



7 | Implementation Plan



Photos (Top, Bottom Left): Karl Nielsen



Photo: Noah Berger



SHORT-TERM STEPS FOR LONG-TERM CHANGE

Plan Bay Area 2050 puts forward policy ideas and investment proposals that could transform the San Francisco Bay Area into a more resilient and equitable place to live, work and play over the next 30 years. To identify the near-term steps necessary to accelerate this long-term vision, the Implementation Plan focuses on concrete actions that MTC and ABAG can advance, in partnership with other organizations, in the next five years for each of the 35 adopted strategies.

The Implementation Plan builds upon the Action Plan that MTC and ABAG pioneered as part of Plan Bay Area 2040, the region's previous long-range plan. The Action Plan focused on areas where the plan's performance was moving in the wrong direction and sought to address emerging policy issues such as housing and resilience. The Plan Bay Area 2050 Implementation Plan represents an even more comprehensive effort, identifying ways to advance the complete suite of strategies included in the plan.

Partnership and collaboration are major components of this effort. None of the plan's strategies can be implemented by MTC and ABAG alone. Continued engagement with partners, policymakers and the public will be needed to tackle shared challenges through 2025 and beyond.



Photo: Joey Kotfica

Goals and Objectives

MTC and ABAG identified four overarching and interconnected goals for the Implementation Plan process. First, the Implementation Plan is designed to **maximize viability of Plan Bay Area 2050’s strategies** with a focus on equity, effectiveness and efficiency. Second, the Implementation Plan seeks to **reinforce the recommendations of existing initiatives** that complement Plan Bay Area 2050’s strategies and vision. Finally, the Implementation Plan aims to **address emerging and cross-cutting strategic issues** raised by partners, policymakers and the public, while **supporting timely achievement of the plan’s technical assumptions**. The agencies have also identified four specific implementation objectives.

Table 7-1. Implementation Plan goals

 IMPLEMENTATION PLAN GOALS	
Goal 1	Maximize viability of the plan’s strategies with a focus on equity, effectiveness and efficiency
Goal 2	Reinforce the recommendations of existing initiatives that complement the plan’s strategies and vision
Goal 3	Address emerging and cross-cutting strategic issues raised by partners, policymakers and the public
Goal 4	Support the timely achievement of the plan’s technical assumptions



OBJECTIVE #1

ASSESS REQUIREMENTS FOR STRATEGY SUCCESS

For each of the plan’s adopted strategies, MTC and ABAG assessed where the agencies currently stand with respect to four key factors for strategy success, assigning each factor a rating of **limited**, **partial** or **existing**:



AUTHORITY

The assignment to carry out the strategies and attendant tasks involved, generally established through legislation or other legal means.



FINANCIAL RESOURCES

Stable, controlled funding in the amounts required to carry out strategies.



PUBLIC AND POLITICAL SUPPORT

While less quantifiable than the other factors, support from members of the public and their elected representatives is critical for attaining and maintaining the authority, funding and capacity needed to carry out implementation actions.



TECHNICAL CAPACITY

The knowledge, staffing, process and procedure required to successfully implement strategies.

OBJECTIVE #2

IDENTIFY MTC’S AND ABAG’S IMPLEMENTATION ROLE

MTC and ABAG identified what the agencies’ implementation roles should be for each of the strategies moving forward, using the four success factors as a guide. These roles are defined as:



LEAD

MTC and/or ABAG already have, or should work to secure, significant elements of all four strategy success factors. “Lead” does not mean “leading alone” — this role may involve serving as a champion, chief advocate, coalition leader or catalyst over the next five years.



PARTNER

MTC and/or ABAG already have, or should work to secure, some — but not all — elements of the four strategy success factors. The strategy’s ultimate success will depend upon partnership among regional policymakers, local governments, partner agencies and civic organizations.



SUPPORT

MTC and/or ABAG do not have, and are not in the best position to secure, significant elements of the four strategy success factors. MTC and ABAG will offer support for strategy implementation efforts led by other entities.

Implementation roles may encompass affiliated MTC and ABAG entities such as the Bay Area Housing Finance Authority (BAHFA), the Bay Area Toll Authority (BATA), the Bay Area Regional Energy Network (BayREN), the Bay Area Regional Collaborative (BARC), or the San Francisco Estuary Partnership (SFEP). These entities are identified where appropriate.

OBJECTIVE #3 IDENTIFY VEHICLES FOR STRATEGY IMPLEMENTATION

After identifying the strategy success requirements and roles, MTC and ABAG determined the appropriate methods for strategy implementation, broadly defined in three categories, or “vehicles”:



OBJECTIVE #4 RECOMMEND SPECIFIC IMPLEMENTATION ACTIONS, TIMELINES AND STRATEGIC PARTNERS

For each strategy, MTC and ABAG proposed one or more specific actions that could support implementation over a five-year period, categorized by the three implementation vehicles. Developed by staff, partners and stakeholders and incorporating feedback from policymakers, these implementation actions are the *who, what, where, when* and *how* of making the strategies a reality.

Implementation actions are focused on actions that MTC and ABAG are proposing to commit to, generally in collaboration with select strategic partners who are identified at a broad level for each plan strategy. Please note that the list of partners for any strategy is not intended to be exhaustive and additional partners may be engaged as implementation activities and initiatives move forward. A proposed implementation timeframe is also identified for each action, where Year 1 describes in-progress or about-to-commence work in 2021 and Year 5 corresponds to 2025.

Engagement with Partners and the Public

The external engagement process for the Implementation Plan kicked off in November 2020 with two large virtual sessions. These online workshops drew more than 150 participants representing over 100 different organizations and entities, including local jurisdictions, public agencies, non-profits and advocacy groups.

These virtual sessions generated over 3,000 discrete pieces of data for MTC and ABAG staff to consider and evaluate, including over 500 partnership recommendations and more than 500 implementation action recommendations. From November 2020 to April 2021, staff held three dozen small group follow-up discussions with over 40 separate organizations. These conversations helped develop draft implementation actions in greater detail, including discussion of potential supporting roles for partners.

Throughout summer 2021, the Partnership Phase expanded the implementation focus beyond MTC and ABAG to identify the partnerships and commitments needed to move the plan's strategies forward. MTC and ABAG conducted another round of focused discussions with small groups and received comments on the Draft Implementation Plan throughout summer 2021. A stakeholder workshop was held in July, followed by a webinar summarizing the input received. Over 45 distinct partners, including city and county staff, transit agencies, labor organizations, and environmental groups, offered commitments or statements of support to advance implementation across all plan strategies over the next five years.

Public engagement activities for the Implementation Plan included an online survey and a text-based survey, which were available in English, Spanish and Chinese, and 10 focus groups with community-based organizations and Bay Area youth. The goal of the public engagement process was to gauge the public's top priorities for implementation over the next five years. For more information about the engagement conducted for the Plan Bay Area 2050 Implementation Plan, see the Plan Bay Area 2050 Public Engagement Report.

Strategy Assessment and Role Recommendations

For the first Implementation Plan objective, MTC and ABAG staff conducted a strategy assessment to identify and evaluate current conditions with respect to four key factors for success: authority, financial resources, technical capacity, and public and political support. The strategy assessment also recommended roles for MTC and ABAG moving forward — whether to lead, partner or support strategy implementation.

Results of the strategy assessment and role recommendations are presented in the summary tables and text that follow, and incorporate feedback from staff, partners, advisory groups and policymakers. The tables also list the projected cost of implementing each strategy over the plan period ending in 2050. Several strategies would require incremental increases in administrative costs to implement. In these cases, the strategy cost is shown as not applicable (N/A). For more information about the strategy assessment and role recommendations for each of the plan's strategies, including an overall contextual summary, please see the Plan Bay Area 2050 Implementation Plan Briefs.













Housing

The governance landscape for housing in the Bay Area has rapidly evolved over the last several years. MTC and ABAG now have a Housing and Local Planning team; state legislation established the Bay Area Housing Finance Authority (BAHFA); the state infused meaningful funding into housing planning through Regional and Local Early Action Planning Grants; and the ABAG Housing Committee was formed. These developments have provided authority, resources and capacity for the region to act in several strategic areas, illustrated in Table 7-2, where previously MTC and/or ABAG's roles would have been more limited.

Overall, however, financial resources remain a challenge for housing, and significant infusions of revenue — whether from federal or state government programs, or a potential regional revenue measure — will be essential to making progress. BAHFA, ABAG and MTC have a major opportunity over the next several years to prioritize production of housing at all levels of affordability, preserve existing affordable housing, and protect residents facing housing instability and displacement. It is important to note that leading efforts does not mean leading alone. Instead, regional government will lead efforts that support local governments, with a focus on developing new funding sources to support high-cost housing strategies.



