



JOINT POLICY COMMITTEE — REGIONAL PLANNING PROGRAM

Friday, September 16, 2011
 10:00 a.m. to 12:00 Noon
 Metro Center Auditorium
 101 Eighth Street, Oakland

AGENDA

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|----|---|-------------|
| 1. | Call to Order | |
| 2. | Public Comment | |
| 3. | Approval of Joint Policy Committee Meeting Minutes of May 20, 2011 | Action |
| 4. | Presentation and Discussion: <i>Emerging Green Energy Research, Public/Private Collaboration, and the Bay Area Economy.</i>
Paul Alivisatos, Director, Lawrence Berkeley National Laboratory, and
Ethan Sprague, Director of Government Affairs, SunRun Solar | Information |
| 5. | Update on Sustainable Communities Strategy (SCS) | Information |
| 6. | Progress Report on Joint Policy Committee Projects | |
| | A. Near-term Green Jobs | Information |
| | B. Regional Economic Strategy Framework | Information |
| | C. Bay Area Climate and Energy Resilience Strategy | Information |
| 7. | Report on State Legislation Concerning Bay Area/Regional Governance | Action |
| 8. | Next Meetings | Information |
| 9. | Adjournment | Action |

Next Meeting: To Be Announced

The JPC may take action on any item listed in the agenda.

This meeting is scheduled to end promptly at 12:00 Noon. Agenda items not considered by that time may be deferred.

The public is encouraged to comment on agenda items by completing a request-to-speak card and giving it to JPC staff or the chairperson.

Although a quorum of the Metropolitan Transportation Commission may be in attendance at this meeting, the Joint Policy Committee may take action only on those matters delegated to it. The Joint Policy Committee may not take any action as the Metropolitan Transportation Commission unless this meeting has been previously noticed as a Metropolitan Transportation Commission meeting.



JOINT POLICY COMMITTEE

Minutes of the Meeting of May 20th, 2011 Held at 10:00 AM at the MetroCenter Auditorium, Oakland

Attendance:

ABAG

Jane Brunner
Dave Cortese
Mark Green
Scott Haggerty

BAAQMD

Tom Bates, Chair
Ash Kalra
Eric Mar
Mark Ross
Gayle B. Uilkema

BCDC

Geoffrey Gibbs
Sean Randolph
Brad Wagenknecht

MTC

Bill Dodd
Jake Mackenzie
Jim Spering
Adrienne Tissier

1. Call to Order

Chair Bates called the meeting to order.

2. Approval of the Joint Policy Committee Meeting Minutes of January 21st, 2011

The minutes of the January meeting were approved.

3. Approval of the Joint Policy Committee Meeting Minutes of March 18th, 2011

The minutes of the previous meeting were approved.

4. Election and Terms of Joint Policy Committee Officers

The Chair's proposal, that the JPC elect its own Chair and Vice Chair for two-year terms, was accepted.

The Committee elected Tom Bates as Chair and Adrienne Tissier as Vice Chair for terms ending June 30, 2013.

5. Proposal on Regional Economic Development and Resilience

Using a PowerPoint presentation, Ted Droettboom, Bruce Riordan, and Sean Randolph summarized the staff proposal. Steve Heminger, Ezra Rapport, Will Travis, and Jack Broadbent also spoke briefly in support of the initiative.

In discussion, members of the Committee and public commentators suggested a number of factors requiring consideration as the work proceeded:

- A recognition that a shift to a green economy might not be all positive; that, for example, a number of people involved in the processing, distribution, and sale of fossil fuels may lose their jobs;
- A need to get beyond aggregated economic data and deeply understand the needs of small- and medium-sized businesses;
- A requirement to consider existing and non-innovative businesses as well as startups and innovators;
- The involvement of real business people, those who actually make things, sell things and hire people; acknowledging from the start that working solely through business organizations and other advocacy groups will not be sufficient;
- A recognition that the requirements of tomorrow's economy, particularly for specific job skills, may not be identical with the needs of today's economy;
- A need to reach out and educate local-government leaders who have little current knowledge and interest in regional-level issues and challenges;
- A recognition that government "sets the table" for economic development by providing essential infrastructure and by providing incentive signals aligned with societal goals;
- The encouragement of economic adaptation to new needs and new markets;
- A focus on finance; things like feed-in tariffs that make resilient investments financially feasible;
- A need for electric-vehicle protocols and incentives that are consistent across the region and lead to investor and consumer certainty;
- The development of model ordinances and other prototypical initiatives which cash-strapped local governments can take off the shelf and deploy rather than have to develop themselves;
- The possibility of regional siting criteria for renewable power facilities to help overcome local opposition;
- The facilitation of connections between research laboratories (university and national) and businesses;
- The role of higher education;

- The realization that many things will ultimately have to be adopted by local governments and that local adoption is a difficult process without assured results;
- The primacy of jobs and payroll over corporate profits; i.e., the need to keep manufacturing jobs here rather than export them;
- The value of standardized permitting across jurisdictions to reduce confusion, increase certainty, and lower business costs, particularly costs in time expended;
- The need to not ignore the needs of heavy industry, particularly its labor requirements;
- The interrelationship of jobs and housing and the need for job-housing fit;
- The avoidance of unintended consequences and of dysfunctional intra-regional competition.

The authors of the proposal offered to amend it to take these considerations into account.

The recommendation in the staff memo was approved:

THAT the Joint Policy Committee direct the leadership of the regional agencies to proceed with the projects outlined in this memo.

To allow time for this work to proceed, the July JPC meeting was cancelled. The JPC will meet next in September and may consider a more frequent meeting schedule thereafter. Meetings scheduled only once every other month may not be enough to shepherd the aggressive work program.

It was suggested that future JPC meetings include presentations from business leaders, researchers, financiers and others relevant to the JPC's new self-determined mandate. A Committee member also urged, and the Chair agreed, that the mandate needed to be action-oriented, not just informative. It also needed to be mindful of the role of other government and quasi-governmental agencies, such as the PUC. All efforts needed to be aligned and supportive of one another.

6. Public Comment

Public commentators urged the JPC to:

- Be bold and collaborative;

- Facilitate the provision of affordable food stores in transit-oriented neighborhoods;
- Speak for the regional interest; and
- Advocate for a policy in the RTP that put “committed projects” to the same performance test as new proposals.

7. Adjournment

The meeting adjourned at approximately 11:50 AM.

Progress Report on Joint Policy Committee Projects

September 9, 2011

Project #1: Near-Term Green Jobs+

Each of these three initiatives—Electric Vehicles, Local Renewable Power and Energy Efficiency Building Retrofits—is a “marketplace” composed of numerous Bay Area public, private and NGO stakeholders. The JPC agencies’ primary added-value is to coordinate with key partners to develop a more strategic and powerful Bay Area approach in each area.

Electric Vehicles:

Goals:

1. Electric Vehicles: 100,000 EVs in the Bay Area by 2015 (proposed)
2. Economic Benefits: TBD

The Economic Strategy Framework Project (Project #2) will provide analysis on Bay Area EV job potential. A recent University of Maryland study found that a package of U.S. transportation electrification policies would add 1.9 million jobs by 2030. Most EV experts believe that the largest economic benefits will be from decreased household transportation costs and redirecting those expenditures from oil companies and foreign countries to the local economy.

Action Plan:

JPC agencies with Bay Area EV Strategic Council:

1. Develop a Bay Area strategic plan for EVs to meet 2015 goal.
2. Implement EV aggregate purchase program.
3. Design and implement “Go EV” public campaign.
4. Take actions to create positive customer experience for early adopters—permitting, charging, etc.
5. Fund and strategically locate charging infrastructure.

Recent JPC Agency Activities:

1. Bay Area EV Strategy Council formed by EV Communities Alliance, Bay Area Climate Collaborative, BAAQMD, ABAG, MTC, EV industry, and EV advocates.

