



IMPLEMENTATION PLAN BRIEFS

OCTOBER 2021

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Introduction

The purpose of the Plan Bay Area 2050 Implementation Plan is to develop short-term, tangible actions that the Metropolitan Transportation Commission (MTC), the Association of Bay Area Governments (ABAG), and partners can take over the next five years to advance the 35 strategies identified through Plan Bay Area 2050. The Implementation Plan chapter of Plan Bay Area 2050 (see Chapter 7: Implementation Plan) covers a range of relevant topics, including the Implementation Plan’s goals and objectives; engagement conducted with partners and the public; the results of a four-factor strategy assessment; implementation role recommendations; implementation priorities and actions for the plan’s four elements, organized by the plan’s eleven key themes; and strategic partnership opportunities. Some actions can fall under the purview of MTC, ABAG or both agencies collectively, and as such, the agencies are referred to as MTC/ABAG in this document.

Brief Components

The purpose of these Implementation Plan briefs is to allow partners and stakeholders to explore each of the plan’s 35 long-range strategies in detail. To facilitate this deeper dive, a consolidated brief is provided for each strategy and includes several components listed below.

Plan Element and Theme

Each plan strategy falls into one of the four core elements of the plan — transportation, housing, the economy or the environment — and nests under one of eleven identified themes.

Strategy Cost

This details the lifecycle cost of the strategy, in year-of-expenditure dollars, regardless of the implementing organization (local, regional, state). Several strategies would require incremental increases in administrative costs to implement. In these cases, the strategy cost is shown as not applicable (N/A).

Abbreviated Strategy Description

The description provides the short-form descriptive details associated with the strategy.

Key icon to identify strategies that align with the plan’s climate requirements:



= High-Impact Strategy in Achieving Greenhouse Gas Reduction Target

Strategy Success Assessment

The assessment provides ratings along four key factors that reflect qualitative consensus assessments from staff, partners, stakeholders and policymakers. The assessment focuses on current conditions with respect to MTC/ABAG’s authority, financial resources and technical capacity, as well as public and/or political support.

Strategy Success Factor Definitions

- **Authority**

The assignment to carry out the strategies and attendant tasks involved; generally established through legislation or other legal means.

- **Financial Resources**
Funding in the amounts, and with the requisite control and stability, required to carry out strategies associated with vested authority.
- **Technical Capacity**
The institutional “wrap around” of knowledge, staffing, process and procedure required to implement strategies.
- **Public and Political Support**
While less quantifiable than the above elements, this element is a critical prerequisite for accessing the other three.

Assessment Ratings of Current Conditions

- **Limited**
No or little authority, financial resources and/or technical capacity exist within MTC/ABAG to carry out the strategy effectively, efficiently and equitably. Public and political support is limited.
- **Partial**
Authority, financial resources and/or technical capacity are partially present within MTC/ABAG, but not at a sufficient level to carry out the strategy effectively, efficiently and equitably. Public and political support is mixed.
- **Existing**
Authority, financial resources and/or technical capacity exist within MTC/ABAG, and the strategy can be carried out with a high degree of effectiveness, efficiency and equity. The strategy has a high degree of public and political support.

MTC/ABAG Implementation Role

Implementation roles reflect consensus recommendations based on feedback from staff, partners, stakeholders and policymakers regarding MTC’s/ABAG’s proposed role in strategy implementation. Recommendations are forward-looking and may therefore be aspirational. In addition, this initial recommendation may be thought of as an overall strategic orientation to implementation; actual roles for future, specific implementation actions may vary.

- **Lead**
MTC/ABAG already has, or should work to secure, significant elements of all four strategy success factors (authority, financial resources, technical capacity, public and political support). It should be noted that taking a lead role does not mean leading alone — this may involve serving as a coalition leader, champion, chief advocate or catalyst.
- **Partner**
MTC/ABAG already has, or should work to secure, some — but not all — of the four strategy factors. MTC/ABAG may have various implementation responsibilities for a given strategy, but the strategy’s ultimate success will depend upon leadership from and partnership with other entities with their own attendant resources and capacities.

- **Support**

MTC/ABAG does not have, and is not in the best position to secure, significant elements of the four factors defined under strategy success requirements. MTC/ABAG may have certain specific and clearly defined implementation responsibilities and may still play a role in securing public and political support for the strategy or contributing knowledge/expertise to partner initiatives; however, ultimate strategy implementation will be led by other entities.

Recommended MTC/ABAG Implementation Actions

Implementation actions reflect high-priority actions to advance the strategy, as developed by staff, partners and stakeholders, and incorporating feedback from policymakers. These actions are grouped into three broad categories: Advocacy and Legislation; New, Existing or Restructured Initiatives; and Planning or Research.

Implementation actions are focused on actions that MTC/ABAG are proposing to commit to, generally in collaboration with select strategic partners who are identified at a broad level for each plan strategy. Please note that the list of partners for any strategy is not intended to be exhaustive and additional partners may be engaged as implementation activities and initiatives move forward. The briefs also identify a proposed timeframe over a five-year implementation period for each action, where Year 1 describes in-progress or about-to-commence work in 2021 and Year 5 is 2025.

For the purposes of these briefs, “MTC/ABAG Implementation Actions” may encompass affiliated MTC/ABAG entities such as the Bay Area Housing Finance Authority (BAHFA), the Bay Area Toll Authority (BATA), the Bay Area Regional Energy Network (BayREN), the Bay Area Regional Collaborative (BARC), or the San Francisco Estuary Partnership (SFEP). These entities are identified where appropriate, depending on the plan element and specified action.

Summary and Considerations

The summary provides additional contextual details regarding the assessment, role recommendation and implementation actions, as well as policy and strategy issues for consideration moving forward into the plan’s implementation period. If applicable, key findings from the Implementation Plan Partnership Phase, which occurred over summer 2021, are presented and, where appropriate, select partner initiatives that support strategy goals and implementation are also highlighted.

Cross-Cutting Implementation Actions

These briefs provide proposed implementation actions at a strategy level for each of the adopted 35 Plan Bay Area 2050 strategies. However, there are several key actions that will support multiple strategies and even multiple elements of the plan. These “cross-cutting” implementation actions are identified in the table on the following page.

Implementation Vehicle	Implementation Actions	Timeframe
Advocacy and Legislation	Advocate for reforms to Senate Bill 375 and/or associated state guidelines to support improved policy outcomes with respect to reducing greenhouse gas emissions and facilitate enhanced collaboration at all levels of government in meeting shared climate goals	Years 1-2
	Pursue strategic and targeted streamlining of the California Environmental Quality Act in order to advance Plan Bay Area 2050 housing and infrastructure goals without diminishing environmental safeguards	Years 1-2
New, Existing or Restructured Initiatives	Update the framework and methodology for identification of Equity Priority Communities	Years 2-3
Planning or Research	Provide Implementation Plan status updates and progress reports annually starting in 2022 to MTC's and ABAG's committees and boards, with the goal of refreshing the Implementation Plan as part of the next Plan Bay Area update process in 2025	Ongoing
	Build upon the robust performance tracking work in Vital Signs, the regional performance monitoring initiative, and use it as a tool to more effectively gauge Plan Bay Area 2050 implementation progress	Ongoing



STRATEGY H1 Further strengthen renter protections beyond state law

Strategy Cost **\$2 BILLION**

Abbreviated Strategy Description

Building upon recent tenant protection laws, limit annual rent increases to the rate of inflation, while exempting units less than 10 years old.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
 Partial
 Existing

MTC/ABAG Implementation Role

SUPPORT



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Advocacy and Legislation	Advocate for renter protections for tenants and low-income communities to prevent unjust evictions and displacement	Ongoing	<ul style="list-style-type: none"> • Equity and housing advocates/ non-profit organizations • Housing developers • Local jurisdictions • State agencies
New, Existing or Restructured Initiatives	Launch and deliver a BAHFA pilot project to develop standardized best practices for tenant protection programs and scope potential regional-scale anti-displacement programs	Years 2-4	
Planning or Research	Complete and implement the Expanded Regional Housing Portfolio and BAHFA Business Plan	Years 1-3	



STRATEGY H1

Further strengthen renter protections beyond state law

Summary and Considerations

The agencies do not have authority to enact legislation; however, BAHFA will have authority to implement programs for renter services, if and when funding is secured. Large-scale resources are not currently available but could become available by ballot measure or state/federal appropriation. There is not sufficient technical capacity to support full-scale implementation of this strategy at the moment, but additional capacity could be built if appropriately resourced. This strategy is generally well-supported, although there is some opposition from segments of the real estate industry. Furthermore, a recent statewide ballot initiative on rent control was not approved by voters.

This is an area however, that experienced a deeper commitment from government partners at all levels during the pandemic, with eviction moratoria implemented at the federal, state and local levels and strengthened renter protections in select localities. The FY2021-22 California state budget included a \$20 million allocation for BAHFA; this allocation will help accelerate the delivery of pilot projects included in the Implementation Plan.

Additional topics for consideration with key partners during the implementation period may include how to develop the financial resources needed to support expanded services and strengthened enforcement, as well as how to generate additional public and political support for strengthened statewide renter protections.



STRATEGY H2 Preserve existing affordable housing

Strategy Cost **\$237 BILLION**

Abbreviated Strategy Description

Acquire homes currently affordable to low- and middle-income residents for preservation as permanently deed-restricted affordable housing.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
 Partial
 Existing

MTC/ABAG Implementation Role

LEAD



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Advocacy and Legislation	Seek new revenues for affordable housing preservation	Ongoing	<ul style="list-style-type: none"> • Equity and housing advocates/ non-profit organizations • Housing developers • Local jurisdictions • State agencies
New, Existing or Restructured Initiatives	Launch and deliver a BAHFA pilot program to pursue new affordable housing preservation strategies, including the restructured Bay Area Preservation Pilot Program	Years 2-4	
Planning or Research	Complete and implement the Expanded Regional Housing Portfolio and BAHFA Business Plan	Years 1-3	
	Evaluate changes to federal and state policies to increase incentives for, and viability of, affordable housing preservation strategies	Ongoing	



STRATEGY H2

Preserve existing affordable housing

Summary and Considerations

BAHFA has authority to engage in housing preservation via its establishing legislation, although it is unlikely the agency would acquire properties on its own. Most likely, BAFHA would act as a funding partner to developers, invest in strengthening the ecosystem of preservation practitioners and work to convene stakeholders. Financial resources and technical capacity are contingent upon securing significant new resources. Close partnership with local jurisdictions and counties will be essential in determining how best to move forward with a regional affordable housing preservation strategy. That said, there is a major opportunity for BAHFA to provide regional leadership in this space, which is a key plank of the 3Ps housing framework (Production, Protection, Preservation), with a specific focus on developing new sources of funding — including consideration of a regional revenue measure at the earliest feasible moment. Key considerations moving forward into the implementation period may include continued discussion of future advocacy opportunities to support low- and middle-income tenants, as well as community-based organizations (CBOs), and further evaluation of cross-cutting resilience considerations such as the impacts of sea level rise on housing preservation approaches.

Beyond the regional level, partners are also exploring their own preservation strategies and approaches. The City of Oakland, for example, is exploring a new local housing and infrastructure bond that may include preservation of existing affordable housing. As a regional housing preservation strategy is developed through the Expanded Regional Housing Portfolio Business Plan, and as BAHFA launches preservation pilot projects supported by a \$20 million allocation from the California state budget, it will be critical for local partners to continue pursuing context-specific preservation approaches as well.



