Goal (NE.#)	Policy (P.#)	Program (#)	NATURAL ENVIRONMENT IMPLEMENTATION PLAN Description	Responsibility City Department; City Commission; Committee; Outside Agency; Community Group	Resources e.g. funding opportunities and in-kind services/supplies/volunteer time	Priority High, Medium, Low	Time Frame (when started) Short-term (1–4 yrs) Mid-term (5–10) Long-term (over 10) (Note: Funding availability can impact time frame)
NE.1			**Understanding & Sustaining the Ecosystem: Identify, map and inventory natural resources and potential natural hazards, with regular updates.**				
	P.1		**Data and Mapping.** Collaborate with regional, state and federal agencies to continually update and assess information on ecologically sensitive and significant natural communities.				
		1)	Create a comprehensive natural resources inventory to guide goals and strategies for local resource conservation and management; identify resource conservation priorities; evaluate current and identify new resource management practices; guide resource-related policy and regulatory standards and provide a basis for resource preservation, protection and rehabilitation planning. At a minimum, the inventory should include the following, but the final scope will be dependent on community outreach and recommendations: • Existing land cover (i.e., forest (including public trees), wetlands, other vegetation, impervious surfaces, etc.); • Significant and sensitive native plant communities; • Endangered, threatened and special concern species; • Wildlife habitat; • Wetlands and streams; • Surface and groundwater quantity and quality; • Soil types; • Landforms (i.e., watershed, severe slopes, wetlands, streams, etc.); • Greenways and habitat connections between sensitive areas; • Status of land conservation (open space, parks, easements, etc.); • Existing trails and public access; • Invasive species; • Fire, flood, earthquake and other hazard areas and human population distribution; • Solar	Planning and Building, Public Works, Marin County, Applicable state and federal agencies	City budget, grants, volunteer in-kind	High	Short-term
		2)	Review and compare the “baseline” inventory with updated data and information at least every 10 years to assess potential changes in conditions and to ensure the information stays current and remains a valuable resource for the community and decision-makers.	Planning and Building, Public Works, Marin County, Applicable state and federal agencies	City budget, grants, volunteer in-kind	High	Short-term

		3)	Use “best available” science and technology, such as “Marin Maps”, or other Geographic Information System (GIS) or technical resources, to make critical natural resource and hazard data and mapping accessible to the community, and to reinforce the links between residents and the surrounding natural environment.	Planning and Building, Public Works, Marin County, Applicable state and federal agencies	City budget, grants, volunteer in-kind	Low	Long term
		4)	Identify and continually update mapping data showing areas of the city that are vulnerable to the effects of climate change related hazards, including landslides, sea level rise, flooding, loss of barrier habitats (e.g., wetlands), changing storm cycles and increased rainfall and extended periods of excessive heat.	Planning and Building, Public Works, Marin County, Applicable state and federal agencies	City budget, grants, volunteer in-kind	On-going	Long term
		5)	Continue to train city employees to remain up-to-date on the latest science and technology and best practices associated with the natural environment and ecology.	All City Departments	City budget, grants, volunteer in-kind	High and on-going	Short-term
NE.2			**Understanding & Sustaining the Ecosystem: Preserve, restore or rehabilitate the integrity, function, productivity and long-term viability and resiliency of the ecosystem and its ecologically sensitive and significant natural communities and wildlife habitats.**				
	P.2		**Resource Preservation and Restoration.** Utilize a watershed approach (as compared to a parcel-by-parcel approach) to identifying, preserving or rehabilitating natural resources in a consistent manner that supports applicable flood control, storm drainage, water quality and public access values, and as a basis for identifying and applying best practices for the continued contribution of the community’s native plant and wildlife species value and aesthetic character to Mill Valley consistent with best management practices.				
		6)	Review City standards and regulations to consider the effects of development on areas that may have been identified as natural resources areas in the "baseline" inventory and develop mitigation strateigies for any proposed development.	All City Departments	City budget	High	Short-term
		7)	Utilize best practices for restoring and rehabilitating the ecosystem to balance needs of the community and ecosystem	All City Departments	City budget, grants	High	On-going and short-term
		8)	Provide access to designated open space areas along Richardson Bay and creek corridors consistent with preserving habitat and protecting threatened or endangered species.	Planning and Building; Public Works; Parks and Recreation; Bay Conservation and Development Commission (BCDC)	City budget, grants, in kind	Medium	Mid-term
		9)	Retain plant and wildlife habitat areas, including where there are known sensitive resources (e.g., sensitive habitats, special-status, threatened, endangered, candidate species, and species of concern) and that are contiguous with other existing natural areas and/or wildlife movement corridors.	All City Departments	City budget, grants; in kind	High	Short-term
		10)	Preserve the ecological integrity of creek corridors that support riparian resources by preserving or restoring native plants and removing invasive non-native plants, developing “pools”, “riffles”, “cover” and “slow flow” areas and remove or provide alternatives to barriers to fish movements.	Planning; DPW; Volunteers	City budget; Grants; Volunteers	High	Short-term

		11)	Develop a Creek Master Plan and management guidelines for maintaining and enhancing all of the City's identified creeks, determine preferred stream bank protection techniques, establish a more precise and functional "creek setback" and related development standards, and identify public access and park development opportunities.	Planning and Building, Public Works, Marin County, Applicable state and federal agencies	City budget, grants, volunteer in-kind	High	Short-term
		12)	Preserve and protect wetland resources in compliance with applicable regional, state and federal regulations and to provide a buffer to sea level rise.	All City Departments	City budget; grants	High/On-going	Short-term
		13)	Protect populations, stands (groves) and heritage specimens of native tree species and implement regulations and development standards to ensure that all species of native trees are protected from the encroachment of buildings or landscaping, severe pruning or unnecessary removal, including: • Tree protection and planting in riparian zones; • Street Tree planting and maintenance; • Reducing tree/public infrastructure conflicts; • Vegetation management; • Root pruning.	All City Departments	City budget	Medium	Long term
		14)	Review and update the 2002 Site Priority Report and collaborate with the Marin Open Space District, property owners and other open space acquisition agencies to identify and acquire possible sites, such as those recommended in the Site Priority Report, for recreation, habitat protection, watershed management and flood control, and emergency evacuation purposes.	City Council	City budget ;land donations; grants	High	Short-term
NE.3			**Water: Protect and improve Water quality, System Supply and System Integrity.**				
	P.3		**Water Quality, System Supply and Integrity.** Improve water quality, and expand and diversify water supply.				
		15)	Work with Marin Municipal Water District (MMWD) to optimize storage, transmission and distribution capacities and efficiencies and to minimize water outages due to drought, emergencies or other disasters.	Public Works; Fire; Parks and Recreation; MMWD	City budget; MMWD water rates	High	Short-term
		16)	Explore the retrofit of Cascade Dam in case of drought or emergency consistent with habitat and species preservation policies and programs.	Public Works; Fire; Parks and Recreation; MMWD	City budget	Low	Long term
		17)	Explore advanced wastewater treatment capacity for water recycling and reuse on public and private properties.	SASM	SASM budget	Medium	Mid-term
		18)	Continue to take actions to reduce Inflow and Infiltration ("I and I") in MV's sanitary sewer collection system to reduce spills to the bay during rain events.				

