



METROPOLITAN
TRANSPORTATION
COMMISSION

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Memorandum

TO: Bay Area Partnership Board

DATE: May 27, 2016

FR: Ken Kirkey, Director, Planning

RE: Plan Bay Area 2040: Scenarios, Performance Thresholds, and Investment Strategy Discussion

Background

Plan Bay Area (PBA) 2040 has entered a critical phase in its development. MTC and ABAG have developed and evaluated three alternative land use and transportation scenarios illustrating the effects that different housing, land use and transportation strategies have on adopted goals and performance targets. MTC staff has also released final project performance results for major uncommitted projects and state of good repair investments. Lastly, staff has begun development of the Plan's investment strategy, which will apportion available regional discretionary revenues across operating and maintenance needs, system enhancements, and major projects.

Alternative Scenarios Descriptions

The three scenarios describe different alternatives for how expected growth in population, jobs and housing units might be distributed, and the types of transportation investments needed to support these growth patterns. While the scenarios vary in terms of the intensity of development patterns and transportation investments, they maintain the same regional forecasts for jobs, population, households and transportation revenues. This evaluation will inform the development of the region's "preferred scenario," which will incorporate some of the best aspects of the three scenarios and form the framework for PBA 2040. Attachment A provides more background on the scenario evaluation.

Project Performance Results and Thresholds

All major uncommitted investments, including projects that expand transit and road facilities, improve road or transit efficiency, and state of good repair investments, are subject to performance assessment per MTC Resolution No. 4182 and prioritization for the investment strategy of PBA 2040. The MTC Commission has adopted guidelines for applying the results. Staff has notified CMAs and sponsors of these guidelines and of the opportunity to submit a compelling case if project sponsors seek to include the "low performing" projects in the preferred transportation investment strategy. Attachment B provides more detail on the project performance results and thresholds.

Investment Strategy

PBA 2040 forecasts \$298 billion of federal, state, regional and local transportation revenues over the 24-year period. Of this amount, approximately \$49 billion is assumed to be discretionary. Over the planning horizon, the region will also require significant investment to operate and maintain the existing system. Staff estimates that \$241 billion is required to achieve a state of good repair and \$217 billion is required to maintain existing conditions for transit operating, transit capital maintenance, regional and local bridges, state highways, and local streets and roads. Over the next several months, staff will be working to reconcile state of good repair needs with system enhancement and major project priorities through the development of the Plan's investment strategy. MTC staff will work closely with the CMAs and operators on the investment strategy, which will be presented concurrently with the Plan's preferred scenario in September 2016.

Next Steps

MTC and ABAG are holding a series of public workshops through mid-June to discuss tradeoffs and gauge support among the land use scenarios and supportive transportation programs and projects. Input received will help us develop the region's draft preferred scenario (land use distribution and transportation investment strategy) for adoption by MTC and ABAG in September 2016. The draft preferred scenario will be subject to CEQA environmental review and other analyses throughout the remainder of 2016. PBA 2040 is slated for final adoption in summer 2017.

Attachments: Presentation
Attachment A: Plan Bay Area 2040: Scenario Evaluation
Attachment B: Plan Bay Area 2040 Project Performance Assessment:
 Final Performance Results and Guidelines for Applying Results



The Bay Area Partnership

Ken Kirkey, Planning Director, MTC
June 1, 2016



METROPOLITAN
TRANSPORTATION
COMMISSION

3 SCENARIOS



Main Streets



**Connected
Neighborhoods**



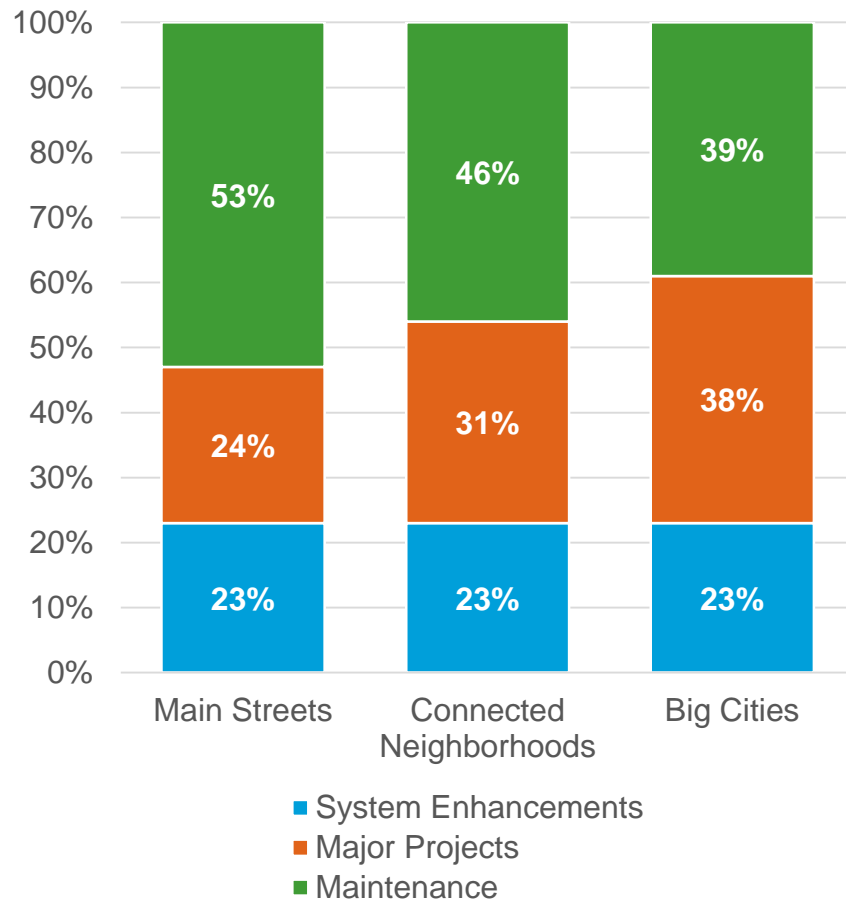
Big Cities

Share of Total Household
Growth, 2040



- Main Streets- over a third of housing growth in inland, coastal, delta areas. Places most growth in high VMT parts of region, relative to other scenarios
- Big Cities- places most growth in big 3 cities and neighbors
- Connected Neighborhoods- places most growth in PDAs compared to other scenarios.

Share of Discretionary Investments

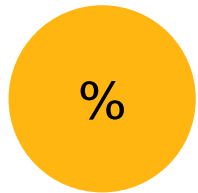


- Main Streets- over half the investment on state of good repair. More limited investment on major projects, especially highway capacity and express lanes
- Big Cities- makes largest investment in major capital projects, especially core capacity transit expansion
- Connected Neighborhoods- balanced focus on transit and highway efficiency improvements and state of good repair

Symbols used in summary tables shown below:



performance moving in wrong direction from target








performance moving in right direction, but falls short of target achievement








target achieved

TARGETS - SUMMARY




| Goal | TARGET | | No Project | Scenario 1 | Scenario 2 | Scenario 3 |
|--|--|------|------------|------------|------------|------------|
|  Climate Projection | 1 Reduce per-capita CO ₂ emissions* | -15% | -3% | -15% | -18% | -20% |
|  Adequate Housing | 2 House the region's population | 100% | 100% | 100% | 100% | 100% |
|  Healthy and Safe Communities | 3 Reduce adverse health impacts | -10% | -0% | -0% | -1% | -1% |
|  Open Space and Agricultural Preservation | 4 Direct development within urban footprint | 100% | 71% | 77% | 100% | 100% |
|  Equitable Access | 5 Decrease H+T share for lower-income households | -10% | +15% | +13% | +13% | +13% |

* = includes Climate Initiatives in all three scenarios (-11.2% per-capita GHG reduction)

TARGETS - SUMMARY

| Goal | TARGET | | No Project | Scenario 1 | Scenario 2 | Scenario 3 |
|---|--|------|---------------|---------------|---------------|---------------|
|  Equitable Access | 6 Increase share of affordable housing | +15% | -0% | -0% | +1% | +0% |
|  Equitable Access | 7 Do not increase share of households at risk of displacement | +0% | +20% | +9% | +8% | +15% |
|  Economic Vitality | 8 Increase share of jobs accessible in congested conditions | +20% | -3% | -1% | -1% | -1% |
|  Economic Vitality | 9 Increase jobs in middle-wage industries | +38% | +43% | +43% | +43% | +43% |
|  Economic Vitality | 10 Reduce per-capita delay on freight network | -20% | +27% | -24% | -21% | -38% |

TARGETS - SUMMARY

| Goal | TARGET | No Project | Scenario 1 | Scenario 2 | Scenario 3 |
|--|---|---------------|---------------|---------------|---------------|
|  Transportation System Effectiveness | 11 Increase non-auto mode share +10% | +1% | +2% | +3% | +3% |
|  Transportation System Effectiveness | 12 Reduce vehicle O&M costs due to pavement conditions -100% | +57% | -65% | -7% | +20% |
|  Transportation System Effectiveness | 13 Reduce per-rider transit delay due to aged infrastructure -100% | -56% | -76% | -77% | -83% |

- All three scenarios achieve the greenhouse gas target
- The public health target remains out of reach in all scenarios
- Strict urban growth boundaries are effective to focus growth within existing urban footprint
- Significant equity challenges exist across all three scenarios
- Goods movement will benefit from regional investment and smart land use decisions
- Increasing funding to “fix it first” leads to smoother streets and more reliable transit

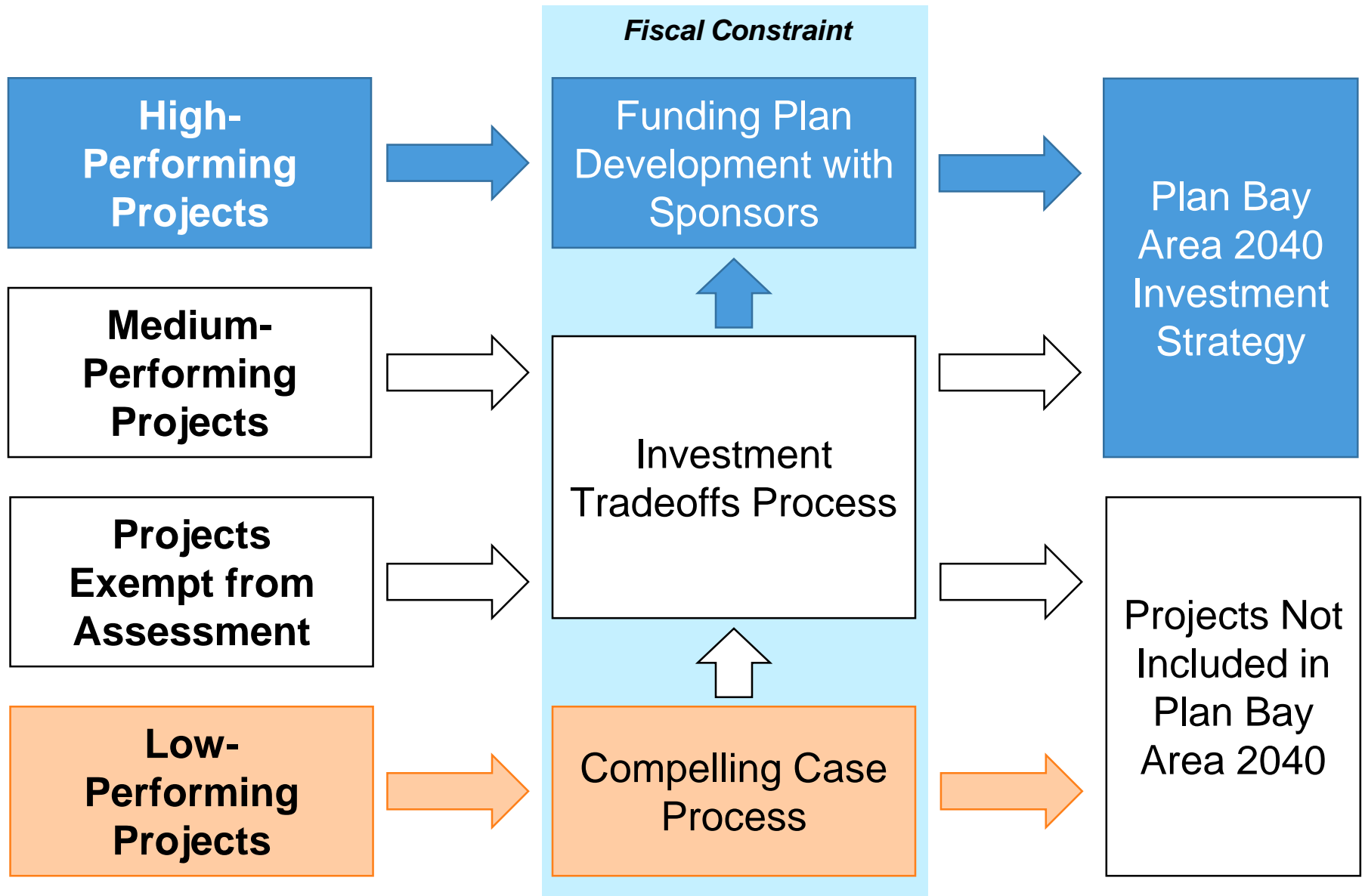
Potential approaches to achieve targets:

- Health: much more aggressive bike/ped investments to increase physical activity; wide-scale deployment of autonomous vehicles to reduce crashes (off-model/safety benefits)
- Equity: focus growth in communities with minimal lower-income population today; significant increase of housing subsidies (rental subsidies; additional deed-restricted unit production); understand and test the impacts of additional anti-displacement policies

Potential approaches to achieve targets:

- Access to Jobs/Non-Auto Mode Share: transformative transportation investments (complete regional bus/carpool lane network; high-speed transit expansion across the region); much more aggressive bike/ped investments (off-model); and comprehensive housing and job growth in job centers
- State of Good Repair: greater funding for local streets and roads to bring all streets to at least fair conditions; greater funding for transit assets to replace assets besides vehicles and guideways

DEVELOPING A PREFERRED SCENARIO



PROJECT PERFORMANCE ASSESSMENT

Plan
Bay Area
2040

High benefit-cost ratio and **medium** targets score

- Plan Bay Area: $B/C \geq 10$ and $TS \geq 2$
- **Plan Bay Area 2040: $B/C \geq 7$ and $TS \geq 3$**



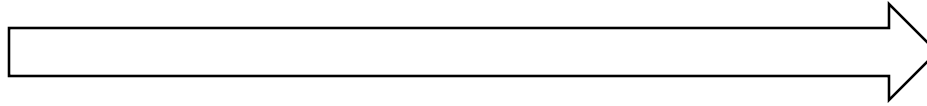
Medium benefit-cost ratio and **high** targets score

- Plan Bay Area: $B/C \geq 5$ and $TS \geq 6$
- **Plan Bay Area 2040: $B/C \geq 3$ and $TS \geq 7$**



**High-
Performing
Project**

All other projects



**Medium-
Performing
Project**

Low benefit-cost ratio or **low** targets score

- Plan Bay Area: $B/C < 1$ or $TS \leq -1$
- **Plan Bay Area 2040: $B/C < 1$ or $TS < 0$**



**Low-
Performing
Project**

PLAN BAY AREA 2040
PROJECTS BREAKDOWN

10
high-performers

41
medium-performers

18
low-performers

HIGH-PERFORMING PROJECTS

Plan
Bay Area
2040

- 1 Rail Maintenance
- 2 Bus Maintenance
- 3 Columbus Day Initiative
- 4 Downtown San Francisco Congestion Pricing
- 5 Treasure Island Congestion Pricing
- 6 BART to Silicon Valley: Phase 2
- 7 Caltrain Modernization + Downtown Extension
- 8 BART Metro Program
- 9 San Pablo BRT
- 10 Geary BRT
- 11 El Camino BRT



Image Source: https://en.wikipedia.org/wiki/Sonoma_County_Transit#/media/File:Sonoma_County_Transit_245-a.jpg



Image Source: <https://www.flickr.com/photos/cobrasick/5297980956>

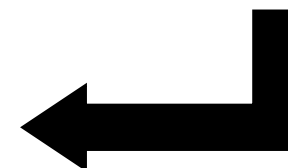
PLAN BAY AREA 2040
PROJECTS BREAKDOWN

10
high-performers

41
medium-performers

18
low-performers

Compelling Case Framework

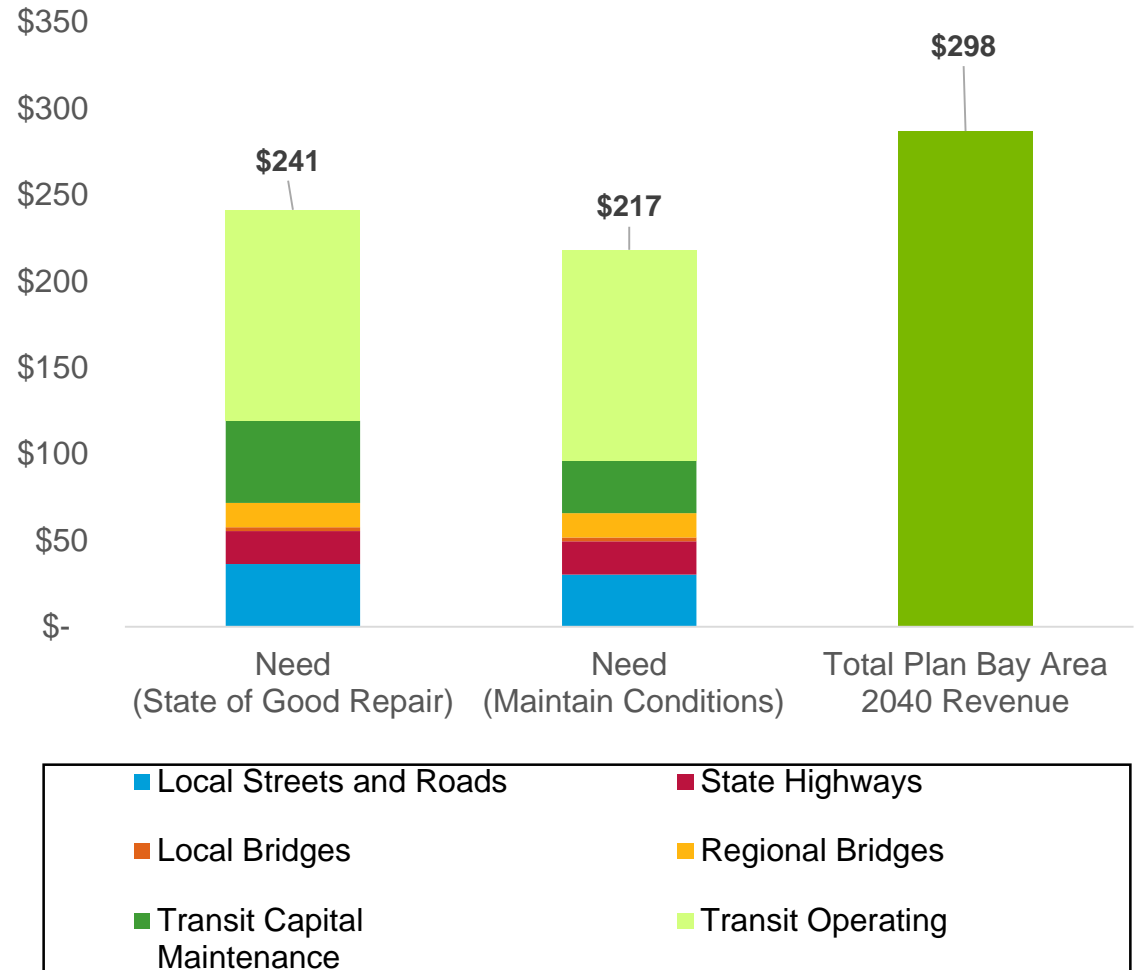


| CATEGORY 1 | CATEGORY 2 |
|---|---|
| Benefits Not Captured by the Travel Model | Federal Requirements |
| <ul style="list-style-type: none"> a) interregional or recreational corridor b) provides significant goods movement benefits c) project benefits accrue from reductions in weaving, transit vehicle crowding, or other travel behaviors not well represented in the travel model d) enhances system performance based on complementary new funded investments | <ul style="list-style-type: none"> a) cost-effective means of reducing CO₂, PM, or ozone precursor emissions b) improves transportation mobility/reduces air toxics and PM emissions in communities of concern |

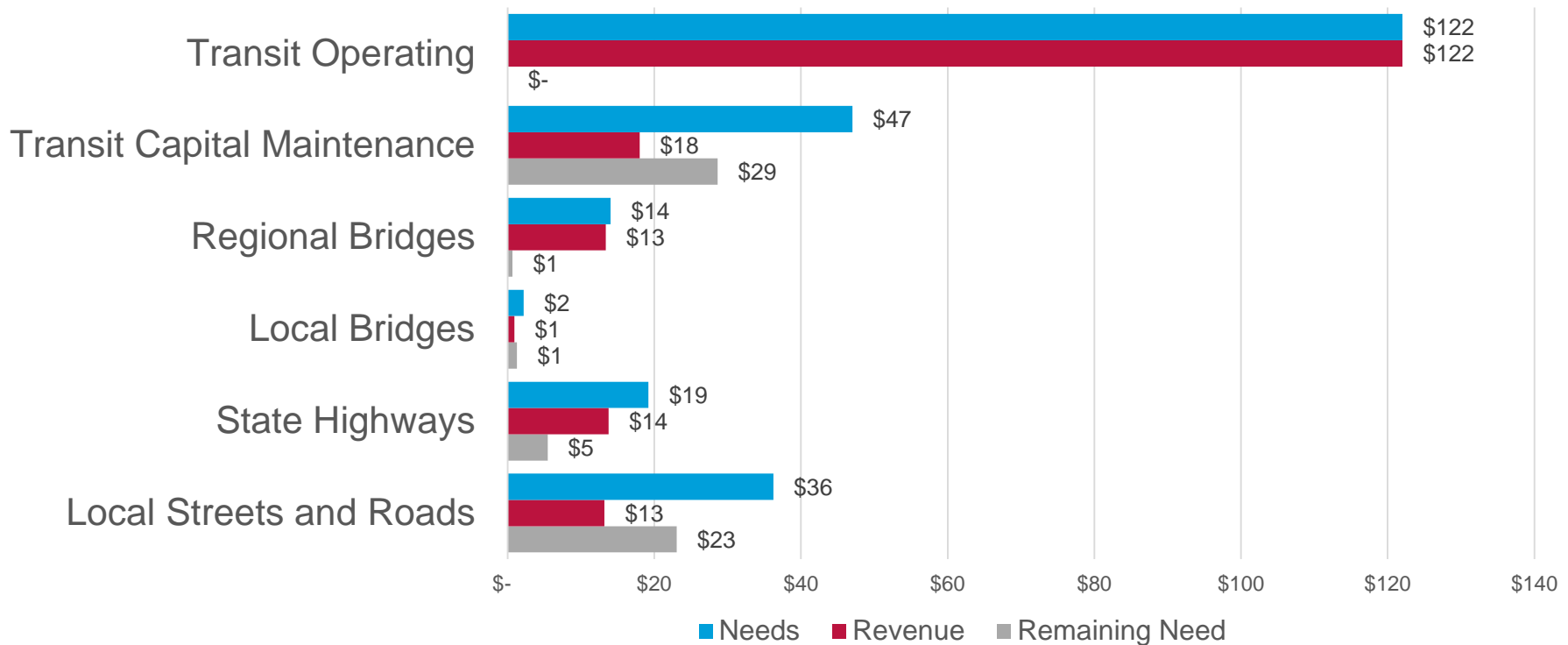
REGIONAL NEEDS SUMMARY

- State of Good Repair Need = \$241 Billion
- Maintain Existing Conditions Need = \$217 Billion
- Total Draft Revenue Forecast for Plan Bay Area 2040 = \$298 Billion
- Approximately 16% (~\$49 billion) of Plan revenue is expected to be “discretionary”

Draft Plan Bay Area 2040 Operations and Maintenance Needs Financial Envelope (In Billions)



Plan Bay Area 2040 24-Year Transit Operating & State of Good Repair Capital Maintenance Needs (In Billions)



