



DRAFT



7 | Implementation Plan





SHORT-TERM STEPS FOR LONG-TERM CHANGE

Plan Bay Area 2050 puts forward policy ideas and investment proposals that could transform the San Francisco Bay Area into a more resilient and equitable place to live, work and play over the next 30 years. To identify the near-term steps necessary to accelerate this long-term vision, the Draft Implementation Plan focuses on concrete actions that MTC and ABAG can advance, in partnership with other organizations, in the next one to five years for each of the 35 adopted strategies.

The Draft Implementation Plan builds upon the Action Plan that MTC and ABAG pioneered as part of Plan Bay Area 2040, the region's previous long-range plan. The Action Plan focused on areas where the plan's performance was moving in the wrong direction and sought to address emerging policy issues such as housing and resilience. The Plan Bay Area 2050 Draft Implementation Plan represents an even more comprehensive effort, identifying ways to advance the complete suite of strategies included in the plan.

Partnership and collaboration are major components of this effort. None of the plan's strategies can be implemented by MTC and ABAG alone. The Implementation Plan process will continue to engage with partners, policymakers and the public to identify and tackle shared challenges through 2025 and beyond.

The material in this chapter is presented in draft form and therefore remains a work in progress. As discussed further in the "What's Next" section, there will be additional opportunities for input as the final Implementation Plan is developed.

Photo: Joey Kotfica

Goals and Objectives

MTC and ABAG have identified four overarching and interconnected goals for the Implementation Plan process. First, the Implementation Plan is designed to **maximize viability of Plan Bay Area 2050's strategies** with a focus on equity, effectiveness and efficiency. Second, the Implementation Plan seeks to **reinforce the recommendations of existing internal, external or hybrid** initiatives that complement Plan Bay Area 2050's strategies and vision. Finally, the Implementation Plan aims to **address emerging and cross-cutting strategic issues** raised by partners, policymakers and the public, while **supporting timely achievement of the plan's technical assumptions**. The agencies have also identified four specific implementation objectives.

Table 7-1. Implementation Plan goals

 IMPLEMENTATION PLAN GOALS	
Goal 1	Maximize viability of the plan's strategies with a focus on equity, effectiveness and efficiency
Goal 2	Reinforce the recommendations of existing internal, external or hybrid initiatives that complement the plan's strategies and vision
Goal 3	Address emerging and cross-cutting strategic issues raised by partners, policymakers and the public
Goal 4	Support the timely achievement of the plan's technical assumptions



OBJECTIVE #1

ASSESS REQUIREMENTS FOR STRATEGY SUCCESS

For each of the plan's adopted strategies, MTC and ABAG assessed where the agencies currently stand with respect to four key factors for strategy success:



AUTHORITY

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



FINANCIAL RESOURCES

Stable, controlled funding in the amounts required to carry out strategies.



PUBLIC AND POLITICAL SUPPORT

While less quantifiable than the other factors, support from members of the public and their elected representatives is critical for attaining and maintaining the authority, funding and capacity needed to carry out implementation actions.



TECHNICAL CAPACITY

The knowledge, staffing, process and procedure required to successfully implement strategies.

MTC and ABAG staff assessed the degree to which the agencies currently possess the four factors and assigned each plan strategy a rating of **limited**, **partial** or **existing**.






Photo: Karl Nielsen

OBJECTIVE #2

IDENTIFY MTC AND ABAG IMPLEMENTATION ROLE

MTC and ABAG identified what the agencies' implementation roles should be for each of the strategies moving forward, using the four success factors as a guide. These roles are defined as:

	LEAD MTC and/or ABAG already have, or should work to secure, significant elements of all four strategy success factors. “Lead” does not mean “leading alone” — this role may involve serving as a champion, chief advocate, coalition leader or catalyst over the next one to five years.
	PARTNER MTC and/or ABAG already have, or should work to secure, some — but not all — elements of the four strategy success factors. The strategy’s ultimate success will depend upon partnership among regional policymakers, local governments, partner agencies and civic organizations.
	SUPPORT MTC and ABAG do not have, and are not in the best position to secure, significant elements of the four strategy success factors. MTC and ABAG will offer support for strategy implementation efforts led by other entities.

For more information on the strategy assessment and role recommendations, including rating and role definitions, please see the Draft Plan Bay Area 2050 Implementation Plan Briefs.

OBJECTIVE #3

IDENTIFY VEHICLES FOR STRATEGY IMPLEMENTATION

After identifying the strategy success requirements and roles, MTC and ABAG determined the appropriate methods for strategy implementation, broadly defined in three categories, or “vehicles”: **Advocacy and Legislation; New, Existing, or Restructured Initiatives;** and **Planning or Research.**

OBJECTIVE #4

RECOMMEND SPECIFIC IMPLEMENTATION PRIORITIES AND ACTIONS

For each strategy, MTC and ABAG proposed one or more specific actions that could support implementation over the next one to five years, categorized by the three implementation vehicles. At this draft stage, implementation priorities are primarily focused on actions that MTC and ABAG can execute. Following the release of this draft plan, the Partnership Phase of the Implementation Plan will expand the focus beyond MTC and ABAG and further develop the partnerships and commitments required to move each strategy forward, as well as proposed timelines for implementation actions.

What Is an Implementation Action?

Implementation actions are the specific actions that will be required to advance Plan Bay Area 2050 strategies — defined as either public policies or investments — over the next one to five years. These actions are the *Who, What, Where, When* and *How* of making the strategies a reality.

Engagement with Partners and the Public

The external engagement process for the Implementation Plan kicked off in November 2020 with two large virtual sessions. These online workshops drew more than 150 participants representing over 100 different organizations and entities, including local jurisdictions, public agencies, non-profits and advocacy groups.

These virtual sessions generated over 3,000 comments for MTC and ABAG staff to consider and evaluate, including more than 500 implementation action recommendations. From November 2020 to April 2021, staff held three dozen small-group follow-up discussions with over 40 separate organizations. These conversations helped develop draft implementation actions in greater detail, including discussion of potential supporting roles for partners.

Public engagement activities for the Implementation Plan included an online survey and a text-based survey, which were available in English, Spanish and Chinese, and 10 focus groups with community-based organizations and Bay Area youth. The goal of the public engagement process was to gauge the public's top priorities for implementation over the next five years. For more information about the engagement conducted for the Plan Bay Area 2050 Implementation Plan, see the Draft Plan Bay Area 2050 Public Engagement Report.

Strategy Assessment and Role Recommendations

For the first Implementation Plan objective, MTC and ABAG staff conducted a strategy assessment to identify and evaluate current conditions with respect to four key factors for success: authority, financial resources, technical capacity and public and political support. A clearer picture of current conditions will inform the future focus of the Implementation Plan and allow for better calibration of the specific actions needed to ensure strategy success. The strategy assessment also recommended roles for MTC and ABAG moving forward — whether to lead, partner or support strategy implementation.

Results of the strategy assessment and role recommendations are presented in the summary tables and text that follow and incorporate feedback from staff, partners, advisory groups and policymakers. For more information about the strategy assessment and role recommendations for each of the plan's strategies, including an overall contextual summary, please see the Draft Plan Bay Area 2050 Implementation Plan Briefs.












Transportation

Given MTC’s statutory role as transportation planner, funder and coordinator for the Bay Area, most Plan Bay Area 2050 transportation strategies received a “Lead” or “Partner” role designation. A “Lead” role has been identified for strategies that focus on transportation system optimization and recovery where there is a clear need for regional leadership. By contrast, a “Partner” role has been identified for strategies where close partnership with county transportation agencies, transit operators, local transportation departments and the state, among others, will be essential for strategy success. The ongoing work of the Blue Ribbon Transit Recovery Task Force may necessitate role adjustments, depending on its ultimate findings and recommendations.



