium-Low
<b>PUBLIC INPUT</b> Is this strategy closely aligned with resident interests based on feedback from the resident survey and public engagement processes?	Yes-No
<b>ALIGNMENT WITH GUIDING PRINCIPLES</b> How closely does this initiative align with our guiding principles?	High-Medium-Low

## Phase Three: Planning

Guided by a comprehensive, data-driven assessment of our current sustainability efforts and input from residents, smaller action teams comprised of subject-matter experts met regularly throughout Fall 2017 to develop goal statements, outcome measures and targets, and priority strategies for each of the seven sustainability focus areas.

The prioritization matrix and guiding principals were used to ensure that the measures and strategies put forward were both strategic and in alignment with the City's values. These recommendations were then presented to City Manager's Office for review and feedback in Winter 2017-2018 prior to adoption by City Council in March 2018.

## Accountability

While the bulk of the strategic planning work is now completed, we recognize that sustainability is a journey, not a destination. Under the guidance of the Strategic Plan Goal 5 Champion, the Sustainability Team will continue to lend their expertise in evaluating new initiatives to verify alignment with our long-term vision, sharing progress on sustainability performance measures, and ensuring implementation of the sustainability initiatives presented in this *Roadmap*.

A Sustainability Progress Report will be published on a biennial basis to report progress towards the long-term goals identified in this plan. Outcome measures and priority strategies included in this *Roadmap* will be used to guide updates of the City-wide Strategic Plan, Comprehensive Plan, and Departmental Plans. Lastly, the *Roadmap* will be revisited and updated in alignment with the STAR community re-certification timeline.



# How to Read this Plan

**Focus Area** – based on the framework provided by the STAR community certification process, the City decided to concentrate on seven focus areas that encompass social, economic, and environmental sustainability. These include:



**Goal Statement** – for each of the seven focus areas, the goal statement describes the broad aims that define success in each of these sustainability areas. Each of these goals help the City fulfill its mission to provide quality services to make Durham a great place for people to live, work, and play.

## ✓ Priority Strategies

The priority strategies represented in this *Roadmap* are suggested actions, decisions, and investments the City can take in the short-term and long-term to move the needle on our sustainability goals. Some of these strategies are already underway and have been incorporated into our City's Strategic Plan or departmental plans. Others are recommendations that will guide future strategic planning updates. All strategies have been prioritized based on the anticipated impact, operational feasibility, cost-effectiveness, public support, and alignment with the Sustainability Guiding Principles. However, inclusion in the *Roadmap* does not necessarily indicate that the City will fund and implement all of these strategies as we acknowledge that technological advancements and research on best practices in the field evolve over time. We view this as an active, living document rather than a set, fixed plan. We recognize that there is no one "right" way to reach our goals to be a more sustainable and resilient community and will review progress and update the *Roadmap* on a regular basis.



## Outcome Measures & Targets

The outcome measures and targets represent how we will measure progress towards broader goals for a more sustainable Durham. These are specific and quantifiable impact or condition-level indicators that show progress towards a preferred state. These represent a mix of short-term (2020) and long-term (2040) targets that we believe are aspirational but achievable. The measures reflected in this *Roadmap* are a mix between community-wide measures (such as reducing vehicle miles traveled and residential waste) and areas where the City can lead by example (such as increasing the energy efficiency of City buildings and improving the fuel economy of City fleet).



### Measuring Success:

Demonstrate that 100% of City departments utilize performance measures to make more data driven decisions in order to identify and implement continuous improvement projects by 2020

Achieve a 5-STAR Sustainable Community Rating by 2040

### Priority Strategies:

- ✓ Establish partnerships with Durham's civic-minded technology businesses and programs to find innovative ways to improve City services, programs, and processes
- ✓ Create a Performance and Innovation Team to serve as internal consultants to help City departments accomplish Durham Strategic Plan, foster a culture of innovation, lead process improvements and provide a framework for data-driven decisions
- ✓ Develop creative strategies that encourage innovation, continuous improvement, and risk-taking among local government employees to improve City services and outcomes
- ✓ Establish professional development opportunities for City employees that encourage skill sharing and peer teaching/learning across departments
- ✓ Expand City performance management systems, creating more opportunities for used or regularly utilizing high-quality data to inform process improvement and operational decisions
- ✓ Establish a cross-departmental team (i.e. "Task Force") to identify new ways of solving pressing local problems
- ✓ Establish a multi-disciplinary Chief County Innovation Lab to support the transformation of ideas to solutions
- ✓ Fund prototypes and provide project support for employees generating innovative ideas through the "100K Starter" campaign focused on improving City processes or customer satisfaction



### City Strategic Plan:

This goal supports the following city-wide strategic goal:

- GOAL 3: Innovation and High-Performing Organization
- GOAL 5: Sustainable Natural & Built Environment

### Get Involved:

As we strive towards a more innovative, data-driven, and transparent organization, we welcome residents along with us on this journey by providing a wealth of open, public data for you to share, create, and build upon. Learn more at [DataDurham.org](http://DataDurham.org)

## Get Involved

No one organization, department, division, or individual "owns" sustainability. Creating a more sustainable community is the responsibility of each and every one of us. The Get Involved sections under each goal area highlight ways that residents, local business owners, nonprofit leaders, and community groups can join us as we work together to shape tomorrow's Durham.

# Vision for a Sustainable Durham Community

When we first began developing this *Roadmap*, we asked ourselves what Durham could look like twenty years from now. What City do we want to pass on to future generations? We envisioned a green, thriving, equitable, and culturally vibrant Durham. Building on our City-wide Strategic Plan, here we expand on our collective vision for what it means to operate a city sustainably. It is organized around seven goals that will help Durham continue to lead the way to a socially, environmentally, and economically bright future.

## Vision

Durham is the leading city in providing an excellent and sustainable quality of life.

## Mission

To provide quality services to make Durham a great place to live, work, and play.





