



Memorandum

TO: Regional Advisory Working Group

DATE: March 30, 2018

FR: Michael Germeraad

RE: Horizon: Preliminary Guiding Principles

Summary

Staff have crafted four preliminary Guiding Principles (Principles) which will be used to guide the *Horizon* initiative (previously referred to as *Futures*). The Principles are informed by a process that engaged thousands of Bay Area residents through 28 pop-up outreach events across the region, as well as an online survey. Together, the two efforts have generated 9,000 unique comments to dateⁱ. Staff analyzed the comments for common themes, and studied regional consistency of the major themes.

The Principles will be used throughout the 18-month *Horizon* initiative to guide decision-making across all key elements and inform:

- Evaluation of futures – the Principles will be used to prioritize strategies that maximize the region’s performance despite headwinds from external forces that exist in a given future.
- Broader impacts of *Perspective Papers* (previously referred to as *Policy Papers*) – the Principles will help ensure that each report identifies policies in alignment with a consistent regional vision.

For more details on the use of Principles in the *Horizon* initiative, please refer to the March 6th RAWG Memo.

Overview of the *Horizon* initiative

Defining Guiding Principles is the first step of the *Horizon* initiative, which includes an exploration of potential futures, a suite of policy analyses, and a robust project evaluation process. *Horizon* is intended to address a range of topics, including but not limited to transportation, land use, economic development, and resilience. Based on a set of guiding principles, stakeholders and the public will identify policies, strategies, and investments that should be aligned with each future to make progress towards our regional vision despite potential headwinds. *Horizon* is expected to last through summer 2019, at which point high-performing policies, strategies, and investments will be integrated into the draft preferred scenario for *Plan Bay Area 2050*, the region’s next Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS).

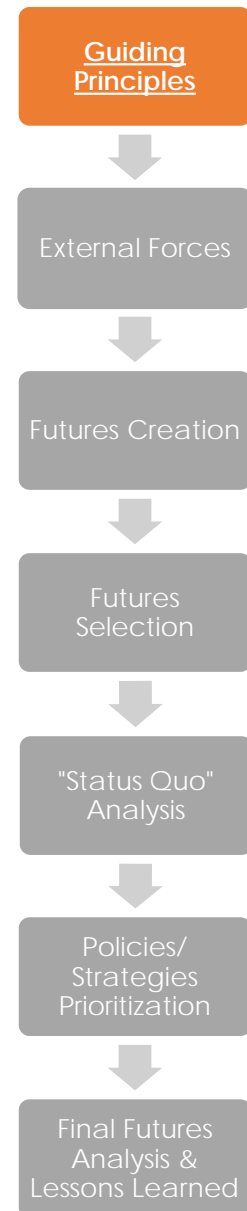


Figure 1: Primary steps of the *Horizon* initiative.

ⁱ Staff will update this number at April 3, 2018 RAWG meeting.

Preliminary Guiding Principles

Staff recommends the following four guiding principles. These provide a focused framework to apply to the many elements of the *Horizon* initiative. Each Principle is informed by supporting pop-up outreach and online survey analysis.

