

# sacramento | 2040

City of Sacramento General Plan Update and Climate Action Plan

At the same time as the General Plan Update, the City of Sacramento is also preparing a new Climate Action Plan (CAP) that will outline a community-wide framework for reducing greenhouse gas emissions (GHGs), including bold strategies to achieve carbon neutrality by 2045 and establish Sacramento as a climate leader.

The project team is evaluating key draft GHG reduction strategies for both the energy and electrification sector (built environment) and the mobility sector. These strategies were informed by rigorous technical analysis, input from the community, and the [adopted vision and guiding principles](#).

On February 12, 2020, the City of Sacramento held a stakeholder focus group meeting to discuss draft key strategies that could be the most impactful in reducing greenhouse gas (GHG) emissions. The discussion topics were centered around proposals for “big and bold” GHG reduction strategies, such as electrification of new buildings, prohibition of new gas lines, elimination of parking minimums, and requirements for electric vehicle charging spaces.

An important aspect of this focus group meeting was to hear from a diverse group of stakeholders to better understand the tradeoffs of these key GHG reduction strategies and how they benefit or impact our community.



*From top to bottom: Ryan Gardner, Rincon Consultants, providing an overview of the Climate Action Plan. Stakeholders providing their input on proposed measures.*

Seventeen stakeholder representatives from the following organizations attended the meeting:

350 Sacramento	SacEV
American Planning Association	Sacramento Metropolitan Air Quality Management District
Association of Sacramento Realtors*	Sacramento Municipal Utility District (SMUD)
California Air Resources Board	Sacramento Public Works
Land Park Neighborhood Association	Sacramento Regional Transit
Local Government Commission	Sacramento Tree Foundation
North State BIA	Sierra Curtis Neighborhood Association
Resources for Independent Living	Upper Land Park Neighborhood Association

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\*The project team received comments via email from the Sacramento Association of Realtors who were unable to attend the meeting.

## Key Themes of the Discussion

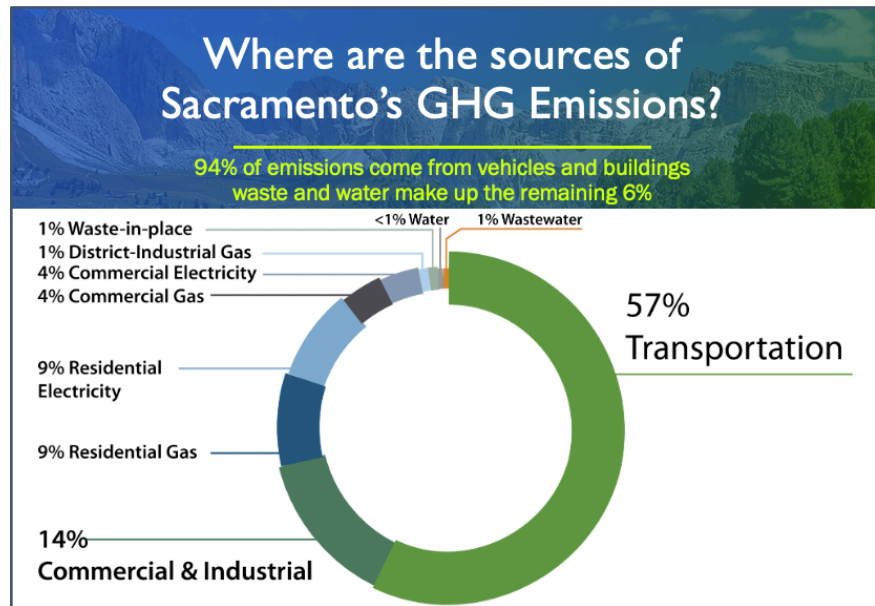
Several themes emerged from the discussion, particularly around potential equity impacts to low-income communities, renters, and development feasibility.

Highlights from the **Energy and Electrification sector discussion** include the following:

- The natural gas industry could present a barrier for implementing an ordinance requiring building electrification.
- Subsidy programs would need to continue to offset the additional costs of replacing gas appliances with electric ones, especially for low-income families and renters.
- Stakeholders also advised that the City be mindful of potential impacts the proposed actions could have on the real estate industry and potential home sellers.
- Explore opportunities to engage with the restaurant industry to help with the transition from gas to electric appliances.
- The City should ensure that all their permit requirements and processes are consistent before implementing and enforcing a permit compliance program.

During the discussion on the **Mobility Environment**, the key themes that emerged focused on the following:

- The importance of increasing Sacramento’s electric vehicle (EV) charging capacity
- Improving public transit to make it a viable option for residents
- Enhanced active transportation and alternate mobility options to help community members become less dependent on their personal vehicle, and
- Pricing mechanisms in employment centers as one of the most effective ways to reduce car-based commutes



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## Meeting Overview

The meeting objectives included:

- Engage with stakeholders who represent specific interests related to climate change policy for the built environment and mobility sectors;
- Discuss potential strategies to reduce greenhouse gas emissions through the energy and electrification and mobility sectors; and
- Obtain input on potential barriers and other considerations to implementation of the proposed Climate Action Plan measures.

Gladys Cornell, Principal at AIM Consulting, began the meeting by welcoming attendees and thanking them for their participation. Each project team member and attendee introduced themselves and the organization they represented. Gladys then provided an overview of the meeting format and agenda, and introduced Andrew Hill, Principal at Dyett & Bhatia. Andrew reviewed the meeting's goals and objectives and presented a brief overview of the General Plan Update and the Climate Action Plan (CAAP) and how the feedback obtained during this meeting would inform both documents. Ryan Gardner, Climate Action Program Manager at Rincon Consultants, presented four key proposed strategies (listed on page X) to reduce GHG emissions in the energy and electrification sector, and five proposed actions for the mobility sector. After Ryan presented an overview of each sector's proposed actions, the project team facilitated a large group discussion about the topic.

Stakeholder representatives were asked to provide their input on a series of questions for each proposed action:

- What do you see as potential barriers to implementing this action?
- Are there concerns about any of the actions the planning team should consider?
- Do you foresee this action impacting your industry or community? If yes, how?
- Do you have any questions about this action?

