APPENDIX D: METRO CHAMBER BUSINESS ROUNDTABLES SUMMARY

METRO CHAMBER INPUT AND FEEDBACK ON THE CLIMATE COMMISION SECTOR-BASED RECOMMENDATIONS AND POTENTIAL IMPLEMENTATION TACTICS

As of April 20, 2020

The Metro Chamber, in collaboration and at the request of the Climate Commission, hosted a series of business round tables, outreach and conversations with businesses that represent both the cities of Sacramento and West Sacramento. These conversations represented both big and small businesses, individuals, large employers and the supply chain and at least 100 stakeholders tied to business. The following is a summary representation of the feedback from these stakeholders:

1. Carrot not stick; incentives are important to drive innovation and implementation. Most of our businesses are incredibly supportive of the intent of the Climate Commission and many of the overall goals to create healthier and more vibrant communities. But all industries expressed concern that mandates and policies, which may be well-intended, would be either cost prohibitive to implement and/or restrict their ability to conduct business.

2. For the transition of equipment, infrastructure and fleets, there needs to be a business-case made and not just the environmental impact. Many of our businesses have been leaders in reducing their carbon footprint. But in order for them to transition technology, infrastructure and equipment there has to be sustainable financing and/or other long-term incentives in order to also ensure their businesses remain viable and productive. Examples include the re-use or repurpose of food waste into clean energy which not only helps our carbon footprint but can also reduce the cost of food disposal to our restaurants and farms.

3. Our cities have to walk the walk; can't ask business to do what they won't. Our cities can be both a testing ground and leader in demonstrating how they can lower their own carbon footprint, which doesn't necessarily require ordinances and mandates. A current example includes the ability for city staff to work remotely to reduce the use of vehicles and commute times on the road, in addition to prioritizing city lots for green spaces or infill development.

4. Study the data. Tactics should be identified and prioritized based on emission reductions, greatest impact for community health and lowest cost impact on business. For all the recommended strategies and tactics, little data seems to be included on which would have the greatest impact on our region. For example, we know that the city of London saved billions and reduced its use of energy simply by planting trees. They also increased productivity for workers by keeping summer temperatures bearable. Before we mandate all vehicles or businesses be electric, we should at least identify the ROI and inclusive economic impact these tactics would have on our neighborhoods. For example, at least 25% of our region's air pollution comes from drive-thru traffic, yet none of the tactics or strategies address these emissions in the Climate Commission reports; reducing these emissions may have a bigger impact than restricting vehicle deliveries in select neighborhoods, but we won't know without the data.

5. Many of the tactics and strategies are reliant on technology that doesn't exist or could be cost prohibitive and would cripple our ability to move goods, services and people. As we are seeing with COVID-19, the shutdown of our economy has had a positive impact on our air quality and reduced the stress on our transportation systems. But just like any extreme, we cannot afford to shut down large sectors of our economy if it means the loss of jobs, wealth and business to our communities resulting in a series of unintended consequences.

6. If the focus and goal is to build a more resilient region, we should not put 100% of our efforts into one energy source. Requiring our buildings, transportation and infrastructure to be 100% electric puts us at extreme risk during a major crisis or disaster. We've already experienced this directly with the rolling brown-outs, let alone if we had the need to evacuate large populations long distances and the inability for vehicles to be charged during these evacuations or drive more than 350 miles. Diversity is good – both in

people and place – and so should our energy sources, which should include clean and renewable energy. In addition, not all electricity is renewable or clean energy, with much of it sourced from coal (27%) and natural gas (35%). We may be actually increasing our carbon footprint by mandating all electric, versus a focus on energy efficiency and transition to more renewable sources.

AREAS OF OPPORTUNITIES & OTHER RECOMMENDATIONS

Much of the feedback from our businesses also included the many opportunities that exist for us as a region to reduce our carbon footprint that were not necessarily represented in the Climate Commission's strategies, tactics or recommendations. For example, many of the tactics and recommendations are focused primarily on the electrification of our buildings and vehicles, instead of an investment in design or innovation. The following are just a few recommendations that came from our business community in response to opportunities for exploration or implementation:

Embrace our Place as a City of Trees

We should invest and increase the ratio of trees in lower-income neighborhoods. There is a direct correlation between how many trees are in a neighborhood and the value of homes. In addition to the health benefits, trees also help save money for business and homeowners by creating shade and absorbing carbon dioxide. A report from Britain's Office of National Statistics estimated tree cover saved London more than $6.56B from 204 to 2018 through air cooling. The trees also prevented productivity losses of almost $11B by keeping workers cool. Although planting trees and green spaces are in some of the tactics, a review should also be done of the all the existing barriers in city ordinances and how we can elevate these green spaces to also drive economic development. We had several businesses prohibited from planting trees on their properties due to existing restrictions in the city of Sacramento general plan.

