



CALL AND NOTICE

CALL AND NOTICE OF A SPECIAL MEETING OF THE ADMINISTRATIVE COMMITTEE OF THE ASSOCIATION OF BAY AREA GOVERNMENTS

As Chair of the Administrative Committee of the Association of Bay Area Governments (ABAG), I am calling a special meeting of the ABAG Administrative Committee as follows:

Special Joint Meeting with the MTC Planning Committee

Friday, November 13, 2015, 9:30 AM

Location:

Joseph P. Bort MetroCenter
Lawrence D. Dahms Auditorium
101 8th Street
Oakland, California

The ABAG Administrative Committee may act on any item on this agenda.

Agenda and attachments available at abag.ca.gov

This meeting is scheduled to be audiocast live on the Metropolitan Transportation Commission website at mtc.ca.gov

For information, contact Fred Castro, Clerk of the Board, at (510) 464 7913.

- 1. CALL TO ORDER / ROLL CALL / CONFIRM QUORUM**
- 2. PLEDGE OF ALLEGIANCE**
- 3. MTC COMPENSATION ANNOUNCEMENT**
- 4. ABAG COMPENSATION ANNOUNCEMENT**
- 5. MTC PLANNING COMMITTEE CONSENT CALENDAR**
 - A. Approval of MTC Planning Committee Minutes of October 9, 2015**

MTC Planning Committee Approval
- 6. APPROVAL OF ABAG ADMINISTRATIVE COMMITTEE SUMMARY MINUTES OF OCTOBER 9, 2015 AND OCTOBER 28, 2015**

ABAG Administrative Committee Action

ABAG Administrative Committee

November 13, 2015

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7. APPROVAL OF STAFF RECOMMENDATION FOR REMAINING PERFORMANCE TARGETS—MTC RESOLUTION NO. 4204, REVISED

ABAG Administrative Committee Action / MTC Planning Committee Action

8. INFORMATION

A. Report on Plan Bay Area 2040 Scenario Planning Approach and Draft Scenario Concepts

ABAG Administrative Committee Information / MTC Planning Committee Information

B. Report on Follow-up to MTC Commission and ABAG Administrative Committee Actions of October 28, 2015

ABAG Administrative Committee Information / MTC Planning Committee Information

9. PUBLIC COMMENT / OTHER BUSINESS

10. ADJOURNMENT / NEXT MEETING

Next meeting: December 11, 2015 9:30 AM

Members of the public shall be provided an opportunity to directly address the ABAG Administrative Committee concerning any item described in this notice before consideration of that item.

Agendas and materials will be posted and distributed for this meeting by ABAG staff in the normal course of business.

Submitted:

/s/ Julie Pierce
Chair, Administrative Committee

Date Submitted: November 9, 2015

Date Posted: November 9, 2015

ASSOCIATION OF BAY AREA GOVERNMENTS

Representing City and County Governments of the San Francisco Bay Area



ABAG

AGENDA

ADMINISTRATIVE COMMITTEE

Special Joint Meeting with the MTC Planning Committee

Friday, November 13, 2015, 9:30 AM

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- 3. MTC COMPENSATION ANNOUNCEMENT**
- 4. ABAG COMPENSATION ANNOUNCEMENT**
- 5. MTC PLANNING COMMITTEE CONSENT CALENDAR**
 - A. Approval of MTC Planning Committee Minutes of October 9, 2015**

MTC Planning Committee Approval

Attachment: MTC Planning Committee Minutes of October 9, 2015
- 6. APPROVAL OF ABAG ADMINISTRATIVE COMMITTEE SUMMARY MINUTES OF OCTOBER 9, 2015 AND OCTOBER 28, 2015**

ABAG Administrative Committee Action

Attachments: Summary Minutes of October 9, 2015; Summary Minutes of October 28, 2015
- 7. APPROVAL OF STAFF RECOMMENDATION FOR REMAINING PERFORMANCE TARGETS—MTC RESOLUTION NO. 4204, REVISED**

ABAG Administrative Committee Action / MTC Planning Committee Action

ABAG Administrative Committee

November 13, 2015

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Dave Vautin, MTC and Pedro Galvao, ABAG

Presentation on a staff recommendation for performance targets not already adopted (adequate housing, displacement risk, jobs / wages, and goods movement).

Attachment: PBA 2040 Remaining Performance Targets

8. INFORMATION

A. Report on Plan Bay Area 2040 Scenario Planning Approach and Draft Scenario Concepts

ABAG Administrative Committee Information / MTC Planning Committee Information

Miriam Chion, ABAG and Ken Kirkey, MTC

Presentation on the approach for development of the Plan Bay Area 2040 scenarios.

Attachment: PBA 2040 Scenario Planning Approach

B. Report on Follow-up to MTC Commission and ABAG Administrative Committee Actions of October 28, 2015

ABAG Administrative Committee Information / MTC Planning Committee Information

Alix Bockelman, MTC and Bradford Paul, ABAG

The Committee members will discuss next steps related to action taken on October 28, with respect to the development of a MTC/ABAG Merger Study and Merger Implementation Plan. The discussion may include the preliminary Merger Study scope of work; consultant selection process; and special joint meetings schedule.

Attachment: ABAG MTC Merger Study and Merger Implementation Plan

9. PUBLIC COMMENT / OTHER BUSINESS

10. ADJOURNMENT / NEXT MEETING

Next meeting: December 11, 2015 9:30 AM

Submitted:

/s/ Ezra Rapport, Secretary-Treasurer

Date Submitted: November 9, 2015

Date Posted: November 9, 2015



Meeting Minutes - Draft

Joint MTC Planning Committee with the ABAG Administrative Committee

James Spering, MTC Chair Anne Halsted, MTC Vice Chair

Friday, October 9, 2015

9:15 AM

Lawrence D. Dahms Auditorium

Call Meeting to Order

1. Roll Call / Confirm Quorum

Present: 6 - Chairperson Spering, Vice Chair Halsted, Commissioner Aguirre, Commissioner Haggerty, Commissioner Liccardo and Commissioner Pierce

Absent: 1 - Commissioner Kinsey

Non-Voting Members Present: Commissioner Azumbrado and Commissioner Giacomini

Ex Officio Voting Member Present: Commission Chair Cortese and Commission Vice Chair Mackenzie

Ad Hoc Non-Voting Members Present: Commissioner Campos, Commissioner Luce and Commissioner Rein Worth

ABAG Administrative Committee members present were: Cortese, Eklund, Haggerty, Harrison, Luce, Mar, Pierce and Spering.

2. ABAG Compensation Announcement - Clerk of the Board

3. [15-0927](#) ABAG - Minutes of the September 11, 2015 Meeting

Action: ABAG Administrative Committee Approval

4. Consent Calendar

Approval of the Consent Calendar

Upon the motion by Vice Chair Halsted and second by Commissioner Pierce, the Consent Calendar was unanimously approved by the following vote:

Aye: 5 - Chairperson Spering, Vice Chair Halsted, Commissioner Aguirre, Commissioner Liccardo and Commissioner Pierce

Absent: 2 - Commissioner Haggerty and Commissioner Kinsey

4a. [15-0867](#) MTC - Minutes of the September 11, 2015 Meeting

Action: MTC Planning Committee Approval

4b. [15-0870](#) 2015 Congestion Management Program Guidance: MTC Resolution No. 3000, Revised

Staff recommends these minor revisions to the CMP guidance to reflect updated information.

Action: Committee Approval

Presenter: Valerie Knepper, MTC

Commissioner Haggerty arrived after the approval of the Consent Calendar

5. Information

5a. [15-0869](#) Plan Bay Area Draft Regional Forecast (Jobs, Housing & Population)

Draft Regional Forecast of jobs, population and housing for Plan Bay Area 2040

Action: Information

Presenter: Cynthia Kroll, ABAG

5b. [15-0776](#) Priority Development Area (PDA) Assessment Update

Overview of the update to the 2013 PDA Readiness Assessment, an in-depth representative analysis of the ability of the PDAs to accommodate new residential development in Plan Bay Area.

Action: Information

Presenter: Therese Trivedi MTC and Cynthia Kroll, ABAG

The following individuals spoke on this item:

Paul Campos of Building Industry Association of the Bay Area;

Matt Vander Sluis of Greenbelt Alliance;

Rich Hedges; and

Roland Lebrun.

5c. [15-0868](#) Plan Bay Area 2040 Draft Revenue Forecast

Draft revenue forecast of transportation fund sources for Plan Bay Area 2040.

Action: Information

Presenter: William Bacon

6. Public Comment / Other Business

7. Adjournment / Next Meeting

The next meeting of the Joint MTC Planning Committee with the ABAG Administrative Committee will be November 13, 2015, 9:30 a.m. in the Lawrence D. Dahms Auditorium, First Floor, 101 Eighth Street, Oakland, CA.

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SUMMARY MINUTES (DRAFT)

ABAG Administrative Committee Special Meeting
Friday, October 9, 2015
Joseph P. Bort MetroCenter
101 8th Street, Oakland, California

1. CALL TO ORDER / ROLL CALL / CONFIRM QUORUM

ABAG President and Committee Chair Julie Pierce, Councilmember, City of Clayton, called the special meeting of the Administrative Committee of the Association of Bay Area Governments to order at about 9:15 a.m.

The Committee met jointly with the Planning Committee of the Metropolitan Transportation Commission.

A quorum of the Committee was present.

Members Present

Councilmember Julie Pierce, City of Clayton
Supervisor Dave Cortese, County of Santa Clara
Mayor Pro Tem Pat Eklund, City of Novato
Supervisor Scott Haggerty, County of Alameda
Mayor Bill Harrison, City of Fremont
Supervisor Mark Luce, County of Napa
Supervisor Eric Mar, City and County of San Francisco
Supervisor James Spring, County of Solano

Members Absent

Councilmember Pradeep Gupta, City of South San Francisco
Supervisor Dave Pine, County of San Mateo (Alternate)
Supervisor David Rabbitt, County of Sonoma

Staff Present

Ezra Rapport, ABAG Executive Director
Brad Paul, ABAG Deputy Executive Director
Miriam Chion, ABAG Planning and Research Director
Cynthia Kroll, ABAG Chief Economist

2. COMPENSATION ANNOUNCEMENT

Wally Charles, Administrative Assistant, made the compensation announcement.

3. APPROVAL OF ABAG ADMINISTRATIVE COMMITTEE SUMMARY MINUTES OF SEPTEMBER 11, 2015

President Pierce recognized a motion by Pat Eklund, Mayor Pro Tem, City of Novato, which was seconded by Mark Luce, Supervisor, County of Napa, to approve the Administrative Committee summary minutes of September 11, 2015,

The following individuals gave public comments:

The ayes were: Pierce, Cortese, Eklund, Luce, Mar, Spring.

The nays were: None.

The abstentions were: None.

The absences were: Gupta Haggerty, Harrison, Pine (Alternate), Rabbitt.

The motion passed unanimously.

4. MTC CONSENT CALENDAR

A. Approval of MTC Planning Committee Minutes of September 11, 2015

The MTC Planning Committee approved its minutes of September 11, 2015.

B. 2015 Congestion Management Program Guidance: MTC Res. No. 3000, Revised

Valerie Knepper, MTC, reported on staff recommendations of minor revisions to the Congestion Management Program guidance to reflect updated information.

The MTC Planning Committee approved the 2015 Congestion Management Guidance, MTC Resolution No. 3000, Revised.

5. PLAN BAY AREA

A. Plan Bay Area Draft Regional Forecast—Jobs, Housing and Population

Cynthia Kroll, ABAG, reported on draft Regional Forecast of jobs, population and housing for Plan Bay Area 2040.

Members discussed the Plan Bay Area draft regional forecast for jobs, housing, and population.

B. Priority Development Area (PDA) Assessment

Therese Trivedi, MTC, and Cynthia Kroll, ABAG, reported on an overview of the update to the 2013 PDA Readiness Assessment, an in-depth representative analysis of the ability of the PDAs to accommodate new residential development in Plan Bay Area.

Members discussed the Priority Development Area Assessment.

The following individuals gave public comments: Paul Campos, Building Industry Association of the Bay Area; Matt Vander Sluis, Greenbelt Alliance; Rich Hedges; Roland Lebrun.

C. Plan Bay Area 2040 Draft Revenue Forecast

William Bacon, MTC, reported on draft revenue forecast of transportation fund sources for Plan Bay Area 2040.

Members discussed the PBA 2040 draft revenue forecast.

6. PUBLIC COMMENT / OTHER BUSINESS

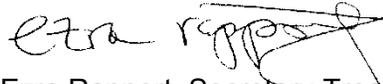
There was no public comment.

7. ADJOURNMENT / NEXT MEETING

The meeting adjourned at about 1:00 p.m.

Next meeting: November 13, 2015 9:30 AM

Submitted:

A handwritten signature in black ink, appearing to read "Ezra Rapport". The signature is written in a cursive style with some overlapping strokes.

Ezra Rapport, Secretary-Treasurer

Date Submitted: October 30, 2015

Date Approved:

*For information, contact Fred Castro, Clerk of the Board, at (510) 464 7913 or
FredC@abag.ca.gov.*

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SUMMARY MINUTES (DRAFT)

ABAG Administrative Committee Special Meeting
Wednesday, October 28, 2015
Association of Bay Area Governments
101 8th Street, Oakland, California

1. CALL TO ORDER / ROLL CALL / CONFIRM QUORUM

ABAG President and Committee Chair Julie Pierce, Councilmember, City of Clayton, called the special meeting of the Administrative Committee of the Association of Bay Area Governments to order at about 8:47 a.m.

