



ATTACHMENT C:

DRAFT Preliminary Recommendations Matrix

Preliminary DRAFT Recommendations

12-26-07- For City Staff, City Council and Stakeholder Review and Input

NOTE: The number (#) assigned to each recommendation is for reference purposes only and is not intended to indicate priority or sequence. An * in the # column indicates that this is a continuation or expansion of an existing City of Shoreline program, policy or project.

#	DEPT.	RECOMMENDATIONS	CONSULTANT NOTES
<i>Sustainable Development and Green Infrastructure</i>			
1 *	PDS PW F/IT PRCS	Prioritize and promote Green Building and Low Impact Development (LID) training for select staff (e.g. PDS, Finance & Engineers).	Emphasize training where it will do the most good. Planners, Building Plan Reviewers, Engineers, Grant Coordinator, Surface Water and Environmental Services personnel appear to be the highest priorities. Some of these personnel have already received training. Promote education and change in the community and leverage greater support.
1.5 *	PW-ES PDS	Establish a Residential Green Building Program	Provide information to homeowners and builders on residential green building practices, resources, and opportunities. Concurrently establish a green building permitting process and expertise in the Planning Department. Funding was just obtained to start outreach in 2008.
2 *	PDS PW	Revise zoning and engineering standards to provide guidance and incentives for Low Impact Development (LID) and Green Building.	Many opportunities exist in this area and they will be detailed in consultant recommendations. These range from LID engineering details and specific standards to provide guidance, modifying how impervious surface coverage is calculated, and creating development flexibility and incentives for green building projects. The City's stormwater engineering standards are currently under review.
3 *	PW-S/A PW-SW	Prioritize and structure the development of the Green Streets program.	A demonstration project is needed, but emphasis should also be on planning, site selection criteria, and implementation strategies using an "opportunistic" approach that addresses site conditions, neighbor interest and budgets. Priority should be placed on funding and specific goals for this program. The Transportation and Storm Water Master Plans should be revised to include additional guidance for where and how this initiative should be pursued.
4	PW-SW	Modify the stormwater utility fee to promote low impact development, calibrate for true system impact/cost and encourage natural drainage improvements.	This would require a fee study and is potentially a medium-term time frame action. Current fee, particularly for residential users, is not calibrated for true impact on the system and fee structure does not provide incentives for reducing run-off and improving water quality. Ronald Wastewater District is the partner to work with on this before the next franchise update.

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5 *	PW-E PDS F/IT	Expand and reorient the existing sidewalk improvement program to focus on linking destinations and connectivity.	Aurora corridor program will represent a major achievement. Existing focus on sidewalks near schools will result in benefits, but there is a recognized need to both broaden and reorient the program as budget constraints allow. The Transportation Master Plan should be revised to provide clear guidance on the development of an overall pedestrian system for utilitarian walking. A bond issue or other funding mechanism could be explored as a funding mechanism for this future work.
6	PW-E	Develop a pedestrian or non-motorized Level of Service (LOS) measure	During the update of the Transportation Master Plan if feasible, the City could develop or adapt an existing LOS standard for pedestrian and possibly for bicycle facilities (e.g. a combined "non-motorized LOS). The pedestrian LOS that was developed by Ft. Collins is one potential model. The data required and cost of establishing and tracking a pedestrian LOS may be prohibitive or may not justify the benefit of such a system.
7 *	PRCS PW F/IT	Improve identification, mapping, designation, surfacing and signage of existing trails. Develop a plan for future trail expansion.	City has recently convened a trail user and planning group to identify and prioritize improvements. Specific priorities and locations should result from this effort. City should also focus on linking destinations with trails and treating them as part of the transportation system – focus not just on trails pleasure walking, but for utilitarian walking as well. The Parks and Transportation Master Plan should be revised to provide clear guidance on the development of an overall pedestrian system, including trails.
8 *	PW-E	Strengthen the bicycle and pedestrian facility plans, which are significant components of the Trans Master Plan, to focus on a strategy for a cohesive network that connects major destinations.	Improvements include Interurban Trail "feeders", complete gaps on 155th and 185th, and connections in the Fircrest, North City and Richmond Beach areas. The Transportation Master Plan should be revised to provide clear guidance on the development of an overall pedestrian system for utilitarian, as well as recreational, walking.
9 *	PDS PW-E	Update the Transportation Master Plan and provide a stronger link to the Land Use Element and Plan.	Provide a vision for the future of all major streets consistent with the land use plan to guide future investment and capital improvement decisions, including street classifications and Right-of-Way improvement standards and needs.
10 *	CMO PW PDS	Devote additional City resources to regional coordination and lobbying for expanded Metro bus and Bus Rapid Transit (BRT) service, Community Transit service, and advance planning and coordination to shape future Sound Transit	Additional coordination and advance planning could help promote additional transit service for Shoreline residents and shape the future of a potential Sound Transit expansion using either light rail or bus rapid transit when it eventually comes to Shoreline. For example, underutilized commercial area near 185 th and 10 th NE combined with closed North City Elementary School is an opportunity area. City should promote 185 th or other suitable location for future station.

