

# *City of Albany*

## **Climate Action Plan – Implementation Plan**



DRAFT

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Appendix A – CAP Implementation Plan Master Table

## I. Introduction

The City of Albany Climate Action Plan (CAP) was adopted by the City Council in April 2010. The planning process encompassed approximately two years in length, including an in-depth community planning process to develop a CAP customized for the City.

The CAP is intended to identify measures, to enable the City to work towards its goal of reducing greenhouse gas emissions 25% below 2004 levels by the year 2020. The CAP includes a total of 40 greenhouse gas emissions reduction measures (GHG), including 27 that have quantified estimates of GHG reductions and another 13 that are not quantified. All measures also have a variety of co-benefits to further provide for a “greener” Albany.

As discussed in the CAP, translating the measures into results requires tangible action steps that will require reliable funding, and the flexibility to change course as economic, political, and environmental conditions demand. The CAP recommends a wide range of implementation actions to be performed between now and 2020. Each action is a City procedure, program, or technique to be performed either alone, in collaboration with non-City organizations, or with other agencies. The actual timing, sequence, completion and monitoring of each identified action are all subject to available funding, sufficient staff resources, and available partnerships with other organizations.

The CAP includes a recommended implementation timeframe, and identified departments responsible for each action. This implementation plan is meant to serve as a more current estimation of expected project completion dates, and provides a general update to the implementation timeframe listed in the CAP. Additionally, staff intends to use the performance indicators within the CAP to evaluate the success of each measure.

The following identifies opportunities for short-term and more extended-term implementation of CAP measures with current funding and staffing levels. Measures include a subset of particular actions. At times, some actions may be recommended for short-term implementation while others may require more time to be fully implemented. Opportunities for additional funding and staffing are also discussed as a means to increase the scale at which the CAP can be implemented.

## II. Prioritization Methodology

Measures are prioritized into one of three particular categories: short-term (implementation anticipated for FY 2010/11-11/12), general plan update (require analysis as part of the General Plan, pending funding for a General Plan Update), and medium/long-term implementation (FY 2011/12-12/13) as detailed below. As discussed in the CAP, the field of climate action planning is rapidly evolving, and prioritization will be reviewed regularly to ensure consistency and usefulness.

Prioritization is mainly focused on the opportunity to achieve the City's GHG reduction goal while also considering a variety of factors that can impact the ability to implement a project. These factors currently include but are not limited to the following, however may change over time given that climate change science is constantly evolving:

- community interests – whether the community has expressed or expresses preferential interest in the implementation of particular measures
- co-benefits – whether the measure provides for co-benefits that assist with achieving other city goals or mandates
- available funding – whether funding exists to implement the measure (grants or other), or whether additional funding sources need to be identified
- ease of implementation – whether the project is “shovel-ready”, or whether the project will require a significant planning/research process
- regional support – whether there are regional programs that may serve to expand upon the project to maximize opportunity
- capacity to implement each measure – whether the measure can be implemented with existing staffing or whether technical assistance or additional staffing is necessary

## III. Funding

The amount of funding needed for implementation of the CAP varies by measure. For instance, collaboration with existing non-profits and outreach may involve nominal funds while development of a capital project or program may require a significant investment of funds. At present, available funding is limited to grants.

The Measures identified for short-term implementation can be conducted within the City's existing budget for FY 2010/11. Measures identified for medium/long-term

implementation will require an allocation of funds from other revenue sources.

### Existing Funding

A variety of grant funding is currently in use to implement particular Measures within the CAP as detailed below.

*EPA Climate Showcase Communities grant* – this is a “small cities” partnership grant between the cities of Albany, El Cerrito, Piedmont and San Pablo. El Cerrito is the lead. Each city will receive approximately \$75,000 for energy efficiency/CAP projects that can demonstrate “showcase” opportunities such as being easily replicable to all the small cities. The grant will also identify opportunities to reinvest savings realized by projects into a type of revolving program fund for each city.

Specific CAP projects have been designated for this grant funding given their ability to be replicated include:

- BE-1 - Municipal Building Retrofits (a city match will be required), BE-2.1, BE-2.2 - Energy efficiency funding assistance for the community and BE-2.3 – Residential Energy Conservation Ordinance. The grant will also include work on data tracking including greenhouse gas emissions and utility bills.

*ARRA Energy Efficiency Block Grant Funds & 1% Energy Efficiency Loan* – funds are administered by the California Energy Commission on behalf of the Federal government. Funds are for cost-effective energy efficiency projects. These funds provide for the City’s LED street light retrofit project – BE-4.2.

### *Alameda County Measure D Funds – Waste Diversion & Waste Mitigation*

These funds are the result of charges on disposal tonnage in Alameda County landfills. The City receives funding to implement waste diversion and mitigation projects. Implementation of Measure WR-1 – establish a citywide zero-waste target for 2030, and associated action steps can be funded with these grant funds, however grant funds are limited, and supporting funds may be necessary.

### Potential Funding

Additional revenue sources are necessary to fully implement the CAP. These may include a General Fund allocation and inclusion of particular Measures as part of the CIP budget. Additionally, targeted funding may be available such as increased LLAD funds for enhancing the City’s Green Infrastructure – Measure GI-1. Budgeting for implementation should coincide with the City’s annual budgeting process. Development of a comprehensive funding plan is also recommended.

