

VIII. ENERGY PLAN

Vision Statement

This Plan envisions Burlington as a city where...

...Burlington is a leader in the development and implementation of energy efficiency and renewable energy measures that reduce energy costs, enhance environmental quality, improve security and sustainability, and enhance economic vitality. Key elements of this success are a broad range of energy efficiency programs, public education in resource conservation, publicly-owned alternatively-fueled electric generation, biomass-fueled district energy technologies, energy-efficient green building technologies, and climate-friendly transportation solutions, which includes support for alternative fueled vehicles.

CITY POLICIES

THE CITY OF BURLINGTON WILL:

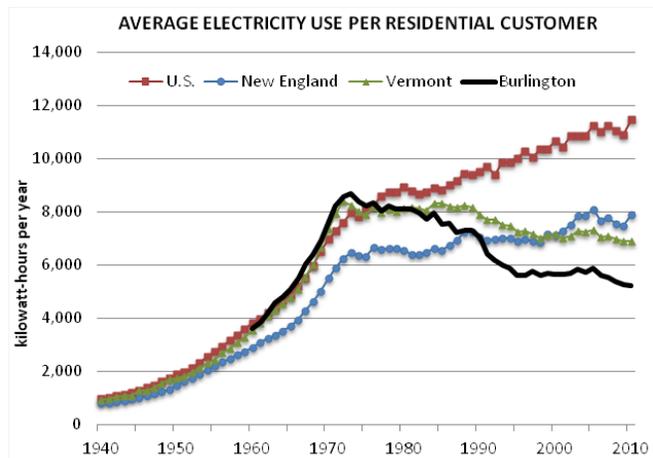
- **Optimize overall energy efficiency, reduce energy requirements, and minimize the need for new energy resources on a citywide basis.**
- **Continue to aggressively pursue the transition to renewable sources, cogeneration, and district heating.**
- **Improve the energy efficiency of city-owned buildings and facilities.**
- **Reduce transportation energy use by lessening reliance on drive-alone car trips, using more fuel-efficient vehicles, promoting increased transit use, and decreasing vehicle miles traveled.**
- **Educate its citizens regarding energy efficiency, the benefits of public utility ownership, renewable electric generation, and conservation to ensure that citywide resource allocation decisions in years to come will reflect the wishes of an informed citizenry.**
- **Make tangible efforts to reduce greenhouse gas emissions through the implementation of the *Climate Action Plan*.**

INTRODUCTION

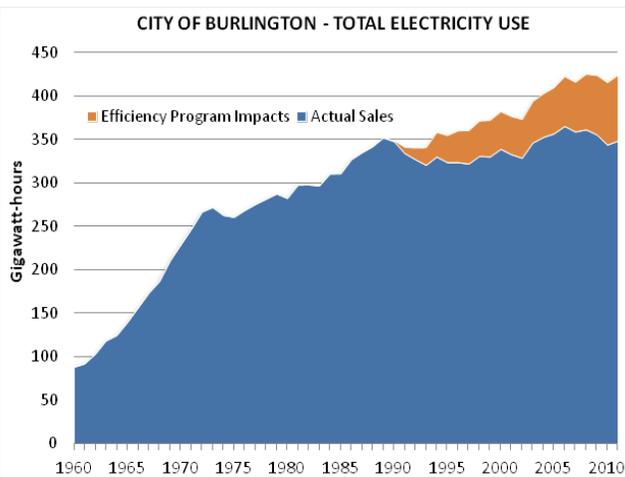
Access to reliable and clean energy, at an affordable price, will be an important factor in defining and facilitating future growth and development in Burlington. This Chapter briefly outlines how energy is used and supplied to the city, discusses some of the most important public policy issues related to energy generation and consumption, and finally proposes a series of strategies to improve efficiency, protect the consumer and the environment, and maintain energy self sufficiency. Much of the information and policy direction for this section comes from *The Burlington Climate Action Plan*¹ adopted by the City Council in the late spring of ~~2000~~2012, and included as part of this plan by reference.