In Sacramento, 94% of GHG emissions come from vehicles and buildings. These emissions could be reduced by 96% through building electrification and a transition to alternate and active transportation in Sacramento.

Reductions in GHG emissions also have co-benefits such as improved air quality and lower lifecycle costs.



*Participants engaging in discussions about proposed measures to reduce GHG emissions in Sacramento.*

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## Key Proposed Actions for the Energy and Electrification Sector

### *Action 1 (2022-2023)*

Pass an Ordinance requiring newly constructed buildings to be all-electric. Begin implementation with new residential low-rise buildings and expand to include other building types as cost effectiveness studies are completed.

### *Action 2 (2022-2023)*

Pass an ordinance prohibiting new gas lines and expansion for new gas appliances.

### *Action 3 (2025)*

Pass an ordinance prohibiting the replacement of existing gas HVACs/heaters and other gas appliances with gas. Implement through the building permit process by requiring that appliance replacements be all-electric.

### *Action 4 (2030)*

Provide enforcement with a permit compliance program to be implemented at point-of-sale to ensure that existing buildings have permits for all previous work.

## Key Proposed Actions for the Mobility Sector

### *Action 1*

Eliminate parking minimums city-wide, develop parking maximums and require parking management and transportation demand management plans for all areas of the City based on available transportation options, travel patterns, and land use.

### *Action 2*

Amend City Building Code to require (20% to 30%) electric vehicle capable charging spaces and electrical capacity, and at least (1) electric vehicle (EV) charger installed in new development and major renovations for multi-family dwellings and nonresidential development.

### *Action 3*

Amend the Planning and Development Code to incentivize and streamline EV infrastructure installation at existing development undergoing major remodels.

### *Action 4*

Work with SacRT to identify transit priority corridors to enable more frequent, reliable transit service that will support VMT reductions. Coordinate transit priority corridors with land use planning to provide transit-supportive land uses. Encourage the expansion of frequent, reliable, transit services throughout the city that will support



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VMT reductions. This measure would include roadway right-sizing, bus lanes, and other actions that support transit and disincentivize single occupancy vehicles.

## *Action 5*

Develop and implement a fee for use of City-owned EV chargers to encourage more efficient use and turnover and increase EV availability for people who really need it, including those without access to home charging. Required to allow for expansion of City operated charging facilities.

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## Summary of Focus Group Discussion

Below is a summary of comments received from both the large group discussions and stakeholders via email, organized by topic:

### Key Proposed Actions in the Energy Sector

*Action 1: Pass an Ordinance requiring newly constructed buildings to be all-electric.*

Participants brought up market preferences as a barrier; some restaurants and residents may prefer to use gas appliances instead of electric ones. Some stakeholders expressed uncertainty with this action's cost-effectiveness, specifically with regard to the initial construction costs of all-electric buildings and long-term operational costs. Stakeholders also suggested that new home builders should consider installing exterior plugs to facilitate the transition from fossil-fueled lawn and garden appliances to zero-emission tools.

*Action 2: Pass an ordinance prohibiting new gas lines and expansion for new gas appliances.*

Stakeholders raised the issue of community resiliency, and questioned whether communities would be at-risk if there were an electric grid shut-off. Some participants also suggested that the City may want to have an exemption for public or municipal pools, as pools are not easy to heat with electricity. Participants anticipated that the restaurant industry would likely oppose this action. One suggestion to accommodate the restaurant industry was to allow restaurants to have propane stoves in the short-term, instead of a dedicated gas line. Then, in the long-term, they could switch to electric stoves.

*Action 3: Pass an ordinance prohibiting the replacement of existing gas HVACs/heaters and other gas appliances with gas. Implement through the building permit process by requiring that replacements be all electric.*

For this action, some stakeholders had concerns relating to social equity. They questioned if the cost of new, electric appliances would be passed on to renters as the cost of replacing gas appliances with all-electric ones could be higher. Participants suggested that low-income families should receive financial assistance to transition to electric appliances. If the City takes this approach, community outreach and education will be an important factor in this action's implementation.

One stakeholder mentioned that a key lesson learned from the electric vehicle car share program's launch in 2019 was that even though a program is free, initial and ongoing outreach about the program's benefits is necessary – especially when the program involved electric vehicles or appliances.

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*Action 4: Provide enforcement with a permit compliance program to be implemented at point-of-sale to ensure that existing buildings have permits for all previous work.*

Stakeholders discussed the issue of adding an additional cost which could burden both home sellers and the real estate industry. This action might slow down or prevent real estate transactions for those who cannot afford the fees or the contracting work to make their home compliant. One suggested strategy to help implement this action included changing the enforcement time from the point-of-sale to the point-of-insurance.

Participants also brought up the point that this action may not achieve the goal of making sure everyone in the city is in compliance, as only a percentage of homes change hands over time. In some instance there are houses may change multiple times versus others that might not change for a generation.

Another concern participants discussed was that this action seemed too broad and should be tailored so permits are only reviewed for work that would have an impact on climate change, such as appliance replacements, as opposed to a new deck or porch.

## Key Proposed Actions in the Mobility Sector

*Action 1: Eliminate parking minimums city-wide, develop parking maximums and require parking management and transportation demand management plans*

Participants generally supported the idea of limiting parking in neighborhoods. Many of them currently find it difficult to park by their residences, especially in neighborhoods with local businesses that attract visitors. Participants conveyed that a main barrier for this action is that residents and visitors are car-dependent and accustomed to parking being readily available. Participants also suggested exploring the opportunity for the City to create “parking-free” zones in some neighborhood or commercial corridors, in which someone is not allowed to drive a vehicle in the area unless it is an electric or autonomous vehicle.

*Action 2: Amend City Building Code to require (20% to 30%) electric vehicle capable charging spaces and electrical capacity, and at least (1) EV charger installed in new development.*

Participants suggested additional ideas to increase EV capacity in Sacramento, including transitioning retired gas stations to EV charging stations. This could help mitigate the “EV-charging anxiety” some drivers face when unfamiliar with their charging options in an area. Additionally, parking structures could provide five or six “Level-One” chargers for drivers to utilize while at work. This approach may be more efficient than the current approach, where structures offer one or two “Level-Two” chargers – which forces drivers to retrieve their car after only a couple hours.

