



Metropolitan Transportation Commission

Bay Area Metro Center
375 Beale Street
San Francisco, CA 94105

Meeting Agenda

Policy Advisory Council

Randi Kinman, Chair
Cynthia L. Murray, Vice Chair

Wednesday, March 13, 2019

1:30 PM

Board Room - 1st Floor

This meeting is scheduled to be webcast live on the Metropolitan Transportation Commission's Website: <http://mtc.ca.gov/whats-happening/meetings> and will take place at 1:30 p.m.

1. [19-0158](#) Welcome

Action: Information
Presenter: Randi Kinman, Council Chair

2. Roll Call / Confirm Quorum

Quorum: A quorum of this council shall be a majority of its regular voting members (13).

3. [19-0159](#) Approval of the February 13, 2019 Meeting Minutes
(5 minutes)

Action: Approval
Presenter: Randi Kinman, Council Chair

Attachments: [03_Council Minutes_Feb 2019.pdf](#)
4. [19-0160](#) Subcommittee Reports
(5 minutes)

The subcommittee may refer an item from its agenda to the full Council for action at its next meeting if needed.

Action: Information
Presenter: Jim Blacksten, Subcommittee Chair
5. [19-0162](#) Horizon: Interim Futures Report - Opportunities and Challenges
(45 minutes)

Initial findings on the three futures for Horizon, including opportunities and challenges presented by each.

Action: Information
Presenter: Michael Germeraad and Dave Vautin

Attachments: [05_Horizon_Interim Futures Report – Opportunities and Challenges.pdf](#)

6. [19-0164](#) Transit Sustainability Project (TSP) and the University of California, Los Angeles (UCLA) Transit Ridership Study
(15 minutes)

Update on the TSP performance results and proposed next steps, including completion of the UCLA study and other cooperative efforts.

Action: Information

Presenter: Anne Richman

Attachments: [06_TSP_Update.pdf](#)

7. [19-0165](#) Staff Liaison Report
(5 minutes)

Relevant MTC policy decisions and other activities.

Action: Information

Presenter: Marti Paschal, Staff Liaison

Attachments: [07_Staff_Liaison_Report_March_2019.pdf](#)

8. [19-0166](#) Council Member Reports
(10 minutes)

Members of the Council may report on locally relevant issues or events.

Action: Information

Presenter: Randi Kinman, Council Chair

9. [19-0167](#) New Business
(5 minutes)

Members of the Council may bring up new business for discussion or addition to a future agenda.

Action: Discussion

Presenter: Randi Kinman, Council Chair

10. Public Comments / Other Business

11. Adjournment / Next Meeting

The next meeting of the Policy Advisory Council will be held Wednesday, April 10, 2019 at 1:30 p.m. at the Bay Area Metro Center, 375 Beale Street, San Francisco, CA.

Public Comment: The public is encouraged to comment on agenda items at Committee meetings by completing a request-to-speak card (available from staff) and passing it to the Committee secretary. Public comment may be limited by any of the procedures set forth in Section 3.09 of MTC's Procedures Manual (Resolution No. 1058, Revised) if, in the chair's judgment, it is necessary to maintain the orderly flow of business.

Meeting Conduct: If this meeting is willfully interrupted or disrupted by one or more persons rendering orderly conduct of the meeting unfeasible, the Chair may order the removal of individuals who are willfully disrupting the meeting. Such individuals may be arrested. If order cannot be restored by such removal, the members of the Committee may direct that the meeting room be cleared (except for representatives of the press or other news media not participating in the disturbance), and the session may continue.

Record of Meeting: Committee meetings are recorded. Copies of recordings are available at a nominal charge, or recordings may be listened to at MTC offices by appointment. Audiocasts are maintained on MTC's Web site (mtc.ca.gov) for public review for at least one year.

Accessibility and Title VI: MTC provides services/accommodations upon request to persons with disabilities and individuals who are limited-English proficient who wish to address Commission matters. For accommodations or translations assistance, please call 415.778.6757 or 415.778.6769 for TDD/TTY. We require three working days' notice to accommodate your request.

可及性和法令第六章: MTC 根據要求向希望來委員會討論有關事宜的殘疾人士及英語有限者提供服務/方便。需要便利設施或翻譯協助者，請致電 415.778.6757 或 415.778.6769 TDD / TTY。我們要求您在三個工作日前告知，以滿足您的要求。

Acceso y el Titulo VI: La MTC puede proveer asistencia/facilitar la comunicación a las personas discapacitadas y los individuos con conocimiento limitado del inglés quienes quieran dirigirse a la Comisión. Para solicitar asistencia, por favor llame al número 415.778.6757 o al 415.778.6769 para TDD/TTY. Requerimos que solicite asistencia con tres días hábiles de anticipación para poderle proveer asistencia.

Attachments are sent to Committee members, key staff and others as appropriate. Copies will be available at the meeting.

All items on the agenda are subject to action and/or change by the Committee. Actions recommended by staff are subject to change by the Committee.

MTC's Chair and Vice-Chair are ex-officio voting members of all standing Committees.



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 19-0158 **Version:** 1 **Name:**

Type: Report **Status:** Informational

File created: 2/8/2019 **In control:** Policy Advisory Council

On agenda: 3/13/2019 **Final action:**

Title: Welcome

Sponsors:

Indexes:

Code sections:

Attachments:

Date	Ver.	Action By	Action	Result
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Subject:
Welcome

Presenter:
Randi Kinman, Council Chair

Recommended Action:
Information



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #: 19-0159 **Version:** 1 **Name:**
Type: Minutes **Status:** Committee Approval
File created: 2/8/2019 **In control:** Policy Advisory Council
On agenda: 3/13/2019 **Final action:**
Title: Approval of the February 13, 2019 Meeting Minutes
(5 minutes)
Sponsors:
Indexes:
Code sections:
Attachments: [03 Council Minutes Feb 2019.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:
Approval of the February 13, 2019 Meeting Minutes
(5 minutes)

Presenter:
Randi Kinman, Council Chair

Recommended Action:
Approval

Attachments:



Metropolitan Transportation Commission

Meeting Minutes - Draft

Policy Advisory Council

Randi Kinman, Chair
Cynthia L. Murray, Vice Chair

Agenda Item 3

Bay Area Metro Center
375 Beale Street
San Francisco, CA 94105

Wednesday, February 13, 2019

1:30 PM

Board Room - 1st Floor

1. [19-0014](#) Welcome

Action: Information

Presenter: Randi Kinman, Council Chair

2. Roll Call / Confirm Quorum

Present: 15 - Blacksten, Burnett, Chaudhary, Coates, Cochran, Florez, Kallins, Lopez, Madden, Miller, Momoh, Vice Chair Murray, Saver, Schweng and Williams

Excused: 8 - Castellanos, Hedges, Hernandez, Chair Kinman, Lee, Levin, Mendoza and Wolff

Absent: 1 - Baker

3. [19-0015](#) Approval of January 9, 2019 Meeting Minutes
(5 minutes)

Action: Approval

Presenter: Randi Kinman, Council Chair

Attachments: [03_Council Minutes_Jan 2019.pdf](#)

Upon the motion by Miller and second by Florez, the January 9, 2019 Meeting Minutes were approved. The motion carried by the following vote:

Aye: 13 - Blacksten, Burnett, Coates, Florez, Kallins, Lopez, Madden, Miller, Momoh, Vice Chair Murray, Saver, Schweng and Williams

Absent: 11 - Baker, Castellanos, Chaudhary, Cochran, Hedges, Hernandez, Chair Kinman, Lee, Levin, Mendoza and Wolff

Chaudhary and Cochran arrived after the approval of the January 9, 2019 Meeting Minutes.

4. [19-0016](#) Subcommittee Reports
(5 minutes)

The subcommittee may refer an item from its agenda to the full Council for action at its next meeting if needed.

Action: Information

Presenter: Jim Blacksten, Subcommittee Chair

5. [19-0019](#) 2019 Roadmap: From Horizon to Plan Bay Area 2050
(60 minutes)

Overview of how the various Horizon deliverables from 2018 and 2019 will inform the Preferred Plan Bay Area 2050, in addition to highlighting preparatory activities for Plan Bay Area 2050 (e.g., Call for Projects).

Action: Information

Presenter: Dave Vautin and Adam Noelting, MTC/ABAG

Attachments: [05_RoadmapToPBA50.pdf](#)

6. [19-0020](#) Staff Liaison Report
(5 minutes)

Relevant MTC policy decisions and other activities.

Action: Information

Presenter: Marti Paschal, Staff Liaison

Attachments: [06_Staff_Liaison_Report_February_2019.pdf](#)

7. [19-0021](#) Council Member Reports
(10 minutes)

Members of the Council may report on locally relevant issues or events.

Action: Information

Presenter: Randi Kinman, Council Chair

8. [19-0022](#) New Business
(5 minutes)

Members of the Council may bring up new business for discussion or addition to a future agenda.

Action: Discussion

Presenter: Randi Kinman, Council Chair

9. Public Comments / Other Business

10. Adjournment / Next Meeting

The next meeting of the Policy Advisory Council will be held Wednesday, March 13, 2019 at 1:30 p.m. at the Bay Area Metro Center, 375 Beale Street, San Francisco, CA.



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #:	19-0160	Version:	1	Name:	
Type:	Report	Status:		Informational	
File created:	2/8/2019	In control:		Policy Advisory Council	
On agenda:	3/13/2019	Final action:			
Title:	Subcommittee Reports (5 minutes)				

The subcommittee may refer an item from its agenda to the full Council for action at its next meeting if needed.

Sponsors:

Indexes:

Code sections:

Attachments:

Date	Ver.	Action By	Action	Result
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Subject:

Subcommittee Reports
(5 minutes)

The subcommittee may refer an item from its agenda to the full Council for action at its next meeting if needed.

Presenter:

Jim Blacksten, Subcommittee Chair

Recommended Action:

Information

Attachments:



Metropolitan Transportation Commission

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San Francisco, CA 94105

Legislation Details (With Text)

File #: 19-0162 **Version:** 1 **Name:**
Type: Report **Status:** Informational
File created: 2/8/2019 **In control:** Policy Advisory Council
On agenda: 3/13/2019 **Final action:**

Title: Horizon: Interim Futures Report - Opportunities and Challenges
(45 minutes)

Initial findings on the three futures for Horizon, including opportunities and challenges presented by each.

Sponsors:

Indexes:

Code sections:

Attachments: [05 Horizon Interim Futures Report – Opportunities and Challenges.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:

Horizon: Interim Futures Report - Opportunities and Challenges
(45 minutes)

Initial findings on the three futures for Horizon, including opportunities and challenges presented by each.

Presenter:

Michael Germeraad and Dave Vautin

Recommended Action:

Information

Attachments:



METROPOLITAN
TRANSPORTATION
COMMISSION

Agenda Item 5
Bay Area Metro Center
375 Beale Street
San Francisco, CA 94105
TEL 415.778.6700
WEB www.mtc.ca.gov

Memorandum

TO: Policy Advisory Council DATE: March 6, 2019
FR: Michael Germeraad and Dave Vautin, MTC / ABAG
RE: Horizon: Interim Futures Report – Opportunities and Challenges

Policy Advisory Council Agenda Item 5, Horizon: Interim Futures Report – Opportunities and Challenges, is attached. This report will be presented to this month's Joint MTC Planning Committee with the ABAG Administrative Committee, which will meet on March 8, 2019.

Staff will be at your March 13 meeting to discuss Horizon: Interim Futures Report – Opportunities and Challenges and the Council's input is requested.

Attachment



M E M O R A N D U M

Agenda Item 7a

TO: Joint MTC Planning Committee with the
ABAG Administrative Committee

FR: Deputy Executive Director, Policy

RE: Horizon: Interim Futures Report - Opportunities and Challenges

DATE: March 6, 2019

Summary

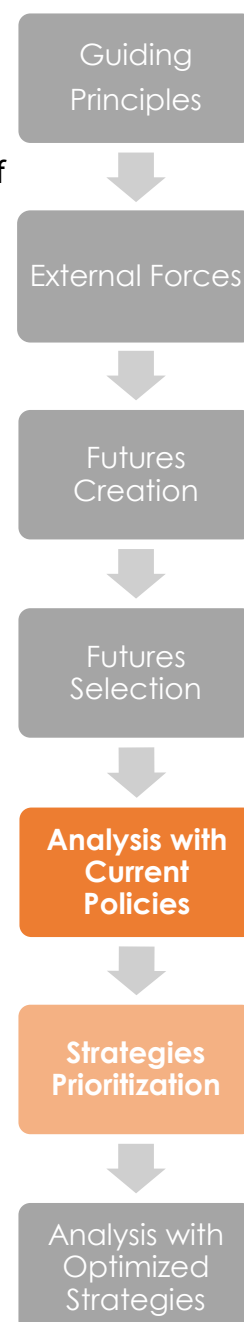
Today, MTC/ABAG staff are releasing the Opportunities and Challenges Report, which highlights major opportunities and challenges that the Bay Area might face in the coming decades as a result of three “what if...?” scenarios known as futures. This report is a key milestone of the **Horizon** long-range planning process, designed to help prioritize strategies in an era of uncertainty. Over the past six months, staff have analyzed the three futures finalized in summer 2018 using economic, land use, and travel models. This work is focused on exploring how previously unmodeled external forces, such as autonomous vehicles, rate of sea level rise, and national economic growth, affect the Bay Area’s future - assuming that today’s policies continue in future decades.

The final report provides a set of opportunities and challenges for each future, organized by impacts on the five **Horizon** Guiding Principles: affordable, connected, diverse, healthy, and vibrant. The report will be available on the **Horizon** website at bayareametro.gov/horizon.

The Futures Process

Futures Planning is a new way of looking at long-range planning, focusing on exploring divergent “what if...?” scenarios to identify strategies that are effective in a wide variety of circumstances. It replaces traditional scenario planning where funding and growth are distributed based on fixed assumptions; instead, the Futures Planning process outlines a variety of potential political, technological, economic and environmental challenges that would affect the lives of Bay Area residents.

Based on the first round of analysis, the Opportunities and Challenges Report explores the future conditions of the Bay Area with current policies - in part, to understand what challenges may emerge if we do not take action in the coming years. This month, we pivot to the next phase of Futures Planning for **Horizon**, delving into prioritization of strategies for further testing in the second round of analysis.



Upcoming Opportunities to Provide Strategy Feedback

Based on feedback from stakeholders and residents in March, MTC/ABAG will identify a suite of transportation, land use, economic development, and resilience strategies to apply to each future in the second round of analysis. An optimized mix of strategies will be incorporated for each future, with the goal of better understanding the effectiveness of current and new strategies across a range of potential future conditions.

In the coming weeks, staff will engage with the public, stakeholders, and community-based organizations to get feedback on which strategies should be prioritized for further study for each future:

- **Technical Stakeholders Workshop (1)**
- **Public Workshops (5)**
 - March 12, 6pm-8pm; Oakland, 101 8th Street
 - March 14, 6pm-8pm; San Jose, 200 E. Santa Clara Street
 - March 16, 10am-12pm; Petaluma, 320 North McDowell Blvd
 - March 19, 6pm-8pm; San Bruno, 1150 El Camino Real
 - March 20, 6pm-8pm; Vallejo, 253 Georgia Street
- **Community Based Organization Focus Groups (8)**
- **Online Engagement via Vital Signs Website:** <http://www.vitalsigns.mtc.ca.gov/horizon>

Next Steps

Staff will return to the MTC Planning and ABAG Administrative Committees in April with a summary of feedback from March outreach and a preliminary list of strategies to analyze in each of the three futures for the next phase of **Horizon**.



Alix A. Bockelman

Attachments:

- Attachment A: Presentation

AAB:mg

J:\COMMITTEE\Planning Committee\2019\03_PLNG_Mar 2019\7ai_HorizonFutures_OpportunitiesAndChallenges_v2.docx