STRATEGY H3

Allow a greater mix of housing densities and types in Growth Geographies



Strategy Cost

N/A

Abbreviated Strategy Description

Allow a variety of housing types at a range of densities to be built in Priority Development Areas (PDAs), select Transit-Rich Areas (TRAs) and select High-Resource Areas (HRAs).

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
 Partial
 Existing

MTC/ABAG Implementation Role

PARTNER



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Advocacy and Legislation	Advocate for legislation that enables a greater mix of housing densities and types in Growth Geographies	Ongoing	<ul style="list-style-type: none"> • Business community • Equity and housing advocates/ non-profit organizations
New, Existing or Restructured Initiatives	Continue and seek greater strategic alignment of existing programs, including financial resources and technical assistance through the Regional Housing Technical Assistance (RHTA) Program and the PDA Planning and Technical Assistance Grant programs, as well as eligible new funding sources, with a goal of providing capacity-enhancing support for local jurisdictions	Ongoing	<ul style="list-style-type: none"> • Housing developers • Labor organizations • Local jurisdictions • County Transportation Agencies (CTAs)
	Assist local jurisdictions to complete or initiate plans for all remaining PDAs by 2025	Ongoing	<ul style="list-style-type: none"> • State agencies • Transit operators



STRATEGY H3

Allow a greater mix of housing densities and types in Growth Geographies



Recommended MTC/ABAG Implementation Actions (continued)

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
New, Existing or Restructured Initiatives (continued)	Complete and implement the Transit-Oriented Development (TOD) Policy Update to ensure land use supports transit investments and access to transit	Years 1-2 (policy update) Ongoing thereafter	<i>identified above</i>

Summary and Considerations

The agencies have no authority over local land use, zoning and entitlements. This is an area where the state and local jurisdictions have authority to make changes; however, the agencies do have the Regional Housing Technical Assistance, PDA Planning Grants and PDA Technical Assistance programs to provide funding and technical assistance to local jurisdictions. These programs will support local jurisdictions with developing Specific Plans and Housing Elements that expand housing opportunities at all income levels in PDAs and other Growth Geographies. Assistance may include the identification of best practices or the delivery of customized model policies, such as objective design standards and Housing Element implementation programs. Public support may be a challenge in select locations, although there is generally strong support in public polling, as well as from relevant policy boards. Close collaboration and partnership with the state, local jurisdictions and counties will be essential to the strategy’s success.

There are also a number of ongoing developments at both the state and local level that could support a greater mix of housing densities and types in Growth Geographies. Senate Bill (SB) 10, for example, passed into law in 2021, makes it easier for cities to zone for smaller, lower-cost housing developments of up to 10 units in transit-rich areas or urban infill sites. At the local level, the City of Berkeley adopted a resolution calling for the end of exclusionary zoning by 2022 — one of several actions being undertaken by local jurisdictions that could have significant impacts on housing production in Growth Geographies.



STRATEGY H4 Build adequate affordable housing to ensure homes for all

Strategy Cost **\$219 BILLION**

Abbreviated Strategy Description

Construct enough deed-restricted affordable homes to fill the existing gap in housing for the unhoused community and to meet the needs of low-income households.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
 Partial
 Existing

MTC/ABAG Implementation Role



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Advocacy and Legislation	Seek new revenues for affordable housing production and explore better coordination of existing funding streams	Ongoing	<ul style="list-style-type: none"> • Business community • Equity and housing advocates/ non-profit organizations
New, Existing or Restructured Initiatives	Continue and seek greater strategic alignment of existing programs, including financial resources and technical assistance through the Regional Housing Technical Assistance Program and the PDA Planning and Technical Assistance Grant programs, as well as eligible new funding sources, with a goal of supporting jurisdictions with plans and policies to increase the supply of affordable homes	Ongoing	<ul style="list-style-type: none"> • Housing developers • Labor organizations • Local jurisdictions • State agencies



STRATEGY H4 Build adequate affordable housing to ensure homes for all

Recommended MTC/ABAG Implementation Actions
(continued)

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
New, Existing or Restructured Initiatives (continued)	Launch and deliver BAHFA pilot projects to facilitate production and ensure equitable access to affordable housing, including a regional affordable housing application platform (“Doorway”) and an affordable housing pipeline database	Years 2-4	<i>identified above</i>
Planning or Research	Complete and implement the Expanded Regional Housing Portfolio and BAHFA Business Plan	Years 1-3	
	Evaluate changes to federal and state policies to increase incentives for, and viability of, affordable housing preservation strategies	Ongoing	

Summary and Considerations

Although BAHFA has statutory authority to fund new affordable housing, it is unlikely to directly build housing and would more likely work as a funding partner to developers and act to convene stakeholders. Financial resources and technical capacity are contingent upon securing new resources. Public support may be a challenge in specific places depending on the location of potential new housing, but polling shows majority support, in addition to strong support from relevant policy boards. BAHFA’s potential funding role would be essential to the implementation of this strategy, which is a key plank of the 3Ps housing framework, including consideration of a regional revenue measure at the earliest feasible moment. Ultimate success will depend on partnership across multiple sectors — particularly with jurisdictions that have entitlement authority over specific housing projects, as well as the federal and state governments given their role in affordable housing finance



STRATEGY H5 Integrate affordable housing into all major housing projects

Strategy Cost N/A

Abbreviated Strategy Description

Require a baseline of 10-20% of new market-rate housing developments of five units or more to be affordable to low-income households.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
 Partial
 Existing

MTC/ABAG Implementation Role

SUPPORT



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
New, Existing or Restructured Initiatives	Continue and seek greater strategic alignment of existing programs, including financial resources and technical assistance through the Regional Housing Technical Assistance Program, as well as the PDA Planning and Technical Assistance Grant programs, to enable local governments to develop context-specific inclusionary zoning and affordable housing incentives	Ongoing	<ul style="list-style-type: none"> • Equity and housing advocates/ non-profit organizations • Housing developers • Local jurisdictions

Summary and Considerations

The agencies have no authority over local inclusionary laws. Translating this strategy from the regional to local level requires additional analysis and evaluation of policies such as density bonuses that can complement inclusionary requirements. More consideration will be necessary with respect to whether and how regional value can be added in this space. It is a relatively popular strategy supported by recent research, although there is opposition from market-rate developers and some unions. Technical capacity could be further strengthened with additional resources.

This is, therefore, an area where leadership from local partners will be necessary to support strategy implementation progress. The City of Oakland, for example, is currently in the process of updating its affordable housing impact fee and on-site inclusionary zoning requirements. Other jurisdictions in the region are also exploring similar updates.



STRATEGY H6 Transform aging malls and office parks into neighborhoods

Strategy Cost N/A

Abbreviated Strategy Description

Permit and promote the reuse of shopping malls and office parks with limited commercial viability as neighborhoods with housing at all income levels.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
 Partial
 Existing

MTC/ABAG Implementation Role

PARTNER



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
New, Existing or Restructured Initiatives	Continue and seek greater strategic alignment of existing programs, including financial resources and technical assistance through the Regional Housing Technical Assistance Program and the PDA Planning and Technical Assistance Grant programs, as well as eligible new funding sources, to promote planning and redevelopment of malls and office parks in PDAs and other Growth Geographies	Ongoing	<ul style="list-style-type: none"> • Business community • Labor organizations • Local jurisdictions • Housing developers • State agencies
Planning or Research	Identify redevelopment opportunities and challenges and partner with local jurisdictions, community members, property owners, affordable housing developers and other stakeholders to accelerate the redevelopment of aging malls and office parks	Years 2-5	



STRATEGY H6

Transform aging malls and office parks into neighborhoods

Summary and Considerations

The agencies have no authority over local land use, zoning and entitlements; however, MTC/ABAG does have the Regional Housing Technical Assistance Program and the PDA Planning Grants and PDA Technical Assistance programs to provide financial resources and technical assistance. Furthermore, staff is currently gathering local government perspectives on commercial land reuse to uncover lessons learned and technical assistance needs. Key considerations for an upcoming effort to identify redevelopment opportunities and challenges for aging malls and office parks may include: 1) how to best connect and coordinate property owners, cities, impacted community members, businesses and service (i.e., infrastructure) providers to plan and execute projects and 2) how to leverage the significant increase in value created by rezoning these sites to achieve greater levels of affordable housing and deliver community benefits such as parks, essential services and small business opportunities.



STRATEGY H7

Provide targeted mortgage, rental and small business assistance to Equity Priority Communities

Strategy Cost

\$10 BILLION

Abbreviated Strategy Description

Provide assistance to low-income communities and communities of color to address the legacy of exclusion and predatory lending, while helping to grow locally owned businesses.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
 Partial
 Existing

MTC/ABAG Implementation Role



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Advocacy and Legislation	Seek new revenues for rental, mortgage and small-business assistance programs	Ongoing	<ul style="list-style-type: none"> • Business community • Equity and housing advocates/ non-profit organizations • Local jurisdictions • State agencies
New, Existing or Restructured Initiatives	Launch and deliver BAHFA pilot projects that will focus on developing standardized best practices for tenant protection programs and scoping potential regional-scale anti-displacement programs	Years 2-4	
	Partner with local jurisdictions and other stakeholders through BAHFA to develop and roll out a regional homelessness prevention system	Years 1-4	
Planning or Research	Complete and implement the Expanded Regional Housing Portfolio and BAHFA Business Plan	Years 1-3	



STRATEGY H7

Provide targeted mortgage, rental and small business assistance to Equity Priority Communities

Summary and Considerations

BAHFA has statutory authority to fund these programs, though it most likely would provide grants to existing service providers. BAHFA pilot programs have been approved by policymakers to coordinate and eventually fund, service providers and jurisdictions; a recent allocation in the California state budget will help launch this pilot. Financial resources and technical capacity are contingent on securing new revenues. This strategy is very popular with both tenants and landlords, developers and banks. There is also a major opportunity for BAHFA to provide regional leadership in this space, which is one of the key planks of the 3Ps housing framework, with a focus on developing new sources of funding that includes anti-displacement and homelessness prevention services as eligible expenses.

More broadly, it will be important to track and align with the work of key regional partners, such as the Regional Impact Council, a roundtable of stakeholders from all nine Bay Area counties aimed at tackling regional housing insecurity and the homelessness crisis.

Finally, this area saw significant commitment from the federal government over the course of the pandemic, with multiple rounds of rental assistance approved — although there were significant implementation challenges with the disbursement of this funding. Exploring how BAHFA and the regional agencies could potentially play a role here will be an additional topic of consideration during the implementation period.