Table 7-2. Role recommendations for transportation strategies







 DRAFT STRATEGY ASSESSMENT : TRANSPORTATION							
Strategy		Cost (\$Billion)	ASSESSMENT OF CURRENT CONDITIONS				MTC/ABAG Recommended Implementation Role
			Authority	Financial Resources	Public and Political Support	Technical Capacity	
T1	Restore, Operate and Maintain the Existing System	\$390					 LEAD
T2	Support Community-Led Transportation Enhancements in Equity Priority Communities	\$8					 PARTNER
T3	Enable a Seamless Mobility Experience	\$3					 LEAD
T4	Reform Regional Fare Policy	\$10					 LEAD
T5	Implement Per-Mile  Tolling on Congested Freeways with Transit Alternatives	\$1					 LEAD
T6	Improve Interchanges and Address Highway Bottlenecks	\$11					 SUPPORT
T7	Advance Other Regional Programs and Local Priorities	\$18					 PARTNER

LEGEND:
LIMITED
PARTIAL
EXISTING


= High-Impact Strategy in Achieving GHG Reduction Target



DRAFT STRATEGY ASSESSMENT : TRANSPORTATION (CONT'D)

Strategy		Cost (\$Billion)	ASSESSMENT OF CURRENT CONDITIONS				MTC/ABAG Recommended Implementation Role
			Authority	Financial Resources	Public and Political Support	Technical Capacity	
T8	Build a Complete Streets Network 	\$13					 PARTNER
T9	Advance Regional Vision Zero Policy through Street Design and Reduced Speeds	\$4					 PARTNER
T10	Enhance Local Transit Frequency, Capacity and Reliability	\$31					 PARTNER
T11	Expand and Modernize the Regional Rail Network	\$81					 PARTNER
T12	Build an Integrated Regional Express Lanes and Express Bus Network	\$9					 PARTNER



Housing











The governance landscape for housing in the Bay Area has rapidly evolved over the last several years. MTC and ABAG now have a Housing and Local Planning team; state legislation established the Bay Area Housing Finance Authority (BAHFA); the state infused meaningful funding into housing planning through Regional and Local Early Action Planning Grants; and the ABAG Housing Committee was formed. These developments have provided authority, resources and capacity for the region to act in several strategic areas, illustrated in Table 7-3, where previously MTC and/or ABAG's roles would have been more limited.

Overall, however, financial resources remain a challenge for housing, and significant infusions of revenue — whether from federal or state government programs, or a potential regional revenue measure — will be essential to making progress. BAHFA, ABAG and MTC have a major opportunity over the next several years to prioritize production of housing at all levels of affordability, preserve existing affordable housing, and protect residents facing housing instability and displacement. It is important to note that leading efforts does not mean leading alone. Instead, regional government would lead efforts that support local governments, with a focus on developing new funding sources to support high-cost housing strategies.



Photo: Karl Nielsen

Table 7-3. Role recommendations for housing strategies

<div>  DRAFT STRATEGY ASSESSMENT : HOUSING </div>							
Strategy		Cost (\$Billion)	ASSESSMENT OF CURRENT CONDITIONS				MTC/ABAG Recommended Implementation Role
			Authority	Financial Resources	Public and Political Support	Technical Capacity	
H1	Further Strengthen Renter Protections Beyond State Law	\$2					 SUPPORT
H2	Preserve Existing Affordable Housing	\$237					 LEAD
H3	Allow a Greater Mix of Housing Densities and Types in Growth Geographies 	-					 PARTNER
H4	Build Adequate Affordable Housing to Ensure Homes for All	\$219					 LEAD
H5	Integrate Affordable Housing into All Major Housing Projects	-					 SUPPORT
H6	Transform Aging Malls and Office Parks into Neighborhoods	-					 PARTNER
H7	Provide Targeted Mortgage, Rental and Small Business Assistance to Equity Priority Communities	\$10					 LEAD
H8	Accelerate Reuse of Public and Community Land for Mixed-Income Housing and Services	-					 LEAD

LEGEND: LIMITED PARTIAL EXISTING



= High-Impact Strategy in Achieving GHG Reduction Target











Economy

In general, MTC and ABAG lack the authority, financial resources and technical capacity to carry out Plan Bay Area 2050's economic strategies. This area is one that traditionally has not been within the two agencies' scope of work, but the interconnected nature of long-range regional planning, as reflected in the interplay between all plan strategies, has revealed that more action on economic issues may be needed at the regional scale. To this end, MTC and ABAG have initiated the process of convening a Regional Governmental Partnership for Local Economic Rebound, which will focus on economic equity challenges and opportunities. An early step in this effort is a "listening tour" with local elected officials and stakeholders, which will provide a venue for learning more about where regional coordination can have the greatest impact on economic development. For the most part, it is recommended that MTC and ABAG partner with or support the work of other organizations that are more directly able to implement economic strategies.



Photo: Sharon McCutcheon, Unsplash.com

Table 7-4. Role recommendations for economy strategies

<div>  DRAFT STRATEGY ASSESSMENT : ECONOMY </div>							
Strategy		Cost (\$Billion)	ASSESSMENT OF CURRENT CONDITIONS				MTC/ABAG Recommended Implementation Role
			Authority	Financial Resources	Public and Political Support	Technical Capacity	
EC1	Implement a Statewide Universal Basic Income	\$205					 SUPPORT
EC2	Expand Job Training and Incubator Programs	\$5					 SUPPORT
EC3	Invest in High-Speed Internet in Underserved Low-Income Communities	\$10					 PARTNER
EC4	Allow Greater Commercial Densities in Growth Geographies 	-					 PARTNER
EC5	Provide Incentives to Employers to Shift Jobs to Housing-Rich Areas Well Served by Transit	\$10					 SUPPORT
EC6	Retain and Invest in Key Industrial Lands	\$4					 PARTNER

LEGEND: LIMITED PARTIAL EXISTING



= High-Impact Strategy in Achieving GHG Reduction Target



Environment














The strategy assessment revealed broadly similar themes across the plan’s environmental strategies: The strategies are very popular, but the financial resources to support them are less secure. In addition, while MTC and ABAG (including entities such as the San Francisco Estuary Partnership and Bay Area Regional Energy Network, which are both hosted by ABAG) have a variety of authorities and capacities to support the strategies, these capacities are generally targeted and not sufficient to implement the full scope of identified needs.

For sea level rise adaptation, assessment results indicate that MTC and ABAG are well positioned to lead coordination and funding efforts in collaboration with the San Francisco Bay Conservation and Development Commission, cities and counties, community-based organizations, non-profits, and businesses, among others. MTC and ABAG are also poised to explore a leadership orientation on implementation of strategies related to climate emissions reductions — namely, strategies focused on commute trip reductions, electric vehicle expansion and transportation demand management.



