

Menlo Park Green Ribbon Citizens' Committee

Climate Action Report & Recommendations

November 14, 2007

SECTION SIX

Green Business Development Subcommittee

Pages 2-4:

Summary Chart listing all Proposals from Subcommittee (letter codes correspond to Ranking/Voting sheets)

Pages 5-8:

Overview of Proposals with Ranking/Prioritizing sheets

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Scattergram Chart of Ranking/Prioritizing Voting results for All Participants

Pages 10-13:

Ranking/Prioritizing Voting results for All Participants: Summary Data

Project Name	Category	Stakeholder	Project Description	GHG Impact	Financial Impact	Municipal Examples
A) Land Use for Green Conference Center	Overall Green Business Opportunities	City of MP, Stanford	Utilize long vacant, empty commercial property, for example: the auto store locations, to create a conference center that caters to green businesses. Menlo Park begins the dialogue with the land owners (Stanford) and develops a land use plan to maximize revenues for the City by 2020.	Part of the necessary infrastructure to achieve GHG reductions recommended by AB332 by 2020	Costs associated with leasing of land, building and Planning.	There are only academic examples at this time -- potentially referring to the bequest of the Kirsch Family Foundation at DeAnza College
B) Lower Cost Office Space	Overall Green Business Opportunities	City of MP, Commercial landlords	Menlo Park works with the commercial landlords to develop a "workable" plan to attract and retain companies with each party contributing to the solution. Provide lower cost office space to green and clean technology start-up companies. Compensate and provide incentives for commercial landlords for providing lower cost office space, potentially streamlining the permit process with the City.	Part of the necessary infrastructure to achieve GHG reductions recommended by AB332 by 2020	Costs would be carried by the commercial landlords that would be compensated by the cost benefits associated with the streamlining of the permit process for these and future green projects.	San Francisco is aggressively pursuing these types of solutions; thereby attracting and retaining the parties establishing the new green economy resulting in more jobs, employees and revenues. Other major cities are also partaking and laying the foundation for their future workforce and economies.
C) Online Portal (Website) for Green Suppliers	Overall Green Business Opportunities	Business Community (Chamber of Commerce, Rotary?); City of MP	Taking the population of Menlo Park to the web and providing necessary resources including an online green business supplier information source. Create an online portal, a website, that uses the Menlo Park Green Business Directory establishing a green business supplier network for residents, businesses and government agencies.	Part of the necessary infrastructure to achieve GHG reductions recommended by AB332 by 2020.	The cost of development of the website and hosting. Moreover, the costs of conversion of materials to web format and the optimization of the website in the search engines.	Other cities, regions are becoming more web centric throughout the country.
D) Collaborate with Private Sector, Academia and Venture Capital	Overall Green Business Opportunities	City of MP, neighboring academic institutions, and investment community	Establish a long-term set of relationships to foster closer working relationships. It would be unfortunate not to take advantage of these resources that are nested right here or in adjoining communities as exemplified by the "expert" series run this summer in the City. Work closely with local, regional, private and California state academic institutions, private investors and venture capital organizations to engage, collaborate and fund green activities in the City.	Part of the necessary infrastructure to achieve GHG reductions recommended by AB332 by 2020.	Part-time staff support from the City or the hiring of an organizer for outreach and coordination. Interns could be used in the implementation of future events.	No other city is doing this at this time other than our sister city -- Palo Alto.
E) USGS Collaboration for Flood and Fire Information	Leverage Existing Resources in Menlo Park	City of MP and USGS	Use the resources of USGS to provide information on neighborhoods that potentially could be impacted by the threat of flooding and fire over the coming decades, thereby providing a roadmap for the allocation of City Planning and resources.	Depends on the magnitude of the findings for the threat of flood and fire.	Staff coordination with USGS to establish the parameters and goals. More importantly, City resources to make this information available to residents and businesses -- and specifically the building community and real estate developers.	No other municipality is fortunate to house such an invaluable resource.
F) Create discussion groups for existing business sectors. Provide assistance and resources to these groups and help them to achieve better environmental practices.	Working with Existing "Brick and Mortar" Businesses	City of Menlo Park	Target specific segments, including but not limited to, dry cleaners, nail salons, restaurants, builders, contractors, design firms, retailers, among others to begin the discussion of better environmental practices resulting in guidelines and the ability to monitor and reward.	Depends on the magnitude of the findings for the existing businesses and the extent of clean up necessary.	Research in process by GRCC volunteer	No other municipalities have started the outreach program to date, but it is coming.

