

Bay Area
**Regional
Collaborative**

Draft Shared Work Plan

March 18, 2022

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Bay Area Regional Collaborative (BARC) Shared Work Plan

DRAFT FOR PUBLIC COMMENT

March 18, 2022

Introduction

In September 2021, the Bay Area Regional Collaborative (BARC) Governing Board approved the Joint Resolution to Address Climate Change. The Resolution is an urgent call for action by the BARC member agencies to measurably reduce the harmful contributors to and the impacts from climate change in the Bay Area, particularly for people and communities at the frontlines of risk. As stated in the Resolution, the BARC member agencies will “*work together to strategically align planning and regulatory actions in order to accelerate the implementation of strategies that advance climate mitigation and adaptation goals.*” The Draft BARC Shared Work Plan is the mechanism by which the agencies will do that, outlining four ambitious Initiatives that aim to produce measurable results within the next one to five years to equitably reduce greenhouse gas emissions and advance a strategic regional approach to adapting to climate change. Underlying each Initiative is a commitment to advancing social equity, with a focus on optimizing the roles of BARC’s member agencies so that they better support and enhance local actions and connect them to regional plans and progress.

The Draft BARC Shared Work Plan development was facilitated by BARC staff over the past three months (January 2022 - March 2022), and informed by guidance from the Governing Board, executive leadership, and two Working Groups composed of staff from across the agencies with particular subject matter expertise. Providing their unique perspectives and insights, the Working Groups identified and defined the Initiatives as the highest-priority areas for cooperation; evaluated each Initiative against specific criteria to determine its potential to produce measurable results over the next one to five years; provided knowledge and insight to refine the goals of each Initiative; and, developed timelines, and providing some preliminary scoping on staffing and resource needs. Agency staff and leadership also reflected on the opportunities and challenges involved with coordination across multiple agencies, identifying ways in which collaboration through each Initiative would maximize effectiveness without compromising individual efforts. Each Initiative, as designed, will involve the partnership and engagement of multiple stakeholders, including local governments, non profit and community-based organizations, business organizations, academic institutions, and we hope many others.

From now until April 6th, BARC staff will be holding a Public Comment Period to further refine each Initiative before bringing a Final Draft Shared Work Plan to the Governing Board for final adoption. Following the Public Comment Period, BARC staff will continue to develop more detailed work plans for each Initiative, scoping out tasks and deliverables, budget and timeline at a finer grain that is what is currently represented. Furthermore, the scale and breadth of each Initiative will be dependent on the amount of funding secured through state and federal programs and allocated by the BARC member agencies themselves.

Upon adoption, BARC staff will report regularly on progress, with ongoing opportunities for public engagement and involvement as each Initiative advances.

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Focus Area One: Climate Adaptation

Initiative 1: Regional Multi-Hazard Climate Adaptation Plan

Brief Description: *Develop a Regional Multi-Hazard Adaptation Plan that fulfills requirements for state and federal funding and builds upon the strong foundation of work done in the region to date.*

BARC's member agencies have made considerable progress advancing climate adaptation and resilience planning around different hazards, with a particular focus on sea level rise. MTC/ABAG's Plan Bay Area 2050, adopted in October 2021, includes strategies to adapt to sea level rise and manage risks. That same month, BCDC's Bay Adapt Joint Platform laid out a high-level action plan to protect people and the built environment from rising sea levels. This month, the San Francisco Estuary Partnership will complete the 2022 Update to the Estuary Blueprint, mapping out regional actions needed for a healthy and resilient San Francisco Estuary.

The Bay Area faces threats from a variety of hazards in addition to sea level rise and coastal flooding, including inland flooding, extreme heat, drought, wildfire, as well as earthquakes. Many of these risks are interdependent, and the adaptation measures that are taken in response to these risks must be considered in a coordinated fashion, focused on achieving multiple-benefits. In the absence of a more standardized and coordinated adaptation approach across the region, actions can be advanced at the local level that exacerbate risks in other parts of the region or fall short of addressing local issues. Furthermore, individualized competition for funding and disparate resilience preparedness throughout the Bay often leave those most at risk at a further disadvantage; with limited capacity to go after new funding resources or manage large and complex planning and implementation efforts.

