

TRANSCRIPT

marketplace  of ideas



Featuring Chicago Mayor

RICHARD DALEY

On Green Roofs

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**DRUM
MAJOR**
INSTITUTE FOR PUBLIC
POLICY

THE DRUM MAJOR INSTITUTE FOR PUBLIC POLICY MARKETPLACE OF IDEAS SERIES

GREEN ROOFS

SPEAKERS:

HON. RICHARD DALEY

Mayor of Chicago

HON. DAVID YASSKY

New York City Council

CARTER STRICKLAND

Senior Policy Advisor, New York City Office
of Long-Term Planning and Sustainability

MIQUELA CRAYTOR

Executive Director, Sustainable South Bronx

Introduction by **CHRISTINE C. QUINN**

New York City Council Speaker

Moderated by: **MARK WINSTON GRIFFITH**

Executive Director, Drum Major Institute for Public Policy

ABOUT DMI'S "MARKETPLACE OF IDEAS" SERIES:

Never content just to argue theory, the Drum Major Institute provides a platform for policymakers who have successfully worked for social and economic fairness in our public institutions. For far too long the conservative right has defined the limits of what is "possible" in society and politics. The "Marketplace of Ideas" shows that we can transcend these artificial boundaries: it is possible to be progressive, practical, and effective. Previous speakers in the series have included New Jersey Governor Jon Corzine, who signed family leave insurance into law in his state; Boston Mayor Thomas Menino, who catalyzed the rehabilitation of abandoned buildings into affordable housing; Minnesota Attorney General Lori Swanson, who initiated tough standards to crack down on predatory lending; and Dallas District Attorney General Craig Watkins, who transformed the prosecutor's role to include a focus on exonerating the innocent.

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PANELISTS AND SPEAKERS

RICHARD DALEY is the Mayor of Chicago. He has earned a national reputation for his innovative, community-based programs to address education, public safety, neighborhood development and other challenges facing American cities. Daley was elected Mayor on April 4, 1989 and has since been reelected five times by overwhelming margins. The City and its sister agencies have invested more than \$11 billion in capital improvements since Daley became mayor. Daley's focus on quality-of-life concerns has led to greater emphasis on the delivery of basic services, from removing graffiti and deteriorating buildings to creating more green space and a citywide recycling plan. Since he became mayor, the City has planted more than 500,000 trees, created 100 school campus parks, built 70 miles of landscaped street medians and spurred the construction of rooftop gardens on major buildings, including City Hall. Daley has organized U.S. and Canadian mayors to protect the Great Lakes. In 2004, Daley opened Millennium Park, the most ambitious public-private undertaking in Chicago's history. Constructed over railroad tracks and parking lots in downtown Chicago, it is a widely acclaimed showplace of architecture and the arts. Under Daley's leadership, Navy Pier has been renovated and turned into Chicago's most popular tourist attraction. McCormick Place has been expanded and Soldier Field has been rehabilitated as part of a plan that added 17 acres of park land. A project to modernize O'Hare International Airport is underway.

CHRISTINE QUINN became Speaker of the New York City Council in January 2006 by an overwhelming majority. As the first woman, openly gay, and Irish Speaker, she brings a new perspective to the diverse challenges facing each of New York City's distinct communities. Speaker Quinn has set a proactive agenda for the Council as an initiator of legislative and policy initiatives that improve people's lives. She has made reform a top priority and has made significant strides in improving the way the City does business. Thus far, she has had numerous accomplishments including laws and policies in such areas as public safety, early childhood education, relief for small businesses, hunger and nutrition, and affordable housing. Since 1999, Speaker Quinn has served as the representative for the 3rd Council District of Manhattan. She is a long-time pioneer for equal rights, comprehensive health care, improved schools, tenants' rights, and affordable housing. Prior to becoming Speaker, she was Chair of the Council's Health Committee. Before being elected to the City Council, Speaker Quinn served for five years as Chief of Staff to Councilmember Thomas K. Duane. She then worked as Executive Director of the New York City Gay and Lesbian Anti-Violence Project. During her time with the Anti-Violence Project, Mayor Guiliani appointed her to be a member of the New York City Police/Community Relations Task Force. Speaker Quinn has been rated one of the fifty most powerful women in New York City by the *New York Post*, and one of the most influential New Yorkers by *New York Magazine*. She and her partner, Kim Catullo, live in Chelsea.

DAVID YASSKY is among the New York City Council's leading advocates for education reform, affordable housing, crime prevention, waterfront revitalization, and the environment. In the last election cycle, David was the only City Councilmember to receive an "early endorsement" from the League of Conservation Voters, which called David's Waterfront Planning Act "the most important piece of waterfront legislation adopted by the City in recent years." David created an innovative pilot program for clean-fuel taxicabs that got hybrid cabs on the road in New York City, sued Exxon-Mobil to force a cleanup of the Greenpoint oil spill, and his report on illegal dumping in New York waterways led to prosecution of one of the City's worst polluters. The Democratic Leadership Council named Yassky one of the "Top 100 New Democrats to Watch" in the nation and "Democrat of the Week." He was endorsed by *The New York Times* and was called "the textbook definition of the sort of person who can change the council for the better" by Michael Tomasky of *New York Magazine* and "one of the Council's ablest members" by Tom Robbins of *The Village Voice*.

CARTER STRICKLAND is the Senior Policy Advisor for Air and Water with New York City's Office of Long-Term Planning and Sustainability, the office responsible for implementing Mayor Bloomberg's sustainability plan, PlaNYC 2030. Mr. Strickland's portfolio covers air quality and water quality issues and his initiatives have included developing a heating oil conversion policy, a stormwater plan and a wetlands policy. Before joining the Bloomberg Administration, Mr. Strickland was active in water issues in New Jersey, where he helped design a stormwater utility for the Hackensack Meadowlands; won landmark decisions upholding public trust doctrine rights, floodplain restrictions, and stream buffer regulations; and was involved in regulatory matters and litigation involving anti-degradation standards, wetlands protection, coastal permitting, and dredging of contaminated sediments. Mr. Strickland practiced environmental law at the Rutgers Environmental Law Clinic and the New York Attorney General's Office and taught environmental law at Rutgers Law School. Prior to that, Mr. Strickland was in private practice with a focus on antitrust, trade regulation, and intellectual property law, and represented environmental groups pro bono.

MIQUELA CRAYTOR is the Executive Director of Sustainable South Bronx. Originally from Oregon, Craytor, 31, earned a master's with honors in city and regional planning from Pratt Institute in Brooklyn. Born to the children of Mexican immigrants and Dust Bowl farmers, with Native American heritage on both sides of her family, Craytor immediately identified with the diversity she found in America's original melting pot. Craytor already helped change the landscape in the South Bronx for the better as the deputy director of Sustainable South Bronx before her promotion to executive director. Sustainable South Bronx has been one of the prime movers in the creation of a South Bronx Greenway slowly being pieced together from reclaimed riverbanks, new parks, and waterfront promenades. Opening the Bronx waterfront is one of SSBx's signature crusades. Another priority for Craytor is expanding the borough's "green collar" sector-

jobs based on sustainable architecture, alternative power and other eco-friendly enterprises. Prior to becoming deputy director of the environmental nonprofit in 2006, Craytor was senior planner of Economic Development at the Bronx Overall Economic Development Corp., the economic development agency of Bronx Borough President Adolfo Carrión.

MARK WINSTON GRIFFITH is currently serving as the Executive Director of the Drum Major Institute for Public Policy. Mark is also a community economic justice activist and journalist whose articles have appeared in dozens of publications including *The New York Times*, the *Nation*, the *New York Daily News*, the *Village Voice*, the *Source*, *Spin* magazine, and *Essence* magazine. Mark is also a columnist with *Gotham Gazette*, a board member of Free Speech TV based in Denver Colorado, and a board member of City Futures, which includes *City Limits* magazine and the Center for an Urban Future. From 2005 to 2007, Mark served as the co-director of the Neighborhood Economic Development Advocacy Project, a leading economic justice advocacy group. Prior to that he served for twelve years as the founding Executive Director of the Central Brooklyn Partnership, a grassroots economic self-determination organization, and was the founding board chair of the Central Brooklyn Federal Credit Union. Mark is a graduate of Brown University and received a Master's degree in contemporary literature from the University of Ibadan in Nigeria in 1988. Mark was also a Revson Fellow at Columbia University, a Rockefeller Foundation's Next Generation Leadership Fellow and an Open Society Institute (OSI) Community Fellow. The *Los Angeles Times'* Ron Brownstein called Mark a “fresh voice” on economic security policy. Mark was the recipient of the Union Square Award and has also received awards from *Crain's New York Business*, *Black Enterprise* magazines, *Fortune Magazine*, and *New York Magazine*.

TRANSCRIPT

The transcript from this event has been edited for length and readability. Internet links are provided in footnotes throughout this transcript as resources for readers seeking to better understand the policy discussion. While we hope they are helpful, the Drum Major Institute for Public Policy is not responsible for the content or continued functioning of these links.

COUNCIL SPEAKER CHRISTINE QUINN: Hi everybody. I am Christine Quinn, Speaker of the City Council. Thank you all for coming this morning, and Mark, thank you and DMI for putting this panel and this morning together. Of course everybody is here with a couple of Irish folks—myself and the mayor—to talk a bit about some green stuff. Mayor Daley, once you work through all of your Irish stories, we want you to move on to focus on a very important topic this morning, which is the greening of urban America, green roofs, and what else we can be doing to make sure that our cities—New York, Chicago, and all of the cities across the country and the world—are not just ceasing to be negative on the environment, but doing everything we can to move forward our commitment to improving the environment of our cities, states and the world.

For far too long the idea has been that if you lived in urban America you could not possibly be an environmentalist, that loving cities and wanting to live in a city somehow made you opposite of someone who is concerned about the future of the planet. I think what is happening in New York City and Chicago and a lot of other cities in the country is that that idea has been turned on its head. Instead, through the work of the Mayor's PlaNYC¹ and the council's legislative work on the environment, I think we are making an important point that you can love cities and the environment. It is most important for those of us who live in cities—the places that use the most energy, that are the most congested, that have the best, smartest, most attractive people in the smallest amount of space—to be the ones who take the lead. If we can live in this type of environment and do it in a sustainable, green way, then all of those people that are spread out on the farms and plains have no excuse at all.

We are very lucky to be here today with the panel that has been put together, in particular with our guest from Chicago, Mayor Daley. He is someone who is really making us look bad. Not only is he into green roofs, but the roof of City Hall, as I understand, is actually a garden. Is that right Mr. Mayor? Now that is upsetting to me on a host of levels. I am a big fan of community gardens and green markets and CSAs.² I would love to have that at City Hall but the roof of City Hall, right now, is buttressed up with scaffolding, so we cannot have it because I think that the tomatoes and potatoes would be falling right in the middle of a meeting. It's

1 PlaNYC 2030 is New York City's sustainability plan that focuses on five key dimensions of the city's environment: land, air, water, energy, and transportation. For more information, see <http://www.nyc.gov/html/planyc2030/html/home/home.shtml>.

