

San Francisco Bay Conservation and Development Commission

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TO: Commissioners and Alternates

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SUBJECT: Staff Report on Outcomes of Workshop on Scoping Implementation of Regional Actions on Addressing Sea Level Rise Approved by the Commission on October 6, 2016
(For Commission consideration on December 15, 2016)

Summary

The Commission held the fifth in a series of public workshops focused on rising sea levels and the ability of the Commission's existing policies, programs and laws to address this challenge. This fifth workshop, held on December 1, 2016, reviewed the eight adaptation actions that the Commission voted to take up on October 6, 2016. The eight adaptation actions are described here: <http://www.bcdc.ca.gov/cm/2016/1006RSL-Workshop-Recommendation-Memo.pdf>. The Commission and workshop participants discussed the preamble to the eight actions drafted by staff, provided feedback on the proposed timeline for action implementation and first steps. The complete slide deck presented to participants is available here: <http://www.bcdc.ca.gov/cm/2016/1201Workshop5Presentation.pdf>. Participants then broke into groups to scope desired outcomes, resources, and key stakeholders for implementation of the actions on developing a regional adaptation plan (action 1) and a regional asset adaptation plan (action 4).

Key feedback received from participants through the scoping exercise included the need to develop a regional adaptation plan based around clear timelines, phased implementation, and an iterative process that can adapt over time as new information becomes available. Several groups of participants spoke to the importance of ensuring that the regional adaptation plan and the regional asset adaptation plan is designed to address critical regional issues including housing, vulnerable communities, managed retreat, and equity in financing. The majority of participants emphasized the need to engage business and media in the process.

Staff Report

Background. BCDC staff will continue to host workshops over the next six months in order to solicit feedback from Commissioners and stakeholders on how we should approach implementation of each of the eight adaptation actions the Commission has adopted. The next workshop will focus on the innovative financing action.

Presentations, summaries, and material from each workshop are available at <http://www.bcdc.ca.gov/workshops.html>.

Feedback on the Preamble to Eight Adaptation Actions. As the December 1st workshop marked the first workshop on scoping implementation of the eight adaptation actions, the workshop began with a presentation of the preamble developed by staff. The purpose of the preamble is to define the principles that will frame the way the Commission implements the eight adaptation actions. The text of the preamble is available in the slide deck here: <http://www.bcdc.ca.gov/cm/2016/1201Workshop5Presentation.pdf>. The preamble was developed by BCDC staff at the request of the Commission in order to set out framing principles for the actions. Workshop participants provided the following comments:

1. Reconsider the term “Disadvantaged Communities” as it is defined in state law and its definition is limiting.
2. Concept of equitable solutions needs to come across as we don’t want solutions that cause more problems for adjacent communities.
3. Highlight *urgency* and *phasing*.
4. Should emphasize the need for *experimentation* and *collaboration*.

This feedback will be integrated into a revised preamble.

Feedback on Eight Adaptation Actions. The presentation also included a proposed timeline for implementation of the eight actions and key steps in implementing the actions (with the expectation that implementation of each action will be further scoped in workshops in the coming months). Workshops participants provided the following general input into timeline and the action plan presented:

1. In working on the **Regional Data Portal Action**, BCDC should be working to make data as accessible to as broad a public audience as possible. The Adapting to Rising Tides Program website includes a significant amount of information on the work that BCDC is doing, completed products and upcoming meetings and BCDC also shares data and information with ART working group member agencies and other initiatives like Marin County’s BayWAVE and San Mateo County’s SeaChange, but are always open to new ideas on data and information sharing.
2. The **Regional Asset Adaptation Plan Action**, should consider not only current assets but also bigger and bolder ideas that would address regional scale vulnerabilities, such as barriers. There are major funding restrictions so the right partners are needed. One of the reasons to conduct assessments of some of these bigger ideas is to determine the feasibility and consequences of such ideas.

3. Also, in considering the **Regional Asset Adaptation Plan Action**, some were concerned that the timeline depicted initiating this action in 2021. BCDC staff suggested that there is nothing preventing us from advancing adaptation at county, local, and sector scales in the meantime. Time is needed for public engagement.
4. In considering the **Explore New Institutional Arrangements Action**, the group felt the action should be initiated in 2017 rather than 2018 and BCDC staff agreed to this.
5. In considering the **Regional Education Campaign Action**, participants also strongly encouraged that the action be initiated as soon as possible and that it was an action that is critically important for the region to work on and support. Staff agreed to consider moving the initiation up and looking to existing and new partners to help BCDC do so.

