



SUSTAINABLE SHEBOYGAN TASK FORCE AGENDA

May 08, 2023 at 4:30 PM

**City Hall - Conference Room 106, 828 Center Avenue,
Sheboygan, WI**

"The popular notion is that Americans are addicted to fossil fuels, but I find that's not true; most people would be happy to power their lives with anything else." - Bill McKibben

Persons with disabilities who need accommodations to attend this meeting should contact the Department of City Development, (920) 459-3377. Persons other than commission, committee, and board members who wish to participate remotely shall provide notice to the City Development Department at 920-459-3377 at least 24 hours before the meeting so that the person may be provided a remote link for that purpose.

OPENING OF MEETING

1. Call to Order
2. Pledge of Allegiance
3. Public Input (3 minute limit per individual)

MINUTES

4. Approval of Minutes: April 10, 2023

ITEMS FOR DISCUSSION AND POSSIBLE ACTION

5. Report of the Guiding Principles/Framework Committee.
6. Report on Vision Statement and possible approval. Discussion on process toward Common Council approval. Possible action on the process toward Common Council approval.
7. Report by Land Use and Conservation Committee. Discussion of possible action items for the committee.
8. Report by Energy, Housing, Infrastructure and Transportation Committee. Discussion of possible action items for the committee.
9. City of Sheboygan Strategic Plan. Possible approval of statement by Sustainable Sheboygan Task Force regarding the Strategic Plan.
10. Upcoming Events

NEXT MEETING DATE

11. Next Meeting Date: June 12, 2023

ADJOURN

12. Motion to Adjourn

In compliance with Wisconsin's Open Meetings Law, this agenda was posted in the following locations more than 24 hours prior to the time of the meeting:

*City Hall • Mead Public Library
Sheboygan County Administration Building • City's website*

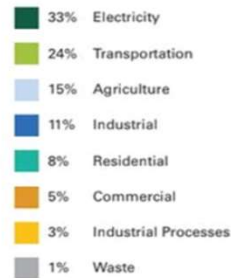
Climate Action Sheboygan

Building a resilient future

Item 6.

Now is the time for action. Climate change is a threat to our economy, environment, and quality of life. Sheboygan can make a positive impact by planning and implementing changes that improve our resilience and economic stability while creating cleaner air and water. Sheboygan recognizes that climate instability often impacts disadvantaged communities the hardest, and will emphasize equity. Sheboygan is ready to prepare for a more sustainable future.

2017 WISCONSIN EMISSIONS
BY SECTOR



Sheboygan will lead to protect our health and environment. In the next 4 years, we will plan to implement:

1) The City Municipality Will Lead by Example

- Meet 100% of our municipal electricity needs with renewable energy by 2030
- Meet 100% carbon-free electricity across the city of Sheboygan by 2035
- Maximize federal funding opportunities to implement sustainability improvements
- Continue to replace municipal lighting with LED lighting that's healthy for wildlife and humans
- Improve heating efficiency within City buildings
- Engage and inform the public about sustainability plans
- Purchase energy efficient vehicles, including moving to a zero emission vehicle fleet and infrastructure

2) Make Sheboygan's Buildings More Energy Efficient

- Partner with community-based organizations to upgrade rental and owner occupied affordable housing to high efficiency energy standards
- Promote and create an environment to develop a rooftop solar program for owner occupied housing, rental housing, commercial businesses, and non-profit organizations
- Review and update city codes and ordinances to ensure they encourage energy efficient building methods and sustainable infrastructure

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Item 6.

Did You Know?

- Alliant Energy to build the Edgewater Battery Project, storing enough energy to power over 100,000 homes
- Electricity and Transportation make up 57% of Wisconsin green house gas emissions
- Sheboygan projections for 90+ degree days are estimated to triple in years 2041 - 2060
- Since the 1950s, Wisconsin has warmed 2.1°F and its annual precipitation has increased by 15 percent (4.5 inches)
- The world needs to cut emissions by 50% by 2030 to prevent catastrophic climate impacts

3) Continue to Develop the Infrastructure for Low Carbon Transportation Modes

- Establish a plan for public electric vehicle charging stations, partnering with private businesses.
- Transition to zero emissions buses, and expand bus routes to provide fast and frequent service
- Explore and secure alternative bus transit funding
- Expand and improve the safety of biking
- Require new developments to create plans which promote non-motorized transportation.

4) Invest in Our Community by Preserving, Enhancing and Rehabilitating Our Natural Environment

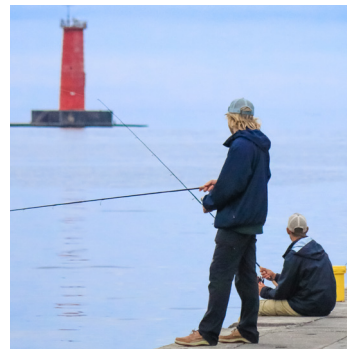
- Develop and approve a plan to improve air quality
- Accelerate our tree planting program to focus on natives
- Invest in stormwater management and green infrastructure solutions to improve water quality and minimize storm damage
- Provide education to promote sustainability, while encouraging volunteerism
- Develop a city-wide composting program to reduce methane production in our landfills.
- Add sustainability considerations to changes in policy
- Assess city green space maintenance practices to use less energy; increase native plantings and ban chemical fertilizers and pesticides.

Green Tier Legacy Communities City of Sheboygan 2022 Annual Sustainability Report

Item 6.



GREEN TIER
Legacy Communities



The City of Sheboygan is committed to continued improvement through sustainable projects, programs, and policies. 2022 was a year of ongoing sustainability projects, as well as implementation and instigation of new ones. The City of Sheboygan's Sustainability Task Force was reestablished in 2022. The Task Force is made up of community members, business representatives, and sustainability experts. The Task Force discusses topics related to sustainability and makes recommendations on projects for the City to undertake.



Shoreline Metro

2022 brought many changes for Shoreline Metro. A partnership with HotSpot was established to implement mobile fares and payment options allowing customers to purchase fares digitally and pay with their smartphones. A new Student Bus Pass Program for Sheboygan Area School District students was also developed in partnership with HotSpot. The department also received 10 new fixed route buses and two new paratransit buses.



Electric Scooters

In April of 2021 the Common Council adopted an ordinance which would allow electric scooters to be used on the City streets. In May, Bird Rides Inc. deployed 50 rentable electric scooters into the City and by the end of the summer 100 scooters were available. The scooters can be rented through an app and then left at the rider's destination for other users to use.

In Bird's second summer in Sheboygan there were 6,992 riders who took 38,619 rides overall for a total of 52,387 miles traveled. These scooters have proven to be popular in their first two seasons here and are a more environmentally friendly alternative to traditional modes of transportation. In 2022 7.4 metric tonnes of CO2 were saved by the electric scooters.

Bicycle and Pedestrian Swing Bridge

The City of Sheboygan was awarded a RAISE Grant from the U.S. Department of Transportation in the amount of \$5,341,931 to construct a swing bridge across the Sheboygan River. The bridge will connect the South Pier to the Riverfront District and provide a safer means of active transportation to these areas. The bridge will also provide linkages to a City designated bicycle route and county and regional bicycle trails.

Bike Infrastructure Ride

Sheboygan Active Transportation Committee collaborated with the City of Sheboygan Department of Public Works for a bike infrastructure improvement project. This was part of a larger effort to make Sheboygan a more walkable, accessible, bikeable city. The division worked to create a path for non-motorized transportation by painting sharrows on 8th Street from Michigan Avenue to Pennsylvania Avenue. It was also aimed at supporting small local businesses and safer streets, paths, sidewalks, and trails to connect people with the places they love.

ADA Sidewalk Improvements

The DPW street crews continue to replace sidewalk ramp corners to meet American Disabilities Act standards on all concrete paving and asphalt overlay projects. Street staff and Engineering staff work together to set proper grades for the accessible ramps. This work has increased the amount of effort and time to complete these projects. Staff continues to remain up to date on specific requirements of the ADA Act through annual training.



