The land that makes up the nine-county San Francisco Bay Area has been home to diverse groups of Indigenous peoples with unique cultures and deeply rooted relationships to the land for over 10,000 years.¹ The Metropolitan Transportation Commission (MTC) and Association of Bay Area Governments (ABAG) acknowledge the Ohlone as the traditional caretakers of the land that makes up the Bay Area. We honor their connection to the land and the deep respect they hold for this region.

Ohlone is the most commonly used term for the predominant Indigenous group of the Bay Area, who are made up of linguistically similar but ethnically diverse Native American tribes. These tribes include the Chochenyo and the Karkin of the East Bay, the Ramaytush of San Francisco, the Yokuts of the South Bay and Central Valley, and the Muwekma tribe from throughout the region. Other Indigenous groups of the region are distinct from the Ohlone linguistic group, including the Coast Miwok and Southern Pomo of the Graton Rancheria community; the Kashaya, Patwin and Mishewal Wappo of the North Bay; and the Bay Miwok of the East Bay.² MTC and ABAG are committed to furthering meaningful partnerships with the tribes of this region.

Thank you for your stewardship.

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Executive Summary

Since its inception in 1971, the Metropolitan Transportation Commission (MTC) has been charged with developing a Regional Transportation Plan (RTP) for the nine-county San Francisco Bay Area. Plan Bay Area 2050 is the 22nd long-range plan in agency history, and the third plan that has been jointly developed with the Association of Bay Area Governments (ABAG). Plan Bay Area 2050 focuses on innovative planning work and extensive public engagement. This report documents the public engagement that informed the strategies and policies that are contained in Plan Bay Area 2050.

Plan Bay Area 2050, like both of its predecessors, Plan Bay Area (2013) and Plan Bay Area 2040 (2017), has been developed to conform to federal and state regulations, including California legislation from 2008 (Senate Bill 375, Steinberg), which requires each of the state’s 18 metropolitan areas to reduce greenhouse gas emissions from cars and light-duty trucks. Under Senate Bill 375, the Bay Area must develop a Sustainable Communities Strategy (SCS) that strives to reach the greenhouse gas (GHG) reduction target established by the California Air Resources Board. Unlike its predecessors, Plan Bay Area 2050 is the first holistic regional plan for the Bay Area that goes beyond a traditional RTP/SCS and focuses on transportation, housing, the economy and the environment, all while ensuring that the plan works to advance equity and resilience in an uncertain future.

Although separate from Plan Bay Area 2050, a groundbreaking initiative called Horizon set the foundation on which Plan Bay Area 2050 rests. Launched in 2018 to look beyond traditional scenario planning, the Horizon initiative deconstructed the traditional planning processes that are the hallmark of Plan Bay Area to more fully explore the challenges and possible solutions Bay Area residents may face through 2050. As the COVID-19 global pandemic made clear, the future is incredibly uncertain, and the purpose of Horizon was to understand how these uncertainties affect a wide range of challenges for the Bay Area’s future, including the emergence of driverless vehicles, rising sea levels, earthquakes, changing economic conditions and political unrest.

While Horizon did not explicitly consider the impacts of a pandemic, analysis did consider how strategies would perform under varying degrees of economic decline/expansion, telecommute mode share, e-commerce market share and preferences for shared versus individual transportation, all of which are highly relevant to the realities introduced by COVID-19. The Horizon initiative established guiding principles that grounded the planning and technical work and developed a variety of strategies that would make the Bay Area a more affordable, connected, diverse, healthy and vibrant region for all.

Transitioning from Horizon to Plan Bay Area 2050 in mid-2019, the plan built on the foundation set by the Horizon work, narrowing down the transportation, housing, environmental and economic strategies to outline the strategies for growth and investment through the year 2050, while simultaneously achieving the plan’s mandated 19% per capita emissions reduction goal by the year 2035.

While Plan Bay Area 2050 has used a variety of new planning, modeling and engagement tactics to improve its outcomes, it has also been developed to conform to federal and state regulations, including the requirement that the region plan for housing 100 percent of its
projected population at all income levels. Plan Bay Area 2050 considers how and where the region can accommodate growth projected for the next 30 years at all income levels.

For the public engagement process, MTC and ABAG used a variety of new and innovative techniques to reach more residents than ever before. The Horizon initiative yielded participation from nearly 4,000 Bay Area residents who provided over 17,000 comments, including key input that helped create the plan’s five guiding principles as well as identifying the plan’s high performing strategies.

As of December 2020, Plan Bay Area 2050 has added over 10,000 additional participants and over 180,000 additional comments, for a current total of 201,000 comments¹ from nearly 17,000 Bay Area residents. This marks an unprecedented level of engagement that offered insights and feedback that improved the plan through its four-year development. These statistics are for the period from early 2018 to December 2020. This Draft Plan Bay Area 2050 Public Engagement Report will be updated upon adoption of Plan Bay Area 2050, expected in the fall of 2021.

¹ This report uses the term “comments” to include a range of resident feedback including letters, emails, survey responses, dot voting and responses to both in-person and online games designed to register public sentiment. We do not currently treat engagements (likes, retweets, replies, etc.) on the agencies’ social media channels as “comments,” as those platforms instruct users to send comments elsewhere to be counted.
Public Participation Plan (2018)

A comprehensive public engagement program is instrumental to the long-range planning process. Public engagement requires extensive outreach with local government officials, partners and stakeholders. Engagement activities for Plan Bay Area 2050 include activities such as pop-up workshops in various locations around the Bay Area, in-person, online and telephone workshops in each county, and public hearings on the Draft Plan Bay Area 2050 prior to its adoption, among others.

MTC and ABAG are committed to an active public engagement process that provides comprehensive information, timely public notice and full public access to key decisions. MTC and ABAG provide the public with myriad opportunities for continued involvement in the work of the agencies, memorialized in MTC’s regularly updated Public Participation Plan (PPP). As a Metropolitan Planning Organization, federal statutes require MTC to adopt and maintain a Public Participation Plan. This document, while only adopted by MTC, guides the engagement work that MTC and ABAG undertake throughout the Plan Bay Area 2050 process.

MTC and ABAG’s public involvement process aims to give the public ample opportunities for early and ongoing participation in critical transportation projects, plans and decisions, as well as to provide full public access to key decisions. Engaging the public early and often in the decision-making process is critical to the success of any transportation plan or program, and is required by numerous state and federal laws, and by the agencies’ own internal procedures.

MTC updates its PPP approximately every four years ahead of preparation of the region’s long-range plan, which fulfills federal transportation planning requirements. The PPP spells out the process for providing the public and interested parties with diverse and accessible opportunities to be involved in the regional transportation planning process. The Appendix A of the PPP, which guides MTC and ABAG’s engagement activities for Plan Bay Area 2050, was updated with input from the public, as described below.

Public Participation Plan Overview

As transportation, housing, environmental and economic strategies in this incredibly diverse region increasingly intersect, it is all the more important that the agency’s public engagement activities reflect the region’s layers of interwoven issue areas and communities. To ensure diverse and robust public participation, staff sought to increasingly focus resources to hear more from those most historically absent from the decision-making process.

The PPP identifies five guiding principles for public engagement:

- Public participation is a dynamic activity that requires teamwork and commitment at all levels of the MTC organization.
- One size does not fit all — input from diverse perspectives enhances the process.
- Effective public outreach and involvement requires relationship building with local governments, stakeholders and advisory groups.
- Engaging interested persons in ‘regional’ transportation issues is challenging, yet possible, by making it relevant, removing barriers to participation, and communicating in clear, compelling language and visuals.
- An open and transparent public participation process empowers low-income communities and communities of color to participate in decision making that affects them.
Updating the Public Participation Plan

On March 23, 2018, MTC’s Draft 2018 Public Participation Plan (Draft PPP) was released for public review. The Draft PPP was an update to the previous PPP that was adopted in 2015. Staff requested input from partners, stakeholders and the public using in-person, telephone and online outreach. This included:

- Conducting an online survey that was promoted via a news release, email, through MTC’s partners and stakeholders, as well as digital advertising, social media and on MTC’s website. The survey was translated into Spanish and Chinese.
- Surveying seven Metropolitan Planning Organizations and partner agencies on outreach methods for their planning processes.
- Conducting focus groups in partnership with six community-based organizations representing the Bay Area’s Equity Priority Communities and agency working groups to garner input on current outreach methods and request ideas for new and innovative outreach tactics.
- Giving presentations to and requesting input from MTC’s Policy Advisory Council and the Regional Advisory Working Group.

MTC received 769 complete survey responses. The survey was promoted through Facebook, with a focus on hearing from residents in communities of color as well as from women and young people, groups that have been historically underrepresented in MTC’s public engagement efforts.

Staff conducted focus groups and sought new engagement methods from seven Metropolitan Planning Organizations, partner agencies and community-based organizations who themselves conduct public outreach. Staff made presentations and heard from MTC’s Policy Advisory Council, the Regional Advisory Working Group, and county transportation agency planning directors.

Key Messages Heard

In soliciting feedback on the Draft PPP from diverse stakeholders, including partners, community-based organizations, Policy Advisory Council and Regional Advisory Working Group members, we heard several themes, outlined below.

To reach new audiences, go beyond traditional outreach

To increase the public’s participation, participants stressed a desire to hold outreach meetings at different locations and outside traditional work hours, including at park-and-ride lots, office parks, rail stations, etc. Even prior to the pandemic, participants also requested remote access to meetings via the web.

The PPP calls for a variety of innovative outreach methods — including alternative meeting types — to ensure that the greatest number of people are able to participate in the outreach process. For example, because of the pandemic, MTC made it possible to conduct meetings remotely via the web.

Broaden communities reached

There was a clear call to increase the breadth and representation of groups reached during

---

2 Defined as census tracts that have a concentration of BOTH people of color AND low-income households, OR that have a concentration of four or more of the following factors: limited English proficiency, zero-vehicle household, seniors 75 years and over, people with disability, single-parent family or severely rent-burdened household.
the public engagement process. This includes reaching groups in underrepresented communities to ensure that those historically left out are included. In addition, a few comments asked to include a focus on seniors and persons with disabilities in outreach, which were then added to the PPP.

**Communicate simply and clearly**
Many participants requested that we communicate in simple and clear terms for the public to understand complex topics and to make it easier for the public to provide input. Participants felt that government tends to overwhelm citizens with text, data and graphics, when fewer words, simple graphics and consolidated topics would help. We heard a strong emphasis on using fewer acronyms and jargon, and to make materials appropriate for non-technical audiences. Staff aimed to do this throughout the Horizon and Plan Bay Area 2050 processes.

**Final Public Participation Plan**
In response to feedback received from soliciting input on the Draft PPP, revisions to the plan included providing requested clarification or expanding upon public participation opportunities. The final PPP goes on to spotlight the process and significance of various milestones in the development of Plan Bay Area 2050, as well as the roles of various agencies and the opportunities for public comment. The Commission adopted the final Public Participation Plan as MTC Resolution No. 4174 (revised), on June 27, 2018.
Plan Bay Area 2050 Engagement: Equitable and Innovative

Applying an equitable, comprehensive and nimble approach, staff aimed to hear from a representative swath of the Bay Area’s population. Centering the perspectives of community members who are typically left out of long-range planning processes required an inclusive approach that valued their experiences and credibly and authentically responded to their input. Strong coordination and a shared commitment to public engagement and equity between planning and engagement staff allowed for a planning process that was demonstrably responsive to community feedback and informed every step of the plan’s development, including its guiding principles and strategies. Additional resources were invested in hearing from hard-to-reach populations including people with disabilities, communities of color and low-income communities, residents with limited English proficiency, youth and people experiencing homelessness. The multiple layers of engagement strategies and tactics, which took place in face-to-face interactions prior to COVID-19 shelter-in-place orders, and online, both before and during the pandemic, resulted in the most input received on any Bay Area Regional Transportation Plan to date — significantly improving the plan.

Renewed Focus on Equity

Advancing equity has long been an agency priority. A renewed focus on equity was further emphasized by the release of the MTC and ABAG Equity Platform in 2019. The platform provides a framework for how the agencies aim to advance “equity with a racial justice focus by investing resources for historically underserved, systemically marginalized groups, including low-income and communities of color, at scale to meaningfully reverse the disparities in access that diminish the nine-county Bay Area.”

To advance equitable community engagement, staff aimed to target at least 70% of outreach activities in communities of color and low-income communities. For example, when selecting pop-up locations for a distributed engagement campaign in the fall of 2019, 29 out of 37 locations (78%) were in or served such communities.

Innovative Engagement

MTC and ABAG’s efforts to make use of new digital tools to reach wider public audiences shifted into a far more urgent phase with the arrival of COVID-19 shelter-in-place mandates. When the orders were issued by health authorities starting in March 2020, MTC and ABAG staff were in the midst of developing the second round of Plan Bay Area 2050 outreach activities. To keep engagement efforts on track, staff made the necessary switch to virtual engagement, holding digital focus groups and workshops, as well as telephone town halls and online and text-based surveys, among other tactics.

Remarkably, holding digital meetings lowered barriers for many participants, yielding more robust participation. Indeed, entirely new technologies were used during the second round to encourage input on the plan. Staff had to make it easy and fun to participate so residents would weigh in on the Bay Area’s future.
Testing Engagement Tactics
As with any new process, some methods and strategies were more successful than others. Forced by the pandemic to find new avenues to reach people who were often struggling to see beyond the immediate challenges of the pandemic and related economic strife, staff iterated new models, picking up what worked, and making adjustments or even dropping approaches that did not produce significant public response. Some experiences shed light on where future engagement innovations may emerge. For example, telephone town halls conducted in Cantonese and Mandarin were sparsely attended despite in-language outreach through traditional channels. In future iterations, the agency plans to conduct engagement activities on the WeChat social platform, where many civic discussions already take place within Chinese speaking communities.

COVID-19 and SB 146
SB 375 (Steinberg, Statutes of 2008) established the requirement for metropolitan areas to plan land-use and transportation investments in a manner that reduces reliance on single-occupant vehicles and supports the state’s climate goals. As a landmark piece of legislation with the potential to make profound changes across the state, it included robust outreach requirements, including the requirement to conduct at least three in-person workshops for counties with more than 500,000 people and at least one in-person workshop for counties with fewer than 500,000 people—resulting in a requirement for 19 workshops in the Bay Area (see Table 1 below). SB 146 (Beall, Statutes of 2020) created a temporary fix lasting through January 2023, clarifying that meetings and public hearings can be conducted remotely to satisfy SB 375 requirements.

Table 1. Workshops held to date by county per SB 375 requirements

<table>
<thead>
<tr>
<th>Bay Area County</th>
<th>County Population*</th>
<th>Number of Workshops Required Under SB 375</th>
<th>Number of Workshops to Date**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alameda County</td>
<td>1,671,329</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>Contra Costa County</td>
<td>1,153,526</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Marin County</td>
<td>258,826</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Napa County</td>
<td>137,744</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>San Francisco</td>
<td>881,549</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>San Mateo County</td>
<td>766,573</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Santa Clara County</td>
<td>1,927,852</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>Solano County</td>
<td>447,643</td>
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<td>4</td>
</tr>
<tr>
<td>Sonoma County</td>
<td>494,336</td>
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<td>3</td>
</tr>
<tr>
<td>TOTAL</td>
<td>7,739,378</td>
<td>19</td>
<td>46</td>
</tr>
</tbody>
</table>

*Source: U.S. Census 2019 data
**Includes Rounds 1 and 2 engagement
Ongoing Engagement

Community-Based Partnerships

Of course, innovation is not limited to technology. MTC and ABAG are committed to pursuing equitable public engagement that centers the experiences of communities that have been historically disinvested, under-resourced and excluded from decision making processes. MTC continues its pioneering approach to engagement by partnering with community-based organizations (CBOs). These partnerships are crucial to connecting and genuinely hearing the perspectives of impacted community members. Partnerships with CBOs help foster trust and understanding with the communities the CBOs serve and elicit valuable insights through focus groups, surveys and direct feedback (including from CBO leaders, who live and/or work in the communities they serve). As COVID-19 disrupted everyone’s plans, MTC’s eight CBO partners were instrumental in co-creating and maintaining listening channels to ensure that Plan Bay Area 2050 reflected the insights of people most impacted by its policy decisions.

Online Engagement

Staff developed a suite of digital engagement tactics, building off successful tools from past plans and innovating new approaches that ended up playing a crucial role with the onset of the COVID-19 pandemic. Staff maintains planbayarea.org as the one-stop source for all information related to the plan. The website provides timely and adequate information for all upcoming events, a prominent registration form to register to receive updates, news and information about the plan via electronic communications, a public comment repository, a glossary and Frequently Asked Questions page, access to past iterations of Plan Bay Area (from 2013 and 2017), and other key information. As the working world migrated over to videoconferences conducted over Zoom and similar platforms, workshops and focus groups were conducted online. Despite some challenges, overall engagement was enhanced after the necessary conversion to a digital-first approach.

In addition, staff sends out routine communications via email to various stakeholders, including monthly e-newsletters dedicated to the plan that target partners and the public. These e-newsletters provide important updates like key milestones and opportunities to participate in future meetings and events, and they are sent to nearly 8,500 subscribers monthly. Furthermore, Plan Bay Area 2050 updates and information are also included in MTC’s monthly and ABAG’s bimonthly agency e-newsletters, which have nearly 35,000 and over 5,300 subscribers, respectively.