Action Scoping Exercise. Workshop participants broke into eight groups to spend an hour completing a worksheet focused on scoping desired outcomes, resources, and key stakeholders for implementation of the two actions. The groups produced a diverse set of responses (and each group's responses can be viewed in the appendix below).

Despite the range of responses, there were some common themes that ran across the groups. In terms of core components of a regional adaptation plan, several groups reported that the plan should follow an iterative process that will build relationships, educate diverse stakeholders, and integrate the latest science as it becomes available. In addition, several groups agreed that the regional adaptation plan should be organized around clear timelines and phased implementation. In terms of key issues to be addressed by both the regional adaptation plan and the regional asset adaptation plan, several groups highlighted the importance of addressing critical regional issues such as housing, vulnerable communities, managed retreat, and equity in financing.

In considering resources, participants cited a diverse set of information resources ranging from the upcoming state sea level rise projection update, Safeguarding California, General Plans, asset specific plans, and lessons learned outside of San Francisco Bay. Several participants encouraged us to draw on lessons from the east coast and outside of the U.S. (e.g. the Netherlands). Many groups agreed that ABAG and BARC should act as co-leaders with BCDC on action implementation. While dozens of different NGO, university, and federal, state, and regional agencies were mentioned as additional partners and stakeholders in this process, groups relatively consistently highlighted the need to collaborate with the business community and focus efforts on media, marketing, and public relations.

Next Steps

Staff will incorporate the comments and feedback received in the workshop and use it to develop a workplan and timeline for specific steps and outcomes for both of these actions. This will be presented at future Commission meetings and will be shared with all who have participated in past workshops and anyone who is interested in receiving this information.

Appendix: Group worksheet responses (on scoping implementation of actions on developing a regional adaptation plan and a regional asset adaptation plan)

GROUP # 1

DESIRED OUTCOMES	RESOURCES	STAKEHOLDERS
<p><i>What should be the core components of the Regional Adaptation Plan?</i></p> <ul style="list-style-type: none"> • A vulnerability assessment to educate the public • Assets prioritized over time • Established regional technical guidelines. Problem if neighbors are not working/ following same technical guidelines, this will be problematic • Framing/guiding principles • Recommend legislative change to facilitate adaptation 	<p><i>What types of information are available?</i></p> <ul style="list-style-type: none"> • California King Tides Initiative • Highway 37 studies • Caltrans Regional Assessment • Statewide SLR database 	<p><i>Who should co-lead with BCDC?</i></p> <ul style="list-style-type: none"> • SPUR, CHARG • New organization?
<p><i>What issues should be addressed?</i></p> <ul style="list-style-type: none"> • Housing needs • Site specific solutions • Regional prioritization of wetland creation sites • Integration with local and state OES 	<p><i>What people power is available?</i></p> <ul style="list-style-type: none"> • San Mateo County: Flood Managers, Office of Sustainability • Silicon Valley: Higher Ed students and faculty • Media • K-12 education e.g., "YESS" 	<p><i>Who should be an engaged partner?</i></p> <ul style="list-style-type: none"> • Business community/BAC • Media • Design/engineering schools (CCA, UCB, Stanford) • SVJV Sea Level Rise Task Force (Kara Gross)
<p><i>What assets should be included?</i></p> <ul style="list-style-type: none"> • Include federal state, local assets, toxic sites • Underground utilities • Hazardous waste sites • Transportation 	<p><i>What funding is available?</i></p> <ul style="list-style-type: none"> • Measure AA • Federal/State Infrastructure money 	<p><i>What kinds of new collaborations and partnerships are needed to ensure all frames of sustainability are considered?</i></p> <ul style="list-style-type: none"> • Federal agencies: Army Corps, FEMA • Business: Public Affairs, Private (needs: dedicated media outreach and public affairs) • Sub-regional meetings and partners that participate in regional efforts (challenging to get people to regional meetings from all over)
	<p><i>Name the Regional Adaptation Plan: Rising Bay Adaptation Effort (RBAE) "Our Bay"</i></p>	

