

PLAN BAY AREA 2050

Final Blueprint: Summer 2020 Engagement & Action on Blueprint Revisions

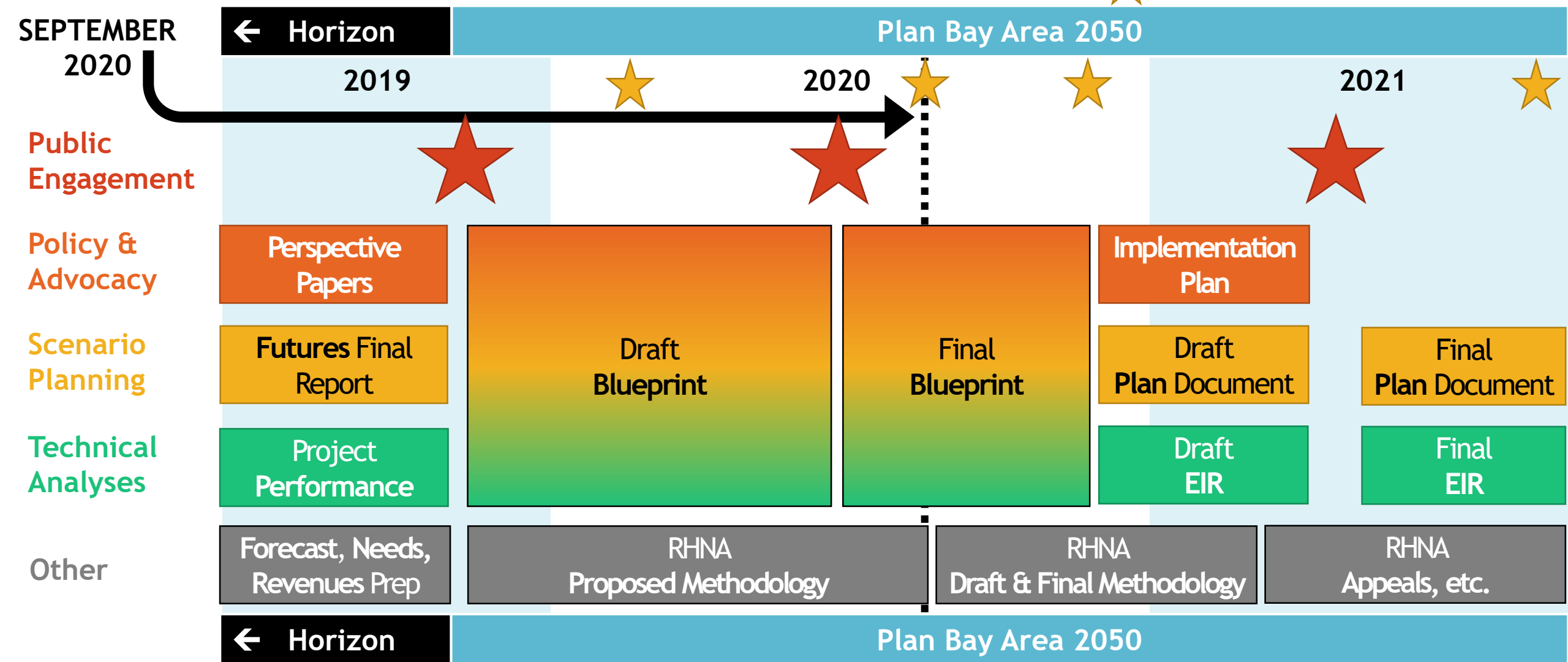
September 2020

MTC/ABAG Regional Planning Program

Plan Bay Area 2050: Schedule

We are **seeking your approval to study a package of expanded strategies for the Final Blueprint** to make even more progress towards the Vision for Plan Bay Area 2050.

★ = *Major Policy Board Decisions*



Plan Bay Area 2050: Resilient, Equitable Strategies

*Vision: Ensure by the year 2050 that the Bay Area is **affordable**, **connected**, **diverse**, **healthy** and **vibrant** for all.*



- **Transportation** Strategies
- **Housing** Geographies & Strategies
- **Economic** Geographies & Strategies
- **Environmental** Strategies

Summer 2020 Engagement: Listening & Learning

- **Second of three rounds of public engagement** during the two-year Plan update process
- Coronavirus pandemic required a **pivot** to digital/remote-only engagement
- **Opportunity to innovate** and engage a broader audience
- Implemented a **comprehensive suite of digital and non-digital** approaches



Summer 2020 Outreach

Also:

- Digital Tribal Summit
- Online Survey
- Online Comment Form
- Listening Line
- Email Comments
- Office Hours
- Statistically Valid Poll

9

county-specific
digital public
workshops

3

digital stakeholder
workshops

5

telephone town
halls

7

focus groups in
partnership with
CBOs

Summer 2020 Engagement: Promotion

19,700+

total number of *pageviews*

- Plan Bay Area website
- MTC and ABAG websites
- Downloaded materials

83,700+

total number of *engagements*

- Workshop registrations
- Social media likes, comments, shares, clicks
- E-mail/mail communications sent



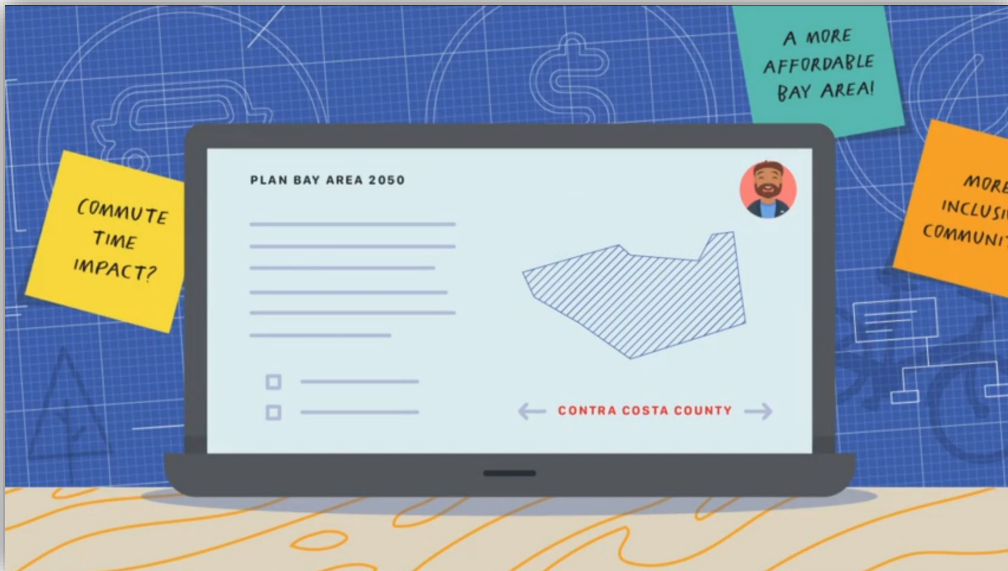
Summer 2020 Engagement: Participation



7,600+

total no. of *participants* in all activities

- Online survey
- Statistically-valid poll
- Virtual meetings



3,400+

total no. of *comments* received

- Online survey
- Virtual meetings
- Letters and e-mails

Final Blueprint: Tackling the “Big 5” Challenges

What are the top two most important challenges from the Draft Blueprint to tackle in the Final Blueprint?



Insufficient
Affordable
Housing

#1 priority



Greenhouse
Gas Emissions

#2 priority



Congestion &
Transit
Crowding

#3 priority



Jobs-Housing
Imbalance

#4 priority



Displacement
Risk

#5 priority

Challenge #1: Insufficient Affordable Housing



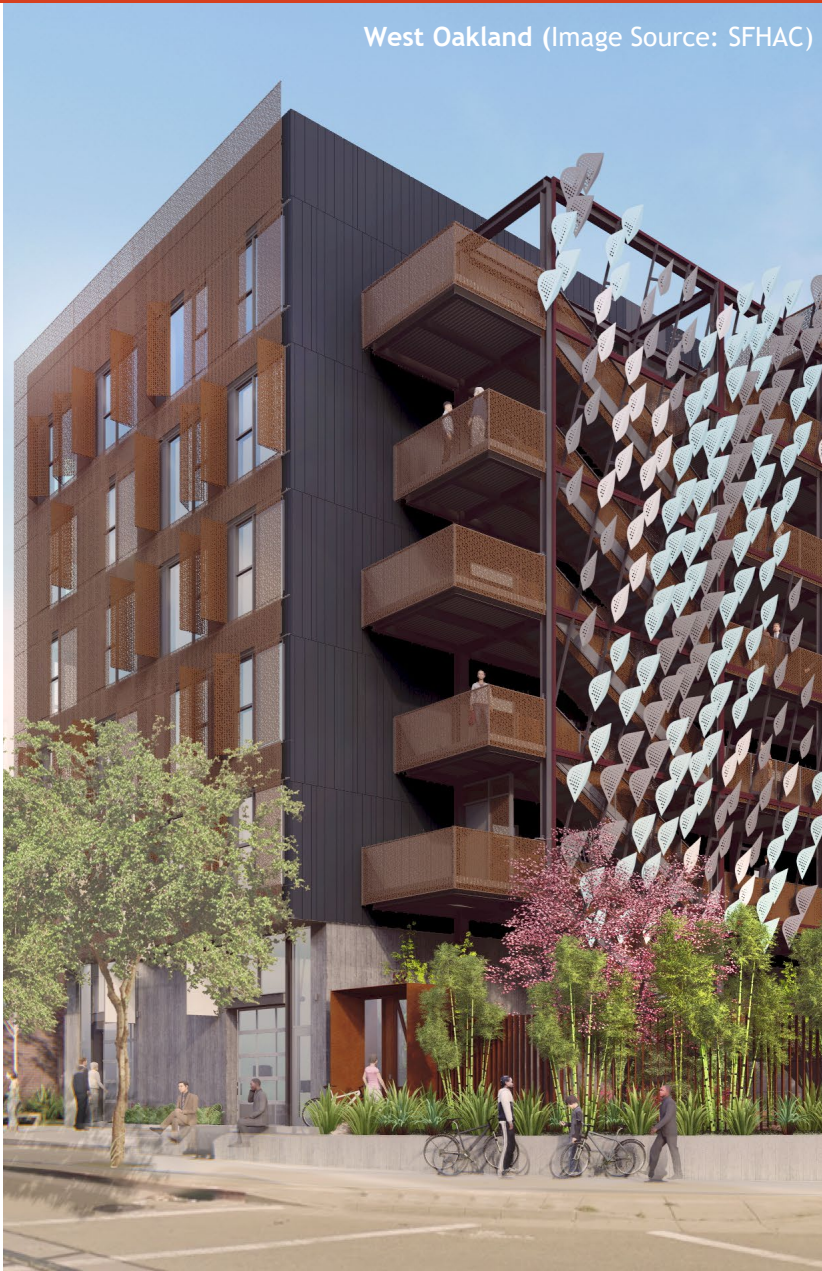
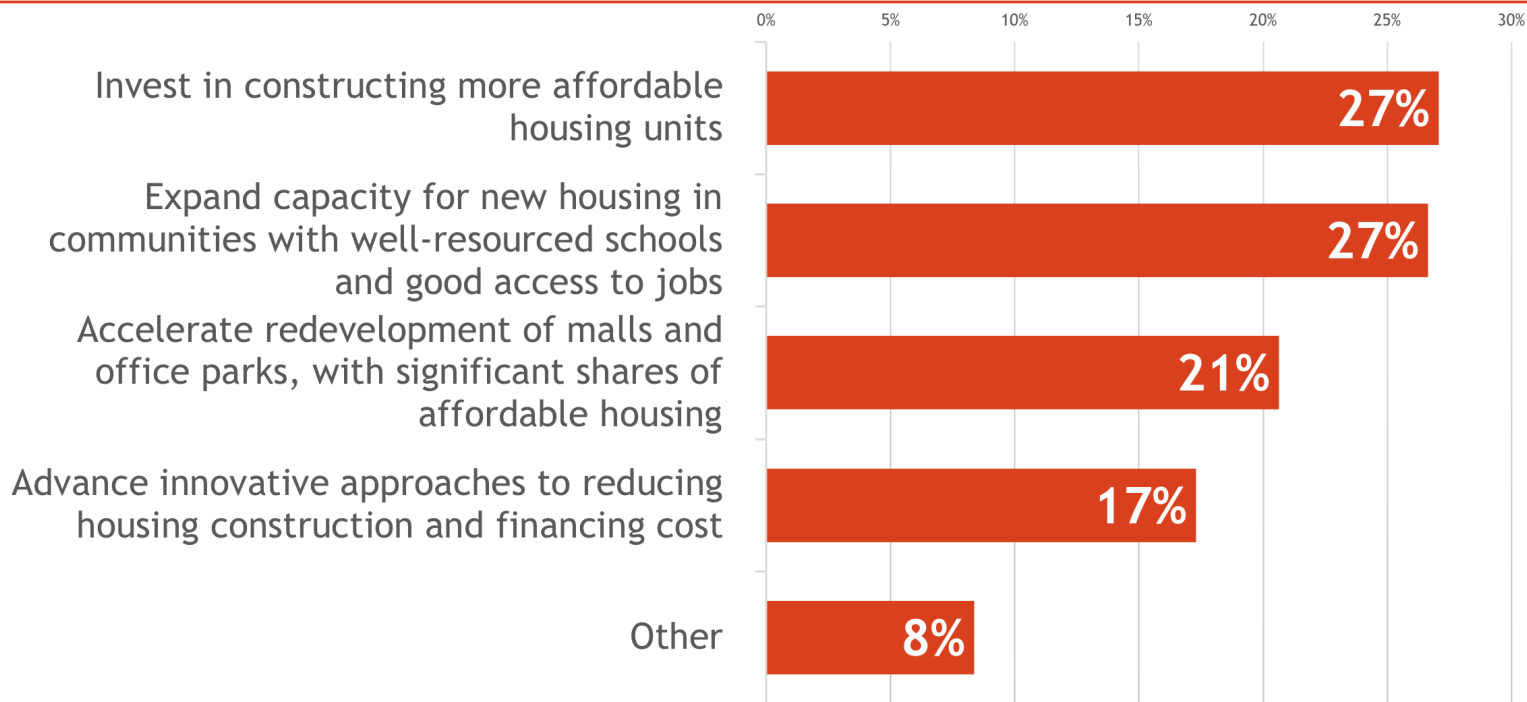
Finding from Draft Blueprint

While the Draft Blueprint quintuples the amount of permanently-affordable housing in the Bay Area, hundreds of thousands of residents still lack access to such housing.

Challenge

How can new or expanded strategies help create more permanently-affordable housing, especially in areas with well-resourced schools, amenities and transportation options?

Public Response via Online Survey, Workshops, and Town Halls



Challenge #1: Insufficient Affordable Housing



“Work to change zoning and income tax laws to have more equitable outcomes—this issue is part of the legacy of redlining; change the laws that enable this problem.”

“Lift zoning restrictions and construction regulations that slow development. You don’t need to pay for it — just lower the barrier to entry and the market will jump in.”

“Increase funding for preservation of existing affordable housing. ”

“Increase the minimum wage or introduce a living wage so that more people can afford living in the Bay Area.”

“Create a grant or funding program for communities to invest in community land trusts to ensure that permanently affordable housing is owned by the residents themselves.”



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West Oakland (Image Source: SFHAC)



Challenge #1: Insufficient Affordable Housing



What revisions are proposed for the Final Blueprint to better tackle this challenge?

