

**Metropolitan Transportation Commission and the Association of Bay Area Governments  
Joint MTC Planning Committee with the  
ABAG Administrative Committee**

March 12, 2021

Agenda Item 5a

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**Plan Bay Area 2050: Implementation Plan Update**

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**Subject:** Initial list of potential implementation actions to support the 35 strategies included in the adopted Plan Bay Area 2050 Final Blueprint.

**Background:** The Plan Bay Area 2050 Implementation Plan will focus on short-term, tangible actions that MTC and ABAG can take to advance the adopted 35 strategies in the Plan Bay Area 2050 Final Blueprint, in partnership with other public agencies, non-profit organizations, and the private sector. In February 2021, staff presented on strategy success factors, proposed MTC/ABAG roles in strategy implementation, and implementation priority highlights. Since then, activities have focused on developing more detailed implementation actions for the strategies, with a continued focus on specific actions for MTC, ABAG, and affiliated entities.

**Role Designation and Strategy Assessment Revisions.** Based on feedback from policymakers in February, as well as ongoing discussions amongst staff and stakeholders, a handful of revisions were made to the implementation role designations and strategy assessments. Specifically, implementation role recommendations were adjusted for two strategies:

- **T1: Restore, Operate, and Maintain the Existing System** – Recommended MTC/ABAG implementation role changed from Partner to Lead, given MTC’s “Fix It First” policy and the need to champion transit service restoration in the post-COVID environment
- **EC4: Allow Greater Commercial Densities in Growth Geographies** – Recommended MTC/ABAG implementation role changed from Support to Partner, given the critical climate benefits associated with focusing retail and office employment near transit stations

In addition, staff previously identified strategies which were particularly high-impact in achieving the Plan’s mandatory greenhouse gas emissions reduction target for cars and light-duty trucks. Staff have now also identified those strategies whose proposed implementation actions are likely to be subject to California Air Resources Board (CARB) review. For more information and to review the draft final assessments and implementation role recommendations for each of the 35 strategies, please refer to **Attachment B**.

**Draft Implementation Actions.** Staff have compiled an initial list of potential MTC/ABAG implementation actions to support the 35 strategies adopted as part of the Plan Bay Area 2050 Final Blueprint/Preferred Environmental Impact Report (EIR) Alternative. These draft actions integrate feedback received from local jurisdictions, public agencies, non-profit and advocacy organizations, and various planning stakeholders during two large virtual stakeholder sessions held in November 2020. The draft actions also reflect input received during nearly two dozen small-group follow-up discussions held between December 2020 and February 2021, as well as ongoing discussions with internal staff.

To review the complete list of draft implementation actions, organized as one-page briefs for each of the Plan's 35 strategies, please refer to **Attachment B**, which also identifies key considerations for each strategy during future phases of the Implementation Plan process. A consolidated summary table listing out the draft implementation actions, organized by the Plan's four elements and eleven key themes, can be found in **Attachment C**. Staff will be seeking feedback from stakeholders and elected officials on these potential actions throughout the month of March.

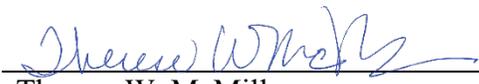
**Next Steps:** After incorporating feedback received this month, staff will transition to completing the Draft Implementation Plan, which is scheduled for release later this spring. Future Implementation Plan phases will identify the partnerships necessary to move the strategies forward, expanding the focus beyond MTC/ABAG to include a broader range of actions and potential commitments from partners, as well as proposed implementation timeframes for each Plan strategy.

**Issues:** None

**Recommendation:** Information

**Attachments:**

<b>Attachment A:</b>	Presentation
<b>Attachment B:</b>	Draft Strategy Briefs, including Strategy Assessment, Role Recommendation, MTC/ABAG Implementation Priorities, and Key Considerations
<b>Attachment C:</b>	Summary Table of Draft MTC/ABAG Implementation Actions

  
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Therese W. McMillan

## A T T A C H M E N T B

### Plan Bay Area 2050 Implementation Plan: Draft Strategy Briefs

To further the Plan Bay Area 2050 Implementation Plan goal of developing short-term, tangible actions that MTC and ABAG can take to accelerate the Plan’s long-range strategies over the next one-to-five years, staff has developed one-page “briefs” for each of the 35 strategies identified in the Plan Bay Area 2050 Final Blueprint/Preferred Environmental Impact Report (EIR) Alternative. The information in these one-page briefs will be further refined as staff develop the Draft Implementation Plan, to be released later in spring 2021.

For each strategy, this attachment identifies the following:

- **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.** The lifecycle cost of the strategy, in year-of-expenditure dollars, regardless of the implementing organization (local, regional, state).

- **Strategy Description.** The descriptive details associated with the strategy.
  - *Key icons to identify strategies that align with the Plan’s climate requirements:*



= High-Impact Strategy in  
Achieving Greenhouse Gas Target



= Strategy Subject to California Air Resources Board  
(CARB) Implementation Review

- **Strategy Success Assessment.** Ratings along four key factors reflect qualitative, consensus assessments based on feedback 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/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 other 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/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/political support). 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 a strategy, but the strategy's ultimate success will depend upon 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 Priorities for Implementation.** Implementation priorities reflect high-priority actions to advance the strategy, as developed by staff, partners, and stakeholders and incorporating feedback from policymakers. At this stage, implementation priorities are focused on draft actions that MTC/ABAG are proposing to commit to. Future phases of the Implementation Plan will further develop the partnerships required to move the strategy forward, as well as proposed timelines for identified implementation actions.
  
- **Summary and Considerations.** The summary provides additional details regarding the assessment, role recommendation, and implementation priorities. If applicable, considerations are offered to identify key policy and strategy issues which should form the basis for future discussion and debate during upcoming phases of the Implementation Plan.

Strategy T1:  
Restore, Operate, and Maintain the Existing System



Strategy Cost \$390 billion

Strategy Description Commit to operate and maintain the Bay Area's roads and transit infrastructure, while restoring transit service frequencies to 2019 levels no later than 2035.

Strategy Success Assessment

Authority	Financial Resources	Public & Political Support	Technical Capacity

Limited Partial Existing

MTC/ABAG Implementation Role

Lead

Recommended Priorities for Implementation

Advocacy & Legislation	Seek new revenues for transportation and explore greater flexibility in the use of existing transportation funding to support operations and maintenance needs
New, Existing, or Restructured Initiatives	Implement the recommendations of the Blue-Ribbon Transit Recovery Task Force related to transit operations, maintenance, and service levels

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, County Transportation Authorities (CTAs), local Departments of Transportation (DOTs), 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, however, that facilitating the restoration of transit service levels in the post-COVID environment will be a major area of focus during the implementation period. Advocating for new federal, state, or regional revenues that can fill current transit service gaps and support transit operations will be key. Finally, MTC may be tasked with a more active role in this space pending the ultimate findings and recommendations of the Blue-Ribbon Transit Recovery Task Force.

