

APPENDIX A

Complete Sustainability Recommendations List
with Notes

APPENDIX A — Complete Sustainability Recommendations List with Notes

| # | RECOMMENDATIONS | NOTES |
|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| City Operations, Practices & Outreach | | |
| 1 | Integrate sustainability into City and departmental missions, functions and decision making at all levels using clear and transparent tools. | Sustainability is not just another program, it is now central to the very mission of the City. Establish and reinforce sustainability as a consistent and unifying factor in policy development and program analysis across all departments. Evaluate the impact of potential decisions and actions on sustainability in a structured and transparent manner (e.g. Sustainable Decision-Making Tool). |
| 2 | Create baselines for all Sustainability Strategy focus areas and implement indicator tracking system to track progress over time. | Establish and maintain sustainability indicators tracking system with indicators identified in the Shoreline Sustainability Strategy, Appendix F. |
| 3 | Create standard office procedures, training and department expectations that support sustainability goals; then measure, reward and promote individual and departmental achievement of these goals. | Represents a “quick win”. Use the move to the planned new City Hall as a key opportunity for internal change. Employee of the quarter and other new 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. |
| 4 | Establish a permanent GREEN team or interdepartmental committee(s) 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. |

Notes:

- 1) The number (#) assigned to each recommendation is for reference purposes only and is not intended to indicate priority or sequence. The number used here is the same number used in the Capacity Assessment Matrix, in Appendix C in the strategy.
- 2) An * in the # column indicates that this is a continuation or expansion of an existing City of Shoreline program, policy or project. These recommendations are presented in the context of the existing programs in Appendix B.

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| <i>City Operations, Practices & Outreach – continued</i> | | |
| 5 | Pursue funding to establish a key City staff position or contracted consultant related to sustainability. | For example, 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. |
| 6 | Develop a comprehensive environmental purchasing policy (EPP) for all City purchasing decisions. | EPP 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. |
| 7 * | Create a green business certification and promotion program. | Chamber of Commerce has received grant funding to start this program. The City should collaborate on this effort with the Chamber. The City’s existing sustainable business program, part of the Economic Development Program, is not a certification program and does not currently appear to be a high priority. More emphasis, structure and focus would be helpful here. Consider stronger efforts to attract and promote environmentally friendly businesses. |
| 8 * | Provide expanded “how to” sustainability info to the community through varied approaches (e.g. mailers, events, City website and informational brochures). | Use the move to the planned new City Hall and website update as key opportunities to promote community outreach. City currently uses website effectively and regularly mails out information. Additional sustainability outreach can be achieved through the City’s informational mailers. Time and resources for additional outreach are always an issue to consider. |

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| Energy & Carbon Reduction | | |
| 9 | Develop a baseline for energy consumption and carbon data using ICLEI “5 Milestones Toolkit.” | Using ICLEI’s process (provided in a toolkit to cities 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 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. |
| 10 | 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 and Atmosphere Credit 1. | The purpose of the LEED EA Credit 1 is to achieve increasing levels of energy performance over a prescribed baseline. Credit requirements can be met through whole building energy simulation or one of two applicable prescriptive compliance paths. City buildings that get state funding must comply with the state requirement to achieve LEED Silver. Regardless of whether state funding is used, the City should consider implementation of this and related recommendations. For recommendations #10, #11 and #24, the City should consider the definitions, thresholds and exemptions defined in the recent Washington State High Performance Public Buildings Law (ESSB 5509). For example, the LEED requirements apply to “major facility projects,” which for new construction is defined as buildings larger than five thousand gross square feet of occupied or conditioned space as defined in the Washington State Energy Code. |
| 11 | 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. |

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| Energy & Carbon Reduction – continued | | |
| 12 | 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 the City’s partnership commitment, they agree to: measure, track, and benchmark energy performance; develop and implement a plan to improve energy efficiency; and educate staff and the public about the partnership and achievements with ENERGY STAR, or similar, efficiency improvements (Energy Star provides tools to develop the plan, and benchmark buildings against similar types, including local government facilities). |
| 13 | 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. |
| 14 | Engage in Seattle City Light’s (SCL) green power program (Green Up). Increase green power purchase to 100% during annual budget planning. | 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. |
| 15 * | Require all new fleet vehicles be alternatively fueled, or rated by EPA for 45 mpg or higher for fossil fuel vehicles. | This requirement would only apply to vehicle types where these options are generally available and cost effective. For exempt vehicles, require the most efficient options available. Fleet decisions must consider the use and initial cost of the vehicles as well as maintenance costs. |
| 16 | Conduct a campaign for City staff to reward “smart” trip planning to reduce unnecessary trips and the total miles traveled for work related trips. | The campaign could reward staff for “smart” trip planning, including using the most efficient vehicle for the job, combining trips and planning the trip route to reduce miles traveled and gas used. |
| 17 | Promote use of SCL and Puget Sound Energy (PSE) incentives, or other encouragement 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). |

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| Energy & Carbon Reduction - continued | | |
| 18 | Work with SCL and PSE to prepare a report showing the 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 and explain other factors that impact utility rates such as house size and annual temperature variations. |
| 19 | 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 applicant to estimate the air emissions that will result from the project. The Washington State Department of Ecology is currently working to clarify the SEPA Checklist to include greenhouse gas emissions. The City of Seattle and King County recently starting requiring project applicants to include greenhouse gas emissions in the air emissions estimate. See worksheet: http://www.metrokc.gov/ddes/forms/SEPA-GHG-EmissionsWorksheet-Bulletin26.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. Particular attention needs to be paid to how threshold levels would be structured and set. |
| 20 | Employ PLACE³S (PLAnning for Community Energy, Economic and Environmental Sustainability) or similar software, for future land use planning efforts (e.g. the next major Comprehensive Plan update). | PLACE ³ S 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. It creates an information base to function 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-based plan would be broadly supported, economically and environmentally realistic, make investment sense, and encourage Smart Growth benefits to be tracked and reported annually. |

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| <i>Sustainable Development & Green Infrastructure</i> | | |
| 21 * | Prioritize and promote Green Building and Low Impact Development (LID) proficiencies for select staff (e.g. Planning and Development Services, Environmental Services and Capital Projects Engineers). | Emphasize training where it will do the most good. Planners, Building Plan Reviewers, Engineers, Grant Coordinator, and Surface Water and Environmental Services personnel appear to be the highest priorities. Some of these personnel have already received training. 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. |
| 22 * | Establish a Residential Green Building Program, including worksheets on specific innovations for permitting clients. | 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. City of Seattle has produced informational sheets on innovative systems; these can be used as a model for Shoreline worksheets. |
| 23 * | 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. Over forty jurisdictions in the country have enacted policies to incentivize green 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. |

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| <i>Sustainable Development & Green Infrastructure - continued</i> | | |
| 24 * | Adopt a Green Building Policy for the City’s capital projects. Construct new buildings and additions to LEED Silver Standard (with Washington State exemption limits). Specify a commitment to LID principles as outlined in Low Impact Development: Technical Guidance Manual for Puget Sound. | City staff have indicated that this is something that they intend to examine, but do not expect to take action in the short-term. This item should be considered for short-term, high priority status. Current plans for new City Hall/Civic Center are consistent with this recommendation. Phase II plan for Aurora Corridor is generally in line with the intent of this recommendation. Additional specifics regarding LID should be in new adopted policy. |
| 25 * | 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. |
| 26 | 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 is collected with property taxes. It is a flat fee for residential users and for commercial is based on the amount of impervious surface on the property without any consideration of LID practices that might reduce the effective impervious. Fee structure for commercial properties only provides incentives for proper maintenance of required private stormwater facilities such as detention tanks. |
| 27 * | Expand and reorient the existing priority sidewalk improvement program to focus on linking destinations and network 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. |

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| <i>Sustainable Development & Green Infrastructure - continued</i> | | |
| 28 * | 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 scheduled updates should provide clear guidance on the development of an overall pedestrian system, including trails. |
| 29 * | Develop bicycle and pedestrian plans in the Transportation Master Plan that identify a cohesive network which connects major destinations. | Improvements include Interurban Trail “feeders,” completing 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. |
| 30 * | Update the Transportation Master Plan and provide a stronger link to the Land Use Element in the Comprehensive 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 transit routes, street classifications and Right-of-Way improvement standards and needs. |
| 31 * | Develop a plan with near-term and long-term priorities for transit system improvements prior to or as part of the Transportation Master Plan process to guide advocacy, intergovernmental coordination and advance planning. | Clear consensus between the City staff and Council on specific priorities and a strong commitment to pursuing these transit improvements through all available means will increase the likelihood that progress is made in this area. Adoption of resolutions outlining such priorities, such as recently adopted Resolutions 272 and 273, is a good first step. |

