



M E M O R A N D U M

Agenda Item 6a

TO: Joint MTC Planning Committee with the
ABAG Administrative Committee

FR: Executive Director

RE: Horizon Outreach Update

DATE: April 5, 2019

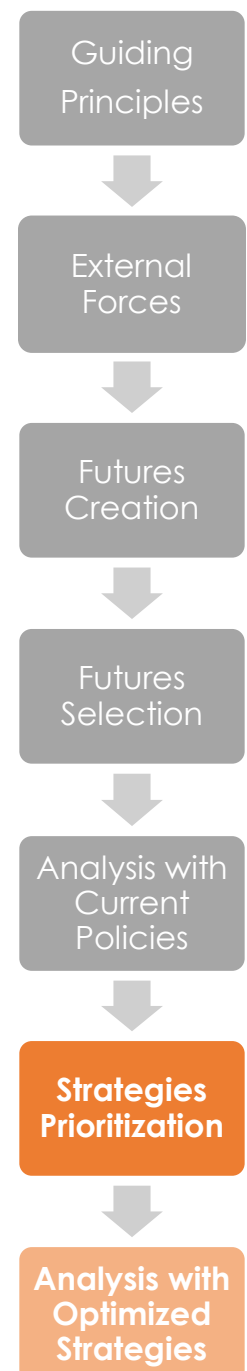
Summary

Over the past year, MTC/ABAG staff have advanced the *Horizon* initiative, created to explore challenging questions that traditionally have been outside of the regional planning process in the areas of transportation, land use, economic development and environmental resilience. Last month MTC/ABAG staff presented to this committee the next phase of work in the Horizon process, the *Horizon Futures Interim Report: Opportunities and Challenges*. This interim report explores new opportunities and major challenges that the region would face in three Futures - Rising Tides, Falling Fortunes; Clean and Green; and Back to the Future - if no new policies beyond those in *Plan Bay Area 2040* were implemented. In the next phase of analysis, staff will test how well local, regional and state strategies improve regional outcomes in each Future.

Over the past two months, staff have taken a suite of transportation, land use, economic development and resilience strategies to the public, stakeholders and community-based organizations in order to request input on which of the strategies best address the opportunities and challenges posed by the Futures. This memo and corresponding attachment outline the public and stakeholder engagement process, the initial input received on the strategies and the prioritization of strategies for potential inclusion in *Plan Bay Area 2050*.

Public and Stakeholder Engagement

During February and March 2019, MTC/ABAG staff engaged stakeholders and members of the public, including members of community-based organizations and youth to prioritize transportation, land use, economic development and resilience strategies. The format varied from a facilitated game activity with stakeholders, to discussions with community group members, to public open house-style workshops and engagement with students. In these sessions, staff asked participants to select strategies that would perform best across the variety of circumstances that each Future presents. Based on the input collected, a set of strategies will be further analyzed by MTC/ABAG staff.



As documented further in **Attachment A**, engagement activities included:

- **Focus group meetings with community-based organizations** - nine community meetings in the month of February
- **Half-day workshop for technical stakeholders** - held on March 11
- **Public workshops for the general public:**
 - March 12 - 6pm-8pm - Oakland
 - March 14 - 6pm-8pm - San Jose
 - March 16 - 10am-12pm - Petaluma
 - March 19 - 6pm-8pm - San Bruno
 - March 20 - 6pm-8pm - Vallejo
 - March 27 - 6pm-8pm - Walnut Creek
- **Youth engagement through the Y-PLAN program** - nine schools over the course of the school year, with one in each county
- **Online engagement via Vital Signs website** - <http://www.vitalsigns.mtc.ca.gov/horizon> (available in both March and April)

Prioritization of Horizon Strategies and Preliminary Findings

MTC/ABAG staff will use the feedback from all engagement events to recommend a package of strategies to test in the next round of Futures analysis - which studies how local, regional and state strategies improve outcomes in each Future. At each engagement event, participants were asked to prioritize which strategies they thought would best improve outcomes in each Future. The strategies with the strongest support across all engagement platforms are likely to be advanced to the second phase of Futures Planning. When stakeholders, community based organizations and the public recommend different strategies, staff will match the preferred strategies with the challenges described in the *Opportunities and Challenges Report* to determine which strategies to consider for further study.

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

- **Bay Area residents and stakeholders want to prioritize creation of a world-class public transportation system.** There was strong consensus around modernizing and increasing capacity of our existing rail system - especially if there are adequate financial resources.
- **Bay Area residents and stakeholders want to build more housing for those of all income levels, especially near transit.** Allowing new development near rail transit stations and increasing inclusionary requirements were popular ideas to address rising unaffordability.
- **Bay Area residents and stakeholders want to protect our region's environment, regardless of what the future has in store.** Adapting to sea level rise and preserving today's urban growth boundaries were clear priorities for outreach participants.

Over the next month, staff will continue to analyze the data from the events to develop a fiscally constrained package of strategies, which will be presented for consideration to the MTC Planning and ABAG Administrative Committees in May.

Next Steps

Next month, staff will share unique sets of strategies to study in the final phase of Futures analysis. Throughout the summer, staff will then re-run the economic, land use and travel models with these customized strategies applied to understand which strategies are best positioned to improve the region's future. The results of the second round of analysis will be the basis for the *Horizon: Futures Final Report*, which is slated for completion in late summer 2019.



Therese W. McMillan

Attachments:

- Attachment A: Summary of Engagement
- Attachment B: Presentation

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Horizon Engagement Report

Winter 2019

Horizon Engagement Report

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Stakeholder Workshop (“Super RAWG”)

Date: March 11, 2019

Location: 375 Beale Street, San Francisco

Attendees: 65



Strategy Feedback:



Affordable

Most Popular

1. Transform Aging Malls and Office Parks Into Neighborhoods
2. Provide 50% Fare Discount for Low-Income Transit Riders
3. Allow Diverse Housing Around all Major Transit Stops

Least Popular

Establish Urban Reserves for Housing Development



Connected

Most Popular

1. Increase Capacity and Frequency of Existing Rail Network
2. Build and Operate a Next Generation Bus Rapid Transit Network
3. Complete Regional Bike Networks

Least Popular

Build a New Transbay Highway Crossing



Diverse

Most Popular

1. Allow Affordable Housing in Areas of High Opportunity
2. Require 20% of all New Housing to be Affordable
3. Increase Renter Protections

Least Popular

Subsidize Small Businesses Impacted by Transit Projects



Healthy

Most Popular

1. Fully Adapt to Sea Level Rise
2. Establish Vehicle Trip Reduction Requirements for all New Development
3. Expand Financing for Energy, water, Seismic, Fire and Accessibility Improvements

Least Popular

Pass a Statewide Carbon Tax on Food and Goods



Vibrant

Most Popular

1. Expand Construction Workforce Programs
2. Preserve Agriculture Lands and Jobs
3. Portable Benefits for Part-Time and Freelance Workers

Least Popular

Develop a State-Level Fund for Automation Induced Job Displacement

Comments:

The Stakeholder workshop provided staff with specific strategy recommendations. Groups of eight stakeholders representing government and non-governmental organizations worked collaboratively to improve the outcomes in each Future by purchasing a limited set of strategies. The tallies above are the results summed across all futures. In April, MTC /ABAG staff will incorporate specific recommendations of the workshop attendees to develop a set of priority strategies for the second round of Futures analysis.