Project Name	Category	Stakeholder	Project Description	GHG Impact	Financial Impact	Municipal Examples
G) Streamline Commercial Permit and Planning Process	Working with Existing "Brick and Mortar" Businesses	City of MP	Make the commercial permit process simpler with less hurdles and paperwork. This has often been suggested above any tax incentive program and has far reaching cost implications for the commercial businesses. Streamline the commercial permit and planning process for green upgrades within the City.	Part of the necessary infrastructure to achieve GHG reductions recommended by AB32 by 2020	City staff input and implementation.	San Francisco among others
H) Retain young green companies	Financial Incentives	City of MP	Part of the solution articulated in item B above and again in item D. The long term goal is to retain and foster young companies in the new green economy and begin the communications process with the stakeholders of those communities. Work with the investment and business communities to help determine what kind of tax incentives, permit and planning roadmaps, and special considerations can be developed to attract and retain young companies.	Part of the necessary infrastructure to achieve GHG reductions recommended by AB32 by 2020	City staff input and implementation.	San Francisco among others
I) Provide business license rebates for green enterprises.	Financial Incentives	City of MP, Businesses	Rebate program for business licenses. It will require some examination and structure for implementation.	Part of the necessary infrastructure to achieve GHG reductions recommended by AB32 by 2020.	Some financial impact to the City from rebate program.	San Francisco potentially, among others
J) Consumptive Utility Tax Rebate	Financial Incentives	Utilities, San Mateo County and City of MP	The idea behind this recommendation was to set up a three-part program between the utilities, county and the City to reward businesses for reduction and savings of electricity. Work with PG & E and the county to offer consumptive utility tax rebates and/or other incentives to encourage the reduction of business power usage.	Unknown but critical to meet the reductions necessary by 2020 regulated by AB32.	Unknown at this time	Unknown
K) Flex Time Proposal	Financial Incentives	City of MP, residential community, business community	This is a flex time proposal for the work force located in Menlo Park to offset the volume of transportation and energy consumption during peak hours. Provide incentives for businesses to schedule the hours that employees arrive to and leave work to reduce the amount of traffic and hence energy consumed during peak hours.	Unknown but critical to meet the reductions necessary by 2020 regulated by AB32.	Long-term savings	Google, others
L) Local Growers	Financial Incentives	City of MP, Businesses, Farmers	Encourage businesses and local growers to distribute products in the City and create preferential practices to foster these activities within the City. Identify green products that are manufactured or grown within Menlo Park, and create preferential buying directives for the City.	Unknown but critical to meet the reductions necessary by 2020 regulated by AB32.	Long-term savings	Los Angeles
M) Rezoning Proposal	Business Centers	City of MP (Planning/ Bldg Dept)	Zoning efforts for the City to encourage work, live and walking. Rezone City office parks so that work, live and play are all within a walking and/ or biking distance.	Unknown but critical	Unknown at this time	Los Angeles
N) Office Centers, CalTrain and Alternative Fuel Shuttle Services	Business Centers	City of MP (Planning/ Bldg Depts.), property owners, developers, architects, designers, contractors, realtors	Create feasible transportation connections to business and office centers throughout the City to encourage the use of mass transit. Work to connect the various businesses and office centers, and CalTrain with frequent mass transit or alternative fuel shuttles services.	Unknown but critical to meet the reductions necessary by 2020 regulated by AB32.	Long-term savings	Google, others