Energy Use & Supply

Nearly ~~two-thirds~~ 85% of city residents rely on natural gas for residential use, and this is projected to increase in the near term. space heating and domestic hot water use; typically the two largest users of energy in homes. Over 90% of commercial customers rely on natural gas for these purposes as well, however these buildings can use a good deal of electricity for lighting, central air conditioning, ventilation, and office equipment. Statewide energy use among fuels shows a dominance of oil in energy consumption. About 70% of Vermont homes use oil for space heating purposes.



In 1989, approximately 23% of homes and apartments in the city used electric space heating as the sole heating source and through the efforts of energy efficiency programs, residential electric heat use has been reduced down to about 5% of homes with electric heat as the sole heat source. These are typically buildings that do not have access to natural gas due to topography or subsurface conditions that make laying



¹ [The 2012 Climate Action Plan: A Plan to Save Energy and Reduce Greenhouse Gas Emissions. Climate Protection Task Force. Burlington, Vermont. February 2000 May 2013.](#)

~~pipeline difficult. percent of the non-transportation energy used, or 51 percent of the dollars spent, in homes came from electricity. Since that time, through the efforts of local demand side management programs, residential electric heat has been reduced dramatically down to 2% of homes. Rather than raising electric rates, Burlington's ratepayers saw a 5.03 percent decrease in 1996.~~

~~Statewide energy use among fuels shows the dominance of oil in our energy consumption. Oil consumption is projected to increase 52% between 1990 and 2015. Use of other fuels (electricity, natural gas, and LPG) is also expected to increase, but their total usage is small compared to oil. Vermont Gas, a private company, provides natural gas to most of the city, except those areas where low demand, topography, or subsurface conditions make laying pipeline difficult.~~

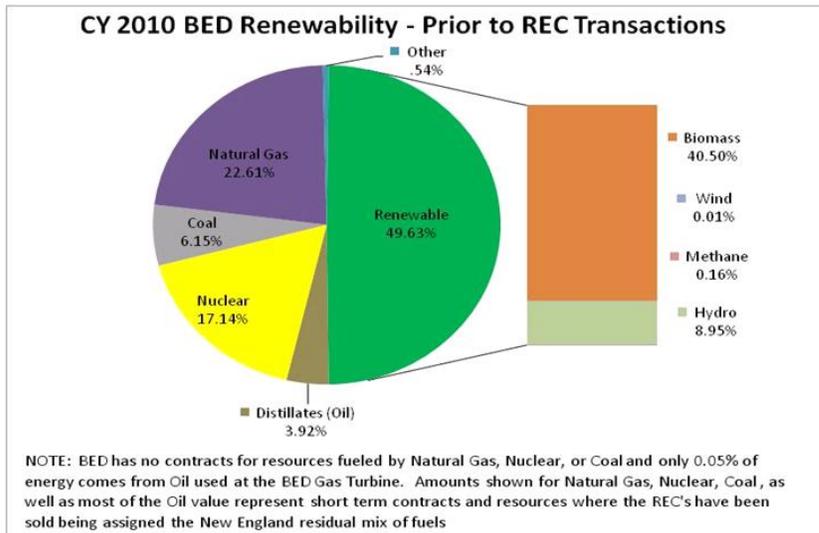
Electricity is a high-quality power source, but to date has been inappropriate for space and hot water heating due to historically higher costs. Natural gas continues to be is a more suitable heat source. Recent significant drops in the current and projected costs of natural gas make this unlikely to change in the foreseeable future. Oil on the other hand has seen continued price escalation. If the market for natural gas were to change materially however, this could need re-examination. ~~If gas and other fossil fuels show prices continue their steady price escalation however, this policy may will need to be re-examination, particularly given associated greenhouse gas emissions issues. Although Vermont uses more hydroelectric power and wood energy than many other states, our total use of renewable energy sources is much smaller than our use of non-renewables. Use of renewables is not growing as fast as our use of non-renewables statewide.~~