**Reduce daily vehicle miles traveled per capita to 34**

**Create or preserve 500 affordable units**



**Demonstrate that 65% of residents live within a ten-minute walk (1/2 mile) to public parkland**



**Achieve a 5% increase in fuel economy (MPG) compared to FY17 levels**



**Update the Green House Gas Emission Reduction Plan**



**Reduce the per household amount of residential solid waste that goes to the landfill by 10%**



**Achieve & maintain minimum wage for all full-time City employees in accordance with the Livable Wage Ordinance by 2018**

**Demonstrate that 75% of City funds expended on professional services contracts \$100,000 or less and construction contracts \$500,000 or less will go to Certified City of Durham Small Local Businesses**



**Demonstrate that City hiring for staff & leadership positions reflects the diversity of the community by 2025**



**Demonstrate a Resident Engagement Index score of 7 or greater**



**Demonstrate that 100% of City departments utilize performance measures to make more data driven decisions in order to identify and implement continuous improvement projects**

## Sustainability Goals & Projections



### Built Environment:

Achieve equitable access and choice to resilient infrastructure that supports a high quality of life for all residents and enhances the environment



### Climate & Energy:

Lead the way in addressing climate change by minimizing energy use and increasing community and local government resource efficiency



### Economy & Jobs:

Maximize equitably-shared prosperity for local small and diverse businesses and inclusive access to quality jobs with fair livable wages



### Arts & Community:

Advance and reinforce opportunities that celebrate #DURM culture



### Equity & Empowerment:

Engage and empower residents to advance equity, inclusion, and equal access to opportunities and services



### Natural Systems:

Protect and restore Durham's natural resources and ecosystem



### Innovation:

Embrace a culture of innovation to ensure a more sustainable community





**Demonstrate that an average low-income household earning 80% AMI would spend less than 45% on housing and transportation combined**



**Reduce daily vehicle miles traveled per capita to 30**

**Demonstrate that 70% of residents live within a ten-minute walk (1/2 mile) to public parkland**

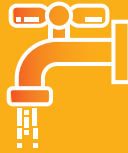


**Achieve a 1% increase in fuel economy (MPG) per year**



**create a fundable action plan towards carbon neutrality in City operations**

**Reduce potable residential per capita water use by 10%**



**Reduce total residential solid waste that goes to the landfill by 50%**

**reduce the amount of energy use intensity in City owned buildings by 30%**



**Increase total employment in clean technology and energy sector by 20%**



**Demonstrate that 95% of City funds expended on professional services contracts \$100,000 or less and construction contracts \$500,000 or less will go to Certified City of Durham Small Local Businesses**



**Creative industries represent 5% of all businesses in Durham according to the Local Arts Index**

**Demonstrate a Resident Engagement Index score of 9 or greater**



**Increase square footage of public and private land converted to habitat suitable for pollinators by 1,000 square feet, on average, each year**



**Demonstrate a decrease of 10% in the annual average ozone and particulate matter (PM 2.5 and PM 10)**

**Achieve and maintain a city-wide tree canopy coverage of 55%**




**Achieve and maintain a water quality index (WQI) of at least 75 for Clean Water Act streams with EPA approved Total Maximum Daily Loads**



**Achieve a 5-STAR Sustainable Community Rating**





*“The only possible guarantee  
of the future is responsible  
behavior in the present.”*

Wendell Berry

*“You cannot get through a  
single day without having an  
impact on the world around you.  
What you do makes a difference,  
and you have to decide what kind of  
difference you want to make.”*

Jane Goodall





# Sustainability Goals







**Achieve equitable access and choice  
to resilient infrastructure that supports  
a high quality of life for all residents  
and enhances the environment**

# Built Environment



## Overview

Focusing on the sustainability of our built environment is one way the City seeks to fulfill our mission to be the leading city in providing an excellent and sustainable quality of life. This includes promoting a clean and secure water supply, walkable neighborhoods, affordable housing, access to public parkland, and diverse transportation choices such as walking, biking, and public transit.



## Measuring Success:

Create or preserve 500 affordable units by 2020

Demonstrate that an average low-income household earning 80% AMI would spend less than 45% on housing and transportation combined by 2040

Reduce daily vehicle miles traveled per capita to 34 by 2020 and 30 by 2040

Demonstrate that 65% of residents live within a ten-minute walk (1/2 mile) to public parkland by 2020 and 70% by 2040

## Priority Strategies:



- ✓ Refresh and expand the Citizen Capital Improvement Panel (CCIP) to include youth representatives and act as a design review board, providing comments on the sustainability implications of proposed development projects
- ✓ Analyze public transit access and transportation costs for neighborhoods with housing affordable to low- and moderate-income households to inform future affordable housing and transit investments
- ✓ Conduct an Affirmatively Furthering Fair Housing Assessment to analyze challenges to fair housing choice and inform goals and priorities to address fair housing barriers
- ✓ Implement strategies outlined in City of Durham Affordable Housing Goals 2016-2021
- ✓ Prioritize capital funding towards priority sidewalk construction and repair projects as identified within the Bike+Walk Plan
- ✓ Create a City transportation demand management position that works across departments focused on outreach, public education, and marketing of alternative transportation options (walk, bike, public transport) and vision zero goals
- ✓ Update comprehensive plan and review the Unified Development Ordinance (UDO) to ensure alignment with long-term vision for equitable access to infrastructure
- ✓ Develop lighting standards to reduce light pollution coming from streetlights, parking facilities, and signage
- ✓ Develop a circulation plan for compact, mixed development around proposed light rail stations
- ✓ Develop asset management plans to inventory existing public infrastructure assets, current infrastructure conditions, and priorities for proactive maintenance or rehabilitation
- ✓ Explore customer assistance program options to help provide water to low-income residents
- ✓ Develop a 5-year short term transit plan that focuses on expanding bus route and park and ride options
- ✓ Utilize GIS to inform where to invest and acquire land for future parks in under-served areas and ensure equitable project development that works towards the goal of 70% of residents living within a ten-minute walk to public parkland by 2040
- ✓ Hire parks planner to focus on access to parks, trails, and connections to sidewalks
- ✓ Support a community wide public bike share program









## City Strategic Plan:

This goal supports the following city-wide strategic goals:

-  **GOAL 3:** Thriving, Livable Neighborhoods
-  **GOAL 5:** Sustainable Natural & Built Environment

## Get Involved:

-  Save gas money, reduce road congestion, and decrease your carbon footprint by opting to **carpool** when possible. Looking for a commute partner? Check out: [ShareTheRideNC.org](https://ShareTheRideNC.org).
-  Grab a [Durham Bike & Hike Map](#) and hit the trails. **Biking** and **hiking** are good for both our health and the health of the environment.
-  Did you know 59% of Durhamites currently live within ½ mile of regular **public transportation** arriving at least once every 30 minutes and the City is continuing to look for ways to improve and expand public transit service? For a full list of public transit maps & schedules, visit: [GoDurhamTransit.org](https://GoDurhamTransit.org).
-  Volunteer to help keep our parks and trails clean and attractive by joining our **Adopt-A-Park/Adopt-A-Trail Program**. To learn more, visit: [durhamnc.gov/3425/Adopt-a-Park-Trail](https://durhamnc.gov/3425/Adopt-a-Park-Trail) or call the program coordinator at 919-560-4355.