GROUP # 2

DESIRED OUTCOMES	RESOURCES	STAKEHOLDERS
<p><i>What should be the core components of the Regional Adaptation Plan?</i></p> <ul style="list-style-type: none"> • Don't worsen. Create procedures to avoid worsen while we work towards a solution. • High level definition of nature and assets • Maintain quality of life • Prioritize asset adaptation 	<p><i>What types of information are available?</i></p> <ul style="list-style-type: none"> • Inventory of Land Use Plans • Asset Specific Plans (airports, BART, etc) • County Vulnerability Plans • Flood Control 	<p><i>Who should co-lead with BCDC?</i></p> <ul style="list-style-type: none"> • Asset owners • ABAG
<p><i>What issues should be addressed?</i></p> <ul style="list-style-type: none"> • Governance and information challenges, disadvantaged and vulnerable communities, habitat restoration and enhancement, safe and smart growth • Retreat from current or planned development • Economics of adaptation 	<p><i>What people power is available?</i></p> <ul style="list-style-type: none"> • BPC, BAC, Chambers of Commerce, CPUC, Public Utility Agencies, Private Companies, Universities 	<p><i>Who should be an engaged partner?</i></p> <ul style="list-style-type: none"> • Local government • Caltrans, regulatory transportation agencies • BAC, SVLG, BPC
<p><i>What assets should be included?</i></p> <ul style="list-style-type: none"> • Emergency Access Areas (all in future inundated areas) 	<p><i>What funding is available?</i></p> <ul style="list-style-type: none"> • Private industry • Foundations • Federal and state grants • Taxes, fees, and bonds • Bay Area Restoration Authority 	<p><i>What kinds of new collaborations and partnerships are needed to ensure all frames of sustainability are considered?</i></p> <ul style="list-style-type: none"> • New collaboration strategy to reach all involved
	<p><i>Name the Regional Adaptation Plan:</i></p> <ul style="list-style-type: none"> • PART (Plan for ART) • SLAP (Sea Level Adaptation Plan) • WRAP (Waterfront Reg Adaptation Plan) • WEAP (Waters Edge Adaptation Plan) 	<p><i>Additional Comments:</i></p> <ul style="list-style-type: none"> • Don't forget about econ because it is too cumbersome. Determine the timeline we're looking at. • Engaged partners: Coalitions (Silicon Valley has one). They talked about a new collaborative framework among the many collaborations that already exist.

GROUP # 3

DESIRED OUTCOMES	RESOURCES	STAKEHOLDERS
<p><i>What should be the core components of the Regional Adaptation Plan?</i></p> <ul style="list-style-type: none"> • Incorporate 4 frames • Phasing, Urgency, Innovation • Forward working-plan for future conditions, not just preserving existing assets • Plan for AFTER project life spans • Protect-short, adapt-mid, optimize-long 	<p><i>What types of information are available?</i></p> <ul style="list-style-type: none"> • 	<p><i>Who should co-lead with BCDC?</i></p> <ul style="list-style-type: none"> •
<p><i>What issues should be addressed?</i></p> <ul style="list-style-type: none"> • Rethink infrastructure instead of just rebuilding what we have today (e.g. waste water treatment plant), sea level rise plus innovation • Sustainability options • How do we protect public lands? • How do we say no to new development? • Identify investment opportunities • What is a Regional Plan besides a collection of our county ART projects? Regional funding vehicles. 	<p><i>What people power is available?</i></p> <ul style="list-style-type: none"> • 	<p><i>Who should be an engaged partner?</i></p> <ul style="list-style-type: none"> • Engage business community. Get tech firms to this about sustainability off of their sites. Engage sustainability officers. • Engage cities • Developers • Environmental community • Community organizations— find a way to engage (e.g. fund engagement)
<p><i>What assets should be included?</i></p> <ul style="list-style-type: none"> • Transportation (goes beyond scope of 1 county). • Ecology (ecological systems are truly regional). 	<p><i>What funding is available?</i></p>	<p><i>What kinds of new collaborations and partnerships are needed to ensure all frames of sustainability are considered?</i></p> <ul style="list-style-type: none"> • Not just vulnerability analysis • Need future vulnerability analysis
<p><i>Name the Regional Adaptation Plan:</i></p> <ul style="list-style-type: none"> • Key terms: Future, Bay Forward, Inventing 	<p><i>Additional Comments:</i></p> <ul style="list-style-type: none"> • Opportunities: Young people want dense housing. • Challenges: Dense housing is being built on vulnerable land. • Where are the investment opportunities (private and public)? 	