## Transportation: Maintain and Optimize the Existing System

### Strategy T2: Support Community-Led Transportation Enhancements in Communities of Concern

**Strategy Cost** \$8 billion

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

**Strategy Success Assessment**

Authority	Financial Resources	Public & Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**

Partner 

**Recommended Priorities for Implementation**

<b>Advocacy &amp; Legislation</b>	<b>Seek new revenue</b> for transportation, including community-led enhancements
	<b>Implement</b> the recommendations of the Blue-Ribbon Transit Recovery task force
<b>New, Existing, or Restructured Initiatives</b>	<b>Update guidelines</b> for the upcoming cycle of the Community-Based Transportation Planning Program

**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 Lifeline 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. The agency's recently adopted Equity Platform provides an important framework through which to advance future work, with both the Lifeline Transportation Program and the Participatory Budgeting pilot offering good proofs of concept / models. These efforts can serve as a foundation upon which to build future capacity, deliver better future access and mobility, and eliminate disparities of those most heavily impacted by gaps in inequity throughout the region. Partnerships with counties, cities, CBOs, transit operators, the public, and health and social services will be necessary to realize the strategy's promise, with a focus on engaging with communities both on priorities and the project submission process.

Strategy T3: Enable a Seamless Mobility Experience 

**Strategy Cost** \$3 billion

**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 & Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role** Lead  

**Recommended Priorities for Implementation**

<b>New, Existing, or Restructured Initiatives</b>	<b>Implement</b> the network management recommendations of the Blue-Ribbon Transit Recovery Task Force as relates to trip planning, schedule coordination, and transfers
	<b>Implement</b> the customer-centric fare payment recommendations of the Fare Integration Task Force
	<b>Deploy</b> the Clipper Mobile app, next-generation Clipper, and regional transit mapping/wayfinding to improve seamless integration of network

**Summary and Considerations** MTC’s transit coordination requirements are laid out in Resolution 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. MTC’s authority, however, is inherently limited; transit operators are guided by independent Boards, and coordination requirements are challenging to implement across two dozen operators. 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 capacities within this space (Clipper START, NextGen Clipper, Regional Mapping Wayfinding, and Regional Transit Priority in the bridge corridors) and these efforts provide a firm foundation to build future work upon. In addition, MTC may have a crucial role to play if it is tasked with more network management responsibilities, pending the ultimate findings and recommendations of the Blue-Ribbon Transit Recovery Task Force, Fare Integration Task Force, and Bay Area Partnership Connected Mobility Subcommittee. Future phases of the Implementation Plan and final implementation actions will be calibrated and refined accordingly depending on these ultimate recommendations. Additional capacity may be required in the future to fully support a potential network management role.

## Transportation: Maintain and Optimize the Existing System

### Strategy T4: Reform Regional Fare Policy



**Strategy Cost** \$10 billion

**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 & Political Support	Technical Capacity

Limited Partial Existing

**MTC/ABAG Implementation Role**

Lead



**Recommended Priorities for Implementation**

<b>Advocacy &amp; Legislation</b>	Seek new revenue for transportation, including fare reform
<b>New, Existing, or Restructured Initiatives</b>	Implement the fare coordination and integration-related recommendations of the Fare Integration Task Force
	Implement the network management recommendations of the Blue-Ribbon Transit Recovery Task Force that relate to fare payment and integration
	Continue and seek greater strategic alignment of existing programs, including Clipper START

**Summary and Considerations**

Although fare coordination requirements are one of the key elements of Resolution 3866, as with Strategy T3 there are implementation challenges with establishing consistency across 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, addressing limitations identified as part of the assessment, 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 START. A more active role for MTC in this space may result pending the future recommendations of the Blue-Ribbon Transit Recovery Task Force and Fare Integration Task Force. Future phases of the Implementation Plan and final implementation actions will be calibrated and refined accordingly depending on these ultimate recommendations.

Strategy T5:  
Implement Per-Mile Tolling on Congested Freeways with Transit Alternatives



Strategy Cost                    \$1 billion

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 & Political Support	Technical Capacity

Limited
Partial
Existing

MTC/ABAG Implementation Role

Lead



Recommended Priorities for Implementation

<b>New, Existing, or Restructured Initiatives</b>	<b>Continue and seek greater strategic alignment of existing programs, including FasTrak START and HOV occupancy verification pilots</b>
<b>Planning or Research</b>	<b>Study pathways to advance roadway pricing with complementary strategies through deep public engagement</b>

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. In addition, more limited public and political support will pose a major challenge for successful implementation. Ongoing pilots with HOV occupancy verification and Express Lanes means-based tolls could provide important lessons and serve as a building block 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 is proposing to lead a major study to advance the freeway all-lane tolling concept, including a significant outreach component with county/city officials and other community stakeholders. The study is expected to demonstrate 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 explore how to pair the strategy with complementary investments.

## Transportation: Maintain and Optimize the Existing System

### Strategy T6: Improve Interchanges and Address Highway Bottlenecks

**Strategy Cost** \$11 billion

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

**Strategy Assessment**

Authority	Financial Resources	Public & Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG  
Implementation Role**

Support 

**Recommended  
Priorities for  
Implementation**

New, Existing, or Restructured Initiatives	Continue and seek greater strategic alignment of existing programs, including Bay Area Forward initiatives
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**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. Local road projects are essential to local mobility needs and in general are best advanced by CTAs and local jurisdictions. Future phases of the Implementation Plan may include discussion of project delivery needs for such projects as well as other modes of transportation. There are key regional initiatives such as the Bay Area Forward initiatives, among others, where a more active regional role will be required.

## Transportation: Maintain and Optimize the Existing System

### Strategy T7: Advance Other Regional Programs and Local Priorities

**Strategy Cost** \$18 billion

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

**Strategy Success Assessment**

Authority	Financial Resources	Public & Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**

Partner 

**Recommended Priorities for Implementation**

<b>New, Existing, or Restructured Initiatives</b>	<b>Continue and seek greater strategic alignment of existing programs</b> including Clipper, 511, Freeway Service Patrol, Emergency Management, Incident Management, and Connected Bay Area
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**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 Clipper and 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

Strategy Description        Enhance streets to promote walking, biking, and other micromobility 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 & Political Support	Technical Capacity

Limited
Partial
Existing

MTC/ABAG Implementation Role

Partner

Recommended Priorities for Implementation

Advocacy or Legislation	Seek new revenues for transportation, including Complete Streets priorities
New, Existing, or Restructured Initiatives	Continue and seek greater strategic alignment of existing programs, such as the Active Transportation Program, which support complete streets efforts
Planning or Research	Complete and implement the recommendations of the Regional Active Transportation Plan

Summary and Considerations

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, however, have an important role to play in its planning, funding, and coordinating capacities. For example, MTC is in the process of developing a regional Active Transportation Plan which will help guide regional strategy and priorities; ultimately, however, local jurisdictions will be responsible for implementation. Key questions to explore in future phases of the Implementation Plan will include: 1.) How MTC can best support local needs and most effectively serve as a convener, facilitator, and educator and 2.) How to enhance coordination with Caltrans and support accelerated project delivery timelines.

## Transportation: Create Healthy and Safe Streets

### Strategy T9: Advance Regional Vision Zero Policy through Street Design and Reduced Speeds



**Strategy Cost** \$4 billion

**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 & Political Support	Technical Capacity

Limited Partial Existing

**MTC/ABAG Implementation Role**

Partner 

**Recommended Priorities for Implementation**

Advocacy & Legislation	Advocate for elimination of the 85th percentile rule in setting speed limits and for authorization for automated speed enforcement
	Seek new revenues for transportation, including Vision Zero priorities
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
	Complete and implement the recommendations of the Regional Active Transportation Plan

**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, however, 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. Although the strategy has general support for reducing traffic fatalities, 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 - to understand their policy needs regarding enforcement will be essential during future phase of the Implementation Plan. Finally, the resources and staffing required to fully support this strategy are still under development, but the needs are scalable.

