

## Memorandum

TO: Joint MTC Planning Committee with the  
ABAG Administrative Committee

DATE: April 6, 2018

FR: Executive Director

RE: Horizon: Preliminary Guiding Principles

### Summary

Staff has crafted four preliminary Guiding Principles (Principles) which will be used to guide the *Horizon* initiative (previously referred to as *Futures*). The Principles are informed by a process that engaged thousands of Bay Area residents through 28 pop-up outreach events across the region, as well as an online survey. Together, the two efforts generated over 10,000 unique comments. Staff analyzed the comments for common themes, and studied regional consistency of the major themes.

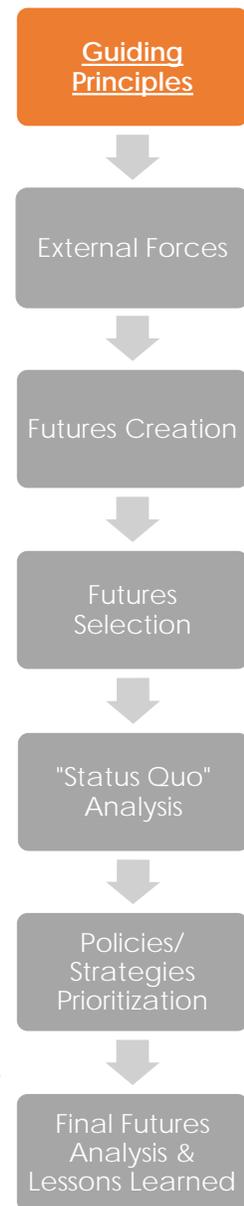
The Principles will be used throughout the 18-month *Horizon* initiative to guide decision-making across all key elements and inform:

- Evaluation of futures – the Principles will be used to prioritize strategies that maximize the region’s performance despite headwinds from external forces that exist in a given future.
- Broader impacts of *Perspective Papers* (previously referred to as *Policy Papers*) – the Principles will help ensure that each report identifies policies in alignment with a consistent regional vision.

For more details on the use of Principles in the *Horizon* initiative, please refer to the March 6, 2018 memorandum to the Regional Advisory Working Group.

### Overview of the *Horizon* initiative

Defining Guiding Principles is the first step of the *Horizon* initiative, which includes an exploration of potential futures, a suite of policy analyses, and a robust project evaluation process. *Horizon* is intended to address a range of topics, including but not limited to transportation, land use, economic development, and resilience. Based on a set of guiding principles, stakeholders and the public will identify policies, strategies, and investments that should be aligned with each future to make progress towards our regional vision despite potential headwinds. *Horizon* is expected to last through summer 2019, at which point high-performing policies, strategies, and investments will be integrated into the draft preferred scenario for *Plan Bay Area 2050*, the region’s next Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS).



**Figure 1:** Primary steps of the *Horizon* initiative.

### Preliminary Guiding Principles

Staff recommends the following four guiding principles. These provide a focused framework to apply to the many elements of the *Horizon* initiative. Each Principle is informed by supporting pop-up outreach and online survey analysis, which is discussed in more detail in Attachment A, Preliminary Guiding Principles Outreach Analysis.

<i>Preliminary Guiding Principle</i>	<i>Rationale/Outreach Feedback</i>
<p><b>Affordable</b>                      All Bay Area residents have access to housing options they can afford – households are economically secure.</p>	<p><i>At pop-ups, when discussing the future 61% of housing-related comments included the issue of affordability. The next closest term was homelessness, mentioned in 16% of housing comments.</i></p> <p><i>In the online survey, affordability was the number one issue for the region. Affordable housing was also the number one regional issue identified in the December 2017 RM3 telephone poll of likely June 2018 voters.</i></p>
<p><b>Connected</b>                      An expanded, well-functioning transit system connects the Bay Area – fast intercity trips are complemented by frequent service between neighborhoods.</p>	<p><i>At pop-ups, participants identified public transit sixty-percent more often as roads, traffic, and cars combined. People generally wanted better transit, while many recommended greater coverage and frequency.</i></p> <p><i>In the online survey, public transit was mentioned nearly 3 times as often when compared to other modes. Coverage/expansion and fast/frequent were the most common transit-related themes.</i></p>
<p><b>Healthy</b>                      The region’s natural resources, open space, clean water and clean air are preserved – the region actively reduces its environmental footprint and the impacts from climate events.</p>	<p><i>At pop-ups, the environment was the most cited aspect of the region residents wanted to retain. In particular, they wanted to maintain open spaces, and preserve air and water resources.</i></p> <p><i>In the online survey, natural resources were cited in 53% of comments. Residents described the health of the Bay and waterways as well as open space resources above other natural resources. In the online survey, 25% of comments addressed sustainability and 20% addressed resilience.</i></p>
<p><b>Diverse</b>                      Bay Area residents support an inclusive region where people from all backgrounds, abilities, and ages can access the region’s assets and resources.</p>	<p><i>At pop-ups, nearly 50% of comments in the People and Community category expressed a desire to retain the region’s diversity. Participants also mentioned wanting to maintain the inclusivity and sense of community.</i></p> <p><i>In the online survey, social cohesion, diversity, and inclusive communities were all discussed with similar frequency. Respondents’ vision of the future included the diversity and unique qualities that make the Bay Area special.</i></p>

### **Analysis of Comments**

Responses from pop-ups and surveys were cataloged to study the most common themes and qualities, as well as the relationships between them. Staff analyzed geographic differences in responses to understand where there were consistent or divergent responses. There was geographic support for each guiding principle, and when a geographic weighting was applied to the online survey, the overall results did not deviate by more than one or two percent.

Staff are working to develop an interim outreach report to share in person on April 13, and will present a more developed set of analyses for the April 3 Regional Advisory Working Group and April 11 MTC Policy Advisory Council.

### **Next Steps**

Staff seeks feedback from *Horizon* stakeholders on the preliminary Guiding Principles – in terms of structure, content, and framing. Combined with feedback from the MTC Policy Advisory Council and the Regional Advisory Working Group, staff will further refine the Guiding Principles. The Guiding Principles will be used to influence the development of the Perspective Papers (currently underway), study the impacts of divergent futures, and to identify strategies to solve challenges that emerge in each future.



Steve Heminger

### **Attachments:**

- Attachment A: Preliminary Guiding Principles Interim Outreach Analysis
- Presentation

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*Preliminary* Guiding Principles  
Outreach Analysis

**Association of Bay Area Governments & Metropolitan Transportation Commission**

**April 2018**

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## Summary of Outreach Methods

To craft guiding principles, the Metropolitan Transportation Commission and the Association of Bay Area Governments launched a six week public outreach initiative in late February 2018. The outreach consisted of two different outreach methods -- “pop-up” outreach in various locations throughout the Bay Area and an online survey promoted through social media. The approach attempted to reach a large number of residents “where they are,” those who may otherwise not provide input through more traditional approaches.

### Method 1: Pop-Up Outreach

Staff conducted 28 “pop-ups” throughout the Bay Area, which yielded over 2,100 comments, with each event averaging 75 comments. The total number of people engaged in the process is not known exactly. Assuming that the average person provided between two and three comments, we estimate the process engaged approximately 1,000 people.

Figure 1 highlights the number of pop-up comments received by county, contrasted with the percentage of the county’s population in the nine county Bay Area. Overall, the number of comments received in Napa, Marin, Sonoma, Solano, and San Francisco exceeded population share, and the number of comments received in Santa Clara, Alameda, and San Mateo were slightly below expectations. Contra Costa County, however, had the fewest comments compared to population share, due largely to inclement weather on days where outreach was planned. This underrepresentation is noticeable in topic-area breakdowns by county later in the document.

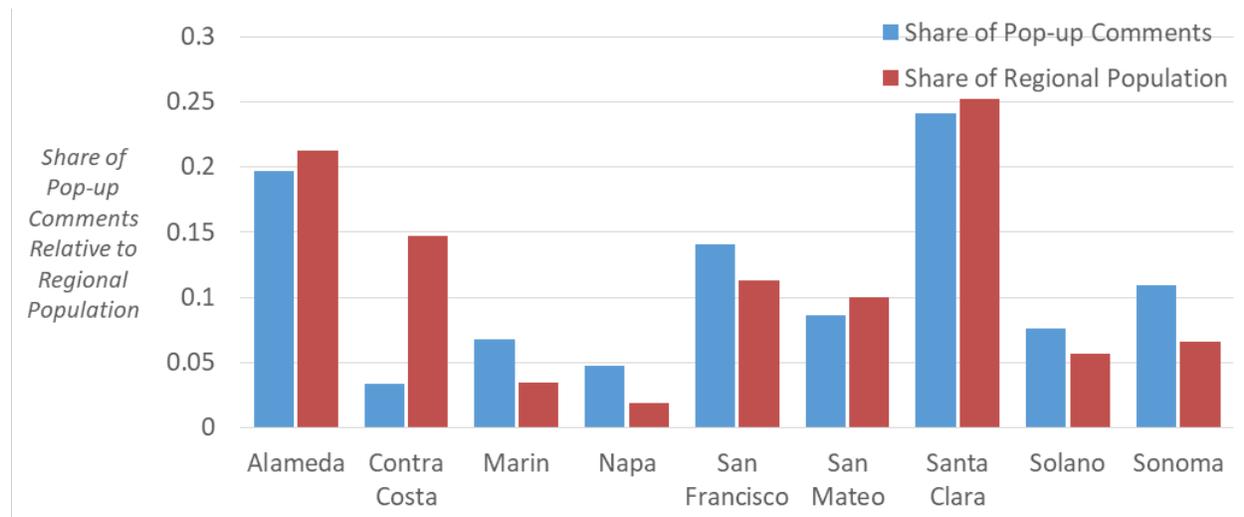


Figure 1: Share of Pop-Up Comments by County and Each County Share of Regional Population

## Method 2: Online Survey

Staff created the online survey to reach more residents, and to receive more detailed input than that received at the pop-up events. The survey was open from Feb. 26, 2018 to March 31, 2018; residents completed over 1,600 surveys. To promote the survey, MTC invited stakeholders to share the webpage, promoted the survey on the agency website and social media pages, and purchased ads on Facebook. The survey included five open-ended questions that produced over 120,000 words. Staff read each comment, and organized the data into major themes.

