ABAG and MTC are working to develop three land use and transportation scenarios to inform discussions about the strategic update of Plan Bay Area, Plan Bay Area 2040 (PBA 2040). Scenarios show different options for how the Bay Area can grow and change over time in ways that help us meet our goals for a more prosperous, sustainable, and equitable region. The scenarios will in turn be scored on the 13 performance targets adopted by the two agencies’ boards in fall 2015. The purpose of this item is to update the RAWG on recent progress and provide more detail on some of the potential land use and transportation strategies to be incorporated into the scenarios.

Background
Beginning in October, ABAG and MTC held scenario workshops to present the scenario development approach and discuss three draft scenario concepts. The purpose of the workshops was to receive feedback on the initial concepts, as well as specific strategies for how to maximize their effectiveness. The feedback was summarized (Attachment 1) and presented alongside the scenario approach and initial concepts at the November joint meeting of ABAG’s Administrative Committee and MTC’s Planning Committee.

Based on the feedback to date, staff has worked to adjust some aspects of the initial scenario concept narratives. Furthermore, staff has provided more detail on some of the specific land use policy and transportation investment strategies that underpin each scenario’s growth pattern. See Attachment 2 for this detail. Broadly speaking, the more significant changes to the scenarios can be summarized as follows:

- Automation and connected vehicles – all the scenarios will assume a level of automation, connected vehicles and other technologies commensurate with the Bay Area’s history of early adoption and leadership in the development of new technologies during the plan horizon. Previously, these strategies were only assumed to emerge in Scenario 1.
- Regional equity emphasis – Recognition of high-opportunity areas, access to jobs and other funding strategies.
- Greenfield development – Scenario 2 removes a reference to “small amount of greenfield growth,” and focuses on infill development.
- Transit Priority Areas (TPAs) – Recognition of TPAs along with PDAs.

Scenario Development
Attachment 2 provides the narrative of each scenario presented at the scenario workshops as well as a preliminary snapshot of each scenario’s potential land use and transportation investment strategies. The transportation investment strategies represent an illustrative list and reflect only a subset of the major projects submitted through the MTC Call for Projects process. For each scenario, staff is working to include a more extensive set of transportation and land use strategies, policies and investments. Staff will present more detailed scenario descriptions, as well as evaluations of each scenario against the adopted regional goals and targets, in spring 2016.
Land Use
The land use strategies described in Attachment 2 show different combinations of policies that can be used to accommodate future population, households, and employment in ways that are consistent with the growth pattern described in each scenario concept. The strategies included generally affect land use patterns by changing a community’s capacity for new development or incentivizing a particular type or location of growth. Each scenario builds on the Bay Area’s existing land use pattern and transportation network, while also taking into account local plans for growth, historical trends, the results of the most recent PDA Assessment, output from the UrbanSim model, as well as the growth envisioned in Plan Bay Area 2013. While the scenarios are designed to be realistic from a policy perspective, they also bundle policies in ways that provide substantial and meaningful contrasts for policy makers.

Transportation Investment Strategies
The transportation investment strategies included in Attachment 2 exemplify the types of major projects likely to be included under each scenario. These focus primarily on some of the major investments submitted by project sponsors through the MTC Call for Projects process, and reflect the types of transportation investments most likely to impact a regional scenario’s performance. Additionally, each scenario will also assume a baseline comprising the existing network and committed projects, and include other transportation strategies and policies to accommodate the growth pattern. The transportation investments will be balanced across scenarios, each representing a financially constrained set of investments.

The following table summarizes the potential “intensity” of transportation investments across the three scenarios, by purpose, mode, and geography.

<table>
<thead>
<tr>
<th>Draft Investment Summary</th>
<th>Scenario #1</th>
<th>Scenario #2</th>
<th>Scenario #3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Streets &amp; Highways State of Good Repair</td>
<td>● ● ●</td>
<td>● ●</td>
<td>●</td>
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<tr>
<td>Efficiency</td>
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<td>● ●</td>
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<td>Expansion / Extension</td>
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<tr>
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<td>Bicycle / Pedestrian</td>
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<td>Climate Program</td>
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<tr>
<td>Bayside</td>
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<tr>
<td>Inland</td>
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</tbody>
</table>