STRATEGY H8 Accelerate reuse of public and community-owned land for mixed-income housing and essential services

Strategy Cost N/A

Abbreviated Strategy Description Help public agencies, community land trusts and other non-profit landowners to accelerate development of mixed-income affordable housing.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

■ Limited
 ■ Partial
 ■ Existing

MTC/ABAG Implementation Role LEAD 

Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
New, Existing or Restructured Initiatives	<p>Continue and seek greater strategic alignment of existing programs, including financial resources and technical assistance through the Regional Housing Technical Assistance Program, the PDA Planning Grants and PDA Technical Assistance programs, as well as eligible new funding sources, to plan for public land reuse and to advance residential and mixed-use projects with a large share of affordable housing</p>	Ongoing	<ul style="list-style-type: none"> • CTAs • Equity and housing advocates/ non-profit organizations • Housing developers • Labor organizations • Local jurisdictions • State agencies • Transit operators



STRATEGY H8

Accelerate reuse of public and community-owned land for mixed-income housing and essential services

Recommended MTC/ABAG Implementation Actions (continued)

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Planning or Research	Advance an initiative identifying challenges and opportunities for catalyzing the reuse of public and community-owned land by partnering with local jurisdictions, community members, public landowners, community land trusts and a broad range of other stakeholders	Years 2-5	<i>identified above</i>

Summary and Considerations

Authority already exists to establish and coordinate a voluntary or “opt-in,” network of local governments and partner organizations. Such a network could be established with existing resources, although significant new resources would be required to expand its capacity. Based upon public engagement during Plan Bay Area 2050, this is generally a popular strategy, although there may be resistance in specific locations — pointing to the benefits of an opt-in program. Some technical capacity exists internally although there are gaps with respect to real estate expertise. An initiative focused on identifying challenges and opportunities to advancing local and regional reuse will engage with a broad cross-section of partners. This effort would likely include discussion of the vision and potential path forward for the establishment of a regional public lands network, as well as discussion of how best to improve the housing finance tools available to non-profit developers, local governments and CBOs.



STRATEGY EC1 Implement a statewide universal basic income

Strategy Cost **\$205 BILLION**

Abbreviated Strategy Description

Provide an average \$500 per month payment to all Bay Area households to improve family stability, promote economic mobility and increase consumer spending.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
 Partial
 Existing

MTC/ABAG Implementation Role

SUPPORT



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Advocacy and Legislation	Advocate for a potential statewide pilot program related to a universal basic income	Years 3-5	<ul style="list-style-type: none"> • Equity and economic advocates/ non-profit organizations • Local jurisdictions • State agencies

Summary and Considerations

Authority, financial resources and technical capacity are major challenges for this strategy. Although there has been increasing support for cash transfer strategies in recent years — particularly in a post-COVID environment where essential workers have been heavily impacted — it is likely that political viability will depend on the presence of a broad statewide coalition to advocate for basic income.

MTC/ABAG would be best positioned to take a support role alongside stakeholders, including other regions and higher levels of government, with a focus on advocating for the testing and implementation of a statewide universal basic income (UBI) pilot program over the next one to five years. Statewide conversations determining what a UBI pilot should look like will be critical. To that end, the FY2021-22 California state budget included \$35 million over five years to pay for UBI pilot programs. Prior to this allocation, several Bay Area jurisdictions had been independently considering UBI test programs as well, including Oakland, San Francisco, South San Francisco, Marin County and Santa Clara County.



STRATEGY EC2 Expand job training and incubator programs

Strategy Cost **\$5 BILLION**

Abbreviated Strategy Description

Fund assistance programs for establishing a new business, as well as job training programs, primarily in historically disinvested communities.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
 Partial
 Existing

MTC/ABAG Implementation Role



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Advocacy and Legislation	Support increased funding for job training programs, including pre-apprenticeships, as well as incubator programs	Years 3-5	<ul style="list-style-type: none"> • Business community • Equity and economic advocates/ non-profit organizations • Labor organizations • Local jurisdictions • State agencies
	Advocate for the importance of apprenticeships and high road career opportunities, including construction, to improve economic mobility and support the plan’s ambitious housing and infrastructure goals, with an emphasis on recruiting women, veterans, formerly incarcerated people, people of color and residents of Equity Priority Communities	Years 2-5	
New, Existing or Restructured Initiatives	Implement the recommendations of MTC and ABAG’s Regional Governmental Partnership for Local Economic Rebound initiative	Years 2-5	



STRATEGY EC2 Expand job training and incubator programs

Recommended MTC/ABAG Implementation Actions
(continued)

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Planning or Research	Partner with regional economy stakeholders, including labor, business and education partners, on research and modeling of workforce supply challenges facing the region and megaregion	Years 2-4	identified above

Summary and Considerations

Authority, financial resources and technical capacity are major challenges for this strategy, which nonetheless has strong public and political support. Given MTC's/ABAG's lack of technical expertise with respect to job training programs, it is anticipated that MTC/ABAG will take a support role in strategy implementation.

It is important to note, however, that Implementation Plan Partnership Phase discussions revealed new workforce development concerns from several stakeholders. Both labor and business organizations identified challenges in this area, with labor seeking to ensure an adequately sized and skilled construction workforce, and business flagging concerns on staff shortages and skill gaps. The Implementation Plan for Plan Bay Area 2050 has therefore recommended new workforce actions aimed at supporting the plan's ambitious transportation, housing and resilience infrastructure goals as well as enhanced collaboration on regional and megaregional economic needs with labor, business and education partners, among others, moving forward.

Beyond MTC and ABAG, there are a number of ongoing initiatives at the state and local level that support the broad goals of improving economic mobility through workforce development. For example, the California Workforce Development Board's High Road Training Partnerships initiative established a workforce development framework that is industry-based and worker-centered. Based on the California Workforce Development Board's definition, "high road" employers refers to firms that compete based on quality of product and service achieved through innovation and investment in human capital and can thus generate family-supporting jobs where workers have agency and voice. This training partnership initiative has been supported by funds from a range of sources, including federal Coronavirus Aid, Relief, and Economic Security Act (CARES Act) funding as well as Greenhouse Gas Reduction Funds through the California Climate Investment program. At the local level, the City of Fremont recently announced the "Earn and Learn Fremont" pilot program, which offers participants pathways to new careers in advanced manufacturing.

In summer 2021, MTC and ABAG also launched a new joint initiative called the Regional Governmental Partnership for Local Economic Rebound. The initiative explored how MTC and ABAG can bring a regional "value add" to a larger regional economic recovery strategy; it included elements such as infrastructure delivery as stimulus, as well as a leadership "listening tour" of local government, private sector and labor partners to better understand recovery needs across the region. Findings and recommendations from this initiative are expected to be available later in 2021.



STRATEGY EC3 Invest in high-speed internet in underserved low-income communities

Strategy Cost **\$10 BILLION**

Abbreviated Strategy Description

Provide direct subsidies and construct public infrastructure to ensure all communities have affordable access to high-speed internet.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
 Partial
 Existing

MTC/ABAG Implementation Role

SUPPORT



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Advocacy and Legislation	Advocate for continued federal and state support for internet subsidies and a more deliberate state approach to expanding access to broadband for households with low incomes	Ongoing	<ul style="list-style-type: none"> • Business community • Equity and economic advocates/ non-profit organizations
New, Existing or Restructured Initiatives	Implement the recommendations of MTC and ABAG’s Regional Governmental Partnership for Local Economic Rebound initiative	Years 2-5	<ul style="list-style-type: none"> • Local jurisdictions • State agencies



STRATEGY EC3 Invest in high-speed internet in underserved low-income communities

Summary and Considerations

Authority, financial resources and technical capacity are major challenges for this strategy, which nonetheless has strong public and political support. Given significant recent investments by the state of California to help bridge the digital divide, as well as additional significant investment expected from the federal government, a support role for MTC/ABAG in strategy implementation is recommended.

The state of California has a major initiative underway to expand high-speed internet that has been accelerated due to the COVID-19 pandemic. The FY2021-22 California state budget included a \$6 billion investment to expand broadband infrastructure and enhance internet access for unserved and underserved communities. Aligning with the California State Broadband Action Plan and advocating along with regional broadband consortiums, local jurisdictions and other regional stakeholders for continued state support and involvement in expanding broadband access to low-income households will be critical moving forward.

At the federal level, the Bipartisan Infrastructure Investment and Jobs Act currently being debated by Congress includes a \$65 billion investment to ensure all the nation's residents have access to reliable high-speed internet.

Finally, there is an opportunity to leverage and learn from relevant local efforts. The City of San José has pledged to close the digital divide through its Digital Inclusion Partnership, a \$24 million cross-sector fund to connect and promote digital skills for fifty thousand San José households. Oakland Undivided is an effort led by the Oakland Public Education Fund to ensure every student in the Oakland public school system has access to a computer, an internet connection and technology support. Furthermore, in the North Bay, Digital Marin has been engaged in an extensive process to understand the digital needs of a wide range of constituents and bring high-speed internet access to all.



STRATEGY EC4 Allow greater commercial densities in Growth Geographies



Strategy Cost N/A

Abbreviated Strategy Description

Allow greater densities for new commercial development in select Priority Development Areas (PDAs) and Transit-Rich Areas (TRAs) to encourage more jobs to locate near public transit.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
 Partial
 Existing

MTC/ABAG Implementation Role



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Advocacy and Legislation	Advocate for legislation that enables a greater mix of commercial densities as outlined in the plan’s Growth Geographies	Ongoing	<ul style="list-style-type: none"> • Business community • CTAs • Equity and economic advocates/ non-profit organizations • Labor organizations • Local jurisdictions • State agencies
New, Existing or Restructured Initiatives	Complete and implement the TOD Policy Update to ensure land use supports transit investments	Years 1-2 (policy update) Ongoing thereafter	
	Continue and seek greater strategic alignment of existing programs, including the PDA Planning Grants Program, with expanded emphasis on integrating housing and job growth at transit-supportive densities in transit-rich Growth Geographies	Ongoing	



STRATEGY EC4 Allow greater commercial densities in Growth Geographies



Summary and Considerations

The agency has no authority over local land use or permitting, which is exclusively under the purview of local jurisdictions. In terms of costs, there are fewer financial resources needed to implement this strategy, although zoning changes, general plan updates, environmental impact reports or related studies do represent a cost to local jurisdictions. Public and political support for this strategy varies across the region.

Given the importance of this strategy to meeting the plan's aggressive greenhouse gas emissions reduction target, it is anticipated that MTC/ABAG will take a partner role in strategy implementation, primarily through existing initiatives such as the PDA Planning Grants and PDA Technical Assistance programs, which could help support jurisdictions financially with their planning needs. Internal technical capacity could be further strengthened with additional resources.



STRATEGY EC5 Provide incentives to employers to shift jobs to housing-rich areas well served by transit

Strategy Cost N/A

Abbreviated Strategy Description

Provide subsidies to encourage employers to relocate offices to housing-rich areas near regional rail stations.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
 Partial
 Existing

MTC/ABAG Implementation Role

SUPPORT 

Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
New, Existing or Restructured Initiatives	Continue and seek greater strategic alignment of existing programs, including the PDA Planning Grants Program, with expanded emphasis on integrating housing and job growth at transit-supportive densities in transit-rich Growth Geographies	Ongoing	<ul style="list-style-type: none"> • Business community • CTAs • Local jurisdictions • Transit operators

Summary and Considerations

Authority, financial resources and technical capacity are significant challenges for this strategy, which has mixed public and political support depending on the location and nature of expected job shifts. Given this, MTC/ABAG will primarily take a support role by coordinating transportation investments with local jurisdictions. The Partnership Phase of the Implementation Plan revealed an interest amongst several business leadership organizations and public policy thinktanks in supporting and partnering in the implementation of this strategy. Identifying additional potential advocates and partners, as well as identifying potential financial resources, will be a continued area of focus for potential champions of this strategy.