Photo: Karl Nielsen

Table 7-5. Role recommendation for environmental strategies

 DRAFT STRATEGY ASSESSMENT : ENVIRONMENT							
Strategy		Cost (\$Billion)	ASSESSMENT OF CURRENT CONDITIONS				MTC/ABAG Recommended Implementation Role
			Authority	Financial Resources	Public and Political Support	Technical Capacity	
EN1	Adapt to Sea Level Rise	\$19					 LEAD
EN2	Provide Means-Based Financial Support to Retrofit Existing Buildings (Energy, Water, Seismic, Fire)	\$15					 PARTNER
EN3	Fund Energy Upgrades to Enable Carbon-Neutrality in All Existing Commercial and Public Buildings	\$18					 SUPPORT
EN4	Maintain Urban Growth Boundaries 	-					 SUPPORT
EN5	Protect and Manage High-Value Conservation Lands	\$15					 PARTNER
EN6	Modernize and Expand Parks, Trails, and Recreation Facilities	\$30					 PARTNER
EN7	Expand Commute Trip Reduction Programs at Major Employers 	-					CO-LEAD (with Air District)
EN8	Expand Clean Vehicle Initiatives 	\$4					 PARTNER
EN9	Expand Transportation Demand Management Initiatives 	\$1					 LEAD

LEGEND:
LIMITED
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EXISTING


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Photo: Karl Nielsen

Implementation Priorities and Actions

MTC and ABAG propose to move forward in the next five years the following implementation priorities and actions, which are organized by Plan Bay Area 2050's elements and themes. For more detail on the proposed implementation actions, including one-page briefs that identify actions and key considerations for each of the plan's strategies, please see the Draft Plan Bay Area 2050 Implementation Plan Briefs.

Support Across All Elements

A few actions support the implementation of Plan Bay Area 2050's strategies across all elements.

- **Revenues:** Plan Bay Area 2050 is an ambitious, \$1.4 trillion plan that relies on approximately \$780 billion in new revenues. As a result, a focus on generating revenues is needed to support the plan's strategies. MTC and ABAG will collaborate with partners to advocate for financial resources, whether from the federal, state, regional or local levels. It will also be important to align with ongoing developments at the state and federal levels as revenues from recovery and relief efforts are distributed and a wide-ranging federal infrastructure bill moves forward, in addition to a surface transportation reauthorization bill later in 2021. Advocating at the state level to generate funds for resilience needs will also be a regional priority. An expanded discussion on funding the plan will follow later in this chapter.
- **Advocacy:** MTC and ABAG have adopted an Advocacy Program for 2021, and in many instances the goals and objectives of this program align with key implementation priorities identified for Plan Bay Area 2050. These priorities encompass a wide variety of areas, including renter protections; speed limits and enforcement; broadband subsidies for households with low incomes; laws to pilot all-lane tolling or other pricing strategies; and housing density allowances in transit-rich areas, high-resource areas, or jobs-rich jurisdictions; among others. It will be important to deliberately pursue these advocacy aims while ensuring that additional priorities that may emerge from the Implementation Plan process are incorporated into future advocacy programs.
- **Existing Initiatives:** There are several ongoing initiatives within MTC and ABAG that support Plan Bay Area 2050's strategies in different ways. Continuing these initiatives while also working to further their strategic alignment with the plan's vision and goals will be a major focus of the implementation period.
 - Active Transportation Program
 - Climate Initiatives Program
 - Clipper® START Pilot Program
 - Community-Based Transportation Planning Program
 - Commuter Benefits Program
 - Express Lanes
 - FasTrak® START Pilot Program
 - "Forward" Commute Initiatives
 - Priority Conservation Area (PCA) Program
 - Priority Development Area (PDA) Program
 - Regional Advance Mitigation Program
 - Regional Housing Technical Assistance Program
 - Regional Trails Program
 - Vision Zero Policy
- **Equitable Recovery:** As the Bay Area emerges from the COVID-19 pandemic, it will be essential to think through what an inclusive, equitable recovery looks like. In addition to the Regional Governmental Partnership for Local Economic Rebound noted earlier — which will also explore the nexus of infrastructure delivery as economic stimulus, among other areas — MTC and ABAG are exploring other recovery priorities, including essential and transit-dependent workers' mobility needs, the digital divide and support for small businesses.



Photo: Noah Berger



Transportation

Key implementation actions for Plan Bay Area 2050's transportation element include implementing the recommendations of the Blue Ribbon Transit Recovery Task Force, the Fare Integration Task Force and the Regional Active Transportation Plan. MTC and ABAG staff will update and calibrate the final Implementation Plan accordingly as these efforts continue and more clarity emerges about their final recommendations. Work is also underway to update MTC's Transit-Oriented Development Policy to ensure land use supports current and planned transit investments. Looking ahead, MTC will lead a next-generation freeways study to further explore road pricing and complementary strategies through engagement with partners and the public.

Table 7-6. Draft implementation actions for the transportation element

Transportation		
Themes and Strategies	Draft Implementation Actions	Implementation Vehicle
Maintain and Optimize the Existing System <ul style="list-style-type: none">• Restore, Operate and Maintain the Existing System• Support Community-Led Transportation Enhancements in Equity Priority Communities• Enable a Seamless Mobility Experience• Reform Regional Transit Fare Policy• Implement Per-Mile Tolling on Congested Freeways with Transit Alternatives• Improve Interchanges and Address Highway Bottlenecks• Advance Other Regional Programs and Local Priorities	1a) Seek new transportation revenues, including for community-led enhancements, fare reform, and a regional means-based fare program, and explore existing transportation funding sources to support operations and maintenance needs	Advocacy and Legislation
	1b) Coordinate the Bay Area’s transportation pandemic recovery with a focus on fiscal stabilization and system rebuilding	New, Existing or Restructured Initiatives
	1c) Reassess Plan Bay Area 2050’s transportation element financial assumptions in 2023 to better reflect the region’s post-COVID-19 financial conditions	
	1d) Implement the recommendations of the Blue Ribbon Transit Recovery Task Force, including those related to fare policy, connected network planning, data collection and coordination, branding/mapping/wayfinding, technology and mobile standards, service coordination, and transit network management reforms, among others	
	1e) Implement the customer-centric fare payment and integration recommendations of the Fare Integration Task Force	
	1f) Deploy the Clipper Mobile app, next-generation Clipper and regional transit mapping/wayfinding to improve the seamless integration of networks	
	1g) Continue and seek greater strategic alignment of existing programs, including Community-Based Transportation Planning Program, Clipper® START, FasTrak® START, Express Lanes, 511, “Forward” Commute Initiatives, and Connected Bay Area, among others, to support the maintenance, optimization, and restoration of the existing transportation system	
	1h) Identify strategies to equitably advance roadway pricing through deep engagement with key partners, stakeholders and the public	Planning or Research
	1i) Update guidelines for the upcoming cycle of the Community-Based Transportation Planning Program	
Create Healthy and Safe Streets <ul style="list-style-type: none">• Build a Complete Streets Network• Advance Regional Vision Zero Policy Through Street Design and Reduced Speeds	2a) Seek new transportation revenues, including for Complete Streets and Vision Zero priorities	Advocacy and Legislation
	2b) Advocate for elimination of the “85th percentile rule” for setting speed limits and for authorization of automated speed enforcement	New, Existing or Restructured Initiatives
	2c) Complete and implement the recommendations of the Regional Active Transportation Plan	
	2d) Continue and seek greater strategic alignment of existing programs, such as the Active Transportation Program, Quick-Build Technical Assistance and the Vision Zero shared data initiative, to support complete streets and regional safety efforts	