**Lead the way in addressing climate change by minimizing energy use and increasing community and local government resource efficiency**

# Climate & Energy

## Overview

Climate change is a global problem with local solutions. Gases emitted from burning fossil fuels and other human activities trap energy in our atmosphere, leading to increased threats from extreme weather events, droughts, floods, heat waves, and pests. While the implications are global, emission reduction starts at the local level. The City is committed to mitigating climate impacts to create safer, healthier, more resilient communities through reducing greenhouse gas emissions and increasing resource efficiency.



## Measuring Success:

Reduce the per household amount of residential solid waste that goes to the landfill by 10% by 2020 and total residential solid waste that goes to the landfill by 50% by 2040

Update the Green House Gas Emission Reduction Plan by 2020, creating a fundable action plan towards carbon neutrality in City operations by 2040

Achieve a 5% increase in fuel economy (MPG) compared to FY17 levels by 2020, and 1% per year by 2040

## Priority Strategies:

- ✓ Update the Green House Gas Emission Reduction Plan to develop strategies for achieving carbon neutrality in City operations by 2040
- ✓ Develop sustainable building guidelines that prioritize making City buildings more efficient and sustainable and ensure that building performance is regularly reviewed as buildings age
- ✓ Develop enforcement strategies to ensure that the employee idle reduction policy is widely and consistently adhered to, educating employees on our fuel economy goals, good driving habits, and incentivizing proven cost saving vehicle operations
- ✓ Continue to invest in modernizing the City fleet utilizing “right size”, “right type” methodology, including the purchasing of hybrid and electric vehicles when appropriate
- ✓ Invest in idle reduction technology and implement the widespread use of telematics to gather idle information and operational behavior to inform idle reduction strategies
- ✓ Update the City’s Facilities Strategic Energy Conservation Policy (FACSTEP)
- ✓ Adopt a waste management plan utilizing findings from the Waste Characterization Study
- ✓ Expand the City’s waste reduction education program and community engagement efforts
- ✓ Install recycling bins in public places
- ✓ Establish a Water Use Baseline for local government facilities and infrastructure and conduct regular reviews of water use data against the baseline
- ✓ Establish a climate change advisory group to identify and implement GHG reduction strategies
- ✓ Find markets to expand the types of materials accepted by the City waste reduction program
- ✓ Conduct a feasibility study to explore options for an Advanced Metering Infrastructure (AMI) system to allow for real time water metering
- ✓ Establish a cross departmental Water Loss Control Committee that meets on a regular basis to discuss intervention projects and on-going programs and activities. This committee would be responsible for applicable communication of the utility’s efforts, results and future plans both internally to staff and management, but also externally to the customer base.
- ✓ Develop a software tool for Durham workplaces participating in the Bull City Workplace Challenge for managing energy and water use data to encourage collecting and reporting energy use data from the commercial and industrial sectors
- ✓ Conduct a resiliency assessment to better understand and mitigate the potential impact of various climate and non-climate stressors and inform a local climate resiliency plan
- ✓ Publish an annual City Energy Report to benchmark local government energy use and make energy data available to the public






Develop a fundable action plan by 2020 to reduce the amount of energy use intensity in City owned buildings by 30% by 2040

Reduce potable residential per capita water use by 10% by 2040

### City Strategic Plan:

This goal supports the following city-wide strategic goal:

 **GOAL 5:** Sustainable Natural & Built Environment



## Get Involved:

- Did you know watering your lawn makes up a large portion of community water consumption, especially in the summer? Following the [City's Odd-Even Watering Schedule](#) can help you **reduce your water bill** and conserve our water supply. Learn more about ways to save water at: [durhamnc.gov/1006](http://durhamnc.gov/1006).
- Opting for durable, reusable products over single use options can make a big difference in reducing our waste stream. Consider making the switch to **reusable items** such as water bottle, coffee mug, utensils, and straws to save money and the planet.
- Replacing your light bulbs with **LED bulbs** can result in significant savings and reduce your greenhouse gas footprint. LED bulbs produce the same amount of light while using significantly less electricity than incandescent or fluorescent light bulbs. They also have a much longer lifespan, lasting an approximately 5x that of a fluorescent light bulb.







# Economy & Jobs

**Maximize equitably shared prosperity  
for local small and diverse businesses  
and inclusive access to quality job  
with fair livable wages**

## Overview

Durham has been widely celebrated for our economic transformation and revitalization over recent decades, which has resulted in a robust local economy that strives to promote equitably shared prosperity and access to quality jobs.





## Measuring Success:

**Demonstrate that 75% of City funds expended on professional services contracts \$100,000 or less and construction contracts \$500,000 or less will go to Certified City of Durham Small Local Businesses in 2020, and 95% by 2040**

**Achieve & maintain minimum wage for all full-time City employees in accordance with the Livable Wage Ordinance by 2018**

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**Increase total employment in clean technology and energy sector by 20% by 2040**

## Priority Strategies:

- ✓ Provide capacity building services and support for professionals in the clean technology and energy sector
- ✓ Amend existing local economic plans and strategies to focus market demand for green jobs, technology, products and services in cross-departmental partnership to align City's "green" contracting service needs with OEWD workforce development efforts
- ✓ Re-evaluated economic incentives provided for development to ensure alignment with sustainability goals including supporting and growing local and small businesses
- ✓ Explore potential partnership opportunities with the Durham Living Wage Project to encourage local business participation in the project to provide access to quality jobs with fair livable wages
- ✓ Revisit, revise and strengthen the process for utilizing MWBEs
- ✓ Create data sharing agreements between the City, regional local governments, private sector employers, and educational entities to maximize the availability and use of data in economic and workforce development planning
- ✓ Promote internal City purchasing preferences for locally produced goods and services
- ✓ Create educational materials to define the larger vision of economic sustainability as one that proactively fosters green businesses, green jobs, and green practices
- ✓ Develop guidelines for local government contractors and entities receiving financial incentives to prioritize hiring local residents
- ✓ Host roundtable discussions to foster partnerships with local institutions and businesses to align and collaborate on shared sustainability goals





## City Strategic Plan:

This goal supports the following city-wide strategic goal:

- GOAL 1: Strong & Diverse Economy
- GOAL 4: Innovative & High Performing Organization



## Get Involved:

- ▶ A living wage is the income required for an individual to meet their own basic needs without public or private assistance. If you are a local employer, we invite you to join us in **promoting shared economic prosperity** in Durham through promoting living wages. To learn more about becoming living wage certified, visit the [Durham Living Wage Project](#).
- ▶ Youth ages 14-24 interested in gaining work experience and developing skills through **paid summer internships** at local businesses, nonprofits, and City and County governments are encouraged to apply to be part of the [Durham YouthWorks Internship Program](#).
- ▶ Are you a local business or nonprofit leader interested in hosting a summer intern? **Join us** as we create a system of career pathways and support to enable all youth to graduate from high-school, earn a post-secondary credential and secure living-wage work by age 25. Apply to be part of the Durham YouthWorks Internship program today at: [durhamnc.gov/598](http://durhamnc.gov/598).