2 In Community Supported Agriculture (CSA), a consumer purchases a membership in a local farm and periodically receives seasonal produce in return.

upsetting to me that a) his City Hall is in that good of shape and b) he had a better idea before we did. He is also someone who, much like all of us in New York City, is trying to expand the number of trees in Chicago. It sounds like a small thing but it is a huge thing. It is an incredibly important thing for the environment; it is an incredibly important thing for people's spirits. I cannot tell you how frequently when I am out in the city people ask me, "Can you get a tree on my block?" When you tell them, "Yes—with our initiative to plant a million trees," it is as if you had given them a million dollars.

[Mayor Daley is] someone who has redefined what it means to be an urban leader, who has redefined what it means to be an urban environmentalist.

—Speaker Christine Quinn

On Earth Day Mayor Bloomberg and I introduced a package of legislation that will do something very important.³ We have obviously done a lot of work around LEED⁴ standards and greening new buildings, but in New York City most of

the area is already built. So we now need to focus on the buildings that exist, on how to make them green. How do we make them sustainable? How do we do that in a way that creates good jobs with which people can support their families? Under the legislation we introduced, which will begin hearings next month and will pass by the fall, 46 percent of the existing square feet of buildings in the City of New York, both commercial and residential, will be covered. Any greening initiative that will save a building 5 percent, they are obligated to do. They are obligated to do an initial audit of their building but, as importantly, another audit of their building every ten years. This is not a one-time action. This is a long-term commitment to keeping our buildings as green as possible. Thanks to the help of the federal government there will be a revolving loan fund and a training program for workers. We believe that we can create 900,000 green jobs because of the retrofitting and other work associated with this bill. I mention that important piece of legislation because I think it is better than what they are doing in Chicago, and I don't want to be completely shown up by Mayor Daley.

I do want to thank Mayor Daley very much for being here today and for being someone who has redefined what it means to be an urban leader, who has redefined what it means to be an urban environmentalist. I think it is a good thing that there is competition between New York and Chicago because that challenges us to be better. We are very lucky in New York to have the Mayor with us today. He is someone who has taken the idea of municipal government and committed to it in a way that makes it an incredibly important agent for change, an incredibly powerful example of what all of us can do in our cities to make our lives and our cities better. I want to thank DMI for having him here today, and thank him for being here today, and I want to urge him while he is in the city to spend as much money as possible because we need the tax revenue.

3 The Greener, Greater Buildings Plan. For more information, see http://www.nyc.gov/html/planyc2030/downloads/pdf/greener_greener_buildings.pdf.

4 Leadership in Energy and Environmental Design (LEED) is a green building certification system. For more information, see <http://www.usgbc.org/DisplayPage.aspx?CategoryID=19>.

MAYOR RICHARD DALEY: Thank you very much, Speaker Quinn. I appreciate those comments, most importantly the comment about competition between cities as well as ideas coming from other cities. As Mayor I have traveled, not only here in our great country but around the world, and have had conferences with other Mayors, learning from them new ideas and procedures and looking at things completely differently. That is why forums like this are not only educational, but most importantly allow me to go back to my city with new ideas and be more creative. That is why improving the environment is, as the Speaker pointed out, the key to the future of cities. I have lived in a city all my life and I believe that nature can coexist with an urban environment. For far too long we looked the other way, as everybody did. Environmentalists were someplace else, outside cities. We did not think cities could change, but cities are changing.

My city is changing because we believe the economic future of our city is directly linked to all of our efforts to protect and enhance our environment.

Since I have been Mayor, it is my belief that the government must lead by example. I think people are tired of the government telling people what to do, exempting themselves. Whether it is the state, federal, or local government, they are always telling you what to do, but they do not do it. In Chicago, we decided to lead by example and show what the city can do, in all aspects of city government. That includes the government itself, the Board of Education, the city colleges, the libraries, the aviation department, the parks; we're on one agenda. People want that. They want to say, "If you are building a police or a fire station or a school, is it green? Simple as that—why are you telling me to build green and exempting yourself?" We really believe that leading by example is key.

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—Chicago Mayor Richard Daley

Second, there are the small things in life. They may be small to people, but whether it is planting a tree or creating a little open space, investing resources to remove pollution from the air, encouraging all of the construction of buildings downtown to be environmentally smart, in the long run truly enhances the quality of life for all of the residents. I am very proud of the leadership that many people have taken, not just myself, but the academic world, the policy people, the business community, elected officials all coming together saying, "Let's stay on the same agenda. How can we basically improve the quality of life in our cities?" I am proud to say that we began to act many, many years ago in ways that other cities are just beginning to appreciate the environment.

It is clear to me that the future belongs to the cities that recognize the two desires of modern day men and women. They want to live in a metropolitan area because it offers more opportunities, more choices, and more people. They also want open space: nice parks, clean beaches, jogging paths, bike trails, flowers, trees, grass. Of

course, they want clean, pure water and clean, pure air. They really are concerned about global environment issues, as every public opinion poll has pointed out.

In Chicago, the environment is a major component in our strategy to attract people and jobs and to remain competitive in a global economy. So, we have undertaken hundreds, and I mean hundreds, of initiatives aimed at making Chicago the most environmentally friendly city in the world. Before I talk about the green roofs, I

would like to mention a few of the ways that Chicago has led by example over the years to improve the natural environment and make people's lives better.

Last fall, we unveiled the Chicago Climate Action Plan⁵, a comprehensive, detailed strategy to help lower greenhouse gas emissions and address climate change throughout the entire city, including the

business community, citizens' institutions, and city government itself. Other cities have similar goals, but the Chicago plan is the first to identify emissions sources, anticipate impacts of climate change, and propose ideas, including green roofs, that specifically respond to the research—much of it was research oriented, which is very important. It provides a menu of options that can be implemented over a period of time to address the sources of greenhouse gas emissions. Our climate action plan is the result of a task force made up of private businesses, city, local, state, and federal governments, community organizations, academics, foundations, and civic organizations because we understand that the government cannot solve environmental challenges by itself. The entire community must be engaged.

We also are aggressively pursuing green infrastructure throughout the city to keep clean stormwater out of our sewers and reduce the impact of the urban heat island effect.⁶ Since I became Mayor we have planted over half a million trees and landscaped more than eighty miles of medians on the major streets of our city. On Arbor Day last month, we announced the Chicago Trees Initiative⁷ which brings together the resources of twenty agencies and organizations to plan, care, and advocate for trees. We also hope to inspire a civic and social movement that will involve the city, green industry, the business community, and private homeowners to improve our urban forest.

We have the largest convention center and for many years the rainwater would go into a combined water and sewer system—over 55 million gallons of water—but today that clean water goes right into Lake Michigan. We save an enormous amount of energy costs and other costs related to the combined water and sewer

system. Chicago has over 1,900 miles of alleyways, more than any city in the world. Through our Green Alley Program⁸, we have tested a range of techniques such as permeable pavers like permeable concrete. We are now rebuilding our alleys and many construction projects so the rainwater does not go into a combined water or sewer system. Green buildings are an important part of our environmental efforts. As we rehab existing city buildings and construct new ones, we follow the green building policies. Our Center for Green Technology⁹, a rehab of a former industrial building, was the first municipal building in the world to be awarded a platinum rating by the U.S. Green Building Council¹⁰. We continually bring in architects, engineers, government people, and construction people for seminars about green technology programs in the city of Chicago. We have established a green business strategy in which we work with Chicago companies to help them save money by becoming sensitive to the environment. We go into the companies and work with them. During the major expansion of McCormick Place¹¹ we built a 3,000 foot tunnel to carry the 55 million gallons of rainwater to the great Lake Michigan. Our Rain Barrel Program¹² provides subsidized rain barrels to residents, encourages them to conserve water, disconnects their downspouts and keeps storm water out of the sewer system.

Through many programs, Chicago now has over 600 green roofs complete or under way, totaling more than seven million square feet. How did Chicago become a leader in green roofs? My interest in them was sparked on a trip I took to Hamburg, Germany many years ago where I saw how the Germans incorporated them into their cities and public buildings. We planted our first rooftop garden on City Hall in the year 2000; it is 21,000 square feet with nearly 100 species of plants, and a number of trees. We also have bee hives that produce honey, which we sell to benefit after-school programs for teens. We build bee hives in many of our public buildings in Chicago. The Green Roofs Program¹³ started a movement in Chicago that is growing stronger than ever, 9 years later. When people ask me if green roofs really work I tell them about the green roof on top of City Hall. We share the building with Cook County. Our half of the roof is green; of course, the County's side is not. We monitor the conditions on the roof: on a 90-degree day the temperature on our side is 90 degrees, but on the County's side the roof is about 170 degrees. That is proof that our green roof is conserving energy, saving money, and, of course, helping our roof last longer.

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5 For more information, see the Chicago Department of Environment at <http://www.cityofchicago.org>.

6 The urban heat island effect occurs when built-up areas, such as cities, retain more heat than nearby rural areas. For more information, see <http://www.epa.gov/hiri/>.

7 See http://www.ina-online.org/pdfs/ChicagoTreesJune_09.pdf.

8 See http://egov.cityofchicago.org/webportal/COCWebPortal/COC_EDITORIAL/GreenAlleyHandbook.pdf.

9 For more information, see the Chicago Center for Green Technology at <http://www.cityofchicago.org>.

10 <http://www.usgbc.org/>

11 McCormick Place is a large convention center in Chicago.

12 For more information, see the Chicago Department of Environment at <http://www.cityofchicago.org>.

13 For more information, see the Chicago Department of Environment at <http://www.cityofchicago.org>.

We promote the construction of green roofs through a combination of requirements and incentives in a number of policies administered by various city departments. There is the Sustainable Development Policy¹⁴ that places green building requirements, including green roofs, on a project that receives city funds, bonds, or tax breaks. Nearly all of the requirements have some form of a green roof. The Green Roof Improvement Program¹⁵ provided matching grants to construct green roofs on existing buildings in the central area of the city. This was funded by a community development tool known as Tax Increment Financing¹⁶.

[W]e approach green roofs as a collaborative effort with builders, commercial building owners, managers, and owners of residential properties. The key to moving forward on the issue of sustainability is cooperation and reaching out to people...Our progress on environmental issues could not have been achieved without the partnership that we sought and created at every level of community, from block clubs to the largest corporations.