		19)	Continue to work with Marin County and other agencies to implement the Marin County Stormwater Pollution Prevention Program (MCSTOPP) and the National Pollution Discharge Elimination System (NPDES) Permit that require watershed-based regional water quality standards and urban run-off management and reduction best practices and standards for all new development and redevelopment.	Public Works; Marin County; Planning and Building	City budget; Marin County budget; grants	High	On-going/Short-term
		20)	Encourage and educate residents and businesses to implement integrated pest management principles, reduce or discontinue the use of pesticides and herbicides, and reduce or discontinue the use of toxic cleaning substances.	Public Works; Planning and Building; state and federal agencies	In-kind data and information	Medium	On-going/Short-term
	P.4		**Conserve Water Resources.** Promote the increased use of pervious paving, rainwater storage and greywater systems to improve water quality and conserve potable water.				
		21)	Reduce water use in City buildings: • Assess, maintain and repair existing plumbing fixtures, pipes, and irrigation systems in all City buildings and facilities to minimize water use, including building and parking lot landscaping, public rest rooms and parks, golf courses and other recreational facilities. • Upgrade City plumbing and irrigation systems with water conserving technology. • Audit the City's water and wastewater pumps and motors to evaluate equipment efficiency. • Develop and implement a motor/pump efficiency cycling schedule to use the most efficient water or wastewater motors/pumps first and least efficient ones last. • Replace least efficient motors and pumps with more efficient units. • Implement methane capture for energy production at the wastewater treatment plant. • Use recycled water for agency facilities and operations where appropriate. • Retrofit existing agency buildings and facilities to meet water efficiency standards for the LEED Standards Rating Systems for Existing Buildings.				

		22)	Reduce Water in the Community: • Partner with MMWD to highlight the existence of rebates for the installation of indoor and outdoor water efficiency fixtures and appliances, and promote existing and proven water conservation measures through educational programs and other initiatives. • Partner with MMWD, conservation organizations, installers and manufacturers to promote the installation of rainwater catchment and grey water systems. • Require water efficiency audits at point of sale for commercial and residential properties. • Adopt a retrofit program to encourage or require installation of water conservation measures in existing businesses and homes. • Require dual plumbing for use of recycled water for new commercial and/or residential developments. • Mandate the use of the Bay Friendly Landscaping and Gardening Guidelines, developed by StopWaste.Org, in the design, construction and maintenance of residential and commercial landscapes.				
		23)	Establish local rainwater storage and greywater system guidelines.	Public Works; Planning and Building	City budget; grants	Medium	Mid-term
		24)	Evaluate existing City-owned landscapes and parking lots to consider options to convert reflective and impervious surfaces to pervious landscape, and install or replace vegetation with drought-tolerant, low, maintenance native species or edible landscaping that can also provide share and reduce heat island effects.	Public Works; Planning and Building	City budget	Medium	Mid-term
		25)	Work with Marin Municipal Water District (MMWD) to establish and promote all incentives for water conservation and recycling.	Public Works; Planning & Building; MMWD	City budget; MMWD water rates	Medium	Mid-term
NE.4			**Zero Waste: Implement Zero Waste Strategies for Solid Waste Management.**				
	P.5		**Recycling and Waste Management.** Reduce the volume of the waste stream by encouraging recycling and composting and moving toward Zero Waste objectives.				

		26)	Develop a Zero Waste strategic plan for Mill Valley that would address: • Establish Zero Waste goal and timeframe Supporting and promoting on-going green waste recycling and composting opportunities for Mill Valley residents and businesses. •Requiring all events needing a permit from the City to include recycling and/or compostable materials as part of special event permits. •Scheduling periodic workshops on composting and provide starter kits to interested residents. • Revising and updating the City's solid waste ordinance and construction and demolition ordinance to stay current with best practices and waste reduction policies. •Encouraging school, business and neighborhood based litter contests with prizes of local goods and services provided by local merchants.	All City Departments	City budget; Waste JPA budget/grants	High	Short-term
		27)	Adopt and strengthen existing City waste reduction policies in association with Zero Waste Strategic Plan • Revise and update Mill Valley's existing Solid Waste Ordinance to keep pace with changes in the solid waste industry. • Modify the Construction and Demolition Ordinance to comply with the Waste JPA's model ordinance to ensure consistency among member agencies and help haulers comply. • Adopt a Deconstruction/Salvage/Resale of construction and demolition materials ordinance. • Adopt and enforce a multi-family dwelling and business recycling ordinance.	All City Departments	City budget; Waste JPA budget/grants	Medium	Mid-term

		28)	Work with Marin Solid and Hazardous Waste Joint Powers Authority (JPA) and Mill Valley's Hauler to increase take back, resuse and diversion: • Join the Marin Solid and Hazardous Waste JPA in endorsing an Extended Producer Responsibility resolution. • Revise Franchise agreement language with Mill Valley Refuse to encourage "greener" operations, including food waste pickup, and to maximize diversion. • Work with Waste JPA member agencies to promote regional bans on problem materials (Styrofoam, plastic bags) that are difficult to reuse or recycle. • Work with Mill Valley Refuse to develop commercial and residential food waste collection routes and to create centrally located facilities to process all green and food waste. Process this waste in anaerobic digesters for soil amendments and the production of biogas that the Marin Energy Authority would likely purchase. • Encourage the JPA to establish a landfill "tipping fee" to fund substantially enhanced zero waste and related sustainability efforts. • Estalbish an Environmentally Preferable Procurement policy that emphasizes waste reduction	Public Works; JPA	City budget; Waste JPA budget/grants	Medium	Mid-term
		29)	Educate residentents and businesses on waste reduction strategies • Encourage reduced consumption by increasing customer awareness of on-line and local resources that encourage material exchange, repair and reuse. • Partner with Master Gardeners and others to promote backyard composting. • Expand education to city employees and the public about the benefits of waste reduction through informational materials and organized events.				
NE.5			**Leadership & Education: Increase the community's knowledge and understanding of ecologically significant and sensitive natural communities, natural processes, and any corresponding hazards that result in the interface between the natural environment and human settlement.**				
	P.6		**Community Outreach & Education.** Support educational programs for residents and visitors about the uniqueness and value in Mill Valley, and how to appreciate, enjoy and protect those resources.				
		30)	Coordinate with the Mill Valley Library, Parks & Recreation Department, and local public and private schools to integrate sustainability and local natural resource appreciation and engagement into educational and recreation programs.	Library; Parks & Recreation; School District; Preschools; Private schools	City/School budgets	Medium	
		31)	Encourage the use of environmental monitoring "apps" and other technology to engage the community in resource protection and preservation.	All City Departments	City budget		
		32)	Use Mill Valley's commitment to volunteerism and environmental stewardship to help protect and rehabilitate the area's natural resources, seek funding for outreach and improvements and to facilitate open communication on issues that may impact those resources.	All City Departments	City budget; Volunteers; in kind donations (materials)	On-going	Short-term