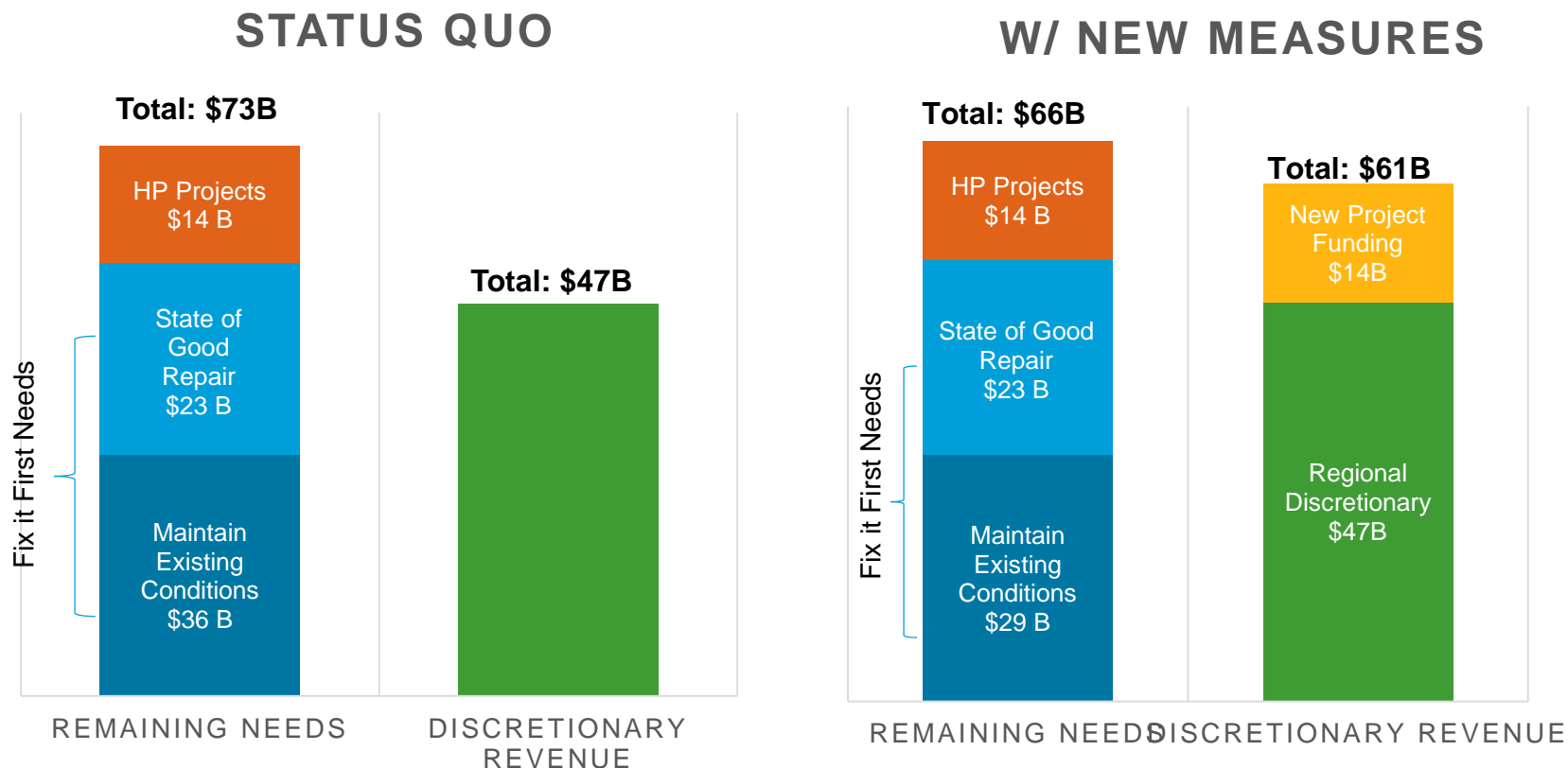
- Total “State of Good Repair” Remaining Need = \$59 Billion (shown above)
- Total “Maintain Existing Conditions” Remaining Need = \$36 Billion

Total Plan Revenues: \$298 Billion

Regional Discretionary Funding
available: ~\$49 Billion

- Discretionary funding Required to Maintain Existing Conditions = \$36 Billion
- Discretionary funding required for High-Performing Projects = ~\$14 Billion

- Potential funding from upcoming ballot initiatives = \$21 Billion
 - Would reduce State of Repair remaining by \$7 Billion
 - Additional funding for new projects/programs = \$14 Billion



- Open Houses / Public Workshops
- Develop the Preferred Scenario
- Environmental Assessment (EIR)
 - Posted Notice of Preparation (NOP) on May 16
 - 3 scoping sessions beginning in late May and into early June

Thank You





TO: Planning Committee

DATE: May 6, 2016

FR: Executive Director

RE: Plan Bay Area 2040: Scenario Evaluation

Background

MTC and ABAG have developed and evaluated three alternative land use and transportation scenarios illustrating the effects that different housing, land use and transportation strategies have on our adopted Plan Bay Area (PBA) 2040 goals and performance targets. This evaluation will inform the development of the region's "preferred scenario," which will incorporate some of the best aspects of the three scenarios and form the framework for PBA 2040.

Alternative Scenarios Descriptions

The three scenarios describe different alternatives for how expected growth in population, jobs and housing units might be distributed, and the types of transportation investments needed to support these growth patterns. While the scenarios vary in terms of the intensity of development patterns and transportation investments, they maintain the same regional forecasts for jobs, population, households and transportation revenues. The scenarios are described in more detail in **Attachment 1**.

Land Use Strategies

ABAG forecasts an additional 1.3 million jobs, 2.4 million people and therefore the need for approximately 820,000 housing units between 2010 and 2040. The scenarios vary in terms of the different combinations of strategies that can be used to accommodate this future growth. The strategies can affect land use patterns by changing a community's capacity for new development or incentivizing a particular type or location of growth. Each scenario builds on the Bay Area's existing land use pattern and transportation network, while also taking into account local plans for growth, historical trends, the results of the most recent PDA assessment. **Attachment 1** also includes the specific strategies included under each scenario.

The differing land use strategies work to vary the intensity and location of the future growth of housing and jobs. The tables in **Attachment 2** highlight the growth distribution within three distinct geographic regions:

- Big 3 (the region's three largest cities – San Jose, San Francisco, and Oakland)
- Bayside (generally cities directly adjacent to San Francisco Bay – e.g., Hayward, San Mateo, and Richmond)
- Inland, Coastal, and Delta (generally cities just outside of Bayside – e.g., Walnut Creek, Dublin, Santa Rosa, Antioch, Brentwood, Dixon)

Transportation Strategies

PBA 2040 forecasts \$299 billion of federal, state, regional and local transportation revenues over the 24-year period. Of this amount, approximately \$44 billion (15% of total PBA revenues) is assumed to be discretionary. The three scenarios vary in terms of how this \$44 billion is distributed across maintenance, system enhancement and major capital projects. This distribution is shown in **Attachment 3**.

Each of the scenarios assumes a varying distribution of funding for major projects versus maintenance and to roads versus public transit. In the Main Streets scenario (scenario 1), over half of all discretionary investments are directed towards state of good repair, fully funding state highway pavement needs and moving the region much closer to a state of good repair on local streets. Major projects are more focused on highway improvements – which feature lower operating and maintenance costs than public transit – and thus constitute a smaller share of the distribution. In Connected Neighborhoods (scenario 2) and Big Cities (scenario 3), there are significantly greater needs for transit frequency increases and new core capacity transit lines, resulting a smaller share of funding going towards maintenance (in particular, highway and local streets maintenance).

The three scenarios maintain a consistent level of investment in system enhancements, comprising several discretionary funding sources including One Bay Area Grant, Regional Transportation Improvement Program and other sources for active transportation and goods movement. MTC and the congestion management agencies are working to develop more specific projects and program categories for the preferred scenario.

Attachment 4 describes the types of major projects included under each scenario. These comprise capacity-adding projects above \$100 million analyzed in the PBA 2040 project performance assessment. While major projects only comprise 24 to 38 percent of total transportation investment across the three scenarios, these investments typically have the most pronounced impact on a scenario alternative's performance.

Performance Targets Overview

After six months of public engagement and deliberation, MTC and ABAG adopted goals and performance targets in fall 2015, establishing the foundation of PBA 2040. Each of the 13 performance targets compares baseline conditions with conditions in the future to understand better whether the region is expected to move in the right direction or the wrong direction under each scenario. Oftentimes, the targets are aspirational in nature, making them quite difficult to achieve. For example, a given scenario may implement a suite of policy measures to address a particular issue, but available tools and funding remain too constrained to move the needle in the right direction. Results¹ for the performance targets for all seven goals are included in **Attachment 5**.

Only two targets are mandatory for the region to achieve under Senate Bill 375 – Climate Protection and Adequate Housing. The remaining 11 targets are voluntary, meaning that the adopted PBA does not have to achieve them. That said, the targets provide a useful reference point for policymakers and the public to consider when weighing the pros and cons of each scenario. As these are draft scenarios, there will be future opportunities to refine the strategies incorporated into a preferred scenario – and perhaps move closer to achieving some of the performance targets.

Key Findings from Performance Targets Results

- **While all three scenarios achieve the greenhouse gas target, lower levels of driving in Connected Neighborhoods and Big Cities result in stronger performance.** Compared to the more dispersed land use pattern in Main Streets, these two scenarios have higher non-auto mode shares that yield additional greenhouse gas benefits and build upon the foundation of the Climate Initiative Program (which is included in all three scenarios).

¹ Note that scenario performance target results shown in the attachment remain in draft form. Select target results reflect year 2035 performance, while the final target results available later this year will reflect the adopted horizon year of 2040.

- **The region's ambitious public health target remains stubbornly out of reach across all scenarios.** Much higher levels of walking and bicycling, combined with significant reductions in traffic collisions, would be needed to improve residents' health outcomes. Slightly stronger performance in Connected Neighborhoods and Big Cities indicates that a denser land use pattern better supports active transportation, and therefore public health outcomes, in the region.
- **Strict urban growth boundaries are effective in focusing growth within the existing urban footprint.** Connected Neighborhoods and Big Cities nearly achieve the Open Space and Agricultural Preservation target due to their inclusion of strict urban growth boundaries, while No Project and Main Streets fare worse on the target.
- **Significant housing affordability challenges exist in all three scenarios.** Challenges related to affordability and displacement risk increase in all three scenarios, with No Project and Big Cities resulting in the greatest adverse impacts. Despite various housing and land use strategies included across all the scenarios to make the region more affordable, housing costs continue to rise, reflecting an increasingly expensive Bay Area housing market.
- **Goods movement will benefit from regional transportation investments and smart land use decisions.** Main Streets' investments in regional express lanes helps to reduce congestion on major truck corridors. Alternatively, Connected Neighborhoods and Big Cities succeed in improving goods movement by focusing growth in the urban core and encouraging use of non-auto modes through new transportation options.
- **Increasing funding to "Fix It First" leads to much smoother streets and more reliable transit.** Main Streets' funding brings state highway pavement to ideal conditions while improving local streets as well, saving residents a significant amount of money each year. Big Cities achieves the greatest reduction in transit system breakdowns, thanks to its higher funding level for transit maintenance compared to the other scenarios.

Other Policies and Strategies

PBA 2040's scenario process uses only a small set of land use and transportation strategies to show different options for future land use patterns and the transportation investments and policies needed to support these distributions of future housing and employment growth. The combinations of strategies in the scenarios are included to enable a discussion about regional priorities, and do not represent all of the potential public policy interventions that regional, state, or local governments could use to accomplish the Plan's goals. For instance, the specific structure of many potential state and local tax and regulatory policies falls largely outside the analytic scope of the scenario process, and requires a separate, more robust public policy analysis to determine costs and benefits. Once the preferred scenario is adopted, the final PBA 2040 document will describe a wider range of policies to support the Plan's goals.

Environmental Assessment

A programmatic Environmental Impact Report (EIR) will be prepared for PBA 2040, with the adoption of the preferred scenario as the basis for the California Environmental Quality Act (CEQA) "project." This environmental assessment fulfills the requirements of the CEQA and is designed to inform decision-makers, responsible and trustee agencies, and Bay Area residents of the range of potential environmental impacts that could result from implementation of the proposed Plan. This EIR will also analyze a range of reasonable alternatives to the proposed project that could feasibly attain most of PBA 2040's basic project objectives and would avoid or substantially lessen any of the significant environmental impacts. The three scenarios, as previously discussed, will be the basis for the initial CEQA alternatives.