**Advance and reinforce  
opportunities that  
celebrate #DURM culture**

# Arts & Community

## Overview

The City recognizes that Durham's rich cultural heritage is an important part of what makes our neighborhoods thrive, attracts tourism and business development, and brings together the community. Durham supports a vibrant arts community, historic preservation, and social and cultural diversity through policies, ordinances, economic incentives, and special events.





## Measuring Success:

**Demonstrate that City hiring for staff & leadership positions reflects the diversity of the community by 2025**

**Creative industries represent 5% of all businesses in Durham according to the Local Arts Index by 2040**

## Priority Strategies:

- ✓ Conduct an assessment of the community's social and cultural diversity to inform local government actions, investments, and procurement processes.
- ✓ Utilize the results of the community assessment to inform an update of the Durham Cultural Master Plan
- ✓ Provide training for local government staff and members of the arts industry in areas of racial equity and cultural sensitivity as well as strategies for meeting the needs of traditionally under-represented populations including older residents to include understanding of accessibility issues/cognitive decline and LGBTQ+
- ✓ Expand and support local nonprofit or for-profit entities, including the Durham Heritage Alliance to support local events, recognition programs, and tourism efforts that celebrate and leverage the economic value of local historic resources
- ✓ Develop partnerships with local organizations focused on business recruitment and retention of creative industries in Durham
- ✓ Explore opportunities for matching the City's 1% CIP public art funding to bring increased funding for public arts efforts in Durham
- ✓ Establish a community-engaged artist in residence program focused on supporting community cohesion through art
- ✓ Prioritize access to affordable housing and workspaces for artists as a way of fostering real estate stability that allows our vibrant local art scene to continue to flourish amidst growth and rising cost of living prices, especially in the downtown core
- ✓ Offer training and workshops around entrepreneurial skills to expand capacity of local artists
- ✓ Host Placemaking Training for City Employees
- ✓ Improve access to Durham Parks and Recreation programming by surveying current program participants, evaluating programs, and reallocating resources to develop new programs or increase access based on community input
- ✓ Prioritize acquisition of property and build new recreational facilities in the southern and the northern parts of the City to promote increased access to public community venues that promote community cohesion
- ✓ Develop a City Diversity Recruitment Plan to ensure equitable representation of minorities and females in specific job roles within local city government







## City Strategic Plan:

This goal supports the following city-wide strategic goal:

- **GOAL 1:** Strong & Diverse Economy
- **GOAL 3:** Thriving, Livable Neighborhoods
- **GOAL 4:** Innovative & High Performing Organization

## Get Involved:

- ▲ **Volunteer** at one of our upcoming low-cost, family-friendly special events that celebrate the social and cultural diversity of Durham offered by the Durham Parks & Recreation Department. Learn how to get plugged in at: [dprvolunteers.ivolunteer.com](http://dprvolunteers.ivolunteer.com).
- ▲ Support our vibrant local arts and cultural programs in Durham. There are many ways to contribute such as **attending** a live performing arts event at the [Durham Performing Arts Center](#) or [Carolina Theatre](#), **visiting** one of our state-of-the-art museums, **buying** local artwork at the Art Walk, CenterFest, or Holiday Market, or **donating** to the [Durham Arts Council](#) Annual Arts Fund.







**Engage and empower  
residents to advance  
equity, inclusion,  
and equal access to  
opportunities and  
services**

# **Equity & Empowerment**

## **Overview**

The City is committed to equity, inclusion, and access to opportunity for all residents with a focus on civic engagement, equitable access to City services, poverty prevention, and environmental justice.



## Measuring Success:

**Demonstrate a Resident Engagement Index score of 7 or greater by 2020 and 9 or greater by 2040**

## Priority Strategies:

- ✓ Establish a community led advisory board to make recommendations around equity and empowerment goals, measures, and strategies to a cross-departmental City team
- ✓ Adopt inclusive public engagement guidelines that include considerations for language translation and interpretation services to ensure that all residents have access to information and increase transparency in city-wide communications
- ✓ Provide training on the adopted public engagement guidelines to employees across all departments
- ✓ Expand opportunities for elected officials and senior government staff to meet with residents to answer questions and listen to concerns
- ✓ Conduct an environmental justice assessment and research equity and empowerment best practices of other municipalities, incorporating findings into the development and evaluation of program and services
- ✓ Expand and improve equity and empowerment training for employees across all departments and at all levels of the organization
- ✓ Hire a full time Latino Community Engagement Coordinator to increase outreach and engagement with Spanish speaking residents
- ✓ Expand the “My Durham” Teen Initiative, providing free after-school programming for young adults ages 13-18 years old
- ✓ Explore new and innovative ways for educating the public about City administration and operations
- ✓ Research and deploy new communication methods that increase transparency both internally and externally to the City organization
- ✓ Develop materials to increase transparency around City Budget and Finance processes and frequently asked questions
- ✓ Develop a democratic process to give residents direct decision-making power in local government
- ✓ Continue to expand the data freely available to the public and ensure the data is high quality, useful, and accessible to increase transparency and empower residents in local decision making

## City Strategic Plan:

This goal supports the following city-wide strategic goal:

- **GOAL 3:** Thriving, Livable Neighborhoods
- **GOAL 4:** Innovative and High Performing Organization
- **GOAL 5:** Sustainable Natural & Built Environment







## Get Involved:

- ▲ Get more involved in local government by **serving on** one of the Council-appointed boards, committees, and commissions that address various aspects of Durham's quality of life such as the Bicycle and Pedestrian Advisory Commission or Environmental Affairs Board. To learn about current vacancies and the application process, visit: [durhamnc.gov/238/Boards-Committees-Commissions](http://durhamnc.gov/238/Boards-Committees-Commissions) or call 919-560-4166.
- ▲ **Meet your elected representatives** and provide feedback, ideas, and any concerns at numerous community meetings held throughout Durham including Coffee with Council and Joint City-County Community Conversations. To keep up to date about upcoming community meetings, get connected at: [durhamnc.gov/1/#connected](http://durhamnc.gov/1/#connected).







**Protect and restore  
Durham's natural  
resources and  
ecosystem**

# Natural Systems

## Overview

A healthy environment plays a vital role in our everyday lives – from providing the air we breathe, water we drink, and food we eat as well as the raw materials that are the backbone of our economic system and beautiful places we enjoy recreationally. The City has long recognized the need to protect and restore our natural resources and strives to take an ecosystem approach to conserving biodiversity and ecological integrity in our urban environment.