1

Expand new revenues by \$110 billion to support more affordable housing production, including for unhoused people

- Revised Strategy: “Build Adequate Affordable Housing to Ensure Homes for All”

2

Expand new revenues by \$120 billion to expand preservation strategy beyond existing deed-restricted units

- Revised Strategy: “Preserve Existing Affordable Housing”

3

Address the income side of the unaffordability equation through a \$500 per month universal basic income

- New Strategy: “Implement a Statewide Universal Basic Income”
- Removed Strategy: “Expand Childcare Support for Low-Income Families”

4

Jumpstart development on public and community-owned land to boost construction of 100% affordable developments

- New Strategy: “Accelerate Reuse of Public and Community-Owned Land”

West Oakland (Image Source: SFHAC)



Challenge #2: Greenhouse Gas Emissions



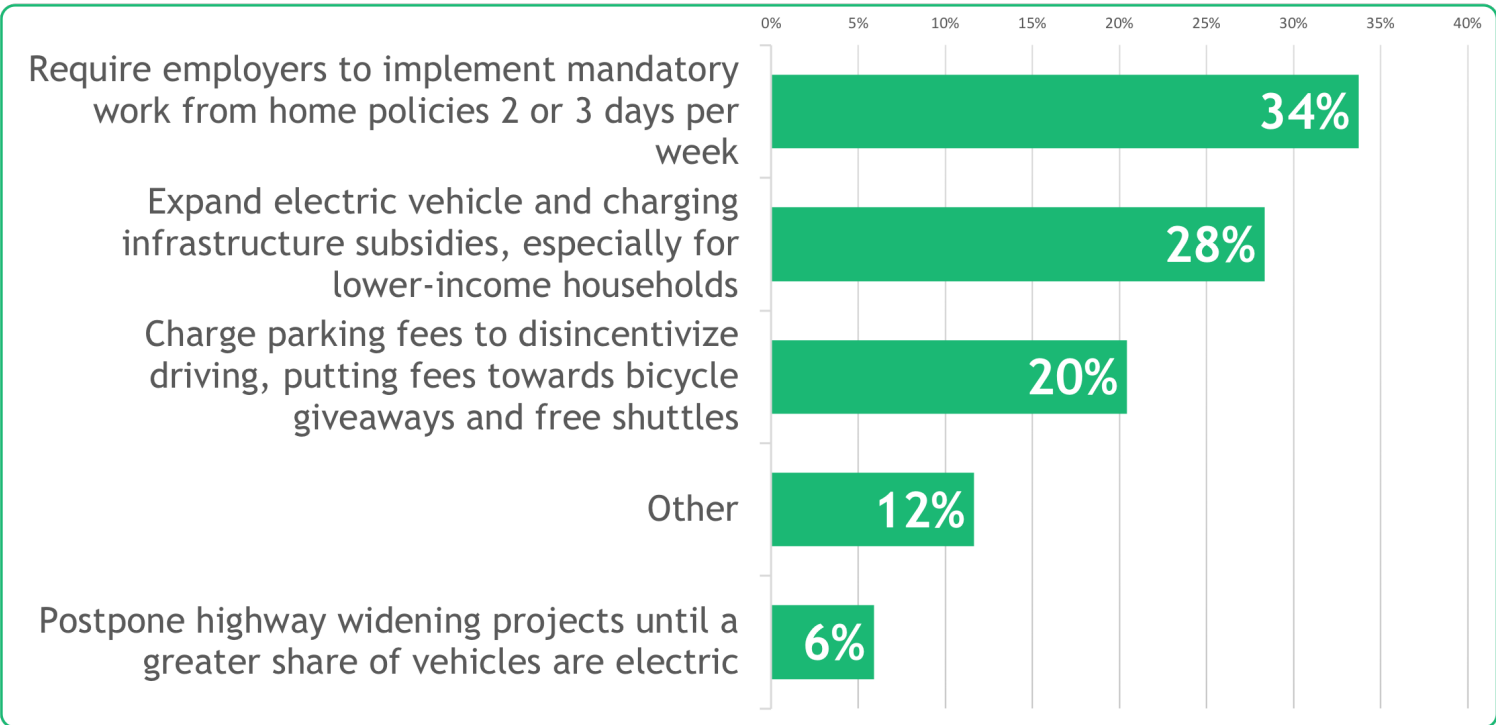
Finding
from Draft
Blueprint

While outperforming Plan Bay Area 2040 by eight percentage points, the Draft Blueprint only gets us halfway to our statutory climate target.

Challenge

How do we further reduce transportation-related greenhouse gas emissions to reach critical climate goals?

Public Response via Online Survey, Workshops, and Town Halls



(Image Source: Flickr, Creative Commons)



Challenge #2: Greenhouse Gas Emissions



“Electrify everything. Make sure low-income families have access to electric vehicles. All self-driving cars must be electric.”

“Increase broadband internet accessibility to help enable telecommuting.”

“Implement tolling, road tax or congestion charge, and use the funds to build transit and pedestrian-friendly streets; not just for commuting, but for everyday life.”

“Office-based companies should require employees to work from home a specified amount of time per week. Requiring 25-30% of office workers to work from home each day would greatly improve livability, air quality, congestion of the region.”

“Increase density to make mass transit more effective and efficient, which lowers the vehicle miles that cause greenhouse gases.”



(Image Source: Flickr, Creative Commons)



Challenge #2: Greenhouse Gas Emissions



What revisions are proposed for the Final Blueprint to better tackle this challenge?

1

Exponentially expand regional electric vehicle & charger subsidies by 8x with even steeper low-income discounts

- Revised Strategy: “Expand Clean Vehicle Initiatives”

2

Institute requirement for 60 percent of workers to telecommute on a given day at major office-based employers

- New Strategy: “Institute Mandatory Telecommuting Levels for Major Employers”
- New Strategy: “Invest in High-Speed Internet in Underserved Communities”

3

Expand means-based all-lane tolling to additional corridors to offset greenhouse gas increases from highway projects

- Revised Strategy: “Implement Means-Based Per-Mile Tolling on Congested Freeways”

4

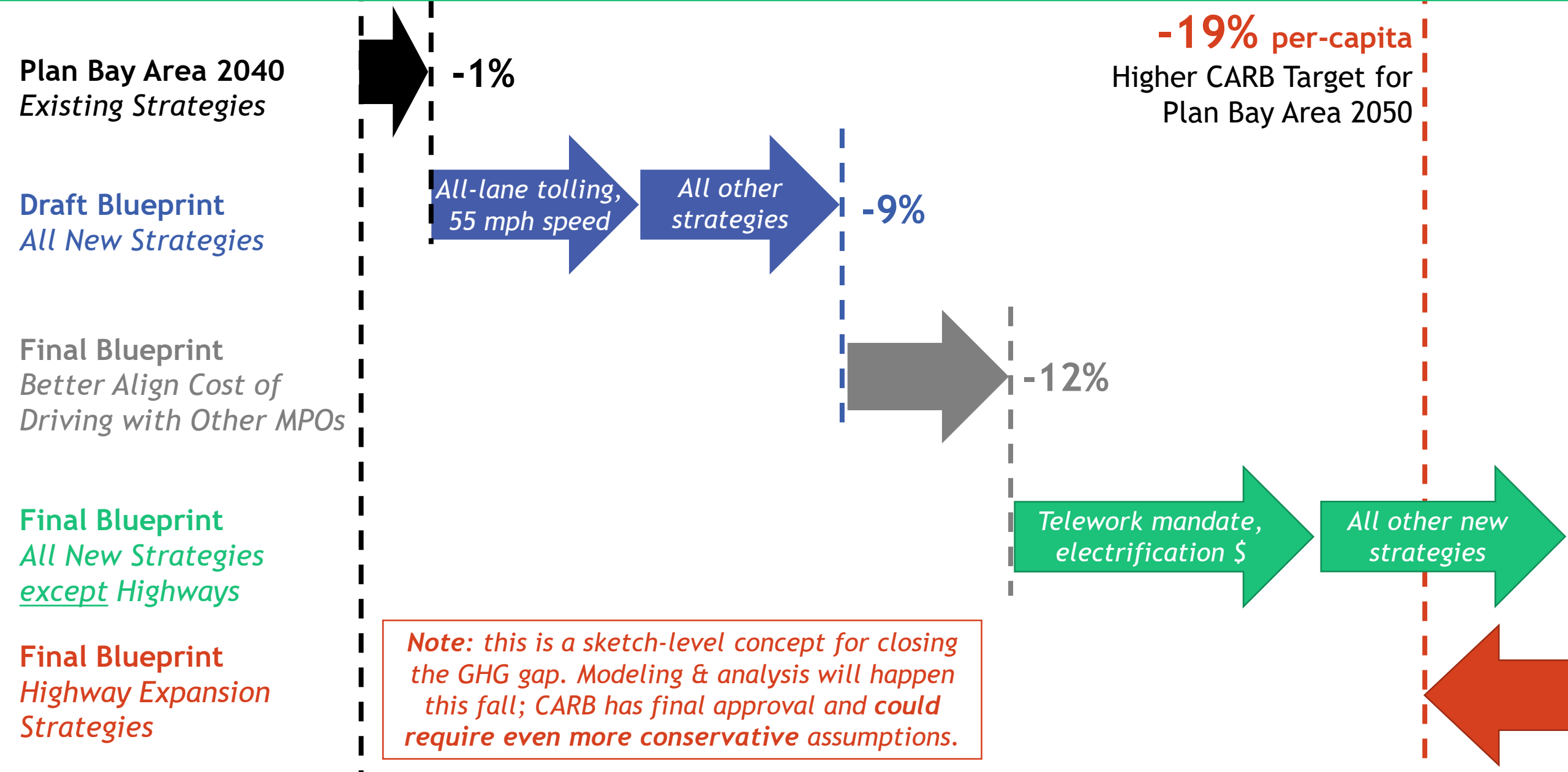
Enable more growth in transit-rich, high-resource places by modifying zoning strategies

- Revised Strategy: “Allow a Greater Mix of Housing Densities & Types”
- Revised Strategy: “Allow Greater Commercial Densities”

(Image Source: Flickr, Creative Commons)



Challenge #2: Greenhouse Gas Emissions



Challenge #3: Congestion & Transit Crowding



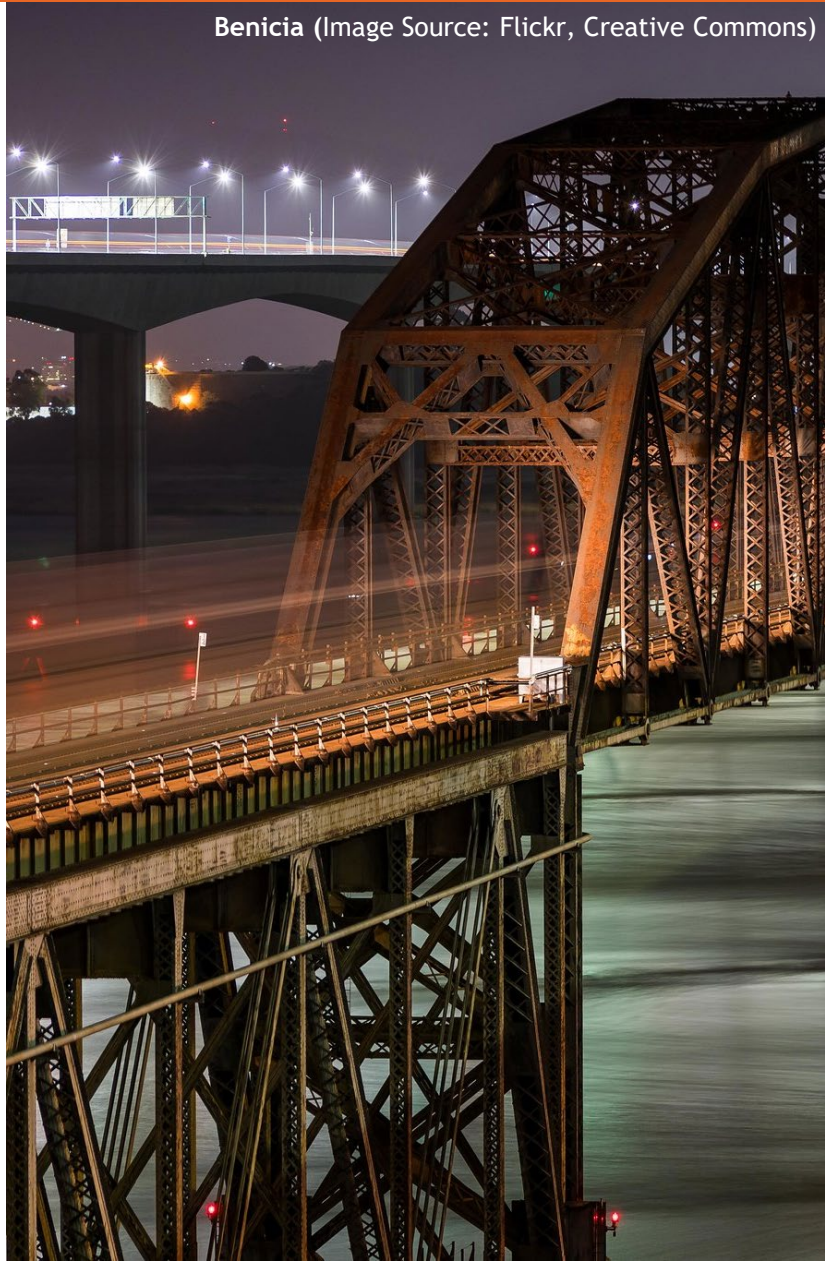
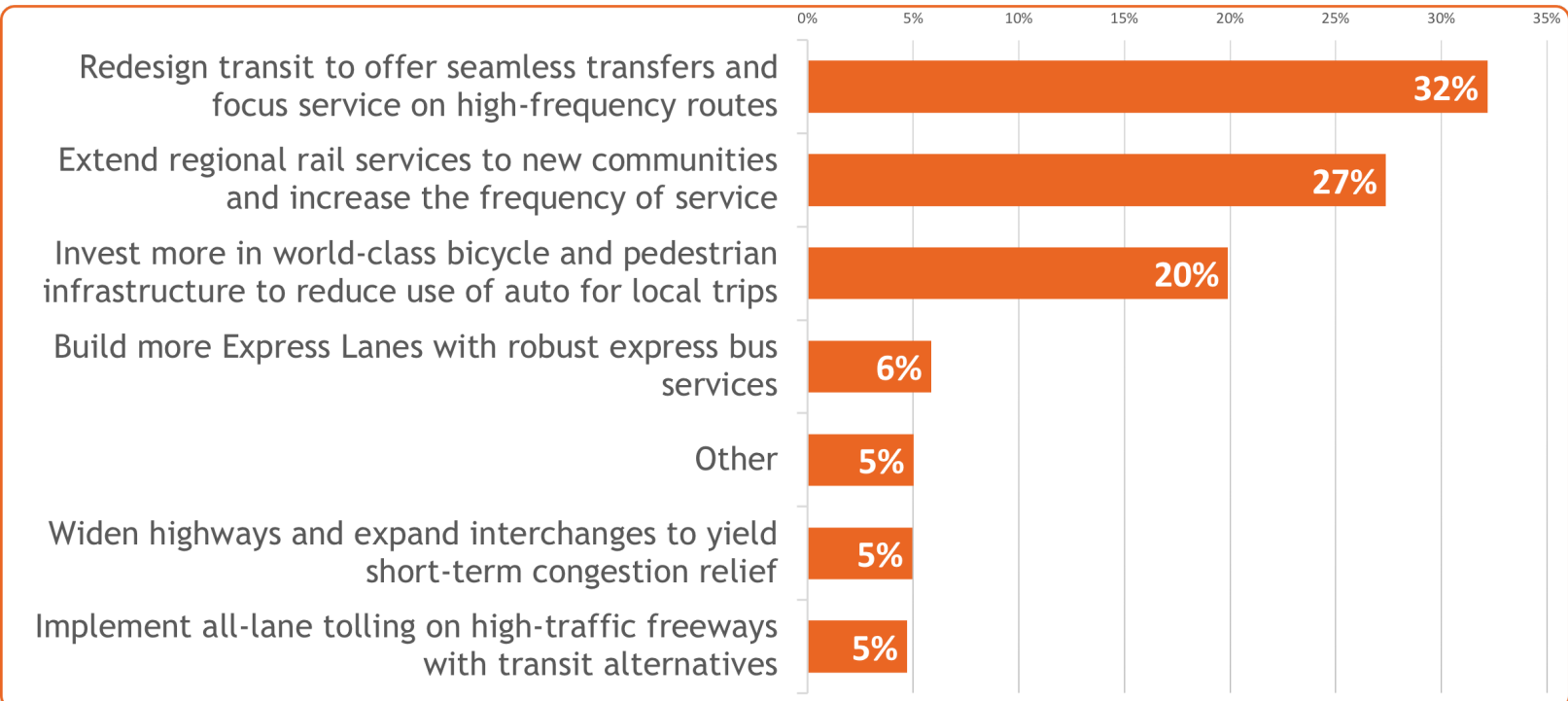
Finding
from Draft
Blueprint

All-lane tolling on select corridors and a New Transbay Rail Crossing address congestion & crowding on key corridors – but many suburban corridors continue to see challenges.