Table 7-2. Role recommendations for housing strategies

 STRATEGY ASSESSMENT: HOUSING							
Strategy		Cost (\$Billion)	ASSESSMENT OF CURRENT CONDITIONS				MTC/ABAG Recommended Implementation Role
			Authority	Financial Resources	Public and Political Support	Technical Capacity	
H1	Further Strengthen Renter Protections Beyond State Law	\$2	LIMITED	LIMITED	PARTIAL	PARTIAL	 SUPPORT
H2	Preserve Existing Affordable Housing	\$237	EXISTING	LIMITED	EXISTING	LIMITED	 LEAD
H3	Allow a Greater Mix of Housing Densities and Types in Growth Geographies 	N/A	LIMITED	EXISTING	PARTIAL	EXISTING	 PARTNER
H4	Build Adequate Affordable Housing to Ensure Homes for All	\$219	EXISTING	LIMITED	PARTIAL	LIMITED	 LEAD
H5	Integrate Affordable Housing into All Major Housing Projects	N/A	LIMITED	EXISTING	PARTIAL	PARTIAL	 SUPPORT
H6	Transform Aging Malls and Office Parks into Neighborhoods	N/A	LIMITED	EXISTING	PARTIAL	PARTIAL	 PARTNER
H7	Provide Targeted Mortgage, Rental and Small Business Assistance to Equity Priority Communities	\$10	EXISTING	LIMITED	EXISTING	PARTIAL	 LEAD
H8	Accelerate Reuse of Public and Community Land for Mixed-Income Housing and Services	N/A	EXISTING	EXISTING	PARTIAL	PARTIAL	 LEAD

LEGEND: LIMITED PARTIAL EXISTING

 = High-Impact Strategy in Achieving GHG Reduction Target











Economy

While MTC and ABAG currently lack the authority, financial resources and technical capacity to carry out Plan Bay Area 2050's economic strategies, the interconnected nature of long-range regional planning, as reflected in the interplay between all plan strategies, has revealed that more coordination on key economic issues at the regional scale may be needed. Over the course of several months in summer 2021, MTC and ABAG convened the Regional Governmental Partnership for Local Economic Rebound. This effort brought together local elected officials and stakeholders from many different sectors to identify key economic challenges facing the region and potential partnership and collaboration opportunities moving forward. For the most part, it is recommended that MTC and ABAG partner with or support the work of other organizations that are more directly able to implement economic strategies.



Table 7-3. Role recommendations for economic strategies

 STRATEGY ASSESSMENT: ECONOMY							
Strategy		Cost (\$Billion)	ASSESSMENT OF CURRENT CONDITIONS				MTC/ABAG Recommended Implementation Role
			Authority	Financial Resources	Public and Political Support	Technical Capacity	
EC1	Implement a Statewide Universal Basic Income	\$205	LIMITED	LIMITED	PARTIAL	LIMITED	 SUPPORT
EC2	Expand Job Training and Incubator Programs	\$5	LIMITED	LIMITED	EXISTING	LIMITED	 SUPPORT
EC3	Invest in High-Speed Internet in Underserved Low-Income Communities	\$10	LIMITED	LIMITED	EXISTING	LIMITED	 SUPPORT
EC4	Allow Greater Commercial Densities in Growth Geographies 	N/A	LIMITED	EXISTING	PARTIAL	PARTIAL	 PARTNER
EC5	Provide Incentives to Employers to Shift Jobs to Housing-Rich Areas Well Served by Transit	\$10	LIMITED	LIMITED	PARTIAL	LIMITED	 SUPPORT
EC6	Retain and Invest in Key Industrial Lands	\$4	LIMITED	PARTIAL	PARTIAL	PARTIAL	 PARTNER

LEGEND: LIMITED PARTIAL EXISTING

 = High-Impact Strategy in Achieving GHG Reduction Target












Transportation

Given MTC's statutory role as transportation planner, funder and coordinator for the Bay Area, most Plan Bay Area 2050 transportation strategies received a Lead or Partner role designation. A Lead role has been identified for strategies that focus on transportation system optimization and recovery where there is a clear need for regional leadership. By contrast, a Partner role has been identified for strategies, particularly those that require construction of new transportation infrastructure, where close partnership with county transportation agencies, transit operators, local transportation departments and the state, among others, will be essential for strategy success.



Table 7-4. Role recommendations for transportation strategies







 STRATEGY ASSESSMENT: TRANSPORTATION							
Strategy		Cost (\$Billion)	ASSESSMENT OF CURRENT CONDITIONS				MTC/ABAG Recommended Implementation Role
			Authority	Financial Resources	Public and Political Support	Technical Capacity	
T1	Restore, Operate and Maintain the Existing System	\$389	Existing	Existing	Existing	Existing	 LEAD
T2	Support Community-Led Transportation Enhancements in Equity Priority Communities	\$8	Existing	Limited	Existing	Existing	 PARTNER
T3	Enable a Seamless Mobility Experience	\$3	Existing	Existing	Existing	Existing	 LEAD
T4	Reform Regional Fare Policy	\$10	Existing	Limited	Existing	Existing	 LEAD
T5	Implement Per-Mile  Tolling on Congested Freeways with Transit Alternatives	\$1	Limited	Existing	Limited	Existing	 LEAD
T6	Improve Interchanges and Address Highway Bottlenecks	\$12	Limited	Existing	Existing	Existing	 SUPPORT
T7	Advance Other Regional Programs and Local Priorities	\$17	Existing	Existing	Existing	Existing	 PARTNER

LEGEND: LIMITED PARTIAL EXISTING

 = High-Impact Strategy in Achieving GHG Reduction Target



STRATEGY ASSESSMENT: TRANSPORTATION (CONT'D)

Strategy		Cost (\$Billion)	ASSESSMENT OF CURRENT CONDITIONS				MTC/ABAG Recommended Implementation Role
			Authority	Financial Resources	Public and Political Support	Technical Capacity	
T8	Build a Complete Streets Network	\$13					 PARTNER
T9	Advance Regional Vision Zero Policy Through Street Design and Reduced Speeds 	\$4					 PARTNER
T10	Enhance Local Transit Frequency, Capacity and Reliability	\$32					 PARTNER
T11	Expand and Modernize the Regional Rail Network	\$81					 PARTNER
T12	Build an Integrated Regional Express Lanes and Express Bus Network	\$9					 PARTNER
















Environment

The strategy assessment revealed broadly similar themes across the plan’s environmental strategies, indicating that the strategies are popular, but the financial resources to support them are less secure. In addition, while MTC and ABAG (including entities such as the San Francisco Estuary Partnership and Bay Area Regional Energy Network, which are both housed within ABAG) have a variety of authorities and capacities to support the strategies, these capacities are not sufficient to implement the full scope of identified needs.


For sea level rise adaptation, assessment results indicate that MTC and ABAG are well positioned to partner on coordination and funding efforts with the San Francisco Bay Conservation and Development Commission, cities and counties, community-based organizations, non-profits, and businesses, among others. MTC and ABAG are also poised to take a leadership role on implementation of strategies related to reducing climate emissions — namely, strategies focused on commute trip reduction and transportation demand management.



Table 7-5. Role recommendation for environmental strategies

 STRATEGY ASSESSMENT: ENVIRONMENT							
Strategy		Cost (\$Billion)	ASSESSMENT OF CURRENT CONDITIONS				MTC/ABAG Recommended Implementation Role
			Authority	Financial Resources	Public and Political Support	Technical Capacity	
EN1	Adapt to Sea Level Rise	\$19	EXISTING	LIMITED	EXISTING	EXISTING	 PARTNER
EN2	Provide Means-Based Financial Support to Retrofit Existing Buildings (Energy, Water, Seismic, Fire)	\$15	EXISTING	LIMITED	EXISTING	EXISTING	 PARTNER
EN3	Fund Energy Upgrades to Enable Carbon-Neutrality in All Existing Commercial and Public Buildings	\$18	EXISTING	LIMITED	EXISTING	EXISTING	 SUPPORT
EN4	Maintain Urban Growth Boundaries 	N/A	LIMITED	EXISTING	EXISTING	EXISTING	 SUPPORT
EN5	Protect and Manage High-Value Conservation Lands	\$15	EXISTING	LIMITED	EXISTING	EXISTING	 PARTNER
EN6	Modernize and Expand Parks, Trails, and Recreation Facilities	\$30	LIMITED	LIMITED	EXISTING	EXISTING	 PARTNER
EN7	Expand Commute Trip Reduction Programs at Major Employers 	N/A	EXISTING	EXISTING	EXISTING	EXISTING	 CO-LEAD (with Air District)
EN8	Expand Clean Vehicle Initiatives 	\$5	EXISTING	EXISTING	EXISTING	EXISTING	 PARTNER
EN9	Expand Transportation Demand Management Initiatives 	\$1	EXISTING	EXISTING	EXISTING	EXISTING	 LEAD

LEGEND: LIMITED PARTIAL EXISTING

 = High-Impact Strategy in Achieving GHG Reduction Target

Implementation Actions

MTC and ABAG propose the following implementation actions, which are organized by Plan Bay Area 2050's elements and themes. For more detail on the proposed implementation actions over a five-year period, please see the Plan Bay Area 2050 Implementation Plan Briefs.

Core Implementation Focus Areas

Several implementation themes emerged as common areas of focus across all of the plan's strategies. These included realizing the revenues needed to implement the plan, engaging in advocacy at the state and federal level, advancing existing initiatives, and ensuring an equitable recovery from the COVID-19 pandemic.

- **Revenues:** Plan Bay Area 2050 is an ambitious, \$1.4 trillion plan that relies on approximately \$780 billion in new revenues. As a result, a focus on generating revenues is needed to support the plan's strategies. MTC and ABAG will collaborate with partners to advocate for financial resources, whether from federal, state, regional or local sources. It will also be important to align with ongoing developments at the state and federal levels as revenues from recovery and relief efforts are distributed and wide-ranging federal infrastructure bill efforts move forward, including a surface transportation reauthorization bill later in 2021. Advocating at the state level to generate funds for resilience and housing needs will also be a regional priority. An expanded discussion on funding the plan will follow later in this chapter.
- **Advocacy:** MTC and ABAG develop and adopt an Advocacy Program each year, and the agencies will work to ensure that the goals and objectives of this program align with key implementation priorities identified for Plan Bay Area 2050. For 2021, these priorities encompass a wide variety of areas, including renter protections; speed limits and enforcement; broadband subsidies for households with low incomes; authorization to pilot all-lane tolling or other pricing strategies; and allowances for higher housing densities in Transit-Rich Areas, High-Resource Areas, or jobs-rich jurisdictions; among others. It will be important to deliberately pursue these advocacy aims while ensuring that additional priorities that have emerged from the Implementation Plan process are incorporated into future advocacy programs.
- **Existing Initiatives:** There are many ongoing initiatives within MTC and ABAG that support Plan Bay Area 2050's strategies in different ways. Continuing these initiatives while also working to further their strategic alignment with the plan's vision and goals will be a major focus of the implementation period.
 - Active Transportation Program
 - Climate Initiatives Program
 - Clipper® STARTSM Pilot Program
 - Community-Based Transportation Planning Program
 - Commuter Benefits Program
 - Coordinated Public Transit-Human Services Transportation Plan
 - Express Lanes
 - "Forward" Commute Initiatives
 - I-880 Express Lanes Toll Discount Pilot
 - Priority Conservation Area (PCA) Program
 - Priority Development Area (PDA) Program
 - Regional Advance Mitigation Program
 - Regional Housing Technical Assistance Program
 - Regional Trails Program
 - Vision Zero Policy
- **Equitable Recovery:** As the Bay Area emerges from the COVID-19 pandemic, it will be essential to think through what an inclusive, equitable recovery looks like. In addition to the Regional Governmental Partnership for Local Economic Rebound noted earlier — which has examined the nexus between infrastructure delivery and economic stimulus, among other areas — MTC and ABAG are exploring other recovery priorities, including workforce development needs and opportunities.