## Measuring Success:

**Achieve and maintain a city-wide tree canopy coverage of 55% by 2040**

**Demonstrate a decrease of 10% in the annual average ozone and particulate matter (PM 2.5 and PM 10) by 2040**

**Achieve and maintain a water quality index (WQI) of at least 75 for Clean Water Act streams with EPA approved Total Maximum Daily Loads by 2040**

**Increase square footage of public and private land converted to habitat suitable for pollinators by 1,000 square feet, on average, each year by 2040**

## Priority Strategies:

- ✓ Establish guidelines for sustainable, site-appropriate landscaping for city-owned properties
- ✓ Allocate \$50,000 per year to the development or maintenance of green infrastructure, increasing to \$250,000 within 5 years including partner matching funds
- ✓ Establish anti-idling educational program and train departmental ambassadors to encourage vehicle idling reduction within their departments and in field interactions with private contractors to promote air quality
- ✓ Build on Riparian Area Management Plan to create recommended practices for managing City-owned land to maximize biodiversity and improve water quality
- ✓ Evaluate and revise ordinances to encourage protection of mature trees on new development sites
- ✓ Partner with Durham Public Schools to implement litter prevention education campaign focused on the connection between litter and water quality
- ✓ Make recommendations to reduce barriers in city code to implementing green infrastructure and pursue text changes through public process
- ✓ Complete a comprehensive assessment of the state of Durham's urban forest to guide future forestry program investments in order to help achieve and maintain a 55% tree canopy
- ✓ Establish public partnerships to install green infrastructure practices that increase biodiversity and improve water quality in accordance with the Riparian Area Management Plan best practices
- ✓ Expand forestry programs aimed at increasing the jurisdiction's tree canopy through active planting, care, and management in partnership with local businesses, civic groups and non-profit organizations
- ✓ Partner with local volunteer groups and neighborhood associations to restore priority natural systems areas by planting pollinator friendly habitat
- ✓ Develop an Urban Forestry Management Plan to identify the City's goals and priorities for managing its trees, describe the current status of the City's forest resources and its management program and propose the methods, resources and personnel needed to achieve goals over the next seven years
- ✓ Plant an average of 1,500 new trees in the City's right-of-way annually, 85% of these new trees will be planted in historically under-represented communities in accordance with the Urban Forestry Management Plan











## City Strategic Plan:

This goal supports the following city-wide strategic goal:

 **GOAL 5:** Sustainable Natural & Built Environment

## Get Involved:

-  Trees help increase water, air, and soil quality while providing shade and important habit and food for wildlife. Help **increase our tree canopy** coverage in Durham by joining one of Keep Durham Beautiful's tree planting or tree giveaway events that take place throughout the fall and winter each year.
-  **Become a Stormwater STAR certified business** by committing to cost-saving best practices that help keep our water clean and show your customers you care. Learn more at [durhamnc.gov/796](http://durhamnc.gov/796).
-  **Build a rain or pollinator garden** at home. These gardens can add beauty to your yard, reduce the time and money spent maintaining your lawn, increasing wildlife habitat, and protect against erosion and flooding. For tips on how to build a rain garden, visit: [durhamnc.gov/787/Rain-Gardens](http://durhamnc.gov/787/Rain-Gardens).










# Innovation

**Embrace a culture of  
innovation to ensure a more  
sustainable community**

## Overview



Durham is often on the leading edge when it comes to local government best practices and processes. Durham constantly strives towards good governance, exemplary performance, and innovative, creative approaches to community challenges. One of Durham's Strategic Plan goals is to be an "Innovative and High Performing Organization." The Office of Performance and Innovation was created in 2016 to work alongside all City departments to help accomplish this goal by fostering a culture of innovation.



## Measuring Success:

Demonstrate that 100% of City departments utilize performance measures to make more data driven decisions in order to identify and implement continuous improvement projects by 2020

Achieve a 5-STAR Sustainable Community Rating by 2040

## Priority Strategies:

- ✓ Establish partnerships with Durham's civic-minded technology businesses and projects to find innovative ways to improve City services, programs, and processes
- ✓ Create a Performance and Innovation Team to serve as internal consultants to help City departments accomplish Durham's Strategic Plan, foster a culture of innovation, lead process improvements and provide a framework for data-driven decisions
- ✓ Develop creative strategies that encourage innovation, continuous improvement, and risk taking among local government employees to improve City services and outcomes
- ✓ Establish professional development opportunities for City employees that encourage skill-sharing and peer-teaching/learning across departments
- ✓ Expand City performance management system, creating more opportunities focused on regularly utilizing high-quality data to inform process improvement and operational decisions
- ✓ Establish Bloomberg Innovation Team (i-Team) to identify new ways of solving pressing local problems
- ✓ Establish multidisciplinary City/County Innovation Lab to support the transformation of ideas to solutions
- ✓ Fund prototypes and provide project support for employee generated innovative ideas through the "Idea Starter" campaign focused on improving City processes or customer satisfaction







## City Strategic Plan:


This goal supports the following city-wide strategic goal:

- GOAL 4: Innovative and High Performing Organization
- GOAL 5: Sustainable Natural & Built Environment

## Get Involved:

As we strive towards a more innovative, data-driven, and transparent organization, we **welcome residents along with us on this journey** by providing a wealth of open, public data for you to share, create, and build upon. Learn more at [OpenDurham.nc.gov](https://OpenDurham.nc.gov).





*“Do your little bit of good  
where you are; it’s those little  
bits of good put together that  
overwhelm the world.”*

Archbishop Desmond Tutu

*“The activist is not the man  
who says the river is dirty.  
The activist is the man who  
cleans up the river.”*