H O R I Z O N

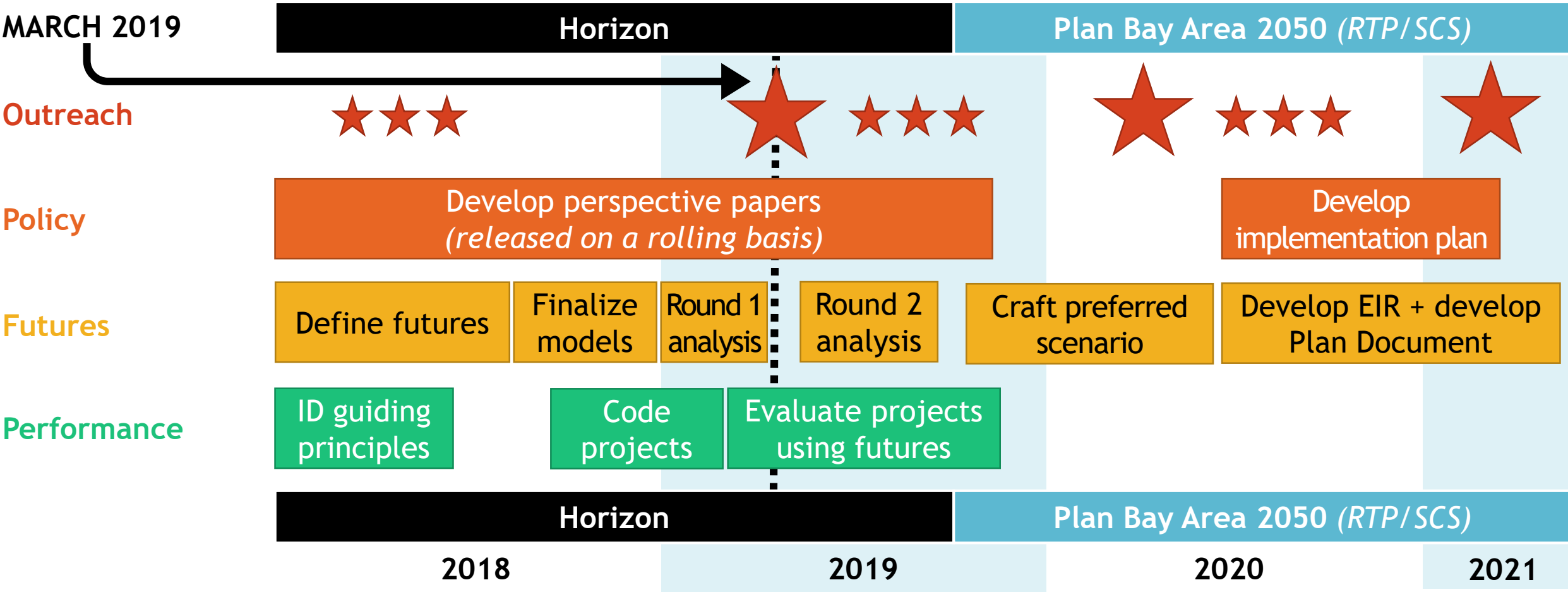
Futures - Interim Report

Opportunities and Challenges

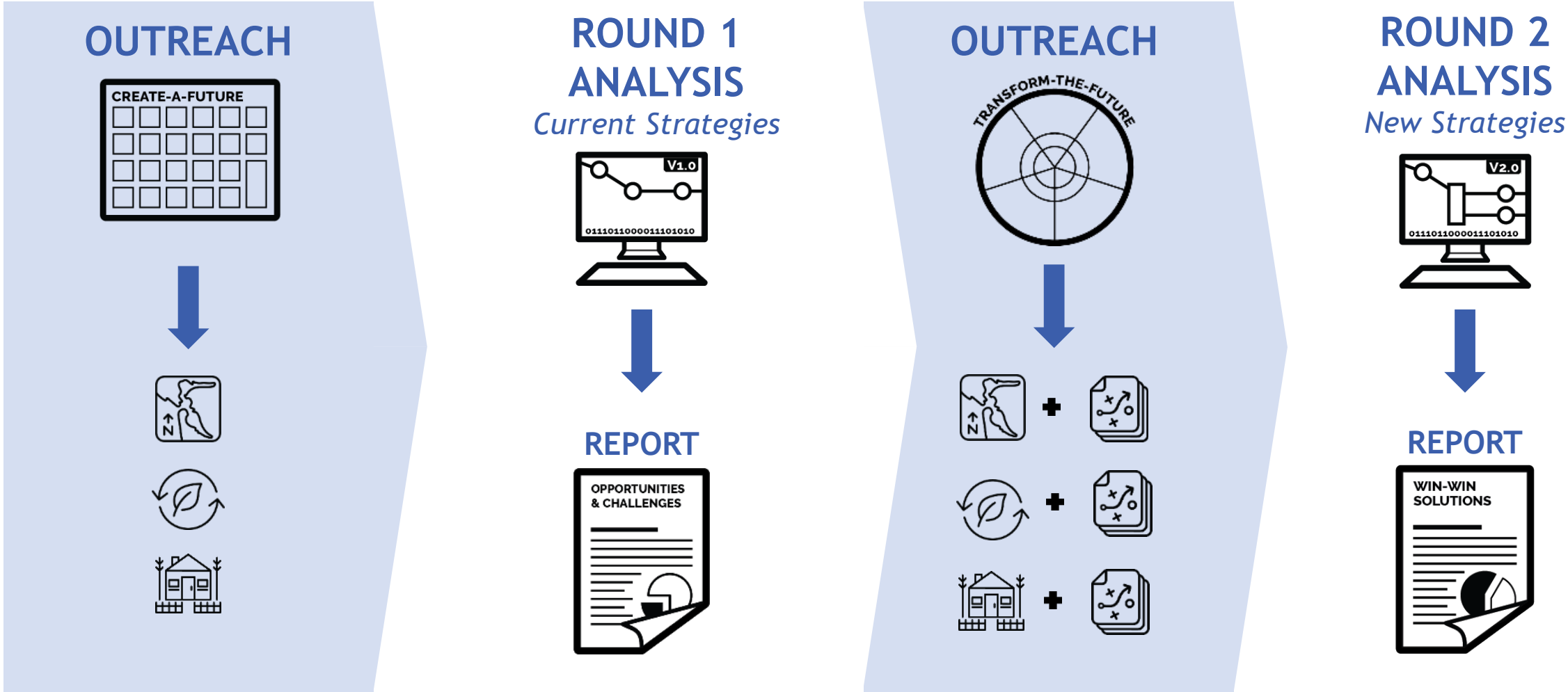
Joint MTC Planning Committee with the ABAG Administrative Committee

March 8, 2019

Schedule for Horizon and Plan Bay Area 2050



Futures Process



Futures Analysis

Plan Bay Area 2040

Adopted in July 2017

Horizon Futures Round 1 Analysis

- *How does the region's currently-adopted Plan fare in an era of uncertainty?*
- *What are the opportunities and challenges the region may face?*



Horizon Futures Round 2 Analysis

- *How might new strategies result in improved outcomes in each future?*
- *Which strategies are effective across many futures?*



Baseline



PBA 2040
Strategies



Baseline



**External
Forces**



PBA 2040
Strategies



Baseline






External
Forces



**New
Strategies**



External Forces

FUTURE NAME	IMMIGRATION AND TRADE	NATIONAL TAXES AND FUNDING	NATIONAL GROWTH	LAND USE PREFERENCES	NATIONAL ENVIRONMENTAL POLICY	NEW TECHNOLOGIES	NATURAL DISASTERS
 Rising Tides, Falling Fortunes	Reduced	Lower funding due to tax cuts	Limited	Housing: more urban	Relaxed regulations (3' SLR)	More limited	Magnitude 7.0 Hayward Fault earthquake
				Similar to today			
 Clean and Green	Similar to today	Higher funding via carbon tax	Similar to today	Housing: more urban	Stricter regulations (1' SLR)	Widespread	Magnitude 7.0 Hayward Fault earthquake
				Jobs: more dispersed			
 Back to the Future	Increased	Similar to today	Rapid	Housing: more dispersed	Similar to today (2' SLR)	Widespread	Magnitude 7.0 Hayward Fault earthquake
				Jobs: more urban			



PBA 2040
Policies

Plan Bay Area 2040 Policies

Land Use

- **Assign higher density** than currently allowed by cities in **select PDAs**.
- **Keep urban growth boundaries** in place.
- **Preserve and incorporate office space caps** in **some job-rich cities**.
- **Assume 10% inclusionary zoning** for all for-profit housing development.
- **Assume eased parking minimums, streamlined process, and subsidies stimulate development** in **PDAs**.

Transportation

- **Operate and Maintain** - Fix-it-First; Ongoing Operations
- **Modernize** - Caltrain Electrification, BART Core Capacity, New BRT Lines, Bay Area Forward, etc.
- **Expand** - BART to Silicon Valley, Caltrain DTX, Express Lanes Network, etc.

A stylized graphic of a horizon line with a white, wavy, cloud-like shape above it, set against a blue background.

H O R I Z O N

Three Futures

By imagining three different futures for the Bay Area, we can begin to explore the impacts associated with each path forward.

H O R I Z O N

Rising Tides, Falling Fortunes

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





H O R I Z O N

Clean & Green

Imagine a future where new technologies and a national carbon tax enabled telecommuting and distributed job centers.



H O R I Z O N

Back to the Future



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

Photo Credit: Paulo Philippidis, Bus Through Sonic Runway
<https://www.flickr.com/photos/canorus/40642623862>

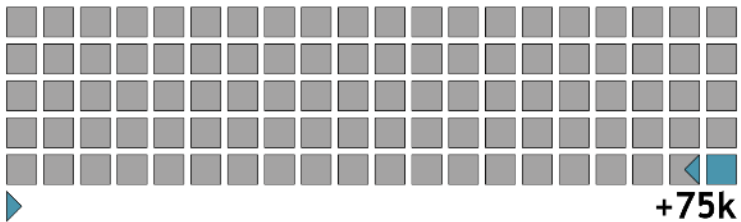
Population Growth

■ = 50,000 residents.
a single line represents 1 million residents



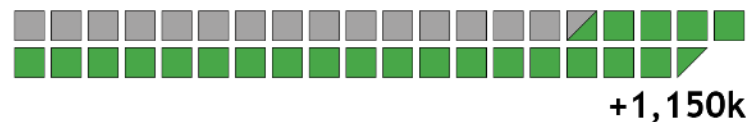
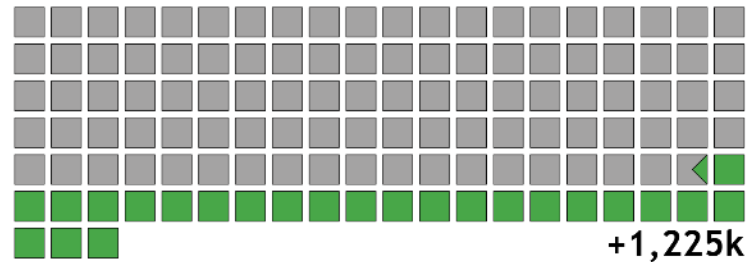
Rising Tides, Falling Fortunes

+1.0 million residents in 2050



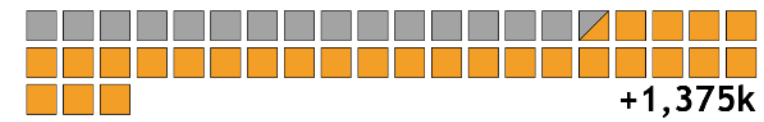
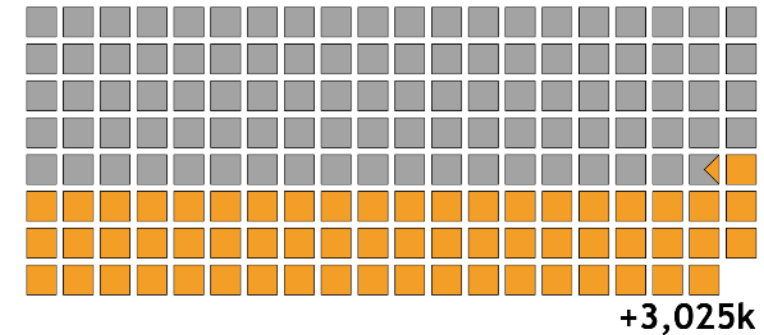
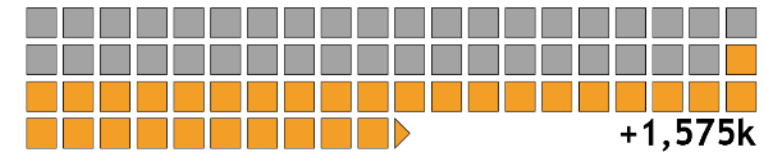
Clean and Green

+3.1 million residents in 2050



Back to the Future

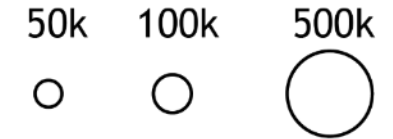
+6.0 million residents in 2050



Housing Growth

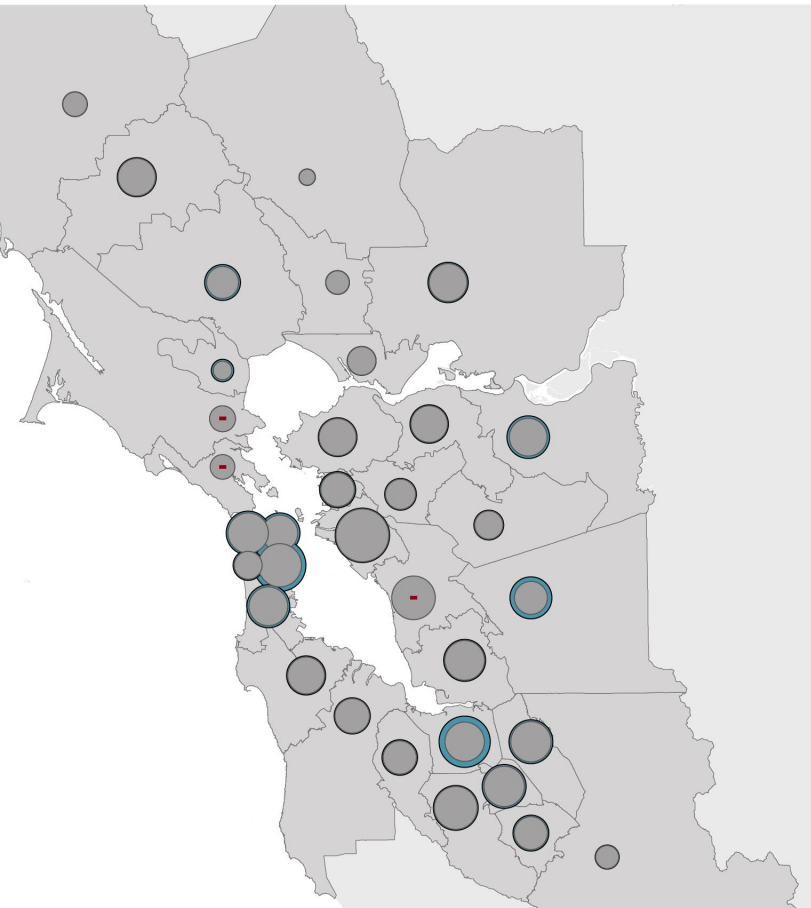
Circle color is
representative of year.

Circle area is representative
of the number of homes.



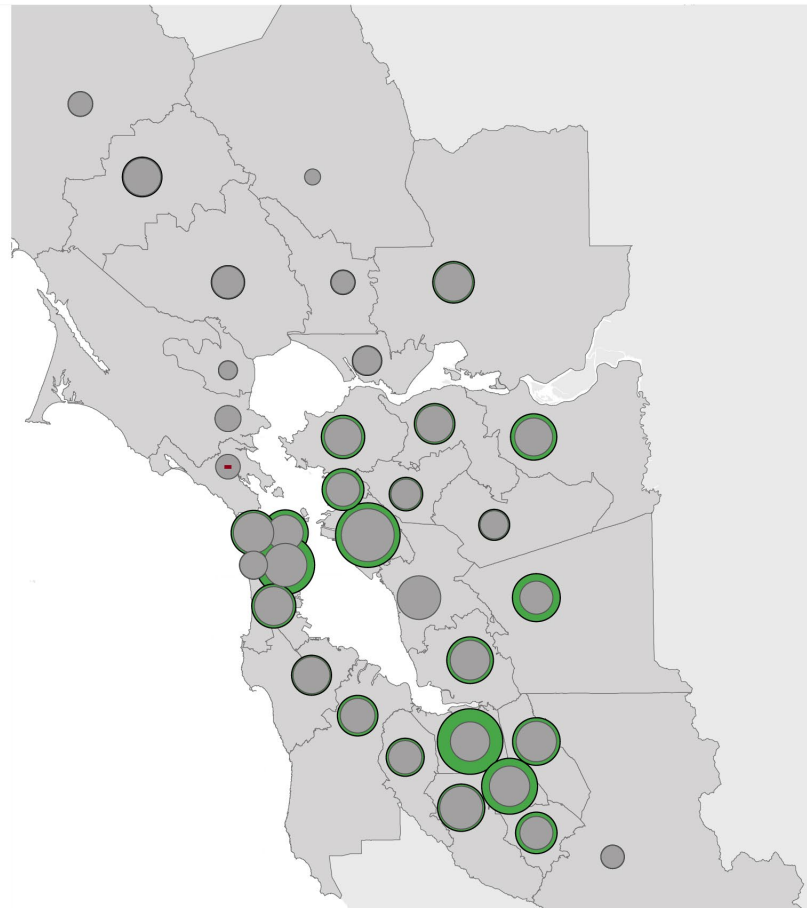
Rising Tides, Falling Fortunes

+0.5 million units by 2050



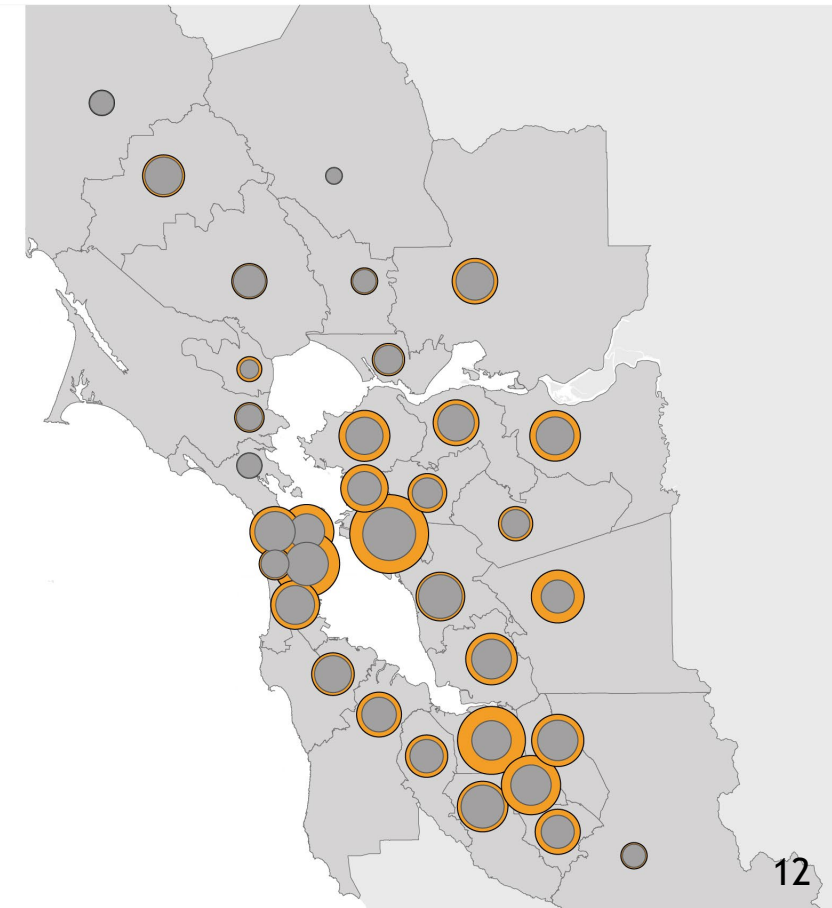
Clean and Green

+1.3 million units by 2050



Back to the Future

+2.1 million units by 2050

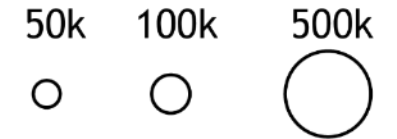


Job Growth

Circle color is
representative of year.