Stakeholder Workshop (“Super RAWG”)

Date: March 11, 2019

Location: 375 Beale Street, San Francisco

Attendees: 65



Key Takeaways:

On March 11, staff hosted a half-day workshop with 65 stakeholders from across the region, comprised mostly of local jurisdiction, transit agency and non-government organization staff. After briefing participants on Horizon and the three Futures, the participants gathered in groups of eight to play the Transform-the-Future game. The game was designed with three goals for participants in mind: (a) learn about the unique opportunities and challenges in each Future; (b) learn about a universe of strategies MTC/ABAG staff can study in the next phase of Futures analysis; and (c) share feedback on which strategies they think will improve outcomes in each future.

Over the course of three hours, the participants in groups of eight, played three rounds of the game - one for each of the three Futures: Rising Tides, Falling Fortunes, Clean and Green and Back to the Future. During each round they were re-introduced to the Future and asked to work collaboratively to purchase strategies. Each participant was given the same number of points, and together participants had to agree on strategies and collectively fund them. At the end of the game, staff tallied which strategies the group had purchased. In total, the game was played 24 times during the workshop, eight times for each Future, with every participant playing each Future once.

For more information on the game, read the Introductory section (pages i - xi) in the [Transform-the-Future Strategy Booklet](#).



Oakland Public Workshop

Date: March 12, 2019, 6-8 p.m.

Location: Bay Area Rapid Transit, 101 8th Street, Oakland

Attendees: 90



Strategy Feedback:



Affordable

Most Popular

1. Transform Aging Malls/Office Parks into Neighborhoods
2. Allow Diverse Housing Around All Major Transit Stops
2. Raise Taxes to Spur Affordable Housing Production & Preservation

Least Popular

Establish Urban Reserves for Additional Housing Development



Connected

Most Popular

1. Build a New Transbay Rail Crossing
2. Extend the Regional Rail Network
2. Increase Capacity and Frequency by Modernizing Existing Rail Network

Least Popular

Increase Freeway Capacity and Build Express Lanes to Sacramento/Tracy



Diverse

Most Popular

1. Require 20% of All New Housing to be Affordable
2. Increase Renter Protections
3. Allow Affordable Housing in Areas of High Opportunity

Least Popular

Develop a Housing Lottery Preference Program



Healthy

Most Popular

1. Fully Adapt to Sea Level Rise
2. Expand/Pool Revolving Green Loan Funds for Existing Building Upgrades
3. Establish Vehicle Trip Reduction Requirements for New Development

Least Popular

Partially Adapt to Sea Level Rise



Vibrant

Most Popular

1. Implement Incentives and Disincentives to Locate Jobs in Housing-Rich Locations
2. Create Incubator Programs in Economically-Challenged Communities
3. Provide Portable Benefits for Part-Time/Freelance Workers

Least Popular

Establish Priority Production Areas to Protect Industrial Lands

Comments:

- Require cities to progress towards jobs/housing balance.
- Protect and incentivize owner-occupied homes, even if there are multiple units on one parcel.
- Regardless of which future, we must walk, bike and ride mass transit MORE, so all these merit further investment and improved safety.
- Require all major employers to invest in workforce housing.
- Ensure all new development occurs within existing urbanized areas to protect natural resources that protect us from impacts of climate change.



San Jose Public Workshop

Date: March 14, 2019, 6-8 p.m.

Location: San Jose City Hall, Rotunda Building, 200 E. Santa Clara Street, San Jose

Attendees: 32



Strategy Feedback:



Affordable

Most Popular

1. Allow Diverse Housing Around All Major Transit Stops
2. Reuse Excess Parking for Housing
3. Provide 50% Fare Discount for Low Income Transit Riders

Least Popular

Establish Urban Reserves for Additional Housing Development



Connected

Most Popular

1. Increase Capacity and Frequency by Modernizing Existing Rail Network
2. Complete Regional Bike Networks
3. Extend the Regional Rail Network

Least Popular

Increase Freeway Capacity and Build Express Lanes to Sacramento/Tracy



Diverse

Most Popular

1. Allow Affordable Housing in Areas of High Opportunity
2. Invest in Free "Last Mile" Service
3. Require 20% of All New Housing to be Affordable

Least Popular

Develop a Housing Lottery Preference Program



Healthy

Most Popular

1. Fully Adapt to Sea Level Rise
2. Establish Vehicle Trip Reduction Requirements for New Development
3. Expand/Pool Revolving Green Loan Funds for Existing Building Upgrades

Least Popular

Partially Adapt to Sea Level Rise



Vibrant

Most Popular

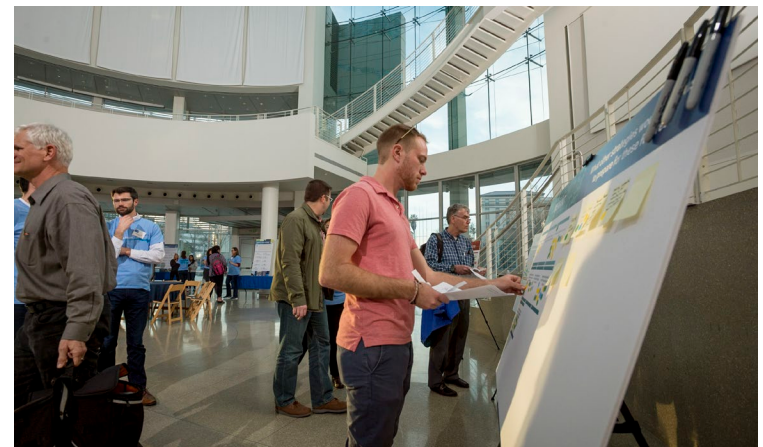
1. Implement Incentives and Disincentives to Locate Jobs in Housing-Rich Locations
2. Provide Portable Benefits for Part-Time and Freelance Workers
3. Preserve Agricultural Lands and Jobs

Least Popular

Establish Priority Production Areas to Protect Industrial Lands

Comments:

- Institute regional revenue sharing between jobs- and housing-creating cities.
- Increase zoning, mixed use.
- Cap rate of office space growth.
- Make public transit free.
- Re-purpose parking not just for housing.
- Build High Speed Rail or BART across the Bay just north of Hayward-San Mateo Bridge.



Petaluma Public Workshop

Date: March 16, 2019, 10 a.m.-12 noon

Location: Petaluma Community Center, 320 N. McDowell Blvd., Petaluma

Attendees: 36



Strategy Feedback:



Affordable

Most Popular

1. Transform Aging Malls and Office Parks into Neighborhoods
2. Streamline Accessory Dwelling Units
3. Allow Diverse Housing Around All Major Transit Stops

Least Popular

Establish Urban Reserves for Additional Housing Development



Connected

Most Popular

1. Extend the Regional Rail Network
2. Complete Regional Bike Networks
3. Increase Capacity and Frequency by Modernizing Existing Rail Network

Least Popular

Increase Freeway Capacity and Build Express Lanes to Sacramento/Tracy



Diverse

Most Popular

1. Increase Renter Protections
2. Require 20% of All New Housing to be Affordable
3. Invest in Free "Last Mile" Service

Least Popular

Develop a Housing Lottery Preference Program



Healthy

Most Popular

1. Fully Adapt to Sea Level Rise
2. Adapt Highway 37 to Sea Level Rise and Expand Bridge/Rail Seismic Programs
3. Expand/Pool Revolving Green Loan Funds for Existing Building Upgrades

Least Popular

Partially Adapt to Sea Level Rise



Vibrant

Most Popular

1. Preserve Agricultural Lands and Jobs
2. Expand Construction Workforce Programs
3. Implement Incentives and Disincentives to Locate Jobs in Housing-Rich Locations

Least Popular

Establish Priority Production Areas to Protect Industrial Lands

Comments:

- With rising tides, stop building in the tide lane and flood way.
- Develop housing around train station but not bus stops; more street cars, fewer busses.
- Consider paths and trails transportation corridors for bike and pedestrian travel.
- Free public transit.
- Repeal Prop. 13 and reinvest the money in our communities.