Agency and public comments on the scope of the environmental analysis and project alternatives will be solicited through the Notice of Preparation to be issued in mid May 2016, for a 30-day review period and at three regional scoping meetings to be held starting in late May and into early June 2016.

Next Steps

This release marks the beginning of a public process to review and comment on the alternative scenarios. MTC and ABAG will hold a series of public workshops in late May and into mid-June to discuss tradeoffs and gauge support among the land use scenarios and supportive transportation programs and projects. Input received will help us develop the region's draft preferred scenario (land use distribution and transportation investment strategy) for adoption by MTC and ABAG in September 2016. The draft preferred scenario will be subject to environmental review and other analyses throughout the remainder of 2016. PBA 2040 is slated for final adoption in summer 2017.



Steve Heminger

Attachments:

- **Attachment 1:** Scenario Descriptions and Strategies
- **Attachment 2:** Household Growth by Scenario; Employment Growth by Scenario; and Growth in PDAs by Scenario Tables
- **Attachment 3:** Summary of Discretionary Investments by Project Type by Scenario
- **Attachment 4:** Major Transportation Investments by Scenario
- **Attachment 5:** Goals and Performance Targets & Draft Targets Evaluation Scorecard
- **Attachment 6:** Presentation

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Plan
Bay Area
2040








Major Projects by Scenario

The table below describes how major transportation projects are organized across the three scenarios. This list reflects the majority of projects analyzed in the Plan Bay Area 2040 project performance assessment, which is only a portion of total transportation investment in each scenario. In July, the Commission will consider a draft preferred scenario with a recommended list of investments.

| | Class | System | ID | Name | Scenario 1 | Scenario 2 | Scenario 3 |
|----|---------------|---|------|--|------------|------------|------------|
| 1 | Highways | Exurban/Interregional Expansion | 411 | SR-4 Auxiliary Lanes - Phases 1 + 2 (Concord to Pittsburg) | 1 | | |
| 2 | Highways | Exurban/Interregional Expansion | 404 | SR-4 Widening (Antioch to Discovery Bay) | 1 | | |
| 3 | Highways | Exurban/Interregional Expansion | 401 | TriLink Tollway + Expressways (Brentwood to Tracy/Altamont Pass) | 1 | | |
| 4 | Highways | Interchange Expansion | 406 | I-680/SR-4 Interchange Improvements | 1 | | |
| 5 | Highways | Interchange Expansion | 409 | I-680/SR-4 Interchange Improvements + HOV Direct Connector | 1 | | |
| 6 | Highways | Interchange Expansion | 601 | I-80/I-680/SR-12 Interchange Improvements | 1 | | |
| 7 | Highways | Intraregional Expansion (Bottlenecks/Relievers) | 519 | Lawrence Freeway | 1 | | |
| 8 | Highways | Intraregional Expansion (Bottlenecks/Relievers) | 211 | SR-262 Widening (I-680 to I-880) | 1 | 2 | |
| 9 | Highways | Intraregional Expansion (Bottlenecks/Relievers) | 209 | SR-84 Widening + I-680/SR-84 Interchange Improvements (Livermore to I-680) | 1 | 2 | |
| 10 | Highways | Intraregional Expansion (Bottlenecks/Relievers) | 901 | US-101 Marin-Sonoma Narrows HOV Lanes – Phase 2 | 1 | 2 | |
| 11 | Other | Express Lanes | 1302 | MTC Express Lane Network | 1 | | |
| 12 | Other | Express Lanes | 502 | VTA Express Lane Network | 1 | | |
| 13 | Other | Express Lanes | 201 | ACTC Express Lane Network | 1 | | |
| 14 | Other | Express Lanes | 101 | US-101 Express Lanes (San Francisco + San Mateo Counties) | 1 | | |
| 15 | Other | ITS | 210 | I-580 ITS Improvements | 1 | | |
| 16 | Other | ITS | 1301 | Columbus Day Initiative | 1 | 2 | 3-mod |
| 17 | Other | Other | 202 | East-West Connector (Fremont to Union City) | 1 | | |
| 18 | Other | Other | 605 | Jepson Parkway (Fairfield to Vacaville) | 1 | | |
| 19 | Other | Pricing | 306 | Downtown San Francisco Congestion Pricing (Toll + Transit Improvements) | | 2 | 3 |
| 20 | Other | Pricing | 302 | Treasure Island Congestion Pricing (Toll + Transit Improvements) | | 2 | 3 |
| 21 | Local Transit | AC Transit | 206 | AC Transit Service Frequency Improvements | | 2 | 3 |
| 22 | Local Transit | AC Transit | 207 | San Pablo BRT (San Pablo to Oakland) | | 2 | 3 |
| 23 | Local Transit | Muni | 301 | Geary BRT | 1 | 2 | 3 |
| 24 | Local Transit | Muni | 311 | Muni Forward Program | 1 | 2 | 3 |
| 25 | Local Transit | Muni | 304 | Southeast Waterfront Transportation Improvements (Hunters Point Transit Center + New Express Bus Services) | | | 3 |
| 26 | Local Transit | Muni | 303 | Better Market Street | | 2 | 3 |
| 27 | Local Transit | Muni | 312 | 19th Avenue Subway (West Portal to Parkmerced) | | | 3 |
| 28 | Local Transit | Muni | 104 | Geneva-Harney BRT + Corridor Improvements | | | 3 |
| 29 | Local Transit | Muni | 313 | Muni Service Frequency Improvements | | | 3 |
| 30 | Local Transit | Other Local | 903 | Sonoma County Service Frequency Improvements | 1 | 2 | |


| | | | | | | | |
|----|------------------|----------------------|------|---|---|---|---|
| 31 | Local Transit | Other Local | 204 | Broadway Streetcar | | | 3 |
| 32 | Local Transit | VTA | 505 | Capitol Expressway LRT – Phase 2 (Alum Rock to Eastridge) | 2 | | 3 |
| 33 | Local Transit | VTA | 522 | VTA Service Frequency Improvements (10-Minute Frequencies) | 2 | | 3 |
| 34 | Local Transit | VTA | 506 | El Camino Real BRT (Palo Alto to San Jose) | 2 | | 3 |
| 35 | Local Transit | VTA | 507 | Vasona LRT – Phase 2 (Winchester to Vasona Junction) | | | 3 |
| 36 | Local Transit | VTA | 510 | Downtown San Jose Subway (Japantown to Convention Center) | | | 3 |
| 37 | Local Transit | VTA | 513 | North Bayshore LRT (NASA/Bayshore to Google) | | | 3 |
| 38 | Local Transit | VTA | 504 | Stevens Creek LRT | | | 3 |
| 39 | Local Transit | VTA | 515 | Tasman West LRT Realignment (Fair Oaks to Mountain View) | | | 3 |
| 40 | Local Transit | VTA | 516 | VTA Express Bus Frequency Improvements | | | 3 |
| 41 | Regional Transit | BART | 501 | BART to Silicon Valley – Phase 2 (Berryessa to Santa Clara) | 2 | | 3 |
| 42 | Regional Transit | BART | 1001 | BART Metro Program (Service Frequency Increase + Bay Fair Operational Improvements + SFO Airport Express Train) | 2 | | 3 |
| 43 | Regional Transit | BART | 203 | Irvington BART Infill Station | 2 | | 3 |
| 44 | Regional Transit | Caltrain | 1102 | Caltrain Modernization - Phase 1 + Phase 2 (Electrification + Service Frequency Increase + Capacity Expansion) | 2 | | 3 |
| 45 | Regional Transit | Caltrain | 1101 | Caltrain Modernization - Phase 1 (Electrification + Service Frequency Increase) | 2 | | 3 |
| 46 | Regional Transit | Caltrain | 307 | Caltrain Modernization - Phase 1 (Electrification + Service Frequency Increase) + Caltrain to Transbay Transit Center | 2 | | 3 |
| 47 | Regional Transit | Ferry | 1206 | Alameda Point-San Francisco Ferry | | | 3 |
| 48 | Regional Transit | Ferry | 1202 | Oakland-Alameda-San Francisco Ferry Frequency Improvements | | | 3 |
| 49 | Regional Transit | Ferry | 1203 | Vallejo-San Francisco + Richmond-San Francisco Ferry Frequency Improvements | 2 | | 3 |
| 50 | Regional Transit | Ferry | 1204 | Berkeley-San Francisco Ferry | | | 3 |
| 51 | Regional Transit | Regional Express Bus | 9999 | Suburban Local Bus Service Frequency Improvements (concept) | 1 | 2 | |
| 52 | Regional Transit | Regional Express Bus | 604 | Solano County Express Bus Network | 1 | | |
| 53 | Regional Transit | Regional Express Bus | 308 | San Francisco Express Bus Network | | | 3 |
| 54 | Regional Transit | Regional Express Bus | 205 | Express Bus Bay Bridge Contraflow Lane | | | 3 |
| 55 | Regional Transit | Regional Express Bus | 801 | Golden Gate Transit Frequency Improvements | | | 3 |


Draft Performance Target Results

| Goal | | Target* | % | No Project | Main Streets | Connected Neighborhoods | Big Cities |
|---|--|--|-------|------------|--------------|-------------------------|------------|
|  | Climate Protection | 1 Reduce per-capita CO2 emissions | -15% | -3% | -15% | -18% | -20% |
|  | Adequate Housing | 2 House the region's population | 100% | 100% | 100% | 100% | 100% |
|  | Healthy and Safe Communities | 3 Reduce adverse health impacts | -10% | -0% | -0% | -1% | -1% |
|  | Open Space and Agricultural Preservation | 4 Direct development within urban footprint | 100% | 71% | 71% | 100% | 100% |
|  | Equitable Access | 5 Decrease H+T share for lower-income households | -10% | +15% | +13% | +13% | +13% |
| | | 6 Increase share of affordable housing | +15% | -0% | -0% | +1% | +0% |
| | | 7 Do not increase share of households at risk of displacement | +0% | +20% | +9% | +8% | +15% |
|  | Economic Vitality | 8 Increase share of jobs accessible in congested conditions | +20% | -3% | -1% | -1% | -1% |
| | | 9 Increase jobs in middle-wage industries | +38% | +43% | +43% | +43% | +43% |
| | | 10 Reduce per-capita delay on freight network | -20% | +27% | -24% | -21% | -38% |
|  | Transportation System Effectiveness | 11 Increase non-auto mode share | +10% | +1% | +2% | +3% | +3% |
| | | 12 Reduce vehicle O&M costs due to pavement conditions | -100% | +57% | -65% | -7% | +20% |
| | | 13 Reduce per-rider transit delay due to aged infrastructure | -100% | -56% | -76% | -77% | -83% |

Notes: *Complete target language as adopted by the Commission and ABAG Executive Board can be found at <http://planbayarea.org/the-plan/plan-details/goals-and-targets.html>; target language shown above is summarized for brevity. Please note that scenario performance results remain in draft form until all scenarios are run for analysis year 2040 later this year.

Symbols used in summary tables:

 Performance moving in wrong direction from target

 Performance moving in right direction, but falls well short of target

 Target achieved

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Scenario #1: Main Streets

Description

Scenario 1 targets future population and employment growth to the downtowns of every city in the Bay Area to foster a region of moderately-sized, integrated town centers. This scenario emphasizes a dispersed distribution of households and jobs and limited growth in San Jose, San Francisco, and Oakland. As a result, a number of the region's cities would experience significant growth and different types of development compared to existing patterns. As in the other scenarios, most growth will be in locally-identified PDAs, but this scenario offers the most dispersed growth pattern, meaning that cities outside the region's core are likely to see higher levels of growth. Within cities, more growth will be accommodated outside of PDAs than in other scenarios, with an emphasis on high opportunity areas that have higher levels of educational opportunities, economic mobility, and neighborhood services.

To accommodate this growth, investments, including resources for affordable housing, will be dispersed across PDAs, Transit Priority Areas (TPAs), other transit-proximate locations outside PDAs, and underutilized transportation corridors across the region. This scenario comes closest to resembling a traditional suburban pattern, with an increase in greenfield development to accommodate the dispersed growth pattern. While an emphasis on multi-family and mixed-use development in downtowns will provide opportunities for households of all incomes to live near a mix of jobs, shopping, services, and other amenities, this scenario also assumes that many people will drive significant distances by automobile to get to work.

