



# DRAFT IMPLEMENTATION PLAN BRIEFS

MAY 2021



ASSOCIATION  
OF BAY AREA  
GOVERNMENTS



METROPOLITAN  
TRANSPORTATION  
COMMISSION

## Metropolitan Transportation Commission

**Alfredo Pedroza, Chair**  
Napa County and Cities

**Nick Josefowitz, Vice Chair**  
San Francisco Mayor's Appointee

**Margaret Abe-Koga**  
Cities of Santa Clara County

**Eddie H. Ahn**  
San Francisco Bay Conservation  
and Development Commission

**David Canepa**  
San Mateo County

**Cindy Chavez**  
Santa Clara County

**Damon Connolly**  
Marin County and Cities

**Carol Dutra-Vernaci**  
Cities of Alameda County

**Dina El-Tawansy**  
California State Transportation Agency  
(CalSTA)

**Victoria Fleming**  
Sonoma County and Cities

**Dorene M. Giacopini**  
U.S. Department of Transportation

**Federal D. Glover**  
Contra Costa County

**Sam Liccardo**  
San José Mayor's Appointee

**Nate Miley**  
Alameda County

**Gina Papan**  
Cities of San Mateo County

**David Rabbitt**  
Association of Bay Area Governments

**Hillary Ronen**  
City and County of San Francisco

**Libby Schaaf**  
Oakland Mayor's Appointee

**James P. Spering**  
Solano County and Cities

**Amy R. Worth**  
Cities of Contra Costa County

**Vacant**  
U.S. Department of Housing  
and Urban Development

## Association of Bay Area Governments

**Jesse Arreguín, President**  
Mayor, City of Berkeley

**Belia Ramos, Vice President**  
Supervisor, County of Napa

**David Rabbitt,**  
**Immediate Past President**  
Supervisor, County of Sonoma

### County Representatives

**Candace Andersen**  
Supervisor, County of Contra Costa

**David Canepa**  
Supervisor, County of San Mateo

**Keith Carson**  
Supervisor, County of Alameda

**Cindy Chavez**  
Supervisor, County of Santa Clara

**Otto Lee**  
Supervisor, County of Santa Clara

**Gordon Mar**  
Supervisor, City and County  
of San Francisco

**Rafael Mandelman**  
Supervisor, City and County  
of San Francisco

**Nate Miley**  
Supervisor, County of Alameda

**Karen Mitchoff**  
Supervisor, County of Contra Costa

**Stephanie Moulton-Peters**  
Supervisor, County of Marin

**James P. Spering**  
Supervisor, County of Solano

**Vacant**  
County of San Mateo

### City Representatives

**Nikki Fortunato Bas**  
Councilmember, City of Oakland

**London Breed**  
Mayor, City and County of San Francisco

**Tom Butt**  
Mayor, City of Richmond

**Pat Eklund**  
Mayor, City of Novato

**Maya Esparza**  
Councilmember, City of San José

**Carroll Fife**  
Councilmember, City of Oakland

**Neysa Fligor**  
Mayor, City of Los Altos

**Leon Garcia**  
Mayor, City of American Canyon

**Liz Gibbons**  
Mayor, City of Campbell

**Giselle Hale**  
Vice Mayor, City of Redwood City

**Barbara Halliday**  
Mayor, City of Hayward

**Rich Hillis**  
Planning Director, City and  
County of San Francisco

**Dave Hudson**  
Mayor, City of San Ramon

**Matthew Mahan**  
Councilmember, City of San José

**Raul Peralez**  
Councilmember, City of San José

**Carlos Romero**  
Mayor, City of East Palo Alto

**Loren Taylor**  
Councilmember, City of Oakland

**Lori Wilson**  
Mayor, City of Suisun City

**Vacant**  
Cities in Sonoma County

**Vacant**  
City and County of San Francisco  
(Mayor's Appointee)

### Advisory Member

**Jayne Battey**  
Board Member, San Francisco Bay  
Regional Water Quality Control Board

**Association of Bay Area Governments**

375 Beale Street, Suite 700

San Francisco, CA 94105-2066

[www.abag.ca.gov](http://www.abag.ca.gov) | 415.820.7900

**Metropolitan Transportation Commission**

375 Beale Street, Suite 800

San Francisco, CA 94105-2066

[www.mtc.ca.gov](http://www.mtc.ca.gov) | 415.778.6700



# Draft Plan Bay Area 2050: Implementation Plan Briefs

## Project Staff

### **Dave Vautin**

Plan Bay Area 2050 Project Manager

### **Chirag Rabari**

Plan Bay Area 2050 Implementation Plan Project Manager

**Ben Botkin, Ada Chan, James Choe, Michael Germeraad, Rachael Hartofelis, Johnny Jaramillo, Raleigh McCoy, Kara Oberg, Heather Peters, Daniel Saver, Mark Shorett, Carrie Simmons, Krute Singa, Anup Tapase, Therese Trivedi, Kara Vuicich**  
Regional Planning Program Implementation Plan Contributors

## Acknowledgements

### **Author**

Chirag Rabari

### **Cover Design**

Miguel Osorio

### **Editor**

Leslie Lara-Enríquez

The Implementation Plan project team would like to thank fellow Metropolitan Transportation Commission staff from the Field Operations and Asset Management, Funding Policy and Programs, Legislation and Public Affairs, Design and Project Delivery, Electronic Payments, and Technology Services sections; the San Francisco Estuary Partnership (SFEP); the Bay Area Regional Energy Network (BayREN) Energy Program; and the Bay Area Regional Collaborative (BARC) for their input and contributions to the Implementation Plan process.