Cross-Cutting Implementation Actions

In addition to the strategy-specific implementation actions identified in this chapter, there are several key actions that will support multiple strategies and even multiple elements of the plan. These cross-cutting implementation actions are identified in Table 7-6.

Table 7-6. Cross-cutting implementation actions

CROSS-CUTTING IMPLEMENTATION ACTIONS	TIMEFRAME	IMPLEMENTATION VEHICLE
Advocate for reforms to Senate Bill 375 and/or associated state guidelines to support improved policy outcomes with respect to reducing greenhouse gas emissions and facilitate enhanced collaboration at all levels of government in meeting shared climate goals	Years 1-2	Advocacy and Legislation
Pursue strategic and targeted streamlining of the California Environmental Quality Act in order to advance Plan Bay Area 2050 housing and infrastructure goals without diminishing environmental safeguards	Years 1-2	
Update the framework and methodology for identification of Equity Priority Communities	Years 2-3	New, Existing or Restructured Initiatives
Provide Implementation Plan status updates and progress reports annually starting in 2022 to MTC's and ABAG's committees and boards, with the goal of refreshing the Implementation Plan as part of the next Plan Bay Area update process in 2025	Ongoing	Planning or Research
Build upon the robust performance tracking work in Vital Signs, the regional performance monitoring initiative, as a tool to more effectively gauge Plan Bay Area 2050 implementation progress	Ongoing	



Photo: Karl Nielsen



Housing

For housing, key implementation actions include providing financial resources and technical assistance through the Regional Housing Technical Assistance and Priority Development Area planning programs. These programs will support local jurisdictions in a myriad of ways as they develop their Housing Element updates and bolster the Plan Bay Area 2050 themes of spurring housing production for people at all income levels and creating inclusive communities. Agencies will also partner with a wide range of stakeholders on initiatives to study and accelerate the redevelopment of aging malls and office parks and catalyze the reuse of public and community-owned land. Finally, BAHFA will launch and deliver a suite of pilot projects that will equitably advance protection, preservation and production of affordable housing.

Implementation Spotlight: Advancing Regional Housing Goals


To further Plan Bay Area 2050's housing strategies, MTC and ABAG have launched the Expanded Regional Housing Portfolio, which represents a new cross-sector, collaborative approach to address the region's housing challenges through comprehensive, data-driven, equity-focused programs and strategies. A central pillar of this effort is BAHFA, the first state-approved regional housing finance authority in California. BAHFA provides the region with a powerful new set of financing tools that can raise significant new housing revenue from a variety of sources, including a regional ballot measure, state or federal appropriations, and philanthropic and corporate contributions.

In addition to seeking new funding, the Expanded Regional Housing Portfolio furthers a framework based on the “3Ps”: **protect** current residents from displacement, **preserve** existing affordable housing and **produce** new housing to secure long-term affordability. Five new regional pilot programs will support this work:

1. Support the Design and Rollout of a Homelessness Prevention System
2. Strengthen the Regional Rental and Mortgage Assistance Network
3. Enhance Preservation Financing Tools and Provide Technical Assistance
4. Support a Regional Affordable Housing Application Platform (“Doorway”)
5. Build and Maintain a Regional Affordable Housing Pipeline Database

The 2021-22 California state budget includes \$20 million to underwrite the work of BAHFA, which, among other tasks, will help accelerate and deliver the pilot projects identified above. MTC and ABAG are also developing an outcomes-driven Business Plan to ensure the success of this work. Slated to be completed by 2023, the Business Plan will center on developing a strategic, equity-focused framework, including measurable outcomes; identifying and designing innovative funding and financing tools; and designing and recommending an effective structure and operations for BAHFA and the Expanded Regional Housing Portfolio.

Table 7-7. Implementation actions for the housing element

 Housing			
Themes and Strategies	Implementation Actions	Timeline	Implementation Vehicle
Protect and Preserve Affordable Housing <ul style="list-style-type: none"> • Further strengthen renter protections beyond state law • Preserve existing affordable housing 	1a) Advocate for renter protections for tenants and low-income communities to prevent unjust evictions and displacement	Ongoing	Advocacy and Legislation
	1b) Seek new revenues for affordable housing preservation	Ongoing	
	1c) Launch and deliver BAHFA pilot projects to develop standardized best practices for tenant protection programs; scope potential regional-scale anti-displacement programs; and launch and deliver a BAHFA pilot program to pursue new affordable housing preservation strategies, including the restructured Bay Area Preservation Pilot Program	Years 2-4	New, Existing or Restructured Initiatives
	1d) Complete and implement the Expanded Regional Housing Portfolio and BAHFA Business Plan	Years 1-3	Planning or Research
	1e) Evaluate changes to federal and state policies to increase incentives for, and viability of, affordable housing preservation strategies	Ongoing	
Spur Housing Production for People of All Income Levels <ul style="list-style-type: none"> • Allow a greater mix of housing densities and types in Growth Geographies • Build adequate affordable housing to ensure homes for all • Integrate affordable housing into all major housing projects • Transform aging malls and office parks into neighborhoods 	2a) Advocate for legislation that enables a greater mix of housing densities and types in Growth Geographies	Ongoing	Advocacy and Legislation
	2b) Seek new revenues for affordable housing production and explore better coordination of existing funding streams	Ongoing	
	2c) Continue and seek greater strategic alignment of existing and future programs and financial resources to help local jurisdictions increase their supply of affordable homes and develop context-specific inclusionary zoning and affordable housing incentives. Relevant existing programs include PDA Planning Grants, PDA Technical Assistance and Regional Housing Technical Assistance; new programs could be introduced to support planning and redevelopment of malls and office parks in PDAs and other Growth Geographies. Funding includes existing and eligible new funding sources	Ongoing	New, Existing or Restructured Initiatives
	2d) Assist local jurisdictions to complete or initiate plans for all remaining PDAs by 2025	Ongoing	
	2e) Complete and implement the Transit-Oriented Development (TOD) Policy update to ensure land use supports transit investments and access to transit	Years 1-2 (policy update); Ongoing thereafter	
	2f) Launch and deliver BAHFA pilot projects to facilitate production and ensure equitable access to affordable housing, including a regional affordable housing application platform (“Doorway”) and an affordable housing pipeline database	Years 2-4	Planning or Research
	2g) Complete and implement the Expanded Regional Housing Portfolio and BAHFA Business Plan	Years 1-3	
	2h) Evaluate changes to federal and state policies to increase incentives for, and the viability of, affordable housing production strategies	Ongoing	
	2i) Identify redevelopment opportunities and challenges and partner with local jurisdictions, community members, property owners, affordable housing developers, and other stakeholders to accelerate the redevelopment of aging malls and office parks	Years 2-5	



Housing

Themes and Strategies	Implementation Actions	Timeline	Implementation Vehicle
<p>Create Inclusive Communities</p> <ul style="list-style-type: none"> • Provide targeted mortgage, rental and small business assistance to Equity Priority Communities • Accelerate reuse of public and community-owned land for mixed-income housing and essential services 	3a) Seek new revenues for rental, mortgage and small-business assistance programs	Ongoing	Advocacy and Legislation
	3b) Launch and deliver BAHFA pilot projects that will focus on developing standardized best practices for tenant protection programs and scoping potential regional-scale anti-displacement programs	Years 2-4	New, Existing or Restructured Initiatives
	3c) Partner with local jurisdictions and other stakeholders through BAHFA to develop and roll out a regional homelessness prevention system	Years 1-4	
	3d) Continue and seek greater strategic alignment of existing programs and financial resources to plan for public land reuse and to advance residential and mixed-use projects with a large share of affordable housing. Programs include the PDA Planning Grants and PDA Technical Assistance programs, and funds include current and eligible new sources	Ongoing	
	3e) Complete and implement the Expanded Regional Housing Portfolio and BAHFA Business Plan	Years 1-3	Planning or Research
	3f) Advance an initiative identifying challenges and opportunities for catalyzing the reuse of public and community-owned land by partnering with local jurisdictions, community members, public landowners, community land trusts and a broad range of other stakeholders	Years 2-5	



Photo: Karl Nielsen



Economy

Key implementation focus areas for Plan Bay Area 2050's economy element include new workforce actions aimed at supporting the plan's ambitious transportation, housing and resilience infrastructure goals as well as enhanced collaboration on regional and megaregional economic needs with labor, business and education partners, among others, moving forward. The agencies will also be evaluating funding sources to support the development of a pilot Priority Production Area Planning and Technical Assistance Program.