Challenge

How can new or expanded strategies better address traffic congestion and transit overcrowding?

Public Response via Online Survey, Workshops, and Town Halls



Challenge #3: Congestion & Transit Crowding



“Express lanes for buses is a great idea. I second that. We need some bus ‘arteries’ on the freeways.”

“We need fly overs and wider highways and expanded interchanges. Improve exit routes.”

“We need to implement the ‘Seamless Bay Area’ strategy — getting a true Metropolitan Transit Authority that can control routes through the whole region.”

“Provide high frequency, clean transit in all dense areas — so people don't see a need to drive.”

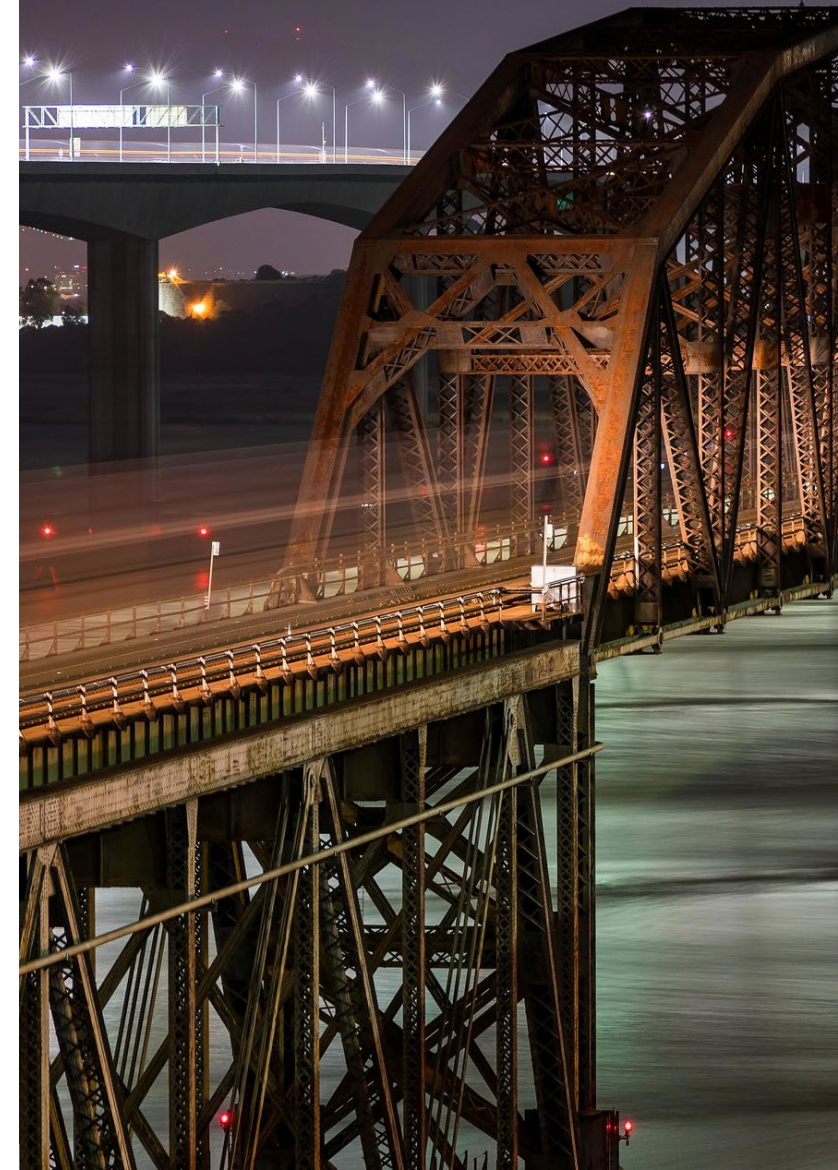
“As seen with the pandemic, bicycling has great potential even during times of distress. A good bicycle network also promotes economic growth at the local level.”

“We need regional fare coordination with one regional tariff and branding. Having two dozen agencies with differing policies, fares, schedules is nuts.”



17

Benicia (Image Source: Flickr, Creative Commons)



Challenge #3: Congestion & Transit Crowding



What revisions are proposed for the Final Blueprint to better tackle this challenge?

1

Double-down on increased funding both for expanded transit operations and new rail investments

- New Strategy: “Enhance Local Transit Frequency, Capacity, and Reliability”
- New Strategy: “Expand and Modernize the Regional Rail Network”

2

Expand seamless mobility to include an optimized network, featuring timed transfer hubs

- Revised Strategy: “Enable a Seamless Mobility Experience”

3

Weave in additional investments in biking and walking, with at least 10,000 miles of protected lanes & paths

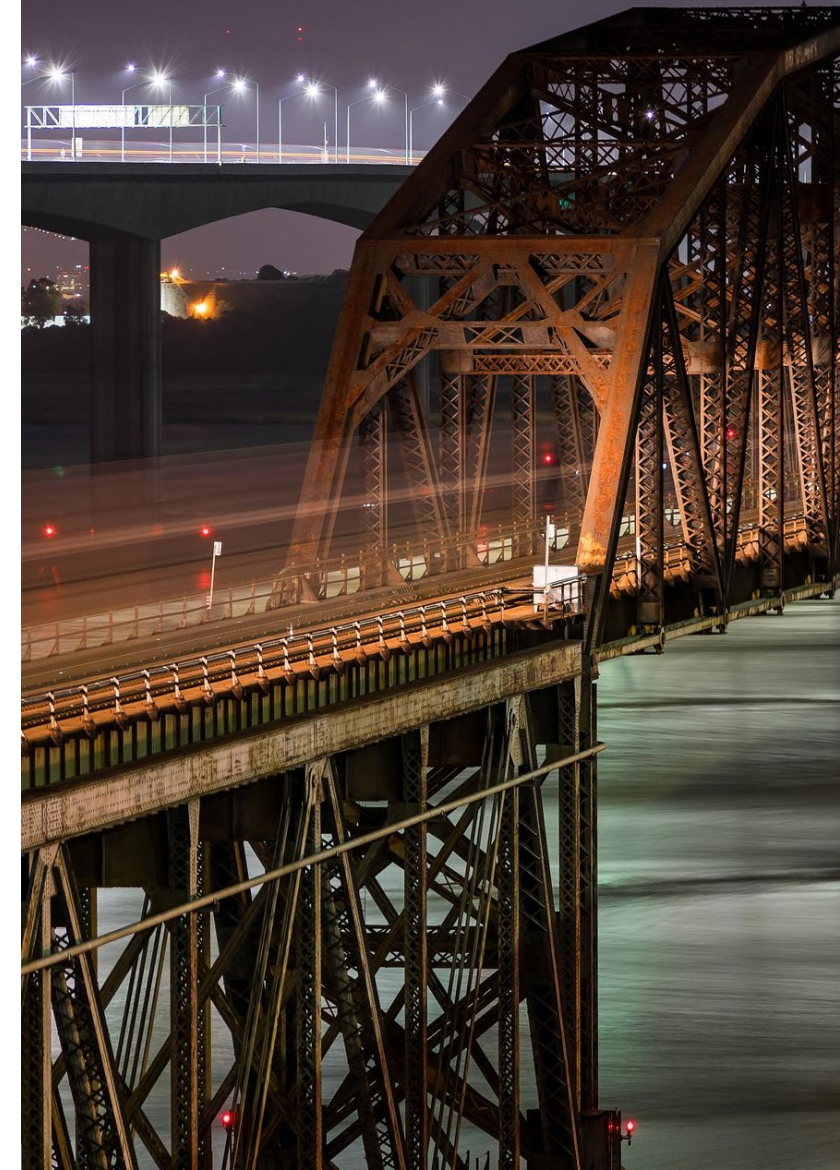
- Revised Strategy: “Build a Complete Streets Network”

4

Make strategic investments in the region’s highway system, with emission increases offset by expanded climate strategies

- New Strategy: “Build an Integrated Regional Express Lane and Express Bus Network”
- New Strategy: “Improve Interchanges and Address Highway Bottlenecks”

Benicia (Image Source: Flickr, Creative Commons)

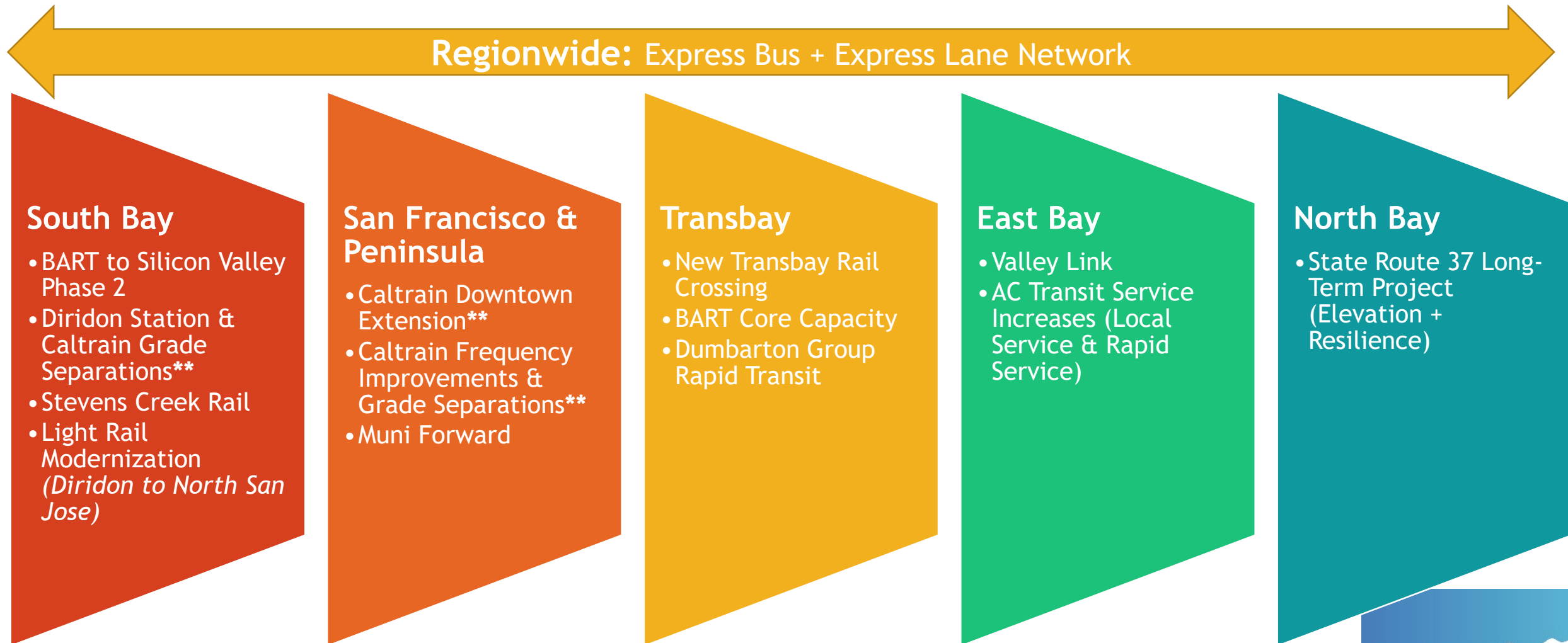


Challenge #3: Congestion & Transit Crowding



Spotlighting Bay Area Megaprojects Integrated into Final Blueprint Strategies

(with year-of-expenditure costs greater than \$2 billion)



**** Note:** these transportation projects would help advance California High-Speed Rail project delivery in Bay Area.

Challenge #4: Jobs-Housing Imbalance



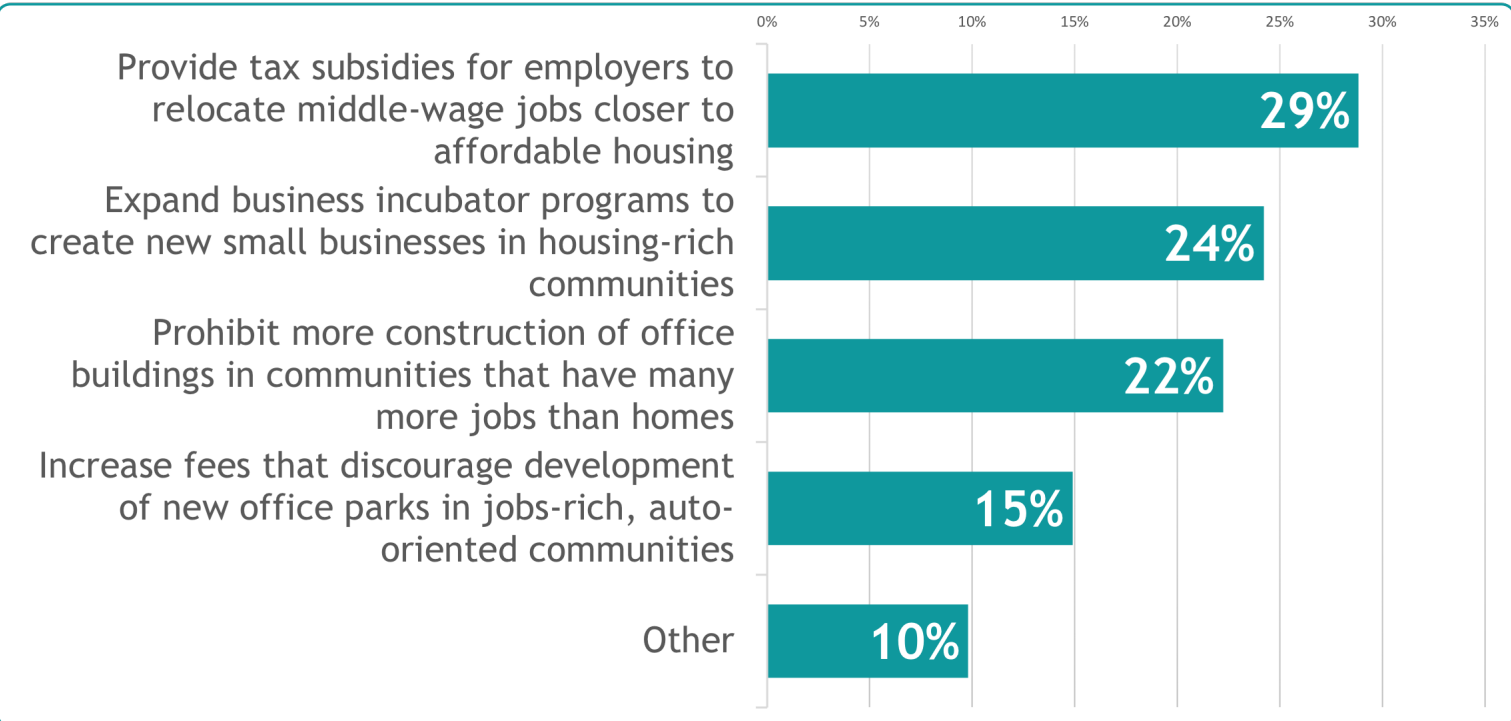
Finding
from Draft
Blueprint

While the jobs-housing imbalance is somewhat reduced by more housing in Silicon Valley, East Bay and North Bay communities remain housing-rich.