Alliant Energy Solar Farm

Alliant Energy held a ribbon-cutting ceremony for its completed solar field in Sheboygan on Wednesday, July 27. The City of Sheboygan Solar Field is a partnership between Alliant, developer SunPeak and the city of Sheboygan. The 1-megawatt site, which is located in the Sheboygan Business Center on the city's southwest side, consists of 3,000 solar panels and will provide energy to approximately 180 homes. In addition to getting a source of clean energy, the city will receive 25 years of lease payments.

In addition to Alliant Energy President David deLeon and representatives from both Alliant and SunPeak, the Sheboygan ribbon-cutting ceremony included Mayor Ryan Sorenson, City Administrator Todd Wolf, Director of Planning and Development Chad Pelishek, and representatives from the Sheboygan County Chamber and Sheboygan County Economic Development Corporation.



SolSmart Bronze Designation

SolSmart is a designation program developed by The Solar Foundation (TSF) to assist and recognize communities that act to cut red tape and improve local solar market conditions by making it faster, easier and, more affordable to go solar in their jurisdiction. 2022 marks the fourth year Sheboygan has held this designation.

Municipal Solar Production

With an abundance of flat roofs and good southern exposure, the Sheboygan Water Utility has contemplated adding solar photovoltaic panels for some time. The Water Utility uses a lot of electricity to move water through the treatment process and then through the more than 205 miles of water mains serving the City of Sheboygan. After investing in ultra-premium efficiency motors, upsizing critical water mains to minimize losses, and wisely using its storage tanks, the next step was toward more sustainable energy, such as solar.

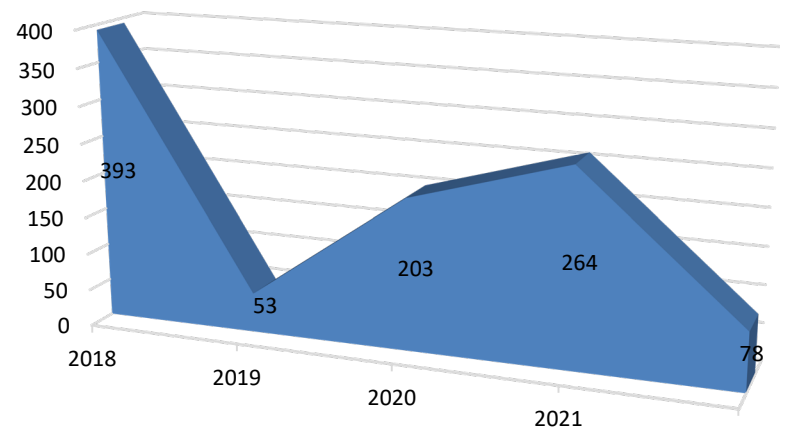
The Water Utility had a modest goal with its 20 kW system. At peak capacity, 20 kW is enough electrical power to supply 200 one-hundred watt light bulbs. This is typically about 30% of the power consumed by the administrative office building.

So now, in addition to producing drinking water, the Sheboygan Water Utility is producing electricity.

Conversion to LED Lights

The Facilities and Traffic Division of the Department of Public Works retro-fit 54 PhillipsGardco street light fixtures to energy efficient LED's which results in an annual energy savings of \$3,995.00. In addition to the street light conversion, the division also converted 24 parking-lot light poles to LED's creating an additional savings of \$1,314.00 annually

LED Street Lighting Conversion



Anti-icing Prior to Snow Events

The Department of Public Works has started to use brine to treat the roadways. The use of brine (anti-icing) is applied up to three days prior to a snow event which prevents the snow and ice from forming a bond with the road surface. By using brine our salt usage was cut by 42% which reduces the amount of salt that bounced and scattered into the curb lines. In the 2021-2022 season the city saw 20 snow events for a total of 26 inches of snow using 2,663 tons of salt.

Replacing Sanitary Manholes

During the 2022 construction season, the DPW replaced 44 sanitary maintenance holes. The division uses precast concrete maintenance holes as replacements. They are often replacing cream city brick maintenances holes built by hand in the late 1800s. Using precast structures makes for faster and easier repairs, limiting the amount of time our employees are working in an excavation. Precast structures also limit the amount of infiltration from ground and surface water. Along with replacing sanitary manholes, crews replaced catch basins and storm water manholes.

Raw Water Improvements Project

Senator Tammy Baldwin’s office announced that the Sheboygan Water Utility will receive \$2.0M in directed spending federal appropriations for its Raw Water Improvements (RWI) project. These funds will directly offset borrowing for the major infrastructure improvement project. According to Superintendent Joe Trueblood, “It is extremely rewarding to have Senator Baldwin’s support for this critical infrastructure replacement project that will serve the Sheboygan area community for decades.” The project includes installation of a 6,500 foot intake pipeline in Lake Michigan, a shore well to receive the lake water, and a pumping station to send it through the water treatment plant.

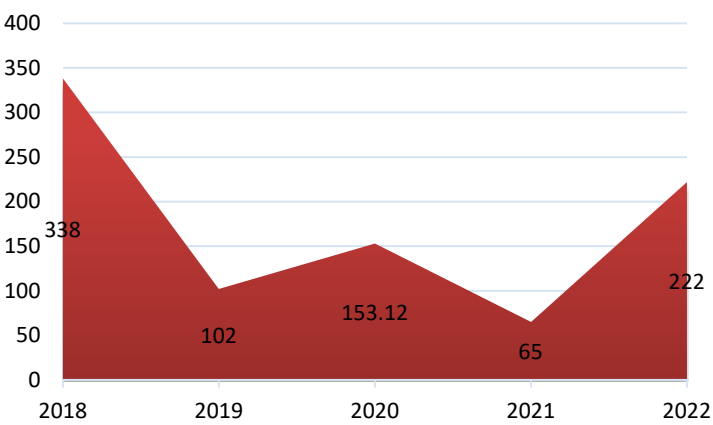
Street Sweeping and Sanitation

Due to water quality concerns, the State of Wisconsin now requires the City to permit its storm sewer system through the Wisconsin Department of Natural Resources (WDNR). The permit requires “best management practices” (BMP) to ensure water quality. Two major BMPs are street sweeping and catch basin cleaning.

In 2000, the Streets Division started to systematically clean catch basins. Prior to this period, the Division cleaned basins only on a complaint basis. The first year experienced a large amount of tonnage collected due to the infrequent cleaning in the past. In 2021, the Department of Public Works removed over 65 tons of debris from the catch basins.

The Department of Public Works also dispatches four street sweepers to comply with the WDNR’s storm water permit requirements. During early spring, the DPW will dispatch all four sweepers for heavy sweeping. After, the City has been completely swept one time; two sweepers are kept on through the rest of the year as weather permits. In 2022, the Department swept over 5,783 miles of curb line and removed 766 tons of debris from the City streets.

Catch Basin Debris Removed (Tons)

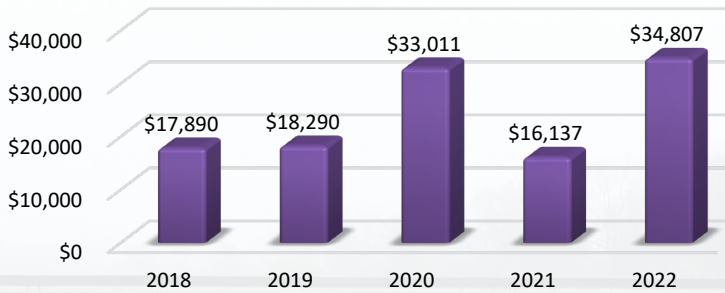


Residential Recycling Center

The Residential Recycling Center is a drop-off site that provides residents with a place to dispose scrap metal, yard waste, waste oil, and many other items not picked-up with curbside collection or banned from landfills. Currently, there is no charge for this service. The following is a summary of the utilization of the drop-off site.