Burlington's energy use priorities focus on developing more effective and economically viable Vermont based renewable energy alternatives including solar, wind and bio-mass energy sources, and a continued emphasis on conservation and efficiency programs aimed at both the end user and commercial producer. Energy efficiency has been shown to be Vermont's least expensive future energy supply resource over time, and is consistently becoming a greater environmental imperative. The Burlington Electric Department is owned by all the citizens of Burlington, who have been unequivocally clear that the option for future supply that they prefer above all others is the pursuit of additional cost-effective energy efficiency.

BURLINGTON ELECTRIC

Burlington is fortunate to have a municipally-owned and operated electric company. Burlington Electric (BED) began in 1905, and currently serves about 16,0300 residential customers and more than 3,600 commercial customers. BED serves the full range of energy services including generation, transmission, distribution, energy efficiency and other retail energy services.

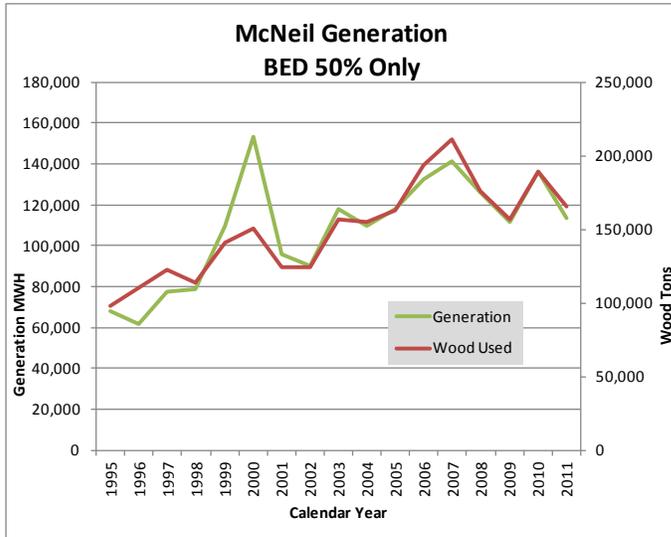
Burlington is a recognized world leader in the use of renewable energy and energy conservation. In ~~2004~~2011, Burlington as a whole used 4.7 percent less same amount of electricity than it used in 1989 ~~—about 435,000 megawatts. The pie chart at below shows the proportion of BED's 2010 energy sources that came from renewable generation (this chart reflects the source of BED's power, and does not reflect the change in BED's emission claims caused by the sale of RECs as discussed below).~~



BED owns 50% of the 502-megawatt (MW) McNeil Generating Plant located in the Intervale. McNeil Station is one of the world's largest woodchip-fueled electric generating facilities. In late 2008 a new emission control system (a regenerative selective catalytic reduction or “RSCR” device) was installed which dramatically reduced McNeil’s nitrogen oxide (NOx) emissions. With the installation of this equipment, McNeil qualifies to sell Renewable Energy Credits (“RECs”) to other states. When BED sells these RECs, BED loses the ability to claim McNeil as a renewable generating source, but is able to use the revenues from the sale of the RECs to offset the cost of the emission control equipment and to help control rates. Since late 2008, BED has realized significant value from the sale of McNeil RECs and these revenues have been used to help maintain current rate levels.



The graph below summarizes the annual generation and tons of wood used at the McNeil Station. The difference between tons of wood used and generation in 2000 represents the last year where McNeil used significant amounts of natural gas to generate electricity (though the capability to do so still exists). The drop in output in 2011 is related to periodic maintenance that occurs on a seven year cycle.