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*Action 3: Amend the Planning and Development Code to incentivize and streamline EV infrastructure installation at existing development undergoing major remodels.*

Some stakeholders recommended that the threshold is for a “major remodel” be clarified. Specifically, they asked if it would be a set dollar amount or a percentage of remodel. Other participants indicated that the incentives will be key to implementation.

*Action 4: Work with SacRT to identify transit priority corridors to enable more frequent, reliable transit service that will support VMT reductions.*

Participants agreed that more frequent and reliable transit would better serve Sacramento and help the City achieve its Climate Action Plan goals. Participants identified some changes that would help with encouraging transit ridership such as: improved or new service to residential housing outside of the central city; enhanced community awareness around transit’s safety, comfort, and convenience; additional bike-share and scooter-share programs in neighborhoods with few bus or light rail options; and increased education around bicycles allowed on light rail and buses.

*Action 5: Develop and implement a fee for use of City-owned EV chargers to encourage more efficient use and turnover and increase EV availability for people who really need it, including those without access to home charging.*

Stakeholders generally agreed that expanding EV charging infrastructure in Sacramento is a good action, but that there shouldn’t be long waiting lists for EV drivers who want to use these designated parking spots. To address the barrier, stakeholders suggested exploring the feasibility and costs of increasing the number of “Level-One” spots versus “Level-Two” spots.

## Appendix

- Project Team Members at the Meeting
- Meeting Invitation
- Discussion Questions
- Presentation

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The following project team members attending the second Interest-Based Focus Group meeting:

City of Sacramento	Dyett & Bhatia	Rincon Consultants	AIM Consulting
Remi Mendoza	Andrew Hill	Ryan Gardner	Gladys Cornell
Matt Hertel	Jossie Ivanov		Nicole Zhi Ling Porter
Greg Sandlund			
Nguyen Nguyen			
Greta Soos			



The City of Sacramento would like to invite you to participate in an interest-based focus group meeting to discuss key climate action strategies to inform the Sacramento 2040 General Plan Update and Climate Action Plan.

**Wednesday, February 12**

**Noon – 2:00 p.m.**

**300 Richards Boulevard, Room 221**

**Sacramento, CA 95811**

*Lunch will be provided.*

Sacramento 2040 is an important citywide effort to update the City's primary long-range planning documents: the General Plan and the Climate Action Plan. *Phase I* of the planning process began in April of 2019 and focused on identifying emerging issues related to livability, environmental justice, mobility, and climate change and opportunities to address these issues. *Phase II*, which we are just beginning, will focus on exploring options and alternatives to address the issues and opportunities identified and help achieve the community's vision.

Please join us to discuss key strategies for climate adaptation and the reduction of greenhouse gas emissions. Please RSVP to Elise Brockett by emailing [EBrockett@aimconsultingco.com](mailto:EBrockett@aimconsultingco.com) or calling 916-442-1168 by February 7.

Please feel free to contact Gladys Cornell at [gcornell@aimconsultingco.com](mailto:gcornell@aimconsultingco.com) if you have any questions or would like any additional information.

***Important Note:*** *This invitation is intended for the recipient only; one representative from your organization is being requested. If you are unable to attend this meeting, please let us know if you are able to provide an alternate representative from your organization to attend in your place.*

Below is a list of key draft proposed measures for the Sacramento 2040 Climate Action Plan. As you review them prior to the February 12<sup>th</sup> meeting, consider the following questions which we will be cover during our discussions.

### Discussion Questions

- What do you see as potential barriers to implementing this measure?
- Are there concerns about any of the actions the planning team should consider?
- Do you foresee this measure or its proposed actions impacting your industry or community? If yes, how?
- Do you have any questions about this measure?

### Suggested Measures

#### *Energy + Electrification*

<b>Energy + Electrification Measure #</b>	<b>Action</b>	<b>Notes</b>
<b>EE-1 Phase 1 (New Buildings)</b>	Pass an Ordinance requiring newly constructed buildings to be all-electric. Begin implementation with new multifamily and residential low-rise buildings starting in 2020 and expand to include other building types as required models and cost effectiveness studies are completed	Leverages SB100 (100% net zero electricity by 2045).  High reduction potential – 120,000 MT CO <sub>2</sub> e in 2045.  Cost effective today.
<b>EE-1 Phase 2 (Existing Buildings)</b>	Pass an ordinance prohibiting new gas lines and expansion for new gas appliances. (2022-2023)	318,304 MT of CO <sub>2</sub> e annual emissions from natural gas.
<b>EE-1 Phase 3 (Existing Buildings)</b>	Pass an ordinance prohibiting the replacement of existing gas HVACs/heaters and other gas appliances. Implement through the building permit process by requiring that appliance replacements be all-electric. (2025)	
<b>EE-1 Phase 4 (Existing Buildings)</b>	Provide enforcement with a permit compliance program to be implemented at point-of-sale to ensure that existing buildings have permits for all previous work. (2030)	

## Sustainable Mobility

Sustainable Mobility Measure #	Action	Notes
<b>TM-1 (Parking)</b>	Eliminate parking minimums city-wide, develop parking maximums and require parking management and transportation demand management plans for all areas of the City based on available transportation options, travel patterns, and land use.	Transportation is Sacramento’s largest emission sector at 1,963,966 MT of CO <sub>2</sub> e.
<b>SM-2 (EV Charging)</b>	Amend City Building Code to require (20% to 30%) electric vehicle capable charging spaces and electrical capacity, and at least (1) EV charger installed in new development and major renovations for multi-family dwellings and nonresidential development.	Supportive of overall EV adoption goal
<b>SM – 3 (Transit/Land Use)</b>	Amend the Planning and Development Code to incentivize and streamline infrastructure installation at existing development undergoing major remodels.  Work with <u>SacRT</u> to identify transit priority corridors to enable more frequent, reliable transit service that will support VMT reductions. Coordinate transit priority corridors with land use planning to provide transit-supportive land uses. Encourage the expansion of frequent, reliable, transit services throughout the city that will support VMT reductions.	This measure could potentially include road diets, dedicated bus lanes, and other actions that support transit and disincentivize single occupancy vehicles.
<b>SM-4 (EV Charging)</b>	Develop and implement a fee for use of City-owned EV chargers to encourage more efficient use and turnover and increase EV availability for people who really need it, including those without access to home charging.	Required to allow for expansion of City operated charging facilities.