Project Name	Category	Stakeholder	Project Description	GHG Impact	Financial Impact	Municipal Examples
O) City guidelines, checklists, and a manuals for businesses to become green.	Green Business Certification	City of MP, Businesses	Identify guidelines and develop "approved" guidelines and manuals to existing and new businesses.	Unknown but critical to meet the reductions necessary by 2020 regulated by AB32.	Cost of the guidelines and	Unknown
P) Emblem/Signage Green Program -- like LEEDS	Green Business Certification	City of MP, Businesses	Develop a recognition and identification program of the City to incentivize businesses and educate consumers of their choices. Provide an emblem, badge or signage that a business can display when meeting a minimum criteria -- much like a LEEDS program. This ties into the work being done by the economic council in Silicon Valley to increase the "green" index for the region.	Unknown but critical to meet the reductions necessary by 2020 regulated by AB32.	The costs for this are minimal for the development of the signage but will require oversight by City Staff	Silicon Valley
Q) Points Program	Green Business Certification	City of MP	This ties in to the prior recommendation item P and will require City staff for administration and development of the program. Create a points program that encourages buying from a green certified businesses with incentives to residents, if only acknowledgement.	Unknown but critical to meet the reductions necessary by 2020 regulated by AB32.	City staff time.	Silicon Valley
R) Close Santa Cruz Avenue to cars.	Revitalize Downtown Menlo Park	City of MP, Commercial landlords, Developers and Builders	Close Santa Cruz Avenue to cars and use exclusively for pedestrian and bike traffic. Turn the downtown into a pedestrian mall with shops and restaurants to produce long term revenues and revitalize the area -- like the Third Street Promenade in Santa Monica, California.	Unknown but critical to meet the reductions necessary by 2020 regulated by AB32.	To be researched	Santa Monica, CA
S) Local organic farmers and artisans permanent facility.	Revitalize Downtown Menlo Park	City of Menlo Park, Commercial	In partnership with the private sector, create incentives to build a facility for local and regional organic farmers and artisans to sell their goods promoting local purchasing.	Unknown but critical to meet the reductions necessary by 2020 regulated by AB32.	Increased profits from cost savings	Los Angeles
T) Solar Partnership Program	Incentives for Commercial and Residential Landlords to Go Green	City of MP and private sector	Develop a program in partnership with the private sector for commercial properties that provides incentives to install solar technology by reducing the overall cost. (Like SolarCity for residents)	Unknown but critical to meet the reductions necessary by 2020 regulated by AB32.	Unknown at this time	Unknown
U) Solar Permit Fees	Incentives for Commercial and Residential Landlords to Go Green	City of Menlo Park, commercial organizations	Eliminate all solar permit fees for both residential and commercial properties.	Unknown but critical to meet the reductions necessary by 2020 regulated by AB32.	Unknown at this time	Unknown



Green Business Development Committee **Menlo Park Green Ribbon Citizen's Committee (MPGRCC)**

The City of Menlo Park has an opportunity to: (i) provide incentives to "mainstream businesses" ("brick and mortar") to become more green; (ii) retain newly funded green-tech ventures from the investment community; and (iii) conduct business development with the goal to make the City the hub of "green" business for Silicon Valley.

The first challenge for the City is to look at the current business environment and identify areas for improvement, and work to help businesses achieve those improvements. While the city could penalize those businesses that fail to live up to some agreed upon standard, those types of punitive measures usually serve to chase businesses away. So the important question is to how do the City and other communities positively support businesses that are doing the right thing for the environment, making incremental changes and progress?

Another challenge for Menlo Park is to identify what the City can do to attract and retain companies and businesses, while enabling them to take leadership roles in the new green economy. The City has, in the past, played a leadership role in the fostering and funding of innovation in the high tech industries. Now the opportunity exists to extend this vision to include the technological efforts involved in the "greening" of the Bay Area, California and the World.

Finally, how does Menlo Park distinguish itself from the surrounding communities? A quick survey shows that many cities are conducting similar initiatives and in some cases are much farther along, for example, Berkeley and Palo Alto. Here our challenge is to become more than a city where there are a lot of green businesses, but to become a city where there is a constant dialogue between thought leaders within the green tech community leading to more and greater ideas for a larger positive impact on our global environment.

It is the responsibility and challenge of the City to lead in vision and provide incentives for voluntary compliance with agreed on green targets like carbon emission reduction.

1. Menlo Park Green Business Hub Opportunities

- A. Utilize long vacant empty commercial property, such as the auto store locations to create a conference center that caters to the green business movement.
- B. Provide low cost office space to the green start-up companies, and compensate commercial landlords to provide such – potentially with a streamlined permit process.
- C. Provide an ongoing showcase for green tech that is happening in Menlo Park and the surrounding areas bringing in the brain trust of the Stanford community.
- D. Create exclusive green supplier network.
- E. Sponsor business networking events, and venture roundtables.
- F. Work closely with academic institutions, private investors and venture capital.

New: _____

New: _____

New: _____

2. Leverage existing resources for green business movement

- A. USGS – Mapping of global warming impact.
- B. SRI – New research on alternative fuel technologies (fuel cells, etc).
- C. Sunset Magazine – Not just West coast living, but West coast *green* living.
- D. Keplers – Go green series. Can this be extended or augmented? A build it green series?