Strategy T10:  
Enhance Local Transit Frequency, Capacity, and Reliability



Strategy Cost \$31 billion

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

Authority	Financial Resources	Public & Political Support	Technical Capacity

Limited Partial Existing

MTC/ABAG Implementation Role

Partner

Recommended Priorities for Implementation

Advocacy & Legislation	Seek new revenues for transportation, including local transit expansion
New, Existing, or Restructured Initiative	Continue and seek greater strategic alignment of existing programs, including the Bay Area Forward person-throughput investments and transit signal priority investments
Planning or Research	Study commute patterns of essential workers and make recommendations for network modifications to better suit their mobility needs

Summary and Considerations

Although MTC has important authorities and capacities as the regional transportation planner, funder, and coordinator, CTAs and transit operators will ultimately be responsible for implementation. Financial resources are a challenge as many of these investments rely on new revenues that are not secured. In addition, the role designation may change pending the ultimate findings and recommendations of the Blue-Ribbon Transit Recovery Task Force about a potential “network manager” role.

## Transportation: Build a Next Generation Transit Network

### Strategy T11: Expand and Modernize the Regional Rail Network



**Strategy Cost** \$81 billion

**Strategy Description** Better connect communities while increasing frequencies by advancing a New Transbay Rail Crossing, BART to Silicon Valley Phase 2, Valley Link and Caltrain/High-Speed Rail Grade Separations, among other projects.

**Strategy Success Assessment**

Authority	Financial Resources	Public & Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**

Partner

**Recommended Priorities for Implementation**

<b>Advocacy &amp; Legislation</b>	<b>Seek new revenues</b> for transportation, including regional transit expansion
<b>New, Existing, or Restructured Initiatives</b>	<b>Complete and implement</b> the TOD Policy Update to ensure land use supports transit investments and supports access to transit
	<b>Collaborate</b> with regional and megaregional partners on major rail expansion projects and identify best practices to boost schedule adherence and reduce costs

**Summary and Considerations**

Although MTC has important authorities and capacities as the regional transportation planner, funder, and coordinator, CTAs and transit operators are ultimately responsible for implementation. Financial resources are 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.

## Transportation: Build a Next Generation Transit Network

### Strategy T12: Build an Integrated Regional Express Lane and Express Bus Network



**Strategy Cost** \$9 billion

**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 & Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**

Partner

**Recommended Priorities for Implementation**

<b>Advocacy &amp; Legislation</b>	<b>Advocate</b> for changes to state law and federal regulations that will facilitate the conversion of general-purpose lanes to priced facilities
<b>New, Existing, or Restructured Initiatives</b>	<b>Continue and seek greater strategic alignment of existing programs</b> , 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

**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 network. Although not all financial resources are secure, the Express Lanes are projected to generate a limited amount of net revenue - with some express bus routes being lower-cost transit alternatives to advance to implementation - and the region has been successful in pursuing discretionary grant funding from the state. MTC has existing technical capacity in this space given its experience developing and operating Express Lanes segments throughout the region. In addition, the soon-to-be adopted Bay Area Express Lanes Strategic Plan will help guide future investments, priorities, and policies for the network. Finally, Express Lanes will be included in the scope of the road pricing study identified in Strategy T5 to better understand the role of Express Lanes in a road pricing environment.

## Housing: Protect and Preserve Affordable Housing

### Strategy H1: Further Strengthen Renter Protections Beyond State Legislation

**Strategy Cost**                    \$2 billion

**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.

<b>Strategy Assessment</b>	<b>Authority</b>	<b>Financial Resources</b>	<b>Public &amp; Political Support</b>	<b>Technical Capacity</b>

Limited
Partial
Existing

**MTC/ABAG Implementation Role**      Support 

<b>Recommended Priorities for Implementation</b>	<b>Advocacy &amp; Legislation</b>	<b>Advocate</b> for greater renter protections for tenants and low-income communities to prevent unjust evictions and displacement
	<b>New, Existing, or Restructured Initiatives</b>	<b>Launch and deliver</b> a pilot project which will focus on developing standardized regional best practices for tenant protection programs and ordinances
	<b>Planning or Research</b>	<b>Complete and implement</b> the Expanded Regional Housing Portfolio Business Plan

**Summary and Considerations**        The agencies do not have authority for legislation but BAHFA will have authority to implement programs for renter services, if and when funding is secured. Resources are not currently available but could become available over the medium-term (5-8 years) by ballot measure or state/federal appropriation. There is not sufficient technical capacity to support this strategy at the moment, but additional capacity could be built if appropriately resourced. This strategy is generally popular although there is some opposition from segments of the real estate industry, and a recent statewide ballot initiative on rent control was not approved by the voters.

Additional topics for consideration during future phases of the Implementation Plan may include how to develop the financial resources needed to support expanded services and strengthened enforcement as well as how to generate the additional public and political support for strengthened statewide renter protections.

## Housing: Preserve Existing Affordable Housing

### Strategy H2: Preserve Existing Affordable Housing

**Strategy Cost**                    \$237 billion

**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 & Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**

Lead

**Recommended Priorities for Implementation**

<b>Advocacy &amp; Legislation</b>	<b>Seek new revenues</b> for affordable housing preservation
<b>New, Existing, or Restructured Initiatives</b>	<b>Launch</b> suite of pilot projects to assist local jurisdictions, including the restructured Bay Area Preservation Pilot Program
	<b>Partner</b> in the development and design of the Regional Homelessness Prevention System
<b>Planning or Research</b>	<b>Complete and implement</b> the Expanded Regional Housing Portfolio Business Plan
	<b>Evaluate</b> changes to federal and state tax & finance policies to increase the viability of affordable housing preservation strategies

**Summary and Considerations**

BAHFA has this authority 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 over the medium-term (5 to 8 years). There is a major opportunity for BAHFA to provide regional leadership in this space, which is a key plank of the “3P” approach to housing, with a specific focus on developing new sources of funding - including consideration of a regional revenue measure at the earliest feasible moment. Future phases of the Implementation Plan may include continued exploration of partnership opportunities and discussion of future advocacy opportunities to support low- and middle-income tenants as well as community-based organizations.

## Housing: Spur Housing Production at all Income Levels

### Strategy H3: Allow a Greater Mix of Housing Densities and Types in Blueprint Growth Geographies



**Strategy Cost** N/A

**Strategy Description** Allow a variety of housing types at a range of densities to be built in Priority Development Areas (PDA), select Transit-Rich Areas, and select High-Resource Areas.

