Association of Bay Area Governments

METROPOLITAN TRANSPORTATION COMMISSION

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

Meeting Agenda

Regional Advisory Working Group

Tuesday, February 9, 2021 | **9:35 AM** | **Yerba Buena - 1st Floor (REMOTE)**

In light of Governor Newsom's State of Emergency declaration regarding the COVID-19 outbreak and in accordance with Executive Order N-29-20 issued by Governor Newsom on March 17, 2020 and the Guidance for Gatherings issued by the California Department of Public Health, the meeting will be conducted via webcast, teleconference, and Zoom for stakeholders who will participate in the meeting from individual remote locations. Please note, RAWG is not a Brown Act meeting.

The meeting webcast will be available at http://mtc.ca.gov/whats-happening/meetings Members of the public are encouraged to participate remotely via Zoom at the following link or phone number. Stakeholders and members of the public participating by Zoom wishing to speak should use the "raise hand" feature, dial *9, or use the Question & Answer field as appropriate. In order to get the full Zoom experience, please make sure your application is up to date.

Attendee Link: https://bayareametro.zoom.us/j/89950965012
iPhone One-Tap: US: +14086380968,,89950965012# or +16699006833,,89950965012#
Join by Telephone: 888 788 0099 (Toll Free) or 877 853 5247 (Toll Free)
Webinar ID: 899 5096 5012
International numbers available: https://bayareametro.zoom.us/u/kv4lz5pyR
Detailed instructions on participating via Zoom are available at:
https://mtc.ca.gov/how-provide-public-comment-board-meeting-zoom

Members of the public may participate by phone or Zoom or may submit comments by email at info@bayareametro.gov by 5:00 p.m. the day before the scheduled meeting date. Please include the committee or board meeting name and agenda item number in the subject line. Due to the current circumstances there may be limited opportunity to address comments during the meeting. All comments received will be submitted into the record.

9:35 a.m.

1. 20-1671 Welcome, Introductions

Presenter: Matt Maloney and Dave Vautin

9:40 a.m.

2. 21-0195 Plan Bay Area 2050: Implementation Plan Update

Update on the Plan Bay Area 2050 Implementation Plan, including success factors, proposed MTC/ABAG roles, and select implementation priorities.

Action: Information

Presenter: Chirag Rabari

Attachments: 02i_PLNG-5ai_PBA50_Implementatio Plan_Update_Summary Sheets and Atta
02ii_PLNG-5aii_PBA50_Implementation Plan_Update_Attachment A-PPT.pdf

10:40 a.m.

3. Next Steps / Other Business / Public Comments

*Stakeholders and members of the public participating by Zoom wishing to speak should use the "raise hand" feature, dial *9, or use the Question & Answer field as appropriate.*

10:45 a.m.

4. Adjournment / Next Meeting

The next meeting of the Regional Advisory Working Group will be Tuesday, March 9, 2021 at 9:35 a.m. remotely and by webcast as appropriate depending on the status of any shelter in place orders. Any changes to the schedule will be duly noticed to the public.

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.

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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.

Association of Bay Area Governments
METROPOLITAN TRANSPORTATION COMMISSION

Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #:	20-1671	**Version:**	1	**Name:**	
Type:	Report			**Status:**	Informational
File created:	11/4/2020			**In control:**	Regional Advisory Working Group
On agenda:	2/9/2021			**Final action:**	
Title:	Welcome, Introductions				
Sponsors:					
Indexes:					
Code sections:					
Attachments:					

Date	Ver.	Action By	Action	Result

Subject:
Welcome, Introductions

Presenter:
Matt Maloney and Dave Vautin

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Association of Bay Area Governments
METROPOLITAN TRANSPORTATION COMMISSION

Metropolitan Transportation Commission

375 Beale Street, Suite 800
San Francisco, CA 94105

Legislation Details (With Text)

File #:	21-0195	**Version:**	1	**Name:**	
Type:	Report			**Status:**	Informational
File created:	1/8/2021			**In control:**	Regional Advisory Working Group
On agenda:	2/9/2021			**Final action:**	
Title:	Plan Bay Area 2050: Implementation Plan Update Update on the Plan Bay Area 2050 Implementation Plan, including success factors, proposed MTC/ABAG roles, and select implementation priorities.				
Sponsors:					
Indexes:					
Code sections:					
Attachments:	02i_PLNG-5ai_PBA50_Implementatio Plan_Update_Summary Sheets and Attachments B and C.pdf 02ii_PLNG-5aii_PBA50_Implementation Plan_Update_Attachment A-PPT.pdf				

Date	Ver.	Action By	Action	Result

Subject:
Plan Bay Area 2050: Implementation Plan Update

Update on the Plan Bay Area 2050 Implementation Plan, including success factors, proposed MTC/ABAG roles, and select implementation priorities.

Presenter:
Chirag Rabari

Recommended Action:
Information

Attachments:

Metropolitan Transportation Commission and the Association of Bay Area Governments

Regional Advisory Working Group

February 9, 2021 **Agenda Item 2**

Plan Bay Area 2050: Implementation Plan Update

Subject: Update on the Plan Bay Area 2050 Implementation Plan, including success factors, proposed MTC/ABAG roles, and select implementation priorities.

Background: Regional Advisory Working Group Agenda Item 2, Plan Bay Area 2050: Implementation Plan Update, is attached. This report will be presented to the Joint MTC Planning Committee with the ABAG Administrative Committee on February 12, 2021.

Staff will be at your February 9 meeting to discuss this report. The Working Group's input is requested.

Attachments: Agenda Item 5a from the February 12, 2021 Joint MTC Planning Committee with the ABAG Administrative Committee meeting

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

February 12, 2021 **Agenda Item 5a**

Plan Bay Area 2050: Implementation Plan Update

Subject: Update on the Plan Bay Area 2050 Implementation Plan, including success factors, proposed MTC/ABAG roles, and select implementation priorities.

Background: The Plan Bay Area 2050 Implementation Plan will focus on short-term, tangible actions that MTC and ABAG can take to advance the adopted 35 strategies in the Plan Bay Area 2050 Final Blueprint, in partnership with other public agencies, non-profit organizations, and the private sector. In November 2020, staff introduced the Implementation Plan's goals, objectives, scope and timeline. Since then, activities have focused on internal and external engagement, with an eye towards evaluating success requirements for each of the Plan's strategies, potential MTC/ABAG implementation roles for each strategy, and priority implementation actions.

Key Engagement Activities. Two virtual stakeholder sessions were held in November 2020, drawing over 150 registrants and participants representing over 100 different organizations and entities, including local jurisdictions, public agencies, non-profit and advocacy organizations, and various planning stakeholders. Staff also held over 20 small-group follow-up discussions with interested stakeholders to develop potential implementation actions in greater detail and discuss roles for partners in supporting strategy implementation. Focus groups with community-based organizations (CBOs) and youth organizations were also held to discuss which Plan strategies should be advanced most expediently. Finally, a public survey was released in early January to gauge the general public's top priorities for implementation over the next five years, with results shown in **Attachment C**.

Findings. These activities have yielded thousands of recommendations for staff's consideration and evaluation. **Attachment B** includes the draft results of a four-factor assessment conducted by staff and stakeholders. The assessment sought to evaluate and identify current conditions with respect to key factors for strategy success, including *authority*, *financial resources*, *technical capacity*, and *public/political support*. The attachment also contains a draft recommended MTC/ABAG implementation roles for each of the Plan's adopted 35 strategies moving forward: whether to *lead*, *partner*, or *support*. These initial role recommendations are summarized by Plan element as follows:

Proposed MTC/ABAG Role in Strategy Implementation by Plan Element				
Element	**Lead**	**Partner**	**Support**	**Total**
Transportation	3	8	1	**12**
Housing	4	2	2	**8**
Economy	0	2	5	**6**
Environment	3	4	2	**9**
Total	**10**	**15**	**10**	**35**

Staff anticipates returning next month to present draft implementation recommendations for each strategy to the relevant committees and working groups, as well as key policy and strategy considerations. As a preview, staff and stakeholders have identified an initial suite of high-priority implementation actions, which will be augmented in the coming weeks:

Implementation Vehicle	Select Implementation Priorities
Advocacy & Legislation	• Prepare to advance future regional funding measures for housing, transportation, and/or resilience • Partner with BAAQMD to obtain authority and work to expand commuter benefits programs • Clearly define MTC/ABAG's role in sea level rise following regional conversations on governance
New, Existing or Restructured Initiatives	• Implement the recommendations of the Blue-Ribbon Transit Recovery Task Force • Align multi-element implementation priorities with OBAG 3 development • Revamp the Priority Conservation Area (PCA) program using a data-driven approach while integrating a broader range of policy concerns
Planning or Research	• Collaborate with jurisdictions to initiate Priority Development Area (PDA) plans for all remaining PDAs by 2025 • Lead regional study to evaluate road pricing opportunities and implementation challenges • Work with local jurisdictions to develop up to five Priority Production Area (PPA) plans as part of the pilot program

Next Steps: A broader list of potential implementation actions will be developed this month and presented for feedback, likely in March. Future Implementation Plan phases will further identify resource requirements, partnerships, and proposed implementation timeframes for each Plan strategy, following the release of the Draft Implementation Plan this spring.