GROUP # 4

DESIRED OUTCOMES	RESOURCES	STAKEHOLDERS
<p><i>What should be the core components of the Regional Adaptation Plan?</i></p> <ul style="list-style-type: none"> • Adaptation Plan needs a time horizon such as 2040. Might drive short term, more known investments. Most infrastructure planning is done within 20-25 year timeframe. Short term approaches and a long term vision are needed. • Plan needs to envision long term so ideas can incubate into the future. • Consensus needed around adaptation investments vs. retreat options. Plan should provide a toolkit for how to compare these options. • Maximize strategies for co-benefits. • Framework for local planning efforts. Not just data portal. Instead, a “toolkit” with examples and precedents is needed. 	<p><i>What types of information are available?</i></p> <ul style="list-style-type: none"> • Why are you asking us? • Look at what has been done in the Central Valley 	<p><i>Who should co-lead with BCDC?</i></p> <ul style="list-style-type: none"> • BARC • Silver Jackets • BAC • BAEA CCC • Universities • SPUR, CHARG • Media
<p><i>What issues should be addressed?</i></p> <ul style="list-style-type: none"> • A plan beyond the shoreline band • Strategy for local and regional financing • Equity in financing 	<p><i>What people power is available?</i></p> <ul style="list-style-type: none"> • Bay Area Council • Private Industry-thought leaders • CRI (at UC Berkeley) • Sustainable Silicon Valley 	<p><i>Who should be an engaged partner?</i></p> <ul style="list-style-type: none"> • Insurance companies • Bay Area Resilient by Design
<p><i>What assets should be included?</i></p> <ul style="list-style-type: none"> • Top infrastructure priorities: roads, wastewater treatment facilities, ports, transit, energy, and public utilities 	<p><i>What funding is available?</i></p> <ul style="list-style-type: none"> • Private philanthropy and state grants • Foundations and corporate support • Risk institutes? 	<p><i>What kinds of new collaborations and partnerships are needed to ensure all frames of sustainability are considered?</i></p> <ul style="list-style-type: none"> • Multidisciplinary Collaboration • Fast-tracking Permitting that is coordinated between multiple agencies

CONTINUATION OF GROUP # 4

DESIRED OUTCOMES	RESOURCES	STAKEHOLDERS
<p><i>Name the Regional Adaptation Plan:</i></p> <ul style="list-style-type: none"> Beyond the Band 	<p><i>Additional Comments:</i></p> <ul style="list-style-type: none"> Give local planning efforts some kind of structure. Provide guidance for General Plans to consider adaptation planning. Local and regional financing strategy needed to address vulnerable communities. In short term, no reason not to plan for entire public and private shoreline Strategies: Transitional Housing in Vulnerable Communities; Managed Retreat; Community Choice Aggregation for Flood Risk Financing. 	

GROUP # 5

DESIRED OUTCOMES	RESOURCES	STAKEHOLDERS
<p><i>What should be the core components of the Regional Adaptation Plan?</i></p> <ul style="list-style-type: none"> Implementable plan with shovel-ready projects, linked to funding such as Clean and Healthy Bay Initiative Facilitates meeting affordability needs Protects critical assets Phased implementation Plan should define clear roles and responsibilities 	<p><i>What types of information are available?</i></p> <ul style="list-style-type: none"> Socio-econ data Sea level rise data Best available science needed Local knowledge Local plans 	<p><i>Who should co-lead with BCDC?</i></p> <ul style="list-style-type: none"> Counties Flood control Parks Cities
<p><i>What issues should be addressed?</i></p> <ul style="list-style-type: none"> “At risk communities” (not disadvantaged and vulnerable communities) financing prioritization infrastructure vulnerability/risk 	<p><i>What people power is available?</i></p> <ul style="list-style-type: none"> Community groups Planning Faith-based orgs Parks—users Electeds 	<p><i>Who should be an engaged partner?</i></p> <ul style="list-style-type: none"> MTC-CMAS CBOs NGOs-Bay Planning Coalition Infrastructure RAMP
<p><i>What assets should be included?</i></p> <ul style="list-style-type: none"> wetlands Bay Trail Transportation Streams 	<p><i>What funding is available?</i></p> <ul style="list-style-type: none"> Clean and healthy bay initiative (Measure AA) FEMA Regional transportation taxes Cap N Trade (state) 	<p><i>What kinds of new collaborations and partnerships are needed to ensure all frames of sustainability are considered?</i></p> <ul style="list-style-type: none"> Business interest groups EJ, Tech, RCI COFFEE!, SOCCER!