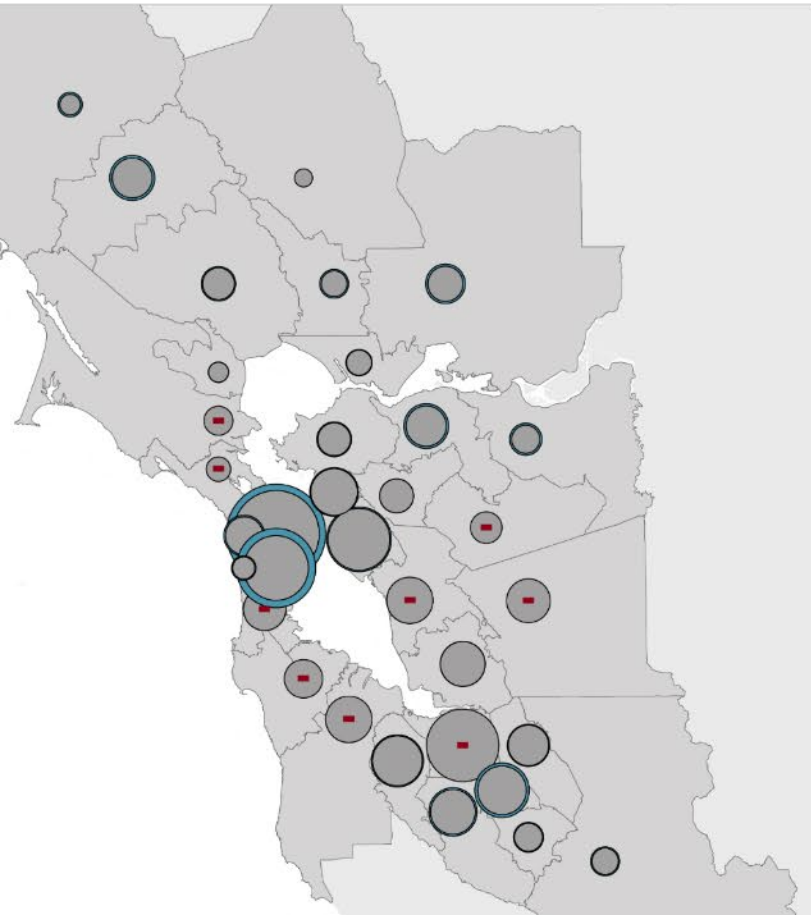


Circle area is representative
of the number of jobs.



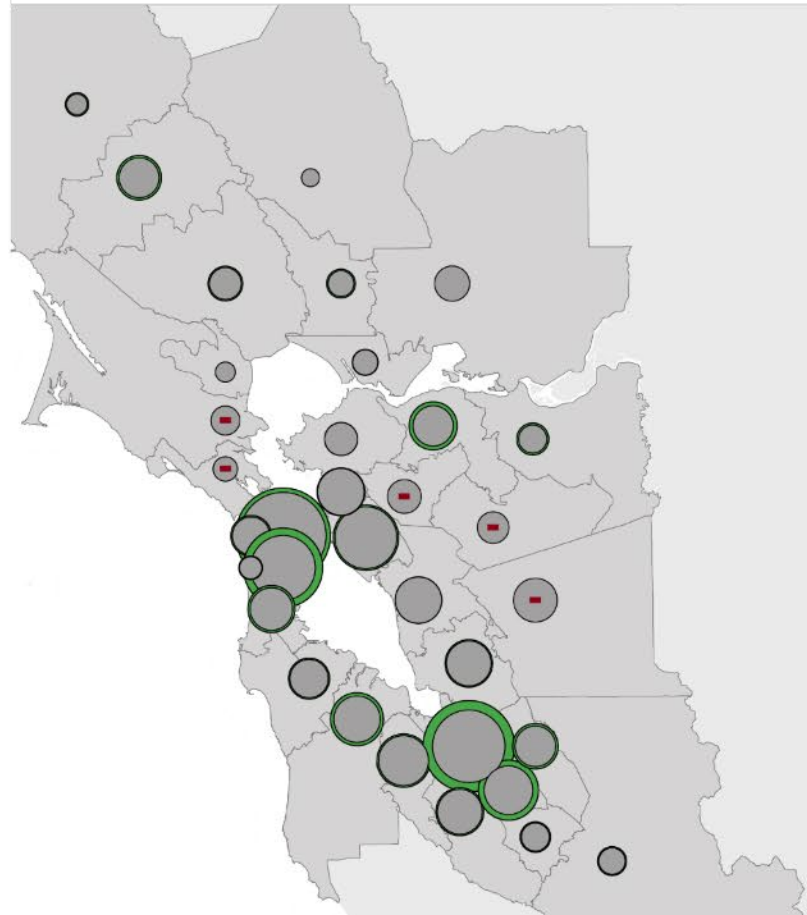
Rising Tides, Falling Fortunes

+0.5 million jobs by 2050



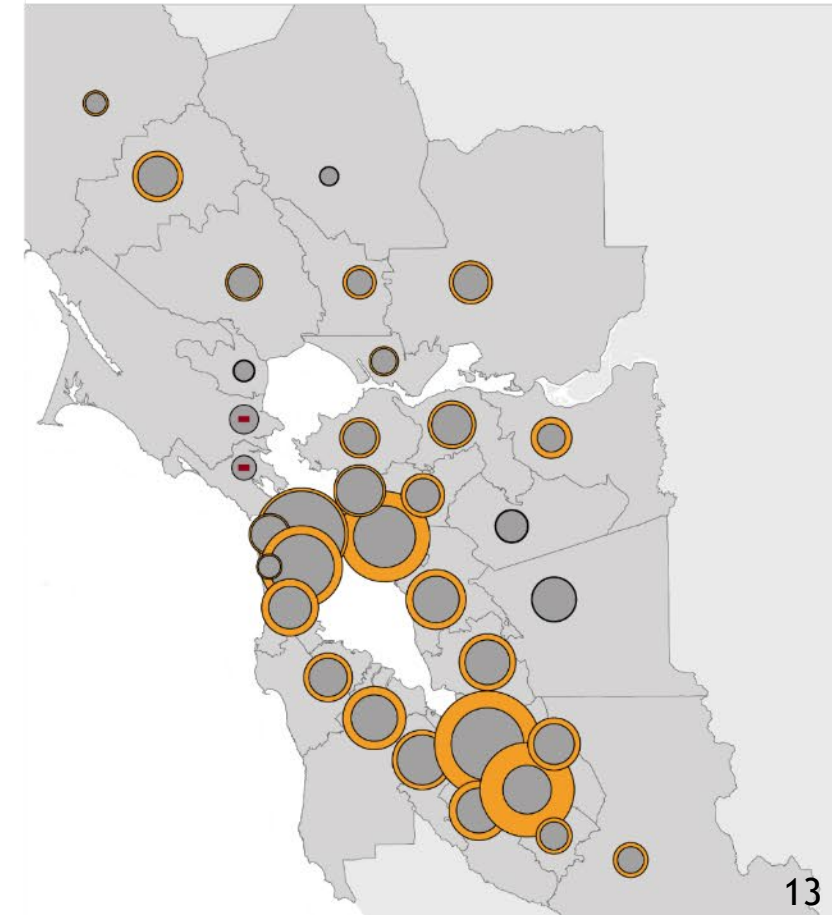
Clean and Green

+1.1 million jobs by 2050



Back to the Future

+2.7 million jobs by 2050



The logo graphic for Horizon, featuring a stylized white horizon line with a wavy, mountain-like silhouette above it, set against a dark blue background.

H O R I Z O N

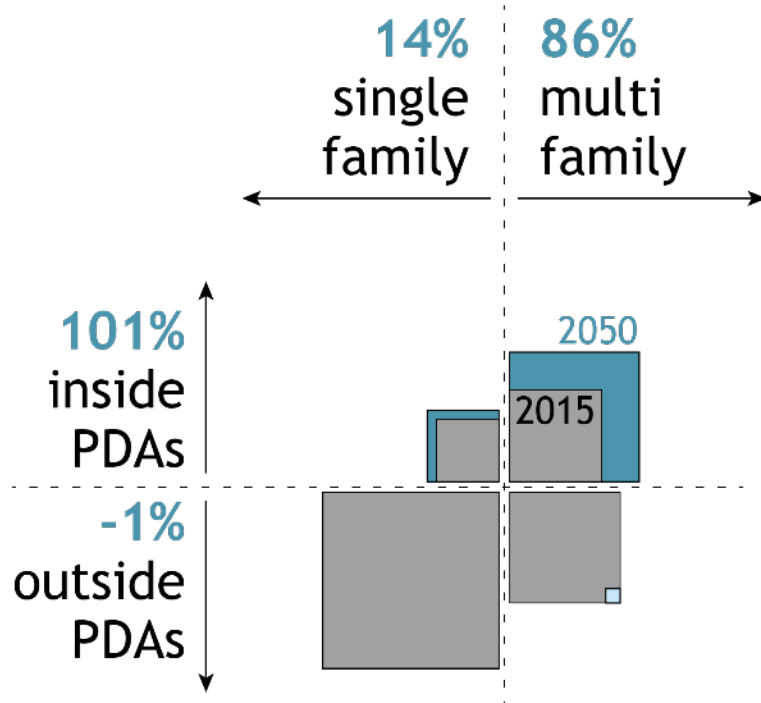
Opportunities & Challenges: Top 10 Findings

We have explored the opportunities and challenges associated with each future across the five Guiding Principles of Horizon.

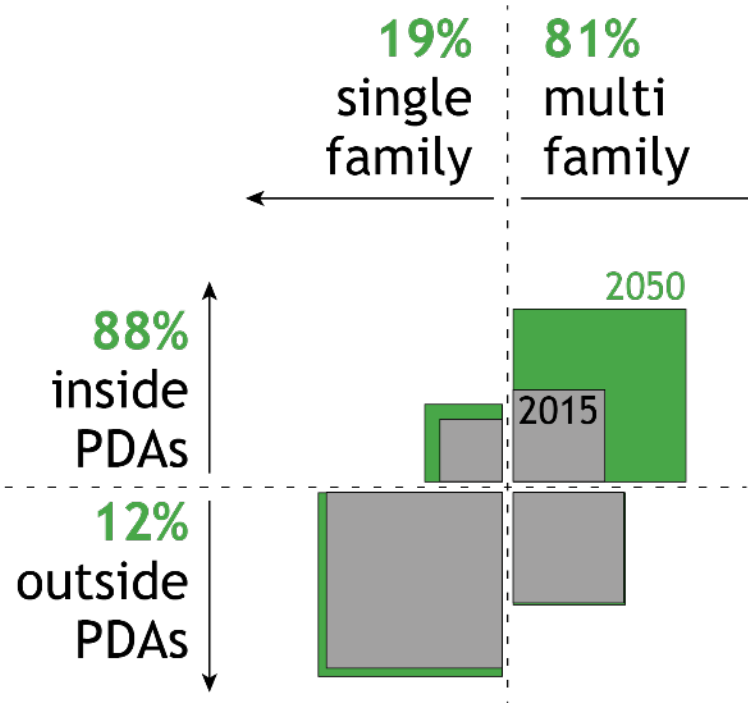


Priority Development Areas (PDAs) thrive in all three futures, putting a greater share of residents close to higher-quality affordable transit.

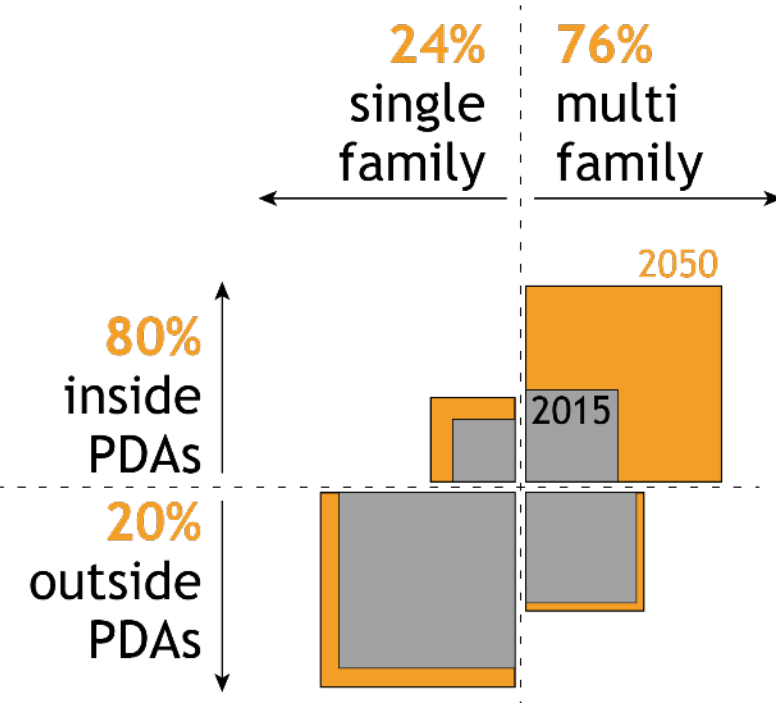
Rising Tides, Falling Fortunes



Clean and Green



Back to the Future

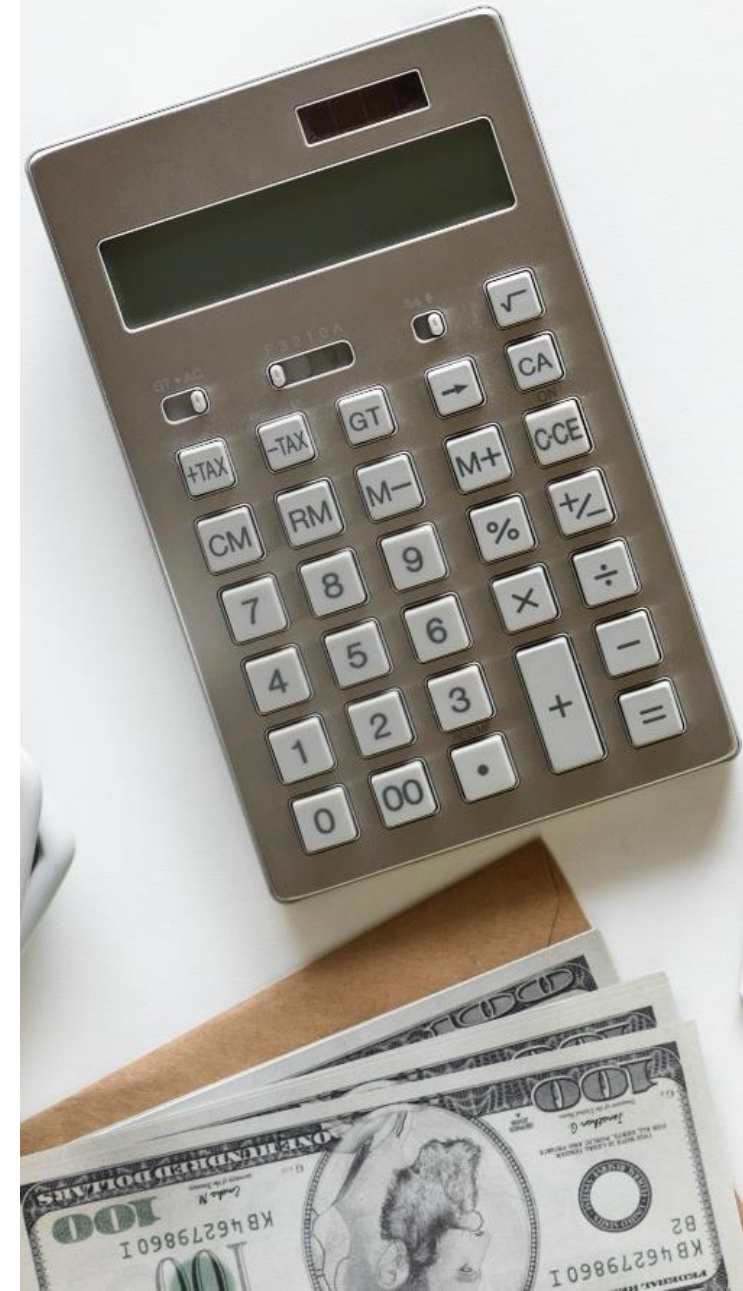
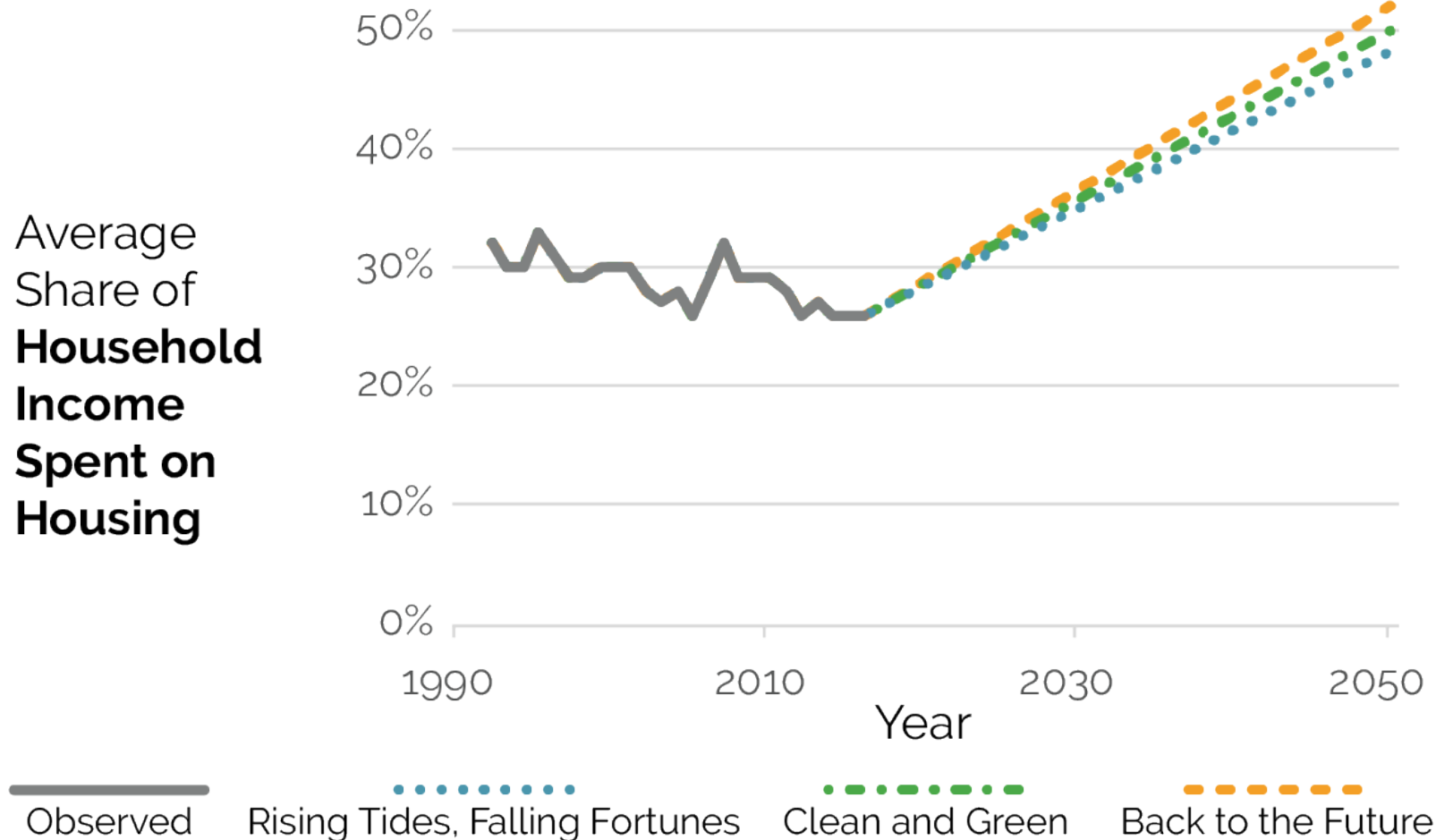


Challenge



AFFORDABLE

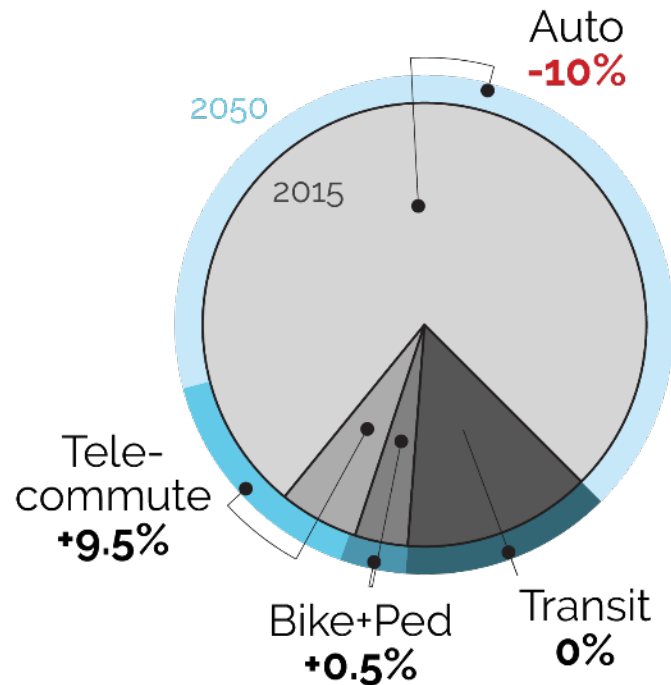
Without new strategies in place, Bay Area housing affordability is likely to continue to get worse.