—Chicago Mayor Richard Daley

We have a number of historical buildings in the downtown area, some even built in the '70s. How can we keep them viable because many of these buildings lose tenants to newer buildings? How do you keep them environmentally sensitive so they can bring tenants back to these buildings? We have a wonderful program. Building owners apply for financial assistance through the Green Roof Improvement Program. It is granted

if they meet a number of criteria such as size, visibility of the roof, a commitment to collect data about stormwater, heat island mitigation, and several others. We have also established a green permit program that provides expedited permit review and financial incentives to encourage green buildings. Of course, green roofs are one of the menu items that help a builder to get expedited review. We have a Green Roof Grant Program¹⁷ that in the past has made \$5,000 grants to assist residents and small commercial owners with the installation of green roofs in Chicago. Our Stormwater Ordinance¹⁸ identifies green roofs as one of the ways in which developers may meet the requirements of the ordinance. The city awards density bonuses to buildings with green roofs, which allow developers to increase the amount of space on a parcel to be developed.

As I hope you see, we approach green roofs as a collaborative effort with builders, commercial building owners, managers, and owners of residential properties. The key to moving forward on the issue of sustainability is cooperation and reaching out to people. It is not enough for the local governments to work with each other, they also have to work with businesses, not-for-profits, interest groups, and community organizations. Our progress on environmental issues could not have been achieved without the partnership that we sought and created at every level of community, from block clubs to the largest corporations.

14 For more information, see the Chicago Department of Planning and Development at <http://www.cityofchicago.org>.

15 For more information, see the Chicago Department of Planning and Development at <http://www.cityofchicago.org>.

16 For an explanation of Tax Increment Financing, see <http://www.emich.edu/public/geo/557book/d232.tif.html>.

17 For more information, see the Chicago Department of Environment at <http://www.cityofchicago.org>.

18 For more information, see the Chicago Department of Environment at <http://www.cityofchicago.org>.

As you may know, there is no better example of that than Millennium Park¹⁹ in the downtown area. We turned 16 acres of ground covered with railroad tracks into the nation's largest green roof. The process created a wonderful public space that adds to the quality of life in Chicago and builds pride in our city. Our local businesses and not-for-profit organizations donated over \$200 million to build the park. That shows that if you can get everyone on the same page, aimed toward achieving the same goals, there is practically no limit to what can you can accomplish.

Not too long ago the *Wall Street Journal* ran an article that said, and I quote, "Chicagoans have transformed from Carl Sandburg's brawling city of big shoulders to what is probably one of the most beautiful of post-industrial cities."

That is a statement that will grab the attention of not only prospective tourists and business travelers, but also international companies that are looking for new business locations. Most of all, it is a statement that tells us we are doing a good job of addressing environmental issues in a way that moves us towards the overall goal of improving the quality of life for the citizens of our great city. Every day in government we have to make the difficult choice between what we want to do and what we have to do and keep the interest of the taxpayer foremost in our minds. This has led us to this conclusion in Chicago: environmentalism makes economic sense. When a city exists in harmony with the environment it simply looks better and feels better and we know that shows up in the financial bottom line. Cities are no longer the enemies of the natural environment. They are leading the way to preserving and protecting it. In doing so, we firmly believe that when we are improving public health we are saving money, we are creating jobs, we are enhancing quality of life, and we are leaving a lasting legacy for future generations of our city.

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—Chicago Mayor Richard Daley

Thank you very much.

MARK WINSTON GRIFFITH: Thank you, Mayor Daley. Good morning. My name is Mark Winston Griffith. I am the Executive Director of the Drum Major Institute for Public Policy. I may be a new face for some of you. I've been the Executive Director for about three months now and this is my first time moderating the Marketplace of Ideas.

For those of you who do not know the format, we have heard from Mayor Daley already. Next we are going to ask some questions of the esteemed panelists. After they have a chance to answer some threshold questions, we are going to open up

19 Millenium Park is a park in downtown Chicago famous for its art and architecture exhibits.

the floor. We have a couple of guest questioners here and then everyone else in the room will have a chance to ask some questions, time allowing.

Let's talk about what we have going on here relative to green roofs. We know that in 2008 Governor Paterson signed the Green Roof Property Tax Abatement.²⁰ We know in the Bronx they provide interest free loans to fund a pilot test to install green roofs. My first question is for Carter Strickland. Carter is the Senior Policy Advisor for air and water with New York City's Office of Long-Term Planning and Sustainability²¹, the office responsible for implementing Mayor Bloomberg's long-term sustainability plan, PlaNYC 2030. Mr. Strickland's portfolio covers air and water quality issues and his initiatives have included developing a heating oil conversion policy, a stormwater plan, and a wetlands policy.

Carter, the Mayor has the opportunity to create a fairly comprehensive approach to greening New York City. Creating requirements for installing white roofs is a central part of the Mayor's plan. We know that white roofs are inexpensive and they help reduce the urban heat island effect. Can you give me an idea of what made you and the Mayor focus on white roofs as opposed to green roofs in looking at all of the options? What are the things you took into account and why did you put the emphasis there?

CARTER STRICKLAND: Thank you, Mark. The simple answer is cost. We like greening the city, there is no question about that. What we are talking about with a lot of these sustainability initiatives is reversing a century, two centuries, four centuries in our case, of urbanization, of paving over the landscape. We have to reverse that, make it more permeable, bring in some plants.

I think a significant public policy question is whether it is more cost-effective to put plants in the right of way, in the streets and sidewalks, or on our rooftops.

We looked in the stormwater plan²² that we put out in December, we looked at the opportunities in the city, and there is not a lot of space. About 25 percent of our city is comprised of streets and sidewalks—sidewalks alone make up about 8 percent. They are both significant opportunities.

Rooftops are about 12 percent of our city. So it is comparable. We have maybe 944 million square feet of rooftops. But when we looked at the cost, we found—at least with the significant caveat that we looked at stormwater and urban heat island only while there are a lot of other benefits that change the equation—we found that street trees are more cost-effective than green roofs. The Department of Design and Construction²³ put out a study in 2007 that compared what we call

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—Carter Strickland

20 A11226. See http://www.nyc.gov/html/dof/html/pdf/08pdf/green_roof_legislation.pdf.

21 http://www.nyc.gov/html/ops/html/long_term/long_term.shtml

22 For more information, see <http://www.nyc.gov/html/planyc2030/html/stormwater/stormwater.shtml>.

23 <http://www.nyc.gov/html/ddc/html/home/home.shtml>

cool roofs, the white roofs, to green roofs and found, at least from the available data—there are a lot of pilot projects going on with Columbia University right here in New York City and New York City itself has a number of pilot projects—that the cost simply is not comparable.²⁴ Green roofs might cost \$25 to \$30 a square foot. Cool roofs are a fraction of that.

MARK WINSTON GRIFFITH: What are we missing? What are the other benefits that may be sacrificed as a result of that? What is the role of white roofs and green roofs within the context of the Mayor's plan to green New York?

CARTER STRICKLAND: Certainly, valuable real estate might be sacrificed, but there are competing uses for it.

We have a solar panel tax abatement and a green roof tax abatement. We will see which one bears fruit. They are both set to expire in 2013. Right now there have been more takers, though it is very early, for the solar tax abatement. It is clearly important to reduce the urban heat island effect not only for global warming adaptation, but for the summer because of the reliability of our electric system and public health. The formation of air pollutants is greatly exaggerated by the heat spike we get in the summertime in urban areas. It is very important to bring back vegetation. Right now we are pouring our energy into planting a million trees by 2017 and we are well on our way since we announced PlaNYC. We are not quite up to 500,000, but we have planted over 200,000 trees in the last 2 years. We find that that has a very significant effect. Between that and increasing green streets, which are the little planted areas you see in the unused or underused portions of the right of way, is where a lot of the greening is taking place.

MARK WINSTON GRIFFITH: Let me shift to you, Miquela. Miquela Craytor is the Executive Director of Sustainable South Bronx.²⁵ Miquela already helped change the landscape of the South Bronx for the better as the Deputy Director before her promotion when she replaced Majora Carter. Sustainable South Bronx has been one of the prime movers in the creation of a South Bronx greenway²⁶, which is slowly being pieced together from reclaimed river banks, new parks, and waterfront promenades wrapping around the Hunts Point Peninsula. Opening the Bronx waterfront, one of Sustainable South Bronx's primary crusades, is a personal priority for Miquela.

Miquela, how do you respond to what we just heard in terms of the city's approach? For you, how important are green roofs? Why should we start with them? Where do they figure in to the priorities of green development and building efficiency measures in New York?

24 See the Department of Design and Construction's *Cool & Green Roofing Manual* at http://www.nyc.gov/html/ddc/downloads/pdf/cool_green_roof_man.pdf.

25 <http://www.ssbx.org/>

26 For more information, see <http://www.ssbx.org/index.php?link=30>.

When you start building things like green roofs, you start reducing other environmental problems and burdens that have affected low-income communities for a long time. That is a net benefit to people's health and to the overall quality of our urban communities. Green roofs also provide a lot more job opportunities, not just in installing the green roof, but in maintaining it.

—Miquela Craytor

MIQUELA CRAYTOR: I think that green roofs are a tremendous opportunity for places like Chicago and Portland, Oregon that have started looking at the multiple benefits that come with this type of investment. It really goes back to the type of investment and the return we are getting for our dollar. Cool roofs are cost-effective as Carter pointed out and are much more affordable, but do not

necessarily bring other types of benefits. Cool roofs cool down the urban heat island effect, as do green roofs. The other thing that comes with green roofs is stormwater mitigation, which is a real problem. In communities like the South Bronx that have solid waste systems like the sewage treatment plant and the sewage fertilizing plant, these things matter. The way we capture stormwater matters to health. When you start building things like green roofs, you start reducing other environmental problems and burdens that have affected low-income communities for a long time. That is a net benefit to people's health and to the overall quality of our urban communities. Green roofs also provide a lot more job opportunities, not just in installing the green roof, but in maintaining it.

Additionally, there is a tremendous amount of opportunity to engage the youth and children. We have not even begun to explore all the opportunities for growing vegetation. When it comes to food equity in communities that have long shouldered what we call food deserts, it is an opportunity that remains to be explored.

MARK WINSTON GRIFFITH: You have organizations like WHEDCo—Women's Housing and Economic Development Corporation²⁷—that are putting green roofs on affordable housing. There is now a green roof on a school in Manhattan, P.S. 6. Are these just random intersections of green roofs and public housing, or green roofs and public schools? Or is there some connection that helps build a comprehensively more progressive space?

MIQUELA CRAYTOR: There are definitely connections there. One of the many things we've had the opportunity to do at Sustainable South Bronx is actually build green roofs. We have one on our building. It is one of the city's first demonstrations of cool and green roof projects. We worked with several leading green roof experts as well as folks from Columbia to study it, and the outcome of that was a study on the urban heat island effect. Beyond that, we have installed green roofs on businesses, we installed one on a townhouse, and we actually installed one on a dormitory up in Bronxville.