Sources: http://www.capradio.org/articles/2018/12/20/how-did-sacramento-get-so-many-trees/
https://www.nytimes.com/2019/12/01/us/los-angeles-shade-climate-change.html?searchResultPosition=1
https://www.citylab.com/environment/2020/03/london-trees-economic-benefits-urban-cooling-carbon/607525/

Smart Design

Design can play an immense role in reducing our use of energy, and our carbon footprint. Everything from where windows face the sun to the materials used to the landscape architecture on these sites. Many of our architects and developers incorporate design but elevating this and identifying best practices could do more to reduce our carbon footprint than changing our existing infrastructure to all electric. In addition, there is no mention of green rooftops. There are numerous examples of the energy efficiency that comes with green roofs, let alone the efficient use of space for urban gardens. Examples include Brooklyn Grange Farms and many of the federal buildings in Washington D.C. that have embraced green rooftops. The number of green roofs in Sacramento and West Sacramento compared to other cities, is drastically low (if not nonexistent) compared to similar mid-markets and urban centers.

Food Waste

With nearly a third of our food going to waste and 11% of emissions from food waste, we can be a leader in this space as the Farm-to-Fork Capital of America. Many in our food and agriculture industry have long led their industries in this space. Aligning policy with industry and technology can not only drive efficiency and productivity, but also address future concerns for food shortages and scarcity in our region and beyond. Combining innovation and policy will have immense impact, while also supporting our economic resiliency.

Timing is Everything

Being smart and coordinating efforts on when we upgrade, repair or build our infrastructure can reduce the impact on our businesses as well as the emissions of construction vehicles. We are seeing examples of this right now in which transportation projects are being fast-tracked with the reduction in traffic due to stay-at-home orders. We have also seen best practices from some of our utilities, such as SMUD, that ensure if we are digging up our roads to install/repair infrastructure, we should also fix our sewers, broadband or similar at the same time.

Invest in Innovation

Many of the goals are reliant on technology that doesn't exist and/or would need to be driven by the auto industry. If our goal is 100% electrified vehicles, it would take the industry to convert nearly all vehicles - including fleet vehicles – to electric. This doesn't include the cost to also convert the fuel stations, repair centers and our infrastructure as a whole to accommodate this goal. We do have some control over investing in our own innovation. This may include the Mobility Center or new forms of renewable energy. Los Angeles is an example of a city investing in its own sources of renewable energy. This is especially important to invest this innovation and technology in our marginalized neighborhoods, that traditionally have been left out of this investment in the past. Many of the tactics from the Climate Commission have good intent to make these marginalized neighborhoods healthier by planting trees and installing EV charging stations, but ultimately creating wealth in these neighborhoods via innovation, jobs and access to transportation will do more to build health and wealth, than almost anything else. https://www.bloomberg.com/news/articles/2020-03-10/l-a-aims-to-be-first-to-power-u-s-city-with-renewable-hydrogen?cmpid=BBD031020_CITYLAB&utm_medium=email&utm_source=newsletter&utm_term=200310&utm_campaign=citylabdaily

Regional Approach

If we want to truly have an impact, we have to have a regional approach. People, goods and services cross city lines every day; we can't continue to isolate our policies just to one or two cities. We can however embrace pilot programs, support innovation and set the case studies that help enable our reginal municipalities to want to embrace or mirror our policies and become part of a bigger collaboration, including at the county-level.

See highlighted areas below for additional input and feedback

Climate Commission Sector-Based Recommendations and Potential Implementation Tactics
April 9, 2020

BUILT ENVIRONMENT

Strategy Recommendations

1. Sustainable Land Use
   Support infill growth in a manner consistent with the regional Sustainable Communities Strategy to ensure that:
   - 90% of the cities' growth is in the established and center/corridor communities and 90% small-lot and attached homes by 2040.
     - Metro Chamber Comment: How we build and how we live is changing rapidly, from apartments with shared communal living space to the increased demand of multi-generations living together with buildings of ADU. Rather than focus on 90% of our building on a specific type of housing, we request a regional housing strategy that takes into account the SCS recommendations, as well as the incentives needed to make this type of building affordable.
   - Project level VMT is 15% below (or 85% of) the regional average.
2. Electrification: New Construction
   Mandate all-electric construction in new buildings by 2023.
   - Metro Chamber Comment: Mandating our region to be reliant on one source of energy does not position our us to be resilient, let alone improve our health. We have seen with the many regional brown-outs, our utilities and infrastructure may not reliable during an emergency. In addition, for many of our businesses and industry, they cannot operate solely on electricity. The technology does not exist for many of our warehouses, multi-unit housing, food industry and manufacturing to operate necessary equipment without gas. One example provided by a builder, identified how some of the all-electric solutions for water heaters not only have a higher operational cost, but also use more energy. Another developer identified how a gas-powered utility plant was incredibly efficient by its ability to recapture energy that electric units could not do. This is in addition to our breweries which require gas-powered tanks and our restaurants that need flames from gas-powered burners to provide many of our meals. Examples were provided that for many of the induction stoves, they cannot handle the wear-and-tear of high-production kitchens and catering. As one restaurateur said, "we have been using fire to cook since the dawn of time. Our food won't taste and many recipes couldn't be replicated with electric only kitchens."
3. Electrification: Existing Buildings
   Transition 25% of existing residential buildings and small commercial buildings to all electric by 2030.
   - Metro Chamber Comments: We recommend a focus on innovation and incentives to help convert existing buildings to electric, including city and county facilities. Emphasis should also be given to renewable sources of energy, including solar and similar.