Preliminary Guiding Principle	Rationale/Outreach Feedback
<p>Affordable All Bay Area residents have access to housing options they can afford – households are economically secure.</p>	<p><i>At pop-ups, when discussing the future 61% of housing-related comments included the issue of affordability. The next closest term was homelessness, mentioned in 16% of housing comments.</i></p> <p><i>In the online survey, affordability was the number one issue for the region. Affordable housing was also the number one regional issue identified in the December 2017 RM3 telephone poll of likely June 2018 voters.</i></p>
<p>Connected An expanded, well-functioning transit system connects the Bay Area – fast intercity trips are complemented by frequent service between neighborhoods.</p>	<p><i>At pop-ups, participants identified public transit sixty-percent more often as roads, traffic, and cars combined. People generally wanted better transit, while many recommended greater coverage and frequency.</i></p> <p><i>In the online survey, public transit was mentioned nearly 3 times as often when compared to other modes. Coverage/expansion and fast/frequent were the most common transit-related themes.</i></p>
<p>Healthy The region's natural resources, open space, clean water and clean air are preserved – the region actively reduces its environmental footprint and the impacts from climate events.</p>	<p><i>At pop-ups, the environment was the most cited aspect of the region residents wanted to retain. In particular, they wanted to maintain open spaces, and preserve air and water resources.</i></p> <p><i>In the online survey, natural resources were cited in 53% of comments. Residents described the health of the Bay and waterways as well as open space resources above other natural resources. In the online survey, 25% of comments addressed sustainability and 20% addressed resilience.</i></p>
<p>Diverse Bay Area residents support an inclusive region where people from all backgrounds, abilities, and ages can access the region's assets and resources.</p>	<p><i>At pop-ups, nearly 50% of comments in the People and Community category expressed a desire to retain the region's diversity. Participants also mentioned wanting to maintain the inclusivity and sense of community.</i></p> <p><i>In the online survey, social cohesion, diversity, and inclusive communities were all discussed with similar frequency. Respondents' vision of the future included the diversity and unique qualities that make the Bay Area special.</i></p>

Analysis of Comments

Responses from pop-ups and surveys were cataloged to study the most common themes and qualities, as well as the relationships between them. Staff analyzed geographic differences in responses to understand where there were consistent or divergent responses. There was geographic support for each guiding principle, and when a geographic weighting was applied to the online survey, the overall results did not deviate by more than one or two percent.

Staff are working to develop an interim outreach report to share in person on April 3, and will present a more developed set of analyses for the April 11 Policy Advisory Council and April 13 Joint MTC Planning Committee with the ABAG Administrative Committee meetings.

Next Steps

Staff seeks feedback from *Horizon* stakeholders on the preliminary Guiding Principles – in terms of structure, content, and framing. Combined with feedback from the MTC Policy Advisory Council and the Joint MTC Planning Committee with the ABAG Administrative Committee, staff will further refine the Guiding Principles. The Guiding Principles will be used to influence the development of the Perspective Papers (currently underway), study the impacts of divergent futures, and to identify strategies to solve challenges that emerge in each future.

Horizon: *Preliminary* Guiding Principles

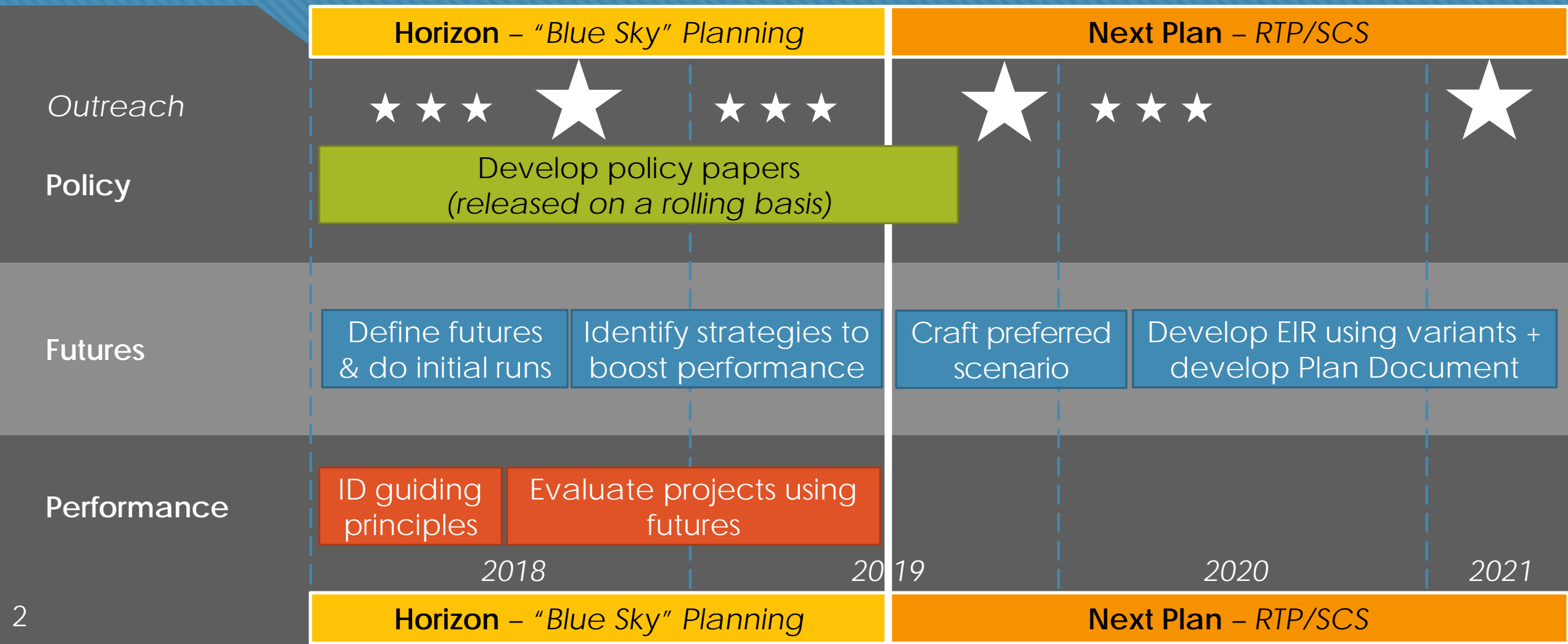
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Regional Advisory Working Group