Figure 2 below highlights the number of online surveys received by county, contrasted with the percentage of the county's population in the nine county Bay Area. Overall, the number of responses received in Marin, San Francisco, Alameda, and Napa counties exceeded population share, and the number of comments received in Sonoma, Contra Costa, Santa Clara, San Mateo, and Solano counties did not exceed population share. Recognizing the discrepancies in geographic representation, staff applied a weighting factor to county results in the analysis to study the impact. When the weighting factor is applied, the results yielded less than a one or two percentage point difference from the regional total.

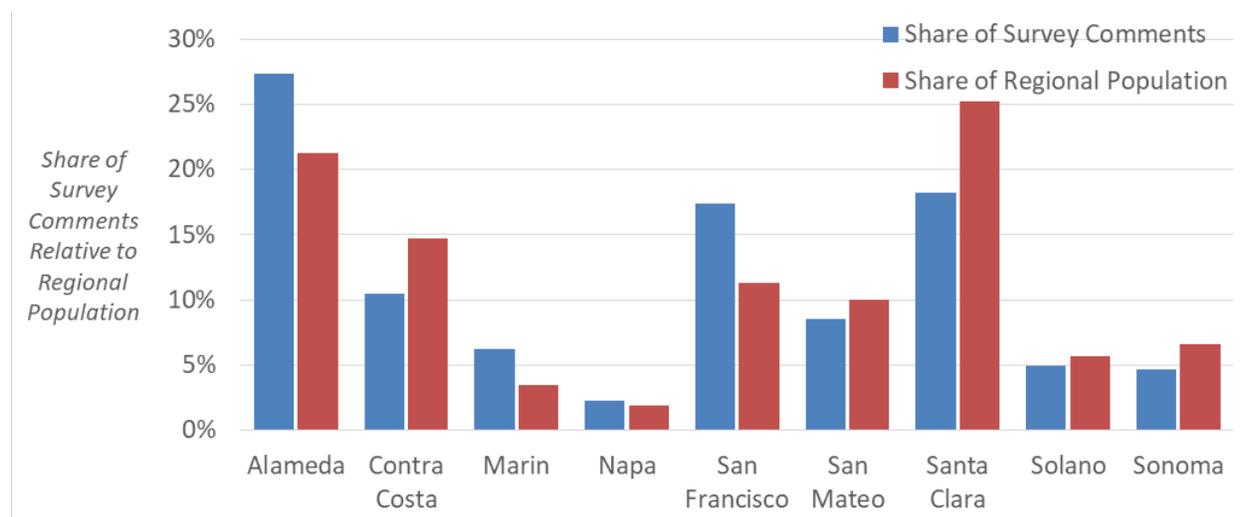


Figure 2: Share of Online Survey Responses and Share of Regional Population by County

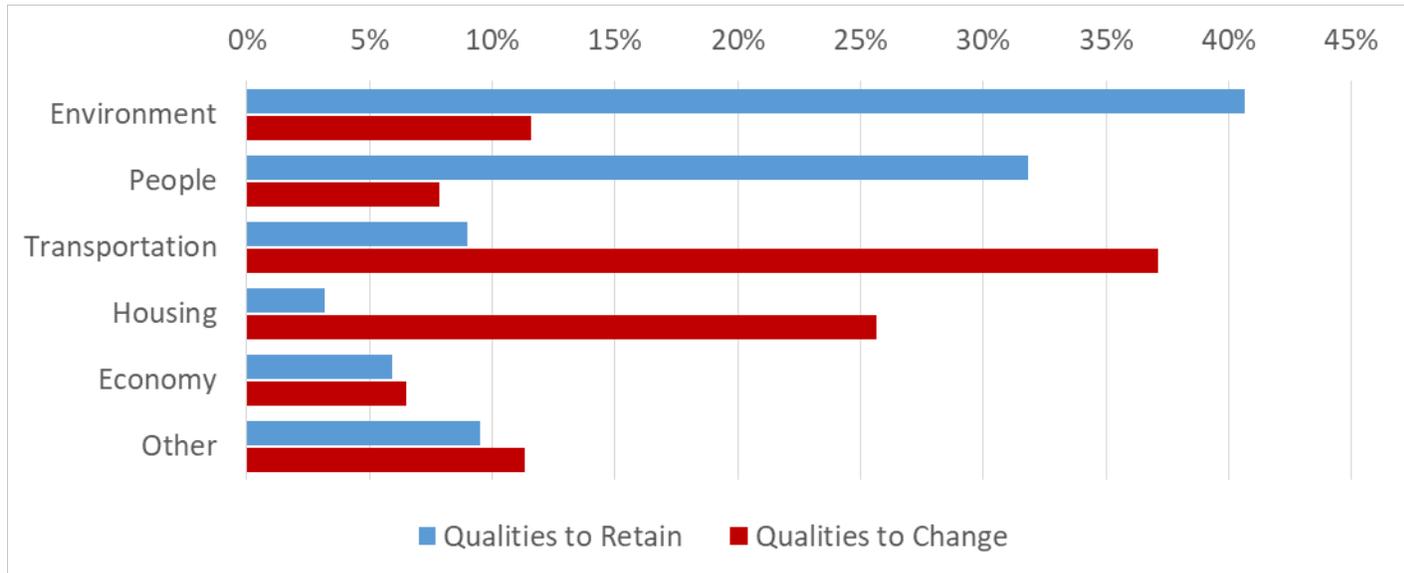
## Big Picture – Theme Relativity

Overall trends emerge by characterizing the main issue(s) people state as the most important. These big-picture trends include a desire for improvements to housing and transportation, and a recognition of the region's environmental and community assets.

## Pop-Up: Frequency of Comment Type by Question

At the public pop-up events, residents were asked two questions: (Q1) qualities they would like to retain by the year 2050, and (Q2) qualities they would like to change by the year 2050. The public was encouraged to focus comments in six main categories: environment, people and community, economy and jobs, housing, transportation, and other.

Figure 3 quantifies the number of responses submitted to “retain qualities” and the number of responses submitted to “change qualities.” When asked which qualities in today’s region they would like to retain, 73% of comments focused on environment and people. When asked which qualities in today’s region they would like to change, the responses flipped, with 63% of the comments focused on housing and transportation. In total, 758 comments were collected for question one, and 1,350 for question two.



**Figure 3: Share of Comments by Major Topical Area for Pop-up Outreach Questions**

**Horizon Online Survey and Statistically Valid Telephone Poll**

The online survey started with the following multiple choice question: *What are the most pressing issues we should consider as we plan for life in 2050?* Participants were asked to select up to three choices. Figure 4 shows the distribution of responses among the 17 choices in blue. Affordable housing, public transportation, the environment, cost of living, and traffic congestion were the five most cited issues in rank order.

The importance of affordable housing was reinforced by an MTC conducted, statistically valid telephone poll from November 27 through December 11, 2017, which targeted likely June 2018 voters. With a sample size of 4,151 respondents, the poll asked Bay Area residents an open ended question: *What do you think is the one most important problem facing the Bay Area today?* This question allowed only one response by respondents, compared to the Online Survey that allowed participants to pick three issues from a similar list of seventeen topics (see Figure 5). In the phone poll, affordable housing, traffic congestion, homelessness, and safety were the four most cited problems. No matter how we ask the question, affordability was the number one regional issue.