~~, and is part of an experimental biomass gasification demonstration project started in 1997. During fiscal year 1999, McNeil Station produced 183,109,400 kwh of power while consuming 270,848 tons of wood chips. This represented a significant increase over recent years as McNeil Station is increasingly called upon to provide voltage support and transmission stability to the New England Power Grid. BED will continue to monitor fugitive dust in the area of McNeil Station that has been an issue for nearby residents, and continue to take the necessary steps to minimize emissions.~~

~~Land adjacent to McNeil Station remains undeveloped, and BED has expressed interest in its use for other innovative energy related uses. This is the proposed as the future home of “Riverside Eco Park” which is envisioned as a 60,000 sq.ft. greenhouse and business complex that utilizes thermal energy generated at nearby McNeil Station.~~

~~In addition, BED owns a 25-MW turbine located next to the Water Treatment Plan on Lake Street. The gas turbine is a black start unit capable of cold-starting the McNeil Station as well as energizing critical load such as the Fletcher Allen Health Center, bringing the entire city on line, including the McNeil Station, in less than 30 minutes from a cold start. BED is also capturing methane gas at the former city landfill north of Manhattan Drive to generate about 0.5 MW of power.~~

BED has recently contracted for the full output from Georgia Mountain Community Wind (GMCW), a proposed 10 MW wind facility in Milton/Georgia, Vermont which is expected to go on line by the end of 2012. Additionally, BED has signed and received voter approval for a long-term contract with Hydro-Quebec where deliveries will begin in 2015. Lastly, BED has received approval for a modification to its tariff to allow it to increase the benefits customers receive from solar net metering installations in recognition of the higher value of solar renewables to BED. BED continues to seek other power supply options including local generation. BED has the right to purchase (at fair market value) the Winooski One hydro facility on the Winooski River between Burlington and Winooski at the end of its current VEPP contract in March 2013. This facility is capable of producing 7.3-MW of power. Maintaining local energy self-sufficiency is an important component to Burlington’s future sustainability.

~~BED continues to seek other power supply options including local generation. BED is currently researching the viability of a locally developed wind power facility. It is negotiating for the possibility of ownership with collaborating on the Chase Mill Hydro Project on the Winooski River between Burlington and Winooski which now delivers BED 1.3 MW of power. Maintaining this local energy self-sufficiency is an important component to Burlington's future sustainability.~~

~~In addition to its own generation facilities, BED purchases power from a variety of sources and through the New England Power Grid. In determining where to purchase energy, BED considers the total social and environmental costs in its decision-making process. In 2012, approximately 46 50% of this power came comes from renewable sources and this percentage is expected to continue to grow when the new resources mentioned above begin deliveries. When BED's Integrated Resource Plan was filed in 2008, Burlington had a goal of providing 100% of its power from renewable sources. BED is now preparing a revision to that plan and will review the strategic choices contained in the prior IRP. In determining where to purchase energy, BED considers the total social and environmental costs as well as the out-of-pocket ones. For example, when one considers the difficulty and costs of nuclear waste disposal, Vermont Yankee may prove to be a more expensive alternative than other sources. In part, Burlington chose not to purchase power from Hydro Quebec for these types of reasons. BED also will need to carefully scrutinize its generation expansion proposals in light of utility de-regulation and the success of demand reduction strategies. If new generation alternatives are pursued, careful consideration must be given to effects on the natural and built environments of the city.~~

Advanced Metering Infrastructure (AMI)

~~The deployment of AMI is a technological advance that will change BED's business and operations in very fundamental ways. These changes will have a profound impact on the community, so BED is committed to working closely with its customers, other Vermont utilities, regulators and legislators to arrive at solutions that provide the best benefit to the Burlington energy consumer.~~