DPW RECYCLING CENTER STATISTICS

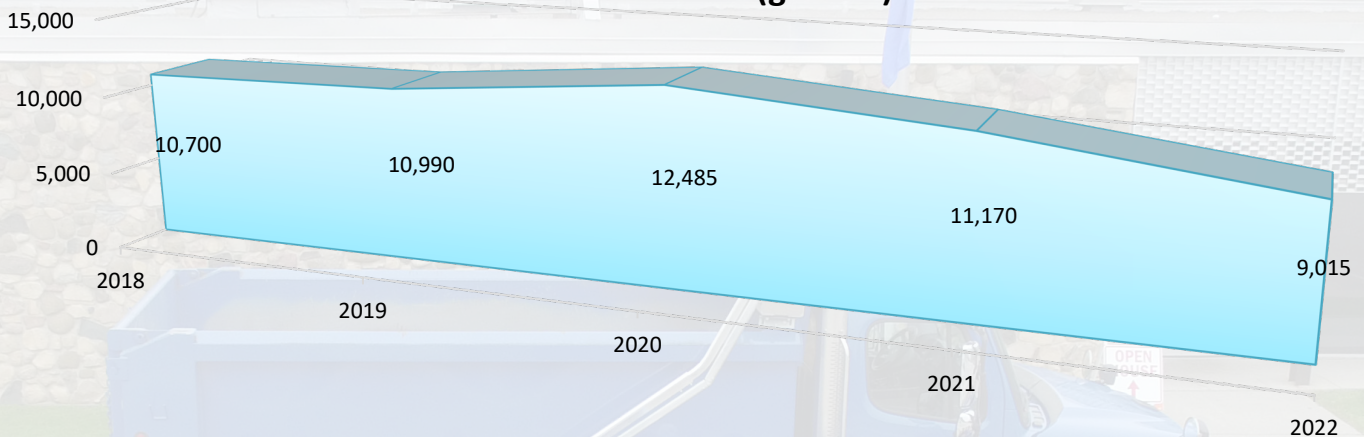
Annual Cost To Grind Branches



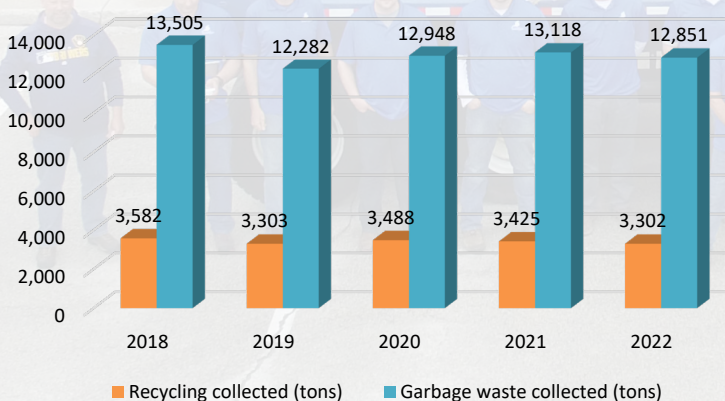
Yard Waste Managed (Tons)



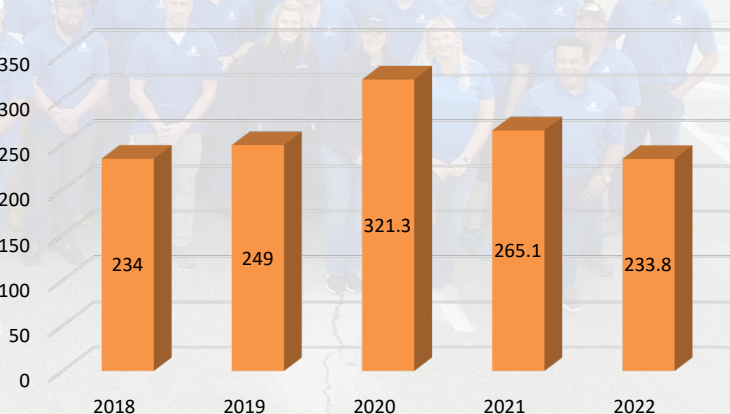
Oil collected (gallons)



Refuse/Recycling Curbside Collection



Scrap Metal (Tons)



Bluff Restoration

The Parks Division continues to work with Lakeshore Natural Resource Partnership, and several other partners to hire Wisconsin Conservation Corps (WisCorps) to remove and chemically treat a variety of invasive species. Stantec, an environmental engineering consultant, is instrumental in working with WisCorps along the North Point Bluff. WisCorps were able to work two weeks on the bluff again in 2022. Part of the Bluff Restoration Project will be the continued invasive removals and planting of a variety of native grass seed, trees, and shrubs for erosion control.

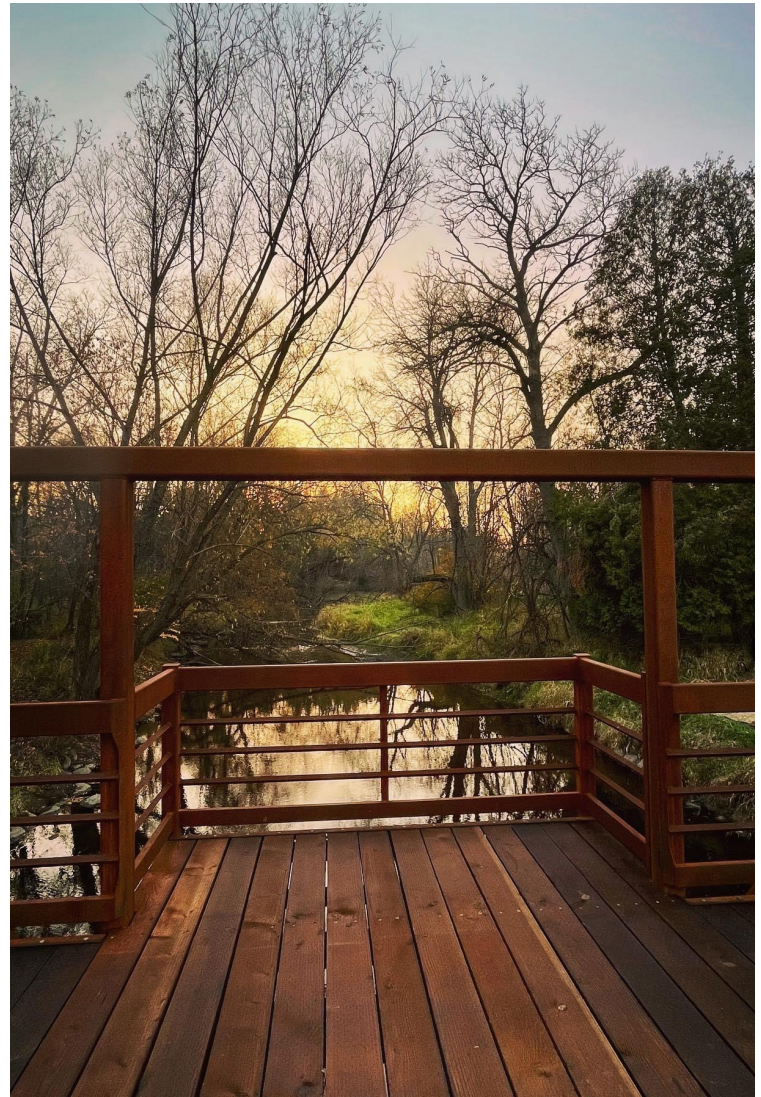


Tree City USA & Tree City of the World

The Tree City USA program provides direction, technical assistance, public attention and national recognition for urban and community forestry programs in thousands of towns and cities. The Arbor Day Foundation recently published their Tree City USA Summary for 2021 and Sheboygan is proud to continue to be the longest running active Tree City USA community in Wisconsin – we’ve got 44 years! In 2022, Sheboygan also celebrated its second year being designated a “Tree City of the World”, the only city in Wisconsin with this designation.