Preliminary Guiding Principles  
Outreach Analysis

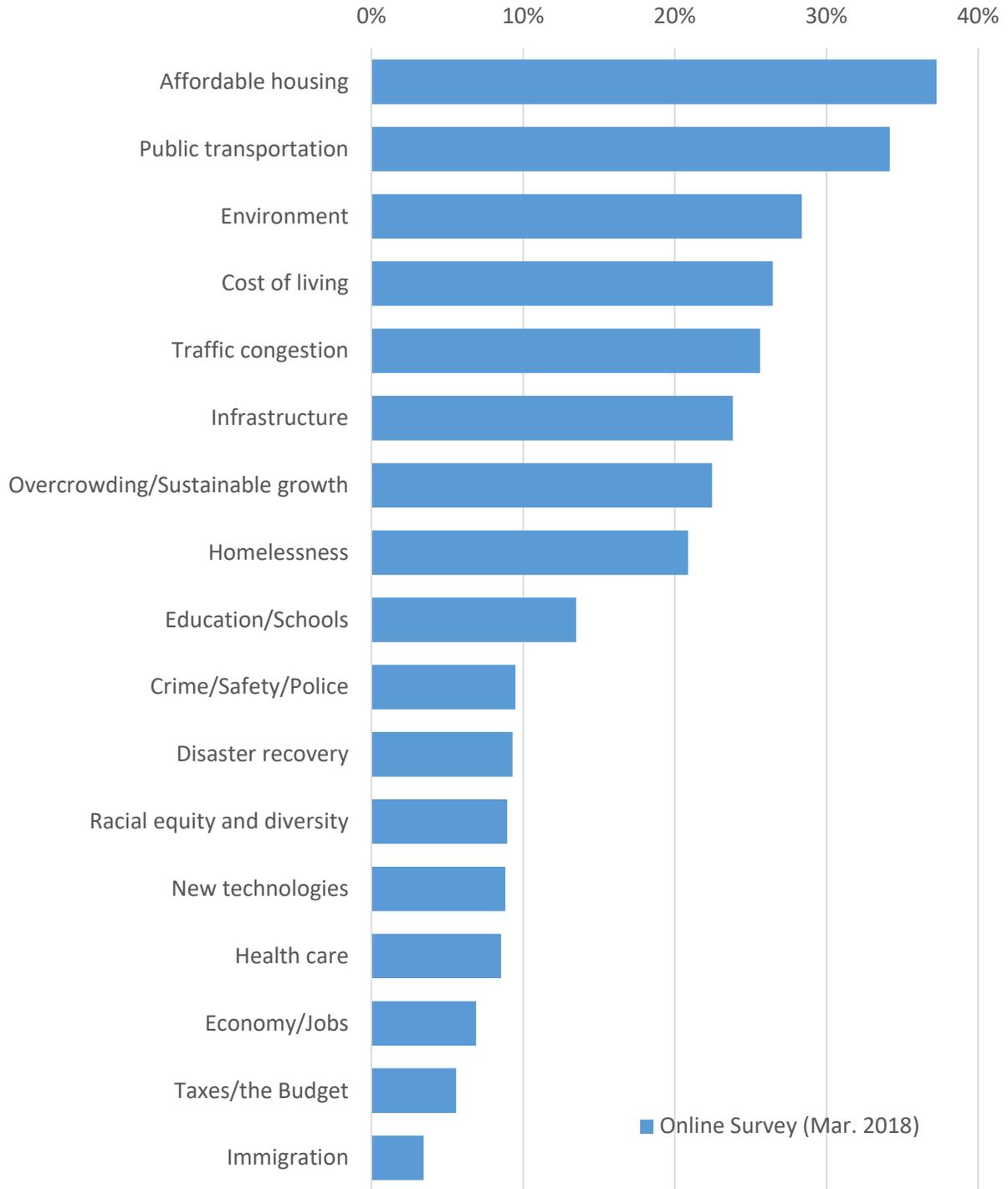


Figure 4: Online Survey Responses: What are the most pressing issues we should consider as we plan for life in 2050?

Preliminary Guiding Principles  
Outreach Analysis

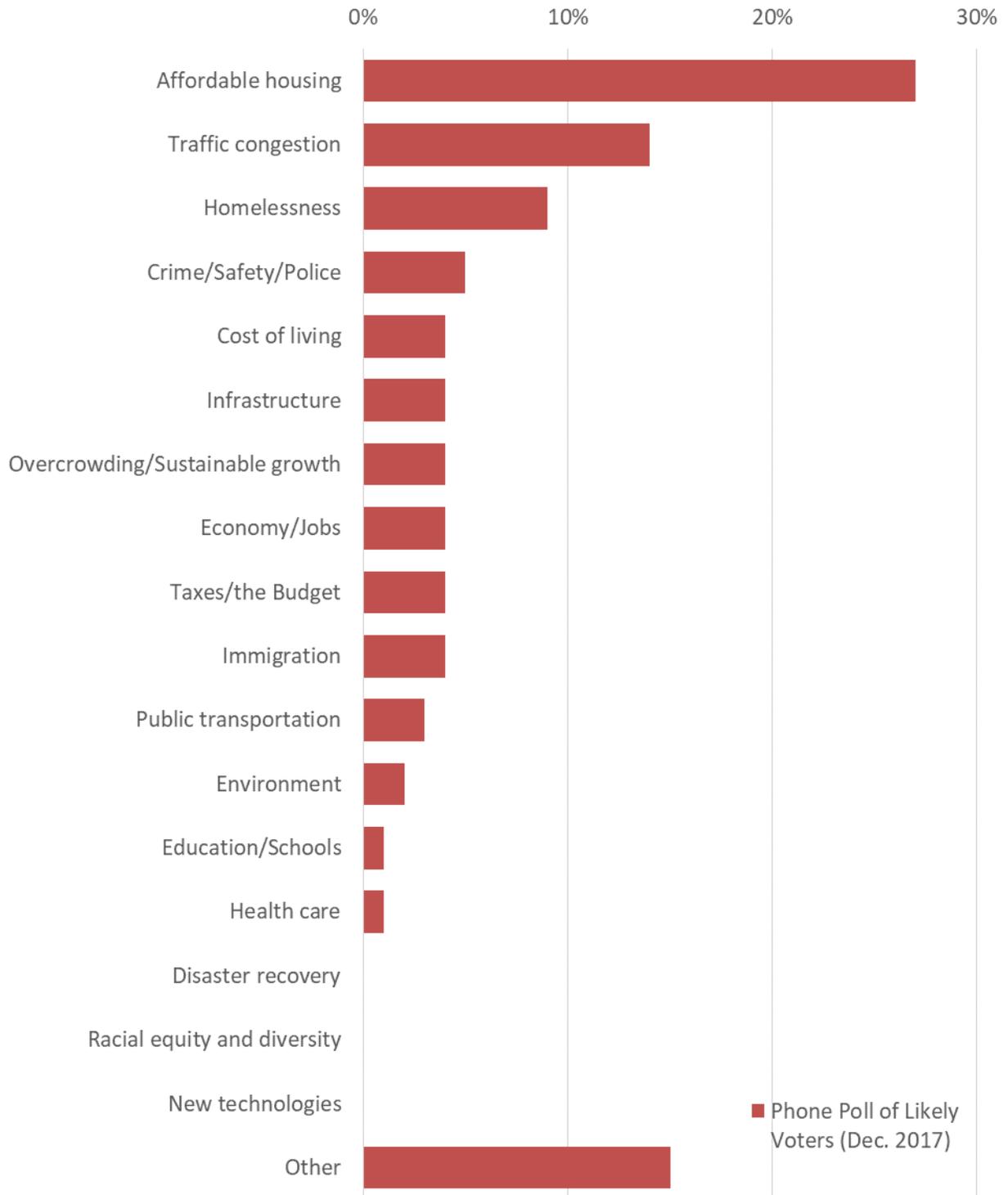


Figure 5: Phone Poll Responses: What do you think is the one most important problem facing the Bay Area today?

## Support for Guiding Principles

The comments from the pop-up outreach and online survey assisted staff in creating four guiding principles for the Horizon initiative: 1) Affordable, 2) Connected, 3) Healthy, and 4) Diverse. These provide a focused framework to apply to the many elements of the Horizon initiative. The guiding principles emerged in both regional-scale and county-level data. The following information details the data supporting each guiding principle, outlining the county-level comment data for both the pop-up outreach and online survey.

### Affordability

At the pop-up outreach events, 9 out of 10 housing comments were placed in the category of qualities residents would like to see changed. When aggregating the housing comments, the term “affordability” was mentioned in over 58% of all housing comments, with most residents describing a desire to see housing affordability improve by 2050. In the county-level data, the theme of affordability was mentioned in at least 4 in 10 comments (see Figure 5). The affordability theme was also well supported across the region in the online survey; Figure 6 shows the broad regional support for increased affordability.