Transportation

Themes and Strategies	Draft Implementation Actions	Implementation Vehicle
Build a Next-Generation Transit Network <ul style="list-style-type: none"> • Enhance Local Transit Frequency, Capacity and Reliability • Expand and Modernize the Regional Rail Network • Build an Integrated Regional Express Lane and Express Bus Network 	3a) Advocate for changes to state law and federal regulations that will facilitate piloting the conversion of general-purpose lanes and part-time travel lanes to priced facilities	Advocacy and Legislation
	3b) Seek new transportation revenues, including for local and regional transit expansion	
	3c) 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	
	3d) Advocate for the next phase of California High-Speed Rail 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	
	3e) Complete and implement the TOD Policy Update to ensure land use supports transit investments and access to transit	New, Existing or Restructured Initiatives
	3f) 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	
	3g) Continue and seek greater strategic alignment of existing programs, including the “Forward” Commute Initiatives person-throughput investments, transit signal priority investments, and Express Lanes Network expansion to support next-generation transit needs	
	3h) Implement the recommendations of the Blue Ribbon Transit Recovery Task Force, including those related to transit priority, connected network planning, and transit network management reforms, among others	
	3i) Identify additional high-performing Express Bus corridors in partnership with CTAs and transit operators	Planning or Research
	3j) Study commute patterns of essential and transit-dependent workers and make recommendations for network modifications to better suit their mobility needs	

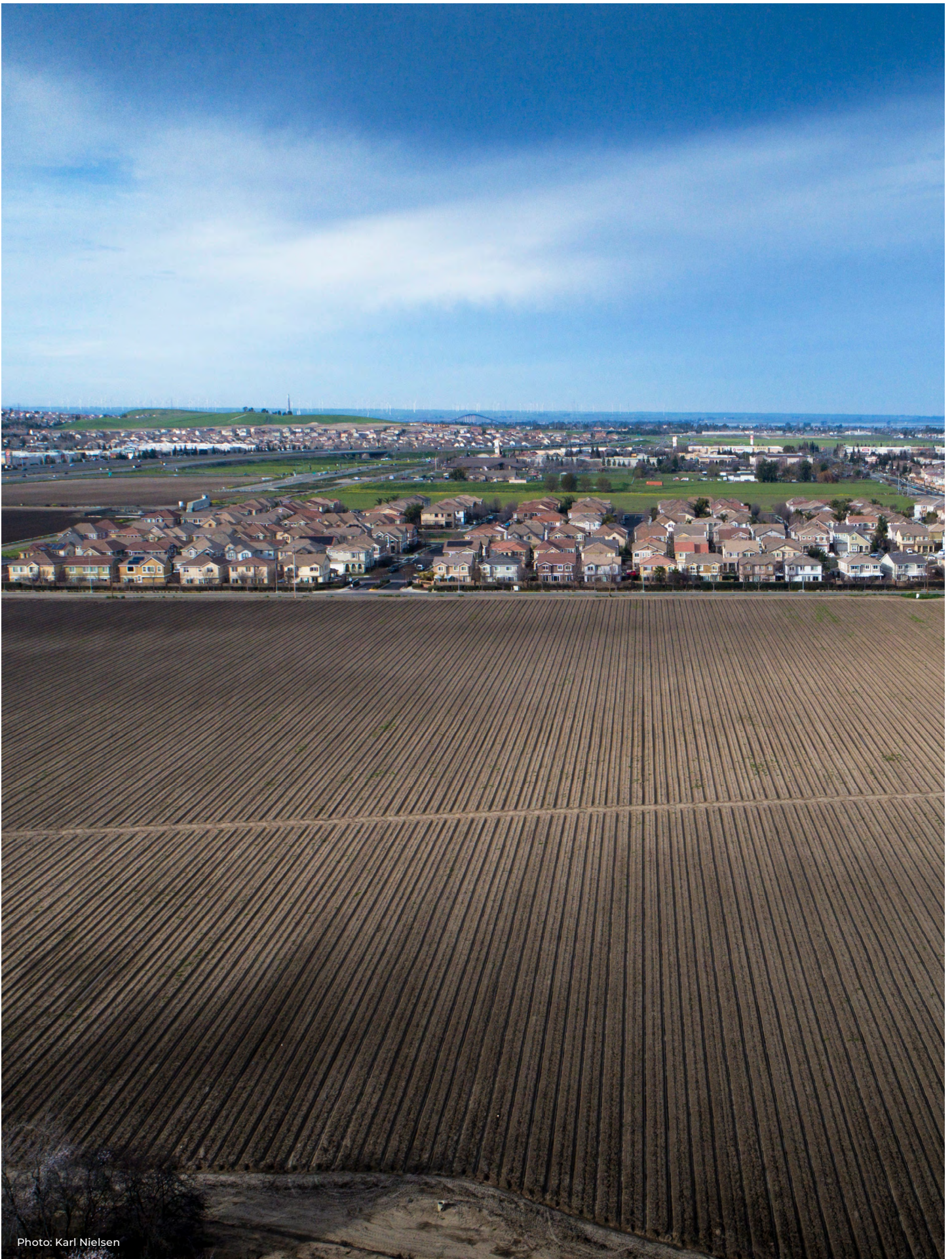



Photo: Karl Nielsen



Housing

For housing, key implementation actions include providing financial resources and technical assistance through the Regional Housing Technical Assistance and Priority Development Area planning programs. These programs will support local jurisdictions in a myriad of ways as they develop their Housing Element updates and bolster the Plan Bay Area 2050 themes of spurring housing production for people at all income levels and creating inclusive communities. MTC, ABAG and BAHFA are also proposing to launch and deliver a suite of pilot projects that will equitably advance protection, preservation and production of affordable housing. The agencies will also partner with local jurisdictions to study and accelerate the redevelopment of aging malls and office parks.

Table 7-7. Draft implementation actions for the housing element

 Housing		
Themes and Strategies	Draft Implementation Actions	Implementation Vehicle
Protect and Preserve Affordable Housing <ul style="list-style-type: none"> • Further Strengthen Renter Protections Beyond State Law • Preserve Existing Affordable Housing 	4a) Seek new revenues for affordable housing preservation	Advocacy and Legislation
	4b) Advocate for greater renter protections for tenants and low-income communities to prevent unjust evictions and displacement	
	4c) Launch and deliver pilot projects that will focus on developing standardized best practices for tenant protection and anti-displacement programs and launch and deliver a pilot program to pursue new affordable housing preservation strategies, including the restructured Bay Area Preservation Pilot Program	New, Existing or Restructured Initiatives
	4d) Complete and implement the Expanded Regional Housing Portfolio Business Plan	Planning or Research
	4e) Evaluate changes to federal and state policies to increase incentives for and the viability of affordable housing preservation strategies	
Spur Housing Production for People of All Income Levels <ul style="list-style-type: none"> • Allow a Greater Mix of Housing Densities and Types in Growth Geographies • Build Adequate Affordable Housing to Ensure Homes for All • Integrate Affordable Housing in All Major Housing Projects • Transform Aging Malls and Office Parks Into Neighborhoods 	5a) Seek new revenues for affordable housing production and explore better coordination of existing funding streams	Advocacy and Legislation
	5b) Advocate for legislation that enables a greater mix of housing densities and types in Plan Bay Area 2050 Growth Geographies	
	5c) Continue and seek greater strategic alignment of existing programs, including financial resources and REAP-funded technical assistance through the Regional Housing Technical Assistance Program, as well as the PDA Planning and Technical Assistance Grant programs, with goals of providing capacity-enhancing support for local jurisdictions, supporting jurisdictions with plans and policies to increase the supply of affordable housing, 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	New, Existing or Restructured Initiatives
	5d) Assist local jurisdictions with initiating plans for all remaining PDAs by 2025	
	5e) Complete and implement the TOD Policy Update to ensure land use supports transit investments and access to transit	
	5f) Launch and deliver pilot projects to facilitate affordable housing production and ensure equitable access to affordable housing, including a regional affordable housing application platform (“Doorway”) and an affordable housing pipeline database	
	5g) Partner with local jurisdictions to accelerate the redevelopment of aging malls and office parks, including a study of redevelopment opportunities and challenges	
	5h) Complete and implement the Expanded Regional Housing Portfolio Business Plan	Planning or Research
	5i) Evaluate changes to federal and state policies to increase incentives for and the viability of affordable housing production strategies	