Chair Pierce directed the Clerk to conduct roll call and to confirm quorum.

A quorum of the Committee was present.

Members Present

Councilmember Julie Pierce, City of Clayton
Supervisor Dave Cortese, County of Santa Clara
Mayor Pro Tem Pat Eklund, City of Novato
Councilmember Pradeep Gupta, City of South San Francisco
Supervisor Scott Haggerty, County of Alameda
Supervisor Mark Luce, County of Napa
Supervisor James Spring, County of Solano

Members Present by Teleconference

Mayor Bill Harrison, City of Fremont
Supervisor Eric Mar, City and County of San Francisco
Supervisor David Rabbitt, County of Sonoma

Members Absent

Supervisor Dave Pine, County of San Mateo (Alternate)

Staff Present

Ezra Rapport, ABAG Executive Director
Kenneth Moy, ABAG Legal Counsel
Brad Paul, ABAG Deputy Executive Director
Miriam Chion, ABAG Planning and Research Director
Charlie Adams, ABAG Finance Director

2. PUBLIC COMMENT

There was no public comment.

3. REPORT ON ABAG-MTC STRATEGY

Chair Pierce reported on the work by members and staff regarding the Metropolitan Transportation Commission's proposed Resolution 4210 which was included in the MTC Commission meeting agenda for October 28, 2015, posted on October 23, 2015.

Dave Cortese, Supervisor, County of Santa Clara, and MTC Commission Chair, reported on the proposed MTC Resolution 4210 with changes since the MTC Commission agenda was posted on October 23, 2015.

Chair Pierce reported on a proposed ABAG Administrative Committee Resolution No. 12-15 regarding the MTC Commission Resolution 4210 with changes as reported by Supervisor Cortese.

Members discussed the MTC Commission Resolution 4210; the proposed changes as reported by Supervisor Cortese; the intent of both the changes to the MTC resolution as reported by Supervisor Cortese and ABAG Administrative Committee resolution with regards to placing in abeyance MTC's proposal for the ABAG Planning Department consolidation and proceeding with developing a Merger Implementation Plan.

Chair Pierce recognized a motion by Jim Spering, Supervisor, County of Solano, which was seconded by Mark Luce, Supervisor, County of Napa, to adopt ABAG Administrative Committee Resolution No. 12-15.

The following individual gave public comment: David Schonbrunn, TRANSDEF.

Chair Pierce directed the Clerk to conduct a roll call vote.

The ayes were: Cortese, Eklund, Gupta, Haggerty, Harrison, Luce, Mar, Pierce, Rabbitt, Spering.

The nays were: none.

Abstentions were: none.

Absent were: Pine (Alternate)

The motion passed unanimously.

Supervisor Cortese commented on the difference between the adopted ABAG Resolution No. 12-15 and a draft resolution.

Members discussed the importance of having both the adopted ABAG Resolution No. 12-15 and the proposed MTC Commission Resolution 4210, with changes reported by Supervisor Cortese, being in agreement.

Chair Pierce recognized a motion by Spering, which was seconded by Luce, to reconsider the adoption of ABAG Administrative Committee Resolution 12-15 and to amend the ABAG Administrative Committee Resolution 12-15 to read, "Now, therefore, be it resolved, that ABAG supports Resolution 4210 with the following modifications:"

There was no public comment.

There was no committee discussion.

Chair Pierce directed the Clerk to conduct a roll call vote.

The ayes were: Cortese, Eklund, Gupta, Haggerty, Harrison, Luce, Mar, Pierce, Rabbitt, Spering.

The nays were: none.

Abstentions were: none.

Absent were: Pine (Alternate)

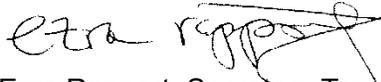
The motion passed unanimously.

4. ADJOURNMENT / NEXT MEETING

The meeting adjourned at about 9:38 a.m.

Next meeting: November 13, 2015 9:30 AM

Submitted:

A handwritten signature in black ink, appearing to read "Ezra Rapport". The signature is written in a cursive style with a long horizontal stroke extending to the right.

Ezra Rapport, Secretary-Treasurer

Date Submitted: October 30, 2015

Date Approved:

*For information, contact Fred Castro, Clerk of the Board, at (510) 464 7913 or
FredC@abag.ca.gov.*

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TO: Joint MTC Planning Committee with the ABAG
Administrative Committee

DATE: November 6, 2015

FR: ABAG Executive Director and MTC Executive
Director

RE: Staff Recommendation for Remaining Performance Targets (MTC Resolution No. 4204,
Revised)

This memorandum presents the staff recommendation for the four remaining performance targets for Plan Bay Area 2040. In September 2015, MTC and ABAG approved the Plan goals, as well as nine of the thirteen performance targets. Over the past two months, staff has sought feedback from jurisdictions and stakeholders to develop a recommendation for the remaining four targets. Staff is seeking action by the committees to refer the remaining Plan Bay Area 2040 targets for approval by the MTC Commission on November 18 and by the ABAG Executive Board on November 19.

Background

Performance-based planning is a central element of the long-range planning process for MTC and ABAG. In 2013, Plan Bay Area included a set of ten performance targets that were used to evaluate over a dozen different scenarios and hundreds of transportation projects. Plan Bay Area 2040 carries over the goals from the last Plan, as well as performance targets related to greenhouse gas emissions, open space & agricultural preservation, affordability and non-auto mode share. In total, thirteen performance targets will be used to compare scenarios, highlight tradeoffs between goals, analyze proposed investments and flag issue areas where the Plan may fall short. Performance targets will guide Plan development and will be supplemented in the future by required federal performance measures.

In September, MTC and ABAG adopted the goals and nine of the thirteen performance targets (refer to **Attachment A** for more detail). At that time, policymakers also directed staff to identify four more performance targets for consideration this month; these targets relate to adequate housing, displacement risk, jobs/wages and goods movement. This memorandum highlights the staff recommendation developed in response to this direction, which is being reviewed by the Regional Advisory Working Group, Regional Equity Working Group, MTC Policy Advisory Council, and MTC Planning / ABAG Administrative Committees this month.

Development Process for Staff Recommendation

Staff received clear direction from policymakers in September regarding the issue areas for each of the four remaining performance targets. However, for each issue area, there are a number of potential performance targets, each with their own strengths and weaknesses. To narrow down the field to the most promising candidates, staff scored potential targets' viability using the standard targets criteria identified in **Attachment B**. Stakeholder input was then sought at an October 6 meeting, at which point staff discussed options for the remaining performance targets. Staff received valuable feedback from approximately 50 attendees, ranging from local governments & congestion management agencies to non-governmental organizations representing equity, economic, and environmental interests.

The four proposed performance targets are highlighted in **Attachment A**, with specific methodologies included in **Attachment C**. The remainder of this memorandum discusses the rationale behind the staff recommendation for each performance target.

Proposed Target #2: Adequate Housing

ABAG and MTC staff have reached consensus on the Adequate Housing target language and are recommending using MTC's proposed language with inclusion of the explanation below. The Adequate Housing target relates to a Regional Housing Control Total per the settlement agreement signed with the Building Industry Association (BIA), which increases the housing forecast by the housing equivalent to in-commute growth. The forecast of households, jobs, population, and in-commute will remain as established by the approved forecast methodology and best practices.

Proposed Target #7: Equitable Access - Displacement Risk

The proposed performance target for risk of displacement seeks to eliminate displacement risk for low- and moderate-income renter households who live in one or more of the following geographies: Priority Development Areas (PDAs – the building blocks for Plan Bay Area 2040), Transit Priority Areas (TPAs – transit-rich areas defined by Senate Bill 375), or high-opportunity areas (as defined by the Kirwan Institute). This target aligns with adopted target #6, which emphasizes affordable housing production and preservation in these very same geographies.

Proposed Target #9: Economic Vitality - Jobs/Wages

Over the past few months, there has been significant discussion with stakeholders about the issue of middle-wage jobs. Middle-wage jobs have been declining in the Bay Area, impacting the region's economic diversity and stability. The challenge related to creating a middle-wage job performance target has been that many potential performance targets do not meet the criteria established for the Plan Bay Area 2040 process. However, given the significance of this issue, staff is recommending including a performance target related to middle-wage job creation despite the fact that it will not vary between scenarios. This modeling limitation is a result of the control total framework, which does not allow for any variance in the total number or type of jobs across the scenarios. The proposed target sets a goal of growing the Bay Area's middle-wage jobs at the same rate as overall regional job growth.

Proposed Target #10: Economic Vitality - Goods Movement

The proposed performance target for goods movement was designed to reflect concerns raised at the September joint committee meeting related to goods movement and traffic congestion. Given ongoing work with the Regional Goods Movement Plan, the proposed target focuses specifically on highway corridors identified as the Regional Freight Network¹ in that planning effort. It prominently reintroduces the issue of highway delay into Plan Bay Area 2040 by relying upon a revised version of a performance target last included in *Transportation 2035*.

Next Steps

- **November 18, 2015:** Seek ABAG Executive Board approval of all four remaining Plan Bay Area 2040 performance targets
- **November 19, 2015:** Seek MTC Commission approval of all four remaining Plan Bay Area 2040 performance targets
- **January 2016:** Release project performance assessment results for public review
- **Spring 2016:** Release scenario performance assessment results for public review

Ezra Rapport

Steve Heminger

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¹ The Regional Freight Network includes segments along the following highway corridors: I-880, I-80, I-580, US-101, I-680, SR-12/SR-37, SR-152 and SR-4; it was finalized earlier this year as part of the Goods Movement Plan.

ATTACHMENT A: STAFF RECOMMENDATION FOR REMAINING PLAN BAY AREA 2040 PERFORMANCE TARGETS

Goal	#	Proposed Target*	Same Target as PBA?
Climate Protection	1	Reduce per-capita CO ₂ emissions from cars and light-duty trucks by 15%	✓
Adequate Housing	2	House 100% of the region’s projected growth by income level without displacing current low-income residents and with no increase in in-commuters over the Plan baseline year	
Healthy and Safe Communities	3	Reduce adverse health impacts associated with air quality, road safety, and physical inactivity by 10%	
Open Space and Agricultural Preservation	4	Direct all non-agricultural development within the urban footprint (existing urban development and UGBs)	✓
Equitable Access	5	Decrease the share of lower-income residents’ household income consumed by transportation and housing by 10%	✓
	6	Increase the share of affordable housing in PDAs, TPAs, or high-opportunity areas by 15%	
	7	Reduce the share of low- and moderate-income renter households in PDAs, TPAs, or high-opportunity areas that are at an increased risk of displacement to 0%	
Economic Vitality	8	Increase by 20% the share of jobs accessible within 30 minutes by auto or within 45 minutes by transit in congested conditions	
	9	Increase by 35%** the number of jobs in predominantly middle-wage industries	
	10	Reduce per-capita delay on the Regional Freight Network by 20%	
Transportation System Effectiveness	11	Increase non-auto mode share by 10%	✓
	12	Reduce vehicle operating and maintenance costs due to pavement conditions by 100%	
	13	Reduce per-rider transit delay due to aged infrastructure by 100%	

* = text marked in blue highlights staff recommendation for four remaining performance targets

** = the numeric target for #9 will be revised later based on the final ABAG forecast for overall job growth

ATTACHMENT B: PRIMARY TECHNICAL CRITERIA FOR SELECTING PERFORMANCE TARGETS

Criterion for an Individual Performance Target

- 1** **Targets should be able to be forecasted well.**
A target must be able to be forecasted reasonably well using MTC's and ABAG's models for transportation and land use, respectively. This means that the target must be something that can be predicted with reasonable accuracy into future conditions, as opposed to an indicator that can only be observed.

- 2** **Targets should be able to be influenced by regional agencies in cooperation with local agencies.**
A target must be able to be affected or influenced by policies or practices of ABAG, MTC, BAAQMD and BCDC, in conjunction with local agencies. For example, MTC and ABAG policies can have a significant effect on accessibility of residents to jobs by virtue of their adopted policies on transportation investment and housing requirements.

- 3** **Targets should be easy to understand.**
A target should be a concept to which the general public can readily relate and should be represented in terms that are easy for the general public to understand.

- 4** **Targets should address multiple areas of interest.**
Ideally, a target should address more than one of the three "E's" – economy, environment, and equity. By influencing more than one of these factors, the target will better recognize the interactions between these goals. Additionally, by selecting targets that address multiple areas of interest, we can keep the total number of targets smaller.

- 5** **Targets should have some existing basis for the long-term numeric goal.**
The numeric goal associated with the target should have some basis in research literature or technical analysis performed by MTC or another organization, rather than being an arbitrarily determined value.

Criterion for the Set of Performance Targets

- A** **The total number of targets selected should be relatively small.**
Targets should be selected carefully to make technical analysis feasible within the project timeline and to ensure that scenario comparison can be performed without overwhelming decision-makers with redundant quantitative data.