Implementation Tactics

Sustainable Land Use

1. Introduce and advocate for state, regional and local regulations that clearly limit new development to existing developed areas in the region, while promoting accessibility and adopting anti-displacement policies for residents and small businesses. Work with private sector partners to facilitate and expand infill development.
    - **Metro Chamber Comments:** Placing local regulations and limiting development will only drive the cost of housing higher, especially since many of our infill development contains infrastructure that is costly to update – a cost that is usually a burden on the developer or builder. We recommend instead the strategic evaluation of locations with the most opportunity based on a variety of factors - including access to transportation, existing infrastructure and proximity to jobs – and work with developers via incentives and streamlined planning to build in these projects. This would also include ensure that the definition of infill projects, better represents and reflects these priority projects.
2. Accommodate and facilitate construction of 30% of the region's new living wage[1] jobs and 35% of the region's new housing units by 2040, prioritizing the construction of affordable housing, through strategic infrastructure investments, expansion of by-right zoning, TOD ordinances, financial incentives and modification of single-family dwelling designations, all coupled with accessibility, universal design and anti-displacement policies with a commitment to affordable workforce housing.
    - **Metro Chamber Comments:** Unless we invest and grow our construction workforce, we won't have the workforce needed to build existing projects, let alone future developments. This will require a regional collaboration between labor, education institutions and private industry. Efficiencies in our planning and building approval process to ensure projects start on time and fees are predictable, will do more to increase the affordability of these types of projects, as well as the ability to invest more in our workforce compensation, than any mandate or requirement.
3. Prioritize public investment in low emission development areas using a locational efficiency metric such as a city average Vehicle Miles Traveled (VMT) limit, additional building siting and efficiency requirements, and/or others. The public investment will promote accessibility, universal design and anti-displacement.

Electrification: New Construction

1. Adopt and implement an ordinance that would result in 100% electrification of all new construction by 2023. **See above comments under strategies addressing concerns for 100% electrification.**
2. Adopt a measure to reduce the embodied carbon emissions from building materials and construction of new buildings by 40% by 2030 (compared to 2018).
    - **Metro Chamber Comments:** Rather than focus on building materials, we recommend a focus on smart design.
3. Identify large-scale development projects in progress to encourage electrification.

[1] MIT's Living Wage Calculator can be used to identify the hourly rate that an individual in a household must earn to support his or herself and their family.

- Metro Chamber Comments: Reducing the cost on developers and builders to update infrastructure is one of the best ways to incentivize these projects, knowing a new transformer can be as much as $2M. Waiving select entitlements for electrification and associated fees would also be beneficial.

Electrification: Existing Buildings

1. Incentivize property owners to install electric appliances when replacing natural gas appliances, prioritizing education and voluntary action prior to establishing a mandate.
    - Metro Chamber Comments: Anything that becomes a mandate will drive up costs which may price out the capabilities for our affordable housing, or ultimately reduce the supply.
2. Establish a comprehensive electrification and energy-efficiency program to reduce the energy burden of low-income residences while expediting the decommissioning of aging natural gas infrastructure in frontline communities.
3. Establish building performance standards and GHG emission limits by 2021 with 2026 as the first year of compliance supported by a benchmarking and audit ordinance.
    - Metro Chamber Comments: Any requirements placed on business, should also be placed on government buildings and projects. Any standards or ordinances enacted should also include an evaluation of the ROI to both the health of the community, as well as the increased cost/savings to projects.

MOBILITY

Strategy Recommendations

1. Active Transportation
   Expand and enhance accessibility to low-stress connected infrastructure for walking and rolling, prioritizing improvements that address specific community and neighborhood needs so that:
    - 30% of all trips are by active transportation by 2030, and
    - 40% of all trips are by active transportation by 2045.
2. Transit & Shared Mobility
   Expand and improve transit and shared mobility services to be more accessible, affordable, timely, and attractive than single occupancy vehicle use so that:
    - 30% of all trips are by transit and pooled shared mobility by 2030, and
    - 50% of all trips are by transit and pooled shared mobility by 2045.
    - Metro Chamber Comments: We also encourage the evaluation and investment to reduce the need for commutes, including the investment in broadband and 5G to allow for more distance learning and working from home. Investment in “work hubs” that also identify where workers are commuting from, to help reduce the distance or need to commute to select jobs, is also a viable possibility.