Housing

Themes and Strategies	Draft Implementation Actions	Implementation Vehicle
Create Inclusive Communities <ul style="list-style-type: none"> • Provide Targeted Mortgage, Rental and Small Business Assistance to Equity Priority Communities • Accelerate Reuse of Public and Community-Owned Land for Mixed-Income Housing and Essential Services 	6a) Seek new revenues for rental, mortgage and small-business assistance programs	Advocacy and Legislation
	6b) Launch and deliver pilot projects which will focus on developing standardized regional best practices for tenant protection and anti-displacement programs	New, Existing or Restructured Initiatives
	6c) Partner with local jurisdictions and other stakeholders to develop and roll out a regional homelessness prevention system	
	6d) Continue and seek greater strategic alignment of existing programs, including financial resources and technical assistance through the Regional Housing Technical Assistance Program and PDA Planning and Technical Assistance Grant Program, to plan for public land reuse and to advance residential and mixed-use projects with a large share of affordable housing	
	6e) Complete and implement the Expanded Regional Housing Portfolio Business Plan	Planning or Research
	6f) Partner with local jurisdictions and stakeholders to explore approaches, including potential working groups, regional studies, or other appropriate vehicles, to catalyze the use of public- and community-owned land	



Photo: Karl Nielsen



Economy

Key implementation actions for Plan Bay Area 2050's economy element include further exploring the intersection of broadband infrastructure development and transportation project delivery, as well as evaluating funding sources and developing a pilot Priority Production Area Planning and Technical Assistance Program.

Table 7-8. Draft implementation actions for the economy element


<div>  Economy </div>		
Themes and Strategies	Draft Implementation Actions	Implementation Vehicle
Improve Economic Mobility <ul style="list-style-type: none"> Implement a Statewide Universal Basic Income Expand Job Training and Incubator Programs Invest in High-Speed Internet in Underserved Low-Income Communities 	7a) Advocate for greater state support for internet subsidies and a more deliberate state approach to expanding access to broadband for low-income households	Advocacy and Legislation
	7b) Explore support and further research for a potential statewide pilot program related to a universal basic income	
	7c) Engage with local partners on economic recovery from the pandemic as part of the Regional Governmental Partnership for Local Economic Rebound initiative	New, Existing or Restructured Initiatives
	7d) Partner with key stakeholders to conduct regional economic studies related to inclusive post-COVID-19 recovery; megaregional economic needs; and/or closing the "digital divide," including the intersection of broadband infrastructure development with transportation project delivery	Planning or Research
Shift the Location of Jobs <ul style="list-style-type: none"> Allow Greater Commercial Densities in Growth Geographies Provide Incentives to Employers to Shift Jobs to Housing-Rich Areas Well Served by Transit Retain and Invest in Key Industrial Lands 	8a) Advocate for legislation that enables a greater mix of commercial densities as outlined in Plan Bay Area 2050 Growth Geographies	Advocacy and Legislation
	8b) Complete and implement the TOD Policy Update to ensure land use supports transit investments	New, Existing or Restructured Initiatives
	8c) Continue and seek greater strategic alignment of existing programs, including the PDA Planning and Technical Assistance Grant Program with expanded emphasis on both housing and jobs	
	8d) 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	




Photo: Karl Nielsen



Environment

For Plan Bay Area 2050's environment element, key implementation actions include evaluating and establishing clear roles and responsibilities for sea level rise adaptation planning, funding and implementation. MTC is proposing to restructure its Climate Initiatives Program and its transportation demand management programs to ensure that they can effectively increase in scale over the next five years, particularly given the expanded scope of these strategies in Plan Bay Area 2050. The MTC Priority Conservation Area Program has also been identified for a revamp toward a more data-driven approach that addresses a wider range of policy concerns, including resilience and equity. Finally, the feasibility of expanding the scope and mission of the Bay Area Regional Energy Network (BayREN) to develop a broader range of programs that support water and energy upgrades will be evaluated.

Table 7-9. Draft implementation actions for the environment element

 Environment		
Themes and Strategies	Draft Implementation Actions	Implementation Vehicle
Reduce Risks from Hazards <ul style="list-style-type: none"> • Adapt to Sea Level Rise • Provide Means-Based Financial Support to Retrofit Existing Residential Buildings • Fund Energy Upgrades to Enable Carbon-Neutrality in All Existing Commercial and Public Buildings 	9a) Seek new revenues for the full range of resilience needs	Advocacy and Legislation
	9b) 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	
	9c) 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	New, Existing or Restructured Initiatives
	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 funding plan to support the implementation of projects that reduce sea level rise risks to communities, infrastructure and ecology, prioritizing green infrastructure wherever possible	Planning or Research
	9f) Study and identify Plan Bay Area 2050 Growth Geographies for resilience risk and opportunities, and reform Growth Geography planning guidance accordingly	
Expand Access to Parks and Open Space <ul style="list-style-type: none"> • Maintain Urban Growth Boundaries • Protect and Manage High-Value Conservation Lands • Modernize and Expand Parks, Trails and Recreation Facilities 	10a) Seek new revenues for conservation, parks, recreation and open space, with a special emphasis on improving access and enhancing amenities for Equity Priority Communities	Advocacy and Legislation
	10b) Advocate for local jurisdictions to respect existing urban growth boundaries to avoid net expansion of areas eligible for urban development	
	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	New, Existing or Restructured Initiatives
	10d) Continue and seek greater strategic alignment of existing programs, including implementation of the Regional Advance Mitigation Program (RAMP), the San Francisco Bay Trail, San Francisco Bay Area Water Trail, and Quick-Build Technical Assistance to support Plan Bay Area 2050's open space and parks goals	



Themes and Strategies	Draft Implementation Actions	Implementation Vehicle
Reduce Climate Emissions <ul style="list-style-type: none">• Expand Commute Trip Reduction Programs at Major Employers• Expand Clean Vehicle Initiatives• Expand Transportation Demand Management Initiatives	11a) Evaluate and seek legislative authority to expand existing Bay Area Commuter Benefits Program in partnership with the Air District	Advocacy and Legislation
	11b) Seek new revenues for climate, travel demand management and electrification needs	
	11c) Convene local governments, TDM partners and employers to expand relationships, target outreach, support education, 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 policies, Mobility Hubs, Vanpooling, Car Sharing, MTC SHIFT, bikeshare and e-bike incentive programs, electric vehicle incentives and electric vehicle charger programs	
	11e) Evaluate and optimize the design of the Bay Area Commuter Benefits Program to maximize the viability of a regional sustainable commute target and support reductions in single-occupancy-vehicle (SOV) commute trips	Planning or Research
	11f) Identify the resources and capacities necessary to implement an expanded Bay Area Commuter Benefits Program at both the Air District and MTC	