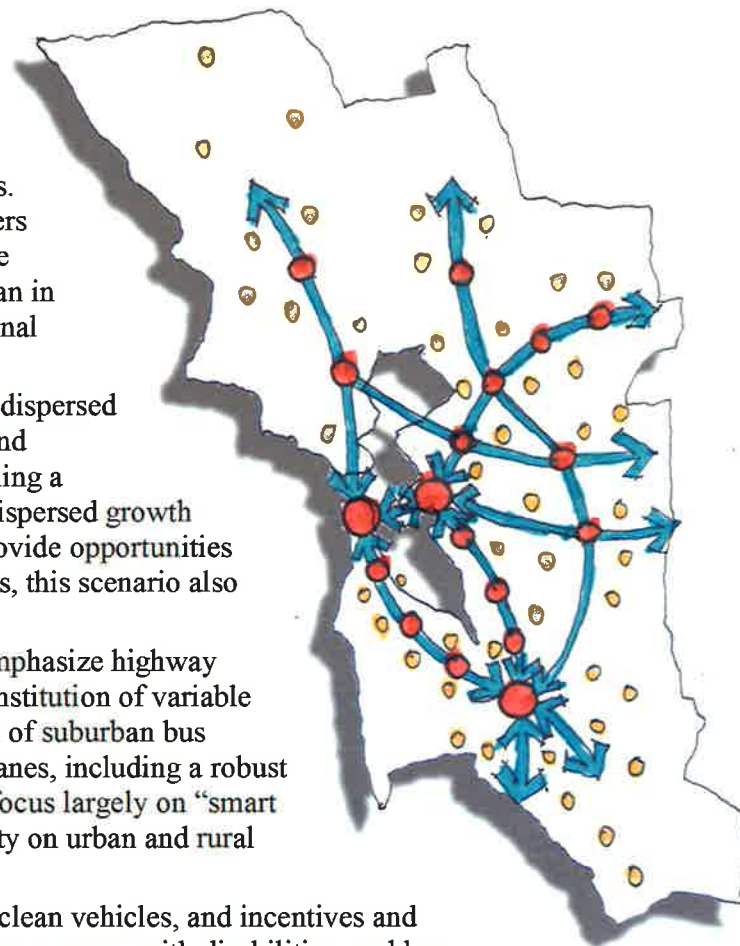
To support this scenario's dispersed growth pattern, transportation investment priorities will emphasize highway strategies, including the expansion of high-occupancy toll lanes on all regional highways, the institution of variable pricing, and highway widening at key bottlenecks. The scenario will also emphasize expansion of suburban bus service. Bicycle and pedestrian infrastructure will create a network of regional trails and bike lanes, including a robust regional network of bike sharing. To support industry and goods movement, the scenario will focus largely on "smart operations and deliveries"—technology and operations to reduce congestion and increase safety on urban and rural roads.

To reach our climate goals, this scenario sees heavy investments in technology advancements, clean vehicles, and incentives and pursues near-zero and zero emissions strategies wherever feasible. The mobility needs of seniors, persons with disabilities, and low-income communities will be addressed most centrally by "mobility management" solutions to link individuals to travel options that meet their specific needs, as well as the provision of demand-responsive strategies by the public, non-profit, and private sectors.

Land Use Strategies

In this scenario, land use strategies emphasize a more dispersed growth pattern. Compared to the other scenarios, cities outside the region's core are likely to see higher levels of growth and, within cities, more growth will be accommodated outside PDAs, with an emphasis on high opportunity areas. Specific strategies include:

- Zoning: upzoning of select suburban areas to increase residential and commercial development capacity.



- Open space: allows urban growth boundaries to expand faster than expected (by 565 square miles) compared to past trends to accommodate more dispersed growth.
- Reduce parking minimums: in PDAs along regional rail transit (such as BART, Caltrain, Amtrak, Altamont Corridor Express, and SMART).
- Affordable housing: encourages more affordable housing choices through the following strategies:
 - Inclusionary zoning- assumes a low level of inclusionary units (deed-restricted) with a proportion of 5% in high-opportunity jurisdictions.
 - Assesses fees on commercial development in high VMT areas to subsidize deed-restricted housing.
 - Assumes imposition of other tax policies to subsidize over \$500 million annually of affordable units in PDAs.

Transportation Strategies

Investments to increase the frequency of suburban bus operations, manage travel demand, and expand the capacity of our highway network will be critical to enable this pattern of growth. Since job growth is more dispersed throughout the region, major public transit expansions or extensions such as fixed-guideway extensions and core capacity enhancements will be a lower priority. Strategies include the following (see **Attachment 2** for specific major investments):

- Transit service expansion: Pursue strategic transit investments, especially bus improvements, to provide access to increasingly dispersed job centers.
- Express lanes: Leverage technological advances to use roadway capacity more efficiently, while emphasizing freeway-focused pricing like Express Lanes / Managed Lanes as complementary strategies.
- Highway capacity: Invest in strategic highway capacity increases to accommodate this scenario's growth pattern.
- State of good repair: Emphasize investment into both state of good repair (particularly for highways and local streets across all nine counties).
- Climate Strategies: includes technological advancements (e.g. clean vehicles) and incentive programs to encourage travel options that help meet GHG emissions reduction targets.

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Scenario #2: Connected Neighborhoods

Description

Scenario 2 targets future population and employment growth to locally-identified PDAs along major corridors, with an emphasis on growth in medium-sized cities with access to the region's major rail services, such as BART and Caltrain. Outside the PDAs, this scenario sees modest infill development, especially in high opportunity areas. As these communities grow over the next 25 years, compact development and strategic transportation investments will provide residents and workers access to a mix of housing, jobs, shopping, services, and amenities in proximity to transit traditionally offered by more urban environments. Resources for affordable housing will be dispersed across the Bay Area, with some concentration in PDAs to support the development of affordable housing where the most population and employment growth is targeted.

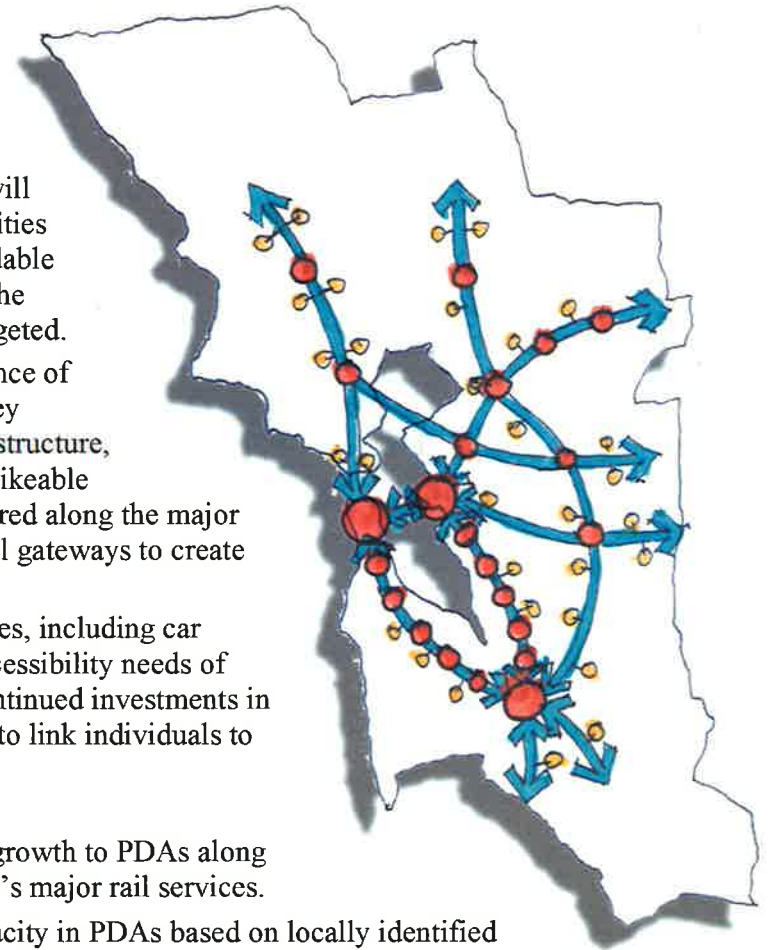
To support this scenario's growth pattern, transportation investments will prioritize maintenance of existing infrastructure. The region's transit system will be modernized and expanded along key corridors to improve commutes and add capacity. Investments in bicycle and pedestrian infrastructure, including the regional bike sharing network, will support the creation of more walkable and bikeable downtowns. To support industry and goods movement, particularly the industrial lands clustered along the major corridors, this scenario will support environmentally sustainable investments at our key global gateways to create local jobs, protect the community, and attract international commerce.

To protect the climate, this scenario prioritizes a number of innovative transportation initiatives, including car sharing and near-zero and zero emission goods movement technologies. The mobility and accessibility needs of seniors, persons with disabilities, and low-income communities will be addressed through continued investments in transit operations, transit capital, and a continued focus on "mobility management" solutions to link individuals to travel options that meet their specific needs.

Land Use Strategies

In this scenario, land use strategies target capacity increases for population and employment growth to PDAs along major corridors, with an emphasis on growth in medium-sized cities with access to the region's major rail services.

- Zoning: Encourage new housing development by increasing residential development capacity in PDAs based on locally identified PDA place type.
- Development cap: Raises SF office cap to 1.5 million.
- Open space: Protect the region's natural resources by avoiding development on adopted PCAs and accommodating all new growth within existing urban growth boundaries or urban limit lines, using city boundaries as a limit when a jurisdiction has no expansion limit.
- Reduce parking minimums: in PDAs with high levels of transit access along El Camino Real and East Bay corridors.
- Affordable housing: Encourage more affordable housing choices through inclusionary zoning- Assumes a moderate level of inclusionary units (deed-restricted) with a proportion of 10% for jurisdictions with PDAs.



Transportation Investments

Urban growth patterns will require increased investment in our regional rail systems like BART and Caltrain, as well as the expansion of express bus services, including bus rapid transit (BRT) to connect inner-ring suburban communities to major job centers. At the same time, a smaller share of suburban and exurban residents will continue to drive, necessitating sustained investment in freeways and arterials. Strategies include the following (see **Attachment 2** for specific major investments):

- **Transit efficiency:** Prioritize transit efficiency investments to improve frequencies and reduce travel times on core transit lines across the region.
- **Highway efficiency:** Focus on a limited set of high performing highway efficiency investments, including strategic highway capacity improvements to address bottlenecks and provide reliever routes to freeways within the urban core.
- **Transit expansion:** Fund the most cost-effective transit expansion projects that support the region's highest-growth PDAs.
- **State of good repair:** Balance state of good repair needs with expansion and efficiency priorities for all modes; identify opportunities to align state of good repair to support PDA growth by repaving streets and upgrading buses that serve these communities.
- **Climate Strategies:** includes technological advancements (e.g. clean vehicles) and incentive programs to encourage travel options that help meet GHG emissions reduction targets.

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Scenario #3: Big Cities

Description

Scenario 3 concentrates future population and employment growth in the locally-identified PDAs and TPAs within the Bay Area's three largest cities: San Jose, San Francisco, and Oakland. Neighboring cities that are already well-connected to these three cities by transit will see moderate to substandard increases in population and employment growth, particularly in their locally-identified PDAs and high opportunity areas. The amount of growth outside these areas is minimal, with limited infill development in PDAs and no greenfield development. Growth in the three biggest cities will require substantial investment to support transformational changes to accommodate households of all incomes. This scenario will prioritize strategies to make these existing urban neighborhoods even more compact and vibrant, and enable residents and workers to easily take transit, bike or walk to clusters of jobs, stores, services, and other amenities. Resources for affordable housing will likewise be directed to the cities taking on the most growth.