The material in these briefs also reflects feedback from a host of partners including the Bay Area Air Quality Management District (Air District), the Bay Area Conservation and Development Commission (BCDC), the business community, County Transportation Agencies (CTAs), and equity and environmental advocates and non-profits, among others.

# Table of Contents

<b>Introduction.....</b>	<b>1</b>
<b>Brief Components .....</b>	<b>1</b>
Plan Element and Theme .....	1
Strategy Cost .....	1
Abbreviated Strategy Description.....	1
Strategy Success Assessment .....	1
MTC/ABAG Implementation Role .....	2
Recommended Priorities for Implementation.....	2
Summary and Considerations.....	3
Next Steps .....	3
<b>Strategy H1: Further strengthen renter protections beyond state law .....</b>	<b>4</b>
<b>Strategy H2: Preserve existing affordable housing.....</b>	<b>5</b>
<b>Strategy H3: Allow a greater mix of housing densities and types in Growth Geographies.....</b>	<b>6</b>
<b>Strategy H4: Build adequate affordable housing to ensure homes for all .....</b>	<b>7</b>
<b>Strategy H5: Integrate affordable housing into all major housing projects .....</b>	<b>8</b>
<b>Strategy H6: Transform aging malls and office parks into neighborhoods.....</b>	<b>9</b>
<b>Strategy H7: Provide targeted mortgage, rental and small business assistance to Equity Priority Communities.....</b>	<b>10</b>
<b>Strategy H8: Accelerate reuse of public and community-owned land for mixed-income housing and essential services .....</b>	<b>11</b>
<b>Strategy EC1: Implement a statewide universal basic income .....</b>	<b>12</b>
<b>Strategy EC2: Expand job training and incubator programs.....</b>	<b>13</b>
<b>Strategy EC3: Invest in high-speed internet in underserved low-income communities .....</b>	<b>14</b>
<b>Strategy EC4: Allow greater commercial densities in Growth Geographies .....</b>	<b>15</b>
<b>Strategy EC5: Provide incentives to employers to shift jobs to housing-rich areas well served by transit.....</b>	<b>16</b>
<b>Strategy EC6: Retain and invest in key industrial lands.....</b>	<b>17</b>
<b>Strategy T1: Restore, operate and maintain the existing system .....</b>	<b>18</b>
<b>Strategy T2: Support community-led transportation enhancements in Equity Priority Communities.....</b>	<b>19</b>
<b>Strategy T3: Enable a seamless mobility experience .....</b>	<b>20</b>
<b>Strategy T4: Reform regional transit fare policy .....</b>	<b>21</b>

Strategy T5: Implement per-mile tolling on congested freeways with transit alternatives .....	22
Strategy T6: Improve interchanges and address highway bottlenecks .....	23
Strategy T7: Advance other regional programs and local priorities .....	24
Strategy T8: Build a Complete Streets network .....	25
Strategy T9: Advance regional Vision Zero policy through street design and reduced speeds.....	26
Strategy T10: Enhance local transit frequency, capacity and reliability .....	27
Strategy T11: Expand and modernize the regional rail network .....	28
Strategy T12: Build an integrated regional express lanes and express bus network .....	29
Strategy EN1: Adapt to sea level rise .....	30
Strategy EN2: Provide means-based financial support to retrofit existing residential buildings.....	31
Strategy EN3: Fund energy upgrades to enable carbon neutrality in all existing commercial and public buildings.....	32
Strategy EN4: Maintain urban growth boundaries .....	33
Strategy EN5: Protect and manage high-value conservation lands.....	34
Strategy EN6: Modernize and expand parks, trails and recreation facilities.....	35
Strategy EN7: Expand commute trip reduction programs at major employers .....	36
Strategy EN8: Expand clean vehicle initiatives .....	37
Strategy EN9: Expand transportation demand management (TDM) initiatives.....	38

## Introduction

The purpose of the Plan Bay Area 2050 Implementation Plan is to develop short-term, tangible actions that the Metropolitan Transportation Commission (MTC) and the Association of Bay Area Governments (ABAG) can take over the next one-to-five years to advance the 35 strategies identified through the Plan Bay Area 2050 Final Blueprint. The Implementation Plan chapter of the Draft Plan Bay Area 2050 (see [Chapter 7: Implementation Plan](#)) covers a range of relevant topics, including the Implementation Plan’s goals and objectives; engagement conducted with partners and the public; the results of a four-factor strategy assessment; implementation role recommendations; draft implementation priorities and actions for the plan’s four elements, organized by the plan’s eleven key themes; and strategic partnership opportunities.

## Brief Components

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

### Plan Element and Theme

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

### Strategy Cost

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

### Abbreviated Strategy Description

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

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



= High-Impact Strategy in Achieving Greenhouse Gas Reduction Target

### Strategy Success Assessment

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

### Strategy Success Factor Definitions

- **Authority**  
The assignment to carry out the strategies and attendant tasks involved; generally established through legislation or other legal means.
- **Financial Resources**  
Funding in the amounts, and with the requisite control and stability, required to carry out strategies associated with vested authority.
- **Technical Capacity**  
The institutional “wrap around” of knowledge, staffing, process and procedure required to implement strategies.