**Strategy Success Assessment**

Authority	Financial Resources	Public & Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**

Partner

**Recommended Priorities for Implementation**

<b>Advocacy &amp; Legislation</b>	<b>Advocate</b> for legislation that enables a greater mix of housing densities and types in Blueprint Growth Geographies
<b>New, Existing, or Restructured Initiatives</b>	<b>Continue and seek greater strategic alignment of existing programs</b> , including financial resources and technical assistance through the Regional Housing Technical Assistance Program and PDA Program, with a goal of providing capacity-enhancing support for REAP-funded local cohorts and initiating plans for all remaining PDAs by 2025
	<b>Complete and implement</b> the TOD Policy Update to ensure land use supports transit investments and supports access to transit

**Summary and Considerations**

The agencies have no authority over local land use, zoning, and entitlements; this is an area where local jurisdictions have authority to make changes. The agencies do have, however, have the Regional Housing Technical Assistance and PDA Planning 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.

Strategy H4:  
Build Adequate Affordable Housing to Ensure Homes for All

**Strategy Cost** \$219 billion

**Strategy Description** Construct enough deed-restricted affordable homes necessary 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 & Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role** Lead 

**Recommended Priorities for Implementation**

<b>Advocacy &amp; Legislation</b>	<b>Seek new revenues</b> for affordable housing production and explore better coordination of existing funding streams
<b>New, Existing or Restructured Initiatives</b>	<b>Continue and seek greater strategic alignment of existing programs</b> , including financial resources and technical assistance through the Regional Housing Technical Assistance Program and PDA Program, with a goal of providing capacity-enhancing support for REAP-funded local cohorts and initiating plans for all remaining PDAs by 2025
	<b>Launch and deliver</b> suite of pilot projects to assist local jurisdictions, including Regional Affordable Housing Application Platform (“Doorway”) and Affordable Housing Pipeline Database
<b>Planning or Research</b>	<b>Complete and implement</b> the Expanded Regional Housing Portfolio Business Plan

**Summary and Considerations** Although BAHFA has authority via statute 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 over the medium-term (5-8 years). Public support may be a challenge in specific locations depending on the location of potential new housing, but polling shows overwhelming 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 “3P” approach to housing, including consideration of a regional revenue measure at the earliest feasible moment. Ultimate success, however, 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.

## Housing: Spur Housing Production at all Income Levels

### Strategy H5: Integrate Affordable Housing into All Major Housing Projects

**Strategy Cost** N/A

**Strategy Description** Require a baseline of 10 to 20 percent of new market-rate housing developments of 5 units or more to be affordable to low-income households.

**Strategy Assessment**

Authority	Financial Resources	Public & Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**

Support 

**Recommended Priorities for Implementation**

<b>New, Existing, or Restructured Initiatives</b>	<b>Continue and seek greater strategic alignment of existing programs</b> , including financial resources and technical assistance through the Regional Housing Technical Assistance Program and PDA Program, to enable local governments to develop context-specific inclusionary zoning and affordable housing incentives
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**Summary and Considerations**

The agencies have no authority over local inclusionary laws, which generally have few public costs associated with them. 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. The agencies could potentially help identify best practices or do preliminary sub-regional assessments, however, changes to state inclusionary law may require jurisdictions to do their own nexus studies if they pass inclusionary requirements over 15 percent. Given this, more clarity will be required with respect to how regional value can be added in this space. It is a relatively popular strategy supported by recent research although there is strong opposition from builders and some unions. Technical capacity could be further strengthened with additional resources.

## Housing: Spur Housing Production at all Income Levels

### Strategy H6: Transform Aging Malls and Office Parks into Neighborhoods

**Strategy Cost** N/A

**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 & Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**

Partner 

**Recommended Priorities for Implementation**

<b>New, Existing, or Restructured Initiatives</b>	<b>Continue and seek greater strategic alignment of existing programs</b> , including financial resources and technical assistance through the Regional Housing Technical Assistance Program and Priority Development Area (PDA) Program, to promote planning and redevelopment of malls and office parks in PDAs and other growth geographies
<b>Planning or Research</b>	<b>Study opportunities and challenges and partner with local jurisdictions to accelerate redevelopment of aging malls and office parks</b>

**Summary and Considerations**

The agencies have no authority over local land use, zoning, and entitlements. However, MTC/ABAG does have Regional Housing Technical Assistance and PDA Planning programs to provide financial resources and technical assistance, and staff is currently developing best practices on rezoning. Key considerations for future phases of the Implementation Plan will include 1.) How to best connect and coordinate property owners, cities, funders, affordable housing developers, and service (i.e. infrastructure) providers to plan and execute projects and 2.) How to build up even greater public and political support for the strategy given tax and neighborhood impacts.

## Housing: Create Inclusive Communities

### Strategy H7:

### Provide Targeted Mortgage, Rental, and Small Business Assistance to Communities of Concern

**Strategy Cost** \$10 billion

**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 & Political Support	Technical Capacity

Limited
Partial
Existing

### MTC/ABAG Implementation Role

Lead



### Recommended Priorities for Implementation

<b>Advocacy &amp; Legislation</b>	<b>Seek new revenues</b> for rental, mortgage, and small-business assistance programs
<b>New, Existing, or Restructured Initiative</b>	<b>Launch</b> a pilot project to assist local jurisdiction focused on the development of a network of rental and mortgage providers
<b>Planning or Research</b>	<b>Complete and implement</b> the Expanded Regional Housing Portfolio Business Plan

### Summary and Considerations

BAHFA has authority via statute to fund these programs, though it most likely would subgrant to existing service providers. A BAHFA pilot program was approved by the Board to coordinate, and eventually fund, service providers and jurisdictions. Resources and capacity are contingent on securing new resources over the medium-term (5 to 8 years). This strategy is very popular with both tenants and landlords, developers, and banks. There is a major opportunity for BAHFA to provide regional leadership in this space, which is one of the key planks of the “3P” approach to housing, with a focus on developing new sources of funding that includes resident services as an eligible expense.

## Housing: Create Inclusive Communities

### Strategy H8: Accelerate Reuse of Public and Community Land for Mixed-Income Housing and Essential Services

**Strategy Cost** N/A

**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 & Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**

Lead



**Recommended Priorities for Implementation**

<b>New, Existing, or Restructured Initiatives</b>	<b>Continue and seek greater strategic alignment of existing programs</b> , including financial resources and technical assistance through the Regional Housing Technical Assistance Program and PDA Program, to plan for public land reuse and to advance residential and mixed-use projects with a large share of affordable housing
<b>Planning or Research</b>	<b>Partner</b> with local jurisdictions and stakeholders to explore approaches to catalyze utilization of public- and community-owned land, including potential working groups, regional studies, or other appropriate vehicles

**Summary and Considerations**

Authority already exists to establish and coordinate a voluntary, or “opt-in”, network of local governments and partner organizations. A network could be established with existing resources, although significant new resources would be required to expand its capacity. This is generally a popular strategy, although there may be resistance in specific locations – pointing to the benefit of an opt-in program. Some technical capacity exists internally although there are gaps with respect to real estate expertise. Future phases of the Implementation Plan may 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 government, and community-based organizations.

## Economy: Improve Economic Mobility

### Strategy EC1: Implement a Statewide Universal Basic Income

**Strategy Cost** \$205 billion

**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 & Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**

Support 

**Recommended Priorities for Implementation**

<b>Advocacy or Legislation</b>	<b>Explore</b> further research and support for a potential statewide pilot program related to a universal basic income
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**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's likely that political viability will depend heavily 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 the design, 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.