New: _____

New: _____

New: _____

3. Work with existing "brick and mortar" businesses

- A. Create discussion groups for existing business sectors.
- B. Target specific segments, including but not limited to: dry cleaners, nail salons, restaurants, contractors, builders and design firms.
- C. Provide assistance and resources to these groups.
- D. Streamline the permit and planning process for green upgrades within the city.

New: _____

New: _____

New: _____

4. Financial Incentives

- A. Work with the investment and business community to help determine what kind of tax incentives, permit and planning roadmaps, and special considerations can be developed to attract and retain young companies.
- B. Work with the City staff to see what tax incentives are currently in use and what could be added to the arsenal to further entice new and existing green businesses. For example,
 - Business license rebates
 - Consumptive utility tax rebate
 - Solar incentives
- C. Identify other factors may attract and retain companies. For example,
 - Transportation from Cal Train
 - Transportation incentives or tax rebates for car pooling
 - Lighting reduction rebates
 - Flex hours rebates
- D. Identify green products that are Menlo Park based and create preferential buying directives.
- E. Provide a means by which the city could transfer carbon allowances to new businesses.
- F. Free electricity.

New: _____

New: _____

New: _____

5. Business Centers

- A. Rethink how the city zones office parks so that work, live and play are all within a walking and biking distance.
- B. Work to connect the various business centers and Cal Train with frequent mass transit or alternative fuel jitney services.

New: _____

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New: _____

6. Green Business Certification

- A. Provide guidelines, checklists and manual for a business to become 'green'.
- B. Provide an emblem or badge the business can display when meeting a minimum criteria much like the LEED program.
- C. Create a green business directory that would be sent to all residents of the city.
- D. Create a points program that will encourage buying from a certified business.

New: _____

New: _____

New: _____

7. Provide a new green direction for downtown

- A. Turn downtown Santa Cruz Ave into a pedestrian mall.
- B. Permit multipurpose multistory structures downtown (office, retail, and living).
- C. Move parking underground, allowing for green space on both sides of the businesses downtown.
- D. Build a facility for local organic farmers and artisans to sell their products.
- E. Attract 'green' interior design and furniture stores.

New: _____

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New: _____

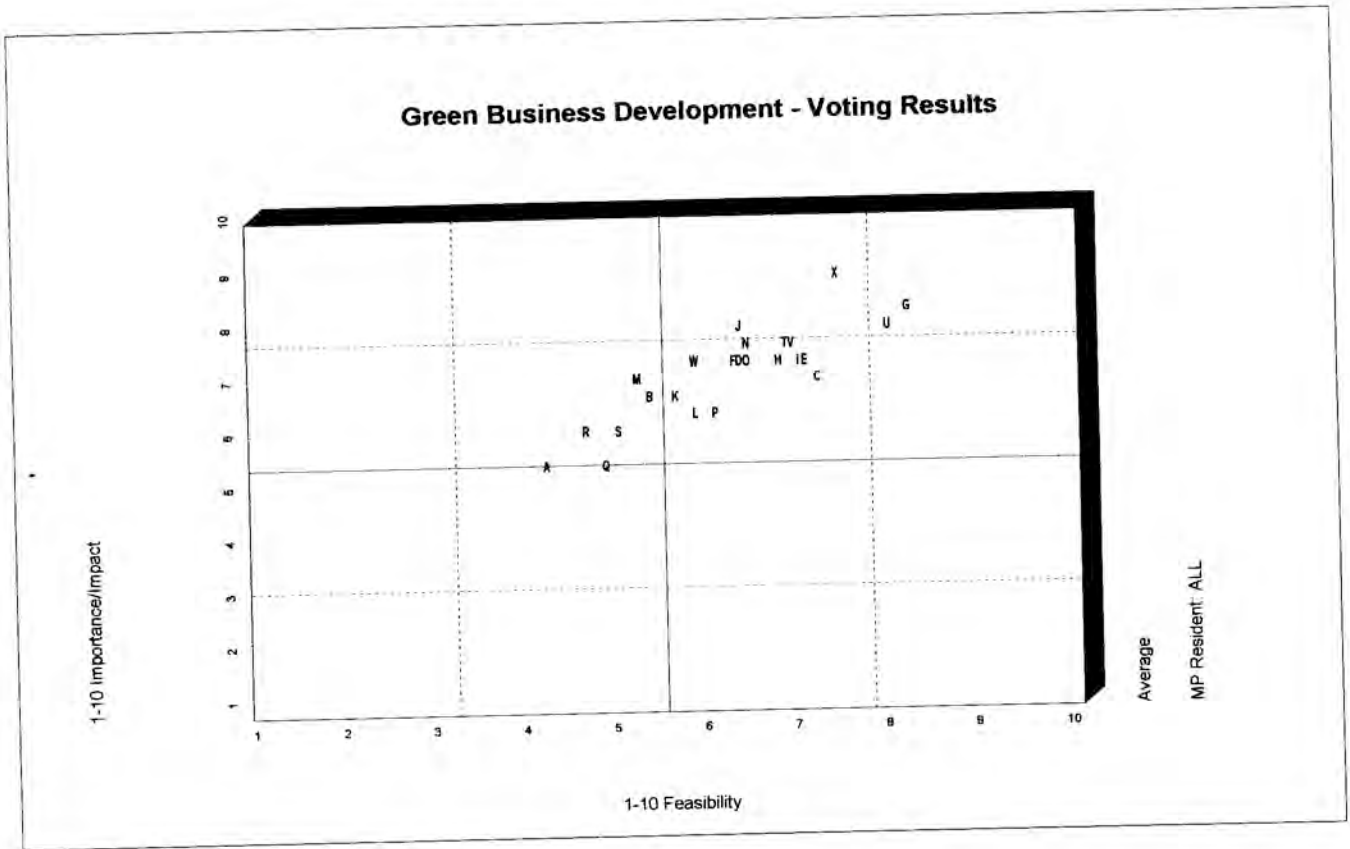
8. Provide incentives for commercial and residential landlords to go green