- **Public and Political Support**  
While less quantifiable than the 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's/ABAG's proposed role in strategy implementation. Recommendations are forward-looking and may therefore be aspirational. In addition, this initial recommendation may be thought of as an overall strategic orientation to implementation; actual roles for future, specific implementation actions may vary.

- **Lead**  
MTC/ABAG already has, or should work to secure, significant elements of all four strategy success factors (authority, financial resources, technical capacity, public/political support). It should be noted that taking a lead role does not mean leading alone – this may involve serving as a coalition leader, champion, chief advocate or catalyst.
- **Partner**  
MTC/ABAG already has, or should work to secure, some – but not all – of the four strategy factors. MTC/ABAG may have various implementation responsibilities for a given a strategy, but the strategy's ultimate success will depend upon leadership from and partnership with other entities with their own attendant resources and capacities.
- **Support**  
MTC/ABAG does not have, and is not in the best position to secure, significant elements of the four factors defined under strategy success requirements. MTC/ABAG may have certain specific and clearly defined implementation responsibilities and may still play a role in securing public and political support for the strategy or contributing knowledge/expertise to partner initiatives; however, ultimate strategy implementation will be led by other entities.

### **Recommended 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.

## Summary and Considerations

The summary provides additional contextual details regarding the assessment, role recommendation and implementation priorities. If applicable, key considerations are also provided to identify policy and strategy issues that should form the basis for future discussion and debate during the Partnership Phase of the Implementation Plan and beyond.

## Next Steps

The Partnership Phase of the Implementation Plan, scheduled for summer 2021, will expand the focus beyond MTC/ABAG and further develop the partnerships and commitments required to move the strategies forward, as well as proposed timelines for identified implementation actions. These elements (partnerships and timelines for implementation actions) will be included in the Final Implementation Plan.

**Strategy H1:  
Further strengthen renter protections beyond state law**

**Strategy Cost** \$2 billion

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

**Strategy Assessment**

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role** Support 

**Recommended Priorities for Implementation**

<b>Advocacy and 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 anti-displacement programs
<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; however, 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 (five to eight 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. Furthermore, a recent statewide ballot initiative on rent control was not approved by voters.

Additional topics for consideration during the Partnership Phase 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.

Strategy H2:  
Preserve existing affordable housing

**Strategy Cost** \$237 billion

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

**Strategy Success Assessment**

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role** Lead 

**Recommended Priorities for Implementation**

<b>Advocacy and Legislation</b>	Seek new revenues for affordable housing preservation
<b>New, Existing, or Restructured Initiatives</b>	Launch and deliver a pilot program to pursue new affordable housing preservation strategies, including the restructured Bay Area Preservation Pilot Program
<b>Planning or Research</b>	Complete and implement the Expanded Regional Housing Portfolio Business Plan
	Evaluate changes to federal and state policies to increase incentives for, and viability of, affordable housing preservation strategies

**Summary and Considerations**

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

Strategy H3:  
Allow a greater mix of housing densities and types in Growth Geographies



Strategy Cost N/A

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

Strategy Success Assessment	Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
Partial
Existing

MTC/ABAG Implementation Role

Partner

Recommended Priorities for Implementation	Advocacy and Legislation	Advocate for legislation that enables a greater mix of housing densities and types in Growth Geographies
	New, Existing, or Restructured Initiatives	Continue and seek greater strategic alignment of existing programs, including financial resources and Regional Early Action Planning program-funded technical assistance through the Regional Housing Technical Assistance (RHTA) Program, as well as the PDA Planning and Technical Assistance Grant programs, with a goal of providing capacity-enhancing support for local jurisdictions
		Assist local jurisdictions to initiate plans for all remaining PDAs by 2025
		Complete and implement the Transit-Oriented Development (TOD) Policy Update to ensure land use supports transit investments and 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; however, the agencies do have the Regional Housing Technical Assistance, PDA Planning Grants and PDA Technical Assistance programs to provide funding and technical assistance to local jurisdictions. These programs will support local jurisdictions with developing Specific Plans and Housing Elements that expand housing opportunities at all income levels in PDAs and other Growth Geographies. Assistance may include the identification of best practices or the delivery of customized model policies, such as objective design standards and Housing Element implementation programs. Public support may be a challenge in select locations, although there is generally strong support in public polling, as well as from relevant policy boards. Close collaboration and partnership with local jurisdictions and counties will be essential to the strategy’s success.