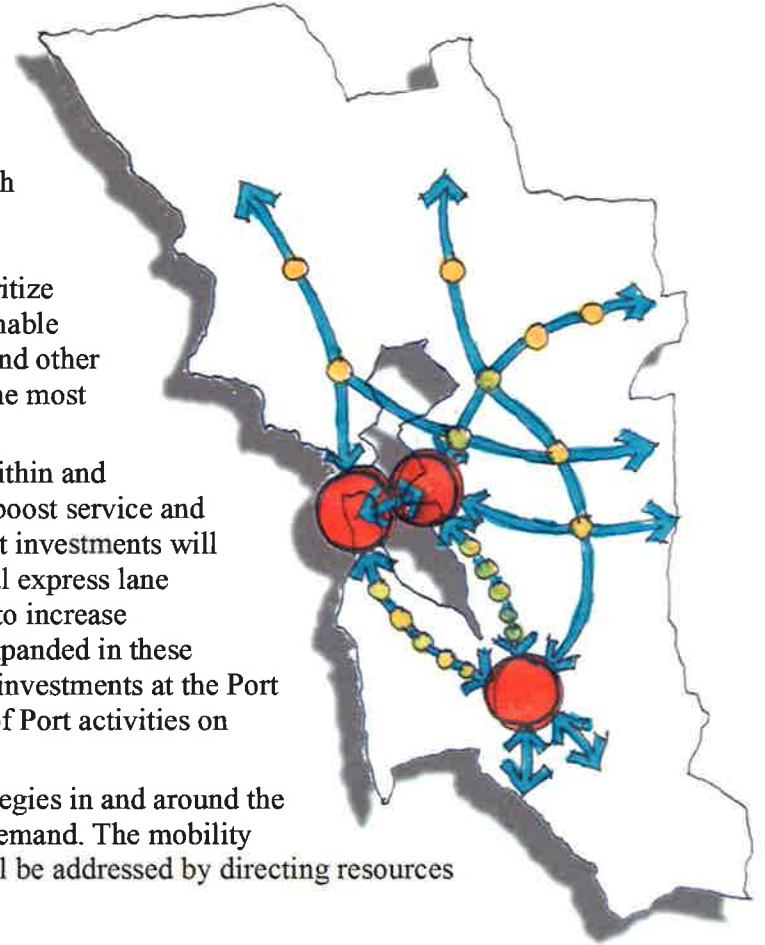
To support this scenario's big city-focused growth pattern, the transportation infrastructure within and directly serving the region's core will be maintained to a state of good repair, modernized to boost service and improve commutes and capacity, and expanded to meet increased demand. While these transit investments will take priority, the roadway network will also require significant investments, such as a regional express lane network to prioritize direct access to the three biggest cities and regional express bus service to increase connections to the region's core. Bicycle and pedestrian infrastructure will be dramatically expanded in these cities, including a robust network of bike sharing. To support industry and goods movement, investments at the Port of Oakland will be ramped up quickly to enable more efficiency and to mitigate the impacts of Port activities on nearby communities.

To reach our climate goals, this scenario will focus technological and financial incentive strategies in and around the three biggest cities, which will accommodate a significant increase in population and travel demand. The mobility and accessibility needs of seniors, persons with disabilities, and low-income communities will be addressed by directing resources for a robust increase in transit operations and capital within the region's core.

Land Use Strategies

In this scenario, it is assumed that most of the region's population and employment growth will be located in San Francisco, San Jose, and Oakland—with the remainder primarily in cities directly proximate to the three biggest cities and areas well served by transit. Capacity for growth in these cities is emphasized in PDAs, TPAs, and other areas that are well served by transit.

- **Zoning:** Increases development capacity in areas with high transit access (with an emphasis on San Jose, San Francisco, Oakland, and their neighbors) by increasing residential densities in key PDAs, TPAs, and select opportunity sites.
- **Development caps:** Assumes elimination of caps on office development in San Francisco.



- Open space: Protect the region's natural resources by avoiding development on adopted PCAs and accommodating all new growth within existing urban growth boundaries or urban limit lines, using city boundaries as a limit when a jurisdiction has no expansion limit.
- Reduce parking minimums: in three big cities and neighboring communities.
- Affordable housing: Encourage more affordable housing choices through the following strategies:
 - Inclusionary zoning: Assumes a moderate level of inclusionary units (deed-restricted) with a proportion of 10% for jurisdictions with PDAs.
 - Assesses fees on residential development in high VMT areas to subsidize deed-restricted housing in low VMT areas.
- Other tax policy: encourages compact development through modifications to property tax assessment in three biggest cities.

Transportation Strategies

In order to make this high-density growth pattern feasible without significantly worsening traffic congestion or overloading existing transit systems, transit capacity improvements and demand management strategies will be prioritized to accommodate travel to, from, and within the core cities. Strategies include the following (see **Attachment 2** for specific major investments):

- Core capacity and connectivity: Pursue expansion of the South Bay transit system to support high-density development across Silicon Valley, while at the same time prioritizing investment in core capacity projects in San Francisco and Oakland to enable high-density development.
- Transit enhancements and expansion: Link regional rail systems into the heart of the Bay Area's two largest cities – San Francisco and San Jose – while boosting service frequencies to support increasingly-urban commute patterns.
- Congestion pricing: Support urban development in San Francisco by implementing cordon pricing and leveraging motorists' tolls to pay for robust and time-competitive transit services.
- State of good repair: Align operating and maintenance funds to prioritize investments into high-growth cities and high-ridership systems;
- Climate Strategies: includes technological advancements (e.g. clean vehicles) and incentive programs to encourage travel options that help meet GHG emissions reduction targets.



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Memorandum

TO: Planning Committee

DATE: May 6, 2016

FR: Executive Director

RE: Plan Bay Area 2040 Project Performance Assessment: Final Performance Results and Guidelines for Applying Results

At the April 2016 MTC Commission Workshop, staff presented performance results for major uncommitted transportation projects and state of good repair investments. This memorandum presents final performance results and proposes guidelines for applying the results in the transportation investment element of the preferred scenario for Plan Bay Area (PBA) 2040, which is slated for adoption in September 2016. Staff requests that the Commission approve the proposed Project Performance Assessment guidelines, which lay out thresholds for defining high and low performance results.

Background

All major uncommitted investments, including projects that expand transit and road facilities, improve road or transit efficiency, and state of good repair investments, are subject to performance assessment per MTC Resolution No. 4182 and prioritization for the investment strategy of PBA 2040. This assessment applies the same framework as PBA 2013, the currently adopted plan, with updated targets and benefit-cost methodology. Staff worked with stakeholders (congestion management agencies, transit agencies, state agencies, local jurisdictions and non-profit organizations) across multiple months in 2015 to update the project performance methodology. For the first time, staff also extended the benefit-cost methodology to state of good repair investments of highways, local streets and roads, rail and bus networks.

The assessment evaluates the degree to which potential transportation investments:

1. Are cost-effective, based on best practices for benefit-cost analysis in which the aim is to consistently quantify and monetize as many reasonably related benefits as possible.
2. Advance the thirteen performance targets adopted by MTC and ABAG in November 2015 (MTC Resolution No. 4204, Revised); and

Staff released draft results to congestion management agencies, project sponsors, and stakeholders in mid-March and presented revised results to the Commission at the end of April. Staff made additional revisions to five projects between the end of April and the May Planning Committee. Final results, reflecting the last set of revisions, are included in Attachment A and a summary of changes are included in Attachment B.

Proposed Guidelines for Incorporating Performance Results for Plan Bay Area 2040

For PBA 2013, the Planning Committee approved the following application guidelines for project performance:

1. Project performance assessment should be used to identify the highest and lowest performing projects.
2. The highest performing projects should be included in the preferred PBA 2040, subject to financial feasibility.
 - a. High performance requires high B/C and moderate targets score *or* high targets score and moderate B/C
3. The lowest performing projects may be considered if the sponsor or the congestion management agency (CMA) can make a compelling case and the project has a realistic funding plan.
 - a. Low performance requires low B/C *or* low targets score

Medium-performing projects and those not evaluated in the assessment are not subject to these guidelines; their inclusion in the draft preferred investment strategy will be based on county priorities, subject to financial feasibility. Attachment C illustrates the connection between performance status and inclusion in the draft preferred investment strategy.

Staff proposes to retain the framework and compelling case process from PBA 2013 and update the thresholds for defining high- and low-performance to reflect changes in performance results between PBA 2013 and PBA 2040. Attachment D includes the performance thresholds from PBA 2013 and the proposed updates for PBA 2040. Attachment E includes a draft list of the high- and low-performing projects using the thresholds in this memo.

Staff further proposes that a CMA or project **sponsor must make a compelling case in writing by June 10, 2016** why a low-performing project should be considered. Sponsors of low-performing projects have several options within the compelling case process:

- A project sponsor could drop their low-performing project.
- A project sponsor could modify their project into something that would be exempt from project assessment (e.g. funded with 100% local monies, request study funding or for a non-capacity increasing phase, scope the project to cost less than \$100 million).
- A project sponsor could submit a Compelling Case for consideration by the Planning Committee under a set of eligible Compelling Case criteria. Attachment F includes a more detailed description of the proposed Compelling Case criteria.

For the latter two options, it is important to note that all projects must eventually fit within the revenue envelope of PBA 2040 (e.g. subject to fiscal constraint).

Next Steps

If the Committee approves this performance process and thresholds, staff will notify CMAs and sponsors of these guidelines and of the opportunity to submit a compelling case if project sponsors seek to include the “low performing” projects in the preferred transportation investment strategy. At the same time MTC staff will continue to work with CMAs and transit operators to develop funding plans for the “high performing” projects for inclusion in the draft preferred investment strategy. Key, near-term milestones for PBA 2040 include:

- May 2016 – MTC Planning Committee approve guidelines

- June 2016 – CMAs/Sponsors submit compelling cases in writing by June 10, 2016
- July 2016 – MTC staff reviews cases and presents recommendations to the Planning Committee for approval
- September 2016 – MTC/ABAG approves the preferred scenario for PBA 2040

Recommendation

Staff requests that this Committee adopt the proposed performance guidance, performance thresholds to be forwarded to the Commission for approval, which will allow sponsors to start the compelling case process.




Steve Heminger

Attachments

- Attachment A: Final Performance Results Table
- Attachment B: Documentation of Revisions between April and May
- Attachment C: Connection between performance results and the investment strategy
- Attachment D: Proposed Performance Thresholds
- Attachment E: Project Performance Assessment: High-Performers and Low-Performers
- Attachment F : Plan Bay Area 2040 Compelling Case Criteria
- PowerPoint

SH:kc&dv
Attachments

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| ROW | ID | PROJECT NAME | LOCATION (COUNTY) | PROJECT TYPE | ANNUAL BENEFIT | ANNUAL COST | B/C RATIO | TARGETS SCORE |
|-----|------|---|-------------------|------------------------------|----------------|-------------|-----------|--|
| 1 | 1503 | Highway Pavement Maintenance (Ideal Conditions vs. Preserve Conditions) | Multi-County | Highway Maintenance | \$638 | (\$1) | > 50 |  2.5 |
| 2 | 1502 | Highway Pavement Maintenance (Preserve Conditions vs. No Funding) | Multi-County | Highway Maintenance | \$2,433 | \$144 | 17 |  2.5 |
| 3 | 302 | Treasure Island Congestion Pricing (Toll + Transit Improvements) | San Francisco | Congestion Pricing | \$56 | \$4 | 14 |  4.5 |
| 4 | 1301 | Columbus Day Initiative | Multi-County | ITS | \$421 | \$38 | 11 |  4.0 |
| 5 | 209 | SR-84 Widening + I-680/SR-84 Interchange Improvements (Livermore to I-680) | Alameda | Intraregional Road Expansion | \$116 | \$13 | 9 |  1.0 |
| 6 | 501 | BART to Silicon Valley – Phase 2 (Berryessa to Santa Clara) | Santa Clara | Rail Expansion | \$472 | \$62 | 8 |  8.0 |
| 7 | 306 | Downtown San Francisco Congestion Pricing (Toll + Transit Improvements) | San Francisco | Congestion Pricing | \$84 | \$11 | 7 |  7.0 |
| 8 | 1651 | Public Transit Maintenance - Rail Operators (Preserve Conditions vs. No Funding) | Multi-County | Rail Maintenance | \$1,351 | \$198 | 7 |  9.5 |
| 9 | 506 | El Camino Real BRT (Palo Alto to San Jose) | Santa Clara | BRT | \$85 | \$13 | 7 |  6.5 |
| 10 | 301 | Geary BRT | San Francisco | BRT | \$124 | \$20 | 6 |  7.0 |
| 11 | 505 | Capitol Expressway LRT – Phase 2 (Alum Rock to Eastridge) | Santa Clara | Rail Expansion | \$77 | \$12 | 6 |  5.5 |
| 12 | 518 | ACE Alviso Double-Tracking | Santa Clara | Rail Efficiency | \$36 | \$6 | 6 |  1.5 |
| 13 | 1650 | Public Transit Maintenance - Bus Operators (Preserve Conditions vs. No Funding) | Multi-County | Bus Maintenance | \$623 | \$103 | 6 |  8.0 |
| 14 | 1203 | Vallejo-San Francisco + Richmond-San Francisco Ferry Frequency Improvements | Multi-County | Ferry | \$29 | \$5 | 6 |  4.5 |
| 15 | 203 | Irvington BART Infill Station | Alameda | Rail Efficiency | \$30 | \$6 | 5 |  3.5 |
| 16 | 101 | Express Lane Network (US-101 San Mateo/San Francisco) | Multi-County | Express Lanes | \$48 | \$10 | 5 |  0.5 |
| 17 | 903 | Sonoma County Service Frequency Improvements | Sonoma | Bus Frequency Improvements | \$75 | \$15 | 5 |  5.0 |
| 18 | 523 | VTA Service Frequency Improvements (15-Minute Frequencies) | Santa Clara | Bus Frequency Improvements | \$103 | \$23 | 4 |  5.0 |
| 19 | 211 | SR-262 Connector (I-680 to I-880) | Alameda | Intraregional Road Expansion | \$22 | \$5 | 4 |  -0.5 |
| 20 | 1403 | Local Streets and Roads Maintenance (Preserve Conditions vs. No Funding) | Multi-County | Local Streets Maintenance | \$1,875 | \$428 | 4 |  3.5 |
| 21 | 207 | San Pablo BRT (San Pablo to Oakland) | Multi-County | BRT | \$67 | \$16 | 4 |  7.0 |
| 22 | 210 | I-580 ITS Improvements | Alameda | ITS | \$44 | \$11 | 4 |  1.0 |
| 23 | 504 | Stevens Creek LRT | Santa Clara | Rail Expansion | \$144 | \$38 | 4 |  5.5 |
| 24 | 1001 | BART Metro Program (Service Frequency Increase + Bay Fair Operational Improvements + SFO Airport Express Train) | Multi-County | Rail Efficiency | \$430 | \$123 | 3 |  9.0 |
| 25 | 1101 | Caltrain Modernization - Phase 1 (Electrification + Service Frequency Increase) | Multi-County | Rail Efficiency | \$195 | \$56 | 3 |  6.5 |