San Bruno Public Workshop

Date: March 19, 2019, 6-8 p.m.

Location: Tanforan Mall, Storefront #289, 1150 El Camino Road, San Bruno

Attendees: 30



Strategy Feedback:



Affordable

Most Popular

1. Transform Aging Malls and Office Parks into Neighborhoods
2. Allow Diverse Housing Around All Major Transit Stops (tied with 1)
3. Streamline Accessory Dwelling Units

Least Popular

Institute a Bay Area Universal Basic Income for Low-Income Households



Connected

Most Popular

1. Increase Capacity and Frequency by Modernizing Existing Rail Network
2. Extend the Regional Rail Network
3. (Tie) Bus Rapid Transit Network/Single Platform to Access all Mobility Options

Least Popular

Increase Freeway Capacity and Build Express Lanes to Sacramento/Tracy



Diverse

Most Popular

1. Allow Affordable Housing in Areas of High Opportunity
2. Require 20% of All New Housing to be Affordable
3. Expand Support for Low Income Community College Students

Least Popular

Develop a Housing Lottery Preference Program



Healthy

Most Popular

1. Fully Adapt to Sea Level Rise
2. Pass a Statewide Carbon Tax on Food and Goods
3. Expand/Pool Revolving Green Loan Funds for Existing Building Upgrades

Least Popular

Pass a Regional Measure for Parks, Trails, and Greenways



Vibrant

Most Popular

1. Preserve Agricultural Lands and Jobs
2. Implement Incentives and Disincentives to Locate Jobs in Housing-Rich Locations
3. Expand Construction Workforce Programs

Least Popular

Establish Priority Production Areas to Protect Industrial Lands

Comments:

- Mandate interconnectivity between all transit providers, coordinate schedules, seamless transitions. Improve signage; improve access; improve real time information.
- Prepare for 5 ft. sea level rise. 3 ft. might be optimistic.
- Build sustainable housing: 1) At least 20% affordable housing; 2) Renter protections; 3) Take away local control near transit; 4) Build higher to meet housing demand.
- Rethink CEQA. It's easier to develop on farmland and greenfield than in already built land.



Vallejo Public Workshop

Date: March 20, 2019, 6-8 p.m.

Location: Cal Maritime, 253 Georgia Street, Vallejo

Attendees: 60



Strategy Feedback:



Affordable

Most Popular

1. Allow Diverse Housing Around All Major Transit Stops
2. Transform Aging Malls/Office Parks into Neighborhoods
3. Provide 50% Fare Discount for Low Income Transit Riders

Least Popular

Establish Urban Reserves for Additional Housing Development



Connected

Most Popular

1. Extend the Regional Rail Network
2. Build and Operate a Next Generation Bus Rapid Transit Network
3. Increase Capacity and Frequency by Modernizing Existing Rail Network

Least Popular

Increase Freeway Capacity and Build Express Lanes to Sacramento/Tracy



Diverse

Most Popular

1. Require 20% of All New Housing to be Affordable
2. Allow Affordable Housing in Areas of High Opportunity
3. Increase Renter Protections

Least Popular

Develop a Housing Lottery Preference Program



Healthy

Most Popular

1. Adapt Highway 37 to Sea Level Rise and Expand Bridge/Rail Seismic Programs
2. Fully Adapt to Sea Level Rise
3. Pass a Regional Measure for Parks, Trails, and Greenways

Least Popular

Purchase Disaster Recovery Financing to Fast-Lane PDA Implementation



Vibrant

Most Popular

1. Implement Incentives and Disincentives to Locate Jobs in Housing-Rich Locations
2. Preserve Agricultural Lands and Jobs
3. Expand Construction Workforce Programs/Create Incubator Programs (tied with 2)

Least Popular

Establish Priority Production Areas to Protect Industrial Lands

Comments:

- Continue to use urban growth boundaries to prevent sprawl into our farmlands. Local food will be important in the future!
- No tolls on Highway 37.
- Combine transit agencies across Bay Area to link transit strategy with commutes.
- Affordable means below market rate.
- Craft strategies to increase jobs where people live so they don't have to commute.



Walnut Creek Public Workshop

Date: March 27, 2019, 6-8 p.m.

Location: Embassy Suites, 1345 Treat Road, Walnut Creek

Attendees: 10



Strategy Feedback:



Affordable

Most Popular

1. Allow Diverse Housing Around All Major Transit Stops
2. Streamline Accessory Dwelling Units
3. Provide 50% Fare Discount for Low Income Transit Riders

Least Popular

Establish urban reserves for additional housing development



Connected

Most Popular

1. Build and Operate a Next Generation Bus Rapid Transit Network
2. Build a New Transbay Rail Crossing
3. Increase Capacity and Frequency by Modernizing Existing Rail Network

Least Popular

(Tie) Build a New Transbay Highway Crossing and Increase Freeway Capacity and Build Express Lanes to Sacramento/Tracy



Diverse

Most Popular

1. Allow Affordable Housing in Areas of High Opportunity
2. Expand the Income Tax Credit for Renters
3. Require 20% of All New Housing to be Affordable
4. Increase Renter Protections (tied with 3)

Least Popular

Subsidize Small Businesses Impacted by Transit Projects



Healthy

Most Popular

1. Establish Vehicle Trip Reduction Requirements for New Development
2. Expand/Pool Revolving Green Loan Funds for Existing Building Upgrades
3. Partially Adapt to Sea Level Rise

Least Popular

Pass a Statewide Carbon Tax on Food and Goods



Vibrant

Most Popular

1. Implement Incentives and Disincentives to Locate Jobs in Housing-Rich Locations
2. Create Incubator Programs in Economically-Challenged Communities
3. Expand Construction Workforce Programs

Least Popular

Preserve Agricultural Lands and Jobs

Comments:

- Develop a single, unified Bay Area transit operator.
- Do not expand freeway capacity.
- Embed electric car chargers in pavement during infrastructure re-build.
- Expand express buses and infrastructure,
- Many of these strategies should be implemented regardless of which future we find (e.g, Invest in Free "Last Mile" Service, Adapt Highway 37 to Sea Level Rise and Expand Bridge/Rail Seismic Programs, Preserve Agricultural Lands and Jobs, etc.)



Acterra

Description: Nonprofit providing regional environmental education (Santa Clara & San Mateo Counties).