Strategy H4:  
Build adequate affordable housing to ensure homes for all

Strategy Cost \$219 billion

Abbreviated 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 and Political Support	Technical Capacity

Limited Partial Existing

MTC/ABAG Implementation Role

Lead 

Recommended Priorities for Implementation

Advocacy and Legislation	Seek new revenues for affordable housing production and explore better coordination of existing funding streams
New, Existing or Restructured Initiatives	Continue and seek greater strategic alignment of existing programs, including financial resources and technical assistance through the Regional Housing Technical Assistance Program, as well as the PDA Planning and Technical Assistance Grant programs, with a goal of supporting jurisdictions with plans and policies to increase the supply of affordable homes
	Launch and deliver pilot projects to facilitate production and ensure equitable access to affordable housing, including a regional affordable housing application platform (“Doorway”) and an affordable housing pipeline database
Planning or Research	Complete and implement the Expanded Regional Housing Portfolio Business Plan
	Evaluate changes to federal and state policies to increase incentives for and the viability of affordable housing production strategies

Summary and Considerations

Although BAHFA has statutory authority to fund new affordable housing, it is unlikely to directly build housing and would more likely work as a funding partner to developers and act to convene stakeholders. Financial resources and technical capacity are contingent upon securing new resources over the medium-term (five to eight years). Public support may be a challenge in specific places 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 3Ps housing framework, including consideration of a regional revenue measure at the earliest feasible moment. Ultimate success will depend on partnership across multiple sectors – particularly with jurisdictions that have entitlement authority over specific housing projects, as well as the federal and state governments given their role in affordable housing finance.

**Strategy H5:  
Integrate affordable housing into all major housing projects**

**Strategy Cost** N/A

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

**Strategy Assessment**

Authority	Financial Resources	Public and 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, as well as the PDA Planning and Technical Assistance Grant programs, to enable local governments to develop context-specific inclusionary zoning and affordable housing incentives
---	--

**Summary and Considerations**

The agencies have no authority over local inclusionary laws. Translating this strategy from the regional to local level requires additional analysis and evaluation of policies such as density bonuses that can complement inclusionary requirements. 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.

**Strategy H6:  
Transform aging malls and office parks into neighborhoods**

**Strategy Cost** N/A

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

**Strategy Success Assessment**

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role** Partner 

**Recommended 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, as well as the PDA Planning Grants and PDA Technical Assistance programs, to promote planning and redevelopment of malls and office parks in PDAs and other Growth Geographies
<b>Planning or Research</b>	<b>Partner</b> with local jurisdictions to accelerate the redevelopment of aging malls and office parks, including a study of redevelopment opportunities and challenges

**Summary and Considerations**

The agencies have no authority over local land use, zoning and entitlements; however, MTC/ABAG does have the Regional Housing Technical Assistance Program and the PDA Planning Grants and PDA Technical Assistance programs to provide financial resources and technical assistance. Furthermore, staff is currently developing best practices on rezoning. Key questions for consideration during the Partnership Phase of the Implementation Plan may 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.

**Strategy H7:  
Provide targeted mortgage, rental and small business assistance to Equity Priority Communities**

**Strategy Cost** \$10 billion

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

**Strategy Success Assessment**

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**



**Recommended Priorities for Implementation**

<b>Advocacy and Legislation</b>	<b>Seek new revenues</b> for rental, mortgage and small-business assistance programs
<b>New, Existing, or Restructured Initiative</b>	<b>Launch and deliver</b> pilot projects that will focus on developing standardized regional best practices for tenant protection programs and anti-displacement programs
	<b>Partner</b> with local jurisdictions and other stakeholders to develop and roll out a regional homelessness prevention system
<b>Planning or Research</b>	<b>Complete and implement</b> the Expanded Regional Housing Portfolio Business Plan

**Summary and Considerations**

BAHFA has statutory authority to fund these programs, though it most likely would subgrant to existing service providers. BAHFA pilot programs have been approved by policymakers to coordinate, and eventually fund, service providers and jurisdictions. Resources and capacity are contingent on securing new resources over the medium-term (five to eight 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 3Ps housing framework, with a focus on developing new sources of funding that includes anti-displacement and homelessness prevention services as eligible expenses.

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

Strategy Cost N/A

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

Strategy Success Assessment	Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
Partial
Existing

MTC/ABAG Implementation Role

Lead 

Recommended 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, as well as the PDA Planning Grants and PDA Technical Assistance programs, 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 – including potential working groups, regional studies or other appropriate vehicles – to catalyze the use of public- and community-owned land

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. The Partnership Phase 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 governments, and community-based organizations.

## Economy: Improve Economic Mobility

### Strategy EC1: Implement a statewide universal basic income

**Strategy Cost** \$205 billion

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

**Strategy Success Assessment**

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**

Support 

**Recommended 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
--------------------------------	---

**Summary and Considerations**

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

MTC/ABAG would be best positioned to take a support role alongside stakeholders including other regions and higher levels of government, with a focus on 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, in addition to closely following pilot efforts that are emerging across the region at the local level.

## Economy: Improve Economic Mobility

Strategy EC2:  
Expand job training and incubator programs

**Strategy Cost** \$5 billion

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

**Strategy Success Assessment**

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited

Partial

Existing

**MTC/ABAG Implementation Role** Support 

**Recommended Priorities for Implementation**

<b>New, Existing, or Restructured Initiatives</b>	<b>Engage</b> with local partners on economic recovery from the pandemic as part of the Regional Governmental Partnership for Local Economic Rebound initiative (see Summary and Considerations section below)
<b>Planning or Research</b>	<b>Partner</b> with economic stakeholders to conduct regional economic studies related to inclusive post-COVID-19 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’s/ABAG’s lack of technical expertise with respect to job training programs, it is anticipated that MTC/ABAG will take a support role in strategy implementation.