## Economy: Improve Economic Mobility

### Strategy EC2: Expand Job Training and Incubator Programs

**Strategy Cost** \$5 billion

**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 & Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**

Support 

**Recommended Priorities for Implementation**

Planning or Research	Partner with economic stakeholders to conduct regional economic studies related to inclusive post-COVID recovery and megaregional economic needs

**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/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.

How to collaborate with workforce providers and key business sectors to enhance workforce skills that are in demand over the next one-to-five years will be a focus of discussion during future phases of the Implementation Plan. It is expected that discussions with partners and stakeholders may also include the potential creation of a new online course hub, determining the potential location for future incubator sites, as well as how to raise revenue to support job training and business incubators.

## Economy: Improve Economic Mobility

### Strategy EC3: Invest in High-Speed Internet in Underserved Low-Income Communities

**Strategy Cost** \$10 billion

**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 & Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**

Partner 

**Recommended Priorities for Implementation**

<b>Advocacy or Legislation</b>	<b>Advocate</b> for greater state support for internet subsidies and a more deliberate state approach to expanding access to broadband for low-income households
<b>Planning or Research</b>	<b>Partner</b> with economic stakeholders to conduct regional economic studies and develop best practices related to closing the “digital divide”, including interaction with transportation project delivery

**Summary and Considerations**

Authority, financial resources, and technical capacity are major challenges for this strategy which nonetheless has strong public and political support. Given the essential nature of internet access in supporting a future with higher levels of telework - as envisioned by Plan Bay Area 2050 - a partner role for MTC/ABAG 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. Aligning with the California State Broadband Action Plan and advocating - along with regional broadband consortiums, local jurisdictions, transportation agencies and other regional stakeholders - for greater state support and involvement in expanding broadband access to low-income households will be critical. In addition, there is an opportunity to leverage and learn from relevant local and regional efforts. Although MTC/ABAG do not currently have the technical capacity to play an effective role in the implementation of this strategy, this capacity could be further developed over time with additional resources. Future phases of the Implementation Plan may include convening with stakeholders to better understand (1) How to better collaborate with other MPOs who are also grappling with this issue, (2) How this strategy can be supported financially, and (3) How MTC/ABAG can play a constructive role in helping to close the “digital divide”.

**Economy: Shift the Location of Jobs**

**Strategy EC4: Allow Greater Commercial Densities in Growth Geographies** 

**Strategy Cost** N/A

**Strategy Description** Allow greater densities for new commercial development in select Priority Development Areas and Transit-Rich Areas to encourage more jobs to locate near public transit.

**Strategy Success Assessment**

Authority	Financial Resources	Public & Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role** Partner 

**Recommended Priorities for Implementation**

<b>New, Existing or Restructured Initiatives</b>	<b>Complete and implement</b> the TOD Policy Update to ensure land use supports transit investments
	<b>Continue and seek greater strategic alignment of existing programs</b> , including PDA Planning Grants with expanded emphasis on both housing and jobs

**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, EIRs, or related studies do represent a cost to local jurisdictions. Public & political support for this strategy varies across the region.

Given the importance of this strategy to meeting the Plan’s aggressive GHG emissions reduction target, It is anticipated that MTC/ABAG will take a “Partner” role in strategy implementation, primarily through existing initiatives such as the Priority Development Area Planning Grant Program, which could help support jurisdictions financially with their planning needs. Internal technical capacity could be further strengthened with additional resources.

Finally, there may be a broader opportunity to encourage the development of underutilized commercial sites by advocating for modifications to Proposition 13. This opportunity, and the coalition that would be needed to advocate for it, could be a focus of discussion during future phases of the Implementation Plan.

## Economy: Shift the Location of Jobs

Strategy EC5:

Provide Incentives to Employers to Shift Jobs to Housing-Rich Areas Well Served by Transit 

**Strategy Cost** N/A

**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 & Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**

Support 

**Recommended Priorities for Implementation**

<b>New, Existing or Restructured Initiatives</b>	<b>Complete and implement</b> the TOD Policy Update to ensure land use supports transit investments
	<b>Continue existing programs</b> , including PDA Planning Grants with expanded emphasis on both housing and jobs

**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. Identifying potential advocates and partners who can further champion this strategy, as well as identifying potential financial resources to support the strategy, will be a focus of discussion during future phases of the Implementation Plan.

**Economy: Shift the Location of Jobs**

**Strategy EC6:  
Retain and Invest in Key Industrial Lands**

**Strategy Cost**                    \$4 billion

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

**Strategy Success Assessment**

Authority	Financial Resources	Public & Political Support	Technical Capacity

Limited   
 Partial   
 Existing

**MTC/ABAG Implementation Role**        Partner 

**Recommended Priorities for Implementation**

<b>New, Existing, or Restructured Initiatives</b>	<b>Evaluate</b> funding sources and develop a pilot Priority Production Area (PPA) Planning and Technical Assistance Program, with a goal of supporting up to five PPAs by 2025
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**Summary and Considerations**

The agency has no authority over local land use or permitting, although there are resources that could potentially fund infrastructure or planning. The Priority Production Area pilot program was approved in 2019, but future funding would need to be aligned to support PPAs in a similar manner as PDAs 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 focus of future Implementation Plan phases.

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 one-to-five years.

Strategy EN1:  
Adapt to Sea Level Rise

Strategy Cost \$19 billion

Strategy Description Protect shoreline communities affected by sea level rise, prioritizing nature-based actions and resources in areas of low costs and high benefits and providing additional support to vulnerable populations.

Strategy Success Assessment

Authority	Financial Resources	Public & Political Support	Technical Capacity

Limited Partial Existing

MTC/ABAG Implementation Role

Lead 

Recommended MTC/ABAG Priorities for Implementation

Advocacy & Legislation	Seek new revenues to support sea level rise adaptation
	Evaluate potential legislative reforms to better address resilience and climate adaptation goals as well as establish clear roles and responsibilities for sea level rise adaptation planning, funding, and implementation
New or Existing Initiative	Develop a pilot to support shoreline adaptation projects, with a goal of supporting up to two counties with shoreline planning by 2025
Planning or Research	Develop a sea level rise funding plan for implementation, identifying the right mix of “green” and “gray” infrastructure
	Study Plan Growth Geographies for resilience risk and opportunities and reform Growth Geography planning guidance accordingly

Summary and Considerations

MTC/ABAG and affiliated Local Collaboration Programs have varied authorities and capacities with respect to sea level rise adaptation. MTC has funded resilience and adaptation planning and projects and also has a strong relationship with Caltrans and other statewide funding and project implementation authorities. MTC/ABAG host the San Francisco Estuary Partnership, BARC, and provide staff support for the Bay Area Restoration Authority. These capacities are generally targeted, however, and are not sufficient given the full scope of identified needs. Financial resources are also a major challenge for this popular strategy.

Stakeholders have strongly indicated that MTC/ABAG is well-positioned to lead coordination and funding efforts in this space, in collaboration with BCDC and a host of government and non-governmental partners. Given the complexity and varied components of this strategy, facilitating regional conversations on sea level rise governance will be critical. Further clarifying specific roles and responsibilities for implementation activities amongst MTC/ABAG and key partners (including the need to align with and support the Bay Adapt Joint Platform through a regional consistency framework), will be a focus of future Implementation Plan phases.