With growing demand for telecommuting and transit, a smaller percentage of residents may need to depend on automobiles to get around.

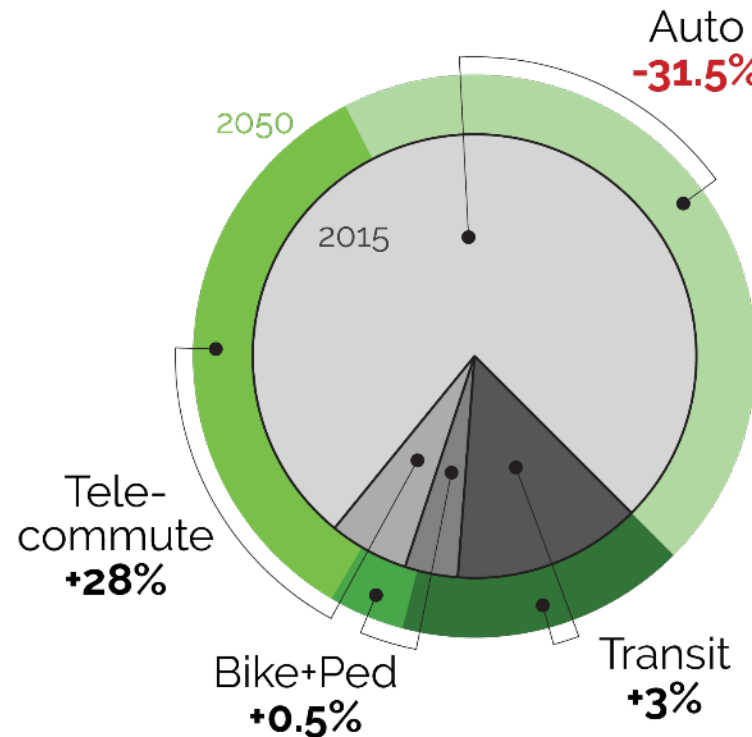
Rising Tides, Falling Fortunes

In 2050, 67% of commuters use autos.



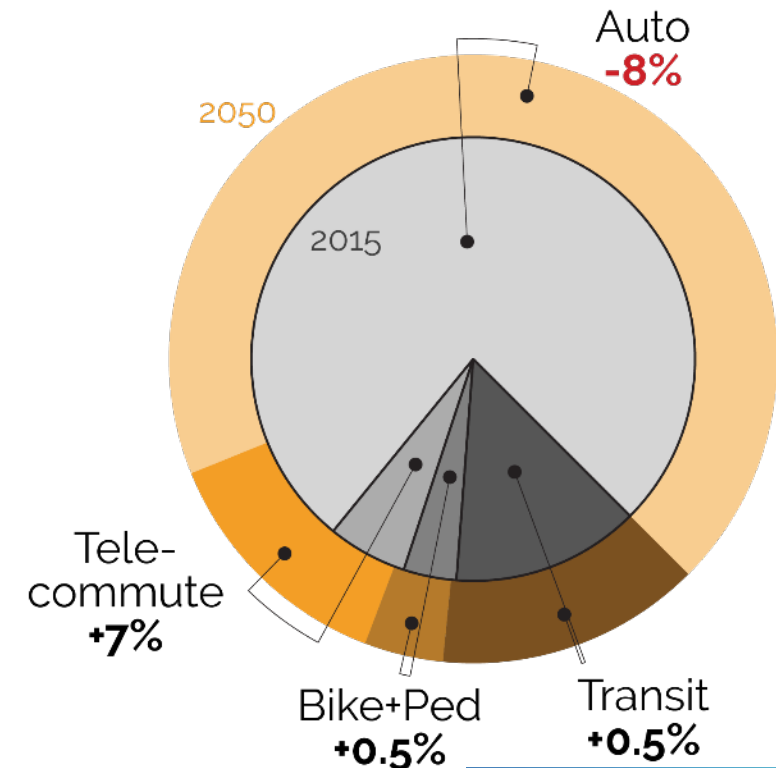
Clean and Green

In 2050, 45% of commuters use autos.



Back to the Future

In 2050, 69% of commuters use autos.



In 2015, 77% of commuters use an automobile to get to work.

Without new strategies like roadway pricing, changing conditions will result in even higher levels of traffic congestion.

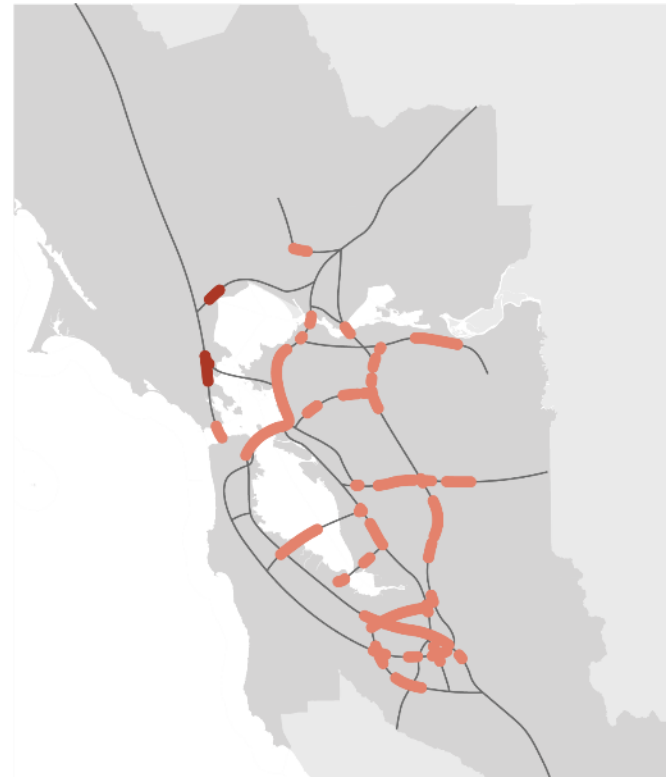
Rising Tides, Falling Fortunes
Limited AV, Similar cost to drive,
Similar ownership model

Clean and Green
Significant AV, High cost to drive,
Shared ownership model

Back to the Future
Significant AV, Low cost to drive,
Individual ownership model

2050 Highway Conditions

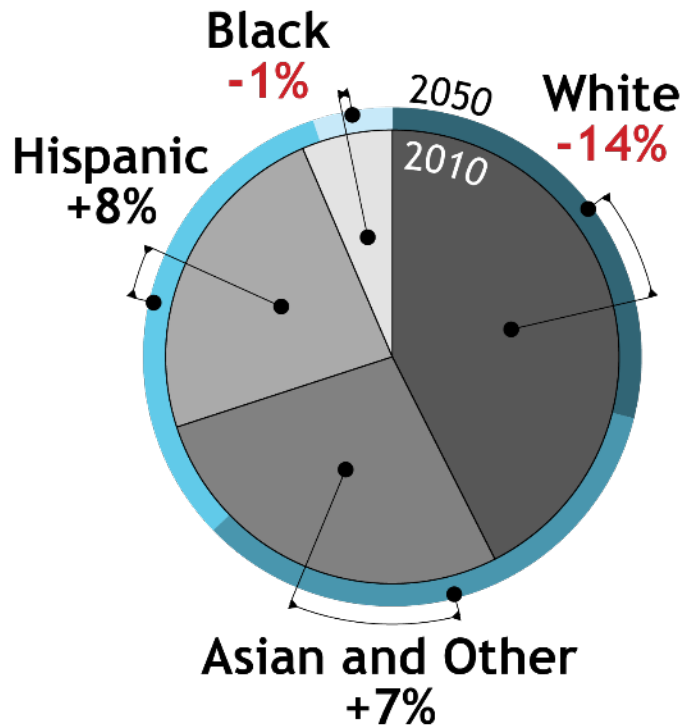
- major highways
- 2050 congestion
(less than 35mph speeds)
- 2050 closure from hazards



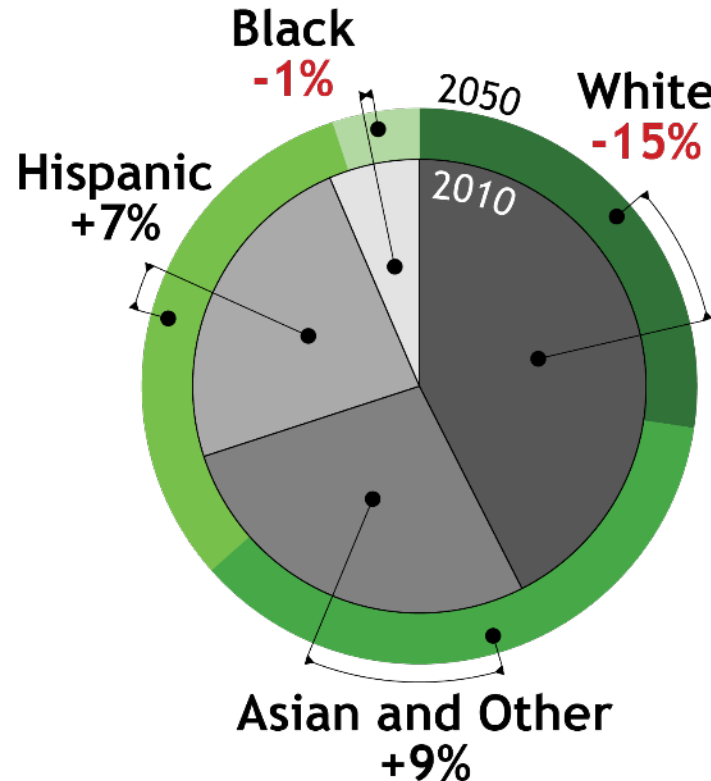
Opportunity #1

The Bay Area is likely to become more racially diverse over time, driven primarily by immigration from abroad.

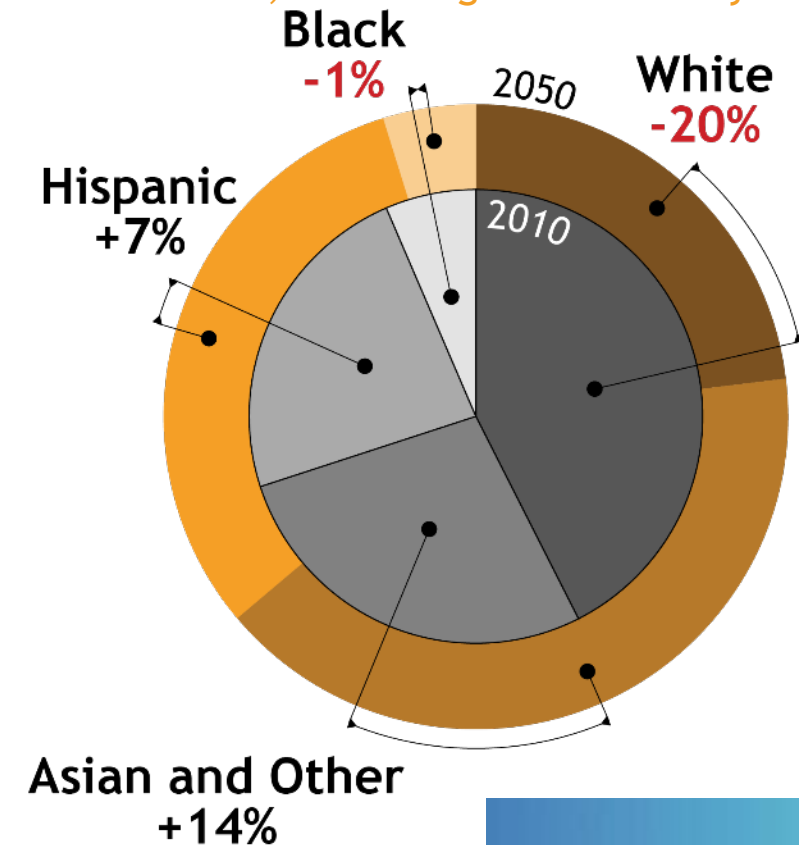
Rising Tides, Falling Fortunes
+20,000 immigrants annually



Clean and Green
+80,000 immigrants annually



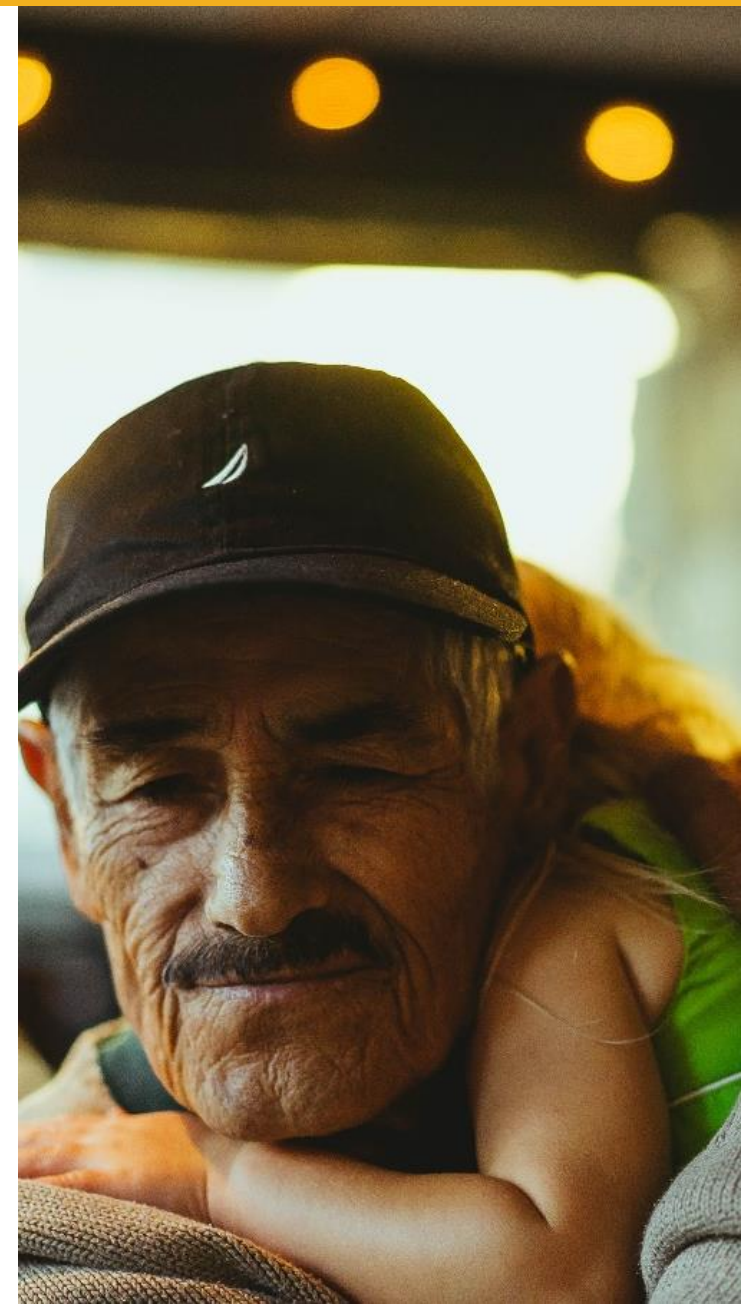
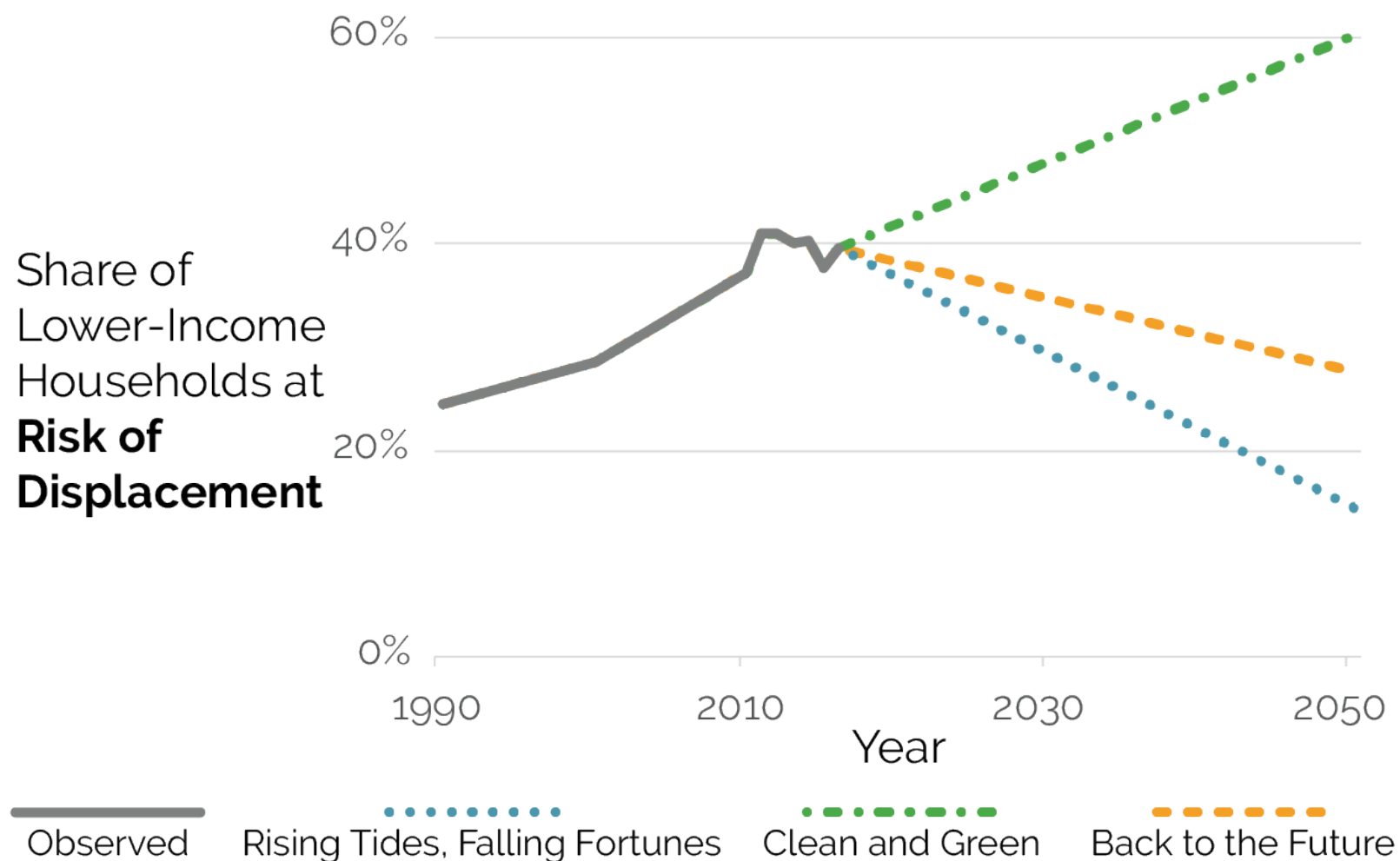
Back to the Future
+240,000 immigrants annually