Implementation Spotlight: Supporting Jobs in Growth Geographies

Priority Development Areas (PDAs) and Priority Production Areas (PPAs) are two Plan Bay Area 2050 Growth Geographies that could shape the distribution of future job growth in a manner that can support economic vitality and the plan's climate goals. Both are locally identified places — nominated by towns, cities or counties — where more jobs could be accommodated. PDAs are generally near existing job centers or frequent transit and are locally prioritized for both housing and job growth, while PPAs are typically existing industrial areas that are primed for growth in middle-wage industries like manufacturing, utilities and logistics. PDAs work to support Strategy EC4, to allow greater commercial densities in Growth Geographies, as well as Strategy EC5, to provide incentives to employers to shift jobs to housing-rich areas well served by transit. PPAs support Strategy EC6, to retain and invest in key industrial lands.

Several implementation actions have been identified to support local planning efforts that prepare for job growth in PDAs and PPAs. Over the next five years, MTC and ABAG will evaluate funding sources and develop a pilot PPA Planning and Technical Assistance Program, with a goal of supporting up to five PPAs by 2025. The agencies will also offer planning and technical assistance surrounding greater commercial densities and seek greater strategic alignment of existing programs, including the PDA Planning and Technical Assistance Grant Program, with expanded emphasis on integrating housing and job growth at transit-supportive densities in transit-rich Growth Geographies.



Photo: Karl Nielsen

Table 7-8. Implementation actions for the economy element


 Economy			
Themes and Strategies	Implementation Actions	Timeline	Implementation Vehicle
Improve Economic Mobility <ul style="list-style-type: none"> • Implement a statewide universal basic income • Expand job training and incubator programs • Invest in high-speed internet in underserved low-income communities 	4a) Advocate for a potential statewide pilot program related to a universal basic income	Years 3-5	Advocacy and Legislation
	4b) Support increased funding for job training programs, including pre-apprenticeships, as well as incubator programs	Years 3-5	
	4c) Advocate for the importance of apprenticeships and high road career opportunities, including construction, to improve economic mobility and support the plan’s ambitious housing and infrastructure goals, with an emphasis on recruiting women, veterans, formerly incarcerated people, people of color and residents of Equity Priority Communities	Years 2-5	
	4d) Advocate for continued federal and state support for internet subsidies and a more deliberate state approach to expanding access to broadband for households with low incomes	Ongoing	
	4e) Implement the recommendations of MTC and ABAG’s Regional Governmental Partnership for Local Economic Rebound initiative	Years 2-5	New, Existing or Restructured Initiatives
	4f) Partner with regional economy stakeholders, including labor, business, and education partners, on research and modeling of workforce supply challenges facing the region and megaregion	Years 2-4	Planning or Research
Shift the Location of Jobs <ul style="list-style-type: none"> • Allow greater commercial densities in Growth Geographies • Provide incentives to employers to shift jobs to housing-rich areas well served by transit • Retain and invest in key industrial lands 	5a) Advocate for legislation that enables a greater mix of commercial densities as outlined in the plan’s Growth Geographies	Ongoing	Advocacy and Legislation
	5b) Complete and implement the TOD Policy update to ensure land use supports transit investments	Years 1-2 (policy update); Ongoing thereafter	New, Existing or Restructured Initiatives
	5c) Continue and seek greater strategic alignment of existing programs, including the PDA Planning Grants Program, with expanded emphasis on integrating housing and job growth at transit-supportive densities in transit-rich Growth Geographies	Ongoing	
	5d) Evaluate funding sources and develop a pilot PPA planning and technical assistance program, with a goal of supporting up to five PPAs by 2025	Years 1-5	



Photo: Noah Berger



Transportation


Key implementation actions for Plan Bay Area 2050's transportation element include implementing the recommendations of the Blue Ribbon Transit Recovery Task Force, the Fare Coordination and Integration Study, and the Regional Active Transportation Plan. Advocating for major capital projects and positioning them for success will be a major implementation focus area in collaboration with local, regional and megaregional partners. In addition, work is underway to update MTC's Transit-Oriented Development Policy to ensure land use supports current and planned transit investments. Looking ahead, MTC will lead the Next-Generation Freeways Study to further explore freeway all-lane tolling and complementary strategies through engagement with partners and the public.

Implementation Spotlight: Next-Generation Freeways Study

Plan Bay Area 2050's transportation strategies aim to support the mobility needs of all residents, with an emphasis on addressing mobility needs in underserved communities and meeting state mandated climate emissions reduction goals. Strategy T5, to implement per-mile tolling on congested freeways with transit alternatives, could be one of the most impactful strategies to accomplish these aims by encouraging future Bay Area residents to choose transit, carpooling or an active mode rather than driving alone. To begin the work of implementing this strategy, MTC and ABAG must first identify ways to equitably advance roadway pricing through deep engagement, working toward a modernized, multimodal regional transportation network with improved mobility, environmental and equity outcomes for all.

One near-term step forward is the Next-Generation Bay Area Freeways Study, a multi-pronged effort to explore freeway pricing mechanisms and complementary strategies through robust public engagement, simulation modeling and financial analysis. Throughout all elements of the study, equity will be centered as MTC, partners and the public discuss options for road pricing policy and associated tradeoffs. MTC will lead the study and partner with Caltrans, county transportation agencies, transit agencies, engagement experts and community-based organizations for this work. The study is slated to conclude in 2023.

Table 7-9. Implementation actions for the transportation element

 Transportation			
Themes and Strategies	Implementation Actions	Timeline	Implementation Vehicle
<p>Maintain and Optimize the Existing System</p> <ul style="list-style-type: none"> Restore, operate and maintain the existing system Support community-led transportation enhancements in Equity Priority Communities Enable a seamless mobility experience Reform regional transit fare policy Implement per-mile tolling on congested freeways with transit alternatives Improve interchanges and address highway bottlenecks Advance other regional programs and local priorities 	6a) Seek new revenues and/or increased funding for transportation, including operations and maintenance needs; community-led enhancements; and fare policy reform, including means-based considerations	Ongoing	<p>Advocacy and Legislation</p>
	6b) Evaluate and, if necessary, seek state legislative authority to support implementation of the Fare Coordination and Integration Study recommendations	Years 1-2	
	6c) Coordinate the Bay Area’s transportation pandemic recovery with a focus on stabilization, rebuilding and ridership restoration	Years 1-2	<p>New, Existing or Restructured Initiatives</p>
	6d) Reassess Plan Bay Area 2050’s transportation element financial assumptions in 2023 to better reflect the region’s post-COVID-19 financial conditions	Years 3-4	
	6e) Continue existing asset management programs such as StreetSaver, StreetSaver Plus, and the Pavement Technical Assistance Program, among others, and develop detailed asset management plans for each of the BATA toll bridges as identified in the BATA Recovery Action Plan	Ongoing	
	6f) Implement the system optimization recommendations of the Blue Ribbon Transit Recovery Task Force related to fare integration and payment, mapping and wayfinding, bus transit priority, and transit network planning, including: <ul style="list-style-type: none"> Fare integration and payment recommendations, such as implementing the recommendations of the Fare Coordination and Integration Study and funding related pilot projects Customer information recommendations, such as finalizing regional mapping and wayfinding standards, delivering pilot projects, and developing a regional mapping data services digital platform Bus transit priority recommendations, such as adopting a Transit Priority Policy and Corridor Assessment, and delivering near-term transit corridor projects Transit network planning recommendations, such as adopting a Bay Area Connected Network Plan and standardizing transit data collection to provide accurate customer information 	Year 1 (fares); Years 1-3 (bus signal priority and transit network); Years 1-4 (mapping and wayfinding)	
	6g) Update guidelines for the upcoming cycle of the Community-Based Transportation Planning (CBTP) Program and explore restructuring of the Lifeline Transportation Program and/or using other existing funding sources to support the development and advancement of CBTPs and participatory budgeting projects	Years 1-3	
	6h) Implement the recommendations of the Blue Ribbon Transit Recovery Task force related to accessibility, including designating a mobility manager and identifying key paratransit reforms through the Coordinated Plan update	Years 1-3	
	6i) Deploy the Clipper® Mobile app, next-generation Clipper® and a single regional mobility account platform to improve seamless integration of the network	Years 3-5	
	6j) Continue and seek greater strategic alignment of existing programs, including the CBTP Program, Clipper® START, the I-880 Express Lanes Toll Discount Pilot, Express Lanes, 511, the “Forward” Commute Initiatives and Connected Bay Area, among others	Ongoing	
	6k) Identify strategies to equitably advance roadway pricing on congested freeways through technical analysis and deep engagement with key partners, stakeholders and the public	Years 2-3	