**Environment: Reduce Risks from Hazards**

**Strategy EN2:  
Provide Means-Based Financial Support to Retrofit Existing Residential Buildings**

**Strategy Cost** \$15 billion

**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**

Authority	Financial Resources	Public & Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**

Partner 

**Recommended Priorities for Implementation**

<b>Advocacy or Legislation</b>	<b>Seek new revenues</b> to incentivize residential building retrofits
<b>New, Existing, or Restructured Initiatives</b>	<b>Evaluate</b> the feasibility of expanding BayREN’s scope/mission to develop a broader range of program offerings that will support residential building retrofits and water/energy upgrades
<b>Planning or Research</b>	<b>Compile</b> 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

**Summary and Considerations**

ABAG and its affiliated Local Government Services programs via BayREN have varied authorities and capacities with respect to energy and water retrofits in residential, commercial and public buildings, although these are generally targeted and therefore not sufficient to the scope of identified needs. Financial resources and workforce limitations are also a major challenge for this popular strategy. Regional conversations on governance and the scope of necessary collaboration will be critical to more clearly define roles and responsibilities, address barriers, advance best practices and policy solutions, and to align with evolving initiatives at the local, regional, state and federal level.

## Environment: Reduce Risks from Hazards

### Strategy EN3: Fund Energy Upgrades to Enable Carbon-Neutrality in All Existing Commercial and Public Buildings

**Strategy Cost** \$18 billion

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

**Strategy Assessment**

Authority	Financial Resources	Public & Political Support	Technical Capacity

Limited Partial Existing

**MTC/ABAG Implementation Role**

Support 

**Recommended Priorities for Implementation**

<b>Advocacy &amp; Legislation</b>	<b>Seek new revenues</b> for energy upgrades
<b>New, Existing, or Restructured Initiatives</b>	<b>Evaluate</b> the feasibility of expanding BayREN’s scope/mission to develop a broader range of program offerings that will support energy upgrades in commercial and public buildings

**Summary and Considerations**

ABAG and its affiliated Local Government Services programs via BayREN have varied authorities and capacities with respect to energy and water retrofits in residential, commercial and public buildings, although these are generally targeted and therefore not sufficient to the scope of identified needs. Financial resources are a major challenge for this popular strategy and the agency’s technical capacity remains focused on residential buildings. If more resources become available, BayREN could expand program offerings to directly address cost barriers to electrification. The agency with existing or new resources expects to support work led by other entities - the state, local jurisdictions, energy utilities, and community choice aggregation programs.

Strategy EN4:  
Maintain Urban Growth Boundaries



Strategy Cost N/A

Strategy Description Using urban growth boundaries and other existing environmental protections, confine new development within areas of existing development or areas otherwise suitable for growth, as established by local jurisdictions.

Authority	Financial Resources	Public & Political Support	Technical Capacity

Limited Partial Existing

MTC/ABAG Implementation Role

Support 

Recommended Priorities for Implementation

<b>Advocacy or Legislation</b>	<b>Advocate</b> for local jurisdictions to respect existing urban growth boundaries to avoid net expansion of areas eligible for urban development
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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 that local jurisdictions respect existing urban growth boundaries.

Strategy EN5:  
Protect and Manage High-Value Conservation Lands

Strategy Cost \$15 billion

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 and wildland-urban interface lands.

Authority	Financial Resources	Public & Political Support	Technical Capacity

Limited
Partial
Existing

MTC/ABAG Implementation Role Partner 

<b>Advocacy and Legislation</b>	Seek new revenues to support conservation
<b>New, Existing, or Restructured Initiative</b>	Revamp the Priority Conservation Area (PCA) program using a data-driven approach to better prioritize the most critical areas for conservation, while addressing a broader range of policy concerns
	Continue and seek greater strategic alignment of existing programs, including implementation of the Regional Advance Mitigation Program (RAMP) and the Regional Trails Program

Summary and Considerations MTC/ABAG have some authority and capacity to support this strategy, particularly through the existing PCA program, but the full scope of strategy implementation will necessitate collaboration with a host of external partners. Financial resources are a major challenge for this popular strategy.

Key policy and strategy considerations for discussion with partners during future phases of the Implementation Plan may include: 1.) How to raise the funding necessary to support the strategy, including key elements such as the RAMP program, 2.) Successes and shortcomings with the current design of the PCA Program, and 3.) The implications of California Governor Newsom’s recent Executive Order N-82-20, which works to increase conservation and management of natural and working lands to enhance climate resilience and biodiversity.

## Environment: Expand Access to Parks and Open Space

### Strategy EN6: Modernize and Expand Parks, Trails, and Recreation Facilities

**Strategy Cost** \$30 billion

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

**Strategy Assessment**

Authority	Financial Resources	Public & Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG  
Implementation Role**

Partner 

**Recommended  
Priorities for  
Implementation**

<b>Advocacy and Legislation</b>	<b>Seek new revenues</b> for parks, recreation, and open space, with a special emphasis on improving access and enhancing amenities for Communities of Concern
<b>New, Existing, or Restructured Initiatives</b>	<b>Continue and seek greater strategic alignment of existing programs</b> , including Priority Conservation Area Program and the Regional Trails Program

**Summary and  
Considerations**

MTC/ABAG have limited authority and financial resources to support this popular strategy, which will primarily fall under the domain of other governing bodies, including local jurisdictions, regional parks and open space districts, and the state. The agency does have some existing capacity through the Regional Trails Program, which could be built upon as a model to support strategic local investment in regional active transportation and recreation priorities.

Key policy and strategy considerations to discuss with partners during future phases of the Implementation Plan will include: 1.) How to raise the funding required to support the strategy and 2.) How to best support new and modernized parks, trails, and recreation facilities in Communities of Concern.

Strategy EN7:  
Expand Commute Trip Reduction Programs at Major Employers



**Strategy Cost** N/A

**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 Assessment**

Authority	Financial Resources	Public & Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role** Lead (with BAAQMD)



**Recommended Priorities for Implementation**

<b>Advocacy and Legislation</b>	<b>Seek</b> legislative authority to expand existing Bay Area Commuter Benefits Program in partnership with BAAQMD
<b>New, Existing, or Restructured Initiatives</b>	<b>Convene</b> local governments and TDM partners to expand relationships, target outreach, develop metrics and share data

**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 the BAAQMD/MTC authority to do so. The existing program has some funding, as well as limited staff resources from both BAAQMD and MTC, but would require further expansion to fund education and outreach, tracking/reporting, regulatory oversight, and enforcement. While technical capacity is sufficient to administer the existing program, additional capacities may be required to support expanded programs. Finally, although public support is strong, it is not yet clear how willing all major employers will be to adopt, track, and report on how they are meeting sustainable commute targets.

Getting critical input from employers, building on relationships within the existing Commuter Benefit Program, and optimizing program design based on additional research, evaluation, and planning will be essential to meet enhanced commute targets. There may be an opportunity to align on a potential legislative advocacy strategy with the other “Big 4” Metropolitan Planning Organizations in the state as well as megaregional partners which should be further explored.