In 2022, the Bay Area has a prime opportunity to build upon work done to date and develop a Regional Multi-Hazard Adaptation Plan. The Governor's Office of Planning and Research (OPR) has expanded funding to the tune of \$250 million statewide over the next several years that seems well suited to support the development of a Regional Multi-Hazard Adaptation Plan, and a technical assistance program to support local actions. In the federal Infrastructure, Investment and Jobs Act of 2021 (IIJA), the PROTECT program provides appropriated funds (\$630 million to California) and competitive grant programs (\$1.4 billion nationally) over the next five years to advance transportation resilience planning and implementation. The IIJA creates incentives for states and MPOs to adopt a Resilience Improvement Plan (RIP) by waiving a portion of

local cost shares for appropriated funds, and prioritizing competitive grant proposals that advance RIP priorities. Based on initial estimates, integration of a RIP into Plan Bay Area could result in over \$11 million in value for the region.

Objectives:

- Develop a Regional Multi-Hazard Adaptation Plan that fulfills requirements for state and federal funding and builds upon the strong foundation of work done in the region to date;
- Generate new investments from state and federal agencies to support the robust development and adoption of a Regional Adaptation Plan, involving robust partnership and engagement with cities and counties, special districts, community leaders, non profits, business and many others.
- Understand the distinct regional role(s) and the role(s) of other levels of government in addressing different climate hazards such as drought, heat, wildfire, sea level rise and flooding, as well as any potential interaction with seismic vulnerability.

Initiative 2: Regional Climate Adaptation Technical Assistance

Brief Description: Establish a regional technical assistance program to support local governments in advancing a shared approach to adaptation planning and project implementation.

Climate adaptation and resilience planning and projects will most often need to happen at the local and/or sub-regional level, with regional and state agencies working to provide support and coordination. Across the Bay Area's 9 counties and 101 municipalities, local governments have highly variable levels of capacity and resources available to conduct adaptation planning and develop risk management strategies. A special focus must be given to historically underserved Black, Indigenous and People of Color (BIPOC) communities who are at the frontlines of risk and already battling challenging environmental conditions in their neighborhoods.

A Regional Climate Adaptation Technical Assistance program would support cities, counties, special districts and community-based organizations in conducting critically needed adaptation planning for multiple hazards, while providing a centralized source for adaptation standards, data and guidance from across the regional agencies that is coherent and easily accessible to local governments and in publicly led planning processes. This program would support and help advance high-quality adaptation planning efforts in localities across the region, integrating the local work into the Regional Adaptation Plan and in meeting regional goals.

Objectives:

- Establish a centralized source for adaptation data, standards, and guidance
- Supporting consistent, high quality local adaptation planning in cities and counties, informed by shared data, guidance and criteria
- Easy-to-access technical assistance offerings reflect a range of needs expressed by local governments and community-based organizations
- Secure additional resources from state and federal government to support program
- Help move local planning towards decision-making and implementation to create a pipeline of viable gray and green adaptation projects
- Apply data and stakeholder input to help prioritize actions in areas and communities most at risk
- Local actions are integrated into Regional Adaptation Plan to help meet regional goals

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Focus Area Two: Greenhouse Gas (GHG) Emissions Reduction

Initiative 3: Zero-Emission Transit Bus Infrastructure

Brief Description: Accelerate Zero-Emission Transit Bus (ZEB) deployment by supporting coordinated expansion of infrastructure and modernized facilities across the region. Position the region to capture significant federal and state funds to do so.

Buses play a critical role in meeting transportation demand and reducing single-passenger trips, especially in lower-income and Black Indigenous People of Color (BIPOC) communities. Zero-emission buses (ZEBs) further regional efforts to meet GHG reduction goals. Currently, MTC and BAAQMD interface with and support the Bay Area's 27 transit agencies' ZEB efforts in piecemeal fashion. To be more competitive for the significant state and federal funding imminently available for ZEBs and charging infrastructure, MTC and BAAQMD require a coordinated regional strategy.