all benefits and costs are in millions of 2017 dollars

| ROW | ID | PROJECT NAME | LOCATION (COUNTY) | PROJECT TYPE | ANNUAL BENEFIT | ANNUAL COST | B/C RATIO | TARGETS SCORE |
|-----|------|---|-------------------|------------------------------|----------------|-------------|-----------|---------------|
| 26 | 605 | Jepson Parkway (Fairfield to Vacaville) | Solano | Intraregional Road Expansion | \$17 | \$5 | 3 | 1.0 |
| 27 | 1202 | Oakland-Alameda-San Francisco Ferry Frequency Improvements | Multi-County | Ferry | \$16 | \$5 | 3 | 2.5 |
| 28 | 1102 | Caltrain Modernization - Phase 1 + Phase 2 (Electrification + Service Frequency Increase + Capacity Expansion) | Multi-County | Rail Efficiency | \$236 | \$77 | 3 | 6.5 |
| 29 | 411 | SR-4 Auxiliary Lanes - Phases 1 + 2 (Concord to Pittsburg) | Contra Costa | Intraregional Road Expansion | \$44 | \$15 | 3 | 2.0 |
| 30 | 507 | Vasona LRT – Phase 2 (Winchester to Vasona Junction) | Santa Clara | Rail Expansion | \$30 | \$11 | 3 | 5.0 |
| 31 | 515 | Tasman West LRT Realignment (Fair Oaks to Mountain View) | Santa Clara | Rail Expansion | \$48 | \$18 | 3 | 5.0 |
| 32 | 517 | Stevens Creek BRT | Santa Clara | BRT | \$29 | \$11 | 3 | 5.5 |
| 33 | 102 | US-101 HOV Lanes (San Francisco + San Mateo Counties) | Multi-County | Express Lanes | \$63 | \$25 | 3 | 2.0 |
| 34 | 503 | SR-152 Tollway (Gilroy to Los Banos) | Multi-County | Interregional Road Expansion | \$95 | \$37 | 3 | -1.5 |
| 35 | 307 | Caltrain Modernization - Phase 1 (Electrification + Service Frequency Increase) + Caltrain to Transbay Transit Center | Multi-County | Rail Expansion | \$290 | \$113 | 3 | 7.0 |
| 36 | 331 | Better Market Street | San Francisco | BRT | \$32 | \$13 | 3 | 4.5 |
| 37 | 1206 | Alameda Point-San Francisco Ferry | Multi-County | Ferry | \$12 | \$5 | 2 | 3.0 |
| 38 | 1204 | Berkeley-San Francisco Ferry | Multi-County | Ferry | \$10 | \$4 | 2 | 5.0 |
| 39 | 1302 | Express Lane Network (East and North Bay) | Multi-County | Express Lanes | \$214 | \$91 | 2 | 3.0 |
| 40 | 206 | AC Transit Service Frequency Improvements | Multi-County | Bus Frequency Improvements | \$248 | \$120 | 2 | 6.5 |
| 41 | 513 | North Bayshore LRT (NASA/Bayshore to Google) | Santa Clara | Rail Expansion | \$42 | \$22 | 2 | 4.0 |
| 42 | 502 | Express Lane Network (Silicon Valley) | Santa Clara | Express Lanes | \$69 | \$38 | 2 | 3.0 |
| 43 | 604 | Solano County Express Bus Network | Multi-County | Express Bus Network | \$21 | \$12 | 2 | 2.5 |
| 44 | 522 | VTA Service Frequency Improvements (10-Minute Frequencies) | Santa Clara | Bus Frequency Improvements | \$177 | \$99 | 2 | 7.0 |
| 45 | 402 | eBART – Phase 2 (Antioch to Brentwood) | Contra Costa | Rail Expansion | \$21 | \$12 | 2 | 4.0 |
| 46 | 311 | Muni Forward Program | San Francisco | Bus Frequency Improvements | \$60 | \$36 | 2 | 6.5 |
| 47 | 901 | US-101 Marin-Sonoma Narrows HOV Lanes – Phase 2 | Multi-County | Intraregional Road Expansion | \$31 | \$19 | 2 | 3.0 |
| 48 | 409 | I-680/SR-4 Interchange Improvements + HOV Direct Connector | Contra Costa | Intraregional Road Expansion | \$42 | \$27 | 2 | 3.0 |
| 49 | 103 | El Camino Real Rapid Bus (Daly City to Palo Alto) | San Mateo | Bus Frequency Improvements | \$54 | \$36 | 2 | 2.0 |
| 50 | 401 | TriLink Tollway + Expressways (Brentwood to Tracy/Altamont Pass) | Multi-County | Interregional Road Expansion | \$75 | \$51 | 1 | -0.5 |

all benefits and costs are in millions of 2017 dollars

| ROW | ID | PROJECT NAME | LOCATION (COUNTY) | PROJECT TYPE | ANNUAL BENEFIT | ANNUAL COST | B/C RATIO | TARGETS SCORE |
|-----|--------|---|-------------------|------------------------------|----------------|-------------|-----------|---------------|
| 51 | 312 | 19th Avenue Subway (West Portal to Parkmerced) | San Francisco | Rail Efficiency | \$39 | \$27 | 1 | 7.5 |
| 52 | 801 | Golden Gate Transit Frequency Improvements | Multi-County | Express Bus Network | \$11 | \$8 | 1 | 4.5 |
| 53 | 313 | Muni Service Frequency Improvements | San Francisco | Bus Frequency Improvements | \$89 | \$79 | 1 | 6.0 |
| 54 | 1413 | Local Streets and Roads Maintenance (Preserve Conditions vs. Local Funding) | Multi-County | Local Streets Maintenance | \$194 | \$198 | 1 | 3.5 |
| 55 | 516 | VTA Express Bus Frequency Improvements | Santa Clara | Express Bus Network | \$18 | \$19 | 0.9 | 4.5 |
| 56 | 202 | East-West Connector (Fremont to Union City) | Alameda | Intraregional Road Expansion | \$10 | \$12 | 0.9 | 1.5 |
| 57 | 304 | Southeast Waterfront Transportation Improvements (Hunters Point Transit Center + New Express Bus Services) | San Francisco | Express Bus Network | \$16 | \$27 | 0.6 | 6.0 |
| 58 | 410 | Antioch-Martinez-Hercules-San Francisco Ferry | Multi-County | Ferry | \$9 | \$16 | 0.6 | 1.5 |
| 59 | 403 | I-680 Express Bus Frequency Improvements | Multi-County | Express Bus Network | \$12 | \$21 | 0.6 | 2.5 |
| 60 | 404 | SR-4 Widening (Antioch to Discovery Bay) | Contra Costa | Interregional Road Expansion | \$9 | \$17 | 0.5 | -0.5 |
| 61 | 510 | Downtown San Jose Subway (Japantown to Convention Center) | Santa Clara | Rail Efficiency | \$10 | \$18 | 0.5 | 6.5 |
| 62 | 104 | Geneva-Harney BRT + Corridor Improvements | Multi-County | BRT | \$15 | \$46 | 0.3 | 5.0 |
| 63 | 508 | SR-17 Tollway + Santa Cruz LRT (Los Gatos to Santa Cruz) | Multi-County | Interregional Road Expansion | \$57 | \$200 | 0.3 | 1.0 |
| 64 | 519 | Lawrence Freeway | Santa Clara | Intraregional Road Expansion | \$7 | \$34 | 0.2 | 2.0 |
| 65 | 601 | I-80/I-680/SR-12 Interchange Improvements | Solano | Intraregional Road Expansion | \$5 | \$32 | 0.2 | 2.5 |
| 66 | 1304 | Bay Bridge West Span Bike Path | San Francisco | Bike/Ped | \$4 | \$30 | 0.1 | 2.0 |
| 67 | 905 | SMART – Phase 3 (Santa Rosa Airport to Cloverdale) | Sonoma | Rail Expansion | \$0 | \$12 | 0 | 4.0 |
| 68 | 1201 | San Francisco-Redwood City + Oakland-Redwood City Ferry | Multi-County | Ferry | \$0 | \$8 | 0 | 2.0 |
| 69 | 205_15 | Express Bus Bay Bridge Contraflow Lane | Multi-County | Express Bus Network | \$0 | \$10 | 0 | 5.0 |