Preferred Scenario Development Process
The scenarios and their respective strategies do not constitute staff proposals or recommendations. Rather, these strategies are presented to illustrate tradeoffs between alternatives and serve as a building block for identifying the preferred scenario, which will incorporate some of the best ideas from each scenario alternative. The preferred scenario will strive to achieve the adopted PBA 2040 goals and performance targets, and will be informed by numerous ongoing efforts, including the:

- Local government efforts related to Priority Development Areas (PDAs) and Priority Conservation Areas (PCAs)
- Regional Jobs, Housing & Population Forecast;
- Regional Transportation Revenue Forecast;
- Project Performance Assessment and Call for Projects;
- Transportation System Operations and Maintenance Needs Assessments; and,
- Public Workshops and Stakeholder Feedback.
Other Policies and Strategies
It is important to recognize that Plan Bay Area 2040’s scenario process uses a relatively modest set of land use and transportation strategies to show different options for future land use patterns and the transportation investments and policies needed to support these distributions of future housing and employment growth. The combinations of strategies in the scenarios are included to enable a discussion about regional priorities, and do not represent all of the potential public policy interventions that regional, state, or local governments could use to accomplish the Plan’s goals. For instance, the specific structure of many potential state and local tax and regulatory policies falls largely outside the analytic scope of the scenario process, and requires a separate, more robust public policy analysis to determine costs and benefits. Once the preferred scenario is adopted, the final Plan Bay Area 2040 document will describe a wider range of policies to support the Plan’s goals.

Next Steps
The scenarios will continue to be refined over the next several months, and then will be evaluated to understand the effects of the different combinations of land use and transportation strategies on our shared goals and targets. Key milestones include the release of the scenario evaluation planned in spring 2016, with public workshops immediately following. The adoption of a preferred scenario is expected to occur in late summer 2016. The scenario planning process is summarized in Attachment 3.

Attachments: Workshop Comments Summary
Draft Scenario Strategies
Scenario Development Process
Presentation

J:\PROJECT\2017 RTP_SCS\RAWG\2016\01_RAWG_Jan 2016\03_Scenario Development - Strategies Memo_v4.docx
What We Heard from RAWG & RPC

Goals and Aspirations for Scenario Planning

- Plan for diverse, inclusive and supportive communities
- Preserve what is unique about each community
- Focus on vibrant downtowns and neighborhoods with clean, safe and attractive streets; more walking and activity on the streets; great parks, schools and lots of services
- Promote equitable community development that brings new life to neighborhoods without displacement
- Plan to improve public health and improve the health of the natural environment

General Comments: Scenario Development Process

- Appreciated ability to provide early input in the scenario process
- Include social equity as a guiding theme in each scenario
- Concern about achieving greenhouse gas (GHG) reduction and housing goals under any scenario
- Concern that policies to promote compact growth could lead to segregation
- Solutions to region’s challenges will be different in every city; need scalable solutions
- Provide examples of how the type of development discussed in each scenario concept worked in other regions
- Consider changing demographics (race, age, and lifestyle preferences such as young people driving significantly less)
- Priorities for unincorporated communities and/or smaller communities are not reflected in the scenarios.
- Consider discussing tradeoffs what will the region gain and what is the region willing to give up?
- Provide the general public with an opportunity to have a discussion about scenario concepts before scenarios are solidified

Plan Bay Area 2040: Scenario Draft Concept #1

Housing

- Requires suburban co-location of jobs/housing
- Affordable housing will be harder to produce in less dense areas; requires more subsidy
- Consider housing subsidies for low-income residents; more funds for affordable housing
- Encourage density bonuses
- Could help smaller cities become complete communities while still maintaining their character

Transportation

- Consider transit subsidies for low income residents; public shuttles; toll roads
- Last mile connection still an issue
- Regional bus system and high occupancy toll/express lane network important to this scenario (24/7)
- Scenario requires expanded roadways, leaving less funding for transit
- Greater need for transit infrastructure (transit in suburbs) with dispersed development
- Consider parking policy reform
• Invest more in goods movement
• Scenario is heavy on technology but the innovations aren’t here yet; be cautious when planning

Equity
• Scenario could lead to displacement; need renters’ protection
• Explicitly include inclusionary zoning as a policy solution