3. Zero-Emission Vehicles
   Develop a comprehensive package of incentives, disincentives, and policies to encourage the adoption of zero-emission vehicles (ZEVs) so that:
   - 70% of new vehicle registrations will be for ZEVs by 2030, and
   - 100% of all public, private, and shared fleets will be electrified by 2045.
   - Metro Chamber Comments: The infrastructure and technology for 100% electrified fleet vehicles does not currently exist, and it is unknown when it may. The longest range of any electric vehicle in 2020 is approximately 350 miles. Mandating these requirements may be both cost and technology prohibitive, in addition to the infrastructure required to support it. It would also be impossible to enforce considering transit and commerce crosses city, county and state boundaries. There may be vehicles or businesses that operate in the cities of Sacramento and West Sacramento but do delivery goods or services outside of the region; and vice versa. This is flawed both in intent and implementation.

Implementation Tactics

Active Transportation

1. Adopt a policy to prioritize pedestrian travel at the top of the modal hierarchy. Funding should be proportionally allocated to make possible the mode shift targets.
   - Metro Chamber Comments: This prioritization should also take into account "first and last mile" and the bigger strategy to connect workforce to transportation and job sites.
2. Conduct a comprehensive neighborhood-level audit to identify deficient active transportation infrastructure and develop and implement a staged plan that prioritizes high-injury portions of the network by 2027. Pursue Vision Zero measures that make it safer (and more attractive) for residents to walk and roll.
3. Adopt a policy to accept traffic congestion for passenger vehicles to prioritize other modes and develop a transportation demand management (TDM) policy/program with incentives to help drivers to shift to walking and rolling for short-distance trips. The TDM program should be informed by proven strategies and developed, implemented, and completed by 2027.
4. Update design guidelines and street design standards for new development and prepare plans for commercial corridors to prioritize pedestrian-centric design and infrastructure improvements that enable all residents to easily and safely walk or roll to meet their daily needs. Identify at least one area in each city to pilot roadway conversions to support placemaking efforts. Create and promote a standard process to convert on-street parking spaces for other public uses.
5. In coordination with community leaders and residents, identify gaps in neighborhood needs that would encourage active transportation. Develop resources to support community-led initiatives to address identified gaps.
6. Develop and implement a green connections strategy to create a seamless network of low-stress, multi-use paths and trails and increase access to parks and open spaces. Implement pilots that promote greater use of active transportation modes and incentivize behavior change.
   - Metro Chamber Comments: Evaluation should also be given on how to better use our trails and paths for our workforce, and not just recreation. Examples of this may be seen in Atlanta, Washington D.C. and even smaller cities such as Greenville, S.C.

7. Establish car-free districts on weekend nights in areas that offer local commerce, recreation, and arts and culture.
    - Metro Chamber Comments: To increase the frequency and activation of these car-free districts, cities should also evaluate the cost and regulation required by cities to close down these districts including, but not limited to, the cost of street closures and event permits.
8. Implement low-carbon cargo zones in hot spots for air pollution and congestion by creating consolidation spots for delivery companies and requiring the final leg of deliveries to be completed by walking, rolling, or ZEV.
    - Metro Chamber Comments: Our cities do not have the critical mass or infrastructure to require the final leg of deliveries to be completed by walking, rolling or ZEV. We can however create efficiencies and reduce air pollution in many of our higher congested areas by reducing the idle time of all vehicles through our transportation infrastructure, including the timing of traffic signals, and creating designated zones for delivery vehicles reducing the need for them to circle buildings in search of parking.

Transit & Shared Mobility

1. Adopt a transit-first policy in arterial corridors and any new highway expansions to direct funding and capacity to expand and electrify mass transit. Funding should be proportionally allocated to make possible the mode shift targets.
    - Metro Chamber Comments: SACOG already has in place systems to evaluate the inclusive economic impact of projects. Similar adoption should be done for our cities looking to evaluate transportation projects; a new policy or process is not needed and would only create duplicity and/or more layers of bureaucracy.
2. Create integrated mobility hubs near transit stops, prioritizing under-resourced communities, to address first/last mile connections. The pilot hubs can showcase innovative mobility solutions while supporting community placemaking efforts by serving as a destination for travelers and residents to meet their daily needs, incorporating new technology as it becomes available.
3. Encourage the use of transit among low-income and underserved populations by working with communities to identify new transit stops, increasing route frequency, providing discounts to low-income riders, seniors, and people with disabilities, and partnering with community organizations to highlight alternative mobility choices.
    - Metro Chamber Comments: Key to success will be affordability, reliability and ensuring these transit services connect to jobs and other amenities. We have already seen success based on the grant funding for RT passes to SCUSD students.
4. Establish requirements for city-regulated private shared-mobility service providers to ensure access for people with disabilities, expand service to underserved communities, establish more affordable options for low-income users, provide alternative methods of access and payment, and electrify shared mobility operations. Encourage bike-share providers to add cargo e-bikes and options for people with disabilities.
    - Metro Chamber Comments: Incentives rather than requirements will be more successful in increasing the use and access for these shared mobility services.