STRATEGY EC6 Retain and invest in key industrial lands

Strategy Cost **\$4 BILLION**

Abbreviated Strategy Description

Implement local land use polices to protect key industrial lands identified as Priority Production Areas (PPAs), while funding key infrastructure improvements in these areas.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
 Partial
 Existing

MTC/ABAG Implementation Role

PARTNER



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
New, Existing, or Restructured Initiatives	Evaluate funding sources and develop a pilot PPA planning and technical assistance program, with a goal of supporting up to five PPAs by 2025	Years 1-5	<ul style="list-style-type: none"> • Air District • Business community • CTAs • Labor organizations • Local jurisdictions

Summary and Considerations

The agency has no authority over local land use or permitting, although MTC/ABAG do have resources that could potentially fund infrastructure or planning activities. The PPA pilot program was approved in 2019 to enable an initial set of PPAs to be integrated into Plan Bay Area 2050, but future funding would need to be identified to support PPAs in a similar manner as PDA programs that support local jurisdictions. Evaluating funding opportunities to support PPAs, including existing funding sources, potential funding swaps, or other programs and mechanisms, will be a continued area of focus during the plan’s implementation period.

Given that the PPA designation is a pilot program that requires testing, it is anticipated that MTC/ABAG will take a partner role by supporting investments in select jurisdictions over the next several years.



STRATEGY T1 Restore, operate and maintain the existing system

Strategy Cost \$389 BILLION

Abbreviated Strategy Description

Commit to operate and maintain the Bay Area's roads and transit infrastructure, while reversing pandemic-related cuts to total transit service hours.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
 Partial
 Existing

MTC/ABAG Implementation Role

LEAD



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Advocacy and Legislation	Seek new revenues and/or increased funding to support transportation operations and maintenance needs	Ongoing	<ul style="list-style-type: none"> • Business community • CTAs • Equity and transportation advocates/ non-profit organizations • Labor organizations • Local jurisdictions • State agencies • Transit operators
New, Existing or Restructured Initiatives	Implement the bus transit priority recommendations of the Blue Ribbon Transit Recovery Task Force, including adopting a Transit Priority Policy and Corridor Assessment and delivering near-term transit corridor projects	Years 1-3	
	Continue existing asset management programs such as StreetSaver, StreetSaver Plus and the Pavement Technical Assistance Program, among others and develop detailed asset management plans for each of the BATA toll bridges as identified in the BATA Recovery Action Plan	Ongoing	



STRATEGY T1 Restore, operate and maintain the existing system

Recommended MTC/ABAG Implementation Actions (continued)

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
New, Existing or Restructured Initiatives (continued)	Coordinate the Bay Area’s transportation pandemic recovery with a focus on fiscal stabilization, system rebuilding and transit ridership restoration	Years 1-2	<i>identified above</i>
	Reassess Plan Bay Area 2050’s transportation element financial assumptions in 2023 to better reflect the region’s post-COVID-19 financial conditions	Years 3-4	

Summary and Considerations

Fix-It-First has been MTC's long-standing commitment to the regional transportation network and the agency has technical capacity to support this popular strategy moving forward. In addition, MTC has good, effective partnerships with Caltrans, CTAs, local Departments of Transportation (DOTs)/public works departments and regional transit operators through which to continue supporting the operations and maintenance of the transit network and keeping the system in a state of good repair.

It is expected that leading the Bay Area’s transportation pandemic recovery and facilitating the restoration of transit service levels in the post-COVID environment will be a major area of focus during the implementation period. MTC has taken a central role in distributing transportation funding from recent federal relief and recovery efforts to help stabilize the region’s transit providers and recently launched the “All Aboard Bay Area Transit” campaign in partnership with over two dozen transit providers to help bring riders back to transit. Advocating for new and/or increased federal, state or regional revenues that can fill ongoing funding gaps and support transit operations — as well as continued evaluation of the impacts of recent and expected federal transportation investments — will be a key consideration moving forward.



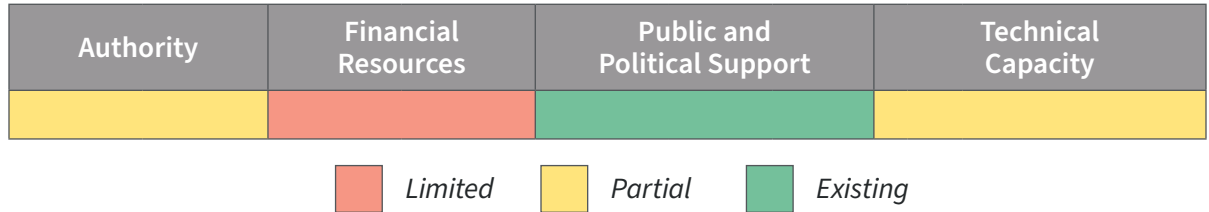
STRATEGY T2 Support community-led transportation enhancements in Equity Priority Communities

Strategy Cost **\$8 BILLION**

Abbreviated Strategy Description

Provide direct funding to historically marginalized communities to fund locally identified transportation needs.

Strategy Success Assessment



MTC/ABAG Implementation Role

PARTNER 

Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Advocacy and Legislation	Seek new revenues and/or increased funding for transportation , including for community-led enhancements	Ongoing	<ul style="list-style-type: none"> • Air District • CTAs • Equity and Transportation advocates/ non-profit organizations • Local jurisdictions • State agencies • Transit operators
New, Existing or Restructured Initiatives	Implement the recommendations of the Blue Ribbon Transit Recovery Task Force related to the development and adoption of equity principles	Years 1-2	
	Update guidelines for the upcoming cycle of the Community-Based Transportation Planning (CBTP) Program and explore restructuring of the Lifeline Transportation Program and/or using other existing funding sources to support the development and advancement of CBTPs and participatory budgeting projects	Years 1-3	



STRATEGY T2

Support Community-Led Transportation Enhancements in Equity Priority Communities

Summary and Considerations

MTC has authority to convene relevant stakeholders and some ability to identify and allocate transportation funding; however, resources under existing programs, such as the Lifeline Transportation Program, are not sufficient to the scale of identified needs. Identifying funding to support the strategy will therefore be the biggest area of focus during the implementation period and the agency's recently adopted Equity Platform provides an important framework through which to advance future work. Both the Lifeline Transportation Program as well as participatory budgeting pilots conducted in San Francisco's Bayview neighborhood and the City of Vallejo in partnership with the San Francisco County Transportation Authority and the Solano Transportation Authority, respectively, offer proofs of concept and models to emulate.

These efforts — as well as complementary initiatives such as the California Air Resources Board's Community Air Protection Program (Assembly Bill 617 (C. Garcia, Statutes of 2017)) — can serve as a foundation upon which to build future capacity, deliver better future access and mobility and eliminate disparities throughout the region. Through AB 617, for example, the Bay Area Air Quality Management District (Air District) supported the development of the West Oakland Community Action Plan, which contained community-developed recommendations to improve transit service and improve the design and safety of local streets for pedestrians and bike trips.

The Partnership Phase of the Implementation Plan revealed broad interest from a wide range of partners in supporting implementation of this strategy. County Transportation Agencies, cities, CBOs, transit operators, the public, as well as health and social services will all be necessary to realize the strategy's promise, with a focus on engaging with communities both on priorities and the project identification process.



STRATEGY T3 Enable a seamless mobility experience

Strategy Cost **\$3 BILLION**

Abbreviated Strategy Description

Eliminate barriers to multi-operator transit trips by streamlining fare payment and trip planning while requiring schedule coordination at timed transfer hubs.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
 Partial
 Existing

MTC/ABAG Implementation Role

LEAD



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Advocacy and Legislation	Evaluate and, if necessary, seek state legislative authority to support implementation of the Fare Coordination and Integration Study recommendations	Years 1-2	<ul style="list-style-type: none"> • Business community • CTAs • Equity and transportation advocates/ non-profit organizations • Local jurisdictions • State agencies • Transit operators
New, Existing or Restructured Initiatives	Implement the fare integration and payment recommendations of the Blue Ribbon Transit Recovery Task Force, including implementing the recommendations of the Fare Coordination and Integration Study and funding related pilot projects	Year 1	
	Implement the customer information recommendations of the Blue Ribbon Transit Recovery Task Force, including finalizing regional mapping and wayfinding standards, delivering pilot projects and developing a regional mapping data services digital platform	Years 1-4	



STRATEGY T3 Enable a seamless mobility experience

Recommended MTC/ABAG Implementation Actions (continued)

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
New, Existing or Restructured Initiatives (continued)	Implement the transit network recommendations of the Blue Ribbon Transit Recovery Task Force, including those related to connected network planning, data collection and coordination, service coordination and transit network management reforms, among others	Years 1-3	<i>identified above</i>
	Implement the accessibility recommendations of the Blue Ribbon Transit Recovery Task Force, including designating a mobility manager and identifying key paratransit challenges and reforms through the Coordinated Plan update	Years 1-3	
	Deploy the Clipper® Mobile app, next-generation Clipper® and a single regional mobility account platform to improve seamless integration of the network	Years 3-5	

Summary and Considerations

MTC’s transit coordination requirements are laid out in Resolution No. 3866, which allows MTC to identify, recommend, establish and coordinate transit connectivity improvements, requirements and performance standards and condition regional discretionary funds based on compliance. Financial resources are available that could potentially support this strategy and it is not high-cost relative to its potential ridership benefits. MTC has meaningful existing initiatives within this space (Clipper® STARTSM, next-generation Clipper®, Regional Mapping and Wayfinding and Regional Transit Priority in the bridge corridors) and these efforts provide a firm foundation to build future work upon.

The next-generation Clipper® system, for example, is a proven regional fare payment system that has been designed to support integrated payment for multiple mobility services. The region has made a significant investment in designing this account-based system, which could serve as a platform for a future seamless mobility experience.

In addition, in July 2021, the Blue Ribbon Transit Recovery Task Force released their Bay Area Transit Transformation Action Plan including 27 recommendations to guide the post-pandemic future of the Bay Area transit network. Many of these recommendations align with the goals of Strategy T3 and have been incorporated into the Implementation Plan for Plan Bay Area 2050, including in areas such as fares and payment, customer information, transit services and accessibility. Implementation of these recommendations will be carried forward over the next several years collaboratively with a wide range of partners including transit operators, the state legislature, CTAs, the California State Transportation Authority, Caltrans, paratransit providers, local jurisdictions and non-governmental organizations, among others.



STRATEGY T4 Reform regional transit fare policy

Strategy Cost **\$10 BILLION**

Abbreviated Strategy Description

Streamline fare payment and replace existing operator-specific discounted fare programs with an integrated fare structure across all transit operators.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
 Partial
 Existing

MTC/ABAG Implementation Role

LEAD



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Advocacy and Legislation	Seek new revenues and/or increased funding for fare policy reform, including means-based considerations	Ongoing	<ul style="list-style-type: none"> • Business community • CTAs • Equity and transportation advocates/ non-profit organizations • Transit operators
	Evaluate and, if necessary, seek state legislative authority to support implementation of Fare Coordination and Integration Study recommendations	Years 1-2	
New, Existing or Restructured Initiatives	Implement the fare integration and payment recommendations of the Blue Ribbon Transit Recovery Task Force, including implementing the recommendations of the Fare Coordination and Integration Study and funding related pilot projects	Year 1	
	Continue and seek greater strategic alignment of existing programs, including Clipper® START SM	Ongoing	



STRATEGY T4 Reform regional transit fare policy

Summary and Considerations

Although fare coordination requirements are one of the key elements of Resolution No. 3866, there have historically been implementation challenges with establishing consistency across over two dozen independent operators. In addition, fully implementing means-based fares as envisioned by the strategy would require significant subsidy for transit operators, for which financial resources have not yet been identified. That said, MTC may have a key role to play in guiding this effort moving forward and serving as a bridge between the region's transit operators. These efforts would build off key successes such as the Clipper® program, as well as pilots such as Clipper® STARTSM.