Considerable state and federal funding for transportation infrastructure, including the Infrastructure, Investment and Jobs Act (IIJA), provide an unprecedented opportunity for the region to attract funding for decarbonizing our transit systems in the next year. In fiscal year 2022, \$1.47 billion in grants will be available from the Federal Transit Administration to modernize bus fleets and facilities, including \$1.1 billion (a tenfold increase) in the FTA's Low or No Emission (Low-No) Grant Program and \$372 million through the Bus and Bus Facilities Grant Program. Furthermore, the California Air Resources Board's Innovative Clean Transit Rule requires 25% of large operators' bus purchases be zero-emission by 2023, and 100% by 2029.

At present, both BAAQMD and MTC/ABAG are engaged in efforts to coordinate with the region's 27 transit agencies, and to provide guidance and financial support for individual efforts around ZEBs. Given the high capital costs of ZEBs and infrastructure, agencies acting individually to support ZEB projects must commit large amounts of grant funding to individual projects, which limits the region's ability to achieve scale. With 27 transit agencies in the Bay Area, both BAAQMD and MTC staff have expressed the need for strategic alignment of their programs and grant funding, both to better leverage current agency funds to support more projects, and to jointly advocate for greater matching funds from state and federal sources.

Objectives:

- Accelerate Zero-Emission Transit Bus (ZEB) deployment by supporting coordinated expansion of charging and fueling infrastructure and modernized facilities across the region
- Create a point of contact for interfacing with the region's 27 transit agencies
- Develop a regional funding strategy to pursue state and federal funding and better leverage agency funds
- Advance consensus among the region's 27 transit agencies on ZEB technologies and infrastructure standards

Initiative 4: Low-Carbon, High-Equity Neighborhoods

Brief Description: Map out and align agency activities focused on affordable housing, building decarbonization, EV charging, trip reduction and resilience for a holistic approach to create affordable, healthy, zero-emission neighborhoods. If funded, launch a Local Innovation Challenge Grant program to spur innovative quick build projects that illustrate the interplay of these issues on the ground, in communities.

MTC/ABAG and BAAQMD are currently pursuing a number of separate, yet interrelated activities to decarbonize how Bay Area residents live and commute, including: technical assistance and financing for building decarbonization through BayREN, affordable housing development through the newly-established Bay Area Housing Finance Authority (BAHFA), guidance on local housing elements and climate resilience through MTC/ABAG's Regional Planning Program, CEQA guidelines and thresholds updates, building retrofits, and incentives for electric vehicles and trip reduction through both agencies.

Many of these activities involve activities, policies and programs that are mutually dependent. As the state, region, cities and counties continue to establish leadership in the "low-carbon, high-equity neighborhoods" space, the need is emerging for an effort to map out and align the many regional initiatives occurring in this area, highlighting opportunities for greater integration to reduce GHG emissions, provide cleaner air and better health outcomes in communities.

Objectives:

- Map out and align agency activities in the broader "low-carbon, high-equity neighborhoods" space to create a holistic, coordinated and more impactful multi-agency approach
- Explore opportunities to leverage existing programs to spur local innovation in communities across the region, potential development of a Local Innovation Challenge Grant

- Secure funding for quick-build pilot project implementation (emerging from innovation challenge grants)
- Evaluate opportunities for innovative new trip reduction and commuter benefits approaches

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Notice of Public Comment Period

The public comment deadline is Wednesday, April 6th, 2022. Members of the public are encouraged to view and comment on the Draft Shared Work Plan online at barc.ca.gov. Comments will be reviewed by BARC staff. Written comments will be accepted via mail to Bay Area Regional Collaborative, Attn: Draft Shared Work Plan, 375 Beale Street, Suite 800, San Francisco, CA, 94105; or via email (Draft Shared Work Plan: abrooks@bayareametro.gov).

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Appendix A: Initiative 1 (Regional Adaptation Plan)

Problem Statement: The Bay Area faces increasing risks from climate hazards including sea-level rise, coastal and inland flooding, extreme heat, drought, and wildfires. The current lack of standardized and coordinated adaptation approaches across the region creates individualized local actions and disjointed approaches to managing risk. This environment also creates competition for funding and disparate resilience preparedness throughout the Bay, often leaving those most at risk at a further disadvantage.

