City Council Memorandum

City of Riverside — *City of Arts & Innovation*

TO:	**HONORABLE MAYOR AND CITY COUNCIL**	**DATE: MARCH 10, 2020**
FROM:	**CITY MANAGER'S OFFICE**	**WARDS: ALL**

SUBJECT: UPDATE ON CITYWIDE SUSTAINABILITY EFFORTS AND OVERVIEW OF SUSTAINABILITY CHALLENGES AND OPPORTUNITIES

ISSUE:

Provide a workshop on the City's sustainability efforts and opportunities, and seek City Council direction on a path forward for sustainability initiatives.

RECOMMENDATIONS:

That the City Council:

1. Direct staff to comprehensively update the City's sustainability policies and goals to encompass environmental stewardship, social responsibility, and economic prosperity elements;

2. Direct the City Manager, or designee, to immediately establish an Office of Sustainability within the City Manager's Office to act as a catalyst for the full development and implementation of sustainability and resiliency policies and actions; and,

3. Direct the City Manager, or designee, to repurpose two existing and vacant positions into the positions of Sustainability Officer and a support position and fill these positions by the end of summer 2020 to lead the Office of Sustainability and the City's efforts to develop and implement new sustainability policies, goals, and actions.

BACKGROUND:

Sustainability, the Triple Bottom Line

In 1994, author and serial entrepreneur John Elkington coined the term "***triple bottom line***" to define sustainability in a framework that examines an entity's economic, environmental, and social impact. Sustainability is a concept that provokes deeper thinking on systems change, one that is both transformative and builds long-term competitive advantage for an organization. The success or failure of sustainability goals and practices are accordingly measured in terms of economic, social and environmental well-being metrics.

Through this triple bottom line lens, what does sustainability look like for a municipality like the City of Riverside? To lend some insight, the City of Fort Collins, Colorado, nationally recognized for its organizational approach to sustainability, defines municipal **sustainability** as the systematic, creative, and thoughtful utilization of "environmental, human and ecological resources to meet our present needs and those of future generations without compromising the ecosystems on which we depend." Applying a triple bottom line framework, Fort Collins evaluates each municipal decision along social, economic, and environmental implications, 'thereby increasing their awareness and [revelation of alternatives that] can mitigate negative impacts and improve overall outcomes. This process creates a "healthy tension" and balance to City decisions, ensures that one aspect of the triple bottom line does not dominate the decision-making process and reduces impacts when trade-offs are unavoidable.' (City of Fort Collins 2018 Strategic Plan).

The three elements of sustainability from a municipal perspective can be described as follows:

- **Social Responsibility**, champions high quality, safe, and inclusive communities with equal access to services, amenities and resources; fosters strong and connected neighborhoods; access to affordable and quality housing; high quality cultural, recreational, open space and transportation options; access to quality educational institutions and health care services; and engages arts and culture; all contributing to a high quality of life and place.

- **Economic Prosperity**, includes promoting a healthy and sustainable economy that reflects community values and supports local businesses; offering diverse job opportunities, talent management, and workforce development; supporting an exceptional quality of place with affordable housing, and adequate infrastructure and transportation amenities; the retention and attraction efforts that support a diverse and resilient economy; and the creation of an innovative entrepreneurial atmosphere fostering local investments and equitable wealth-building opportunities.

- **Environmental Stewardship**, considers the stewardship of water and land resources; ecosystem preservation and protection; preservation of open space and local agricultural resources; reducing greenhouse gas emissions and carbon footprint; intelligent development and infrastructure investments; efficient transportation options; and waste reduction programs.

Sustainable Building Blocks at City of Riverside

The City of Riverside has a rich history of sustainability efforts. Since 2005, the City's efforts have been guided by the Green Action Plan (2007, 2012, 2015; see attachments 1 and 2). During this time, many of the City's initial sustainability goals emphasized environmental outcomes. In 2016, the adoption of the Riverside Restorative Growthprint Climate Action Plan and Economic Prosperity Action Plan (RRG) established greenhouse gas emissions reduction targets and prescribed five smart growth strategies for low-carbon economic development activities.