2. BAAQMD led Bay Area application process for major CEC grant.
3. *Ready, Set, Charge, California: A Guide to EV Ready Communities*, produced by ABAG, EVCA and other partners.
4. BAAQMD, ABAG and MTC reached agreement on their near-term EV roles and processes.

Local Renewable Power:

Goals:

1. Megawatts (Solar, wind, other): 2,400 new MW in Bay Area by 2020 (proposed)
2. Economic Benefits: TBD

The Economic Strategy Framework Project (Project #2) will provide analysis on Bay Area local renewable power job potential. A 2010 UCLA study found that a ten-year, 600 MW feed-in tariff solar program in Los Angeles would generate \$2 billion in private investment and create 18,000 job-years in the local area with minimal ratepayer impact.

Action Plan:

JPC agencies with public, private and NGO partners:

1. Create strategic plan to reach Bay Area goal and to support Governor's program for 12,000 MW of local renewable power statewide by 2020.
2. Reduce permitting, inspection and interconnection costs through streamlining processes and paperwork.
3. Work directly with state authorities to expand and strengthen financing tools (feed-in tariff, on-bill financing, etc.)
4. Conduct informational campaigns to spotlight/reward cities, counties, school districts and others that are installing renewable power.

Recent JPC Agency Activities:

1. JPC coordinated work by 25 Bay Area renewable power stakeholders—cities/counties, industry, advocacy groups, foundations, universities and others—to create a list for the Governor's staff of 9 specific state actions needed to support Bay Area renewables expansion.

2. JPC facilitated discussions between the Governor’s energy advisors and Marin Energy Authority, SFPUC, and Climate Protection Campaign (Sonoma) on state support for “community choice aggregation” programs.

Energy Efficiency Building Retrofits

Goals:

1. Create a strategic plan for a comprehensive, financially sustainable energy efficiency building retrofit program in the Bay Area.

2. Economic Benefit: TBD

The Economic Strategy Framework Project (Project #2) will provide analysis on Bay Area building retrofit job potential. A 2009 UC Berkeley study found that low carbon electricity strategies generate more jobs per unit of energy delivered than the fossil fuel-based sector, and that energy efficiency investment is generally the least cost and often the most readily implementable approach.

Action Plan:

JPC agencies with cities/counties, Energy Upgrade California and other partners:

1. Develop white paper on Bay Area energy efficiency building program.
2. Convene Bay Area stakeholders to design long-term (post-ARRA) program.
3. Work with local and state partners to create financing strategies/tools, strengthen and expand workforce development programs, streamline permitting, and other key program aspects.

Recent JPC Agency Progress:

1. ABAG is working with cities, counties and other regional/state partners to implement the Energy Upgrade California program in the Bay Area (ARRA \$\$).

Project #2: Bay Area Economic Strategy Framework

Goals:

1. Provide insight into the region’s business dynamics, business climate, economic competitiveness, workforce (with a specific focus on the workforce in LMI communities), and current and emerging business and economic trends.
2. Generate ideas and recommendations that will be actionable by the public and private sectors, will be integrated with JPC priorities, including its focus on energy

and climate resiliency, and will support and inform the region's ongoing Sustainable Communities Strategy (SCS) process.

Action Plan:

1. Business Dynamics – Current State of Business in the Region

This data-driven section of the study will evaluate the current state of business and the economy in the San Francisco Bay Area as a baseline for future measurement. This will be a comprehensive analysis of the Bay Area as a business and economic center.

2. Business Dynamics –Business Growth Drivers and Impediments

Building on the data-driven analysis, this section of the study will use existing regional and extra-regional source material and interviews with business and economic development organizations, investors, and leaders of both large and small enterprises to develop a qualitative assessment of the most important factors affecting current and future business location, hiring and expansion decisions.

3. Overview of Findings – Strengths and Constraints

Based on the quantitative and qualitative results, this section will present an overview of business, economic, and policy implications. The overview of findings will include both the Bay Area's distinctive strengths and assets, and issues requiring attention at the regional and/or sub-regional level to address specific constraints on business investment and development.