5. Develop a comprehensive package of incentives, disincentives and policies to reduce inbound/outbound VMT between neighboring jurisdictions. The savings from these programs should be reinvested in transit and shared mobility.
    - Metro Chamber Comments: Any policies put in place should include requirements to demonstrate the ROI for both community and economic health, and include direct input from the populations most impacted by these policies before being enacted or incorporate into city general plans.
6. Recognizing the reality of transit patterns, develop a strategic plan to invest in a Northern California mega-regional, innovative rail and transit network in partnership with Capitol Corridor, Caltrans, San Joaquin Rail, ACE Rail, SACOG, and SF Bay Area MTC with a goal of electrifying corridors and reducing travel time to one hour from Sacramento to the Bay Area.
    - Metro Chamber Comments: Since nearly 25% of pollution in the Sacramento region is based on "drive thru" traffic, emphasis should be given to creating a strategy that reduces this congestion, including but not limited to: tele-commuting, distance learning and alternative forms of transportation for tourists/recreational travelers going to destinations such as Tahoe, Napa and the San Francisco Bay Area.
7. Eliminate minimum parking requirements where appropriate and feasible based on community needs and incentivize developers to offer options in lieu of vehicle parking spaces. Implement a performance parking program with equity measures that includes unbundled parking, ending monthly passes, and implementing demand-based pricing to ensure appropriate occupancy to eliminate cruising.
8. Rapidly accelerate shared, electric, and pooled rides through parking pricing incentives, a range of public and private mobility options, and coordination with commuter programs and ride-matching, with the inclusion of accessible vehicles and autonomous vehicles.
9. Ensure that mobility strategies for suburban communities account for inequitable access to transit and safe active transportation networks, and identify targeted, community-based solutions for shared and/or zero-emission vehicle services to address mobility barriers.

Zero-Emission Vehicles

1. Develop public-private partnerships and accelerate public deployments to expand the cities' network of affordable public charging and hydrogen fueling stations.
    - Metro Chamber Comments: There is already a demand by employers to have these options on site. Ensuring our infrastructure can support these requests will only increase the installment of these stations.
2. Adopt CALGreen Tier 2 standards that establish minimum requirements for EV capable parking spaces based on building type, and advance EV charging together with building electrification strategies to reduce housing costs and accelerate affordable, clean, and equitable housing and mobility options holistically.
3. Work with major employers including the State of California to encourage ZEV adoption and sustainable commute habits through TDM programs, management of parking privileges, and by providing workplace charging options where possible. Incentivize businesses to convert fleets to ZEVs and enable employers to use business assistance loans and incentives to purchase ZEV fleet vehicles and install ZEV infrastructure. Identify solutions to address challenges in converting medium/heavy-duty vehicles to ZEVs.

4. Expand “electric first” guidelines that direct city departments to purchase ZEVs and develop a plan to convert 100% of all light-duty vehicles in the cities’ fleets to ZEVs by 2030 while forging partnerships to pilot medium/heavy-duty ZEVs upon availability of technology and promoting the electrification of school buses.
5. Through a phased approach, establish low-emission zones and implement congestion pricing to deter the use of polluting vehicles. Adopt and enforce anti-idling policies at railway crossings, stop lights, drive-through restaurants, and schools. Work with a resident advisory group to ensure equitable benefits and impacts to road users and leverage revenue to fund incentives for clean mobility solutions.
    - Metro Chamber Comments: See previous comments and recommendations related to delivery zones and using best practices and technology to reduce idle times for all vehicles.
6. Partner with the California Mobility Center, Plug-In Partnership, and similar initiatives to incentivize innovation to deploy ZEV pilots for medium/heavy-duty, goods movement, and autonomous vehicles. Engage industry to identify the needs and barriers of adopting electrified, automated transportation beyond CARB regulatory requirements. Establish medium- and heavy-duty electrification zones to promote accelerated adoption.
    - Metro Chamber Comments: Incentives should include an evaluation and implementation for city ordinances and codes to help reduce barriers for vehicles, infrastructure and development.
7. Leverage electrification opportunities to create employment opportunities through workforce development and transition programs and to achieve equitable access to ZEV technologies and benefits for low-income populations and underserved communities.
    - Metro Chamber Comments: Opportunities should also extend to many of the small businesses that employee our workforce including but not limited to auto repair shops, electricians, home repairs, construction and appliance stores.
8. Provide all low-income residents with access to free or affordable ZEV carshare programs, such as by working with SMAQMD to expand Our Community CarShare, and create pathways for ZEV ownership by providing rebates and assistance with financing and insurance.
9. Forge partnerships to conduct a robust outreach campaign to encourage ZEV adoption and help residents and businesses navigate the decision-making process for using ZEVs for shared mobility programs and buying or leasing new or used ZEVs where appropriate.