~~BED partnered with other Vermont utilities and the Department of Public Service ("DPS") to develop and submit a statewide grant application to the Department of Energy ("DOE") to obtain Smart Grid Investment Grant ("SGIG"), funding. The funds awarded to all participating Vermont utilities totaled \$69 million of a \$138 million project (100% of the requested amount). The DOE awarded BED \$7.15 million for a \$14.3 million total project (again 100% of the requested amount). The full Federal matching funding received by BED reduced BED's direct cost for its Smart Grid projects by 50%. On June 28, 2011, BED sought voter approval to issue Revenue Bonds to obtain matching funds for the projects, which resulted in approval of the bond issuance by 61% of Burlington voters. BED closed on the sale of the Revenue Bonds on October 13, 2011. BED initial phase of advanced meter deployment began on April 23, 2012 and the Project to finish in early 2013.~~

~~BED's AMI plan centers on its ability to improve system planning/reliability, improve customer service, empower customers to engage in choices regarding their use of energy,~~

and possibly modify their usage to reduce costs. BED has defined a list of service offerings and utility enhancements that will result from the AMI project.

The selected technologies will have the ability to provide immediate customer and societal benefits as well as the potential for future benefits as the systems and service offerings mature. These benefits are derived from the enhanced data collection, communications and process integration capabilities provided or enabled by the proposed AMI Project. Over the longer-term, use of AMI (integrated with a Meter Data Management System) for time-of-use pricing or other pricing options, will allow customers to the option to adjust consumption decisions based on the day-to-day (or potentially even hour-to-hour) price of electricity and its impact on their bills.

When the system becomes fully active, BED will be able to:

- Dispatch crews to outages without waiting for customer calls (while minimizing manual handling of outage information)
- Give customers much greater insight into how they use electricity via a web portal
- Reduce the need to send trucks into the field for move-in and move-out meter readings
- Have much more information to assist in answering customer questions
- Develop more accurate class level load forecasts
- Be able to develop much more personalized energy efficiency programs (including better estimates of potential savings)
- Be much more accurate in our distribution transformer and conductor sizing
- As a side benefit, automate many of the manual functions performed every day, giving staff more time to focus on customer needs and more tools to fix problems

Additional future project benefits:

BED believes the following benefits are possible to the consumer as a result of this new technology:

- Expanded integration of distributed renewable energy
- Access to data needed to support time differentiated electric rates in more detail than is currently possible
- Capability to connect power consuming appliances in the home to load control devices if customer's desire
- Opportunity to reduce fossil fuel use by converting fossil energy sources to electric based renewable sources
- Remote access home usage and ultimately remotely control appliances/usage
- Allowed access to third party services to better manage their usage and load control (e.g. Google)

District Heating & Cooling/ Community Energy

BED, in conjunction with the Department of Public Works, continues to study the feasibility of developing district heating and cooling, or now known as “Community District Energy,” within portions of the city. Areas under evaluation begin with the ~~institutions on the Hill (UVM and FAHC), but could later include the City Center and Waterfront~~ Winooski Avenue corridor all the way to the downtown. Although not under consideration at this time, the concentration of industrial land uses along Pine Street may make this area another attractive location to provide this type of service.

The concept for District Energy is to replace natural gas and fuel oil as heat sources with hot water. Such a plan will utilize excess city water capacity, combined with energy and ~~excess/low cost~~ heat produced by McNeil Station, with an expansion to possibly include a small gas turbine in a later phase. Energy would be distributed underground to either heat or cool buildings within the district. If feasible, district heating and cooling is expected to provide a viable energy alternative, make use of existing water capacity, diversify the city’s energy mix, and make the city a more attractive and competitive location for business.