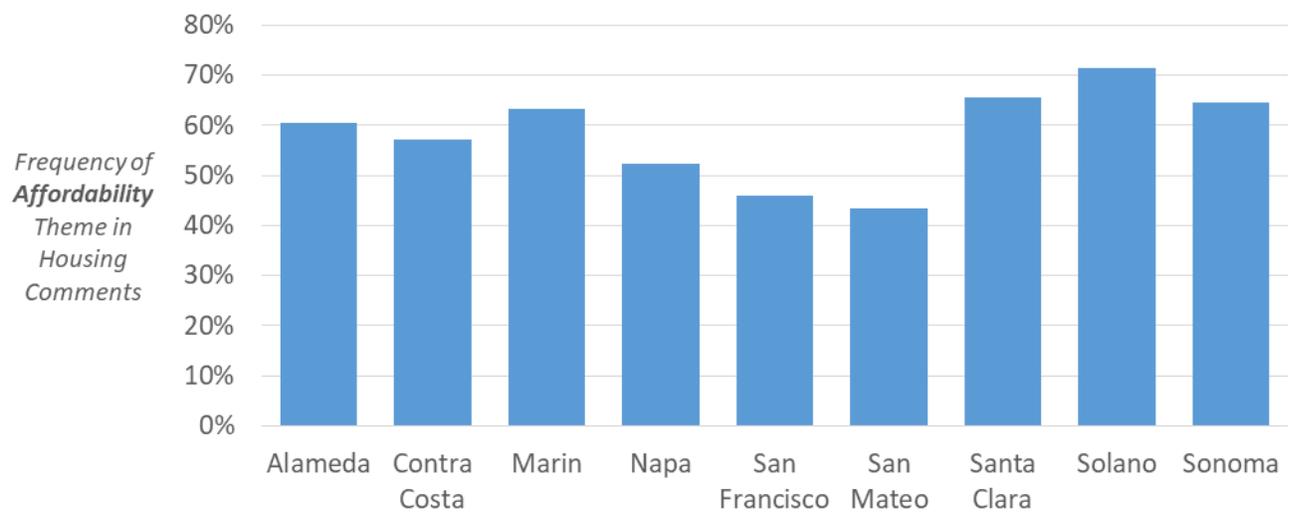


Figure 6: Pop-up Events: Frequency of Affordability Theme in Housing Comments by County

Preliminary Guiding Principles  
Outreach Analysis

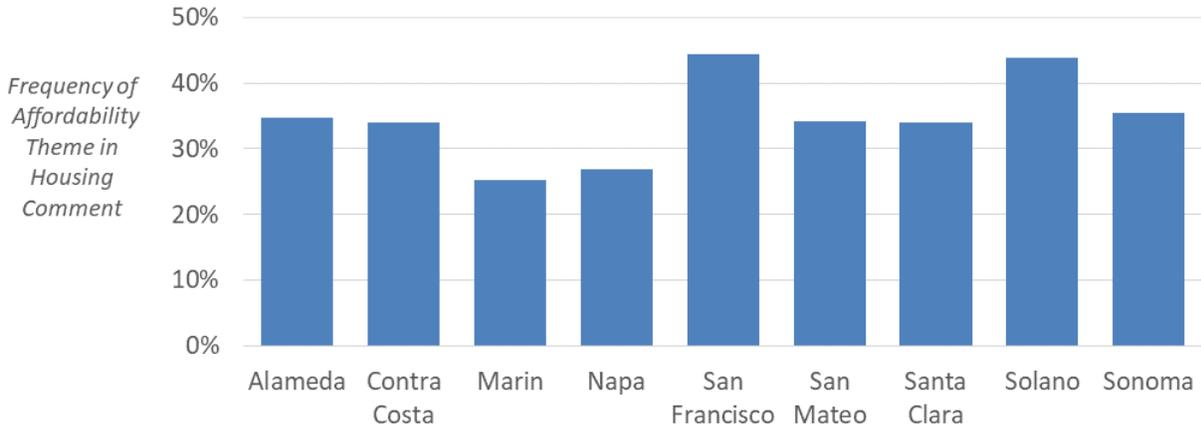


Figure 7: Online Survey: Frequency of Affordability Theme in Housing Question by County

Connected

At the pop-up events, similar to housing, 88% of transportation comments were focused on changes residents would like to see rather than elements they would like to retain. In both the pop-up outreach and online survey results, residents’ comments included public transit more frequently than autos; however, the pop-up events in San Mateo and Santa Clara counties had nearly equal shares of public transit and auto/traffic comments (see Figure 7). By contrast, the online survey’s regional scale data yielded more consistent transportation-related comments, with all counties receiving at least twice as many “change” comments related to public transit as autos (see Figure 8).

Staff also began to understand the qualities that residents desired in the transportation system. In pop-up events, most residents qualified their comments with generic terms like “better,” while the online survey comments included resident’s desire for an expanded, fast, and cohesive system.

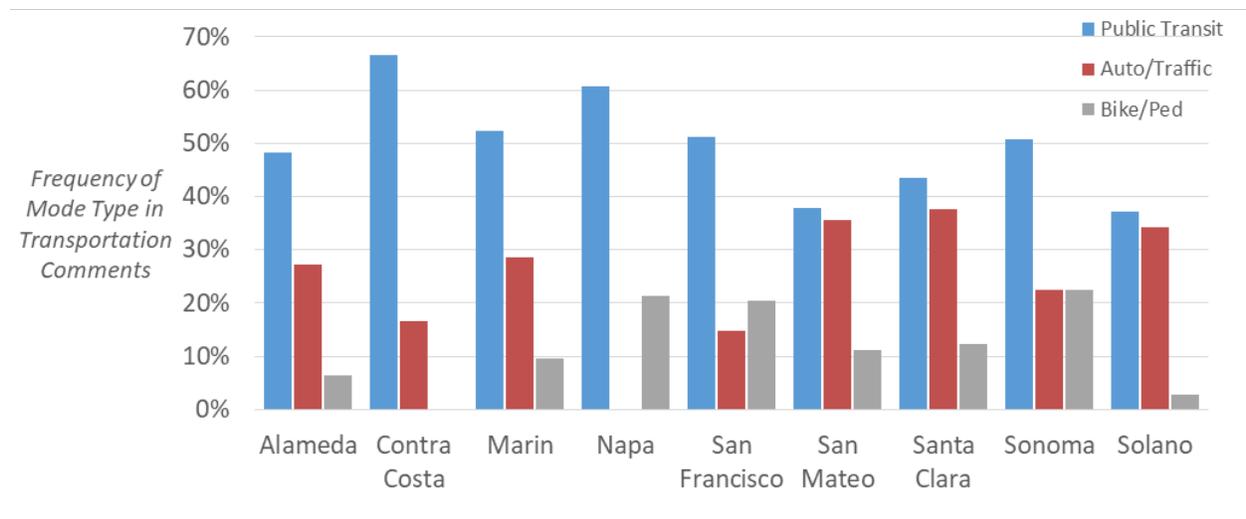


Figure 8: Pop-up Outreach: Frequency of Transportation Mode Type in Transportation Comments by County

Preliminary Guiding Principles  
Outreach Analysis

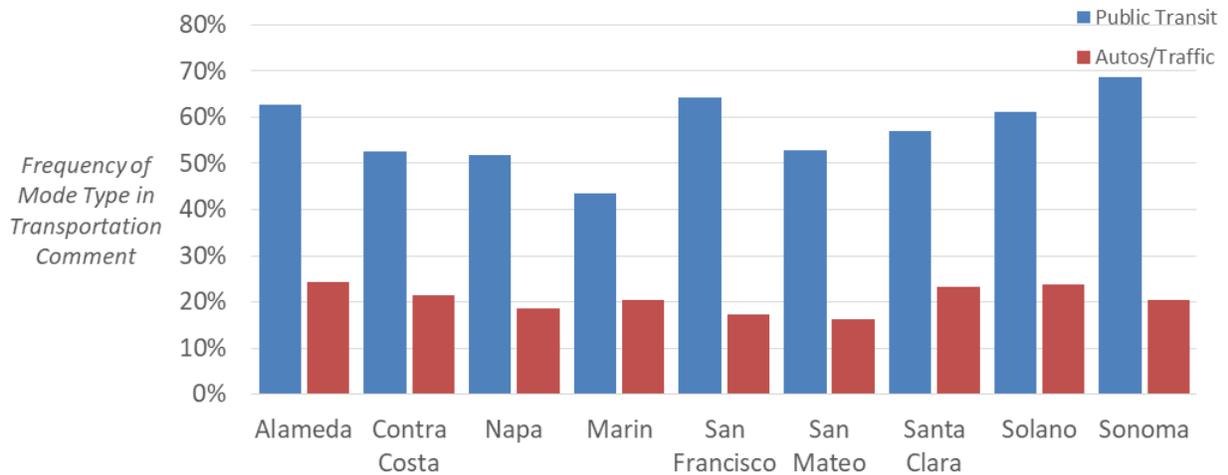


Figure 9: Online Survey: Frequency of Transit and Road Modes in Transportation Question by County.

Healthy

At both the pop-up events and in the online survey, residents had a consistent and overwhelming desire to maintain the region’s natural resources. In the online survey, the responses also discussed sustainability and resilience, focusing on reducing greenhouse gas emissions and addressing future drought and sea level rise impacts. Support for natural resources was consistent across the region at pop-up events (Figure 9) as well as in the online survey (Figure 10). We believe that the lower support for natural resources at Contra Costa pop-up events was a reflection of the low response rate.