- B** **Each of the targets should measure distinct criteria.**
Once a set of targets is created, it is necessary to verify that each of the targets in the set is measuring something unique, as having multiple targets with the same goal unnecessarily complicates scenario assessment and comparison.

- C** **The set of targets should provide some quantifiable metric for each of the identified goals.**
For each of the seven goals identified, the set of performance measures should provide some level of quantification for each to ensure that that particular goal is being met. Multiple goals may be measured with a single target, resulting in a smaller set of targets while still providing a metric for each of the goals.

ATTACHMENT C: PROPOSED PERFORMANCE TARGETS – BACKGROUND INFORMATION & METHODOLOGIES

Performance Target #2: Adequate Housing

House 100% of the region's projected growth by income level without displacing current low-income residents and with no increase in in-commuters over the Plan baseline year

Background Information

Similar to the greenhouse gas reduction target, California Senate Bill 375 requires Plan Bay Area to house all of the region's growth. This is an important regional issue given that long interregional trips – which typically have above-average emission impacts – can be reduced by planning for sufficient housing in the region.

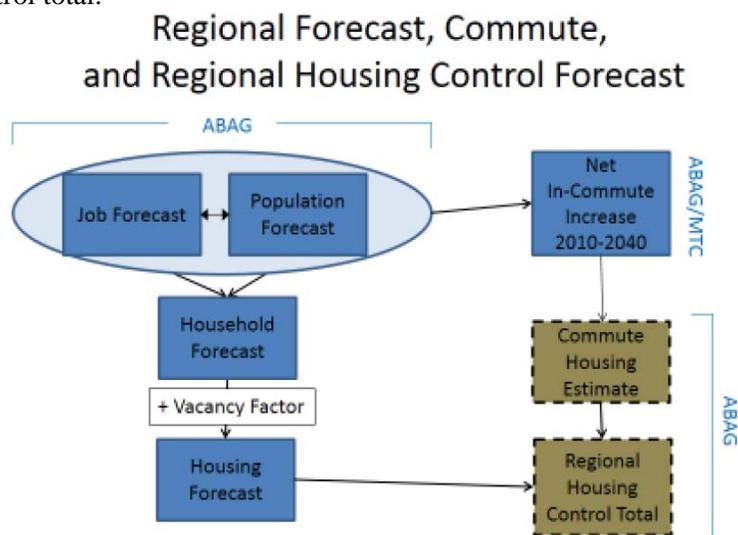
ABAG and MTC staff have reached consensus on the Adequate Housing target language and are recommending using MTC's proposed language with inclusion of the explanation below. The Adequate Housing target relates to a Regional Housing Control Total per the settlement agreement signed with the Building Industry Association (BIA) which increases the housing forecast by the housing equivalent to in-commute growth. The forecast of households, jobs, population, and in-commute will remain as established by the approved forecast methodology and best practices.

Past Experience

A similar version of this target was included in Plan Bay Area adopted in 2013, although the proposal for Plan Bay Area 2040 incorporates language clarifying how the regional housing control total will be calculated as agreed to by MTC, ABAG, and the Building Industry Association as part of a 2014 legal settlement. In 2013 Plan Bay Area housed 100% of the region's projected growth as defined under the adopted language from 2011.

Evaluation Methodology

Evaluation of this performance target will utilize the methodology relating to the Regional Forecast agreed to by both agencies. The regional housing control total will estimate the total number of units needed to accommodate all of the residents in the region plus the number of housing units that correspond to the in-commute increase. The number of units will include a reasonable vacancy level for circulation of units among movers. The figure below diagrams the overall regional forecast process that leads to a regional housing control total.



Performance Target #7: Equitable Access (Displacement Risk)

Proposed Target Language: Reduce the share of low- and moderate-income renter households in PDAs, TPAs, or high-opportunity areas that are at an increased risk of displacement to 0%

Background Information

Displacement has consistently been identified as a major concern for low-and-moderate-income households, who are most vulnerable to rising costs in the Bay Area's housing market. As households relocate to more affordable areas within and outside the region, they may lose not only their homes but also their social networks and support systems. The scale of displacement across the Bay Area has triggered major concerns among the region's elected officials who requested that displacement be directly addressed in Plan Bay Area.

The region's strong economy has brought many benefits such as employment growth, innovative technologies, and tax revenues for infrastructure improvements and public services. However, since housing production usually lags job creation, especially in a booming economy, there has been upward pressure on housing costs which is most keenly felt by households with the least resources. The working definition of displacement in this document is: *Displacement occurs when a household is forced to move from its place of residence due to conditions beyond its ability to control. These conditions may include unjust-cause eviction, rapid rent increase, or relocation due to repairs of demolition, among others.*

While there is currently no precise tool available to predict which and what number of households would be displaced from a given neighborhood, current research allows planners to measure existing and future displacement risk. According to the Regional Early Warning System for Displacement (REWS) study by the Center for Community Innovation at UC Berkeley (www.urbandisplacement.org), areas that are experiencing losses of low-income residents and affordable units are home to about 750,000 people. In general, areas of displacement and displacement risk are concentrated around high capacity transit corridors such as Caltrain on the Peninsula, BART in the East Bay, and in the region's three largest cities.

It is important to note that this approach highlights areas where low-income households are potentially vulnerable to displacement, however this study does not "predict" which specific neighborhoods will experience displacement, or how many households will be displaced in the future.

With a numeric target for displacement risk of 0%, ABAG and MTC are signaling the importance of this issue at the regional level. At the same time, regional agencies and stakeholders recognize that more specific local strategies will be needed beyond the scope of the Plan. The broader trend of risk is a function of job growth and wage disparities without an equal or greater expansion of adequate affordable housing at all income levels.

The performance target relies upon a consistent geography as target #6 (affordable housing), emphasizing minimization of displacement risk for low- and middle-income renters who live in PDAs, TPAs (transit priority areas, per Senate Bill 375), or high-opportunity areas (as defined under target #6). This ensures consistency between the region's goals for affordable housing and minimization of displacement risk.

Past Experience

This target is not new to Plan Bay Area 2040, although it represents a more refined version of a displacement risk measure that was based on overburdened renters in Plan Bay Area 2013 Equity Analysis. Overburdened renters served as a proxy for vulnerable populations. Using this methodology, the 2013 Equity Analysis estimated that the Plan increased the risk of displacement on Communities of Concern by 36% and 8% everywhere else. Current estimates from the REWS study suggest that this

methodology may have significantly underestimated the risk of displacement on lower-income households.

Evaluation Methodology

Regional agencies propose to measure displacement risk by measuring the decline of low and moderate-income households in PDAs, TPAs, or high-opportunity areas between the target baseline year and 2040.

In order to forecast the risk of displacement in 2040 relative to conditions in the baseline year, the analysis will compare the following three data points [*note that “lower-income” is defined as including both low- and moderate-income households*]:

- Number of lower-income renter households in the target baseline year in each census tract or TAZ;
- Number of lower-income households in 2040 as projected by ABAG through its demographic forecast; and
- Number of lower-income renter households in each census tract or TAZ in 2040 through UrbanSim, the land use model.

Working under the assumption that UrbanSim will be used for forecasting future renter household location patterns, the analysis will estimate which zones (e.g., census tracts or TAZs) gained or lost the total number and share of lower-income households – “projected” vs. “actual”. Zones designated as PDAs, TPAs, or high-opportunity areas that lost lower-income households (beyond 2 standard deviations from the regional mean to account for margin of error) would be defined as areas where there is risk of displacement. The share of lower-income households at risk of displacement would be calculated by dividing the number of lower-income households living in census tracts flagged as PDAs, TPAs, or high-opportunity areas with an increased risk of displacement by the total number of lower-income households living in census tracts flagged as PDAs, TPAs, or high-opportunity areas in 2040.

The relative risk of displacement for each Plan scenario will be estimated using this methodology. Relative risk is expected to vary between scenarios, since each scenario will allocate households across the region based on different growth patterns. A comparison of these relative risks will determine which scenario maximizes benefits or adverse impacts on lower-income households.

Performance Target #9: Economic Vitality (Jobs/Wages)

Proposed Target Language: Increase by 35% the number of jobs in predominantly middle-wage industries*

** = indicates that the numeric target will be revised based on the final ABAG forecast for overall job growth*

Background Information

As home to some of the world’s most innovative and successful businesses, the Bay Area boasted a gross regional product of \$631 billion in 2013, making it one of the world’s largest economies. However, the region’s economic prosperity is unevenly felt, as 36% of the region’s 1.1 million workers earn less than \$18 per hour with the majority of those earning even less than \$12 per hour. As the Bay Area’s cost of living (particularly housing costs) continues to skyrocket, a decent quality of life is becoming increasingly out of reach for hundreds of thousands of workers, particularly those without higher education.

The proposed performance target acknowledges the importance of middle-wage jobs in the Bay Area’s economy. The numeric target is based on a goal to preserve the target baseline year share of middle-wage jobs - by growing middle-wage jobs at the same rate as the region’s overall growth in total jobs.

The exact numeric target will be updated in early 2016 to make it fully consistent with the overall job growth rate forecast from the finalized control totals.

Past Experience

This target is new to Plan Bay Area 2040, as the issue of middle-wage jobs was not specifically addressed in Plan Bay Area.

Evaluation Methodology

The number of jobs in predominantly middle-wage industries would be forecast using ABAG's Forecast of Housing, Population and Jobs. This target expects a proportional growth of jobs in predominantly middle-wage industries to the region's overall growth in jobs; preliminary forecasts show overall job growth of approximately 35% between the target baseline year and 2040.

Given that some industries have a higher proportion of middle-wage jobs than others, ABAG will use the number of jobs in predominantly middle-wage industries as a proxy for the number of middle-wage jobs. Presently, forecasting limitations do not allow us to project the number of jobs in individual occupations (i.e., how many nurses there will be in 2040); however, ABAG can project the sectoral makeup of jobs within different industries. The share of middle-wage jobs within each industry will be identified using baseline data for wage breakdowns by industry; the share of middle-wage jobs in a given industry today will be assumed to be the same in 2040 for the purpose of target forecasting.

Notably, this target will not differ between scenarios, typically a requirement for performance targets. All regional forecast totals are held constant throughout the Plan process in order to focus on the Plan's different transportation investments and land use patterns and to assure consistency within the EIR analysis. In this sense, this performance target is more of an aspirational target, rather than a measure that can be compared across scenarios.

Performance Target #10: Economic Vitality (Goods Movement)

Proposed Target Language: Reduce per-capita delay on the Regional Freight Network by 20%

Background Information

This target reflects the importance of goods movement as a component of the region's overall economy. In addition to ensuring access to and from the Port of Oakland – a major economic engine for the Bay Area – goods movement is critical in supporting agricultural and industrial sectors in the region. This proposed target focuses specifically on how trucks – the primary mode for goods movement – are affected by traffic congestion. While truck traffic cannot be forecasted with a high level of precision, this performance target captures the delay on high-volume truck corridors already identified by the Regional Goods Movement Plan.

The numeric target, reflecting a goal of reducing per-capita delay on these corridors by 20 percent, was based on *Transportation 2035* (adopted in 2009). That plan was the most recent long-range regional plan to incorporate a delay target, as Plan Bay Area did not have a specific target related to goods movement. While *Transportation 2035* focused on delay across the entire network, this performance target is slightly refined to focus in on goods movement corridors under the overarching goal of Economic Vitality.

Past Experience

This target is similar to a performance target used in *Transportation 2035*; however, no targets related to congestion reduction or goods movement were included in Plan Bay Area. In *Transportation 2035*, per-capita congestion increased as a result of capacity-constrained infrastructure (combined with robust pre-recession employment forecasts). Plan Bay Area congestion forecasts, included in the Environmental Impact Report (EIR), also showed a significant increase in congestion between baseline year and horizon year conditions.

Evaluation Methodology

In addition to calculating total delay, Travel Model One can output vehicle hours of delay for specific corridors. To calculate this target, the appropriate corridors will be flagged for analysis based on the Regional Freight Network from the ongoing goods movement plan; these include segments of the following highway corridors: I-880, I-80, I-580, US-101, I-680, SR-12/SR-37, SR-152 and SR-4. Vehicle hours of delay on this network will be calculated for a typical weekday and will be based on the differential between forecasted and free-flow speeds. The total vehicle hours of delay accrued on the network identified above will then be divided by the regional population to calculate the per-capita delay along these freeway segments. Note that rail freight delay – which is a relatively small component of both overall goods movement and goods movement delay in the Bay Area – is not reflected in the target due to travel model limitations.

Date: September 23, 2015
W.I.: 1212
Referred by: Planning Committee
Revised: 11/18/15-C

ABSTRACT

Resolution No. 4204, Revised

This resolution adopts the goals and performance targets for Plan Bay Area 2040.

This resolution was amended on November 18, 2015 to reflect the selection of the four remaining performance targets for Plan Bay Area 2040, previously included as placeholders in September 2015.

Further discussion of this action is contained in the MTC Executive Director's Memoranda to the Planning Committee dated September 4, 2015 and November 6, 2015 and to the Commission dated September 16, 2015 and November 11, 2015.