Funding Plan Bay Area 2050

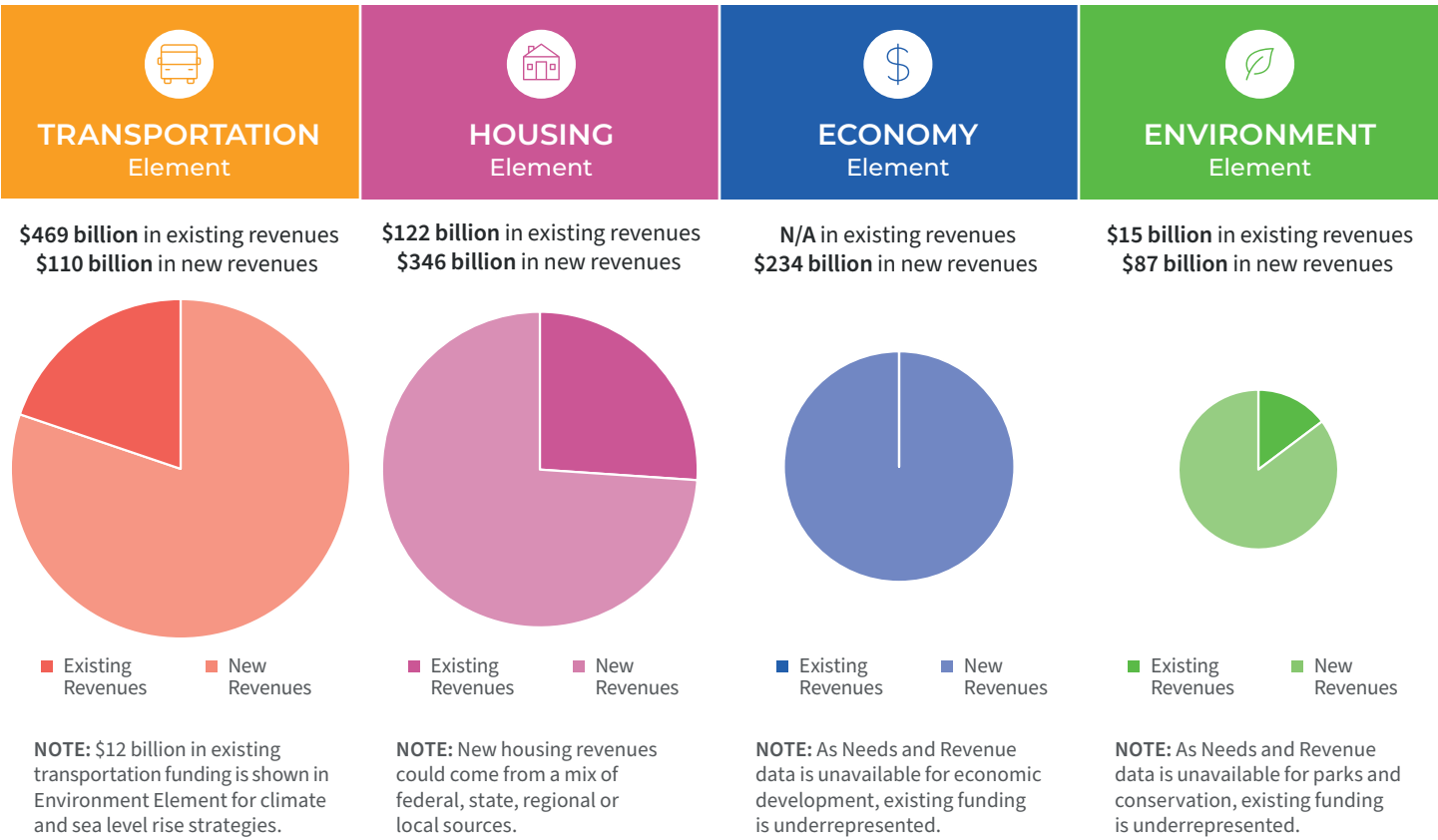
Plan Bay Area 2050 envisions an investment in the Bay Area’s future of approximately \$1.4 trillion between now and 2050. A central element of implementing this vision is understanding the potential cost of carrying out each of these strategies, as well as identifying the resources available to meet those needs. More than \$600 billion in existing revenues have been identified to support Plan Bay Area 2050’s strategies, the majority of which are revenues that fund transportation operations and expansion. Two other existing revenue sources include just over \$100 billion for housing, primarily focused on affordable housing maintenance and production, and \$15 billion to support environmental aims like emissions reductions and sea level rise adaptation.

The inclusion of the environment and economy elements in Plan Bay Area 2050 has broadened the scope of the financial analysis required of the plan, and information on existing funding streams for these areas is less readily available. As such, existing funding identified for these two elements is likely underrepresented, particularly for the economy element, where no existing funding is assumed. These two elements in particular will need further study and partnership to fully understand what funds already exist and where more financial support is needed.

Given the gap between existing and needed revenues, new funding sources will be essential to advancing Plan Bay Area 2050’s strategies. While the specific sources of new revenue have yet to be determined, there are a variety of ways that new funding could be generated. These range from user fees like parking surcharges and all-road tolling to increasing taxes on wealth, income, sales or property.

Bay Area voters and policymakers have stepped up to tackle big regional problems in the past, from the inception of the BART system in the 1950s and 1960s to voter-approved bonds for affordable housing in recent years. In the environment sphere, a revenue-generating measure by the San Francisco Bay Restoration Authority in 2016 passed with 70% approval across the region — the Bay Area’s first-ever tax to prepare for sea level rise.

Figure 7-1. Existing and new revenues



The transportation element, which has the highest cost of Plan Bay Area 2050's four elements, has relatively robust revenues that currently support the existing system's maintenance and operation. New revenues, however, would be needed to fund the plan's more transformational investments and policies, such as the new Link21 transbay rail crossing or regional fare discounts for millions of trips each day. Such revenues would be generated by implementation of specific Plan Bay Area 2050 strategies like freeway pricing and parking fees, as well as a future regional revenue measure. Independent polling conducted in 2019 found over two-thirds of Bay Area residents were in support of a regional revenue measure for transportation. Working with partner agencies to allow Bay Area voters to decide on such a measure is a key near-term implementation action for MTC and ABAG.

Plan Bay Area 2050's housing, environment and economy elements would require a much stronger reliance on new revenues, reflecting the historically limited role of government spending in these areas. For the housing element, the next most costly after transportation, existing local and state programs to support affordable housing production and preservation can be expected to account for around one-quarter of the funding needed to carry out the plan's housing strategies. Plan Bay Area 2050 intensifies the focus on capital investments for affordable housing production and preservation, requiring a substantial increase in funding to match the scale of the crises the Bay Area must now address.

Thinking ahead to 2050, addressing the challenges that stand in the way of equitable economic development and environmental resilience would require significantly more financial resources than would be expected should today's funding paradigms continue. For example, an economy strategy to implement a universal basic income would require an estimated \$200 billion, reflecting a significant break from current levels of investment in economic development. Similarly, current resources for environmental strategies fall short of what would be needed to carry out the proactive approach to open space expansion, sea level rise adaptation and climate emissions reductions laid out in Plan Bay Area 2050.



Photo: MTC Stock Archive

PLAN BAY AREA 2050 IMPLEMENTATION PLAN

Strategic Partnership Opportunities

As discussed earlier in this chapter, this Draft Implementation Plan focuses on implementation actions that MTC/ABAG propose to commit to over the next one to five years. The next and final phase of the Implementation Plan process — known as the Partnership Phase — will expand the focus beyond MTC/ABAG to identify the partnerships necessary to move the strategies forward. Slated for summer 2021, this phase will yield a broader range of actions and potential commitments.

In preparation for this phase of the Implementation Plan process, select strategic partners have been identified as part of the Draft Plan Bay Area 2050, including:

- Bay Area Air Quality Management District (Air District)
- Bay Conservation and Development Commission (BCDC)
- Business Community
- County Transportation Agencies (CTAs)
- Equity and Environmental Advocates/Non-Profits
- Local Jurisdictions
- State Agencies
- Transit Agencies

It is important to note this list of partners and partnership areas is not exhaustive and reflects a shortlist of high-priority focus areas where MTC/ABAG and listed partners can work to advance adopted Plan Bay Area 2050 strategies over the next one to five years. Additional partnership opportunities, potentially including mutual commitments and more specific role recommendations for partners, will be further explored during the Partnership Phase.