Transportation

Themes and Strategies	Implementation Actions	Timeline	Implementation Vehicle
<p>Create Healthy and Safe Streets</p> <ul style="list-style-type: none"> • Build a Complete Streets network • Advance regional Vision Zero policy through street design and reduced speeds 	7a) Seek new revenues and/or increased funding for transportation, including for Complete Streets and Vision Zero priorities	Ongoing	<p>Advocacy and Legislation</p>
	7b) Advocate for policy changes that will improve roadway safety, particularly for the most vulnerable users, including but not limited to authorization for automated speed enforcement	Years 1-2	
	7c) Complete and implement the recommendations of the Regional Active Transportation Plan	Years 1-5	<p>New, Existing or Restructured Initiatives</p>
	7d) Continue and seek greater strategic alignment of existing programs, such as the Active Transportation Program, the Quick-Build Technical Assistance program, local roadway asset inventory development and the Vision Zero shared data initiative	Ongoing	
<p>Build a Next-Generation Transit Network</p> <ul style="list-style-type: none"> • Enhance local transit frequency, capacity and reliability • Expand and modernize the regional rail network • Build an integrated regional express lane and express bus network 	8a) Seek new revenues and/or increased funding for transportation, including for local and regional transit expansion, and convene stakeholders through late 2023 to identify priorities and a funding framework for a future transportation ballot measure that would include new funding for transit	Ongoing	<p>Advocacy and Legislation</p>
	8b) Advocate for major capital projects and position them for success, including sequencing projects to align with funding availability as well as assessing their existing funding, project readiness and characteristics that support Plan Bay Area 2050 goals	Years 1-4	
	8c) Advocate for the next phase of California High-Speed Rail (CAHSR) construction to connect the Central Valley to the Bay Area, while partnering with state agencies to seek more federal and state monies for the project	Ongoing	
	8d) Advocate for changes to state law and federal regulations that will expand opportunities to convert general-purpose and part-time travel lanes to priced facilities	Ongoing	
	8e) Continue and seek greater strategic alignment of existing programs, including the “Forward” Commute Initiatives person-throughput investments and transit signal priority investments, as well as the express lanes network expansion, and follow the recommendations of the Bay Area Express Lanes Strategic Plan, which will guide future network investments, priorities and policies	Ongoing	<p>New, Existing or Restructured Initiatives</p>
	8f) Implement the transit network recommendations of the Blue Ribbon Transit Recovery Task Force, including bus transit priority on future routes, connected network planning, and bus/rail network management reforms, including developing a Business Case for reform and delivery of the Rail Partnership and Governance Assessment	Years 1-3	
	8g) Complete and implement the TOD Policy update to ensure land use supports transit investments and access to transit	Years 1-2 (policy update); Ongoing thereafter	
	8h) Collaborate with local, regional and megaregional partners on major transportation projects to evaluate regional project delivery paradigms and support improved schedule adherence and reduced costs	Years 1-4	



Photo: Karl Nielsen



Environment


For Plan Bay Area 2050's environment element, key implementation actions include evaluating and establishing clear roles and responsibilities for sea level rise adaptation planning, funding and implementation, in collaboration with key partners. MTC is proposing to restructure its Climate Initiatives Program and its transportation demand management programs to ensure that they can effectively increase in scale over the next five years, particularly given the expanded scope of these strategies in Plan Bay Area 2050. The feasibility of expanding the scope and mission of the Bay Area Regional Energy Network (BayREN) to develop a broader range of programs that support water and energy upgrades will also be evaluated. Finally, Priority Conservation Areas, a framework first established by ABAG in the late 2000s, have also been identified for a revamp toward a more data-driven approach that addresses a wider range of policy concerns, including resilience and equity.

Implementation Spotlight: Reexamining Priority Conservation Areas

Priority Conservation Areas (PCAs) are locations nominated by local jurisdictions, open space districts or parks districts and designated by ABAG for the protection of natural habitats and the preservation of open space for future generations in the Bay Area. This includes farming, ranching, recreational and resource lands, which are collectively critical to supporting quality of life in the Bay Area. The first PCAs were adopted in 2008, with over 185 Bay Area PCAs now identified.

These geographies are one of the key regional policy tools available to support the implementation of Plan Bay Area 2050's environmental strategies, including Strategy EN5, to protect and manage high-value conservation lands. Discussions with stakeholders through the development of the Implementation Plan unearthed interest in revisiting the program structure in order to prioritize data-driven and science-based approaches. MTC and ABAG will engage with a variety of stakeholders and partners to provide guidelines and resources to support future conservation work, while also broadening the scope of the PCA program to promote climate resilience and equity. Work on the PCA program update will occur over the next two years, providing an opportunity for the revised framework to be applied during the next long-range planning cycle.

Table 7-10. Implementation actions for the environment element

 Environment				
Themes and Strategies	Implementation Actions	Timeline	Implementation Vehicle	
<p>Reduce Risks From Hazards</p> <ul style="list-style-type: none"> Adapt to sea level rise Provide means-based financial support to retrofit existing residential buildings Fund energy upgrades to enable carbon neutrality in all existing commercial and public buildings 	9a) Seek new revenues to support sea level rise adaptation	Ongoing	Advocacy and Legislation	
	9b) Advocate for legislative reforms to better address climate adaptation and resilience goals; and establish clear roles and responsibilities for sea level rise adaptation planning, funding and implementation through the BARC Regional Climate Adaptation Legislative Working Group	Years 1-2		
	9c) Seek new revenues to incentivize residential building retrofits, energy upgrades and electrification; and advocate for changes relative to the use of ratepayer funds	Years 3-5		
		9d) Support multi-benefit, multi-jurisdictional shoreline adaptation efforts, working in partnership with cities, counties and other key partners, with a goal of supporting up to five adaptation planning processes by 2025	Years 3-5	New, Existing or Restructured Initiatives
		9e) Support BCDC in implementing the Bay Adapt Joint Platform, a collaborative strategy to adapt to rising sea levels	Ongoing	
		9f) Support BCDC in developing a One Bay Vision for sea level rise adaptation rooted in community, Bay ecosystems and the economy, incorporating this vision into the next Plan Bay Area update	Years 2-5	
		9g) Prioritize implementation of natural and nature-based solutions through SFEP's projects and programs	Years 3-5	
		9h) Evaluate the feasibility of expanding BayREN's scope/mission to support retrofits and water/energy upgrades for residential buildings, and to support energy upgrades and electrification for existing commercial and public buildings	Years 2-4	
		9i) Develop a sea level rise funding plan to support the implementation of projects that reduce sea level rise risks to communities, infrastructure and ecology, prioritizing green infrastructure wherever possible	Years 1-3	
		9j) Study and identify Plan Bay Area 2050 Growth Geographies for resilience risk and opportunities and reform Growth Geography planning guidance accordingly	Years 2-4	
		9k) Compile detailed assessments for seismic, wildfire, water and energy needs, which will explore financial needs, key relevant initiatives, best practices, key stakeholders, and workforce and technology needs, among other areas	Years 1-3	
<p>Expand Access to Parks and Open Space</p> <ul style="list-style-type: none"> Maintain urban growth boundaries Protect and manage high-value conservation lands Modernize and expand parks, trails and recreation facilities 	10a) Advocate for the preservation of existing urban growth boundaries (UGBs) to avoid net expansion of areas eligible for urban development	Years 3-5	Advocacy and Legislation	
	10b) Seek new revenues to support land conservation as well as for parks, recreation and open space, with a special emphasis on improving access and enhancing amenities for Equity Priority Communities	Years 3-5	New, Existing or Restructured Initiatives	
	10c) Revamp the PCA planning framework using a data-driven approach to better prioritize the most critical areas for conservation, while addressing a broader range of policy concerns	Years 2-3		
	10d) Continue and seek greater strategic alignment of existing programs, including funding and implementation of the Regional Advance Mitigation Program (RAMP), as well as the San Francisco Bay Trail, San Francisco Bay Area Water Trail, the Priority Conservation Area Program and Quick-Build technical assistance	Ongoing		



Environment

Themes and Strategies	Implementation Actions	Timeline	Implementation Vehicle
<p>Reduce Climate Emissions</p> <ul style="list-style-type: none"> Expand commute trip reduction programs at major employers Expand clean vehicle initiatives Expand transportation demand management initiatives 	11a) Evaluate and, if determined necessary and feasible, seek legislative authority to modify or expand the existing Bay Area Commuter Benefits Program in partnership with the Air District	Years 1-2 (Evaluate); Years 3-5 (Seek)	Advocacy and Legislation
	11b) Seek new revenues and/or increased funding to support climate, electrification and travel demand management needs	Ongoing	
	11c) Convene local governments, transportation demand management (TDM) partners, transit agencies and employers to expand and foster relationships, target outreach, support education, develop metrics, share data and identify shared goals	Ongoing	New, Existing or Restructured Initiatives
	11d) Identify the resources and capacities necessary to implement an expanded Bay Area Commuter Benefits Program at both the Air District and MTC, including an effort to improve program data and enhance database functionality, while using existing resources to develop program messaging	Years 1-2	
	11e) Restructure MTC's Climate Initiatives Program to ensure it can effectively scale over the next five years, while advancing existing initiatives including electric vehicle incentives, electric vehicle charger programs, local parking policies, curb management, Targeted Transportation Alternatives, Mobility Hubs, vanpooling, car sharing, MTC SHIFT as well as bikeshare and e-bike incentive programs	Years 2-5	
	11f) Coordinate an agency-wide, cross-sectional approach for operational TDM programs to increase equity, efficiency and effectiveness and support a shared regional vision for TDM	Years 2-5	
	11g) Conduct research such as focus groups, workshops, surveys, polls and studies to support the development of strategies and approaches that will maximize the viability of sustainable commute targets for major employers to implement	Years 2-4	Planning or Research

Funding Plan Bay Area 2050

Plan Bay Area 2050 envisions an investment in the Bay Area's future of approximately \$1.4 trillion between now and 2050. A central element of implementing this vision is understanding the potential cost of carrying out each of these strategies, as well as identifying the resources available to meet those needs. More than \$600 billion in existing revenues have been identified to support Plan Bay Area 2050's strategies, the majority of which are revenues that fund transportation operations and expansion. Two other existing revenue sources include just over \$100 billion for housing, primarily focused on affordable housing maintenance and production, and \$16 billion to support environmental aims like emissions reductions and planned sea level rise adaptation projects.