all benefits and costs are in millions of 2017 dollars

May 2016

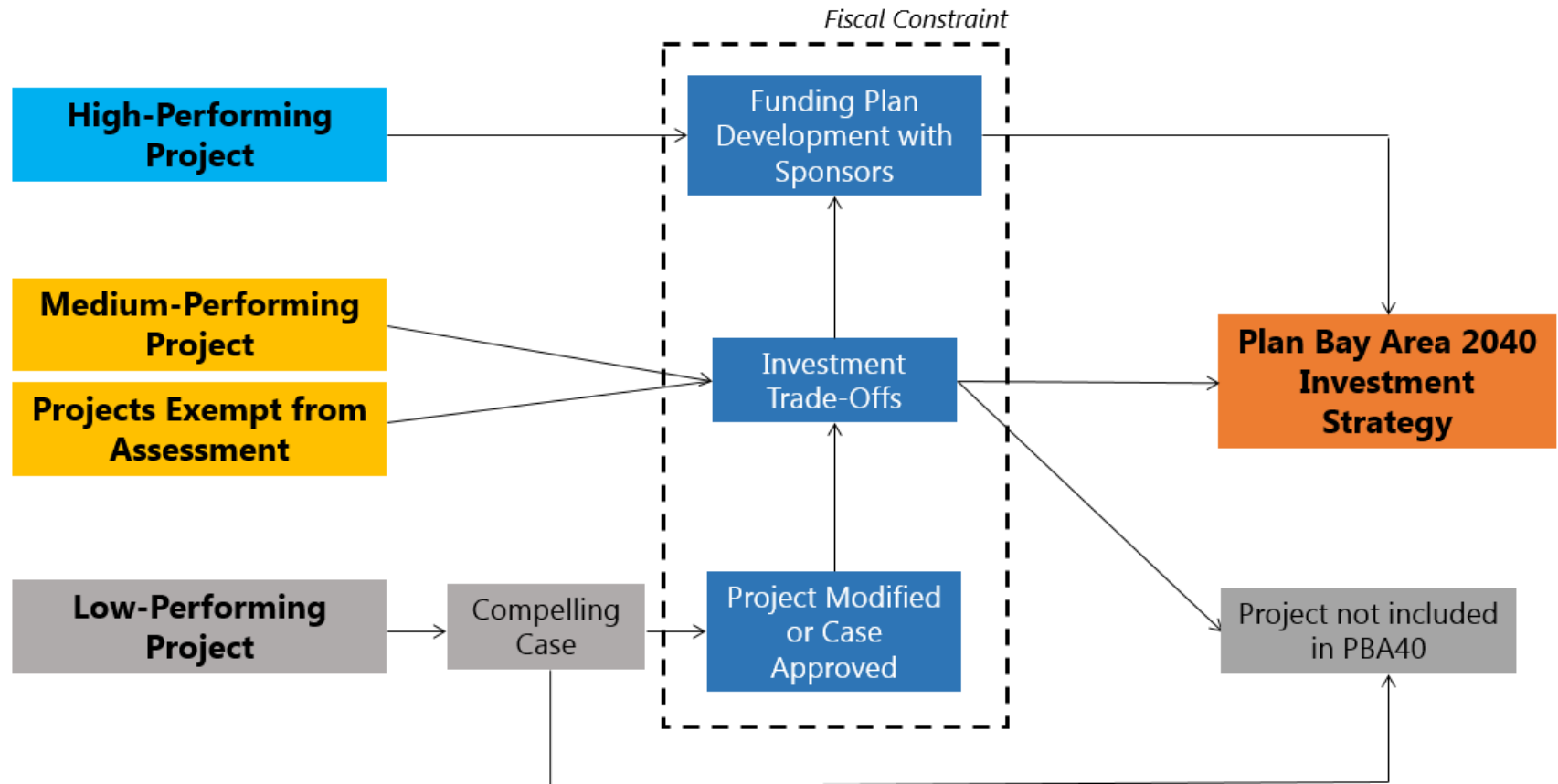
Attachment B: Summary of Revisions between April and May

| Row # | Project ID | Project Name | Location (County) | Annual Benefit* | Annual Cost* | B/C Ratio |
|--|------------|--|-------------------|-----------------|--------------|-----------|
| <i>Updated annual cost information</i> | | | | | | |
| 1 | 1001 | BART Metro Program (Service Frequency Increase + Bay Fair Operational Improvements + SFO Airport Express Train) | Multi-County | \$430 | \$123 | 3 |
| <i>Project modeling refinements</i> | | | | | | |
| 2 | 207 | San Pablo BRT (San Pablo to Oakland) | Multi-County | \$67 | \$16 | 4 |
| 3 | 312 | 19th Avenue Subway (West Portal to Parkmerced) | San Francisco | \$39 | \$27 | 1 |
| 4 | 502 | Express Lane Network (Silicon Valley) | Santa Clara | \$69 | \$38 | 2 |
| <i>Project dropped from the assessment</i> | | | | | | |
| 5 | 1407 | Local Streets and Roads Maintenance (Ideal Conditions vs. Preserve Conditions) | Multi-County | -- | -- | -- |

*all benefits and costs are in millions of 2017 dollars

Attachment C

Connection between performance results and the investment strategy



Attachment D
Proposed Performance Thresholds

| Performance Definition | Plan Bay Area | | | Plan Bay Area 2040 | | |
|--|-----------------------|-----|------------------|-----------------------|-----|------------------|
| <u>High-Performer</u> | Benefit-Cost Ratio | | Targets Score | Benefit-Cost Ratio | | Targets Score |
| High benefit-cost ratio and medium targets score | ≥ 10 | And | ≥ 2 | ≥ 7 | And | ≥ 3 |
| High targets score and medium benefit-cost ratio | ≥ 5 | And | ≥ 6 | ≥ 3 | And | ≥ 7 |
| <u>Low-Performer</u> | | | | | | |
| Low benefit-cost ratio or low targets score | < 1 | Or | ≤ -1 | < 1 | Or | < 0 |

Attachment E: Project Performance Assessment Draft High-Performers and Low-Performers**

DRAFT High-Performing Projects: High B/C (≥ 10) and Moderate Targets Score (≥ 3)
OR High Targets Score (≥ 7) and Moderate B/C (between 3 and 10)

| Row # | Project ID | Project Name | Location (County) | B/C Ratio | Targets Score | Project Description |
|-------|------------|--|-------------------|-----------|---------------|--|
| 1 | 302 | Treasure Island Congestion Pricing | San Francisco | 14 | 4.5 | Charges a toll for residents to exit Treasure Island with net revenues used to increase ferry and bus service to/from Treasure Island. |
| 2 | 1301 | Columbus Day Initiative | Multi-County | 11 | 4.0 | Increases capacity of freeways and arterials through adaptive ramp metering, signal coordination, and hard-shoulder running lanes for carpools and buses. |
| 3 | 501 | BART to Silicon Valley – Phase 2 | Santa Clara | 8 | 8.0 | Extends BART from Berryessa through a new BART subway to Alum Rock, Downtown San Jose, Diridon Station, and Santa Clara. |
| 4 | 306 | Downtown San Francisco Congestion Pricing | San Francisco | 7 | 7.0 | Charges a toll to enter/exit the northeast quadrant of San Francisco with net revenues used to increase bus service, implement transit priority infrastructure, and pedestrian and bicycle improvements. |
| 5 | 1651 | Public Transit Maintenance – Rail Operators | Multi-County | 7 | 9.5 | Funds the maintenance of all assets related to providing existing rail service throughout the Bay Area. |
| 6 | 301 | Geary BRT | San Francisco | 6 | 7.0 | Constructs a bus rapid transit line with dedicated lanes along Geary Boulevard in San Francisco. |
| 7 | 207 | San Pablo BRT | Multi-County | 4 | 7.0 | Constructs a bus rapid transit line with dedicated lanes along San Pablo Avenue from San Pablo to downtown Oakland. |
| 8 | 1650 | Public Transit Maintenance – Bus Operators | Multi-County | 6 | 8.0 | Funds the maintenance of all assets related to providing existing bus service throughout the Bay Area. |
| 9 | 1001 | BART Metro Program | Multi-County | 3 | 9.0 | Increases frequency on all BART lines through infrastructure upgrades, new turnbacks and providing new express train service to SFO. |
| 10 | 307 | Caltrain Modernization + Caltrain to Transbay Transit Center | Multi-County | 3 | 7.0 | Electrifies the Caltrain line to support faster and more frequent high-capacity transit from San Jose to San Francisco and constructs a tunnel from the existing 4th and King terminus to the Transbay Terminal. |

**thresholds for high- and low-performing projects reflect staff proposals for May 2016 Planning Committee; results on this table are revised draft results and subject to change before final results are released in mid-May.

DRAFT Low-Performing Projects: Low B/C (<1) OR Low Targets Score (<0)**

| Row # | Project ID | Project Name | Location (County) | B/C Ratio | Targets Score | Project Description |
|-------|------------|--|-------------------|-----------|---------------|---|
| 1 | 211 | SR-262 Connector | Alameda | 4 | -0.5 | Upgrades existing facility to freeway standard from I-880 to I-680 and grade separates the facility. |
| 2 | 401 | TriLink Tollway + Expressways | Multi-County | 1 | -0.5 | Constructs a new tollway from Brentwood to Tracy that would replace the existing Vasco Road, upgrades Byron Highway and constructs a new east-west facility at Byron Airport. |
| 3 | 503 | SR-152 Tollway | Multi-County | 3 | -1.5 | Realigns SR-152 on a new facility east of Gilroy. |
| 4 | 516 | VTA Express Bus Frequency Improvements | Santa Clara | 0.9 | 4.5 | Increases frequency on VTA express bus routes from south to north Santa Clara County. |
| 5 | 202 | East-West Connector | Alameda | 0.9 | 1.5 | Constructs a new facility between I-880 and SR-238 in Fremont near the Union City BART station. |
| 6 | 304 | Southeast Waterfront Transportation Improvements | San Francisco | 0.6 | 6.0 | Increases transit service to a new Hunters Point Transit Center including new express bus service to downtown San Francisco. |
| 7 | 410 | Antioch-Martinez-Hercules-San Francisco Ferry | Multi-County | 0.6 | 1.5 | Implements ferry service between Antioch, Martinez, Hercules and downtown San Francisco. |
| 8 | 403 | I-680 Express Bus Frequency Improvements | Multi-County | 0.6 | 2.5 | Increases express bus frequencies along I-680 between the Tri-Valley and Central Contra Costa County. |
| 9 | 404 | SR-4 Widening | Contra Costa | 0.5 | -0.5 | Widens SR-4 to six lanes from Laurel Road to Balfour Road and to four lanes from Balfour Road to the San Joaquin County Line. |
| 10 | 510 | Downtown San Jose Subway | Santa Clara | 0.5 | 6.5 | Constructs a subway in downtown San Jose that would replace four surface stations with two underground stations. |
| 11 | 104 | Geneva Harney BRT + Corridor Improvements | Multi-County | 0.3 | 5.0 | Constructs a full interchange at Candlestick/US-101, extends Geneva Avenue to US-101, constructs a bus bridge in Hunters Point and implements a bus rapid transit line from Hunters Point Transit Center to the Balboa Park BART Station. |
| 12 | 508 | SR-17 Tollway + Santa Cruz LRT | Multi-County | 0.3 | 1.0 | Replaces Highway 17 with a tolled tunnel from Los Gatos to Santa Cruz and extends light rail from Vasona Junction to downtown Santa Cruz on the new facility. |
| 13 | 519 | Lawrence Freeway | Santa Clara | 0.2 | 2.0 | Upgrades Lawrence Expressway to a freeway facility with grade separations and minor widening at interchanges. |

| Row # | Project ID | Project Name | Location (County) | B/C Ratio | Targets Score | Project Description |
|-------|------------|---|-------------------|------------|---------------|--|
| 14 | 601 | I-80/I-680/SR-12 Interchange Improvements | Solano | 0.2 | 2.5 | Widens I-80 and I-680 in the vicinity of the interchange and constructs direct-connectors, as well as HOV connector ramps, between I-80, I-680, and SR-12. |
| 15 | 1304 | Bay Bridge West Span Bike Path | San Francisco | 0.1 | 2.0 | Constructs a bike facility on the western span of the Bay Bridge between Treasure Island and San Francisco. |
| 16 | 905 | SMART – Phase 3 | Sonoma | 0 | 4.0 | Extends SMART service from north of Santa Rosa to Windsor, Healdsburg, and Cloverdale. |
| 17 | 1201 | San Francisco-Redwood City Ferry + Oakland-Redwood City Ferry | Multi-County | 0 | 2.0 | Implements ferry service from San Francisco and Oakland to the Port of Redwood City. |
| 18 | 205_15 | Express Bus Bay Bridge Contraflow Lane | Multi-County | 0 | 5.0 | Implements a westbound bus-only lane on the eastbound deck of the Bay Bridge during the AM peak period. |

**thresholds for high- and low-performing projects reflect staff proposals for May 2016 Planning Committee; results on this table are revised draft results and subject to change before final results are released in mid-May.

Attachment F: Project Performance Assessment Draft Compelling Case Criteria

A case can be made to include a low-performing project in the preferred Plan Bay Area 2040 transportation investment plan if the project is financially feasible and falls under one of the categories listed below. The first category, which applies to projects with a low benefit-cost ratio only, acknowledges that some benefits are not fully captured in the regional travel forecast model. The second category, which applies to all projects, acknowledges that federal requirements give special preference to certain kinds of investments, such as those that improve air quality or benefit low-income or minority communities.

| Category 1: Benefits Not Captured by the Travel Model | Category 2: Federal Requirements |
|--|--|
| <ul style="list-style-type: none">a) interregional or recreational corridorb) provides significant goods movement benefits**c) project benefits accrue from reductions in weaving, transit vehicle crowding, or other travel behaviors not well represented in the travel modeld) enhances system performance based on complementary new funded investments | <ul style="list-style-type: none">a) cost-effective means of reducing CO₂, PM, or ozone precursor emissionsb) improves transportation mobility/reduces air toxics and PM emissions in communities of concern |

**updated criteria from Plan Bay Area which replaces the criteria for accessing international airports with providing significant goods movement benefits