Beyond the specific focus of this strategy, MTC and ABAG will be launching a new joint initiative called the Regional Governmental Partnership for Local Economic Rebound. The initiative will explore how MTC and ABAG can bring a regional “value add” to a larger regional economic recovery strategy; it may include elements such as infrastructure delivery as stimulus, as well as a leadership “listening tour” of local government and private sector partners to better understand recovery needs across the region. It is expected that this initiative may include discussion of issues such as workforce development, job training and education needs, barriers to business creation and the role of incubator programs, among other areas.

## Economy: Improve Economic Mobility

### Strategy EC3: Invest in high-speed internet in underserved low-income communities

**Strategy Cost** \$10 billion

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

#### Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
Partial
Existing

#### MTC/ABAG Implementation Role

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 key stakeholders to conduct regional economic studies and develop best practices related to closing the “digital divide,” including the intersection of broadband infrastructure development 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. The Partnership Phase of the Implementation Plan may include continued discussions with stakeholders to better understand: 1) how to better collaborate with other metropolitan planning organizations (MPOs) that 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 facilitating local, regional and state coordination in broadband infrastructure and transportation project delivery, as well as 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

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

**Strategy Success Assessment**

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**

Partner

**Recommended Priorities for Implementation**

<b>Advocacy or Legislation</b>	<b>Advocate</b> for legislation that enables a greater mix of commercial densities as outlined in the plan’s Growth Geographies
<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 the PDA Planning Grants Program, 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, environmental impact reports or related studies do represent a cost to local jurisdictions. Public and political support for this strategy varies across the region.

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

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 the Partnership Phase 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

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

**Strategy Success Assessment**

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**

Support 

**Recommended 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 the PDA Planning Grants Program 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 the Partnership Phase of the Implementation Plan.

## Economy: Shift the Location of Jobs

### Strategy EC6: Retain and invest in key industrial lands

**Strategy Cost** \$4 billion

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

**Strategy Success Assessment**

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**

Partner 

**Recommended Priorities for Implementation**

<b>New, Existing, or Restructured Initiatives</b>	Evaluate funding sources and develop a pilot PPA planning and technical assistance program, with a goal of supporting up to five PPAs by 2025
---	---

**Summary and Considerations**

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

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

## Transportation: Maintain and Optimize the Existing System

Strategy T1:  
Restore, operate and maintain the existing system

**Strategy Cost** \$390 billion

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

**Strategy Success Assessment**

Authority	Financial Resources	Public and 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 transportation and explore existing transportation funding sources to support operations and maintenance needs
<b>New, Existing, or Restructured Initiatives</b>	<b>Implement the recommendations</b> of the Blue Ribbon Transit Recovery Task Force related to transit operations, maintenance and service levels
	<b>Coordinate</b> the Bay Area's transportation pandemic recovery with a focus on fiscal stabilization and system rebuilding
	<b>Reassess</b> Plan Bay Area 2050's transportation element financial assumptions in 2023 to better reflect the region's post-COVID-19 financial conditions

**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 that leading the Bay Area's transportation pandemic recovery and facilitating the restoration of transit service levels in the post-COVID environment will be a major area of focus during the implementation period. Advocating for new federal, state or regional revenues that can fill current funding gaps and support transit operations – as well as further evaluating the impacts of recent federal relief and recovery efforts – 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 Equity Priority Communities

**Strategy Cost** \$8 billion

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

**Strategy Success Assessment**

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**

Partner 

**Recommended Priorities for Implementation**

<b>Advocacy and Legislation</b>	<b>Seek new transportation revenues</b> , including for community-led enhancements
<b>New, Existing, or Restructured Initiatives</b>	<b>Implement</b> the recommendations of the Blue Ribbon Transit Recovery Task Force
	<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 the Lifeline Transportation Program, are not sufficient to the scale of identified needs. Identifying funding to support the strategy will therefore be the biggest area of focus during the implementation period. 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 proof of concept and models to emulate. These efforts – as well as complementary initiatives such as the California Air Resources Board's Community Air Protection Program (Assembly Bill 617 (C. Garcia, Statutes of 2017)) – can serve as a foundation upon which to build future capacity, deliver better future access and mobility and eliminate disparities throughout the region. Partnerships with CTAs, cities, community-based organizations, transit operators, the public, as well as 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.

## Transportation: Maintain and Optimize the Existing System

Strategy T3:  
Enable a seamless mobility experience

**Strategy Cost** \$3 billion

**Abbreviated Strategy Description** Eliminate barriers to multi-operator transit trips by streamlining fare payment and trip planning, while requiring schedule coordination at timed transfer hubs

**Strategy Success Assessment**

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited Partial Existing

**MTC/ABAG Implementation Role**

Lead



**Recommended Priorities for Implementation**

New, Existing, or Restructured Initiatives	Implement the recommendations of the Blue Ribbon Transit Recovery Task Force, including those related to connected network planning, data collection and coordination, branding/mapping/wayfinding, technology and mobile standards, service coordination and transit network management reforms, among others
	Implement the customer-centric fare payment recommendations of the Fare Integration Task Force
	Deploy 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 initiatives within this space (Clipper® START<sup>SM</sup>, next-generation Clipper®, Regional Mapping and Wayfinding, and Regional Transit Priority in the bridge corridors), and these efforts provide a firm foundation to build future work upon. In addition, MTC may have a crucial role to play if it is tasked with more network management responsibilities as the work of the Blue Ribbon Transit Recovery Task Force, Fare Integration Task Force, Regional Mapping and Wayfinding Project and state legislation evolve. The Partnership Phase 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 an expanded role.