Date: September 23, 2015
W.I.: 1212
Referred by: Planning Committee

Re: Adoption of Goals and Performance Targets for Plan Bay Area 2040

METROPOLITAN TRANSPORTATION COMMISSION
RESOLUTION NO. 4204

WHEREAS, the Metropolitan Transportation Commission (MTC) is the regional transportation planning agency for the San Francisco Bay Area pursuant to Government Code Sections 66500 et seq.; and

WHEREAS, SB 375, Chapter 728, Statutes of 2008, amended Sections 65080, 65400, 65583, 65584.01, 65584.02, 65584.04, 65587, and 65588 of, and added Sections 14522.1, 14522.2, and 65080.01 to, the Government Code, and amended Section 21061.3 of, to add Section 21159.28 to, and to add Chapter 4.2 (commencing with Section 21155) to Division 13 of, the Public Resources Code, relating to environmental quality; and

WHEREAS, SB 375 requires MTC and Association of Bay Area Governments (“ABAG”) to adopt a Sustainable Communities Strategy (SCS), referred to as Plan Bay Area 2040 (“the Plan”); and

WHEREAS, SB 375 specifies how MTC and the ABAG are to collaborate in the preparation of the Plan; and

WHEREAS, MTC and ABAG may elect to set performance targets for the purpose of evaluating land use and transportation scenarios to help inform selection of a draft and final Plan; and

WHEREAS, goals and performance targets adopted by MTC and ABAG will be applied in the planning process at the regional level and do not constitute standards, policies or restrictions that apply to decisions under the jurisdiction of local governments; and

WHEREAS, MTC and ABAG have solicited extensive input from local governments, partner transportation agencies, the MTC Policy Advisory Council, the Regional Equity Working Group, and other regional stakeholders on goals and performance targets; and

WHEREAS, Attachment A to this resolution, attached hereto and incorporated herein as though set forth at length, lists a set of goals and performance targets representing environmental, economic and equity outcomes MTC and ABAG hope to achieve through the Plan; and

WHEREAS, the goals and performance targets in Attachment A provide a framework for both quantitative and qualitative assessment of potential transportation projects to inform decisions about the projects to be included in the financially constrained element of the Plan; and

WHEREAS, MTC and ABAG will periodically measure progress toward the performance targets in order to assess the impacts of regional and local policies and investments, modify or adjust programs or policies, modify or adjust performance targets, or inform development of future Plan updates, now, therefore be it

RESOLVED, MTC adopts the goals and performance targets set forth in Attachment A.

METROPOLITAN TRANSPORTATION COMMISSION

David Cortese, Chair

The above resolution was entered into by the
Metropolitan Transportation Commission
at a regular meeting of the Commission held in
Oakland, California, on September 23, 2015.

Goals and Performance Targets for Plan Bay Area 2040

Goal	#	Performance Target
Climate Protection	1	Reduce per-capita CO ₂ emissions from cars and light-duty trucks by 15%
Adequate Housing	2	House 100% of the region's projected growth by income level without displacing current low-income residents and with no increase in in-commuters over the Plan baseline year
Healthy and Safe Communities	3	Reduce adverse health impacts associated with air quality, road safety, and physical inactivity by 10%
Open Space and Agricultural Preservation	4	Direct all non-agricultural development within the urban footprint (existing urban development and UGBs)
Equitable Access	5	Decrease the share of lower-income residents' household income consumed by transportation and housing by 10%
	6	Increase the share of affordable housing in PDAs, TPAs, or high-opportunity areas by 15%
	7	Reduce the share of low- and moderate-income renter households in PDAs, TPAs, or high-opportunity areas that are at an increased risk of displacement to 0%
Economic Vitality	8	Increase by 20% the share of jobs accessible within 30 minutes by auto or within 45 minutes by transit in congested conditions
	9	Increase by 35%* the number of jobs in predominantly middle-wage industries
	10	Reduce per-capita delay on the Regional Freight Network by 20%
Transportation System Effectiveness	11	Increase non-auto mode share by 10%
	12	Reduce vehicle operating and maintenance costs due to pavement conditions by 100%
	13	Reduce per-rider transit delay due to aged infrastructure by 100%

** = the numeric target for #9 will be revised later based on the final ABAG forecast for overall job growth*

October 16, 2015

Dave Vautin
Metropolitan Transportation Commission
101 8th Street
Oakland, CA 94607
dvautin@mtc.ca.gov

Re: Feedback on proposed Plan Bay Area Performance Target #9 (Jobs/Wages)

Dear Mr. Vautin:

Thank you for all your work on the Jobs/Wages Performance Target (Target #9) for Plan Bay Area. As members and supporters of the Bay Area Quality Jobs Network of the 6 Wins, we would like to offer the following comments on the proposed Options #1 and #2 (as provided in the “Remaining Targets” memo dated Oct. 6, 2015):

Proposed Option #1 Focuses on the Bay Area’s Biggest Economic Challenge

Of the two options proposed for Target #9, we strongly support Option #1, “Increase by 35%* the number of jobs in predominantly middle-wage industries.”

This target focuses directly on the primary problem: the growth of wage inequality and the rapidly shrinking share of middle-wage, family-supporting jobs accessible to Bay Area residents.

Land use and transportation planning and investment plays a significant role in shaping economic development. With appropriate economic development goals the Plan Bay Area 2040 and its implementing projects can reflect an intent to retain and create more middle-wage jobs and make those jobs accessible to Bay Area’s lower-income residents. We understand that Plan Bay Area is certainly not the only factor affecting the jobs mix. But neither is it the only factor affecting the housing market (Target #2), pavement conditions (Target #12), or residents’ levels of physical activity (Target #3). In the same vein, Option #1 will open up a space in Plan Bay Area to focus on the ways in which regional and local growth patterns and decision-making do impact the jobs mix, and to do our share to address this challenge.

In contrast, Option #2, “Increase by 35%* the number of jobs in predominantly middle-wage industries accessible within 30 minutes by auto or 45 minutes by transit in congested conditions,” does not address the primary problem, and furthermore, is a near-duplicate of the already adopted Target #8 (Reso. No. 4204, adopted 9/23/15). Ensuring a robust transportation network that links people to jobs is certainly important. But there is no obvious reason to create a second target that measures the same metric for middle-wage jobs only. We have not seen any data suggesting that existing middle-wage workers have substantially *more* difficulty getting to work than do existing low-wage workers.

Increasing transportation access to middle-wage jobs without also working to increase the number and share of jobs which are middle-wage is likely to have little impact, since we already have too many people chasing after far too few middle-wage jobs.

The Bay Area Needs to Both *Preserve* and *Expand* Middle-Wage Jobs

We understand that the benchmark for this target (currently 35%) is proposed to set a goal of keeping the share of middle-wage jobs stable, rather than targeting an increased share. While we strongly believe that the Bay Area needs to not just maintain, but increase its share of middle-wage jobs, stopping the bleeding is the first step.

If the final adopted target remains at a level consonant with preserving rather than increasing middle-wage jobs, we urge MTC and ABAG to simultaneously adopt a strong statement committing to revisit the topic between now and the next update of Plan Bay Area to work towards strategies that would enable us to set and reach a more ambitious goal for PBA 2022.

Modeling Constraints Should Not Dictate Our Region's Goals

We understand that the model used to analyze alternative scenarios for Plan Bay Area (UrbanSim) does not currently have the capacity to forecast the impacts of different scenarios or programs on the jobs mix, and that as a consequence, the model output would show no difference between varied scenarios with respect to performance on Option #1.

While it would certainly be ideal to be able to model this target, the model limitations should not lead us to avoid setting goals on critical issues impacting the region. Rather, let's acknowledge that we do not currently have the technical capacity to accurately forecast it, and instead focus on gaining good understanding of current conditions as a baseline, and use those to inform planning, program and policy approaches.

We would further suggest a long-term goal to work towards being able to incorporate these indicators into the modelling methodology in time for the next update of Plan Bay Area.

We Need to Measure Wages Accurately to Reflect Geographic Differences and Recognize that Labor Markets Can Change

The formulation “predominantly middle-wage industries”, used in both options for the Jobs/Wages Performance Target, is problematic. Using industries as a proxy for wages embeds at least two assumptions: that the wage distribution in an industry is the same everywhere in the Bay Area, and that the wage distribution stays the same over time. These assumptions fail to acknowledge the ability of policies or strategies that change industry dynamics to bring low-wage jobs up to a livable wage; or conversely, to push wages downward in formerly middle-wage industries.

In short: Wage distribution is not an inherent or immutable characteristic of an industry.

- It varies over time.
- It varies by geography. A single industry, like food manufacturing, might be considered low-wage in one part of the Bay Area but middle-wage in another part.
- It varies widely within an industry sector. For example, retail is overall one of the biggest low-wage sectors; but there are middle-wage retailers. And health care is considered a middle-wage sector, but there are some health care industries that are almost entirely low-wage, such as home health care.
- Finally, it varies depending on a wide range of public policies. Some of those, like trade and immigration, are outside of the region's ability to impact. But there are others that can be influenced locally and in which many local governments are already engaged: minimum wages, zoning requirements, local, targeted or first source hiring, business attraction/retention strategies, and more.

Following are two possible approaches which might help the regional agencies to obtain an accurate picture of current conditions:

1) If we cannot get accurate data on wages for individual jobs (as opposed to using industry averages as a proxy), consider looking at people instead (i.e., household rather than establishment data): average weekly wages for full-time workers, or annual earnings from work. This doesn't translate directly to an hourly wage rate, but it gives a more holistic picture of workers' pay that includes the impacts of underemployment.

– OR –

2) If the regional agencies prefer to maintain the industry approach, use detailed industries – ideally 6-digit NAICS[i] – and differentiate by geography at least down to the county level. We cannot assume that the middle-wage industries in San Francisco (for example) are the same as the middle-wage industries in Napa.

Thank you for the opportunity to provide input on this critical priority for the Bay Area.

Sincerely,

Angela Glover Blackwell, President and CEO, PolicyLink

Belén Seara, Director of Community Relations, San Mateo County Union Community Alliance

Bob Allen, Urban Habitat

David Zisser, Public Advocates

Louise Auerhahn, Director of Economic & Workforce Policy, Working Partnerships USA

Rev. Earl W. Koteen, Sunflower Alliance

Rick Auerbach, Staff, West Berkeley Artisans & Industrial Companies

Tim Frank, Director, Center for Sustainable Neighborhoods

[i] Higher-level NAICS codes hide major variation between detailed industries. For example, here are average weekly wages for a few selected industries in Alameda County:

Industries within NAICS 5617:

<u>6-digit industry</u>	<u>Average weekly wage</u>
NAICS 561710 Exterminating and pest control services	\$989
NAICS 561720 Janitorial services	\$442
NAICS 561730 Landscaping services	\$688
NAICS 561740 Carpet and upholstery cleaning services	\$556
NAICS 561790 Other services to buildings and dwellings	\$702

Industries within NAICS 33441:

<u>6-digit industry</u>	<u>Average weekly wage</u>
NAICS 334412 Bare printed circuit board manufacturing	\$1,114
NAICS 334413 Semiconductors and related device mfg.	\$2,098
NAICS 334416 Capacitor, transformer, and inductor mfg.	\$1,453
NAICS 334417 Electronic connector manufacturing	\$1,829
NAICS 334418 Printed circuit assembly manufacturing	\$1,216
NAICS 334419 Other electronic component manufacturing	\$960

Industries within NAICS 54151:

<u>6-digit industry</u>	<u>Average weekly wage</u>
NAICS 541511 Custom computer programming services	\$3,375
NAICS 541512 Computer systems design services	\$2,047
NAICS 541513 Computer facilities management services	\$5,968
NAICS 541519 Other computer related services	\$1,162

(Source: Quarterly Census of Employment and Wages - Bureau of Labor Statistics, 2014Q1)

Plan Bay Area 2040



STAFF RECOMMENDATION FOR REMAINING PERFORMANCE TARGETS



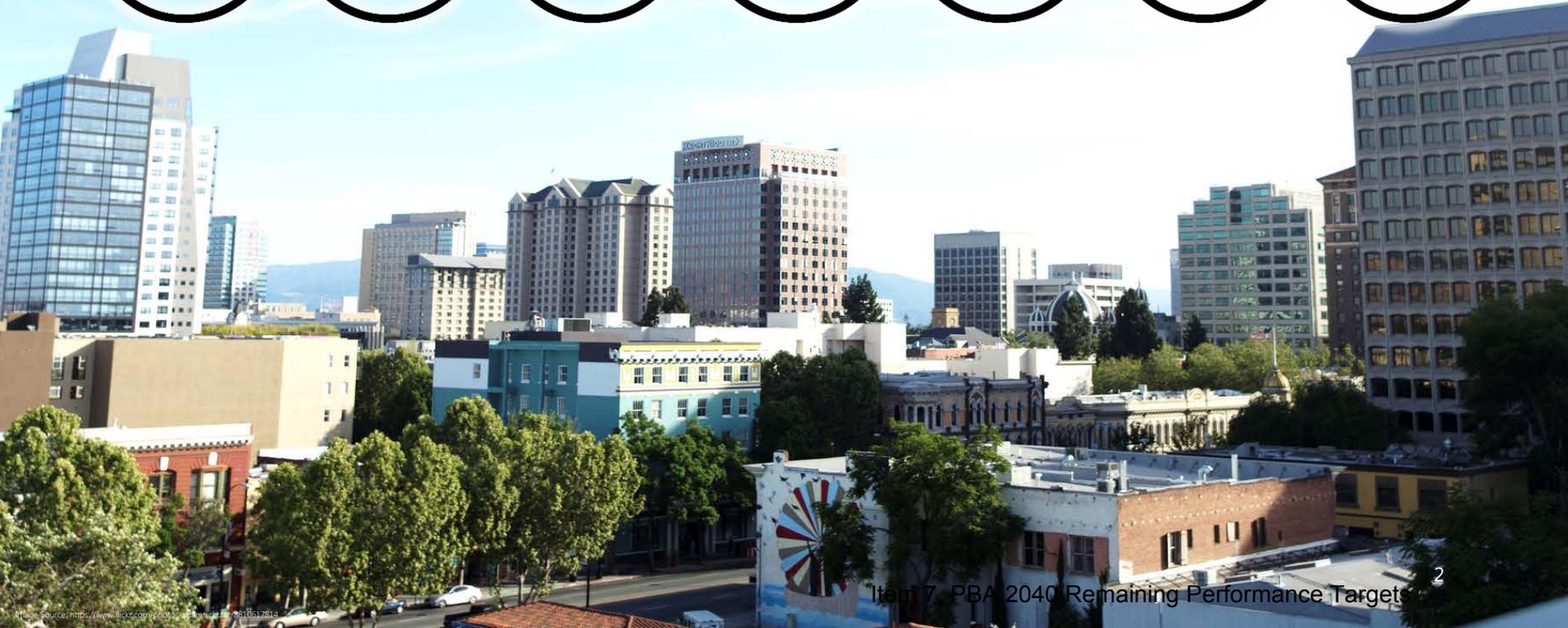
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Joint MTC Planning Committee with the ABAG Administrative Committee
November 13, 2015

Item 7, PBA 2040 Remaining Performance Targets

Plan BayArea 2040

Plan goals, along with nine of the thirteen performance targets, were approved by MTC and ABAG in September.