April 3, 2018

Process Overview





H O R I Z O N

Public Outreach



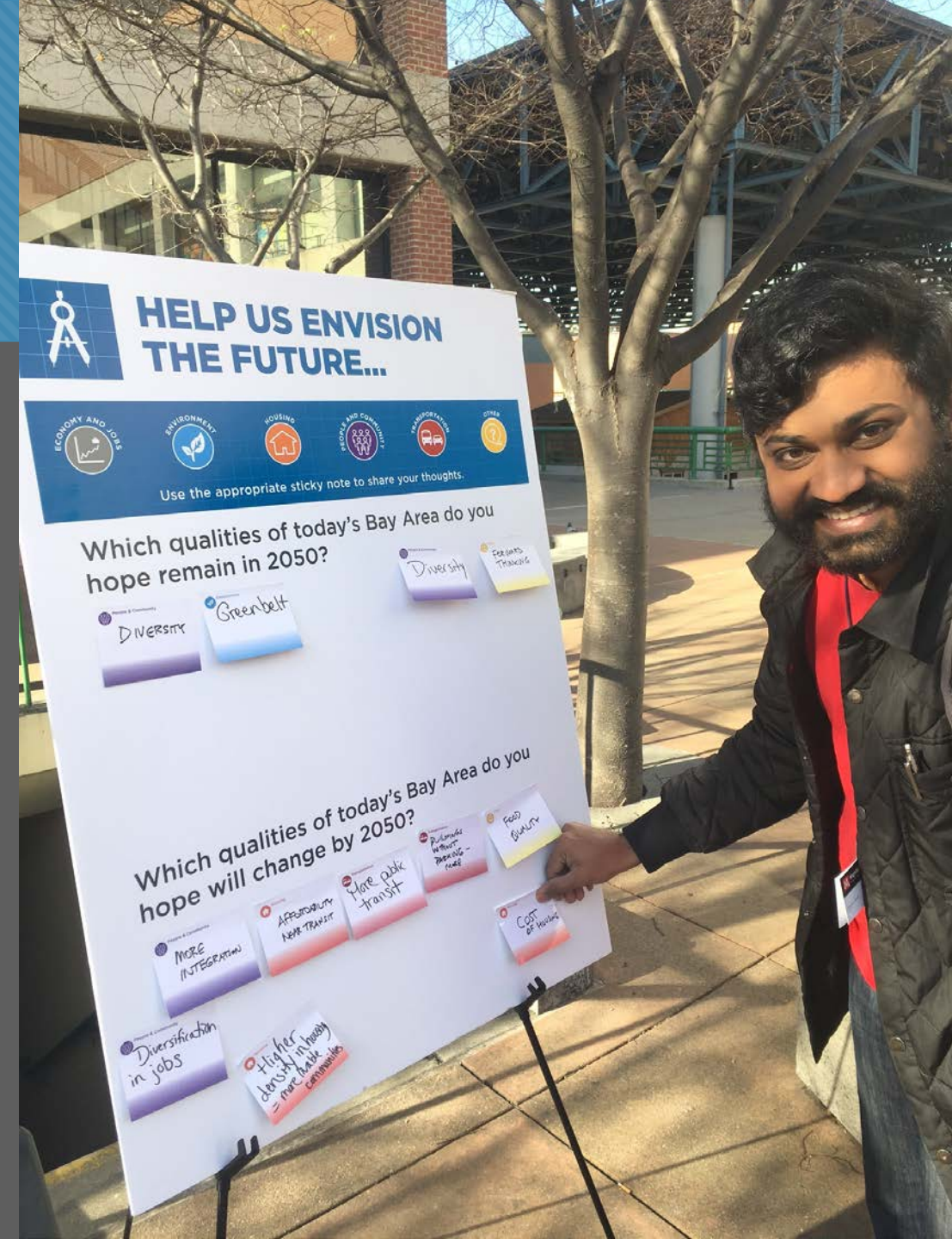
Pop-Ups

- 28 Events
- 13 inside or serving communities of concern
- 2,100+ comments and counting



Online Survey

- 1,500+ submissions
- x 5Q = 7,500+ comments



Public Outreach Take-aways

○ Pop-up outreach

- Considerable coordination to plan, but easy to execute
- Use simple language to ask questions, require little of public to provide answers
- Sticky notes and board worked well