Recent Progress:

1. Bay Area Council Economic Institute (BACEI) assumed the leadership role for the project, to work in conjunction with private, public and non-profit partners.
2. BACEI and its partners created a detailed work plan and budget (\$150K-\$210K) for the project. SEE ATTACHMENT A.
3. BACEI hired staff to conduct portions of the project and has commenced private sector fundraising for consultant assistance.

Project #3: Bay Area Climate and Energy Resilience Strategy

Goals:

1. Engage top-level Bay Area leaders—business, government, and NGOs— to accelerate and formalize regional efforts to build resilience for critical climate/energy impacts, e.g., sea level rise, extreme events, water shortages, long-term energy price increases.
2. Increase understanding on how to integrate planning for climate/energy resilience with Bay Area planning for economic development, public health, transportation, land use, natural resource protection, and earthquake/disaster recovery.
3. Create a set of near-term action steps and clearly identify the more complex issues that require high-level regional discussion.

Action Plan

1. Summarize existing research on climate and energy changes that will have a substantial impact on the Bay Area’s economy, ecosystems and public health.
2. Create a network of topic-specific advisory groups and work with them to identify potential Bay Area solutions/approaches to reduce risks and increase resilience.
3. Research and present options for decision-making, implementation and funding for a set of selected targeted regional solutions/approaches.
4. Discuss the overall project findings—in conjunction with the Project #2 findings—with a broad group of Bay Area leaders, and create an action plan for the region.

Recent Progress:

1. JPC conducted extensive work plan development with a 30-person advisory group and other public and private partners. SEE ATTACHMENT B.
2. UC researchers are constructing a database of 200+ research reports covering 10-12 Bay Area climate/energy impacts.
3. JPC is working with expert advisors in water, public health, energy, ecosystems, and other areas to build understanding of solutions, approaches and key issues.
4. BCDC is advancing the Adapting to Rising Tides project, working with a series of partners in the Bay Bridge to San Mateo Bridge target area.

5. JPC has initiated discussions with potential project partners—including universities, foundations, State of California, and science centers—to bring needed resources to the project.

Joint Policy Committee

Bay Area Economic Strategy Framework

Bay Area Council Economic Institute

Draft Outline (7/25/2011)

ECONOMIC AND BUSINESS COMPETITIVENESS: AN ACTIONABLE FOUNDATION FOR A STRONG BAY AREA

Objective

A healthy economy is a prerequisite for a strong sustainability strategy. This analysis will provide insight into the region's business dynamics, business climate, economic competitiveness, workforce (with a specific focus on the workforce in LMI communities), and current and emerging business and economic trends.

The work products of this study will provide a basis for the public-private development of economic and business strategies, for informed public policy decision making, and a framework for broad economic and business development strategies in the region. The ideas and recommendations generated will be actionable by the public and private sectors, will be integrated with JPC priorities, including its focus on energy and climate resiliency, and will support and inform the region's ongoing Sustainable Communities Strategy (SCS) process.

Section I: Business Dynamics – Current State of Business in the Region

The first section of the study will be data-driven and will evaluate the current state of business and the economy in the San Francisco Bay Area as a baseline for future measurement. This will be a comprehensive analysis of the Bay Area as a business and economic center.

This business dynamics data analysis will be comprised of an assessment of current business demographics, employment changes, company trends, the distribution of industries and employment, commute patterns, and the existing labor pool in comparison to other global and domestically competitive regions. It will specifically include an analysis of the labor force residing in LMI communities including skill level, capacity, and commute patterns.

The domestic data used in the analysis will be at the establishment level, so that job creation and individual location decisions can be evaluated. Data used in the analysis will be from 1990-2009.