# Sacramento Climate Action Plan Update

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Draft GHG Reduction Measures

Interest-Based Focus Group: Climate Change

February 12, 2020



# Meeting Agenda

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- General Plan Background and Updates
- Overview of the Climate Action Plan
- Key Draft Measures
  - Energy sector key measures
  - Discussion
  - Transportation sector key measures
  - Discussion
- Wrap-up/Next Steps



# Meeting Objectives

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- Introduce Sacramento | 2040 project and process
- Receive early input on draft measures to reduce greenhouse gas emissions

# Project Schedule

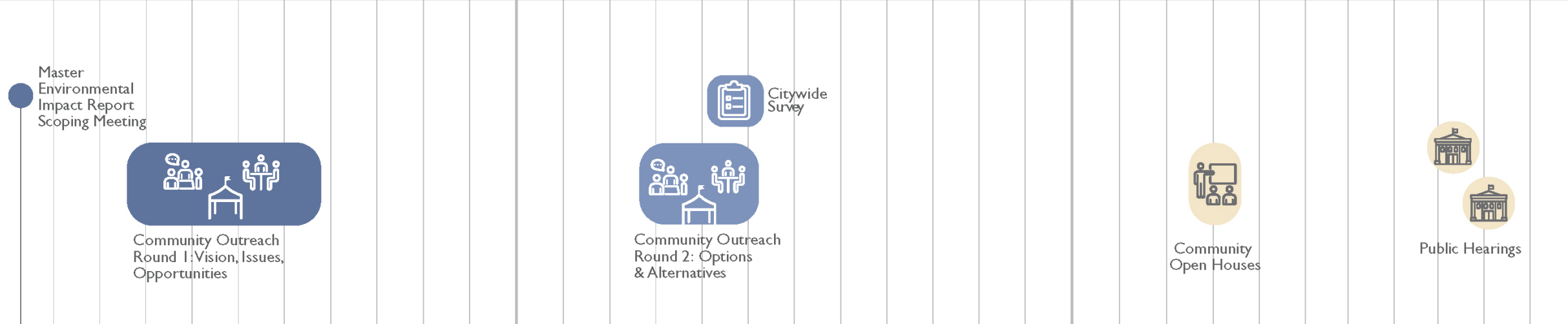
2019

2020

2021

Feb Mar Apr May June July Aug Sept Oct Nov Dec Jan Feb Mar Apr May June July Aug Sept Oct Nov

COMMUNITY ENGAGEMENT & REVIEW PROCESS



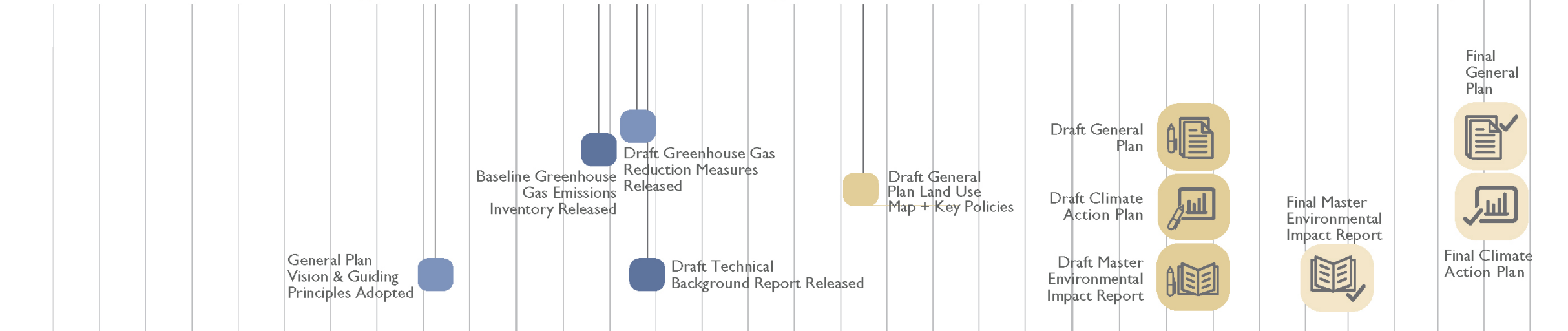
ISSUE/OPPORTUNITY IDENTIFICATION

OPTIONS & ALTERNATIVES EXPLORATION

DRAFT PLAN PREPARATION

FINAL PLAN ADOPTION

PLAN DEVELOPMENT





# Sacramento | 2040

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- Project involves updates to key long-range planning documents:
  - General Plan
  - Climate Action Plan
- Sacramento is the fastest growing big city in California
- Updates needed to respond to evolving community needs and address opportunities and challenges that come with growth



# General Plan Update

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- Blueprint for urban development and preservation
- Provides a 20-year framework for Sacramento's future
- Addresses issues affecting all aspects of life
- Contains goals, policies, and actions related to land use, mobility, design, infrastructure and the environment



# The Climate Action Plan

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- Roadmap for reducing a city's GHG emissions and adapting to climate change
- Made up of three broad components:
  - Inventory of current emissions
  - GHG targets and forecasts
  - Corresponding GHG mitigation measures
- The CAP will also contain adaptation policies



# Stakeholder Input

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- The CAP will contain the bold measures needed to meet Sacramento's climate goals
- These measures will impact Sacramento residents – we need to make sure we are thinking about them carefully
- We want to hear what you think these preliminary measures: concerns, red flags, other actions
  - Today's discussion will focus on a subset of the climate change mitigation measures – many other measures are being considered, but these have been identified as potentially more controversial or impactful

*Your input will help shape options and alternatives to be explored with the community in the Phase 2 citywide workshops*



# Today's Discussion Format

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- Introduce energy sector key measures
  - Group discussion
- Introduce transportation sector key measures
  - Group discussion