As with Strategy T3, the Blue Ribbon Transit Recovery Task Force's Bay Area Transit Transformation Action Plan made several recommendations relevant to this strategy in the area of fare integration policy. The Implementation Plan for Plan Bay Area 2050 has been updated accordingly, with focus on implementing the recommendations of the Fare Coordination and Integration Study, including selecting and funding pilot projects, as well as evaluating and — if needed — seeking legislative authority to support uniform implementation.



STRATEGY T5 Implement per-mile tolling on congested freeways with transit alternatives



Strategy Cost **\$1 BILLION**

Abbreviated Strategy Description

Apply a per-mile charge on auto travel on select congested freeway corridors where transit alternatives exist, with discounts for carpoolers, low-income residents and off-peak travel, with excess revenues reinvested into transit alternatives in the corridor.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
 Partial
 Existing

MTC/ABAG Implementation Role

LEAD



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
New, Existing or Restructured Initiatives	Continue implementation of existing programs, including FasTrak® START, HOV occupancy verification pilots and Express Lanes, while considering strategic implications of all-lane tolling	Ongoing	<ul style="list-style-type: none"> • Business community • CTAs • Equity and transportation advocates/ non-profit organizations
Planning or Research	Identify strategies to equitably advance roadway pricing on congested freeways through technical analysis and deep engagement with key partners, stakeholders and the public	Years 2-3	<ul style="list-style-type: none"> • State agencies • Transit operators



STRATEGY T5

Implement per-mile tolling on congested freeways with transit alternatives



Summary and Considerations

MTC does not currently have the authority to implement this strategy; state legislation would be required and federal regulations would need to be updated as well (although the infrastructure bill currently being debated by Congress is expected to provide the opportunity for new pilot pricing projects without new regulations). In addition, more limited public and political support will pose a challenge for successful implementation. Ongoing pilots with HOV occupancy verification and Express Lanes means-based tolls could provide important lessons and serve as building blocks for future implementation efforts.

A proposed lead role for this strategy would focus on pursuing future implementation actions that address limitations with existing authority, resources, capacity and support. In particular, MTC has received a grant from Caltrans to lead the Next-Generation Freeways Study to advance the freeway all-lane tolling concept, including a significant outreach and engagement component with county and city officials and a wide range of other stakeholders. The study is expected to explore how road pricing can benefit travelers by addressing the inequities built into the current system and also by decreasing traffic congestion. The study will also look at how to pair the strategy with complementary investments, as well as how the strategy may affect the viability of other MTC projects, such as Express Lanes and toll bridges.

There is also an opportunity to learn from existing work led by partners. In addition to Caltrans' Road Charge program, the City and County of San Francisco is leading multiple relevant initiatives, including Treasure Island and Yerba Buena Island Mobility Management (Tolling) Program as well as the Downtown Congestion Pricing Study.



STRATEGY T6 Improve interchanges and address highway bottlenecks

Strategy Cost **\$12 BILLION**

Strategy Description Rebuild interchanges and widen key highway bottlenecks to achieve short-to-medium-term congestion relief.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
 Partial
 Existing

MTC/ABAG Implementation Role

SUPPORT



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
New, Existing or Restructured Initiatives	Continue and seek greater strategic alignment of existing programs, including the “Forward” Commute Initiatives	Ongoing	<ul style="list-style-type: none"> •CTAs •Local jurisdictions •State agencies

Summary and Considerations

MTC's traditional authorities and resources in this strategy area are clearly defined and delimited as the region's transportation planner, funder and coordinator and, as such, MTC is best positioned to take a “Support” role in strategy implementation. The state of California and Caltrans are particularly essential partners in delivering highway bottleneck relief and interchange improvement projects. In addition, local road projects are critical to local mobility needs and in general are best advanced by CTAs and local jurisdictions. The Alameda County Transportation Commission, for example, is conducting or has already completed assessments of key transportation corridors, which could help inform the implementation of this and other complementary strategies. There are several key regional initiatives such as the “Forward” Commute Initiatives, among others, where a more active regional role will be required.



STRATEGY T7 Advance other regional programs and local priorities

Strategy Cost **\$17 BILLION**

Strategy Description Fund regional programs like motorist aid and 511, while supporting local transportation investments on arterials and local streets.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity
Partial	Partial	Existing	Existing

■ Limited
 ■ Partial
 ■ Existing

MTC/ABAG Implementation Role

PARTNER



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
New, Existing or Restructured Initiatives	Continue and seek greater strategic alignment of existing programs including Clipper®, 511, Freeway Service Patrol, Emergency Management, Incident Management and Connected Bay Area	Ongoing	<ul style="list-style-type: none"> •CTAs •Local jurisdictions •State agencies

Summary and Considerations

MTC's traditional authorities and resources in this strategy area are clearly defined and delimited as the region's transportation planner, funder and coordinator. The agency has existing capacity to support regional programs such as 511, as well as locally defined arterial and local street priorities. Other existing programs to support this strategy include Freeway Service Patrol, Emergency Management, Incident Management and Connected Bay Area, among others. Connected Bay Area, for example, includes projects aimed at improving transportation system management, as well as telecommunications-based projects.



STRATEGY T8 Build a Complete Streets network

Strategy Cost **\$13 BILLION**

Abbreviated Strategy Description

Enhance streets to promote walking, biking and other micro-mobility through sidewalk improvements, car-free slow streets and 10,000 miles of bike lanes or multi-use paths.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
 Partial
 Existing

MTC/ABAG Implementation Role

PARTNER



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Advocacy and Legislation	Seek new revenues and/or increased funding for transportation, including for Complete Streets priorities	Ongoing	<ul style="list-style-type: none"> • Business community • CTAs • Equity and transportation advocates/ non-profit organizations • Local jurisdictions • State agencies
New, Existing or Restructured Initiatives	Continue and seek greater strategic alignment of existing programs, such as the Active Transportation Program and the Quick-Build Technical Assistance program and local roadway asset inventory development that support Complete Streets efforts	Ongoing	
Planning or Research	Complete and implement the recommendations of the Regional Active Transportation Plan	Years 1-5	



STRATEGY T8 **Build a Complete Streets network**

Summary and Considerations

With the exception of connections to regional bridges and trails, MTC has limited authority vis-à-vis programmatic investments such as bike and road projects on local roads and land, as well as limited capacities with respect to street engineering. The agency does have an important role to play in its planning, funding and coordinating capacities, however. MTC is in the process of developing the Regional Active Transportation Plan, which will help guide regional strategy and priorities, including the development of a regional active transportation network, as well as analysis of the funding needed to implement the network. Ultimately, local jurisdictions will be responsible for implementation and, as such, this was among the most popular strategies for partnership during the Partnership Phase of the Implementation Plan. A wide range of local jurisdictions, transit agencies, CTAs, state agencies, environmental and equity non-profits, business organizations and universities expressed an interest in working together to support strategy implementation.

There are a number of ongoing, complementary initiatives at various levels of government that support implementation of this strategy. At the federal level, the Bipartisan Infrastructure Investment and Jobs Act currently being debated by Congress is expected to include dedicated and expanded funding to support pedestrian and bicyclist needs. At the state level, Caltrans District 4 recently released both a “Pedestrian Plan for the Bay Area” as well as a “Bike Plan for the San Francisco Bay Area,” which evaluated needs and is designed to serve as a reference for planners and project designers. Local jurisdictions throughout the region started, continued or even made permanent slow streets programs during the pandemic, in locations as varied as Alameda, Burlingame, Berkeley, Novato, Oakland, Petaluma, Redwood City, San Francisco and San Rafael.

Key questions for continued exploration during the implementation period will include: 1) how MTC can best support local needs and most effectively serve as a convener, facilitator and educator, 2) how to build on ongoing coordination efforts with Caltrans and further support accelerated project delivery timelines for complete streets enhancements and 3) how to incorporate a wider range of policy considerations, such as trails connectivity, multi-benefit roadway investments and green sustainable infrastructure, into regional active transportation planning.



STRATEGY T9 Advance regional Vision Zero policy through street design and reduced speeds



Strategy Cost **\$4 BILLION**

Abbreviated Strategy Description

Reduce speed limits to 20 to 35 miles per hour on local streets and 55 miles per hour on freeways, relying on design elements on local streets and automated speed enforcement on freeways.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
 Partial
 Existing

MTC/ABAG Implementation Role

PARTNER



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Advocacy and Legislation	Advocate for policy changes that will improve roadway safety, particularly for the most vulnerable users, including but not limited to, authorization for automated speed enforcement	Years 1-2	<ul style="list-style-type: none"> • CTAs • Equity and transportation advocates/ non-profit organizations • Local jurisdictions • State agencies
	Seek new revenues and/or increased funding for transportation, including for Vision Zero priorities	Ongoing	
New, Existing or Restructured Initiatives	Continue and seek greater strategic alignment of existing programs, such as the Vision Zero shared data initiative, which support regional safety efforts	Ongoing	
	Complete and implement the recommendations of the Regional Active Transportation Plan	Years 1-5	



STRATEGY T9

Advance regional Vision Zero policy through street design and reduced speeds



Summary and Considerations

MTC has limited authority with regards to street design or roadway speeds, which are typically addressed at the local or state levels. The agency does have the Regional Safety/Vision Zero Policy, as well as other policy initiatives and performance targets to encourage and incentivize local jurisdictions to prioritize safety, such as the Regional Integrated Safety Data System. The resources and staffing required to fully support this strategy are still under development, although the needs are scalable.

Generally speaking, there is strong public and political support for reducing traffic fatalities even though there is less specific support for reducing roadway speeds, which could create political challenges. Enforcement would also be a major question with the strategy, as this has generally not been a space that MTC operates in. Partnering with all key stakeholders — including equity advocates, local jurisdictions and CTAs, among others — will be essential to supporting the strategy's success.

To that end, there is an opportunity to leverage and learn from local jurisdiction experiences with their own Vision Zero initiatives. The City of Fremont, for example, recently adopted an updated Vision Zero Action Plan commemorating five years of Vision Zero implementation in the city, which saw improvements such as brighter street lighting, citywide pedestrian countdown signals, enhanced pedestrian crossings, safer roadway striping designs and increased enforcement of speeding. Fremont's Vision Zero program yielded a 45 percent reduction in fatalities and severe injuries caused by traffic crashes in the five years since program adoption.



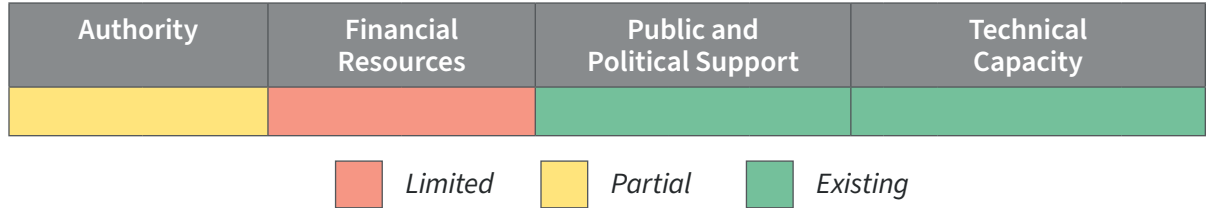
STRATEGY T10 Enhance local transit frequency, capacity and reliability

Strategy Cost **\$32 BILLION**

Abbreviated Strategy Description

Improve the quality and availability of local bus and light rail service, with new bus rapid transit lines, South Bay light rail extensions and frequency increases focused in lower-income communities.