Challenge

How could more ambitious economic strategies be employed to shift jobs closer to existing housing-rich communities?

Public Response via Online Survey, Workshops, and Town Halls



San Ramon (Image Source: Flickr, Creative Commons)



Challenge #4: Jobs-Housing Imbalance



“Don’t discourage jobs, encourage construction of housing!”

“Expand on the HUBZone program that’s been implemented on a federal level with additional incentives for businesses to move to affordable housing areas.”

“More equitable pay. Access to better paying jobs. Job training for better paying jobs.”

“Businesses should be given tax incentives to distribute themselves.”

“Ensure that protection policies address industrial lands in PDAs as well as in PPAs.”



San Ramon (Image Source: Flickr, Creative Commons)



Challenge #4: Jobs-Housing Imbalance



What revisions are proposed for the Final Blueprint to better tackle this challenge?

1

Shift to an incentive-based approach to encourage jobs in housing-rich places, with funding from increased taxes

- Removed Strategies: “Assess Impact Fees on New Office Developments”
- New Strategy: “Provide Incentives to Employers to Shift Jobs to Housing-Rich Areas”

2

Add job training programs in areas with limited access to opportunity to address racial and economic inequities

- Revised Strategy: “Expand Job Training and Incubator Programs”

3

Fund strategic infrastructure investments in Priority Production Areas to further stimulate job growth

- Revised Strategy: “Retain and Invest in Key Industrial Lands”

San Ramon (Image Source: Flickr, Creative Commons)



Challenge #5: Displacement Risk



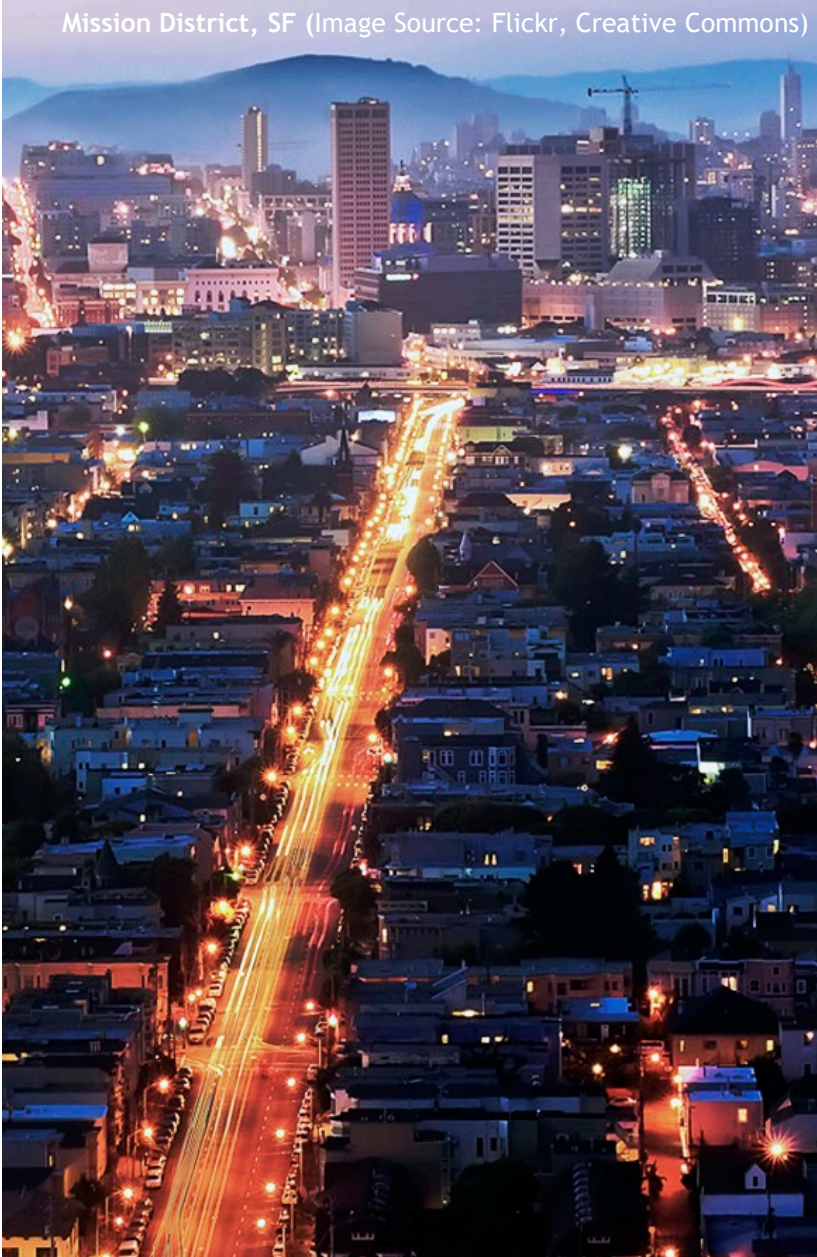
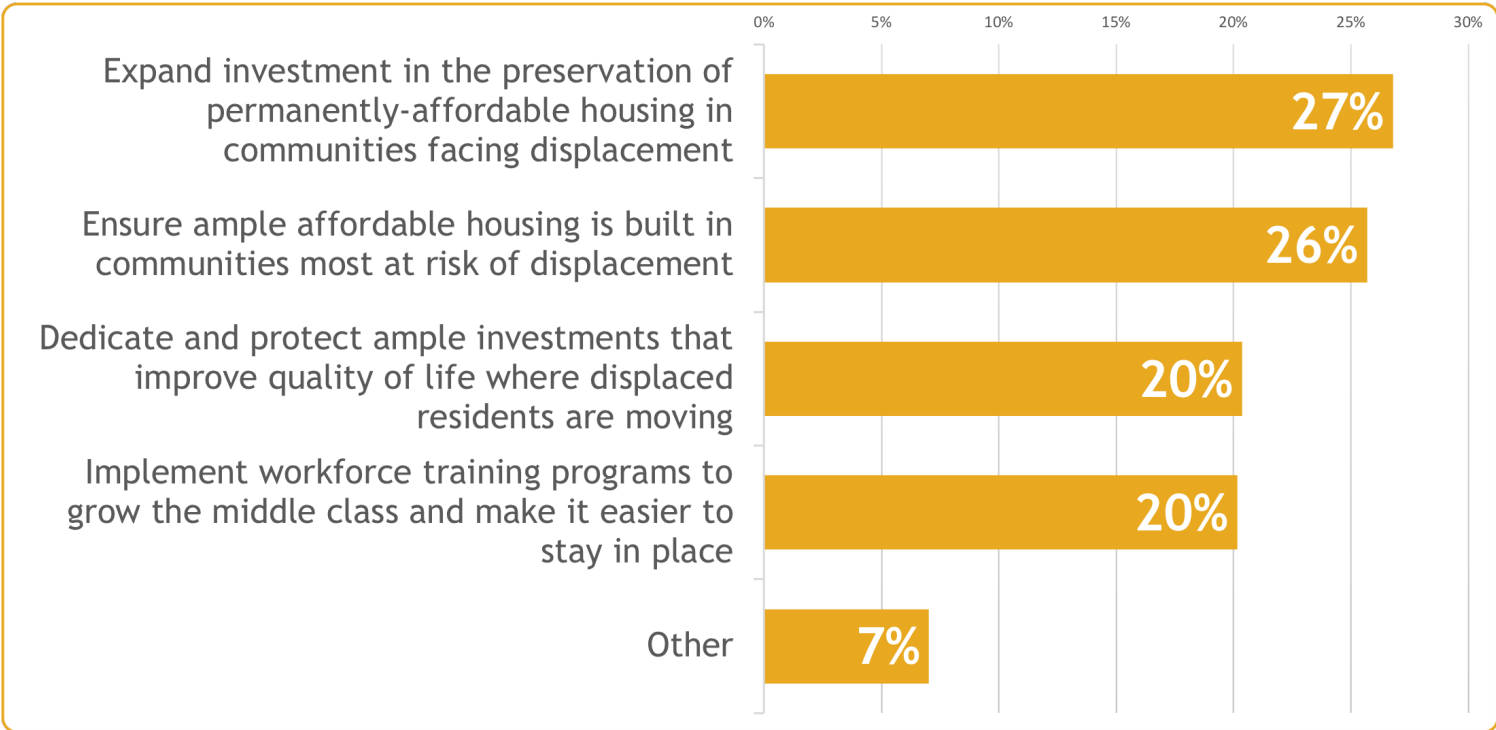
Finding from Draft Blueprint

Despite expanded renter protections and more affordable housing, the risk of displacement in most Bay Area communities continues to grow over time.

Challenge

How can new or expanded strategies help further ensure that low-income residents and communities of color are not ultimately displaced to areas with limited access to opportunity?

Public Response via Online Survey, Workshops, and Town Halls



Challenge #5: Displacement Risk



“Make it easier for cities to set aside new affordable housing for those who are being displaced.”

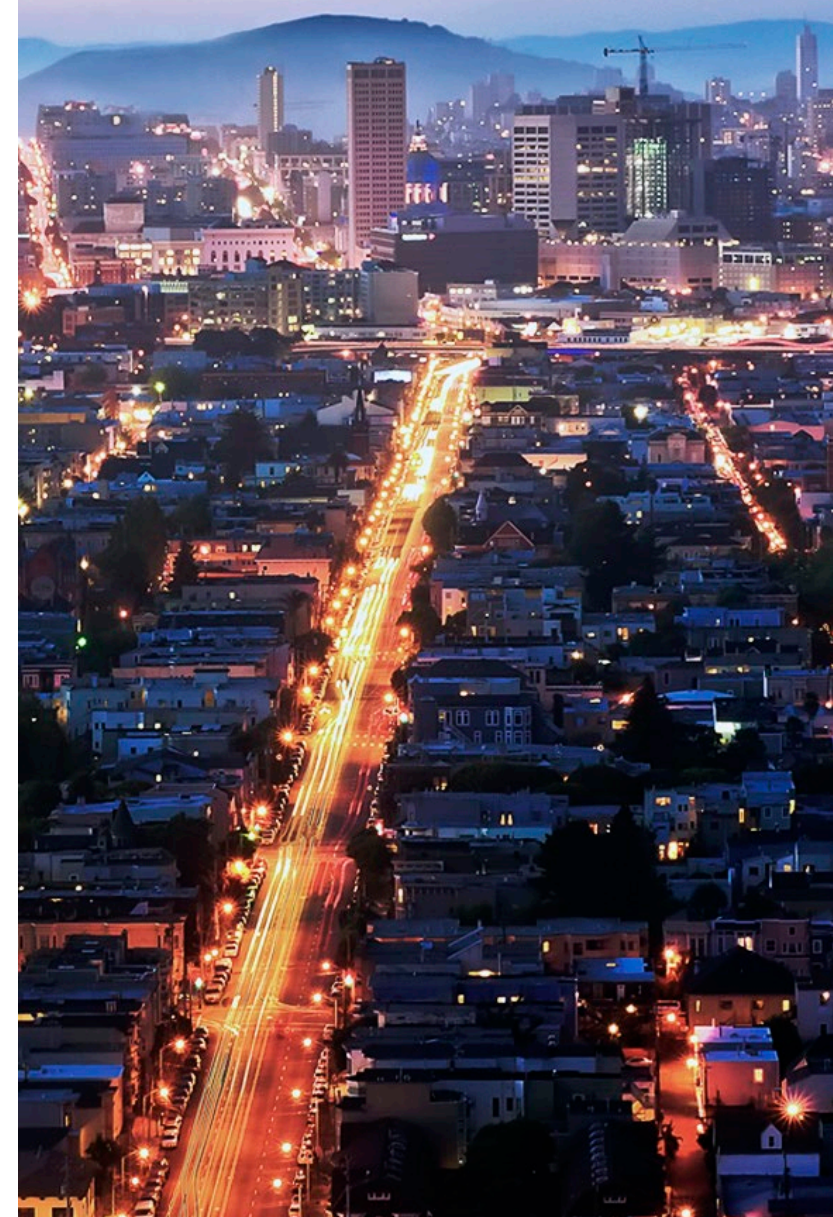
“Work to change zoning and income tax laws to have more equitable outcomes – this issue is part of the legacy of redlining; change the laws that enable this problem.”

“‘Inclusionary Section 8’ instead of traditional inclusionary housing, require that a percentage of units accept Section 8 vouchers. Counties could cover gaps in rent.”

“Create a government-backed investment program that allows people in these communities to buy their homes, thus removing the ability of developers or gentrifiers to displace them.”

“Provide rent support and provide universal basic income to residents earning below a living wage threshold.”

Mission District, SF (Image Source: Flickr, Creative Commons)



Challenge #5: Displacement Risk



What revisions are proposed for the Final Blueprint to better tackle this challenge?

1

Tackle the legacy of racial exclusion through strategic programs to support pathways to economic security

- New Strategy: “Provide Targeted Mortgage, Rental, Small Business Assistance”
- New Strategy: “Accelerate Reuse of Public and Community-Owned Land”

2

Enable more households to remain in place through expanded focus on preserving affordable units

- Revised Strategy: “Preserve Existing Affordable Housing”

3

Empower communities to overcome decades of systematic disinvestment by funding locally-prioritized infrastructure

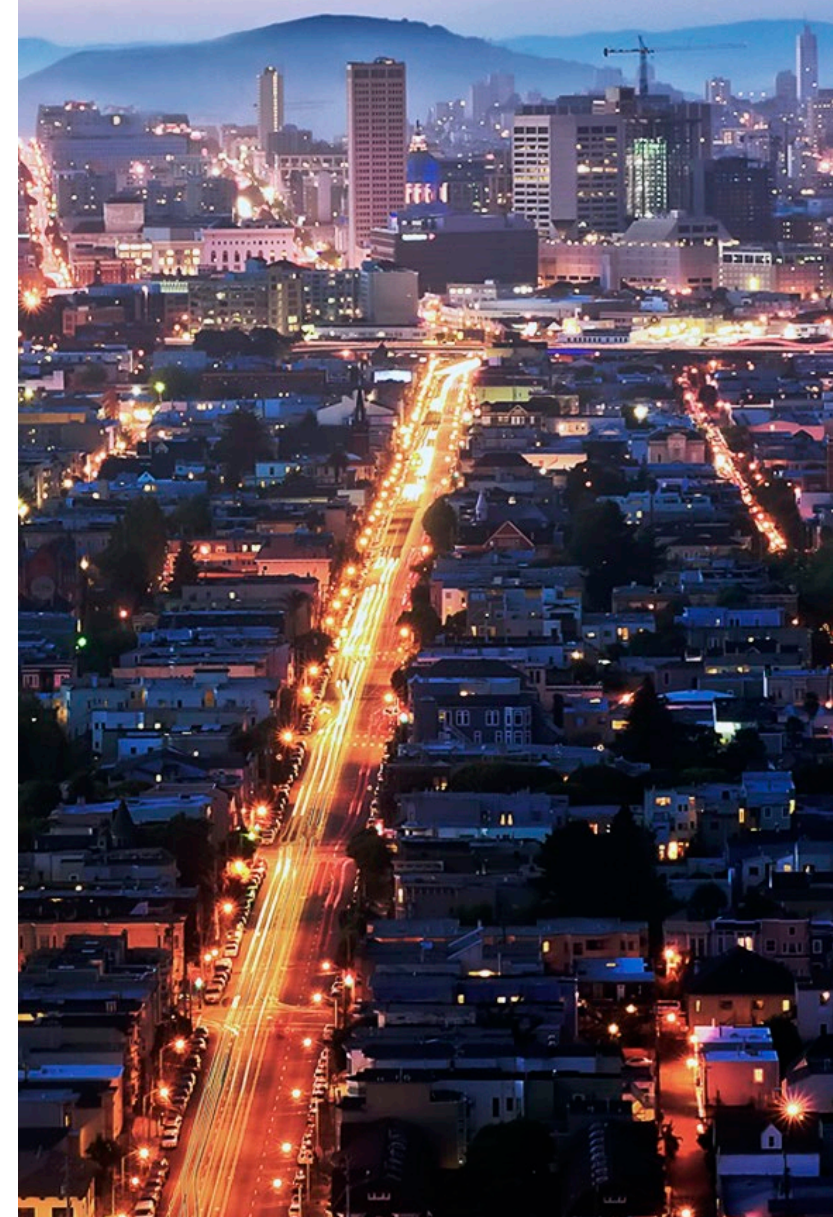
- New Strategy: “Support Community-Led Transportation Enhancements”

4

Integrate legal aid and other supportive actions to further expand upon renter protections in Draft Blueprint

- Revised Strategy: “Further Strengthen Renter Protections Beyond State Legislation”

Mission District, SF (Image Source: Flickr, Creative Commons)



Summer 2020 Engagement: Poll vs. Engagement

Similarities:

- Housing is the top concern, particularly affordable housing
- Strong support for seamless transit and Complete Streets; more limited support for all-lane tolling
- Support for EV incentives and business incubators

Differences:

- Greater support for rebuilding interchanges in polling results compared to other engagement
- Greater support for expanded job training programs in polling results compared to other engagement



Final Blueprint: 11 Themes and 35 Bold Strategies



Draft Blueprint

25

initial strategies



Final Blueprint

35

new & expanded strategies

Refer to **Attachment I** for Final Blueprint strategy details.