## Environment: Reduce Climate Emissions

### Strategy EN8: Expand Clean Vehicle Initiatives



**Strategy Cost** \$4 billion

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

#### Strategy Assessment

Authority	Financial Resources	Public & Political Support	Technical Capacity

Limited
Partial
Existing

#### MTC/ABAG Implementation Role

Partner 

#### Recommended Priorities for Implementation

<b>Advocacy and Legislation</b>	<b>Seek new revenues</b> to support climate and electrification needs
<b>New, Existing, or Restructured Initiatives</b>	<b>Restructure</b> MTC Climate Initiatives program to ensure it can effectively scale over the next five years, while advancing existing initiatives including the Vehicle Buyback & Electric Vehicle Incentive Program and Regional Electric Vehicle Charger Program

#### Summary and Considerations

MTC has partial authority, resources, and capacity to implement this popular strategy through its Climate Initiatives Program and ongoing partnership with BAAQMD. 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 CARB, CEC, and BAAQMD. It will also require an evaluation of the current implementation approach, which may require restructuring as well as expanded capacities and resources to scale effectively.

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. In collaboration with BAAQMD, future phases of the Implementation Plan may include discussion of a coordinated regional electrification approach to achieve shared strategy goals.

**Environment: Reduce Climate Emissions**

**Strategy EN9:  
Expand Transportation Demand Management Initiatives**



**Strategy Cost** \$1 billion

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

**Strategy Assessment**

Authority	Financial Resources	Public & Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG  
Implementation Role**

Lead

**Recommended  
Priorities for  
Implementation**

<b>Advocacy and Legislation</b>	<b>Seek new revenues</b> for climate and travel demand management needs
<b>New, Existing, or Restructured Initiatives</b>	<b>Restructure</b> MTC Climate Initiatives program and operational TDM programs to ensure they can effectively scale over the next five years, while advancing existing initiatives including Local Parking Policy, Mobility Hubs, Vanpooling/Carsharing, and Bay Wheels
	<b>Convene</b> local governments and TDM partners to expand relationships, target outreach, develop metrics and share data

**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 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, successful implementation will still require ongoing partnership and collaboration with local jurisdictions, employers, workers, and community-based groups, among others. One key component, 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.

# A T T A C H M E N T C

## Plan Bay Area 2050 Implementation Plan: Summary Table of Draft Implementation Actions

Transportation			
Themes & Strategies	Draft Implementation Actions	Implementation Vehicle	
<b>Maintain and Optimize the Existing System</b> <ul style="list-style-type: none"> <li>Restore, Operate, and Maintain the Existing System</li> <li>Support Community-Led Transportation Enhancements in Communities of Concern</li> <li>Enable a Seamless Mobility Experience</li> <li>Reform Regional Transit Fare Policy</li> <li>Implement Per-Mile Tolling on Congested Freeways</li> <li>Improve Interchanges and Address Highway Bottlenecks</li> <li>Advance Other Regional Programs and Local Priorities</li> </ul>	1a) Seek new revenues for transportation, including community-led enhancements and fare reform, and explore greater flexibility in the use of existing transportation funding to support operations and maintenance needs	<i>Advocacy &amp; Legislation</i>	
	1b) Implement the network management recommendations of the Blue-Ribbon Transit Recovery Taskforce ☁		<i>New, Existing, or Restructured Initiatives</i>
	1c) Implement the customer-centric fare payment recommendations of the Fare Integration Taskforce ☁		
	1d) Deploy the Clipper Mobile app, next-generation Clipper, and regional transit mapping/wayfinding to improve seamless integration of network ☁		
	1e) Continue and seek greater strategic alignment of existing programs, including Community-Based Transportation Planning Program, Clipper START, FasTrak START, 511, Bay Area Forward, and Connected Bay Area, among others, to support the maintenance, optimization, and restoration of the existing transportation system	<i>Planning or Research</i>	
	1f) Identify strategies to advance roadway pricing through deep public engagement 🌳 ☁		
	1g) Update guidelines for the upcoming cycle of the Community-Based Transportation Planning Program		
<b>Create Healthy and Safe Streets</b> <ul style="list-style-type: none"> <li>Build a Complete Streets</li> <li>Advance Regional Vision Zero Policy through Street Design and Reduced Speeds</li> </ul>	2a) Seek new revenues for transportation, including Complete Streets and Vision Zero priorities	<i>Advocacy &amp; Legislation</i>	
	2b) Advocate for elimination of the “85 <sup>th</sup> percentile rule” for setting speed limits and for authorization of automated speed enforcement 🌳		
	2c) Complete and implement the recommendations of the Regional Active Transportation Plan ☁	<i>New, Existing, or Restructured Initiatives</i>	
	2d) Continue and seek greater strategic alignment of existing programs, such as the Active Transportation Program and the Vision Zero shared data initiative, to support complete streets and regional safety efforts		

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Transportation		
Themes & Strategies	Draft Implementation Actions	Implementation Vehicle
<b>Build a Next-Generation Transit Network</b> <ul style="list-style-type: none"> <li>Enhance Local Transit Frequency, Capacity and Reliability</li> <li>Expand and Modernize the Regional Rail Network</li> <li>Build an Integrated Regional Express Lane and Express Bus Network</li> </ul>	3a) Advocate for changes to state law and federal regulations that will facilitate the conversion of <u>general-purpose lanes to priced facilities</u>	<i>Advocacy &amp; Legislation</i>
	3b) Seek new revenues for transportation, including local and regional transit expansion	
	3c) Complete and implement the TOD Policy Update to ensure land use supports transit investments and supports access to transit 	<i>New, Existing, or Restructured Initiatives</i>
	3d) Collaborate with regional and megaregional partners on major rail expansion projects and identify best practices to boost schedule adherence and reduce costs	
	3e) Continue and seek greater strategic alignment of existing programs, including the Bay Area Forward person-throughput investments, transit signal priority investments, and Express Lanes Network expansion, to support next-generation transit needs 	
3f) Study commute patterns of essential workers and make recommendations for network modifications to better suit their mobility needs	<i>Planning or Research</i>	

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Housing		
Themes & Strategies	Draft Implementation Actions	Implementation Vehicle
<b>Protect and Preserve Affordable Housing</b> <ul style="list-style-type: none"> <li>Further Strengthen Renter Protections Beyond State Legislation</li> <li>Preserve Existing Affordable Housing</li> </ul>	4a) Seek new revenues for affordable housing preservation	Advocacy & Legislation
	4b) Advocate for greater renter protections for tenants and low-income communities to prevent unjust evictions and displacement	
	4c) Launch suite of pilot projects to assist local jurisdictions, including developing standardized best practices for tenant protection programs and ordinances and the restructured Bay Area Preservation Pilot Program	New, Existing, or Restructured Initiatives
	4d) Partner in the development and design of the Regional Homelessness Prevention System	
	4e) Complete and implement the Expanded Regional Housing Portfolio Business Plan	Planning or Research
	4f) Evaluate changes to federal and state tax and finance policies to increase the viability of affordable housing preservation strategies	
<b>Spur Housing Production at All Income Levels</b> <ul style="list-style-type: none"> <li>Allow a Greater Mix of Housing Densities and Types in Growth Geographies</li> <li>Build Adequate Affordable Housing to Ensure Homes for All</li> <li>Integrate Affordable Housing in All Major Housing Projects</li> <li>Transform Aging Malls and Office Parks into Neighborhoods</li> </ul>	5a) Seek new revenues for affordable housing production and explore better coordination of existing funding streams	Advocacy & Legislation
	5b) Advocate for legislation that enables greater mix of housing densities and types in Final Blueprint Growth Geographies 	New, Existing, or Restructured Initiatives
	5c) Continue and seek greater strategic alignment of existing programs, including financial resources and technical assistance through the Regional Housing Technical Assistance Program and PDA Program, with goals of providing capacity-enhancing support for REAP-funded local cohorts, initiating plans for all remaining PDAs by 2025, enabling local governments to develop context-specific inclusionary zoning and affordable housing incentives, and promoting planning and redevelopment of malls and office parks in PDAs and other growth geographies  	
	5d) Complete and implement the TOD Policy Update to ensure land use supports transit investments and supports access to transit 	
	5e) Launch and delivery suite of pilot projects to assist local jurisdictions, including Regional Affordable Housing Application Platform (“Doorway”) and Affordable Housing Pipeline Database	
	5f) Study opportunities and challenges and partner with local jurisdictions to accelerate the redevelopment of aging malls and office parks	
	5g) Complete and implement the Expanded Regional Housing Portfolio Business Plan	
	5h) Evaluate changes to federal and state tax and finance policies to increase the viability of affordable housing preservation strategies	Planning or Research