# Climate Action Plan Overview

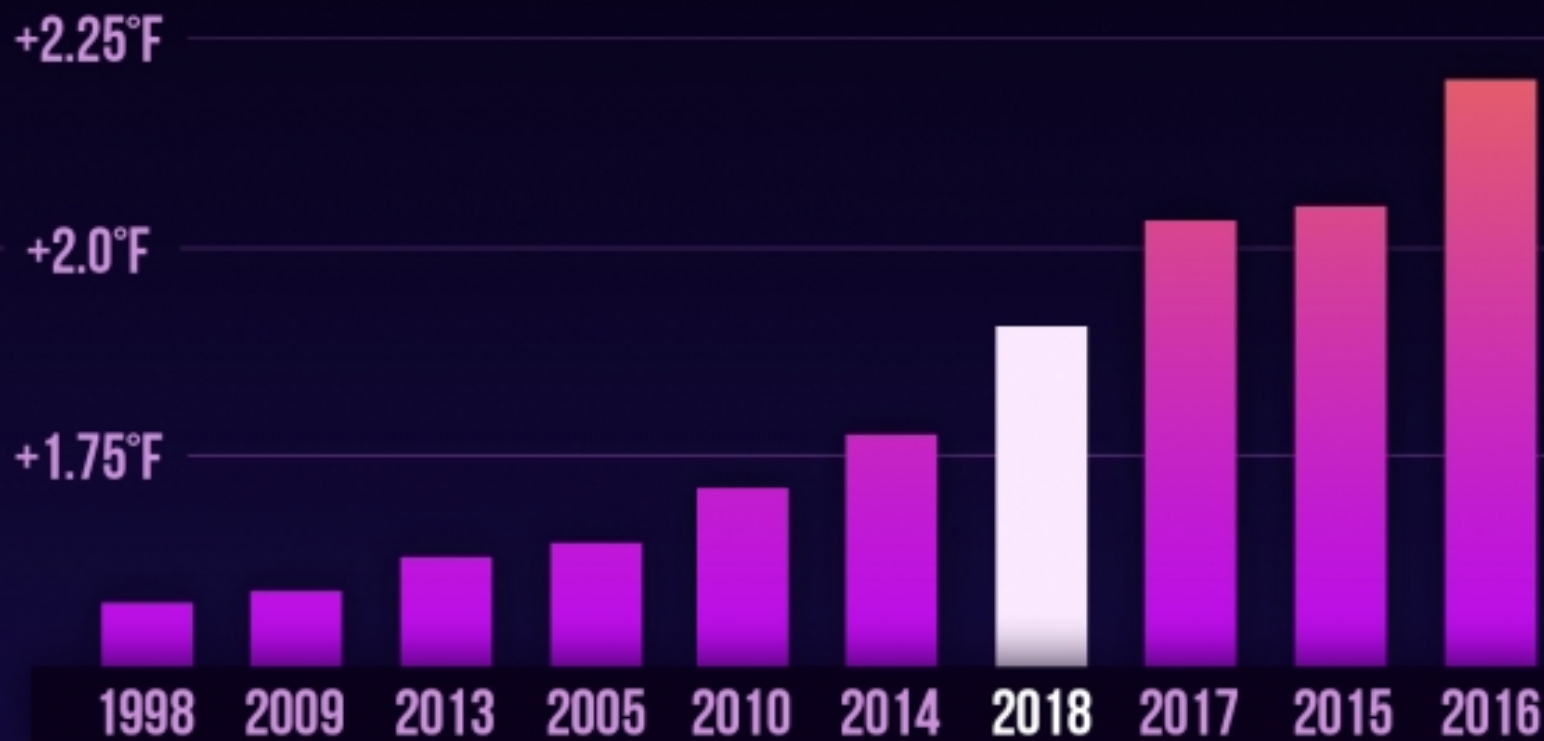
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Plan to reduce GHG emissions in Sacramento over time consistent with state GHG reduction goals