Traditional Engagement Tactics

Until the onset of the COVID-19 pandemic, staff conducted traditional in-person workshops, focus-groups and pop-up workshops at accessible locations around the Bay Area. When shelter-in-place orders prohibited such interactions at the start of the second round of public engagement in spring of 2020, staff made adjustments to provide meaningful non-digital opportunities for the public to weigh-in, recognizing that digital engagement was not the best way to reach all residents and stakeholders. Described in further detail below, these activities included telephone town halls, digital workshops with telephonic options, text-based surveys and an increase in information sent by mail sent in English, Spanish, Chinese and Vietnamese to residents in zip codes within Equity Priority Communities.
Digital Promotion
The MTC and ABAG social media team created digital promotion campaigns for each round of engagement. Ads were deployed to increase participation from the Bay Area public, including targeted ads to historically hard-to-reach groups. The efforts included promotion of an animated video walking viewers through the various strategies contained in the Plan Bay Area 2050 Draft Blueprint, paid promotion of upcoming events and opportunities to provide feedback to increase participation in the various elements of the plan. Digital promotion greatly increased the reach of engagement efforts — enabling MTC and ABAG to hear from a broader representation of Bay Area residents than ever before. The results of these efforts are summarized in Appendix 4.

Advisory Structure
Throughout the development of Plan Bay Area 2050, MTC and ABAG staff regularly consulted with several advisory groups to hear from a range of perspectives and get early input. These advisory bodies include a Regional Advisory Working Group, Regional Equity Working Group, MTC’s Policy Advisory Council and ABAG’s Regional Planning Committee. Staff also conducted a workshop for city managers and top officials from a range of local government and transportation agencies.

Regional Advisory Working Group
The Regional Advisory Working Group (RAWG) was involved in the development of Plan Bay Area 2050 from the beginning. The RAWG, an ad hoc regional working group formed in 2010 to advise regional agency staff on the first Plan Bay Area, was called together to meet again starting in 2018 to offer insights and comments on the Futures planning effort, which was part of the Horizon initiative described below and highlighted in Appendix 1. The RAWG consists of a mix of planning staff representatives from local government, county transportation agencies (CTAs), transit agencies, state and partner regional agencies. Specifically, each county was asked to nominate at least one representative to attend and participate for the duration of the process. In addition, representatives of various interest groups — ranging from affordable housing organizations to businesses and developers, equity advocates to public health and environmental groups — also participate. All RAWG meetings are open to the public, and anyone attending who wishes to directly participate and comment on the discussion is encouraged to do so.

From February 2018 through February 2021, RAWG met a total of 23 times. The working group reviewed and commented on MTC’s Public Participation Plan; the Futures planning effort; the five Perspective Papers from the Horizon initiative; the project performance methodology for evaluating transportation projects; the Environmental Impact Report (EIR); Priority Development Areas (PDAs), and other Plan Bay Area 2050 topics.
**MTC Policy Advisory Council**

MTC’s 27-member Policy Advisory Council’s mission is to advise MTC on transportation policies in the San Francisco Bay Area, incorporating diverse perspectives relating to the environment, the economy and social equity. One of the key topics for the Council has been the development of Plan Bay Area 2050. From February 2018 through February 2021, the group discussed Horizon or Plan Bay Area 2050 at 26 of their meetings. The Council provided feedback and commented on all phases of the Horizon initiative, including the five Perspective Papers; youth and community group engagement; regional growth strategies; public engagement strategies during shelter-in-place; environment and transportation elements; the draft Needs Assessment for transportation, housing, and resilience; and the development of the Plan Bay Area 2050 Implementation Plan. In addition, the Council’s members, including those from the Equity and Access Subcommittee, participated as part of the Regional Equity Working Group.

**Regional Equity Working Group**

Established in 2015, the Regional Equity Working Group (REWG) is an open, ad-hoc group that includes members of the Regional Advisory Working Group (RAWG), representatives from the Policy Advisory Council and the Equity and Access Subcommittee, and stakeholders from Bay Area groups seeking to advance social equity in planning and analysis in developing Plan Bay Area 2050. From September 2019 through November 2020, REWG convened six times to provide feedback and comment on the Equity Analysis portion of Plan Bay Area 2050; existing inequities in the Bay Area; a cross-cutting review of strategies to advance equity; and a discussion of Equity Priority Communities and criteria.

**Regional Equity Working Group** meetings are open to the public. More information is available on MTC’s website: [mtc.ca.gov/about-mtc/what-mtc/mtc-organization/interagency-committees/regional-equity-working-group](http://mtc.ca.gov/about-mtc/what-mtc/mtc-organization/interagency-committees/regional-equity-working-group).
ABAG’s Regional Planning Committee
The Regional Planning Committee (RPC) is a standing committee of ABAG that hears Bay Area planning issues of regional concern and makes recommendations to the ABAG Executive Board, including development of Plan Bay Area 2050. The Regional Planning Committee is comprised of 36 members, including a minimum of 18 elected officials from the nine Bay Area Counties; representatives of the four regional agencies (MTC, ABAG, the Bay Area Air Quality Management District and the Bay Conservation and Development Commission); and stakeholders representing business, minorities, economic development, recreation/open space, environment, public interest, housing, special districts and labor. The Committee meets alternate months during the day at MTC and ABAG’s offices in San Francisco (pre-COVID-19) and remotely (during COVID-19 shelter-in-place restrictions). Meetings are open to the public. From February 2018 through November 2020, the RPC met 16 times to advise on a range of matters related to the Futures planning effort, the Horizon initiative and Plan Bay Area 2050, including: the Perspective Papers; revisions to the Regional Growth Framework; the Futures Final Report; the Regional Housing Needs Allocation and proposed methodology; public engagement plan revisions; Plan Bay Area 2050’s Draft and Final Blueprint; performance and equity outcomes of Plan Bay Area 2050’s Draft and Final Blueprint; Priority Development Areas (PDAs); and the development of the Plan Bay Area 2050 Implementation Plan.

RPC meetings are open to the public. Learn more at: abag.ca.gov/about-abag/what-we-do/how-we-govern/committees/regional-planning-committee.

Board Meetings
Staff regularly reports on Plan Bay Area 2050 at various public meetings of the Commission and ABAG Board, including joint meetings of the MTC Planning Committee with the ABAG
Administrative Committee, the Metropolitan Transportation Commission, the ABAG Executive Board and ABAG’s General Assembly. Table 2 summarizes the range of meetings where staff presented information on Plan Bay Area 2050 or the Horizon initiative.

Bay Area Regional Collaborative
The Bay Area Regional Collaborative, or BARC, is a 20-member collaboration formerly known as the Joint Policy Committee. BARC helps MTC align its regional planning efforts in concert with ABAG, the Bay Area Air Quality Management District and the Bay Conservation and Development Commission. Current BARC initiatives focus on climate change and adaptation. The Collaborative met three times to discuss topics related to Plan Bay Area 2050.

The Bay Area Partnership Board
This group of top executives from Bay Area transit operators, county transportation agencies and public works departments, as well as regional, state and federal transportation, environmental, resource-protection and land use agencies, advises MTC periodically on key planning issues, including Plan Bay Area 2050. Staff level working groups meet occasionally on issues such as local roads, public transit and transportation finance. From February 2018 through December 2020 the Partnership Board met six times on Plan Bay Area 2050 matters.

Local, State and Federal Government Engagement
In developing Plan Bay Area 2050, MTC and ABAG sought to promote an open, transparent process that encouraged the ongoing and active participation of local jurisdictions, state and federal agencies, and a broad range of interest groups and individuals from the public. Local government staff and representatives from environmental and resource management agencies have all been involved in the multi-year planning effort. Planning staffs from both MTC and ABAG have also met directly with planning directors from local jurisdictions throughout the region, public works staff and other key local officials while developing Plan Bay Area 2050. Furthermore, MTC and ABAG have a robust, bidirectional partnership with Caltrans and other relevant state agencies, strengthened by ongoing coordination. A representative of Caltrans is a member of the RAWG, where they receive regular updates on Plan Bay Area 2050 and provide feedback to guide the plan’s development. In turn, MTC and ABAG staff and executives are members of various state advisory boards, including working groups supporting the development of the California Transportation Plan. These venues provide opportunities for closer collaboration and coordination between statewide and regional transportation planning efforts.

Stakeholders from federal resource protection agencies, port authorities, local and major regional airports, land management agencies and freight organizations, as well as conservation and historic preservation groups, were notified of opportunities to comment on issues relevant to the development of the plan and its companion Environmental Impact Report. Additionally, staff from Caltrans and other federal, state and partner agencies subscribe to our electronic communications that notify them of key information and milestones, as well as ongoing opportunities to inform the plan’s development. Elected officials from each Bay Area county also were invited to a presentation by MTC and ABAG staff on the Draft Plan held in each county and hosted by the county transportation agencies.

Private Sector Involvement
During plan development, staff presented Horizon and Plan Bay Area 2050 information to private community organizations, local nonprofits and technology companies, including
TransForm; Urban Habitat; San Francisco Planning and Urban Research (SPUR); Public Advocates; ARUP; Gensler; the Silicon Valley Leadership Group; the Bay Area Council; Youth United for Community Action; University of California, Berkeley; University of California, Davis; San José State University; the East Bay Economic Development Alliance; and technology companies such as Swiftly, Zoox and WeWork.

Table 2: Plan Bay Area 2050 presentations at regularly scheduled MTC and ABAG public meetings

<table>
<thead>
<tr>
<th>Advisory Committees</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Advisory Working Group</td>
<td>23</td>
</tr>
<tr>
<td>Regional Equity Working Group</td>
<td>6</td>
</tr>
<tr>
<td>Policy Advisory Council</td>
<td>26</td>
</tr>
<tr>
<td>ABAG Regional Planning Committee</td>
<td>16</td>
</tr>
<tr>
<td>Bay Area Partnership Board</td>
<td>6</td>
</tr>
<tr>
<td>Bay Area Regional Collaborative</td>
<td>2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Board Meetings</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Joint MTC Planning Committee with ABAG Administrative Committee</td>
<td>28</td>
</tr>
<tr>
<td>Metropolitan Transportation Commission</td>
<td>9</td>
</tr>
<tr>
<td>ABAG Executive Board</td>
<td>18</td>
</tr>
<tr>
<td>ABAG General Assembly</td>
<td>3</td>
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</tbody>
</table>

TOTAL TO DATE | 137
Engaging the Bay Area

Groundbreaking Engagement

Engagement with the Bay Area’s residents has shaped the plan at every step in the development process. Tens of thousands of people have participated in public open houses, online workshops and other public meetings, pop-up workshops, telephone and internet surveys, and more. The region’s 101 cities and nine counties also participated in the development of the plan, as did the Bay Area’s other regional agencies, the Bay Conservation and Development Commission and the Bay Area Air Quality Management District. Community-based organizations and advocacy groups representing the Bay Area’s diverse communities and interest groups have been active participants throughout the process, as were some three-dozen local transportation agency partners. Representatives from the Bay Area’s Native American tribes were also consulted (those activities are summarized in the Draft Plan Bay Area 2050 Native American Tribal Outreach and Government-to-Government Consultation Report). In all, three years of innovative and meticulous technical analysis — informed by continuous and robust engagement — yielded the most ambitious next-generation regional plan the Bay Area has seen: Plan Bay Area 2050.

Figure 2: Plan Bay Area 2050 was the top headline for the July 20, 2020 edition of the San Francisco Chronicle
Laying the Foundation: Horizon Initiative

Starting in 2018, MTC and ABAG staff engaged members of the public, including representatives from youth and community-based organizations, in the planning process of the Horizon initiative. Although a separate effort from Plan Bay Area 2050, Horizon served as an alternative to traditional long-range planning where funding and growth are distributed based on fixed assumptions. The Horizon initiative instead sought to rethink this process by identifying strategies (policies and investments) that would be successful under a variety of circumstances; therefore, improving upon previous long-range plans by actively accounting for uncertain future conditions.

The Horizon initiative was the first comprehensive Bay Area planning effort to examine issues traditionally outside of the long-range regional planning process by stress testing various strategies using three different scenarios, called Futures. A set of guiding principles set the foundation for the process, serving as anchors to core values that were used throughout the entire Plan Bay Area 2050 process. The culminating document, the Futures Final Report, explored the three distinct and divergent Futures, conducting stress test analyses to ensure that proposed strategies were resilient to the range of potential future challenges.

Starting in February 2018 with 28 pop-up workshops across the Bay Area, an online survey and a day-long peer exchange that included interdisciplinary subject matter experts from across the Bay Area, the Horizon initiative laid the groundwork for Plan Bay Area 2050. The initiative included two rounds of engagement. The first provided input on Horizon’s guiding principles and developed three Futures: Rising Tides, Falling Fortunes; Clean and Green; and Back to the Future. The second round of engagement used in-person workshops, focus groups organized in partnership with community-based organizations and an online survey via the Vital Signs website to identify strategies to meet the plan’s vision: to make the Bay Area more affordable, connected, diverse, healthy and vibrant for all Bay Area residents by 2050.

Because the Horizon initiative was fundamental in laying the foundation on which Plan Bay Area 2050 is built, engagement activities are included as Appendix 1.
Engagement Highlights

Table 3. Highlights of Horizon and Plan Bay Area 2050 engagement efforts

<table>
<thead>
<tr>
<th>Horizon</th>
<th>Horizon</th>
<th>Plan Bay Area 2050</th>
<th>Plan Bay Area 2050</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conducted six in-person workshops across six counties reaching over 250 attendees.</td>
<td>The combined engagement efforts around the Horizon initiative and Plan Bay Area 2050 offered over 150 opportunities to participate, reaching nearly 17,000 participants and yielding over 200,000 comments.</td>
<td>Created the groundbreaking Mayor of Bayville game to increase participation from youth and other hard-to-reach populations with versions available in English, Spanish and Chinese engaging over 3,000 participants from 84 of the region’s 101 cities and towns yielding 9,900 comments.</td>
<td></td>
</tr>
<tr>
<td>Partnered with U.C. Berkeley’s Y-PLAN program on a year-long curriculum and youth engagement effort at nine schools, one in each Bay Area county, reaching 350 students.</td>
<td>Partnered with community-based organizations to conduct 16 focus groups for the Horizon initiative and Plan Bay Area 2050 in English, Arabic, Chinese and Spanish with over 200 participants.</td>
<td>Conducted a statistically valid telephone poll reaching nearly 3,000 Bay Area residents and yielding almost 150,000 comments.</td>
<td></td>
</tr>
<tr>
<td>Ran 19 technical stakeholder workshops for public agency staff peers from all nine counties with over 1,000 total participants.</td>
<td>Deployed small teams to host 65 pop-up workshops in various locations across the Bay Area reaching over 2,000 participants and yielding over 5,100 comments.</td>
<td>Conducted online county-specific workshops for all nine Bay Area counties during the COVID-19 shelter-in-place orders yielding over 280 direct participants and over 390 total views.</td>
<td></td>
</tr>
<tr>
<td>Developed and promoted three online surveys during various points of the Horizon and Plan Bay Area 2050 process yielding over 24,000 comments.</td>
<td>Hosted five telephone town halls in English, Spanish, Mandarin and Cantonese to reach residents with limited internet access and/or limited English proficiency.</td>
<td>Hosted Office Hours with 10 local jurisdiction partners and other organizations in response to staff’s requests for one-on-one meetings.</td>
<td></td>
</tr>
<tr>
<td>Convened the Regional Advisory Working Group 23 times and the Regional Equity Working Group six times to discuss Horizon or Plan Bay Area 2050.</td>
<td>Sent out two monthly Horizon and Plan Bay Area 2050 newsletters — one to partners and one to the public — throughout the Horizon and Plan Bay Area 2050 process.</td>
<td>Partnered with advocacy organizations, including SPUR and TransForm, to promote plan.</td>
<td></td>
</tr>
<tr>
<td>Received over 270 pieces of correspondence via email, online comments and traditional mail.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Building Plan Bay Area 2050

After incorporating public feedback from the successful 18-month Horizon initiative, the table was set to introduce the Bay Area’s residents to the region’s next-generation long-range plan. Illuminated by the strategies developed and refined under Horizon, Play Bay Area 2050 analyzed strategies categorized under four topic areas, or what are called the plan’s elements — transportation, housing, the economy, and the environment — integrating the key themes of equity and resilience throughout.

Staff planned the following public engagement phases:

- Prior to the Plan: Plan Information and Promotion (June to September 2019)
- Round 1: Plan Bay Area 2050 Kickoff (October to November 2019)
- Round 2: Draft Blueprint (April to May 2020)
- Round 3A: Implementation Plan (January to February 2021)
- Round 3B: Draft Plan Bay Area 2050 and Draft Environmental Impact Report (May to June 2021)

Prior to the disruptive impacts of the COVID-19 shelter-in-place guidelines, the comprehensive public engagement program already envisioned new strategies to reach wider audiences using digital engagement tools. Between Plan Bay Area 2050’s public engagement campaign’s first and second round, the entire landscape shifted. With in-person meetings prohibited, staff pivoted toward the innovative engagement tactics detailed below.

Prior to the Plan: Plan Information and Promotion

To kick off plan engagement, staff produced an 11-part webinar series running from June 2019 to September 2019. Designed for local jurisdictions, local staff and members of the public, topics included: nomination and selection of new growth areas; a review of a Horizon Perspective Paper on autonomous vehicles (see Appendix 2); an introduction to modeling platforms (REMI 2.2, Bay Area UrbanSim, & Travel Model 1.5); and an analysis of persistent social inequities in the region.

Additionally, to increase the number of people participating in the public engagement process, staff used a paid digital promotion campaign to introduce and promote the plan to the Bay Area public. This yielded an increase in e-newsletter sign-ups. See Appendix 3.