Goals & Performance Targets *(adopted in September)*

	CLIMATE PROTECTION	1	Reduce per-capita CO ₂ emissions from cars and light-duty trucks by 15%
	ADEQUATE HOUSING	2	----- Placeholder -----
	HEALTHY AND SAFE COMMUNITIES	3	Reduce adverse health impacts associated with air quality, road safety, and physical inactivity by 10%
	OPEN SPACE AND AGRICULTURAL PRESERVATION	4	Direct all non-agricultural development within the urban footprint (existing urban development and UGBs)
		5	Decrease the share of lower-income residents' household income consumed by transportation and housing by 10%
	EQUITABLE ACCESS	6	Increase the share of affordable housing in PDAs, TPAs, or high-opportunity areas by 15%
		7	----- Placeholder -----

Goals & Performance Targets *(adopted in September)*



ECONOMIC VITALITY

8

Increase by **20%** the share of jobs accessible within 30 minutes by auto or within 45 minutes by transit in congested conditions

9

----- Placeholder -----

10

----- Placeholder -----



TRANSPORTATION SYSTEM EFFECTIVENESS

11

Increase non-auto mode share by **10%****

12

Reduce vehicle operating and maintenance costs due to pavement conditions by **100%**

13

Reduce per-rider transit delay due to aged infrastructure by **100%**

Proposed Target #2: Adequate Housing

House 100% of the region's projected growth by income level without displacing current low-income residents and with no increase in in-commuters over the Plan baseline year

Proposed target language aligns with MTC recommendation from September 2015 meeting. ABAG and MTC now reached consensus on target language listed above.



Proposed Target #7: Equitable Access – Displacement Risk

Reduce the share of low- and moderate-income renter households in PDAs, TPAs, or high-opportunity areas that are at an increased risk of displacement to 0%

Why was this target selected as the staff recommendation?

- Emphasizes ensuring no increase in risk of displacement compared to 2010 (*land use forecast baseline*)



Proposed Target #9: Economic Vitality – Jobs/Wages

Increase by 35%* the number of jobs in predominantly middle-wage industries

** = numeric target will be revised later based on final ABAG overall job growth forecast*

Why was this target selected as the staff recommendation?

- Most responsive option available for responding to stakeholder concerns about living-wage job growth
- Simple and easy to understand (i.e., preserve the year 2010 share of jobs in middle-wage industries)



Proposed Target #10: Economic Vitality – Goods Movement

Reduce per-capita delay on the Regional Freight Network by 20%

*Why was this target selected
as the staff recommendation?*

- Reflects concerns amongst stakeholders about nexus between traffic congestion and goods movement
- Focuses specifically on corridors with high truck volumes identified in the Regional Goods Movement Plan
- Restores delay target from *Transportation 2035*



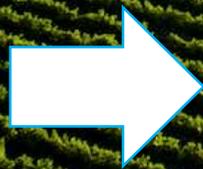
Plan BayArea 2040

With the adoption of the remaining performance targets, the planning process can advance to the project & scenario evaluation phase.



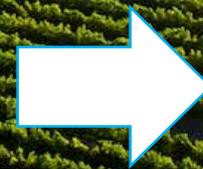
2015

Goals & Targets
Project Evaluation



2016

Scenario Evaluation
Tradeoff Discussions



2017

EIR Process
Plan Approval

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TO: Joint MTC Planning Committee with the ABAG
Administrative Committee

DATE: November 6, 2015

FR: ABAG Executive Director and MTC Executive Director

RE: Plan Bay Area 2040 Scenario Planning Approach and Draft Scenario Concepts

Background

ABAG and MTC are beginning the process of developing three land use and transportation scenarios to inform discussions about the strategic update of Plan Bay Area, Plan Bay Area 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. A vital part of the Plan Bay Area 2040 plan development process, scenarios represent alternative Bay Area futures based on distinct land use development patterns and transportation investment strategies.

Scenario Planning Approach

The MTC Public Participation Plan, adopted in February 2015, lays out Plan Bay Area 2040's scenario development approach. This approach can be summarized as follows:

- One round of scenario analysis and evaluation will be conducted, and a maximum of three scenarios will be developed;
- The scenarios will be constructed in an effort to achieve Plan Bay Area 2040's goals and performance targets;
- The scenarios will be designed to inform the selection of a preferred scenario; and,
- The same scenario alternatives will be carried over into the Environmental Impact Report (EIR) process.

Attachment 1 explains ABAG and MTC's approach to scenario planning in more detail.

Draft Scenario Concepts

On October 6 and October 7, ABAG and MTC held two scenario workshops at the Regional Advisory Working Group (RAWG) and ABAG's Regional Planning Committee, respectively, to present and discuss three draft scenario concepts (Attachment 2). The purpose of the workshops was to receive feedback on the initial concepts, as well as specific strategies for how to maximize their effectiveness. Some 80 participants attended the RAWG workshop on October 6, representing a mix of staff from local planning agencies, transit operators, CMA staff, as well as leaders from business, building, environmental, public health and social justice organizations. A number of members of MTC's Policy Advisory Council also joined the dialogue. Another 50 people attended the October 7 meeting of ABAG's Regional Planning Committee, which included a range of public sector, nonprofit and community representatives as well as local elected officials.

After a short overview of our Plan Bay Area 2040 scenario development approach (Attachment 1), participants at the workshops had the opportunity to engage in small-group discussions around the draft scenario concepts. Participants were asked for their feedback on the draft scenario concepts, and their suggested housing, jobs and transportation policy strategies that would allow each scenario

concept to be successful in achieving the same Plan Bay Area 2040 goals. After reviewing the draft scenario concepts, workshop participants were then asked what they found most promising and most challenging and any other important issues for consideration in developing scenarios. A complete summary of the workshop comments organized by overall goals for scenario planning; general comments on the process; and specific comments on each of the three draft scenario concepts are found in Attachment 3.

Next Steps

Once refined, these scenario concept narratives will provide a framework for the scenario alternatives, which will be developed and evaluated to understand the effects of different combinations of land use and transportation strategies on our shared goals and targets. Key milestones include the release of scenarios in early 2016 and the selection of a preferred scenario in June 2016. The scenario planning process and next steps are detailed in Attachment 4.

Ezra Rapport

Steve Heminger

ER / SH: an

Attachments

1. Scenario Planning Approach
2. Draft Scenario Concepts
3. Workshop Comments Summary
4. Scenario Development Process
5. Scenario Planning Approach Presentation

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Scenario Planning Approach

Background

In July 2013, MTC and ABAG adopted Plan Bay Area 2013 as the Bay Area's first Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS). The plan responds to State Law (SB 375) requiring the preparation of an integrated land-use and transportation plan to meet greenhouse gas (GHG) emission reduction targets. A lot has changed in the Bay Area since the Plan's adoption, as the region's economy is growing rapidly and housing costs continue to increase, and many communities have recently completed land use plans that envision how to accommodate future growth.

MTC and ABAG are required to update the RTP/SCS every four years. In spring 2015, MTC and ABAG began a limited and focused update of Plan Bay Area 2013, called Plan Bay Area 2040 (PBA 2040). From late April through May, a series of open houses were conducted across the region to introduce the public to the PBA 2040 update process, seek comments on goals and targets, and receive feedback on local priorities across a wide range of issue areas. The comments and feedback were compiled and shared with the Regional Advisory Working Group (RAWG) as well as MTC and ABAG other committees and working groups, in July 2015. Meanwhile, over the past several months, MTC and ABAG have presented information regarding PBA 2040's proposed Goals and Performance Targets, Regional Forecasts, and Project Performance Assessment to the RAWG, the MTC Planning and ABAG Administrative Committees, and various other committees and working groups. With the Goals and Performance Targets up for adoption this fall and the Regional Forecasts underway, the next milestone is to develop and evaluate regional scenarios that integrate land use and transportation strategies.

What is Scenario Planning?

Scenario planning is a common way for organizations such as MTC and ABAG to analyze and communicate the effects of different combinations of land use and transportation strategies on regional goals and targets.

Scenarios can help articulate alternative future paths and provide information to help partner agencies, local jurisdictions, and the general public understand trade-offs. Scenarios can be constructed to modify the status quo, analyze and evaluate strategies that may be practically or politically challenging, and engage the region in a common dialogue about planning for our common future.

Constructing and communicating scenarios generally requires adherence to the following principles:

- **Develop a small number of scenarios.** A good regional planning process should advance a short list of coherent scenarios that can be clearly communicated. This can be challenging, because the strategies underpinning scenarios can be arranged in an infinite number of ways.
- **Construct a preferred scenario.** Since an infinite number of scenarios can theoretically be constructed, it is not appropriate to conduct a "winner takes all" approach to scenario planning. Rather, a "preferred scenario" can incorporate some of the best ideas from each scenario alternative. This can be challenging, because most people naturally gravitate toward voting for a favorite scenario out of the alternatives presented.
- **Balance sophistication with simplicity.** Scenarios should be meaningful for the most engaged and sophisticated observers, but also be easy to communicate to a broad spectrum of people around the region. This can be challenging, because scenarios may seem overly simplistic to some audiences or cryptic to other audiences.

Scenario Planning in Plan Bay Area 2013

For Plan Bay Area 2013, MTC and ABAG conducted extensive outreach to develop multiple rounds of scenario development and evaluation. This led to the development and adoption of the preferred land use distribution and transportation investment strategy (preferred scenario). Once the preferred scenario was adopted, another set of scenarios was developed and evaluated as alternatives within Plan Bay Area 2013's Environmental Impact

Report (EIR). These multiple rounds of scenario development required a tremendous amount of time and effort on the part of MTC and ABAG, partner agencies, local jurisdictions, working groups and committees. In retrospect, this process may also have created confusion due to the large number of scenario alternatives (13 alternatives in total). As a result, in early project scoping meetings for PBA 2040, MTC and ABAG proposed a simplified approach to scenario planning as described in the following sections.

Recommended approach to PBA 2040 Scenario Development

As described in a July 2014 memo to the MTC Planning Committee and ABAG Administrative Committees, MTC and ABAG's approach for this RTP/SCS will be to conduct a limited and focused update, building off the core framework established in Plan Bay Area 2013. One key difference between Plan Bay Area 2013 and its update – PBA 2040 – is that PBA 2040 does not include the Regional Housing Need Allocation (RHNA), which will be included again in the 2021 RTP/SCS. The RHNA process required a great deal of outreach and planning work that will not be necessary for PBA 2040. In addition, this will not be the region's first RTP/SCS, so we can build on lessons learned in the first integrated transportation and land use planning effort.

The MTC Public Participation Plan, adopted in February 2015, lays out PBA 2040's scenario development approach. This approach can be summarized as follows:

- One round of scenario analysis and evaluation will be conducted, and a maximum of three scenarios will be developed;
- The scenarios will be constructed in an effort to achieve PBA 2040's goals and performance targets;
- The scenarios will be designed to inform the selection of a preferred scenario; and,
- The same scenario alternatives will be carried over into the Environmental Impact Report (EIR) process.

Additionally, in order to analyze and evaluate the scenario alternatives, each scenario output will include, at a minimum:

- **Land use**
 - Total jobs by PDA and city;
 - Total housing units and households by PDA and city; and
 - Total population by PDA and city.
- **Transportation**
 - Investments by mode and purpose; and,
 - GHG and other travel model outputs for performance targets assessment.