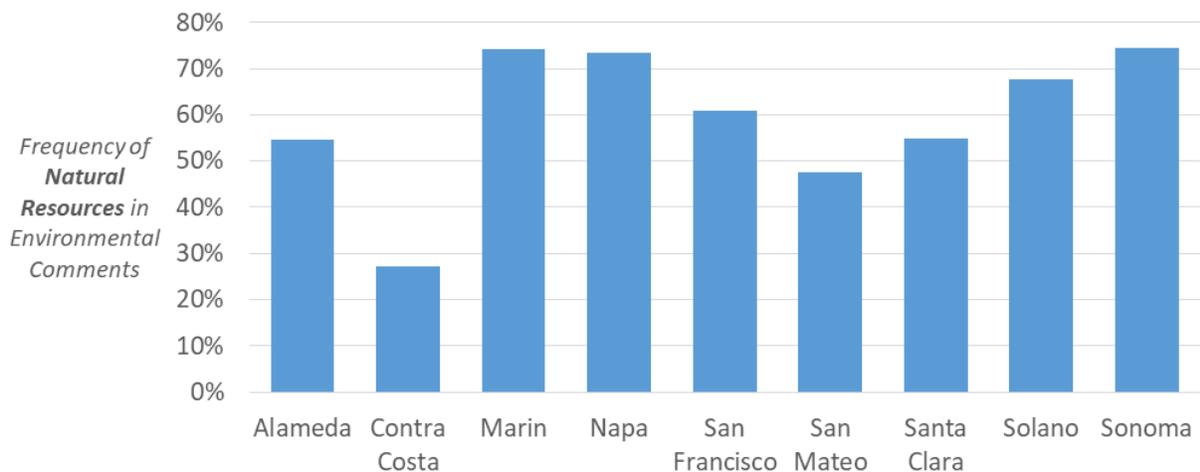


Figure 10: Pop-up Outreach: Frequency of Natural Resources Theme in Environment Comments by County

Preliminary Guiding Principles  
Outreach Analysis

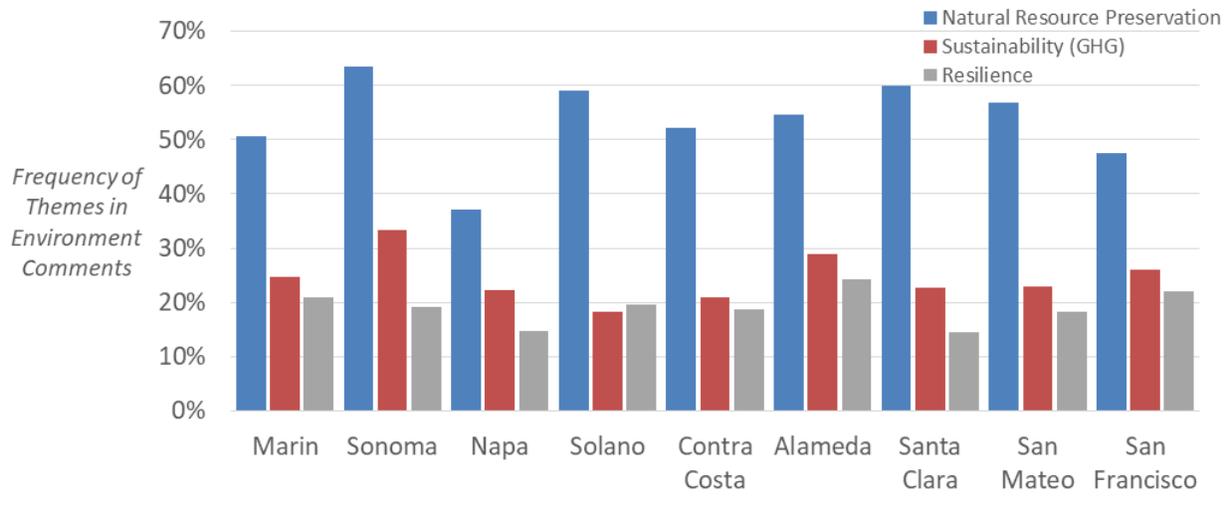


Figure 11: Online Survey: Frequency of Environmental Themes in Environment Comments by County

Diverse

In pop-up events and the online survey, Bay Area residents mentioned a wide range of desires for their communities. Diversity was a key theme mentioned by respondents when asked what they would like to retain, and when broadened to contain comments that mentioned “inclusion,” both terms were captured in 39% of pop-up events, and 20% of online survey comments. Additional terms mentioned along with the term “inclusive” in both the pop-up outreach and the online survey: “openness,” “acceptance” and “integration of all people.” Figures 12 and 13 highlight the use of the terms “diversity” and “inclusive” during the pop-up outreach events and online survey comments.

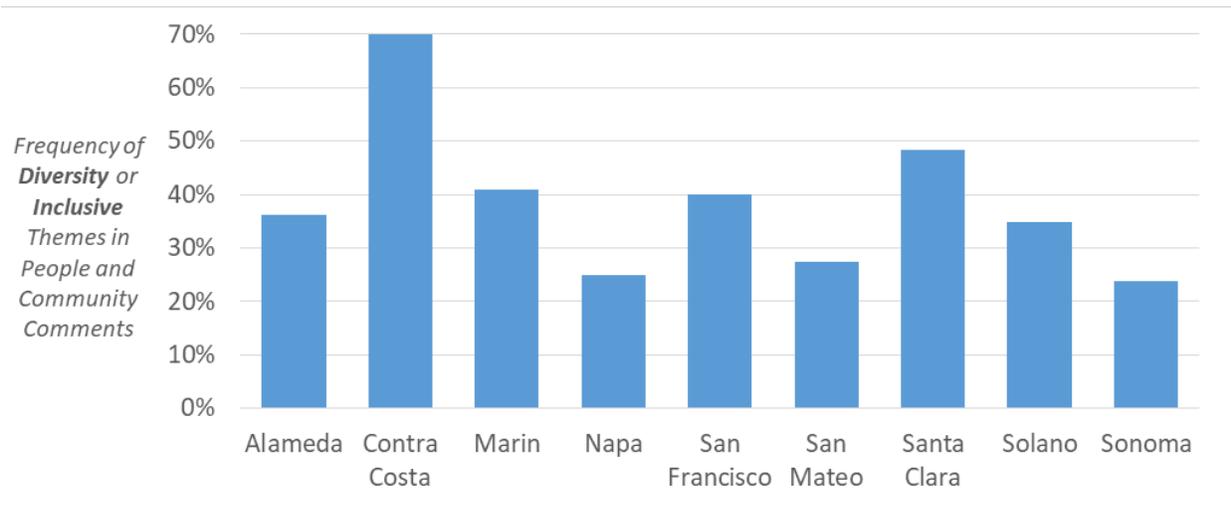
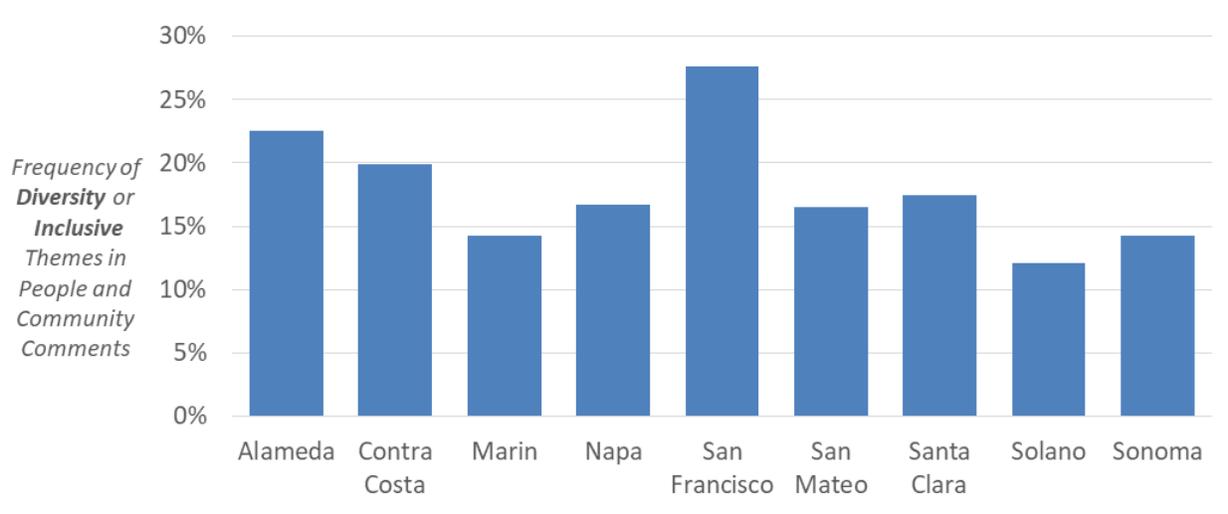


Figure 12: Pop-up Outreach: Frequency of Diversity or Inclusive Theme in People/Community Comments by County