Economy
• Need more employment growth in the dispersed areas
• Consider how to disperse jobs
• Need transportation demand management strategies to encourage working remotely

Environment
• This scenario could encourage greenfield development and sprawl
• This scenario could be detrimental to preserving open space
• Consider better coordination between Bay Area Air Quality Management District and Bay Conservation and Development Commission and ABAG and MTC as policies are moving in opposite direction than priority development areas (PDAs)
• Vehicle miles traveled will increase under this scenario; won’t achieve GHG target
• Could achieve GHG target with zero emissions vehicles
• Keep some lots for urban agriculture
• Maintain urban growth boundaries
• Implement indirect source review

Other
• Congestion pricing to raise money to pay for roadways; development fees for transit
• Consider providing funding for areas outside of PDAs; many cities cannot accommodate all growth within PDAs.
• One Bay Area Grants (OBAG) could expand the definition of PDAs and provide incentives if close to transit

Plan Bay Area 2040: Scenario Draft Concept #2

Housing
• Need anti-displacement policies, both carrots and sticks
• Need more incentives to get needed densities to support more affordable housing
• Convert older office parks to low-income housing and provide needed transit
• Need for senior housing near transit given changing demographics
• Clarify and specify PDA criteria about PDAs with respect to housing
• Smaller cities will need technical support to plan in a way that supports this scenario

Transportation
• First/last mile transportation will be key with this scenario
• Scenario will require significant investment in rail/fixed-guideway transit, but that only works in the core
• Consider new types of transit or Transportation Demand Management for suburbs
• Support mobility-management programs for seniors
• Consider bicycle/pedestrian improvements
• Scenario doesn’t offer enough for small suburban or rural communities

**Equity**
• This scenario offers potential for most equitable growth
• This scenario will need to address suburbanization of poverty; lower income communities will increasingly have longer commutes, less access to services
• Consider policies to provide living wage
• Consider non-work transit trips (many other needs - school, recreation, medical, shopping)
• Don't just focus on housing; look at location of and access to jobs

**Economy**
• Pay equal attention to jobs and housing
• Policies should promote more working remotely
• Promote job creation, especially in PDAs (though some wanted jobs outside PDAs to increase accessibility to lower income residents)
• Need more clarity and specificity about PDA policies with respect to jobs
• Need more California Environmental Quality Act relief/regulatory streamlining

**Environment**
• This scenario encourages greenfield development and sprawl
• Would require enormous investments in transit (esp. rail or bus-rapid transit) to avoid sprawl
• Need to address hazards like fault lines and sea-level rise with this scenario
• Ensure that PDA policies are not weakened or the region will not be able to realize environmental benefits from concentrated growth
• Commuter Benefit Ordinances could be helpful to making this scenario work

**Other**
• Would require new regional sales tax for bus service as well as a regional gas tax
• OBAG should go to all "red dot" areas (outside PDAs as well as within)

**Plan Bay Area 2040: Scenario Draft Concept #3**

**Housing**
• Exacerbates displacement and affordability; more stress regarding displacement if jobs are focused in urban core
• The three cities are already behind in their jobs/housing balance
• Would need to incentivize affordable housing, but land costs will be a huge barrier
• Needs anti-displacement policies
• Needs inclusionary zoning
• Consider a housing trust fund
• Missed opportunity to consider infill in smaller cities

**Transportation**
• Transit will need large investments plus operating funds
• Transit could not handle this scenario; already at capacity now
• Transit investments needed in other parts of the region; need to support smaller cities and suburbs too.
Equity
• Least equitable scenario
• This scenario provides least amount of choice
• There will be the highest pressures on displacement under this scenario
• Who could afford to live in the cities?

Economy
• The kind of growth discussed in the scenario is already happening so let’s make it successful by investing in cities
• Infrastructure in other areas will deteriorate, and so will economic vitality
• Goods movement in and out of these corridors will be a challenge
• How will we fund regional initiatives if benefits only flow to big cities?