Other revenue sources will likely need to be pursued, as detailed within the CAP. These include development of a parking permit system (TL-4.5), and/or a utility user’s tax. Technical analysis and a community planning process would be necessary to ensure the most appropriate application for the City.

Grant announcements are being monitored to identify additional funding opportunities. These may include an opportunity to apply for grant funds to update components of the City’s General Plan relating to greening/Climate Action. Although grant funding is a welcome resource, it can prove time consuming to develop grant applications, process grant agreements, reporting, and prepare for auditing.

In addition, regional grant opportunities, including ARRA Stimulus funds, are being pursued by particular lead agencies including Stopwaste.org and ABAG. Projects identified for funding involve energy efficiency retrofit projects which would include general outreach, subsidies, and contractor training programs. Grant awards are expected to be announced in late summer 2010.

IV. Measures Recommended for Short-Term Implementation

Short-Term implementation is categorized as measures that are already underway, or that can be initiated in fiscal years 2010/11 – 2011/12. Measures identified in the following table have typically been selected because they fall into one or more of these categories:

- Program is in place already, measure is an expansion of an existing program
- Measure is already underway due to funding/collaboration opportunity
- Measure coincides with other planned program implementation
- Measure can be implemented with existing staff capacity
- Measure does not need detailed technical analysis (outside consultant)

Strategy		Discussion
Buildings and Energy Strategy		
BE-1.1	<i>Install cost-effective energy systems on all City buildings / install displays to demonstrate savings</i>	The City is working in collaboration under the EPA climate showcase grant program with other “small cities”. Municipal facility audits/retrofits are included. “Action B” regarding locating renewable energy opportunities (i.e. Solar) will require more extended study within the General Plan Update.

Strategy		Discussion
<b>Buildings and Energy Strategy</b>		
BE-2.1	<i>Develop comprehensive outreach programs to encourage energy efficiency/renewable energy investments in the community</i>	The EPA climate showcase grant program includes outreach to the community as an integral component of the program. Additionally, the City is working in collaboration with Stopwaste.org and the County regarding regional outreach. The City is also actively coordinating with local community groups to conduct outreach.
BE-2.2	<i>Identify/develop low-cost financing products and programs to encourage investment in energy efficiency/renewable energy within existing residential units and commercial buildings</i>	The City is participating in the <i>CaliforniaFIRST</i> financing program which allows property owners to finance energy upgrades/renewable energy projects on their property taxes (expected public launch in Fall 2010). Additionally, as part of the EPA climate showcase grant program, financial assistance will be provided to the community to complete energy efficiency upgrades.
BE-2.3	<i>Develop/implement residential and commercial energy efficiency upgrade requirements</i>	The City is working in collaboration under the EPA climate showcase grant program with other “small cities”. Development of a Residential Energy Conservation Ordinance will be a component of the grant program. An ordinance for commercial sites would follow.
BE-2.4	<i>Identify/facilitate solar energy EmPowerment districts in commercial, industrial, and mixed use portions of the City</i>	Initial research can be conducted to identify feasibility of particular zones such as the redevelopment area. Implementation will require a more extended planning process.
BE-2.5	<i>Join Bay Area efforts to ensure green public transit energy sourcing</i>	Collaboration/coordination with AC Transit will be conducted.
BE-3.1	<i>Require new construction to comply with Tier 2 energy efficiency standards contained within section 503.1.2 of the California Green Building Code</i>	Requirement is ongoing

BE-3.2	<i>Require that all new multi-tenant buildings be sub-metered to allow each tenant the ability to monitor their own energy and water consumption.</i>	Condition will be added to permits issued for multi-tenant buildings.
BE-4.2	<i>Convert street lights to LED bulbs</i>	Project is complete
BE-4.4	<i>Encourage PG&amp;E /EBMUD to provide comparative conservation metrics on utility bills</i>	Initial conversations can be held, this item may require action by bill payers.

Strategy		Discussion
Transportation and Land Use Strategy		
TL-1.1	<i>Expand and enhance bicycle infrastructure throughout the City</i>	Components of this Measure are underway including revisions to the Bicycle Master Plan. The remaining actions will be contingent upon the updated Bicycle Master Plan and General Plan update.
TL-1.2	<i>Install bike racks in commercial/ civic areas of the City where racks do not currently exist</i>	The Bicycle Master Plan will analyze this and make recommendations. A draft of the plan is expected in late summer of 2011.
TL-1.3	<i>Evaluate the community's walking infrastructure, identify potential barriers and implement improvements</i>	The Pedestrian Master Plan is underway which will address the action items listed in this Measure. A draft of the plan is expected in late summer of 2011.
TL-1.4	<i>Strictly enforce pedestrian rights laws on City streets</i>	The Police Department is aware of this item and works in coordination with the Traffic & Safety Commission on related issues.
TL-2.3	<i>Provide passes and shuttles to transit to encourage use of alternative transportation by City employees</i>	The "Commuter Checks" program is ongoing (optional program for employees for pre-taxed purchase of transit/BART tickets). Review time and funding would be needed to provide subsidies / financial incentives.



Strategy		Discussion
Waste Reduction Strategy		
WR-1.1	<i>Establish a citywide zero-waste target for 2030</i>	Components of this Measure are underway including analysis regarding bag reduction, support of extended producer responsibility, and junk mail/general outreach. A resolution to achieve 90% waste reduction can also be developed. The majority of the remaining actions will be considered during Franchise negotiations in 2010/2011.