Round 1 (2019): Introducing Plan Bay Area 2050

Staff kicked off the first round of Plan Bay Area 2050 engagement by holding three technical workshops in the fall of 2019. These half-day events included experts from diverse fields who dove deep into topics like housing and the economy. In addition, the Regional Equity Working Group (REWG) was also convened four times during Round 1, bringing equity advocates to the table to help illuminate strategies that could best address existing inequities in the Bay Area. See Table 4 on the following page.
Table 4. Regional Equity Working Group meetings held during Round 1 of Plan Bay Area 2050 engagement

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Topics</th>
</tr>
</thead>
</table>
| September 18, 2019 | Bay Area MetroCenter | • Agency-wide Equity Platform  
• Introduction to Plan Bay Area 2050 and the Equity Analysis |
| November 19, 2019 | Webinar           | • Existing inequities in the San Francisco Bay Area                     |
| December 19, 2019 | Bay Area MetroCenter | • Plan Bay Area 2050 Blueprint workshop                               |
| January 22, 2020 | Webinar           | • Strategies for inclusion in the Draft Blueprint of Plan Bay Area 2050  
• Overview of blueprint strategies  
• Strategies by topic area |

Pop-up Outreach

In September 2019, staff launched another round of pop-up workshops modeled after the engagement efforts during the Horizon initiative. This format consists of meeting people “where they are” at public events or venues (e.g., farmers markets, community festivals, libraries, etc.). In an all-hands-on-deck campaign, dozens of staff were enlisted from across the agency to bring the plan to every corner of the Bay Area, with an emphasis on low-income and communities of color typically left out from decision-making processes (see Table 5).

Over a six-week period from October to November 2019, staff conducted 37 pop-up workshops across all nine Bay Area counties, showing up in diverse locations such as community colleges, farmers markets, street fairs, and even a temporary transportation museum put on by a high school student with a zealous passion for all things transit. The pop-up locations were selected based on availability of existing community events and geographic diversity, prioritizing under-represented communities. The pop-ups were listed on the Plan Bay Area website and promoted via social media to ensure everyone had an opportunity to participate. Over 78% of the pop-up workshops were in Equity Priority Communities, where more people of color and people with low incomes reside. Over 1,000 Bay Area residents participated in the pop-ups, which garnered over 3,000 unique comments.
<table>
<thead>
<tr>
<th>Location</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Napa Farmers Market</td>
<td>October 5</td>
</tr>
<tr>
<td>Alum Rock Farmers Market (San José)</td>
<td>October 6</td>
</tr>
<tr>
<td>Richmond Library</td>
<td>October 10</td>
</tr>
<tr>
<td>Contra Costa College</td>
<td>October 10</td>
</tr>
<tr>
<td>Livermore Art Walk</td>
<td>October 12</td>
</tr>
<tr>
<td>Diwali Festival (Cupertino)</td>
<td>October 12</td>
</tr>
<tr>
<td>Pittsburg Farmers Market</td>
<td>October 12</td>
</tr>
<tr>
<td>San Francisco State University</td>
<td>October 16</td>
</tr>
<tr>
<td>East Palo Alto Farmers Market</td>
<td>October 16</td>
</tr>
<tr>
<td>Luther Burbank Farmers Market (Santa Rosa)</td>
<td>October 16</td>
</tr>
<tr>
<td>Orinda Casual Carpool</td>
<td>October 17</td>
</tr>
<tr>
<td>Heart of the City Farmers Market (SF)</td>
<td>October 18</td>
</tr>
<tr>
<td>Cherryland Fun Run (San Lorenzo)</td>
<td>October 19</td>
</tr>
<tr>
<td>College of San Mateo Market</td>
<td>October 19</td>
</tr>
<tr>
<td>Sunday Streets – Excelsior (SF)</td>
<td>October 20</td>
</tr>
<tr>
<td>Dental Care Event in South SF</td>
<td>October 20</td>
</tr>
<tr>
<td>CBO Pop-Up Workshop (San José)</td>
<td>October 22</td>
</tr>
<tr>
<td>Santa Clara Library</td>
<td>October 22</td>
</tr>
<tr>
<td>Vacaville Job Fair</td>
<td>October 23</td>
</tr>
<tr>
<td>Serramonte Farmers Market (Daly City)</td>
<td>October 24</td>
</tr>
<tr>
<td>CBO Pop-Up Workshop (Fremont)</td>
<td>October 25</td>
</tr>
<tr>
<td>Lake Merritt (Oakland)</td>
<td>October 26</td>
</tr>
<tr>
<td>Vacaville Farmers Market</td>
<td>October 26</td>
</tr>
<tr>
<td>Vallejo Farmers Market</td>
<td>October 26</td>
</tr>
<tr>
<td>Transportation Museum (San Carlos)</td>
<td>October 27</td>
</tr>
<tr>
<td>San José Farmers Market</td>
<td>November 1</td>
</tr>
<tr>
<td>Día de los Muertos Festival (Oakland)</td>
<td>November 2</td>
</tr>
<tr>
<td>CBO Pop-Up Workshop (San Francisco Chinatown)</td>
<td>November 2</td>
</tr>
<tr>
<td>Irvington Farmers Market (Fremont)</td>
<td>November 3</td>
</tr>
<tr>
<td>Pickleweed Library (San Rafael)</td>
<td>November 7</td>
</tr>
<tr>
<td>CBO Pop-up Workshop (East Palo Alto)</td>
<td>November 9</td>
</tr>
<tr>
<td>Southeast Community Facility Commission Health Fair (San Francisco)</td>
<td>November 9</td>
</tr>
<tr>
<td>Petaluma Farmers Market</td>
<td>November 12</td>
</tr>
<tr>
<td>CBO Pop-Up Workshop (San Francisco)</td>
<td>November 16</td>
</tr>
<tr>
<td>Napa Farmers Market</td>
<td>November 16</td>
</tr>
<tr>
<td>San Rafael Farmers Market</td>
<td>November 17</td>
</tr>
<tr>
<td>CBO Pop-Up Workshop (Oakland)</td>
<td>November 19</td>
</tr>
</tbody>
</table>
Figure 3: A woman provides feedback at a San José farmer’s market

Figure 4: Members of the public used post-it notes to provide feedback on strategies
Mayor of Bayville

On November 6, 2019, staff launched the Mayor of Bayville online tool to garner public input on the strategies from the Horizon initiative. In the tool, players assume the role of Mayor of Bayville, who is confronted with a series of public policy challenges and must decide how to invest limited resources to address problems such as housing affordability, sea level rise, traffic congestion and income inequality. Aimed at reaching younger and more diverse audiences, the game was promoted via the agency’s social media channels and with targeted online advertising. The game was available in three languages (English, Spanish, and Chinese), and it reached over 3,000 participants from 84 of the region’s 101 cities and towns. In the six weeks when responses were collected, over 9,900 unique comments came in. Created in partnership with the firm Exygy, the game was recognized by the 2020 San Francisco Design Week awards and is slated to be reiterated for future planning efforts.
Tribal Engagement

On December 12, 2019 staff met with representatives from the Bay Area’s Native American tribes at the National Indian Justice Center in Santa Rosa. Details of all tribal engagement activities and government-to-government consultations are provided in the Draft Plan Bay Area 2050 Native American Tribal Outreach and Government-to-Government Consultation Report.

What We Heard

The first round of public engagement yielded nearly 13,000 unique comments from approximately 4,800 participants at 57 engagement opportunities. Ninety percent of the comments from the pop-ups supported the high-performing strategies identified through the Horizon initiative, including modernizing public transit, building affordable housing, and encouraging more biking and walking. Less popular strategies included lowering speed limits to reduce roadway injuries and fatalities and increasing development fees in places that generate long auto trips. Participants also offered new ideas such as support for cooperative housing, improvements to the first/last mile of connectivity for transit and support for job growth beyond the current job centers. The complete results from Round 1 of Plan Bay Area 2050 engagement were presented at the December 2019 meeting of the Joint MTC Planning Committee with the ABAG Administrative Committee.

Round 2 (2020): Plan Bay Area 2050 Draft Blueprint

Public feedback from Round 1 helped staff prioritize and refine the strategies that would be approved by MTC and ABAG for further study and analysis through the Draft Blueprint phase. Throughout spring 2020, staff analyzed the 25 integrated strategies to determine how far they might be able to move the region toward a more affordable, connected, diverse, healthy and vibrant Bay Area for all by the year 2050. The results of this analysis showed that the strategies made meaningful gains on some key regional issues, such as regional affordability, transit and roadway safety, and infrastructure protections from sea level rise and earthquakes. However, five persistent challenges emerged as key focus areas for revision:

1. Insufficient affordable housing
2. Greenhouse gas emissions
3. Congestion and transit crowding

The initial Draft Blueprint analysis identified that the region failed to meet its state-mandated target to reduce GHG emissions by 19% as set by the California Air Resources Board.
4. Jobs-housing imbalance  
5. Displacement risk

Round 2 engagement focused on seeking input from the public on new or enhanced strategies that would best address these five remaining challenges. As planning for Round 2 activities kicked off, the COVID-19 pandemic struck, with all face-to-face activities essentially banned overnight due to mandatory shelter-in-place orders. With Round 2 set to begin in April, staff proceeded to convert all engagement activities to an array of digital platforms where the public could safely learn and provide input. In what could be described as assembling an airplane in mid-flight, staff revamped engagement efforts to include tried and tested methods as well as entirely new approaches.

A short three-minute video produced by staff introduced the strategies included in the Draft Blueprint and sought public input on how to improve them. The video was a key element of the Round 2 public engagement.

![Figure 7: Title shot from Crafting a Blueprint for the Bay Area’s Future animated video.](image)

A robust effort of online promotion for Plan Bay Area 2050 led to over 150,000 pageviews and over 600,000 post engagements. Over the unprecedented spring and summer of 2020, as the region was rocked by the pandemic, protests over racial injustice, and smoke from devastating wildfires, staff conducted 37 separate engagement activities for the Draft Blueprint, hearing from nearly 8,000 Bay Area residents, who provided over 170,000 unique comments. Below is a description of the various public engagement efforts soliciting input on the Draft Blueprint that comprised Round 2 of Plan Bay Area 2050 engagement.

**Community-Based Focus Groups**

In partnership with community-based organizations that were contracted to work with MTC and ABAG over the Plan Bay Area 2050 process, staff facilitated seven focus groups in the late spring of 2020. Conducted remotely, the focus groups were designed to function as listening sessions where participants were invited to suggest ways to improve or alter the Draft Blueprint’s strategies. A total of 60 participants offered over 260 unique comments on the

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4 “Post engagements” are the total number of actions that people take involving social media ads. Post engagements can include actions such as reacting to, commenting on or sharing the ad, claiming an offer, viewing a photo or video, or clicking on a link.
Draft Blueprint. Focus groups were hosted using Zoom or WebEx, depending on the event, with the additional option to participate online or by phone for those without access to internet.

Table 6: Community-based organization focus groups for Round 2

<table>
<thead>
<tr>
<th>Community-Based Organization</th>
<th>Focus Group Format</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acterra</td>
<td>Zoom</td>
<td>May 7, 2020</td>
</tr>
<tr>
<td>Rose Foundation</td>
<td>Zoom</td>
<td>May 12, 2020</td>
</tr>
<tr>
<td>Sacred Heart (Chinese)</td>
<td>Zoom</td>
<td>May 15, 2020</td>
</tr>
<tr>
<td>Sound of Hope</td>
<td>WebEx Teleconference</td>
<td>May 16, 2020</td>
</tr>
<tr>
<td>West Oakland EIP</td>
<td>Zoom</td>
<td>May 19, 2020</td>
</tr>
<tr>
<td>Green Hive</td>
<td>Zoom</td>
<td>May 20, 2020</td>
</tr>
<tr>
<td>West Oakland EIP (Yemeni Arabic)</td>
<td>Zoom</td>
<td>June 11, 2020</td>
</tr>
</tbody>
</table>

Figure 8: Comments heard at community focus group meetings

Coffee Conversation
On May 21, 2020, staff convened a special Coffee Conversation: Let’s Talk Climate Change in partnership with Kanyon Sayers-Roods, a Costanoan Ohlone and Chumash leader. Over 40 participants joined for a conversation examining climate change impacts with a strong focus on Indigenous communities’ experiences and sustainability practices.

Digital Workshops
From July 15 to August 5, 2020, staff held a series of nine county-specific digital workshops, one for each of the Bay Area’s nine counties. The workshops were held over Zoom, mostly on
weekday evenings with two midday workshops held on a Saturday and Wednesday (for Marin and Santa Clara Counties, respectively). The initial number of attendees was over 280, while ultimately the workshop video recordings were viewed nearly 400 times as of the date of this report’s publication (via event recordings hosted on the Plan Bay Area website). Feedback from workshop participants was captured in an online survey, described below.

**Online Survey**
A month-long survey was launched on July 10, 2020 via the online platform Typeform. Over 3,900 responders offered nearly 20,000 unique comments. Notably, the survey invited open-ended responses to the following challenges, which were adapted from the five key challenges identified through the Draft Blueprint analysis:

- Housing Unaffordability
- Congestion and Crowding
- Climate Emissions
- Jobs-Housing Imbalance
- Displacement

**Tribal Engagement**
On August 3, 2020, in lieu of the traditional in-person summit, staff held a digital Tribal Summit with 24 participants over Zoom due to the ongoing shelter-in-place orders. Ten tribes were invited, including six federally recognized tribes and four non-federally recognized tribes. After opening remarks by then-MTC Commissioner Jake Mackenzie, ABAG Executive Board Member David Rabbitt, and MTC and ABAG Executive Director Therese McMillan, staff provided information on the Draft Blueprint as well as the initial Notice of Preparation (NOP) step of the Environmental Impact Report process. Caltrans District 4 staff was also present to provide an update on related projects. Tribe representatives provided a total of 27 specific comments on the Draft Blueprint.

Details of all tribal engagement activities and government-to-government consultations are provided in the Draft Plan Bay Area 2050 Native American Tribal Outreach and Government-to-Government Consultation Report.

**Telephone Town Hall**
To reach those with limited internet access and/or limited English proficiency, staff held five telephone town hall sessions: two in English, one in Spanish, one in Mandarin and one in Cantonese. Staff promoted the events via a printed flyer directly mailed to 20,000 Bay Area households located in Equity Priority Communities in all nine Bay Area counties. Additionally, the events were promoted via the Nextdoor social media platform through a campaign that targeted zip codes located in Equity Priority Communities. Furthermore, a member of MTC’s Policy Advisory Council promoted the telephone town halls to members of the unhoused community through organizations that serve these residents.

The events took place from July 24 to August 6, 2020 during the day, with three of the five town halls held on a Saturday. Although participation in the telephone town halls was sparse, the smaller groups allowed for deeper dialogue. Comments received during the telephone town halls reflected the communities that were targeted through the promotional activities noted above. This effort was a first for MTC and ABAG — both using the telephone town hall format and holding the town halls in-language — helping the agencies meet the goal of reaching as many diverse residents as possible. Using the telephone town hall format provided
staff with valuable lessons on ways that telephone-based engagement could be integrated into future planning work.

Table 7. Telephone Town Hall events held for Round 2 of Plan Bay Area 2050 engagement

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Language</th>
</tr>
</thead>
<tbody>
<tr>
<td>Friday, July 24, 2020</td>
<td>11:30 a.m. – 1:30 p.m.</td>
<td>Mandarin</td>
</tr>
<tr>
<td>Saturday, July 25, 2020</td>
<td>10 a.m. – 12 p.m.</td>
<td>English</td>
</tr>
<tr>
<td>Saturday, July 25, 2020</td>
<td>2 – 4 p.m.</td>
<td>Cantonese</td>
</tr>
<tr>
<td>Saturday, August 1, 2020</td>
<td>2 – 4 p.m.</td>
<td>Spanish</td>
</tr>
<tr>
<td>Thursday, August 6, 2020</td>
<td>4 – 6 p.m.</td>
<td>English</td>
</tr>
</tbody>
</table>

*Statistically Valid Telephone Poll*

In addition to the telephone town halls, the agency invested in a statistically valid telephone poll to gather feedback on the strategies included in Plan Bay Area 2050’s Draft Blueprint. Over the course of ten days starting on July 22, 2020, the poll reached nearly 3,000 residents who responded to 50 questions (garnering a total of 149,850 individual responses to question prompts). A minimum of 400 randomly selected adults were interviewed in each county/subregion, and the poll had an overall margin of error of 1.79%. Respondents shared a strong concern for homelessness and housing, along with rising concerns about public health. The poll also showed the region’s openness towards planning for housing and commercial development regionally — rather than at the local level — has increased over the past decade.

The two figures on the following page show responses to two of the survey questions. The full results of the survey were presented to the Joint MTC Planning Committee with the ABAG Administrative Committee meeting of September 2020.

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5 Marin/Sonoma and Napa/Solano counties were combined into two subregions.
Consulting External Expertise

In addition to the above activities, from July 29 through August 7, 2020 staff convened a series of three technical stakeholder workshops with members of the Regional Advisory Working Group. Built around three distinct themes of housing and the economy; a focus on
equity; and transportation and the environment, a total of 160 people attended the workshops offering nearly 1,000 unique comments.

The agency also hosted ten Office Hours sessions for staff-to-staff discussions to answer questions about Plan Bay Area 2050 and the Draft Blueprint at the jurisdictional level. In total, 10 jurisdictions or partner agencies requested meetings to understand the data inputs and models used to estimate housing and employment growth.

What We Heard
One of the most basic measures of public engagement is: “After all that you heard, what changed?” Here we can draw a direct line between individual feedback which, in aggregate, helped illuminate impacts not readily apparent in the Draft Blueprint. For example, in response to the lack of interest for charging office development impact fees, MTC and ABAG staff replaced that strategy with an incentive-based approach in the Final Blueprint. Another key example was adding new strategies to enhance parks and open space after the public highlighted their desire to increase or maintain access to open space, especially in communities with forecasted population growth or limited existing access to parks. The plan also benefited from suggestions from the public to be more visionary in the strategy to Enable a Seamless Mobility Experience, aiming beyond trip planning and payments to incorporate schedule coordination between transit agencies. Overall, the input helped to improve and expand the 25 strategies to 35 bold and equitable strategies. Table 8 highlights key messages heard during Round 2 of engagement. Additionally, Appendix 2 includes a presentation that details how public feedback influenced revisions to the plan’s strategies from the Draft Blueprint to the Final Blueprint phase, as well as a summary of the results of Round 2 engagement.