Ross Perot












# Appendices



# APPENDIX I. SUMMARY OF OUTCOME MEASURES & TARGETS .....

Goal Area	Roadmap Language	Outcome Measure
 <b>Built Environment</b>	Reduce daily vehicle miles traveled per capita to 34 by 2020 and 30 by 2040	Daily VMT per capita
	Create or preserve 500 affordable housing units by 2020	Number of affordable units
	Demonstrate that an average low-income household earning 80% AMI would spend less than 45% on housing and transportation combined by 2040	% of income spent on housing and transportation costs
	Demonstrate that 65% of residents live within a ten-minute walk (1/2 mile) to public parkland by 2020 and 70% by 2040	% residents living within 10 minute walk of public parkland
 <b>Climate &amp; Energy</b>	Update the Green House Gas Emission Reduction Plan by 2020, creating a fundable action plan towards carbon neutrality in City operations by 2040	GHG Emissions - City Operations (buildings, water, fleet, street and traffic lights) (tons CO2e)
	Achieve a 5% increase in fuel economy(MPG) compared to FY17 levels by 2020, and 1% per year by 2040.	Average Fuel Economy (MPG)
	Reduce the per household amount of residential solid waste that goes to the landfill by 10% by 2020; and total residential solid waste that goes to the landfill by 50% by 2040	Household residential solid waste (tonnage)
	Reduce potable residential per capita water use by 10% by 2040	Residential Per Capita Water Use
 <b>Economy &amp; Jobs</b>	Develop a fundable action plan by 2020 to reduce the amount of energy use intensity in City owned buildings by 30% by 2040	Energy Use Intensity - City Buildings (kBtu/sq.ft)
	Demonstrate that 75% of City funds expended on professional services contracts \$100,000 or less and construction contracts \$500,000 or less will go to Certified City of Durham Small Local Businesses by 2020 and 95% by 2040	% contract dollars that go to SLBEs
	Increase total employment in clean technology and energy sector by 20% by 2040	Employment in clean technology and energy sector
	Achieve and maintain the minimum wage for all full-time City employees in accordance with the Livable Wage Ordinance by 2018	Minimum wage for full-time City Employees
 <b>Arts &amp; Community</b>	Creative industries represent 5% of all businesses in Durham according to the Local Arts Index by 2040	Creative industries as % of all businesses
	Demonstrate that City hiring for staff and leadership positions reflects the diversity of the community by 2025	Composition of leadership and staff positions
 <b>Equity &amp; Empowerment</b>	Demonstrate a Resident Engagement Index score of 7 or greater by 2020 and 9 or greater by 2040	Resident Engagement Index Score
	Achieve and maintain a city-wide tree canopy coverage of 55% by 2040	% Tree Canopy
 <b>Natural Systems</b>	Achieve and maintain a water quality index (WQI) of at least 75 for Clean Water Act streams with EPA approved Total Maximum Daily Loads by 2040	Local Water Quality Index (WQI)
	Demonstrate a decrease of 10% in the annual average ozone and particulate matter (PM 2.5 and PM 10) by 2040	PM 2.5 and Ozone
	Increase square footage of public and private land converted to habitat suitable for pollinators by 1,000 square feet, on average, each year by 2040	Pollinator Suitable Habitat (sq. ft.)
 <b>Innovation</b>	Achieve a 5-STAR Sustainable Community Rating by 2040	STAR community rating
	Demonstrate that 100% of City departments utilize performance measures to make more data driven decisions in order to identify and implement continuous improvement projects by 2020	Number of departments utilizing databub






Baseline	Baseline Year	2020 Target	2040 Target	Reporting Frequency	Origin of Measure	Primary Owner
36.31	2015	34	30	Annual	NCDOT	Transportation
0	2016	500	NA	Annual	5 Year Affordable Housing Plan	Community Development
55%	2017	NA	45%	Unknown	STAR Outcome Measure	Community Development
48%	2016	65%	70%	Annual	In Strategic Plan Goal 3. STAR Outcome Measure	Durham Parks & Recreation
51,887	2016	NA	0	Annual	Strategic Plan Goal 5 Measure, Internal Measure for City-County Sustainability Office	City-County Sustainability Office
7.16	2017	7.52	9.17	Annual	Department Measure	Fleet Management
1435.71 (per household); 51,993 (total)	FY2017	1292 (per household)	25,996 (total tonnage)	Annual	Departmental Measure	Solid Waste
49	2016	NA	44	Annual	Departmental Measure and STAR Outcome Measure	Water Management
80.6	2016	NA	55.82	Annual	Departmental Measure	General Services
43% (construction contracts \$500,000 or less); 50% (professional services contracts \$100,000 or less)	2017	75%	95%	Annual	Departmental Measure	Equal Opportunity/ Equal Assurance Department
TBD	2017	NA	20%	Annual	STAR Outcome Measure	Office of Economic and Workforce Development
\$12.56	FY2017	\$15	NA	Annual	Part of the Living Wage Ordinance	Human Resources
4.4	2017	4.6	5%	Annual	STAR Outcome Measure. Reported annually by Americans for the Arts	Office of Economic and Workforce Development
see LGH tab	2017	NA	Composition of leadership and staff within 10% threshold of community composition	Annual	STAR Outcome Measure	Human Resources
5.97	2016	7	9	Annual	Engagement Index is based on two questions in the annual Durham Resident Survey, related to Strategic Plan Goal 3	Budget
52%	2017	NA	55%	5 Years	Departmental Measure	General Services
Northeast Creek (72); Thirdfork Creek(75)	2016	NA	75	Annual	Departmental Measure. In Strategic Plan Goal 5	Public Works
6.94 Concentration PM2.5 (µg/m³); 0.03397 Ozone Concentration (ppm)	2016 (PM2.5); 2017 (Ozone)	NA	6.2466 µg/m³ (PM2.5 Concentration); 0.030573 ppm (Ozone Concentration)	Annual	Reported Annually by DEQ's Division of Air Quality	City-County Sustainability Office
TBD	2017	TBD	TBD	Annual	Bee City USA Annual Report	General Services; Keep Durham Beautiful
4-STAR	2017	NA	5-STAR	Re-certification required every 4 years	STAR Outcome Measure	General Services
21	2016	23	NA	Annual	Part of Strategic Plan Goal 4	Budget