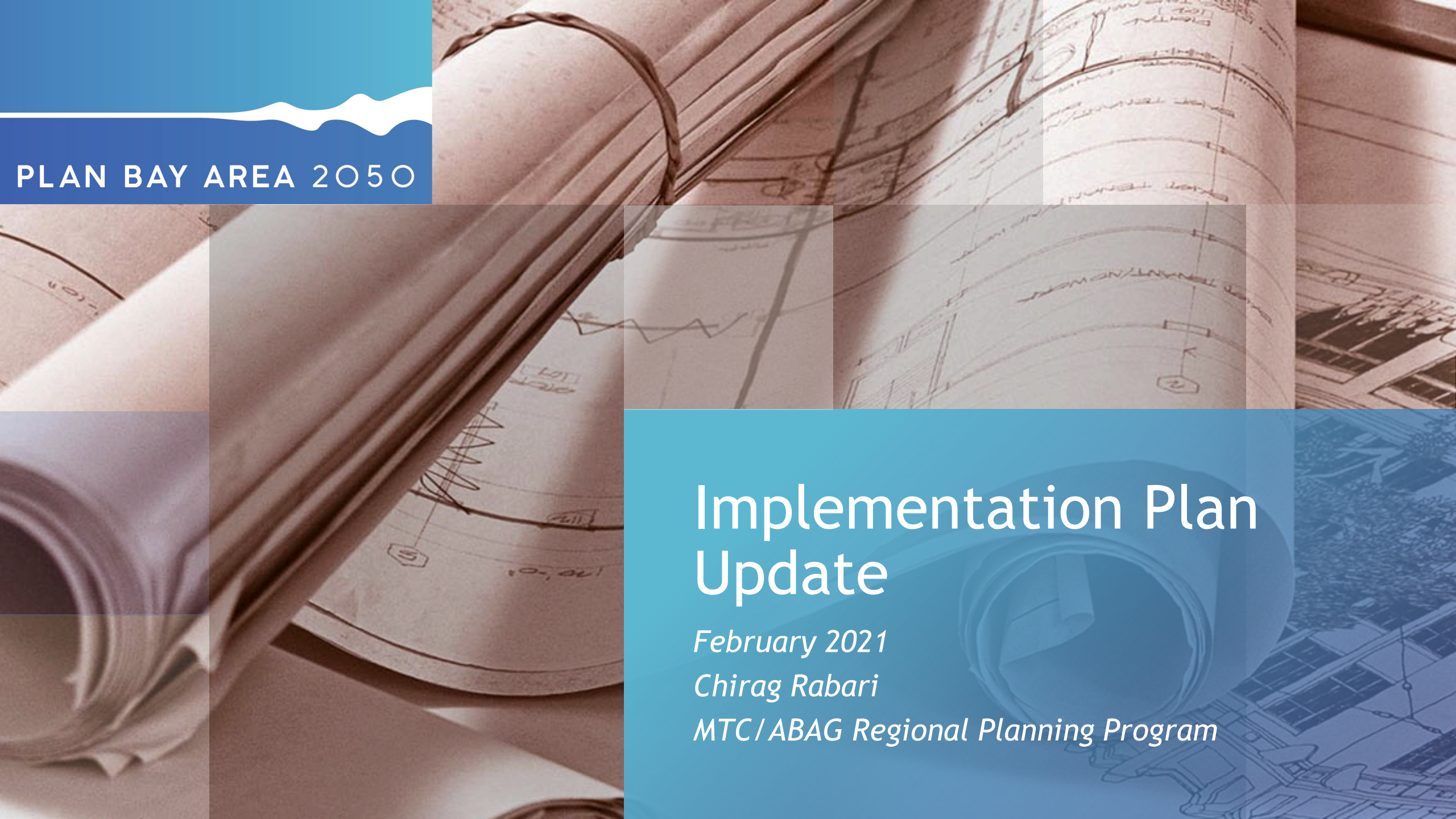
Issues: None

Recommendation: Information

Attachments: Attachment A: Presentation
Attachment B: Strategy Assessment and MTC/ABAG Role Recommendation
Attachment C: Implementation Plan Public Engagement Results

Therese W. McMillan

PLAN BAY AREA 2050



Implementation Plan Update

February 2021

Chirag Rabari

MTC/ABAG Regional Planning Program

Implementation Plan: Timeline



Sept-Nov 2020

Phase 1: Internal Engagement

- Strategy assessment
- Mapping complementary efforts/initiatives
- Nov. committees feedback ★



Nov-Jan 2021

Phase 2: External Engagement

- Two virtual stakeholder meetings
- Office hours, small group meetings
- Public/CBO outreach



Feb-Apr 2021

Phase 3: Draft Plan

- Feb. + Mar. progress update to committees ★
- Resource and prioritization assessment
- Develop Draft Implementation Plan



May-Jul 2021

Phase 4: Partnerships

- Draft Plan release ✓
- Convene focused stakeholder groups to cement partnerships
- Continue public outreach
- Refine resources & priorities



Fall 2021

Phase 5: Final Plan

- Develop Final Implementation Plan
- Final Plan release ✓

★ = Board/Commission input ✓ = Board/Commission approval

PLAN BAY AREA 2050

Who Have We Heard From?

- The November virtual stakeholder sessions had over 150 registrants and participants, representing over 100 different organizations and entities
- The sessions generated approximately 3,100 discrete pieces of data, including assessments of each strategy, recommended MTC/ABAG roles, 500+ partnership suggestions, and 500+ implementation recommendations
- In addition:
  - Small group and one-on-one follow-up discussions
  - Focus groups with CBOs & youth organizations
  - Public survey to prioritize which strategies to accelerate towards implementation





Today's Agenda: Seeking Feedback

Area 1

- Review and discuss **strategy assessment**

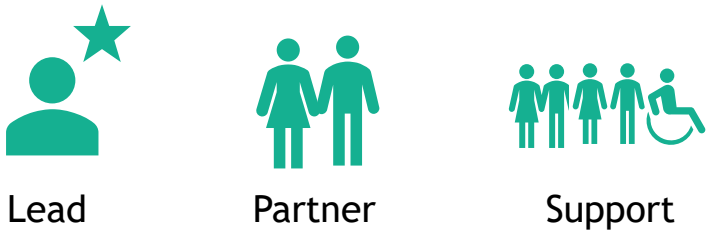
Area 2

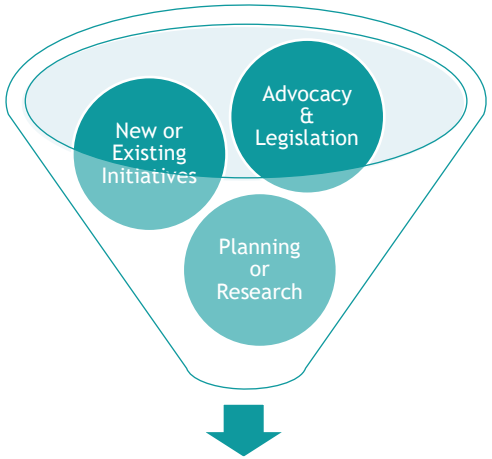
- Review and discuss recommended **MTC/ABAG implementation role**

Area 3

- Preview select **implementation actions/priorities**



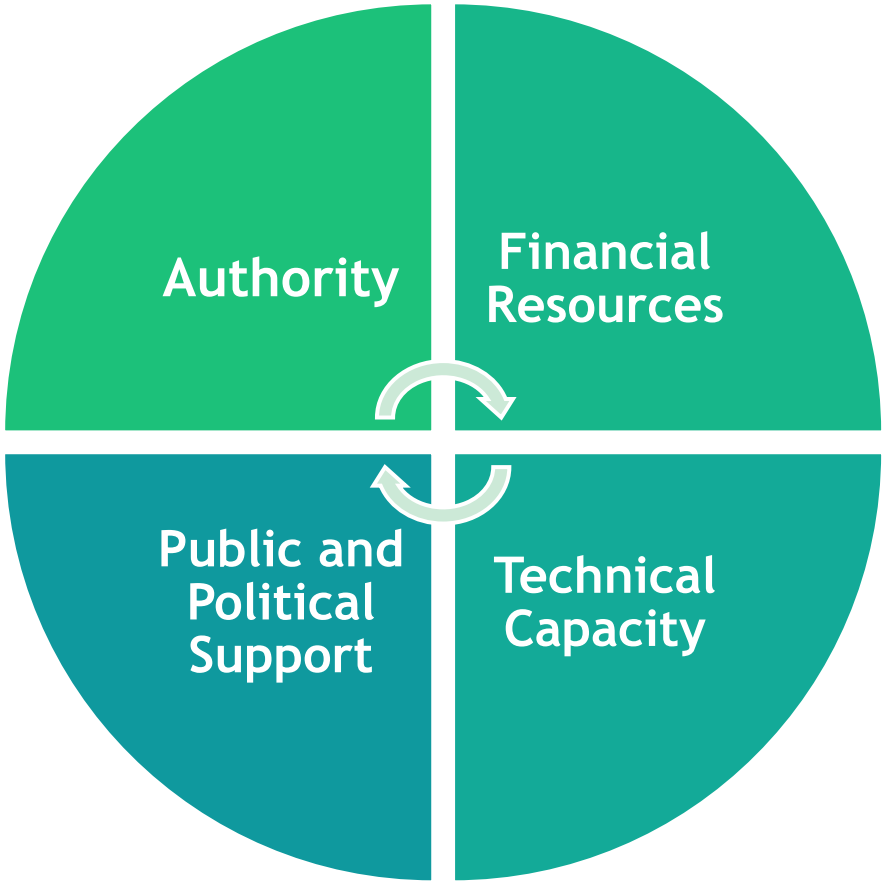




Strategy Assessment

For each of the Plan's 35 adopted strategies, we wanted to know: where do MTC/ABAG currently stand with respect to these key factors for strategy success?

The assignment to carry out the strategies and attendant tasks involved: generally established through Legislation or other legal means



Funding in the amounts, and with the requisite control and stability, required to carry out strategies associated with vested authority

While less quantifiable than the other elements, this element is a critical prerequisite for accessing the other three.

The institutional "wrap around" of knowledge, staffing, process and procedure required to successfully implement strategies.

Assessment Ratings: Limited | Partial | Existing

Recommended MTC/ABAG Implementation Roles

For each of the Plan's 35 adopted strategies, we wanted to know: what should be MTC/ABAG's role in strategy implementation moving forward?