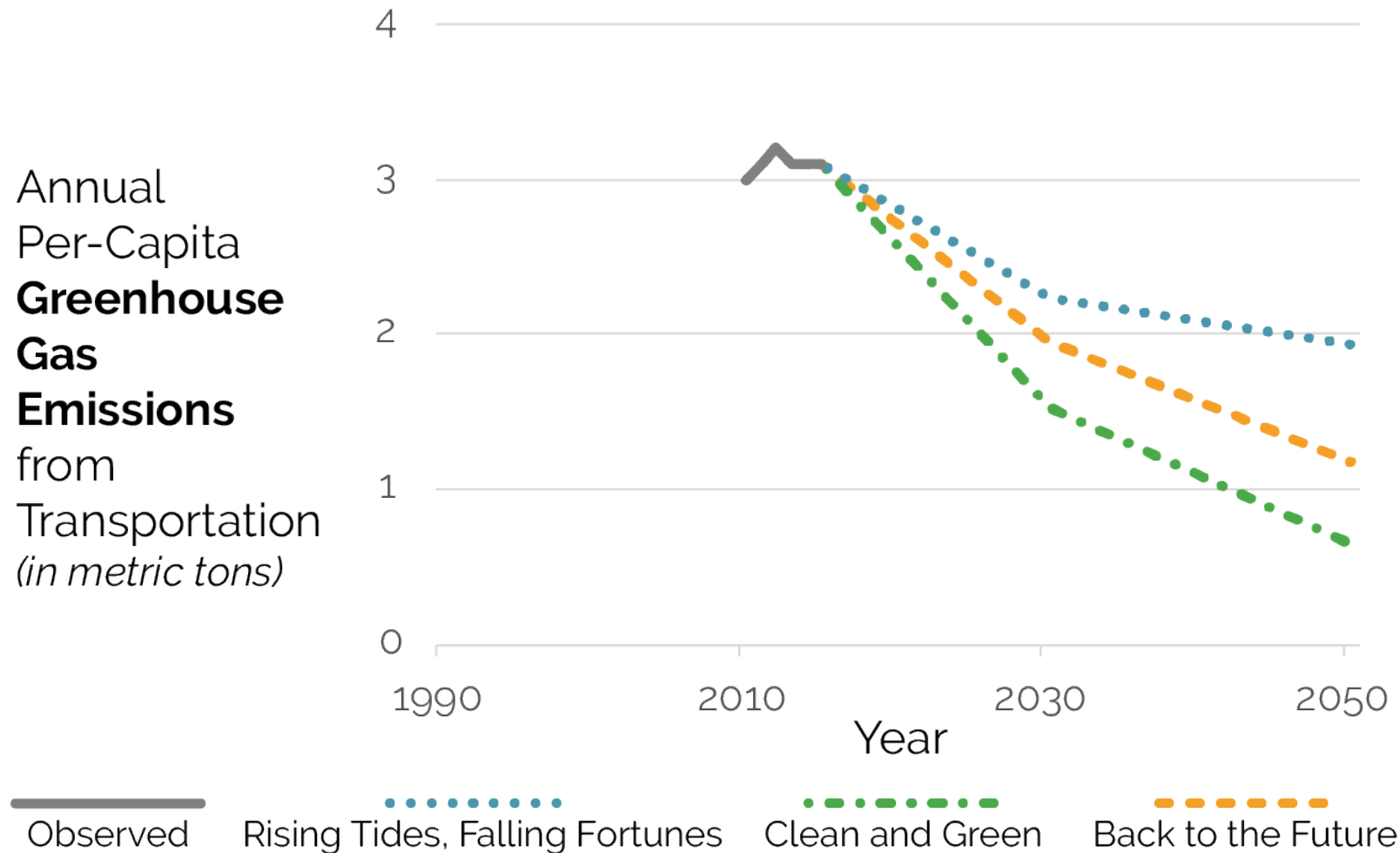
Above is the change in regional share. In *Rising Tides*, a future with slower growth, the absolute number of white residents decreases. In *Back to the Future*, a future with faster growth, the absolute number of white residents increases, but as a share of the regional population it decreases.

Opportunity #2

Rapid housing growth - or an economy cool-off - could both help ease displacement pressures.



Electrification and urban growth boundaries could reduce human impacts on the environment.



Acute impacts from sea level rise and natural disasters will be more difficult to recover from if the region's economy is weak.

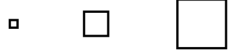
Rising Tides, Falling Fortunes
3 feet of sea level rise

Clean and Green
1 foot of sea level rise

Back to the Future
2 feet of sea level rise

Homes Affected by Hazards

1k 10k 40k



Sea Level Rise



Permanent Inundation

Earthquake Damage & Recovery



Recovered before 2040



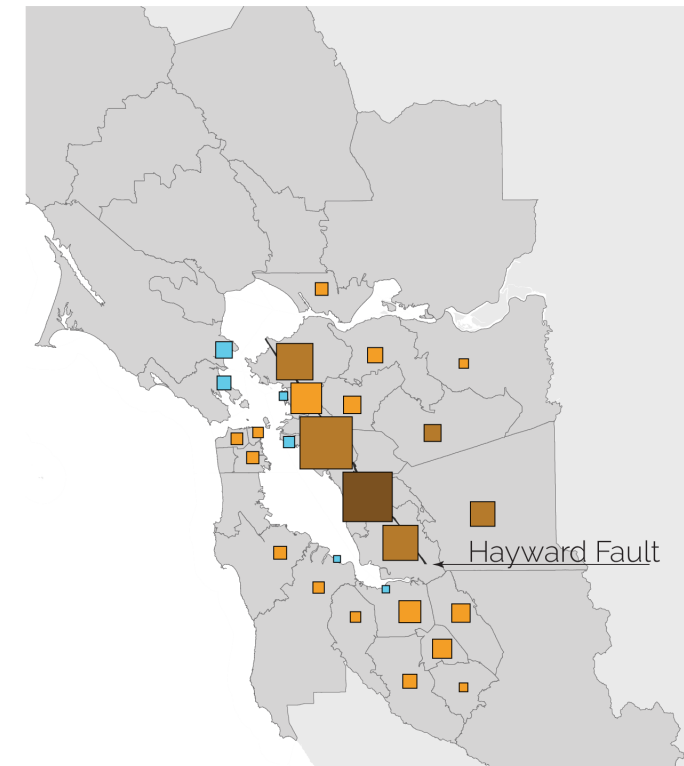
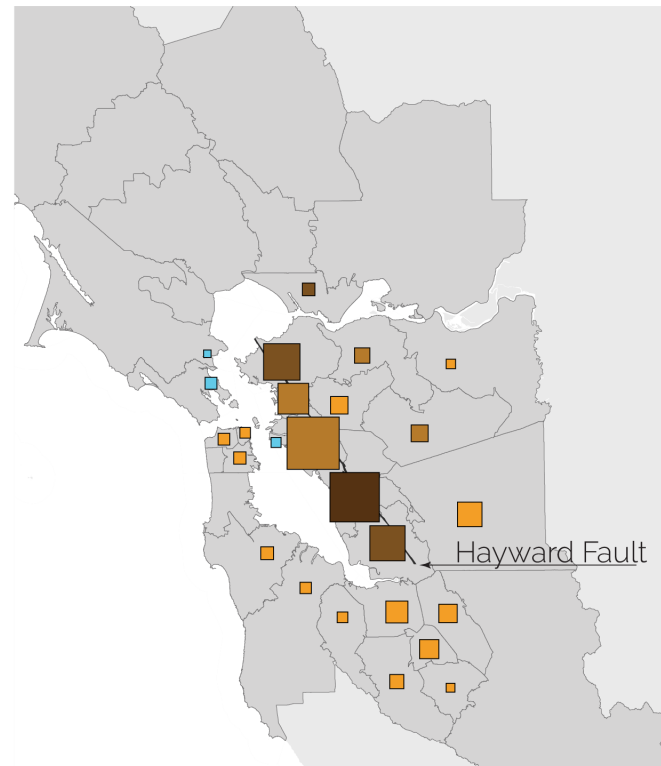
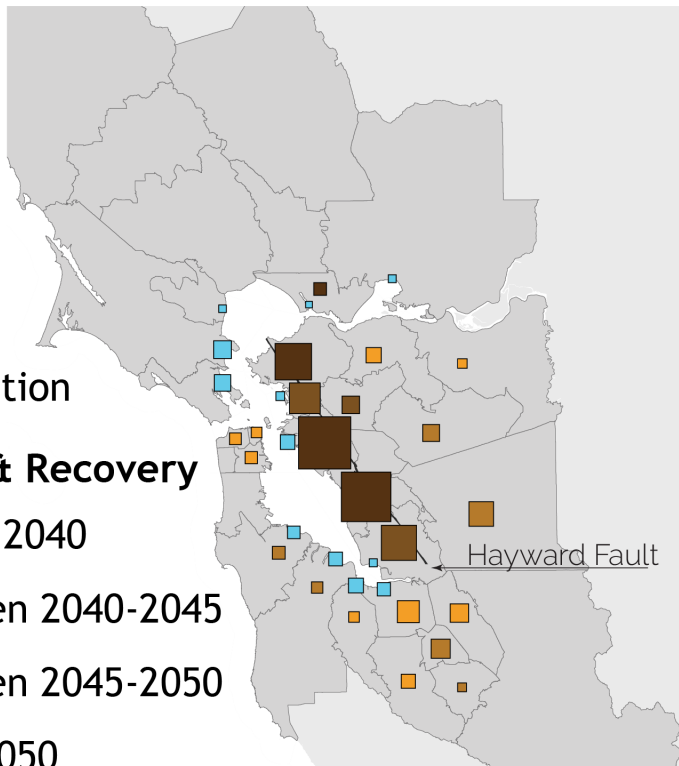
Recovered between 2040-2045



Recovered between 2045-2050



Recovered after 2050



Challenge #1

Land use strategies included in *Plan Bay Area 2040* are insufficient to address the region's longstanding jobs-housing imbalance.

Rising Tides, Falling Fortunes

+0.5M Homes, +0.5M Jobs

Overall Growth

Circle area represents combined job & housing growth from 2015 to 2050.

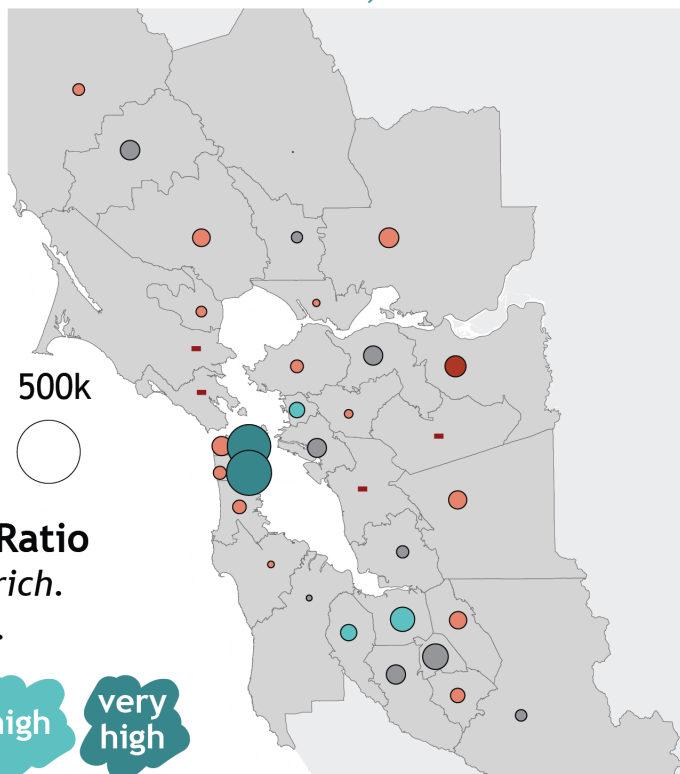
negative growth 10k 100k 500k

2050 Jobs/Housing Ratio

Red areas are housing rich.

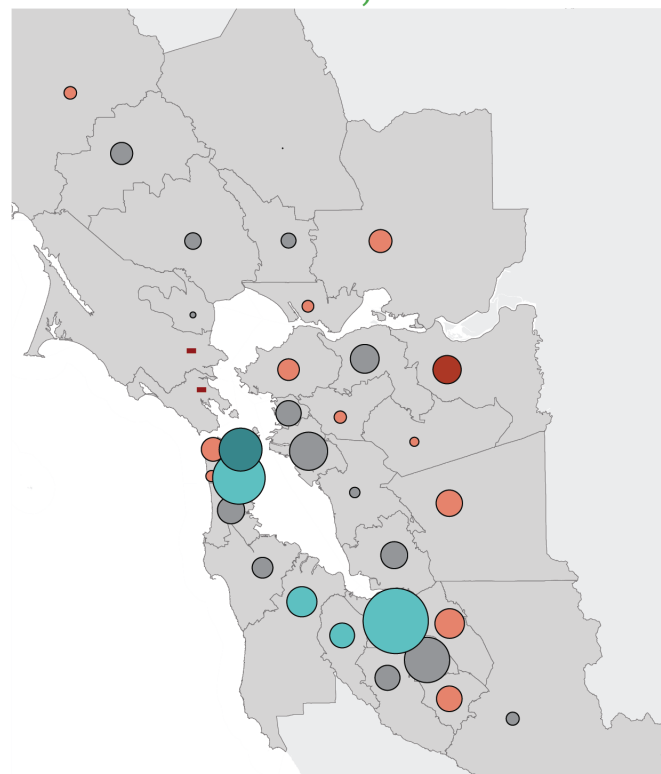
Blue areas are job rich.

very low low avg. high very high



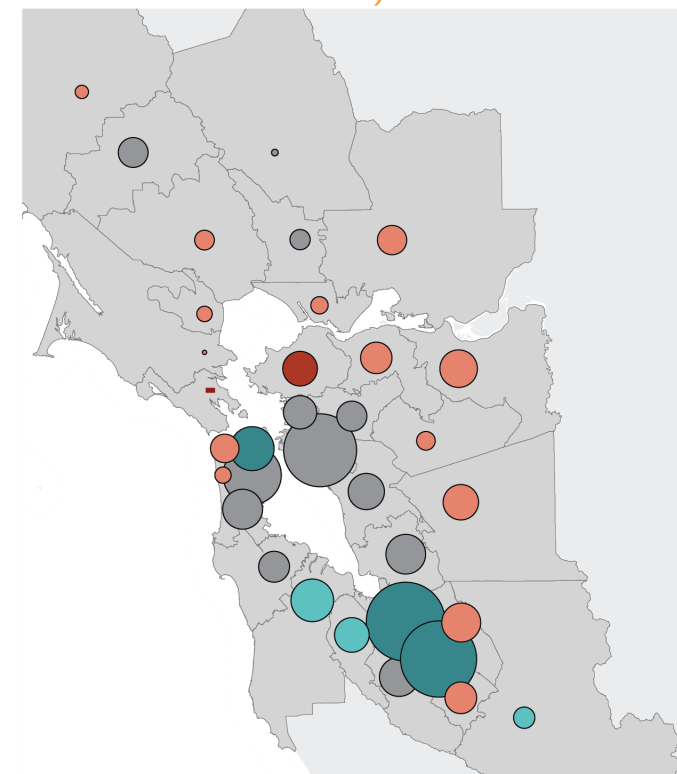
Clean and Green

+1.3M Homes, +1.1M Jobs



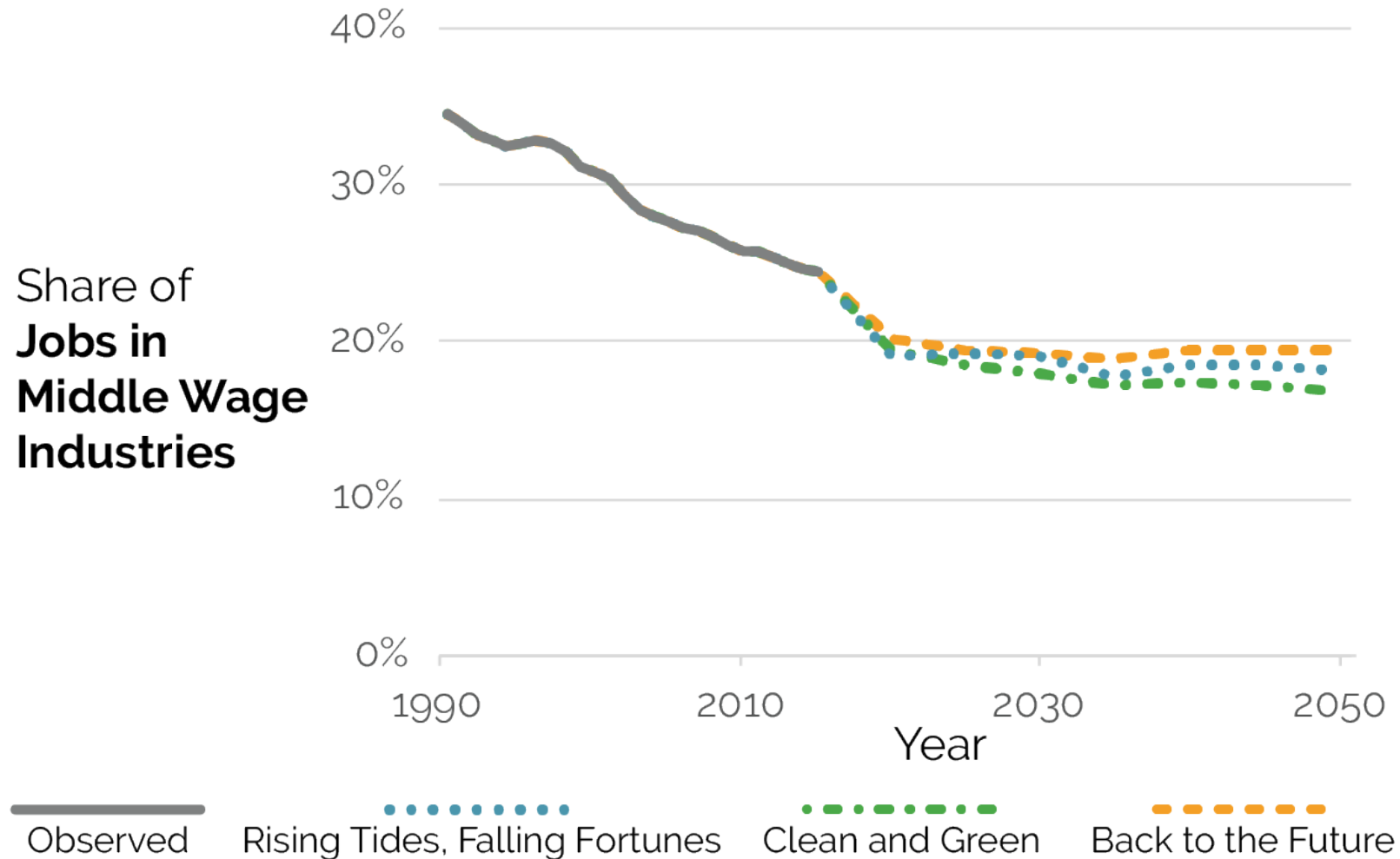
Back to the Future

+2.1M Homes, +2.7M Jobs






Challenge #2




Middle-wage jobs continue to disappear in all three futures.