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		expansion.	Cities such as Bellevue, Tukwila and others have “gotten out in front” of Sound Transit and have or will have a greater influence on its system as a result. This would complement the Housing Strategy recommendation to increase density near existing and future transit routes and hubs.
11 *	CMO PW PDS	Push for better coordination of north-south service on Aurora between Metro, Sound Transit and Community Transit.	Existing coordination between transit agencies along Aurora can be strengthened and current Aurora Village Transit Center at Aurora Village may not be the best place for inter-county connections to take place. These factors make it less convenient for riders to travel up and down Aurora and hurt rider-ship. City Staff has mentioned these concerns in the past.
12	CMO PDS PW	Consider lobbying for a Metro “feeder” route to improve east-west transit and support Aurora backbone.	Residents and staff have noted that east-west transportation in the City is poor. City should try and capitalize on Aurora corridor investment and service levels. Where the demand exists or is likely with future densities, additional east-west service should be a priority for the City and its lobbying efforts.
13 *	PW-S/A	Consider expansion of the commute trip reduction (CTR) program to include medium size employers.	This is another potential idea that was mentioned by a City staff member that should be investigated. More incentives for non-SOV commuters can be targeted for employers large and medium size employers not currently required to participate in the CTR program. Current program only requires participation of 6 employers in the City. Funding options for a program expansion would need to be researched as it is significant issue for this program. Current support and administration of this program for the City is provided through an inter-local agreement with Metro, however voluntary expansion of the program might not get additional funding/support. Options for expansion of the CTR program should be explored the next time the CTR plan is updated.
14 *	PDS PW	Housing strategy should include a focus on Transit Oriented Development (TOD) and transit supportive neighborhoods to create density nodes that support transit use. Continue to focus new development near existing and proposed transit corridors and improvements.	Existing park and ride at 192 nd and Aurora has been considered as a key potential location in the past for a TOD. This location is more convenient for riders making connections on Aurora than the current Aurora Village location. Upcoming Housing Strategy is a key opportunity to address tough decisions about where future growth should be located. Sustainability factors (e.g. managing growth in locations near existing and future transportation investment, such as light rail stations, where density will help support transit use) should be given strong consideration in this public conversation and decision making process.

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<i>Ecosystem Conservation and Resource Stewardship</i>			
15 *	PRCS PW-SW	Identify underutilized park lands and other city property and use for habitat improvements, infiltration, water treatment and other compatible purposes.	This is another great idea that was mentioned by City staff during the interviews. Transform some underutilized grass areas into plant and wildlife habitat. Reduction in maintenance costs would partially offset cost of habitat improvements. Improvements at Cromwell Park provide an example. Areas at Hamlin Park, Ronald Bog and elsewhere could also be considered.
16	PRCS PDS PW-SW	Consider the development of a Natural Resources and Habitat Master Plan.	A focused and strategic planning effort is needed to establish key goals, specific objectives, priority locations, targets, partners and funding mechanisms. A Plan will improve the City's ability to obtain grant funding.
17 *	PRCS PW-SW	Continues and expand restoration & enhancement priority locations and targets for publicly funded or assisted wetland & stream enhancement projects.	The City has some established priorities and targets for habit improvement in the current Surface Water Master Plan. Specific City goals should be updated and expanded for enhancement of wetlands and streams in future updates of the Surface Water and Parks Master Plans and in other logical project or planning processes. Focus can be on City owned property at first, but outreach efforts should seek partners and opportunities on private property as well.
18 *	PRCS	Prioritize forest health data collection & improvement projects & pursue partnerships to increase the acreage analyzed & enhanced.	Existing work with Seattle Urban Nature Project includes Hamlin, Shoreview, Boeing and South Woods parks is a priority and findings will be reported to City Council in early 2008. Current program budget is \$50K and program should be continued and enhances if possible. Next steps will include looking at additional parks and acting on implementation recommendations. City should look at grants and volunteers to leverage greater implementation support if possible.
19 *	PRCS PW-SW PW-ES	Promote & expand environmental mini-grant program, with focus on critical area & urban forest enhancement	Existing City environmental grant program should be expanded to leverage greater community support of restoration and enhancement efforts
<i>Energy and Carbon Reduction</i>			
20	PW-SW PW-ES	Develop a baseline for energy consumption and carbon data using ICLEI "5 Milestones Toolkit"	Using ICLEI's process (provided in a toolkit to City's who "sign on" to ICLEI, the City creates a baseline for their carbon emissions. The City (generally with the use of volunteers) collects energy and waste data, and calculates greenhouse gas emissions for a base year (e.g., 2000) and for a forecast year (e.g., 2015). The inventory and the forecast capture emissions from all municipal operations (e.g., city owned and/or operated buildings, streetlights, transit systems, wastewater treatment facilities) and from