Table 8. Plan Bay Area 2050 Round 2: Summary of Public Engagement Feedback

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Highlights of Public Engagement Feedback</th>
<th>Top 2 Strategy Ideas to Address Challenge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordable Housing</td>
<td>• Build more housing (affordable, middle-income, near transit, near jobs, mixed-use, accessible, eco-friendly)</td>
<td>• Invest in constructing more affordable housing.</td>
</tr>
<tr>
<td></td>
<td>• Provide homeownership assistance</td>
<td>• Expand capacity for new housing in communities with well-resourced schools and good access to jobs.</td>
</tr>
<tr>
<td></td>
<td>• Hold jurisdictions accountable to RHNA</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Increase density, build up, address zoning restrictions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Support expansion of community land trusts</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Pass the regional housing bond</td>
<td></td>
</tr>
<tr>
<td>Greenhouse Gas Emissions</td>
<td>• Concern the region will not meet its greenhouse gas emissions target</td>
<td>• Require employers to implement mandatory work from home policies 2 or 3 days per week.</td>
</tr>
<tr>
<td></td>
<td>• Support for the Climate Initiatives Program</td>
<td>• Expand electric vehicle and charging infrastructure subsidies, especially for lower-income households.</td>
</tr>
<tr>
<td></td>
<td>• Implement a carbon tax/offsets</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Expand and improve transit so people do not have to drive</td>
<td></td>
</tr>
<tr>
<td>Challenge</td>
<td>Highlights of Public Engagement Feedback</td>
<td>Top 2 Strategy Ideas to Address Challenge</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Congestion and Crowding         | • Coordinate, improve and expand transit service  
• Prioritize implementation of Complete Streets  
• Address first-mile access to regional transit systems  
• Little support for widening freeways and for all-lane tolling | • Redesign public transit systems to provide more seamless transfers and focus service on high frequency routes.  
• Extend regional rail services to new communities and increase the frequency of service. |
| Jobs-Housing Imbalance          | • Address wealth disparities: implement a universal basic income, livable wages, debt forgiveness, tax the rich  
• Bring jobs near housing; provide incentives for East Bay job growth  
• Strong support for incubator programs | • Provide tax subsidies for employers to relocate middle-wage jobs closer to affordable housing.  
• Expand business incubator programs to create new small businesses in housing-rich communities. |
| Displacement Risk                | • Strengthen household and commercial renter protections  
• Strong support for job training programs  
• Address wealth disparities: implement a universal basic income, livable wages, debt forgiveness, tax the rich | • Expand investment in the preservation of permanently affordable housing in communities facing displacement.  
• Ensure ample affordable housing is built in communities most at risk of displacement. |

The single largest source of feedback was the statistically valid poll, which yielded 88% of the over 170,000 total unique comments from the second round of public engagement. The poll was consistent with the other forms of engagement in some ways, while contrasting in others.

**Similarities:**
- Housing is the top concern, particularly affordable housing
- Strong support for seamless mobility and Complete Streets; more limited support for all-lane tolling
- Support for EV incentives and small business incubators

**Differences:**
- Greater support for rebuilding interchanges in polling results compared to other engagement
- Greater support for expanded job training programs in polling results compared to other engagement

The public was also asked to rank the five remaining challenges in order of importance to them. In priority order, this is how the challenges were ranked:

1. Insufficient affordable housing
2. Greenhouse gas emissions
3. Congestion and transit crowding
4. Jobs-housing imbalance
5. Displacement risk

Release of Draft Plan Bay Area 2050 (2021)

Draft Plan Bay Area 2050 was released in May 2021. A summary of activities from Round 3A: Implementation Plan and 3B: Draft Plan Bay Area 2050 and Draft Environmental Impact Report will be provided in an update to this public engagement report to be published at the end of the entire Plan Bay Area 2050 process later this year.

Public engagement for Rounds 3A and 3B includes:

- Focus groups with community-based organizations
- Digital and text-based surveys on Implementation Plan priorities
- Stakeholder and partner engagement on the Implementation Plan and Draft Plan
- Presentation of the Draft Plan to local elected officials in all nine Bay Area counties
- Development and promotion of informational videos on the Draft Plan
- Four online workshops and public hearings on the Draft Plan
- A video challenge aimed at increasing youth participation
- Briefing for members of the news media
- Summary of comments heard presented to MTC and ABAG policymakers
Plan Bay Area 2050:
Public Engagement Report
Appendices
Appendix 1 | Horizon Initiative Engagement

Round 1: Developing the Guiding Principles

The main goal of the Horizon initiative (as well as Plan Bay Area 2050) was to identify a series of strategies (policies and investments) that would be effective in meeting the region’s goals when measured against a set of guiding principles for the Bay Area. The guiding principles were developed via a process that engaged thousands of Bay Area residents through pop-up in-person workshops as well as an online survey. Members of the public were asked “What are the most pressing issues we should consider as we plan for life in 2050?” The five principles that emerged from this process guide both Horizon and Plan Bay Area 2050 work and are listed below under What We Heard.

Pop-up Outreach

From February to March 2018, staff conducted a total of 28 pop-up workshops across the region, including events at community colleges, libraries, a flea market, farmers markets, and youth conferences. Of those pop-up workshops, 17 were held in Equity Priority Communities. At the public pop-up events, residents were asked two questions: (Q1) Which qualities they would like to retain by the year 2050? and (Q2) which qualities they would like to change by the year 2050? The public was encouraged to focus comments in six main categories: environment, people and community, economy and jobs, housing, transportation, and other.
Online Survey
Over the same period, staff ran an online survey that was promoted on the agency’s website, social media pages, and with paid advertisements on Facebook. The survey yielded 1,600 complete responses from participants across all nine Bay Area counties. The online survey started with the following multiple-choice question: What are the most pressing issues we should consider as we plan for life in 2050? Participants were asked to select up to three choices. Affordable housing, public transportation, the environment, cost of living, and traffic congestion were the five most cited issues in rank order.

What We Heard
The pop-up workshops and the online survey together generated about 10,000 unique comments. Staff analyzed the comments for common themes and with a special focus on whether the theme responses were consistent across the region. That feedback yielded the five guiding principles that inform the Horizon initiative and Plan Bay Area 2050:

- **Affordable**: All Bay Area residents and workers have sufficient housing options they can afford — households are economically secure.
- **Connected**: An expanded, well-functioning transportation system connects the Bay Area — fast, frequent and efficient intercity trips are complemented by a suite of local transportation options, thereby connecting communities and creating a cohesive region.
- **Diverse**: Bay Area residents support an inclusive region where people from all backgrounds, abilities and ages can remain in place — with access to the region’s assets and resources.
• **Healthy:** The region’s natural resources, open space, clean water and clean air are conserved – the region actively reduces its environmental footprint and protects residents from environmental impacts.

• **Vibrant:** The Bay Area is an innovation leader, creating quality job opportunities for all and ample fiscal resources for communities.

**Round 2: Strategies for a Better Future**

Anchored by the five guiding principles, staff then tested how various strategies would fare against the three Futures. These strategies were brought to the public for their input from February to April 2019 in a series of interactive events including a facilitated game activity, nine CBO partnered focus groups, six public open house-style workshops, online engagement via MTC and ABAG’s Vital Signs website, and classroom-based student engagements. Staff asked participants to select strategies that would perform best across the variety of circumstances that each future presented. The strategies with the strongest support across all engagement platforms were identified and advanced into the next phase of planning. Some competing strategies preferred by different groups were matched with challenges detailed in the *Opportunities and Challenges Report* and considered for further study.

Initial analysis of the input from the public and stakeholder engagement events found that there were some areas of strong agreement on strategies across all Futures:

- **Bay Area residents and stakeholders want to prioritize creation of a world-class public transportation system.** There was strong consensus around modernizing and increasing capacity of the existing rail system - especially if there are adequate financial resources.

- **Bay Area residents and stakeholders want to build more housing for those of all income levels, especially near transit.** Allowing new development near rail transit stations and increasing inclusionary requirements were popular ideas to address rising unaffordability.

- **Bay Area residents and stakeholders want to protect the region’s environment, regardless of what the future has in store.** Adapting to sea level rise and preserving today’s urban growth boundaries were clear priorities for outreach participants.

**Community-Based Focus Groups**

As part of the early 2019 outreach for Plan Bay Area 2050, MTC and ABAG conducted nine focus groups with community-based organizations in February 2019, with a focus on hearing from underrepresented groups from around the Bay Area. The purpose of each focus group was to get feedback on which of the strategies best address the challenges and opportunities posed by the Futures.

At each focus group, an MTC and ABAG staff member provided a brief presentation to familiarize attendees with the subject matter. A facilitated discussion provided the opportunity for participants to offer input on the suite of transportation, housing, economic development and environmental strategies. In total, over 190 focus group participants offered over 2,200 comments, identifying their top three strategies within each category along with the single least appealing strategy per category.
<table>
<thead>
<tr>
<th>Table A-1: Horizon community-based focus group details</th>
</tr>
</thead>
</table>
| **Rose Foundation | Oakland**  
February 5, 2019 | 10 participants, mostly students younger than 25 from Oakland and San Francisco |
| **Green Hive Spaces | Vallejo**  
February 8, 2019 | 14 participants from the area. |
| **Community Resources for Independent Living (CRIL) | Hayward**  
February 12, 2019 (Spanish) | 11 participants; February 26, 2019 (English) | 12 participants connected to peer-based disability resource organization |
| **Acterra | East Palo Alto**  
February 13, 2019 | 29 E. Palo Alto residents & environmental justice activists |
| **West Oakland Environmental Indicators Project | Oakland**  
February 15, 2019 | 15 participants from West Oakland (English);  
February 24, 2019 | 34 participants from West Oakland’s Yemeni community (Arabic translation) |
| **Sound of Hope Chinese Public Radio Network | San Francisco**  
February 16, 2019 (Mandarin) | 18 participants from San Francisco’s Chinese community. |
| **Sacred Heart Community Service | Santa Clara**  
February 22, 2019 | 49 participants, many from Limited English Proficient households receiving social services |

**Highlights:**
- Over 400 comments received
- Interpretation in Mandarin, Spanish and Arabic (Yemeni)
Public Workshops

In March of 2019, staff conducted a series of six public workshops in counties across the region (Alameda, Contra Costa, San Mateo, Santa Clara, Solano, and Sonoma). The workshop locations were selected based on geographic diversity and the location’s proximity to transit. These open, interactive events were promoted on Facebook (Figure A-4) and included a staff presentation on the strategies and a dot voting exercise. The nearly 260 participants provided some 5,100 comments.

Table A-2: Horizon public workshops

<table>
<thead>
<tr>
<th>Location</th>
<th>Date</th>
<th># Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alameda County (Oakland)</td>
<td>Tuesday, March 12, 2019</td>
<td>90</td>
</tr>
<tr>
<td></td>
<td>6 p.m. to 8 p.m.</td>
<td></td>
</tr>
<tr>
<td>Santa Clara County (San José)</td>
<td>Thursday, March 14, 2019</td>
<td>32</td>
</tr>
<tr>
<td></td>
<td>6 p.m. to 8 p.m.</td>
<td></td>
</tr>
<tr>
<td>Sonoma County (Petaluma)</td>
<td>Saturday, March 16, 2019</td>
<td>36</td>
</tr>
<tr>
<td></td>
<td>10 a.m. to 12 noon</td>
<td></td>
</tr>
<tr>
<td>San Mateo County (San Bruno)</td>
<td>Tuesday, March 19, 2019</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>6 p.m. to 8 p.m.</td>
<td></td>
</tr>
<tr>
<td>Solano County (Vallejo)</td>
<td>Wednesday, March 20, 2019</td>
<td>60</td>
</tr>
<tr>
<td></td>
<td>6 p.m. to 8 p.m.</td>
<td></td>
</tr>
<tr>
<td>Contra Costa County (Walnut Creek)</td>
<td>Wednesday, March 27, 2019</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>6 p.m. to 8 p.m.</td>
<td></td>
</tr>
</tbody>
</table>
We want your input to help us plan for what's on the Horizon for the Bay Area.

**Figure A-4:** Sample Facebook Ad promoting Horizon Workshop in March 2019

**Horizon Workshop: Vallejo**
263 Georgia St, Vallejo, CA 94590-5006, United...
92 people interested · 30 people going

**Figure A-5:** MTC Policy Advisory Council Member K. Patrice Williams shares a laugh with a resident at the Solano County workshop

*Photo: Karl Nielsen*
Online Survey
From March 8 to April 19, 2019, staff ran an online survey via the Vital Signs website. The survey covered the same material as the public workshops and focus groups, yielding 339 responses and 720 comments. This input was included in the totals from this round of engagement.

Youth Engagement
In the spring semester of the 2018-2019 school year, MTC and ABAG partnered with Y-PLAN, a unique program run out of the UC Berkeley Center for Cities and Schools, that enables young people to develop solutions to challenges in their communities. Using a 5-step methodology, Y-PLAN supported 350 students from 9 participating campuses across the Bay Area in collecting data in their neighborhoods and generating strategies presented in the three Futures. Overall, analysis of the regional data collected from classrooms across the nine counties found that students offered distinctive ideas and identified priorities and/or strategies for the year 2050 that aligned well with Horizon’s guiding principles of making the Bay Area more affordable, connected, diverse, healthy and vibrant. The year-long program culminated in an event at UC Berkeley at the end of the school year, where students presented their findings to staff from MTC and ABAG as well as BART, Oakland Unified School District and other public agencies.
### Table A-3: Y-PLAN Participating Schools

<table>
<thead>
<tr>
<th>School</th>
<th>County</th>
<th>City</th>
</tr>
</thead>
<tbody>
<tr>
<td>McClymonds High School</td>
<td>Alameda</td>
<td>Oakland</td>
</tr>
<tr>
<td>10-12th grade, Technology</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kennedy High School</td>
<td>Contra</td>
<td>Richmond</td>
</tr>
<tr>
<td>12th grade, Information Technology</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Laurel Dell Elementary School</td>
<td>Marin</td>
<td>San Rafael</td>
</tr>
<tr>
<td>5th grade</td>
<td></td>
<td></td>
</tr>
<tr>
<td>American Canyon High School</td>
<td>Napa</td>
<td>American Canyon</td>
</tr>
<tr>
<td>9-12th grade, Leadership</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balboa High School</td>
<td>San Francisco</td>
<td>San Francisco</td>
</tr>
<tr>
<td>12th grade, Environmental Science</td>
<td></td>
<td></td>
</tr>
<tr>
<td>East Palo Alto Phoenix Academy</td>
<td>San Mateo</td>
<td>East Palo Alto</td>
</tr>
<tr>
<td>12th grade, AP Environmental Science</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Escuela Popular</td>
<td>Santa Clara</td>
<td>San José</td>
</tr>
<tr>
<td>8th grade, English</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Benicia Middle School</td>
<td>Solano</td>
<td>Benicia</td>
</tr>
<tr>
<td>7 and 8th grade, Service Learning</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cesar Chavez Language Academy</td>
<td>Sonoma</td>
<td>Sebastopol</td>
</tr>
<tr>
<td>4th grade, English and Science</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Photo: Y-PLAN*

*Figure A-7: Student participants of the Y-PLAN Bay Area-Horizon Pilot*
Stakeholder Engagement

In an innovative approach to “gamifying” long-term planning, staff designed and developed “Transform the Future,” an interactive board game where players make decisions to address the challenges laid out in three separate Futures. With the use of an allocation of “funds,” the table of players discussed options with one another and ultimately developed a consensus on allocating their finite funds amongst the competing strategies. For more information on the game, read the Introductory section (pages i - xi) in the Transform-the-Future Strategy Booklet.

On March 11, 2019, staff convened a half-day technical stakeholder workshop where attendees played the “Transform-the-Future” game. Over two-thirds of the 65 participants from all nine counties were public agency staff. In a post-game survey, over 85% of respondents said that they found the workshop useful and informative.

What We Heard

From a facilitated game activity with technical stakeholders to discussions with community group members, to public open house-style workshops, engagement with students and an online survey, staff sought input on a suite of transportation, land use, economic development and resilience strategies to help determine which strategies best address future opportunities and challenges. In total some 1,200 participants provided over 8,000 unique comments during this phase of outreach events for “Strategies for a Better Future.” A
summary of public feedback from these activities is available here. Their feedback was instrumental in identifying the strategies that were tested in the final phase of Horizon.

Other Horizon Engagement

Transformative Projects
In June 2018, MTC and ABAG issued a Request for Transformative Projects to the Bay Area, asking for project ideas that would have the potential to revolutionize how we move around the region. Going beyond past calls for projects that only included submissions from public sector partners, MTC and ABAG also sought innovative ideas from individuals, private sector companies and non-governmental organizations. The response to this request was significant – over 500 megaproject ideas were submitted by individuals and non-governmental organizations, yielding 12 that were included in Horizon’s Project Performance Assessment.

Art on the Horizon
As part of the agencies’ Horizon planning initiative in early 2019, MTC and ABAG hosted “Art on the Horizon: Youth Confronting Climate Change,” MTC and ABAG’s first-ever art contest for youth. The agencies sought digital art submissions that demonstrated what could be done to combat climate change. The contest was open to artists aged 13 to 23, and the contest focused on video and photo mediums. Winners were selected by a jury that included staff from MTC and ABAG and partner agencies, private sector art professionals and a member of the Policy Advisory Council. Winners were selected in spring of 2019 and were announced at the Y-Plan Policy Summit at UC Berkeley on May 7, 2019.