Preliminary Guiding Principles  
Outreach Analysis

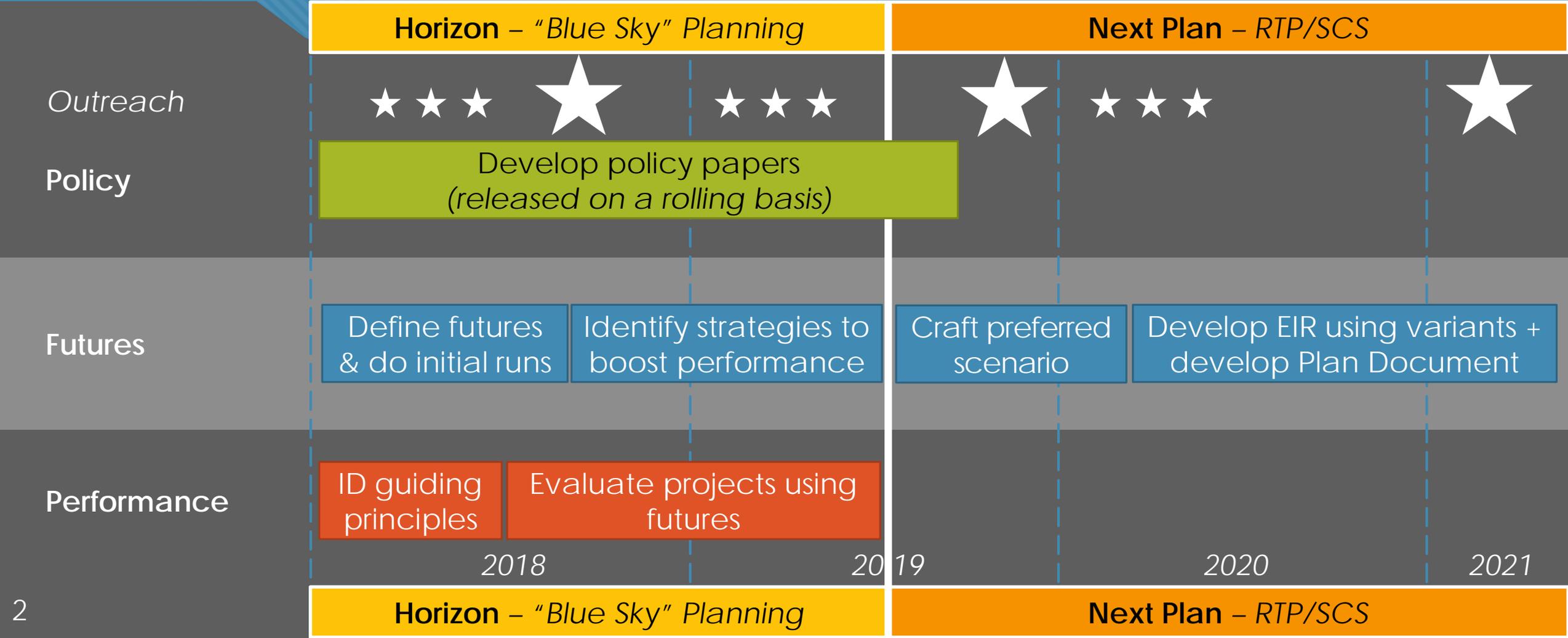


**Figure 13: Online Survey: Frequency of Diverse or Inclusive Theme in People/Community Comments by County**

# *Horizon:* *Preliminary* Guiding Principles

*Joint MTC Planning Committee with the ABAG Administrative Committee  
April 13, 2018*

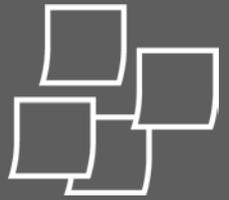
# Process Overview



The logo features a blue gradient background that transitions from a darker blue on the left to a lighter blue on the right. A white, wavy line separates the top and bottom sections of the background. The word "HORIZON" is written in white, uppercase, sans-serif letters across the bottom section.

H O R I Z O N

# Public Outreach



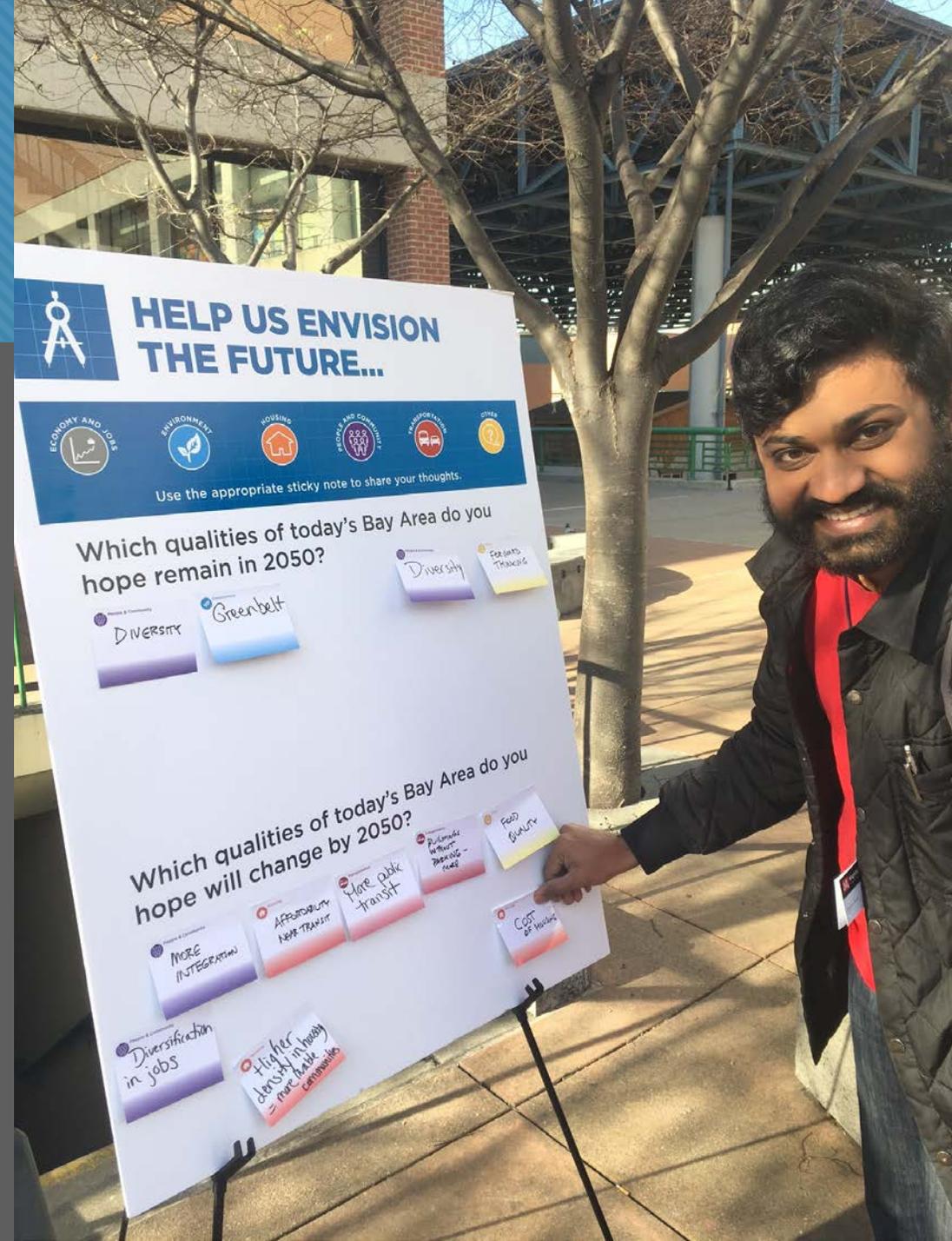
## Pop-Ups

- 28 Events
- 17 inside or serving communities of concern
- 2,100+ comments and counting



## Online Survey

- 1,600+ submissions
- x 5Q = 7,500+ comments



**HELP US ENVISION THE FUTURE...**

ECONOMY AND JOBS   ENVIRONMENT   HOUSING   PEOPLE AND COMMUNITY   TRANSPORTATION   OTHER

Use the appropriate sticky note to share your thoughts.

Which qualities of today's Bay Area do you hope remain in 2050?

DIVERSITY   Greenbelt   Diversity   Future Training

Which qualities of today's Bay Area do you hope will change by 2050?