Environment
• Only this scenario will help us reach targets; most environmentally sustainable
• This scenario will be hard to implement due to economic and political realities
• Change urban growth boundaries to change development

Other
• Other cities need investments in order to be walkable, complete, equitable and green; creates “have” vs “have nots”
• Need to address other areas such as schools, safety, parks to improve quality of life in three big cities
• Three big cities enjoy economies of scale and are better able to address major issues
• Consider creating incentives for public-private partnerships
Description
Scenario 1 targets future population and employment growth to the downtowns of every city in the Bay Area to foster a region of moderately-sized, integrated town centers. This scenario emphasizes a dispersed distribution of households and jobs and limited growth in San Jose, San Francisco, and Oakland. As a result, a number of the region’s cities would experience significant growth and different types of development compared to existing patterns. As in the other scenarios, most growth will be in locally-identified PDAs, but this scenario offers the most dispersed growth pattern, meaning that cities outside the region’s core are likely to see higher levels of growth. Within cities, more growth will be accommodated outside of PDAs than in other scenarios, with an emphasis on high opportunity areas that have higher levels of educational opportunities, economic mobility, and neighborhood services.

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

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

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

Strategies
The transportation investment strategies listed below exemplify the types of major projects likely to be included under this scenario. These focus primarily on some of the major investments submitted by project sponsors through the MTC Call for Projects process. This scenario will include a larger set of transportation and land use strategies, policies, and investments to reflect the scenario description.
Land Use
In this scenario, land use strategies emphasize a more dispersed growth pattern, with capacity increases to accommodate both population and employment growth directed to PDAs, TPAs, and the downtowns of every city in the region. Compared to the other scenarios, cities outside the region’s core are likely to see higher levels of growth and, within cities, more growth will be accommodated outside PDAs, with an emphasis on high opportunity areas.

- **Strategy 1A**: Encourage new housing development by increasing residential development capacity in PDAs in cities throughout the region, with limited growth and investments in San Jose, San Francisco, and Oakland.
- **Strategy 1B**: Encourage expansion of commercial development in areas outside the region’s core. Potential strategies include:
  - Increasing commercial density in select high accessibility existing clusters in each county in areas outside of the El Camino Real and East Bay Corridors.
  - Limit commercial capacity in jurisdictions in the region’s core.
- **Strategy 1C**: Protect the region’s most critical natural resources by avoiding development on adopted Priority Conservation Areas (PCAs), but allow urban growth boundaries to expand faster than expected compared to past trends to accommodate more dispersed growth.
- **Strategy 1D**: Encourage additional housing choices by allowing second units in all jurisdictions and reducing parking minimums in PDAs along regional rail transit (such as BART, Caltrain, Amtrak, Altamont Corridor Express, and SMART).
- **Strategy 1E**: Encourage more affordable housing choices in jurisdictions with at least one PDA by promoting policies to retain existing affordable housing and pursuing funding strategies such as inclusionary zoning, tax increment financing, a regional housing trust fund, etc.

Transportation Investments
Investments to increase the frequency of suburban bus operations, manage travel demand, and expand the capacity of our highway network will be critical to enable this pattern of growth. Since job growth will be spread throughout the region, major public transit expansions or extensions such as fixed-guideway extensions and core capacity enhancements will be a lower priority.

- **Strategy 1A**: Pursue strategic transit investments, especially bus improvements, to provide access to increasingly dispersed job centers. Key projects include:
  - Local Suburban Bus Frequency Increases (focused on North Bay, East Bay and Peninsula)
  - Express Bus Network along Express / Managed Lane Corridors
  - Muni Forward Program and Geary Boulevard Bus Rapid Transit (BRT)
- **Strategy 1B**: Leverage technological advances to use roadway capacity more efficiently, while emphasizing freeway-focused pricing like Express Lanes / Managed Lanes as complementary strategies. Key projects include:
  - Express Lanes Full Buildout (including Managed Lane Network)
  - Columbus Day Initiative (including Adaptive Ramp Metering and Arterial Signal Prioritization)
- **Strategy 1C**: Invest in strategic highway capacity increases to accommodate this scenario’s growth pattern. Key example projects include:
  - SR-84 and SR-262 Widening in Alameda County
  - US-101 Marin-Sonoma Narrows Widening
  - Major I-680 Interchange Improvements and Widening at I-80, SR-4, and SR-84
  - SR-4 Widening and TriLink Tollways in Contra Costa County
- **Strategy 1D**: Emphasize investment of remaining funds into both state of good repair (particularly for highways and local streets across all nine counties) and localized active transportation projects to support short-distance sustainable transport; leverage innovative technologies to reduce expenditures for transit operations and maintenance in low-density environments when feasible (e.g., autonomous buses, flexible shuttles, etc.).
Description
Scenario 2 targets future population and employment growth to locally-identified PDAs along major corridors, with an emphasis on growth in medium-sized cities with access to the region’s major rail services, such as BART and Caltrain. Outside the PDAs, this scenario sees modest infill development, especially in high opportunity areas. As these communities grow over the next 25 years, compact development and strategic transportation investments will provide residents and workers access to a mix of housing, jobs, shopping, services, and amenities in proximity to transit traditionally offered by more urban environments. Resources for affordable housing will be dispersed across the Bay Area, with some concentration in PDAs to support the development of affordable housing where the most population and employment growth is targeted.