Specific Process and Timeline for Developing and Evaluating Scenarios

The scenario development and evaluation process will occur over the next nine months, with MTC and ABAG adopting a preferred scenario in June 2016. MTC and ABAG, using input from the public workshops held in Spring 2015, partner agencies, working groups, and committees will develop and evaluate three alternative scenarios composed of land use and transportation strategies.

The scenario planning process will have three phases:

- **Scenario Development.** In October, MTC and ABAG staff hosted scenario development workshops with the RAWG and ABAG Regional Planning Committee (RPC) to kick off the scenario planning process; gather input on the draft scenario concepts; and identify potential jobs, housing and transportation strategies to support the scenario concepts. These workshops will help shape the development of the three scenario alternative concepts and their respective strategies.

Following the October workshops, MTC and ABAG staff will present the draft scenario concepts in November to the MTC Planning and ABAG Administrative Committees, ABAG Executive Board, and other committees and working groups as appropriate, for additional feedback.

In February and March 2016, MTC and ABAG staff will present to the RAWG, RPC, the MTC Planning and ABAG Administrative Committees, and the ABAG Executive Board defined scenario alternatives that show

different options for distributing forecasted housing, population, and employment growth, as well as the high performing projects of the project performance assessment and the costs to maintain and operate our existing transportation system.

- **Scenario Evaluation.** Following the November 2015 joint meeting of the MTC Planning and ABAG Administrative Committees, MTC and ABAG staff will begin an iterative process of scenario evaluation and refinement of each scenario’s land use and transportation strategies to meet regional goals and targets. MTC and ABAG staff will use regional models, described in more detail in the following section, to develop and analyze the scenarios.

In March 2016, MTC and ABAG staff will present to the RAWG, the MTC Planning and ABAG Administrative Committees, and other committees and working groups as appropriate, the results of the performance targets and equity assessments for each of the three scenario alternatives.

In April 2016, MTC and ABAG will host public workshops to discuss the scenario alternatives and the results of their evaluation.

- **Scenario Adoption.** Following the April 2016 public workshops, MTC and ABAG staff will create a draft preferred scenario based on feedback from the public, local jurisdictions, MTC and ABAG’s partner agencies, working groups, and committees. The draft preferred scenario will incorporate strategies that best achieve the adopted PBA 2040 goals and performance targets and equity metrics.

In May 2016, MTC and ABAG staff will present the draft preferred scenario to the RAWG, the MTC Planning and ABAG Administrative Committees, and ABAG Executive Board. Their input will be used to refine the preferred scenario before the MTC Commission and ABAG Executive Board are asked to adopt the final preferred scenario at a joint June 2016 meeting.



Figure 1

Modeling Tools

MTC and ABAG staff will use modeling tools to assist in the development and analysis of scenarios. The integration of the regional land use and travel demand models allows for analysis of how land use policies will affect transportation outcomes and how transportation projects and policies will affect land use outcomes. The models allow us to perform our targets assessment for each scenario.

- **UrbanSim.** This regional land use forecasting model relies on regional control totals of jobs, housing, and population, developed and adopted by ABAG, to analyze the effects of land use and transportation strategies on the forecasted regional development pattern. The model simulates the interactions of households, businesses, developers, and governments within the urban market. The model will produce land use outputs, including the forecasted location of new jobs and housing for each scenario alternative. MTC and ABAG staff will evaluate the model outputs through an extensive planning process involving input by local jurisdictions.
- **Travel Model One.** The regional travel demand model relies on UrbanSim’s forecasted regional development pattern to analyze the significance of transportation impacts and estimate travel outcomes, including vehicle miles traveled, vehicle hours of delay, and accessibility for each scenario alternative.

Common Assumptions for All Scenarios

There are a number of core assumptions that will stay the same across different scenarios:

- **Regional Forecast – Total Jobs, Housing, and Population (Control Totals).** ABAG’s adopted regional forecast will set control totals for the total jobs, housing, and population in the region. This total number will not vary across scenarios.
- **Regional Housing Need Allocation (RHNA).** In 2013, ABAG adopted the *Final Regional Housing Need Plan for the San Francisco Bay Area: 2014-2022*, including the final housing unit allocations, by income, to local jurisdictions in the region. The three scenario alternatives will reflect the adopted 2013 RHNA, and will not vary across scenarios. The next RHNA process will occur in coordination with the 2021 RTP/SCS.
- **Regional PDA and PCA Framework.** PDAs and PCAs are locally nominated and their geography will not vary across scenarios; however, the extent to which growth is emphasized in PDAs and land in PCAs is conserved may be considered as strategies.
- **Regional Transportation Revenue Sources.** MTC develops a revenue forecast that accounts for all reasonably assumed revenue sources to 2040. The total amount of revenues and sources will not vary across scenarios; however, certain revenue enhancements may be considered as strategies.
- **Regional Committed Transportation Network.** The committed transportation network represents the existing transportation infrastructure and proposed transportation improvements that are fully funded and under construction. The committed transportation network will not vary across scenarios.

Strategies Varying Across Scenarios

The differences in scenario alternatives will be driven by alternative distributions of strategies, which generally comprise a short set of land use and housing policies, transportation policies, and transportation investments. While not an exhaustive list, the strategies generally encompass the following actions:

- **Land Use Strategies** that change a community’s capacity for new development or incentivize a particular type or location of growth, such as changes to zoning, fees and subsidies, incentives and growth boundaries.
- **Transportation Strategies**
 - Transportation Investments- includes strategies for different types of transportation investments by category (expansion, maintenance, state of good repair, etc.), and mode (highway, transit, bike/ped, etc.), and programs.
 - Transportation Policies- includes strategies to manage transportation demand, systems operations, parking policies, and taxes and fees.
 - Climate Strategies- includes technological advancements (e.g. clean vehicles) and incentive programs to encourage travel options that help meet GHG emissions reduction targets.

It is important to recognize that the distribution of different strategies within initial scenarios does not constitute a staff proposal or recommendation. This distribution is done simply to illustrate tradeoffs between alternative growth patterns and infrastructure investments and serve as a building block for developing a preferred scenario.

Next Steps

Stakeholder engagement will help shape the strategies across each of the three scenario alternatives. The October ’15 scenario workshops are the first opportunity for input.



Figure 2

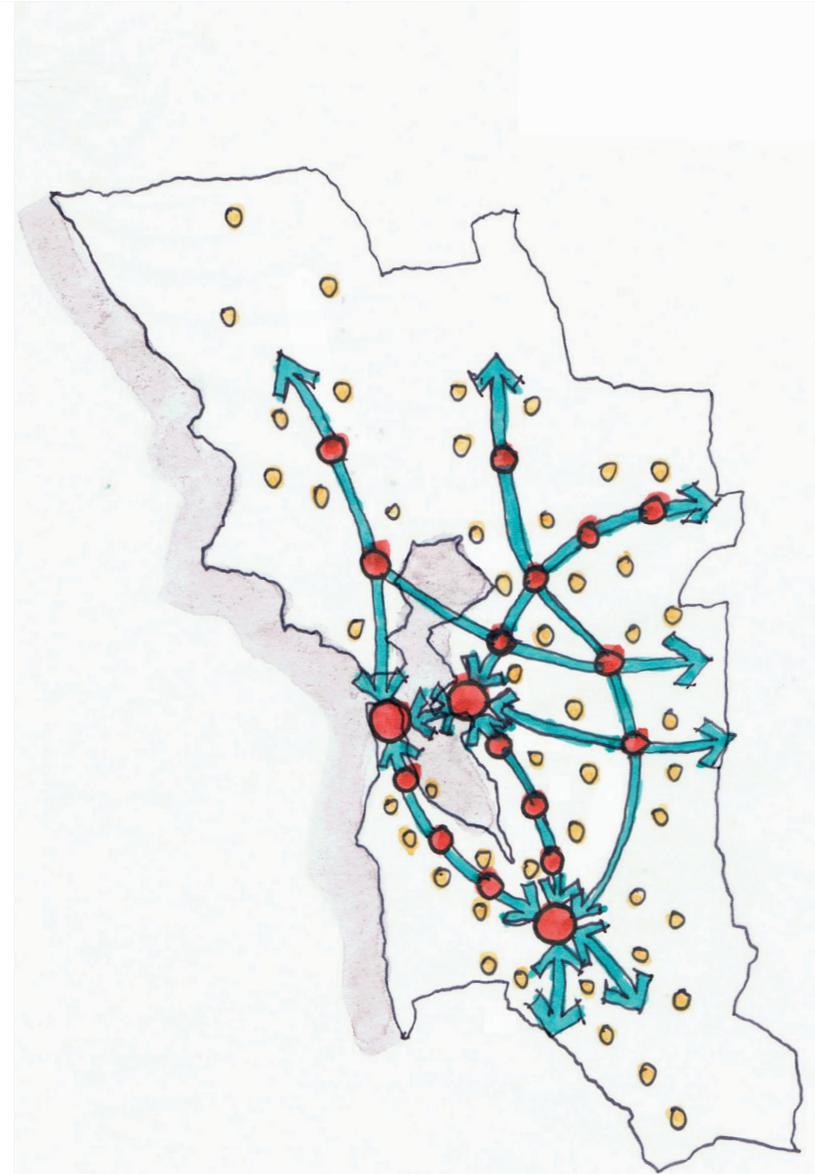
Scenario Draft Concept #1

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. 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 and, within cities, more growth will be accommodated outside of PDAs than in other scenarios.

To accommodate this growth, investments, including resources for affordable housing, will be dispersed across PDAs, 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 largely embrace new technologies and innovative strategies to manage travel demand. To accommodate increased reliance on automobiles for commuting, this scenario assumes a vast expansion of high-occupancy toll lanes on all regional highways, the institution of variable pricing, and highway widening at key bottlenecks. Additionally, the region will adopt transformational investments like automated buses and private vehicles. 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 to pursue 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.

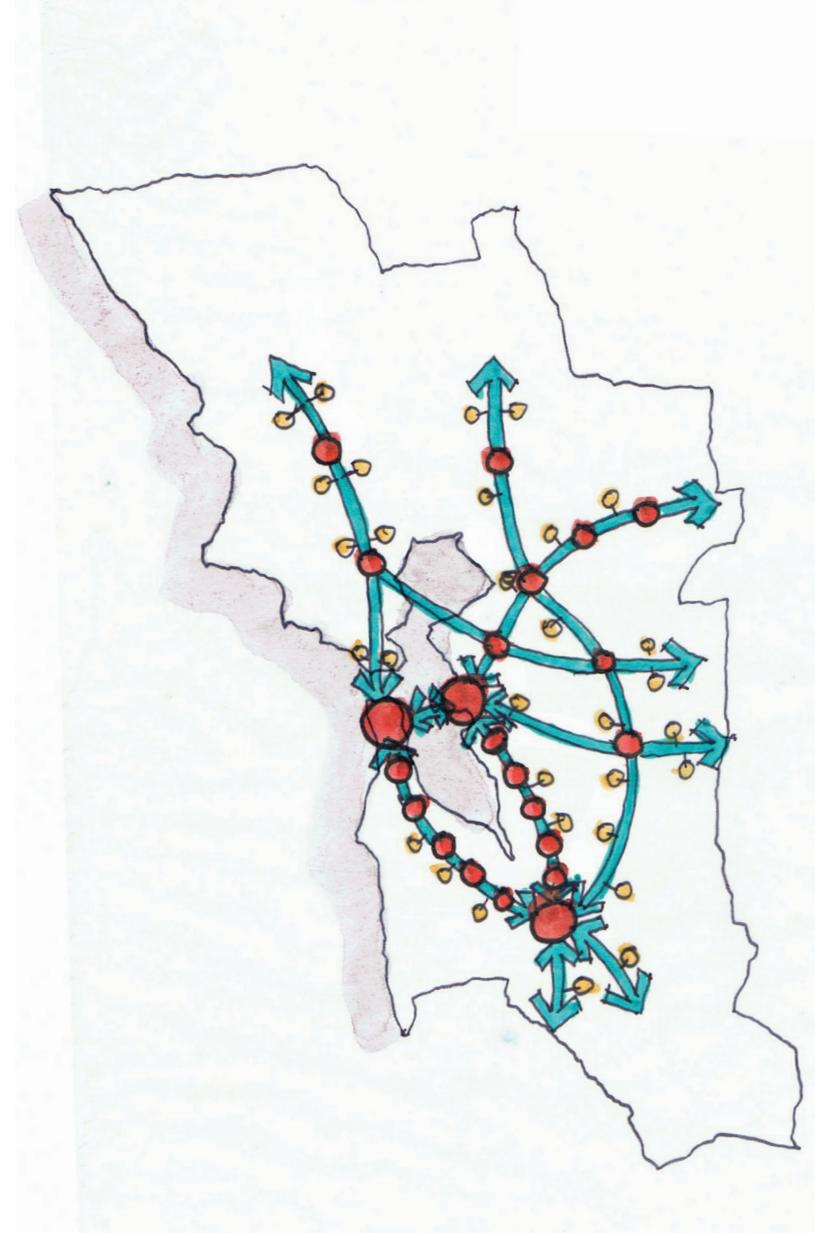


Scenario Draft Concept #2

Building from the final, adopted Plan Bay Area 2013, Scenario 2 targets future population and employment growth to locally-identified PDAs throughout the region, 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, along with a small amount of greenfield growth. 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, 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.