Perspective Paper Release Events
From June 2018 through September 2019, staff held events around the release of five Perspective Papers designed to inform the Horizon process. The Papers explored key issues impacting the Bay Area’s future: autonomous vehicles, shared mobility, regional growth, the future of jobs, and where to build future Bay crossings. The events were generally held after work hours at diverse venues including the San Mateo Public Library, the Hayward City Council, WeWork in San José, the Bay Area Metro Center in San Francisco and an online webinar. Staff presented the papers’ findings to qualitatively assess strategies and identify related tradeoffs. Some 250 participants engaged in discussions on shifts in culture, technology, equity, and issues identified in the Perspective Papers.

Table A-4: Perspective papers release events

<table>
<thead>
<tr>
<th>Location</th>
<th>Date and Time</th>
<th>Perspective Paper Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bay Area Metro Center, San Francisco</td>
<td>June 26, 2018 5:30 p.m. to 7 p.m.</td>
<td>Autonomous Vehicles</td>
</tr>
<tr>
<td>WeWork San José, Santa Clara</td>
<td>September 26, 2018 6 p.m. to 8 p.m.</td>
<td>Toward a Shared Future: Strategies to Manage Travel Demand</td>
</tr>
<tr>
<td>Council Chambers, Hayward</td>
<td>January 30, 2019 6 p.m. to 8 p.m.</td>
<td>Regional Growth Strategies</td>
</tr>
<tr>
<td>Public Library Main Branch, San Mateo</td>
<td>May 20, 2019 5:30 p.m. to 7 p.m.</td>
<td>The Future of Jobs</td>
</tr>
<tr>
<td>Online Webinar</td>
<td>September 20, 2019 10 a.m. to 11 a.m.</td>
<td>Bay Crossings: Transformative Investments for an Uncertain Future</td>
</tr>
</tbody>
</table>
Horizon Engagement Materials
Pop-up Workshops — Display Boards
February - March 2018
English, Spanish and Chinese
AYÚDENOS A IMAGINAR EL FUTURO...

¿Cuáles cualidades del Área de la Bahía de hoy esperaría usted que permanezcan en el 2050?

¡ES SU FUTURO, ÁREA DE LA BAHÍA!

La Comisión Metropolitana de Transporte (MTC) y la Asociación de Gobiernos del Área de la Bahía (ABAG) quieren escuchar su opinión mientras desarrollan un plan de cómo irá a vivir, trabajar y jugar nuestra región en las décadas venideras.

¡QUEREMOS SABER DE USTED!

Para incluir su voz en la discusión, por favor responda algunas preguntas hoy e inscríbase para seguir nuestros avances.

幫助我們設想我們的未來...

您希望在2050年保持當今灣區的哪些品質？及

您的未來，灣區！

大都會交通委員會 (MTC) 和灣區政府協會 (ABAG) 希望能聽到您的意見，因為他們要為我們地區未來幾十年的生活、工作和娛樂方式制定圖景。

我們希望聽到您的意見！

為了將您的意見納入討論中，請今天回答幾個問題，並註冊以開放我們的追蹤。
Online Survey Postcard

It's Your Future, Bay Area!
MTC and ABAG want to hear from you as they develop a blueprint for how our region lives, works and plays in the decades ahead. Please take our online survey and share it on social media using the hashtag #BayArea2050.

Survey: http://BayArea2050

To learn more about this project, visit http://BayArea2050 and follow MTC and ABAG on social media. Questions? Email us at info@BayArea2050.
Online Survey
February - March 2018

Introductory text:

The Metropolitan Transportation Commission (MTC) and the Association of Bay Area Governments (ABAG) are partner regional agencies working together to make the nine-county San Francisco Bay Area a better place to live for people from all walks of life. MTC and ABAG want to hear from you as they develop a blueprint for how our region lives, works and plays in the decades ahead.

What will the Bay Area look like in 2050? Put on your futurist thinking cap and take a few minutes to answer the following questions.

Survey questions:

What are the most pressing issues we should consider as we plan for life in 2050?
Choose your top three. (multiple choice, answer choices randomized per participant)

- Affordable housing
- Traffic congestion
- Homelessness
- Crime/Safety/Police
- Overcrowding/Sustainable growth
- Economy/Jobs
- Cost of living
- Immigration
- Taxes/the Budget
- Infrastructure
- Public transportation
- Environment
- Education/Schools
- Health care
- Disaster recovery (e.g., earthquakes, fires, etc.)
- New technologies (e.g., autonomous vehicles/self-driving cars, electric vehicles, etc.)
- Racial equity and diversity

Open-ended questions:

The year is 2050. What is one way that your housing improved or changed?

The year is 2050. What is one way that your ability to get places improved or changed?

The year is 2050. What is one way that your daily life improved or changed?

The year is 2050. What is one way that our natural environment improved or changed?

The year is 2050. What is one way that your economic situation/job improved or changed?

The year is 2050. What is one way that your community improved or changed?
Demographic questions:

In which county do you reside? (optional)

- Alameda County
- Contra Costa County
- Marin County
- Napa County
- San Francisco County
- San Mateo County
- Santa Clara County
- Solano County
- Sonoma County
- Outside of the Bay Area

What is your age range? (optional)

- Under 18
- 18 to 29
- 30 to 45
- 46 to 65
- Over 65

What is your gender? (optional)

- Female
- Male
- Other gender

What is your race/ethnicity? Please select all that apply. (optional)

- African American
- Asian
- Hispanic/Latino
- Native American/Alaskan Native
- Pacific Islander
- White
- Other

To find out the results of this survey and to stay involved in planning for the future of the Bay Area, sign up to receive occasional updates from MTC by sharing your email in the field below.

Email address _____________________________         County of Residence _____________

Closing text:

Thank you! To learn more about this project, visit mtc.ca.gov/futures and consider following MTC on Facebook (facebook.com/MTCBATA) and Twitter (twitter.com/MTCBATA). Questions? Email us at info@bayareametro.gov.
Public Workshops: Display Boards and Dot Voting Posters

March 2019

Thank you for joining us!
The Metropolitan Transportation Commission (MTC) and the Association of Bay Area Governments (ABAG) welcome you to our Horizon workshops.

We’re engaging with different communities across the Bay Area to assist us in exploring the pressing issues as well as challenges and opportunities that Bay Area residents may face through 2050. We look forward to hearing from you — we value your ideas and encourage your participation.

About MTC and ABAG

The Metropolitan Transportation Commission (MTC) is the transportation policy, planning and coordinating agency for the nine-county San Francisco Bay Area. The Association of Bay Area Governments (ABAG), was created by local governments to meet their planning and transportation needs related to land use, environment, and traffic issues. It also serves as a forum for region-wide transportation planning activities in the nine-county San Francisco Bay Area.

Horizon’s Guiding Principles

We received over 3.500 comments from 900 residents across the nine-county area. What do we value most about Bay Area residents’ future? What do we want to ensure we do not lose? What do we need to address as we plan for the future? This feedback helped shape the Horizon Guiding Principles and will guide our work going forward.

Affordable: All Bay Area residents and workers have efficient and accessible transportation options to support their needs.

Connected: An expanded network of transportation options, including transit and active modes, makes travel more convenient, safer, and more affordable.

Clean: Bay Area residents support an effective regional program to reduce greenhouse gases, improve air quality, reduce the region’s reliance on imports, and promote healthier lifestyles.

Healthy: The region’s natural resources, open space, water quality, and clean air are essential to the region’s overall health and well-being.

Vibrant: The Bay Area is an innovation and creative economy leader, with opportunities for all and ample resources for future growth.

How will Horizon inform Plan Bay Area 2050?
The Horizon initiative is planned to inform the Next Bay Area Plan, which will expand on and replace Plan Bay Area 2035. Strategies developed as part of the Horizon initiative will be used to inform recommendations for inclusion in the next regional plan, Plan Bay Area 2045, which is slated for adoption in 2018.

On the Horizon:

MARCH 2018

April 2019

Throughout 2019

For more information on the Horizon initiative, go to www.mtc.gov/horizon

Three Futures

In collaboration with experts from across the region, MTC and ABAG created three Futures in Hypothetical “What if” scenarios to help us explore the challenges and opportunities that could affect the Bay Area in the next 30 years. Each Future incorporates unique factors that produce different outcomes, which are briefly summarized below:

Clean & Green

Imagines a future where new technologies and a national carbon tax have enabled electrifying transportation and distributed job centers.

Rising Tides, Falling Fortunes

Imagines a future where the federal government cuts spending and reduces regulations, leaving decisions to states and regions.

Back to the Future

Imagines a future where an economic boom and new transportation options spur a new wave of development.

Getting to Know the Futures and Strategies

Strategies that you will consider today are policy tools that can be enacted to support the five Horizon Guiding Principles:

- Affordable
- Connected
- Clean
- Healthy
- Vibrant

As we ramp up and work toward developing a plan for our future, we want to know which strategies you think will be most successful. Once we have a complete set of strategies, they will be evaluated by Horizon and ABAG staff.

So, join us — which strategies will help create a Bay Area where you can be proud to live in the future generations?
Dot Voting Posters

**AFFORDABLE**
- Streamlining Accessory Dwelling Units
- Repurpose Public Land to Build Housing
- Provide 33 Percent Rent Discount for Low-Income Transit Riders
- Develop a Single Platform to Access all Mobility Options
- Complete Regional Bike Network
- Build and Operate a Next Generation Bus Rapid Transit Network
- Increase Freeway Capacity and Build Express Lanes to Sacramento and Shasta
- Apply to Convert gas-Hike Zone Period Pricing on Freeways
- Increase Capacity and Forgiveness to Modernizing Existing Rail Network

**CONNECTED**
- Transform Aging Mall and Office Parks into Neighborhoods
- Reuse Excess Parking for Housing
- Establish Urban Governance for Housing Development
- Build a New Transbay Rail Crossing
- Exponent the Region’s Rail Network

**DIVERSE**
- Alleviate Housing Around Major Transit Stops
- Raise Taxes to Finance Affordable Housing Production & Preservation
- Institute a Bay Area Universal Basic Income (UBI) for Low-Income Households
- Develop a Housing Lottery Preference Program
- Expand Support for Low-Income Community College Students
- Substitute Small Businesses Impacted by Transit Projects

**HEALTHY**
- Mandate Private/Healthy Businesses Accommodate the Elderly and People with Disabilities
- Increase Renter Protections
- Increase the Income Tax Credit for Renters
- Support Affordable Housing in Areas of High Opportunity
- Establish Vehicle Trip Reduction Requirements for all New Development
- Pass a Regional Measure for Parks, Trails and Greenways
- Adopt Highway 70 to Sea Level Rise and Expand Bridge and Flood Resilience Programs
- Purchase Disaster Recovery Financing to Pad-Lane Priority Development Area (PAD) Implementation
- Implement Parking Fees
- Pass a Statewide Carbon Tax on Food and Beverages
- Partially Adapt to Sea Level Rise
- Fully Adapt to Sea Level Rise
- Expand Financing for Energy, Water, Wastewater, Flood and Accessibility Improvements
<table>
<thead>
<tr>
<th>What other strategies would you use to prepare for these futures?</th>
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<tbody>
<tr>
<td>Expand Construction Workforce Programs</td>
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<tr>
<td>Establish Priority Production Zones to Protect Industrial Land</td>
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<tr>
<td>Preserve Agricultural Land and Jobs</td>
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<td>Develop a State-Level Fund for Automation-Induced Job Displacement</td>
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<tr>
<td>Create Incubator Programs in Economically-Challenged Communities</td>
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<tr>
<td>Provide Financial Benefits for Part-Time and Freelance Workers</td>
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<tr>
<td>Implement Incentives and Disincentives to Locate Jobs in Housing-Rich Locations</td>
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EXECUTIVE SUMMARY

The UC Berkeley Center for Cities + Schools (CC+S) partnered with the Metropolitan Transportation Commission and Association of Bay Area Governments (MTC/ABAG) throughout the 2018 - 2019 academic year to conduct a pilot Y-PLAN project. The goal of this partnership was to engage local youth and K-12 schools in better understanding “The Future of Schools” in the Bay Area Region. This work utilized the Y-PLAN methodology to generate youth insights, recommendations, and proposals to inform the Horizon initiative with students from all nine Bay Area counties.

CC+S had a two-pronged approach to elicit planning recommendations from more than 350 students across the Bay Area:

1. **Intensive Y-PLAN Bay Area MTC/ABAG Horizon implementation projects in five Bay Area counties**: Alameda, Contra Costa, San Francisco, San Mateo, and Solano.
2. **Targeted, school-based Y-PLAN MTC/ABAG workshops in four Bay Area counties**: Sonoma, Santa Clara, Napa, and Marin.

In all nine counties, students worked together on their Y-PLAN Bay Area Horizon project with professionals to collect primary source data through neighborhood mapping, surveys, and interviews; conducted secondary source research of best practices; and analyzed their current conditions. They moved from analysis into generating solutions for our future, as they voiced their insights and recommendations for the project question. Work from all nine counties was showcased at the Y-PLAN Regional Policy Summit at UC Berkeley on April 25th, where more than 150 student representatives convened with nearly 100 adults to share their ideas for a more resilient and inclusive future.

During the 2018-19 school year, Y-PLAN student scholars from all nine Bay Area counties responded to the following project question:

> Considering impacts to and from transportation, land use and housing, economic development, and resilience, how can Bay Area schools and communities thrive in the year 2050?

As students across the region considered this project question, the following four regional responses emerged across the four sectors:

- **Transportation**: Our schools and communities will thrive in 2050 if new transportation technologies (autonomous buses, shared scooters, etc.) foster greater independence for young people by providing them with safe, reliable, and equitable access to opportunities within their schools, cities, and the region. In the face of increasing displacement...
in many local neighborhoods where students live/have lived, K-12 students are increasingly commuting from across the region to attend their same/familiar schools. This increased distributed network of young people is likely only to increase in the coming decades with projected growth across the region.

- **Housing and Land Use**: Our schools and communities will thrive in 2050 if we build more affordable, safe, resilient housing for families and teachers located near schools, relevant amenities, and transit that prioritizes the needs of existing residents. As many students come from large families, they call for higher density housing and changing housing/land use policies so that new physical and social housing design innovations can meet the needs of larger and multi-generational families. Students also spoke of a desire for an equitable distribution of housing, emphasizing notions of “share your space” and questioning why small families and single people with the means to do so often seek large spaces they do not fully utilize, relegating larger low-income families to overcrowded conditions.

- **Economic Development**: Our schools and communities will thrive in 2050 if school districts and cities provide equitable access to economic opportunities through college and career readiness and integration of technology in the classroom, successfully preparing them for well-paying jobs now and in the future. Students seek to have more high-quality educational options that link students’ everyday life and “real world” exposure and relationships, to school curriculum and pedagogical practices, in order to equitably prepare the workforce of the future.

- **Resilience**: Our schools and communities will thrive in 2050 if regional leaders take immediate and equitable climate action now to preserve our future and recognize students as essential actors and their schools as critical infrastructure in climate change policy. Young people and schools are often on the front lines of natural disasters and sea level rise around the Region and want to be part of future planning and engagement. They see themselves and their school facilities as untapped assets to climate change innovation for the future and seek to be part of the larger regional narrative -- seeing themselves as proactive and prevention focused -- rather than driven by crisis-to-crisis response.

Overall, through the Y-PLAN Bay Area MTC/ABAG Pilot Partnership analysis of the regional data collected from classrooms across the 9 counties, we found that students offered distinctive ideas and identified priorities and/or strategies for the year 2050 that aligned well with Horizon’s guiding principles of making the Bay Area more **affordable, connected, diverse, healthy** and **vibrant**. From the beginning of the partnership, students around the region supported this vision of the Bay Area, as it gave them hope for a more inclusive and resilient region. Throughout the process, they grounded these principles within their lived experience while pulling from professional practice to develop tangible solutions for our future. With each proposal and policy recommendation, students grappled with potential challenges and opportunities that our future might present with a healthy sense of skepticism and optimism. While in this pilot year, there wasn’t time or capacity to delve deeply into Horizon’s three **What If/Futures** scenarios, this is an important area of opportunity to deepen students’ analysis in the future.

This pilot year demonstrated the power and possibility of over 300 young people across K-12 analyzing and planning for the future. If done right, this figure could be expanded to 3,000 or more if/when brought to the system building level by reaching out to school districts and local educational agencies.
Appendix 2 | Plan Bay Area 2050 Engagement Materials
Prior to the Plan Engagement Materials
Webinar Presentation

In Case You Missed It!: Horizon Perspective Paper #1 (Autonomous Vehicles)
Plan Bay Area 2050 Summer Webinar Series
Adam Noellting, MTC/ABAG
August 14, 2019

Today's Webinar

Quick Introduction to Plan Bay Area 2050
Autonomous Vehicles 101
Implications and Strategies
The Integration of AVs into Futures
Q&A + Future Webinars
What is Plan Bay Area?

- The regional plan is a blueprint for growth and infrastructure for the next 30 years.
- The regional plan is updated every four years, with this major update due in 2021.
- The regional plan is a reflection of the shared priorities of the diverse nine-county San Francisco Bay Area.
- The regional plan is not an expenditure plan; it is focused on setting priorities and over the long term and looking holistically across “silos”.

Plan Bay Area 2040

Spring 2015 to July 2017
February 2018 to October 2019
September 2019 to June 2021

High-performing strategies and projects from Horizon - those that are resilient to uncertainties - will be recommended for inclusion in the Preferred Plan Bay Area 2050 (RTP/SCS).