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

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

Strategies
The transportation investment strategies listed below exemplify the types of major projects likely to be included under this scenario. These focus primarily on some of the major investments submitted by project sponsors through the MTC Call for Projects process. This scenario will include a larger set of transportation and land use strategies, policies and investments to reflect the scenario description.

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

• Strategy 2A: Encourage new housing development by increasing residential development capacity in PDAs based on locally identified PDA place type.
• Strategy 2B: Enable more commercial development along major corridors connecting the three largest cities.
• Strategy 2C: Protect the region’s natural resources by avoiding development on adopted PCAs and accommodating all new growth within existing urban growth boundaries or urban limit lines, using city boundaries as a limit when a jurisdiction has no expansion limit.

• Strategy 2D: Encourage additional housing choices by allowing second units in all jurisdictions along the El Camino Real and East Bay Corridors, and reducing parking minimums in PDAs with high levels of transit access along those corridors.

• Strategy 2E: Encourage more affordable housing choices in jurisdictions along the El Camino Real and East Bay Corridors by promoting policies to retain existing affordable housing and pursuing funding strategies such as inclusionary zoning, tax increment financing, a regional housing trust fund, etc.

Transportation Investments

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

• Strategy 2A: Prioritize transit efficiency investments to improve frequencies and reduce travel times on core transit lines across the region. Key projects include:
  o BART Metro Program
  o Core Bus Rapid Transit (BRT) Lines in San Francisco, San Jose, Oakland/Berkeley/Richmond, and the Peninsula
  o Managed Lanes Express Bus Network
  o Local Suburban Bus Frequency Increases (focused on North Bay, East Bay, and Peninsula)
  o High Performing Core Capacity and Core Connectivity investments

• Strategy 2B: Focus on a limited set of high performing highway efficiency investments, including strategic highway capacity improvements to address bottlenecks and provide reliever routes to freeways within the urban core. Key projects include:
  o Columbus Day Initiative
  o Express Lanes “Limited and Focused” Buildout (including Managed Lanes Network)
  o SR-84 and SR-262 Widening in Alameda County
  o US-101 Marin-Sonoma Narrows Widening

• Strategy 2C: Fund the most cost-effective transit expansion projects that support the region’s highest-growth PDAs. Key projects include:
  o BART to Silicon Valley
  o Caltrain Electrification and Extension to Transbay Transit Center

• Strategy 2D: Balance state of good repair needs with expansion and efficiency priorities for all modes; identify opportunities to align state of good repair to support PDA growth by repaving streets and upgrading buses that serve these communities.
Description

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

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

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

Strategies

The transportation investment strategies listed below exemplify the types of major projects likely to be included under this scenario. These focus primarily on some of the major investments submitted by project sponsors through the MTC Call for Projects process. This scenario will include a larger set of transportation and land use strategies, policies and investments to reflect the scenario description.

Land Use

In this scenario, it is assumed that most of the region’s population and employment growth will be located in San Francisco, San Jose, and Oakland—with the remainder primarily in cities directly proximate to the three biggest cities and areas well served by transit. Capacity for growth in these cities is emphasized in PDAs, TPAs, and other areas that are well served by transit.
Strategy 3A: Increase development capacity in San Jose, San Francisco, Oakland, and their neighbors by increasing residential densities in key PDAs and select opportunity sites. Generally speaking, strategies include:
  o For San Jose, San Francisco, and Oakland, increase residential density in PDAs.
  o For cities along the El Camino Real and the East Bay Corridors, modestly increase residential density in PDAs with high levels of transit service.
  o Increase density on opportunity sites (e.g., large corporate campuses, shopping centers) along the Peninsula.