		33)	Utilize the Mill Valley website or other technologies to highlight sustainability and local natural resource activities and accomplishments made within the community.	All City Departments	City budget	Medium	
		34)	Build community support for sustainability through engaging and fun activities and challenges such as the "Low Carbon Diet", "Resilient Neighborhoods" and other programs.	City Council; Neighborhood Associations; Volunteers	City budget; in-kind	High	Short-term
		35)	Create walking tour maps and programs on natural resource areas and demonstration homes, gardens and businesses led by "sustainability docents".	Volunteers	Volunteers; in-kind	Medium	
		36)	Identify and designate publicly accessible scenic vistas of natural areas, including Richardson Bay, Mount Tamalpais and existing creek corridors.	Planning and Building	City Budget	Mid-term/short	Long term
		37)	Create an easy-to-use and readily identifiable system of directional and informational signs along paths, trails and creek side locations. Post signs to prohibit fishing due to the presence of threatened or endangered species and limiting public access during spawning and early development stages of young fish.	Parks and Recreation; Public Works	City budget; Volunteers	Medium	
		38)	Encourage a "pack it out" ethic to reduce litter and promote individual responsibility for helping to maintain natural areas.	Parks and Recreation; Public Works	City budget; Volunteers	Medium	
		39)	Provide handouts to new residents on local sustainability efforts, surrounding natural environment, potential hazards and emergency preparedness.	All City Departments	City budget; Volunteers	Medium	
NE.6			**Considering the Ecosystem in City Decision-Making: All planning and decision-making processes should integrate sustainability and resource conservation.**				
	P.7		**Leadership and Coordination.** Collaborate with local, state and federal agencies and private organizations to initiate and implement sustainable policies and programs. Develop and promote sustainable practices and using an ecosystem and watershed approach to solving resource related issues that goes beyond political boundaries.				
		40)	Utilize the City's website and notification systems to disseminate best practices associated with resource management programs and practices and hazard mitigation to the community.	All City Departments	City budget		
		41)	Consider creating a Sustainability Coordinator City staff position or Sustainability Commission to initiate, coordinate and implement sustainable policies and programs. Qualifications should include the ability to research and write successful grant applications to support sustainability efforts.	City Council	City budget	High	
		42)	Continue coordination efforts with Marin County and its jurisdictions to jointly develop, create and implement common sustainability practices.	Planning and Building; Public Works; Marin County; Marin Cities and Towns	City budget	Medium	
		43)	Adopt purchasing practices and standards that support climate action policies and reductions in greenhouse gas emissions.	All City Departments	City budget	Medium	
		44)	Remove barriers in existing City policies and regulations to allow for the application of new technologies that are environmentally beneficial	All City Departments	City budget	Medium	

NE.7			Climate Change: Reduce the Community's Carbon Footprint				
	P.8		**P.9 Clean Energy & Energy Efficiency.** Support and provide incentives for utilizing and investing in clean energy end energy efficiency solutions.				
		45)	Update and expand the City's Green Building Ordinance and support the highest available standards to conserve energy and resources, including > updating design guidelines and development standards to encourage solar, water harvesting and other emerging green building technologies. > Establish outdoor lighting standards that require light levels in all new development, parking lots and street lighting to not exceed state standards. > In locations where a solar electric or hot water system will be cost effective, require new buildings to be designed using "solar-ready" guidelines such as optimal roof orientation; clear access without obstructions; roof framing and design; installation of electrical conduit to accept solar electric system wiring; installation of plumbing to support solar hot water system and provision of space for solar hot water storage tank.	Planning and Building; Public Works	City budget; Grants	High	
		46)	Encourage and provide incentives for development and improvement projects that achieve a greater reduction in energy than otherwise required by state law.	Planning and Building	City budget; state and federal funds	Medium	
		47)	Require the performance of energy audits for residential and commercial building prior to completion of sale, and that audit results and information about opportunities for energy improvement be presented to potential buyers.	Planning and Building; Third-Party Auditors	City budget; grants	High	
		48)	Support efforts of the Marin Energy Authority (MEA), PG&E and other programs to maximize residential and business subscription rates for green energy plans.	City Council	City budget; MEA rates	High	
		49)	Replace street and public parking lot lights with more energy efficient lamps as technology creates more efficient and better quality lighting.	Public Works	City budget; grants	Medium	Mid-term
		50)	Participate in opportunities such as those provided by Assembly Bill 811 and other public financing programs that support the installation of renewable energy systems and other energy efficiency upgrades for public agencies and private property owners.	City Council	Assessment District funds		
	P.9		**Carbon Offsets.** Offset carbon emissions through carbon credits or allowances.				
		51)	Provide educational opportunities and creative incentives for City-sponsored events, community organizations, residents, and businesses to reduce their carbon footprint using validated offset or carbon reduction programs, such as "Resilient Neighborhoods".	All City Departments	City budget	Medium	Mid-term
		52)	Purchase and retire third-party verified emission reductions to offset carbon emissions from municipal and community-wide operations.	All City Departments; School Districts; SASM	City budget	Medium	Mid-term