Strategy Success Assessment



MTC/ABAG Implementation Role

PARTNER



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Advocacy and Legislation	Seek new revenues and/or increased funding for transportation, including for local transit expansion and convene stakeholders through late 2023 to identify priorities and a funding framework for a future transportation ballot measure that would include new funding for transit	Ongoing	<ul style="list-style-type: none"> • Business community • CTAs • Equity and transportation advocates/ non-profit organizations
New, Existing or Restructured Initiatives	Continue and seek greater strategic alignment of existing programs, including the “Forward” Commute Initiatives person-throughput investments and transit signal priority investments	Ongoing	<ul style="list-style-type: none"> • Labor organizations • Local jurisdictions • State agencies • Transit operators



STRATEGY T10 Enhance local transit frequency, capacity and reliability

Recommended MTC/ABAG Implementation Actions
(continued)

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
New, Existing or Restructured Initiatives (continued)	Implement the transit network recommendations of the Blue Ribbon Transit Recovery Task Force, including bus transit priority on future routes, connected network planning, and bus/rail network management reforms, including developing a Business Case for reform and delivery of the Rail Partnership and Governance Assessment	Years 1-3	<i>identified above</i>

Summary and Considerations

Although MTC has important authorities and capacities as the regional transportation planner, funder and coordinator, CTAs and transit operators have historically been responsible for implementation of local transit improvements. Financial resources are also a challenge for this strategy as many of these investments rely on new revenues that are not secured. Furthermore, local jurisdictions or the state typically have control over the roadway network and congestion can impact the efficacy of frequency and reliability improvements. That said, “quick build” projects can be low cost and many transit priority improvement projects are cost-effective. The importance and benefits of these projects has been elevated through recent efforts such as the Safe and Seamless Mobility Quick-Strike Program.

The Blue Ribbon Transit Recovery Task Force’s Bay Area Transit Transformation Action Plan contained a number of transit network recommendations relevant to this strategy, including bus transit priority, bus/rail network management reforms and connected network planning, among others. The Implementation Plan for Plan Bay Area 2050 has been updated to reflect these recommendations.



STRATEGY T11 Expand and modernize the regional rail network

Strategy Cost **\$81 BILLION**

Abbreviated Strategy Description

Better connect communities while increasing frequencies by advancing the Link21 new transbay rail crossing, BART to Silicon Valley Phase 2, Valley Link, Caltrain Downtown Rail Extension and Caltrain/High-Speed Rail grade separations, among other projects.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
 Partial
 Existing

MTC/ABAG Implementation Role

PARTNER



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Advocacy and Legislation	Seek new revenues and/or increased funding for transportation, including regional transit expansion and convene stakeholders through late 2023 to identify priorities and a funding framework for a future transportation ballot measure that would include new funding for regional rail	Ongoing	<ul style="list-style-type: none"> • Business community • CTAs • Labor organizations • State agencies • Transit operators
	Advocate for major capital projects and position them for success, including sequencing projects to align with funding availability as well as assessing their existing funding, project readiness and characteristics that support Plan Bay Area 2050 goals	Years 1-4	
	Advocate for the next phase of California High-Speed Rail (CAHSR) construction to connect the Central Valley to the Bay Area, while partnering with state agencies to seek more federal and state monies for the project	Ongoing	



STRATEGY T11 Expand and modernize the regional rail network

Recommended MTC/ABAG Implementation Actions
(continued)

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
New, Existing or Restructured Initiatives	Complete and implement the TOD Policy Update to ensure land use supports transit investments and access to transit	Years 1-2 (policy update) Ongoing thereafter	<i>identified above</i>
	Implement connected network planning and rail network management reform recommendations of the Blue Ribbon Transit Recovery Task Force, including developing a Business Case for reform and delivery of the Rail Partnership and Governance Assessment	Years 1-3	
	Collaborate with local, regional and megaregional partners on major transportation projects to evaluate regional project delivery paradigms and support improved schedule adherence and reduced costs	Years 1-4	

Summary and Considerations

Although MTC has important authorities and capacities as the regional transportation planner, funder and coordinator, other Strategic Partners are ultimately responsible for regional rail network expansion and modernization. Financial resources are also a challenge as many of these investments rely on new revenues that are not secured. MTC’s primary role in this space will therefore involve providing leadership on regional, state and federal funding advocacy efforts, supporting regional and megaregional coordination in project development and delivery and creating an enabling policy environment to support transit investments through efforts such as the TOD Policy Update. Coordinating to ensure greater consistency between regional priorities and the upcoming update of the California State Rail Plan will also be an important consideration moving forward.

With respect to regional and megaregional coordination, the Blue Ribbon Transit Recovery Task Force’s Bay Area Transit Transformation Action Plan contained several recommendations relevant to this strategy, particularly with respect to rail network management reforms and connected network planning. Key initiatives that will be carried forward with Strategic Partners over the next two-plus years include a business case analysis of potential network management reforms, including resource requirements and implementation steps; an assessment of rail partnerships and governance; as well as the development of a Bay Area Connected Network Plan that includes transit service and hub categories, core service networks, funding requirements and next steps.



STRATEGY T12 Build an integrated regional express lanes and express bus network

Strategy Cost **\$9 BILLION**

Abbreviated Strategy Description

Complete the buildout of the regional express lanes network to provide uncongested freeway lanes for expanded express bus services, carpools and toll-paying solo drivers.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
 Partial
 Existing

MTC/ABAG Implementation Role

PARTNER



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Advocacy and Legislation	Advocate for changes to state law and federal regulations that will expand opportunities to convert general-purpose and part-time travel lanes to priced facilities	Ongoing	<ul style="list-style-type: none"> • Business community • CTAs • State agencies • Labor organizations • Transit operators
New, Existing or Restructured Initiatives	Continue and seek greater strategic alignment of existing programs, including the express lanes network expansion and follow the recommendations of the Bay Area Express Lanes Strategic Plan, which will guide future network investments, priorities and policies	Ongoing	
	Implement the bus transit priority and connected network planning recommendations of the Blue Ribbon Transit Recovery Task Force that align with the goals of an expanded express bus network	Years 1-3	



STRATEGY T12 Build an integrated regional express lanes and express bus network

Summary and Considerations

Currently, MTC only has authority for a portion of the express lanes network, so partnership with CTAs and transit operators will be essential to the success of an integrated regional express lanes and express bus network. Although not all financial resources are secure, the express lanes are projected to generate a limited amount of net revenue that could support the network in the future. Regional express lanes projects have also been successful in obtaining state discretionary grant funding. In addition, the express bus routes identified in Plan Bay Area 2050 are lower-cost transit alternatives that could advance to implementation. MTC and partners have existing technical capacity in express lanes while transit operators have experience with express bus service; it will therefore be key to include transit operators early in any planning process for regional express bus service. The recently adopted Bay Area Express Lanes Strategic Plan will help guide future investments, priorities and policies for the network. New challenges for the express lane network include how to effectively mitigate vehicle miles traveled (VMT) impacts and whether this can be done on a regional basis; whether there will be any long-term impacts from the COVID-19 pandemic; and how to ensure consistent policies as the network coalesces into a seamless, connected system. Finally, express lanes will be included in the scope of the all-lane tolling on congested freeways study identified in Strategy T5 to better understand the role of express lanes in a road pricing environment.



STRATEGY EN1 Adapt to sea level rise

Strategy Cost **\$19 BILLION**

Abbreviated Strategy Description

Protect shoreline communities affected by sea level rise, prioritizing low-cost, high-benefit solutions and providing additional support to vulnerable populations.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

MTC/ABAG Implementation Role

PARTNER



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Advocacy and Legislation	Seek new revenues to support sea level rise adaptation	Ongoing	<ul style="list-style-type: none"> • BCDC • Business community • CTAs • Equity and environmental advocates/ non-profit organizations • Labor organizations • Local jurisdictions • State agencies • Transit operators
	Advocate for legislative reforms to better address climate adaptation and resilience goals; and establish clear roles and responsibilities for sea level rise adaptation planning, funding and implementation through the BARC Regional Climate Adaptation Legislative Working Group	Years 1-2	



STRATEGY EN1 Adapt to sea level rise

Recommended MTC/ABAG Implementation Actions
(continued)

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
New, Existing, or Restructured Initiatives	Support multi-benefit, multi-jurisdictional shoreline adaptation efforts, working in partnership with cities, counties and other key partners, with a goal of supporting up to five adaptation planning processes by 2025	Years 3-5	<i>identified above</i>
	Support BCDC in implementation of the Bay Adapt Joint Platform, a collaborative strategy to adapt to rising sea levels	Ongoing	
	Support BCDC in the development of a “One Bay” Vision for sea level rise adaptation rooted in community, Bay ecosystems and the economy, incorporating this vision into the next Plan Bay Area update	Years 2-5	
	Prioritize implementation of natural and nature-based solutions through the San Francisco Estuary Partnership’s projects and programs	Ongoing	
Planning or Research	Develop a sea level rise funding plan to support the implementation of projects that reduce sea level rise risks to communities, infrastructure and ecology, prioritizing green infrastructure wherever possible	Years 1-3	
	Study and identify Plan Bay Area 2050 Growth Geographies for resilience risk and opportunities and reform Growth Geography planning guidance accordingly	Years 2-4	



STRATEGY EN1 Adapt to sea level rise

Summary and Considerations

During the Implementation Plan Partnership Phase over summer 2021, MTC/ABAG heard from several partners and stakeholders that the agencies would be best positioned to play a partnership role in supporting this strategy, to better reflect the multi-sectoral and multi-disciplinary nature of sea level rise adaptation work.

Over the last several years, MTC/ABAG have been growing technical capacity by building internal staffing expertise, funding and managing local and regional climate adaptation planning efforts, and strengthening partnerships with other agencies, local jurisdictions, counties, non-profits, CBOs and the business community. MTC/ABAG host the San Francisco Estuary Partnership (SFEP), which advances projects and programs to increase the resilience of the estuary and its surrounding communities under its “Estuary Blueprint.” SFEP also works closely with the California State Coastal Conservancy (SCC) providing staff support for the San Francisco Bay Restoration Authority. As members of the Bay Area Regional Collaborative (BARC), MTC and ABAG work collaboratively with other member agencies including BCDC, the SCC, and the San Francisco Bay Regional Water Quality Control Board to address regional climate change challenges through regional coordination.

Partners have also been leading sea level rise work at the county and regional levels. Marin County’s BayWAVE initiative aims to provide coordinated sea level rise and adaptation planning through partnerships, education and projects. In January 2020, the San Mateo County Flood and Sea Level Rise Resiliency District, known as OneShoreline, was formed as an independent government agency working to make San Mateo County more resilient to the climate change-related impacts of sea level rise, flooding, and coastal erosion through planning, funding and building projects. In December 2020, Caltrans District 4 released an “Adaptation Priorities Report,” which included a prioritized list of potentially exposed transportation assets.