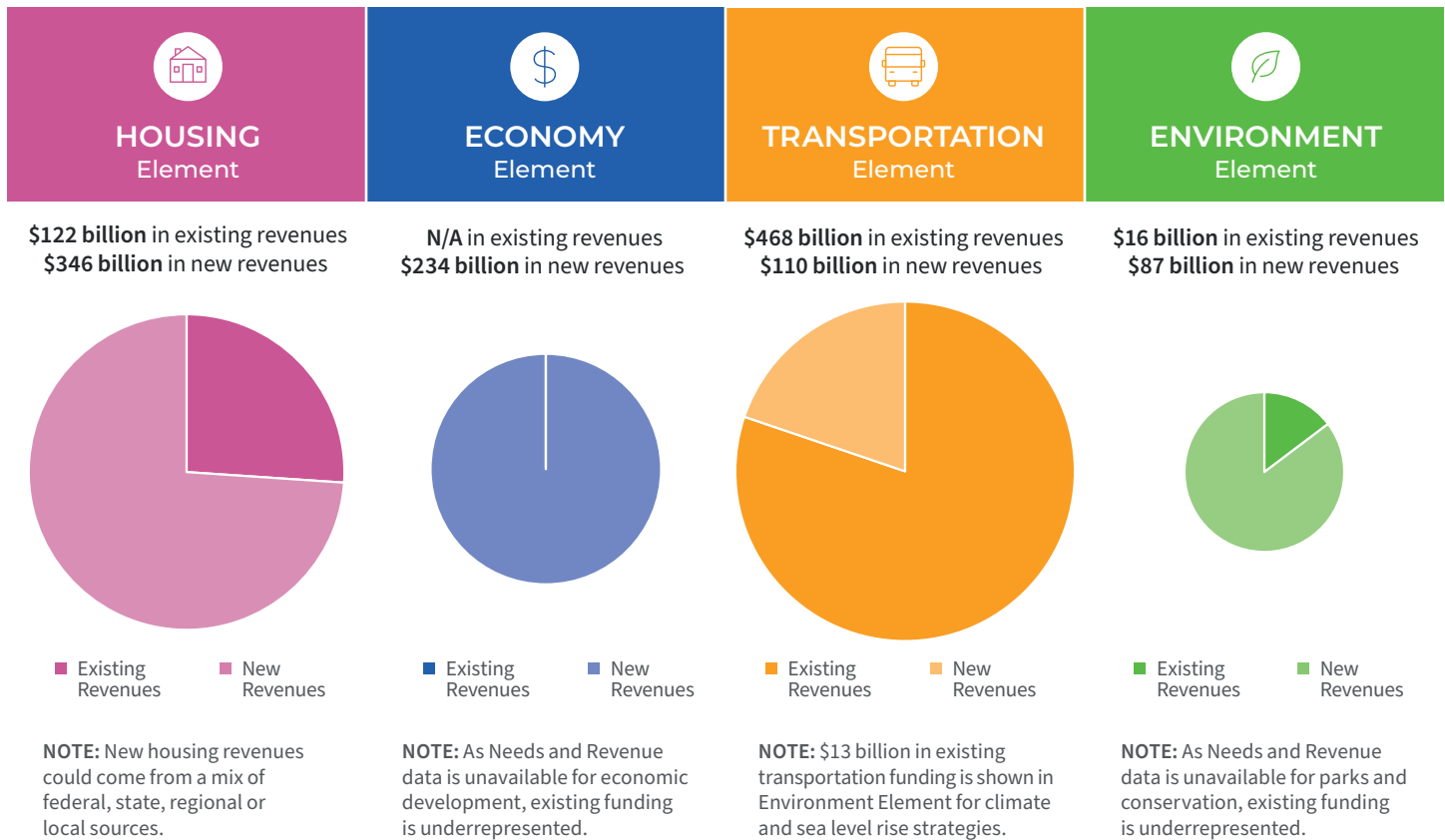
The inclusion of the environment and economy elements in Plan Bay Area 2050 has broadened the scope of the financial analysis required of the plan, and information on existing funding streams for these areas is less readily available. As such, existing funding identified for these two elements is likely underrepresented. This is particularly true for the economy element and environmental strategies related to parks and open space, where no existing funding is assumed. These two elements in particular will need further study and partnership to fully understand what funds already exist and where more financial support is needed.

The transportation element, which has the highest cost of Plan Bay Area 2050's four elements, has relatively robust revenues that currently support the existing system's maintenance and operation. New revenues, however, would be needed to fund the plan's more transformational investments and policies, such as the new Link21 transbay rail crossing or regional fare discounts for millions of trips each day. Such revenues would be generated by implementation of specific Plan Bay Area 2050 strategies like freeway pricing and parking fees, as well as a future regional revenue measure. Independent polling conducted in 2019 found over two-thirds of Bay Area residents were in support of a regional revenue measure for transportation. Working with partners to allow Bay Area voters to decide on such a measure is a key near-term implementation action for MTC and ABAG.

Plan Bay Area 2050's housing, environment and economy elements would require a much stronger reliance on new revenues, reflecting the historically limited role of government spending in these areas. For the housing element, the next most costly after transportation, existing local and state programs to support affordable housing production and preservation can be expected to account for around one-quarter of the funding needed to carry out the plan's housing strategies. Plan Bay Area 2050 intensifies the focus on capital investments for affordable housing production and preservation, requiring a substantial increase in funding to match the scale of the crises the Bay Area must now address.

Thinking ahead to 2050, addressing the challenges that stand in the way of equitable economic development and environmental resilience would require significantly more financial resources than would be expected should today's funding paradigms continue. For example, an economy strategy to implement a universal basic income would require an estimated \$200 billion, reflecting a significant break from current levels of investment in economic development. Similarly, current resources for environmental strategies fall short of what would be needed to carry out the proactive approach to open space expansion, sea level rise adaptation and building modernization laid out in Plan Bay Area 2050.

Figure 7-1. Existing and new revenues by element



New Revenues on the Horizon

Given the gap between existing and needed revenues, new funding sources will be essential to advancing Plan Bay Area 2050's strategies. While the specific sources of new revenue have yet to be determined, there are a variety of ways that new funding could be generated. These range from user fees like parking surcharges and all-road tolling to increasing taxes on wealth, income, sales or property.

Bay Area voters and policymakers have stepped up to tackle big regional problems in the past, from the inception of the BART system in the 1950s and 1960s to voter-approved bonds for affordable housing in recent years. In the environment sphere, a revenue-generating measure by the San Francisco Bay Restoration Authority in 2016 passed with 70% approval across the region — the Bay Area's first-ever tax to prepare for sea level rise.

Following the onset of the COVID-19 pandemic, federal and state governments made significant funding available for a wide array of emergency response uses, including lifeline transit service and help for renters and businesses to remain in place during economic turmoil. These policy conversations have continued throughout 2021 and are likely to continue for years as governments reassess their roles in confronting immense challenges like income inequality and climate change.

At the federal level, there has been bipartisan support for large-scale investments to modernize and expand infrastructure. Discussions have centered around a number of investment priorities, including the needs to rehabilitate the nation's roads and bridges; expand transit access through large and small capital projects; advance the adoption of zero-emissions vehicles; increase connectivity to high-speed internet; more efficiently manage national water and electricity systems; and prepare for worsening climate events.

As the Fixing America's Surface Transportation (FAST) Act expires in 2021, federal lawmakers are proposing a trillion-dollar infrastructure bill including re-authorization of the act at much higher overall funding levels. While the exact amount of funding and the framework for distributing it are still under discussion, widespread support for these investments suggests that new federal funding streams could direct billions of additional dollars to the Bay Area to implement Plan Bay Area 2050's priorities and projects.



Photo: Karl Nielsen

The state of California also has acted recently to provide resources to help cities, counties and regions tackle large-scale challenges. In the housing sphere, the Regional Early Action Program (REAP) was initiated in the FY2018-19 state budget to align local housing plans with state-mandated goals to increase housing production. The FY2021-22 state budget includes a second infusion of funds for the program with a focus on reducing vehicle miles traveled through implementation of strategies recommended by long-range plans like Plan Bay Area 2050. This new funding will support programs and capital projects that accelerate infill development, promote multimodal communities, shift travel behavior away from solo driving and increase transit ridership. Other recent funds identified at the state level include \$35 million to implement the country's first statewide guaranteed income pilot and \$6 billion to expand high-speed internet access. More information on both of these state allocations can be found in the Plan Bay Area 2050 Economy Element.

Aligning revenues with recommendations from the long-range plan is a critical first step toward implementation. In the Bay Area, the One Bay Area Grant (OBAG) program is a policy and programming framework that aligns select federal transportation revenues with recommendations from long-range plans. MTC will embark on a third OBAG cycle beginning in 2022 in order to advance Plan Bay Area 2050 and other regional policy aims. Priorities include implementing the region's focused growth framework and climate goals and supporting the agencies' adopted Equity Platform and Regional Vision Zero policy. MTC expects to approve the OBAG 3 framework in December 2021, with a call for projects anticipated in early 2022.

Ultimately, securing and distributing funding to implement Plan Bay Area 2050 will require collaboration with partners from many sectors and organizations, ranging from agencies at all government levels to the residents working to place a new revenue measure on the ballot. Through all stages of implementation, partnership remains foundational to Plan Bay Area 2050. The following section provides more detail on the diverse coalition of stakeholders needed to realize Plan Bay Area 2050's vision.

Strategic Partnership Opportunities

As discussed earlier in this chapter, this Implementation Plan focuses on implementation actions that MTC and/or ABAG propose to commit to over the next one to five years. Actions can fall under the purview of MTC, ABAG, or both agencies collectively, and as such, the agencies are referred to as MTC/ABAG in this section. Undoubtedly, each implementation action detailed in the prior tables will require partnership to enact. During the Partnership Phase of the Implementation Plan, over 45 distinct partners offered potential commitments or statements of support to advance implementation across all plan strategies.

Incorporating this feedback, MTC and ABAG have identified a selection of strategic partners that will be integral to implementing Plan Bay Area 2050, including:

- Bay Area Air Quality Management District (Air District)
- Bay Conservation and Development Commission (BCDC)
- Business Community
- Community-Based Organizations, Advocates and Non-Profits
- County Transportation Agencies (CTAs)
- Labor Organizations
- Local Jurisdictions
- State Agencies
- Transit Agencies

It is important to note that this list of partners and partnership areas is not exhaustive and reflects a shortlist of high-priority focus areas where MTC/ABAG and listed partners can work to advance the adopted Plan Bay Area 2050 strategies. Additional partners will be engaged as specific initiatives, planning projects and advocacy priorities move forward over the plan's implementation period.