## Transportation: Maintain and Optimize the Existing System

### Strategy T4: Reform regional transit fare policy

**Strategy Cost** \$10 billion

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

#### Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
Partial
Existing

#### MTC/ABAG Implementation Role

Lead



#### Recommended Priorities for Implementation

<b>Advocacy and Legislation</b>	<b>Seek new transportation revenues</b> , including for fare reform and a regional means-based fare program
<b>New, Existing, or Restructured Initiatives</b>	<b>Implement</b> the fare payment, fare coordination and fare integration recommendations of the Fare Integration Task Force and the Blue Ribbon Transit Recovery Task Force
	<b>Continue and seek</b> greater strategic alignment of existing programs, including Clipper® START <sup>SM</sup>

#### 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<sup>SM</sup>. A more active role for MTC in this space may be required pending the future recommendations of the Blue Ribbon Transit Recovery Task Force and Fare Integration Task Force. The Partnership Phase of the Implementation Plan and final implementation actions will be calibrated and refined accordingly depending on these ultimate recommendations.

## Transportation: Maintain and Optimize the Existing System

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



**Strategy Cost** \$1 billion

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

**Strategy Success Assessment**

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**

Lead



**Recommended Priorities for Implementation**

<b>New, Existing, or Restructured Initiatives</b>	<b>Continue and seek</b> greater strategic alignment of existing programs, including FasTrak® START, HOV occupancy verification pilots and Express Lanes
<b>Planning or Research</b>	<b>Identify</b> strategies to equitably advance roadway pricing through engagement with key partners, stakeholders and the public

**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 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. There is also an opportunity to learn from existing work led by partners such as the City and County of San Francisco, as well as Caltrans' Road Charge program. 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 and engagement component with county and 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, as well as how the strategy may affect the viability of other MTC projects, such as Express Lanes and toll bridges.

## Transportation: Maintain and Optimize the Existing System

### Strategy T6: Improve interchanges and address highway bottlenecks

**Strategy Cost** \$11 billion

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

**Strategy Assessment**

Authority	Financial Resources	Public and 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</b> greater strategic alignment of existing programs, including “Forward” Commute Initiatives
---	--

**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. The Partnership Phase 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 “Forward” Commute 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

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

#### Strategy Success Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
Partial
Existing

#### MTC/ABAG Implementation Role

Partner 

#### Recommended Priorities for Implementation

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

#### Summary and Considerations

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

## Transportation: Create Healthy and Safe Streets

### Strategy T8: Build a Complete Streets network

**Strategy Cost** \$13 billion

**Abbreviated 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 and Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**

Partner 

**Recommended Priorities for Implementation**

<b>Advocacy or Legislation</b>	<b>Seek new transportation revenues</b> , including for Complete Streets priorities
<b>New, Existing, or Restructured Initiatives</b>	<b>Continue and seek</b> greater strategic alignment of existing programs, such as the Active Transportation Program and the Quick-Build Technical Assistance program, which support Complete Streets efforts
<b>Planning or Research</b>	<b>Complete and implement</b> the recommendations of the Regional Active Transportation Plan

**Summary and Considerations**

With the exception of connections to regional bridges and trails, MTC has limited authority vis-à-vis programmatic investments such as bike and road projects on local roads and land, as well as limited capacities with respect to street engineering. The agency does have an important role to play in its planning, funding and coordinating capacities. MTC is in the process of developing a regional Active Transportation Plan, which will help guide regional strategy and priorities, including the development of a regional active transportation network, as well as analysis of the funding needed to implement the network. Ultimately, local jurisdictions will be responsible for implementation. Key questions to explore during the Partnership Phase 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

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

**Strategy Success Assessment**

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited Partial Existing

**MTC/ABAG Implementation Role**

Partner 

**Recommended Priorities for Implementation**

<b>Advocacy and Legislation</b>	<b>Advocate</b> for elimination of the 85th percentile rule in setting speed limits and for authorization for automated speed enforcement
	<b>Seek new transportation revenues</b> , including for Vision Zero priorities
<b>New, Existing, or Restructured Initiatives</b>	<b>Continue and seek greater strategic alignment of existing programs</b> , such as the Vision Zero shared data initiative, which support regional safety efforts
	<b>Complete and implement</b> 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, 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. Finally, the resources and staffing required to fully support this strategy are still under development, but the needs are scalable.

## Transportation: Build a Next-Generation Transit Network

Strategy T10:  
Enhance local transit frequency, capacity and reliability

**Strategy Cost** \$31 billion

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

**Strategy Success Assessment**

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**

Partner 

**Recommended Priorities for Implementation**

<b>Advocacy and Legislation</b>	Seek new transportation revenues, including for local transit expansion
<b>New, Existing, or Restructured Initiative</b>	<b>Continue and seek greater strategic alignment of existing programs</b> , including the “Forward” Commute Initiatives person-throughput investments and transit signal priority investments
	<b>Implement</b> 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
<b>Planning or Research</b>	<b>Study</b> commute patterns of essential and transit-dependent 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 have historically been responsible for implementation. Local jurisdictions or the state generally have control over the roadway network, and congestion can impact the efficacy of frequency and reliability improvements. Financial resources are also a challenge as many of these investments rely on new revenues that are not secured. That said, it should be noted that “quick builds” can be low cost and many transit priority improvement projects are cost-effective. The importance and benefits of transit priority projects have been elevated through efforts such as the Safe and Seamless Mobility Quick-Strike Program. MTC may have a larger role in transit priority pending the ultimate findings and recommendations of the Blue Ribbon Transit Recovery Task Force or state legislation.