Evergreen Bridge

The City applied for a Natural Resource Damage Assessment (NRDA) grant in the Summer of 2019. A grant in the amount of \$196,000 was awarded and \$176,000 was allocated for replacement of the deteriorating bridge between Evergreen Park, Area #5 and the main area of Evergreen Park with a new bridge in a new, nearby location. The new bridge provides accessible fishing areas at the edge of the river and accessible fishing bump-outs on the bridge that allows an angler easier access to the Pigeon River. The old wooden bridge and concrete abutments were removed and new pathways now connect the bridge to the existing main road in Evergreen Park as well as the restroom facility in Area 5.



Comprehensive Outdoor Recreation Plan

The Department of Public Works spent a significant amount of time with GRAEF Consulting in 2022 to update the City's Comprehensive Outdoor Recreation Plan. Keeping a current plan not only provides an assessment of recreational facilities and current needs but it also allows the city to be eligible for certain recreation grant programs administered through state and federal agencies. Facilitated by GRAEF Consulting, three community meetings were held throughout the summer and a month-long community survey was provided in several forms to reach as many community members as possible. This was all done in an effort to receive as much community feed-back as possible about what the public wants from our city parks and trails. The proposed completion of the plan is May 2023.



Riverfront Trail Expansion

The City of Sheboygan received CDBG-CV3 funds through the CARES Act that were originally dedicated to Lakeshore CAP to operate a mortgage and utility assistance program. There was little interest in this program so Lakeshore CAP reimbursed the City \$85,938.89. This money was then reprogrammed for the expansion of the existing riverfront trail at Kiwanis Park from New Jersey Avenue to N. 17th Street. Now you will be able to travel from New Jersey Ave north past Kiwanis Park and connect to the Shoreland 400 Trail, which is a 1.67 mile 12' paved multi use trail in the northern part of the City.

Bare Root Accelerated Growth System

The Department of Public Works showcased their new Bare Root Accelerated Growth System which had approximately 350 trees in 2022. This system will greatly accelerate the root growth of newly planted trees to give them a jump start after transplanting. The construction of this project was made possible by the grant funding received from Sheboygan County Stewardship, Restoration Of Our Trees Sheboygan (ROOTS) and Alliant Energy paired with the hard work from Department of Public Works staff.

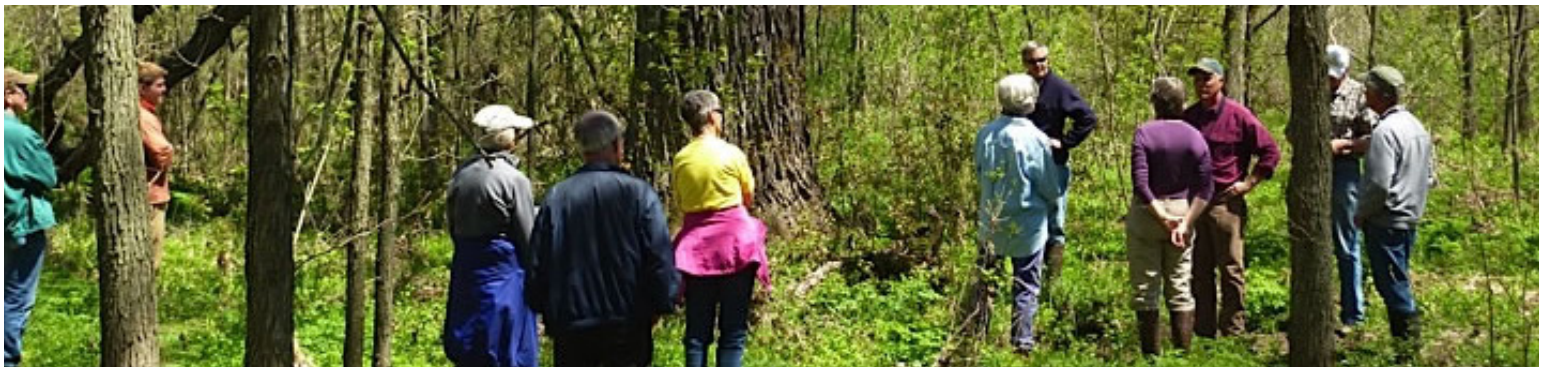


Maywood Environmental Park

Ellwood H. May Environmental Park, or more commonly referred to as, “Maywood,” is Sheboygan’s largest park with 135-acres of unique property that has been converted back into a natural state including six unique habitats; Prairie, Pine Forest, Mixed Hardwood Forest (Maple Forest), Ponds, Wetlands and the Pigeon River. The property also has an arboretum, a butterfly and humming bird garden, and a fantastic Ecology Center.

Maywood’s primary focus is environmental education and stewardship. Programs offer educational and outdoor experiences designed to connect people of all ages to the natural world. In 2018, Maywood worked with the Sheboygan Area School District and Camp Y-Koda to offer a preschool program. The program has grown and now offers morning and afternoon sessions that offer a hands-on nature-based learning experience. The nature school was able to earn a recycled plastic bench by engaging the community and collecting plastic bags that may otherwise end up in landfills. Several other programs are also offered geared towards people of all ages. OWLS (Older, Wiser, Livelier Scholars) connects the community to nature with seasonal hikes and hands-on activities. Yoga programs are also offered to allow for the community to practice yoga in a nature setting.

While the COVID-19 pandemic is still effecting many businesses and organizations throughout Sheboygan, Maywood has seen an increase in visitors.



Mead Seed Library & Plant Exchange

Mead Seed Library is a collection of open-pollinated and heirloom seeds that can be borrowed to plant and grow at home. The seed collection depends on donations. Residents can use free, locally donated seeds from the library to grow their own vegetables and flowers. Then, participants can let some go to seed and return some of the next generation seeds for others to borrow.

Along with the seed library, Mead Public Library also offers a plant exchange where residents can swap plants with your neighbors. You can leave a plant cutting, take a cutting, or both!



Make Music Day

Sheboygan participated in Make Music Day for the first time in 2022. Make Music Day is a free celebration of music around the world on June 21. Completely different from a typical music festival, Make Music is open to anyone who wants to take part. Every kind of musician – young and old, amateur and professional, of every musical persuasion – pours onto streets, parks, plazas, and porches to share their music with friends, neighbors, and strangers. Promoting the natural music maker in everyone, regardless of ability or prior experience, music of all kinds were found in parks, plazas, pubs, porches, and other Sheboygan locales.

All Abilities Purple Octopus Playground

Above and Beyond Children's Museum has installed a fully ADA-accessible, public, outdoor playground called the Purple Octopus Playground in their outdoor green space. Prior to this park, the downtown area did not have a public outdoor play space that is specifically ADA-accessible. The playground was designed with ADA-accessible components including a wheelchair transfer platform in the head of the octopus and ground-level accessible equipment and swing set. It's part of an outdoor exhibit that children of all backgrounds and abilities will have the opportunity to interact with. This project was funded in part by a \$40,000 contribution from the City's CDBG dollars.



Beach Cleanups

Through a partnership with Alliance for the Great Lakes, and Lakeshore Natural Resource Partnership, many of Sheboygan's community organizations participate in organized beach clean-ups. The COVID-19 pandemic limited the size and frequency of these cleanups in 2020, but in 2021 and 2022 these efforts resumed to a larger scale and continue to bring community members together around a shared passion for keeping Sheboygan's greatest asset clean and healthy. In 2022, six beach cleanups were held on two days, one in the spring and one in the fall, cleaning up four of Sheboygan's parks on the lake front.

Ongoing Wellness Committee & Initiatives

In 2016 the City of Sheboygan established an employee-based wellness committee. This committee meets on a regular basis and is tasked with creating a working environment that creates and supports a healthy lifestyle, and wellness for all employees. The wellness committee maintains the Healthy Citizen of Sheboygan (COS) Facebook page.