Lead

- MTC/ABAG already has, or should work to secure, significant elements of all four strategy success factors. May involve serving as a coalition leader, champion, chief advocate, or catalyst.

Partner

- MTC/ABAG already has, or should work to secure, some - but not all - of the four strategy success factors. The strategy's ultimate success will depend upon partnership among regional policymakers, local governments, partnership agencies and civic organizations.

Support

- MTC/ABAG does not have, and is not in the best position to secure, significant elements of the four strategy success factors. MTC/ABAG will offer support for strategy implementation efforts led by other entities.

Draft Strategy Assessment: Transportation

	Strategy	Cost ($Billion)	*Assessment of Current Conditions*				MTC/ABAG Recommended Implementation Role
			Authority	Financial Resources	Public & Political Support	Technical Capacity	
T1	Restore, Operate, and Maintain the Existing System	$393					Partner
T2	Support Community-Led Transportation Enhancements in Communities of Concern	$8					Partner
T3	Enable a Seamless Mobility Experience	$3					Lead
T4	Reform Regional Fare Policy	$10					Lead
T5	Implement Per-Mile Tolling on Congested Freeways with Transit Alternatives	$1					Lead
T6	Improve Interchanges and Address Highway Bottlenecks	$11					Support
T7	Advance Other Regional Programs and Local Priorities	$18					Partner

Legend: **Limited** **Partial** **Existing** = *Key GHG Reduction Strategy*

Draft Strategy Assessment: Transportation *(cont'd)*

	Strategy	Cost ($Billion)	*Assessment of Current Conditions*				MTC/ABAG Recommended Implementation Role
			Authority	Financial Resources	Public & Political Support	Technical Capacity	
T8	Build a Complete Streets Network	$13					Partner
T9	Advance Regional Vision Zero Policy through Street Design and Reduced Speeds	$4					Partner
T10	Enhance Local Transit Frequency, Capacity, and Reliability	$25					Partner
T11	Expand and Modernize the Regional Rail Network	$72					Partner
T12	Build an Integrated Regional Express Lane and Express Bus Network	$9					Partner

Legend: **Limited** **Partial** **Existing**

= *Key GHG Reduction Strategy*

Draft Strategy Assessment: Housing

Legend: Limited | Partial | Existing

= *Key GHG Reduction Strategy*

	Strategy	Cost ($Billion)	*Assessment of Current Conditions*				MTC/ABAG Recommended Implementation Role
			Authority	Financial Resources	Public & Political Support	Technical Capacity	
H1	Further Strengthen Renter Protections Beyond State Legislation	$2					Support
H2	Preserve Existing Affordable Housing	$237					Lead
H3	Allow a Greater Mix of Housing Densities and Types in Blueprint Growth Geographies	-					Partner
H4	Build Adequate Affordable Housing to Ensure Homes for All	$219					Lead
H5	Integrate Affordable Housing into All Major Housing Projects	-					Support
H6	Transform Aging Malls and Office Parks into Neighborhoods	-					Partner
H7	Provide Targeted Mortgage, Rental, and Small Business Assistance to Communities of Concern	$10					Lead
H8	Accelerate Reuse of Public and Community Land for Mixed-Income Housing and Services	-					Lead

Draft Strategy Assessment: Economy

	Strategy	Cost ($Billion)	*Assessment of Current Conditions*				MTC/ABAG Recommended Implementation Role
			Authority	Financial Resources	Public & Political Support	Technical Capacity	
EC1	Implement a Statewide Universal Basic Income	$205					Support
EC2	Expand Job Training and Incubator Programs	$5					Support
EC3	Invest in High-Speed Internet in Underserved Low-Income Communities	$10					Partner
EC4	Allow Greater Commercial Densities in Growth Geographies	-					Support
EC5	Provide Incentives to Employers to Shift Jobs to Housing-Rich Areas Well Served by Transit	$10					Support
EC6	Retain and Invest in Key Industrial Lands	$4					Partner

Legend: **Limited** **Partial** **Existing**

= *Key GHG Reduction Strategy*

Draft Strategy Assessment: Environment

	Strategy	Cost ($Billion)	*Assessment of Current Conditions*				MTC/ABAG Recommended Implementation Role
			Authority	Financial Resources	Public & Political Support	Technical Capacity	
EN1	Adapt to Sea Level Rise	$19					Lead
EN2	Provide Means-Based Financial Support to Retrofit Existing Buildings *(Energy, Water, Seismic, Fire)*	$15					Partner
EN3	Fund Energy Upgrades to Enable Carbon-Neutrality in All Existing Commercial and Public Buildings	$18					Support
EN4	Maintain Urban Growth Boundaries	-					Support
EN5	Protect and Manage High-Value Conservation Lands	$15					Partner
EN6	Modernize and Expand Parks, Trails, and Recreation Facilities	$30					Partner

Legend: Limited | Partial | Existing

= *Key GHG Reduction Strategy*

Draft Strategy Assessment: Environment *(cont'd)*

	Strategy	Cost ($Billion)	*Assessment of Current Conditions*				MTC/ABAG Recommended Implementation Role
			Authority	Financial Resources	Public & Political Support	Technical Capacity	
EN7	Expand Commute Trip Reduction Programs at Major Employers	-					Co-Lead (with Air District)
EN8	Expand Clean Vehicle Initiatives	$4					Partner
EN9	Expand Transportation Demand Management Initiatives	$1					Lead

Legend: **Limited** **Partial** **Existing**

= *Key GHG Reduction Strategy*

Select Implementation Priorities

Advocacy and Legislation

- Prepare to advance future regional funding measures for housing, transportation, and/or resilience
- Partner with BAAQMD to obtain authority and work to expand commuter benefits programs
- Clearly define MTC/ABAG's role in sea level rise following regional conversations on governance

New, Existing, or Restructured Initiatives

- Implement the recommendations of the Blue-Ribbon Transit Recovery Task Force
- Align multi-element implementation priorities with OBAG 3 development
- Revamp the Priority Conservation Area (PCA) program using a data-driven approach while integrating a broader range of policy concerns

Planning or Research

- Collaborate with jurisdictions to initiate Priority Development Area (PDA) plans for all remaining PDAs by 2025 and consider planning needs for High-Resource Areas (HRA) and Transit-Rich Areas (TRA) moving forward
- Lead regional study to evaluate road pricing opportunities and implementation challenges
- Work with local jurisdictions to develop up to five Priority Production Area (PPA) plans as part of the pilot program

Implementation Plan: Next Steps

- **Anticipate returning to committee & working groups next month** after incorporating feedback; will present on draft implementation recommendations for each strategy, as well as key policy and strategy considerations
- Evaluate multi-strategy and multi-element implementation areas, such as equity & resilience, as well as future advocacy priorities
- Begin resource and prioritization assessment
- **Spring 2021:** release Draft Implementation Plan
- **Spring and Summer 2021:** engage in partnership phase



Committee Member Feedback

Staff are seeking feedback from Committee members on the following items, among others:

1. Which strategies are *your* highest priorities to accelerate for implementation?
2. Does the draft strategy assessment make sense? Are there strengths and weaknesses that are not currently reflected?
3. Do the draft role recommendations make sense? Are there areas you would like to see the agencies "step up", or alternatively, back?

PLAN BAY AREA 2050



Questions & Discussion

For further information on the Implementation Plan, contact Chirag Rabari at crabari@bayareametro.gov

KARL NIELSEN

METROPOLITAN TRANSPORTATION COMMISSION

METROPOLITAN TRANSPORTATION COMMISSION
ASSOCIATION OF BAY AREA GOVERNMENTS

A T T A C H M E N T B

Plan Bay Area 2050 Implementation Plan: Strategy Assessment and Recommended MTC/ABAG Role

Strategy Assessment: Ratings along four key factors reflect qualitative, consensus assessments based on feedback from internal staff and external stakeholders. The assessment focuses on current conditions with respect to MTC/ABAG's authority, resources, and capacity, and public/political support for the Plan's 35 adopted strategies.

Strategy Success Factor Definitions

- **Authority**: The assignment to carry out the strategies and attendant tasks involved: generally established through legislation or other legal means.
- **Financial Resources**: Funding in the amounts, and with the requisite control and stability, required to carry out strategies associated with vested authority.
- **Technical Capacity**: The institutional "wrap around" of knowledge, staffing, process and procedure required to implement strategies.
- **Public and Political Support**: While less quantifiable than the other elements, this element is a critical prerequisite for accessing the other three.

Assessment Ratings of Current Conditions

- **Limited**: No or little authority, financial resources, and/or technical capacity exist within MTC/ABAG to carry out the strategy effectively, efficiently, and equitably. Public and political support is limited.
- **Partial**: Authority, financial resources, and/or technical capacity are partially present within MTC/ABAG, but not at a sufficient level to carry out the strategy effectively, efficiently, and equitably. Public and political support is mixed.
- **Existing**: Authority, financial resources, and/or technical capacity exist within MTC/ABAG and the strategy can be carried out with a high degree of effectiveness, efficiency, and equity. The strategy has a high degree of public and political support.

MTC/ABAG Role Recommendation: Implementation roles reflect qualitative, consensus recommendations based on feedback from internal staff and external stakeholders regarding MTC/ABAG's proposed role in strategy implementation. Recommendations are forward-looking and may therefore be aspirational with respect to addressing limitations identified as part of the strategy assessment. In addition, this initial recommendation may be thought of as an overall strategic orientation to implementation; actual roles for future, specific implementation actions may vary.