Goal: Develop a Regional Multi-Hazard Adaptation Plan that creates a standardized regional approach to manage risk and achieve greater resilience across the Bay Area.

Objectives:

- Regional Multi-Hazard Adaptation Plan 1.0 is adopted and published
- Fulfill federal Resilience Improvement Plan requirements
- Explore establishment of priority adaptation districts
- Conduct outreach and stakeholder engagement (special focus on high risk, frontline areas) to inform Regional Adaptation Plan and Technical Assistance
- Analyze public sector roles, authorities and opportunities for each hazard (e.g. city/county/regional/state)
- Reach agreement on 'how to measure success'
- Study optimal regulatory and legislative approach(es), identify gaps
- Influence future growth frameworks via Plan Bay Area

Table A1: Agency Roles and Needs (Initiative 1)

| | Bay Conservation & Development Commission | Metropolitan Transportation Commission / Association of Bay Area Governments | State Coastal Conservancy | SF Bay Regional Water Quality Control Board | SF Estuary Partnership | Bay Area Regional Collaborative |
|--------------|---|--|---|--|---|--|
| Role | <ul style="list-style-type: none"> • BayAdapt as backbone • Regional Shoreline Adaptation Plan (developed as a subset of overall plan) • Ensure integration of Regional Shoreline Adaptation into regional flood management planning • Regulates public access in developments along shoreline band | <ul style="list-style-type: none"> • Already working with BCDC on funding and financing for shoreline adaptation projects • Ownership of vulnerable transportation assets • Plan Bay Area targets five adaptation planning processes within the Bay Area by 2025 • Can coordinate with federal planning requirements (e.g. RIP) • Can enable good local policy through funding guidelines | <ul style="list-style-type: none"> • Provides funding to implement nature-based projects • \$500 million from State for Coastal Resilience initiatives • Addresses flood hazards by supporting multi-benefit planning and projects • Coordination with SF Bay Restoration Authority | <ul style="list-style-type: none"> • Integrated stormwater management planning • Updating regulations - e.g., requiring vulnerability assessments for facilities | <ul style="list-style-type: none"> • Integration of Estuary Blueprint • Advisor to balancing green and gray infrastructure suitability and prioritization • Helps manage local adaptation planning via SFBRA and other sources | <ul style="list-style-type: none"> • High-level staff coordination • Governing Board as a convening body with oversight • Consultant & contract management • Applies for grants and resources to support projects • Communication (website, online publications, reports) • Legislative advocacy |
| Needs | <ul style="list-style-type: none"> • State funding needed from Ocean Protection Council and State Coastal Conservancy • Integrate shoreline adaptation with other hazards | <ul style="list-style-type: none"> • Better understanding of how local zoning Priority Development Areas, Priority Conservation Areas and RHNA tie in • Better understanding of how shoreline adaptation intersects with Plan Bay Area | <ul style="list-style-type: none"> • Dedicated staff are needed to support the initiatives • Agency relies on local and regional partners to support good planning and developing pipeline of projects | <ul style="list-style-type: none"> • Dedicated staff to support the plan development and implementation | <ul style="list-style-type: none"> • Dedicated staff to support the plan development and implementation | <p>Dedicated staff to support the plan development and implementation</p> <p>Resources to support discrete aspects of delivering on outcomes.</p> |

Table A2: Draft Workplan (Initiative 1)

| Year 1 | Year 2 | Year 3 | Year 4 | Longer-Term |
|---|--|---|--|---|
| <ul style="list-style-type: none"> • Complete RAP v1.0 • Engage cities, counties, nonprofits and other stakeholders in development of Plan • Inventory existing work relevant to RAP • Map City/County/Regional/State roles for each hazard • Complete analysis of regulatory and legislative approaches • Delineate initial Priority Adaptation Areas • Draft initial project prioritization framework • Complete Resilience Improvement Plan requirements (unlock additional funding potential) | <ul style="list-style-type: none"> • Finalize success metrics and RAP monitoring plan • Legislative advocacy • Implement as feasible recommendations from regulatory and legislative approaches analysis • If funded, complete adaptation project prioritization framework • Integrate Priority Adaptation Areas into Plan Bay Area | <ul style="list-style-type: none"> • Commence monitoring of RAP progress and success • Legislative advocacy • Accelerate implementation of priority projects • Initiate update for RAP v2.0 | <ul style="list-style-type: none"> • Complete RAP v2.0 to sync up with Plan Bay Area 2055 (scale dependent on funding availability) • Legislative advocacy | <ul style="list-style-type: none"> • Influence regional growth framework using RAP • Continuously integrate Priority Adaptation Areas into future Plan Bay Area updates • RAP monitoring • Ongoing local, regional, state and federal funding allocated for multi-benefit adaptation project delivery |