Current business dynamics will be analyzed with the following areas of focus:

- Current business demographics

- o Total number of companies
- o Industry analysis
 - o Driving Industries – those with a high comparative employment concentration in the region
 - o Supporting Industries – industries that support driving industries, with an employment concentration similar to that of California and the US
 - o Venture capital investment
- o Company analysis by:
 - o # of employees
Employee level (skilled, unskilled, entry-level, etc.)
 - o Revenue
 - o Public/private status
 - o Location
- Companies by stage of growth/age
 - o Longevity/lifecycle
 - o Proximity to other firms in the same industry
 - o Cluster analysis by:
 - Industry
 - Location near LMI communities
 - o Distribution of same company employment, including multi-firm establishments
 - o In the region/county of their birth
 - o In the broader Bay Area
 - o In the rest of California
 - o Outside of California
 - o Distribution of industry employment
 - o In the region/county of their birth
 - o In the broader Bay Area

- In the rest of California
- Business/company trends
 - Firm births versus firm deaths
 - Expansion and relocation patterns
 - Firm relocation into the region
 - Firm relocation out of the region
 - Growth versus contraction of existing businesses
 - Size/distribution by industry
- Labor pool, employee analysis, talent development
 - # of employees
 - Skill level/educational attainment of current labor pool (including LMI communities)
 - Size and quality of the labor force, including:
 - Educational attainment
 - Occupation by industry
 - Visual representation of employees by skillset
 - Commute and transit patterns
 - Intensity of labor flows between counties by income, age, and major industry category
- A comparison of the Bay Area to other U.S. and international regions
 - Comparative analysis will focused “case studies”
- Analysis by sector of potential growth sectors (based on historic data)
 - 20 year growth patterns, correlated with changes in intensity of employment relative to the state and nation

Section I: Work Products

- Visual mapping of regional industry distribution by business cluster
- Analysis of business data
- Workforce capability analysis by educational attainment, etc. including proximity mapping to job clusters and LMI communities

- A rough-cut recommendation for a regional dashboard including key performance indicators to track Bay Area business climate and regional business health
 - o A rough workplan to engage business and other leaders in the dashboard and a process to update the dashboard on a quarterly basis
 - o A list of potential performance measures and metrics relevant for quarterly tracking and analysis.

Section II: Business Dynamics –Business Growth Drivers and Impediments

Building on the data-driven analysis in section I, the second part of the study will use existing regional and extra-regional source material and interviews with business and economic development organizations, investors, and leaders of both large and small enterprises to develop a qualitative assessment of the most important factors affecting current and future business location, hiring and expansion decisions.

A comprehensive analysis of existing reports will be performed to assess existing economic and business analysis that has been performed at the sub-regional, local, or industry level.

Extensive interviews will be conducted to assess business growth drivers (location, hiring, and expansion decisions) and impediments to growth (e.g., regulatory and cost).

Using demographic and company analysis from Section I, a sample of businesses from multiple industries, functions, locations, sizes, and stage of growth will be selected to participate in an interview process to qualitatively assess the state of business in the Bay Area.

Interviews will be conducted to understand key drivers, decision processes and impediments to growth, including:

- Short term and long term business location decision-making (within the region and outside the region – domestic and global) and tradeoffs
- Role that business, location, and industry incentives play
- Access to an appropriately skilled workforce
- Inclusion of workforce residing in LMI communities (including mandated local or other hiring requirements)
- Infrastructure quality
- Business cost structure
- Access to venture and other forms of investment capital

- Access or proximity to universities and other research institutions
- Proximity to existing companies in the same industry (industry clusters)
- Regulatory cost and efficiency
- Quality of life (housing, transportation, culture, environment)
- Regional resilience/sustainability

Interview material may be supplemented by an electronic survey of the business community that would specifically aim to capture small and medium business.

Section II: Work Products

- Analysis of key findings regarding drivers and impediments, including
 - o Breakdown by industry, location, and company size
 - o Breakdown by workforce skill levels, including LMI communities

Section III: Overview of Findings – Strengths and Constraints

Based on quantitative research from Section I and qualitative results from Section II, this section will present an overview of business, economic, and policy implications.

The overview of findings will include both the Bay Area’s distinctive strengths and assets, and issues requiring attention at the regional and/or sub-regional level to address specific constraints on business investment and development. It will identify factors that differentiate the Bay Area as an economically competitive region, evaluate the potential for high-value growth and job creation, identify workforce and labor opportunities and constraints (including LMI communities), and examine impediments to business and job growth. These results will form a basis for determining the focal points for the regional business and economic strategies that are likely to yield the most significant results.