COMMUNITY HEALTH AND RESILIENCY

Strategy Recommendations

1. Urban Greening and Forestry
   Expand green infrastructure to ensure that all neighborhoods, starting with historically marginalized communities and tree-deficient neighborhoods, have:
    - Access to green space within a quarter mile by 2030.
    - A baseline canopy of 25% by 2030.

- A baseline canopy of 35% by 2045.
- Metro Chamber Comments: Definition of "green space" is important and an evaluation of what currently exists is also critical. Priorities should be given to green spaces that encourage community gathering, community gardens, multi-use and recreation.

2. Sustainable Food Systems
   Increase food security and access to healthy, affordable food for all communities while supporting a regenerative food system by:
   - Sourcing 25% of food locally within a 200-mile radius by 2030.
   - Sourcing 40% of food locally within a 200-mile radius by 2045.
     - Metro Chamber Comments: Before standards are set, it is important to know where we currently stand. As the Farm-to-Fork Capital, our local food and beverage industry are already thought leaders in this space sourcing locally, without unnecessary restrictions being placed on them. Investment and incentives for local food processing would increase this access, as well as a detailed analysis of the local food supply chain for additional opportunities.
   - Reducing 50% of aggregate food waste by 2025.
   - Reducing 75% of aggregate food waste by 2030.
3. Community Climate Resilience
   Identify climate vulnerabilities and adaptation strategies as part of the Climate Action Plan or General Plan updates by 2022. Develop and implement preparedness measures, with a priority focus initially on increasing the resilience of communities most vulnerable to climate change impacts by investing in existing community assets and networks to increase community adaptive capacity.

Implementation Tactics

Urban Greening and Forestry

1. Partner with SMUD, Sacramento Tree Foundation, and other organizations to achieve 550,000 new trees by 2045, 100,000 of which will be trees on front yards and along key transportation corridors. Prioritize planting trees in marginalized communities and leverage workforce development programs, such as community college urban forestry programs.
   - Metro Chamber Comments: Feedback from select businesses have shared that some were restricted from planting trees on their properties to increase shade based on the existing city of Sacramento General Plan. Review should be done to ensure existing city ordinances and similar do not serve as a barrier to property owners looking to plant trees and greenery.
2. Maintain the health of existing trees by promoting community stewardship programs that support tree management, care, and removal through education, volunteerism, and workforce development.
3. Implement water conservation measures that prioritize tree growth and survival, including leak detection programs and guidelines for mulching of all city street and park trees. Partner with local organizations to host educational workshops and develop and implement a comprehensive greywater ordinance for residential landscapes and gardens by 2021.

- Metro Chamber Comments: Opportunity exists to also evaluate and increase the investment by cities to add other shrubs, flowers and plants to neighborhoods for not just "curb appeal" but also for the investment in community and economic health as is seen in other major cities. This includes green rooftops.

4. Develop or expand cash-for-grass incentives to encourage property owners to replace lawns with water-efficient landscaping with a goal of converting 40% of existing residential lawns to native pollinator-friendly plants by 2023.
5. Implement Urgent Action Road Diets and utilize blighted lands and underutilized rights-of-way to expand green space for public uses. Begin implementing green space pilot projects in marginalized communities by 2021.
    - Metro Chamber Comments: Priority should be given to city-owned spaces and lots.
6. Adopt an ordinance by 2021 that requires the use of zero-emission landscaping equipment and hand tools for municipal, residential, and private properties by 2025, identifying plans for early adoption through education and incentives.
    - Metro Chamber Comments: This mandate could have devasting effects on our small business owners and marginalized communities that conduct many of the landscaping services for both residential and commercial properties. Recommend these standards be set for municipal properties by 2025, and incentives provided for private properties, similar to those seen by energy providers to replace old and inefficient equipment.
7. Update and enforce parking lot shade ordinances and retrofit existing barren parking lots with shade trees, or with solar shading where trees are not feasible, to meet urban heat island reduction goals and stormwater quality goals by 2023.
    - Metro Chamber Comments: To ensure the best use of resources, grace periods should be an option for lots that may be considered for redevelopment or conversion before requiring them to install trees or solar shading. As the need and demand for parking is reduced, so might be the need for these lots, allowing them to be converted or sold for other uses.
8. Decrease existing impermeable surfaces by 15% by 2025 by adopting ordinances and updating design guidelines to enforce robust green infrastructure standards for residential and commercial properties, built infrastructure, and land use projects. For new pavements and existing pavements undergoing major construction, require the use of permeable paving materials by 2022.
    - Metro Chamber Comments: Any policies put in place should include requirements to demonstrate the ROI for both community and economic health, and include direct input from the populations most impacted by these policies before being enacted or incorporate into city general plans.
9. Implement Complete Streets Plans by 2025 to increase street trees to shade roads, transit stops, and active transportation corridors, prioritizing tree-deficient areas with transit-dependent populations and locations in need of safety improvements.
10. Collaborate with regional agencies to create and adopt a Regional Open Space and Biodiversity Plan that establishes shared goals and a funded program to preserve, restore, expand, and maintain open space by 2030.