Strategy 3B: Enable more commercial development in San Francisco and San Jose by removing development caps.

Strategy 3C: Protect the region’s natural resources by avoiding development on adopted PCAs and accommodating all new growth within existing urban growth boundaries or urban limit lines, using city boundaries as a limit when a jurisdiction has no expansion limit.

Strategy 3D: Encourage additional housing choices by allowing second units in San Francisco, San Jose, and Oakland; reducing parking minimums in these cities as well as PDAs with high levels of transit service in cities along the El Camino Real and East Bay Corridors; and directing affordable housing resources to retain and expand housing affordability in the three big cities.

Strategy 3E: Use tax policies in San Francisco, San Jose, and Oakland to encourage higher-intensity urban uses and consider the application of regional fee structures to subsidize growth in lower VMT areas.

Transportation
In order to make this high-density growth pattern feasible without significantly worsening traffic congestion or overloading existing transit systems, transit capacity improvements and demand management strategies will be prioritized to accommodate travel to, from, and within the core cities.

Strategy 3A: Pursue expansion of the South Bay transit system to support high-density development across Silicon Valley, while at the same time prioritizing investment in core capacity projects in San Francisco and Oakland to enable high-density development. Key projects include:
  o 19th Avenue Subway and Downtown San Jose Subway
  o Full San Francisco BRT Network Buildout
  o VTA Light Rail Extensions in Mountain View, Sunnyvale, and East San Jose
  o Service Frequency Boosts for “Big 3” Cities’ Transit Operators
  o Other Core Capacity and Core Connectivity investments

Strategy 3B: Link regional rail systems into the heart of the Bay Area’s two largest cities – San Francisco and San Jose – while boosting service frequencies to support increasingly-urban commute patterns. Key projects include:
  o BART to Silicon Valley
  o Caltrain Electrification and Extension to Transbay Transit Center
  o BART Metro Program
  o Enhanced Express Bus Services to/from “Big 3” Cities (Managed Lanes, Golden Gate, etc.)

Strategy 3C: Convert HOV and general-purpose lanes to express lanes in lieu of all freeway expansion projects; support urban development in San Francisco by implementing cordon pricing and leveraging motorists’ tolls to pay for robust and time-competitive transit services.
  o Conversion-Only Express Lane Network (including Managed Lanes Network)
  o San Francisco Congestion Pricing
  o Increase toll rates on the Bay Bridge to manage congestion and fund supportive transit projects improving access to the Core.

Strategy 3D: Align operating and maintenance funds to prioritize investments into high-growth cities and high-ridership systems; maximize shift of future toll revenue towards funding critical transit expansion/efficiency and active transportation projects in high-growth communities.
Scenario Development Process

Early 2015

Policy Development
- Conducted open houses to solicit public input on updated goals and performance targets for Plan Bay Area 2040
- MTC Commissioners and ABAG’s Executive Board members considered and approved a partial list of Plan Bay Area 2040 goals and targets. More action expected in November 2015.

Late 2015

Scenario Development
- Generate updated Plan Bay Area 2040 regional forecasts for jobs, housing, population, travel demand and transportation revenue
- Assess transportation projects and programs to be included in Plan Bay Area 2040
- Create preliminary scenario concepts for housing, jobs and transportation investments
- Solicit feedback from key stakeholders to refine and improve preliminary scenario concepts for housing, jobs and transportation investments

Mid 2016

Preferred Scenario Selection
- Release scenario and targets evaluation
- Conduct public workshops to solicit input on alternative scenarios for housing, jobs and transportation investments
- Adopt preferred scenario based on public input, feedback from key stakeholders, and technical analysis, late summer 2016

Late 2016

Draft Plan and Draft EIR
- Release Draft Plan Bay Area 2040 and Draft Environmental Impact Report for public comment
- Conduct public workshops to solicit input on Draft Plan Bay Area 2040 and draft Draft Environmental Impact Report
- Adopt Plan Bay Area 2040 and final EIR, summer 2017

Early 2017

Public Workshops and Outreach
- We Are Here
- Refine Scenario Framework
- Preferred Scenario
- Plan Bay Area 2040

Feedback on the preliminary scenario concepts collected during this meeting will help inform Plan Bay Area 2040 alternative scenarios and, ultimately, the final preferred scenario.
Alternative Scenarios
Regional Advisory Working Group

Miriam Chion, Planning & Research Director, ABAG
Ken Kirkey, Planning Director, MTC
January 26, 2016
• Scenarios show different options for how the Bay Area can grow and change over time in ways that help us meet our goals for a more prosperous, sustainable, and equitable region.