What Topic Areas Do These Efforts Tackle?

Horizon and Plan Bay Area 2050 are addressing four core topic areas, as we work to create a long-range integrated regional vision for the next 30 years.

- Transportation
- Housing
- Economy
- Environment
Plan Bay Area 2050:
Summertime Webinar Series

- Growth Framework Update
  - June 26, July 1 & July 10
  - New Criteria and Submitting Letters of Interest/Letters of Confirmation

- Preparing for Plan Bay Area 2050
  - July 9
  - Public Engagement Process Overview
  - August 6
  - Bay Area Spatial Information System (BASIS)
  - September 5
  - Looking Ahead: The Vision for Plan Bay Area 2050
  - September 10
  - Exploring Policy Questions with Models
  - September (date TBD)
  - Horizon Perspective Paper 5: Bay Crossings

- In Case You Missed It (ICYMI)
  - July 30
  - ICYMI: Horizon Futures Round 1 Analysis
  - August 14
  - ICYMI: Horizon Perspective Paper 1 - Autonomous Vehicles

Target audience:
Cities, counties, and CTA's

Target audience:
Stakeholders & Interested public

In Case You Missed...
the AV Perspective Paper!

Finalized in June 2018, the paper is available on the MTC website at:
https://mtc.ca.gov/our-work/plans-projects/horizon/perspective-papers

Autonomous Vehicles 101
“Automated” versus “Connected”

**AUTOMATED** The increasing ability to drive without human assistance.

**CONNECTED** The increasing ability to share mobility or safety information among other vehicles, infrastructure, systems, etc.

None of the automation technologies require a vehicle to be connected.

---

### Autonomous Vehicles Components

- **LIDAR**: Light active detection and ranging for autonomous driving in all lighting conditions.
- **CAMERAS**: Identify and distinguish volumes, detect vehicles, people, and other objects around the vehicle.
- **GPS**: Provides geographic positioning of the vehicle for navigation.
- **RADAR**: Radio-wave-based sensor that measures distances, such as speed.
- **ULTRASONIC SENSORS**: Detects objects at short distances, such as parking.
- **CENTRAL COMPUTER**: Integrates input from sensors and manages driving decisions.
- **MAP/POSITIONING**: Routes vehicle to destinations.

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### Levels of Automation

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<tr>
<th>Levels of Automation</th>
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<tr>
<td><strong>NO AUTOMATION</strong></td>
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<tr>
<td><strong>LOWLY ASSISTED DRIVING</strong></td>
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<tr>
<td><strong>PARTIAL AUTOMATION</strong></td>
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<tr>
<td><strong>CONDITIONAL AUTOMATION</strong></td>
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<tr>
<td><strong>FULL AUTOMATION</strong></td>
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- **Driver controls**: All functions, all times, all locations.
- **Vehicle controls**: All functions, all times, all locations.
- **Vehicle controls**: All functions, most times, some locations.
- **Vehicle controls**: Some functions, all times, all locations.
- **Vehicle controls**: Some functions, most times, some locations.

---
When might AVs become commonplace?

- Revolutionary
  - Technology advancements
  - Regulatory resolutions
  - Share-model at much lower cost than ownership
  - Rapid adoption

- Evolutionary
  - Gradual technology development and rollout
  - Ongoing AV model with price premium
  - Slow adoption

The future is highly uncertain

**TIMING** 3 to 13 years until L5 AVs available for purchase

**SAFETY** +40% to +90% increase in safety

**CAPACITY** 0% to +45% increase in roadway capacity

**DEMAND** +5% to +40% increase in VMT

**ENERGY/EMISSIONS** -50% to +100% change in GHGs

---

Bay Area Pilot Programs and Companies

Guiding Principles for Emerging Mobility, San Francisco

- Lead Agency: SFSCA
  - Work to enable use of new mobility services for higher efficiency in use of space, time, and resources
  - Safety
  - Equity
  - Affordability
  - Equity
  - Sustainability
  - Collaboration

Companies licensed to test AVs on California public roads

- Student
- Positron
- Uptown
- Artificial
- Tech Group
- 2 Boss
- Aegis Technologies Inc.
- Zenvolve
- Open Motion
- Mylo Intelligent Transportation
- Q MOTION
- Aurora
- Waymo
- Cruise
- Cohete
- Nestar
- Beta
- VDL
- Vinodynamic
- Uptown
- Phoenix Software
- Velodyne
- Bosch
- Microgreen

Inaugural Station, Concord

- Lead Agency: CFTA
  - Robust testing facility with six busy road networks, a park and ride lot, and on-street test sites
  - Safety
  - Equity
  - Affordability
  - Equity
  - Sustainability
  - Collaboration

Shared Autonomous Vehicle Demonstration

- Lead Agency: LTA
  - Pilot site for the Duluth-Hibbing-Rainy River Corridor
  - Safety
  - Equity
  - Affordability
  - Equity
  - Sustainability
  - Collaboration

Av Pilot Program, San Jose

- Lead Agency: City of San Jose
  - AV for San Jose could help advance broader goals for the city
  - Safety
  - Affordability
  - Equity
  - Sustainability
  - Collaboration

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Implications and Strategies

**FINAL GUIDING PRINCIPLES**

**The San Francisco Bay Area Aspires To Be:**

- **AFFORDABLE**
  All Bay Area residents and workers have sufficient housing options they can afford - households are economically secure.

- **CONNECTED**
  An expanded, well-functioning transportation system connects the Bay Area - fast, frequent and efficient intercity trips are complemented by a suite of local transportation options, connecting communities and creating a cohesive region.

- **DIVERSE**
  The Bay Area is an inclusive region where people from all backgrounds, abilities, and ages can remain in place - with access to the region’s assets and resources.

- **HEALTHY**
  The region’s natural resources, open space, clean water and clean air are conserved - the region actively reduces its environmental footprint and protects residents from environmental impacts.

- **VIBRANT**
  The Bay Area region is an innovation leader, creating quality job opportunities for all and ample fiscal resources for communities.

**Horizon Guiding Principle - All Bay Area residents and workers have sufficient housing options they can afford - households are economically secure.**

As parking demand drops, new housing opportunity sites could emerge.

However, AVs could facilitate sprawl, increasing travel costs as people live farther from jobs.
Housing Opportunity Sites in an Autonomous Future

- Decreasing parking demand with AV services
- Reduce parking requirements
- Obsolete parking could be replaced with infill development

Priority Strategies
- Repurpose off-street parking for infill development
- Institute parking maximums for both on- and off-street parking supply
- Retain or strengthen urban growth boundaries to control greenfield development

Connected

Horizon Guiding Principle - An expanded, well-functioning transportation system connects the Bay Area - fast, frequent and efficient intercity trips are complemented by a suite of local transportation options, connecting communities and creating a cohesive region.

Shared AV services could introduce a transit renaissance with improved on-demand services.

AVs could worsen congestion with more induced travel and empty vehicle circulation.

Regional Autonomous Demand-Responsive Transit

- High-frequency regional trunk lines + on-demand local service
- Autonomous BRT network
- On-demand, door-to-door and first/last-mile service
- Mobility as a Service models

Priority Strategies
- Double down on high-capacity bus and rail corridors
- Innovate suburban transit with autonomous, demand-responsive microtransit
- Develop a mobility as a service platform to provide a unified and equitable gateway to services and information
Dynamic Pricing Opportunities in an AV Future

- New data and platform capabilities with AVs
- Dynamic pricing to manage limited capacity

Priority Strategies

- Price mobility fairly through dynamic road pricing
- Design smart streets with dynamic allocation of street and curb space
- Develop industry-wide data sharing protocols to provide real-time information to connected AVs

Horizon Guiding Principle - The Bay Area is an inclusive region where people from all backgrounds, abilities, and ages can remain in place - with access to the region's assets and resources.

Mobility options could proliferate with new business models, benefitting people from all backgrounds, abilities and ages.

AVs could widen the equity gap with declining public transit, service disparities, job loss, digital divide.

Equitable AV Services

- Require accountability: targets, metrics, monitoring, improvement
- Target strategies for specific equitable outcomes.
- Focus all strategies on inclusive prosperity.

Priority Strategies

- Mandate equitable provision of mobility services with transparent reporting
- Subsidize public transit innovations, replacing fixed route transit in Communities of Concern
- Prioritize AV mobility services or programs that serve Communities of Concern
Horizon Guiding Principle - The region's natural resources, open space, clean water, and clean air are conserved - the region actively reduces its environmental footprint and protects residents from environmental impacts.

Significant reduction in human driving error could save lives. AVs that are EVs could improve air quality.

Hacking and cybersecurity could introduce new safety risks. AVs that are not EVs could worsen air quality.

Vision Zero 2.0

- Eliminate traffic-related deaths
- Nullify cybersecurity vulnerabilities
- Improve air quality
- Reduce transportation-related public health issues

Priority Strategies
- Cap speed limits in downtowns and neighborhoods
- Mandate that all AVs are EVs and invest in the necessary infrastructure
- Develop “bounty program” to reduce hacking vulnerability

Horizon Guiding Principle - The Bay Area region is an innovation leader, creating quality job opportunities for all and ample fiscal resources for communities.

AVs have the potential to reduce transportation and logistics operating costs.

AVs could cause rapid job loss or a shift to other occupations.
“New Deal” for Mobility

- Comprehensive program to maximize local economic benefits of the AV industry
- Workforce advancement programs
- Related new industries (manufacturing, data, services, goods, repair, etc.)

Priority Strategies

- Strengthen the capacity of training programs to expand opportunities for workers in the AV industry
- Target job clusters on industrially-zoned land for production, distribution, and repair
- Pilot innovative AV applications that could spur new job opportunities

Perspective Paper #1: Autonomous Vehicles Priority Strategies

Affordable

Connected

Diverse

Healthy

Vibrant

Recent Developments + Horizon Futures Analysis
Changing Expectations - Gartner Hype Cycle

Traffic Impacts - TNCs as a Proxy for AVs?

Futures - “What If?” Scenarios

A
Clean and Green

B
Rising Tides, Falling Fortunes

C
Back to the Future

What if... new technologies and a national carbon tax enabled greater telecommuting and distributed job centers?

What if... the federal government cuts spending and reduces regulations, leaving more policy decisions to states and regions?

What if... an economic boom and new transportation options spur a new wave of development?
Potential Market Shares - AVs & EVs in 2050

- Rising Tides, Falling Fortunes: 10%
- Clean and Green: 95%
- Back to the Future: 75%

Assumptions for Analysis

- If the AV fleet penetration is high enough, AVs can drive slightly closer together on freeways:
  - < 75%: AVs drive further apart
  - >= 75%: AVs drive closer together

- The in-vehicle time “feels” slightly less negative than in non-AVs

- TNCs would likely be early adopters of AV technology in order to reduce labor costs

- For every 1 mile driven with a passenger, a TNC will drive just under a mile without a passenger

Potential Impacts of AVs

Futures Interim Report: Opportunities and Challenges (March 2019)

https://emtc.ca.gov/our-work/plans/projects/horizon/futures-planning
**Futures Round 1**

**Opportunities and Challenges**

- Transit demand increases in all Futures, but commute times are worse
- Pricing is an appropriate strategy to mitigate some of the adverse impacts of autonomous vehicles
- Traffic congestion could reach new extremes, in part due to the high level of individual ownership for autonomous vehicles

---

**Futures Round 2 - Transportation Strategies**

**Improve Access, Speed, and Reliability of Transportation**

- PBA-6: Operate and Maintain the Existing System
- PBA-5*: Build Carpool Lanes & Address Interchange Bottlenecks
- PBA-4: Make Strategic Transit Modernization/Expansion Investments
- C-4: Build a Next-Generation Bus Rapid Transit Network
- C-10**: Increase Capacity/Frequency by Modernizing Existing Rail
- C-9**: Extend the Regional Rail Network
- C-7**: Build a New Transbay Rail Crossing

**Make active modes safer and more accessible.**

- D-4: Invest in Free Short-Trip Service
- D-4: Implement Vision Zero Speed Reduction Measures
- C-3: Build a Complete Micromobility Network

**Price freeways to drive different mode choices and advance equitable outcomes.**

- C-1: Develop a Single Platform to Access & Pay for all Mobility
- C-6: Apply Time-of-Day Tolls on All Freeways
- A-3**: Provide Free Transit to Lower-Income Riders

* + **: Additional resources have been made to this plan over BAA2050

---

**Thanks for attending today’s webinar!**

Contact Adam Noelting with questions at: anoelting@bayarea-metro.gov
Reminder: Upcoming Webinars

Growth Framework Update
- June 26, July 1 & July 10
- New Criteria and Submitting Letters of Interest/Letters of Confirmation

Preparing for Plan Bay Area 2050
- July 9
  - Public Engagement Process Overview
- August 6
  - Bay Area Spatial Information System (BASIS)
- September 5
  - Looking Ahead: The Vision for Plan Bay Area 2050
  - Exploring Policy Questions with Models
  - September (date TBD)
  - Horizon Perspective Paper 5: Bay Crossings

In Case You Missed It (ICYMI)
- July 30
  - ICYMI: Horizon Futures Round 1 Analysis
- August 14
  - ICYMI: Horizon Perspective Paper 1: Autonomous Vehicles

Target audience:
- Cities, counties, and CTCs
- Stakeholders & Interested public
- New stakeholders/policy makers
Round 1 Engagement Materials
Pop-up Workshops — Tabletop Displays
English, Spanish, Chinese, Vietnamese
Pop-up Workshops — Display & Comment Boards

English, Spanish, Chinese
Round 2 Engagement Materials
Digital Workshops

Presentation Deck

Virtual Workshop
Retaining the Alleviate for the Region’s Future
July-August 2020

Welcome to the Plan Bay Area 2050 Draft Blueprint Digital Workshops
We're happy you're joining us for today's digital workshop. For those of you who are listening to the hearing of the Draft Blueprint in person today, we appreciate you taking the time to ensure a better Bay Area for future generations.

We Stand in Solidarity
NCT and ARMC stand with those calling for systemic change. It is past time to break down barriers that reduce opportunity for Black, Indigenous and people of color and undermine our shared prosperity.

www.mtc.ca/pugetpartners

Overview of Today’s Event
Introduction – Plan Bay Area 2050 and its Draft Blueprint (15 minutes)
Presentation – Share findings from analysis of Draft Blueprint strategies, present health impacts and share a fault lines question (5 minutes)
Poll – Seek input on strategy refinements for Plan Bay Area 2050’s Final Blueprint (15 minutes)
Regional Initiatives – Provide overview of important regional programs (17 minutes)
Q&A and Wrap-up (5 minutes)

Logistics for Today’s Event
- Everyone will be muted during the workshop. Questions and comments can be entered via the Q&A box only.
- For the poll, we will be using PollEV:
  - Online: pollev.com/mtcabag302
  - Text: MTCABG302 to 22333
- Other ways to comment:
  - Email: southeasterncalifornia.org
  - Comment, In re: (415) 776-2232

Profanity and unnecessarily offensive language will not be tolerated.

Icebreaker Poll
On your web browser, go to pollev.com/mtcabag302
or
Text MTCABG302 to 22333
### Draft Blueprint: Highlights in the COVID-19 Era

While the Plan Bay Area 2050 is a 30-year vision for the Bay Area, many of the strategies proposed for analysis by the Commission and MPO Board in February have only become critical, including: 

1. **CRAFTING A BLUEPRINT FOR THE BAY AREA’S FUTURE**
2. **FOR RENT**
3. **DRAFT BLUEPRINT — COMPOSED OF 25 BOLD STRATEGIES**
4. **3,000**
5. **9,900**
6. **90%**

### What is Plan Bay Area 2050?

Plan Bay Area 2050 is the 30-year regional vision integrating resilient & equitable strategies for:

- **Transportation**
- **Housing**
- **Economy**
- **Environment**

**Vision:** Ensure by the year 2050 that the Bay Area is affordable, connected, diverse, healthy and vibrant for all.

### Pre COVID, how did you typically get to work?

- Bus
- Subway/Light Rail
- Personal car
- Carpool
- Taxi or TNC (Uber, Lyft, etc.)
- Bike
- Walk
- Other or not applicable

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For more information, please see [here](#).
Challenge #2: Congestion and Crowding

Traffic congestion and transit crowding are major contributors to air pollution, waste of time, and loss of economic productivity. Here’s what we recommend in the Draft Blueprint:

- Advance High-Railway Projects
- Reform Regional Transit Fare Policy
- Implement Fee Steps: Funding on Congested Freeways with Transit Alternatives

Here’s the challenge:

How can new or expanded strategies alleviate traffic congestion on commuter highways and reduce overcrowding on bus and rail lines?

We need your feedback on new or expanded strategies!

Challenge #3: Displacement

Further Strengthen Rent Control and Just Cause Tenancy Protections Beyond State Legislation

And yet...

The risk of displacement is most acute in Bay Area communities that continue to grow and thrive.

Here’s the challenge:

How can we further ensure that low-income residents and communities of color are not ultimately displaced to areas with limited access to opportunity?

We need your feedback on new or expanded strategies!

Is there anything else we should take into consideration to address the challenge of congestion and transit crowding?

Please identify which of these potential strategies should be included in the Final Blueprint to address displacement in the Bay Area (select as many as you’d like).

Is there anything else we should take into consideration to address displacement in the Bay Area?
Challenge #4: Greenhouse Gas Emissions

Here’s what we integrated into the Draft Blueprint:

- Implement Pre-Guiding Framework on Transit, Active Travel
- Build a Complete Streets Network and Implement Reduced Speed Zones

And yet...
The Draft Blueprint only gets us halfway to our emissions reduction goal.

Here’s the challenge:

How do we further reduce transportation-related greenhouse gas emissions to reach our climate goals?