Final Blueprint: Updates to Growth Geographies

Growth Geographies would remain largely unchanged from the Draft Blueprint, with minor updates related to PDAs approved in July 2020.

Protect



Areas outside
Urban Growth
Boundaries
(including PCAs)



Unmitigated
High Hazard
Areas

Prioritize



**Priority Development
Areas (PDAs)**



**Priority Production
Areas (PPAs)**



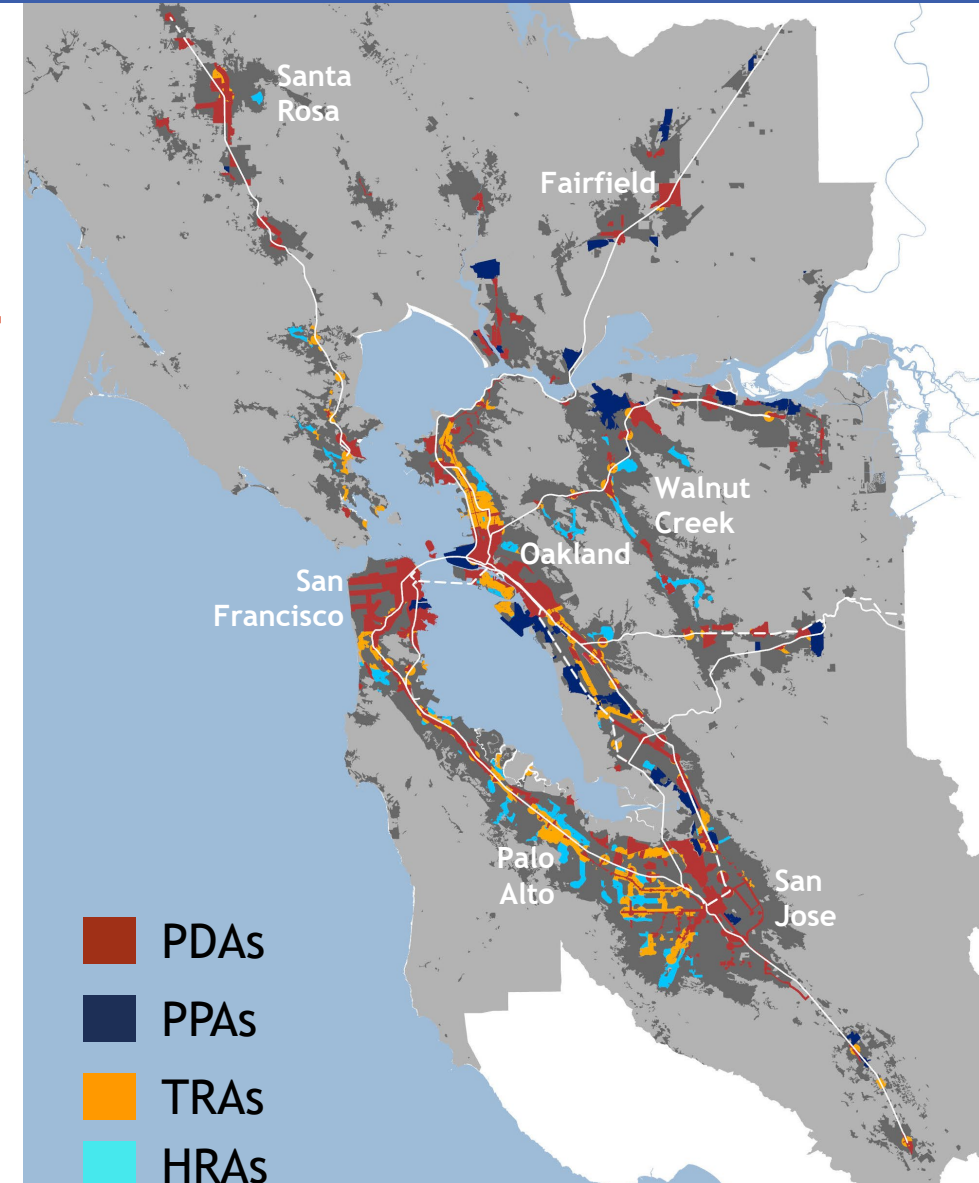
**Transit-Rich
Areas* (TRAs):**
Frequent Regional Rail



TRAs*:
All Other



**High-Resource
Areas* (HRAs)**



* Applies to all jurisdictions except those that have already nominated more than 50% of PDA-eligible areas

Note: some High-Resource Areas are also Transit-Rich Areas

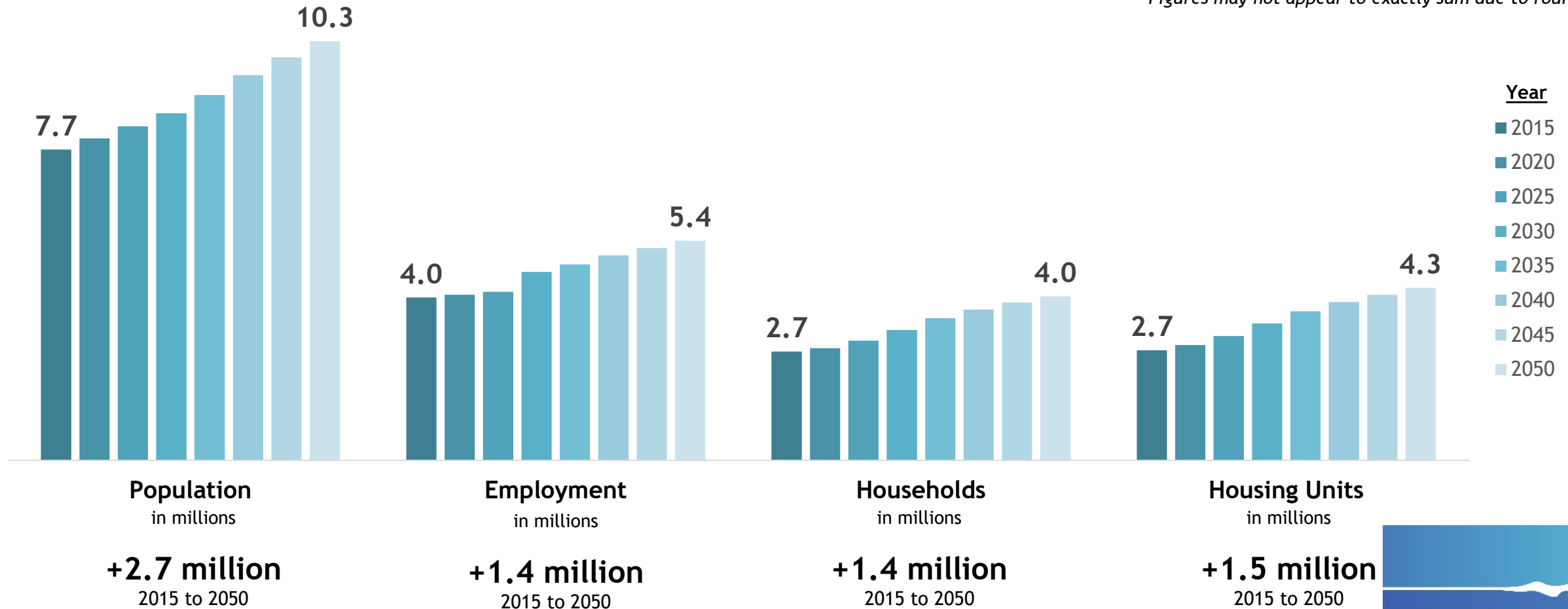
Final Blueprint: Regional Growth Forecast

In accordance with the settlement agreement with the Building Industry Association, the Final Blueprint action integrates the Regional Growth Forecast, which has been adjusted to integrate COVID-19 & 2020 recession impacts.

Population, Jobs, Households, and Housing Units

Integrating COVID-19/Recession Impacts between 2020 and 2030

Figures may not appear to exactly sum due to rounding.

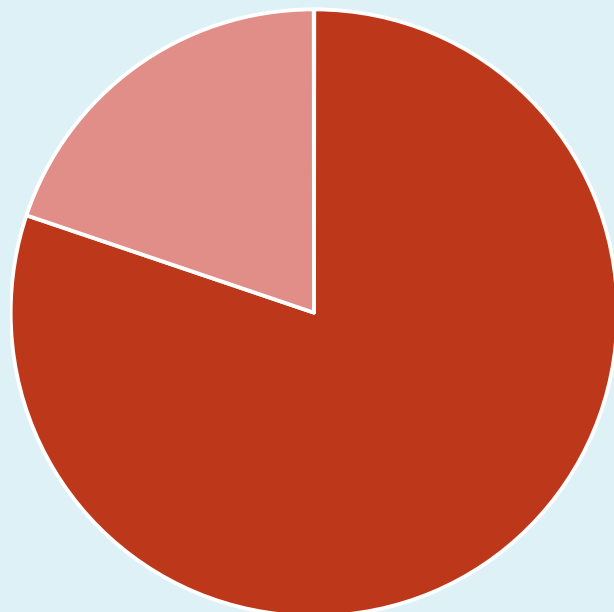


Final Blueprint: Revenues & Expenditures

Transportation Element

\$466 billion in existing funding
\$115 billion in new revenues

+\$121 billion in spending
compared to Draft Blueprint



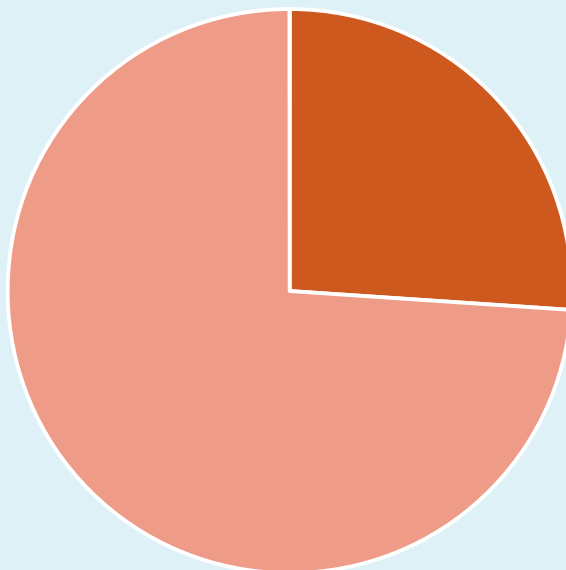
■ Existing Revenues ■ New Revenues

Note: \$12 billion in existing transportation funding is shown in Environment Element for climate & sea level rise strategies.

Housing Element

\$122 billion in existing funding
\$346 billion in new revenues

+\$297 billion in spending
compared to Draft Blueprint



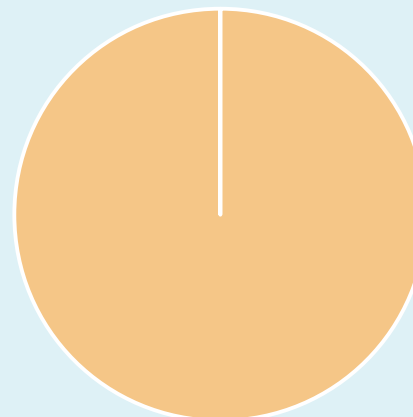
■ Existing Revenues ■ New Revenues

Note: new housing revenues could come from a mix of federal, state, regional, or local sources.

Economy Element

N/A in existing funding
\$234 billion in new revenues

+\$201 billion in spending
compared to Draft Blueprint



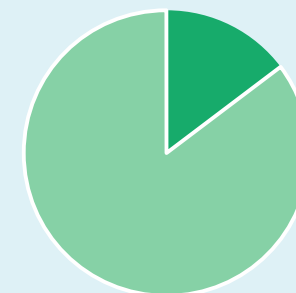
■ Existing Revenues ■ New Revenues

Note: as Needs & Revenue data is unavailable for economic development, existing funding is underrepresented.

Environment Element

\$15 billion in existing funding
\$87 billion in new revenues

+\$49 billion in spending
compared to Draft Blueprint



■ Existing Revenues ■ New Revenues

Note: as Needs & Revenue data is unavailable for parks & conservation, existing funding is underrepresented.³⁰

What's Next: Milestones through Spring 2021



September

- Report Out on Public & Stakeholder Engagement
- Action on Final Blueprint Strategies & Growth Geographies

October

- Notice of Preparation for EIR
- Scoping Process & EIR Alternatives Development

November

- Kickoff for Implementation Plan (*focused on next 5 years*)

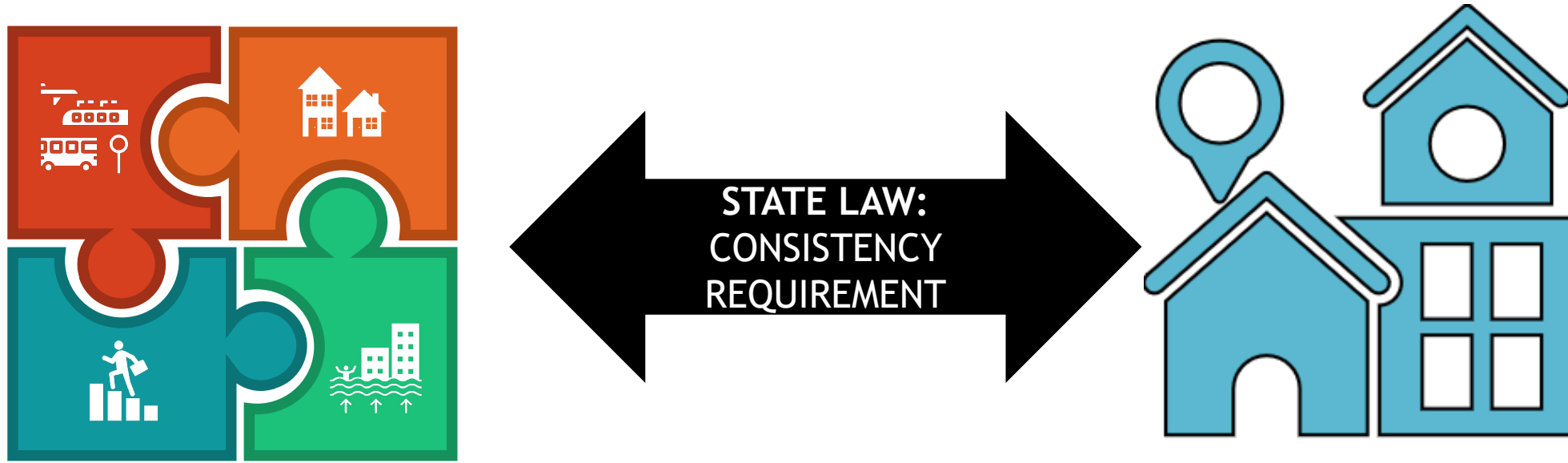
December

- Release of Final Blueprint
- Action on Preferred Alternative for Plan Bay Area 2050 EIR

Spring 2021

- Release of Draft Plan, Draft EIR, Draft Implementation Plan
- Final Round of Public Engagement

What's Next: Consistency with RHNA



Final Blueprint

Envisioned growth pattern at the county and sub-county levels over the next 30 years

RHNA

Housing allocations at the jurisdiction level over the next eight years; nexus with Housing Elements on local level

In August, ABAG's Housing Methodology Committee recommended using 2050 Blueprint households as the baseline for the RHNA allocation methodology.