Appendix B: Initiative 2 (Regional Technical Assistance)

Problem Statement: Local governments have different levels of capacity and resources available to conduct adaptation planning and develop risk management strategies – especially those at the frontlines of risk and most in need of early interventions.

Goal: Establish a regional-scale technical assistance program to support local governments in advancing a range of location-specific adaptation planning and project implementation actions to help manage risk and foster more equitable resilience.

Objectives:

- Establish a centralized source for adaptation data, standards, and guidance
- Support consistent, high quality local adaptation planning in cities and counties, tied to regional standards and criteria
- Easy-to-access technical assistance offerings reflect a range of needs expressed by local governments and community-based organizations
- Secure additional resources from state and federal government to support program
- Help move local planning towards decision-making and implementation to create a pipeline of viable grey and green adaptation projects
- Apply data and stakeholder input to help prioritize actions in areas and communities most at risk

Table B1: Agency Roles and Needs (Initiative 2)

| | BCDC | MTC/ABAG | State Coastal Conservancy | SF Bay Regional Water Quality Control Board | SF Estuary Partnership | BARC |
|-------|--|---|--|---|---|--|
| Role | <ul style="list-style-type: none"> Provides critical data, analysis, tools, and resources | <ul style="list-style-type: none"> MTC/ABAG is capable of managing an adaptation planning grant program, if funding secured | <ul style="list-style-type: none"> SCC and SFBRA funding for local project planning and implementation that incorporates climate adaptation | <ul style="list-style-type: none"> Align regulatory and planning functions | <ul style="list-style-type: none"> Project Management in localities and around key assets (e.g. wastewater treatment facilities) | <ul style="list-style-type: none"> Coordinate & support interagency collaboration BARC website serves as centralized source of information, data, and resources Direct work on pilot projects in localities |
| Needs | <ul style="list-style-type: none"> Needs funding & staffing to leverage existing capabilities | <ul style="list-style-type: none"> Need dedicated funding to participate (e.g. REAP) Need additional capacity to lead technical assistance and/or manage local grant programs | <ul style="list-style-type: none"> Tie in with existing programs, aligning efforts | <ul style="list-style-type: none"> Establishing a program that more fully incorporates regulatory agencies/staff into planning earlier | <ul style="list-style-type: none"> Additional resources to expand project management role | <ul style="list-style-type: none"> Resources to support discrete projects to advance overall effort, deliver regular reporting and monitor progress, update BARC website to serve as centralized data source |

Table B2: Draft Workplan (Initiative 2)

| Year 1 | Year 2 | Year 3 | Ongoing |
|---|---|--|---|
| <ul style="list-style-type: none"> • Establish center of expertise for climate adaptation that includes staff from across BARC member agencies • Complete local needs assessment of what kinds of TA serves are needed for cities counties and CBO's • Develop on-call bench for Technical Assistance • Finalize success metrics and monitoring program • State and federal funding advocacy | <ul style="list-style-type: none"> • Coordinate technical assistance matchmaking for local jurisdictions • Leverage TA program to support implementation of adaptation projects • Establish clearinghouse for climate data, adaptation standards and guidance • Publish adaptation standards and guidance for local governments • If funding secured, develop criteria for climate adaptation planning grant program • State and federal funding advocacy | <ul style="list-style-type: none"> • Coordinate technical assistance matchmaking for local jurisdictions • TA program monitoring • Continually update clearinghouse • Publish additional adaptation standards and guidance • State and federal funding advocacy | <ul style="list-style-type: none"> • Coordinate technical assistance matchmaking for local jurisdictions • Leverage TA program to support adaptation projects |