We need your feedback on new or expanded strategies!

Challenge #5: Jobs-Housing Imbalance

Here’s what we integrated into the Draft Blueprint:

- Areas impact Fees on New Office Developments
- Retail Play

And yet...
Jobs continue to cluster in Silicon Valley and San Francisco. Far from many existing residents.

Here's the challenge:

How could we achieve a more balanced distribution of jobs and housing to support thriving communities?

We need your feedback on new or expanded strategies!

Is there anything else we should take into consideration to address climate emissions in the Bay Area?

Please identify which of these potential strategies should be included in the Final Blueprint to reduce climate emissions in the Bay Area (select as many as you’d like):

- Reduce auto dependency and carpooling
- Implement fees and charges on auto use
- Increase public transit and public bicycles

Is there anything else we should take into consideration to address jobs-housing imbalance in the Bay Area?
Questions for the Plan Bay Area 2050 Team?

What’s Next?

What’s Next: Upcoming Milestones for Plan Bay Area 2050

By Fall 2021:
- Approval of Plan
- Bay Area 2050

Public & Stakeholder Engagement:
- Summer 2020

Commission & AAAGs:
- Fall 2020
- Final Blueprint

Selection of Preferred Environmental Alternative:
- End of 2020

Additional Resources

Visit planbayarea.org to learn more about the Plan Bay Area, including:
- Strategic Summary
- Growth Geographies Map
- Equity & Performance Outcomes
- and more!

For today’s Blueprint videos:
planbayarea.org/blueprint

Other opportunities to comment:
- Email: info@planbayarea.org
- Comment line: (415) 778-2205
- Website: planbayarea.org/blueprint

Thank you!

Questions and comments can be directed to info@planbayarea.org.
Comment line is 836-9984, Mon-Fri from 9 am-4 pm.
Telephone Town Hall Mailer

Bay Area Home Center
2932 Kearney St., Suite 201
Oakland, CA 94607

1-800-795-2122

March 22, 2020

To all Bay Area residents:

Join the Metropolitan Transportation Commission and the Association of Bay Area Governments in developing a Plan Bay Area 2050, a 30-year plan to chart the future course of our nine-county region.

Residents from around the region helped identify 26 bold strategies that make the Bay Area a better place to live, work, and play for you, your children, and grandchildren. Our initial analyses show that these 26 bold strategies make meaningful progress in reducing the cost of living in the Bay Area, protecting communities from sea level rise and reducing fatalities in our region's roadways.

But challenges remain! Can you help us identify how to make Plan Bay Area even better? We challenge all ideas that tackle first! Which strategies would you support?

Funding Saps for Affordable Housing

What steps can we take to increase funding for affordable housing today, how can we further increase the amount of government-funded affordable housing?

Traffic Congestion

Traffic congestion and demand for easy travel are projected on highways and roads, what can be done to reduce traffic congestion in other roadways and banish overreliance on heavy road use?

Deregulation

What can be done to fully eliminate or curb critical road closures?

Job-Attracting Intensities

While urban housing strategies help bring homes closer to major job centers in residential and commercial districts, what jobs close to housing in your community?

We all want a more affordable, connected, diverse, healthy and vibrant Bay Area!

We are writing this letter to ask you to join us in our effort to pursue these strategies. Please help by passing along your comments to us.

January 2020

Draft Plan Bay Area 2050
Technical Workshops

Mural Online Visual Collaboration Board

Element: Transportation

<table>
<thead>
<tr>
<th>Theme: Create Healthy and Safe Streets</th>
<th>Build a Next-Generation Transit Network</th>
</tr>
</thead>
</table>

Moderated Discussion

1. How would the strategy be implemented? Through what kinds of vehicles? Some examples are included on the right.

2. Are there existing, complementary initiatives that already support the objectives of the strategy? If yes, where do these initiatives reside (within MTC/ABAG, or somewhere else?) and what role might they play in strategy implementation?

Example Vehicles for Implementation Success

- Project
- Planning
- Funding
- Regional

Initial Considerations

- Assessment
- Research

How to Elicit

- Engage stakeholders
- Gather input

Prioritization

Individual Prioritization

Each participant places 3 plus markers to show support for a recommendation.

Group Prioritization

Together, decide which 2-3 ideas stand out as especially crucial ideas.

Drag and place colored stickers in strategy rows below. Double click on sticker to write a strategy row.

Recommended actions for strategy implementation:

- Write specific actions that identify who, what, when, where, and how action will be implemented.
- Include approximate time frame of action, focus on what would need to happen in a 1-3 year time period.
- Annotate any potential implementation actions that fall beyond 2029.
Online Technical Workshop on Housing and Economy

Closing Remarks

To provide further input on the Implementation Plan, please send your comments to info@planbayarea.org.

If you have specific questions on the Implementation Plan, please contact Chirag Rabari at crabari@bayareametro.gov
Plan Bay Area 2050: Schedule

We are seeking your approval to study a package of expanded strategies for the Final Blueprint to make even more progress towards the Vision for Plan Bay Area 2050.

Plan Bay Area 2050: Resilient, Equitable Strategies

Vision: Ensure by the year 2050 that the Bay Area is **affordable, connected, diverse, healthy and vibrant** for all.

- Transportation Strategies
- Housing Geographies & Strategies
- Economic Geographies & Strategies
- Environmental Strategies
Summer 2020 Engagement: Listening & Learning

- Second of three rounds of public engagement during the two-year Plan update process
- Coronavirus pandemic required a pivot to digital/remote-only engagement
- Opportunity to innovate and engage a broader audience
- Implemented a comprehensive suite of digital and non-digital approaches

Summer 2020 Outreach
- Digital Tribal Summit
- Online Survey
- Online Comment Form
- Listening Line
- Email Comments
- Office Hours
- Statistically Valid Poll
- County-specific digital public workshops
- Telephone town halls
- Digital stakeholder workshops
- Focus groups in partnership with CBDs

Summer 2020 Engagement: Promotion

19,700+
- total number of pageviews
- Plan Bay Area website
- MTC and ABAG websites
- Downloaded materials

83,700+
- total number of engagements
- Workshop registrations
- Social media likes, comments, shares, clicks
- E-mail/mail communications sent
Summer 2020 Engagement: Participation

7,600+ total no. of participants in all activities
- Online survey
- Statistically-valid poll
- Virtual meetings

3,400+ total no. of comments received
- Online survey
- Virtual meetings
- Letters and e-mails

Final Blueprint: Tackling the “Big 5” Challenges

What are the top two most important challenges from the Draft Blueprint to tackle in the Final Blueprint?

1. Insufficient Affordable Housing
2. Greenhouse Gas Emissions
3. Congestion & Transit Crowding
4. Jobs-Housing Imbalance
5. Displacement Risk

Challenge #1: Insufficient Affordable Housing

Finding from Draft Blueprint: While the Draft Blueprint quintuples the amount of permanently affordable housing in the Bay Area, hundreds of thousands of residents still lack access to such housing.

Challenge: How can new or expanded strategies help create more permanently affordable housing, especially in areas with well-resourced schools, amenities and transportation options?

Public Response via Online Survey, Workshops, and Town Halls:

- Invest in constructing more affordable housing units: 27%
- Expand capacity for new housing in communities with well-resourced schools and good access to jobs: 27%
- Accelerate redevelopment of malls and office parks, with significant shares of affordable housing: 21%
- Advance innovative approaches to reducing housing construction and financing costs: 17%
- Other: 8%
Challenge #1: Insufficient Affordable Housing

What revisions are proposed for the Final Blueprint to better tackle this challenge?

1. Expand new revenues by $110 billion to support more affordable housing production, including for unhoused people
   - Rank Strategy: “Build Adequate Affordable Housing to Ensure Homes for All”

2. Expand new revenues by $120 billion to expand preservation strategy beyond existing deed-restricted units
   - Rank Strategy: “Preserve Existing Affordable Housing”

3. Address the income side of the unaffordability equation through a $500 per month universal basic income
   - New Strategy: “Implement a Statewide Universal Basic Income”

4. Jumpstart development on public and community-owned land to boost construction of 100% affordable developments
   - New Strategy: “Accelerate Reuse of Public and Community-Owned Land”

Challenge #2: Greenhouse Gas Emissions

While outperforming Plan Bay Area 2040 by eight percentage points, the Draft Blueprint only gets us halfway to our statutory climate target.

How do we further reduce transportation-related greenhouse gas emissions to reach critical climate goals?

Public Response via Online Survey, Workshops, and Town Halls

- Require employers to implement mandatory work from home policies 2 or 3 days per week: 34%
- Expanding electric vehicle and charging infrastructure subsidies, especially for lower-income households: 28%
- Charge parking fees to disincentivize driving, putting fees towards bicycle giveaways and free showers: 20%
- Other: 12%
- Postpone highway widening projects until a greater share of vehicles are electric: 6%
**Challenge #2: Greenhouse Gas Emissions**

What revisions are proposed for the Final Blueprint to better tackle this challenge?

1. **Exponentially expand regional electric vehicle & charger subsidies by 8x with even steeper low-income discounts**
   - Revised Strategy: “Expand Clean Vehicle Initiatives”

2. **Institute requirement for 60 percent of workers to telecommute on a given day at major office-based employers**
   - New Strategy: “Institute Mandatory Telecommuting Levels for Major Employers”
   - New Strategy: “Invest in High-Speed Internet in Underserved Communities”

3. **Expand means-based all-lane tolling to additional corridors to offset greenhouse gas increases from highway projects**
   - Revised Strategy: “Implement Means-Based Per-Mile Tolling on Congested Freeways”

4. **Enable more growth in transit-rich, high-resource places by modifying zoning strategies**
   - Revised Strategy: “Allow a Greater Mix of Housing Densities & Types”
   - Revised Strategy: “Allow Greater Commercial Densities”

---

**Plan Bay Area 2040**

**Existing Strategies**

- **Draft Blueprint**
  - All New Strategies

- **Final Blueprint**
  - Better Align Cost of Driving with Other MPOs

- **Final Blueprint**
  - All New Strategies except Highways

- **Final Blueprint**
  - Highway Expansion Strategies

**Plan Bay Area 2050**

- **-1%**
  - Higher CARB Target for Transport Emissions
  - -19% per-capita

**Note:** This is a sketch-level concept for closing the GHS gap. Monitoring & analysis will happen this fall; CARB has final approval and could require even more conservative assumptions.
Challenge #3: Congestion & Transit Crowding

**Finding from Draft Blueprint**

- All-lane tolling on select corridors and a New Transbay Rail Crossing address congestion & crowding on key corridors — but many suburban corridors continue to see challenges.

**Challenge**

How can new or expanded strategies better address traffic congestion and transit overcrowding?

**Public Response via Online Survey, Workshops, and Town Halls**

<table>
<thead>
<tr>
<th>Redesign transit to offer seamless transfers and focus service on high frequency routes</th>
<th>32%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extend regional rail services to new communities and increase the frequency of service</td>
<td>27%</td>
</tr>
<tr>
<td>Invest more in multi-modal bicycle and pedestrian infrastructure to reduce use of auto for local trips</td>
<td>20%</td>
</tr>
<tr>
<td>Build more Express Lanes with robust express bus services</td>
<td>15%</td>
</tr>
<tr>
<td>Widen highways and expand interchanges to yield short-term congestion relief</td>
<td>5%</td>
</tr>
<tr>
<td>Implement all-lane tolling on high traffic freeways with transit alternatives</td>
<td>5%</td>
</tr>
</tbody>
</table>

**Challenge #3: Congestion & Transit Crowding**

"Express lanes for buses is a great idea. I second that. We need some bus 'arteries' on the freeways."

"We need fly overs and wider highways and expanded interchanges. Improve exit routes."

"We need to implement the 'Seamless Bay Area' strategy — getting a true Metropolitan Transit Authority that can control routes through the whole region."

"Provide high frequency, clean transit in all dense areas — so people don't see a need to drive."

"As seen with the pandemic, bicycling has great potential even during times of distress. A good bicycle network also promotes economic growth at the local level."

"We need regional fare coordination with one regional tariff and branding. Having two dozen agencies with differing policies, fares, schedules is nuts."

**Challenge #3: Congestion & Transit Crowding**

What revisions are proposed for the Final Blueprint to better tackle this challenge?

1. **Double-down on increased funding both for expanded transit operations and new rail investments**
   - New Strategy: "Enhance Local, Transit Frequency, Capacity, and Reliability"
     - New Strategy: "Expand and Modernize the Regional Rail Network"

2. **Expand seamless mobility to include an optimized network, featuring timed transfer hubs**
   - New Strategy: "Enable a Seamless Mobility Experience"

3. **Weave in additional investments in biking and walking, with at least 10,000 miles of protected lanes & paths**
   - New Strategy: "Build a Complete Streets Network"

4. **Make strategic investments in the region's highway system, with emission increases offset by expanded climate strategies**
   - New Strategy: "Build an Integrated Regional Express Lane and Express Bus Network"
   - New Strategy: "Improve Interchanges and Address Highway Runaways"
**Challenge #3: Congestion & Transit Crowding**

Spotlighting Bay Area Megaprojects Integrated into Final Blueprint Strategies
(with year-of-expenditure costs greater than $2 billion)

Regionwide: Express Bus + Express Lane Network

- **South Bay**
  - BART to Silicon Valley Phase 3
  - Milpitas Station & Caltrain Grade Separations
  - Saratoga Creek Raillight Rail Modernization

- **San Francisco & Peninsula**
  - Caltrain Downtown Extension
  - Caltrain Frequency Improvement B & Grade Separations
  - Multi-Forward

- **Transbay**
  - New Transbay Rail Crossing
  - BART Core Capacity
  - Dual-Track Group Rapid Transit

- **East Bay**
  - Valley Link
  - AC Transit Service Increases (Local Service & Rapid Service)

- **North Bay**
  - State Route 37 Long-Term Project
  - Preservation + Resilience

**Note:** these transportation projects would help advance California High-Speed Rail project delivery in Bay Area.

---

**Challenge #4: Jobs-Housing Imbalance**

**Finding from Draft Blueprint**

While the jobs-housing imbalance is somewhat reduced by more housing in Silicon Valley, East Bay and North Bay communities remain housing-rich.

**Challenge**

How could more ambitious economic strategies be employed to shift jobs closer to existing housing-rich communities?

**Public Response via Online Survey, Workshops, and Town Halls**

- Provide tax subsidies for employers to relocate middle-wage jobs closer to affordable housing: 29%
- Expand business incubator programs to create new small businesses in housing-rich communities: 24%
- Prohibit new construction of office buildings in communities that have many more jobs than homes: 22%
- Increase fees that discourage development of new office parks in jobs-rich, auto-oriented communities: 15%
- Other: 10%

---

**Challenge #4: Jobs-Housing Imbalance**

- “Don’t discourage jobs, encourage construction of housing!”
- “Expand on the HUBZone program that’s been implemented on a federal level with additional incentives for businesses to move to affordable housing areas.”
- “Businesses should be given tax incentives to distribute themselves.”
- “More equitable pay. Access to better paying jobs... Job training for better paying jobs.”
- “Ensure that protection policies address industrial lands in PODs as well as in PRIs.”
Challenge #4: Jobs-Housing Imbalance

What revisions are proposed for the Final Blueprint to better tackle this challenge?

1. Shift to an incentive-based approach to encourage jobs in housing-rich places, with funding from increased taxes
   - Revised Strategies: “Incentives to Employees to Shift Jobs to Housing-Rich Areas”

2. Add job training programs in areas with limited access to opportunity to address racial and economic inequities
   - Revised Strategies: “Expand Job Training and Incubator Programs”

3. Fund strategic infrastructure investments in Priority Production Areas to further stimulate job growth
   - Revised Strategies: “Retain and Invest in Key Industrial Lands”

Challenge #5: Displacement Risk

Finding from Draft Blueprint

Despite expanded renter protections and more affordable housing, the risk of displacement in most Bay Area communities continues to grow over time.

Challenge

How can new or expanded strategies help further ensure that low-income residents and communities of color are not ultimately displaced to areas with limited access to opportunity?

Public Response via Online Survey, Workshops, and Town Halls

<table>
<thead>
<tr>
<th>Perception</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need for expanded affordable housing in communities facing displacement</td>
<td>27%</td>
</tr>
<tr>
<td>Need for more affordable housing built in communities near risk of displacement</td>
<td>26%</td>
</tr>
<tr>
<td>Need for solutions that improve quality of life where displaced residents are moving</td>
<td>20%</td>
</tr>
<tr>
<td>Need for workforce training programs to grow the middle class and make it easier to stay in place</td>
<td>20%</td>
</tr>
<tr>
<td>Other</td>
<td>7%</td>
</tr>
</tbody>
</table>

Challenge #5: Displacement Risk

“Make it easier for cities to set aside new affordable housing for those who are being displaced.”

“Work to change zoning and income tax laws to have more equitable outcomes — this issue is part of the legacy of redlining; change the laws that enable this problem.”

“‘Inclusionary Section 8’ instead of traditional inclusionary housing, require that a percentage of units accept Section 8 vouchers. Counties could cover gaps in rent.”

“Create a government-backed investment program that allows people in these communities to buy their homes, thus removing the ability of developers or gentrifiers to displace them.”

“Provide rent support and provide universal basic income to residents earning below a living wage threshold.”
Challenge #5: Displacement Risk

What revisions are proposed for the Final Blueprint to better tackle this challenge?