- A. Appeal to values of property owners to do it "just because".
- B. SolarCity or similar – beyond residential to commercial – save purchase \$.
- C. Eliminate solar permit fee.
- D. Allow for rooftop gardens, common use areas or solar panels.
- E. Provide matching funds for AC retrofits.
- F. A carefully articulated and feasible permit process.
- G. Facilitate purchase of sustainable building materials for remodels.

New: _____

New: _____

New: _____



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Item	Scale	N	Abs	Avg	Div	Frequency of Responses													
						0	1	2	3	4	5	6	7	8	9	10			
1-10 Importance/Impact Criterion																			
X-Develop a carefully articulated, feasible and streamlined permit process for commercial and residential landlords to upgrade their properties with green technologies and practices that reduce green house gas emissions. This includes replacement of high energy consumption appliances. (refrigerators, washers, dryers, etc.)	10	27	0	9.1	8		0	0	0	0	1	0	2	4	5	15			
G-Streamline the commercial permit and planning process for green upgrades within the city	10	30	0	8.5	9		0	0	0	0	0	5	0	9	7	9			
U-Eliminate all solar permit fees for both residential and commercial properties	10	30	0	8.2	26		1	0	0	1	3	2	1	6	1	15			
J-Work with PG&E and the County to offer consumptive utility tax rebates and/or other incentives to encourage the reduction of business power usage	10	31	0	7.9	21		0	1	1	0	2	3	1	9	6	8			
T-Develop a program in partnership with the private sector for commercial properties that provides incentives to install solar technology by reducing the overall cost. (Like Solar City for residents).	10	30	0	7.9	20		0	1	0	2	1	2	1	11	5	7			
N-Work to connect the various business and office centers, and Cal Train with frequent mass transit or alternative fuel shuttles services. (Like the services provided by Google)	10	31	0	7.8	22		0	0	2	0	4	2	3	6	5	9			
V-Encourage rooftop gardens, common use areas, and/or solar technology	10	31	0	7.7	25		0	2	0	0	4	1	5	6	3	10			
I-Provide business license rebates for green enterprises	10	31	0	7.5	25		1	1	0	1	2	4	2	6	9	5			
D-Work closely with local, regional, private and California state academic institutions, private investors and venture capitalists to engage, collaborate and fund green activities in the City.	10	31	0	7.5	20		0	1	1	0	4	3	2	7	10	3			
E-USGS - Mapping of global warming impact. What neighborhoods are potentially under threat of flooding to facilitate the allocation of City resources in the coming decades	10	30	0	7.4	35		1	2	1	1	2	1	3	5	6	8			
O-Develop and provide City approved guidelines, checklists and a manual for a business to become "green."	10	30	0	7.4	15		0	1	0	0	3	5	3	10	5	3			
H-Work with the investment and business communities to help determine what kind of tax incentives, permit and planning roadmaps, and special considerations can be developed to attract and retain young companies	10	30	0	7.4	24		0	2	0	1	2	5	1	8	6	5			
W-Provide incentives and potential matching funds for air conditioning retrofits (residential and commercial)	10	28	0	7.3	24		0	2	0	2	2	0	6	8	3	5			