The next big problem for us is trying to get more green roofs on schools. Right now we have funding to do a green roof on a public school in the Bronx, but we are

facing some of the challenges of navigating the School Construction Authority's process. We installed a green wall this last weekend and that took over two years to navigate through the city's untested regulatory processes because it was innovative and new and the folks at the Department of Transportation did not know what to do with us. We were persistent and determined and the project created several jobs. It is exciting. There is a desire on the for-profit side. There are businesses interested and willing to put their dollars to it. It is really about what other incentives the city can create to promote the installation of these projects.

MARK WINSTON GRIFFITH: How much do you think, in looking at the cost-benefit analysis, the city needs to invest in green roofs? What should we be willing to pay to make that happen?

MIQUELA CRAYTOR: It goes back again to the cost-benefit analysis and looking at what the true benefits that come with a green roof are. What are the jobs? What are the health impacts? We have been trying to partner with some other students to really try to assess the cost and benefits that come with these kinds of green infrastructure. As pointed out by Mayor Daley, you must be transformative and think about your permit system. You must create incentives that are not a cost to taxpayers but end up being a tangible benefit to taxpayers by creating a cooler city and reducing the ozone that causes asthma. The net benefits that come with these really innovative solutions are challenging places like New York City because we are just not used to applying them.

Moving an amazing city forward in a green way is going to take some time. Fortunately, we have some leadership that is willing to talk about it—that is a first step. The fact that they are willing to start putting initiatives out there, again, that is a great step, but I think there is more we can do. Folks like ourselves and the partners that we work with are trying to help them along. We are doing the best that we can.

MARK WINSTON GRIFFITH: Thank you. Councilmember David Yassky, let me bring you into the conversation. Welcome. Councilmember David Yassky is among the New York City Council's leading advocates for education reform, affordable housing, crime prevention, waterfront revitalization, and, of course, the environment. In regards to environmental protection in the last election cycle, David was the only city councilmember to receive an early endorsement from the League of Conservation Voters, which called David's Waterfront Planning Act, "the most important piece of waterfront legislation adopted by the city in recent

As pointed out by Mayor Daley, you must be transformative and think about your permit system. You must create incentives that are not a cost to taxpayers but end up being a tangible benefit to taxpayers by creating a cooler city and reducing the ozone that causes asthma. The net benefits that come with these really innovative solutions are challenging places like New York City because we are just not used to applying them.

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²⁷ <http://www.whedco.org/home.php>

years.” We know that David Yassky and James Gennaro²⁸ have introduced the Sustainable Roof Act²⁹, which will provide property tax abatements to building owners who install green and white roofs. You are obviously no stranger to the politics of these issues.

I was recently looking at a green roof initiative in Toronto, which is actually very aggressive, where there are requirements for much of the new building that is occurring there. It has run into all sorts of opposition, including condo developers and the Catholic Church. Everyone is really coming down hard against it. Can you tell me where we need to get in New York City in terms of green roofs? What potentially stands in our way? What are the political considerations that you as a councilperson are going to have to take in order to realize that vision?

COUNCILMEMBER DAVID YASSKY: Big question, but DMI is here for big questions.

MARK WINSTON GRIFFITH: That’s right. Big ideas and big questions.

COUNCILMEMBER DAVID YASSKY: First, I want to thank you for convening this panel and getting this discussion going and, in particular, for exposing all of us here in New York to one of the visionary leaders in urban sustainability, Mayor Daley. So I thank DMI for doing that and I thank you, Mayor Daley, for your leadership.

As you said in your question, the bill we introduced is called the Sustainable Roof Act because we recognize that there are different solutions for different places. I think one thing that environmental policy always has to do is find that right balance between command and control and laissez-faire. In my view, the role of government is to put out some very clear goals and incentives, but then let private sector folks figure out what works best in their individual situations. That is kind of a broad principle. How it applies here is that our bill would provide tax incentives for green roofs, white roofs, or reflecting roofs, and solar panels, as well. The idea is that different things work best in different places. A building that gets a lot of sunlight and will pay back an investment in solar roofs relatively quickly makes sense in one place. In another place, a green roof makes more sense, so you want to let individuals in the marketplace do what they do best.

Where do we have to go? I think our goal should be that, first of all, every new building has a sustainable roof. And then we go back and in some reasonable timeframe push existing buildings. There are some buildings where it does not make sense for one reason or another, but we really want to go back after the existing buildings, too.

One mistake that people make a lot of times when thinking about this is that there is existing government policy pushing people in directions that are unsustainable or, often, in the direction that is the opposite of sustainability. For example, if you are a landlord or the owner of a big apartment building you can get your investment in a roof replacement paid back to you largely through the tax code- 90 percent over ten years. So there is some cost: in real terms you are getting back less than 90 percent because it is paid back over time. That is a program called J-51³⁰ that says that if you are a landlord and you own a big, multi-dwelling apartment building, if you do certain kinds of improvements, including roof replacement, you can take a tax abatement on it. What our bill simply does is apply that to green roofs, reflecting roofs, and solar panels. We currently have a policy that is pushing people in the direction of the same old “asphalt beach”, black tar roofs. We should be pushing in the opposite direction.

[T]here is existing government policy pushing people in directions that are unsustainable or, often, in the direction that is the opposite of sustainability. For example, if you are a landlord or the owner of a big apartment building you can get your investment in a roof replacement paid back to you largely through the tax code... What our bill simply does is apply that to green roofs, reflecting roofs, and solar panels. So we have a policy that is pushing people in the direction of the same old “asphalt beach”, black tar roofs. We should be pushing in the opposite direction.

—Councilmember David Yassky

There is so much in what Mayor Daley said and in your question, so I guess we will get to it in subsequent discussion. We need to be honest with ourselves and with each other. There is no free lunch, as they say: most things have tradeoffs. We have encountered some pushback from the administration over tax credits for environmental ideas because they have a budget to balance, and I get that. If you try to say, “We will just force the property owners to do it,” then you get pushback from the property owners. Even things that seem like the low hanging fruit often turn out not to be. Just take one little example: the legislation which I’ve talked about before with the Drum Major Institute to force all taxis to become gas/electric hybrids. Five years after we finally got it passed, the industry took it to court and got it thrown out. My message to the advocate community, which I see is very well represented here, is that we have to keep pushing even on the low-hanging fruit and not wait for the big, great ideas because the way we are going to make progress is bit, by bit, by bit.

MARK WINSTON GRIFFITH: I am going to push you a little bit more in terms of the opposition that you see, but not just in terms of political opposition. There is probably no larger obstacle to extending green roofs across New York City than cost. Can you talk about some of the other potential minefields and pitfalls in our way?

COUNCILMEMBER DAVID YASSKY: Inertia is an underappreciated obstacle in government and in life, period. Mayor Daley talked about how they have beehives on city hall and throughout the city. It is illegal now in New York City to keep bees.

²⁸ Councilmember James F. Gennaro is a Democrat who represents Queens. See <http://council.nyc.gov/d24/html/members/home.shtml>.

²⁹ For more information, see http://www.davidyassky.com/index.php/newsroom/articles/council_members_yassky_and_gennaro_will_introduce_bill_to_provide_tax_incent/.

³⁰ For more information on the J-51 program, see http://www.nyc.gov/html/dof/html/property/property_tax_reduc_j_51.shtml.

I have legislation that would allow that. You would get a license so we are sure you know what you are doing because it can be dangerous if done improperly. But the city Health Department remains in opposition to that simply because of inertia. I think that you have a bureaucrat somewhere that says, “I do not want to be the guy that approves this and then somebody gets stung and now I look bad.” Beekeeping

seems like a little issue, but first of all it is a window. Once you have bees they need plants to pollinate- it is part of a larger vision of sustainability. I would say our overall vision is made of a lot of little issues. There is not one big magic bullet, as every environmentalist quickly learns. So inertia is a powerful obstacle.

I think most of the environmental issues that sensible advocates like many of the people in this room have been pushing have costs and the pluses outweigh the costs. But to get people to understand that takes time and effort and that can be in short supply.

—Councilmember David Yassky

I’ve been pushing biodiesel legislation that would require that some of the heating oil used in the city be biodiesel.³¹ That was chugging along, but it is not perfect: biodiesel has some minuses, although I am convinced the pluses outweigh the minuses. Starting six or eight months ago it became impossible to get traction on any environmental issue because the economy is number one. And rightly so when people are worried about losing their jobs and their homes and are seeing their savings evaporate. That focuses the mind on dollars pretty quickly.

I think most of the environmental issues that sensible advocates like many of the people in this room have been pushing have costs and the pluses outweigh the costs. But to get people to understand that takes time and effort and that can be in short supply.

CARTER STRICKLAND: Can I just make one comment here?

MARK WINSTON GRIFFITH: Sure.

CARTER STRICKLAND: I do not want people to leave thinking that we are not doing command-and-control where appropriate. The new building code, which was a big overhaul, involved a lot of issues. One part of it that went into effect last July was a requirement for either ENERGY STAR³², which is the EPA’s rating system, or for white roofs on replacement roofs that are flat. So that is already in effect. We are able justify that to ourselves because for individual building owners there is a three- to five-year payback. That is, it is a very inexpensive technology and the energy savings will pay for it within three to five years.

MARK WINSTON GRIFFITH: Thank you. Before I open it up to audience questions, I have a question for you, Mayor Daley. I think we have all started here with the

assumption that green roofs are good, that green is good, in general. I am also assuming this is a room full of progressives, right? But if we could think about that a little bit—I am not interested in furthering any conservative disdain for treehuggers or anything like that—but what I do want to ask is, as progressives, is there anything in particular that we need to think about to aggressively go down the path of creating a broad and strong green roof policy?

MAYOR RICHARD DALEY: You have to have a numbers strategy.

But also it cannot be just: “That’s the way we’re going to go.” I think there has to be, especially in a large city, different types of strategies. In my viewpoint, the city has to lead by example. When we build green roofs on our schools, it should be more educational for science classes, so we should construct a way for our students to get up on the roof of their schools. Or you construct other things in the school that tell them how much money we are saving in regards to the environment. So much of it is educational, but you need a lot of strategies. One strategy does not work.

When we first built a green roof, it was very costly over a numbers of years. There is new technology. We have huge conventions coming in on green roofs. There are as many people here today as in the first meeting that we had. Now we have to have the meetings in McCormack Place. There is a whole new strategy out there and the cost is coming down. When we go to the private sector, they are cooperative. You do not want to say you have to do it.

I want to retrofit all of the older buildings in the downtown area: the air conditioning, the heating, windows, insulation, especially the roofs because one day I want to fly out over the city and look at the skyscrapers and see all green roofs, both on commercial and downtown buildings. To me, that is being a true environmentalist.

—Chicago Mayor Richard Daley

I want to retrofit all of the older buildings in the downtown area: the air conditioning, the heating, windows, insulation, especially the roofs because one day I want to fly out over the city and look at the skyscrapers and see all green roofs, both on commercial and downtown buildings. To me, that is being a true environmentalist.

Yes, we have white roofs and things like that, which are important. But, again, in the long run, the green roofs deal with stormwater.