The City has implemented a new wellness program for 2021 called Go365 through Humana. This program allows employees to earn rewards for completing different healthy activities. These activities can range from workouts, preventive exams, challenges, and many more. This is a great way to help people be accountable for their own health and wellness and work towards their personalized goals.



Sustainable Sheboygan Task Force

At the Common Council meeting on March 21, 2022, the Council adopted a resolution to reestablish the Sustainable Sheboygan Task Force. The City of Sheboygan originally established a Sustainable Sheboygan Task Force (SSTF) in May 2008. The SSTF met for a number of years, but as of the 2018-2019, no members were appointed to it. The resolution adopted on March 21, 2022 is reorganized the SSTF such that it is comprised of 12 members, each of whom shall be a resident of the City, appointed by the Mayor and approved by the Common Council. The purpose of the Sustainable Sheboygan Task Force is to study and make recommendations to the Mayor, Common Council, and city staff regarding strategies to be adopted by the City for creating and maintaining a sustainable Sheboygan, focusing on such topics as conservation, sustainability, clean water, climate change, and raising community awareness on environmental stewardship, that will result in cost savings and reduced consumption of resources throughout the City of Sheboygan.



St Clair Parklet

A portion of St. Clair Avenue between North 8th Street and North 9th Street closed for the summer months to designate a street space into a temporary public gathering space which included enhancements such as seating, bicycle rack, and landscaping. The purpose of the temporary gathering space, or parklet, is to re-image the area, provide pedestrian amenities, and encourage non-motorized transportation while supporting local businesses and enhancing the public space.

Better Cities for Pets Grant

Mars Petcare launched the BETTER CITIES FOR PETST[™] initiative in 2017 to offer a variety of tools and resources to assist municipalities in creating shelters, businesses, homes, and parks that are welcoming to all. Looking to increase opportunities for residents to spend time outside with their four-legged friends, the Mayor's Pet-Friendly Task Group applied to the program with a focus on parks and other public spaces. Sheboygan was awarded this grant and will use it to increase pet-friendliness in its public spaces. The Group will recommend that the Common Council open several parks to pets, and communicate where pets are, and are not, allowed and ensure that our parks remain clean and well-maintained.



Sidewalk Poetry Program

Mead Library and the City of Sheboygan Public Works are soliciting original poetry from local residents as part of the city's new Sidewalk Poetry Program. The program will transform city sidewalks into an open poetry book, with original poetry stamped onto public sidewalk squares slated for repair throughout the city. The first sidewalk poems are slated to be installed in 2023, with annual rounds of submissions and installations in subsequent years.

In 2019, the Department of City Development created a Sustainability Guidebook to be used by the community to increase sustainability projects, making more sustainable lives accessible to everyone.

The strategies and projects in the Guidebook cover a wide gamut, from quick and easy projects that can be completed in a few hours to larger, more complex ones. Every strategy can be scaled up or down to meet the needs of an individual, a large organization, or any size in between. Organizations of all sizes and people of all ages, abilities, and means can make sustainability a reality.

This guidebook is a practical guide to sustainable strategies and projects that can be used by community groups, neighborhood association, non-profits, or even individuals looking for inspiration and information. This guide leads users through each project from explanation to completion and ongoing maintenance. The Guidebook is divided into eight sections, and each section includes detailed how-to instructions, and local resources.

The Guidebook sections include:

Community Gardens

A community garden is a parcel of land in an urban or suburban setting where members of the community can rent individual plots of land to grow their own food.

Waste Stream Management

Waste stream management begins with monitoring where different types of waste currently go and how they might be diverted to somewhere less harmful and more useful—for example, from a landfill to a recycling plant. Monitoring also includes monitoring how much waste is produced and determining how waste can be reduced.



Local Food and Growing Food

Choosing to eat local food is a sustainable choice because it drastically reduces the energy needed for transportation. Buying local food also supports your local economy. Finally, eating locally can be healthier.

Native Landscaping and Stormwater Plantings

Native species need less maintenance than species from a very different climate and will be well-adapted to endure local weather conditions. One large benefit of planting native species is the reduced maintenance cost and time. Native plants require much less fertilizer, which has less negative downstream effects on water quality.

Water Protection and Conservation

Water protection and conservation projects include projects that typically use less water and that do not harm the water system. These types of projects can be done both inside and outside.

Energy Saving

Performance will remain the same—or even increase—and power bills will go down, so the only differences you will notice are positive ones. Energy efficiency projects include energy efficient lighting, programmable or smart thermostat, insulating water heaters and hot water pipes and sealing air leaks.





Number	Metric	Description	Applicability All/County/Municipality	Core Metric Yes/No	Enter 2022 Data	Narrative: DO NOT discuss Supporting Actions here, only notes about the actual metric if you have them	Optional Any comments about the metric? Should it be core?
	Key Indicator						
ER-1	Increase in municipal use of renewable energy (%)	Percentage of local government's (GTLIC member's) overall electricity consumption that comes from renewable energy sources. Methodology: 1. Use billing statements for all of the local government's electric utility accounts to calculate total annual electricity consumption (kWh). 2. Review billing statements to calculate total renewable electricity purchased during the year. 3. Consult monitoring software for on-site renewable energy sources to calculate total on-site renewable energy generated (kWh) 4. Review billing statements to calculate total on-site renewable electricity that was exported. 5. Calculate [On-site electricity produced + renewable energy purchased]/[Total purchased electricity + total generated electricity consumed on-site]	All	Y	0.0002%		
ER-2A	Decrease in community electricity use (Annual kWh per capita)	Electricity use in the member community Methodology 1. Coordinate with electric utilities that serve the community to obtain aggregate electricity sold in the jurisdiction during the year (kWh) 2. Calculate: [Aggregate electricity sold in the community by Utility A + Utility B + Utility N]/Population	All	N	88,314.5 kWh		
ER-2B	Decrease in community natural gas use (annual therms per capita)	Natural gas use in the member community Methodology 1. Coordinate with natural gas utilities that serve the community to obtain aggregate natural gas sold in the jurisdiction during the year (Therms) 2. Calculate: [Aggregate therms sold in the community by Utility A + Utility B + Utility N]/Population	All	N			
ER-3A	Decrease in government building electricity use (annual kwh per capita)	Gross electricity consumption (kWh) by local unit of government (GTLIC member) Methodology 1. Use billing statements for all of the local government's electric utility accounts to calculate total annual electricity consumption (kWh). 2. Consult monitoring software for on-site renewable energy sources to calculate total on-site renewable energy consumed on-site (kWh) 3. Sum purchased electricity and on-site generated electricity consumed (kWh) 4. Divide total kWh by the population	All	Y	427.29 kWh		
ER-3B	Decrease in government building natural gas use (Annual therms per capita)	Total natural gas consumption (therms) by local unit of government (GTLIC member) Methodology 1. Use billing statements for all of the local government's natural gas utility accounts to calculate total annual natural gas consumption. 2. Divide total therms by the population	All	Y	8.11 therms per capita		
ER-3C	Decrease in government building fuel oil consumption (gallons per capita)	Total fuel oil consumption (gallons) by local unit of government (GTLIC member) Methodology 1. Use invoices from all delivered fuel oil used as energy for facilities to sum total gallons purchased during the year. 2. Divide total Gallons by the population	All	Y	0.00		
ER-3D	Decrease in government building propane consumption (lbs per capita)	Total propane consumption (pounds) by local unit of government (GTLIC member) Methodology 1. Use invoices from all delivered propane used as energy for facilities to sum total pounds purchased during the year. 2. Divide total pounds by the population	All	Y	0.00		
ER-4	Decrease in government building Energy Use Intensity (EUI) (kBtu/sq ft)	Overall energy use intensity of all buildings owned by local unit of government (GTLIC member). Methodology 1. Identify all energy uses in ER-3A – ER-3D that supply buildings.* 2. For each energy use, convert to kBtu equivalents: (1 kWh = 3.412 kBtu, 1 therm = 100 kBtu, 1 gallon fuel oil = 138.5 kBtu, 1 lb propane = 21.5 kBtu) 3. Sum the indoor square feet of all government buildings 4. Divide total kBtu calculated in step 2 by total square feet calculated in step 3. *For purposes of calculating EUI, energy that supplies non-building uses (ex. street lights) should be excluded. If you use EPA's Portfolio Manager, you can find square footage there.	All	Y	62.1 7kBtu/sqft		
ER-5A	Increase in number of sustainable government buildings (count)	Number of sustainability-certified buildings owned by local unit of government (GTLIC member). Methodology 1. Count of all buildings owned by the local unit of government that are certified by LEED, WELL, ENERGY STAR, Passive House, Net Zero Energy, Green Globes, Living Building 2. Communities may contact DNR staff regarding consideration of additional building certification types	All	Y	0.00		
ER-5B	Increase in number of sustainable buildings in the community (count)	Number of sustainability-certified privately owned buildings in the member community Methodology 1. Count of all privately-owned buildings in the jurisdiction that are certified by LEED, WELL, ENERGY STAR, Passive House, Net Zero Energy, Green Globes, Living Building 2. Communities may contact DNR staff regarding consideration of additional building certification types	All	N			
ER-6	Decrease in GHG emissions intensity - government facilities (metric tons per capita)	Metric tons of carbon dioxide equivalents (CO2e) emitted from energy consumed by government buildings Methodology Follow the instructions in the GTLC Emissions Calculator to determine the per capita GHG emissions for the municipality/county for the reporting year.	All	Y	335.83		