CONTINUATION OF GROUP # 5

DESIRED OUTCOMES	RESOURCES	STAKEHOLDERS
<p><i>Name the Regional Adaptation Plan:</i></p> <ul style="list-style-type: none"> Bay Area Sustainable Strategy (BASS) 	<p><i>Additional Comments:</i></p> <ul style="list-style-type: none"> Natural assets and built assets should be given equal value. Use plan to direct funds. Coordinate with One Bay Area Strategy to eliminate repetitive funding. 	

GROUP # 6

DESIRED OUTCOMES	RESOURCES	STAKEHOLDERS
<p><i>What should be the core components of the Regional Adaptation Plan?</i></p> <ul style="list-style-type: none"> Continued availability of Public Services Flexible, adaptive reassessments in response to new information (e.g. new scientific understandings of climate change, new threats) Balance precaution with practicality (some decisions cannot be changed so plan appropriately) Do no harm. Adaptation Strategy at the very least should not make vulnerable communities anymore vulnerable. 	<p><i>What types of information are available?</i></p> <ul style="list-style-type: none"> Applicant data 427 MTC Look at lessons learned from other regions: NJ and FL. Adapt those lessons learned to Bay Area environment and challenges 	<p><i>Who should co-lead with BCDC?</i></p> <ul style="list-style-type: none"> MTC, ABAG, BARC
<p><i>What issues should be addressed?</i></p> <ul style="list-style-type: none"> Important to educate the public and the private sector. Need stakeholder buy-in. Can't simply present the plan and ask for help implementing. Need buy-in from the beginning. Political support Communications and coalition building How choices are made and what are their consequences in the region (prioritization)? Governance and information challenges, disadvantaged and vulnerable communities, habitat restoration and enhancement, safe and smart growth 	<p><i>What people power is available?</i></p> <ul style="list-style-type: none"> 350 Bay Area Sierra Club Grassroots orgs 	<p><i>Who should be an engaged partner?</i></p> <ul style="list-style-type: none"> Foundations Planning and Public Works Depts. EBMUD EBRPD Courts Data from private sector Political support at state level 350 Bay Area, Sierra Club and other grass roots orgs. Find incentives for those partners to work with BCDC. They need to get something out of it. Climate Readiness Institute

CONTINUATION OF GROUP # 6

DESIRED OUTCOMES	RESOURCES	STAKEHOLDERS
<i>What assets should be included?</i>	<i>What funding is available?</i>	<i>What kinds of new collaborations and partnerships are needed to ensure all frames of sustainability are considered?</i> <ul style="list-style-type: none"> Engage health experts Groups that specialize in communications (PR firms, corporations, marketing firms)
<i>Name the Regional Adaptation Plan:</i> <ul style="list-style-type: none"> Adaptable Sea Level Adaptation Plan (ASAP) credit to Shiva Allied Sea Level Adaptation Partnership (ASAP) 		<i>Additional Comments:</i>

GROUP # 7

DESIRED OUTCOMES	RESOURCES	STAKEHOLDERS
<i>What should be the core components of the Regional Adaptation Plan?</i> <ul style="list-style-type: none"> Informed by county and regional assessments Iterative process to build relationships, educate diverse stakeholders Key next steps and roles Build momentum for new funding sources 	<i>What types of information are available?</i> <ul style="list-style-type: none"> Assessments State SLR Guidance Update 4th Assessment products— financing project OPR General Plan Guidelines Update 	<i>Who should co-lead with BCDC?</i> <ul style="list-style-type: none"> ABAG, MTC Coastal Conservancy, OES, OPR State League of CA Cities (local regional chapters)
<i>What issues should be addressed?</i> <ul style="list-style-type: none"> Governance and information challenges, disadvantaged and vulnerable communities, habitat restoration and enhancement, safe and smart growth Affordable, adequate housing Basic services (hospitals, schools) Indirect effects (i.e. combined flood effects from delta, storm water discharge, high tides, creeks) Permitting-regional/program options? 	<i>What people power is available?</i> <ul style="list-style-type: none"> SLR expert, shared? Staff at each entity? Caltrans, CDFW, Coastal Conservancy, other state agencies with jurisdiction ARCCA and LGC (local government commission) 	<i>Who should be an engaged partner?</i> <ul style="list-style-type: none"> Flood Management Districts ACOE Chamber of Commerce and Bay Planning Coalition Bay Area Economic Council Elected officials, local planners Directly affected communities and landowners