## APPENDIX II. SUMMARY OF STRATEGIES .....

Roadmap Goal	Strategy	Timeframe	City Strategic Plan	Primary Owner
 <b>Built Environment</b>	Refresh and expand the Citizen Capital Improvement Panel (CCIP) to include youth representatives and act as a design review board, providing comments on the sustainability implications of proposed development projects	Short	Goal 5	Budget
	Analyze public transit access and transportation costs for neighborhoods with housing affordable to low- and moderate-income households to inform future affordable housing and transit investments	Short	Goal 5	Community Development
	Conduct an Affirmatively Furthering Fair Housing Assessment to analyze challenges to fair housing choice and inform goals and priorities to address fair housing barriers	Short	Goal 3	Community Development
	Implement strategies outlined in City of Durham Affordable Housing Goals 2016-2021	In Progress	Goal 3	Community Development
	Prioritize capital funding towards priority sidewalk construction and repair projects as identified within the Bike+Walk Plan	Ongoing	Goal 5	Public Works
	Create a City transportation demand management position that works across departments focused on outreach, public education, and marketing of alternative transportation options (walk, bike, public transport) and vision zero goals	Short	Goal 3 Goal 5	Transportation
	Update comprehensive plan and review the Unified Development Ordinance (UDO) to ensure alignment with long-term vision for equitable access to infrastructure	Medium	Goal 3 Goal 5	City-County Planning
	Develop lighting standards to reduce light pollution coming from streetlights, parking facilities, and signage	Long	Goal 5	City-County Planning
	Develop a circulation plan for compact, mixed development around proposed light rail stations	In Progress	Goal 5	Transportation
	Develop asset management plans to inventory existing public infrastructure assets, current infrastructure conditions, and priorities for proactive maintenance or rehabilitation	In Progress	Goal 5	General Services; Public Works; Solid Waste; Water Management
	Explore customer assistance program options to help provide water to low-income residents	In Progress	Goal 5	Water Management
	Develop a 5-year short term transit plan that focuses on expanding bus route and park and ride options	In Progress	Goal 5	Transportation
	Hire parks planner to focus on access to parks, trails, and connections to sidewalks	Completed	Goal 3	Durham Parks & Recreation
	Utilize GIS to inform where to invest and acquire land for future parks in under-served areas and ensure equitable project development that works towards the goal of 70% of residents living within a ten-minute walk to public parkland by 2040	Ongoing		Durham Parks & Recreation
	Support a communitywide public bike share program	Completed	Goal 5	Transportation
 <b>Climate &amp; Energy</b>	Update the Green House Gas Emission Reduction Plan to develop strategies for achieving carbon neutrality in City operations by 2040	Short	Goal 5	General Services; City-County Sustainability Office
	Develop sustainable building guidelines that prioritize making City buildings more efficient and sustainable and ensure that building performance is regularly reviewed as buildings age	Short	Goal 5	General Services
	Develop enforcement strategies to ensure that the employee idle reduction policy is widely and consistently adhered to, educating employees on our fuel economy goals, good driving habits, and incentivizing proven cost saving vehicle operations	Short	Goal 5	Fleet
	Continue to invest in modernizing the City fleet utilizing "right size", "right type" methodology, including the purchasing of hybrid and electric vehicles when appropriate	Ongoing	Goal 5	Fleet
	Invest in idle reduction technology and implement the widespread use of telematics to gather idle information and operational behavior to inform idle reduction strategies	Short	Goal 5	Fleet
	Update the City's Facilities Strategic Energy Conservation Policy (FACSTEP)	Short	Goal 5	General Services
	Adopt a waste management plan utilizing findings from the Waste Characterization Study	Short	Goal 5	Solid Waste
	Expand the City's waste reduction education program and community engagement efforts	Short	Goal 5	Solid Waste



Roadmap Goal	Strategy	Timeframe	City Strategic Plan	Primary Owner
 Climate & Energy	Install recycling bins in public places	Short	Goal 5	General Services
	Establish a Water Use Baseline for local government facilities and infrastructure and conduct regular reviews of water use data against the baseline	Medium	Goal 5	General Services
	Establish a climate change advisory group to identify and implement GHG reduction strategies	Medium	Goal 5	General Services
	Find markets to expand the types of materials accepted by the City waste reduction program	Medium	Goal 5	Solid Waste
	Conduct a feasibility study to explore options for an Advanced Metering Infrastructure (AMI) system to allow for real time water metering	Long	Goal 5	Water Management
	Establish a cross departmental Water Loss Control Committee that meets on a regular basis to discuss intervention projects and on-going programs and activities. This committee would be responsible for applicable communication of the utility's efforts, results and future plans both internally to staff and management, but also externally to the customer base.	In Progress	Goal 5	Water Management
	Develop a software tool for Durham workplaces participating in the Bull City Workplace Challenge for managing energy and water use data to encourage collecting and reporting energy use data from the commercial and industrial sectors	In Progress	Goal 5	General Services
	Conduct a resiliency assessment to better understand and mitigate the potential impact of various climate and non-climate stressors and inform a local climate resiliency plan	Short		General Services
 Economy & Jobs	Publish an annual City Energy Report to benchmark local government energy use and make energy data available to the public	Completed	Goal 5	General Services
	Provide capacity building services and support for professionals in the clean technology and energy sector	Medium	Goal 1	Office of Economic and Workforce Development
	Amend existing local economic plans and strategies to focus market demand for green jobs, technology, products and services in cross-departmental partnership to align City's "green" contracting service needs with OEWD workforce development efforts	Short	Goal 1	Office of Economic and Workforce Development
	Re-evaluated economic incentives provided for development to ensure alignment with sustainability goals including supporting and growing local and small businesses	Medium	Goal 1	City County Planning
	Explore potential partnership opportunities with the Durham Living Wage Project to encourage local business participation in the project to provide access to quality jobs with fair livable wages	Medium	Goal 1	Office of Economic and Workforce Development
	Revisit, revise and strengthen the process for utilizing MWBEs	Short	Goal 1	Equal Opportunity/Equal Assurance Department
	Create data sharing agreements between the City, regional local governments, private sector employers, and educational entities to maximize the availability and use of data in economic and workforce development planning	Medium	Goal 4 Goal 1	Technology Solutions
	Promote internal City purchasing preferences for locally produced goods and services	Short	Goal 1	Finance
 Arts & Community	Create educational materials to define the larger vision of economic sustainability as one that proactively fosters green businesses, green jobs, and green practices	Medium	Goal 1	Office of Economic and Workforce Development
	Develop guidelines for local government contractors and entities receiving financial incentives to prioritize hiring local residents	Medium	Goal 1	Finance
	Host roundtable discussions to foster partnerships with local institutions and businesses to align and collaborate on shared sustainability goals	Short	Goal 1	Office of Economic and Workforce Development
	Conduct an assessment of the community's social and cultural diversity to inform local government actions, investments, and procurement processes	Short	Goal 1	Office of Economic and Workforce Development
	Utilize the results of the community assessment to inform an update of the Durham Cultural Master Plan	Medium	Goal 1	Office of Economic and Workforce Development
	Provide training for local government staff and members of the arts industry in areas of racial equity and cultural sensitivity as well as strategies for meeting the needs of traditionally under-represented populations including older residents to include understanding of accessibility issues/cognitive decline and LGBTQ+	Short	Goal 4	Durham Parks & Recreation