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

Transportation: Maintain and Optimize the Existing System						
	Assessment of Current Conditions				Recommended MTC/ABAG Implementation Role	Summary
Strategies	Authority	Financial Resources	Public & Political Support	Technical Capacity		
T1. Restore, Operate, and Maintain the Existing System					Partner	"Fix It First" has been MTC's long-standing commitment to the regional transportation network and the agency has technical capacity to support this popular strategy moving forward. However, due to the decentralized nature of authority and financial resources within the regional transportation system, partnership with CTAs, local DOTs, and regional transit operators (among others) will be essential to restoring transit in the post-COVID environment. MTC may take a more active role in this space, depending upon the ultimate findings and recommendations of the Blue-Ribbon Transit Recovery Task Force.
T2. Support Community-Led Transportation Enhancements in Communities of Concern					Partner	MTC has authority to convene relevant stakeholders and some ability to identify and assign finances; however, resources under existing programs such as Lifeline are not sufficient to the scale of identified needs. The agency's recently adopted "Equity Platform" provides an important framework through which to pursue future work; both the Lifeline program and the participatory budgeting pilot offer good proofs of concept / models. Partnerships with counties, cities, CBOs the public, and transit operators will be necessary to realize the strategy's promise, with a focus on engaging with communities on priorities and the project submission process.
T3. Enable a Seamless Mobility Experience					Lead	MTC's transit coordination requirements are laid out in Resolution 3866, which allows MTC to identify, recommend, establish and coordinate transit connectivity improvements, requirements and performance standards and condition regional discretionary funds based on compliance. MTC's authority, however, is inherently limited; transit operators are guided by independent Boards, and coordination requirements are challenging to implement across two dozen operators. Financial resources are available that could potentially support this strategy (e.g., OBAG3), and it is not high-cost relative to its potential ridership benefits. MTC has meaningful capacities within this space (Clipper, 511, signage/wayfinding) but not sufficient to the scale of the strategy. Pending the ultimate findings and recommendations of the Blue-Ribbon Transit Recovery Task Force and Seamless Subcommittee, MTC will have a key role if it transitions to play a role in network management.

MTC/ABAG Assessment Legend	Limited	Partial	Existing		Key GHG Reduction Strategy

Transportation: Maintain and Optimize the Existing System (cont'd)						
	Assessment of Current Conditions					
Strategies	Authority	Financial Resources	Public & Political Support	Technical Capacity	Recommended MTC/ABAG Implementation Role	Summary
T4. Reform Regional Fare Policy					Lead	Although fare coordination requirements are one of the key elements of Resolution 3866, as with Strategy T3 there are implementation challenges with establishing consistency across two dozen independent operators. In addition, fully implementing means-based fares as envisioned by the strategy would require significant subsidy for transit operators, for which financial resources have not yet been identified. That said, MTC may have a key role to play in guiding this effort moving forward, addressing limitations identified as part of the assessment, and serving as a bridge between the region's transit operators. These efforts would build off key successes such as the Clipper program as well as pilots such as Clipper START, and the future recommendations of the Blue-Ribbon Transit Recovery Task Force.
T5. Implement Per-Mile Tolling on Congested Freeways with Transit Alternatives 					Lead	MTC does not currently have the authority to implement this strategy; state legislation would be required and federal regulations would need to be updated. In addition, tepid public and political support will pose a major challenge for successful implementation. Recent Express Lanes efforts with occupancy verification and means-based toll pilots could provide important lessons and serve as an important building block for future implementation efforts. A proposed "Lead" role for this strategy would focus on pursuing implementation actions that address limitations with existing authority, resources, capacity, and support.
T6. Improve Interchanges and Address Highway Bottlenecks					Support	MTC's traditional authorities and resources in this strategy area are clearly defined and delimited as the region's transportation planner, funder, and coordinator. The agency has existing capacity to support local highway and interchange priorities, which generally are not subject to MTC's Project Performance Assessment. There are specific major regional projects such as SR-37, among others, where a more active regional role will be required.
T7. Advance Other Regional Programs and Local Priorities					Partner	MTC's traditional authorities and resources in this strategy area are clearly defined and delimited as the region's transportation planner, funder, and coordinator; the agency has existing capacity to support regional programs such as Clipper and 511 as well as locally defined arterial and local street priorities.

MTC/ABAG Assessment Legend	Limited	Partial	Existing		 Key GHG Reduction Strategy

Strategies	Assessment of Current Conditions: Authority	Financial Resources	Public & Political Support	Technical Capacity	Recommended MTC/ABAG Implementation Role	Summary
Transportation: Create Healthy and Safe Streets						
T8. Build a Complete Streets Network					Partner	MTC has limited authority vis-à-vis programmatic investments such as bike and road projects on local roads and land, as well as limited capacities with respect to street engineering. The agency does, however, have an important role to play in its planning, funding, and coordinating capacities. For example, MTC is in the process of developing a regional Active Transportation Plan which can guide regional strategy and priorities; ultimately, however, local jurisdictions will be responsible for implementation.
T9. Advance Regional Vision Zero Policy through Street Design and Reduced Speeds 					Partner	MTC has limited authority with regards to street design or roadway speeds, which are typically addressed at the local or state levels, but does have the Regional Vision Zero Policy and other policy initiatives to encourage and incentivize local jurisdictions to prioritize safety. Although there is general support for reducing traffic fatalities, there is less specific support for reducing roadway speeds, which could create political challenges. Enforcement would also be a major question with the strategy, as this has generally not been a space that MTC operates in. In addition to the Regional Vision Zero Policy, MTC has also worked on the development of a Regional Integrated Safety Data System and does have technical capacity which can be built upon.
Transportation: Build a Next Generation Transit Network						
T10. Enhance Local Transit Frequency, Capacity, and Reliability					Partner	Although MTC has important authorities and capacities as the regional transportation planner, funder, and coordinator, CTAs and transit operators will ultimately be responsible for implementation. Financial resources are a challenge as many of these investments rely on new revenues that are not secured. In addition, the role designation for T10 may change pending the ultimate findings and recommendations of the Blue-Ribbon Transit Recovery Task Force about a potential "network manager" role.
T11. Expand and Modernize the Regional Rail Network					Partner	

MTC/ABAG Assessment Legend	Limited	Partial	Existing		 Key GHG Reduction Strategy

Transportation: Build a Next Generation Transit Network (cont'd)						
	Assessment of Current Conditions				Recommended MTC/ABAG Implementation Role	Summary
Strategies	Authority	Financial Resources	Public & Political Support	Technical Capacity		
T12. Build an Integrated Regional Express Lane and Express Bus Network					Partner	Currently, MTC only has authority for a portion of the Express Lanes network, so partnership with CTAs and transit operators will be essential to the success of an integrated regional network. Although not all financial resources are secure, the Express Lanes do generate a limited amount of net revenue, with express buses being a lower-cost transit alternative to advance to implementation.

MTC/ABAG Assessment Legend	Limited	Partial	Existing		Key GHG Reduction Strategy

Strategies	Assessment of Current Conditions: Authority	Financial Resources	Public & Political Support	Technical Capacity	Recommended MTC/ABAG Implementation Role	Summary
Housing: Protect and Preserve Affordable Housing						
H1. Further Strengthen Renter Protections Beyond State Legislation					Support	The agencies do not have authority for legislation but BAHFA will have authority to implement programs for renter services if and when funding is secured. Resources are not currently available but could become available over the medium-term (5-8 years) by ballot measure or state/federal appropriation. There is not sufficient technical capacity at the moment but additional capacity could be built if appropriately resourced; this strategy is generally popular although there is some opposition from segments of the real estate industry.
H2. Preserve Existing Affordable Housing					Lead	BAHFA has this authority via its establishing legislation, although it's unlikely the agency would acquire properties on its own; most likely BAFHA would be a funding partner to developers, invest in strengthening the ecosystem of preservation practitioners, and work to convene stakeholders. Financial resources and technical capacity are contingent upon securing significant new resources over the medium-term (5 to 8 years); there is limited internal technical expertise on preservation but could be built if appropriately resourced. There is a major opportunity for BAHFA to provide regional leadership in this space, which is a key plank of the "3P" approach to housing.
Housing: Spur Housing Production at all Income Levels						
H3. Allow a Greater Mix of Housing Densities and Types in Blueprint Growth Geographies					Partner	The agencies have no authority over local land use, zoning, and entitlements; this is an area where local jurisdictions will have to make changes. ABAG does, however, have the Regional Housing Technical Assistance and PDA Planning programs to provide funding and technical assistance to local jurisdictions. Public support may be a challenge in places although there is generally strong support in public polling as well as from relevant policy boards.
H4. Build Adequate Affordable Housing to Ensure Homes for All					Lead	Although BAHFA has authority via statute to fund new affordable housing, it is unlikely to directly build housing and would more likely work as a funding partner to developers and act to convene stakeholders. Financial resources and technical capacity are contingent upon securing new resources over the medium-term (5-8 years). Public support may be a challenge in specific locations but polling shows overwhelming support, in addition to strong support from relevant policy boards. BAHFA's potential funding role would be essential to the implementation of this strategy, which is a key plank of the "3P" approach to housing; however, ultimate success will depend on partnership across multiple sectors – particularly with jurisdictions.

MTC/ABAG Assessment Legend	Limited	Partial	Existing		Key GHG Reduction Strategy

Housing: Spur Housing Production at all Income Levels (cont'd)						
	Assessment of Current Conditions				Recommended MTC/ABAG Implementation Role	Summary
Strategies	Authority	Financial Resources	Public & Political Support	Technical Capacity		
H5. Integrate Affordable Housing into All Major Housing Projects					Support	The agencies have no authority over local inclusionary laws, which generally have few public costs associated with them. It is a relatively popular strategy although there is strong opposition from builders and some unions. Technical capacity could be further strengthened with additional resources.
H6. Transform Aging Malls and Office Parks into Neighborhoods					Partner	The agencies have no authority over local land use, zoning, and entitlements. However, MTC/ABAG does have REAP Grants and PDA Planning Grants to provide financial resources and technical assistance. Staff is currently providing technical assistance on this topic including best practices on rezoning.
Housing: Create Inclusive Communities						
H7. Provide Targeted Mortgage, Rental, and Small Business Assistance to Communities of Concern					Lead	BAHFA has authority via statute to fund these programs, though it most likely would subgrant to existing service providers. A BAHFA pilot program was approved by the Board to coordinate, and eventually fund, service providers and jurisdictions. Resources and capacity are contingent on securing new resources over the medium-term (5 to 8 years). This strategy is very popular with both tenants and landlords, developers, and banks. There is a major opportunity for BAHFA to provide regional leadership in this space, which is one of the key planks of the "3P" approach to housing.
H8. Accelerate Reuse of Public and Community Land for Mixed-Income Housing and Essential Services					Lead	Authority already exists to establish a network, with a focus on convening and coordinating, although not with control over any public land itself. A network could be established with existing resources, although significant new resources would be required to seed the network with development subsidy. This is generally a popular strategy although there may be resistance in specific locations. Some technical capacity exists internally although there are gaps with respect to development on public land.