Photo: Karl Nielsen

BAY AREA AIR QUALITY MANAGEMENT DISTRICT (AIR DISTRICT)

As the regional air pollution control agency for the nine-county Bay Area, the Air District is tasked with overseeing policies and adopting regulations to control stationary sources of air pollution. The Air District and MTC/ABAG collaborate on initiatives including electric vehicle infrastructure and incentives, freight and goods movement, and the Commuter Benefits Program, which provides incentives for commuters to take transit or vanpool to work. Given the significantly expanded climate strategies in Plan Bay Area 2050, MTC/ABAG would be interested in continuing and growing their partnerships with the Air District on a range of efforts that will encourage mode shift from single-occupancy vehicles, reduce greenhouse gas emissions and improve air quality, with a specific focus on supporting the needs of Equity Priority Communities, AB 617 communities¹ and other communities over-burdened by pollution.

High-priority initiative areas for greater coordination include expanding the Commuter Benefits Program to support sustainable commute targets, expanding vehicle electrification efforts and accelerating building decarbonization efforts at the regional level. For the Commuter Benefits Program, MTC/ABAG would like to work collaboratively with the Air District to convene local partners and employers and build greater regional consensus for sustainable commute targets, while also working to optimize the program's design and identify the resources and authority needed to expand the program. Given the significantly expanded clean vehicle incentives and infrastructure envisioned by Plan Bay Area 2050, the agencies will also have to work closely to restructure existing vehicle electrification initiatives to ensure they can scale effectively. Finally, the Air District will be an essential implementation partner for the plan's building decarbonization strategies, given their existing programs, funding and authority to regulate stationary pollution sources.

PARTNERSHIP FOCUS STRATEGIES	
Transportation	T2
Economy	EC6
Environment	EN2 EN3 EN7 EN8 EN9

¹ More information on AB 617 may be found on the CARB website at <https://ww2.arb.ca.gov/capp>

BAY CONSERVATION AND DEVELOPMENT COMMISSION (BCDC)

With planning, permitting and enforcement authorities over the San Francisco Bay, BCDC has a major role in preparing for and adapting to rising sea levels caused by climate change. MTC/ABAG have partnered with BCDC on numerous projects and initiatives, including the Adapting to Rising Tides program, the San Francisco Bay Trail, the San Francisco Bay Area Water Trail, the San Francisco Bay Area Seaport Plan, various shoreline-adjacent transportation projects and, most recently, the ongoing Bay Adapt process.

A major partnership priority for MTC/ABAG is to work collaboratively with BCDC to establish clear roles and responsibilities for sea level rise adaptation planning, funding and implementation through the Bay Adapt and Implementation Plan processes this year. Given that the sea level rise adaptation space includes various responsibilities among many different public, private and nonprofit entities, there is a crucial short-term opportunity to develop clarity on lead and partner entities for these adaptation areas. Additional partnership focus areas for sea level rise adaptation include raising revenues to support planning and adaptation projects, pursuing joint legislative advocacy, developing a sea level rise funding plan for implementation, and continually updating planning guidelines informed by the latest scientific guidance.

PARTNERSHIP FOCUS STRATEGIES

Environment

EN1

BUSINESS COMMUNITY

The Bay Area business community encompasses a broad range of voices, including large and small businesses, employer associations, advocacy groups and economic development associations. This community has an essential role in ensuring that the Bay Area's economy is vibrant, innovative and sustainable, as well as an inclusive engine of economic opportunity for all Bay Area residents. As such, businesses have been important stakeholders in many MTC/ABAG-led efforts over the years, from megaregional transportation projects to the development of the CASA Compact to address the Bay Area's chronic housing affordability challenges.

MTC/ABAG expect that the business community will continue to be a key implementation partner moving forward across a number of Plan Bay Area 2050 strategies, touching each of the plan's four core elements. MTC/ABAG would especially welcome the business community's engagement on the region's transportation and housing needs — whether supporting future potential regional revenue measures, advocating for major regional and megaregional transportation projects and initiatives, or advancing production of both market-rate and affordable housing in Plan Bay Area 2050 Growth Geographies. Other key partnership focus areas include providing leadership and expertise on regional economic recovery efforts, as well as ongoing engagement to expand commute trip reduction programs at major employers.

PARTNERSHIP FOCUS STRATEGIES

Transportation

T3
T4
T5
T10
T11
T12

Housing

H3
H4
H6
H7

Economy

EC2
EC3
EC4
EC5
EC6

Environment

EN1
EN3
EN7
EN9

COUNTY TRANSPORTATION AGENCIES (CTAs)

The region's nine CTAs deliver transportation projects and programs to improve access and mobility for the residents of their counties, in addition to providing technical assistance to local jurisdictions. As the transportation planner, funder and coordinator for the nine-county Bay Area, MTC has long-standing relationships with CTAs and a strong history of collaborating to meet the region's most pressing transportation needs.

Some of the most critical areas for partnership between MTC and CTAs involve coordination on a wide range of project delivery needs and considerations, facilitating the Bay Area's transportation recovery from the COVID-19 pandemic — including through implementation of the recommendations of the Blue Ribbon Transit Recovery Task Force — and partnering on overall GHG emissions reduction efforts. In the project delivery space, key focus areas will involve working to seek and secure revenues to fill transportation funding gaps, including authorization of a potential regional revenue measure. Further collaboration is necessary to improve schedule adherence, reduce project costs, and evaluate project delivery paradigms for major capital projects. With respect to GHG emissions reduction efforts, it will be essential for CTA-led transportation plans to more closely align with Plan Bay Area 2050, including a stronger emphasis on countywide development patterns.

Other related implementation priorities involve partnering in a study to equitably advance roadway pricing, furthering implementation of the Express Lanes Strategic Plan and accelerating Complete Streets and Vision Zero improvements, including through technical assistance to local jurisdictions. The Partnership Phase will also provide an opportunity to discuss how best to advance select housing, economy and environment strategies, including engagement on the development of a regional sustainable commute target and the restructuring of MTC's operational TDM programs.

PARTNERSHIP FOCUS STRATEGIES	
Transportation	T1
	T2
	T3
	T4
	T5
	T6
	T7
	T8
	T9
	T10
	T11
	T12
Housing	H3
	H8
Economy	EC3
	EC4
	EC5
	EC6
Environment	EN1
	EN7
	EN8
	EN9

EQUITY AND ENVIRONMENTAL ADVOCATES/NON-PROFITS

The Bay Area's unparalleled community of equity and environmental advocates and non-profits brings a wealth of knowledge and expertise to implement Plan Bay Area 2050's strategies. In addition to deep experience engaging with communities and conducting high-impact advocacy campaigns at the local, regional and state levels, these groups have been active stakeholders in many MTC/ABAG-led initiatives over the years. These include previous iterations of Plan Bay Area, the One Bay Area Grant (OBAG) Program, the PCA Program and CASA, among many others.

MTC/ABAG would welcome continued partnership and engagement from advocates and non-profits in several select focus areas. These include partnering in efforts to reexamine the Equity Priority Communities framework and methodology, as well as providing input on the development of the Expanded Regional Housing Portfolio Business Plan, supporting BAHFA pilot programs, and discussing the vision for a regional public lands network. MTC/ABAG would also like to partner in the revisioning of the PCA program to better incorporate science, resilience and equity, among other areas, in addition to continuing dialogue regarding transit service restoration in the post-COVID environment.

