

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, *Operate and Maintain the Existing System* and *Restore Transit Service to Pre-COVID Levels*, 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~~ \$31 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 BRT infrastructure in Solano County. Full details on projects included in the Final Blueprint can be found in Attachment J.

Content shown in [blue](#) above integrated based on Commissioner Liccardo's amendment to the motion on September 11, 2020.

Transportation: Build a Next-Generation Transit Network

Strategy T11: Expand and Modernize the Regional Rail Network

Strategy Cost ~~\$78 billion~~ \$81 billion

Strategy Objective Increase the attractiveness and availability of rail as an option for regional and interregional 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 and High-Speed Rail to Salesforce Transit Center, BART to Diridon Station, and the Central Valley to the Bay Area via Valley Link. Furthermore, this strategy funds capital improvements such as electrification, grade separation and other modernization projects along the Caltrain corridor, prioritizing dual-purpose investments from south to north that help to connect High-Speed Rail to the Bay Area. 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 *Build a New Transbay Rail Crossing* 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, ACE Frequency Boost, and Caltrain/HSR Capital Improvements. Full details on projects included in the Final Blueprint can be found in Attachment J.

Content shown in blue above integrated based on Commissioner Liccardo's amendment to the motion on September 11, 2020.

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 *not applicable*

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 *Reduce Barriers to Housing Near Transit and in Areas of High Opportunity*, 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	<i>Not applicable</i>
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 *Adapt to Sea Level Rise* 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 *not applicable*

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. 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 (*not eligible for telecommuting*). 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 *(amount to be determined during Final Blueprint analysis)*

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.