MTC/ABAG Assessment Legend	Limited	Partial	Existing		Key GHG Reduction Strategy

Economy: Improve Economic Mobility						
	Assessment of Current Conditions				Recommended MTC/ABAG Implementation Role	Summary
Strategies	Authority	Financial Resources	Public & Political Support	Technical Capacity		
EC1. Implement a Statewide Universal Basic Income					Support	Authority, financial resources, and technical capacity are major challenges for this strategy. Although there has been increasing support for cash transfer strategies in recent years – particularly in a post-COVID environment where essential workers have been heavily impacted - it's likely that political viability will depend heavily on the presence of a statewide coalition to advocate for basic income.
EC2. Expand Job Training and Incubator Programs					Support	Authority, financial resources, and technical capacity are major challenges for this strategy. Strong public and political support can provide guidance on the best path forward, with leadership coming from regional and statewide partners and stakeholders.
EC3. Invest in High-Speed Internet in Underserved Low-Income Communities					Partner	Authority, financial resources, and technical capacity are major challenges for this strategy. Strong public and political support can provide guidance on the best path forward, including an opportunity to leverage and learn from relevant local efforts such as the Oakland Undivided Project as well as a major statewide initiative underway. Given the essential nature of internet access in supporting a future with higher levels of telework, a partner role is recommended.
Economy: Shift the Location of Jobs						
EC4. Allow Greater Commercial Densities in Growth Geographies 					Support	The agency has no authority over local land use or permitting, which is exclusively the purview of local jurisdictions. In terms of public costs, there are fewer financial resources needed to implement the strategy. Technical capacity could be further strengthened with additional resources, while public & political support varies across the region.
EC5. Provide Incentives to Employers to Shift Jobs to Housing-Rich Areas Well Served by Transit					Support	Authority, financial resources, and technical capacity are significant challenges for this strategy. Public and political support is mixed depending on the location and nature of expected job shifts.
EC6. Retain and Invest in Key Industrial Lands					Partner	The agency has no authority over local land use or permitting, although there are resources that could potentially fund infrastructure or planning. The Priority Production Area pilot program was approved in 2019, but future funding would need to be aligned to support PPAs in a similar manner to PDAs to support local jurisdictions.

MTC/ABAG Assessment Legend	Limited	Partial	Existing		 Key GHG Reduction Strategy

Strategies	Assessment of Current Conditions: Authority	Financial Resources	Public & Political Support	Technical Capacity	Recommended MTC/ABAG Implementation Role	Summary
Environment: Reduce Risks from Hazards						
EN1. Adapt to Sea Level Rise					Lead	MTC/ABAG have varied authorities and capacities with respect to sea level rise adaptation, although these are generally targeted in specific areas (transportation/land use planning, transportation financing, estuary protection and enhancement, etc.) and are not sufficient given the full scope of identified needs. Financial resources are a major challenge for this popular strategy, which will require collaboration and partnership at all levels of government to succeed. Stakeholders have strongly indicated that MTC/ABAG is well-positioned to lead coordination and funding efforts in this space, in partnership with BCDC.
EN2. Provide Means-Based Financial Support to Retrofit Existing Residential Buildings (Energy, Water, Seismic, Fire)					Partner	ABAG and its affiliated Local Collaboration Programs have varied authorities and capacities with respect to building retrofits and energy upgrades, although these are generally targeted to specific areas and not sufficient to the scope of identified needs. Financial resources are a major challenge for this popular strategy, which will require collaboration at all levels of government to succeed. Currently, the agency focus remains on residential buildings, but this could be expanded to a broader suite of buildings in the future.
EN3. Fund Energy Upgrades to Enable Carbon-Neutrality in All Existing Commercial and Public Buildings					Support	
Environment: Expand Access to Parks and Open Space						
EN4. Maintain Urban Growth Boundaries 					Support	MTC/ABAG have no authority to implement urban growth boundaries. Although there are some modest jurisdictional costs associated with this popular strategy, from a regional perspective it is relatively low-cost to implement. In addition, technical capacity primarily resides within local jurisdictions; MTC/ABAG should have sufficient capacity to support UGBs from the regional planning perspective.

MTC/ABAG Assessment Legend	Limited	Partial	Existing		 Key GHG Reduction Strategy

Environment: Expand Access to Parks and Open Space (cont'd)						
	Assessment of Current Conditions				Recommended MTC/ABAG Implementation Role	Summary
Strategies	Authority	Financial Resources	Public & Political Support	Technical Capacity		
EN5. Protect and Manage High-Value Conservation Lands					Partner	MTC/ABAG have some authority and capacity to support this strategy, particularly through the existing Priority Conservation Area program, but the full scope of strategy implementation will necessitate collaboration with a host of external partners. Financial resources are a major challenge for this popular strategy.
EN6. Modernize and Expand Parks, Trails, and Recreation Facilities					Partner	MTC/ABAG have limited authority and financial resources to support this popular strategy, which will primarily fall under the domain of other governing bodies, including local jurisdictions, regional parks and open space districts, and the state. The agency does have some existing capacity through the Regional Trails Program, which could be built upon as a model to support strategic local investment in regional active transportation and recreation priorities.
Environment: Reduce Climate Emissions						
EN7. Expand Commute Trip Reduction Programs at Major Employers					Lead (with Air District)	While the existing Bay Area Commuter Benefits program does not have authority to set sustainable commute targets for major employers, new legislation could expand the BAAQMD/MTC authority to do so. The existing program has some funding, as well as limited staff resources from both BAAQMD and MTC, but would require further expansion to fund regulatory oversight and enforcement. Although public support is strong, it is not yet clear how willing all major employers will be to adopt, track, and report on how they are meeting sustainable commute targets. Finally, while technical capacity is sufficient to administer the existing program, additional capacities may be required to support expanded programs.

MTC/ABAG Assessment Legend	Limited	Partial	Existing		Key GHG Reduction Strategy

Environment: Reduce Climate Emissions (cont'd)						
	Assessment of Current Conditions				Recommended MTC/ABAG Implementation Role	Summary
Strategies	Authority	Financial Resources	Public & Political Support	Technical Capacity		
EN8. Expand Clean Vehicle Initiatives					Partner	MTC has partial authority, resources, and capacity to implement this popular strategy through its Climate Initiatives Program and ongoing partnership with the Air District. Successful implementation of significantly expanded incentives and infrastructure as defined in the strategy will require even closer partnership with other regulatory and funding agencies such as the state, CARB, and the Air District.
EN9. Expand Transportation Demand Management Initiatives					Lead	MTC has partial authority, resources, and capacity to implement this strategy through existing initiatives such as the Climate Initiatives Program and Bay Area Commuter Benefits Program. These programs provide a strong foundation upon which MTC can work to expand transportation services and alternatives that will reduce greenhouse gas emissions. That said, successful implementation will still require ongoing partnership and collaboration with local jurisdictions, employers, workers, and community-based groups, among others. One key component, a regional parking fee program, may present unique and specific challenges related to overall public and political support.

MTC/ABAG Assessment Legend	Limited	Partial	Existing		Key GHG Reduction Strategy

ATTACHMENT C

Plan Bay Area 2050 Implementation Plan Engagement — January 2021

Background

In November 2020, staff presented the goals and objectives of the Plan Bay Area 2050 Implementation Plan, which is aimed at developing short-term, tangible actions that MTC and ABAG can take to accelerate Plan Bay Area 2050's 35 long-range strategies over the next one to five years. Since then, staff has focused efforts on partner, stakeholder and public engagement to develop the main operational elements of the Implementation Plan, including identifying which strategies should be advanced most expediently. This memorandum summarizes the engagement activities to date, as well as results on strategy prioritization for consideration in the Implementation Plan.

Implementation Plan Partner and Stakeholder Engagement Activities

Two virtual stakeholder sessions were held in November 2020, drawing over 150 registrants and participants representing over 100 different organizations and entities, including local jurisdictions, public agencies, non-profit and advocacy organizations, and various planning stakeholders. These sessions consisted of four primary activities where stakeholders were asked to provide input on the Plan's 35 adopted strategies:

(1) A four-factor assessment which sought to evaluate and identify current conditions with respect to key factors for strategy success, including authority, financial resources, technical capacity, and public/political support;
(2) Recommendations regarding MTC/ABAG implementation roles for each Plan strategy, whether lead, partner, or support;
(3) Recommendations regarding existing or potential partners needed for strategy implementation; and
(4) Implementation action recommendations for each Plan strategy, including prioritization exercises where individuals were asked to show support for identified recommendations.

The virtual sessions generated over 3,000 discrete pieces of data for staff to consider and evaluate, including over 500 partnership recommendations and over 500 implementation recommendations. In addition, between November 2020 through early February 2021, staff also held approximately two dozen small-group follow-up discussions with over 30 separate interested organizations and entities to develop potential implementation actions in greater detail and further discuss roles for partners in supporting strategy implementation. Engagement with partners and stakeholders will continue through future phases of the Implementation Plan, including a dedicated "Partnership Phase", which will run from late spring and into summer 2021. This phase will focus on convening focused stakeholder groups to further cement the partnerships necessary to move strategy implementation forward, with an emphasis on developing more specific roles and responsibilities as well as timelines for implementation.