Energy Efficiency Programs

~~With the support of Burlington residents in the form of a \$11.3 million bond,~~ BED began an ambitious energy efficiency program in 1990. Over ~~\$3726~~ million has been invested by BED since 1991 with about half of this being coming from ~~matched~~ from BED customers. BED has implemented a wide range of programs to reduce overall energy consumption and costs through the city. These included:

- **Smartlight:** leased compact florescent energy saving light bulbs to both residential and commercial consumers. In the near future, this may include other items financed on the electric bill.
- ~~Neighbor\$ave:~~ offers ~~household energy audits of all energy consumed, compact florescent light bulbs, and installs water and energy savings measures for electric water heater customers. This program will be BED’s vehicle to promote the “10% Challenge Campaign” portion of the Climate Action Plan.~~
- **Heat Exchange:** offers assistance and financial subsidies to convert customers from electric heating to other heating sources. Over time, as legislation in this area evolves, BED will become increasingly more involved in the growth of fossil fuel saving energy efficiency programs as well.
- ~~Top 10:~~ offers a customized menu of energy savings opportunities to the City’s largest electrical customers to provide “positive cash flow” financing of demand side management measures. This program will also carry forward the commitments customers have made to the Climate Wise Program and the “10% Challenge Campaign.”
- ~~Energy Advantage:~~ offers “positive cash flow” financing to deliver retrofit energy savings measures to small to medium sized businesses.

- ~~**Energy Efficiency Guidelines:** adoption of minimum standards for buildings and energy-consuming equipment in new construction and rehabilitation projects.~~
- ~~**Construction and Equipment Replacement:** provides technical assistance and customized incentives for reducing energy demand beyond the Energy Efficiency Guidelines.~~
- **Commercial Efficiency programs:** offers a customized menu of energy savings opportunities to the City's commercial electric customers to provide "positive cash flow" financing of demand-side management measures.
- **Energy-Efficiency Standards:** adds additional requirements to those minimum standards adopted at the statewide level for buildings and energy-consuming equipment in new construction and rehabilitation projects. These go hand in hand with incentive programs to help building owners, architects, developers, and even tenants to achieve higher levels of energy efficiency.
- **PACE:** is an innovative residential energy efficiency and renewable energy financing program that is poised for launch in 2012. It will offer residents a way to finance high-level energy efficiency and small-scale renewable energy projects over very long terms, making these projects more affordable.

In 2000, BED was appointed the City's "energy efficiency utility." This designation allows BED to administer funds collected on the electric bill through a statewide "energy efficiency charge." This appointment was renewed in 2011.

The Future under De-Regulation

~~BED is participating in discussions at the federal and state level concerning de-regulation of the electric industry and the introduction of competition. The discussion centers primarily on the deregulation of the generation component of the industry, and the introduction of competition, or choice, for the retail customer. While this discussion has recently lost momentum nationally, restructuring has been implemented in a number of states, and several legislative and regulatory efforts have been explored in Vermont since 1995.~~

~~While changes of this magnitude may offer unforeseen opportunities, several issues must be considered. These primarily include environmental impacts associated with energy sources, protection of low income consumers, and continued support for research and development. BED has been a leader in environmental protection, efficiency and renewable energy resources, and addressing the needs of low income consumers. Local ownership and control has been essential to realizing these objectives as well as achieving stable (and falling) electric rates since 1993. Any final solution to industry de-regulation must also address growing concerns over the vulnerability of the regional power grid to ensure a continuous supply of power at reasonable and stable rates. Additionally, maintenance of transmission corridors must be continued by trained foresters and arborists to minimize disruptions and protect vegetation within the rights-of-way.~~

~~BED and the VT Public Service Board should continue to investigate and advocate for opportunities to maintain local jurisdiction in the event the restructuring discussion regains momentum. The use of exit fees to discourage or at least compensate for the potential loss of large customers, and support for environmental protection and renewable energy resource programs.~~

Energy Use and Climate Protection

Most climatic scientists now agree that human-caused emissions of greenhouse gases² are having a measurable impact on the earth's climate. While increases in global temperatures are highlighted as one of the primary outcomes of climate change, many impacts that are more serious may result. These include an increase in the frequency and intensity of extreme weather events, rising sea levels, and a northward expansion in the range of tropical diseases and pests. Each poses a significant economic and environmental threat to our region and beyond.