# HOTTEST YEARS ON RECORD GLOBALLY

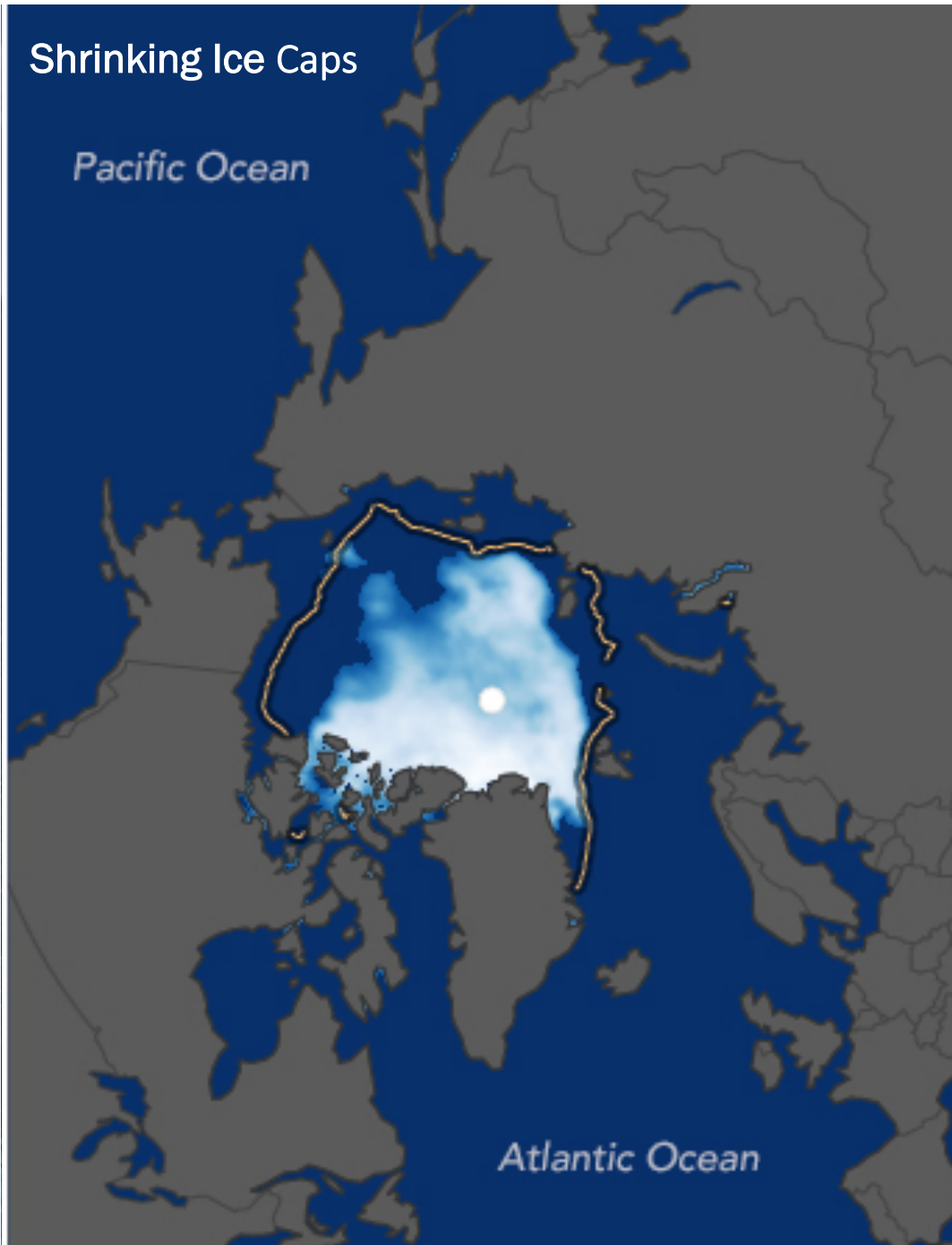
## LAST 5 = HOTTEST 5



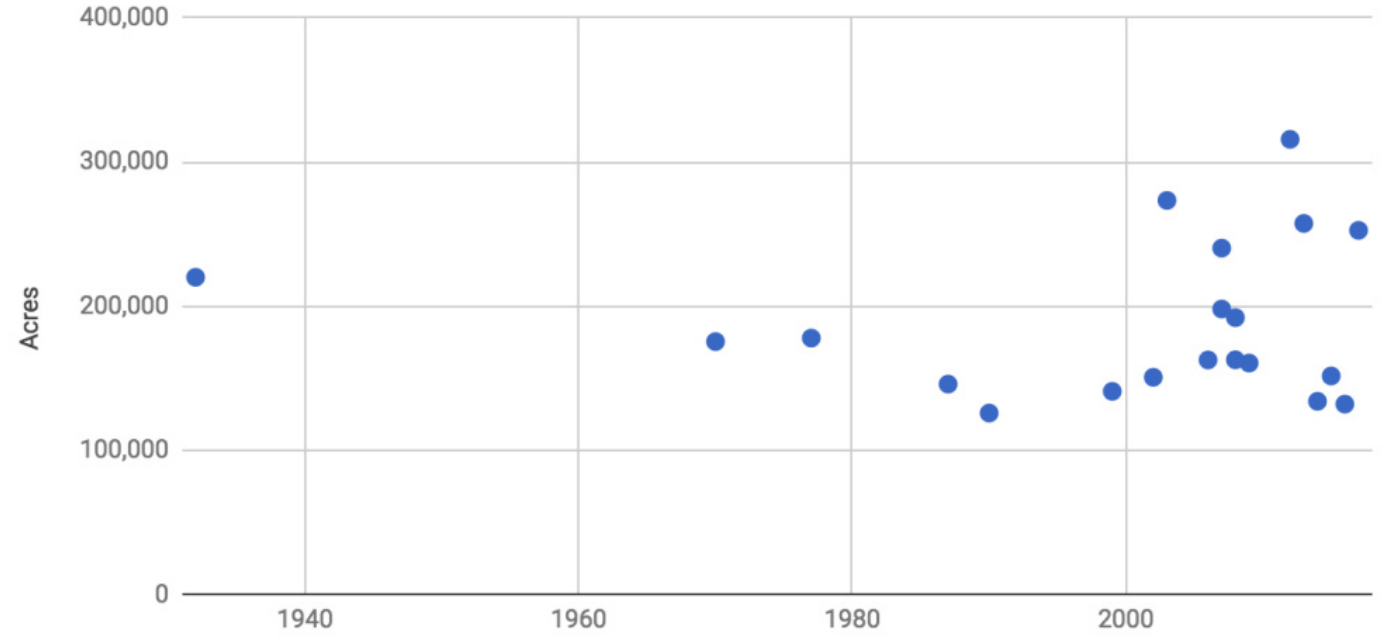
Source: NASA GISS & NOAA NCEI global temperature anomalies (°F) averaged and adjusted to early industrial baseline (1881-1910). Data as of 2/6/2019