MORE INTEGRATION   Affordability HOUSING-TRANSIT   More public transit   Public transit without parking - need   Food Security   Cost of housing

Diversification in jobs   Higher density in housing - more public amenities

# Public Outreach Take-aways

## ○ Pop-up outreach

- Considerable coordination to plan, but easy to execute
- Use simple language to ask questions, require little of public to provide answers
- Sticky notes and board worked well

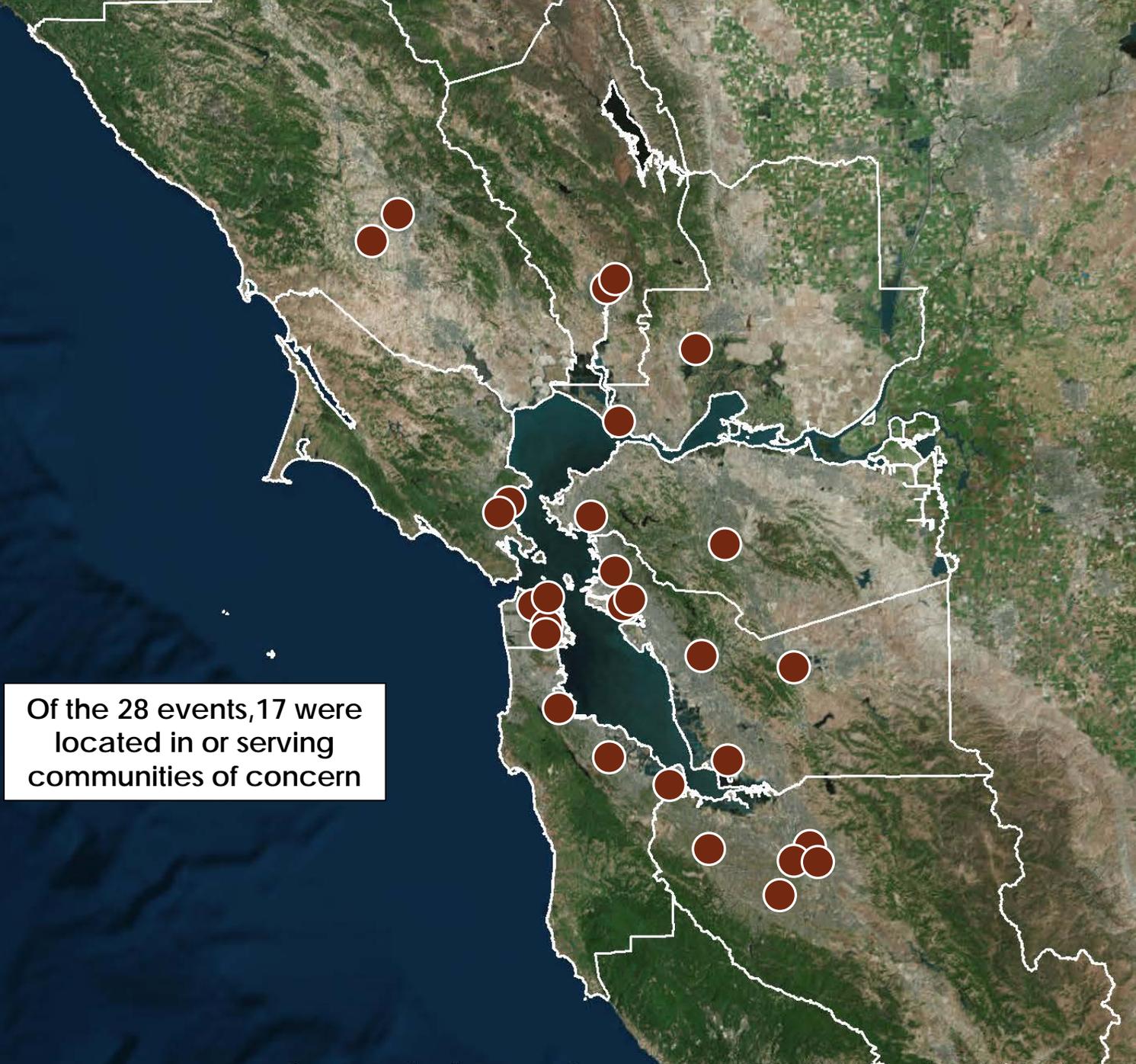
## ○ Online Survey

- Open-ended questions provide good opportunity for public input
- Difficult to categorize and process results
- Facebook advertising boosted response rate



# Pop-up Locations

YES Conference	Feb. 24
NVTA Transit Center (Napa)	Feb. 28
Santa Rosa Junior College	Feb. 28
Pickleweed Library (Marin)	March 3
Newark Farmer's Market	March 4
Clement St. Farmer's Market (SF)	March 4
Berryessa Flea Market (San Jose)	March 4
Vallejo Art Walk	March 9
Stoneridge Mall (Pleasanton)	March 10
Campbell Farmers Market	March 11
Sunday Streets Mission District (SF)	March 11
Diridon Caltrain Station (San Jose)	March 13
Broadway Plaza Mall (Walnut Crk)	March 17
Strong Girls Conference (Sta Rosa)	March 17
Marin Farmer's Market	March 18
Sebastopol Farmer's Market	March 18
Castro Valley Middle School	March 19
SF Ferry Building	March 22
Berkeley Farmers Market	March 22
Lake Merritt	March 24
East Palo Alto Farmers Market	March 24
Sunday Streets Excelsior District (SF)	March 25
Mountain View Farmers Market	March 25
Redwood City Library	March 26
Richmond Library	March 26
Oxbow Market (Napa)	March 27
Jelly Belly Factory (Fairfield)	March 27
Daly City Farmers Market	March 29



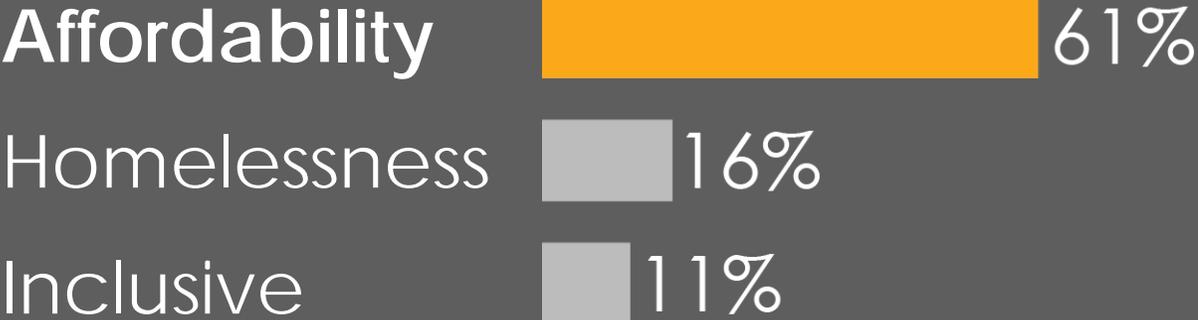
Of the 28 events, 17 were located in or serving communities of concern