One of our other initiatives is our Rain Barrel Program which engages ex-offenders. They put the rain barrels outside your homes. They also work with us on our green roofs. Then we work with homeless organizations to maintain the roofs. They maintain all of our gardens. They maintain all of our medians. It is the social consciousness of helping people who are homeless come into the workforce. It is amazing: they take care of all of our flowers and our trees, even in the parks. We keep expanding the program because it helps not only the environment, but it rebuilds lives in the city. A lot of people say, “Why doesn’t somebody else

31 The Bioheat Act. For more information, see <http://www.greenbuildingsnyc.com/2008/01/22/city-council%E2%80%99s-environmental-protection-committee-to-review-bioheat-act-of-2007-on-thursday/>.

32 ENERGY STAR is a national energy performance rating system developed by the federal government that helps energy managers assess how efficiently their buildings use energy. For more information, see http://www.energystar.gov/index.cfm?c=evaluate_performance.pt_neprs_learn.

do that?” I would rather help people who have fallen in our city. We have a large reentry program in the city of Chicago. We are working constantly with ex-offenders on getting jobs in both the public and the private sector. We started ending homeless shelters.

The green roofs have a real social conscience in our city. To me, there are a lot of strategies to look at, but I think this strategy in the long run will save the environment in a much better way. But, again, a lot of different cities have different strategies. When you start out you have to lead by example and then work with the private sector to remodel or build a new facility.

MARK WINSTON GRIFFITH: Where do you think we will be in, say, twenty years or so?

MAYOR RICHARD DALEY: How about ten?

MARK WINSTON GRIFFITH: Alright, let's go with ten. What do you hope the percentage of green roofing in the city of Chicago will be ten years from now?

MAYOR RICHARD DALEY: We are going to increase the 7 million square feet to, I hope, another 7 or even 14 million. We do a flyover, taking pictures of every building downtown. Then we go to the owner and say, “Are you going to retrofit your air conditioning and heating? Here is what we would like to do.” It is not just one plant. A lot of people think a green roof is just putting a plant out there and that is their green roof- no, it is not. For instance, you have to bring in engineers to deal with the weight of the building, though what we have seen is that the weight is getting lesser and lesser because the rock and the soil is only about that thin [Gestures soil thickness with his fingers]. It is amazing what you can do. We bring a lot of people from Europe to talk about green roofs. It is amazing, their new technology. What we hope to accomplish this summer is, again, to sit down with every owner of a building and say, “Here's what we would like to do in the long run, would you want to participate?” To me, we are getting very good reaction from them because they have to retrofit their buildings in order to keep their tenants.

MARK WINSTON GRIFFITH: Let's open it up. We invited a few esteemed guest questioners. I am going to ask that the questioners introduce themselves and then ask their questions. I will actually start with a good friend of mine, Colvin Grannum³³, who is the President of the Bedford-Stuyvesant Restoration Corporation³⁴, which is a stone's throw away from my home. So Colvin, would you?

COLVIN GRANNUM: Good morning. I really enjoyed the panel. It was very instructive. Bedford-Stuyvesant Restoration is a community development corporation that is more than 42 years old. Most of the people we deal with are

working-class residents and small business owners. One of my questions is: how do you get traction with that significant portion of our population?

Another question I have is: has the federal stimulus package been helpful in any way? We know that there is money in it for retrofitting Section 8, retrofitting public housing, and for weatherization. So it seems that there is a substantial amount of funding that is available to advance green roofs.

MARK WINSTON GRIFFITH: Is that for everyone?

COLVIN GRANNUM: Anyone who can answer.

COUNCILMEMBER DAVID YASSKY: There is a lot in there. Can I just pick up on the public housing part for a second? In Mayor Daley's last set of comments there were some really powerful points. One was about the importance of government as a leader. If you look at parts of New York City on Google Earth, you will see that people are starting to put in reflecting roofs. But then you have whole chunks of old fashion black tar roofs on big flat buildings. Well, those are New York City Housing Authority public housing buildings. So we are far from being a leader: the city government is trailing and I find that very disappointing.

I am hoping that some of the dollars that we are getting for public housing from the stimulus package will be used for sustainability efforts. As an example, I urged NYCHA public housing to use some of the \$400 million that we are getting to put in micro turbine, cogeneration equipment in public housing buildings that would change this one time infusion of \$100 million into a yearly savings by reducing our energy costs. If we spend \$100 million on micro-turbines, you save \$15 million in power costs each year. Now we have closed our operating deficit. There are tremendous opportunities in public housing. There is a tremendous person who has just been appointed by Mayor Bloomberg, John Rhea³⁵, who is not a housing guy but a Wall Street guy, but by all accounts a highly, highly talented person. My hope is that he will bring some fresh thinking to that agency.

If you look at parts of New York City on Google Earth, you will see that people are starting to put in reflecting roofs. But then you have whole chunks of old fashion black tar roofs on big flat buildings. Well, those are New York City Housing Authority public housing buildings. So we are far from being a leader: the city government is trailing and I find that very disappointing.

—Councilmember David Yassky

CARTER STRICKLAND: I will say one thing that NYCHA has done. They have done a lot, maybe not with the rooftops, but they have signed on to the mayor's climate reduction goal. They have actually been a leader. One thing we are trying to do in the city, working with Councilmember Yassky, is address our heating oil issue- we use a lot. NYCHA got rid of their heaviest heating oil a decade ago. So in some ways they are very progressive and certainly energy efficient. They are doing a lot.

³³ <http://www.nyc.gov/html/sbs/wib/html/about/grannum.shtml>

³⁴ <http://www.restorationplaza.org/>

³⁵ John Rhea is Chairman of the New York City Housing Authority. See http://www.nyc.gov/html/nycha/downloads/pdf/rhea_bio.pdf.

You had a question about green infrastructure in the federal stimulus. Unlike past years, Congress carved out 20 percent of the State Revolving Fund³⁶, which funds treatment plants, sewers, and the like, for green infrastructure. That is being implemented by the state. New York State has about \$87 million statewide to spend on this. We are guessing about \$30 million will come to New York City for green infrastructure approaches to stormwater. We are trying to put together some of the more cost-effective ways. When we crunched the numbers, again given the existing state of information, it is far more cost-effective to use roofs, but use them as detention tanks. At least in combined sewer areas, it is about 16 cents a gallon versus about 37 cents a gallon for green roofs. You don't get a lot of those other benefits, but you do get stormwater and urban heat together. So the federal stimulus will flow out through cities and statewide. Certainly there is more coming to New York City.

There is also David's bill coming up. And there is an existing tax abatement for green roofs. It is \$4.50 a square foot, up to \$100,000. Eligible landowners should definitely take advantage of that. Plan now and put it in by next March 15th.

MIQUELA CRAYTOR: For a lot of the residents in our neighborhood, the idea of green and the idea of sustainability are just foreign. It is this image of a hippie driving a Prius: it is not relevant to the South Bronx. So we meet people where they are. First, we have a job training program. A lot of the folks that go through the job training program are of a similar population: folks who face unemployment and about 30 percent who were formerly incarcerated. We have training programs

where they train and then go out in the field. Most recently, we did one on weatherization and energy efficiency. So while they are learning the tangible skills that may give them employment, they are actually going to homes and improving the homes in the South Bronx: changing light bulbs, putting in new water faucets to reduce water use, and weatherizing a few homes. The process translates what this green stuff means into something

For a lot of the residents in our neighborhood, the idea of green and the idea of sustainability are just foreign. It is this image of a hippie driving a Prius: it is not relevant to the South Bronx. So we meet people where they are... We have training programs where they train and then go out in the field...The process translates what this green stuff means into something that is really digestible and consumable.

—Miquela Craytor

that is really digestible and consumable. Additionally, we have found other ways to communicate so people, especially homeowners, will take advantage of these new incentives because a lot of this seems very foreign and overwhelming. We are trying to create a way that is consumable so everybody wants to participate.

Another thing that I want to add is that the idea of this legislation that finally came about last year was really part of an incredible process that was a learning experience.

I had a very talented person on staff, Rob Crauderuef. We had been working on stormwater legislation. We passed the city council bill and Councilmember Yassky was very supportive of it. The next step was: what can we do for green roofs? It was really incredible that the city stepped up because they are a little concerned about the cost effects. Now there is this opportunity to get a lot of these projects off the ground.

MAYOR RICHARD DALEY: The city of Chicago's strategy includes our housing authority,³⁷ which is part and parcel of our environmental strategy. When you build affordable housing, you must look at the cost of energy, whether it is water or anything else in a home. That is a city problem because then that person cannot live in city housing- it is not affordable. There are energy costs: all of their utilities are going to go up and that includes government utilities. When we look at it, we think it makes economic sense.

With all of these programs it makes economic sense to hire people right from the community, whether it is in landscaping or weatherization. If you don't—if the federal stimulus money does not reach the community—then it is only for a few and the rest feel left out.

—Chicago Mayor Richard Daley

We put people to work, especially in communities that many times do not have jobs or access to jobs. That is the key: that affordable housing has people from that housing working on it and sustaining it later on. With all of these programs it makes economic sense to hire people right from the community, whether it is in landscaping or weatherization. If you don't—if the federal stimulus money does not reach the community—then it is only for a few and the rest feel left out.

Part of the money we are going to be using is dealing with sustainability in communities. That includes all types of retrofitting: bungalows, two- and three-story flats, high-rises. We have told the unions already that you have to share this; it cannot all be in one direction. You have to allow people to come in and work in regards to the sustainability of their own communities.

MARK WINSTON GRIFFITH: Thank you. I would like to ask Leslie Hoffman³⁸, President and Executive Director of Earth Pledge, to ask the next question.

LESLIE HOFFMAN: Thank you. Just a little point. It is not either/or, solar or green roofs. They actually are quite synergetic in terms of being applied together. Solar will be more efficient by operating in a cooler microclimate.

The real question I have is where to apply the public resources to assist the adoption of green roofs? I put the first modern green roof on a building in New York. In my experience, once people hear about the idea, see one, or see pictures of them, they want them. This is a no-brainer. The big hurdle is cost and return on investment.

36 The Clean Water State Revolving Fund and the Drinking Water State Revolving Fund provide financial incentives for construction of water quality protection projects. For more information, see <http://www.nysefc.org/home/index.asp?page=14> and <http://www.nysefc.org/home/index.asp?page=15>.

37 <http://www.thecha.org/>

38 <http://www.earthpledge.org/ep/our-leadership>

I wonder if there has been any thought given to really funding or supporting or subsidizing in some way local industry to increase competition, bring down prices, and create jobs in manufacturing?...I wonder, “Gosh, is there not an opportunity to really cultivate a new industry to bring the cost down so that all of our visions of green roofs everywhere can happen?”