Strategy		Discussion
Green Infrastructure Strategy		
GI-1.1	<i>Enhance the urban forest / landscapes to maximize carbon sequestration, reduce urban runoff and augment neighborhood aesthetics</i>	An active tree planting program is underway that includes block planting. Funding is also being sought out for additional program support. The remaining actions will require extended study/planning.

Strategy		Discussion
Water Conservation Strategy		
WC-1.1	<i>Encourage participation in EBMUD's free water audit program</i>	Comprehensive outreach is being developed at the County level. Outreach will also be developed at the City level to promote along with other audit opportunities.
WC-1.2	<i>Encourage 50% reduction in outdoor potable water usage for existing residential and commercial</i>	Collaboration with outside agencies can be initiated in the short term. Actual installation of weather-based irrigation systems will require additional funding and planning.
WC-2.1	<i>Require new construction/major remodels to achieve indoor water efficiency 20% above the California Building Standards Code</i>	This item can be included for consideration during the annual Green Building Standards review, and added as a standard condition of approval.
WC-2.2	<i>Require new landscape projects to reduce outdoor potable water use by 50%</i>	This item can be included for consideration during the annual Green Building Standards review and added as a standard condition of approval.

Strategy		Discussion
Food and Agriculture Strategy		
FA-1.1	<i>Establish a permanent farmer's market site</i>	This Measure is underway. A request for qualifications for a market provider has been released – responses are due by 7/9/2010.
FA-1.2	<i>Facilitate / promote community-supported agriculture</i>	This Measure will be supported by implementation of FA-1.1. Additionally, the gleaning program developed by the Recreation Department supports this measure.
FA-1.3	<i>Procure regionally produced food for City events/encourage vendors at City-sponsored events to procure food regionally</i>	This Measure is underway. City events utilize local vendors and service groups.
FA-2.1	<i>Encourage low-carbon meals through public education</i>	City-sponsored “Low Carbon Diet” program educates participants on this topic. The program is ongoing.
FA-3.1	<i>Establish a local community garden program</i>	The Parks & Recreation Commission is currently researching locations for additional community gardens.

V. Measures Connected to General Plan Update

Measures identified in the following table are connected to update of the General Plan. Technical analysis will be required for the majority of these measures. Additionally, further implementation will be required following inclusion in a General Plan update. Grant funding is currently being sought to initiate the update process.

Strategy		Discussion
Buildings and Energy Strategy		
BE-1.1	<i>Install cost-effective renewable energy systems on all City buildings</i>	“Action B” - evaluating the potential to locate cost-effective renewable energy systems on City properties.

Strategy		Discussion
Transportation and Land Use Strategy		
TL-1.1	<i>Expand and enhance bicycle infrastructure throughout the City</i>	“Action A” – revise standard street cross-sections within the General Plan Circulation Element to ensure that all roads accommodate the needs of pedestrians/bicyclist/etc.

TL-1.5	<i>Encourage additional neighborhood-serving commercial uses and mixed-use development within the commercial area</i>	The majority of actions within this measure can be included as part of the General Plan update. The remaining actions such as outreach/incentives would be facilitated and come as a result of the planning process.
TL-3.2	<i>Update planning documents to promote high-quality, mixed-use, pedestrian and transit-oriented development along San Pablo/Solano</i>	Actions can be included within General Plan update; further implementation would be required following the planning update. Including specific updates to design guidelines and master plans if deemed warranted.
TL-3.3	<i>Evaluate GHG emissions of development proposals work with applicants to reduce emissions during project review. Incentivize projects that generate low levels of GHG emissions</i>	This Measure supports measure TL-3.2, and as such should be implemented following technical analysis conducted as part of the planning process during General Plan update. Larger projects that come before the City prior to this work will be analyzed according to the CAP and CEQA requirements for GHG emissions.
TL-4.1	<i>Work with ABAG and neighboring cities to improve the jobs-housing balance in the City regional transit corridors</i>	The majority of actions within this Measure can be analyzed during a General Plan update. Further implementation will be required following planning study including development of an economic development program.
TL-4.4	<i>Create /implement a voluntary transportation demand program to reduce weekday peak period single occupancy commute /school trips</i>	Grant funding from MTC Climate Initiatives Program is being sought for this program.

VI. Measures Recommended for Medium/Long-Term Implementation (initiated in 2012/13 – 2013/2014) Measures recommended for longer-term implementation have typically been selected because they fall into one or more of these categories:

- Measure will require new program development, additional staffing or funding
- Measure will require larger-scale collaboration and coordination
- Measure requires technical analysis or planning (outside consultant)

Strategy		Discussion
<b>Building and Energy Strategy</b>		
BE-4.1	<i>Partner with other neighboring cities and PG&amp;E to fast-track smart grid technology</i>	Time is necessary to acquire additional information regarding smart-grid technology, and identification of interested neighboring cities.
BE-4.3	<i>Research the feasibility of joining the Community Choice Aggregation efforts of Berkeley, Oakland, Emeryville and other neighboring cities</i>	Neighboring cities have analyzed the feasibility of a CCA and have recommended against the action at this time. Legislation is being pursued which may impact the procedures for a CCA. The Sustainability Committee has expressed interest in increasing the priority of this item, which they may take a lead in researching.