Sustainable Food Systems

1. Develop and implement a policy that requires and incentivizes institutional buyers, particularly schools and hospitals, to achieve local food procurement targets. Provide additional incentives for food procured within 100 miles and to local farmers and food producers for transitioning to low-carbon, climate-resilient food production practices. Further reduce emissions from food transport by partnering with the California Clean Mobility Center, other agencies, manufacturers, and food delivery companies to advance ZEV food delivery vehicles.
    - Metro Chamber Comments: Before any policies are instituted, data should help drive both the opportunities and capabilities of our supply chain to meet these standards. As we have seen with Golden One Center's attempt to meet similar goals, it can be difficult to source within 100-miles. Many of our public/nonprofit partners, including our school districts and food banks, are also restricted by the funding requirements of the USDA and programs on a cost-ratio per meal that may make it impossible to source from small, local vendors or find sources for the bulk buying they need to service large numbers.
2. Establish a "food recovery to food security" network with restaurants, catering companies, convention spaces, event producers, grocery stores, local food banks, and community food hubs to reduce food waste and address food insecurity by 2025. Partner with a nonprofit to develop a mobile application that connects food insecure residents with donated food from the network. Create incentives for convenience stores in food deserts to provide healthy and affordable produce.
    - Metro Chamber Comments: Resources such as CropMobster.com, already exist, that can help meet these needs. Other support besides an "app" should be identified to provide meals to food insecure residents knowing many of these marginalized communities do not have access to the broadband or cellular service and the ability to use technologies such as apps consistently.
3. Expand local food-related business development opportunities by establishing an online portal to streamline new business licensing and permitting and connecting small businesses to loan programs, facade improvement grants, and technical assistance. Advocate for changes in State policies that hinder entrepreneurial ventures that increase food security.
    - Metro Chamber Comments: Fully supportive of these efforts and would these actions be done on a county-wide and regional basis, in addition to State policies knowing much of our food is sourced outside of the cities of West Sacramento and Sacramento.
4. Expand community-wide composting initiatives and implement citywide food waste collection and organic waste recycling programs by 2025, starting first with institutions and businesses while aligning local requirements with state regulations. Return at least 20% or organic waste resources back to local communities to improve soil health and water retention. Collaborate with Sacramento State and UC Davis to develop technologies and programs to support large-scale organic waste recycling initiatives in the region.
    - Metro Chamber Comments: Our restaurant, agricultural and food industry are fully supportive of programs such as Cal State Soil and similar and have asked for an increase in their capacity in order to meet demand. In addition, programs implemented should have a focus to also help decrease the costs to customers. Models such as Clean World Partners has existed in the past in which restaurants were able to save on the cost to dispose of food waste, but having it re-used into clean energy. There has also examples

of re-use of organic waste such as the food waste from Raley's that is provided to local pig farms or perishables being donated to Food Banks. Strategies should be more than just compost and collection. In addition to industry, opportunities to implement for households, also provide expanded opportunities to build scale.

5. Create a network of community food hubs that provide food distribution and compost collection services, as well as trainings on composting, reducing food waste, gardening, and healthy cooking. Establish one hub in each neighborhood by 2025 by leveraging existing community centers and partners, starting first with historically marginalized communities and food deserts.
    - Metro Chamber Comments: Many of our schools are already hubs for programs such as these. Evaluation on how we can scale-up or support existing programs should be a priority, including farming and agriculture CTE programs.
6. Adopt ordinances by 2023 or promote existing ordinances to enable urban agriculture and carbon farming techniques that enhance the production of local, healthy food by allowing farming by right in all types of zoning and discouraging the use of synthetic pesticides and fertilizers. Through incentives, maximize space for food production on small farms, community parks, lawns, and vacant lots, including incentives to developers for rooftop gardens and vertical farming.
    - Metro Chamber Comments: These ordinances should also take into account the ability to donate and sell product from these urban agriculture and gardens, including from private and nonprofit sources.
7. Collaborate with county departments and other stakeholders to develop a food system impact assessment by 2023 that includes evaluation of emissions tied to the food system and a socio-economic risk assessment of climate change impacts to the food system.
8. Promote plant-based diets by partnering with schools and other institutions to add plant-based options to their offerings and by working with local organizations to provide cooking classes and demonstrations at community events.
    - Metro Chamber Comments: Emphasis should be based on healthy eating patterns, and not just plant-based. We support the increase in cooking classes and demonstrations, but these efforts must parallel access to healthy and affordable foods for our food deserts and marginalized communities.