CLIMATE  CENTRAL

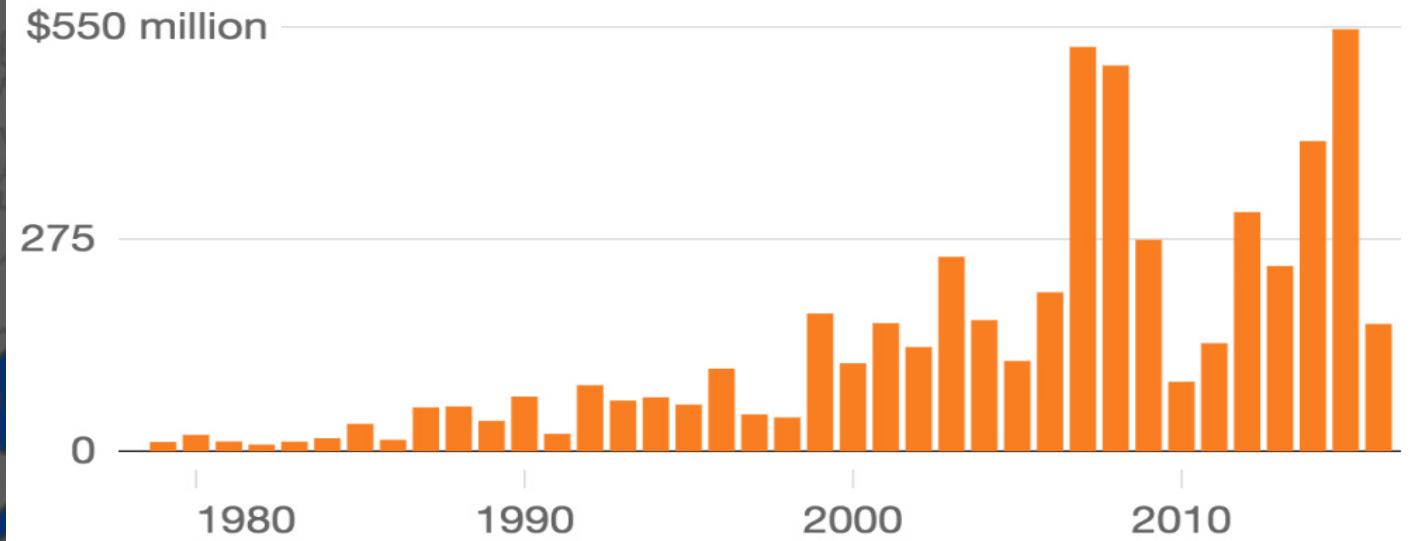
# Shrinking Ice Caps



# 20 largest fires in California, 1932-2017



# Cal Fire's fire fighting costs increasing





# IPCC Report Findings

- Important to remember that the “do nothing option” does not keep things as they are today
- Climate change is a global problem, but local governments are making the biggest strides
- Climate Change impacts low income and disadvantaged communities hardest

**1.5C**  
of warming

VS

**2C**  
of warming

Up to  
1.1 months

**Heatwaves**

Up to  
1.5 months

9%

**Freshwater**  
*availability in the Mediterranean\**

17%

5%

**Heavy rainfall**  
*increase in intensity\**

7%

Wheat production down  
9%

**Crop yields**  
*in tropical regions\**

Wheat production down  
16%

Maize production down  
3%

Maize production down  
6%

Soy production up  
6%

Soy production up  
7%

Rice production up  
6%

Rice production up  
6%

40cm

**Sea level rise**  
*by 2100 relative to 2000*

50cm

90%  
of reefs at risk

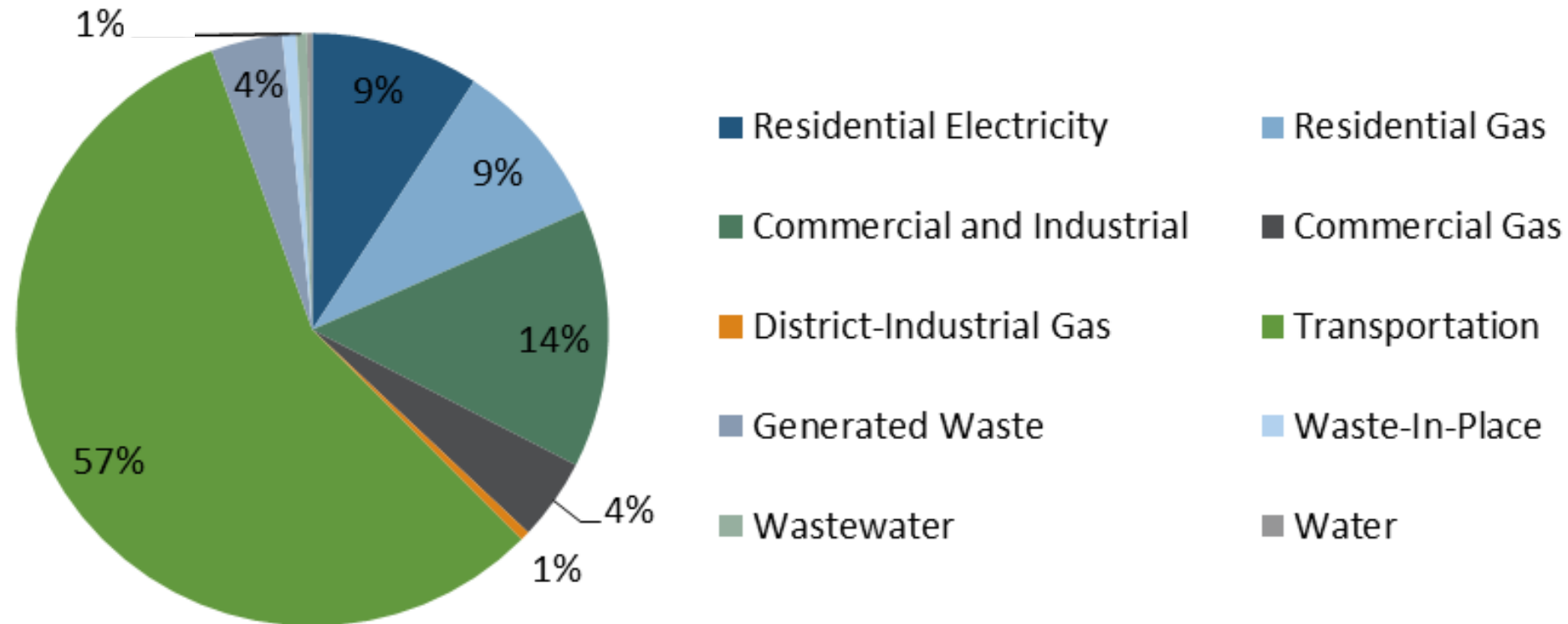
**Coral bleaching**  
*from 2050 onwards*