Strategy		Discussion
<b>Transportation and Land Use Strategy</b>		
TL-2.1	<i>Conduct a public transit gap study that analyzes strategies to increase transit use in the City and identify funding for improvements</i>	Requires additional funding and staffing. Additionally, this could compete with the current focus on development of the Bicycle Master Plan and Pedestrian Plan.
TL-2.2	<i>Work with AC transit to provide bus stops with safe, convenient bicycle and pedestrian access and improvements</i>	Supports TL-2.1. Additionally, requires assistance from AC Transit, funding and staffing.
TL-3.1	<i>Provide public education about benefits of well-designed, higher-density housing and relationships between land use and transportation</i>	General outreach is ongoing; however targeted outreach and workshops will require additional funding and staffing. This may also be an opportunity for community groups and/or those with expertise in this field such as members of the Sustainability Committee/Planning & Zoning to provide assistance.

TL-4.2	<i>Improve fuel efficiency of the City vehicle fleet by purchasing low/zero emission vehicles when vehicles are retired from service</i>	Additional funding is necessary to cover the cost difference between low/zero emission vehicles and standard vehicles.
TL-4.3	<i>Incentivize electric and plug-in hybrid vehicles through development of charging infrastructure and preferential parking</i>	Additional staffing required to analyze feasible locations.
TL-4.5	<i>Evaluate and consider implementation of community parking management strategies</i>	Technical analysis needed to identify best management strategy.
TL-5.1	<i>Conduct a study of the potential effects of peak oil on the community and develop a peak oil adaptation plan</i>	Additional funding/staffing required, or potentially technical analysis.

## VII. Community Engagement

As identified within the CAP, there is a significant “Community Challenge” that must be initiated to meet the expressed goal of reducing GHG emissions. Further, several of the measures within the CAP will only be effective if the community is actively participating in the programs, such as energy efficiency retrofits. To effect this community challenge, community interest groups will be sought out to provide assistance with implementation of particular CAP Measures, and to provide ongoing, targeted outreach to the community.

To date the City’s Sustainability Committee has had a significant role in developing the CAP including working directly with the consultant team and staff responsible for drafting the CAP. The Sustainability Committee also provided input on this implementation plan, and will be working to identify measures that they can help initiate. It is recommended that the Sustainability Committee continue to take an active role during implementation by serving as a CAP Implementation Task Force. The task force could utilize its expertise to promote community awareness, and

serve as the lead on particular outreach components of the CAP in coordination with staff.

Additionally, as particular Measures within the CAP are under development, the Task Force could provide input and assist with planning and administration of public workshops. The Task Force can also work in a liaison capacity to collaborate with other community groups and serve as a conduit regarding the many opportunities available to the general community.

#### VIII. Implementation Monitoring/Evaluation

Staff will be responsible for monitoring implementation of the CAP including development of a tracking system to estimate the amount of GHG reductions achieved on an ongoing basis. At times, technical assistance will likely be necessary to ensure GHG reduction calculations are as scientifically grounded as possible. A web-based reporting system would allow for ongoing progress reporting for the community.

The CAP calls for periodic reviews every three years to identify potential plan update needs. These reviews will evaluate improvements to climate science, explore new opportunities for GHG reduction and climate adaptation, and respond to changes in climate policy. Funding will be necessary to develop a tracking and reporting system.

# City of Albany Climate Action Plan - Implementation Plan

*Buildings and Energy Strategy - Minimize energy consumption, create high performance buildings, and transition to clean renewable energy sources.*

## Objective BE-1: Lead by Example with Zero-Emission City Buildings by 2015

Measures and Actions					GHG Reduction Potential (MT CO <sub>2</sub> e)	Progress Indicators	Targets	
BE-1.1	Install cost-effective renewable energy systems on all City buildings, and install building performance data displays to demonstrate savings.				150	i. Percentage of City's building energy saved through energy retrofits and conservation measures. (baseline year 2005)	20% by 2015	
	ACTIONS							40% by 2020
	A	Conduct energy audits of all municipal buildings.	Before December 31, 2010			Building	ii. Percentage of City's building electricity from renewable sources.	100% by 2015
	B	Evaluate the potential to locate cost-effective renewable energy systems on City properties.	During GP Update			Environmental Resources Building		
	C	Conduct feasibility study for wind energy generation on the Bulb.	Before July 31, 2010			Environmental Resources		
	D	Purchase remaining energy from renewable sources or from PG&E's Climate Smart Program.	Before January 1, 2015			Building		
E	Install electronic building performance displays in all publically accessible buildings.	Before December 31, 2014		Building				

## Objective BE-2: Retrofit Existing Residential and Commercial Buildings to Increase Energy Efficiency and Maximize Use of Renewable Energy