More broadly, beginning in 2019, Bay Adapt, a voluntary, collaborative initiative led by BCDC, sought to establish regional agreement on the actions necessary to protect the Bay Area’s people and natural and built environments from sea level rise. In June 2021, Bay Adapt’s 35-member Leadership Advisory Group of executive-level leaders from private, public, and non-profit organizations unanimously agreed to support its implementation. The Bay Adapt Joint Platform lays out nine actions and 21 tasks that will enable the region to adapt faster, better and more equitably to a rising Bay; the actions identified in the Plan Bay Area 2050 Implementation Plan are fully consistent with and supportive of the Bay Adapt Joint Platform. Key considerations for partners moving forward will include ensuring the ongoing participation and leadership of CBOs and frontline communities in climate adaptation planning as well as making climate science, information and guidance easier to access — potentially through a science consortium or “storefront” for technical assistance.



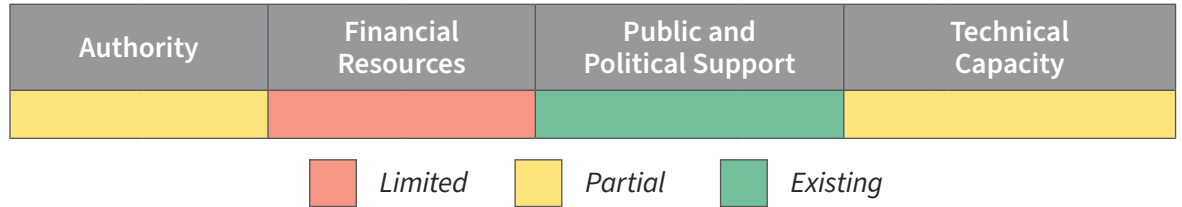
STRATEGY EN2 Provide means-based financial support to retrofit existing residential buildings

Strategy Cost **\$15 BILLION**

Abbreviated Strategy Description

Adopt building ordinances and incentivize retrofits to existing buildings to meet higher seismic, wildfire, water and energy standards, providing means-based subsidies to offset associated costs.

Strategy Success Assessment



MTC/ABAG Implementation Role

PARTNER 

Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Advocacy and Legislation	Seek new revenues to incentivize residential building retrofits and advocate for changes relative to the use of ratepayer funds	Years 3-5	<ul style="list-style-type: none"> • Air District • Equity and environmental advocates/ non-profit organizations • Labor organizations • Local jurisdictions • State agencies
New, Existing, or Restructured Initiatives	Evaluate the feasibility of expanding BayREN’s scope/ mission to support residential building retrofits and water/energy upgrades in order to reduce risks from hazards while also reducing energy and water use, utility bills and greenhouse gas emissions	Years 3-5	
Planning or Research	Compile detailed assessments for seismic, wildfire, water and energy needs, which will explore financial needs, key relevant initiatives, best practices, key stakeholders, and workforce and technology needs, among other areas	Years 1-3	



STRATEGY EN2 Provide means-based financial support to retrofit existing residential buildings

Summary and Considerations

BayREN, a nine-county program led by ABAG, provides regional-scale energy efficiency programs, services, and resources, as well as an existing water efficiency program. These programs are currently funded with ratepayer dollars from the California Public Utilities Commission and provide technical assistance and rebates for energy efficiency improvements, as well as an assessment of health-related building issues for single-family homes and encouragement to reduce climate impacts. BayREN also has a codes program focusing on adoption and implementation of state laws and local ordinances. Expanding BayREN's scope or mission beyond its existing program offerings would require authority from BayREN's Coordinating Circle and would be contingent on securing significant new resources over the next three to eight years. Regional coordination already occurs relative to energy efficiency programs and partnerships would need to be expanded with the scope of the program to ensure alignment with existing and evolving initiatives at the local, regional, state and federal levels.

Some programs in the region are already starting to look at buildings more holistically. For example, the Bay Area Multifamily Building Enhancements Program supports both energy and water upgrades with consulting and cash rebates. Moving forward into the plan's implementation period, there will also be an opportunity to continue exploring how residential building resilience intersects with the work of the agencies' Expanded Regional Housing Portfolio.



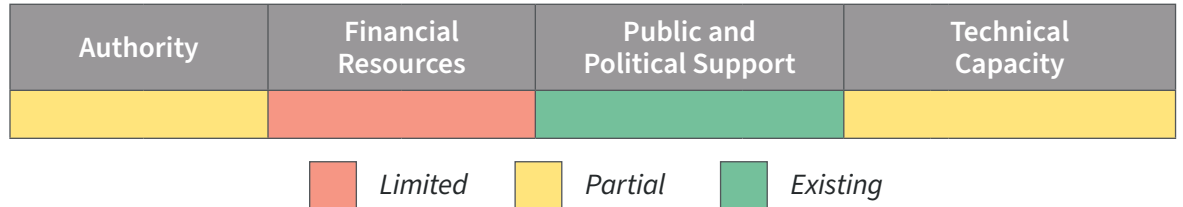
STRATEGY EN3 Fund energy upgrades to enable carbon neutrality in all existing commercial and public buildings

Strategy Cost **\$18 BILLION**

Abbreviated Strategy Description

Support electrification and resilient power system upgrades in all public and commercial buildings.

Strategy Success Assessment



MTC/ABAG Implementation Role



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Advocacy and Legislation	Seek new revenues for energy upgrades and electrification and advocate for changes relative the use of ratepayer funds	Years 3-5	<ul style="list-style-type: none"> • Air District • Business community
New, Existing, or Restructured Initiatives	Evaluate the feasibility of expanding BayREN’s scope/mission to support energy upgrades and electrification in existing commercial and public buildings	Years 3-5	<ul style="list-style-type: none"> • Labor organizations • Local jurisdictions • State agencies



STRATEGY EN3 Fund energy upgrades to enable carbon neutrality in all existing commercial and public buildings

Summary and Considerations

BayREN, a regional program led by ABAG, administers an existing program to improve energy efficiency in commercial buildings and is considering adding a program to address public buildings. BayREN also provides a Municipal Buildings ZNE/ZNC Technical Assistance Program for Bay Area local governments through its codes program. These programs are currently funded with ratepayer dollars from the California Public Utilities Commission. Because ratepayer funds can only be applied to measures that are cost-effective and will save enough money to cover the cost of the equipment and installation, some electrification and resilience improvements cannot be addressed through the existing program, although there is strong interest. Financial resources are therefore a major challenge that could potentially be addressed either by advocating for changes to restrictions on ratepayer funds in order to reflect the value to ratepayers of load shifting, reducing grid impacts, and reducing climate impacts, or by obtaining additional sources of funding. Regional coordination already occurs relative to energy efficiency programs and would need to be continued and expanded to ensure alignment with existing and evolving initiatives at the local, regional state and federal levels.

Overall, this is an area where greater federal and state leadership will be required to support strategy implementation progress and where the agencies would expect to support and align with the work of other entities. Within the region, several Bay Area community choice aggregation programs offer technical assistance or funding that help commercial or public buildings move towards carbon neutrality. East Bay Community Energy, for example, has a Municipal Electrification Assistance Program; Marin Community Energy offers a Commercial Energy Efficiency Program; and Peninsula Clean Energy together with Silicon Valley Clean Energy have an Electrification Technical Assistance program available to all building types. The Bay Area Air Quality Management District is also pursuing a Building Decarbonization Program through a variety of different initiatives.



STRATEGY EN4 Maintain urban growth boundaries



Strategy Cost N/A

Abbreviated Strategy Description

Using urban growth boundaries and other existing environmental protections, focus new development within the existing urban footprint or areas otherwise suitable for growth, as established by local jurisdictions.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
 Partial
 Existing

MTC/ABAG Implementation Role

SUPPORT



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Advocacy and Legislation	Advocate for the preservation of existing urban growth boundaries (UGBs) to avoid net expansion of areas eligible for urban development	Years 3-5	<ul style="list-style-type: none"> • Equity and environmental advocates/ non-profit organizations • Local jurisdictions • Parks/open space districts

Summary and Considerations

MTC/ABAG have no authority to ensure urban growth boundaries remain fixed going forward. Although there are some modest jurisdictional costs associated with this popular strategy, from a regional perspective, it is relatively low-cost to implement. In addition, technical capacity primarily resides within local jurisdictions. MTC/ABAG should have sufficient capacity to support UGBs from the regional planning perspective and will continue to advocate for local jurisdictions to respect existing urban growth boundaries.



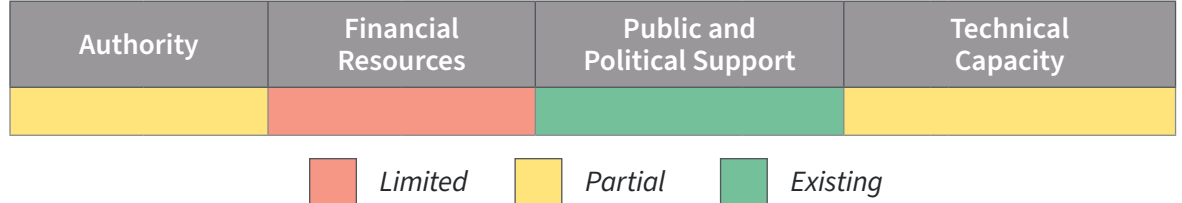
STRATEGY EN5 Protect and manage high-value conservation lands

Strategy Cost **\$15 BILLION**

Abbreviated Strategy Description

Provide strategic matching funds to help conserve and maintain high-priority natural and agricultural lands, including, but not limited to, Priority Conservation Areas (PCAs) and wildland-urban interface areas.

Strategy Success Assessment



MTC/ABAG Implementation Role



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Advocacy and Legislation	Seek new revenues to support land conservation	Years 3-5	<ul style="list-style-type: none"> • Equity and environmental advocates/ non-profit organizations • Local jurisdictions • Parks/open space districts • State agencies
New, Existing, or Restructured Initiatives	Revamp the PCA planning framework using a data-driven approach to better prioritize the most critical areas for conservation while addressing a broader range of policy concerns	Years 2-3	
	Continue and seek greater strategic alignment of existing programs, including funding and implementation of the Regional Advance Mitigation Program (RAMP), as well as the San Francisco Bay Trail and San Francisco Bay Area Water Trail	Ongoing	



STRATEGY EN5 Protect and manage high-value conservation lands

Summary and Considerations

MTC/ABAG have some authority and capacity to support this strategy, particularly through the existing PCA program. To that end, many partners and stakeholders expressed a strong desire over the course of the Implementation Plan Partnership Phase to work with MTC/ABAG on the proposed revamp of the PCA planning framework. Beyond the PCA program, however, the full scope of strategy implementation will necessitate leadership from and collaboration with a host of external partners.

At the state level, California Governor Newsom’s recent Executive Order N-82-20 directs the California Natural Resources Agency to lead a planning effort to combat the biodiversity and climate crises and protect at least 30 percent of California’s land and coastal waters by 2030. This effort will seek to “advance multi-benefit, voluntary and cooperative approaches that protect and restore biodiversity while stewarding natural and working lands, building climate resilience, and supporting economic sustainability.” A report will be provided to the governor with proposed strategies by early 2022. The Executive Order also requires CARB to be part of the scoping plan process to include natural and working lands sector in achieving the state’s carbon neutrality goal.