Date/ Location: February 13, 2019 in East Palo Alto

Attendees: 29



Strategy Feedback:



Affordable

Most Popular

1. Streamline accessory dwelling units
2. Transform aging malls and office parks into neighborhoods
3. Institute a universal basic income for low-income households

Least Popular

Allow diverse housing around all major transit stops



Connected

Most Popular

1. Extend the regional rail network
2. Complete regional bike networks
3. Modernize the existing rail network

Least Popular

Apply 10-cent per-mile peak period pricing on freeways



Diverse

Most Popular

1. Require 20% of all new housing to be affordable
2. Increase renter protections
3. Expand support for low-income community college students

Least Popular

Subsidize small business impacted by transit projects



Healthy

Most Popular

1. Expand/Pool Revolving Green Loan Funds for Existing Building Upgrades
2. Pass a regional measure for parks, trails, and greenways
3. Adapt the most vulnerable areas to sea level rise

Least Popular

Implement parking fees



Vibrant

Most Popular

1. Create small business programs in economically-challenged communities
2. Use incentives/disincentives to locate new jobs in housing-rich locations
3. Provide portable benefits for part-time and freelance workers

Least Popular

Create Priority Production Areas to protect industrial lands

Comments:

When asked what makes it difficult to live in the Bay Area, participants noted that it is difficult to retain neighborhood ethnic and income diversity given the lack of affordability. Age diversity is also impacted with young people unable to return after college and seniors no longer able to afford to stay in the area. With the finite amount of land and resources, there are concerns that the increased population and real estate development will threaten open spaces, agricultural lands, and water resources. The Bel Haven neighborhood was cited as an example of maximized development. Participants also felt that pedestrians are disregarded, especially those who walk with canes or use wheelchairs.

Community Resources for Independent Living

Description: Peer-based disability resource agency providing resources for persons with disabilities.

Date/ Location: February 12, 2109 in Hayward

Attendees: 12



Strategy Feedback:



Affordable

Most Popular

1. Allow diverse housing around all major transit stops
2. Tie for 2nd - Repurpose public land to build housing
3. Provide 50% fare discount for low-income transit riders
4. Raise taxes to spur affordable housing production & preservation

Least Popular

Establish urban reserves for housing development



Connected

Most Popular

1. Develop a single platform to access all mobility options
2. Build and operate a next-generation bus network
3. Extend the regional rail network

Least Popular

Apply 10-cent per-mile peak period pricing on freeways



Diverse

Most Popular

1. Tie for 1st - Mandate private mobility businesses accommodate the elderly and disabled
2. Increase renter protections
3. Expand the income tax credit for renters
4. Allow affordable housing in areas of opportunity
5. Require 20% of all new housing to be affordable

Least Popular

Develop a housing lottery preference program



Healthy

Most Popular

1. Pass a statewide carbon tax on foods and goods
2. Create a regional disaster recovery fund
3. Pass a regional measure for parks, trails, and greenways

Least Popular

Implement parking fees



Vibrant

Most Popular

1. Create small business incubator programs in economically-challenged communities
2. Provide portable benefits for part-time and freelance workers
3. Preserve agricultural lands and jobs

Least Popular

Create Priority Production Areas to protect industrial lands

Comments:

When asked what makes it difficult to live in the Bay Area, participants cited the high cost of housing and transportation, especially for residents with disabilities who are on a fixed income. The definition of “affordable” housing is broad and does not take into account what is truly affordable for those who are low-income, very low-income or extremely low-income. The need for efficient multimodal transit is critical and must include paratransit, wide and well maintained sidewalks with clear path of travel, accessible street signage and pedestrian crossing signals and timely road repair. Participants also said that there is a need for public charging stations for electric wheelchairs.

Community Resources for Independent Living

Description: Peer-based disability resource agency providing resources for persons with disabilities.

Date/ Location: February 12 and 26, 2019 in Hayward (in Spanish)

Attendees: 11



Strategy Feedback:



Affordable

Most Popular

1. Streamline accessory dwelling units
2. Provide 50% fare discount for low-income transit riders
3. Allow diverse housing around all major transit stops

Least Popular

Establish urban reserves for housing development



Connected

Most Popular

1. Provide commuters with incentives to carpool
2. Tie for 2nd - Develop a single platform to access all mobility options
3. Complete regional bike networks
4. Increase freeway capacity and build new express lanes
5. Extend the regional rail network
6. Modernize the existing rail network

Least Popular

Apply 10-cent per-mile peak period pricing on freeways



Diverse

Most Popular

1. support for low-income community college students
2. Develop a housing lottery preference program
3. Mandate private mobility businesses accommodate the elderly and the disabled

Least Popular

Invest in free “last mile” service



Healthy

Most Popular

1. Expand/Pool Revolving Green Loan Funds for Existing Building Upgrades
2. Adapt the most vulnerable areas to sea level rise
3. Create a regional disaster recovery fund

Least Popular

Pass a statewide carbon tax on food and goods



Vibrant

Most Popular

1. Create small business incubator programs in economically-challenged communities
2. Provide portable benefits for part-time and freelance workers
3. Preserve agricultural lands and jobs

Least Popular

Develop state-level wage insurance for workers displaced by automation

Comments:

When asked what makes it difficult to live in the Bay Area, participants listed the lack of affordable housing, the need for accessible housing, and the increasing commute times and expense because people cannot afford to live close to their jobs. Other obstacles include the lack of connection within Latinx communities to share information and resources regarding community services and affordable housing; the need for greater transit discounts for seniors and persons with disabilities; and language accessibility regarding the voting process.

Green Hive Spaces

Description: A co-working space in downtown Vallejo.

Date/ Location: February 8, 2019 in Vallejo

Attendees: 14



Strategy Feedback:



Affordable

Most Popular

1. Streamline accessory dwelling units
2. Repurpose public land to build housing
3. Allow diverse housing around all major transit stops

Least Popular

Raise taxes to spur affordable housing production & preservation



Connected

Most Popular

1. Develop a single platform to access all mobility options
2. Extend the regional rail network
3. Increase freeway capacity and build new express lanes

Least Popular

Apply 10-cent per-mile peak period pricing on freeways



Diverse

Most Popular

1. Expand support for low-income community college students
2. Allow affordable housing in areas of opportunity
3. Subsidize small businesses impacted by transit projects

Least Popular

Increase renter protection



Healthy

Most Popular

1. Finish transportation seismic retrofit programs and adapt Highway 37 to sea level rise
2. Expand/Pool Revolving Green Loan Funds for Existing Building Upgrades
3. Pass a regional measure for parks, trails, and greenways

Least Popular

Implement parking fees



Vibrant

Most Popular

1. Expand construction workforce programs
2. Create small business incubator programs in economically-challenged communities
3. Preserve agricultural land and jobs

Least Popular

Preserve agricultural land and jobs

Comments:

When asked what makes it difficult to live in the Bay Area, the first response highlighted the limited transportation in the area. Participants asked why BART and/or trains were not added to any of the three bridges when they were repaired. They also noted that Vallejo residents resent that their tolls were increased but they do not see any improvements on their roads. Residents who make minimum wage are being forced to pay the higher tolls because there are no jobs in the area. Participants spoke about the high cost of housing and noted that a lot of people are not making enough money to pay rent, forcing them to leave the Bay Area. Lastly, although the Bay Area is diverse, the differences in education and access to food makes it difficult to rise out of poverty and makes the Bay Area a harder place to live.

Rose Foundation for Communities and the Environment

Description: A grant-making public charity with youth leadership and environmental justice programs.