Measures and Actions					GHG Reduction Potential (MT CO <sub>2</sub> e)	Progress Indicators	Targets	
BE-2.1	Develop comprehensive outreach programs to encourage energy efficiency and renewable energy investments in the community.				2,935	i. Percentage of residential units and commercial uses that have voluntarily implemented energy efficiency improvements.	2% of single-family units, and 4% of commercial uses by 2015	
	ACTIONS							5% of single-family units, and 8% of commercial uses by 2020
	A	Work with PG&E and other community organizations to develop energy efficiency outreach programs for property owners.	Ongoing			Environmental Resources	ii. Percentage of residential buildings that have installed photovoltaic or solar hot water heaters.	10% by 2015
	B	Work with community organizations to facilitate energy audits in the community.	Ongoing			Environmental Resources		
	C	Develop an Albany Climate Action Partner publicity campaign for businesses who achieve a 20% or greater increase in building energy efficiency.	Before July 31, 2011			Environmental Resources		
D	Develop outreach program to encourage property owners to install of renewable energy systems.	Before December 31, 2010		Environmental Resources	20% by 2020			
BE-2.2	Identify and develop low-cost financing products and programs to encourage investment in energy efficiency and renewable energy within existing residential units and commercial buildings.				Supporting measure (BE-2.1 and BE-2.3)	-	-	
BE-2.3	Develop and implement residential and commercial energy efficiency upgrade requirements.				1,310	i. Percentage of residential units and commercial uses that have implemented energy efficiency improvements since 2004.	20% of single-family units, 15% of multi-family units, and 15% of commercial uses by 2015	
	ACTIONS							32% of single-family units, 24% of multi-family units, and 30% of commercial uses by 2020
	A	Adopt Residential Energy Conservation Ordinance requiring point-of-sale energy efficiency upgrades.	Before July 31, 2010			City Council Planning & Zoning		
	B	Work with Stopwaste.org to verify that the required efficiency upgrade package achieves at least 20% improvement in average Albany home.	Before July 31, 2010			Building		
	C	Adopt Commercial Energy Conservation Ordinance requiring point-of-sale energy efficiency upgrades.	Before July 31, 2012			Building		
	D	Adopt ordinance that requires landlords to provide information on average utility bills per unit to existing and potential tenants and to the City.	Before July 31, 2012			City Council Environmental Resources		
E	Create energy efficiency rating system for all rental properties within Albany.	Before January 1, 2015		Environmental Resources				

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BE-2.4	Identify and facilitate solar energy EmPowerment districts in commercial, industrial, and mixed-use portions of the City.					2,195	i. Percentage of eligible buildings and parking lots with photovoltaic systems within EmPowerment District.	25% by 2015
	ACTIONS							
	A	Define Solar EmPowerment Districts within the community and identify solar generation opportunity sites (e.g., buildings and parking lots).	Before July 31, 2010		Planning & Zoning Environmental Resources			
	B	Conduct analysis of potential regulatory, structural, and market barriers to installation of photovoltaic systems on commercial buildings within defined EmPowerment Districts.	Before December 31, 2010		Building Environmental Resources			
	C	Develop outreach and technical assistance programs to facilitate installation of solar systems.	Before July 31, 2011		Environmental Resources			
D	Streamline permitting process for photovoltaic system installation in EmPowerment Districts.	Before July 31, 2011		Building				
BE-2.5	Join Bay Area efforts to ensure green public transit energy sourcing.					Not included in inventory	-	-
<b>Objective BE-3: Require Energy Performance In New Construction</b>								
<b>Measures and Actions</b>						<b>GHG Reduction Potential (MT CO<sub>2</sub>e)</b>	<b>Progress Indicators</b>	<b>Targets</b>
BE-3.1	Require new construction to comply with Tier 2 energy efficiency standards contained within section 503.1.2 of the California Green Building Code.					1,550	-	-
	ACTIONS							
A	Amend the Albany Green Building Ordinance to incorporate the Tier 2 energy efficiency standards contained in Section 503.1.2 of the 2008 California Green Building Code as the required standards for energy efficiency for new construction.	Before December 31, 2010		City Council Building				
BE-3.2	Require that all new multi-tenant buildings be sub-metered to allow each tenant the ability to monitor their own energy and water consumption.					Not quantified	-	-
<b>Objective BE-4: Community Energy Management</b>								
<b>Measures and Actions</b>						<b>GHG Reduction Potential (MT CO<sub>2</sub>e)</b>	<b>Progress Indicators</b>	<b>Targets</b>
BE-4.1	Partner with other neighboring cities and PG&E to fast-track smart grid technology in Albany.					160	i. Percent of buildings with Smart Meters.	100% by 2015
	ACTIONS							
	A	Partner with PG&E and develop community smart grid integration plan.	Before December 31, 2011		Environmental Resources Public Works			
B	Develop outreach program that informs property owners and businesses about benefits of smart grid and smart appliances.	Before July 31, 2012		Environmental Resources				
BE-4.2	Work with Alameda County to convert all street lights to LED bulbs or LED-solar systems.					170	i. Percentage of streetlights converted to LED technologies.	100% by 2014
	ACTIONS							
A	Partner with Alameda County and convert all existing streetlights to LED bulbs.	Before December 31, 2014		Public Works				
BE-4.3	Research the feasibility of joining the Community Choice Aggregation efforts of Berkeley, Oakland, Emeryville, and other neighboring cities.					See measure text	-	-
BE-4.4	Encourage PG&E and EBMUD to provide comparative energy and water conservation metrics on utility bills.					130	-	-
	ACTIONS							
A	Work with PG&E and EBMUD to establish comparative metrics on all residential utility bills.	Before December 31, 2011		Environmental Resources				



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*Transportation and Land Use Strategy - Create an interconnected transportation system and land use pattern that shifts travel from autos to walking, biking, and public transit.*