The ABAG Board will consider the proposed RHNA methodology for release in October.

What's Next: Near-Term Implementation Efforts



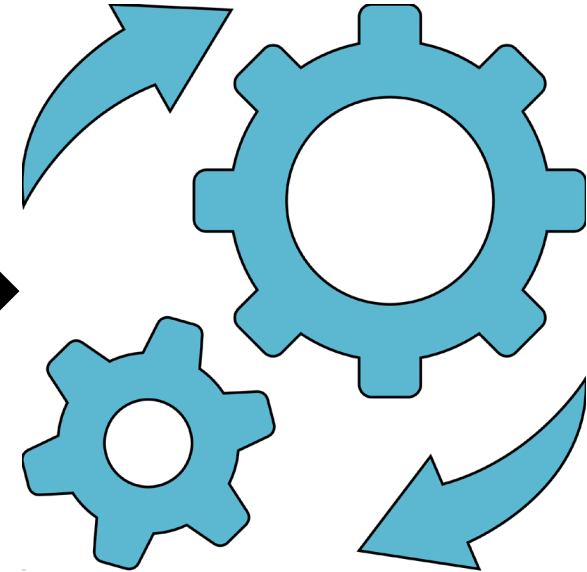
Final Blueprint

Timeframe: 30-year planning horizon

Focus: strategies (policies & investments) for local, regional, and state governments

Strategies: September 2020

Outcomes: December 2020



Implementation Plan

Timeframe: 2021 through 2025

Focus: near-term actions for MTC/ABAG in partnership with other public, private, and non-profit entities



Kickoff: Fall 2020

This month, staff are **seeking approval from the boards to move forward with analysis of the Final Blueprint:**

- Strategies
- Growth Geographies
- Regional Growth Forecast

Plan Bay Area 2050: Regional Growth Forecast

The Regional Growth Forecast is an important input to Plan Bay Area 2050, the San Francisco Bay Area's long-range plan developed by Metropolitan Transportation Commission (MTC) and Association of Bay Area Governments (ABAG). The Plan Bay Area 2050 Regional Growth Forecast identifies how much the Bay Area might grow between the Plan baseline year (2015) and the Plan horizon year (2050), including population, jobs, households, and associated housing units. The forecast also includes important components of that growth, including employment by sector, population by age and ethnic characteristics, and households by income level. During the Blueprint planning phase, the Regional Growth Forecast is being used to identify the total amount of growth. These figures are then integrated into the Bay Area UrbanSim 2.0 land use model; UrbanSim explores how Blueprint planning strategies might affect the local distribution of growth in households and employment.

The Regional Growth Forecast Methodology was approved by the ABAG Executive Board in September 2019, and since then, staff have been working closely with technical experts to develop the nine-county forecasts over the 30-year planning horizon. The Draft Regional Growth Forecast was released in spring 2020, and subsequently revised to integrate the significant adverse effects of the coronavirus pandemic and 2020 recession on the first decade of the planning period. The Regional Growth Forecast proposed for approval is listed below in **Table 1**, with more technical information available on the Plan Bay Area 2050 Blueprint website¹.

The Regional Growth Forecast proposed for adoption was used throughout the Draft Blueprint analysis in spring 2020, and the methodology and forecast results were posted in early July as part of the official public comment period. Further strategy revisions proposed for the Final Blueprint in **Attachment I** are anticipated to affect the more localized growth pattern on the county and sub-county levels, as well as the income distribution of Bay Area households; however, staff believe the impacts of such strategies would be *de minimis* on the regional totals that are the core of the nine-county totals featured in the Regional Growth Forecast.

Staff recommends carrying this Forecast forward into the Final Blueprint phase as the approved Regional Growth Forecast for Plan Bay Area 2050. Approval of the Forecast also satisfies one of the legal settlement requirements with the Building Industry Association from the original Plan Bay Area, in advance of the Plan Bay Area 2050 Notice of Preparation (NOP) for the Environmental Impact Report (EIR) this fall.

¹ https://www.planbayarea.org/sites/default/files/pdfs_referenced/Plan_Bay_Area_2050_-_Regional_Growth_Forecast_July_2020v2DV_0.pdf

Table 1: Regional Growth Forecast for Plan Bay Area 2050
(Integrating Impacts from COVID-19 Pandemic & 2020 Recession)

	2015	2020	2025	2030	2035	2040	2045	2050
Total Population	7,660,000	7,930,000	8,230,000	8,550,000	9,000,000	9,490,000	9,930,000	10,330,000
Total Employment	4,010,000	4,080,000	4,150,000	4,640,000	4,830,000	5,050,000	5,230,000	5,410,000
Total Households	2,680,000	2,760,000	2,950,000	3,210,000	3,500,000	3,710,000	3,890,000	4,040,000
Total Housing Units	2,710,000	2,840,000	3,060,000	3,370,000	3,670,000	3,900,000	4,080,000	4,250,000



Plan Bay Area 2050 Growth Geographies

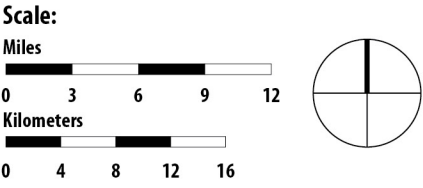
- Priority Development Area*
- Priority Production Area
- Transit-Rich Area (Outside High Resource Area)
- Transit-Rich Area (Within High Resource Area)
- High Resource Area with Basic Bus Service**

- Regional Rail Station
- Regional Transit (Existing)
- Regional Rail (Blueprint)***

*Priority Development Areas are locally designated geographies that, in general, meet state Transit Priority Area criteria as well as additional MTC/ABAG criteria.
**Peak headways of 16 to 30 minutes (January 2020).
***Includes intercity rail, commuter rail, and heavy rail systems. New Transbay Rail Crossing alignment is representative only.

Areas shown are conceptual, and do not supersede local government land use authority. Specific levels and types of development will be determined through local planning.

The following areas are excluded from the map: Wildland urban interface areas; Areas of unmitigated sea level rise (i.e., areas at risk from sea level rise through year 2050 that lack mitigation strategies in Plan Bay Area 2050 Environment Element); Areas outside locally-adopted urban growth boundaries; and Parkland and other open spaces within urbanized areas identified in the California Protected Areas Database. To complement adopted PDAs, High-Resource and Transit -Rich Areas are shown in jurisdictions that have nominated a total land area for PDAs that is less than 50% of the area within its boundaries eligible for PDA designation. Specific land uses analyzed in these locations in the Blueprint are expected to vary based upon local and regional context.



Plan Bay Area 2050 Final Blueprint: Strategy Descriptions

To advance the Plan Bay Area 2050 Vision of a more affordable, connected, diverse, healthy, and vibrant Bay Area for all, the Final Blueprint includes strategies under the four core elements of the Plan: Transportation, Housing, the Economy, and the Environment. In total, there are 35 strategies, defined as policies or bundles of investments, clustered under eleven categories:

- **Transportation:** Maintain and Operate the Existing System
- **Transportation:** Create Healthy and Safe Streets
- **Transportation:** Build a Next-Generation Transit Network
- **Housing:** Protect and Preserve Affordable Housing
- **Housing:** Spur Housing Production at All Income Levels
- **Housing:** Create Inclusive Communities
- **Economy:** Improve Economic Mobility
- **Economy:** Shift the Location of Jobs
- **Environment:** Reduce Risks from Hazards
- **Environment:** Expand Access to Parks and Open Space
- **Environment:** Reduce Climate Emissions

For each strategy, this attachment identifies the following:

- **Strategy Cost.** The lifecycle cost of this strategy, in year-of-expenditure dollars, regardless of the implementing organization (local, regional, state).
- **Strategy Objective.** The primary goal(s) of this strategy.
- **Strategy Description.** The descriptive details associated with this strategy.
- **Changes Since Draft Blueprint.** Brief description of changes to strategy scope or cost since Draft Blueprint phase, underscoring the rationale for new strategies when applicable.

Transportation: Maintain and Optimize the Existing System

Strategy T1: Restore, Operate, and Maintain the Existing System

Strategy Cost	\$390 billion
Strategy Objective	Provide a strong baseline upon which new transportation strategies in the Final Blueprint can build. This includes ensuring that the region's road and transit assets are kept in a condition that is similar to what we have in the Bay Area today and that transit service frequencies are returned to 2019 levels by 2035.
Strategy Description	Set aside the funding required to maintain existing conditions for freeways, bridges, local streets, and transit assets and to operate the same number of transit service hours that were in operation as of 2019, accelerating the recovery of transit service from reduced service in effect during the COVID-19 pandemic. This strategy would include investments that make transit stations and vehicles safer, cleaner, and more accessible - with investments targeted at meeting the needs of transit-dependent or limited mobility passengers. In instances where the Draft Blueprint identified potential high levels of transit crowding or slowed bus speeds due to congestion, apply targeted investments like frequency boosts, transit-only lanes, or transit signal priority to alleviate crowding or delay.
Changes Since Draft Blueprint	Two strategies discussed at the July 2020 Commission meeting, <i>Operate and Maintain the Existing System</i> and <i>Restore Transit Service to Pre-COVID Levels</i> , were merged into one. This acknowledges that, as the region continues its recovery from COVID-19, there is an opportunity to bring back an existing system that provides a higher quality of service to transit riders.

Transportation: Maintain and Optimize the Existing System

Strategy T2: Support Community-Led Transportation Enhancements in Communities of Concern

Strategy Cost	\$8 billion
Strategy Objective	Address historic disinvestment in minority and low-income communities through the advancement of locally-identified transportation priority projects.
Strategy Description	Build upon existing regional efforts like the Participatory Budgeting pilots in Vallejo and San Francisco and MTC/ABAG's Community-Based Transportation Plan program by creating an expanded funding source for transportation priorities identified by historically marginalized communities. Such investments could include lighting and safety measures, improvements to transit stations and stops, and subsidies for shared mobility like bike share or car share, while advancing racial equity.
Changes Since Draft Blueprint	This strategy was not included in the Draft Blueprint and emerged from public engagement in recent months. The proposed strategy focuses on cost-effective solutions to community transportation needs, making it more resilient to an uncertain future; the strategy also strongly supports Plan Bay Area 2050 equity goals.

Transportation: Maintain and Optimize the Existing System

Strategy T3: Enable a Seamless Mobility Experience

Strategy Cost	\$3 billion
Strategy Objective	Increase the viability and attractiveness of non-single-occupancy vehicle travel, including transit, shared TNC, walking, and biking, by removing the barriers to using these modes that come from having a fragmented regional network of mobility options.
Strategy Description	Reduce the friction of taking multi-operator or multi-modal trips by integrating every step of the travel process, from trip planning and fare payment to schedule coordination to smoother transfers between operators at key transfer nodes. Key elements of this strategy could include a smartphone app for trip planning, payment, and real-time passenger information, a unified transportation wallet that can be used to pay for all mobility services, cross-operator schedule coordination to reduce transfer wait times at timed transfer locations, and capital improvements ranging from wayfinding signage to station upgrades to make transfers faster and simpler.
Changes Since Draft Blueprint	This strategy's scope was expanded to encompass wayfinding signage, real-time passenger information and schedule coordination at timed transfer locations.

Transportation: Maintain and Optimize the Existing System

Strategy T4: Reform Regional Fare Policy

Strategy Cost \$10 billion

Fare integration component is revenue-neutral due to incentivized growth in transit trips, but means-based fare discount leads to cost listed above.

Strategy Objective Reduce the cost burden of taking transit for all riders, particularly those with low household incomes.

Strategy Description Streamline fare structures across the region's 27 transit operators and replace existing operator-specific discount fare programs with an integrated fare structure across all transit operators and a regional means-based fare discount. The regional integrated fare structure would consist of a flat local fare with free transfers across operators and a distance or zone-based fare for regional trips, with discounts for youth, people with disabilities, and very low-income people.

Changes Since Draft Blueprint None

Transportation: Maintain and Optimize the Existing System

Strategy T5: Implement Per-Mile Tolling on Congested Freeways with Transit Alternatives

Strategy Cost	<p>\$1 billion (<i>in costs to construct related infrastructure</i>)</p> <p>Generates at least \$25 billion in revenues to fund Transportation Element</p>
Strategy Objective	<p>Reduce traffic congestion and greenhouse gas emissions by de-incentivizing auto use, particularly during periods of peak demand and by single- or zero-occupant vehicles, while simultaneously generating revenue to fund improvements to transportation services.</p>
Strategy Description	<p>Apply a per-mile charge on auto travel on congested freeway corridors where transit alternatives exist today or through major planned investments before 2035 (BART, Caltrain, SMART, Valley Link, VTA Light Rail, and Regional Express Bus), with revenues directed toward transportation investments serving the corridor. Drivers on priced corridors would pay a higher charge during the morning and evening peak periods, with discounts for off-peak travel, carpools with three or more occupants, or travelers with a qualifying disability. Toll rates would be similar to the Draft Blueprint, with 15 cents per mile for solo travel in peak periods and 5 cents per mile for travelers in discount categories above. To offset the regressive nature of road pricing, lower-income drivers would be charged a discounted per-mile rate. Bridge tolls would remain in effect, with no per-mile toll on the bridges. Express Lanes on corridors without a transit alternative would continue to operate, while Express Lanes on tolled corridors would revert to carpool lanes.</p>
Changes Since Draft Blueprint	<p>In order to close the greenhouse gas emissions gap - given the addition of new freeway strategies into the Final Blueprint - this strategy was expanded to additional corridors including Interstate 580 (Alameda), U.S. Route 101 (Marin and Sonoma), U.S. Route 101 (Santa Clara), State Route 237 (Santa Clara) and Interstate 80 (Solano).</p>

Transportation: Maintain and Optimize the Existing System

Strategy T6: Improve Interchanges and Address Highway Bottlenecks

Strategy Cost	\$11 billion
Strategy Objective	Implement operational improvements and select highway widenings to improve safety and achieve short-to-medium term reductions in traffic congestion.
Strategy Description	Fund a package of projects targeted at reducing congestion, reducing collisions, and improving operational efficiency of interchanges. For projects with a widening component, complementary strategies would help to offset the adverse greenhouse gas emission effects of these projects, including pricing and speed limit reductions.
Changes Since Draft Blueprint	This strategy was not included in the Draft Blueprint due to performance shortcomings identified in the predecessor Horizon initiative. Through the commitment letter process, staff worked with county transportation agencies (CTAs) to modify project scopes and seek support of complementary policies to improve performance. Full details on projects included in the Final Blueprint can be found in Attachment J.