In 1996, Burlington became one of the first cities to join the “Cities for Climate Protection” campaign, organized by what is now referred to as “ICLEI: Local Governments for Sustainability.” This led to a 1998 City Council resolution to reduce our emissions to 10% below 1990 levels and the formation of a Climate Protection Task Force. This group, comprised of non-profit, city, and business leaders appointed by then Mayor Peter Clavelle, guided an 18-month analysis and planning process, which ultimately led to the City’s first Climate Action Plan (CAP). This plan was adopted by the City Council in May 2000.



In 2008, Burlington began its CAP update and review process with an inventory of Burlington’s emissions. This inventory, conducted using ICLEI’s Clean Air and Climate Protection (CACP) software, involved input, not only from key City departments such as Burlington Electric Department (BED), Department of Public Works (DPW), and Department of Planning and Zoning (DPZ), but other organizations such as the Chittenden Solid Waste District (CSWD) and the Regional Planning Commission. The 2007 inventory revealed **the City of Burlington generated 397,272.4 tons of carbon dioxide equivalent (tCO₂e).**

GHG emissions reduction target:

- **20% reduction of 2007 levels by 2020, which equals 1.5% annual reduction until 2020, and**

² “Greenhouse Gases” are any gas found in the earth’s atmosphere that contributes to trapping energy under the atmosphere and causing warming. Such gases include carbon dioxide, methane, ozone, nitrous oxide, chlorofluorocarbons (CFC’s) and water vapor.

- **80% reductions by 2050, which equals 2% annual reduction between 2020 and 2050**

~~In 1996, the Burlington City Council agreed to participate in the “Cities for Climate Protection” campaign organized by the International Council for Local Environmental Initiatives (ICLEI). In 1998, the Council adopted a resolution that set a target of 2005 for reducing local greenhouse gas emissions by 10 percent below 1990 levels, and established the Climate Protection Task Force.~~

~~The largest source of greenhouse gas emissions in Burlington is carbon dioxide resulting from the combustion of fossil fuels. Burlington’s estimated CO₂ emissions were 509,000 tons in 1990, and 624,000 in 1997 — or 13 and 16 tons per person respectively. In order to meet the City Council’s target, CO₂ emissions would have to be reduced by 257,000 tons.~~

~~In the spring of 2000, the City Council adopted the *Burlington Climate Action Plan* which recommends a more achievable reduction goal 156,000 tons — or 10 percent below 1997 levels. Burlington’s *Climate Action Plan* seeks to:~~

- ~~▪ Raise awareness about individual and business actions that can reduce the threat of global climate change.~~
- ~~▪ Guide decision-makers in Burlington towards policies, strategies, and actions that can cut greenhouse gas emissions.~~

~~Recommended actions propose to reduce traffic and air pollution, save money for the City and its residents and businesses, and help protect the environment for future generations. After a lengthy public idea generation and prioritization process, thirty-six strategies have been included in the plan under the following eight categories: Examples of strategies in the plan include:~~

- Transportation - Community-wide & Governmental
 - Local Gardens, Farms and Food Production
 - Energy Efficiency in Buildings
 - Renewable Energy Resources
 - Urban Forestry & Carbon Sequestration
 - Waste Reduction and Recycling
 - Policy, Research and Education
- ~~▪ Retrofit city buildings and revise operations to make municipal operations more energy efficient and climate friendly. Including an increase in the use of energy efficient and alternative fueled vehicles as part of the city fleet; Expand and maintain the City’s inventory of street trees and shrubs; and creation of a telecommute policy and program for employees to work from home.~~
 - ~~▪ Encourage residences and businesses to invest in energy efficiency and renewable energy; Fully implement existing utility sponsored efficiency programs (electric and natural gas) in the commercial and industrial sectors; Fully implement existing utility sponsored efficiency programs (electric, natural gas, weatherization) in the residential sector; Implement a “10% Challenge Campaign”~~