## Objective TL-1: Facilitate Walking and Biking in the Community

Measures and Actions					GHG Reduction Potential (MT CO <sub>2</sub> e)	Progress Indicators	Targets		
TL-1.1	Expand and enhance bicycle infrastructure throughout the City.				Stage 1: 110; Stage 2: 305 (total)	i. Bicycle network coverage.	30% bicycle network coverage by 2015		
	<b>ACTIONS</b>								90% bicycle network coverage by 2020
	A	Revise standard street cross-sections within the General Plan Circulation Element to ensure that all roads accommodate the needs of pedestrians, bicyclists, public transit riders, and automobile drivers.	Before December 31, 2011				Planning & Zoning (General Plan Update)		
	B	Revise and adopt the Bicycle Master Plan to incorporate a wider extent of Complete Streets.	Before July 31, 2012				Planning & Zoning (General Plan Update)		
	C	Construct Stage 1 bicycle infrastructure improvements described in the current Bicycle Master Plan.	Before January 1, 2015				Transportation		
	D	Construct Stage 2 bicycle infrastructure improvements.	To be phased in as funds become available		Transportation		15% combined by 2020		
TL-1.2	Install bike racks in commercial and civic areas of the City where racks do not currently exist.				230	i. Bicycle parking-to-auto parking ratio.	50% bicycle parking by 2015		
	<b>ACTIONS</b>								100% bicycle parking by 2020
	A	Conduct bicycle parking analysis in City's commercial and civic areas.	Before December 31, 2011				Transportation		
	B	Install bicycle parking facilities in underserved areas (20% of total to be Class I or II bicycle parking facilities).	Before July 31, 2012				Transportation		
	C	Adopt ordinance that requires new development to provide adequate bicycle parking for tenants and customers; and requires businesses with more than 50 employees to provide end-of trip facilities including showers, lockers, and Class I bicycle storage facilities.	Before July 31, 2012		City Council Transportation		100% by 2020		
TL-1.3	Evaluate the community's walking infrastructure, identify potential barriers, and implement improvements.				610	-	-		
	A	Conduct a pedestrian obstacle study.	Before September 1, 2010					Transportation	
	B	Prepare and adopt a Pedestrian Master Plan.	Before December 31, 2012					Planning & Zoning	
	C	Construct pedestrian improvements identified in the pedestrian obstacle study and Pedestrian Master Plan.	Before December 31, 2017		Transportation				
TL-1.4	Strictly enforce pedestrian rights laws on City streets.				Not quantified	-	-		
TL-1.5	Encourage additional neighborhood-serving commercial uses and mixed-use development within the City's existing commercial districts. Strive to provide access to daily goods and services within ¼-mile of residences.				1,150	i. Percentage of residential parcels within ¼ mile of three or more neighborhood amenities.	55% by 2015		
	<b>ACTIONS</b>								65% by 2020
	A	Conduct study that examines methods to attract additional neighborhood-serving uses and mixed-use development to commercial districts.	Before December 31, 2011				Planning & Zoning (General Plan Update)		
	B	Develop small business incentive programs to encourage new neighborhood-serving uses.	Before December 31, 2012				Community Development		
	C	Conduct audit of land use, zoning, development standards, and other regulations that may act as barriers to neighborhood serving businesses and mixed-use development.	Before December 31, 2011				Planning & Zoning (General Plan Update)		
	D	Create new Economic Development element in General Plan.	Before December 31, 2011		Planning & Zoning (General Plan Update)				

## Objective TL-2: Make Public Transit More Accessible and User-Friendly

Measures and Actions					GHG Reduction Potential (MT CO <sub>2</sub> e)	Progress Indicators	Targets		
TL-2.1	Conduct a public transit gap study that analyzes strategies for increasing transit use within the City and identifies funding sources for transit improvements.				Not quantified	-	-		
TL-2.2	Work with AC transit to provide bus stops with safe and convenient bicycle and pedestrian access and essential improvements such as shelters, route information, benches, and lighting.				115	i. Percentage of bus stops with shade, weather protection, seating, lighting, and route information.	80% by 2015		
	<b>ACTIONS</b>								100% by 2017
	A	Consult with AC Transit to ensure Albany bus stops provide shade, weather protection, seating, lighting, and route information.	Before December 31, 2017				Transportation		
	B	Conduct a study of bicycle and pedestrian access to transit stations.	Before July 31, 2012		Transportation				
TL-2.3	Provide passes and shuttles to transit to encourage use of alternative transportation by City employees.				11	-	-		