Metric		Description	Applicability All/County/Municipality	Core Metric Yes/No	Enter 2022 data	Narrative: DO NOT discuss Supporting Actions here, only notes about the actual metric if you have them	Optional Any comments about the metric? Should it be core?
Number	Key Indicator						
TS-1	Increase in bike/ped infrastructure (miles, %)	Percent of arterial and sub-arterial road miles with designated bike and pedestrian areas, including bike lanes, signage, and "sharrows" Methodology: Using GIS or other mapping tools, map out the roads in your community and determine how many miles include walking and biking infrastructure. Source: This may require collaboration with planning/GIS/Public Works. Here is an public project to map all bicycle facilities. https://www.cyclosm.org/#map=9/44.4403/-448.7975/cyclosm	All	Y	13.08%		
TS-2	Increase in Public EV Charging Stations (count per capita)	Number of public EV charging stations. Methodology: Using plugshare's website (or other internal sources) to determine the number of public charging stations in your community. Divide by population to get a per capita number. Source: https://www.plugshare.com/	All	Y	0.0002		
TS-3	Increase in Sustainable Vehicles (number, %)	Number of EVs, hybrids, and alternative fuel vehicles in the municipal fleet. Methodology: Call fleet services department or relevant public works employee to find out the total number of vehicles in the fleet and the number of EVs, hybrids, and alternative fuel vehicles in the municipal fleet. Report the total percentage of sustainable vehicles.	All	Y	2		
TS-4	Improvement in walking infrastructure for vulnerable populations (walkscore average)	Average Walkscore for public schools in the community. Methodology: Put the addresses of public schools into Walkscore and then report the average number. If there are more than 5 schools, just choose 5 that are spaced evenly throughout the city. Source: https://www.walkscore.com/	Municipality	N	63.8		
TS-5	Decrease in traffic fatalities & serious injuries (number per capita)	Number of traffic fatalities and serious injuries on streets within City Limits OR on County Highways (bike, ped, or vehicle) Methodology: Find your community in the WisTransPortal System and set the dates to the reporting year. Count the number of traffic fatalities and suspected serious injuries. Report that number divided by the population of your community for a per capita count. Source: https://transportal.cee.wisc.edu/partners/community-maps/	All	N			
TS-6	Increase in complete streets (count)	Cumulative miles or feet of complete streets projects constructed. Methodology: Similar to TS-1, find how many miles or feet of roadway include designated bike and pedestrian areas. What is the total built since the base year? Report that total here.	All	N			
TS-7	Increase in sustainable transportation funding (dollars, inflation-adjusted to baseline year)	Increase or maintain funding for sustainable transportation projects or other related work. Work to improve utilization of available funding sources for sustainable transportation. Methodology: Review city budget and report total funding for walking, biking, transit and other sustainable transportation projects.	All	Y	0		
TS-8	Other support for reducing transportation emissions (# of resolutions passed)	Pass ordinances that support the reduction of GHG emissions from transportation, including more funding for walking, biking, transit, reduced idling, required impact fees, transportation demand management, etc. Methodology: Work with city staff to determine how many ordinances have been passed that support the reduction of GHG gas emissions from transportation.	All	Y	0		
TS-9	Promote Bike Safety and other active living education and awareness	Number of participants in City or County held events	All	N			

Metric		Description	Applicability <i>All/County/Municipality</i>	Core Metric Yes/No	Enter 2022 data	Narrative: DO NOT discuss Supporting Actions here, only notes about the actual metric if you have them	Optional Any comments about the metric? Should it be core?
Number	Key Indicator						
LU-1	Reduce the number of known polluted sites (% of known sites)	Percent of known brownfield sites that have been remediated in the municipality or county. If none, then state NA. Methodology: **BIRTS system at DNR has all sites listed that are known - BIRTS on the Web - Can search by municipality and/or county. Use the download button at the top of the table to download a spreadsheet. Filter in the status column to select only records that are OPEN or CLOSED. Count the total number of sites listed within the jurisdictional boundary and divide by those that are labeled as CLOSED. If no sites exist, state NA.	All	Y	NA		
LU-2	Increase public awareness of sustainable land use practices (# of hours allotted per capita)	County and municipal staff and volunteer hours allotted to promoting sustainable land use practices through education and outreach for private and institutional properties. Methodology: Count the number of staff or volunteer hours allotted to the promoting of these practices.	All	Y	0		
LU-3	Increase or maintain amount of accessible & healthy natural areas and green spaces (Acres per capita)	Acres of public parks and designated green spaces per capita Methodology: Using GIS, select parcels or portions of designated green spaces within a parcel. Using the attribute table, sum the amount of acres and divide by population. ** Green spaces must be accessible to the public for recreational purposes. Swamps, wet prairies, brushlands, private parks, etc. that are not easily accessible for recreational purposes like hiking, hunting, fishing, sports, play, etc. should not be considered for this metric. To be considered, these spaces should not be in a state of environmental degradation or misuse.	All	Y	0.014		
LU-4	Improve accessibility and connectivity of trails and paths (Miles per capita)	Miles of recreational trails or shared use pathways per capita Methodology: GIS data recorded for trails and shared use pathways should be available from the County or Municipality. Measure the distance using a measurement tool or by aggregating all recorded distances for trails known for the County or City and then divide distance by population.	All	Y	0.0003		
LU-5	Increase or maintain healthy natural areas (% of acres owned by Muni/County)	Percent of the total acreage of municipality or county owned land maintained as natural areas with public access. (Open green space that is not maintained for native habitat areas should not be considered. Forests, wetlands, prairies, marshes, lakes/rivers/ponds are some examples of natural areas.) Methodology: Using spatial data, measure the acres of natural areas with public access owned and actively managed by the county or municipality. Calculate percent of all publicly held lands that are considered natural areas by dividing the acreage of all lands owned by the City by the acres owned/maintained as publicly accessible open green space or native habitat. Convert to %.	All	Y	34.90%		
LU-6	Improve accessibility to open green space and parks (% of res. properties within .5 mile)	Percent of all residential properties within .5 mile radius of dedicated open green spaces or parks. Methodology: Using GIS, draw buffers of .5 miles around all park spaces, select any residential (Single, Two, Multi Family) properties that intersect the buffered zones. Divide number of residential properties selected intersecting the buffered zones by total number of residential properties. Convert to %.	Municipality	Y	96.80%		
LU-7	Improve tree canopy (% of tree canopy maintained by Muni/County)	Percent of maintained tree canopy receiving routine maintenance from municipal or county staff or a hired consultant in the year. ** Via WDNR or County Tree Canopy data using imagery classification software). OR Municipality/County tree inventory database updates Methodology: Using GIS software or records from forestry or public works departments. Calculate the percentage of number of recorded trees that received maintenance in a given year.	All	Y	12.50%		
LU-8	Maintain or Decrease Impervious Area (% Imperviousness City Wide)	Decrease or maintain amount of percent imperviousness within the municipality Methodology: Using GIS and LIDAR or heads up digitization, calculate the percent of impervious to pervious surfacing in the city. Track changes annually.	Municipality	Y	35.80%		
LU-9	Mitigate Flood Vulnerability (% of Total Properties)	Percent of all properties within the county or municipality that are impacted by the 100 year floodplain, flood storage district, floodway, or flood fringe. Methodology: Consult your local floodplain manager or FEMA Flood Insurance Rate Map Overlay local properties with the FEMA flood layers to extract the number of structures or properties that would be impacted locally by a 100 year flood. This data should be managed by local zoning authorities or request GIS data from the County. Here is FEMA's maps for reference. https://hazards.fema.maps.arcgis.com/apps/webappviewer/index.html?id=8b0a6b519964444879338b5529aa9cd	ALL	N			
LU-10	Improve Land Conservation Practices (Acres held for conservation)	Number of acres held in deeds or by conservationist groups, including those held by public institutions. Methodology: Aggregate acres of lands dedicated for conservationist practices within the county or municipality. These acres must be held for conservation purposes only, not to be used for any purposes other than biological/ecological survey, conservation, hunting, trapping, or fishing. These lands are typically preserved as native habitat receiving some management practices to maintain health. See - https://dnr.wisconsin.gov/topic/limbersales/dnrlands_and/or_local_County_data_for_more_information_on_dedicated Lands .	All	N			