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Appendix C: Initiative 3 (Zero Emission Transit Bus Infrastructure)

Problem Statement: Buses play a critical role in meeting transportation demand and reducing single-passenger trips, especially in lower-income communities and communities of color. Zero-emission buses (ZEBs) further regional efforts to meet GHG reduction goals. Currently, MTC/ABAG and BAAQMD interface with and support the Bay Area's 27 transit agencies' ZEB efforts in a piecemeal fashion. To be more competitive for the significant State and Federal funding imminently available for ZEBs and charging infrastructure, MTC/ABAG and BAAQMD require a coordinated regional strategy.

Goal: Accelerate Zero-Emission Transit Bus (ZEB) deployment by supporting coordinated expansion of infrastructure and modernized facilities across the region. Align agency funding to better leverage funds and attract upcoming State and Federal funds.

Objectives:

- All Bay Area buses zero-emission (EV or hydrogen)
- ZEB charging infrastructure capacity increased
- The Bay Area is established as a leader in ZEB infrastructure
- Ability to compete for time-sensitive funding opportunities
- Unified strategy for grantmaking
- Point of contact for transit agencies
- Analyze potential for shared charging infrastructure among transit agencies, and in cities and counties (potentially aligning with charging needs of other public vehicle fleets)
- Alignment with existing efforts to scale up ZEBs

Table C1: Agency Roles and Needs (Initiative 3)

| | Bay Area Air Quality Management District (BAAQMD) | Metropolitan Transportation Commission (MTC/ABAG) | Bay Area Regional Collaborative (BARC) |
|--------------|--|--|--|
| Role | <ul style="list-style-type: none"> Administers funding for fleets and charging infrastructure | <ul style="list-style-type: none"> Administers funding for fleets and charging infrastructure Maintains relationships with all transit operators Access to local transit agencies data; regional transit capital database Engagement in state and federal transportation infrastructure grants | <ul style="list-style-type: none"> Provide interagency coordination and facilitation, as needed Facilitate cross-agency federal/state funding pursuits |
| Needs | <ul style="list-style-type: none"> Better understanding of BAAQMD's role and area of influence on transit & infrastructure standards/policies May need dedicated or additional staff | <ul style="list-style-type: none"> Better understanding of MTC/ABAG's role in the zero emission transit sector May need dedicated staff or additional staff | <ul style="list-style-type: none"> Set aside in BARC budget to fund any needed consultant support |

Table C2: Draft Workplan (Initiative 3)

| Year 1 | Year 2 | Year 3 | Longer-Term |
|---|---|---|---|
| <ul style="list-style-type: none"> Develop joint legislative platform for state and federal engagement Analyze existing transit capital data and identify any additional data needs Conduct outreach to transit agencies Identify opportunities to leverage existing agency funds for greater impact Develop multi-year funding strategy | <ul style="list-style-type: none"> Continued legislative engagement for state and federal funds Continue to leverage existing agency funds for greater impact | <ul style="list-style-type: none"> Continued legislative engagement for state and federal funds Continue to leverage existing agency funds for greater impact | <ul style="list-style-type: none"> Periodically review transit capital data and update multi-year funding strategy |

Appendix D: Initiative 4 (Low-Carbon, High-Equity Neighborhoods)

Problem Statement: MTC/ABAG and BAAQMD are currently pursuing a number of separate, yet interrelated activities to decarbonize how Bay Area residents live and commute, including: low-carbon multi-family housing development, technical support for updating housing elements, EV charging incentives, trip reduction pilot programs and transit-oriented communities. The siloing of these different efforts can fall short of maximizing and leveraging programs and investments to achieve both low-carbon and high-equity results for people and communities.

Goal: Strategically align related agency activities to ensure a holistic and coordinated approach to neighborhood GHG reduction. Identify opportunities to spur innovation in clean, multi-modal neighborhood design across Bay Area cities.