Photo: Noah Berger

BAY AREA AIR QUALITY MANAGEMENT DISTRICT (AIR DISTRICT)

As the regional air pollution control agency for the nine-county Bay Area, the Air District is tasked with overseeing policies and adopting regulations to control stationary sources of air pollution. The Air District and MTC/ABAG collaborate on initiatives including electric vehicle infrastructure and incentives; freight and goods movement; and the Commuter Benefits Program, which provides incentives for commuters to take transit or vanpool to work. Given the significantly expanded climate strategies in Plan Bay Area 2050, MTC/ABAG look forward to continuing and growing their partnership with the Air District on a range of efforts that will encourage mode shift away from auto commute trips, reduce greenhouse gas emissions, and improve air quality, with a specific focus on supporting the needs of Equity Priority Communities, AB 617 communities, and other communities over-burdened by pollution. Through AB 617, for example, the Air District supported the development of the West Oakland Community Action Plan, which contained community-developed recommendations to improve transit service and improve the design and safety of local streets for pedestrians and bike trips.

High-priority initiative areas for greater coordination include expanding the Commuter Benefits Program to support sustainable commute targets, expanding vehicle electrification efforts and accelerating building decarbonization efforts at the regional level. For the Commuter Benefits Program, MTC/ABAG would like to work collaboratively with the Air District to conduct research, convene local partners and employers, and build greater regional consensus for sustainable commute targets, while also working to optimize the program’s design and identify the resources and authority needed to expand the program. Given the significantly expanded clean vehicle incentives and infrastructure envisioned by Plan Bay Area 2050, the agencies will also have to work closely to restructure existing vehicle electrification initiatives to ensure that they can scale effectively. Finally, the Air District will be an essential implementation partner for the plan’s building decarbonization strategies given their existing decarbonization programs and initiatives, funding, and authority to regulate stationary pollution sources.

PARTNERSHIP FOCUS STRATEGIES	
Economy	EC6
Transportation	T2
Environment	EN2 EN3 EN7 EN8 EN9

BAY CONSERVATION AND DEVELOPMENT COMMISSION (BCDC)

With planning, permitting and enforcement authorities over San Francisco Bay, BCDC has a major role in preparing for, and adapting to, rising sea levels caused by climate change. MTC/ABAG and BCDC have partnered on numerous projects and initiatives, including the Adapting to Rising Tides program, the San Francisco Bay Trail, the San Francisco Bay Area Water Trail, the San Francisco Bay Area Seaport Plan, various shoreline-adjacent transportation projects, and most recently, the Bay Adapt process.

Beginning in 2019, Bay Adapt, a voluntary, collaborative initiative led by BCDC, sought to establish regional agreement on the actions necessary to protect the Bay Area’s people and natural and built environments from sea level rise. In June 2021, Bay Adapt’s 35-member Leadership Advisory Group of executive-level leaders from private, public and non-profit organizations unanimously agreed to support its implementation. The Bay Adapt Joint Platform lays out nine actions and 21 tasks that will enable the region to adapt faster, better and more equitably to a rising bay; the actions identified in the Plan Bay Area 2050 Implementation Plan are fully consistent with and supportive of the Bay Adapt Joint Platform.

A major partnership priority for MTC/ABAG is to work collaboratively with BCDC and other key partners to establish clear roles and responsibilities for sea level rise adaptation planning, funding and implementation through the BARC Regional Climate Adaptation Working Group. Moving forward, MTC/ABAG will also support BCDC in the development of a One Bay Vision for sea level rise adaptation rooted in community, bay ecosystems and the economy, and work to incorporate this vision into the next Plan Bay Area update.

Additional partnership focus areas for sea level rise adaptation include raising revenues to support planning and adaptation projects, pursuing joint legislative advocacy, and developing a sea level rise funding plan for implementation.

PARTNERSHIP FOCUS STRATEGIES	
Environment	EN1

BUSINESS COMMUNITY

The Bay Area business community encompasses a broad range of voices, including large and small businesses, employer associations, advocacy groups and economic development associations. This community has an essential role in ensuring that the Bay Area’s economy is vibrant, innovative and sustainable, as well as an inclusive engine of economic opportunity for all of the Bay Area’s residents. As such, businesses have been important stakeholders in many MTC/ABAG-led efforts over the years, from megaregional transportation projects to the development of the CASA Compact to address the Bay Area’s chronic housing affordability challenges.

MTC/ABAG expect that the business community will continue to be a key implementation partner moving forward across a number of Plan Bay Area 2050 strategies, touching each of the plan’s four core elements. Based on discussions during the Partnership Phase of the Implementation Plan, MTC/ABAG would especially welcome the business community’s engagement on the region’s transportation and housing needs — whether supporting potential regional revenue measures, advocating for major regional and megaregional transportation projects and initiatives in conjunction with an evaluation of project delivery paradigms, or advancing production of both market-rate and affordable housing in Growth Geographies. Other key partnership focus areas include: providing leadership and expertise on regional economic recovery efforts, ongoing engagement to expand commute trip reduction programs at major employers, and further exploration of jobs-to-housing balance issues and considerations.

Partnership Phase discussions also revealed workforce development concerns from the business community related to staff shortages and challenging labor market conditions as the pandemic continues. Moving forward, MTC/ABAG are proposing to partner with regional economy stakeholders including labor, business and education partners, to further research and model the workforce supply challenges facing the region and megaregion.

PARTNERSHIP FOCUS STRATEGIES	
Housing	H3 H4 H6
Economy	EC2 EC3 EC4 EC5 EC6
Transportation	T1 T3 T4 T5 T8 T10 T11 T12
Environment	EN1 EN3 EN7 EN9

COMMUNITY-BASED ORGANIZATIONS, ADVOCATES AND NON-PROFITS

The Bay Area’s unparalleled community of community-based organizations (CBOs), advocates and non-profits bring a wealth of knowledge and expertise to optimize and accelerate implementation of Plan Bay Area 2050’s strategies across all of the plan’s elements. In addition to deep experience engaging with communities and conducting high-impact advocacy campaigns at the local, regional and state levels, these groups have been active stakeholders in many MTC- and ABAG-led initiatives over the years. Past key efforts have included previous iterations of Plan Bay Area, the OBAG Program, the PCA Program and CASA, among many others.

Moving forward into the plan’s implementation period, MTC/ABAG welcome continued partnership and engagement from advocates and non-profits in several priority focus areas. These focus areas include partnering in efforts to reexamine the Equity Priority Communities framework and methodology, providing input on the development of the Expanded Regional Housing Portfolio Business Plan, supporting BAHFA pilot programs, and discussing the vision for a regional public lands network. MTC/ABAG also look forward to partnering to revise the PCA planning framework to better incorporate science, resilience and equity, among other areas, in addition to continuing dialogue regarding key transit priorities in the post-COVID environment.

From a broader perspective, a major consideration across many of the identified Plan Bay Area 2050 strategies involves coordinated public engagement to best support the needs of Equity Priority Communities. MTC/ABAG intend to continue, and to strengthen, engagement efforts in collaboration and partnership with advocates, non-profits and CBOs in the years ahead.

PARTNERSHIP FOCUS STRATEGIES	
Housing	H1
	H2
	H3
	H4
	H5
	H7
	H8
	Economy
EC2	
EC3	
EC4	
Transportation	T1
	T2
	T3
	T4
	T5
	T8
	T9
	T10
Environment	EN1
	EN2
	EN4
	EN5
	EN6
	EN7
	EN8

COUNTY TRANSPORTATION AGENCIES (CTAs)

The region’s nine CTAs deliver transportation projects and programs to improve access and mobility for the residents of their counties, in addition to providing technical assistance to local jurisdictions. As the transportation planner, funder and coordinator for the nine-county Bay Area, MTC/ABAG has long-standing relationships with CTAs and a strong history of collaborating to meet the region’s most pressing transportation needs.

Some of the most critical areas for partnership between MTC/ABAG and CTAs involve coordination on a wide range of project delivery needs and considerations, facilitating the Bay Area’s transportation recovery from the COVID-19 pandemic — including through implementation of the recommendations of the Blue Ribbon Transit Recovery Task Force’s Bay Area Transit Transformation Action Plan — and partnering on overall GHG emissions reduction efforts. In the project delivery space, key focus areas will involve working to seek and secure revenues to fill transportation funding gaps, including authorization of a potential regional revenue measure. Further collaboration is necessary to improve schedule adherence, reduce project costs and evaluate project delivery paradigms for major capital projects. With respect to GHG emissions reduction efforts, it will be essential for CTA long-range transportation plans to more closely align with Plan Bay Area 2050, including a stronger emphasis on countywide development patterns.

Other related implementation priorities with CTAs — who were active collaborators throughout the Partnership Phase of the Implementation Plan — involve partnering in a study to equitably advance roadway pricing, furthering implementation of the Express Lanes Strategic Plan, accelerating Complete Streets and Vision Zero improvements — including through technical assistance to local jurisdictions — and advancing electric vehicle and transportation demand management initiatives.

PARTNERSHIP FOCUS STRATEGIES	
Housing	H3 H8
Economy	EC4 EC5 EC6
Transportation	T1 T2 T3 T4 T5 T6 T7 T8 T9 T10 T11 T12
Environment	EN1 EN7 EN8 EN9

LABOR ORGANIZATIONS

The Bay Area’s labor organizations represent workers who pursue collective bargaining with their employers to secure better wages, improve working conditions and enhance representation for their members. Unions have an essential role in advocating for working class interests and creating and sustaining pathways to the middle class for residents with low incomes.