Date/ Location: February 5, 2019 in Oakland

Attendees: 10



Strategy Feedback:



Affordable

Most Popular

1. Provide 50% fare discount for low-income transit riders
2. Raise taxes to spur affordable housing production & preservation
3. Institute a universal basic income for low-income households

Least Popular

1. Establish urban reserves for housing development



Connected

Most Popular

1. Build and operate a next generation bus network
2. Develop a single platform to access all mobility options
3. Tie for 3rd - Extend the regional rail network
4. Modernize the existing rail network

Least Popular

1. Apply 10-cent per-mile peak period pricing on freeways



Diverse

Most Popular

1. Increase renter protections
2. Expand support for low-income community college students
3. Require 20% of all new housing to be affordable

Least Popular

1. Develop a housing lottery preference program



Healthy

Most Popular

1. Finish transportation seismic retrofit programs and adapt Highway 37 to sea level rise
2. Adapt the most vulnerable areas to sea level rise
3. Tie for 3rd - Create a regional disaster recovery fund
4. Expand/Pool Revolving Green Loan Funds for Existing Building Upgrades

Least Popular

1. Implement parking fees



Vibrant

Most Popular

1. Create small business incubator programs in economically-challenged communities
2. Preserve agricultural lands and jobs
3. Develop state-level wage insurance for workers displaced by automation

Least Popular

1. Provide portable benefits for part-time and freelance workers

Comments:

When asked what makes it difficult to live in the Bay Area, most responded that the expensive housing, high rents and lack of affordable housing are the greatest challenges. The lack of an extensive and reliable regional transportation system makes it harder to live farther from work to avoid the exorbitant rents charged in neighborhoods closer to jobs. It was also noted that the air quality makes it harder to live in certain neighborhoods, and that climate change is real and already affecting Oakland residents. Students were dismayed that many of the proposed strategies for addressing environmental challenges were likely to hurt – rather than help – low-income Bay Area residents and/or low income Californians overall. Students asked that new policies encourage development that incorporates environmentally beneficial amenities along with substantial percentages of affordable housing, including housing for low-income and extremely low-income residents.

Sacred Heart Community Service

Description: Non-profit that provides services and self-sufficiency programs for individuals and families in need.

Date/ Location: February 22, 2019 in San Jose

Attendees: 49



Strategy Feedback:



Affordable

Most Popular

1. Allow diverse housing around all major transit stops
2. Institute a universal basic income for low-income households
3. Provide 50% fare discount for low-income transit riders

Least Popular

1. Establish urban reserves for housing development



Connected

Most Popular

1. Extend the regional rail network
2. Modernize the existing rail network
3. Build and operate a next-generation bus network

Least Popular

1. Apply 10-cent per-mile peak period pricing on freeways



Diverse

Most Popular

1. Increase renter protections
2. Require 20% of all new housing to be affordable
3. Allow affordable housing in areas of opportunity

Least Popular

1. Develop a housing lottery preference program



Healthy

Most Popular

1. Pass a regional measure for parks, trails, and greenways
2. Create a regional disaster recovery fund
3. Adapt the most vulnerable areas to sea level rise

Least Popular

1. Implement parking fees



Vibrant

Most Popular

1. Create small business programs in economically-challenged communities
2. Develop state-level wage insurance for workers displaced by automation
3. Provide portable benefits for part-time and freelance workers

Least Popular

1. Create Priority Production Areas to protect industrial lands

Comments:

When asked what makes it difficult to live in the Bay Area, participants responded that it is the high cost of housing and transportation. Transportation is difficult for non-car owners, given the undependable bus system. The city infrastructure is not built for the current level of development, leading to increased congestion. Jobs are not plentiful for non-engineers. Other comments included:

- Housing is a right and should not be subject to a lottery;
- Attendees criticized the proposal to apply 10-cent per-mile peak period pricing on freeways and a statewide carbon tax on food and goods as they will penalize low-income workers; and
- Participants suggested increasing the requirement of 20% of all new housing to be affordable.

Sound of Hope Chinese Public Radio Network

Description: Non-profit radio network providing news and music to expatriate Chinese in the Bay Area.

Date/ Location: February 16, 2019 in San Francisco

Attendees: 18



Strategy Feedback:



Affordable

Most Popular

1. Allow diverse housing around all major transit stops
2. Repurpose public land to build housing
3. Transform aging malls and office parks into neighborhoods

Least Popular

Raise taxes to spur affordable housing production & preservation



Connected

Most Popular

1. Provide commuters with incentives to carpool
2. Develop a single platform to access all mobility options
3. Tie for 3rd - Build a new transbay highway crossing
4. Modernize the existing rail network

Least Popular

Apply 10-cent per-mile peak period pricing on freeways



Diverse

Most Popular

1. Tie for 1st - Expand support for low-income community college students
2. Mandate private mobility businesses accommodate the elderly and the disabled
3. Tie for 3rd - Invest in free "last mile" service
4. Allow affordable housing in areas of opportunity

Least Popular

Increase renter protections



Healthy

Most Popular

1. Expand/Pool Revolving Green Loan Funds for Existing Building Upgrades
2. Pass a statewide carbon tax on food and goods
3. Tie for 3rd - Implement parking fees
4. Adapt all remaining areas to sea level rise

Least Popular

Establish vehicle trip reduction requirements for new development



Vibrant

Most Popular

1. Preserve agricultural lands and jobs
2. Expand construction workforce programs
3. Tie for 3rd - Create Priority Production Areas to protect industrial lands
4. Create small business incubator programs in economically-challenged communities
5. Develop state-level wage insurance for workers displaced by automation (5 votes in support)

Least Popular

Use incentives and disincentives to locate new jobs in housing-rich locations

Comments:

When asked what makes it difficult to live in the Bay Area, participants first spoke about the filth and trash in San Francisco and the homeless population throughout the city. They also expressed the need to greatly increase the availability of affordable housing to reduce wait times for units. Another concern is neighborhood safety with elderly residents feeling targeted by criminals.

West Oakland Environmental Indicators Project

Description: A resident-led, community-based environmental justice organization.

Date/ Location: February 15, 2019 in West Oakland

Attendees: 15



Strategy Feedback:



Affordable

Most Popular

1. Provide 50% fare discount for low-income transit riders
2. Tie for 2nd - Repurpose public land to build housing
3. Transform aging malls and office parks into neighborhoods

Least Popular

(Tie) Raise taxes to spur affordable housing production & preservation; and Establish urban reserves for housing development



Connected

Most Popular

1. Modernize the existing rail network
2. Extend the regional rail network
3. Build and operate a next-generation bus network

Least Popular

Apply 10-cent per-mile peak period pricing on freeways



Diverse

Most Popular

1. Allow affordable housing in areas of opportunity
2. Require 20% of all new housing to be affordable
3. Increase renter protections
4. Expand the income tax credit for renters

Least Popular

(Tie) Develop a housing lottery preference program; and Invest in free "last mile" service



Healthy

Most Popular

1. Expand/Pool Revolving Green Loan Funds for Existing Building Upgrades
2. Pass a regional measure for parks, trails, and greenways
3. Create a regional disaster recovery fund

Least Popular

Implement parking fees



Vibrant

Most Popular

1. Provide portable benefits for part-time and freelance workers
2. Create small business incubator programs in economically-challenged communities
3. Tie for 3rd - Expand construction workforce programs
4. Develop state-level wage insurance for workers displaced by automation

Least Popular

No strategy received more than two votes in opposition

Comments:

When asked what makes it difficult to live in the Bay Area, the cost of housing was cited as the number one concern. Participants stated that local government has allowed corporations and investors to come into West Oakland and displace the most vulnerable residents, noting that West Oakland was a redlined community until San Franciscans began moving in. Other difficulties include job insecurity with a gig economy job market and barriers to high-paying jobs, preventing residents from getting jobs that would allow them to afford to stay in the area.