- ~~to enlist the support of all energy consumers in reducing greenhouse gas production; and Support the establishment of the efficiency utility.~~
- ~~▪ Implement policies and planning to reduce transportation demand and to encourage more fuel efficient and alternative fueled vehicles; Continue implementation of existing TDM programs including park and ride lots, shuttles and rideshare programs; and develop park and ride lots and shuttle services that link and connect to employment centers.~~
- ~~▪ Support the development of a biomass district heating system; Support ongoing R&D of new technologies including bio gasification and fuel cells; and Address the barriers to developing a district energy system that uses the rejected heat of the McNeil Electric Generating Plant to supply the energy needs of the Greater Burlington area customers including: UVM, FAHC, downtown, the waterfront and Winooski.~~

In addition to reducing greenhouse gas emissions, the recommendations of this Plan will benefit the city in other ways:

- **Cleaner air:** Motor vehicles are the single largest source of urban air pollution. In addition to greenhouse gases, cars emit such carcinogens as butadiene, benzene, and formaldehyde.
- **Improved human health:** Cleaner air will result in healthier people. An estimated 40,000 premature deaths nationally are attributed to motor vehicle emissions.
- **Improved economic vitality:** Improvements in energy efficiency mean tangible cost savings to individuals and businesses. Energy independence keeps local dollars in the local economy and improves the competitiveness of local businesses.
- **A more liveable community:** A city with less traffic, cleaner air, more trees, and successful businesses will be a more attractive and liveable place to live for current and future generations.

Energy Action Plan

Action Item	Lead Agency	Secondary Agencies
Analyze the potential of operating city-owned vehicles on alternative fuels and periodically review the analysis to consider changing conditions and opportunities.	Public Works	BED

Sponsor forums for architects, developers, contractors, and others to inform them about new city ordinances, regulations, and standards and to provide technical assistance as to how they can incorporate new analytic and production techniques in their work	BED	Public Works
Review vocational curricula to promote energy efficiency and to develop programs to prepare students for employment in new energy-related fields.	BED	Schools
Establish an energy district if justified by the positive result of BED's feasibility study of district heating and cooling.	BED	Public Works
Revise the Energy Efficiency Ordinance for new construction to integrate new technologies.	BED	Public Works
Develop an overall energy budget to manage the city's energy consumption. For electricity, the budget should be based upon local generating capacity if practical.	BED	
Examine the costs and benefits of requiring new development to either pay an energy impact fee or make an offsetting investment in efficiency.	BED	Planning & Zoning
Prepare an evaluation of the citywide potential, constraints and impacts associated with the development of new renewable energy sources - including fuel cell, cogeneration, biomass, solar, geothermal, hydro, wind, and methane.	BED	
Develop guidelines for tree heights and species selection that maximize energy efficiency.	Parks & Recreation	BED
Increase use of energy efficient maintenance vehicles and City fleets.	Public Works	BED
Explore and develop climate friendly procurement and purchasing guidelines.	Treasurer's Office	BED
Amend and enforce the municipal code and ordinances with an eye on reducing CO2 loads.	Planning & Zoning	BED
Explore a telecommute policy and program for selected employees to work from home.	Human Resources	
Develop a comprehensive education/outreach program to increase public awareness about the affects of global climate change on public health, the economy and the environment.	BED	Planning & Zoning Public Works
Expand and maintain the City's inventory of street trees and shrubs.	Parks & Recreation	
Fully implement existing utility sponsored efficiency programs (electric and natural gas) in	BED	

the commercial and industrial sectors.

Fully implement existing utility sponsored efficiency programs (electric, natural gas, weatherization) in the residential sector	BED	
Increase energy efficiency in municipal-owned and leased buildings.	Treasurer's Office	BED Public Works Schools
Explore and to obtain the resources necessary to implement the objectives of the municipal buildings and operations plan.	Treasurer's Office	BED Public Works Schools