1. Tackle the legacy of racial exclusion through strategic programs to support pathways to economic security
   - New Strategy: “Provide Targeted Mortgage, Rental, Small Business Assistance”
   - New Strategy: “Accelerate Reuse of Public and Community-Owned Land”

2. Enable more households to remain in place through expanded focus on preserving affordable units
   - Revised Strategy: “Preserve Existing Affordable Housing”

3. Empower communities to overcome decades of systematic disinvestment by funding locally-prioritized infrastructure

4. Integrate legal aid and other supportive actions to further expand upon renter protections in Draft Blueprint
   - Revised Strategy: “Further Strengthen Renter Protections Beyond State Legislation”

Summer 2020 Engagement: Poll vs. Engagement

Similarities:
- Housing is the top concern, particularly affordable housing
- Strong support for seamless transit and Complete Streets; more limited support for all-lane tolling
- Support for EV incentives and business incubators

Differences:
- Greater support for rebuilding interchanges in polling results compared to other engagement
- Greater support for expanded job training programs in polling results compared to other engagement

Final Blueprint: 11 Themes and 35 Bold Strategies

<table>
<thead>
<tr>
<th>Maintain and Optimize the Existing System</th>
<th>Final Blueprint Strategies (Inputs to Modeling Process)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create Healthy and Safe Streets</td>
<td>Improve Economic Mobility</td>
</tr>
<tr>
<td>Build a Next-Generation Transit Network</td>
<td>Shift the Location of Jobs</td>
</tr>
<tr>
<td>Protect and Preserve Affordable Housing</td>
<td>Reduce Risks from Hazards</td>
</tr>
<tr>
<td>Spur Housing Production at All Income Levels</td>
<td>Expand Access to Parks and Open Space</td>
</tr>
<tr>
<td>Create Inclusive Communities</td>
<td>Reduce Climate Emissions</td>
</tr>
</tbody>
</table>

Draft Blueprint: 25 Initial strategies

Resilience

Final Blueprint: 35 new & expanded strategies

Refer to Attachment 1 for Final Blueprint strategy details.
Final Blueprint: Updates to Growth Geographies

Growth Geographies would remain largely unchanged from the Draft Blueprint, with minor updates related to PDAs approved in July 2020.

Protect
- Areas outside Urban Growth Boundaries (including PCAs)
- Unmitigated High Hazard Areas

Prioritize
- Priority Development Areas (PDAs)
- Priority Production Areas (PPAs)
- Transit-Rich Areas* (TRAs): Frequent, Regional Rail
- TRAs*: All Other
- High-Resource Areas* (HRAs)

* Applies to all jurisdictions except those that have already documented more than 50% of PDA eligible area.

Final Blueprint: Regional Growth Forecast

In accordance with the settlement agreement with the Building Industry Association, the Final Blueprint action integrates the Regional Growth Forecast, which has been adjusted to integrate COVID-19 & 2020 recession impacts.

Population, Jobs, Households, and Housing Units

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
<th>Employment</th>
<th>Households</th>
<th>Housing Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>7.7 million</td>
<td>4.0 million</td>
<td>2.7 million</td>
<td>4.0 million</td>
</tr>
<tr>
<td>2020</td>
<td>10.3 million</td>
<td>5.4 million</td>
<td>4.0 million</td>
<td>4.3 million</td>
</tr>
<tr>
<td>2025</td>
<td>1.4 million</td>
<td>2.7 million</td>
<td>2.7 million</td>
<td>1.5 million</td>
</tr>
<tr>
<td>2030</td>
<td>2035</td>
<td>2040</td>
<td>2045</td>
<td>2050</td>
</tr>
</tbody>
</table>

Final Blueprint: Revenues & Expenditures

Transportation Element
- $446 billion in existing funding
- $115 billion in new revenues
- $121 billion in spending compared to Draft Blueprint

Housing Element
- $122 billion in existing funding
- $346 billion in new revenues
- $297 billion in spending compared to Draft Blueprint

Economy Element
- NA in existing funding
- $224 billion in new revenues
- $201 billion in spending compared to Draft Blueprint

Environment Element
- $15 billion in existing funding
- $87 billion in new revenues
- $49 billion in spending compared to Draft Blueprint
What’s Next: Milestones through Spring 2021

- September
  - Report Out on Public & Stakeholder Engagement
  - Action on Final Blueprint Strategies & Growth geographies
- October
  - Notice of Preparation for EIR
  - Scoping Process & EIR Alternatives/Development
- November
  - Kickoff for Implementation Plan (focused on next 3 years)
- December
  - Release of Final Blueprint
  - Action on Preferred Alternative for Plan Bay Area 2050 EIR
- Spring 2021
  - Release of Draft Plan, Draft EIR, Draft Implementation Plan
  - Final Round of Public Engagement

What’s Next: Consistency with RHNA

**Final Blueprint**
Envisioned growth pattern at the county and sub-county levels over the next 30 years

**RHNA**
Housing allocations at the jurisdiction level over the next eight years; nexus with Housing Elements on local level

In August, ABAG’s Housing Methodology Committee recommended using 2050 Blueprint households as the baseline for the RHNA allocation methodology. The ABAG Board will consider the proposed RHNA methodology for release in October.

What’s Next: Near-Term Implementation Efforts

**Final Blueprint**
Timeframe: 30-year planning horizon
Focus: strategies (policies & investments) for local, regional, and state governments

**Strategies**: September 2020
**Outcomes**: December 2020

**Implementation Plan**
Timeframe: 2021 through 2025
Focus: near-term actions for MTC/ABAG in partnership with other public, private, and non-profit entities

**Kickoff**: Fall 2020
This month, staff are seeking approval from the boards to move forward with analysis of the Final Blueprint:

- Strategies
- Growth Geographies
- Regional Growth Forecast
Appendix 3 | Digital Promotion Report


March 2021
Kristina Wenzinger & Meg Avedikian

Horizon: Round 1
Sample Posts

Campaign Summary

Overview
To increase awareness about the Horizon initiative, drive e-newsletter sign-ups and promote the Transformative Transportation Projects competition, the LPA social team, with consultant support, created a series of standalone tweets that were boosted.

Audience
Geographic: San Francisco-Oakland-San Jose CA, US

Goal
- Link clicks
- Followers
- Post engagements

# of Ads 12

Platforms
- Twitter

Timing
Jun. 11-Aug. 11, 2018
Mailing list sign-ups and Twitter followers

Horizon Guiding Principles and Call for Transformative Projects

Results

**Twitter: link clicks, followers and engagement**

<table>
<thead>
<tr>
<th>Impressions</th>
<th>Follows</th>
<th>Link Clicks</th>
<th>Click-through Rate</th>
<th>Post Engagements</th>
<th>Engagement Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>The number of times a post shows up in a social newsfeed.</td>
<td>The number of people who started following MTC account.</td>
<td>The number of clicks on links within the ad that led to advertiser-specified destinations.</td>
<td>The rate at which people click through to the next state.</td>
<td>Any action a person takes with our ad.</td>
<td>Number of post engagements divided by total impressions.</td>
</tr>
<tr>
<td>189,869</td>
<td>261</td>
<td>649</td>
<td>5.70%</td>
<td>175</td>
<td>1.34%</td>
</tr>
</tbody>
</table>

Data summary of the entire campaign, consisting of 12 posts.

**Outcome**

Good performance, with a good click-through and engagement rates
Horizon: Round 2

Campaign Summary

Overview
To publicize Horizon workshops, the LPA social team chose to promote each workshop as its own Facebook event. We chose an audience that would be most likely to attend the events, so our paid campaign would be most effective.

Audience
Bay Area Advocates & Enthusiasts — people who either actively participate in or are interested in transportation policy. These people are forward-thinking and look for environmental, housing and transportation solutions.

Goal
- Event responses
- Link clicks

# of Ads 8
- Oakland
- San Jose
- Petaluma
- San Bruno
- Vallejo
- Walnut Creek

Platforms
- Facebook
- Twitter
- Instagram

Timing
Mar. 1-27, 2019
Sample Posts

Metropolitan Transportation Commission shared an event.

We want your input to help us plan for what's on the horizon for the Bay Area.

Horizon Workshop: San Bruno
Tanforan Mall, 1150 El Camino Real, San Bruno
35 people interested, 2 people going

Horizon Workshop: Vallejo
253 Georgia St, Vallejo, CA 94580-0805, United States
52 people interested, 36 people going

Horizon Workshop: Walnut Creek
Embassy Suites by Hilton Walnut Creek - Walnut Creek, CA 94597, United States
57 people interested, 7 people going
We want your input to help us plan for what’s on the horizon for the Bay Area.

**Horizon Workshop: Oakland**
101 8th St, Oakland, CA 94607-4702, United States
130 people interested - 10 people going

**Horizon Workshop: San Jose**
200 E Santa Clara St, San Jose, CA 95113-1903, United States
76 people interested - 14 people going

**Horizon Workshop: Petaluma**
320 N McDowell Blvd, Petaluma, CA 94954-2392, United States
42 people interested - 3 people going

---

We want to hear from you. Join us at our workshops where you'll let us know which strategies you think are best for the future Bay Area. Don't wait—there are only a few left. [bit.ly/HorizonWorkshop](http://bit.ly/HorizonWorkshop)
Results

Outcome
Good performance, with good click-through rates, despite weak performance on IG and TW*

Facebook, Instagram and Twitter

<table>
<thead>
<tr>
<th>Impressions</th>
<th>Unique Link Clicks</th>
<th>Click-through Rate</th>
<th>Post Engagements</th>
</tr>
</thead>
<tbody>
<tr>
<td>106,860</td>
<td>447</td>
<td>2.4%</td>
<td>891</td>
</tr>
</tbody>
</table>

Data summary of the entire campaign, consisting of 8 posts.

*Since TW and IG were added last minute, we only had one piece of creative and a limited time to run the ads. If we had run the ads from the beginning, they would have been more successful.

Art on the Horizon
Campaign Summary

Overview
To publicize the Art on the Horizon contest and drive submissions, the LPA social team chose to promote the contest on Facebook and Instagram.

Rounds 1-3 promoted the contest. Rounds 4-5 announced the winners.

Audiences
- Bay Area residents (13-23): FB/IG
- Art teachers: FB only
- Bay Area parents (35+): FB only

Goal
- Link clicks
- Post engagements

# of Ads 46

Platforms
- Facebook
- Instagram

Timing
Round 1: Feb. 7-26, 2019
Round 2: Feb. 28 - Mar. 14, 2019
Round 3: Mar. 15-29, 2019
Round 4: May 6-9, 2019
Round 5: May 9-11, 2019

Sample Posts
Results

Facebook and Instagram (Rounds 1-3): website clicks

<table>
<thead>
<tr>
<th>Impressions</th>
<th>Reach</th>
<th>Link Clicks</th>
<th>Click-through Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,546,154</td>
<td>282,088</td>
<td>5,914</td>
<td>0.38%</td>
</tr>
</tbody>
</table>

Data summary of the entire campaign, consisting of 40 posts.

Outcome

Weak performance, with a low click-through rate
Results

Facebook (Rounds 4-5): post engagements

<table>
<thead>
<tr>
<th>Impressions</th>
<th>Reach</th>
<th>Post Engagements</th>
<th>Engagement Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>The number of times a post shows up in a social newsfeed.</td>
<td>The number of people who saw your ads at least once.</td>
<td>Any action a person takes with our ad.</td>
<td>Number of post engagements divided by total impressions.</td>
</tr>
<tr>
<td>40,578</td>
<td>25,838</td>
<td>8,004</td>
<td>19.7%</td>
</tr>
</tbody>
</table>

Data summary of the entire campaign, consisting of 6 posts.

Outcome
Strong performance, with a high engagement rate

Horizon: Web Tool
Campaign Summary

Overview
We asked the public to explore the three different Horizon Futures on the Vital Signs website. The LPA social team chose an audience that would be most likely interested in this topic.

Audience
Bay Area Advocates & Enthusiasts — people who either actively participate in or are interested in transportation policy. These people are forward-thinking and look for environmental, housing and transportation solutions.

Goal
• Link clicks

# of Ads 8

Platforms
• Facebook
• Twitter

Timing
Apr. 1-21, 2019

Sample Posts
Imagine a future where the sea level has risen by 3 feet and thousands of homes and roads are destroyed by flooding. How would life in the Bay Area change if the cost of driving dramatically increased and new technologies enabled greater telecommuting? How might life in the Bay Area be if housing production boomed and 75% of cars are self-driving in 2050?
Results

Facebook and Twitter

<table>
<thead>
<tr>
<th>Impressions</th>
<th>Reach</th>
<th>Link Clicks</th>
<th>Click-through Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>114,722</td>
<td>47,610</td>
<td>3,504</td>
<td>3.1%</td>
</tr>
</tbody>
</table>

Data summary of the entire campaign, consisting of 8 posts.

Plan Bay Area 2050: Round 1
Events

Campaign Summary

Overview
To publicize Plan Bay Area 2050 pop-up workshops that were held at farmer’s markets and other public spaces around the Bay Area, the LPA social team chose to promote each event as its own Facebook event.

Audience
Bay Area Advocates & Enthusiasts — people who either actively participate in or are interested in transportation policy. These people are forward-thinking and look for environmental, housing and transportation solutions.

Goal
- Event responses

# of Ads 27

Platforms
- Facebook

Timing
Sep. 27-Oct. 30, 2019
Sample Posts

We want your input to plan for the year 2050. It’s your future—help shape it.

SUN, OCT 6, 2019
Plan Bay Area 2050: San Jose
Oct 6, 2019 9 AM · Alum Rock Villa... 4 Comments

We want your input to plan for the year 2050. It’s your future—help shape it.

FRI, OCT 18, 2019
Plan Bay Area 2050: SF
Oct 18, 2019 10 AM · Heart of the... Marty Cerles and 4 others

We want your input to plan for the year 2050. It’s your future—help shape it.

SAT, OCT 26, 2019
Plan Bay Area 2050: Oakland
Oct 26, 2019 11:30 AM · Lake Merr... Carrie Zoll and 11 others 1 Comment
## Results

**Facebook**

<table>
<thead>
<tr>
<th>Impressions</th>
<th>Reach</th>
<th>Event Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>The number of times a post shows up in a social newsfeed.</td>
<td>The number of people who saw your ads at least once.</td>
<td>The number of people who responded interested or Going to your Facebook event, attributed to your ads.</td>
</tr>
<tr>
<td>105,531</td>
<td>41,880</td>
<td>337</td>
</tr>
</tbody>
</table>

Data summary of the entire campaign, consisting of posts.

---

**Mayor of Bayville**
Campaign Summary

Overview
The LPA social team, with consultant support, drove engagement at scale with the Mayor of Bayville game, gaining valuable feedback about Bay Area residents’ priorities.

Audiences
- Housing Interests
- Transit Enthusiasts
- Gen Z/Millennial Audience
- Santa Clara Co. Gen Z/Millennials
- Bay Area Commuters
- Video Completions Lookalike

Goal
- Link clicks

# of Ads 68

Platforms
- Facebook
- Instagram
- Snapchat

Timing
Nov. 18-Dec. 16, 2019

Sample Posts
Top Creatives, by platform

Results

Facebook, Instagram and Snapchat

<table>
<thead>
<tr>
<th>Impressions</th>
<th>Link Clicks</th>
<th>Click-through Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>4,061,612</td>
<td>24,290</td>
<td>0.60%</td>
</tr>
</tbody>
</table>

Data summary of the entire campaign, consisting of 68 posts.

Outcome

Overall, the campaign delivered robust results.
General Awareness

Campaign Summary

Overview
The LPA social team, with consultant support, built awareness of Plan Bay Area 2050 with a focus on MTC’s commitment to elevating resident’s voices as a core element in the planning process.

Audiences
- Housing Interests
- Transit Enthusiasts
- Bay Area Commuters
- 3% Engagement Lookalike
- Video Views Targeted

Goal
- Link clicks
- Thru Play

Platforms
- YouTube
- Facebook
- Instagram
- Twitter
- Spotify

Timing
Dec. 4, 2019 - Jan. 31, 2020
Sample Posts

We need to hear from you to create a more equitable, resilient Bay Area.

PBA2050 is your future, and your voice counts!

We need to hear from you to create a more equitable, resilient Bay Area. Raise your voice for PBA2050.

Plan Bay Area 2050 is our roadmap for what we'll do over the next 30 years:
## Results

**Outcome**
We saw extremely robust results, with a strong video completion rate.

<table>
<thead>
<tr>
<th>Impressions</th>
<th>Video Views (3 Seconds)</th>
<th>Video Completions</th>
<th>Video Completion Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,761,864</td>
<td>650,358</td>
<td>171,350</td>
<td>26.35%</td>
</tr>
</tbody>
</table>

Data summary of the entire campaign.

---

Plan Bay Area 2050: Round 2
Campaign Summary

Overview
The LPA social team, with consultant support, gathered Bay Area residents’ feedback on Plan Bay Area 2050 strategies via a Typeform survey and drove traffic to virtual workshops.

Audiences
- Commuters
- Transit Advocates/Enthusiasts
- Housing Interests
- Retargeting Plan Bay Area 2050 Phase 2 Video Views

Goal
- Survey completions
- Event registration (link clicks)

Platforms
- Facebook
- Instagram
- IG Stories
- Twitter
- Snapchat

Timing
Jul. 10-Aug. 10, 2020

Typeform Survey
Sample Posts
## Results

**Outcome**
We saw extremely robust survey completion results.

<table>
<thead>
<tr>
<th>Impressions</th>
<th>Link Clicks</th>
<th>Survey Submissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,834,584</td>
<td>20,597</td>
<td>3,919</td>
</tr>
</tbody>
</table>

Data summary of the entire campaign

---

## Virtual Workshops
Results

Facebook and Instagram

<table>
<thead>
<tr>
<th>Impressions</th>
<th>Link Clicks</th>
<th>Click-through Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,166,288</td>
<td>10,216</td>
<td>0.32%</td>
</tr>
</tbody>
</table>

Data summary of the entire campaign.

Outcome
While challenging, we were able to help drive significant participation at online events with a nominal budget.
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