Oakland's streets are in terrible condition and for people with disabilities; parking is increasingly rare and public transit is difficult. Policymakers need to recognize that everyone cannot ride a bicycle or scooter and that some residents need cars or other viable options. Transportation decisions have adversely impacted the area (e.g., placing a BART station at 7th Street and a freeway through West Oakland, forcing the neighborhood to suffer at the convenience of commuters). Any strategies to improve life in the area must address what West Oakland has lost and the critical need for economic and environmental justice.

West Oakland Environmental Indicators Project

Description: A resident-led, community-based environmental justice organization.

Date/ Location: February 24, 2019 in Masjid Al Salam community hall in West Oakland (in Arabic)

Attendees: 34



Strategy Feedback:



Affordable

Most Popular

1. Repurpose public land to build housing
2. Reuse excess parking for housing
3. Establish urban reserves for housing development

Least Popular

Raise taxes to spur affordable housing production & preservation



Connected

Most Popular

1. Develop a single platform to access all mobility options
2. Increase freeway capacity and build new express lanes
3. Build and operate a next-generation bus network

Least Popular

Apply 10-cent per-mile peak period pricing on freeways



Diverse

Most Popular

1. Expand support for low-income community college students
2. Require 20% of all new housing to be affordable
3. Subsidize small business impacted by transit projects

Least Popular

Invest in free “last mile” service



Healthy

Most Popular

1. Expand/Pool Revolving Green Loan Funds for Existing Building Upgrades
2. Finish transportation seismic retrofit programs and adapt Highway 37 to sea level rise
3. Pass a regional measure for parks, trails, and greenways

Least Popular

Pass a statewide carbon tax on food and goods



Vibrant

Most Popular

1. Expand construction workforce programs
2. Create small business incubator programs in economically-challenged communities
3. Tie for 3rd - Provide portable benefits for part-time and freelance workers
4. Develop state-level wage insurance for workers displaced by automation

Least Popular

Use incentives and disincentives to locate new jobs in housing-rich locations

Comments:

When asked what makes it difficult to live in the Bay Area, participants stated that the high cost of living is the greatest challenge. Other challenges include the increasing amount of homelessness in Oakland, the lack of safety on public transit, the limited hours of BART service, the demise of small businesses facing competition from large corporations (e.g., Amazon) and the poor air quality in West Oakland.

Y-PLAN Regional Engagement

Description: Nine school sites, one in each of the Bay Area counties

Date/ Location: October-April 2019

Attendees: More than 350 elementary, middle, and high school students



Comments:

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

Alameda

McClymonds High School, Oakland
10-12th grade, Technology

Contra Costa

Kennedy High School, Richmond
12th grade, Information Technology

Marin

Laurel Dell Elementary School, San Rafael
5th grade

Napa

American Canyon High School, American Canyon
9-12th grade, Leadership

San Francisco

Balboa High School, San Francisco
12th grade, Environmental Science

Solano

Benicia Middle School, Benicia
7-8th grade, Service Learning

Sonoma

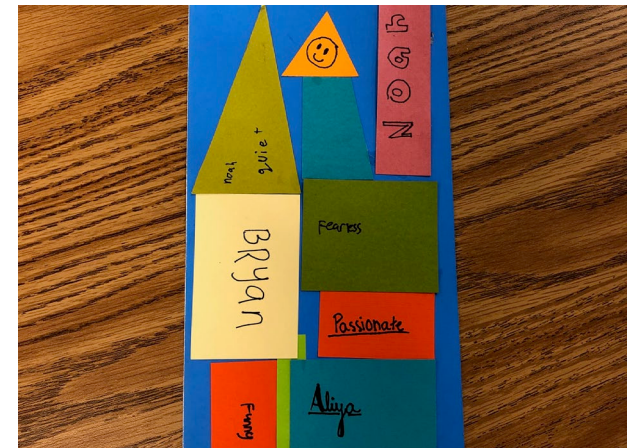
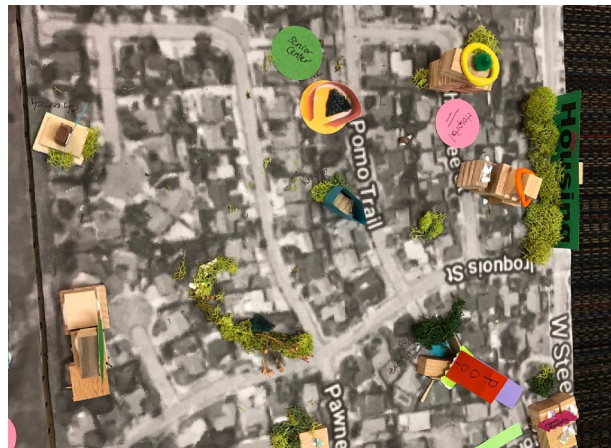
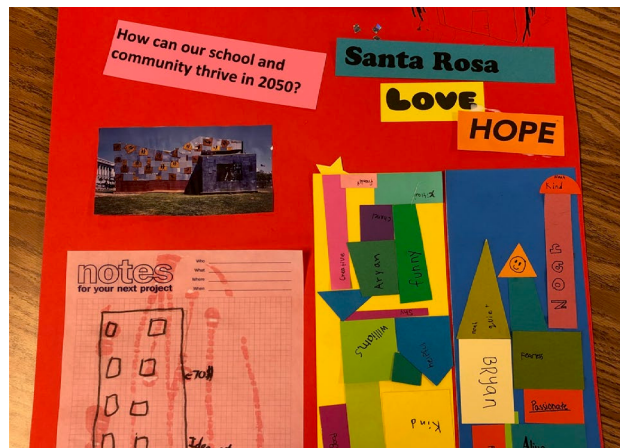
Cesar Chavez Language Academy
4th grade, English and Science

Santa Clara

Escuela Popular, San Jose
8th grade, English

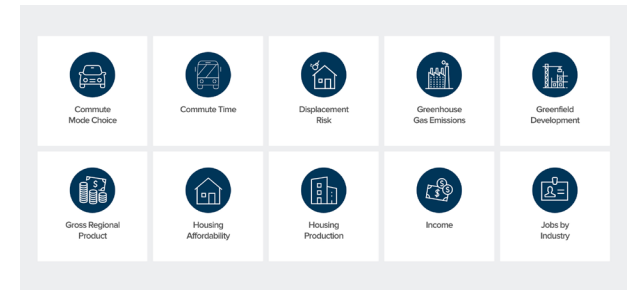
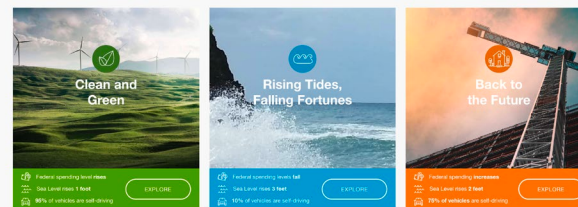
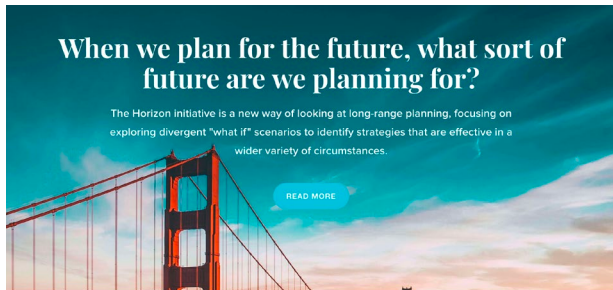
San Mateo