Objectives:

- Conduct analysis and mapping of existing programs across the agencies to identify areas ripe for further coordination and alignment, opportunities for leveraging grant programs for maximum impact, and identify gaps in focus and service
- Next round of Housing Elements include GHG reduction strategies
- BAHFA programs integrate GHG reduction strategies, tie-in with technical support and grantmaking opportunities
- Identify opportunities to spur innovation in clean, multi-modal neighborhood design innovation in Bay Area cities
- Secure funding for quick-build pilot project implementation

Image D1: Agency Roles Graphic (Initiative 4)

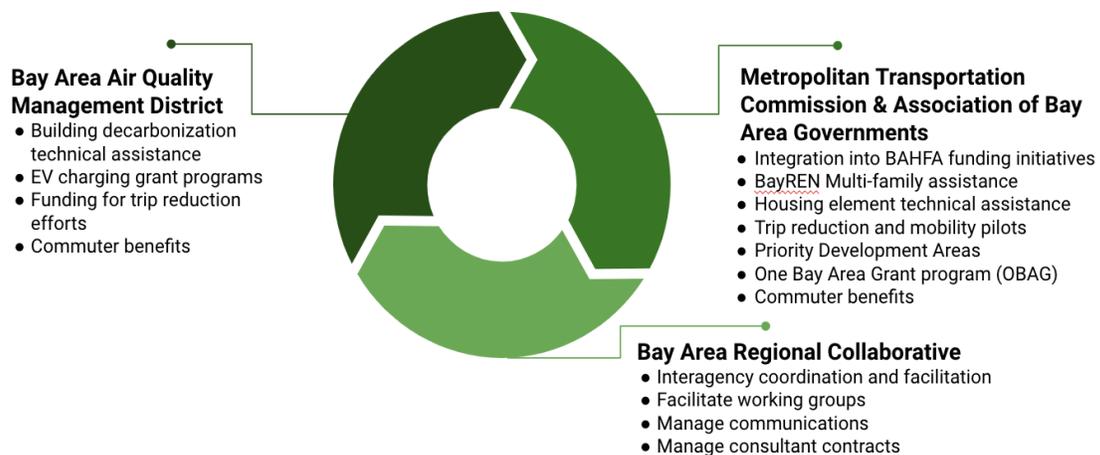


Table D1: Agency Roles and Needs (Initiative 4)

| | Bay Area Air Quality Management District (BAAQMD) | Metropolitan Transportation Commission / Association of Bay Area Governments (MTC/ABAG) | Bay Area Regional Collaborative (BARC) |
|--------------|---|--|---|
| Role | <ul style="list-style-type: none"> • Building decarbonization • EV charging grants programs • Funding for trip reduction • New commuter benefits strategies | <ul style="list-style-type: none"> • Integration into BAHFA • BayREN Multi-Family focus • Housing elements • Manage trip reduction and mobility pilots • New commuter benefits strategies | <ul style="list-style-type: none"> • Provide interagency coordination and facilitation, as needed • Facilitate working groups • Manage communications • Manage consultant contracts |
| Needs | <ul style="list-style-type: none"> • May need scaling up | <ul style="list-style-type: none"> • Needs to address operating costs of affordable housing through BAHFA • May need scaling up | <ul style="list-style-type: none"> • Set aside in BARC budget to fund any needed consultant support |

Table D2: Draft Workplan (Initiative 4)

| Year 1 | Year 2 | Ongoing | Longer-Term |
|---|---|--|--|
| <ul style="list-style-type: none"> • Analysis and mapping of interrelated programs across BAAQMD and MTC/ABAG • Identify opportunities for integration with BAHDA efforts, including proposed funding measure • Develop platform for state and federal engagement, focusing on bringing resources to disadvantaged communities | <ul style="list-style-type: none"> • Identify opportunities for Housing Elements to better integrate GHG reduction strategies (buildings, neighborhoods) • Inform OBAG grant guidelines, project selection • Explore opportunity for regional grant program to spur innovation in cities and counties, and create a pipeline of quick-build pilot projects | <ul style="list-style-type: none"> • Continuous evaluation of agency activities and strategic alignment | <ul style="list-style-type: none"> • Continuous evaluation of agency activities and strategic alignment |