		53)	Create a formula to allow additional tree planting on or off-site as a carbon offset for new development, increased intensity of use and/or other activities that result in an increase in greenhouse gas emissions for a given project.	Planning and Building	City budget	Medium	Mid-term
NE.8			**Climate Change: Reduce the Community's Carbon Footprint**				
	P.10		**Monitoring.** Establish a baseline and monitor the City and community's contribution to greenhouse gas emissions.				
		54)	Monitor and update, as necessary, the City Council adopted a GHG emission reduction target of 20% below 2000 levels by 2020 for internal government operations, and 15% below 2000 levels communitywide by 2020.	All City Departments	City budget	High	Short-term
		55)	Continue to work with the Marin Climate and Energy Partnership (MCEP) and related organizations to Identify emission reduction measures that will successfully meet adopted emission reduction targets.	All City Departments	City budget	High	Short-term
	P.11		**Sense of Urgency in Adapting to Climate Change.** Ground climate change adaptation strategies in the best-available scientific understanding of hazards, risks, impacts, and vulnerabilities, and make adaptation planning and implementation a City budget and operational priority				
		56)	Develop adaptation plans and policies on a continual basis, and amend as needed (rather than waiting for more complete understanding of climate change and/or data). Adjust plans and actions according to new data and information and establish a permanent funding mechanism for adaptation through the City's budget.	All City Departments	City budget; grants	High	Short-term
		57)	Prioritize adaptation planning and funding to help people, places, and infrastructure that are most vulnerable to climate impacts, including anticipating changes to natural systems that may affect plant and animal species or communities.	City Council	City budget; grants	High	Short-term
		58)	Establish a long-term strategy for adapting critical City infrastructure.	City Council	City budget; grants	High	Short-term
		59)	Promote adaptation across multiple sectors, geographical scales, and levels of government. Build on the existing efforts and knowledge of a wide range of stakeholders who understand local or regional risks and needs.	City Council	City budget; grants	High	Short-term
		60)	Update community hazard mitigation plans to recognize that the effects of climate change will also affect the type and intensity of potential community hazards and to anticipate impacts and responses. Include planning for extreme heat and storm events, identifying populations and neighborhoods most vulnerable to these events.	Fire	City budget; grants	High	Short-term
NE.9			**Community Hazard Resilence:** Minimize loss of life, property and important elements of the natural ecosystem and maximize Mill Valley's ability to prepare for, respond to and recover from disaster.				
	P.12		**Hazard Identification and Mitigation.** Identify all hazards that threaten the City as either "Sudden Onset" disasters (e.g., earthquakes, wildfire) or "Slow Onset" disasters/phenomenon (e.g., drought, extreme heat, sea level rise) and strengthen hazard mitigation policies and regulations.				
		61)	Utilize Geographical Information Systems, such as Marin Maps, to review and update hazard information and quantify the vulnerability of people and structures in hazard areas.	All City Departments; Marin County	City budget; grants	High	On-going

		62)	Incorporate hazard maps into public education and outreach, All Hazards Plan, and other planning documents.	Fire; Emergency Preparedness Commission	City budget; grants	High	On-going
		63)	Strengthen requirements for public right-of-way improvements, fire sprinklers, vegetation management, fire resistive construction and other hazard mitigation programs and insure that regulations are regularly and consistently enforced to minimize threats to life and property through adequate code enforcement staffing and procedures.	Fire; Public Works; Planning and Building	City budget; grants	High	On-going/Short-term
	P.13		**Administrative and Equipment Capacity.** Maintain adequate levels of staffing, facilities, materials and equipment to provide a timely disaster response consistent with the needs of a demographically changing community and a challenging natural environment, while recognizing the difficulties of aintaining these systems on a daily basis.				
		64)	Conduct hazard and vulnerability assessments as part of the Mill Valley Emergency Operations Plan (EOP). Maintain adequate levels of staffing, facilities, materials and equipment to provide a timely response to demands for public safety services.	Fire; Emergency Preparedness Commission	City budget; grants	High	On-going
		65)	Maintain, update and implement the All Hazards Mitigation Plan, which integrates hazard mitigation strategies into the day-to-day activities of the City of Mill Valley, and includes plans to prepare for police fire service, vulnerable populations and sensitive facilities during and following a signification disaster.	Fire; Emergency Preparedness Commission	City budget; grants	High	On-going
	P.14		**Critical Infrastructure**. Develop and prioritize strategies for critical facilities and services (local and regional) following a major disaster to minimize problems during post-disaster evacuations, rescues and major clean-up operations.				
		66)	Develop and implement a detailed Continuity of Operations Plan to insure the City's ability to provide vital services following a major disaster while recognizing that there will be minimal staffing, damaged facilities and equipment, disruption of communications, a likely absense of mutual aid, and a greatly increased demand on those services.	All City Departments	City budget; grants	High	Short-term
		67)	Consider new technology and procedures to improve the capability of the early warning system.	Fire; Emergency Preparedness Commission	City budget; grants	High	On-going
		68)	Establish a database of residents with disaster-related skills.	Fire; Emergency Preparedness Commission	City budget; grants	High	On-going
NE.10			**Promote Civic Duty and Responsibility.** Promote education and events that reinforce the personal responsibility of all residents, business owners and City staff to plan for, respond to and recover from disasters.				
		71)	Insure continuity of City services and operations through on-going interdepartmental coordination, contingency planning and periodic exercises in order to provide swift and effective disaster response and recovery.	Fire; Emergency Preparedness Commission	City budget; grants	High	On-going

		71)	Implement, support and promote regular educational and training programs, such as “Resilient Neighborhoods”, CERT and "Get Ready", for City staff, residents, businesses, schools and neighborhood groups that include emergency response protocols and procedures, disaster risk education, and self–sufficiency.	Fire; Emergency Preparedness Commission	City budget; grants	High	On-going
		72)	Coordinate with EPC to manage public expectations and educate the public as to what the City will be able to do for themselves versus what they will have to do for themselves during and post-disaster.	Fire; Emergency Preparedness Commission	City budget; grants	High	On-going
	P.15		**Emergency Response and Evacuation Routes.** Continue to expand the network of anticipated emergency response routes and regularly exercise evacuation protocols and procedures.				
		73)	Continue to update the EOP to identify the anticipated emergency response routes and evacuation procedures in the event of a major disaster or hazard requiring evacuation events.	Fire; Emergency Preparedness Commission	City budget; grants	High	On-going
		74)	Support measures to designate, create, maintain and enhance those Steps, Lanes, and Paths that also serve as evacuation routes.	Fire; Emergency Preparedness Commission; Public Works; Volunteers	City budget; grants; in-kind	High	On-going
		75)	Continue to maintain and clearly identify those facilities and networks that serve as emergency response and evacuation routes.	Fire; Emergency Preparedness Commission; Public Works	City budget; grants; in-kind	High	On-going

		76)	Establish public improvement requirements and fees for new development or substantial redevelopment, public improvement assessment districts, the City's budget process or other available funding tools to implement essential emergency access improvements, including, but not limited to, the following: • Electronic traffic signal overrides for principal signalized intersections on Miller Avenue, Camino Alto and East Blithedale; • Roadway widening, utility relocation and other improvements at the following locations: • End of Tamalpais Avenue; • End of Fern Canyon; • End of Lovell (including several tight turns above 511 Lovell); • Widen identified locations on Wainwright Avenue and the "hairpin" turn; • Widen Cascade above Cascade Falls parking area; • Widen identified locations on Coronet; • Widen intersection of Hazel and Rose; • Widen intersection of Lee and Eldridge; • Widen intersection of Marion and Hazel; • Widen intersection of Greenwood and Rider; • Widen intersection of Marion and Monte Vista; • Widen intersection of Hillcrest and Circle; • Widen intersection of Marlin and Manor; • Widen intersection of Quarry and Lee; • Cushing Avenue turn; • 239 Del Casa turn; • Del Casa turnaround; • Hillside turnaround; • Glenn turnaround; • Emergency egress from Circle to Golf Course Clubhouse parking lot;	Fire; Public Works; Planning and Building	City budget	High	On-going
	P.16		**Prevention and Protection. Reduce injury and damage from hazards.**				
		77)	Maintain an ongoing fire inspection program to reduce hazards associated with older buildings, critical facilities, public assembly facilities and residential parcels in high risk areas.	Fire	City budget	High	On-going
		78)	Continue to utilize Residential Building Reports to identify hazards for potential home buyers.	Fire; Planning and Building	City budget	High	On-going
		79)	Require and maintain setbacks, easements and accesses necessary to ensure that emergency services can readily and efficiently function with available equipment.	Fire; Public Works	City budget	High	On-going
		80)	Ensure that all grading and site improvements and structures minimize geotechnical, seismic and flood hazards.	Public Works; Fire	City budget	High	On-going