East Palo Alto Phoenix Academy,
East Palo Alto
12th grade, AP Environmental Science

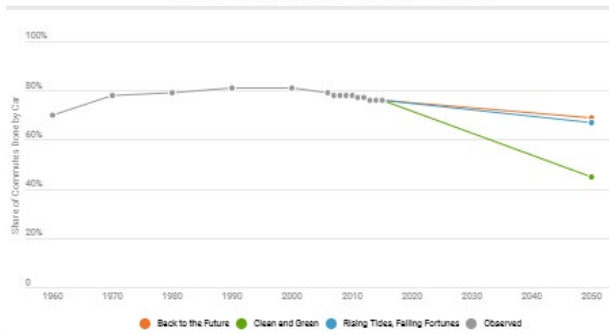


Vital Signs-Horizon Tool

vitalsigns.mtc.ca.gov/horizon



Auto Commute Mode Share



Which strategies would you recommend to reduce the rate of car commuting in Back to the Future and Rising Tides, Falling Fortunes?

- ☐ Extend the regional rail network: Connect more neighborhoods and communities directly to the region's main rail systems.
- ☐ Apply 10-cent per-mile peak period pricing on freeways: Toll all highways during the morning and evening peak periods at a rate of 10 cents per mile.
- ☐ Build and operate a next-generation bus network: Invest in the development of a more expansive bus rapid transit network, including dedicated lanes and enhanced stations.
- ☐ Modernize the existing rail network: Expanding upon capacity investments currently being made to BART, increase capacity and frequency on Caltrain, VTA, and Muni Metro.

• Content

- Homepage: introduction to Horizon and the concept of scenario planning
- Future pages: learn more about the external forces that shape the futures and the associated opportunities and challenges
- Indicator pages: explore how current conditions compare to forecasted conditions in the three futures for ten indicators published on Vital Signs; vote on strategies to improve performance for each indicator

• Engagement to Date (as of March 21, 2019)

- Published on March 8, 2019
- Unique page views: 400
- Survey responses: 136

• Summary of results to be shared after data collection concludes on April 19, 2019



H O R I Z O N

Outreach Update

Joint MTC Planning Committee and
ABAG Administrative Committee

April 12, 2019 - Ursula Vogler & Michael Germeraad



The *Horizon* process is focused on identifying strategies that are resilient to a wide suite of external forces - background conditions beyond the control of the Bay Area. Imagining three futures (“what if...” scenarios) made it possible to discuss the implications of these forces for the region through year 2050.

Three Goals of Horizon Outreach:

1. Engage stakeholders and the public on the Horizon initiative, a precursor to Plan Bay Area 2050;
2. Educate stakeholders and the public on the specifics of Horizon, including the three Futures, the Guiding Principles and the strategies; and
3. Request input on which strategies will best *Transform the Future* of the Bay Area by the year 2050.

1,000+ Individuals Engaged:

- 1. Community Based Organizations** (9 focus group meetings, 192 individuals)
- 2. Public Workshops** (6 workshops, 258 individuals)
- 3. Stakeholder Workshop** (1 half-day event, 65 individuals)
- 4. Vital Signs Online Survey** (1 month window, 150 responses to-date)
- 5. Y-Plan Youth Engagement** (9 schools, 350 students)
- 6. Other** (e.g. Santa Clara County local staff briefing; Policy Advisory Council)

Community Based Organizations

Nine Focus Groups

- Staff provided an overview of Horizon, the Guiding Principles, the futures and the strategies.
- Staff requested input on strategies for each Guiding Principle: three strategies they supported and one they did not.

Locations

- **Acterra**
East Palo Alto
- **Community Resources for Independent Living (x2)**
Hayward
- **Green Hive Spaces**
Vallejo
- **Rose Foundation**
Oakland
- **Sacred Heart Community Service**
San Jose
- **Sound of Hope Chinese Public Radio Network**
San Francisco
- **West Oakland Environmental Indicators Project (x2)**
Oakland



Public Workshops

Six Workshops

- The public received an overview of Horizon, the Guiding Principles, the futures and the strategies.
- Participants “dot voted” on the strategies they felt would improve that future.

Locations

- **Oakland**
March 12, 2019
- **San Jose**
March 14, 2019
- **Petaluma**
March 16, 2019
- **San Bruno**
March 19, 2019
- **Vallejo**
March 20, 2019
- **Walnut Creek**
March 27, 2019



Stakeholder Workshop

Exercise Design

- Participants received a detailed briefing on the Horizon Interim Report and the associated opportunities & challenges.
- Participants played three rounds of a game where they had to work collaboratively to fund strategies.

65 Stakeholders

- 70% of attendees worked for public agencies, whereas 30% did not.
- Stakeholders were from all nine counties.
- The *Transform the Future* game was played 24 times, 8 times for each future.