—Leslie Hoffman

I wonder if there has been any thought given to really funding or supporting or subsidizing in some way local industry to increase competition, bring down prices, and create jobs in manufacturing? In the early days of this industry in the United States, one of my friends who is a great grower was shipping plants all over America from Maryland. It is illogical. I wonder: “Gosh, is there not an

opportunity to really cultivate a new industry to bring the cost down so that all of our visions of green roofs everywhere can happen?”

MAYOR RICHARD DALEY: One of the things we try to do is build a lot of single-room occupancy. We do not believe in the shelter system. We have to get out of that. We try to build more housing, affordable housing, especially for the homeless, for singles and families. The city has the permit process and we look at how to get through the permit process and, most times, waive the cost of the permit process.

Then, next to SROs—Single Room Occupancy units—we are building greenhouses in order to sustain people in the different weather conditions we all have. What do you do when the cold weather sets in? We are basically going to build communities by planting flowers and greenhouses all over the city, usually next to an SRO. All over the city we are promoting that. We are building one very shortly in the city. To me, that is sustainability- it cannot just work during the warmer months.

We are going to have a green corridor and are proposing that more and more companies relocate to this green corridor. We will give them tax rebates, building permits, and other things. By taking over old industrial buildings we think we can retrofit them in a much better way.

Financing is important. South Shore Bank is really a great community bank, not only in Chicago but in the metropolitan area, and they have been at the cutting edge of this. In the long run, if you have the federal, state, and local governments working with a developer or an owner of a piece of property and you show that there is going to be economic growth and jobs, it is worth it. It will cost a little bit in the beginning, but it is worth it in the long run because you are putting people back to work.

COUNCILMEMBER DAVID YASSKY: Leslie, your point about the ways in which environmental innovations ramify in unexpected ways is exactly right. We tried a pilot program of grants to small businesses in north Brooklyn to reduce their energy costs. It was \$700,000 or \$800,000 over two years. We put that in place expecting it would help the businesses reduce their energy costs. That is good for everybody: it cuts down on the grid and it roots them in New York City.

But the best part of it was something we did not even realize. One of the businesses was a warehouse that put solar panels on the roof. The company that installed the solar panels was a local Brooklyn company that got expertise and experience doing that. Now they can go market themselves and say they did this big project. Now they can compete throughout the region. Unfortunately, that program was cancelled

last year as part of the overall budget problem. I think we have to be a little more far-sighted—less short-sighted—in realizing that environmental investments are going to pay off in ways that we cannot anticipate, but they absolutely will pay off.

MIQUELA CRAYTOR: There are so many tremendous untapped resources. One of the things I was hoping that PlaNYC would have enabled was the opportunity to link to small businesses. Where are the local growers in the program to plant a million trees? There are a lot of opportunities that we have not even touched in terms of small business development. One of the things we are trying to do with our green roof company is to find as many local suppliers as possible. That is a real challenge. Until we start to do that, Leslie is right on: we are going to be shipping from Maryland.

CARTER STRICKLAND: The market should go there, we hope, as more green roofs are built. Certainly, it should be more cost-effective locally. But clearly it is not just green roofs. There are a lot of green industries. We are going to come out with a study in the next few months looking at green sectors and where New York City has an advantage to growing its green industry.

MAYOR RICHARD DALEY: One of the issues we have been dealing with is the expressway system and building a canopy of trees adjacent to it or above it because of the pollution it creates. We have been doing that all along the expressway. The city also maintains the expressway because we get tired of calling the Governor every month and saying, “Please clean it up.” We send our own labor, like reentry employees, out to clean the expressway.

We are really moving on heat islands, as well. We have taken pictures of them. We will take a piece of property along a railroad track, get permission, and start planting trees there. It is amazing. We think we can create an urban forest. It may be a very small piece of property, but at least it sends a message. If there is a sidewalk no one uses, we take out the sidewalk completely, build a small fence around it, and keep it as a forest.

All of those are small things we do when we have found that no one is going to use this property. One thing we have found out is that measures like that really affect people. We really educate people. Why would you put 25 trees and bushes on a

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—Councilmember David Yassky

small property? Why is it? You have to educate them. You have to put the signs up showing what this is all about. It is very important for us.

MARK WINSTON GRIFFITH: Mayor Daley, is there an indication that there has been a measurable impact on the urban heat island in Chicago so far?

MAYOR RICHARD DALEY: It is going to take some time. I could not say completely yes. When you start these programs, you have to have confidence that doing something is better than not doing something. It requires the research and the data, and that requires independent people to look at these various heat islands. They are all along expressways in and outside of the cities—let’s be realistic—and that is what you have to look at. Any adjacent land you have to grab and put it into an urban forest.

MARK WINSTON GRIFFITH: I would like to open the floor to questions. You sir, you were very quick with your hand.

QUESTIONER: Mayor, your discussion about the expressways sort of brought to mind an interesting approach in your travels overseas. I would like to direct this to you and then I would like Councilmember Yassky and anybody else on the panel to join in. Essentially, how do we integrate this entire green roofs strategy into a global strategy? We had here, about two years ago, the Deputy Mayor of London³⁹ who came and spoke about congestion pricing.⁴⁰ My family and I, including my daughter Rebecca who brought me here today, were in London and were staying in Green Park in 2006. Our friends could only come and visit us on Sunday—take us to their house and bring us back—because of congestion pricing. What kind of sacrifices do you see coming with vehicles tied to a global strategy?

MAYOR RICHARD DALEY: You hear constantly about electric cars and what is going on in Detroit with General Motors and Chrysler. They realize the consumer is far ahead of the companies.

I really rely on New York. You have to remember that Mayor Bloomberg and

David and others are leading in regards to a lot of strategies and implementation of these strategies- they are doing great things. That is why I come to New York: to cherry pick things they are doing and go back to Chicago and say, “They tried this.” Mayors and councilmembers across the world are the leading advocates in dealing with the environment. You have to understand that it is not usually your state and federal governments because we have to deal with these issues, these environmental issues, on a local basis.

If I brought in electric cars just to the airport itself, what would that do for the surrounding communities and all of the travelers and the workforce? Just the type of vehicles you have, not only the public but the private vehicles—and we are looking at O’Hare International Airport and Midway Airport—is important.

Now with congestion pricing. I feel sorry for Mayor Bloomberg in the sense that he and David had it right.⁴¹ The more you have to go to the state government, the more difficult it is. Getting four or five states to agree is like trying to sign an international agreement with four or five countries: it is very, very difficult. I do not have that problem, thank God. We can look at this congestion thing in one way and it is different from in New York City. They have a lot of political hurdles here. You have to understand they were the first on this in regards to the congestion fee in America. But we are looking at it because we do not have the different political jurisdictions that you have here. We do not have that problem.

COUNCILMEMBER DAVID YASSKY: Just a couple of thoughts. One is Mayor Daley’s point about ideas propagating. That is why I think it is so important when a city like Chicago does what Mayor Daley has done or when New York does some of the things we do here. By being so visible, it has an effect beyond our narrow borders. When the “Today” show reported on our Green Taxis bill, the next day I got phone calls from city councilmembers in Los Angeles and Miami wanting to introduce bills in their cities to do the same thing. Ideas definitely propagate.

I think maybe you saw first hand some of the problems with how congestion pricing was implemented in London.

QUESTIONER: I was viewed initially as a red Ken Livingstone⁴². Now congestion pricing is more mainstream.

COUNCILMEMBER DAVID YASSKY: I support it here and I was disappointed we did not get it. I believe that sooner or later we are going to do something like that. But two quick points.

The first version of things often does not work. I am a little too old to really be a computer person. The 1.0 version is the 1.0, but the only way you get to 2.0 and 3.0 is to start with the 1.0 version. I had no doubt that, had we adopted congestion pricing, I would have had constituents coming to me a year after saying, “How can you have done this? There is this problem, this problem, and this problem.” And I was willing to vote for it on the theory that you have just got to jump in with both feet and fix it once you get there. That is the only way to move forward because staying where you are is not an option.

Mayors and councilmembers across the world are the leading advocates in dealing with the environment...[I]t is not usually your state and federal governments because we have to deal with these issues, these environmental issues, on a local basis.

—Chicago Mayor Richard Daley

39 Nicky Gavron. See <http://www.london.gov.uk/assembly/members/gavronn.jsp>.

40 For video and transcript of the event, see http://www.drummajorinstitute.org/events/unique_event.php?ID=45.

41 Mayor Bloomberg and Councilmember Yassky both supported congestion pricing, which New York City did not ultimately adopt.

42 Ken Livingstone, known as an environmentalist, was the mayor of London when the city instituted its congestion pricing plan.

Another congestion issue has to do with public transportation: it has to be safe, clean, on time, and friendly. But remember that 95 percent of all federal funding for transportation goes to roads and bridges. We have still not convinced the federal government that public transportation should be maybe 50/50 with roads and bridges. That becomes a huge problem.

—Chicago Mayor Richard Daley

MAYOR RICHARD DALEY: Another congestion issue has to do with public transportation: it has to be safe, clean, on time, and friendly. But remember that 95 percent of all federal funding for transportation goes to roads and bridges. We have still not convinced the federal government that public transportation should be maybe 50/50 with roads and bridges. That becomes a huge problem.

You may tax everybody coming into the city. One of the things that every city found out is they just reverse and build their office buildings outside the city. It is as simple as that. And that was the concern we had: we are going to have the people coming in with larger cars, you better believe it, the CEOs. I want CEOs in cities, I don't want them to reverse and go back into a metropolitan area and start rebuilding the high-rises in the metropolitan area, which is not good for the environment out there, taking more and more farmland. You have to balance. David understands it and, of course, Mayor Bloomberg does. You have to balance things.

MARK WINSTON GRIFFITH: Please introduce yourself.

BRUCE ROSEN: My name is Bruce Rosen. There was recently a scorecard released by the Center for an Urban Future⁴³ that looked at the city's performance on buildings with LEED designation vis-à-vis other significant medium and large municipalities across the country. New York did abysmally. If you looked at much smaller cities like Boston and Pittsburgh, we really did badly. Boston's rate was something like ten times ours and Pittsburgh's was something like sixteen or eighteen times ours. The discussion of LEED or LEED-like things has been out there. It is not a secret. It is in the public domain. So how are we going to push green roofs, or white roofs, or anything like that?

Is there a problem, is there a lack of a clear signal from the mayor's office that city agencies and others outside the realm of the city should be doing this and why? Or is it traditional naysayers in, say, big real estate like the Real Estate Board⁴⁴, the Citizens Budget Commission⁴⁵, and the New York City Partnership⁴⁶ who said, "Oh no, it is another cost and we do not want to do that." If we are having this problem of advancing on retrofitting buildings and building landscapes that are more energy-efficient and less problematic, how are we going to get to this other stage of green roofs?

MARK WINSTON GRIFFITH: Carter, you want to take that?

43 <http://www.nycfuture.org/>

44 <http://www.rebny.com/>

45 <http://www.cbcny.org/>

46 <http://www.pfnyc.org/>

CARTER STRICKLAND: Sure, I'll answer that. I hope you support our new green buildings package because we are going to go beyond LEED for existing buildings. Remember, we do have some laws out there. Local Law 86 2005⁴⁷ requires new public building projects over \$2,000 to meet LEED. But, of course, LEED is a menu and you can...

MARK WINSTON GRIFFITH: Can you explain LEED for folks who do not know?

CARTER STRICKLAND: Of course. LEED is essentially an acronym for energy-efficient buildings. Go look at the U.S. Green Building Council's website and they will walk you through it. It is a menu and you can do lots of things. If you can save water, you can get points. Essentially, you can rack up points. You can get LEED gold, silver, platinum. We require LEED silver for new city projects. I have not read the study you refer to—I certainly will—but I would be curious to know if they look at the absolute number of construction projects in the city. Just by numbers alone we will score a very low percentage even if the absolute number buildings is higher.

BRUCE ROSEN: When the previous mayor recreated the Department of Public Works, which is the Department of Design and Construction now, one of the people got permission to establish a green unit, which means that all of the municipal buildings that are created or redone by the city should have this. Few of them, quite spectacularly, have done this. Why isn't this an overall policy?

CARTER STRICKLAND: Well, it is for city buildings. Look at the Office of Sustainable Design.⁴⁸ They have done a lot of great stuff within the Department of Design and Construction both for infrastructure and for buildings. Like every policy this Mayor does, we are holding ourselves publicly accountable, so that report is no doubt built on our reporting of the compliance with Local Law 86. It is available freely on our website. I encourage everybody to go look at it.

85 percent of the buildings [New York City is] going to have in 2030 exist today. We have to deal with not just the new buildings and not just the major reconstructions, but the existing buildings.

—Carter Strickland

There is a lot in the pipeline, certainly, but to the larger point of what do you do with all of the existing buildings. 85 percent of the buildings we are going to have in 2030 exist today. We have to deal with not just the new buildings and not just the major reconstructions, but the existing buildings. The package that was announced with Speaker Quinn and other councilmembers on Earth Day will do that. As she described in her opening remarks, every ten years there will be an audit. You are going to have to put in and retrofit your buildings for projects that

47 See http://www.nyc.gov/html/dob/downloads/pdf/ll_86of2005.pdf

48 http://www.nyc.gov/html/ddc/html/design/sustainable_home.shtml

have a five-year or less payback.⁴⁹ That is going to be significant. That is really going to change the landscape of the city. So I cannot dispute the report, which I have not read yet, nor do I want to dispute it. But looking forward you are going to see a lot changed in the building sector of New York City. That is really the most important sector that we have to address in dealing with our energy use.

MIQUELA CRAYTOR: Can I just add a few more things briefly?

MARK WINSTON GRIFFITH: Please do.

MIQUELA CRAYTOR: I think that the real challenge is systemic change. Transforming New York City is a challenge in and of itself. Thinking about our cities as systems and how to make them sustainable systems obviously requires a lot of work. When you do not have contractors who are familiar with new building products like bamboo flooring, non-VOC paints⁵⁰, or green roofs, they are going to tell you as an architect or the owner, “No, we cannot do this. This is going to double your cost. There is no way.” Those are some of the other elements that are in this picture that we need to talk about, too. If the Department of Housing Preservation and Development has all of these contractors that need to renovate houses and all of the contractors are telling the Department of Housing Preservation and Development, “I don’t know this green stuff. It’s going to double your costs.” The city does not have a budget for that. So there are all of these other players.

We have to look at the whole system to address what is low-hanging fruit and what is high-hanging fruit. It is not rocket science and other cities are doing it, but we are not quite there yet. We can be there, but it is going to require all of us to play a part.

MAYOR RICHARD DALEY: In Chicago, we are finally holding seminars for architects, engineers, construction people, and construction managers. We think you should be able to license. If you are buying a condo, you should know if it is a green building in the LEED program. We go beyond that. We look at how we can better the menu. In other words, we do not want to compromise some of the environmental things that we want because of LEED, we want to go beyond it. When they pick and choose sometimes it has a different effect on the environment, so we look at it locally. We are going beyond LEED. Our key is educating all of the professionals, all the disciplines, in regard to the whole construction industry. I really believe they are changing because people are now going to architects and the architects are saying, “We are green building architects.” That is how they advertise and that is a very important change to the whole industry.

MARK WINSTON GRIFFITH: Yes, the woman in the purple jacket.

ROBIN SIMMEN: Good morning. I am Robin Simmen from the Brooklyn Botanic Garden. I am happy to report that we will have a green roof on our new visitor’s center next year. We think that public demonstration is a critical part of the education process. I want to thank Mayor Daley, in particular, for galvanizing this country with Chicago City Hall. Once we started seeing those photographs of what people were looking down at and enjoying, I think it really, really made a difference in terms of our work in New York City. I am currently serving as the co-chair for the Advisory Committee to A Million Trees New York City⁵¹. While it is really fantastic that we have this plan to plant a million trees, one of the things we need to do a lot of work on is education and community outreach about maintaining those trees. I heard you say, Mayor, that there have been half a million trees planted in Chicago and that some of the outreach you do involves signage where the trees are planted. This is such a critical issue. I am very concerned that we are going to plant a lot of trees that do not make it because currently we do not really have a stewardship or maintenance plan in place in New York City. So I am just asking if you could give us a little bit of guidance in terms of how Chicago has reached out and, as my neighbor from the Bedford-Stuyvesant Restoration Corporation asked, really gotten the message to the people on the street. People may not appreciate having new trees planted on their block. Or some of us have never really lived with the numbers of trees that we are talking about suddenly appearing in New York City. How are we going to take care of them and how are we going to educate people about that?

MAYOR RICHARD DALEY: One of the things we have done is immediately gone to our public elementary school, ripped up all of the concrete and pavement, and started building parks. At the same time, we started ripping up the sidewalks and planting trees. Then we went to the schools and started conservation clubs through a lot of efforts in each school. And we are saying, “You are a first grade class, we are going to dedicate this tree to the first grade class.” And they are going to be in there eight years. We are trying to get ownership by the schools and by the park. Then we have the reentry employees that we talked about in not-for-profits that we work with who can basically go out and educate the homeowners. Homeowners are worried about their sidewalk being broken up- we used to get that all the time.

Also you have the larger trees. You can just get the little trees that are smaller than this. [Mayor Daley gestures to the podium] They are lost. We went through that phase and now we get much larger trees and I think people appreciate that. Everybody says, “I will be here the next hundred years and maybe I will see it grow.” So you really have to educate and then you have to protect. That is the other thing: a little more protection. But we try to inform the homeowner and take responsibility. Of course, we trim the trees.

⁴⁹ This is part of the Greener, Greater Buildings Plan. For more information, see http://www.nyc.gov/html/planyc2030/downloads/pdf/greener_greater_buildings.pdf.

⁵⁰ Non-VOC paints do not include volatile organic compounds (VOCs), which release low-level toxic emissions into the air.

⁵¹ For more information, see <http://www.milliontreesnyc.org/html/home/home.shtml>.

Eventually one thing I found out—this is unbelievable—we started planting trees and every time they kept growing, our lights got higher and higher. We kept trimming the trees on the top. I said, “Why don’t we lower the lights?” This is government: “Lower the lights and let the trees grow over? What a great idea!” It is really interesting. Who is the person who kept putting the poles higher and higher? It was just amazing. So we lowered the lights on all the residential streets and on all the major streets that do not have large trucks. So we started lowering lights. But that is one thing I found out: that is something that bothered everyone. So we kept trimming the trees on top and not on the bottom. It was really interesting.

We have done an outreach program to the communities. We inform homeowners about trees, maintaining trees, watering trees, things like that. You have to do a variety of trees. You cannot just go one way. That is one thing that we look at. We brought a lot of small farms back. Before, they would have been malls and everything else. Now the tree industry has really converted farms that we are losing back to tree farms. It has helped us tremendously. Wisconsin, Illinois, Michigan, and Iowa are recapturing the farm industry via the tree industry.

MIQUELA CRAYOTOR: One of the things I would add is something we have done at Sustainable South Bronx. Even though the greenway is not built yet we did hire two graduates of our job training program as two greenway stewards. They have been taking care of the street tree network, Hunts Point Forest as we like to call it. And through their outreach of just taking care of and pruning trees, a lot of folks in our neighborhood at first said, “What are you doing?” They were really concerned that they were doing something with a tree. Through the conversation, they explained, “This is a type of tree, this is what I am doing, these are the benefits of pruning.” We have cultivated other stewards because now they understand the benefits of trees. We have done a couple of things with schools and are hoping to do more of that. But, exactly as Mayor Daley pointed out, that sort of outreach on the ground and reaching people where they are is really transformative.

MARK WINSTON GRIFFITH: Unfortunately, I do not think we have time for more questions. I just want to give our panelists an opportunity to make some final comments. What I want to do is just leave you with this and you can answer any way you choose: is the concept or the idea of the city, of an urban space, changing? You do not have to give me a reflexive “yes” answer. I want us to be very thoughtful about this. As the movement for developing very environmentally friendly infrastructure grows, is the idea that a city is, one, sort of unhealthy and, two, that it is an urban jungle shifting at all, is it changing? If not, how do we get to that place? Let’s start with Miquela.

MIQUELA CRAYTOR: I think it is and I take heart. I have been in New York now for over nine years. I remember when I first started working here I worked in many high-rises in Manhattan and there was no recycling. And everyone looked at me and thought I was nuts. Now I can go to other people who say, “I want to start a recycling program. Tell me how to start.” So I take heart in the fact that I

am hearing from folks that are from the for-profit, corporate sector who actually want to green their workplaces through their operations and want to be part of change. I think the fact that we have a President now who is talking about it is great. Even for people on the ground in neighborhoods that normally struggle in the day-to-day, so much so to the point that it is meeting basic needs, it is a priority. The fact that the folks we have been working with are talking about it now gives me hope.

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—Miquela Craytor

MARK WINSTON GRIFFITH: Thank you. David?

COUNCILMEMBER DAVID YASSKY: Sure we are in the middle of that transformation that Miquela talked about. We are in the middle of a thrilling time because of all of these things we take for granted, did not even notice, that have been built into the way we run the city that are not sustainable. Fifty years ago people had no reason to think about it that way. Now we are uncovering layer after layer of this in the process of changing.

Just one example I am thinking of—because I saw someone in the audience from Transportation Alternatives⁵²—is bicycling. Just five, six years ago when I got into the Council and tried to talk about how we can make it easier to bike around, it was impossible. There was almost nobody in city government that was interested. Now we have put down something like 200 miles of bike lanes. You can get across the bridges. It used to be absolutely impossible to cross the bridges on bike. We are, I believe, on the verge of passing in the Council—Carter can tell me for sure if we are there—a bill that will require office buildings to let you bring your bike in so you can bike to work if you want.