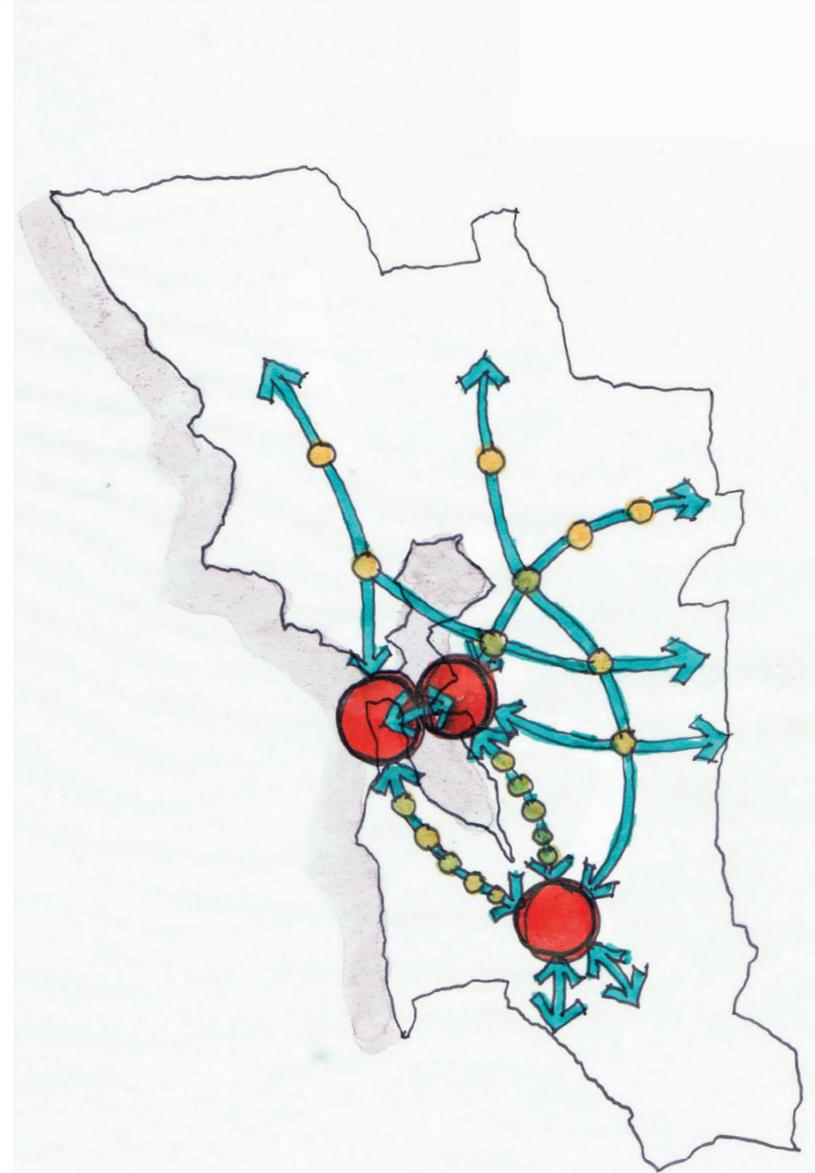


Scenario Draft Concept #3

Scenario 3 concentrates future population and employment growth in the locally-identified PDAs 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 also see increases in population and employment growth, particularly in their locally-identified PDAs. 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.



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
- Scenario leaves North Bay out in terms of transportation investments (more for Sonoma-Marín Area Rail Transit)

- 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

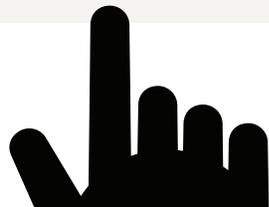
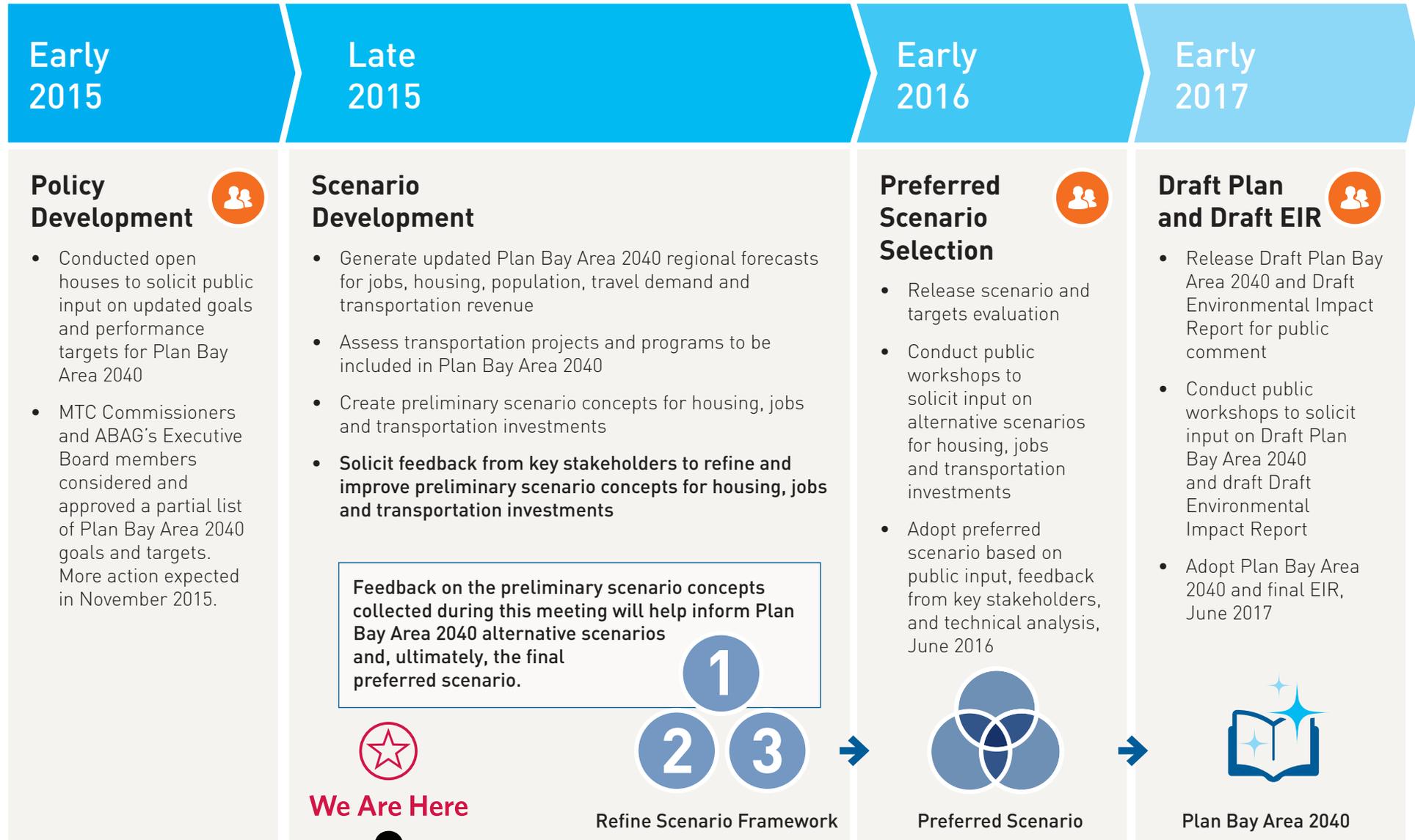
- Only this scenario will help us reach targets; most environmentally sustainable
- This scenario will be hard to implement due to economic and political realities
- Change urban growth boundaries to change development

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

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Scenario Development Process



Plan Bay Area 2040



Alternative Scenarios

Joint MTC Planning Committee with the ABAG Administrative

Miriam Chion, Planning & Research Director, ABAG
Ken Kirkey, Planning Director, MTC
November 13, 2015



Association of
Bay Area Governments

Item 8.A., PBA 2040 Scenario Planning Approach

WHAT IS PLAN BAY AREA?

Plan Bay Area is a roadmap to help Bay Area cities and counties preserve the character of our diverse communities while adapting to the challenges of future population growth.



Promotes a strong regional **economy** by providing communities with the data they need to plan for future job growth, as well as any accompanying education, housing, and transportation needs.



Informs local cities and counties in their decision-making around new **housing** developments by providing housing demand forecasts.



Supports strategic **transportation** investments that aim to decrease traffic congestion, improve travel options, and reduce pollution both locally and regionally.

2015 SPRING OPEN HOUSES



GOALS & TARGETS Feedback

Plan BayArea 2040

Is there anything missing from these goals?

- SEMI-ARID SAFETY
- LOCAL FOOD
- WATER
- Other handwritten notes

What are the biggest challenges facing your community? The Bay Area?

- AFFORDABLE HOUSING
- Job loss
- Other handwritten notes

What are your ideas for solving these challenges?

- Other handwritten notes

FEEDBACK ON PBA GOALS & TARGETS

JOBS DEVELOPMENT
PRESERVATION

GOOD
WAGE
RESIDENTIAL
WILDLIFE
WALKING
HOUSING
TRAILS
SEGREGATION
ACCOUNTABILITY
AFFORDABLE
LOCAL
LOW-INCOME
SAFETY
EQUITY
SEA-LEVEL RISE
WATER
SLOWER
AGRICULTURAL
TECH
TRANSIT
EDUCATION
CLIMATE CHANGE
PROTECTION
TRANSPORTATION
PUBLIC
HOMELESSNESS
DROUGHT
COMMUNICATION
BIKING
FREE
CARS
PLAN
SMART
GROWTH
REGIONAL
CORPORATE
ECONOMIC
ADEQUATE
HUMAN COMPONENT
MORE NOTICE
INTERCONNECTEDNESS
PRIVATE-PROPERTY RIGHTS
EXPANSION
COMMUTE
NEIGHBORHOOD
ACCESS
FOOD
PEDESTRIAN
BALANCE
SYSTEM
SEISMIC
POPULATION
PARKING
REALISTIC
COMMUTE
ACCESS
FOOD
PEDESTRIAN
SEA-LEVEL RISE

NEXT STEP: SCENARIOS

- 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

Plan
BayArea
2040



SCENARIO CONCEPTS

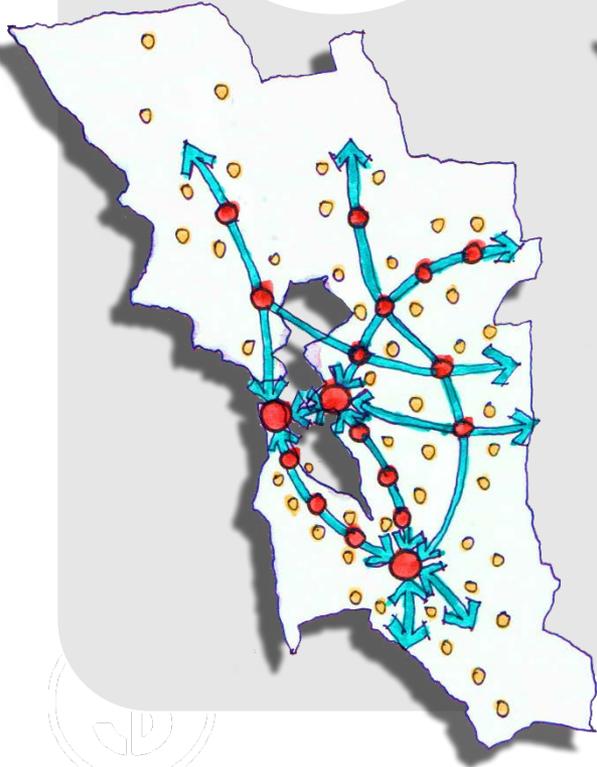
Keep in mind:

- 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

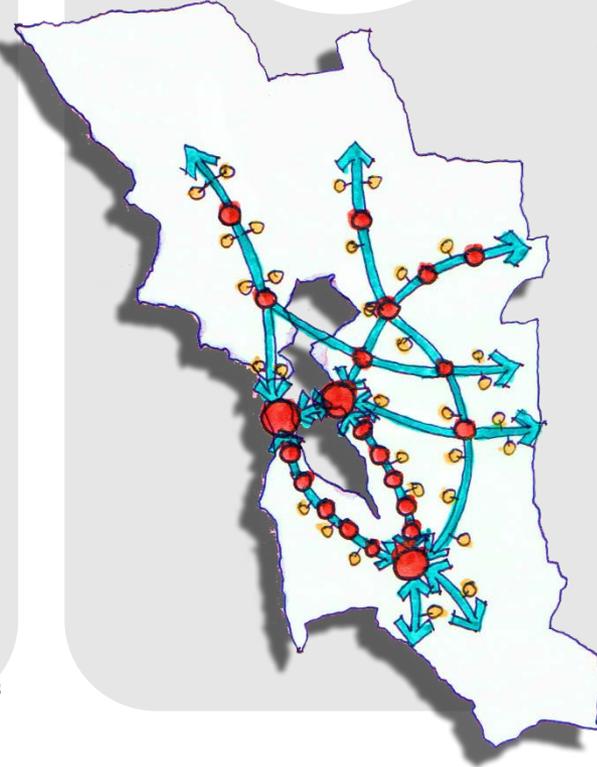


SCENARIO CONCEPTS

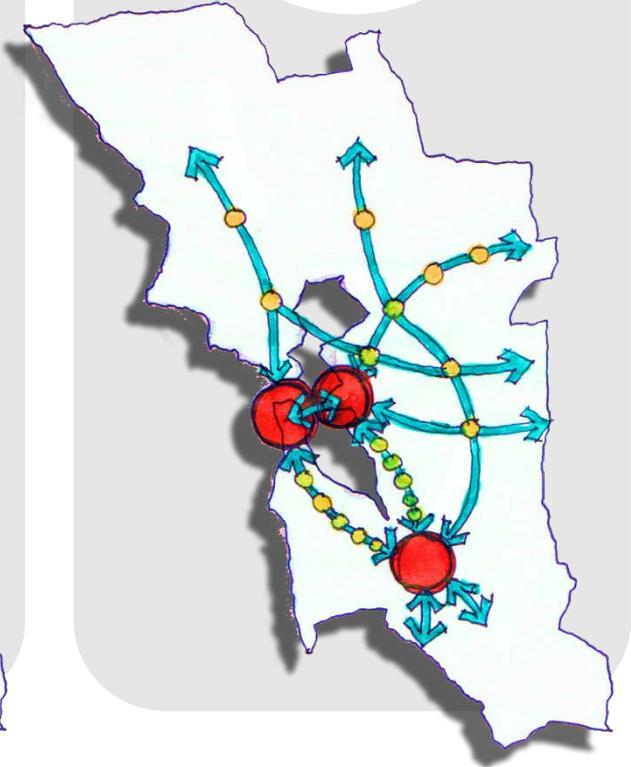
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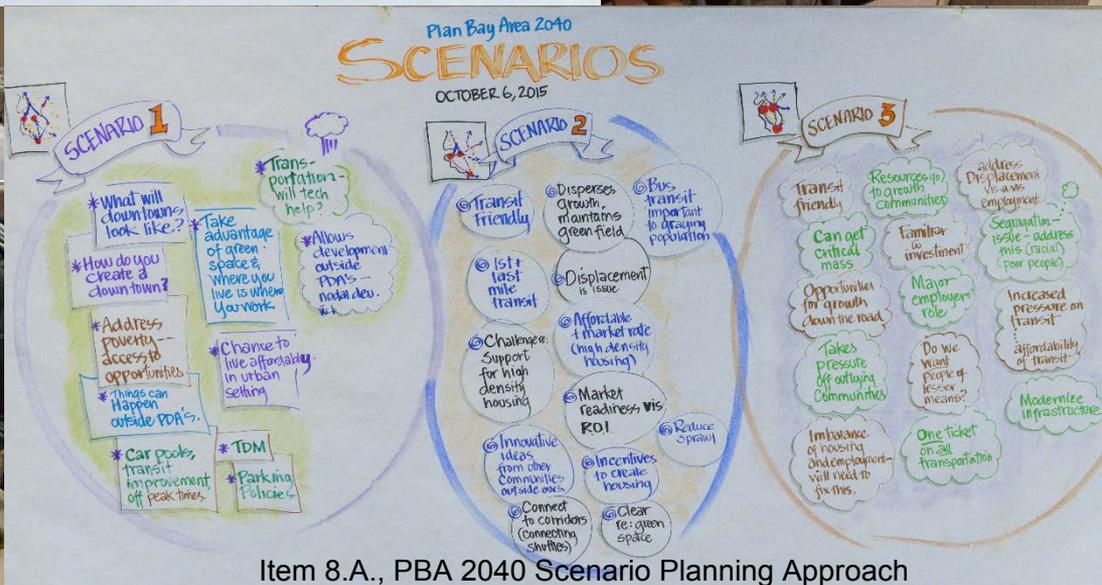
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SCENARIO WORKSHOPS

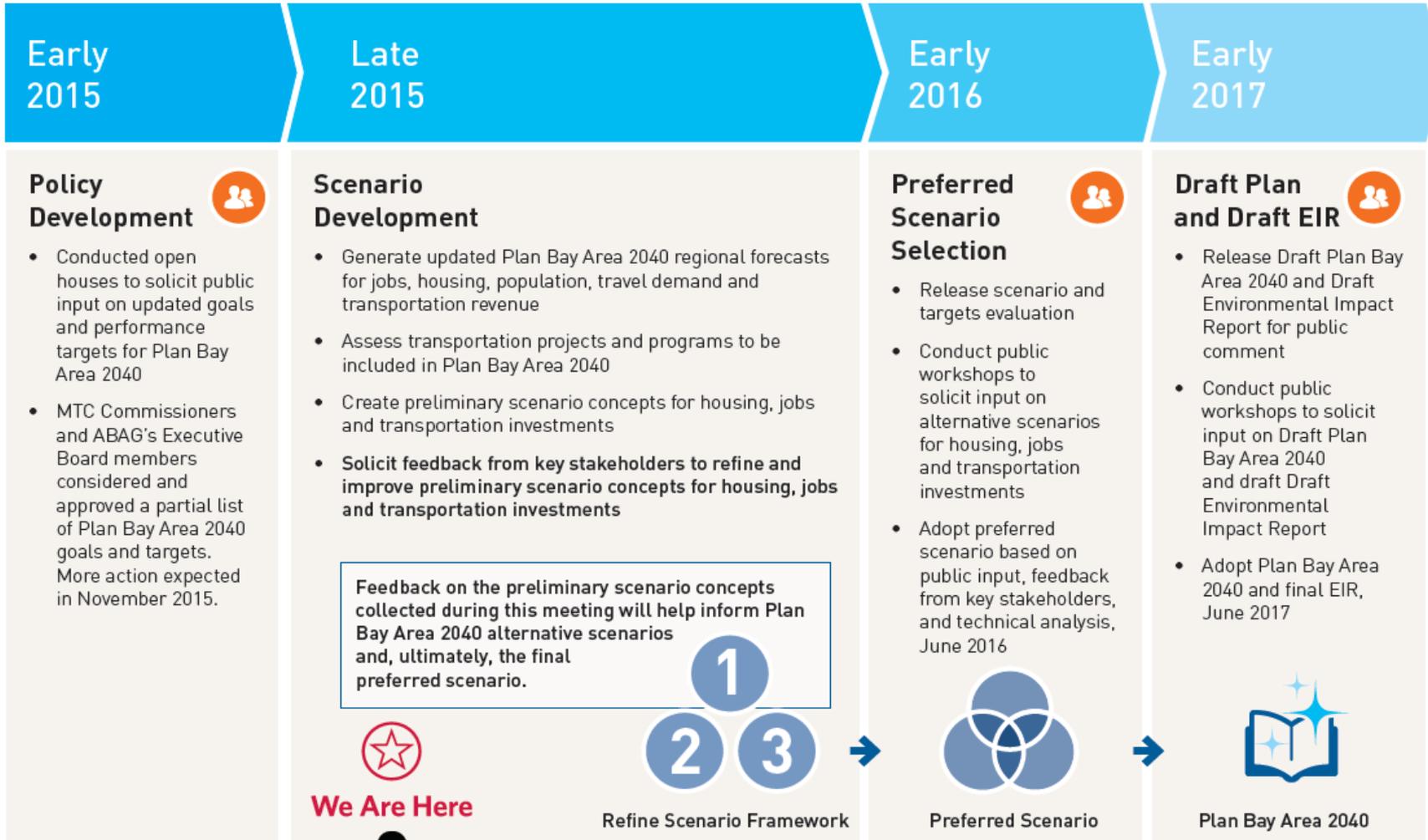


Item 8.A., PBA 2040 Scenario Planning Approach

Approximately 130 persons attended:

- 80 participants at the RAWG workshop and
 - 50 participants at the RPC workshop.
-
- RAWG participants represented a mix of staff from local planning agencies, transit operators, CMA staff, as well as leaders from business, building, environmental, public health and social justice organizations. A number of members of MTC's Policy Advisory Council also joined the dialogue.
 - RPC participants represented a range of public sector, nonprofit and community representatives as well as local elected officials.

SCENARIO DEVELOPMENT PROCESS



STAY INVOLVED



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



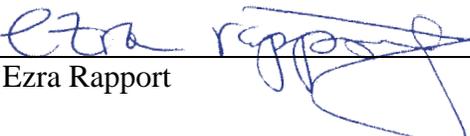
Item 8.A., PBA 2040 Scenario Planning Approach

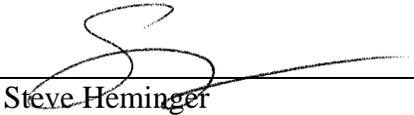
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Next Steps

Among the critical next steps will be identification of separate additional special meeting dates and times through June 2016 for the Joint MTC Planning and ABAG Administrative committee to meet and focus solely on the significant work associated with the merger study and MIP. A suggestion for consideration is the fourth Friday of each month and additional meetings as needed. This will preserve the current regular meeting time – generally the second Friday of each month – for the critical work ahead to develop and approve Plan Bay Area 2040. Another important step will be the establishment of a technical advisory committee or other forum for stakeholder input during the course of the merger study and MIP.

We look forward to beginning discussions on the merger study and scope of work.


Ezra Rapport


Steve Heminger

ER / SH : ab / bp

ATTACHMENT A, PRELIMINARY SCOPE OF WORK (EXCERPT FROM RFQ)

The successful Proposer's preliminary scope of work is listed below. All required services shall be authorized by Task Order.

As required by MTC resolution No. 4210 and ABAG Administrative Committee Resolution No. 12-15, the Consultant shall perform a merger study and assist the agencies in developing a MIP. The study shall examine the policy, management, financial and legal issues associated with further integration of ABAG and MTC, up to and including institutional merger between MTC and ABAG. The MIP shall be comprised of the specific plans, benchmarks, and milestones for implementation of any further integration, up to and including institutional merger of MTC and ABAG. The study and MIP shall be governed by the joint MTC Planning and ABAG Administrative committees and be informed by the full participation of designated ABAG and MTC representatives through public meetings governed by the Brown Act.

Any interviews as part of a task will be solely for the purpose of gathering information and shall not be used to transmit views between or among MTC or ABAG board or committee members.

The detailed and final work plan will be developed in consultation with the joint MTC Planning and ABAG Administrative committees. The tasks below are examples of tasks and the type of work that may be involved in the effort:

Task 1. Develop Work Plan and Schedule

This task could involve a kick-off meeting with the joint MTC Planning and ABAG Administrative committees and interviews with the committee members, other Board and Commission members and staff. The task could include interviews to discuss the vision for the region, outcomes desired from an MTC/ABAG integration or merger, and concerns related to the further integration or merger of the two agencies. The final work plan should incorporate input received from the joint MTC and ABAG Administrative committees during the kick-off meeting and/or interviews, and clarify project goals and objectives, describe project management, identify milestones, budget, and schedule, and create oversight procedures. Consultant could submit the final work plan for approval by the joint MTC Planning and ABAG Administrative Committees

Task 2. Review Past Efforts to Integrate or Merge MTC and ABAG and Current Need for Integrated Regional Planning

This task could involve a literature review about past efforts to integrate or merge MTC and ABAG. Further, the task could include stakeholder interviews and focus groups with local elected officials and staffs working in the fields of land use, transportation, environment, economy, and equity about the most significant issues facing the Bay Area in the regional planning arena, and how ABAG and MTC currently support these issue areas and recommended areas for improvement. The purpose of this task is to ensure that the remaining consultant work is focused on integration or merger efforts that address regional transportation and land use planning issues and takes into account successful regional integration and merger models in California and elsewhere.

Task 3: Financial Review and Capital Assets

This task could include an analysis of the financial status and capacity of each agency, including interviews with MTC/ABAG Finance/Treasury/Debt staff as appropriate. Among the types of financial analysis to be considered are the cost of employees including salaries, benefits, overhead as well as long term liabilities including pension and other post-employment unfunded liabilities.

Task 4: Organization and Human Resource/Labor Review

This task could include an analysis and summary of the current organizational structures, staffing plans, position classifications, salary and benefits, employee labor representation and other related topics of each organization and identify key areas to be considered should functional consolidation or institutional merger be pursued. This task could also include confidential interviews with employees to better understand their skills/interests/ideas of how they might fit into a merged planning department or agency. This task could include alternative organizational structures.

Task 5: Mission/Authority

This task could consider the mission and authority as well as duties/functions of national peer MPOs and COGs – that appear to have the same complexity as the Bay Area – to provide context to the current mission and authority of MTC and ABAG and whether a further integrated or merged agency should have modifications to the mission and authority.

Task 6. Structure and Governance

This task could include a review of information provided to the Consultant regarding the current form of governance of each agency, including relevant statutory, legal and fiduciary responsibilities and requirements, as well as other regional governance models, based on an evaluation of other regional agency governance structures in California and nationally for MPOs and COGs, or other agencies responsible for similar work. Consultant could then facilitate a discussion of the joint MTC Planning and ABAG Administrative Committees to seek feedback and to narrow the governance models under consideration.

Task 7: Merger Implementation Plan

Based on the tasks above, recommend specific plans, benchmarks, and milestones for implementation that will inform the Boards of MTC and ABAG in their consideration of a more integrated or fully merged agency.