## APPENDIX II. SUMMARY OF STRATEGIES

Roadmap Goal	Strategy	Timeframe	City Strategic Plan	Primary Owner
 <b>Arts &amp; Community</b>	Expand and support local nonprofit or for-profit entities, including the Durham Heritage Alliance to support local events, recognition programs, and tourism efforts that celebrate and leverage the economic value of local historic resources	Long	Goal 3	Office of Economic and Workforce Development
	Develop partnerships with local organizations focused on business recruitment and retention of creative industries in Durham	Medium	Goal 1	Office of Economic and Workforce Development
	Explore opportunities for matching the City's 1% CIP public art funding to bring increased funding for public arts efforts in Durham	Medium	Goal 4	General Services
	Establish a community-engaged artist in residence program focused on supporting community cohesion through art	Long	Goal 3	Durham Parks & Recreation
	Prioritize access to affordable housing and workspaces for artists as a way of fostering real estate stability that allows our vibrant local art scene to continue to flourish amidst growth and rising cost of living prices, especially in the downtown core	Long	Goal 1 Goal 3	Community Development
	Offer training and workshops around entrepreneurial skills to expand capacity of local artists	Medium	Goal 1	Office of Economic and Workforce Development
	Host Placemaking Training for City Employees	Completed	Goal 3	Durham Parks & Recreation
	Improve access to Durham Parks and Recreation programming by surveying current program participants, evaluating programs, and reallocating resources to develop new programs or increase access based on community input	Short	Goal 3	Durham Parks & Recreation
	Prioritize acquisition of property and build new recreational facilities in the southern and the northern parts of the City to promote increased access to public community venues that promote community cohesion	Short	Goal 3	Durham Parks & Recreation
	Develop a City Diversity Recruitment Plan to ensure equitable representation of minorities and females in specific job roles within local city government	In Progress	Goal 4	Human Resources
 <b>Equity &amp; Empowerment</b>	Establish a community Racial Equity Task Force to make recommendations around equity and empowerment goals, measures, and strategies to a cross-departmental City team	Short	Goal 4	City Clerks Office; Neighborhood Improvement Services
	Adopt inclusive public engagement guidelines that include considerations for language translation and interpretation services to ensure that all residents have access to information and increase transparency in city-wide communications	Short	Goal 3 Goal 4	Neighborhood Improvement Services
	Provide training on the adopted public engagement guidelines to employees across all departments	Medium	Goal 3 Goal 4	Human Resources
	Expand opportunities for elected officials and senior government staff to meet with residents to answer questions and listen to concerns	Short	Goal 3 Goal 4	City Manager
	Conduct an environmental justice assessment and research equity and empowerment best practices of other municipalities, incorporating findings into the development and evaluation of program and services	Medium	Goal 3 Goal 5	General Services Department; City-County Sustainability
	Expand and improve equity and empowerment training for employees across all departments and at all levels of the organization	Short	Goal 4	Human Resources
	Hire a full time Latino Community Engagement Coordinator to increase outreach and engagement with Spanish speaking residents	Short	Goal 3	Neighborhood Improvement Services
	"My Durham" Teen Initiative Expansion	Short	Goal 3	Durham Parks & Recreation
	Explore new and innovative ways for educating the public about City administration and operations	Short	Goal 4	Neighborhood Improvement Services
	Research and deploy new communication methods that increase transparency both internally and externally to the City organization	Short	Goal 4	Public Affairs
	Develop materials to increase transparency around City Budget and Finance processes and frequently asked questions	Short	Goal 4	Budget
	Develop a democratic process to give residents direct decision-making power in local government	Short	Goal 4	Budget
	Continue to expand the data freely available to the public and ensure the data is high quality, useful, and accessible to increase transparency and empower residents in local decision making	Short	Goal 4	Budget



Roadmap Goal	Strategy	Timeframe	City Strategic Plan	Primary Owner
 <b>Natural Systems</b>	Establish guidelines for sustainable, site-appropriate landscaping for city-owned properties	Short	Goal 5	General Services
	Allocate \$50,000 per year to the development or maintenance of green infrastructure, increasing to \$250,000 within 5 years including partner matching funds	Short Ongoing	Goal 5	Public Works
	Establish anti-idling educational program and train departmental ambassadors to encourage vehicle idling reduction within their departments and in field interactions with private contractors to promote air quality	Medium	Goal 5	Fleet; City-County Sustainability Office
	Build on Riparian Area Management Plan to create recommended practices for managing City-owned land to maximize biodiversity and improve water quality	Medium	Goal 5	Public Works
	Evaluate and revise ordinances to encourage protection of mature trees on new development sites	Medium	Goal 5	City-County Planning
	Partner with Durham Public Schools to implement litter prevention education campaign focused on the connection between litter and water quality	Medium	Goal 5	Keep Durham Beautiful
	Make recommendations to reduce barriers in city code to implementing green infrastructure and pursue text changes through public process	Medium	Goal 5	City-County Planning
	Complete a comprehensive assessment of the state of Durham's urban forest to guide future forestry program investments in order to help maintain a 52% tree canopy	Medium	Goal 5	General Services
	Establish public partnerships to install green infrastructure practices that increase biodiversity and improve water quality in accordance with the Riparian Area Management Plan best practices	Long	Goal 5	Public Works
	Expand forestry programs aimed at increasing the jurisdiction's tree canopy through active planting, care, and management in partnership with local businesses, civic groups and non-profit organizations	In Progress	Goal 5	General Services
	Partner with local volunteer groups and neighborhood associations to restore priority natural systems areas by planting pollinator friendly habitat	In Progress	Goal 5	Keep Durham Beautiful
	Plant an average of 1,500 new trees in the City's right-of-way annually, 85% of these new trees will be planted in historically under-represented communities	Short	Goal 5	General Services
 <b>Innovation</b>	Develop urban forestry management plan to identify the City's goals and priorities for managing its trees, describe the current status of the City's forest resources and its management program and propose the methods, resources and personnel needed to achieve goals over the next seven years	In Progress	Goal 5	General Services
	Establish partnerships with Durham's civic-minded technology businesses and projects to find innovative ways to improve City services, programs, and processes	Short	Goal 4	Technology Solutions
	Develop creative strategies that encourage innovation, continuous improvement, and risk taking among local government employees to improve City services and outcomes	Short	Goal 4	Budget
	Establish professional development opportunities for City employees that encourage skill-sharing and peer-teaching/learning across departments	Short	Goal 4	Human Resources
	Expand City performance management system, creating more opportunities focused on regularly utilizing high-quality data to inform process improvement and operational decisions	Short	Goal 4	Budget
	Establish Bloomberg Innovation Team (i-Team) to identify new ways of solving pressing local problems	Completed	Goal 4	Budget
	Establish multidisciplinary City/County Innovation Lab to support the transformation of ideas to solutions	Completed	Goal 4	Budget
	Fund prototypes and provide project support for employee generated innovative ideas through the "Idea Starter" campaign focused on improving City processes or customer satisfaction	Ongoing	Goal 4	Budget
	Create a Performance and Innovation Team to serve as internal consultants to help City departments accomplish Durham's Strategic Plan, foster a culture of innovation, lead process improvements and provide a framework for data-driven decisions	Completed	Goal 4	Budget



To learn more about the  
City of Durham's sustainability initiatives,  
visit: [durhamnc.gov/822](https://durhamnc.gov/822).