		81)	Continue to work closely with nearby public safety and emergency management agencies to develop and maintain mutual support plans, programs and coordinate emergency management procedures such mutual aid agreements.	Fire	City budget	High	On-going

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CV.1			**Economic Vitality: Maintain a strong, diverse and vibrant local economy.**				
	P.1		**Business Attraction and Retention.** Create the operational, informational and regulatory capacity to attract and retain businesses that have a positive economic impact, create sustainable commercial success and enhance the quality of life of the community (including, but not limited to, local-serving businesses that provide goods, services, medical, educational, cultural, artistic, entertainment or recreational amenities for the community).				
		1)	Establish a partnership between the City, the Chamber of Commerce and the business community with an emphasis on effective communication and a collaborative, entrepreneurial approach to business attraction and retention issues and create opportunities to strengthen and revitalize commercial areas through targeted funding, regulatory improvements, temporary or "pop-up" uses and other incentives.	City Manager; Chamber of Commerce	City budget; Volunteers	High	On-going
		2)	Work with the Chamber of Commerce, Marin Economic Forum and other organizations to develop policies and programs that facilitate business incubator and related local business growth opportunities.	City Manager; Chamber of Commerce; Marin Economic Forum	City budget; Volunteers; in-kind	Low	Long-term
		3)	Create a "Doing Business in Mill Valley" page on the City's website or using other technology that provides a central source of information on local business related programs, policies and procedures; identifies opportunities to share local jobs, goods and services; promotes a "go local first" approach to meeting needs; and monitors available commercial space by size, location, amenities, constraints and other pertinent features.	City Manager	City budget; Volunteers; in-kind	High	Short-term
			Encourage businesses that are non-polluting that offer or support environmentally sustainable goods or services, or that actively promote telecommuting, alternative work schedules and transportation modes.			High	Short-term
		4)	Create unique gateway design treatments (using landscaping, signage, public art, structural elements, etc.) for the key entryways into the City that will communicate a sense of arrival and welcome to Mill Valley.	Public Works	City budget	Medium	Mid-term
	P.2		**Market Restrictions.** Within the context of Mill Valley's unique community character, allow the market to dictate the success or failure of particular types of businesses rather than set numerical or other regulatory limits that express an official preference for one type of use over another.				

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	P.3		**Parking.** Adopt a mix of parking regulations and management strategies (minimum or maximum requirements, enforcement, shared parking, etc.) that support economic vitality and that are based on recognizing that public parking is a valuable and limited resource.				
		5)	Establish parking enforcement programs and regulations that focus on effective parking management strategies rather than parking meter and citation revenue.	Police; Planning and Building	City budget	High	Short-term
		6)	Address and accommodate special events and art and culture activities such as performing arts and cinema in parking management strategies.	Planning and Building; Police	City budget	High	Short-term
		7)	Utilize the latest available parking technology and best management practices to improve customer service and convenience, including strategies to address potential parking impacts related to special events, employee parking and residential parking adjacent to commercial areas.	Police; Planning and Building	City budget	Medium	Mid-term
		8)	Establish a standard review period for parking-related programs and technology and create a fund to allow regular upgrades to parking technology.	Police; Public Works	City budget	Medium	Mid-term
		9)	Create opportunities to allow shared public and private parking spaces that serve more than a single location or use.	Planning and Building; Public Works	City budget	High	Short-term
		10)	Establish regulations that will accommodate innovations in alternative transportation, vehicles and fuels, such as electric vehicle charging facilities and infrastructure, in all new and redeveloped public and private parking lots.	Planning and Building; Public Works	City budget; grants	Medium	Mid-term

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CV.2			**Economic Vitality: Maintain "Downtown Mill Valley" as one of the social, commercial, intellectual, cultural and entertainment centers of the community.**				
	P.4		**Community Gathering Space.** Sustain a diverse array of functions - shopping, dining, services, community events, entertainment, and recreation – that will continue to attract locals and visitors to the Downtown area.				
		11)	Establish a streamlined special events policy and process that allows for a wider range of events and sponsors on the Plaza and throughout downtown, and expands the hours and activities that are permissible.	Parks and Recreation; Police; Public Works; Parks and Recreation Commission	City budget	High	Short-term
		12)	Encourage a complete and well-integrated mix of uses (including retail, food and drink establishments, services, arts and cultural venues and residential) that will create an attractive, vibrant and walkable downtown experience that does not detract from the essential character and charm of Downtown.	Planning and Building; Planning Commission	City budget	High	Short-term
	P.5		**Good Neighbors.** Address potential conflicts between businesses and residents in or adjacent to Downtown by recognizing the need for responsible business operations and practices; by acknowledging that the value and convenience of living in or near Downtown also comes with noise, odors, parking and other issues not typically found in traditional residential areas; and that the resolution of any conflict with adjacent residents should take into account reasonable concerns, but not at the expense of the goal of a vibrant Downtown.				
		13)	Establish clear and consistent "good neighbor" practices for all businesses operating adjacent to established residential uses and make sure that property owners, business owners and residents acknowledge those practices and the operational commitment they represent.	All City Departments	City budget	Medium	On-going
		14)	Identify and utilize neutral mediation services to resolve potential conflicts that do not relate to enforceable City regulations or conditions of approval.	All City Departments	City budget	Medium	Mid-term
		15)	Strengthen and report performance of the City's code enforcement program to insure timely response to and resolution of potential code violations.	All City Departments	City budget	Medium	Mid-term