Transportation: Maintain and Optimize the Existing System

Strategy T7: Advance Other Regional Programs and Local Priorities

Strategy Cost	\$18 billion
Strategy Objective	Implement local priority projects that address community transportation needs and fund regional programs ranging from Clipper to 511.
Strategy Description	Fund the implementation of complementary programs and minor transportation investments at the regional and local levels. Examples of regional programs included within this strategy include the climate initiatives program, 511 traveler information services, and the Priority Development Area implementation program. Local initiatives include county-driven planning efforts, emissions reductions strategy, intelligent transportation systems projects, and minor local road and intersection improvement projects.
Changes Since Draft Blueprint	This strategy was included in the Draft Blueprint as it integrates a suite of smaller-scale transportation projects and programs not evaluated through the Horizon initiative. Full details on projects included in the Final Blueprint can be found in Attachment J.

Transportation: Create Healthy and Safe Streets

Strategy T8: Build a Complete Streets Network

Strategy Cost	\$13 billion
Strategy Objective	Encourage more biking and walking for all trip purposes and make biking and walking safer.
Strategy Description	Enhance streets to promote walking, biking, and other micromobility through by (1) building out a contiguous regional network of 10,000 miles of bike lanes or multi-use paths, (2) providing support to local jurisdictions to maintain and expand car-free slow streets, and (3) supporting other amenities like improved lighting, safer intersections, and secure bike parking at transit stations. This strategy would emphasize Complete Streets improvements near transit to improve access and in Communities of Concern to advance equity outcomes.
Changes Since Draft Blueprint	This strategy's funding was augmented by the addition of county budget commitments towards this strategy, expanding the total miles of new bicycle infrastructure by nearly 50 percent.

Transportation: Create Healthy and Safe Streets

Strategy T9: Advance Regional Vision Zero Policy through Street Design and Reduced Speeds

Strategy Cost	\$4 billion
Strategy Objective	Reduce the number and severity of crashes, leading to fewer fatalities and serious injuries on all roads. On freeways, reduce emissions by capping speed limits at their most efficient, lowest GHG producing levels.
Strategy Description	Reduce speed limits to between 20 and 35 miles per hour on arterials and local streets, depending on the setting, and 55 miles per hour on freeways. Enforce lower speeds using design elements like speed bumps, lane narrowings, and intersection bulbouts on local streets and automated speed enforcement on freeways and local roads as needed, with a special emphasis on enforcement near schools, community centers, and parks. Engage with local communities to identify priority locations for enforcement, and reinvest revenues generated from violation fines into safety initiatives, including education and capital investments.
Changes Since Draft Blueprint	This strategy's funding was augmented by the addition of county budget commitments towards programmatic categories related to road diets and safety and security projects.

Transportation: Build a Next-Generation Transit Network

Strategy T10: Enhance Local Transit Frequency, Capacity, and Reliability

Strategy Cost	\$34 billion
Strategy Objective	Invest in projects that improve accessibility for lower-income transit riders and increase the use of transit for local trips.
Strategy Description	Improve the quality and availability of local bus and light rail service, with a focus on projects that meet the transportation needs of the region's lower-income residents. Projects nested within this strategy include capital improvements that make bus travel faster and more reliable - such as bus rapid transit and transit signal priority - as well as service increases on bus systems throughout the region, extensions of the light rail network in the South Bay to accommodate future growth in population, jobs, and transportation demand, and investments that ensure sufficient service levels in all of the region's Priority Development Areas.
Changes Since Draft Blueprint	This strategy's list of local transit projects was expanded beyond the highly limited set of projects included in the Draft Blueprint, as a result of project refinements through the commitment letter process. Example projects included in the Final Blueprint include AC Transit Rapid Network, Transit Signal Priority in Napa and San Mateo counties, Stevens Creek Rail, SJC Airport APM, VTA Light Rail Modernization and Grade Separations, and BRT infrastructure in Solano County. Full details on projects included in the Final Blueprint can be found in Attachment J.

Transportation: Build a Next-Generation Transit Network

Strategy T11: Expand and Modernize the Regional Rail Network

Strategy Cost	\$78 billion
Strategy Objective	Increase the attractiveness and availability of rail as an option for regional trips, reducing greenhouse gas emissions through a shift from auto to transit travel.
Strategy Description	Strategically invest in a coordinated suite of projects that extend the regional rail network and increase frequencies and capacity to address peak-hour crowding. This strategy envisions a new Transbay rail crossing linking Oakland and San Francisco, with complementary rail extensions connecting Caltrain to Salesforce Transit Center, BART to Diridon Station, and the Central Valley to the Bay Area via Valley Link. Service frequency boosts on the Altamont Corridor Express, BART, and Caltrain reduce crowding and wait times for rail passengers. To add redundancy and capacity for regional transit trips, also invest in select water transit enhancements, including ferry service frequency boosts and new routes serving Treasure Island, Berkeley, Foster City, and Redwood City.
Changes Since Draft Blueprint	This strategy's list of rail projects was expanded beyond the highly limited set of projects included in the Draft Blueprint, as a result of project refinements through the commitment letter process. This strategy also integrates the <i>Build a New Transbay Rail Crossing</i> strategy from the Draft Blueprint. Example projects now included in the Final Blueprint include BART to Silicon Valley Phase 2, Valley Link, Caltrain Enhanced Growth, Dumbarton Group Rapid Transit, and ACE Frequency Boost. Full details on projects included in the Final Blueprint can be found in Attachment J.

Transportation: Build a Next-Generation Transit Network

Strategy T12: Build an Integrated Regional Express Lane and Express Bus Network

Strategy Cost	\$9 billion
Strategy Objective	Increase the time-competitiveness of carpooling and express bus when compared to single-occupancy vehicle travel, incentivizing a shift toward these more sustainable modes of travel.
Strategy Description	Complete the buildout of the Express Lanes network, providing an uncongested freeway lane for buses, carpoolers, and toll-paying single- or zero-occupant vehicles. Where possible, convert existing carpool or general purpose lanes to Express Lanes. When widening is required, complementary strategies help to offset the adverse effects of these projects, including pricing and speed limit reductions. Further leverage this investment through the provision of new Regional Express Bus routes serving destinations in 6 of the 9 Bay Area counties and by boosting frequencies on existing Express Bus service from Napa VINE, AC Transit, and other operators.
Changes Since Draft Blueprint	This strategy was not included in the Draft Blueprint due to performance shortcomings identified in the predecessor Horizon initiative. Through the commitment letter process, staff worked with county transportation agencies (CTAs) to modify project scopes and seek support of complementary policies to improve performance. Full details on projects included in the Final Blueprint can be found in Attachment J.

Housing: Protect and Preserve Affordable Housing

Strategy H1: Further Strengthen Renter Protections Beyond State Legislation

Strategy Cost	\$2 billion
Strategy Objective	Increase housing security for existing and future low and middle-income households while ensuring residential development remains feasible.
Strategy Description	Building upon recent tenant protection laws, limit annual rent increases to the rate of inflation, while exempting units less than 10 years old, the timeframe developers and lenders analyze to determine project feasibility. Augment robust renter protection with expanded services such as legal assistance and strengthened enforcement of recently adopted and longstanding protections, including fair housing requirements.
Changes Since Draft Blueprint	This strategy was updated to integrate expanded services to augment strengthened renter protections. These were formerly part of the <i>Fund Affordable Housing Protection, Preservation and Production</i> strategy.

Housing: Protect and Preserve Affordable Housing

Strategy H2: Preserve Existing Affordable Housing

Strategy Cost	\$237 billion ¹
Strategy Objective	Increase housing security and expand pathways to home ownership for low- and middle-income households.
Strategy Description	Acquire homes currently affordable to low-and middle-income residents for preservation as permanently deed-restricted affordable housing. Preserve all <i>existing deed-restricted units</i> that are at risk of conversion to market rate housing. Pursue tax incentives, targeted subsidies, favorable financing, and other strategies to transfer ownership of <i>units without deed-restrictions</i> (also known as “naturally occurring affordable housing”) to individual tenants, housing cooperatives, or public or non-profit housing organizations including community land trusts for preservation as permanently affordable housing.
Changes Since Draft Blueprint	This strategy was included in the Draft Blueprint as part of the <i>Fund Affordable Housing Protection, Preservation and Production</i> strategy. That strategy has been expanded into two distinct but complementary strategies - this one, which focuses on preservation of existing subsidized and unsubsidized affordable housing, and <i>Build Adequate Affordable Housing to Ensure Homes for All</i> , shown below, which focuses on production of new deed-restricted affordable housing. The protection element of the previous strategy is integrated into the <i>Strengthen Renter Protections</i> strategy.

¹ Calculated by estimating the subsidy required to preserve as permanently affordable: a) all deed-restricted housing units at risk of conversion to market rate housing, and b) enough additional existing units without deed-restrictions to overcome the current deficit in deed-restricted housing affordable to households in the lowest income quantile. Affordability is defined here as monthly housing costs that do not exceed one-third of a household’s gross monthly income. The amount of additional subsidy required is calculated as the total estimated subsidy minus a share of existing and anticipated affordable housing subsidies from federal, state, and local sources. Potential sources for new revenues are assumed to include a combination of a bonds issued by the Bay Area Housing Finance Authority, existing and potential new state and federal sources, and supportable commercial debt; opportunities for new revenues can be further explored in the Implementation Plan phase.

Housing: Spur Housing Production at All Income Levels

Strategy H3: Allow a Greater Mix of Housing Densities and Types in Blueprint Growth Geographies

Strategy Cost	<i>not applicable</i>
Strategy Objective	Enable increased production of a full range of housing types and tenures, prioritizing Growth Geographies in the adopted Blueprint with access to the region's best public transit, schools, and community services.
Strategy Description	Allow a variety of housing types at a range of densities to be built in Blueprint Growth Geographies, including Priority Development Areas (PDAs) identified by local governments, High Resource Areas (HRAs) with the region's best schools and economic opportunities, and Transit Rich Areas (TRAs) with convenient access to frequent public transportation. Furthermore, reduce project review times and parking requirements, with 100% affordable projects permitted "by-right." Specific densities and housing types are based upon regional and local context, including local zoning, type and frequency of transit service, existing land uses, and access to jobs and other opportunities.
Changes Since Draft Blueprint	This strategy was modified to adjust the densities and housing types by Growth Geographies. Also integrate the Draft Blueprint strategy <i>Reduce Barriers to Housing Near Transit and in Areas of High Opportunity</i> , and to include further reductions in barriers to 100% affordable housing.

Housing: Spur Housing Production at All Income Levels

Strategy H4: Build Adequate Affordable Housing to Ensure Homes for All

Strategy Cost	\$219 billion ²
Strategy Objective	Ensure low-income households, including the currently unhoused, have access to affordable, secure housing.
Strategy Description	Build enough deed-restricted affordable homes necessary to fill the existing gap in homeless housing and to meet the needs of low-income households, including those currently living in overcrowded or unstable housing. Prioritize projects that advance racial equity and greenhouse gas reduction, including those in High Resource Areas, Transit Rich Areas, and communities facing displacement risk.
Changes Since Draft Blueprint	This strategy was included in the Draft Blueprint as part of the <i>Fund Affordable Housing Protection, Preservation and Production</i> strategy. That strategy was expanded into two distinct but complementary strategies - this one, which focuses on production of new deed-restricted affordable housing, and <i>Preserve Existing Affordable Housing</i> , shown above. The protection element of the previous strategy is integrated into the <i>Strengthen Renter Protections</i> strategy. To respond to a desire for stronger action on affordable housing, this strategy adds the estimated amount of subsidy required to meet full future housing needs.

² Calculated by estimating subsidy required to meet forecasted need for new deed-restricted affordable housing resulting from growth in lowest income quantile households over the course of the Plan and to close the existing gap in homeless housing. The amount of additional subsidy required is calculated as the total estimated subsidy minus a share of existing and anticipated affordable housing subsidies from federal, state, and local sources. Potential sources for new revenues are assumed to include a combination of a bonds issued by the Bay Area Housing Finance Authority, existing and potential new state and federal sources, and supportable commercial debt; opportunities for new revenues can be further explored in the Implementation Plan phase.

Housing: Spur Housing Production at All Income Levels

Strategy H5: Integrate Affordable Housing into All Major Housing Projects

Strategy Cost	<i>not applicable</i>
Strategy Objective	To create more inclusive communities, ensure new housing projects integrate households at a variety of income levels, while allowing residential development, including Accessory Dwelling Units, to remain financially feasible.
Strategy Description	Require a baseline of 10 percent to 20 percent of new market-rate housing developments of 5 units or more to be permanently deed-restricted affordable to low-income households ³ , with the threshold determined by local real estate market strength, access to opportunity, public transit, and displacement risk. Smaller units, such as Accessory Dwelling Units (ADUs) and fourplexes, are exempted to increase feasibility.
Changes Since Draft Blueprint	Strategy name has been modified to highlight intention of advancing inclusive communities.

³ Assumes requirement is met through on-site affordable units, as opposed to payments to an “*in lieu*” affordable housing fund.

Housing: Spur Housing Production at All Income Levels

Strategy H6: Transform Aging Malls and Office Parks into Neighborhoods

Strategy Cost	<i>not applicable</i>
Strategy Objective	Reinvent 20th century malls and office parks as complete communities with mixed-income housing, local and regional services, and public spaces.
Strategy Description	Permit and promote the reuse of shopping malls and office parks with limited commercial viability as neighborhoods with housing at all income levels, local and regional services, and public spaces. Support projects within Transit-Rich and High Resource Areas that exceed deed-restricted affordable housing requirements by providing technical assistance and low-interest loans. Prioritize a handful of regional pilot projects that add 1,000+ homes and dedicate land for affordable housing and public institutions such as community colleges and university extensions.
Changes Since Draft Blueprint	None

Housing: Create Inclusive Communities

Strategy H7: Provide Targeted Mortgage, Rental, and Small Business Assistance to Communities of Concern

Strategy Cost	\$10 billion
Strategy Objective	Begin to redress the impact of race-based policies on communities of color by increasing housing security and opportunities to build intergenerational wealth through housing and entrepreneurship.
Strategy Description	Provide mortgage and rental assistance in Communities of Concern, prioritizing longtime previous or existing residents of communities of color that have experienced disinvestment or displacement resulting from policies such as redlining, exclusionary zoning, predatory lending, and infrastructure siting. Provide targeted grants and low-interest loans to start up and expand locally-owned businesses.
Changes Since Draft Blueprint	This strategy was not included in the Draft Blueprint and emerged from public engagement in recent months. The proposed strategy focuses funding to reverse the effects of discriminatory policies in the 20 th century, making it highly resilient to an uncertain future and strongly supportive of equity goals.

Housing: Create Inclusive Communities

Strategy H8: Accelerate Reuse of Public and Community Land for Mixed-Income Housing and Essential Services

Strategy Cost	<i>not applicable</i>
Strategy Objective	Accelerate the reuse of surplus public land and land owned by non-profit institutions to meet community housing and service needs, expand small business opportunities, and create community gathering spaces.
Strategy Description	Establish a regional network of land owned by public agencies, community land trusts, and other non-profit land owners and coordinate its reuse as deed-restricted mixed-income affordable housing, essential services, and public spaces. Align with the <i>Build Adequate Affordable Housing to Ensure Homes for All</i> and <i>Provide Targeted Mortgage, Rental, and Small Business Assistance</i> strategies to match sites with funding, developers, and service providers, and to ensure projects benefit communities of color and other historically disinvested communities.
Changes Since Draft Blueprint	This strategy was not included in the Draft Blueprint and emerged from public engagement in recent months, as another means to preserve and produce more deed-restricted affordable housing. The proposed strategy is resilient with uncertain future economic conditions and works to advance equity goals of Plan Bay Area 2050.