LU-11	Improve Sustainable Agricultural Practices	Number of acres of agricultural land that has been voluntarily dedicated for sustainable conservationist agricultural practices. Methodology: Typically these acres of farmland are participating in a regional effort, sometimes led by the County's Land and Water Conservation Departments or by a regional non-profit dedicated to land conservation and water quality. Many times these practices are supported by grant funding (state, regional, or local) to incentivize and teach farmers different sustainable methods for conservation agriculture. The three principles being crop diversification, minimal soil movement, and permanent soil cover. Another component would be the eco-friendly application of herbicides, pesticides, and fertilizers. Resources: https://www.nrcs.usda.gov/wps/portal/nrcs/detail/wil/prog/ams/7cdwres142p2-020735	County	N			
	(Acres dedicated for sustainable practices)						

Number	Metric	Description	Applicability All/County/Municipality	Core Metric Yes/No	Enter 2022 data	Narrative: DO NOT discuss Supporting Actions here, only notes about the actual metric if you have them	Optional Any comments about the metric? Should it be core?
	Key Indicator						
WQC-1	Reduce surface water pollutants (%)	Percent reductions in runoff of phosphorus using WinSLAMM or equivalent modeling software (aggregated for the entire City) - NA if not permitted by WDNR. Methodology: Using WinSLAMM or equivalent software, calculate stormwater quality of water runoff across City watersheds. Required by WDNR for permitted MS4's within a TMDL watershed. **For Separated Storm Sewer Systems - MS4 Permitted	Municipality	Y	18.10%		
WQC-2	Reduce surface water pollutants (%)	Current percent reductions in runoff of suspended solids using WinSLAMM or equivalent modeling software. Methodology: Using WinSLAMM or equivalent software, calculate stormwater quality of water runoff across City watersheds. Required by WDNR for permitted MS4's within a TMDL watershed. **For Separated Storm Sewer Systems - MS4 Permitted	Municipality	Y	25.50%		
WQC-3	Reduce surface water pollutants (%)	Percent of municipally managed stormwater outfalls inspected for illicit discharges of pollutants Methodology: Aggregate a number of all publicly maintained stormwater outfalls in the City and count the number that have been inspected in the reporting year. **For Separated Storm Sewer Systems - MS4	Municipality	Y	78.87%		
WQC-4	Reduce surface water pollutants (cubic yards)	Cubic yards of leaves collected by residents or along City streets - usually these are either composted or landfilled. ** Only for Municipalities or towns providing some sort of curbside or drop off leaf collection services.	Municipality	N			
WQC-5	Reduce surface water pollutants (cubic yards)	Cubic yards of materials removed from municipally maintained storm drain catch basins, proprietary stormwater treatment devices, or stormwater ponds/wet detention basins. **Check with Public Works Department. If not recorded, suggest recording this information for future tracking.	Municipality	N			
WQC-6	Reduce water use - Government (gallons per capita)	Total volume of water used in municipal operations Methodology: Utilities are required to meter water use unless it is gray water. Any source of water provided through a utility should have a billing cycle. Check utility billing for municipal or township properties currently using utility provided water. Add up all water use. Divide by the community's population.	Municipality	Y	3,4368 gallons per capita		
WQC-7	Reduce water use - Community (gallons per capita)	Total volume of water used in the community Methodology: Request information from the local water utility. This information should be stored and recorded for WDNR reporting purposes.	Municipality	Y	3,833,811 gallons		
WQC-8	Reduce water use - All (%)	Percent water loss in water utility system Methodology: Calculate or aggregate total gallons pumped (not billed) by utility vs. gallons paid for by customer base (Gallons pumped vs. gallons used). The difference between the two should be the amount of gallons being lost in the utility infrastructure.	All	Y	358,185 gallons		
WQC-9	Improving water quality and conservation (ratio of attendees per capita)	Education and outreach informational workshops, presentations, or other efforts designed to engage residents, business owners, or City/County staff on stormwater and water quality and conservation best management practices that were sponsored or promoted by County/City or a hired third party by recording attendance (both virtually or in person). Methodology: Require a sign in or have someone counting heads. For larger events create a way for participants to register.	All	Y	0		
WQC-10	Maintain clean potable water resources (%)	Percent of the known number of existing lead water service lines replaced during reporting year, if completed, please state 100% Methodology: Request information from the local water utility.	Municipality	N			
WQC-11	Maintain clean potable water resources (%)	Percent of permitted private wells inspected and water quality lab reports submitted to the municipality Methodology: Request information from the water utility.	Municipality	Y	0		
WQC-12	Increase Staff Training - Salts & Chlorides (%)	Percent of municipal or county snow and ice management staff who have attended Salt Wise trainings or an equivalent salt reduction education training. Methodology: Contact your streets or public works departments.	All	Y	100%		
WQC-13	Reduce surface water pollutants (pounds per mile)	Pounds of salt applied during snow and ice management per miles of streets receiving snow and ice maintenance Methodology: Consult the public works department or engineering department or GIS department to aggregate miles of streets maintained by the entity (County/Town/City) for snow and ice maintenance. Then create a ratio of the number of lbs. of salt and or gallons of brine (can calculate lbs. of salt in the brine based on the mixing ratios used by the streets crews) used to maintain those streets annually.	All	Y	336.24		
WQC-14	Reduce surface water pollutants (%)	Percent of sanitary sewer annually inspected by televising sewer lines or by some other method Methodology: Contact your utilities or public works departments.	All	N			
WQC-15	Reduce surface water pollutants (%)	Percent of sanitary manholes and grease traps inspected each year Methodology: Contact your utilities or public works departments.	All	N			