## Transportation: Build a Next-Generation Transit Network

Strategy T11:  
Expand and modernize the regional rail network

**Strategy Cost** \$81 billion

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

**Strategy Success Assessment**

Authority	Financial Resources	Public and 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 transportation, including regional transit expansion
	<b>Advocate</b> 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
	<b>Advocate</b> for the next phase of California High-Speed Rail (CAHSR) construction to connect the Central Valley to the Bay Area, while partnering with state agencies to seek more federal and state monies for the project
<b>New, Existing, or Restructured Initiatives</b>	<b>Complete and implement</b> the TOD Policy Update to ensure land use supports transit investments and access to transit
	<b>Collaborate</b> with local, regional and megaregional partners on major transportation projects to evaluate regional project delivery paradigms and support improved schedule adherence and reduced 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 lanes and express bus network

**Strategy Cost** \$9 billion

**Abbreviated Strategy Description** Complete the buildout of the regional Express Lanes Network to provide uncongested freeway lanes for expanded express bus services, carpools and toll-paying solo drivers.

**Strategy Success Assessment**

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**

Partner 

**Recommended Priorities for Implementation**

<b>Advocacy and Legislation</b>	<b>Advocate</b> for changes to state law and federal regulations that will facilitate piloting the conversion of general-purpose and part-time travel 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
	<b>Identify</b> additional high-performing express bus corridors in partnership with CTAs and transit operators

**Summary and Considerations**

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

Strategy EN1: Adapt to sea level rise

**Strategy Cost** \$19 billion

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

<b>Strategy Success Assessment</b>	<b>Authority</b>	<b>Financial Resources</b>	<b>Public and Political Support</b>	<b>Technical Capacity</b>

Limited
Partial
Existing

**MTC/ABAG Implementation Role**



**Recommended MTC/ABAG Priorities for Implementation**

<b>Advocacy and Legislation</b>	<b>Seek new revenues</b> to support sea level rise adaptation
	<b>Advocate</b> 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
<b>New, Existing or Restructured Initiatives</b>	<b>Support</b> 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
<b>Planning or Research</b>	<b>Develop</b> 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
	<b>Study and identify</b> Plan Bay Area 2050 Growth Geographies for resilience risk and opportunities and reform Growth Geography planning guidance accordingly

**Summary and Considerations**

Stakeholders have strongly indicated that MTC/ABAG are well-positioned to play a leadership role in a range of climate adaptation and resilience activities. MTC/ABAG have been growing technical capacity by building internal staffing expertise, funding and managing local and regional climate adaptation planning efforts, and strengthening partnerships with other agencies, local jurisdictions, counties, non-profits, CBOs and the business community, who will all have essential strategy implementation roles.

Through MTC’s strong relationship with Caltrans and other statewide authorities, MTC has secured funding to support local and regional adaptation and resilience plans and projects. MTC/ABAG hosts the San Francisco Estuary Partnership (SFEP), which advances projects and programs to increase the resilience of the estuary and its surrounding communities under its *Estuary Blueprint*. SFEP also works closely with the California State Coastal Conservancy, providing staff support for the San Francisco Bay Restoration Authority, which funds nature-based shoreline restoration projects. As members of the Bay Area Regional Collaborative (BARC), MTC and ABAG work collaboratively with other member agencies including the Bay Conservation and Development Commission (BCDC) to address regional climate change challenges by coordinating efforts and maximizing the authorities and expertise each agency brings.

Given the complexity and varied components of this strategy, facilitating regional conversations on sea level rise planning, policy leadership and guidance will be critical. Further clarifying specific roles and responsibilities amongst MTC/ABAG and key partners (including the need to align with and advance the Bay Adapt Joint Platform), will be a focus of the Implementation Plan’s Partnership Phase.

## Environment: Reduce Risks from Hazards

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

**Strategy Cost** \$15 billion

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

**Strategy Success Assessment**

Authority	Financial Resources	Public and 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 align with evolving initiatives at the local, regional, state and federal levels.

## 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

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

### Strategy Assessment

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
Partial
Existing

### MTC/ABAG Implementation Role

Support 

### Recommended Priorities for Implementation

<b>Advocacy and Legislation</b>	Seek new revenues for energy upgrades
<b>New, Existing, or Restructured Initiatives</b>	Evaluate 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 expects to support work led by other entities with the resources, capacity, and expertise to lead building decarbonization efforts – including the state, local jurisdictions, energy utilities and community choice aggregation programs.