Implementation Plan Public Engagement Activities

In November 2020, staff began planning the public engagement process for the Implementation Plan, which focuses solely on the prioritization of the plan's 35 strategies rather than on the strategies themselves[1]. Staff wanted to know, of the 35 strategies, which would the public like to tackle in the first one to five years – in order to understand which strategies should include more ambitious actions in the near-term Implementation Plan. The strategies were divided into seven categories, and participants were asked to select the top one or two in each.

When deciding on the engagement tactics that would successfully accomplish the goals above, staff focused on tried-and-true virtual engagement tactics that could reach both a broad Bay Area audience and ensure participation from communities of color and communities with low incomes, among other key groups. First, to ensure reaching a broad audience and encourage their comments, staff chose to implement a regionwide digital survey to reach the general Bay Area population, along with a companion text-based survey targeted to those without smart phones or internet service. Second, to reach targeted demographic groups, including youth, communities of color, people with low incomes, the unhoused community, Spanish- and Mandarin-speaking communities, persons with disabilities, among others, staff chose to hold community and youth focus groups aimed at obtaining both quantitative and qualitative input from participants. In total, over 2,200 Bay Area residents participated in these engagement platforms. Below is a description of all three engagement tactics, including an overview of the results.

1. **Online Survey**
   In order to reach a large number of Bay Area residents, staff selected the use of the Typeform survey platform identical to the last round of Plan Bay Area 2050 engagement. The online survey asked participants to prioritize the plan's strategies within seven main categories, asking participants to select either one or two strategies among a group of three to six options[2]. The survey ran from January 4 to January 28 and was broadly promoted digitally to Bay Area residents via a paid campaign on Facebook and Instagram. It was also promoted through MTC's Facebook page and hosted on the Plan Bay Area website. It was available in English, Spanish and Chinese. Overall, we received over 2,000 survey completes, including over 190 survey completes in Spanish and Chinese.

2. **Text-based Survey**
   In order to reach those without smart phones and/or internet connection, staff used a survey platform called Co:census—an accessible, SMS text-based survey platform available via the text function on any cell phone. Mirrored after the digital survey, the text-based survey was developed in English, Spanish and Chinese and aimed to

[1] The strategies in Plan Bay Area 2050 were developed and honed over two years via public engagement and technical analysis and were adopted as the Final Blueprint's Preferred Alternative for environmental analysis purposes by ABAG and MTC in January 2021.
[2] For survey categories with three to four options, survey participants were asked to select their top choice; for survey categories with five to six options, survey participants were asked to select their top two.

reach organizations serving populations disproportionately affected by the pandemic, including people experiencing homelessness and communities with low incomes. Staff asked 40 organizations to help promote the survey. In addition, staff sent 10 organizations printed information cards and posters to help promote the survey, and additional organizations were provided with a social media outreach toolkit to promote the survey via their social media channels.

The survey launched on January 19 and it is continuing to accept responses. Data from responses received as of the date of this memo were incorporated into the results below. We will continue to promote the text-based survey to encourage further participation until the February 12 closing date.

3. Community-Based Organization and Youth Focus Groups

Staff held a total of ten focus groups (seven in partnership with community-based organizations and three with Bay Area youth) using the Zoom platform to discuss the prioritization of the strategies in the Implementation Plan. The focus groups used a combination of an electronic voting exercise (modeled after the digital survey) and an open conversation to discuss the reasons behind the survey selections. In total, the community and youth focus groups hosted over 120 participants.

Members of the following organizations and students from the schools listed below participated in the focus groups:

Community-Based Organizations:

1. Acterra (Palo Alto)
2. Community Resources for Independent Living (Hayward) — *one focus group was held in English and one in Spanish*
3. Green Hive (Vallejo)
4. Hamilton Families (San Francisco & Oakland)
5. Sacred Heart (San Jose)
6. Sound of Hope Radio Network (San Francisco) — *one bilingual focus group held in English and Cantonese*

High Schools:

1. Abraham Lincoln High School (San Francisco)
2. American Canyon High School (American Canyon)
3. Castro Valley High School (Castro Valley)
4. College Prep School (Oakland)
5. Freedom High School (Oakley)
6. Lincoln High School (San Leandro)
7. Los Altos High School (Los Altos)
8. Napa High School (Napa)
9. Redwood High School (Larkspur)
10. Washington High School (Fremont)

Results

Staff integrated the results from the digital survey, text-based survey and focus group surveys and listed the results by category in Figures 1 through 7[3] below. Highlights of the community-based and youth focus group comments by category are listed in Table 1 on page 9. Finally, once completed, all engagement results will be available on the Plan Bay Area 2050 website at planbayarea.org/2050-plan/implementation-plan.

[3] Numbers may not sum to exactly 100% due to rounding.

Figure 1. Priority Ranking: Reduce Climate Emissions

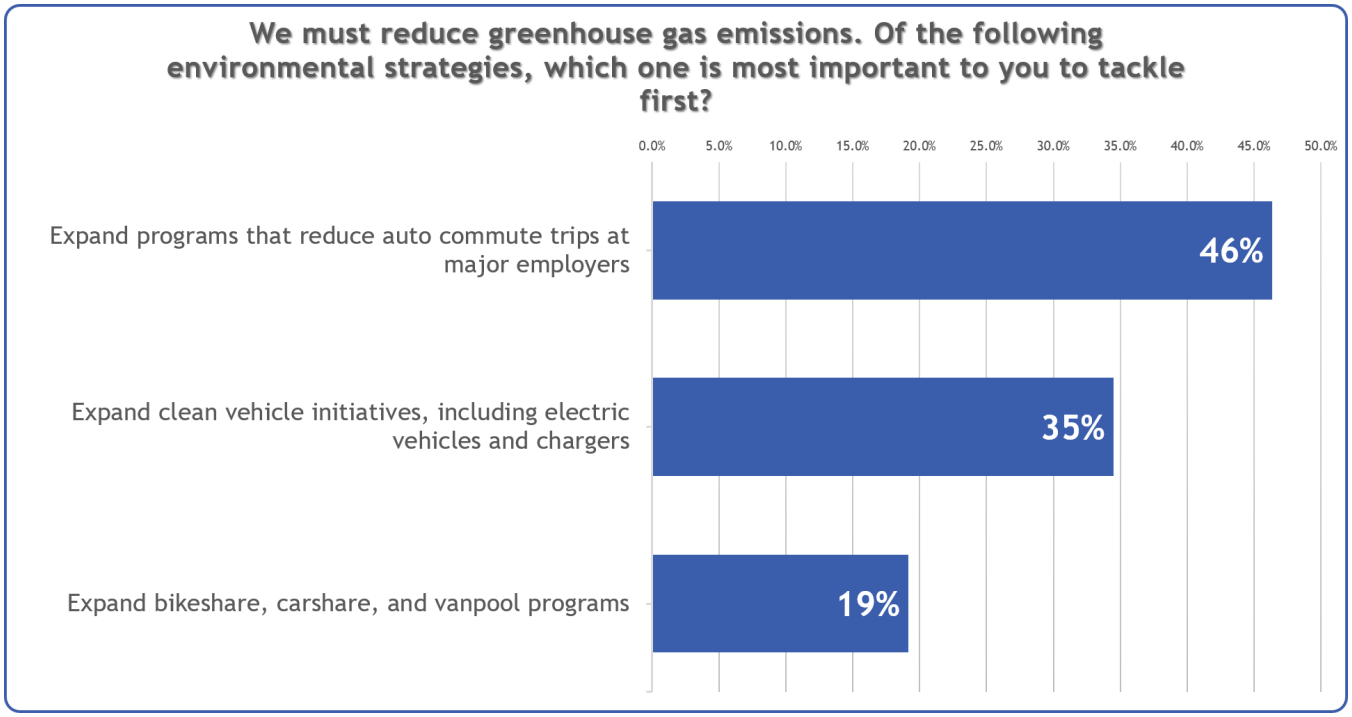


Figure 2. Priority Ranking: Reduce Risks from Hazards and Expand Access to Open Space