Data set:1

Item	Scale	N	Abs	Avg	Div	Frequency of Responses														
						0	1	2	3	4	5	6	7	8	9	10				
1-10 Importance/Impact Criterion																				
F-Create discussion groups for existing business sectors including City staff. Target specific segments, including but not limited to: dry cleaners, nail salons, restaurants, contractors, builders and design firms. Provide assistance and resources to these groups. Let's help them achieve better environmental practices.	10	30	0	7.3	9		0	0	0	1	1	6	10	6	4	2				
C-Create an online portal, a website that utilizes the Menlo Park Green Business Directory, for a green business supplier network to be used by residents, business and government agencies	10	31	0	7.3	15		0	0	0	3	2	4	10	3	5	4				
M-Rezone city office parks so that work, live and play are all within a walking and/or biking distance	10	30	0	7.0	30		1	1	1	1	5	3	3	7	1	7				
B-Provide lower cost office space to green and clean technology start-up companies. Compensate and provide incentives for commercial landlords for providing lower cost office space, potentially streamlining the permit process with the City .	10	30	0	6.8	31		2	1	1	1	3	3	3	8	6	2				
K-Provide incentives for businesses to schedule the hours that employees arrive to and leave work to reduce the amount of traffic and energy used during peak hours. Consider the full range of rebates for deployment of carpooling and flex hours across their workforce	10	30	0	6.6	32		2	1	1	2	2	4	7	2	5	4				
L-Identify green products that are manufactured or grown within Menlo Park and create preferential buying directives for the City of Menlo Park	10	31	0	6.6	28		2	1	1	1	2	6	5	6	5	2				
P-Provide an emblem, badge or signage that a business can display when meeting a minimum criteria – much like the LEED program.	10	29	0	6.5	41		3	2	1	0	3	2	5	5	3	5				
S-In partnership with the private sector, create incentives to build a facility for local and regional organic farmers and artisans to sell their products and promote local purchasing	10	31	0	6.3	32		1	2	2	3	5	2	2	8	3	3				
R-Close Santa Cruz Avenue to cars - Close Santa Cruz Ave. to cars, & use exclusively for bikes & pedestrians. Turn downtown Santa Cruz Avenue into a pedestrian mall that is revenue generating, like the Third Street Promenade in Santa Monica, CA	10	29	0	6.1	37		4	0	2	1	3	3	7	3	3	3				
Q-Create a points program that encourages buying from a green certified businesses with incentives to residents, if only acknowledgement.	10	30	0	5.6	30		3	2	1	3	3	6	4	4	4	0				
A-Utilize long vacant, empty commercial property, for example: the auto store locations to create a conference center that caters to the green businesses	10	31	0	5.4	40		4	1	4	5	3	1	3	4	4	2				