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Objective TL-3: Promote Pedestrian- and Transit-Oriented Development								
Measures and Actions					GHG Reduction Potential (MT CO <sub>2</sub> e)	Progress Indicators	Targets	
TL-3.1	Provide public education about benefits of well-designed, higher-density housing and relationships between land use and transportation.					70 (combined total for all education programs)	-	-
	ACTIONS		TIMETABLE	STATUS	RESPONSIBILITY			
	A	Develop comprehensive public outreach campaign that educates residents and businesses about ways to reduce GHG emissions.	Before July 31, 2010		Environmental Resources			
	B	Develop specific outreach program to inform residents, businesses, and property owners about the benefits of well-designed infill development.	Before January 1, 2011 (Ongoing)		Environmental Resources			
C	Conduct workshops that integrate public input and concerns into the infill development design process.	Before January 1, 2011 (Ongoing)		Planning & Zoning Environmental Resources				
TL-3.2	Update planning documents to promote high-quality, mixed-use, pedestrian- and transit-oriented development in the San Pablo/Solano Commercial districts.					790	i. Percentage of new development projects in San Pablo Commercial District that achieve a floor area ratio of 1.5 or higher (approximately 75% of maximum allowable FAR).	100% by 2020
	ACTIONS		TIMETABLE	STATUS	RESPONSIBILITY			ii. Percentage of new development projects in Solano Commercial District that achieve a floor area ratio of 0.95 or higher (approximately 75% of maximum allowable FAR).
	A	Conduct sustainability audit to identify regulatory, structural or market barriers to sustainable, climate-friendly development within commercial and high density residential districts.	Before December 31, 2011		Planning & Zoning (General Plan Update)			
	B	Evaluate the residential and commercial parking requirements and the height and setback requirements for commercial and high density residential uses.	Before December 31, 2011		Planning & Zoning (General Plan Update)			
C	Update the San Pablo Design Guidelines and San Pablo Streetscape Master Plan to reflect the City's desire to create a pedestrian- and transit-oriented environment.	Before January 1, 2013		Planning & Zoning				
TL-3.3	Evaluate GHG emissions associated with development proposals and work with applicants to reduce emissions during project review. Incentivize projects that generate low levels of GHG emissions and remove unnecessary restrictions on secondary residential units near transit stations.					Supporting measure (TL-3.2)	-	-
Objective TL-4: Reduce Vehicle Emissions and Trips								
Measures and Actions					GHG Reduction Potential (MT CO <sub>2</sub> e)	Progress Indicators	Targets	
TL-4.1	Work with ABAG and neighboring cities to improve the jobs-housing balance within the City and regional transit corridors.					225	i. Jobs/housing ratio.	0.70 by 2015
	ACTIONS		TIMETABLE	STATUS	RESPONSIBILITY			0.80 by 2020
	A	Create an economic development program.	Before July 31, 2010		Community Development			
	B	Explore the redevelopment potential of the Commercial Mixed Use District into a job-rich business park.	Before December 31, 2011		Planning & Zoning (General Plan Update)			
C	Collaborate with neighboring communities to establish employment opportunities along transit corridors.	Before January 1, 2011		Planning & Zoning (General Plan Update)				
TL-4.2	Improve fuel efficiency of the City vehicle fleet by purchasing low- or zero-emission vehicles when vehicles are retired from service.					19	-	-
TL-4.3	Incentivize electric and plug-in hybrid vehicles through development of automobile charging infrastructure and preferential street parking spaces.					Not quantified	-	-

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TL-4.4	Create and implement a voluntary transportation demand management (TDM) program to reduce weekday peak period single occupancy commute and school trips.				1,140	i. Percent reduction in single-occupancy automobile commute trips.	15% reduction by 2015		
	ACTIONS								
	A	Develop and adopt a trip reduction ordinance to reduce single-occupancy automobile commute trips by 15% by 2020.	Before December 31, 2011				City Council Transportation		20% reduction by 2020
	B	Facilitate the establishment of an Albany Transportation Management Association (ATMA) for community employers.	Before July 31, 2012				Transportation		
	C	Develop Albany-specific social networking platform to facilitate community participation in carpool and vanpool programs.	Before December 31, 2012				Transportation		
	D	Evaluate potential for rideshare stations in Albany.	Before December 31, 2012				Transportation		
	E	Work with schools to identify key infrastructure improvements and community outreach initiatives that would facilitate safe-routes-to-school and walking school bus programs.	Before July 31, 2011				Transportation		ii. Percentage of Albany employers with over 10 employees who belong to ATMA. 100% by 2015
F	Develop education and outreach programs aimed at reducing residents' transportation related emissions.	Ongoing		Transportation					
TL-4.5	Evaluate and consider implementation of community parking management strategies.				Not quantified	-	-		

## Objective TL-5: Prepare for Peak Oil

Measures and Actions		GHG Reduction Potential (MT CO <sub>2</sub> e)	Progress Indicators	Targets
TL-5.1	Conduct a study of the potential effects of peak oil on the community and develop a peak oil adaptation plan.	Not included in inventory	-	-

## Waste Reduction Strategy - Minimize waste.

### Objective WR-1: Become a Zero-Waste Community

Measures and Actions		GHG Reduction Potential (MT CO <sub>2</sub> e)	Progress Indicators	Targets				
WR-1.1	Establish a citywide zero-waste target for 2030.	2,210 (2004 to 2020)	i. Community waste diversion rate	75% by 2015				
	ACTIONS							
	A			Adopt a resolution to achieve 90% waste diversion by 2030.	Before December 31, 2011		City Council Environmental Resources	
	B			Adopt an ordinance that requires all household and commercial food scraps and food-soiled paper to be placed in organics carts, all commercial food service providers to use recycling and organics services.	Before December 31, 2010		City Council Environmental Resources	
	C			Adopt an ordinance that requires the City's waste collector to minimize collection route distances and use fuel efficient vehicles.	Before December 31, 2010		City Council Environmental Resources	80% by 2020
	D			Expand outreach programs to maximize participation in waste reduction and diversion programs and increase consumer awareness about low carbon products and opportunities for reuse of goods in the community.	Before July 31, 2011		Environmental Resources	
	E			Adopt an ordinance that requires a disposable shopping bag fee.	Before December 31, 2010		City Council Environmental Resources	
	F			Adopt a resolution of support that encourages the State and federal governments to create a voluntary Do Not Mail Registry to reduce junk mail deliveries.	Before July 31, 2010		City Council Environmental Resources	90% by 2030
G	Develop resolution of support to encourage State and federal government to pass legislation that requires extended producer responsibility and improves recyclability of products and packaging.	Before December 31, 2010		City Council Environmental Resources				

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## Green Infrastructure Strategy - Enhance natural assets that improve community quality of life.