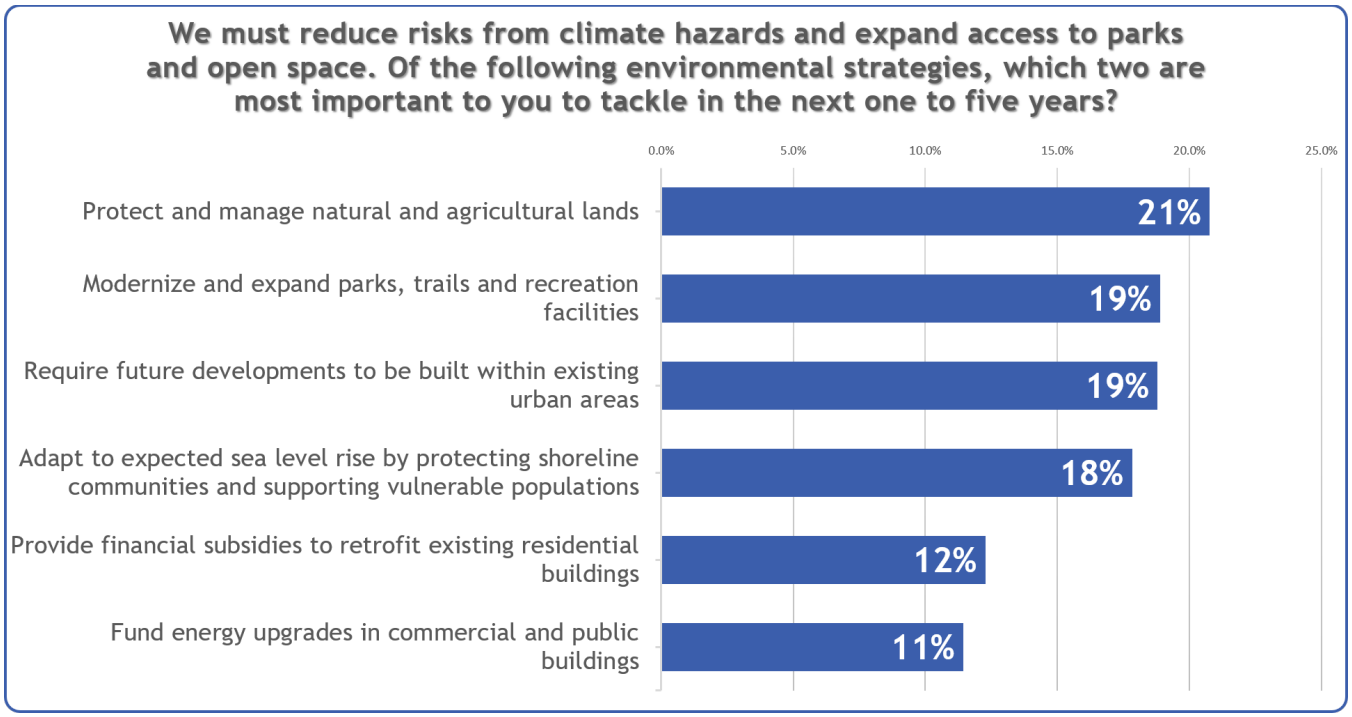


Figure 3. Priority Ranking: Maintain and Optimize Our Existing Transportation Network

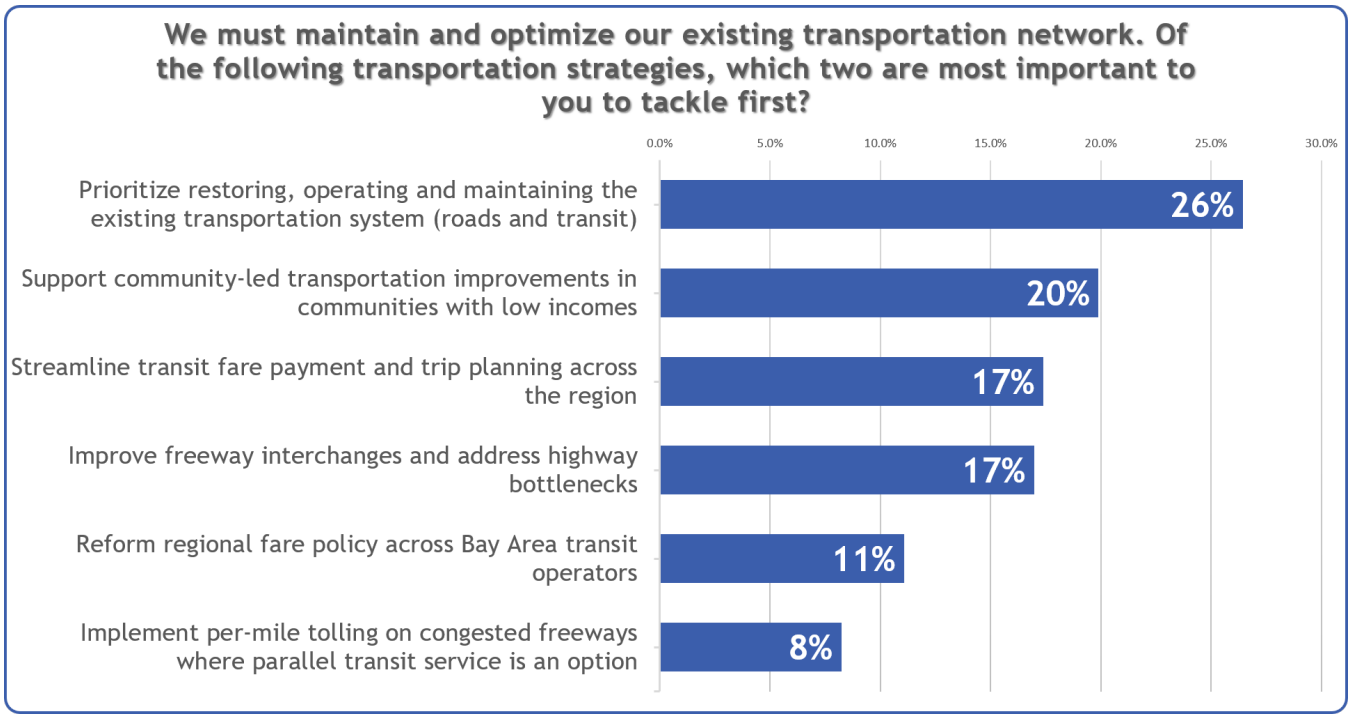


Figure 4. Priority Ranking: Create Healthy and Safe Streets and Build a Next-Generation Transit Network

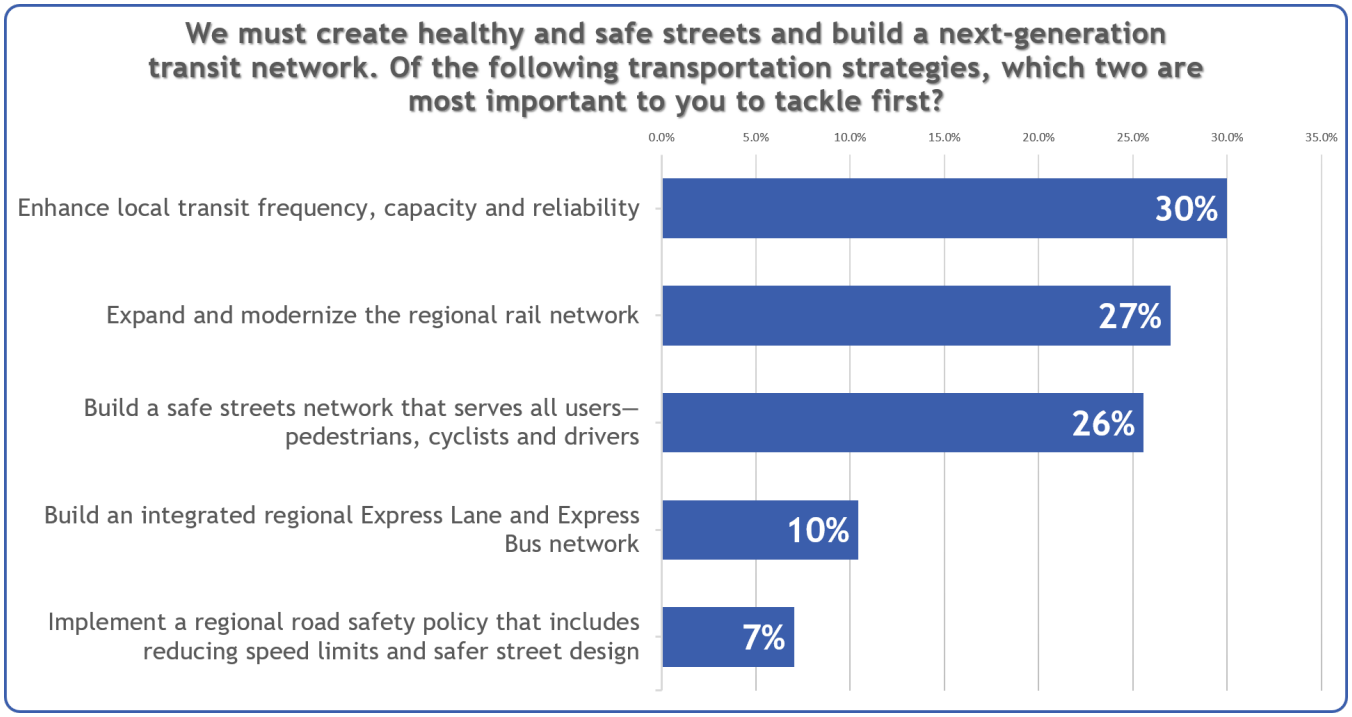


Figure 5. Priority Ranking: Protect and Preserve Affordable Housing and Create Inclusive Communities