Metric		Description	Applicability <i>All/County/Municipality</i>	Core Metric Yes/No	Enter 2022 data	Narrative: DO NOT discuss Supporting Actions here, only notes about the actual metric if you have them	Optional Any comments about the metric? Should it be core?
Number	Key Indicator						
SW-1	Landfill waste reduction (Tons/yr or cu. yds/yr, per capita)	Annual tonnage of waste received at landfill locations (both municipal and residential). Methodology: 1. Collect data from waste management company, or from municipal staff tasked with waste collection (waste may not be reported on currently, but likely tracked by waste management company and can be requested). 2. Divide total pounds by the population to get per-capita figure.	All	Y	514.75 pounds per capita		
SW-2	Recycling waste increase (Tons/yr or cu. yds/yr, per capita)	Annual tonnage of recyclable waste received at recycling locations (both municipal and residential). Methodology: 1. Collect data from waste management company, or from municipal staff tasked with waste collection (recycling tonnage is generally reported to the DNR annually, but if not available the waste management company likely tracks this info and can provide it). 2. Divide total pounds by the population to get per-capita figure.	All	Y	132.26 pounds per capita		
SW-3	Composting waste increase (Tons/yr or cu. yds/yr, per capita)	Annual tonnage of compostable organic waste received at municipal composting locations or annual tonnage of waste sent to private composting locations. Methodology: 1. Collect data from waste management company if available, or from municipal staff tasked with waste collection. 2. Divide total pounds by the population to get per-capita figure.	All	N	90.97 pounds per capita		
SW-4	Contamination rate reduction (% of total waste tonnage)	Rate of cross-waste stream contamination Methodology: 1. Contact waste management company to request figures for tonnage sent to landfill from recyclables collections. 2. Divide this landfilled extraction from amount of recycling collected to calculate recycling "cross-contamination" as a percent.	All	N			
SW-5	Construction and demolition waste recycling rate increase (% of total waste tonnage)	Annual tonnage of Construction and Demolition (C&D) waste collected for recycling and diverted from landfills. Methodology: 1. If this data is reported to the responsible unit or waste management company, collect C&D waste diverted from landfills for recycling. 2. Divide this diverted tonnage from total amount of waste sent to landfill to calculate C&D diversion as a percent.	All	N			

Metric		Description	Applicability <i>All/County/Municipality</i>	Core Metric Yes/No	Enter 2022 data	Narrative: DO NOT discuss Supporting Actions here, only notes about the actual metric if you have them	Optional Any comments about the metric? Should it be core?
Number	Key Indicator						
HEALL-1	DEI or HIAP Education	Number of community-wide DEI events (in person or virtual) hosted Methodology: If you have more to share please elaborate in the narrative section.	ALL	N			
HEALL-2	DEI or HIAP Outreach	Annual increase in followers on a dedicated health and equity or DEI on social media account If no dedicated account then put NA. Methodology: If you have more to share please elaborate in the narrative section.	ALL	N	NA		
HEALL-3	DEI or HIAP Resources	Total budget allocated to DEI initiatives in the community or county. Methodology: If you have more to share please elaborate in the narrative section.	ALL	N			
HEALL-4	Civic engagement	Voter turnout for local elections by percent of voting aged population Methodology: Consult WI Elections Commission or City/County Clerk's office. Calculate the average voter turnout over the course of the reporting year for any election where a local government office was in play	ALL	Y	27.43%		
HEALL-5	Volunteerism in local government (events, committees, work groups, etc.)	Number of community volunteers on committees and for events hosted by local government (self reported)	ALL	N			
HEALL-6	Housing and Transportation Burden	Percentage of income spent on housing and transportation Methodology: Follow link and enter town/village/city/county name into search window. Use the Average under Housing + Transportation Costs % Income H+T Affordability Index	ALL	Y	39%		

Metric		Description	Applicability <i>All/County/Municipality</i>	Core Metric Yes/No	Enter 2022 data	Narrative: DO NOT discuss Supporting Actions here, only notes about the actual metric if you have them	Optional Any comments about the metric? Should it be core?
Number	Key Indicator						
HECO-1	Improve Outdoor Air Quality (Index Value - EPA)	EPA Outdoor Air Quality index Methodology: Sum the days for the reporting year for the county that are in the orange category (Unhealthy for sensitive individuals) or above	County	Y			
HECO-2	Increase Life expectancy (Average Age)	Average life expectancy in the County Report the County Value	County	Y			
HECO-3	Lower Adult obesity rate (% Obese)	Obesity rate in the community Report the County Value for the % of adults with obesity	County	Y			
HECO-4	Lower Asthma rate (# Emergencies per 10K)	Age-adjusted asthma emergency room visit rates by county Use the rate per 10,000	County	Y			
HECO-5	Improve Access to Healthy Food (% of Pop. Limited Access)	Percentage with Limited Access to Healthy Foods Report the % limited access to healthy foods **For municipalities tracking this information please comment on the metric item in the narrative section.	County	Y			
HECO-6	Lower Violent Crime rate (Crimes per 100,000 pop.)	Violent crimes per 1000 population Report the County Value because it is already normalized for 100,000 population	County	N			
HECO-7	Residential Segregation (County Value)	Residential segregation - Non-white/white Index of dissimilarity where higher values indicate greater residential segregation between Black and White county residents. Report the County Value	County	Y			
HECO-8	Senior Education and Participation Programming (# per capita)	A count of publicly provided senior programming providing education on health and wellness Methodology: Aging and Disability Resource Centers (ADRC) are required to submit monthly activity reports with encounter data to DHS, gather data from monthly reports	County	N			
HECO-9	Affordable Housing Units (% of Housing)	Housing units designated as affordable housing Methodology: Select your county, aggregate the # of units, normalize per capita	County	Y			
HECO-10	Drug Overdose Deaths	Drug overdose mortality rate Methodology: Report the County Value	County	Y			
HECO-11	Alcohol-impaired Driving Deaths	% Alcohol-impaired driving deaths by county Methodology: Report the County Value	County	Y			

The Sheboygan Sustainability Task Force adopts the following statement regarding the proposed 2023-2028 Strategic Plan. We encourage Baker Tilly and the Common Council to incorporate the following into the Strategic Plan:

To live sustainably is to live as harmoniously as possible with our environment, both now and for future generations. Sustainability is not only about preserving our environment, but also about creating a healthy society and economy. We believe that by working together we can create a sustainable future for the City of Sheboygan.

On page 21 of the plan previously reviewed by the Common Council, under the heading “**Promote Sustainable Growth**” we recommend adding a fourth bullet point:

- *Enhance Protection of Our Environment*

On page 25 under the heading “**Initiatives**”, subheading, “**Embrace Economic Development**” we recommend modifying the parenthetical statement as follows:

(Adding *Green* and Tech/Data jobs to our area)

Also on page 25, under the heading “**Initiatives**”, we recommend adding the following subheading:

Enhance Protection of Our Environment

- *Transition to renewable energy sources.*
- *Ensure a healthy natural environment.*
- *Take advantage of alternative funding, including through the Inflation Reduction Act, and the Bipartisan Infrastructure Act.*
- *Enhance non carbon based transportation infrastructure.*

These changes in the plan help address “Weaknesses” identified on page 13 of the previously proposed plan. Specifically the weakness of “Age of capital assets” and “Alternative revenue stream”.

In addition the changes help address “Threats” identified on page 13 of the previously proposed plan. Specifically the threats of “Increased costs/inflation”, “Decreased revenue stream”, “Lack of community or staff buy-in”, and “Lakeshore erosion”.

These changes also address the “Community Amenities” that people value as found on page 16. Specifically, it addresses the statement that “People seem to love both the lakefront and other natural amenities surrounding the city.”

Making these changes also are consistent with the vision of promoting sustainable growth, as found on page 17 of the previously proposed plan.

Finally, under the STAIRS values found on page 19, these additions to a Strategic Plan address “Innovation” and “Stewardship”.