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| <i>Sustainable Development & Green Infrastructure - continued</i> | | |
| 32 * | Advocate for a revised Sound Transit Phase II Plan (ST2) which includes improvements that serve the City of Shoreline. | Under the current version of the ST2 proposal, Shoreline residents will receive no direct benefits for their additional financial contributions. Current Sound Transit service to Shoreline is very limited. In Resolution No. 272, the Shoreline City Council expresses support for changes to the current ST2 proposal, including continuation of the light rail system to North 205 th , light rail stops at North 145 th and North 185 th , Bus Rapid Transit stops at those locations if light rail is not feasible, and \$40 million financial contribution toward the completion of the Business Access Transit (BAT) lanes in the Aurora Corridor. |
| 33 * | Advocate for a single, integrated and continuous bus rapid transit system on Aurora Ave. (SR 99) between Everett and Seattle. | Coordination between Community Transit, Metro and Sound Transit is needed along Aurora Ave (State Route 99). Current transit agency plans will result in two different systems and no regional coordination. The lack of integration results in service gaps, significant delay and inconvenience that decreases rider-ship. The Shoreline City Council recently adopted Resolution 273 which states these concerns and directs staff to contact adjacent communities along the corridor, transit agencies, neighboring city council and planning commissions and State legislators to engage them on this matter. |
| 34 | Consider advocating 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. |

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| <i>Sustainable Development & Green Infrastructure - continued</i> | | |
| 35 * | Consider providing a program based on the State’s commute trip reduction (CTR) program for medium-sized sites, not currently required to participate in the State CTR program. | 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 large and medium size employers not currently required to participate in the CTR program. Current program only requires participation of six 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. |
| 36 * | Future updates to Comprehensive Plan and/or 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. 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 public conversations and subarea plan development. The Housing Strategy emphasizes the need for housing choice, affordability and use of design to attain neighborhood compatibility. These concepts should also be considered in proposals to create density nodes. |
| <i>Resource Conservation & Waste Reduction</i> | | |
| 37 * | 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. |

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| <i>Resource Conservation & Waste Reduction - continued</i> | | |
| 38 * | <p>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).</p> | <p>This is perhaps the most mature element of most EPP guidelines (Seattle, King County EPA).</p> |
| 39 | <p>Provide convenient opportunities (prominent and labeled bins) for sorting, collecting, and composting solid waste streams in the community.</p> | <p>This recommendation has strong potential for engagement of volunteers. Efforts should be focused on obtaining partnerships with businesses and schools. Focus should be on waste generated outside the home and items that are difficult to dispose of because they are not allowed in residential curbside collection.</p> |
| 40 * | <p>Implement construction and business waste reduction outreach and incentives through the permitting process and municipal waste contract.</p> | <p>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. 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.</p> |

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| Resource Conservation & Waste Reduction - continued | | |
| 41 * | 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. |
| 42 * | 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. |
| 43 | Investigate the use of non-potable sources or non-potable uses, such as grey water reuse 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 it is not needed. However, a 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. |

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| <i>Resource Conservation & Waste Reduction - continued</i> | | |
| 44 | Work with utilities to expand existing 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 are needed. City should meet with utilities and see what is planned and where they can partner. |
| 45 * | 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. |
| <i>Ecosystem Management</i> | | |
| 46 * | 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. |
| 47 | Consider the development of a Natural Resources and Habitat Action Plan. | A focused and strategic planning effort is needed to establish or synthesize key goals, specific objectives, priority locations, targets, partners and funding mechanisms. An action Plan will organize this effort and improve the City's ability to obtain grant funding. |

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| <i>Ecosystem Management - continued</i> | | |
| 48 * | Continue and expand restoration and enhancement priority locations and targets for publicly funded or assisted wetland and 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. |
| 49 * | Implement the Cascade Land Conservancy's (CLC) Green Cities Program by prioritizing forest health data collection and improvement projects and strengthening partnerships to increase the acreage analyzed and enhanced. | City staff has identified this as a medium timeframe priority, however it should be considered for earlier implementation to strengthen the Green Cities Partnership. Existing work with Seattle Urban Nature Project includes Hamlin, Shoreview, Boeing and South Woods parks as a priority and findings will be reported to City Council in early 2008. Current program budget is \$50K and program should be continued and enhanced if possible. Next steps will include looking at additional parks and acting on implementation recommendations. City should look at grants and volunteers through CLC and Ivy OUT to leverage greater implementation support if possible. |
| 50 * | Promote and expand environmental mini-grant program, with focus on critical area and urban forest enhancement. | Existing City environmental grant program should be expanded to leverage greater community support of restoration and enhancement efforts. |

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