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Housing		
Themes & Strategies	Draft Implementation Actions	Implementation Vehicle
<b>Create Inclusive Communities</b> <ul style="list-style-type: none"> <li>Provide Targeted Mortgage, Rental, and Small Business Assistance to Communities of Concern</li> <li>Accelerate Reuse of Public and Community-Owned Land for Mixed-Income Housing and Essential Services</li> </ul>	6a) Seek new revenues for rental, mortgage, and small-business assistance programs	<i>Advocacy &amp; Legislation</i>
	6b) Launch a pilot to assist local jurisdictions focused on the development of a network of rental and mortgage providers	<i>New, Existing, or Restructured Initiatives</i>
	6c) Continue and seek greater strategic alignment of existing programs, including financial resources and technical assistance through the Regional Housing Technical Assistance Program and PDA Program, to plan for public land reuse and to advance residential and mixed-use projects with a large share of affordable housing	
	6d) Complete and implement the Expanded Regional Housing Portfolio Business Plan	<i>Planning or Research</i>
	6e) Partner with local jurisdictions and stakeholders to explore approaches to catalyze utilization of public- and community-owned land, including potential working groups, regional studies, or other appropriate vehicles	

Economy		
Themes & Strategies	Draft Implementation Actions	Implementation Vehicle
<b>Improve Economic Mobility</b> <ul style="list-style-type: none"> <li>Implement a Statewide Universal Basic Income</li> <li>Expand Job Training and Incubator Programs</li> <li>Invest in High-Speed Internet in Underserved Low-Income Communities</li> </ul>	7a) Advocate for greater state support for internet subsidies and a more deliberate state approach to expanding access to broadband for low-income households	<i>Advocacy &amp; Legislation</i>
	7b) Explore support and further research for a potential statewide pilot program related to a universal basic income	
	7c) Partner with economic stakeholders to conduct regional economic studies related to inclusive post-COVID recovery, megaregional economic needs, and/or closing the “digital divide”, including interaction with transportation project delivery	<i>Planning or Research</i>
<b>Shift the Location of Jobs</b> <ul style="list-style-type: none"> <li>Allow Greater Commercial Densities in Growth Geographies</li> <li>Provide Incentives to Employers to Shift Jobs to Housing-Rich Areas Well Served by Transit</li> <li>Retain and Invest in Key Industrial Lands</li> </ul>	8a) Complete and implement the TOD Policy Update to ensure land use supports transit investments ☁️	<i>New, Existing, or Restructured Initiatives</i>
	8b) Continue and seek greater strategic alignment of existing programs, including PDA Planning grants with expanded emphasis on both housing and jobs 🌳 ☁️	
	8c) Evaluate funding sources and develop a pilot Priority Production Area (PPA) Planning and Technical Assistance Program, with a goal of supporting up to five PPAs by 2025	

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Environment		
Themes & Strategies	Draft Implementation Actions	Implementation Vehicle
<b>Reduce Risks from Hazards</b> <ul style="list-style-type: none"> <li>Adapt to Sea Level Rise</li> <li>Provide Means-Based Financial Support to Retrofit Existing Residential Buildings</li> <li>Fund Energy Upgrades to Enable Carbon-Neutrality in All Existing Commercial and Public Buildings</li> </ul>	9a) Seek new revenues for full range of resilience needs	<i>Advocacy &amp; Legislation</i>
	9b) Evaluate potential legislative reforms to better address resilience goals and establish clear roles and responsibilities for sea level rise adaptation planning, funding, and implementation	
	9c) Develop a pilot to support shoreline adaptation projects, with a goal of supporting up to two counties with shoreline planning by 2025	<i>New, Existing, or Restructured Initiatives</i>
	9d) Evaluate the feasibility of expanding BayREN’s scope/mission to develop a broader range of program offerings that will support building retrofits and water/energy upgrades	
	9e) Develop a sea level rise adaptation funding plan for implementation, identifying the right mix of “green” and “gray” infrastructure	<i>Planning or Research</i>
	9f) Study and identify Plan Growth Geographies for resilience risk and opportunities and reform Growth Geography planning guidance accordingly	
	9g) 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	
<b>Expand Access to Parks and Open Space</b> <ul style="list-style-type: none"> <li>Maintain Urban Growth Boundaries</li> <li>Protect and Manage High-Value Conservation Lands</li> <li>Modernize and Expand Parks, Trails and Recreation Facilities</li> </ul>	10a) Seek new revenues for conservation, parks, recreation, and open space, with a special emphasis on improving access and enhancing amenities for Communities of Concern	<i>Advocacy &amp; Legislation</i>
	10b) Advocate for local jurisdictions to respect existing urban growth boundaries to avoid net expansion of areas eligible for urban development  	<i>New, Existing, or Restructured Initiatives</i>
	10c) Revamp the Priority Conservation Area (PCA) program using a data-driven approach to better prioritize the most critical areas for conservation, while addressing a broader range of policy concerns	
	10d) Continue and seek greater strategic alignment of existing programs, including implementation of the Regional Advance Mitigation Program (RAMP) and the Regional Trails Program, to support Plan Bay Area 2050’s open space and parks goals	

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Environment		
Themes & Strategies	Draft Implementation Actions	Implementation Vehicle
<b>Reduce Climate Emissions</b> <ul style="list-style-type: none"> <li>Expand Commute Trip Reduction Programs at Major Employers</li> <li>Expand Clean Vehicle Initiatives</li> <li>Expand Transportation Demand Management Initiatives</li> </ul>	11a) Seek legislative authority to expand existing Bay Area Commuter Benefits Program in partnership with BAAQMD  	Advocacy & Legislation
	11b) Seek new revenues for climate, travel demand management and electrification needs	
	11c) Convene local governments and TDM partners to expand relationships, target outreach, discuss metrics and share data	New, Existing, or Restructured Initiatives
	11d) Restructure MTC Climate Initiatives Program and operational TDM programs to ensure they can effectively scale over the next five years, while advancing existing initiatives including Local Parking Policy, Mobility Hubs, Vanpooling/Carsharing, Bay Wheels, and electric vehicle/charger programs  	

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