Section III: Work Products

- Overview of key report findings and analysis, including detailed examination of strengths and constraints to Bay Area business, economic competitiveness, and workforce

Section IV: Recommendations for Action

Sections 1, II and III will support a focused set of recommendations for regional strategies to support strengthened economic competitiveness and business economic growth. These recommendations will provide a foundation for business and economic development strategies for the region that engage business and government around a refined set of economic and policy priorities. All recommendations will be presented in a form that is actionable.

This assessment will be presented in a format that is implementable at the public, private and public-private levels, based on a deeper level of understanding between government and business of jointly-developed regional economic priorities and a strengthened process for informed decision-making on regional economic and business development strategies.

Section IV: Work Products

The initial recommendations for action will focus on:

- Enhancing the competitiveness of the region
 - Identification of sectors that present strong opportunities for growth
 - Workforce development, including recommendations specific to LMI communities
- Strategies for growing employment, including the relative merits and means for:
 - Encouraging new business formation
 - Retaining existing establishments
 - Promoting growth at existing establishments
 - External business attraction
- Options for regional policy economic development coordination
- Policy recommendations that address regulation, public-private collaboration, and regional governance issues related to economic development and regional competitive challenges
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- Integrating regional/JPC energy/climate priorities with regional economic strategies
 - Systems dynamics mapping of climate and energy priorities in the business, government and environmental communities
- A suggested business/economic scorecard to track regional economic performance

Timeline

September 2011– March 2011

Estimated Cost

\$150,000 – \$210,000, to be shared equally by public and private partners.

ATTACHMENT B

JPC CLIMATE & ENERGY RESILIENCE PROJECT

WORK PLAN

REVISED SEPTEMBER 8, 2011

Project Goals:

1. Engage top-level Bay Area leaders—business, government, and NGOs— to accelerate and formalize regional efforts to build resilience for critical climate/energy impacts, e.g., sea level rise, extreme events, water shortages, long-term energy price increases.
2. Increase understanding on how to integrate planning for climate/energy resilience with Bay Area planning for economic development, public health, transportation, land use, natural resource protection, and earthquake/disaster recovery.
3. Create a set of near-term action steps and clearly identify the more complex issues that require high-level regional discussion.

Task 1

Summarize existing research on climate and energy changes that will have a substantial impact on the Bay Area's economy, ecosystems and public health.

Questions:

1. What changes in climate and energy systems—sea level rise, temperature, precipitation, etc.— have we observed in the Bay Area in recent decades?
2. What changes are projected and when are they expected to occur (scenarios)?
3. In what ways and to what degree will these changes affect the Bay Area—economy, public health, ecosystems, etc.?
4. Which populations, assets, and geographic areas may be most vulnerable?
5. What are the top research gaps?
6. Who are the key experts and practitioners for each task?
7. What are the 4-6 top climate and energy changes that will have the greatest impact in the next two decades in the Bay Area?

Part 1: Bay Area climate and energy changes

- Precipitation
- Temperature
- Extreme events
- Sea level rise/storm surge
- Ocean acidification
- Energy prices/supplies

Part 2: How these changes will directly impact the Bay Area

- Economy

- Public Health
- Ecosystems
- Energy
- Water
- Flooding
- Transportation
- Agriculture/Forestry
- Wildfires
- Emergency/disaster preparedness
- Impacts from global systems

Deliverables:

1. Database of key research reports and central “library” of reports.
2. Database listing key experts and practitioners in each topic area.
3. Synthesis report on key findings for broad range of impacts, plus identification of 4-6 top Bay Area impacts. Report will be written by science community.
4. Memo detailing links between climate/energy impacts and economic development.
5. Memo outlining key impact issues for the Sustainable Communities Strategy.
6. Discussions, based on the reports, with key “champion” leaders.