CONTINUATION OF GROUP # 7

DESIRED OUTCOMES	RESOURCES	STAKEHOLDERS
<p><i>What assets should be included?</i></p> <ul style="list-style-type: none"> • Public utilities • Public infrastructure • Affordable housing • Baylands habitat • Bay trail/public access • May be informed by funder—what have capacity to address 	<p><i>What funding is available?</i></p> <ul style="list-style-type: none"> • Multi-benefit funding • Subvention payments • Enhanced infrastructure financing districts • FEMA, multi-hazard mitigation funds • Need new sources-e.g. gas tax • State bond funds-Prop 84, Prop 1 for habitat/WG • CalEPA Environmental Justice small grant program 	<p><i>What kinds of new collaborations and partnerships are needed to ensure all frames of sustainability are considered?</i></p> <ul style="list-style-type: none"> • Adopt a set of principles for outcomes • Get all to agree to the 4 sustainability principles
	<p><i>Name the Regional Adaptation Plan: Rising Bay Plan, Really Important Problem</i></p>	<p><i>Additional Comments:</i></p> <ul style="list-style-type: none"> • Opportunity to share SLR experts across jurisdictions, especially unincorporated

GROUP # 8

DESIRED OUTCOMES	RESOURCES	STAKEHOLDERS
<p><i>What should be the core components of the Regional Adaptation Plan?</i></p> <ul style="list-style-type: none"> • Constructing learning process into it so that we can learn from mistakes (since mistakes will happen) • Actionable/authority/resources • Schedule • Experimentation 	<p><i>What types of information are available?</i></p> <ul style="list-style-type: none"> • Look at examples outside of the Bay Area. What has the Netherlands done? How have they structured their framework and planning? • Leverage existing data, planning efforts, networks, partners, people, science 	<p><i>Who should co-lead with BCDC?</i></p> <ul style="list-style-type: none"> • Regional Agencies: MTC, Water Boards, Air District, ABAG, federal agencies can support with funding • Catalyst entities: NGOs, business, citizen groups, • Elected officials
<p><i>What issues should be addressed?</i></p> <ul style="list-style-type: none"> • Prioritize multi-benefit actions (how can some assets protect other assets) • Representation: multiple scales of government, community groups, business • Identify leaders, champions • Learning from failure 	<p><i>What people power is available?</i></p> <ul style="list-style-type: none"> • Be as inclusive as possible: universities, NGOs, private sector • If you can demonstrate success, it will be easier to access funding and many of us can help 	<p><i>Who should be an engaged partner?</i></p> <ul style="list-style-type: none"> • Cities and counties, SPUR • BeHGU partners • Business community (bring them onboard by demonstrating benefits to them) • Enviro justice community • Citizen Groups • Sustainable Silicon Valley • Bay Planning Coalition

CONTINUATION OF GROUP # 8

DESIRED OUTCOMES	RESOURCES	STAKEHOLDERS
<p><i>What assets should be included?</i></p> <ul style="list-style-type: none"> • Multi-asset prioritization but “don’t kick the can down the road/shoreline” • Landscape scale functional systems: nature-based solutions and human communities • Cultural resources • Listed species • Critical infrastructure and emergency services • Looking at assets as a system 	<p><i>What funding is available?</i></p> <ul style="list-style-type: none"> • Be as inclusive as possible: universities, NGOs, private sector • If you can demonstrate success, it will be easier to access funding and many of us can help 	<p><i>What kinds of new collaborations and partnerships are needed to ensure all frames of sustainability are considered?</i></p> <ul style="list-style-type: none"> • tech and design community since we need their innovative thinking. • Business community
	<p><i>Name the Regional Adaptation Plan:</i></p> <ul style="list-style-type: none"> • Do not include the word “Plan”. Invoke the vision that the plan is meant to achieve. Tap into sense of place, pride in Bay area. • Climate Resilient Bay Area 	<p><i>Additional Comments:</i></p>