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CV.3			**Economic Vitality: Enhance the City's Principal Commercial Areas (Downtown, Miller Avenue, Highway 101, East Blithedale/Alto Center).**				
	P.6		**Commercial Development.** Create and implement a commercial development strategy for the City's principal commercial areas that makes the most of their distinctive locations, amenities and uses, and results in a complete and complementary range of goods and services in the community.				
		16)	Establish regulatory and aesthetic standards to ensure attractive, pleasant, safe, clean, and accessible commercial areas and adjacent public realm. • Update the City's sign regulations; • Update the City's zoning and other regulations to insure that use and other distinctions among the various commercial areas are maintained; • Update commercial design guidelines; • Establish and implement commercial development and public improvement standards (e.g., sidewalks, street furniture, landscaping, parking and circulation, etc.); • Encourage public/private partnerships for long-term maintenance and improvements beyond public standards.	Public Works; Planning & Building; Chamber of Commerce	City budget	Medium	On-going/Mid-term
		17)	Establish a coordinated network of pedestrian and bicycle amenities and safety improvements, including sidewalks, bike lanes, seating areas, trash receptacles and bike parking that will link local businesses and customers.	Public Works; Bicycle Pedestrian Advisory Committee	City budget; grants	High	Short-term
		18)	Ensure that the mix of uses along Miller Avenue continues to provide a range of goods and services that meet "everyday" local needs (e.g., auto repair, medical services, recreation and fitness, etc.).	Planning and Building; Planning Commission	City budget	High	Short-term
		19)	Encourage property owners in the East Blithedale/Alto Center commercial area to improve and modernize existing facilities so as to provide safe and efficient multi-modal access and circulation and attract major community serving tenants.	Planning and Building; Planning Commission	City budget	Medium	Mid-term
		20)	Work with the property owners along the highly visible Highway 101 commercial area to enhance its appearance and connection to Mill Valley and to continue to attract local and regional office and business uses.	Planning and Building; Planning Commission	City budget	Medium	Mid-term

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CV.4			**Healthy Community: Create a built environment and local social structure that encourage physical activity and healthy living, and Strengthen Opportunities for Social Interaction and Building Community Relationships.**				
	P.7		**Community Collaboration.** Support the work of community institutions, government agencies, non-profits and local businesses that contribute to the quality of life of Mill Valley residents.				
		21)	Utilize technology and new methods of public participation to strengthen the quality of communication, civil discourse and problem-solving by embracing open communication, transparency and mutual respect.	All City Departments	City budget; grants	Medium	On-going
		22)	Build local and regional leadership by expanding opportunities, local volunteerism and community participation.	City Council; All City Departments	City budget; grants	Medium	Mid-term
		23)	Strengthen the network of neighborhood associations, including fostering the creation of new associations in areas where none exist, and support activities and programs that enhance the quality and consistency of communication among neighbors, associations, the City and other community organizations.	City Manager	City budget; volunteers	High	Short-term
	P.8		**Public/Commercial Space and Events.** Create well-designed, accessible space that can encourage and support community interaction, such as cafes and restaurants, performance and arts spaces, and activity centers for all ages.				
		24)	Expand opportunities for use of the public right-of-way and public parking lots for neighborhood and community events.	Public Works	City budget; volunteers	Medium	Mid-term
		25)	Maintain and support local events like the Memorial Day Parade, Winterfest, Fall Arts Festival, Mill Valley Film Festival and others that enhance community pride and interaction.	City Manager	City budget; volunteers	High	Short-term
		26)	Promote and encourage new development to provide small plazas, pocket parks, civic spaces, and other gathering places that are available to the public, particularly in infill areas, to help meet recreational demands.	Planning and Building; Parks and Recreation; Public Works	City budget	Medium	Mid-term

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	P.9		**Health Considerations in Planning & Design.** Make land use, public infrastructure and design decisions that promote positive health outcomes.				
		27)	Develop programs that support seniors and promote opportunities to allow residents who wish to age in place. o Coordinate with paramedics, community based organizations and County and City staff to identify those most at risk for falls and provide them with assessments of their homes and regular check-ins to reduce the risk of injuries related to falls; o Create "Safe Routes for Seniors" by identifying the routes that older adults take to access medical care, food and social events in the community and make those safer; o Develop facilities that support continuing engagement, personal enrichment and independence of older residents.	All City Departments	City budget; grants	High/Medium	Mid-term
		28)	Work with County Health & Human Services, local schools and residents to implement new and enforce existing proven polices to reduce binge drinking, tobacco use and illicit drug use, including but not limited to targeting teen parties, expanding smoke free spaces and increasing prescription drug take-back.	Police; Fire	City budget; grants	Medium	Mid-term
		29)	Work with the Chamber of Commerce, local businesses, community organizations and residents to improve Healthy Retail by supporting local food processing and distribution needs that connect local agriculture to local retailers, restaurants, schools, hospitals and other institutions.	City Manager; Chamber of Commerce; Planning and Building	City budget; grants	Medium	Mid-term
		30)	Support the establishment of urgent and preventative health care facilities and services for local residents with limited access to traditional facilities and services.	City Manager; Police; Fire	City budget; grants	Medium	Mid-term
		31)	Promote community gardens, edible schoolyards and edible landscapes that support sustainable and organic farming practices.	Parks and Recreation; Parks and Recreation Commission	City budget; grants; volunteers; in-kind	Medium	On-going/Mid-term

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CV.5			**Healthy Community: Maintain a broad range of public and private physical and mental health programs, including arts, recreational, intellectual, educational and cultural programs and services that meet diverse community needs.**				
	P.10		**Diverse Programs and Services.** Continue to place high priority on programs and facilities that serve the entire community. Ensure that programs and services meet the diverse needs in the community for users such as seniors, youth, and special needs groups. Facilities and/or amenities should be planned and designed to accommodate a range of ages and abilities and changing definitions of recreation.				
		32)	Develop joint-use agreements or other collaborative means that to allow the use of existing community facilities (parks, library, community center, golf course and schools) on a formal and informal basis to: expand opportunities for physical or social activities during off-peak hours in proximity to neighborhoods, and create additional revenue sources for enhancing and maintaining existing facilities.	City Manager	City budget	High	Short-term
		33)	Establish a viable "Youth Commission" to address safe and responsive entertainment/recreation services and facilities that meet the needs of the City's youth, and assist in collaboration efforts between the local schools and the City to better serve youth and the neighborhoods in which schools are located.	City Manager; Parks and Recreation Department; School Districts	City budget; Volunteers	High	Short-term
		34)	Continually monitor and analyze the overall needs of the city's senior citizen population, in order to meet the needs of this segment of the community. Provide the appropriate type, quantity, schedule and class size of senior programs and activities.	Parks and Recreation Department; Parks and Recreation Commission	City budget	High	Short-term
		35)	Enhance recreational and educational programming to help meet the recreational interests of Mill Valley's residents, workforce, and visitors by strengthen partnerships, coordination and outreach with the nonprofit, public and private sectors.	Parks and Recreation Department; Parks and Recreation Commission; Planning and Building	City budget; Volunteers; in-kind	Medium	Mid-term
		36)	Develop self-guided walking tours that include various aspects of the community, such as local and historic landmarks and other arts, cultural and environmental features.	Parks and Recreation Department; Parks and Recreation Commission; Art Commission; Library; Mill Valley Historical Society; Library Board	City budget; Volunteers; in-kind	Medium	Mid-term