Data set:1

Item	Scale	N	Abs	Avg	Div	Frequency of Responses											
						0	1	2	3	4	5	6	7	8	9	10	
1-10 Feasibility Criterion																	
G-Streamline the commercial permit and planning process for green upgrades within the city	10	30	0	8.2	14		0	0	0	1	3	0	4	9	4	9	
U-Eliminate all solar permit fees for both residential and commercial properties	10	30	0	7.9	36		0	2	2	1	0	3	3	1	3	15	
X-Develop a carefully articulated, feasible and streamlined permit process for commercial and residential landlords to upgrade their properties with green technologies and practices that reduce green house gas emissions. This includes replacement of high energy consumption appliances. (refrigerators, washers, dryers, etc.)	10	30	0	7.4	21		0	1	0	3	2	1	7	7	3	6	
C-Create an online portal, a website that utilizes the Menlo Park Green Business Directory, for a green business supplier network to be used by residents, business and government agencies	10	29	0	7.2	15		0	0	0	2	2	8	6	4	2	5	
I-Provide business license rebates for green enterprises	10	30	0	7.0	26		0	2	0	2	5	3	3	7	3	5	
E-USGS - Mapping of global warming impact. What neighborhoods are potentially under threat of flooding to facilitate the allocation of City resources in the coming decades	10	29	0	7.0	35		2	1	1	1	2	4	2	5	7	4	
V-Encourage rooftop gardens, common use areas, and/or solar technology	10	29	0	6.9	35		1	2	1	0	5	3	4	3	3	7	
T-Develop a program in partnership with the private sector for commercial properties that provides incentives to install solar technology by reducing the overall cost. (Like Solar City for residents).	10	30	0	6.8	33		0	4	0	2	3	3	3	5	5	5	
H-Work with the investment and business communities to help determine what kind of tax incentives, permit and planning roadmaps, and special considerations can be developed to attract and retain young companies	10	30	0	6.7	23		0	2	0	3	4	3	5	8	1	4	
O-Develop and provide City approved guidelines, checklists and a manual for a business to become "green."	10	29	0	6.4	22		0	2	1	0	8	4	5	2	6	1	
N-Work to connect the various business and office centers, and Cal Train with frequent mass transit or alternative fuel shuttles services. (Like the services provided by Google)	10	29	0	6.4	35		1	2	2	2	4	3	5	1	4	5	
D-Work closely with local, regional, private and California state academic institutions, private investors and venture capitalists to engage, collaborate and fund green activities in the City.	10	30	0	6.3	26		1	2	0	3	4	4	7	4	2	3	
J-Work with PG&E and the County to offer consumptive utility tax rebates and/or other incentives to encourage the reduction of business power usage	10	30	0	6.3	29		1	1	2	3	6	1	4	6	3	3	

Data set:1

Item	Scale	N	Abs	Avg	Div	Frequency of Responses											
						0	1	2	3	4	5	6	7	8	9	10	
1-10 Feasibility Criterion																	
F-Create discussion groups for existing business sectors including City staff. Target specific segments, including but not limited to: dry cleaners, nail salons, restaurants, contractors, builders and design firms. Provide assistance and resources to these groups. Let's help them achieve better environmental practices.	10	30	0	6.3	25	0	4	0	1	2	9	8	1	1	4		
P-Provide an emblem, badge or signage that a business can display when meeting a minimum criteria -- much like the LEED program.	10	30	0	6.0	24	1	2	1	2	5	6	6	2	4	1		
W-Provide incentives and potential matching funds for air conditioning retrofits (residential and commercial)	10	29	0	5.9	36	4	1	1	3	2	2	5	8	2	1		
L-Identify green products that are manufactured or grown within Menlo Park and create preferential buying directives for the City of Menlo Park	10	30	0	5.8	26	1	2	3	3	2	6	6	4	1	2		
K-Provide incentives for businesses to schedule the hours that employees arrive to and leave work to reduce the amount of traffic and energy used during peak hours. Consider the full range of rebates for deployment of carpooling and flex hours across their workforce.	10	30	0	5.6	36	3	1	3	5	2	3	4	5	1	3		
B-Provide lower cost office space to green and clean technology start-up companies. Compensate and provide incentives for commercial landlords for providing lower cost office space, potentially streamlining the permit process with the City.	10	30	0	5.4	43	6	1	1	4	1	6	3	2	4	2		
M-Rezone city office parks so that work, live and play are all within a walking and/or biking distance	10	30	0	5.2	40	4	3	4	0	3	7	3	1	2	3		
S-In partnership with the private sector, create incentives to build a facility for local and regional organic farmers and artisans to sell their products and promote local purchasing	10	30	0	5.0	31	3	3	3	4	4	3	5	2	2	1		
Q-Create a points program that encourages buying from a green certified businesses with incentives to residents, if only acknowledgement.	10	29	0	4.9	29	3	4	2	3	4	5	3	3	2	0		
R-Close Santa Cruz Avenue to cars - Close Santa Cruz Ave. to cars, & use exclusively for bikes & pedestrians. Turn downtown Santa Cruz Avenue into a pedestrian mall that is revenue generating, like the Third Street Promenade in Santa Monica, CA.	10	29	0	4.7	33	5	3	1	4	4	6	2	2	0	2		
A-Utilize long vacant, empty commercial property, for example: the auto store locations to create a conference center that caters to the green businesses	10	30	0	4.3	36	8	2	2	4	3	5	3	1	0	2		