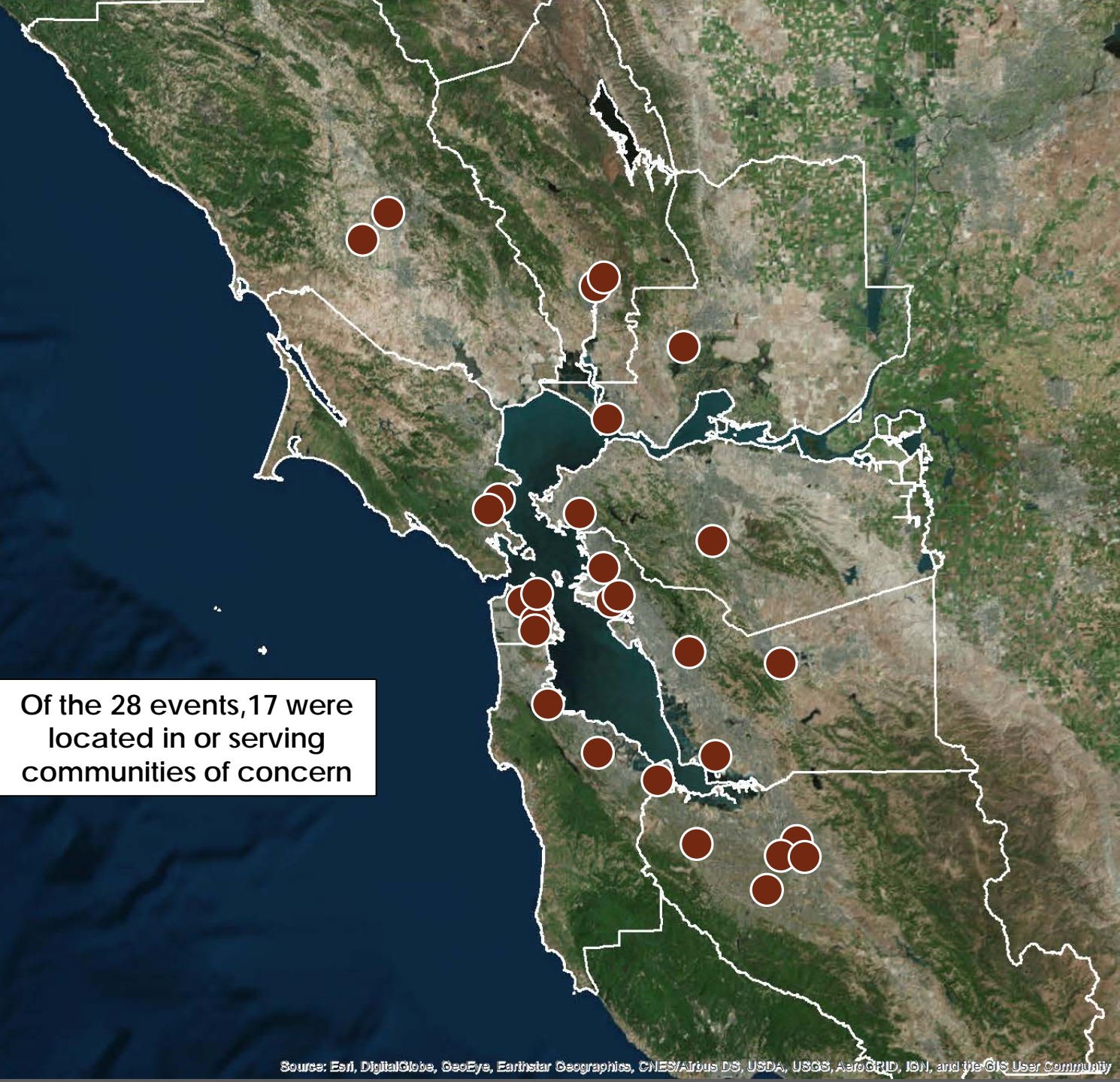
○ Online Survey

- Open-ended questions provide good opportunity for public input
- Difficult to categorize and process results
- Facebook advertising boosted response rate



Pop-up Locations

YES Conference	Feb. 24
NVTA Transit Center (Napa)	Feb. 28
Santa Rosa Junior College	Feb. 28
Pickleweed Library (Marin)	March 3
Newark Farmer's Market	March 4
Clement St. Farmer's Market (SF)	March 4
Berryessa Flea Market (San Jose)	March 4
Vallejo Art Walk	March 9
Stoneridge Mall (Pleasanton)	March 10
Campbell Farmers Market	March 11
Sunday Streets Mission District (SF)	March 11
Diridon Caltrain Station (San Jose)	March 13