From a broader perspective, a major consideration across many of the identified Plan Bay Area 2050 strategies involves coordinated public engagement to support the needs of Equity Priority Communities. MTC/ABAG intends to continue, and to strengthen, engagement efforts in collaboration and partnership with equity and environmental advocates and non-profits.

PARTNERSHIP FOCUS STRATEGIES	
Transportation	T1
	T2
	T3
	T4
	T5
	T8
	T9
Housing	T10
	H1
	H2
	H4
	H5
	H7
Economy	H8
	EC1
	EC2
Environment	EC3
	EN1
	EN2
	EN4
	EN5
	EN6

LOCAL JURISDICTIONS

The Bay Area’s nine counties and 101 cities and towns have a variety of authorities and capacities to support implementation of Plan Bay Area 2050, especially given local control of land use decisions. In addition to their housing and local planning responsibilities, local jurisdictions often have public works, transportation, economic and workforce development, and/or parks and recreation departments that are on the frontlines of delivering or operating projects, initiatives and programs. Local jurisdictions have been key partners in many MTC/ABAG-led processes to date, including RHNA, the PDA Program and the PCA Program, among others.

MTC/ABAG look forward to expanding existing relationships and initiatives and further building upon the recent successes of the REAP and LEAP programs to ensure implementation success across all four core elements of the plan. High-priority implementation partnership areas include local jurisdictions taking a lead role in allowing a greater mix of housing and commercial densities in Plan Bay Area 2050 Growth Geographies, as well as in working to strengthen renter protections and redevelop aging malls and office parks. Close collaboration also would be required to align local land use decisions with regional efforts to preserve existing affordable housing and produce affordable housing.

Local jurisdictions will have a key role in deploying community-identified transportation enhancements, such as bus-only lanes or transit signal priority, as well as advancing planning and project delivery of critical bicycle and pedestrian facilities. MTC/ABAG would further welcome the participation and support of local jurisdictions in envisioning an equitable economic recovery, as well as in a wide range of environmental areas including developing local shoreline adaptation plans, pursuing decarbonization strategies for public buildings and creating a supportive regulatory environment for electric vehicle charging infrastructure.

PARTNERSHIP FOCUS STRATEGIES	
Transportation	T2
	T6
	T7
	T8
	T9
	T10
Housing	H1
	H2
	H3
	H4
	H5
	H6
	H7
	H8
Economy	EC1
	EC2
	EC3
	EC4
	EC5
	EC6
Environment	EN1
	EN2
	EN3
	EN4
	EN5
	EN6
	EN8
	EN9

STATE AGENCIES

State agencies² are key funding partners across all areas of Plan Bay Area 2050, with important roles in establishing the overall policy and regulatory environment. MTC/ABAG have longstanding relationships with partners such as Caltrans, the Air Resources Board, Housing and Community Development, the California Transportation Commission, and the California State Transportation Agency, among others.

MTC/ABAG look forward to deepening and strengthening these relationships as the agencies work in concert with the state to advance key regional priorities while achieving statewide policy goals. This includes working with state partners to align resources and policy to effectively support the achievement of shared plan implementation priorities through targeted investments such as mobility hubs, Priority Development Area plans and more. Additional high-priority focus areas for transportation include advancing major capital projects through statewide funding programs, as well as facilitating the creation of healthy and safe streets through speed limit reductions and active transportation project streamlining.

On housing, greater technical assistance for local and regional partners in areas such as housing preservation will be necessary in order to meet statewide policy goals. Additional key focus areas where state leadership will be required include simplifying and streamlining application processes for state housing funding sources, as well as in broadening high-speed internet access in underserved communities, leveraging transportation project delivery opportunities where appropriate. Finally, flexible and dedicated funding, as well as more detailed guidance on how to align with recent statewide executive orders and policy goals, will help advance critical environmental strategy areas, ranging from climate adaptation and resilience to parks and conservation.

PARTNERSHIP FOCUS STRATEGIES	
Transportation	T5
	T6
	T8
	T9
	T10
	T11
Housing	T12
	H1
	H2
	H3
	H4
	H6
Economy	H7
	H8
Environment	EC1
	EC3
	EN1
	EN2
	EN3
	EN5
	EN6
	EN8

² State agencies include the Air Resources Board, Caltrans, the California Transportation Commission, the California State Transportation Agency, the California High-Speed Rail Authority, the Governor's Office of Business and Economic Development, the California Department of Housing and Community Development, the California Strategic Growth Council, the Governor's Office of Planning and Research, the California Natural Resources Agency, and the California Earthquake Authority, among others.

TRANSIT AGENCIES

The region's more than two dozen transit agencies maintain and operate trains, buses and ferries, while delivering transit capital projects to optimize and expand the system. MTC and transit agencies have long partnered to support public transportation and the many residents who rely on transit for a broad range of their transportation needs.

The most pressing and immediate partnership area between MTC and transit agencies involves facilitating the recovery of the Bay Area transit systems from the COVID-19 pandemic. The ongoing work of the Blue Ribbon Transit Recovery Task Force looms large here and implementing the Task Force's ultimate recommendations will be critical. These recommendations are expected to address many areas that will ensure Bay Area transit comes back stronger than ever, including fare policy, connected network planning, transit priority and transit network management reforms, among others.

An additional priority focus area will involve partnering on project delivery needs and considerations. Most important will be positioning major capital projects for success on a regional level, with an additional focus on improving schedule adherence, reducing project costs and evaluating project delivery paradigms.

Advancing select housing, economy and environment strategies will also be critical for MTC and transit agencies. Potential discussion areas during the Partnership Phase may include topics such as supporting transit-oriented housing and commercial developments, utilizing vacant public agency land for housing, and protecting transportation assets from sea level rise.

PARTNERSHIP FOCUS STRATEGIES	
Transportation	T1
	T2
	T3
	T4
	T5
	T10
	T11
	T12
Housing	H3
	H8
Economy	EC3
	EC4
	EC5
Environment	EN1
	EN7



Photo: Karl Nielsen

The Path Ahead

Ongoing engagement across all levels of government, as well as with key planning partners, civic organizations and Bay Area residents, will further shape the Draft Implementation Plan as it moves toward offering a complete set of implementation recommendations for the final Plan Bay Area 2050 document, scheduled for adoption in fall 2021. The Partnership Phase this summer will include:

1. small group meetings and focused discussions,
2. continued partner engagement (including webinars and targeted outreach), and
3. the official Draft Plan Bay Area 2050 outreach and comment period.

Visit the Implementation Plan page on the Plan Bay Area 2050 website³ for more details, including specific future engagement opportunities. The final Implementation Plan, to be released in fall 2021 as part of the final Plan Bay Area 2050, will incorporate findings from the partnership phase and will also include timelines for proposed implementation actions.

MTC and ABAG can provide strong regional leadership on some of the most pressing housing, economic, transportation and environmental challenges facing the Bay Area over the next 30 years, but regional government alone cannot achieve any of the plan's bold and visionary ideas. Near-term actions set the stage for crucial relationships that must be developed and maintained for decades to come. Equity and resilience must continue to be front and center in all decisions that move the plan's strategies forward. By emphasizing partnership and collaboration — while championing equity and resilience — regional leadership lays the groundwork for successfully implementing all of Plan Bay Area 2050's strategies, resulting in a more affordable, diverse, connected, healthy and vibrant region for every Bay Area resident.



3 <https://www.planbayarea.org/2050-plan/implementation-plan>