Much of the City's sustainability initiatives have historically been led by the Mayor's Office and managed by the Riverside Public Utilities Department staff with several independent efforts by various departments. In 2018, a citywide team comprised of staff from most city departments was formed to facilitate more collaboration across departments. The table below highlights several City sustainability programs and projects by focus area.

Focus Area	Sustainability Projects & Programs
Transportation, Land Use, Urban Design	1. Bike lanes and bike share programs 2. Electric and alternative fuel fleet 3. EV charging stations 4. Housing and business location and design planning 5. Green building and LEED certification 6. Signal synchronization
Energy	1. 50% renewable and non-emitting electricity generation/sourcing by 2020 2. Support for solar energy 3. Energy efficiency programs
Water	1. One Water policy 2. Water conservation programs 3. Reclaimed water 4. Preservation/recharge of groundwater supply
Waste	1. Recycling 2. Food rescue 3. Biofuel to biomethane renewable fuel generation
Urban Nature, Open Space	1. Parks and open space conservation 2. Urban forest maintenance 3. Multi-species habitat conservation planning (MSHCP)
Quality of Life	1. Engage Riverside Open Data Portal 2. Inclusivity Statement 3. Low- and fixed-income utility assistance (SHARE) 4. Housing First Plan 5. Project BRIDGE
Economic Development	1. Economic Development Action Plan 2. Innovation District formation 3. GrowRIVERSIDE Initiative 4. Streamline Riverside & the One Stop Shop

Many of the actions and goals included in the Green Action Plan had target dates of 2020, and nearly all of its goals and priorities have been achieved or are in progress. As the City Council considers its strategic priorities, the City is in an opportune time to update and align future sustainability and resiliency goals with City Council priorities and the City's General Plan update.

DISCUSSION

To assist the City Council's deliberation of the City's future path toward a more sustainable and resilient Riverside, this discussion section supplements the workshop by providing key terms related to climate change, a survey of national best practices, and identification of resources to facilitate organizational adoption and capacity building to support sustainability and resiliency efforts. Additionally, a table summarizing key state legislation impacting the City's sustainability and resiliency efforts are provided in Attachment 9: Key State Policies.

Climate Change

Climate change impacts pose the potential to exacerbate existing challenges related to energy, water, land use, community health, economic opportunity, and resources and infrastructure management. The workshop discussion relating to climate change relies on data and projected local impacts identified in the State of California's 4th Climate Change Assessment published in December 2018 (attachments 5, 6, and 7). It should be noted that the discussion of climate change is not intended to identify solutions; rather, climate change impacts point to the importance of coordinating efforts and adopting a sustainability paradigm in decision-making processes to build a more resilient Riverside. A more detailed workshop discussion on climate change will be provided for the City Council at a future date.

National Best Practices

In preparation of this workshop, staff reviewed the efforts of several cities across the country who are leaders in sustainability policy and programming. These cities included Dubuque, Iowa; Fort Collins, Colorado; Orlando, Florida; Seattle, Washington; and Cincinnati, Ohio to name a few. The table below summarizes three common areas of best practice among these national leaders with examples provided for each.

Best Practice	Examples of Municipal Actions
Shared community-wide vision	1. Adoption of comprehensive policies and programs that encompass all aspects of sustainability including environmental stewardship, social responsibility, and economic prosperity. This vision then guides decision making and the actions of the City's municipal organization.
Robust, inclusive and ongoing stakeholder processes	1. Strong community-based engagement that included partnership and collaboration on sustainability and resiliency initiatives; 2. Comprehensive communication and outreach strategies with internal and external stakeholders; and 3. Proactively work towards equity and develop an effective and inclusive democracy at the local level.
Municipal organizational culture and structure	1. Strong political support from the city councils, boards and commissions to undertake the actions identified in the cities' sustainability policies; 2. Cohesive and centralized organizational capacity to carry out sustainability efforts that included a division or office of sustainability lead by a core team housed with the City Manager or the Mayor's office; 3. Adaptation of a municipal sustainability policy and plan, and organizational structure that enables integration of sustainability principles in how the organization does business; 4. Application of a triple bottom line approach in evaluating the implications of proposed policies and programs, and facilitation of decision making to mitigate negative impacts and improve overall outcomes; and

	5. Implementation of metrics and tracking for accountability and that supports data-driven decision making in order to achieve continuous improvement.