Especially relevant for Plan Bay Area 2050’s goals are the unions representing transit agency employees, as well as unions representing the building and construction trades. MTC/ABAG look forward to working closely with labor partners in areas of mutual interest moving forward. In the transportation realm, this includes supporting the restoration of transit in the post-COVID environment and delivering a wide range of local and regional transit expansion projects. In the housing and resilience realms, workforce considerations will be key to affordable housing production goals; sea level rise adaptation efforts; and efforts to upgrade residential, commercial and public buildings.

Labor partners identified the critical need of ensuring an adequately sized and skilled construction workforce during the Implementation Plan Partnership Phase. The Implementation Plan therefore includes workforce actions aimed at making the plan’s ambitious transportation, housing and resilience infrastructure goals more achievable, and also recommends partnering with labor organizations on regional and megaregional economic needs through research and modeling. The agencies are especially interested in exploring how the region can support the recruitment, training and retention of women, veterans, formerly incarcerated people, people of color and residents of Equity Priority Communities into “high road” career opportunities.¹

PARTNERSHIP FOCUS STRATEGIES	
Housing	H3 H4 H6 H8
Economy	EC2 EC4 EC6
Transportation	T1 T10 T11 T12
Environment	EN1 EN2 EN3

¹ Based on the California Workforce Development Board’s definition, “high road” employers refers to firms that compete based on quality of product and service achieved through innovation and investment in human capital and can thus generate family-supporting jobs where workers have agency and voice.

LOCAL JURISDICTIONS

The Bay Area’s local jurisdictions have a variety of authorities and capacities to support implementation of Plan Bay Area 2050, especially given local control of land use decisions. In addition to their housing and local planning responsibilities, local jurisdictions often have public works, transportation, economic and workforce development, and/or parks and recreation departments that are on the frontlines of delivering or operating projects, initiatives and programs. Local jurisdictions have been key partners in many MTC/ABAG-led processes to date, including RHNA, the PDA Program and the PCA Program, among others.

MTC/ABAG look forward to expanding on existing relationships and initiatives and further building upon the recent successes of the REAP and Local Early Action Planning (LEAP) programs to ensure implementation success across all four elements of the plan. Select high-priority implementation partnership areas include local jurisdictions taking a lead role in allowing a greater mix of housing and commercial densities in Plan Bay Area 2050 Growth Geographies, as well as in working to strengthen renter protections and redevelop aging malls and office parks. Close collaboration will be required to align local land use decisions with potential regionally led efforts to preserve existing and produce new affordable housing.

Local jurisdictions will have a key role in deploying community-identified transportation enhancements, such as bus-only lanes or transit signal priority, as well as advancing planning and project delivery of critical bicycle and pedestrian facilities. MTC/ABAG would further welcome the participation and support of local jurisdictions in envisioning an equitable economic recovery, as well as in a wide range of environmental areas, including developing local shoreline adaptation plans, pursuing decarbonization strategies for public buildings and creating a supportive regulatory environment for electric vehicle charging infrastructure.

Across the region, local jurisdictions have a wide variety of existing efforts and initiatives that can support identified strategy focus areas and provide models for other cities. The City of Berkeley, for example, has adopted a resolution calling for the end of exclusionary zoning by 2022. The City of Fremont recently announced the “Earn and Learn Fremont” pilot program, which offers participants pathways to new careers in advanced manufacturing, and adopted an updated Vision Zero Action Plan commemorating five years of Vision Zero implementation in the city. The cities of San José and Oakland have been leading efforts to close the digital divide through multi-sector partnerships and collaborations. Finally, the City of San Anselmo has developed a Zero Emission Vehicle Roadmap, while the City and County of San Francisco has been taking the lead in electric vehicle fleet adoption.

PARTNERSHIP FOCUS STRATEGIES		
Housing	H1	
	H2	
	H3	
	H4	
	H5	
	H6	
	H7	
	H8	
Economy	EC1	
	EC2	
	EC3	
	EC4	
	EC5	
	EC6	
Transportation	T1	
	T2	
	T3	
	T6	
	T7	
	T8	
	T9	
	T10	
	Environment	EN1
		EN2
EN3		
EN4		
EN5		
EN6		
EN7		
EN8		
EN9		

STATE AGENCIES

State agencies² are key funding partners across all areas of Plan Bay Area 2050, with important roles in establishing the overall policy and regulatory environment. MTC/ABAG have long-standing relationships with partners such as the California Department of Transportation (Caltrans), the Air Resources Board (CARB), Housing and Community Development, the California Transportation Commission (CTC) and the California State Transportation Agency (CalSTA), among others.

MTC/ABAG look forward to deepening and strengthening these relationships as the agencies work in concert with the state to advance key regional priorities while achieving statewide policy goals. Select high-priority focus areas for transportation include advancing major capital projects through statewide funding programs, as well as facilitating the creation of healthy and safe streets through speed limit reductions and active transportation project streamlining.

On housing, greater technical assistance for local and regional partners in areas such as housing preservation will be necessary in order to meet statewide policy goals. Additional key focus areas where state leadership will be required include simplifying and streamlining application processes for state housing funding sources, as well as broadening high-speed internet access in underserved communities. Finally, flexible and dedicated funding, as well as more detailed guidance on how to align with statewide policy goals, will help advance critical environmental strategy areas, ranging from climate adaptation and resilience to parks and conservation.

Overall, the state has a number of initiatives underway that will help support implementation of key plan strategies. Related to transportation, Caltrans is testing how user charges can work with various technologies through the California Road Charge pilot program and also recently released a Pedestrian Plan for the Bay Area and a Bay Area Adaptation Priorities Report. California Governor Newsom’s Executive Order N-79-20 directs a number of state agencies, including CARB, CalSTA, the CTC, Caltrans, the Energy Commission and the Public Utilities Commission, among others — to ensure that 100% of in-state sales of new passenger cars and trucks will be zero emission by 2035. Additionally, CalSTA adopted the Climate Action Plan for Transportation Infrastructure in July 2021, which outlines a vision for using statewide transportation spending to advance climate, public health, safety and equity goals.

On the environmental front, Executive Order N-82-20 directs the California Natural Resources Agency to lead a planning effort to combat the biodiversity and climate crises and protect at least 30% of California’s land and coastal waters by 2030. Finally, on broadband, the state of California has a major initiative underway to expand high-speed internet access, with the FY2021-22 state budget featuring a \$6 billion investment to expand broadband infrastructure and enhance internet access for unserved and underserved communities.

PARTNERSHIP FOCUS STRATEGIES	
Housing	H1
	H2
	H3
	H4
	H6
	H7
	H8
	Economy
EC2	
EC3	
Transportation	T1
	T2
	T3
	T5
	T6
	T7
	T8
	T9
	T10
	T11
	T12
	Environment
EN2	
EN3	
EN5	
EN6	
EN8	

² State agencies include the Air Resources Board, the California Department of Transportation, the California Transportation Commission, the California State Transportation Agency, the California High-Speed Rail Authority, the Governor’s Office of Business and Economic Development, Housing and Community Development, the Strategic Growth Council, OPR, Natural Resources Agency, and the California Earthquake Authority, among others.

TRANSIT AGENCIES

The region’s more than two dozen transit operators maintain and operate trains, buses and ferries, while delivering transit capital projects to optimize and expand the system. MTC/ABAG and transit operators have long partnered to support public transportation and the many residents who rely on transit.

The most pressing and immediate partnership area between MTC/ABAG and transit operators involves facilitating the recovery of the Bay Area transit systems from the COVID-19 pandemic. Implementing the recommendations of the Blue Ribbon Transit Recovery Task Force’s Bay Area Transit Transformation Action Plan will be critical. These recommendations address many areas that will ensure that Bay Area transit comes back stronger than ever, including fares and payment, customer information, bus transit priority, bus/rail network management reforms, connected network planning, accessibility, and funding, among others.

An additional priority focus area will involve partnering on project delivery needs and considerations. Most important will be positioning major capital projects for success on a regional level, with additional focus on improving schedule adherence, reducing project costs and evaluating project delivery paradigms.

Advancing select housing, economy and environment strategies will also be critical for MTC/ABAG and transit operators. On housing, for example, there are numerous transit-oriented development projects taking place in jurisdictions across the North Bay, many of which are located in adopted Priority Development Areas and centered around Sonoma Marin Area Rapid Transit (SMART) stations. In 2020, the Bay Area Rapid Transit (BART) Board of Directors amended its transit-oriented development policy to support the production of affordable housing.

PARTNERSHIP FOCUS STRATEGIES	
Housing	H3 H8
Economy	EC4 EC5
Transportation	T1 T2 T3 T4 T5 T10 T11 T12
Environment	EN1 EN3 EN6 EN7



Photo: BayREN Archive



Photo: Karl Nielsen

The Path Ahead

MTC and ABAG can provide strong regional leadership on some of the most pressing housing, economic, transportation and environmental challenges facing the Bay Area over the next 30 years, but regional government alone cannot achieve any of the plan's bold and visionary ideas. The agencies are grateful for the dedication partners have shown throughout the four-year planning process and look forward to continued collaboration moving forward. Partnership will be critical as the region begins work on the advocacy, initiatives, projects and planning that will make Plan Bay Area 2050 a reality. The near-term actions of the Implementation Plan set the stage for crucial relationships that must be developed and maintained for decades to come. Equity and resilience must continue to be front and center in all decisions that move the plan's strategies forward. By emphasizing partnership and collaboration, regional leadership lays the groundwork for successfully implementing all of Plan Bay Area 2050's strategies, resulting in a more affordable, connected, diverse, healthy and vibrant region for every Bay Area resident.