98%  
of reefs at risk



# Where are the sources of Sacramento's GHG Emissions?

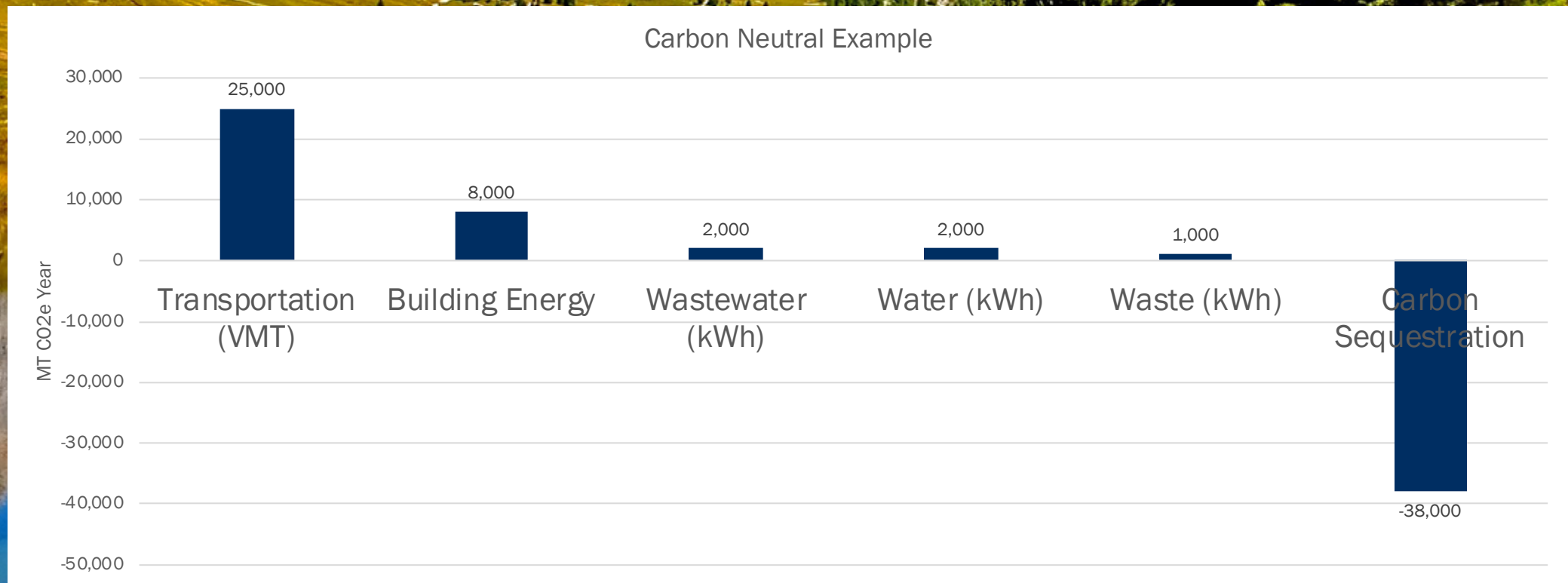
94% of Emissions come from Vehicles and Buildings – Waste and Water make up remaining 6%





# What is the Goal?

## Carbon Neutrality by 2045





# The Pathway to Carbon Neutrality

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- Senate Bill (SB) 100 = 100% Carbon Neutral Electricity by 2045
- 96% reduction of emissions can be achieved with through electrification and alternate/active transportation in Sacramento
- GHG reduction measures have co-benefits- also lead to improved air quality, lower emissions, lower lifecycle costs





# Building Electrification

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- With SB 100 any switch from gas to electric will result in zero emissions
- Improved health (2x chance of asthma in homes with gas stove)
- Older homes often have worse ventilation
- As state goes all electric fewer individuals will be paying for the same gas infrastructure = increased costs





# Key Energy Sector Measures

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## Measure 1 (2020):

- Pass an Ordinance requiring newly constructed buildings to be all-electric.
- Begin implementation with new multifamily and residential low-rise buildings starting in 2020 and expand to include other building types as required models and cost effectiveness studies are completed.
- Leverages SB100 (100% net zero electricity by 2045).
- High reduction potential – 120,000 MT CO<sub>2</sub>e in 2045.
- Cost effective today



# Key Energy Sector Measures

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## Measure 2 (2022 - 2023):

- Amend the building permit process to require no new expansions of gas appliances or gas lines
  - 318,304 MT of CO<sub>2</sub>e annual emissions from natural gas.



# Key Energy Sector Measures

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## Measure 3 (2025):

- Amend the building permit process to require HVAC system replacements and new hot water heaters to be all-electric.



# Key Energy Sector Measures

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## Measure 4 (2030):

- Provide enforcement with a permit compliance program to be implemented at point-of-sale to ensure that existing buildings have permits for all previous work.



# Key Energy Sector Measures

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- What do you see as potential barriers to implementing this measure?
- Are there concerns about any of the actions the planning team should consider?
- Do you foresee this measure or its proposed actions impacting your industry or community? If yes, how?
- Do you have any questions about this measure?



# Transportation

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- Highest source of emissions for Sacramento. Over Half.
- SB 100 electrification benefits apply
- Active transportation and transit are lower cost than owning a vehicle
- Electric vehicles are cost effective lifetime (lower maintenance/fueling costs)





# Key Transportation Measures

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## Measure 1:

- Implement the Bicycle Master Plan by constructing a comprehensive, connected network of low stress bikeways, on and off street, within and across neighborhoods totaling 40 miles of bike lanes, 48 miles of bike routes, 40 miles of buffered bike lane, 18 miles of separated bikeway, and 127 miles of shared-used paths.
- Transportation is Sacramento's largest emission sector at 1,963,966 MT of CO<sub>2</sub>e.
- Bicycle master plan related unmet costs are estimated to be ~\$250 million



# Key Transportation Measures

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## Measure 2:

- Amend City Building Code to require (20% to 30%) electric vehicle capable charging spaces and at least (1) EV charger as well as associated panel capacity in new multi-unit dwellings and nonresidential development and amend the Planning and Development Code to incentivize EV charging in both existing and new development.
- Supportive of overall EV adoption goal



# Key Transportation Measures

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## Measure 3:

- Work with SacRT to identify transit priority corridors to enable more frequent, reliable transit service that will support VMT reductions. Coordinate transit priority corridors with land use planning to provide transit-supportive land uses. Encourage the expansion of frequent, reliable, transit services throughout the city that will support VMT reductions.
- This measure would include roadway right-sizing, bus lanes, and other actions that support transit and disincentivize single occupancy vehicles.



# Key Transportation Measures

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## Measure 4:

- Develop and implement a fee for use of City-owned EV chargers to encourage more efficient use and turnover and increase EV availability for people who really need it, including those without access to home charging.
- Required to allow for expansion of City operated charging facilities.



# Key Transportation Measures

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- What do you see as potential barriers to implementing this measure?
- Are there concerns about any of the actions the planning team should consider?
- Do you foresee this measure or its proposed actions impacting your industry or community? If yes, how?
- Do you have any questions about this measure?



# Wrap-Up/Next Steps

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- Outreach:
  - Citywide workshops (March/April)
  - Community plan area workshops (May)
  - Telephone town hall (spring 2020)
  - Scientific survey (spring/summer 2020)
- Refine key measures based on community feedback (summer 2020)
- Prepare Draft Climate Action Plan (fall/winter 2020)
- Plan Adoption (summer/fall 2021)