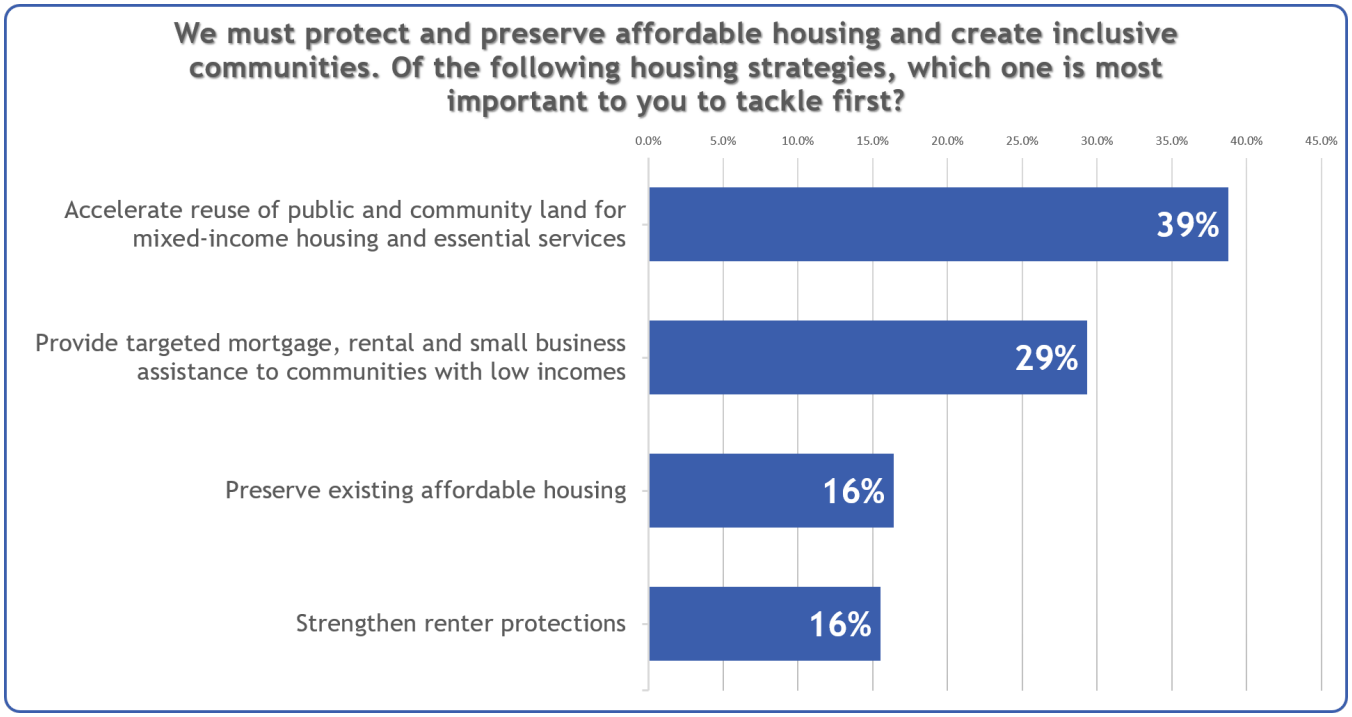


Figure 6. Priority Ranking: Produce Housing for People at All Income Levels

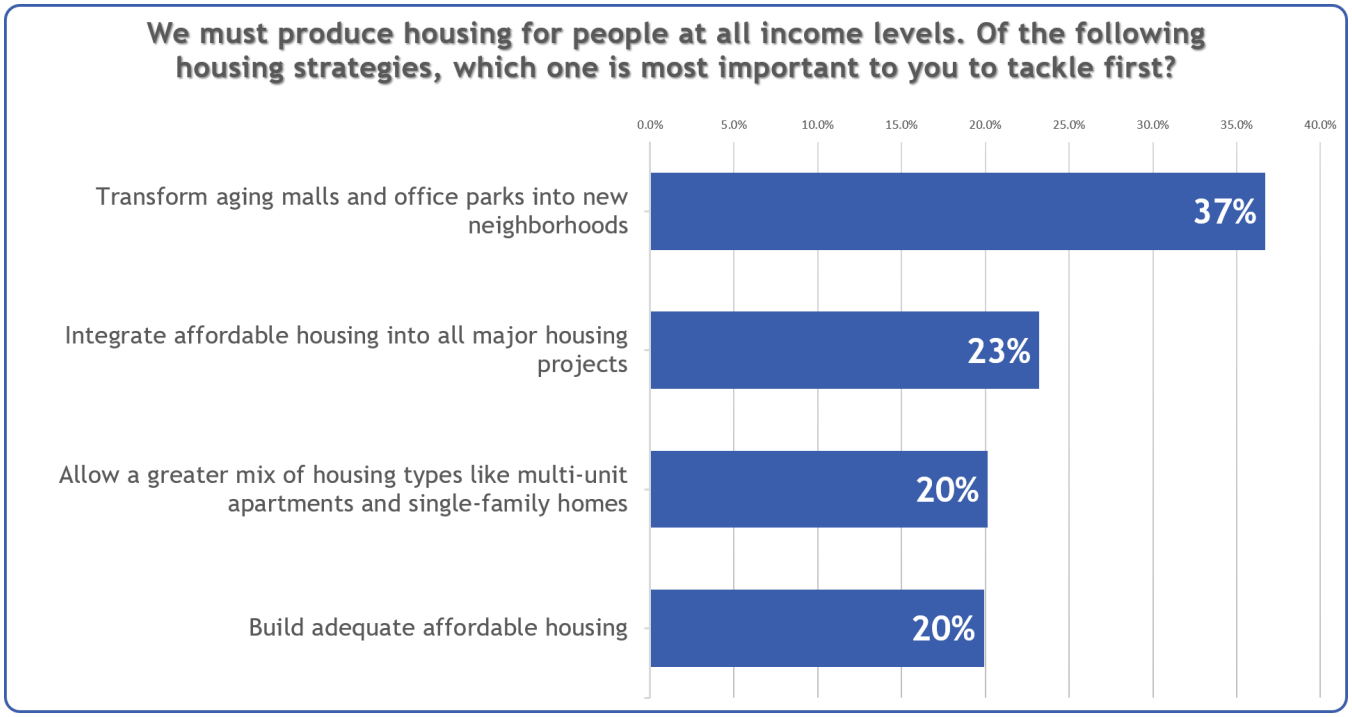


Figure 7. Priority Ranking: Shift the Location of Jobs and Improve Economic Mobility

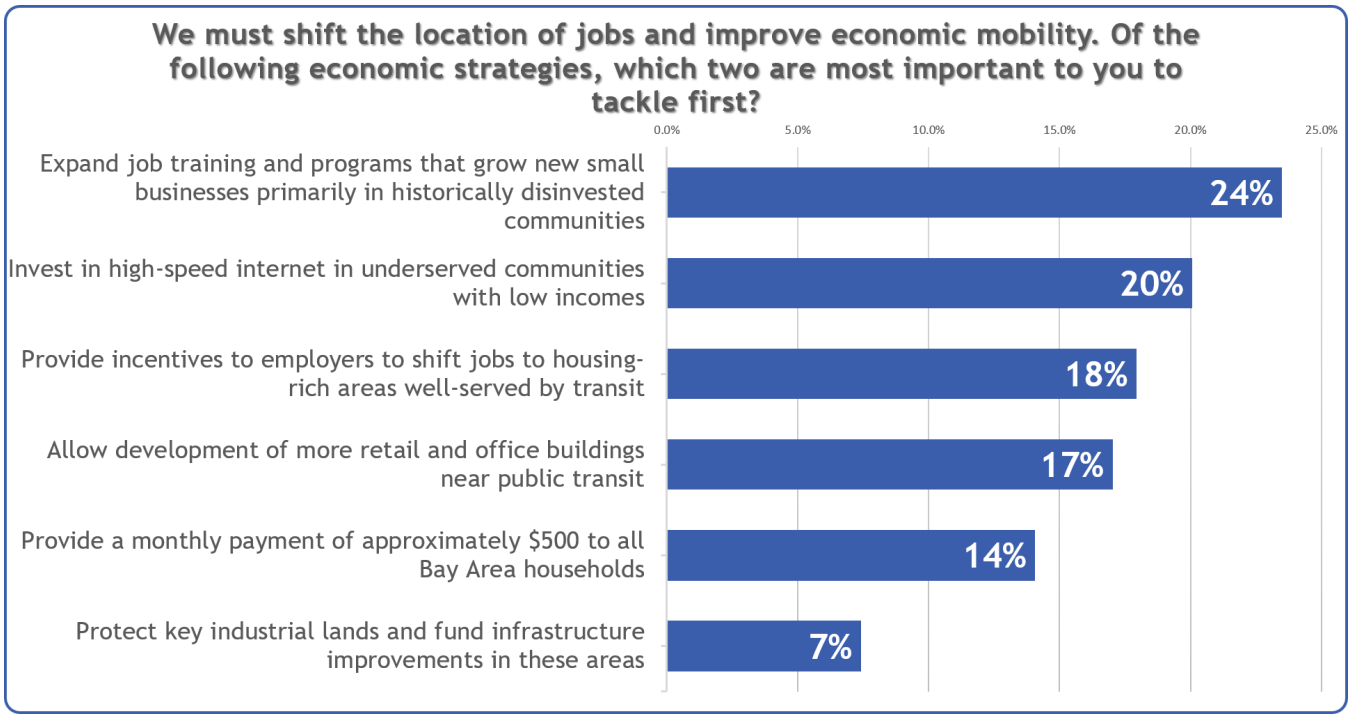


Table 1. Summary of Community-based and Youth Focus Group Feedback

Category	Highlighted Quotes from Focus Groups
Reduce Climate Emissions	• "We need to move to clean vehicles in the next ten years. It's a huge challenge and part of that challenge is providing the charging infrastructure, particularly in underserved communities and multi-unit buildings." • "Expanding bikeshare, carshare, and vanpool programs is the easiest strategy to implement in a short time and would provide more convenience to more people."
Hazards & Open Space	• "If people could afford to move out of areas affected by sea level rise—which is inevitable—the people left behind will be people of color and people with low incomes. Supporting vulnerable populations should be a priority over the next few years." • "Financial subsidies to retrofit existing residential buildings would create more job opportunities for people in the building trades."
Maintain & Optimize the Existing System	• "The more you invest in the public transit system, the more people will use it. This would also be good for the environment." • "Community-led transportation improvements are important. Low-income communities have the least amount of service and the most need and their commutes are longer. This goes hand in hand with fares. We should have a system available to those who need it the most with fares that are affordable to those who need it the most—then you will have a system that is used a lot."
Safe Streets & Next-Generation Transit	• "Most trips people make are local, probably less than ten miles. If you can't have a bus that gets you anywhere, you're not going to take the bus. People prioritize: How fast can I get there?"
Affordable Housing & Inclusive Communities	• "With the evictions people are experiencing in Oakland and throughout the Bay Area, we need stronger renter protections." • "Many families fall into homelessness because of rent increases that they cannot afford. Strengthening renter protections is a great step to prevent homelessness."
Produce Housing for All Income Levels	• "After the pandemic, people may not return to the office and a lot of commercial real estate may become available. Making affordable housing out of office parks is an obvious response to our current situation." • "Transforming aging malls and office parks is less of a burden to the neighborhood and most cost effective."
Shift Jobs & Improve Economic Mobility	• "Giving money to folks, especially on a consistent basis, gives people agency over how they need to improve their lives." • "It is important to invest in training, jobs and workforce development to empower people."