Broadway Plaza Mall (Walnut Crk)	March 17
Strong Girls Conference (Sta Rosa)	March 17
Marin Farmer's Market	March 18
Sebastopol Farmer's Market	March 18
Castro Valley Middle School	March 19
SF Ferry Building	March 22
Berkeley Farmers Market	March 22
Lake Merritt	March 24
East Palo Alto Farmers Market	March 24
Sunday Streets Excelsior District (SF)	March 25
Mountain View Farmers Market	March 25
Redwood City Library	March 26
Richmond Library	March 26
Oxbow Market (Napa)	March 27
Jelly Belly Factory (Fairfield)	March 27
Daly City Farmers Market	March 29



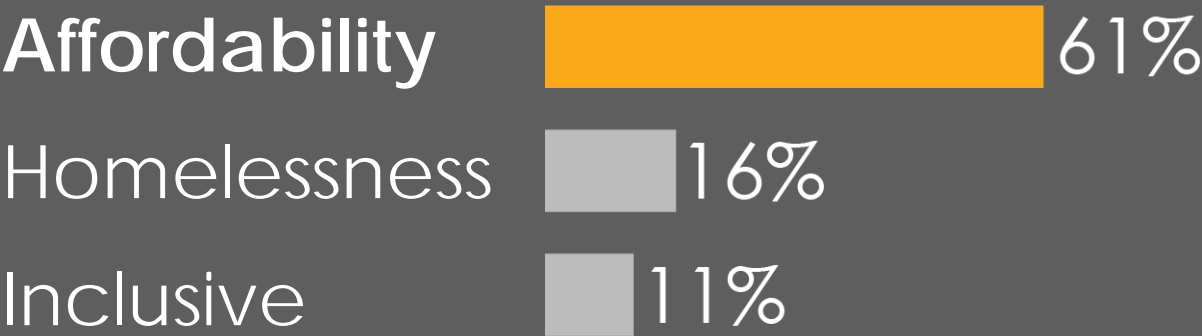
Of the 28 events, 17 were located in or serving communities of concern