# Preliminary Findings: Housing



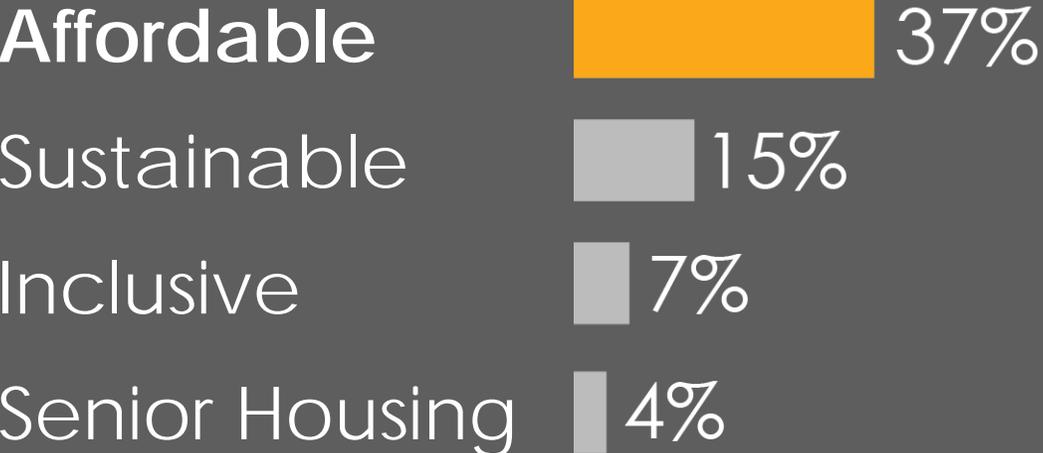
## Pop-Ups

*most discussed themes*



## Online Survey

*most discussed themes*



# Preliminary Findings: Economy



## Pop-Ups

*most discussed themes*

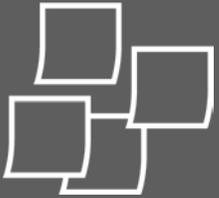


## Online Survey

*most discussed themes*

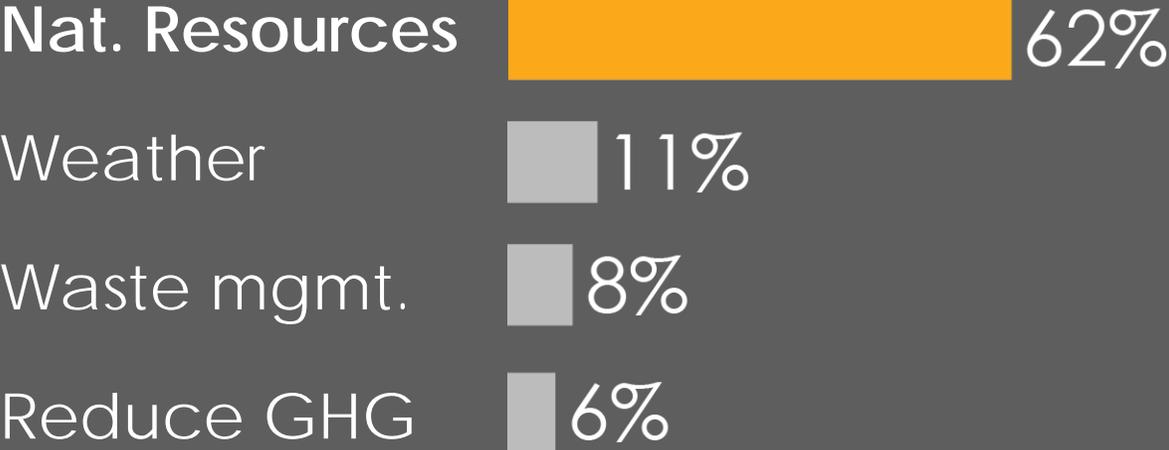


# Preliminary Findings: Environment



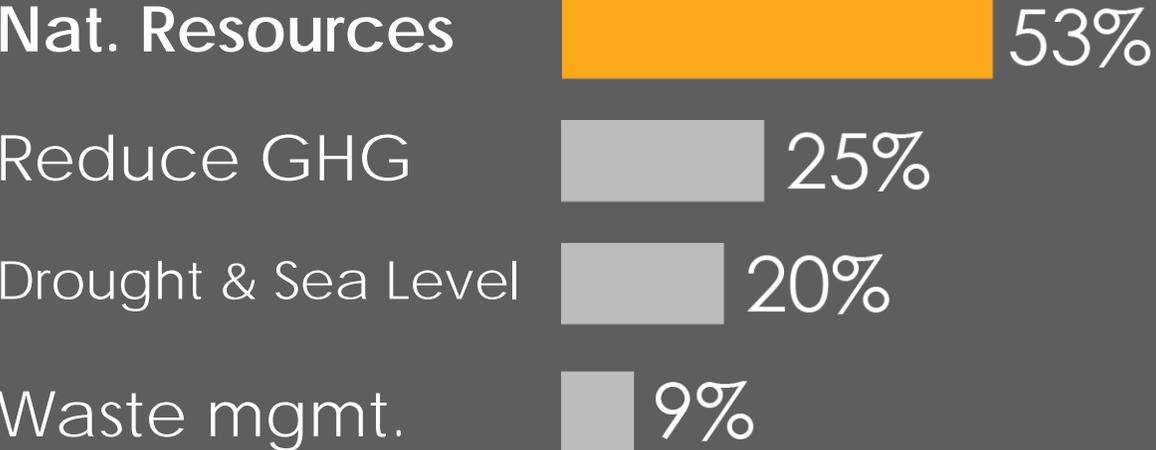
## Pop-Ups

*most discussed themes*



## Online Survey

*most discussed themes*

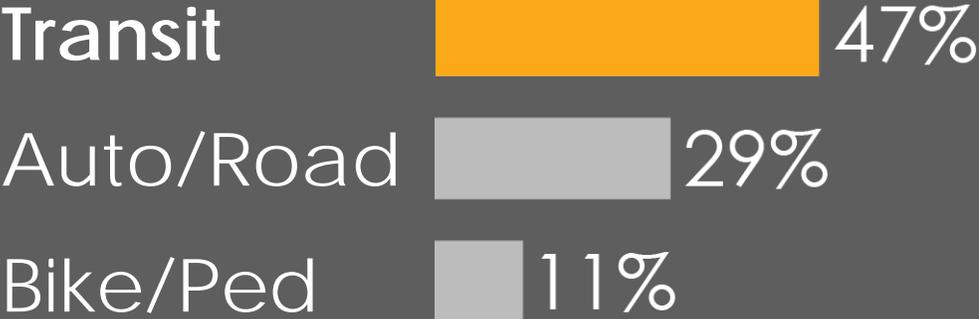


# Preliminary Findings: Transportation (Mode)



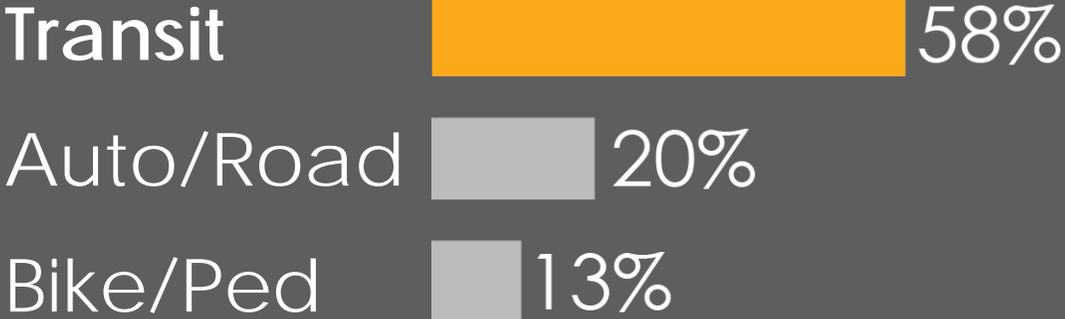
## Pop-Ups

*most discussed themes*



## Online Survey

*most discussed themes*

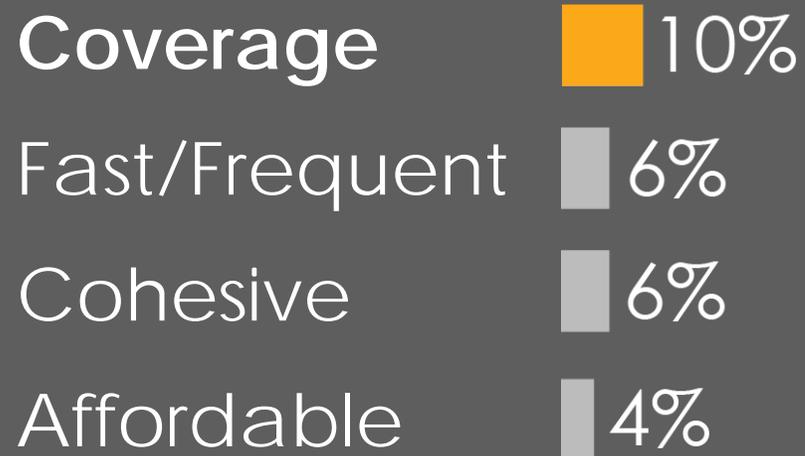


# Preliminary Findings: Transportation (Transit - Qualities)



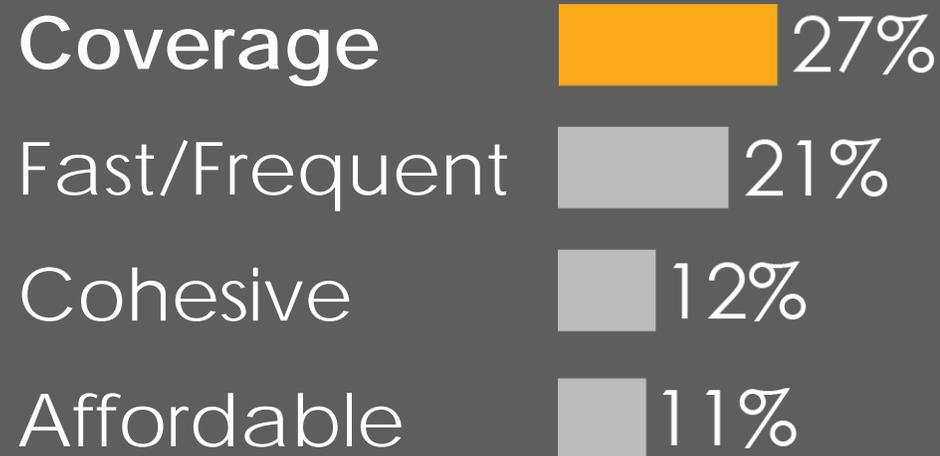
## Pop-Ups

*most discussed themes*

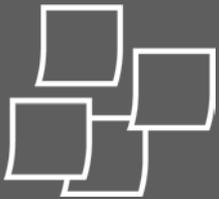


## Online Survey

*most discussed themes*



# Preliminary Findings: Communities



## Pop-Ups

*most discussed themes*



## Online Survey

*most discussed themes*





Affordable



Healthy



Connected



Diverse

**Affordable** – All Bay Area residents have access to housing options they can afford – households are economically secure.



**Connected** – An expanded , well-functioning transit system connects the Bay Area – fast intercity trips are complemented by frequent service between neighborhoods.



Photo Credit: Flickr User Aaron Anderer



Photo Credit: Flickr User Patrick Boury

**Healthy** – The region’s natural resources, open space, clean water and clean air are preserved – the region actively reduces its environmental footprint and the impacts from climate events.



**Diverse** – Bay Area residents support an inclusive region where people from all backgrounds, abilities, and ages can access the region's assets and resources.



Photo Credit: Flickr User Ken Walton



Affordable



Healthy

supporting  
or  
conflicting?



Connected



Diverse

# Next Steps

## April

Peer exchange with experts on the technical aspects of futures creation

## May-September

Visionary projects submission process

## June

Finalize multiple futures

## Fall

Major outreach and engagement on the futures, including identification of policy solutions