Futures Scorecard - Guiding Principles (1)

Selected Indicators from VITAL SIGNS		2015	<i>Rising Tides, Falling Fortunes</i> 2050 <i>Plan Bay Area 2040 Policies</i>	<i>Clean and Green</i> 2050 <i>Plan Bay Area 2040 Policies</i>	<i>Back to the Future</i> 2050 <i>Plan Bay Area 2040 Policies</i>
 AFFORDABLE	Housing costs <i>(share of income)</i>	26%	48%	50%	52%
	Housing production <i>(net new units)</i>	16,000	14,000	38,000	60,000
 CONNECTED	Non-auto commute mode share	25%	33%	55%	31%
	Average commute time <i>(minutes)</i>	31	34	36	40
 DIVERSE	Risk of displacement <i>(share of lower-income HHs)</i>	38%	14%	60%	28%

Futures Scorecard - Guiding Principles (2)

Selected Indicators from VITAL SIGNS		2015	<i>Rising Tides, Falling Fortunes</i> 2050 Plan Bay Area 2040 Policies	<i>Clean and Green</i> 2050 Plan Bay Area 2040 Policies	<i>Back to the Future</i> 2050 Plan Bay Area 2040 Policies
 DIVERSE	Low-income population (share of overall population)	50%	54%	37%	39%
	Greenhouse gas emissions (per-capita)	3.0	1.9	0.7	1.2
 HEALTHY	Annual greenfield development (acres)	1,200	300	300	500
	Jobs in middle-wage industries (share of all jobs)	21%	18%	17%	19%
 VIBRANT	Gross regional product (inflation-adjusted)	\$0.7 trillion	\$1.1 trillion	\$2.1 trillion	\$1.9 trillion

Futures Interim Report: Opportunities and Challenges

The full report highlights a broader suite of opportunities and challenges, delving into specifics for each future.

Go to: mtc.ca.gov/our-work/plans-projects/horizon/futures-planning





H O R I Z O N

What's Next?

The conditions in each future present unique challenges and opportunities for the region to leverage and address in the next round of analysis.

Next Step for Futures: Round 2

Horizon Futures Round 2 Analysis

- *How might new strategies result in improved outcomes in each future?*
- *Which strategies are effective across many futures?*



Baseline



External
Forces



**New
Policies**

Strategies are based on existing and future Perspective Papers:

- Autonomous Vehicles
- Toward a Shared Future
- Growth Strategies
- The Future of Jobs (*Coming in April*)
- Bay Crossings (*Coming in May*)
- Sea Level Rise (*Coming in September*)

Strategies are also based on other efforts, including:

- CASA
- *BCDC's Adapting to Rising Tides Program*
- *Comprehensive Economic Development Strategy*
- *Horizon/Plan Bay Area 2050 Project Performance*



Get Involved Planning the Region's Future!

Stakeholder Workshop

San Francisco

3/11/19 - 8:30 AM to 1:30 PM

Public Workshops

Oakland

3/12/19 - 6:00 PM to 8:00 PM

San Jose

3/14/19 - 6:00 PM to 8:00 PM

Petaluma

3/16/19 - 10:00 AM to 12:00 PM

San Bruno

3/19/19 - 6:00 PM to 8:00 PM

Vallejo

3/20/19 - 6:00 PM to 8:00 PM

Online Outreach

vitalsigns.mtc.ca.gov/horizon

We're seeking input from stakeholders & the public on which strategies would *transform each future* - and we'll report back next month.



More information available at:
mtc.ca.gov/our-work/plans-projects/horizon/futures-planning



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #:	19-0164	Version:	1	Name:	
Type:	Report	Status:		Informational	
File created:	2/8/2019	In control:		Policy Advisory Council	
On agenda:	3/13/2019	Final action:			
Title:	Transit Sustainability Project (TSP) and the University of California, Los Angeles (UCLA) Transit Ridership Study (15 minutes)				
	Update on the TSP performance results and proposed next steps, including completion of the UCLA study and other cooperative efforts.				
Sponsors:					
Indexes:					
Code sections:					
Attachments:	06_TSP Update.pdf				

Date	Ver.	Action By	Action	Result
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Subject:

Transit Sustainability Project (TSP) and the University of California, Los Angeles (UCLA) Transit Ridership Study
(15 minutes)

Update on the TSP performance results and proposed next steps, including completion of the UCLA study and other cooperative efforts.

Presenter:

Anne Richman

Recommended Action:

Information

Attachments:



METROPOLITAN
TRANSPORTATION
COMMISSION

Agenda Item 6

Bay Area Metro Center
375 Beale Street
San Francisco, CA 94105
TEL 415.778.6700
WEB www.mtc.ca.gov

Memorandum

TO: Policy Advisory Council

DATE: March 6, 2019

FR: Anne Richman, Director, Programming &
Allocations

RE: Transit Sustainability Project (TSP) Performance Report Update

Background

In May 2012, in the wake of the Great Recession, the Commission adopted final recommendations for the TSP (MTC Resolution No. 4060) to achieve continued service and cost control improvements by Bay Area transit agencies. These adopted policies establish performance measures and targets for the largest seven Bay Area transit operators. Each operator is to achieve a five percent reduction by FY 2016-17 in one of three performance measures, with no growth beyond the Consumer Price Index (CPI) thereafter. These measures are:

- a) Cost Per Vehicle Service Hour;
- b) Cost Per Passenger; and
- c) Cost per Passenger Mile.

In 2013, each transit operator adopted a strategic plan that describes how the agency intends to meet one or more of the performance targets. Since then, MTC has been annually monitoring each operator's progress towards meeting the TSP targets using National Transit Database (NTD) data. After the end of a fiscal year, it takes approximately one year to finalize the NTD data, which results in a time lag for the TSP analysis.

This year's TSP performance analysis is based on FY 2016-17 data and is also the deadline for operators to achieve the TSP target. In FY 2016-17, four of the seven operators achieved a five percent reduction against the baseline in at least one of the metrics; Golden Gate Bridge Highway and Transportation District, San Francisco Municipal Transportation Agency, and Santa Clara Valley Transportation Authority did not. Nonetheless, all operators have met the metric at some point over the five-year analysis period. Most operators are achieving the five percent performance target due to strong ridership gains in past years and by keeping costs steady. Achieving *both* higher ridership and better cost control is the key to a more sustainable future for Bay Area public transit.

Per the adopted TSP policy (see Attachment A), MTC staff may make recommendations on conditioning existing and new operating and capital funding administered by MTC for operators that do not achieve the TSP target. Staff finds that most agencies have been responsive and have aligned costs with productivity, but that agencies are beginning to see ridership declines – in some cases of significant magnitude.

Through another element of the TSP, the Transit Performance Initiative, MTC has invested approximately \$150 million in projects and programs geared to increasing ridership and improving service. The program has had mixed results but as more projects are completed, more data will be available to refine the program approach.

Despite past efforts, however, it is apparent the operating climate of the transit industry is changing and may affect transit operators' ability to continue their current service models. Rather than link operators' performance to funding, staff proposes to launch a cooperative effort with the transit operators to address issues affecting the industry as a whole and Bay Area operations in particular. The transit ridership study underway by University of California, Los Angeles researchers is one example; other areas could include service design and coordination, first/last mile coordination, and improving transit speeds.

The attached presentation includes findings and results of the TSP and proposed next steps.

Attachments:

- Attachment A: MTC Resolution No. 4060 Excerpt
- Attachment B: PowerPoint Presentation

Attachment A- Excerpt from MTC Resolution No. 4060 (May 23, 2012)

MTC Resolution No. 4060 (Excerpt)

Performance and Investment Policies

Performance Measures and Targets

To monitor the performance of the seven largest transit agencies in the Bay Area, the Commission establishes the following TSP performance target, measures, and monitoring process:

Performance Target

5% real reduction in at least one of the following performance measures by FY2016-17 and no growth beyond CPI thereafter. To account for the results of recent cost control strategies at agencies, the baseline year will be set at the highest cost year between FY2007-08 and FY2010-11.

Performance Measures

- Cost Per Service Hour*
- Cost Per Passenger*
- Cost Per Passenger Mile*

**As defined by the Transportation Development Act*

Monitoring Process

In FY2012-13, agencies are to adopt a strategic plan to meet one or more of the targets and submit to MTC.

On an annual basis, starting in FY2013-14, the transit agencies submit performance measure data on all three targets to MTC.

In FY2017-18, MTC will analyze agency progress in meeting target

In FY2018-19, MTC will link existing and new operating and capital funds administered by MTC to progress towards achieving the performance target.

The following agencies, the largest seven transit agencies in the Bay Area, are subject to the performance measures and targets: AC Transit; BART, Caltrain, Golden Gate Transit, SFMTA, SamTrans, and Santa Clara VTA.



Transit Sustainability Project

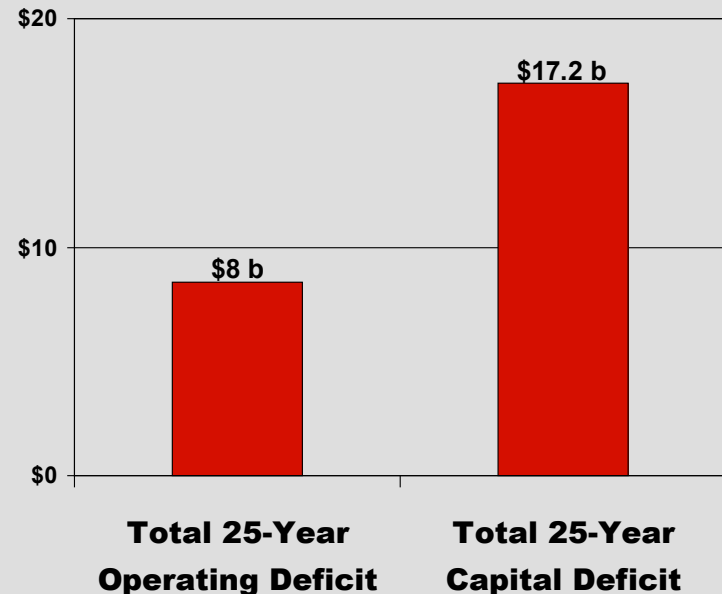
Five-Year Assessment
March 2019



TRANSIT
SUSTAINABILITY
PROJECT

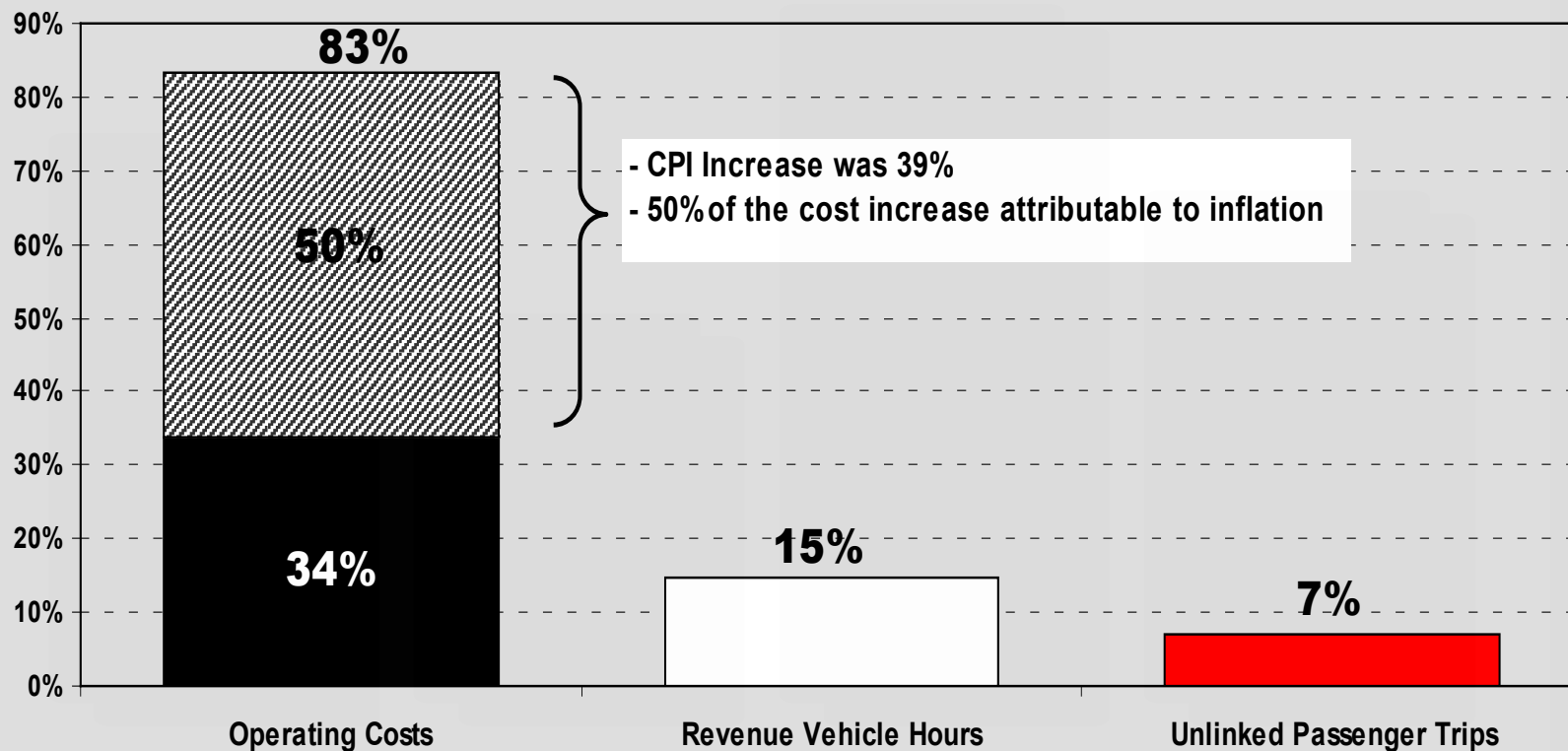
TSP Origin Story: Financial Challenges of Great Recession

Projected Deficits Transportation 2035



TSP Context: Percent Change in Cost and Performance Indicators for Large Ops (1997 – 2008)

- Transit Sustainability Project Initiative: 2009 - 2012
- Goal: to reverse trend and achieve cost increases in line with ridership and service increases



Source: National Transit Database, "Big 7" only.
Excludes ferry, cable car and paratransit.

TSP Requirements and Actions

- Annual monitoring of performance metrics, operators to meet targets by FY2016-2017
- Strategic plans and annual updates
- Follow-on studies:
 - Inner East Bay Fares
 - Tri-City/Tri-Valley Service Planning
 - SMART/North Bay Bus Coordination
- TPI Incentive and Investment programs: \$150M to fund operating and capital improvements
 - \$86 million over 5 grant cycles, ongoing
 - \$60 million over 4 years (\$15 annually), suspended

TSP Performance Measures - Summary of Results

FY 2016-17 Assessment

Transit Operator	Percent Change from Highest Baseline Year in FY 2016-17 (a)		
	Cost per Vehicle Service Hour	Cost Per Passenger	Cost Per Passenger Mile
AC Transit	-1.0%	20.2%	-10.2%
BART	-7.1%	-8.8%	-16.4%
Caltrain	5.7%	-27.7%	-16.8%
GGBHTD*	-3.9%	8.4%	0.5%
SFMTA	-4.3%	2.8%	3.4%
SamTrans	-26.2%	14.6%	30.4%
VTA	-0.2%	20.9%	8.8%

* Results represent a consistent methodology for all operators. However, if an adjustment is made to remove the newly acquired Tiburon Commute service from GGBHTD's FY 2016-17 data, the agency meets the cost per hour metric (at -5.2%).