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	P.11		**Library.** Continue to support and enhance the role of the Mill Valley Library as an important cultural and intellectual center of the community.				
		37)	Utilize and expand programs that provide opportunities for volunteerism and multi-generational interaction.	Library; Library Board	City budget; Library Foundation	High/Medium	Short-term
		38)	Improve communication and outreach materials and delivery methods to increase their access and availability, and ensure that there is appropriate communication to populations that may be without access to the latest technology.	Library; Library Board	City budget; Library Foundation	High	On-going/Short-term
		39)	Establish programs and services that promote youth literacy.	Library; Library Board	City budget; Library	High	On-going/Short-term
		40)	Establish and regularly update a strategic plan for library facilities and services that keep the library at the forefront of community intellectual needs and priorities.	Library; Library Board	City budget; Library Foundation	Medium	Mid-term

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CV.6			**Healthy Community: Provide a complete and integrated system of public parks and open space areas throughout Mill Valley that provide opportunities for both passive and active recreation.**				
	P.12		**Parks & Recreation Facilities.** Design and implement parks and recreational facilities to meet the unique and anticipated needs and interests of residents.				
		41)	Create a standardized and readily identifiable sign program for all public recreational facilities, pathways and Steps, Lanes and Paths.	Public Works; Parks and Recreation Department; Parks and Recreation Commission	City budget	Medium	Mid-term
		42)	Establish maintenance standards that minimize graffiti and trash problems and promote a "pack-it-out" sensibility for users of steps, lanes, paths and other open space areas.	Public Works; Parks and Recreation Department; Parks and Recreation Commission	City budget	High	Short-term
		43)	Integrate recreation and community facilities with other public spaces and rights-of-way (e.g., steps, lanes and paths, bikeways, sidewalks, trails, bridges, and transit routes) that are easily accessible by alternative modes of transportation, and can be utilized for exercise.	Public Works; Bicycle and Pedestrian Advisory Commission; Parks and Recreation Department; Parks and Recreation Commission	City budget; grants	High	On-going/Short-term
		44)	Work with local organized sports groups to insure that local facilities are used efficiently, serve local demand to the greatest extent possible and preserve the quality and safety of the facility.	Parks and Recreation Department; Parks and Recreation Commission; School Districts; Local Sports Organizations	City budget; grants; volunteers; in-kind	High	On-going/Short-term

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CV.7			**Healthy Community: Keep Mill Valley an aesthetically attractive, desirable and fiscally stable place to live and work.**				
	P.13		**City Budget.** Maintain Mill Valley's tradition of prudent fiscal management and use the City budget process as an opportunity to identify operational improvements and efficiencies, evaluate and prioritize General Plan program implementation and involve the community in addressing fiscal issues and funding strategies, including government pensions and other benefits programs.				
		45)	Maintain a regularly updated schedule of fees for all City services and permits. Fees shall reflect the actual costs of the service; remain consistent with the rate of inflation and includes sufficient revenue to maintain; and enhance City programs and operations consistent with the General Plan and the budget priorities and core values of the City Council--except in those instances where the community determines that a General Fund subsidy is necessary and appropriate.	All City Departments	City budget	High	On-going/Short-term
		46)	Use the Capital Improvement Program (CIP) as one of the means to prioritize and fund identified General Plan programs.	All City Departments	City budget	High	On-going/Short-term
		47)	Establish outreach programs and procedures that will constructively engage and inform the community about important fiscal issues and decisions.	All City Departments	City budget	High	On-going/Short-term
	P.14		**Community Character.** Improve Mill Valley's appearance and charm through City policies, regulations and standards that promote a consistently high quality design and construction.				
		48)	Establish and maintain public improvement and development standards that emphasize the City's attention to detail and design excellence and result in an aesthetically consistent appearance and quality of materials over time.	All City Departments	City budget	High	On-going/Short-term
		49)	Update and expand the City's design guidelines to address all types of new development (not just single-family residential), redevelopment and public improvements.	All City Departments	City budget	High	On-going/Short-term

Goal (ART.#)	Policy (P.#)	Program (#)	ARTS & CULTURE IMPLEMENTATION PLAN Description	Responsibility City Department; City Commission; Committee; Outside Agency; Community Group	Resources e.g. funding opportunities and in-kind services/ supplies/ volunteer time	Priority High, Medium, Low	Time Frame (when started) Short-term (1–4 yrs) Mid-term (5–10) Long-term (over 10) (Note: Funding availability can impact time frame)
ART.1: Maintain a strong identity for Mill Valley as a regional destination for excellence in the arts, culture and arts education.							
	P.1		**Contribution of Arts & Culture to Mill Valley's Community Vitality.** Identify and record, on an on-going basis, the contribution of the arts, culture and arts education to the City's history, character, economic vitality and quality of life.				
		1)	Conduct an initial and, thereafter, periodic arts census to document and disseminate information about art-related events, assets, activities, organizations and venues. § Determine and monitor the economic impact of the arts upon the City's economy. § Inventory facility needs and create availability matrix. § Produce and maintain a City arts guide with a directory of local artists based on census. § Explore resource pooling to minimize the cost of producing and participating in arts events. § Benchmark spending on arts & culture based on similar communities	Art Commission; Volunteers; Chamber of Commerce	Chamber budget; In-kind; grants; volunteers; interns	High	Short-term
		2)	Catalog the City's art history, including arts, artists and arts education.	Historic Society; History Room/Library;	Library and Historical Society Budget	Medium/ Low	Mid-term
	P.2		**Economic Development.** Leverage the arts sector contribution as a key component of the City's economic vitality strategy.				
		3)	Undertake a public awareness campaign to encourage full local participation and build community.	Art Commission; Volunteers; Chamber of Commerce	In-kind; City notifications	High	Short-term
		4)	Promote cultural tourism essential to sustain top-quality cultural offerings and economic vibrancy.	City Council; Volunteers; Chamber of Commerce;	In-kind; City notifications	High	Short-term
	P.3		**Facilities.** Support, sustain and develop excellent arts and culture facilities.				
		5)	Develop cooperative use agreements for public and private facilities.	Art Commission; Parks & Rec; Chamber of Commerce	City staff	Medium	Mid-term
		6)	Take steps, where necessary, to retain significant art facilities and events.	City Council	City staff; volunteers; affected property/ business owners	Low	Long-term