Preliminary Findings: Housing



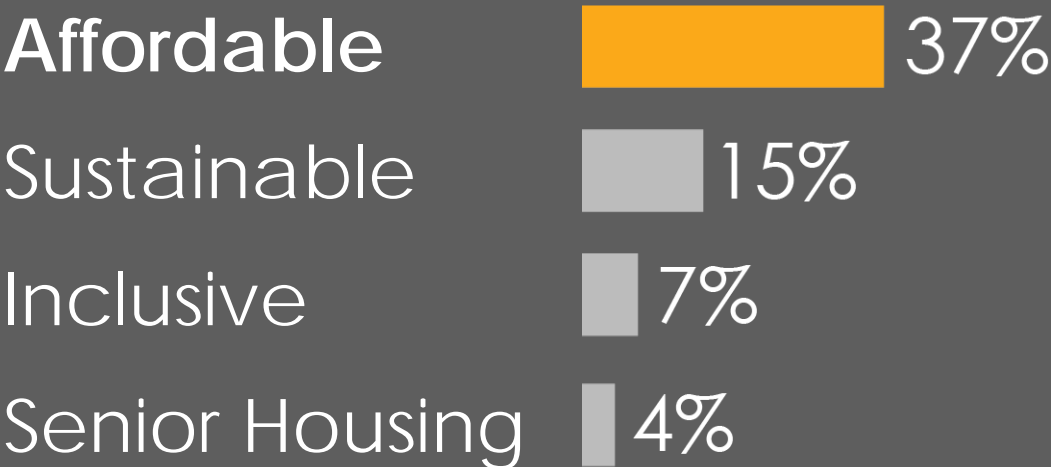
Pop-Ups

most discussed themes



Online Survey

most discussed themes



Preliminary Findings: Economy



Pop-Ups

most discussed themes



Online Survey

most discussed themes



Preliminary Findings: Environment



Pop-Ups

most discussed themes

Nat. Resources 62%

Weather 11%

Waste mgmt. 8%

Reduce GHG 6%



Online Survey

most discussed themes

Nat. Resources 53%

Reduce GHG 25%

Drought & Sea Level 20%

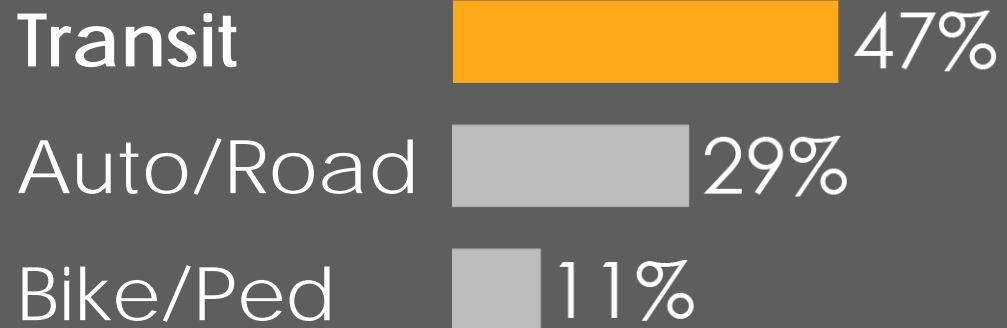
Waste mgmt. 9%

Preliminary Findings: Transportation (Mode)