Examples of national best practices for Fort Collins, Colorado and Dubuque, Iowa are provided in attachments 3 and 4.

Developing an Organizational Culture of Sustainability

In adopting an organizational sustainability framework, each of the national leaders undertook a process that fit their unique municipal characteristics and needs. As the City of Riverside considers how to align city priorities and build upon its sustainability efforts, staff has identified two resources that can serve as models to facilitate this process, and each are described briefly below.

Municipal actions to advance equity and inclusivity goals at the institutional level have been developed by the Government Alliance on Race & Equity's (GARE), *Racial Equity: Getting to Results* resource guide. This document provides a six-part strategic approach for an organization to normalize, organize, and operationalize institutional change to, in this case advance racial equity as an element of social responsibility. This document is provided for reference in Attachment 8 and can serve as an effective model to more deeply incorporate social responsibility into an organization's culture.

The California Alliance of Regional Collaboratives for Climate Adaptation (ARCCA), a network of leading regional collaboratives and allies from across California, developed the Adaptation Capability Advancement Toolkit (Adapt-CA). Adapt-CA provides processes for a municipal organization to systematically overcome institutional barriers and improve local governments' capabilities in addressing sustainability, climate change adaptation, and resiliency. This toolkit identifies four areas of actions that staff will present during the workshop:

1. **Leadership and Organizational Culture** - this process engages agency executives and elected officials, establishes adaptation as strategic priority, and transforms agency culture through internal coordination and staff empowerment.

2. **Staffing and Technical Capacity** - the allocation of staff to dedicated adaptation roles, developing adaption competency throughout the agency, and enhancing technical capabilities, tools, and resources.

3. **Stakeholder Engagement and Partnerships** - involves standardizing authentic community engagement in agency decision-making processes, regional coordination, and external collaboration and partnerships.

4. **Operational and Institutional Processes** - is the mainstreaming of adaptation into agency processes, implementing these processes for measuring and reporting progress, and building momentum for predictable and sustainable funding.

Path Forward

Staff will discuss options for moving forward in the workshop. A summary of the options are provided in the table below.

	Scenario: Business As Usual	Scenario: Best Practice	Staff Recommended Phase-in Approach
Shared Vision & Needs	1. Silo type approaches 2. Address challenges independently 3. Reactive and ad hoc	1. Vision is at forefront and driving decision-making 2. Continuous Improvement 3. Integrated into community culture	1. **Process to develop shared vision** 2. **Proactive needs assessment** 3. **Raise awareness**
Stakeholders	1. Little communication between groups 2. Not coordinated 3. Topical-only involvement	1. Robust engagement 2. Feedback loops 3. Formalized process 4. Adapts to needs 5. Coordinated efforts	1. **Represent entire community** 2. **Focused & educational** 3. **Ongoing** 4. **Coordinated efforts**
Municipal Organization	1. Status Quo 2. Individual champions 3. Current process with minimal adjustment to needs	1. Focused staff-Sustainability Office 2. Integration in all City policy & procedure 3. Measure success with agency-wide metrics	1. **Focused Sustainability Office and Officer** 2. **Budget** 3. **Cross-department team & Citywide focus** 4. **Identify metrics**

FISCAL IMPACT

There is no fiscal impact with this report. Future fiscal impacts would be dependent on City Council direction.

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ATTACHMENTS:

1. Riverside Sustainability Policy (2005)
2. City of Riverside Green Action Plan (2015)
3. City of Fort Collins 2019 Municipal Sustainability Action Plan
4. City of Dubuque Sustainability Framework

5. Fourth California Climate Assessment, Inland Deserts Region Report, 2018
6. Fourth California Climate Assessment, Los Angeles Region Report, 2018
7. Fourth California Climate Assessment, Safeguarding California Plan, 2018
8. Government Alliance on Race & Equity "Racial Equity: Getting to Results" Resource Guide
9. Adapt-CA Toolkit