• The alternative scenarios combine different strategies to highlight potential differences in the region’s development pattern and transportation system.
SCENARIOS APPROACH

• Develop 3 scenarios
• Construct a preferred scenario
• Balance sophistication with simplicity
SCENARIO DEVELOPMENT PROCESS

1. Develop Concepts
2. Determine Appropriate Policy Strategies
3. Build Scenarios
4. Evaluate Scenarios Against Goals and Targets
5. Present Refined Scenarios
Keep in mind:

- Alternative scenarios are required as part of Plan Bay Area 2040

- Our goal today is to improve the three scenario concepts via policy strategies that preserve the character of our diverse communities while adapting to the challenges of future population growth.

- Common assumptions for all three scenarios concepts:
  - Plan Bay Area 2040 goals and targets
  - Regional Forecast totals
  - Regional Housing Need Allocation (RHNA)
  - Regional PDAs and PCAs Framework
  - Regional Transportation Revenue Sources
  - Regional Committed Transportation Network
SCENARIO CONCEPTS

#1

#2

#3
SCENARIO WORKSHOPS
SCENARIO STRATEGIES

• Preliminary snapshot of each scenario’s potential land use and transportation investment strategies

• Each scenario combines land use strategies to achieve different growth patterns

• Transportation investment strategies exemplify the types of major projects likely to be included under each scenario
LAND USE STRATEGIES

#1

1A: More housing in PDAs around region
- Increase residential capacity in PDAs region-wide
- Limited growth and investments in 3 Big Cities

1B: Disperse commercial development
- More jobs in accessible clusters outside major corridors
- Limit commercial capacity in region’s core

1C: Protect critical natural resources
- No development on PCAs
- Allow urban growth boundaries to expand faster

1D: Encourage housing choices
- Allow second units in all jurisdictions
- Reduce parking minimums in PDAs along regional rail

1E: Support affordable housing in PDAs
- Retain existing affordable housing in PDA jurisdictions
- Inclusionary zoning, tax increment financing, regional housing trust fund, etc. in PDA jurisdictions
INVESTMENT STRATEGIES

1A: **Transit to Dispersed Jobs**
- Local Suburban Bus Frequency Increases
- Express Buses on Managed Lane Network

1B: **Expanded ITS and Express Lanes**
- Full Buildout of Express Lanes + Managed Lane Network
- Columbus Day Initiative

1C: **Strategic Highway Capacity**
- SR-4 Widening + TriLink Tollways
- Marin-Sonoma Narrows + SR-37 Tollway
- I-680 Interchange Improvements & Widening

1D: **Robust Funding for Maintenance**
- Full Funding for Highways and Streets Maintenance
- Significant Funding for All Operators’ Maintenance

Example projects shown below.
LAND USE STRATEGIES

#2

2A: More housing in PDAs around region
- Increase residential development capacity in PDAs based on identified PDA place type

2B: More jobs on corridors

2C: Protect critical natural resources
- No development on PCAs
- All growth within urban growth boundaries/limit lines

2D: Encourage housing choices
- Allow second units along major corridors
- Reduce parking minimums in PDAs along corridors with high levels of transit

2E: More affordable housing choices
- Retain affordable housing along major corridors
- Inclusionary zoning, tax increment financing, regional housing trust fund, etc. in jurisdictions along major corridors
INVESTMENT STRATEGIES

2A: Transit Efficiency Emphasis
- BART Metro Program
- Core BRT Lines in SF, South Bay, and East Bay
- Bus Frequency Increases in High-Opportunity Areas

2B: Bottlenecks and Reliever Routes
- Scaled-Back Express Lanes + Managed Lane Network
- Marin-Sonoma Narrows + SR-37 Tollway
- SR-84 and SR-262 Widening