Economy: Improve Economic Mobility

Strategy EC1: Implement a Statewide Universal Basic Income

Strategy Cost	\$205 billion <i>Note that cost is solely reflective of funding for low-income households within the Bay Area; all other households see equivalent tax increases that net out any gains from the universal basic income.</i>
Strategy Objective	To enable upward economic mobility for low-income families by improving family stability & health and increasing consumer spending.
Strategy Description	Provide an average payment of \$500 a month to all households in the Bay Area (<i>payments vary based upon household size and composition</i>), paired with tax increases for those outside the low-income tax bracket that offset any gains from this strategy. Although a small amount such as \$500 cannot make up for a lost job, it can and does help with everyday emergencies, reduce anxiety, improve family stability, health, and improve access to opportunity.
Changes Since Draft Blueprint	This strategy was not included in the Draft Blueprint and serves as a broader replacement for the childcare strategy previously featured. A universal basic income would be resilient to uncertain future economic conditions, and the program's design would help to advance equitable outcomes in the Bay Area and beyond.

Economy: Improve Economic Mobility

Strategy EC2: Expand Job Training and Incubator Programs

Strategy Cost	\$5 billion
Strategy Objective	To prepare workers for middle-wage job opportunities and to create new small businesses in communities with more limited employment opportunities today.
Strategy Description	Fund technical assistance for establishing a new business, access to workspaces, mentorship and financing through a series of co-located business incubation and job training centers. Support training for high-growth in demand occupations in collaboration with local community colleges in disadvantaged communities, working with community colleges and other training partners. Incubators would be co-located in select Priority Production Areas in housing-rich locations to encourage job opportunities are focused in support of locational objectives as well.
Changes Since Draft Blueprint	This strategy was expanded to integrate job training components elevated through the stakeholder engagement process and in alignment with the Comprehensive Economic Development Study (CEDs).

Economy: Improve Economic Mobility

Strategy EC3: Invest in High-Speed Internet in Underserved Low-Income Communities

Strategy Cost	\$10 billion
Strategy Objective	Enable greater participation in the digital economy and improve residents' ability to telecommute and school age children's access to educational resources.
Strategy Description	Connect low-income communities with high-speed internet to broaden opportunities through (1) direct subsidies for internet access to reduce costs for low-income households to \$0 per month and/or (2) invest in public infrastructure to create additional high-speed fiber connections. This strategy is designed to be complementary to the telecommuting strategy featured in the Environment Element, while recognizing that internet connectivity benefits extend telework. Given the immediate needs during and after the COVID-19 pandemic, this strategy addresses near-term needs while supporting a more equitable long-term future.
Changes Since Draft Blueprint	This strategy was not included in the Draft Blueprint and serves as a critical strategy to complement efforts to expand telecommuting. As the internet has become a more critical tool during these uncertain times, these investments would boost resilience to an uncertain future and focus primarily on advancing equity through improved access.

Economy: Shift the Location of Jobs

Strategy EC4: Allow Greater Commercial Densities in Growth Geographies

Strategy Cost	<i>Not applicable</i>
Strategy Objective	To enable additional office, retail, and other commercial uses in locations with the best transit access in order to reduce greenhouse gas emissions.
Strategy Description	Allow greater densities for new commercial development in select Priority Development Areas and select Transit-Rich Areas to encourage more jobs to locate near public transit. This strategy supports focused growth near transit to support climate goals, while recognizing the need for a balanced approach that does not exacerbate the region's jobs-housing imbalance.
Changes Since Draft Blueprint	This strategy features minor updates to the upzoning approach to encourage more job growth in low-VMT areas without adversely impacting jobs-housing balance.

Economy: Shift the Location of Jobs

Strategy EC5:

Provide Incentives to Employers to Shift Jobs to Housing-Rich Areas Well Served by Transit

Strategy Cost	\$10 billion
Strategy Objective	To encourage development of new office buildings in housing-rich, transit-oriented locations.
Strategy Description	Provide a subsidy from new tax revenues that encourages employers to locate in housing-rich areas near existing transit, (e.g. Concord or San Leandro). Subsidies would be used to incentivize development at existing regional rail stations to improve jobs housing balance and reverse commuting and support new transit where auto trips tend to be shorter, and there are many more homes than jobs.
Changes Since Draft Blueprint	This incentive-based strategy replaces two fee-based strategies from the Draft Blueprint that achieved only limited gains in shifting the location of jobs. The expanded strategy, which relies on a broader tax increase rather than new development fees, is more responsive to public and stakeholder feedback about a “carrot”-based approach.

Economy: Shift the Location of Jobs

Strategy EC6: Retain and Invest in Key Industrial Lands

Strategy Cost	\$4 billion
Strategy Objective	To support and grow production, advanced manufacturing, distribution, and related businesses and middle-wage jobs located on industrial lands.
Strategy Description	Implement local land use policies to retain key industrial lands identified as Priority Production Areas. This would include preservation of industrial zoning and an assumed increase in development capacity to enable new development to “pencil out” in these zones, without competition from residential and other commercial uses. It would also provide limited annual funding for high-growth PPAs for non-transportation infrastructure improvements including fiber, broadband, and building improvements.
Changes Since Draft Blueprint	This strategy was augmented with select infrastructure improvements in Priority Production Areas, in particular to assist PPAs that did not see significant employment growth in the Draft Blueprint.

Environment: Reduce Risks from Hazards

Strategy EN1: Adapt to Sea Level Rise

Strategy Cost	\$19 billion
Strategy Objective	Ensure that the region proactively addresses inundation risks to communities and regional systems as sea levels rise over the coming decades.
Strategy Description	Address adaptation needs in locations that are permanently inundated with less than two feet of sea level rise providing protection from king tides and storms. Protect shoreline communities, prioritizing areas of low costs and high benefits and providing additional support to vulnerable populations. Using anticipated (\$3 billion) and new revenues (\$16 billion), the strategy would fund a suite of protective strategies (e.g. ecotone levees, traditional levees, sea walls), marsh restoration and adaptation, the elevation of critical infrastructure and support some lower density communities with managed retreat. The strategy prioritizes nature-based actions and resources in Communities of Concern as well as areas of high impacts and low costs. The adaptation actions are intended to balance multiple goals of flood protection, habitat restoration, and public access - protecting existing and future communities while also dedicating sufficient funds to support the 100,000 acre marsh restoration goal for the region.
Changes Since Draft Blueprint	This strategy has been augmented with funding to support strategic retreat in a small number of communities where sea level rise protections are not financially feasible.

Environment: Reduce Risks from Hazards

Strategy EN2: Provide Means-Based Financial Support to Retrofit Existing Residential Buildings (Energy, Water, Seismic, Fire)

Strategy Cost	\$15 billion
Strategy Objective	Preserve the Bay Area's existing, most-vulnerable housing from earthquakes and fire while also reducing the water, energy, and carbon footprint of our least efficient, older buildings.
Strategy Description	Adopt building ordinances and incentivize retrofits to bring existing buildings up to higher seismic, wildfire, water and energy standards, providing means-based subsidies to offset costs. To ease the burden of residential building retrofits, this strategy would prioritize assistance to Communities of Concern, multi-family structures, as well as for residential dwellings built before current codes. Seismic improvements would focus action in 385,000 housing units with likely crawl space and soft story deficiencies for which retrofit standards exist. 125,000 homes would be retrofit with proven fire-resistant roofing and defensible space retrofits. 650,000 units would be boosted by energy efficiency and electrification subsidies and 175,000 units would undergo water efficiency and in-building, safer plumbing measures. The combined strategies reduce risk, improve affordability through lower utility and insurance bills, and reduce building-sector related emissions and water use.
Changes Since Draft Blueprint	None

Environment: Reduce Risks from Hazards

Strategy EN3:

Fund Energy Upgrades to Enable Carbon-Neutrality in All Existing Commercial and Public Buildings

Strategy Cost	\$18 billion
Strategy Objective	Reduce the carbon footprint and enable full decarbonization of buildings that support essential services, community resources, and government operations.
Strategy Description	Support electrification and resilient power system upgrades in all public and commercial buildings. To reach longer-term greenhouse gas emissions goals communities need to eliminate natural gas. As building components reach the end of their useful life funds can be used to transition to electric building systems. Subsidies would make up the difference in cost for higher efficiency electric building systems, and full costs of enabling components like panel upgrades and necessary building modifications. As these investments are made, backup energy systems like microgrids and solar-plus-storage solutions can be paired to ensure buildings remain open during acute events or power shut off events. Focusing action on these buildings in the near term will help advance action in community facilities and help local governments adopt broader resilient, sustainable, and equitable energy policy.
Changes Since Draft Blueprint	This strategy was not included in the Draft Blueprint and serves as a critical strategy to complement efforts to reduce emissions from the transportation sector. This strategy would work to advance equity by focusing investments in under-resourced communities first, creating long-term job opportunities in the green economy. These crucial investments would enable complementary improvements in transportation charging, as well as backup energy systems that would increase resilience to a wide range of natural disasters occurring at greater frequency in recent years.

Environment: Expand Access to Parks and Open Space

Strategy EN4: Maintain Urban Growth Boundaries

Strategy Cost *Not applicable*

Strategy Objective To direct all new growth within the region's existing urban footprint or growth boundaries in order to prevent the conversion of agricultural and open space lands to higher greenhouse gas emitting uses.

Strategy Description Using 2020 urban growth boundaries and other existing environmental protections, confine new development within areas of existing development or areas otherwise suitable for growth, as established by local jurisdictions. These measures include urban growth boundaries, urban service areas, environmental corridors, slope & density restrictions, stream conservation areas, and riparian buffers. This strategy would support regional resilience by limiting new growth in unincorporated areas in the wildland-urban interface and other high-risk areas.

Changes Since Draft Blueprint None.

Environment: Expand Access to Parks and Open Space

Strategy EN5: Protect and Manage High-Value Conservation Lands

Strategy Cost	\$15 billion
Strategy Objective	To enhance regional resilience and quality of life through the conservation and management of priority agricultural and open space lands that support local food systems, biodiversity and natural resources, fire or flood protection, recreation opportunities, water supply, carbon sequestration and other ecosystem services.
Strategy Description	Provide strategic matching funds to help conserve and manage high-priority natural and agricultural lands, including but not limited to Priority Conservation Areas, wildland-urban interface lands, and other areas at high risk of wildfires, floods, or other natural hazards. Conserving the region's biodiversity and agricultural abundance requires planning and investment to support natural and working land protection, acquisition, and management. Management actions would prioritize protection of public health and safety, enhancement of environmental and recreational benefits, and sequestration of carbon to promote community and watershed resilience. This strategy would support regional goals for agriculture, open space, and public access, which include a vision of 2.2 million acres of preserved open space, enhanced wildfire, flood, and drought resilience, and a thriving agricultural economy. Bayland conservation, restoration and adaptation is included within the <i>Adapt to Sea Level Rise</i> strategy.
Changes Since Draft Blueprint	This strategy's title was updated to prioritize land management with an emphasis on fire resilience, with additional costs integrated as well.

Environment: Expand Access to Parks and Open Space

Strategy EN6: Modernize and Expand Parks, Trails, and Recreation Facilities

Strategy Cost	\$30 billion
Strategy Objective	To support the ability of all Bay Area residents to easily access a variety of parks, trails, and recreation opportunities.
Strategy Description	Strategically plan and invest in quality parks, trails, and open spaces that provide inclusive recreation opportunities for people from all backgrounds, abilities, and ages to enjoy. Recognizing how the COVID-19 pandemic has highlighted the importance of easy access to parks and open space, as well as the disparities within the Bay Area, this strategy would fund enhancements to regional and local parks, development and maintenance of parks and recreation facilities, acquisition of new open space, and construction of cross-jurisdictional trails and greenways with an emphasis on expanding recreation opportunities in Communities of Concern and other underserved areas.
Changes Since Draft Blueprint	This strategy was not included in the Draft Blueprint and was added based upon public feedback this summer. This strategy would work to advance equity by focusing on improvements that address park-related disparities in the Bay Area. Such investments are resilient to wide range of potential futures for the Bay Area.

Environment: Reduce Climate Emissions

Strategy EN7: Institute Telecommuting Mandates for Major Office-Based Employers

Strategy Cost	<i>not applicable</i>
Strategy Objective	Reduce greenhouse gas emissions, traffic congestion, and transit overcrowding by increasing the number of Bay Area workers that work from home one or more days per week.
Strategy Description	Build upon the significant shift to work from home during COVID-19 and mandate that large employers have at least 60 percent of their employees telecommute on any given workday. This requirement would be limited to large office-based employers whose workforce can work remotely. telecommuting target of 60 percent on a typical weekday. This could enable an increase from the projected telecommute share of 14 percent in the Draft Blueprint to up to as high as 25 percent in the Final Blueprint, recognizing that half of the workforce has a job that must be completed in-person (<i>not eligible for telecommuting</i>). The policy would require the employer to meet this target each workday. Employers could meet this target using any variety of alternative work options, such as compressed work weeks, flexible work schedules, or remote work policies.
Changes Since Draft Blueprint	This strategy was not included in the Draft Blueprint and was added based upon public feedback this summer. Given the changes in travel patterns during the coronavirus pandemic, there was strong support for bolder policies on this front in the Final Blueprint, including a mandate for office-based employers. To ensure this strategy achieves equity goals, a complementary strategy to expand internet access in underserved communities was added to the Economy Element as well.

Environment: Reduce Climate Emissions

Strategy EN8: Expand Clean Vehicle Initiatives

Strategy Cost	\$4 billion
Strategy Objective	To mitigate transportation-related greenhouse gas emissions by supporting the adoption of clean vehicles and expansion of charging/fueling infrastructure.
Strategy Description	Expand investments in programs that support the adoption and use of clean vehicles, which include more fuel-efficient vehicles and electric vehicles (EVs), through purchase incentives and deployment of charging and fueling infrastructure, in partnership with the Air District and the State. These investments would expand existing strategies in MTC's Climate Initiatives Program, which include investing in a Vehicle Buyback & Electric Vehicle Incentive Program, a Regional Electric Vehicle Charger Network, and a Clean Vehicle Feebate Program, as well as new requirements for the electrification of Transportation Network Company (TNC) and autonomous vehicles (AVs). The Vehicle Buyback & Electric Vehicle Incentive Program would be expanded to subsidize at least 350,000 new electric vehicles, with a priority for income-qualifying buyers. The Regional EV Charger program subsidizes over 50,000 public EV chargers to expand charging opportunities for plug-in hybrid electric vehicles (PHEVs). The Clean Vehicle Feebate Program would establish fees on a higher emission vehicle purchases to provide rebates for cleaner vehicles.
Changes Since Draft Blueprint	Funding for this strategy was expanded eightfold, with additional equity elements integrated to make this strategy beneficial for a broader array of Bay Area residents.

Environment: Reduce Climate Emissions

Strategy EN9: Expand Transportation Demand Management Initiatives

Strategy Cost	\$1 billion
	Generates parking revenues that can help fund Transportation Element <i>(amount to be determined during Final Blueprint analysis)</i>
Strategy Objective	To mitigate transportation-related greenhouse gas emissions by reducing the demand for single-occupancy passenger vehicle trips and increasing access to shared ride, micromobility, and other transportation options
Strategy Description	Expand investments in transportation demand management (TDM) programs through MTC's Climate Initiatives Program to reduce greenhouse gas emissions for other transportation sectors. This includes a wide range of programs that discourage single-occupancy vehicle (SOV) trips and support use of other travel modes. The Bay Area Commuter Benefits Program requires large employers to offer their employees benefits that encourage non-solo driving to work. Vanpool programs help organize and subsidize shared commute trips that reduce the number of vehicles on the road. Some local jurisdictions establish trip caps, which limit the number of vehicle trips to and from specific employment areas. Bikeshare services enable users to take short-distance trips to destinations or transit by bike instead of by car. Targeted transportation alternatives programs are community-based outreach programs to provide residents and workers personalized information on transportation alternatives to driving alone. Carshare services offer an alternative to personal vehicle ownership; carshare users drive fewer miles than vehicle owners and have access to vehicles that are more fuel efficient than average vehicles. A regional parking fee program helps manage driving demand by increasing the cost of parking at more destinations.
Changes Since Draft Blueprint	Parking element to this strategy was added for the Final Blueprint phase.