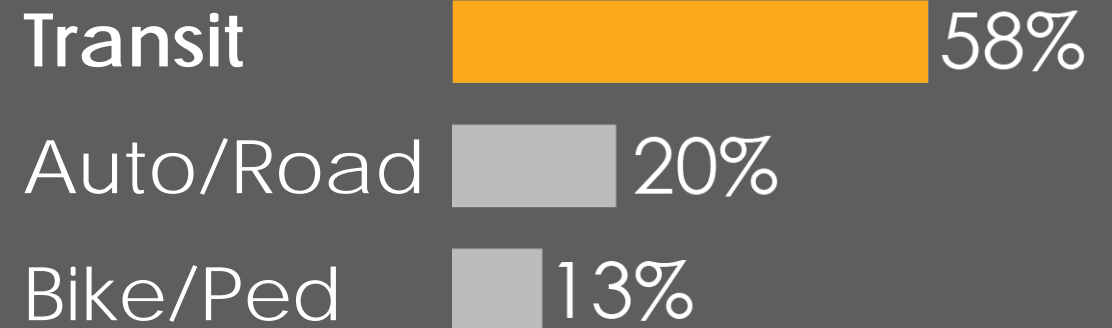
Pop-Ups

most discussed themes



Online Survey

most discussed themes



Preliminary Findings: Transportation (Transit - Qualities)



Pop-Ups

most discussed themes

Coverage  10%

Fast/Frequent  6%

Cohesive  6%

Affordable  4%



Online Survey

most discussed themes

Coverage  27%

Fast/Frequent  21%

Cohesive  12%

Affordable  11%

Preliminary Findings: Communities



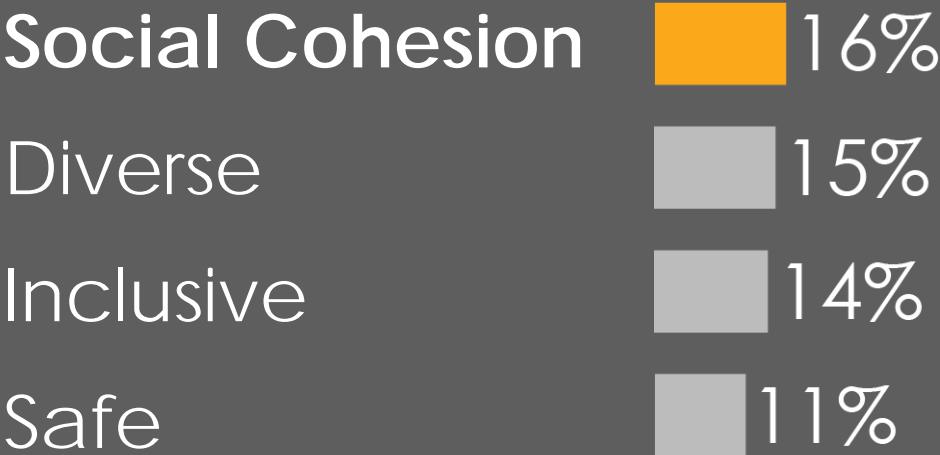
Pop-Ups

most discussed themes



Online Survey

most discussed themes





Affordable



Healthy



Connected



Diverse

Affordable – All Bay Area residents have access to housing options they can afford – households are economically secure.



Photo Credit: Flickr User Anthony Albright

Connected – An expanded , well-functioning transit system connects the Bay Area – fast intercity trips are complemented by frequent service between neighborhoods.



Photo Credit: Flickr User Aaron Anderer



Photo Credit: Flickr User Patrick Boury

Healthy – The region's natural resources, open space, clean water and clean air are preserved – the region actively reduces its environmental footprint and the impacts from climate events.



Diverse – Bay Area residents support an inclusive region where people from all backgrounds, abilities, and ages can access the region's assets and resources.



Photo Credit: Flickr User Ken Walton



Affordable



Healthy

supporting
or
conflicting?



Connected



Diverse

Next Steps

April

Peer exchange with experts on the technical aspects of futures creation

May-September

Visionary projects submission process

June

Finalize multiple futures

Fall

Major outreach and engagement on the futures, including identification of policy solutions