## Environment: Expand Access to Parks and Open Space

### Strategy EN4: Maintain urban growth boundaries



**Strategy Cost** N/A

**Abbreviated 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.

**Strategy Assessment**

Authority	Financial Resources	Public and 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 (UGBs) to avoid net expansion of areas eligible for urban development
--------------------------------	---

**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.

## Environment: Expand Access to Parks and Open Space

### Strategy EN5: Protect and manage high-value conservation lands

**Strategy Cost** \$15 billion

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

**Strategy Assessment**

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**

Partner 

**Recommended Priorities for Implementation**

<b>Advocacy and Legislation</b>	Seek new revenues to support conservation
<b>New, Existing, or Restructured Initiative</b>	Revamp the 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) as well as the San Francisco Bay Trail and San Francisco Bay Area Water Trail

**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 also a major challenge for this popular strategy.

Key policy and strategy considerations for discussion with partners during the Partnership Phase 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

**Abbreviated 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 and Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**

Partner 

**Recommended Priorities for Implementation**

<b>Advocacy and Legislation</b>	Seek new revenues for parks, recreation and open space, with a special emphasis on improving access and enhancing amenities for Equity Priority Communities
<b>New, Existing, or Restructured Initiatives</b>	Continue and seek greater strategic alignment of existing programs, including the Priority Conservation Area Program, the San Francisco Bay Trail, San Francisco Bay Area Water Trail, and Quick-Build technical assistance

**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 PCA, Bay Trail, Water Trail, and Quick-Build technical assistance programs, which could be built upon as models to support strategic local investment in regional recreation priorities, as well as supporting active transportation access.

Key policy and strategy considerations to discuss with partners during the Partnership Phase of the Implementation Plan may 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 Equity Priority Communities.

## Environment: Reduce Climate Emissions

Strategy EN7:  
Expand commute trip reduction programs at major employers



**Strategy Cost** N/A

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

**Strategy Assessment**

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**

Lead (with the Air District)



**Recommended Priorities for Implementation**

<b>Advocacy and Legislation</b>	<b>Evaluate and seek</b> legislative authority to expand the existing Bay Area Commuter Benefits Program in partnership with the Air District
<b>New, Existing, or Restructured Initiatives</b>	<b>Convene</b> local governments, TDM partners and employers to expand relationships, target outreach, support education, develop metrics and share data
<b>Planning and Research</b>	<b>Evaluate and optimize</b> 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
	<b>Identify</b> the resources and capacities necessary to implement an expanded Bay Area Commuter Benefits Program at both the Air District and MTC

**Summary and Considerations**

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

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

## Environment: Reduce Climate Emissions

Strategy EN8:  
Expand clean vehicle initiatives



**Strategy Cost** \$4 billion

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

**Strategy Assessment**

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**

Partner 

**Recommended Priorities for Implementation**

<b>Advocacy and Legislation</b>	Seek new revenues to support climate and electrification needs
<b>New, Existing, or Restructured Initiatives</b>	Restructure MTC’s Climate Initiatives Program to ensure it can effectively scale over the next five years, while advancing existing initiatives to support electric vehicle incentives and electric vehicle charger programs

**Summary and Considerations**

MTC has partial authority, resources and capacity to implement this popular strategy through its Climate Initiatives Program and ongoing partnership with the Air District. Successful implementation of significantly expanded incentives and infrastructure as defined in the strategy, as well as more targeted support for low-income households, will necessitate even closer partnership with other regulatory and funding agencies such as the CARB, California Energy Commission and the Air District. It will also require an evaluation of current implementation approaches, which may require restructuring, as well as expanded capacities and resources to scale effectively.

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 the Air District, the Partnership Phase 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 (TDM) initiatives



**Strategy Cost** \$1 billion

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

**Strategy Assessment**

Authority	Financial Resources	Public and Political Support	Technical Capacity

Limited
Partial
Existing

**MTC/ABAG Implementation Role**

Lead



**Recommended Priorities for Implementation**

<b>Advocacy and Legislation</b>	Seek new revenues for climate and travel demand management needs
<b>New, Existing, or Restructured Initiatives</b>	Restructure MTC’s 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 and bikeshare and e-bike incentive programs
	Convene local governments, TDM partners and employers 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 the Bay Area Commuter Benefits Program. These programs provide a strong foundation upon which MTC can work to expand transportation services and alternatives that will reduce greenhouse gas emissions. That said, the overall TDM space is relatively fragmented both within MTC and across the region and there is a need for a more strategic vision to help guide regional TDM efforts. Working to establish greater consensus on shared TDM goals and more clearly defining implementation roles and responsibilities will be a focus of the Implementation Plan’s Partnership Phase.

The success of any restructured and expanded TDM programs will require ongoing partnership and collaboration with local jurisdictions, employers, workers and community-based groups, among others. In addition, one key TDM strategy – a regional parking fee program – will require an evaluation of authority and implementation options, some of which may present unique and specific challenges related to overall public and political support.

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

**Management Staff**

**Therese W. McMillan**

Executive Director

**Alix Bockelman**

Deputy Executive Director, Policy

**Andrew B. Fremier**

Deputy Executive Director, Operations

**Bradford Paul**

Deputy Executive Director, Local Government Services

**Kathleen Kane**

General Counsel

**Brian Mayhew**

Chief Financial Officer

**Matt Maloney**

Section Director, Regional Planning Program

**Theresa Romell**

Section Director, Funding Policy and Programs

**Randy Rentschler**

Section Director, Legislation and Public Affairs