Five Year Performance Summary

Historical Performance in 1 or more of metrics				
FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
✓	✓	✓	✓	✓
✓	✓	✓	✓	✓
✓	✓	✓	✓	✓
✓	✓	✓	✓	*
✓	✓			
	✓	✓	✓	✓
✓	✓	✓	✓	

Key Findings

- Generally, performance goals are being met
- All operators met metric at some point over five year period

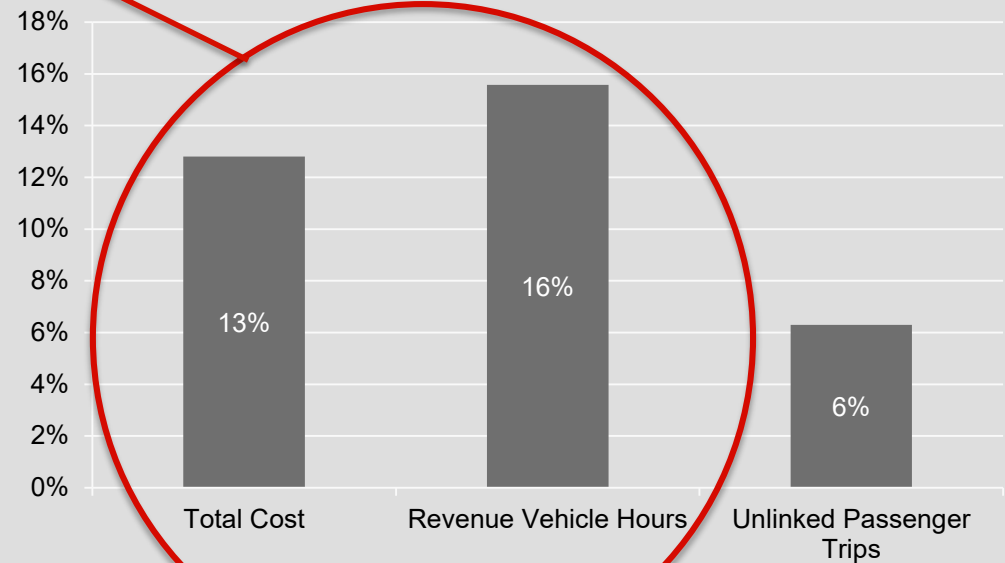
Overall Trends from 2011 to 2017

Good News...

2010 – Region was concerned about spiraling costs outpacing service improvements.

2018 – Most agencies have been responsive and have aligned costs with productivity.

7 Large Operators* Percent Change from 2011 to 2017 (in \$2017)



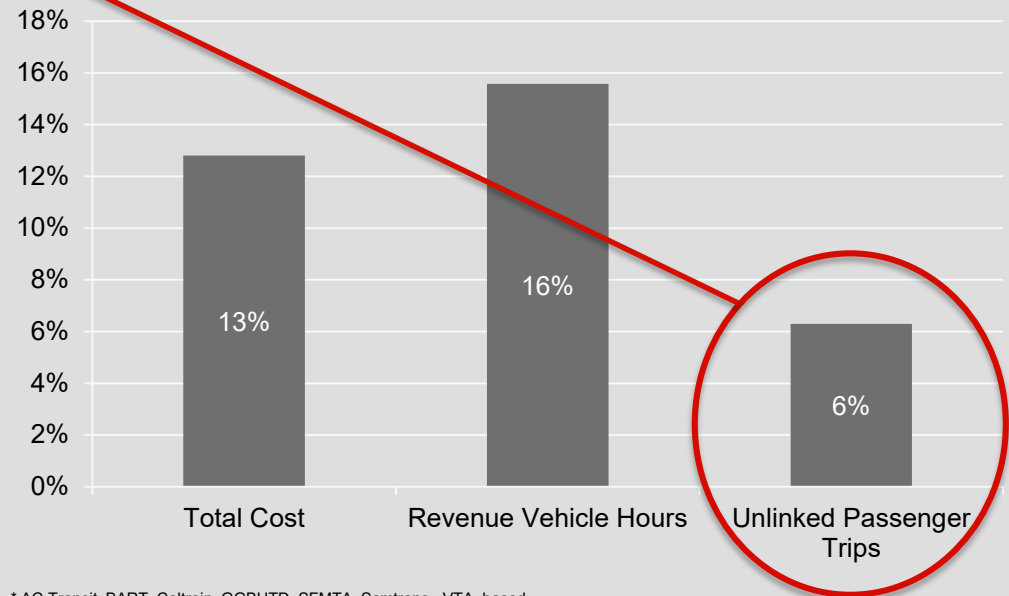
* AC Transit, BART, Caltrain, GGBHTD, SFMTA, Samtrans, VTA, based on NTD data 12/12/18

Overall Trends from 2011 to 2017

Bad News...

- Overall ridership levels are declining, generally affecting bus systems more than rail.
- MTC invested nearly \$150 million to improve service and productivity but challenges remain.
- Challenges have changed over time: ridership is now main concern

7 Large Operators* Percent Change from 2011 to 2017 (in \$2017)



* AC Transit, BART, Caltrain, GGBHTD, SFMTA, Samtrans, VTA, based on NTD data 12/12/18

Current external factors impacting transit industry

- Housing affordability and cost of living
- Urban/ HOV Traffic congestion; transit travel time increases
- Changes in modes of commuting

Housing Affordability and Jobs/ Housing Balance

Questions:

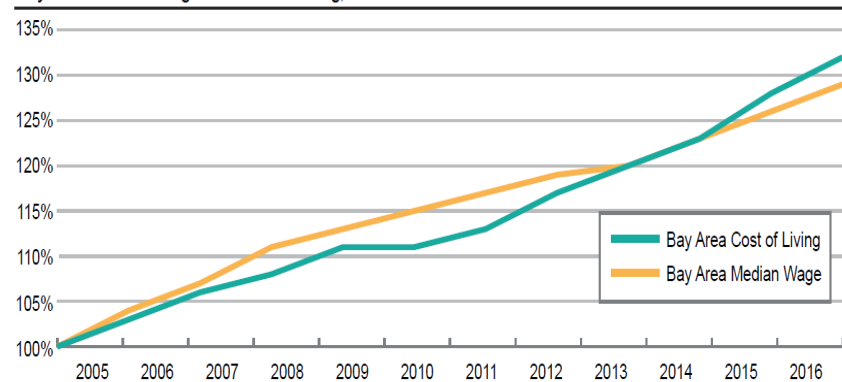
- What is the impact of housing costs on transit ridership?
 - Have transit riders moved out of the region altogether and non-transit riders in the region increased?
 - Are riders moving to less expensive, more remote locations with poor transit access (and shifted to drive or other modes)?
- How have land use decisions at the cities and counties impacted transit ridership or the ability to provide efficient transit?

Labor Force - Affected by Cost of Living

- Industry-wide labor shortage, may impact ridership by straining service
- Locally, operators are experiencing labor shortages
 - SFMTA –1,894 operators hired, but requires 2,305 operators (SF BLA Office).
 - WCCTA provided additional funds to contractors to increase the driver and staff wage scales to address severe driver shortages
- Paratransit (various operators) –
 - Contractors having difficulty hiring and retaining drivers
 - Operators are being asked to increase contracts to help fund higher wages to attract enough drivers

The Bay Area's cost of living is now rising more steeply than its median wage increase.

Bay Area Growth in Wages and Cost of Living, Indexed to 2005



Sources: BLS Occupational Employment Statistics and Consumer Price Index; Zillow Home Value Index, All Homes
Analysis: Bay Area Council Economic Institute

Congestion Increases in Region are Affecting Transit

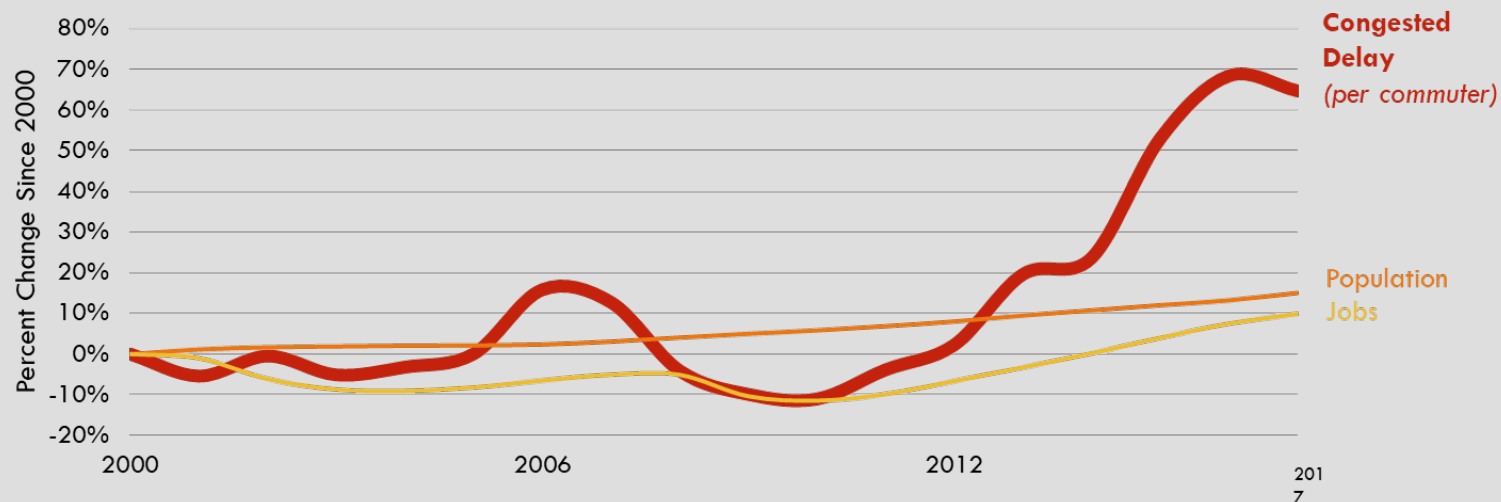


TIME SPENT IN CONGESTION

REGIONAL PERFORMANCE

Congestion has outpaced growth in population and jobs, increasing 64 percent since 2000.

CHANGE SINCE 2000 – POPULATION, JOBS AND TIME SPENT IN CONGESTION



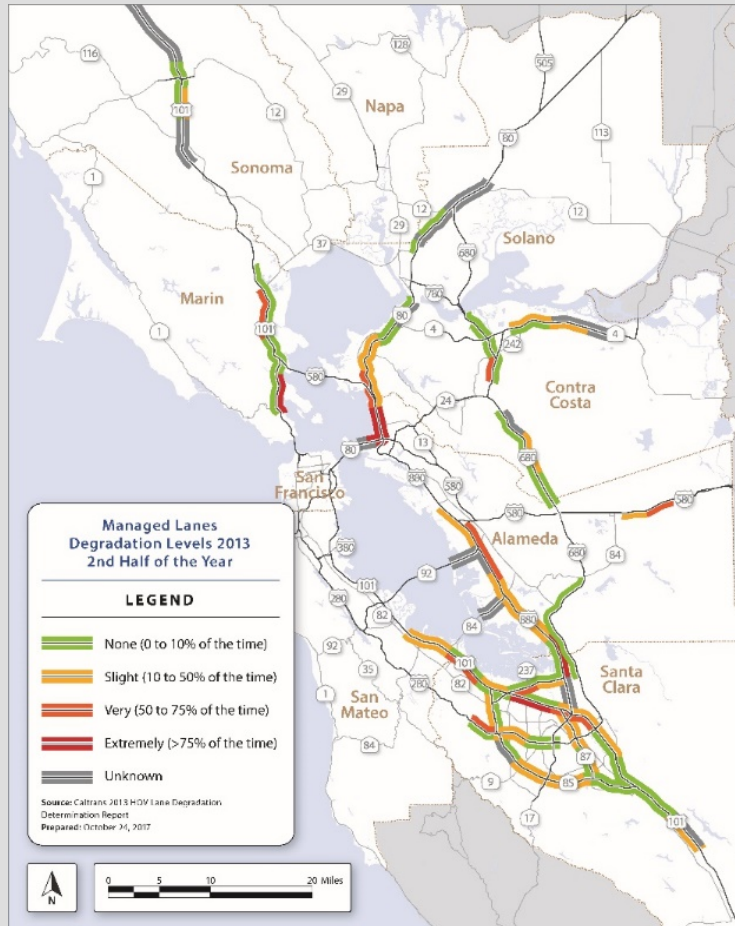
Source: California Employment Development Department; California Department of Finance; INRIX/MTC Analysis



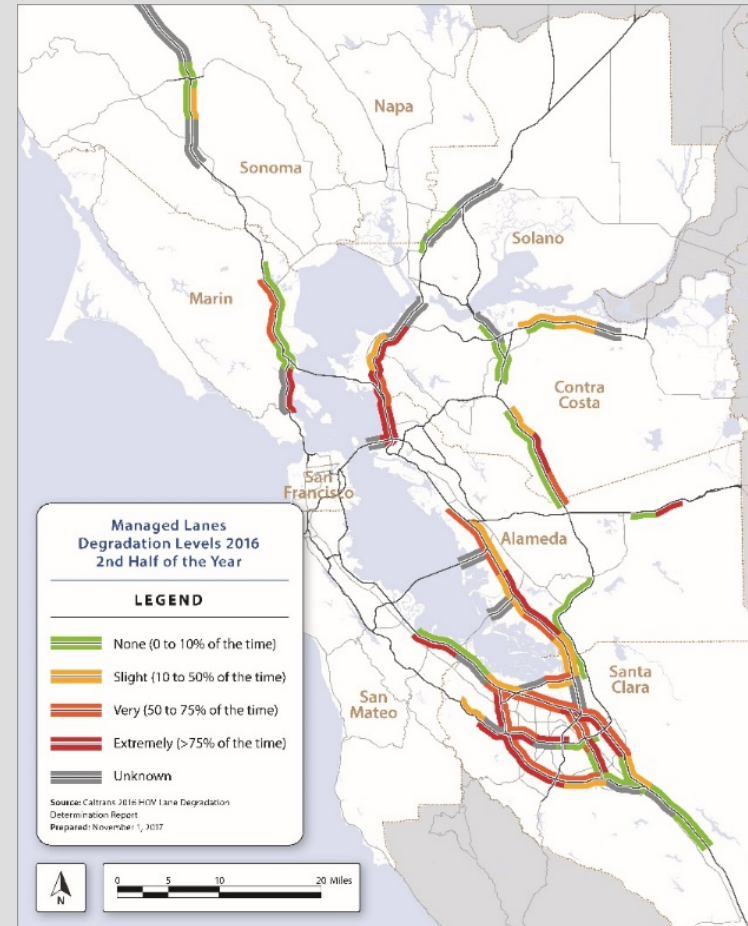
TRANSIT
SUSTAINABILITY
PROJECT

HOV Degradation Increasing in Rate and Severity

2013 Degradation

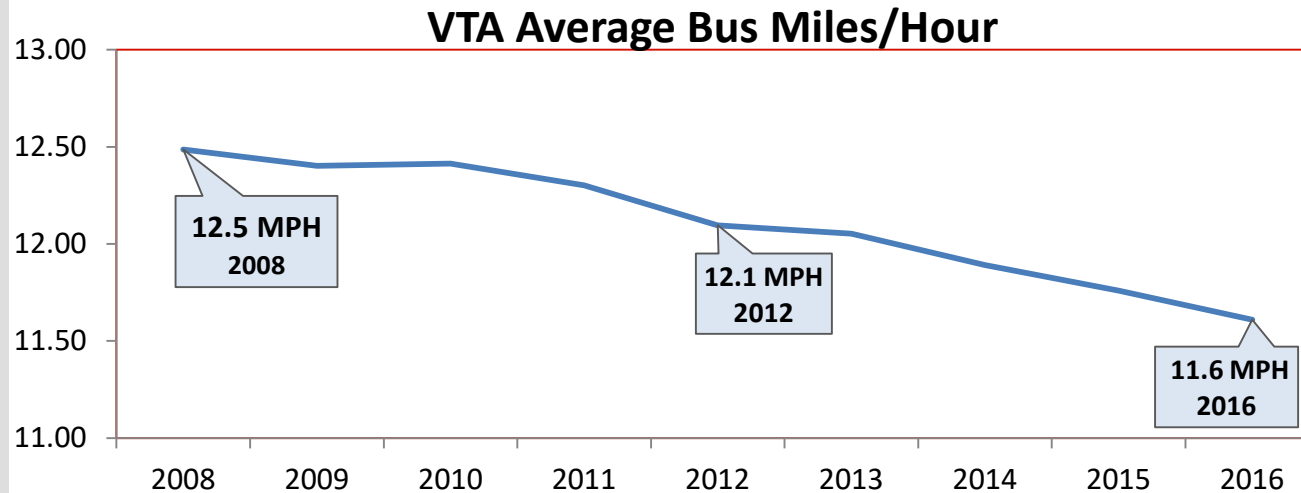


2016 Degradation



Federal Standard: maintain an average speed of 45 mph at least 90 percent of the time during the peak hour over a consecutive 180-day period.