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			all community-related activities (e.g., residential and commercial buildings, motor vehicles, waste streams, industry). The inventory and forecast provide a benchmark against which the city can measure progress.
21	PW-F/O PDS	For all new construction of City facilities (including the City Hall), meet requirements specified in LEED Core Performance Guide, referenced in the prescriptive path for LEED Energy & Atmosphere Credit 1.	City buildings that get state funding must meet the state requirement to meet LEED Silver. Regardless of whether state funding is used, the City should consider implementation of this recommendation and related recommendations.
22	PW-F/O	For all new construction of City facilities (including the City Hall), require the use of Commissioning as outlined by the ASHRAE Commissioning Process Guideline 0-2005.	Commissioning is a process that ensures buildings operate as intended, thus ensuring energy efficiencies are actually achieved.
23	PW-F/O	Upgrade existing City facilities to meet Energy Star building performance standard for similar building types.	Shoreline can also become an ENERGY STAR partner. As part of your partnership commitment, you agree to: measure, track, and benchmark your energy performance; develop and implement a plan to improve your energy performance; and educate your staff and the public about your partnership and achievements with ENERGY STAR energy performance (Energy Star provides tools to develop the plan, and benchmark buildings against similar types, including local government facilities).
24	PDS	Include requirements to meet Energy Star for building equipment and appliances in purchasing guidelines.	Energy Star provides lists of equipment and appliances that meet their standards. Their website shows a range, including equipment that goes well beyond their minimal standards.
25	PDS	Engage in Seattle City Light's (SCL) green power program (Green Up). As part of annual budget planning, increase proportion of green power purchase to 100%	Greater coordination with power utilities could be pursued. In addition, zoning and permitting incentives could specifically target energy efficient construction. Local non-profit groups, such as Shoreline Solar Project could be approached as partners.
26	PW-F/O *	Require all new fleet vehicles be alternatively fueled, or rated by EPA for 45 mpg or higher for fossil fuel vehicles.	For exempt vehicles, require the most efficient options available. This requirement would only apply to vehicle types where these options are generally available and cost effective. Fleet decisions must consider the use and initial cost of the vehicles as well as maintenance costs.
27	HR PW-S/A	Conduct a campaign for city staff to reward "smart" trip planning to reduce unnecessary trips/miles	The campaign could reward staff for both thinking up and implementing "smart" trip planning, including using the most efficient vehicle for the job, or planning trips to reduce miles traveled

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		traveled.	or gas used. Example: UPS found that it used more time (and more gas) idling at left hand turns. They created software to come up with routes that eliminated most left hand turns. (NPR Report)
28	CS PW-ES *	Promote use of SCL and Puget Sound Energy (PSE) incentives or other incentives for conservation and alternative energy as part of an outreach campaign.	Utilities promote these incentives through bill stuffers. The city could include information in its public outreach campaign (see General recommendations)
29	CS PW-SW PW-ES	Work with SCL & PSE to prepare a report showing Shoreline Community's overall energy use as of baseline year; update figures provided by SCL/PSE.	The City should work with Seattle City Light and Puget Sound Energy to gain their support for the City's Sustainability Strategy by assisting with collection of baseline data. The City of Kirkland has successfully engaged Puget Sound Energy in components of their sustainability efforts. Data in such a report would need to be normalized per capita or household and explain other factors that impact utility rates such as house size and annual temperature variations.
30	PDS	Collect information about greenhouse gas emissions and energy use through the State Environmental Policy Act (SEPA) Review process.	The SEPA Checklist already requires a project proponent to estimate the air emissions that will result from the project. King County asks project proponents to include greenhouse gas emissions in that estimate. See worksheet: http://www.metrokc.gov/permits/codes/pdf/Climatechangeimpactsworksheetaugust312007.pdf . An effort to collect this information should be rolled out first. This will set the stage for eventual regulation and requiring mitigation of impacts through the SEPA process.
Waste Management and Resource Conservation			
31	PDS	Employ PLACEs software or similar for future land use planning efforts (e.g. the next major Comprehensive Plan update).	PLACE ³ S, an acronym for PLAnning for Community Energy, Economic and Environmental Sustainability, is an innovative planning method that fully integrates focused public participation, community development and design, and computer-assisted quantification tools (GIS) to help communities produce plans that retain dollars in the local economy, save energy, attract jobs and development, reduce pollution and traffic congestion and conserve open space. PLACE ³ S creates an information base that functions as a common yardstick, empowering a community to compare components of each plan "apples-to-apples," make informed trade-offs, and arrive at a consensus. The consensus plan would be broadly supported, economically and environmentally realistic, make investment sense, and encourage Smart Growth benefits to be tracked and reported annually. For more info, see http://www.energy.ca.gov/places/index.html .

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32	PW-SW PW-ES *	Expand existing efforts to reduce, reuse, and recycle in City offices, parks, and other facilities.	Build on existing plan to implement plastic bottle recycling in Twin Ponds Park. Extend program to additional parks and City facilities and the recycling of additional materials as feasibility issues are worked out and as funding is available. Current recycling program at City Hall should be emphasized and improved. Lake Forest Park currently offers bins for batteries and electronic waste at their City Hall.
33	F/IT *	Include in purchase guidelines preference/requirement for products that promote reduction and reuse (e.g. duplex copiers, durable goods); reduce consumption of raw materials (e.g. recycled content and recyclable materials) and present reduced risk to human and ecological health (non-toxic materials).	This is perhaps the most mature element of most EPP guidelines (Seattle, King County EPA)
34	PW-F/O PRCS	Provide convenient opportunities (prominent and labeled bins) for sorting, collecting, and composting solid waste streams in the community.	This recommendation has strong potential for engagement of volunteers.
35	PW-SW PW-ES *	Implement construction and business waste reduction outreach and incentives through the permitting process and municipal waste contract	Both King County and City of Seattle have had tremendous success using education and technical assistance to help reduce construction and business waste. Expedited permitting is a popular incentive with builders. The reduction of construction waste should be an important focus, e.g. free and early demo permit issuance for projects that recycle construction waste as well as outreach materials to promote building "deconstruction" and related recycling and reuse of materials. Permit incentives could include. Rate structure could encourage construction waste recycling. Currently there is no drop-off for commercial hazardous waste near Shoreline. At a minimum, information and outreach materials are needed on this issue.
36 *	PRCS PW-F/O	For high use operations including irrigation and park restrooms replace fixtures and equipment with the highest efficiency, cost-effective water conservation options available.	Examples include more efficient irrigation equipment; automatic low flow fixtures in park restrooms, grey water reuse systems, etc. Retrofit if funding is available, develop a phased plan for replacement or at a minimum require when existing equipment reaches end of serviceable lifespan. A supporting recommendation is to include expanded use of naturalized drought tolerant plantings in low use park areas. Fixture and equipment selection must take into consideration product performance, maintenance and replacement constraints and costs.

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37 *	PW-F/O	For retrofits and new construction of City indoor facilities, specify/replace fixtures with high efficiency, low flow alternatives.	Examples include automatic low flow fixtures in bathrooms, two-stage flush toilets, etc. Require for new facilities. For existing facilities, retrofit if funding is available, develop a phased plan for replacement or at a minimum require when existing equipment reaches end of serviceable lifespan. Fixture and equipment selection must take into consideration product performance, maintenance and replacement constraints and costs.
38	PRCS PW-F/O	Investigate the use of non-potable sources or non-potable uses, such as grey water reuse and rainwater catchment for toilet flushing.	There are a range of opportunities to save potable water use for indoor water consumption, from conserving water consumption overall, to replacing potable water used for non-drinking purposes, such as toilet flushing with grey water. Rainwater catchment for outdoor use/irrigation is less effective in our climate, because the rain comes mostly in the seasons when we don't need it. However, new Built Green residential project near Shoreline Community College includes rainwater catchment for irrigation and it can be used to supplement irrigation needs in some applications.
39	PW-SW PW-ES	Work with utilities to expand existing incentives and develop new incentives to reduce potable and irrigation water consumption.	For example, not all utility districts in Shoreline bill based on consumption, so there is no financial incentive to conserve and not all utility districts actively promote conservation. Shoreline Water District used to give out rain barrels at cost and such programs should be reinstated. Overall, more strategic direction and expansion of water and wastewater conservation programs is needed. City should meet with utilities and see what is planned and where they can partner.
40 *	PW-SW PW-ES	Implement residential waste incentives and requirements through the municipal waste contract and permit process. Expand community outreach and information efforts to reduce waste and recycle.	The recent CleanScapes contract is a major achievement in the City's efforts to reduce waste and improve recycling efforts. By linking the familiar three R's with the Sustainability Strategy in community outreach efforts it will both revitalize interest in three R's and bridge to other less familiar concepts. Specific requirements should be established for waste and recycling facilities in new residential construction.
GENERAL			
41	All	Create baselines for all Sustainability Strategy focus areas and implement indicator tracking system to track progress over time.	Implement sustainability indicators tracking system with indicators identified in Sustainability Strategy.
42	CMO	Create standard office procedures, training and	Represents a "quick win". Use the move to the planned new City Hall as a key opportunity for

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		department expectations that support sustainability goals; then measure, reward and promote individual and departmental achievement of these goals.	internal change. Employee of the quarter and other programs could be used to reward sustainability. Currently, there are no formal standards or clear employee and department expectations related to sustainability. Performance should be measured, and a “carrots rather than sticks” approach should be used to build and maintain support.
43	CMO	Establish a permanent green team or interdepartmental committee to focus on sustainability program management and sustainability techniques.	Current working structure of leadership team and technical working group could be formalized and enhanced. Establishing a “Sustainability Coordinator” is not recommended at this time due to budget constraints. It is very important to have clear leadership and emphasis at the highest levels of the City.
44	F/IT	Pursue funding to establish a key City staff position or contracted consultant related to sustainability.	The need for a Volunteer Coordinator position was mentioned several times by different people in staff interviews. Volunteers require organization and guidance to leverage this resource effectively. Other ideas included a mid or senior level Sustainability Coordinator Position to oversee the overall effort. Current budget needs and projections do not appear to support an additional general funded position.
45	F/IT	Develop a comprehensive environmental purchasing policy for all City purchasing decisions.	Represents a “quick win”. Use the move to the planned new City Hall as a key opportunity for internal change. Existing programs from King County, Seattle and elsewhere can be modified and adopted. Guidelines for specific areas should be separate and updatable.
46	ED C *	Create a green business certification and promotion program.	Existing sustainable business program is not a certification program and does not currently appear to be a priority. More emphasis, structure and focus would be helpful here. Consider stronger efforts to attract and promote environmentally friendly businesses.
47	PW PADS CS *	Provide expanded “how to” sustainability info to the community through varied approaches (e.g. mailers, event, website and city hall brochures)	Use the move to the planned new City Hall as a key opportunity to promote community outreach. City currently uses website effectively and regularly mails out information. Key area for improvement appears to be informational mailers. Plans appear to be in the works for this already, but time and resources are always an issue.
48	PDS *	Practice and promote green building and LID proficiencies in City building and planning staff.	Essentially a specific component of the larger and more encompassing recommendation #1, this is the highest training priority and has implications for all of the environmental focus areas and the larger community outreach effort, so it is being included here as well. By being “literate” in green building, city staff can be available to provide information at the permitting counter to those interested in green building and LID, and help when developers have innovative projects.

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49	PDS PW	Provide incentives to the private sector to build to LEED, Built Green, or other sustainable building standards.	Essentially a specific component of the larger and more encompassing recommendation #2, this is a priority and has implications for all of the environmental focus areas and the larger community outreach effort, so it is being included here as well. Over forty jurisdictions in the country have enacted policies to incentivize the use of building standards. Most do this with the carrot: expedited permitting, tax credits, grants, technical assistance, density bonuses, FAR allowances tied to meeting a standard are examples. Both Issaquah and Kirkland for example allow a verified five star Built Green project to receive expedited permitting.
50	PDS	Provide worksheets on specific innovations for permitting clients. (e.g. greywater systems that meet code)	Essentially a specific component of the larger recommendation #2, this is a "quick win" that has implications for all of the environmental focus areas and the larger community outreach effort and is being included here as well. City of Seattle has produced informational sheets on innovative systems; these can be used as a model for Shoreline worksheets.

Department Acronyms:

C - Clerks

CMO – City Manager's Office

CS – Community Services

ED – Economic Development

F/IT – Finance and Information

Technology

HR – Human Resources

PDS – Planning and Development Services

PRCS – Parks, Recreation and Cultural Services

PW – Public Works

PW-E – Public Works-Engineering

PW-ES – Public Works-Environmental Services

PW-F/O – Public Works-Facilities/Operations

PW-S/A – Public Works-Streets/Aurora

PW-SW – Public Works-Surface Water