At the regional level, the Midpeninsula Regional Open Space District has many projects working on wildlife connectivity and habitat protection. Highway 17, for example, has fragmented thousands of acres of open space in the Santa Cruz Mountains, limiting the mobility of wildlife. The Highway 17 Wildlife and Regional Trail Crossings project is working to connect over 30,000 acres of protected public lands by developing wildlife and regional trail crossings across the highway. In Marin County, OneTam is a collaboration between National Park Service, California State Parks, Marin Municipal Water District, Marin County Parks and Golden Gate National Parks Conservancy to protect and manage the Mount Tamalpais watershed.

Ongoing policy and strategy considerations for partners during the plan’s implementation period may include how to raise the funding necessary to support the strategy, including key elements such as the RAMP program, as well as how to best align with Executive Order N-82-20.



STRATEGY EN6 Modernize and expand parks, trails and recreation facilities

Strategy Cost **\$30 BILLION**

Abbreviated Strategy Description

Invest in quality parks, trails and open spaces that provide inclusive recreation opportunities for people of all backgrounds, abilities and ages to enjoy.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
 Partial
 Existing

MTC/ABAG Implementation Role

PARTNER



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Advocacy and Legislation	Seek new revenues for parks, recreation and open space, with a special emphasis on improving access and enhancing amenities for Equity Priority Communities	Years 3-5	<ul style="list-style-type: none"> • Equity and environmental advocates/ non-profit organizations
New, Existing, or Restructured Initiatives	Continue and seek greater strategic alignment of existing programs, including the Priority Conservation Area Program, the San Francisco Bay Trail, San Francisco Bay Area Water Trail and Quick-Build technical assistance	Ongoing	<ul style="list-style-type: none"> • Local jurisdictions • Parks/open space districts • State agencies • Transit operators



STRATEGY EN6 Modernize and expand parks, trails and recreation facilities

Summary and Considerations

MTC/ABAG have limited authority and financial resources to support this popular strategy, although the agencies do have some existing capacity through the PCA, Bay Trail, Water Trail, and Quick-Build technical assistance programs. These existing efforts could be built upon as models to support strategic local investment in regional recreation priorities, as well as supporting active transportation access, in partnership and collaboration with key strategic partners.

Overall, however, leading strategy implementation will primarily fall under the domain of other governing bodies, including local jurisdictions, regional parks and open space districts and the state. At the state level, the California Parks and Recreation Department's Statewide Comprehensive Outdoor Recreation Plan established two primary goals: 1) For all Californians to live within a half-mile of a park, and 2) For all Californians to live in an area with a minimum of three acres of parks per 1,000 residents. In addition, every year the State Coastal Conservancy issues tens of millions of dollars in grants to non-profit organizations, public agencies and federally-recognized tribes for projects that restore and protect the California coast, increase public access to it, and increase communities' resilience to climate change.

Within the region, the Bay Area Trails Collaborative is working to advance the completion of 13 priority trail projects through planning, education and marketing strategies that elevate the importance of these trails as part of a complete, connected regionwide trail network. The East Bay Regional Park District (EBRPD) also offers a variety of free and low-cost programming across the East Bay, including recreation and environmental education, as well as a transportation assistance program.

Ongoing policy and strategy considerations for partners to discuss during the plan's implementation period may include how to raise the funding required to support the strategy and how to best support new and modernized parks, trails and recreation facilities with an emphasis on Equity Priority Communities.



STRATEGY EN7 Expand commute trip reduction programs at major employers



Strategy Cost N/A

Abbreviated Strategy Description

Set a sustainable commute target for major employers as part of an expanded Bay Area Commuter Benefits Program, with employers responsible for funding incentives and disincentives to shift auto commuters to any combination of telecommuting, transit, walking and/or bicycling.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity
Partial	Existing	Partial	Partial

■ Limited
 ■ Partial
 ■ Existing

MTC/ABAG Implementation Role

CO-LEAD with the Air District
 


Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Advocacy and Legislation	Evaluate and, if determined necessary and feasible, seek legislative authority to modify or expand the existing Bay Area Commuter Benefits Program in partnership with the Air District	Years 1-2 (Evaluate) Years 3-5 (Seek)	<ul style="list-style-type: none"> • Air District • Business community • CTAs • Equity and environmental advocates/ non-profit organizations • Local jurisdictions • Transit operators
New, Existing, or Restructured Initiatives	Convene local governments, transportation demand management (TDM) partners, transit agencies and employers to expand and foster relationships, target outreach, support education, develop metrics, share data and identify shared goals	Ongoing	
	Identify the resources and capacities necessary to implement an expanded Bay Area Commuter Benefits Program at both the Air District and MTC, including an effort to improve program data and enhance database functionality, while using existing resources to develop program messaging	Years 1-2	



STRATEGY EN7 Expand commute trip reduction programs at major employers



Recommended MTC/ABAG Implementation Actions
(continued)

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Planning or Research	Conduct research such as focus groups, workshops, surveys, polls and studies to support the development of strategies and approaches that will maximize the viability of this strategy for major employers to implement	Years 2-4	<i>identified above</i>

Summary and Considerations

While the existing Bay Area Commuter Benefits Program does not have authority to set commute targets for major employers, new legislation could expand Air District/MTC authority to do so. The existing program has some funding, as well as limited staff resources from both the Air District and MTC, but it would require further expansion to fund education and outreach, tracking/reporting, regulatory oversight and enforcement. Finally, although public support for the strategy is strong, there is more work to do to build regional consensus for a sustainable commute target and facilitate needed reductions in auto commute trips.

A major focus of the implementation period will therefore involve getting critical input from employers and local partners through a wide range of mediums, building on relationships within the existing Commuter Benefit Program, developing program messaging and optimizing program design based on additional outreach, research, evaluation and planning. Aligning a potential advocacy strategy with the other “Big 4” metropolitan planning organizations in the state, as well as megaregional partners, may also be explored further.

During Implementation Plan Partnership Phase discussions, a number of partners expressed a strong interest in staying engaged and informed on Strategy EN7 implementation developments to better understand how strategy implementation could impact their programs or constituents. As outlined in the implementation actions above, it is the full intention of MTC and the Air District for partners to be closely involved in the development of an expanded Bay Area Commuter Benefits Program. Transit agency bulk pass programs, such as AC Transit’s Easy Pass, for example, could be a tool for supporting commute trip reduction programs at major employers, and partners such as UC Berkeley could provide an ideal environment for innovative pilot projects.



STRATEGY EN8 Expand clean vehicle initiatives



Strategy Cost \$5 BILLION

Abbreviated Strategy Description

Expand investments in clean vehicles, including more fuel-efficient vehicles and electric vehicle subsidies and chargers.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity
Partial	Partial	Existing	Partial

■ Limited
 ■ Partial
 ■ Existing

MTC/ABAG Implementation Role

PARTNER



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Advocacy and Legislation	Seek new revenues and/or increased funding to support climate and electrification needs	Ongoing	<ul style="list-style-type: none"> • Air District • CTAs • Local jurisdictions • Equity and environmental advocates/ non-profit organizations • State agencies
New, Existing, or Restructured Initiatives	Restructure MTC’s Climate Initiatives Program to ensure it can effectively scale over the next five years, while advancing existing initiatives to support electric vehicle incentives and electric vehicle charger programs	Years 2-5	



STRATEGY EN8 Expand clean vehicle initiatives



Summary and Considerations

MTC has partial authority, resources and capacity to implement this popular strategy through its Climate Initiatives Program and ongoing partnership with the Air District. Successful implementation of significantly expanded incentives and infrastructure as defined in the strategy, as well as more targeted support for low-income households, will necessitate even closer partnership with other regulatory and funding agencies such as the California Air Resources Board, the California Energy Commission and the Air District. It will also require an evaluation of current implementation approaches, which may require restructuring, as well as expanded capacities and resources to scale effectively. Key focus areas for the Climate Initiatives Program moving forward may include planning electric vehicle charging infrastructure; planning shared electric mobility options; increasing marketing, outreach and education efforts; and providing technical assistance for local planning and implementation.

In addition, it will be important to fully understand the implications of California Governor Newsom's Zero Emission by 2035 Executive Order (N-79-20) and ensure MTC has a seat at the table during relevant statewide legislative, planning and regulatory efforts.

Across the region, local jurisdictions have been taking a wide range of actions to support the deployment of clean vehicles. Peninsula Clean Energy, for example, has been working to support EV charging infrastructure at commercial workplaces, multi-family dwellings and other public locations. Cities such as Berkeley and San Anselmo have developed Zero Emission Vehicle Roadmaps and cities such as Fremont and San Francisco have been taking the lead in EV fleet adoption. Community Choice Aggregators, such as East Bay Community Energy, have also been investing significant effort and resources in clean vehicle initiatives.



STRATEGY EN9 Expand transportation demand management initiatives



Strategy Cost **\$1 BILLION**

Abbreviated Strategy Description

Expand investments in programs like vanpools, bikeshare, carshare and parking fees to discourage solo driving.

Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity
Partial	Partial	Partial	Existing

Limited
 Partial
 Existing

MTC/ABAG Implementation Role

LEAD



Recommended MTC/ABAG Implementation Actions

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
Advocacy and Legislation	Seek new revenues and/or increased funding for climate and travel demand management needs	Ongoing	<ul style="list-style-type: none"> • Air District • Business community • CTAs • Local jurisdictions
New, Existing, or Restructured Initiatives	Restructure MTC’s Climate Initiatives Program to ensure it can effectively scale over the next five years, while advancing existing initiatives including local parking policies, curb management, Targeted Transportation Alternatives, Mobility Hubs, vanpooling, car sharing, MTC SHIFT and bikeshare and e-bike incentive programs	Years 2-5	
	Convene local governments, TDM partners and employers to expand and foster relationships, target outreach, develop metrics, share data and identify shared goals	Ongoing	



STRATEGY EN9 Expand transportation demand management initiatives



Recommended MTC/ABAG Implementation Actions
(continued)

Implementation Vehicle	Implementation Actions	Timeframe	Strategic Partners
New, Existing, or Restructured Initiatives, (continued)	Coordinate an agency-wide, cross-sectional approach for operational TDM programs to increase equity, efficiency and effectiveness and support a shared regional vision for TDM	Years 2-5	<i>identified above</i>

Summary and Considerations

MTC has partial authority, resources and capacity to implement this strategy through existing initiatives such as the Climate Initiatives Program, Bay Area Carpool and Vanpool Programs and the Bay Area Commuter Benefits Program. These programs provide a strong foundation upon which MTC can work to expand transportation services and alternatives that will reduce greenhouse gas emissions. That said, the overall TDM space is relatively fragmented both within MTC and across the region and there is a need for a more strategic vision to help guide regional TDM efforts. Working to establish greater consensus on shared TDM goals, more clearly defining implementation roles and responsibilities, and working to ensure more equitable implementation of TDM-based strategies will be a continued focus during the plan’s implementation period.

The success of any restructured and expanded TDM programs will require ongoing partnership and collaboration with local jurisdictions, employers, workers and community-based groups, among others, many of whom expressed interest during the Implementation Plan Partnership Phase to work with MTC in support of Strategy EN9 implementation. Finally, one key TDM strategy – a regional parking fee program – will require an evaluation of authority and implementation options, some of which may present unique and specific challenges related to overall public and political support.

**Metropolitan Transportation Commission and
Association of Bay Area Governments**

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