Task 2

Create a network of stakeholder advisory groups and work with them to identify potential Bay Area solutions/approaches to reduce risks and increase resilience in each topic area.

Questions:

1. What are the potential solutions for each topic area?
2. How can these solutions be integrated with non-climate local/regional actions and policy objectives?
3. How can these solutions provide multiple benefits, particularly to the economy?
4. Which solutions will build Bay Area resilience and reduce GHGs?
5. What are other metro regions doing or planning to increase resilience?
6. What are the cost ranges for selected strategies?
7. How could Bay Area strategies be implemented in a phased approach (like NYC’s flexible adaptation pathways)?
8. What Bay Area groups are working on solutions in each topic area? What is the status of their work? Lessons learned? Key barriers? Key research needs?

Deliverables:

1. Table of potential strategies for each topic area:

- Economy
- Public Health
- Ecosystems
- Energy
- Water
- Flooding
- Transportation
- Agriculture/Forestry
- Wildfires
- Emergency Preparedness
- Impacts from global systems

Table shows:

- Who would lead/support? State/regional/local
- Current Bay Area activities
- 2020 impact (H-M-L)
- Economic benefits
- Earthquake prep benefit
- Reduces GHGs
- Other benefits/links
- Key issues
- Costs? H-M-L
- Timeframe? S-M-L

Table will be produced by the JPC based on input and approval of key stakeholders for each topic area.

2. Table of Bay Area organizations working in each topic area and description of their efforts. This will include a summary of needs for each group of stakeholders for their full participation in climate/energy resilience work.
3. Memo detailing the links between climate/energy strategies and economic development. Memo will be produced by JPC and key stakeholders.
4. Memo outlining a first phase of strategies that could be planned and implemented in the Bay Area over the next 5-10 years. Memo will be produced by JPC and key stakeholders.
5. Memo outlining how regional agencies and the state can help local governments and special districts in their work to address key issues. Memo will be produced by JPC and key stakeholders.
6. Memo outlining what strategies must be addressed regionally. Memo will be produced by JPC and key stakeholders.
7. Discussions, based on the tables/memos, with key “champion” leaders.

Task 3

Research and present options for decision-making, implementation and funding for a set of selected targeted regional solutions/approaches.

Questions:

1. What are the key lessons learned on leadership, collaborative structure/process and resources from regional climate adaptation and resilience planning already underway in New York City, Chicago, King County (WA), London and other metro areas.
2. What are the options for Bay Area decision-making and implementation for each regional topic, and for cross-topic planning, e.g., general plans, RTP, CAP, SCS, Bay Plan, IRWMP, energy plans, disaster and recovery plans, marine protection area planning, joint powers authorities, etc.
 - Who makes the decisions on regional topics?
 - Who implements?
 - Who is in charge?
 - Who monitors this over time?
 - How do we make this a true public/private effort?
 - Lessons learned from BCDC and BAAQMD recent efforts
3. What are our options for funding sources—public, private, foundations, etc.—for both planning and implementation for all strategies?

Deliverables:

1. Report on:
 - Lessons learned from other regions (prioritized)
 - Bay Area decision-making processes for each topic and cross-topic including gaps and key issues
 - Potential funding sources

Report will be researched and produced by a consortium of Bay Area academic, financial and topic-area experts.

2. Discussions, based on the memos, with key “champion” leaders.

Task 4

Discuss the overall project findings—in conjunction with the Project #2 findings on economic development—with a broad group of Bay Area leaders, and create an action plan for the region.

Deliverables:

1. Discussion forums, led by the “champion” leaders, for leaders to engage with scientists/experts, key stakeholders and their peers.
2. An executive summary report, similar in format to *San Diego’s Changing Climate* or California’s *Our Changing Climate*, will be prepared.
3. Agreement on the need to move forward with climate/energy resilience planning, an overall approach, and a basic action plan for each of the targeted regional topics/strategies. The action plans will:
 - Identify leadership and key stakeholders
 - Summarize current strategies and top barriers
 - Identify both near-term actions and more complex issues requiring higher-level institutional discussions.