Community Climate Resilience

1. Create a Community Resilience Network by 2025 that models San Francisco's Neighborhood Empowerment Network, a coalition of agencies, organizations, and institutions that deploys tools and resources for communities to achieve their self-identified resilience goals. Coordinate with the network to expand Community Emergency Response Training programs to train at least 30,000 residents in climate resilience and disaster response skills by 2030. Create pathways for employment by allocating resources to community ambassador positions that support evacuation planning, emergency communications, access and functional needs awareness, and neighborhood-level preparedness and recovery.
2. Increase the accessibility of existing cooling centers by reducing temperature thresholds and set air quality thresholds for opening clean air centers by December 2020. Add additional centers that can serve as safe havens during times of emergency, leveraging existing community centers

that are familiar to neighborhood residents, such as libraries and schools. Ensure at least one center in each neighborhood by 2025, first prioritizing marginalized communities.

- Metro Chamber Comments: Public places for gathering, including retail and entertainment destinations, should also be part of consideration and offered similar benefits or incentives as those from nonprofit and the public sectors.

3. Implement microgrid and energy storage solutions at critical facilities that community members rely upon to prepare for de-energization events, prioritizing residential battery storage and/or solar incentives for households with medical home healthcare needs. Restrict utility shutoffs for households at or below 300% of the federal poverty line, by the end of 2020.
    - Metro Chamber Comments: These shutoff restrictions should be tied to times of disaster response, similar to what we have seen during COVID-19, for our households most in need. Similarly, resiliency programs should be in place for these households dependent on electricity when brown-outs or similar measures are implemented by utilities and affect households and businesses.
4. Adopt a Climate Resilient Infrastructure Ordinance to require climate resilience measures, including but not limited to urban heat island mitigation, water conservation, and flood protection measures for all new construction, including roads, and existing infrastructure undergoing major retrofits by the end of 2021, as appropriate. Measures should include cool roofs, cool and permeable pavements, bioswales, graywater collection, low-impact development, and other cost-effective strategies to build resilience to climate change impacts based on vulnerability assessments and climate change models.
    - Metro Chamber Comments: Any policies put in place should include requirements to demonstrate the ROI for both community and economic health, and include direct input from the populations most impacted by these policies before being enacted or incorporate into city general plans. Implementation of any ordinances should be done in a phased approach and not impact already planned or approved projects. Ordinances would also need to reflect policies set by both state and federal agencies, and align with county ordinances to reduce the barriers and bureaucracy of implementation, this is especially critical for any infrastructure or flood control.
5. Integrate climate vulnerabilities and adaptation strategies in all relevant city plans by 2025. Update adaptation strategies every three years to incorporate evolving climate and risk projections and adaptation best practices, and develop a process for tracking and reporting neighborhood-level progress towards key health and resilience indicators.
6. Advocate for state policies that promote resilient communities in the face of climate change, particularly through infill development policies such as density bonuses, transfer of development rights, zoning and building codes that inhibit sprawl and open space conversion and incorporate wildfire safety requirements in areas at higher risk for fire, flood and other natural disasters.
    - Metro Chamber Comments: Advocacy should include incentives and streamlining of processes to ensure implementation is maximized for greatest impact. Any policies put in place should include requirements to demonstrate the ROI for both community and economic health, and include direct input from the populations most impacted by these policies before being enacted or incorporate into city general plans.
7. Adopt trauma-informed policies and practices to address the mental, emotional and psychosocial health impacts of climate change and to promote community-based health interventions that

address racial and health disparities for key chronic diseases and negative health outcomes exacerbated by climate change. Leverage existing programs that have demonstrated success in marginalized communities.

- Metro Chamber Comments: Adoption of an inclusive economic strategy will help ensure that we build resiliency for both the health of our neighborhoods and economic health for our cities. Policies and practices should evaluate not just the mental, emotional and psychosocial health impacts, but also the economic impact. If policies reduce the impact on our environment but at the same time reduce the opportunities for marginalized communities to generate wealth, then we will have only increase the mental, emotional and psychosocial stress on our residents.