	P.4		**Outreach and Promotion.** Work with artists and art organizations to promote and publicize the City's arts, entertainment and cultural assets, both within and outside the community.				
		7)	Coordinate and simplify procedures for gateway displays, signs and banners.	Public Works; Planning	City staff	Medium	Mid-term
		8)	Implement and update outreach tools such as a central informational and ticketing kiosk, an arts and entertainment website, and emerging technology applications.	Art Commission; Chamber of Commerce	City staff; volunteers; In-kind	High	Short-term
		9)	Provide news and listings for arts organizations in City publications and communications.	City-wide	City staff; volunteers; In -kind	High	Short-term
ART.2: Establish and maintain strong and cooperative civic arts leadership, working collaboratively with public and private arts providers.							
	P.5		**Roles and Relationships.** Define and support a strong, clear role for the Arts Commission and its relationships with other city entities.				
		10)	**Initiate a strategic plan for the Art Commission, which would include creating** clear roles, guidelines and responsibilities, and administration and oversight of Arts & Culture provisions of the MV2040 Plan.	Art Commission; City Council	City staff; Art Commissioners	High	Short-term
		11)	Expand volunteerism and its provision and coordination.	Art Commission; volunteers	In-kind	High	Short-term
		12)	Build cooperative but independent relationships between the Art Commission and all other city agencies and departments.	Art Commission; Recreation Director; City Manager	City staff; Art Commissioners; City Council	High	Short-term
	P.6		**Communication and Collaboration.** Foster cooperation and collaboration with and among members of the arts community.				
		13)	Conduct an annual roundtable among City and arts leaders to develop shared arts sector priorities. Consider this roundtable as part of updating the census (program 1.a.i.	Art Commission; Parks & Recreation	City staff; Art Commissioners; Arts Leaders	Medium/High	Mid-term
	P.7		**Partnerships.** Encourage and support partnerships between the arts, business and educational communities.				
		14)	Improve communication, coordination and sharing of resources between the arts and business communities.	Art Commission; Chamber of Commerce	Art Commission; Arts Leaders; Chamber of Commerce	Medium	Mid-term

ART.3: Provide robust support for the arts, including through public and private funding.							
	P.7		**Funding.** Provide dedicated City funding for the arts and their continued growth.				
		15)	Expand the funding and provide one paid staff position for the Art Commission	City Council; City Manager; Parks & Rec; Arts Leaders	City budget; grants; private donations (foundation, etc.)	High	Short-term
		16)	Assist artists and arts organizations in obtaining private support from businesses and foundations.	Volunteers; Chamber; City; Art Commission	Grants; private donations; foundation	High/Medium	Short-term
	P.8		**Services and Incentives.** Provide supportive services and other incentives to facilitate the delivery and enjoyment of the arts, culture and arts education.				
		17)	Make community arts' uses of city services a priority.	City Council; City Manager; Parks and Recreation	City staff	Medium	Mid-term
		18)	Consider implementing fee waivers for arts events.	City Council	City fee schedule; City budget	High/Medium	Short-term
		19)	Support the mobility polices and program to implement a community shuttle that also serves the arts. **<connection to Mobility>**	City Council; City Manager	Grants; private donations; fee for service	Low	Long-term
	P.9		**Live/Work.** Encourage artists and arts sector workers to live and work within the City.				
		20)	Encourage and identify grants and programs that make housing and workplaces affordable for artists**. <Connection to Housing>**	Art Commission	Grants; private specialized financing programs	Medium	Mid-term
		21)	Investigate opportunities to facilitate artists' residences and workplaces.**<Connection to economic vitality and housing element>**	Planning and Building	City staff; Zoning Ordinance; housing policies	High	Short-term

ART.4: Reflect and encourage arts, culture and arts education in the City's environment.							
	P.10		**Live/Work.** Facilitate the integration of artwork and performances in public and publicly-accessible spaces (e.g. public buildings, parks and squares, rights-of-way), and encourage the inclusion of artwork and artistry in the planning and design of new and existing buildings and structures.				
		22)	Initiate a program for temporary public art, with varied and changing art installations and performances citywide.	Art Commission; Planning and Building/Public Works (sites on public property); private property owners	Designated public and private property; volunteers; in-kind	High	Short-term
		23)	Develop a Public Art Ordinance to: § Define the role of the Art Commission. § Include the Art Commission when selecting art in public places. § Enable the Art Commission to participate in the approval process for artistic components of major public or private development projects. § Identify opportunities for and incorporate permanent public art throughout the City, such as the Miller Avenue corridor. § Encourage artistic diversity and exempt noncommercial artwork on private property from permit requirements. § Provide incentives for the inclusion of artwork in development projects. § Accommodate the incorporation of artwork in buildings and structures	Art Commission; Planning; City Council	City staff; Art Commissioners; volunteers	High	Short-term
		24)	Support performances and events in public spaces and nontraditional settings.	City Council; Art Commission; Parks & Rec; Private property owners	City staff; volunteers	High/Med	Short-term
	P.11		**Arts Education.** Support community opportunities for artistic enrichment through arts education.				
		25)	Support and promote educational workshops and lectures.	Library; Parks & Recreation; Art Commission	City Staff	Low	Long-term
		26)	Consider arts and culture walking tours.	Volunteer; Library/History Room; Art Commission	Volunteers; In-kind	Low	Long-term

ART.5: Attract and support diverse art forms, artists and audiences to sustain a vibrant cultural environment.							
	P.12		**Artistic Diversity and Variety.** Support and encourage a wide variety of established and emerging art forms and artists that include varied ethnic, cultural, age, gender and economic populations, among the users and providers of the City's arts, culture and arts education offerings..				
		27)	When enacting city regulations, ensure support for artistic freedom, variety and eclecticism.	Planning; Art Commission; City Attorney	City staff	High	Short-term
		28)	When promoting the arts, also promote the value of artistic diversity to encourage creativity, expand horizons and accommodate a wide variety of artistic tastes.	Art Commission	Art Commissioners; City staff; volunteers; grants; donations	High	Short-term
		29)	Provide low cost opportunities for artists to display and sell their work in public **and at events**.	Art Commission	Art Commissioners; volunteers; In-kind; grants	Medium	Short-term
		30)	Host and support multi-cultural arts events, performances and displays.	Art Commission; Parks & Rec	City budget; donations; In-kind	Medium	Short-term
		31)	Assist in the identification and recruitment of culturally diverse arts leaders and providers.	City Council; Parks & Rec; Art Commission	Art Commissioners; volunteers; Arts Leaders	Medium	Short-term
		32)	Support and reflect artistic expression that draws upon the cultural diversity as found in the community's workforce.	Art Commission; Parks & Rec	Art Commissioners; Arts Leaders	Medium	Short-term
	P.13		**Accessibility.** Ensure that arts, culture and arts education are accessible to all members of the community, including financially disadvantaged and special needs populations.				
		33)	Explore and support the provision of accommodations, such as priority seating and close captioning for public events.	Art Commission; Arts Providers	Grants; donations; In-kind	Medium	Mid-term
		34)	Consider low cost ticketing, an empty seat program and subsidies for financially disadvantaged persons for persons with special needs.	Art Commission; Arts Providers	Donations; In-kind	Medium	Mid-term
		35)	Encourage the shared use of technology to encourage arts engagement by individuals with special needs.	Art Commission; Arts Providers	Donations; In-kind	Medium	Mid-term