This is a wholesale transformation from all of the stuff people have talked about. Mayor Daley talked about the 90/10 split in federal funding, roads versus transit. We talked about the tax incentives for building here in New York that encourage old-style building manufacturing that were built in without even realizing it. We have to go back piece by piece and uncover it. It is kind of a thrilling time to be doing this is my point. We are in a big conversation. I hope everybody here will just check out and log onto my website, www.davidyassky.com, so that we can be part of a conversation together in doing this over the coming years. And thank you DMI for being such a leader in putting out big ideas.

MARK WINSTON GRIFFITH: Carter, before you answer the question, I think we would be sort of remiss in not recognizing that we are in a state of economic crisis in the city and in the country. So could you answer the question in the context of the economic obstacles that we are currently facing?

⁵² <http://www.transalt.org/>

I do think that you see cities leading on carbon. You see cities leading on urban policies like those that Mayor Daley and others have proposed, along with our Mayor and Mayor Nickels of Seattle. The list goes on and on. I think if Justice Brandeis were alive today, he would say, “Cities are the laboratories of democracies, not states.” Cities have critical mass, and it’s very important that we use it.

—Carter Strickland

CARTER STRICKLAND: It is harder to push things that cost money and do not have paybacks. That is the bottom line. But that does not mean we cannot develop smart policies. We are doing that now. There is a lot of low-hanging fruit out there, which is the good thing. We are just starting this process. I do think cities are changing. The vision of cities is changing.

There was a book just put out, and I recommend it to every body, that I am most of the way through, called *Mannahatta: A Natural History of New York*, which imagines the city in 1609. It is fascinating that we can start to bring that back in ways that make sense. I do think that you see cities leading on carbon. You see cities leading on urban policies like those that Mayor Daley and others have proposed, along with our Mayor and Mayor Nickels of Seattle. The list goes on

and on. I think if Justice Brandeis were alive today, he would say, “Cities are the laboratories of democracies, not states.” Cities have critical mass, and it’s very important that we use it.

The second part of your question, or an implicit part of your question, is that we do not have a choice. More people live in

cities now than in non-urban areas world-wide. That just happened. By 2050, 70 percent of the population of the world is going to live in cities. We see that in New York. In New York, by 2030 we think—and we are still on target despite the recession—we are going to add 900,000 people. That is equivalent to adding Boston and Miami to the city. We are going to have to make it more livable. We do not have a choice and I think people realize that.

The energy-efficiency benefits of living in a city, of having transportation, are going to make a difference. People do have to see it, which everybody has mentioned. It is true, but we are going to have to drive it home: people have to see benefits. That is why we are focusing our trees on public health neighborhoods where there are high asthma rates. People will have to realize that these investments will not only bear fruit in 30 years, but will bear fruit in a very short amount of time. They have to see bike lanes; they have to see public plazas taking back some of that underused area of our roadways; they have to see schoolyards being converted into playgrounds so that they realize that we have to take advantage and squeeze more out of the infrastructure that is there today.

[People] have to see bike lanes; they have to see public plazas taking back some of that underused area of our roadways; they have to see schoolyards being converted into playgrounds so that they realize that we have to take advantage and squeeze more out of the infrastructure that is there today.

—Carter Strickland

MARK WINSTON GRIFFITH: Thank you. Mayor Daley?

MAYOR RICHARD DALEY: I think that all of the changes truly come from local governments and not only from elected officials, but from advocacy groups and citizens. I think that years ago when you saw a plaza, all concrete, people would say, “Isn’t that beautiful.” But today you question it. You say, “Well, where is the rainwater going? Why aren’t there any trees or flowers? Why do we have this big plaza?” You have to really work with the architects, the engineers, and, of course, the concrete people. But I think cities are changing drastically. Right here in New York, the things they have done—you would be surprised—are on the leading, the cutting edge of many environmental movements. To me, cities are where it is going to be. It will not be the federal government. When the federal government builds a post office, they never consider the environment. When they build a federal building, they can waive all of your local laws—they do not have to apply. This is a constant frustration that mayors have. Mayors are leading the way. You pointed out what other cities are doing. Urban areas like this lead the way much better, sometimes, than rural areas. You would be really surprised. You have to give credit to a lot of people, especially out here in the audience.

When the federal government builds a post office, they never consider the environment. When they build a federal building, they can waive all of your local laws—they do not have to apply. This is a constant frustration that mayors have. Mayors are leading the way... Urban areas like [New York] lead the way much better, sometimes, than rural areas.

—Chicago Mayor Richard Daley

To me, change can never be only in a city. But if there is no change in the city, you live in the past and your city will die in the past. That is why you respect the past, understand the present, and are always looking to the future, especially in the environment. Thank you.

MARK WINSTON GRIFFITH: We could not have nailed it more, as far as really lifting up what DMI believes in and is all about. First of all, I want to thank Carter, David, Miquela, and, of course, Mayor Daley.

Mayor Daley, a little while ago, leaned over to me and said, “I love this stuff.” We have definitely found a kindred spirit here because we love this stuff, too, and we understand how important it is to dive in and tackle these kinds of questions. So with that I want to thank you all for coming.

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The Drum Major Institute for Public Policy is a non-partisan, non-profit think tank generating the ideas that fuel the progressive movement. From releasing nationally recognized studies of our increasingly fragile middle class to showcasing progressive policies that have worked to advance social and economic justice, DMI has been on the leading edge of the public policy debate. Founded during the civil rights movement, DMI equips those on the frontlines with the tools to more effectively advance an agenda of social and economic justice, including research, model policies, policy-driven Web sites, and even young talent. For more information, please visit www.drummajorinstitute.org

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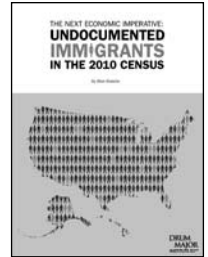
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Lauren Su
Chief Operations Officer

ALSO FROM DMI

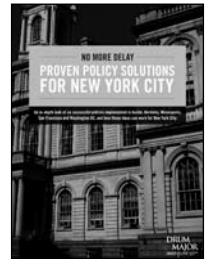
THE NEXT ECONOMIC IMPERATIVE: UNDOCUMENTED IMMIGRANTS IN THE 2010 CENSUS

July 2009 / The United States cannot afford to exclude undocumented immigrants from the 2010 Census. Failing to gather accurate information about an estimated 12 million undocumented residents will make it too difficult for the country to recover from the worst recession in decades. This is the first major policy research paper to analyze the latest data and evidence showing how all Americans will benefit from the inclusion of undocumented immigrants in the 2010 Census. It explains why a demographic profile of this population must become the next economic imperative and refutes common misconceptions about the census.



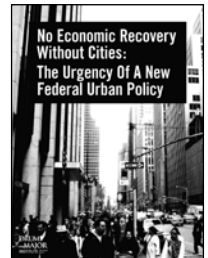
NO MORE DELAY: PROVEN POLICY SOLUTION FOR NEW YORK CITY

July 2009 / Prior to New York City elections in the Fall of 2009 it is important to examine the city's record on critical issues that affect all New York City residents. This report focuses on six pressing areas of policy: economic opportunity, housing affordability, criminal justice, workplace standards, environmental sustainability, and health care. In each area, it shows how New York City has failed to address significant challenges facing New Yorkers, offers a proven solution from another city, and explains why that policy prescription is appropriate for New York.



NO ECONOMIC RECOVERY WITHOUT CITIES: THE URGENCY OF A NEW FEDERAL URBAN POLICY

June 2009 / President Obama's newly created White House Office of Urban Affairs presents a new opportunity for federal urban policy. The urban policies of previous administrations have viewed cities as problems or have held that the federal government could do best for cities by doing least. In contrast, the Office of Urban Affairs provides an opportunity to maximize the economic potential of cities through well-coordinated, productive relationships with the federal government. These relationships are particularly important to the success of the economic stimulus package and to economic recovery. DMI offers a number of policy principles to guide the Office's efforts to develop a strategy for metropolitan America.



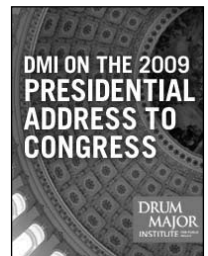
MIDDLECLASS.ORG 2008 CONGRESSIONAL SCORECARD

March 2009 / Who stood up for the middle class? We examine the good and bad decisions Congress made in 2008—from the February stimulus bill to the Senate filibusters that killed legislation to address the home mortgage crisis and to assist the struggling auto industry. We look at how the middle class gained from the New GI Bill and the Higher Education Act, and how ordinary Americans lost with the no-strings-attached bank bailout. Each member of Congress is graded on his or her votes for or against the middle class.



DMI ON THE 2009 PRESIDENTIAL ADDRESS TO CONGRESS

February 2009 / "The President's vision is an inspiration, and his accomplishments so far are significant. But in the context of the most severe economic crisis the nation has faced in generations, our actions must be still bolder." The Drum Major Institute's rapid analysis of Obama's State of the Union-like address hails the President's remarkable achievements for the current and aspiring middle class and calls for economic, health, education and energy policies commensurate with the tremendous challenges America faces.



Marketplace of Ideas

In the Marketplace of Ideas, we don't just talk about problems, we highlight policies to address them and the policymakers that made them work.

"The Drum Major Institute's recent forum on increasing accountability and developing better uses for economic development subsidies with Minnesota State Senator John Hottinger was both informative and enlightening. I found it so useful to hear about the ideas of both colleagues in government and well-informed advocates about effective legislation in other states, particularly Minnesota's progressive and far reaching bill."

—NEW YORK STATE SENATOR LIZ KRUEGER

Ideas We've Brought to Market

For more information, please visit <http://www.drummajorinstitute.org/events/marketplaceofideas.php>

- **Preventing Predatory Mortgage Lending**
with Minnesota Attorney General Lori Swanson
- **Increasing Accountability For Economic Development Subsidies**
with Minnesota State Senator John Hottinger
- **Guaranteeing Paid Family Leave**
with New Jersey Governor Jon Corzine
- **Combating Global Warming through Congestion Pricing**
with London Deputy Mayor Nicky Gavron
- **Making Prescription Drugs More Affordable**
with Maine State Senator Sharon Treat
- **The Power of Restorative Justice**
with San Francisco Sheriff Michael Hennessey
- **Rehabilitating Vacant Buildings Into Affordable Housing**
with Boston Mayor Thomas Menino
- **Holding Corporations Accountable for Their Fair Share of Employee Health Costs**
with Maryland State Senator Gloria Gary Lawlah
- **Preventing Wrongful Convictions and Exonerating the Innocent**
with Dallas District Attorney Craig Watkins
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- **Making Health Care Universal**
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- **Promoting Access to Pre-School Education**
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- **Leveraging Government to Protect the People**
with Former New York Attorney General Eliot Spitzer
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with U.S. Congresswoman Hilda Solis
- **Confronting the Need for Massive School Construction**
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