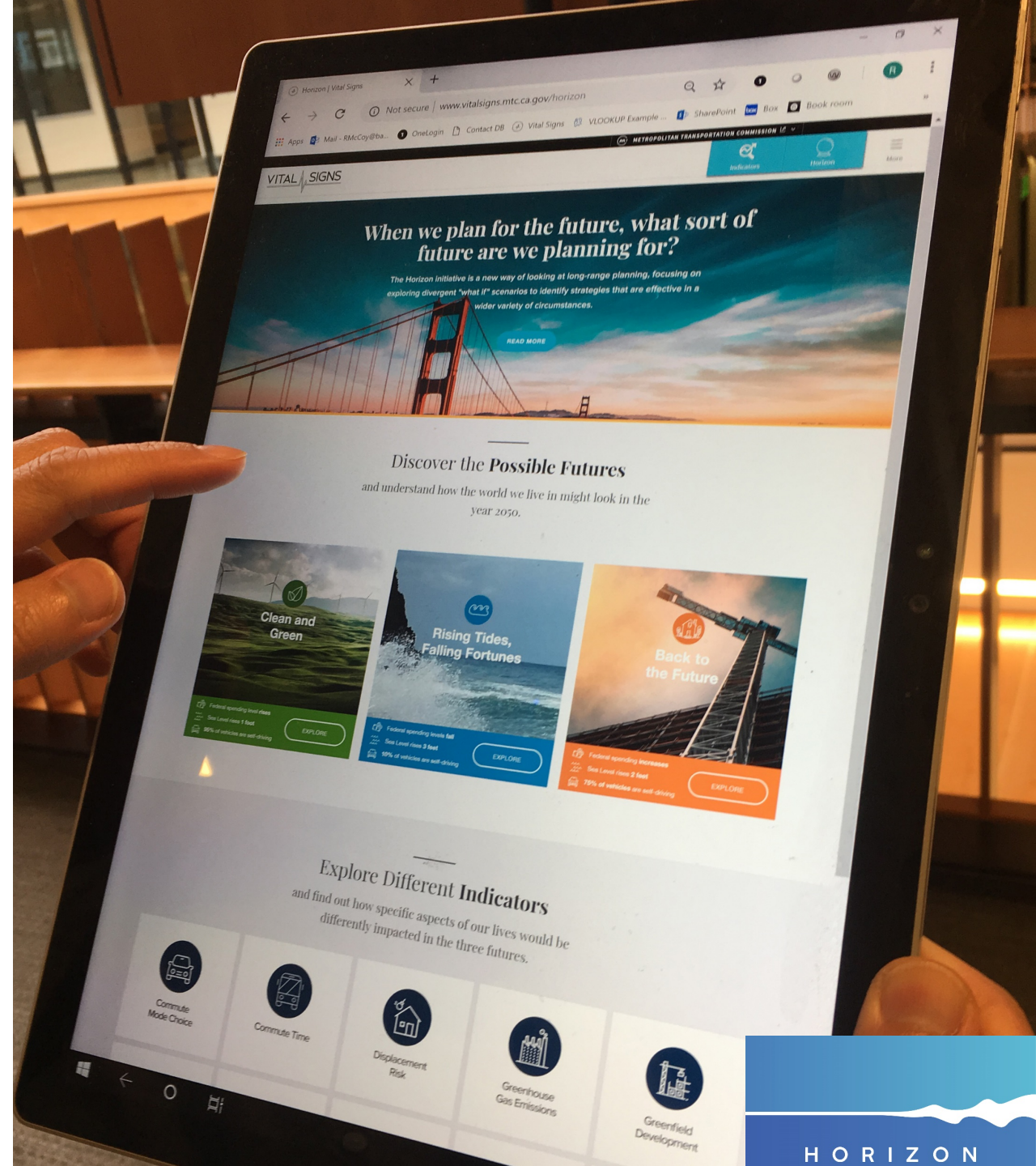
Vital Signs Online Survey

Website Design - Gamification

- The homepage introduces the user to Horizon and scenario planning.
- Future pages describe each Future.
- Indicator pages explore forecasted conditions for the three futures and asks the user to vote on strategies to improve outcomes.

Response to Date

- Website launched on March 8, 2019. The window for feedback will remain open through April 19, 2019.
- To date, 150 surveys have been collected.



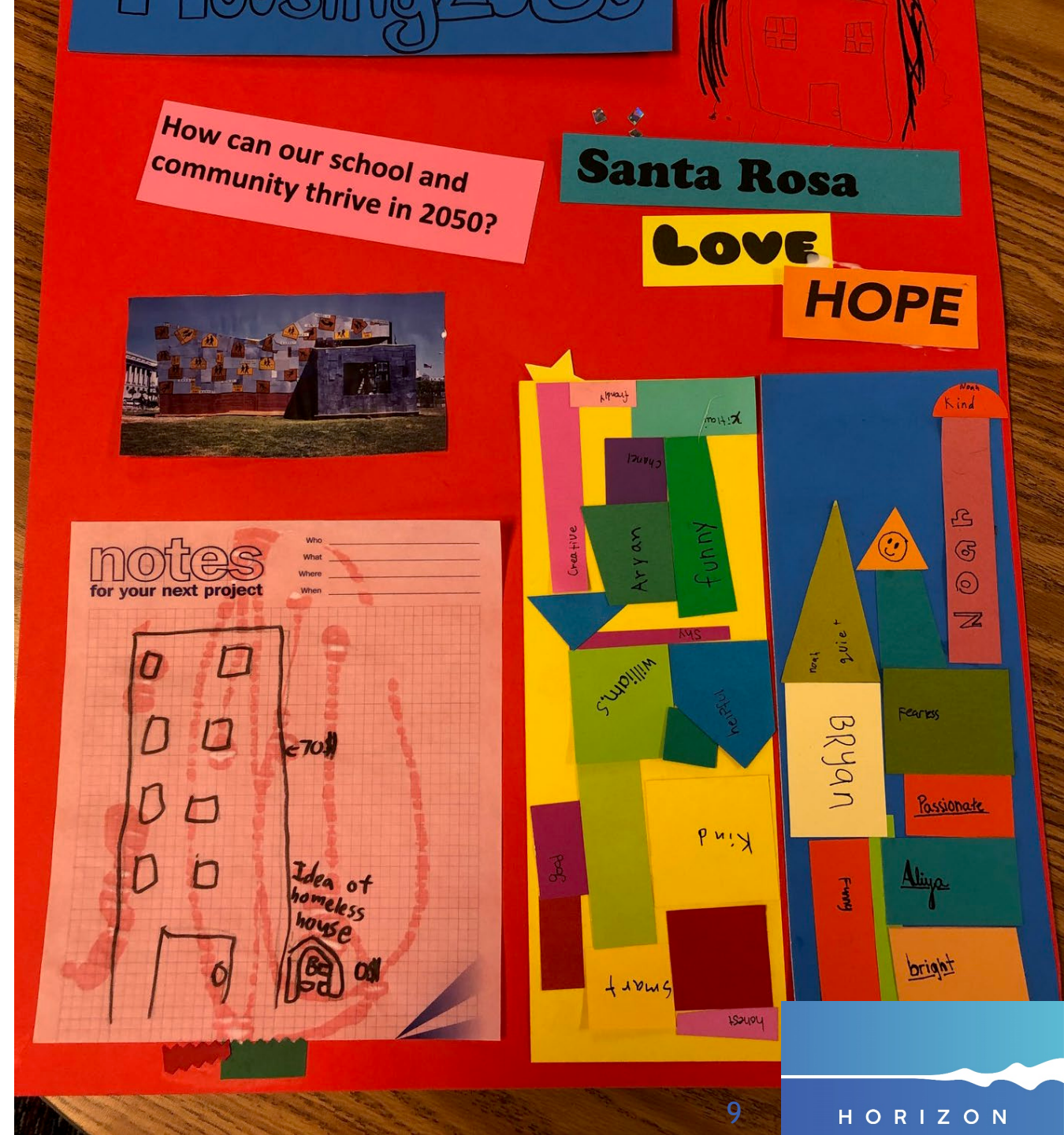
Y-Plan Youth Engagement

Students in classes across the region were asked:

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

Locations by County:

- **McClymond High School**, Oakland
Alameda County
- **Kennedy High School**, Richmond
Contra Costa County
- **Laurel Dell Elementary**, San Rafael
Marin County
- **American Canyon High School**, American Canyon
Napa County
- **Balboa High School**, San Francisco
San Francisco County
- **Phoenix Academy Middle School**, E. Palo Alto
San Mateo County
- **Escuela Popular Middle School**, San Jose
Santa Clara County
- **Benicia Middle School**, Benicia
Solano County
- **Cesar Chavez Language Academy**, Santa Rosa
Sonoma County



What Did We Learn from Outreach So Far?

1. **Bay Area residents and stakeholders want to prioritize creation of a world-class public transportation system.** There was strong consensus around modernizing and increasing capacity of our existing rail system - especially if there are adequate financial resources.
2. **Bay Area residents and stakeholders want to build more housing for those of all income levels, especially near transit.** Allowing new development near rail transit stations and increasing inclusionary requirements were popular ideas to address rising unaffordability.
3. **Bay Area residents and stakeholders want to protect our region's environment, regardless of what the future has in store.** Adapting to sea level rise and preserving today's urban growth boundaries were clear priorities for outreach participants.

Next Steps

Using input received, staff will develop strategy packages to study in the second round of analysis. A set of packages will be brought back in May for further discussion.

Schedule for Horizon and Plan Bay Area 2050