### Objective GI-1: Expand and Enhance the City's Green Infrastructure

Measures and Actions					GHG Reduction Potential (MT CO <sub>2</sub> e)	Progress Indicators	Targets	
GI-1.1	Enhance the community's urban forest and other landscapes to maximize carbon sequestration, reduce stormwater runoff, and augment neighborhood aesthetics.				130	i. Number of trees planted per year.	500 trees per year	
	ACTIONS		TIMETABLE	STATUS				RESPONSIBILITY
	A	Prepare a Green Albany Plan to evaluate all potential areas (e.g., parks, streets, rights-of-way, parking lots, and rooftops) for carbon sequestration.	Before December 31, 2012					Urban Forestry Environmental Resources
	B	Seek Urban Forestry Program funding to support increased tree planting and maintenance capacity.	Before July 31, 2010					City Council Urban Forestry
	C	Plant 500 new trees per year.	Ongoing					Urban Forestry
	D	Develop outreach program to encourage residents and businesses to plant additional trees and other carbon sequestering landscapes on private property.	Before July 31, 2011					Urban Forestry Environmental Resources
	E	Explore potential for undergrounding utility lines to facilitate planting of larger species of street trees.	Before December 31, 2012					Urban Forestry Public Works
F	Develop a Green Streets Program to identify priority streets for pilot green street retrofit projects.	Before July 31, 2014		Public Works Urban Forestry Environmental Resources				
						ii. Number of total trees planted.	5,000 by 2020	

## Water Conservation Strategy - Celebrate water as an essential community resource

### Objective WC-1: Conserve Water in Existing Buildings/Landscapes

Measures and Actions					GHG Reduction Potential (MT CO <sub>2</sub> e)	Progress Indicators	Targets	
WC-1.1	Encourage residential and commercial users to participate in EBMUD's free water audit program.				5	i. Percentage of residential units and businesses that have voluntarily implemented fixture and fixture fitting efficiency improvements since 2004.	10% by 2020	
	ACTIONS		TIMETABLE	STATUS				RESPONSIBILITY
A	Partner with PG&E and Stopwaste.org to create water efficiency programs and ensure specific focus on indoor fixture and fixture fitting retrofits.	Before December 31, 2010		City Council Environmental Resources Building				
WC-1.2	Encourage 50% reduction in outdoor potable water usage for existing residential and commercial properties.				5	i. Percentage of residential units and businesses that have voluntarily increased outdoor water conservation by 50% or more since 2004.	10% by 2020	
	ACTIONS		TIMETABLE	STATUS				RESPONSIBILITY
	A	Partner with PG&E and Stopwaste.org to create water efficiency programs and ensure specific focus on outdoor potable water conservation practices.	Before December 31, 2010					City Council Environmental Resources Building
B	Install weather-based ET controller irrigation systems in all municipal landscapes.	Before July 31, 2015		Public Works Recreation				

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## Objective WC-2: Conserve Water in New Construction/Landscapes

WC-2.1	Require new construction and major remodels to achieve indoor water efficiency 20% above the California Building Standards Code.				25	-	-
	ACTIONS		TIMETABLE	STATUS			
	A	Update Building Code to require all new construction and remodels to improve the water efficiency of fixtures and fixture fittings by 20% above the California Building Standards water efficiency standards.	Before December 31, 2010	-	City Council Building		
WC-2.2	Require new landscape projects to reduce outdoor potable water use by 50%.				20	-	-
	ACTIONS		TIMETABLE	STATUS			
	A	Update Building Code to require new landscape projects to reduce outdoor potable water use by 50% below the initial requirements for plant installation and establishment as identified in Section 604.2 of the California Green Building Code.	Before December 31, 2010	-	City Council Building		

## Food and Agriculture Strategy - *Create a sustainable and climate-friendly food system.*

### Objective FA-1: Strengthen the Regional Food System

		STATUS	
FA-1.1	Establish a permanent farmer's market site within the City and work to expand the market as a community resource.		Not included in inventory
FA-1.2	Facilitate and promote Community-Supported Agriculture organizations and services.		Not included in inventory
FA-1.3	Procure regionally produced food for City events and encourage vendors at City-sponsored events to procure food regionally.		Not included in inventory

### Objective FA-2: Promote Awareness of Sustainable Food Choices

FA-2.1	Encourage low-carbon meals through public education.		Not included in inventory
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### Objective FA-3: Increase and Enhance Urban Agriculture

		Measures and Actions	GHG Reduction Potential (MT CO <sub>2</sub> e)	Progress Indicators	Targets
FA-3.1	Establish a local community garden program to increase local food security and provide local recreation amenities.		Not included in inventory	-	-