2C: High-Performing Transit Expansion
- BART to Silicon Valley
- Caltrain Electrification + Downtown Extension

2D: PDA-Focused Maintenance

Example projects shown below.
#3 LAND USE STRATEGIES

## 3A: More housing in Big 3 and neighbors
- Increase density in PDAs in Big 3 Cities
- Increase density in corridor PDAs with high transit
- Increase density on opportunity sites along Peninsula

## 3B: Enable more jobs in Big 3 Cities
- Remove development caps in San Francisco and San Jose

## 3C: Protect critical natural resources
- No development on PCAs
- All growth within urban growth boundaries/limit lines

## 3D: Encourage housing choices
- Allow second units in Big 3 Cities
- Reduce parking minimums in Big 3 and PDAs with high transit along corridors
- Retain and expand housing affordability in Big 3

## 3E: Promote higher-intensity uses in Big 3
- Change tax policies, use regional fees to subsidize growth in low-VMT areas
INVESTMENT STRATEGIES

3A: “Big 3” High-Capacity Urban Transit
• 19th Avenue Subway + San Francisco BRT Network
• Downtown San Jose Subway + New LRT Lines
• Core Capacity Investments + Core Frequency Boosts

3B: Regional Rail & Bus to “Big 3”
• BART to Silicon Valley + BART Metro
• Caltrain Electrification + Downtown Extension
• Enhanced Express Bus Services to “Big 3” Cities

3C: Pricing in Lieu of Highway Widening
• Conversion-Only Express Lane Network
• San Francisco Congestion Pricing Programs

3D: Constrained Maintenance Funding
• O&M Funding Priority for High-Growth Cities

Example projects shown below.
## INVESTMENT STRATEGIES

### by Mode and Purpose

<table>
<thead>
<tr>
<th>Mode and Purpose</th>
<th>#1</th>
<th>#2</th>
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<td>Climate Strategies</td>
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## INVESTMENT STRATEGIES

### by Geography

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*Plan Bay Area 2040*
### Scenario Development Process

<table>
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<th>Late 2015</th>
<th>Mid 2016</th>
<th>Late 2016</th>
<th>Early 2017</th>
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<td><strong>Policy Development</strong></td>
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<tr>
<td>- Conducted open houses to solicit public input on updated goals and performance targets for Plan Bay Area 2040</td>
<td>- Generate updated Plan Bay Area 2040 regional forecasts for jobs, housing, population, travel demand and transportation revenue</td>
<td>- Assess transportation projects and programs to be included in Plan Bay Area 2040</td>
<td>- Create preliminary scenario concepts for housing, jobs and transportation investments</td>
<td>- Solicit feedback from key stakeholders to refine and improve preliminary scenario concepts for housing, jobs and transportation investments</td>
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<tr>
<td>- MTC Commissioners and ABAG’s Executive Board members considered and approved a partial list of Plan Bay Area 2040 goals and targets. More action expected in November 2015.</td>
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**Preferred Scenario Selection**

- Release scenario and targets evaluation
- Conduct public workshops to solicit input on alternative scenarios for housing, jobs and transportation investments
- Adopt preferred scenario based on public input, feedback from key stakeholders, and technical analysis; September 2016

**Draft Plan and Draft EIR**

- Release Draft Plan Bay Area 2040 and Draft Environmental Impact Report for public comment
- Conduct public workshops to solicit input on Draft Plan Bay Area 2040 and draft Draft Environmental Impact Report
- Adopt Plan Bay Area 2040 and final EIR, summer 2017

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Feedback on the preliminary scenario concepts collected during this meeting will help inform Plan Bay Area 2040 alternative scenarios and, ultimately, the final preferred scenario.

1. We Are Here
2. Refine Scenario Framework
3. Preferred Scenario

Plan Bay Area 2040

Revised January 2016
Subscribe to our mailing list to receive updates about Plan Bay Area and other regional initiatives at PlanBayArea.org.

Contact MTC and ABAG directly to provide your comments in writing at info@planbayarea.org or join the discussion online on PlanBayArea.org or Facebook and Twitter.

Find an archive of past planning documents, frequently asked questions, regional planning agency calendars, and up-to-date planning information at PlanBayArea.org.

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Thank You