Transit Speed – VTA Example



Slowing Routes Require More Buses

Buses needed for 15-minute service on Route 22

1995
15.7 MPH



15 Buses

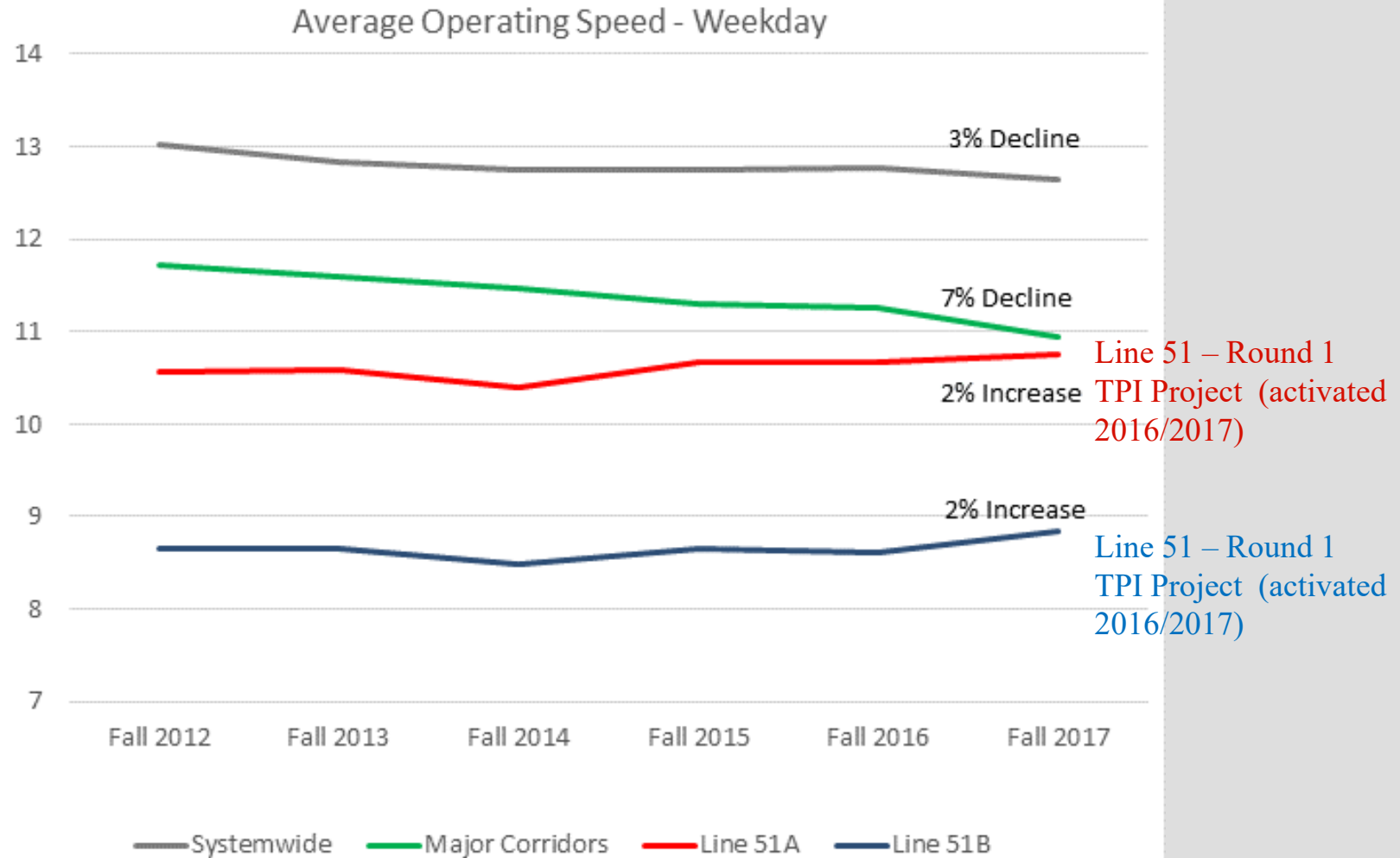
2018
10.3 MPH



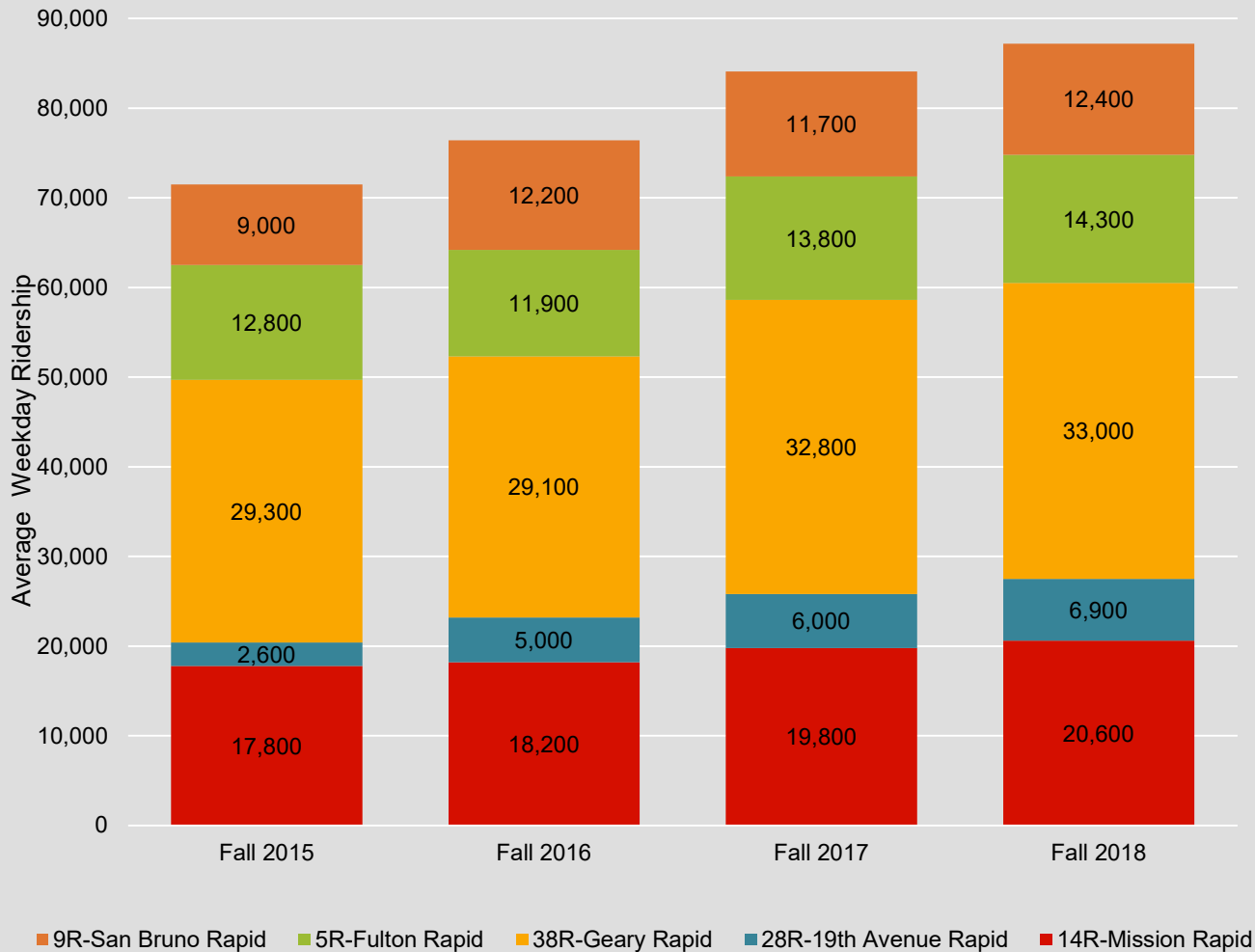
22 Buses



Transit Speed – AC Transit Example



SFMTA: Rapid Ridership Growing



Since 2015, ridership on the Rapid Network has increased **22%**.

Added capacity and increased frequencies on rapid routes has not only brought new riders but also shifted demand from Local to Rapid service.

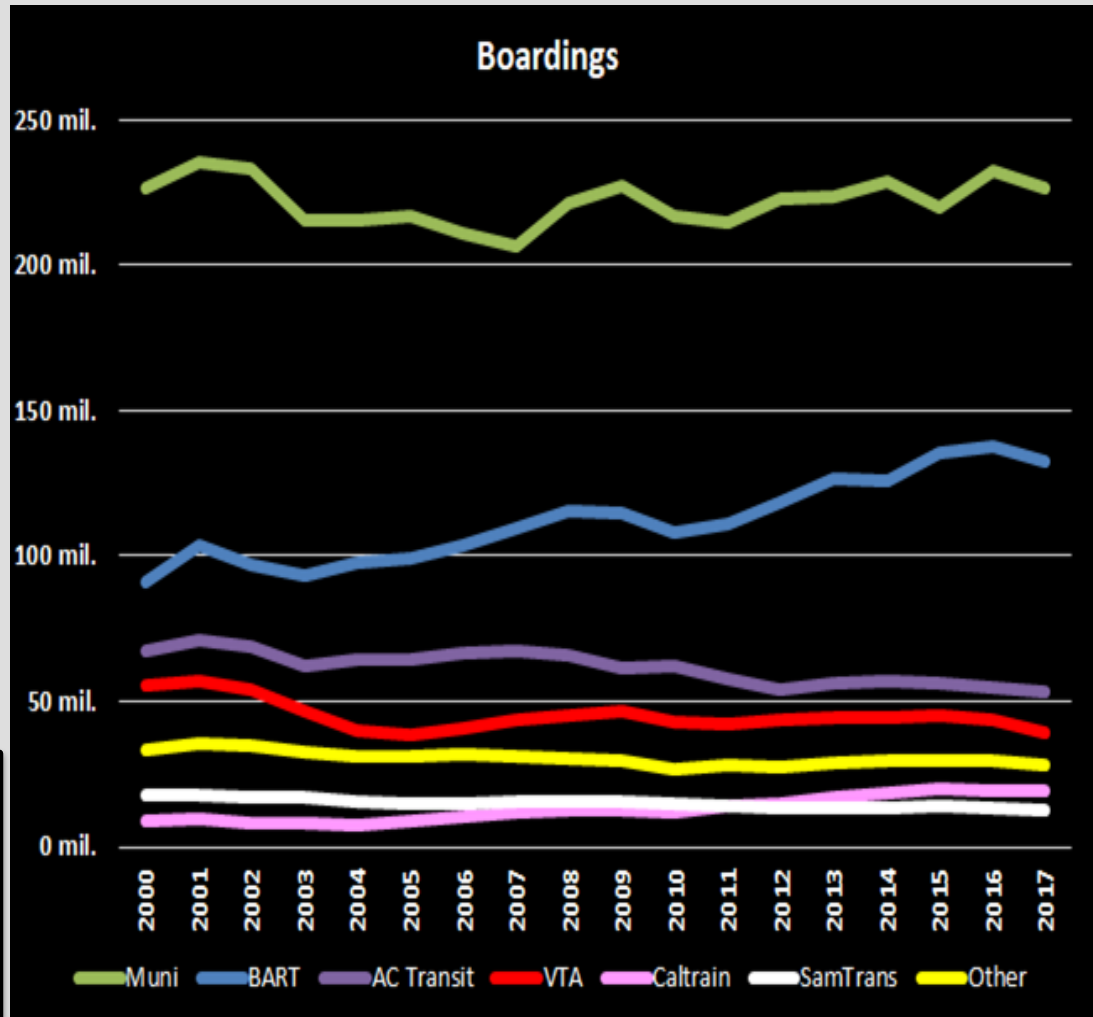
Ridership Trends and Observations

Bay Area Transit Use Study (UCLA Partnership):

- How and where is transit use changing?
- How is transit service changing, or not changing?
- How are transit riders changing?

Mode Share Observations:

- In SF, TNC use increased from 0% in 2012 to 4% in 2017
- Regionwide, telecommuting is on the rise: 4% in 2000 to 6.3% in 2016



Performance Measures Proposal

In place of financial consequences related to performance targets, launch a cooperative effort that brings together focused efforts:

- 1) Improve financial position
 - Maintain progress on aligning costs with productivity; stay vigilant
 - Proactively address labor challenges
- 2) Improve service for the customer and attract new riders
 - Continue operator-led service planning assessments
 - Transit Use Study (UCLA led, underway)
 - First/ Last Mile and integration of Mobility as a Service
 - Coordination of fares, schedules, mapping
 - Implement steps to speed up bus trips:
 - Support local projects to improve speed
 - HOV lanes
 - Pricing

Next Steps

Spring/Summer 2019:

Collaborate with Transit agencies to evaluate issue areas

Summer/Fall 2019:

Continue annual TSP performance monitoring

Late 2019:

- Hold a Transit Sustainability Workshop
- Evaluate Implications for Plan Bay Area



Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #:	19-0165	Version:	1	Name:	
Type:	Report	Status:		Informational	
File created:	2/8/2019	In control:		Policy Advisory Council	
On agenda:	3/13/2019	Final action:			
Title:	Staff Liaison Report (5 minutes)				

Relevant MTC policy decisions and other activities.

Sponsors:

Indexes:

Code sections:

Attachments: [07_Staff_Liaison_Report_March_2019.pdf](#)

Date	Ver.	Action By	Action	Result
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Subject:

Staff Liaison Report
(5 minutes)

Relevant MTC policy decisions and other activities.

Presenter:

Marti Paschal, Staff Liaison

Recommended Action:

Information

Attachments:



METROPOLITAN
TRANSPORTATION
COMMISSION

Agenda Item 7

Bay Area Metro Center
375 Beale Street
San Francisco, CA 94105
TEL 415.778.6700
WEB www.mtc.ca.gov

Memorandum

TO: Policy Advisory Council
FR: Marti Paschal, Staff Liaison
RE: Staff Liaison Report – March 2019

DATE: March 6, 2019

W.I. 1114

Scott Haggerty Elected Chair of the Metropolitan Transportation Commission

Alameda County Supervisor Scott Haggerty took over the helm of the Metropolitan Transportation Commission on February 27, 2019 after the 19 voting members of the 21-member regional Commission unanimously elected him as chair for the two-year term running through February 2021. Haggerty has served for the past two years as MTC's vice chair, and has represented Alameda County on the Commission since 2000.

“When MTC is at its best, we are finding regional solutions to regional problems. I hope the entire organization — Commission and staff alike — can focus on this over the next two years,” Haggerty said. “Our regional agenda, of course, includes meeting the Bay Area's many different transportation challenges and advancing solutions to the Bay Area's housing crisis. But we also need to take an even wider view and remember that we are part of a Northern California mega-region.

“We will need to look at not just how we can solve problems that cut across the borders of our 101 cities, or cross the borders of our nine counties. We also need to work as partners with our neighbors in the San Joaquin Valley, in the Sacramento Valley and other areas to the north and south.”

Haggerty was first elected to the Alameda County Board of Supervisors in 1996. Haggerty previously served as MTC chair from 2009 to 2011. In addition to his longtime service at MTC, Haggerty is a member and former chair of the Bay Area Air Quality Management District, the Association of Bay Area Governments and the Oakland Alameda County Coliseum Authority. Haggerty represents Alameda County on the National Association of Counties, and also serves as a member of the Alameda County Transportation Commission, San Joaquin Regional Rail Commission, Livermore Amador Valley Transit Authority and Tri-Valley Transportation Council.

Haggerty replaces Rohnert Park City Councilman Jake Mackenzie as Commission Chairman.

Commissioners also elected Napa County Supervisor Alfredo Pedroza to serve as MTC's vice chair for the next two years. Pedroza was first appointed as a supervisor by Gov. Jerry Brown in 2015, then he was elected in 2016. He was appointed to the MTC in 2017.

“I am grateful to serve the Bay Area and our local communities during a critical time when striking the right balance between regional and local action is key,” Pedroza said. “We need to continue to invest in our regional transportation networks to improve quality of life, especially as housing shortages continue to put pressure on our infrastructure.”

Pedroza is active with service clubs and nonprofit organizations. He is a graduate of Sonoma State University, from where he earned a Bachelor's degree in Business Administration and a minor in Economics.

Three of MTC's seats changed hands last month, with San Francisco Supervisor Hillary Ronen replacing Jane Kim as the representative of the City and County of San Francisco; Millbrae City Councilwoman Gina Papan replacing Redwood City Councilwoman Alicia Aguirre as the representative of San Mateo County cities; and Sonoma County Supervisor David Rabbitt replacing Julie Pierce as the representative of the Association of Bay Area Governments.

MTC-backed Senior Affordable Housing Project Breaks Ground in San Jose

First Community Housing broke ground last month on a 64-unit, MTC-backed affordable senior housing project near the Fruitdale VTA light-rail station in San Jose. Twenty-three of the units in the mixed-use Leigh Avenue Senior Apartments project will be dedicated to residents needing in-home services.

San Jose-based First Community Housing has designed the project to LEED Platinum standards and plans to provide free transit passes for all residents. The property's 7,000 square feet of commercial space will house dental offices. The project is funded in part by a \$2.9 million loan from the Bay Area Transit-Oriented Affordable Housing Fund (TOAH), which received \$10 million in seed money from MTC in 2008.

TOAH is the product of the initial MTC investment and the Great Communities Collaborative, which brings together funders, advocates, public sector partners and financial intermediaries to help the process of building affordable homes. The revolving loan fund provides financing for the development of affordable housing and other vital community services near transit lines throughout the Bay Area. TOAH has originated nine acquisition or refinance loans to date for the development or preservation of nearly 900 units of affordable housing across San Francisco, Alameda and Santa Clara counties.

Richmond-San Rafael Bridge Scheduled for More Joint Replacement

Caltrans and the Bay Area Toll Authority (BATA) announced that contractors working on the Richmond-San Rafael Bridge to replace the upper-deck joint that failed February 7 will remain on site for the next several months to replace 31 more joints on the upper deck of the 63-year-old span. Due to the replacement of these steel-and-concrete joints, the targeted opening date for a bicycle/pedestrian path on the bridge's upper deck has been pushed back from this spring to this summer.

Installation of the four-mile-long moveable barrier system that will separate bicyclists and pedestrians from westbound auto traffic on the bridge's upper deck originally had been scheduled for April 2019. This work is now slated for June 2019 to allow crews unfettered access to each of the additional joint-repair locations over the next three months. Inclement weather could extend this schedule. Opening of the bicycle/pedestrian path likely will follow installation of the moveable barrier system by three to four weeks.

The Richmond-San Rafael Bridge includes a total of 856 deck joints, of which 795 were rebuilt in the early 2000s either as part of the seismic retrofit of the bridge or through other rehabilitation projects. The remaining 61 joints (including the 31 on the upper deck to be replaced in the coming weeks as well as 30 on the lower deck that will be replaced through a Caltrans contract later in 2019) are located in the bridge's 289-foot truss sections and date to the span's original construction in the 1950s. The most recent inspections of the undersides of these joints, including the joint at bridge Pier 59 that failed earlier this month and prompted hours-long closures of the bridge to traffic in both directions, were conducted in August 2018. Deck-level inspection of the joints most recently were performed in July 2017.

Replacement of the failed joint at Pier 59 is expected to be complete by Saturday, March 2, with nearly identical work on the 31 additional upper-deck joints scheduled to begin March 4. Motorists crossing the Richmond-San Rafael Bridge can expect traffic lane closures in each direction from 9 p.m. to 5 a.m. to accommodate the joint replacement project. At least one lane of traffic in each direction will remain open each night while work is completed. Costs for replacement of the Pier 59 joint are expected to total about \$300,000. BATA projects a roughly \$8 million cost to replace the 31 additional joints on the upper deck of the bridge.

The 5.5-mile bicycle/pedestrian path that will establish the first Bay Trail connection between Contra Costa and Marin counties — and the third lane that opened on the lower deck of the Richmond-San Rafael Bridge in April 2018 to carry peak-period eastbound traffic — were developed through a partnership between BATA, Caltrans, the Contra Costa Transportation Authority and the Transportation Authority of Marin.

BATA administers all toll revenues from the region's seven state-owned toll bridges. Caltrans owns and operates the state highway system, including the Richmond-San Rafael Bridge.



Metropolitan Transportation Commission

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Legislation Details (With Text)

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File created:	2/8/2019	In control:		Policy Advisory Council	
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Members of the Council may report on locally relevant issues or events.

Sponsors:

Indexes:

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Date	Ver.	Action By	Action	Result
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Subject:

Council Member Reports
(10 minutes)

Members of the Council may report on locally relevant issues or events.

Presenter:

Randi Kinman, Council Chair

Recommended Action:

Information

Attachments:



Metropolitan Transportation Commission

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Sponsors:

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New Business
(5 minutes)

Members of the Council may bring up new business for discussion or addition to a future agenda.

Presenter:

Randi Kinman, Council Chair

Recommended Action:

Discussion

Attachments: