

Memorandum

TO: Regional Advisory Working Group

DATE: April 27, 2018

FR: Michael Germeraad

RE: Horizon: Updated Guiding Principles

Summary

Staff have updated Guiding Principles (Principles) which will be used to guide the *Horizon* initiative (previously referred to as *Futures*). The Principles are informed by a public engagement process that ran throughout the month of March, engaging thousands of Bay Area residents through 28 pop-up outreach events across the region and an online survey. Together, the outreach process generated approximately 10,000 comments. In April, staff took preliminary Principles to the Regional Advisory Working Group (April 3), Policy Advisory Council (April 11), and Joint MTC Planning and ABAG Administrative Committee (April 13) for feedback. The updated Principles reflect feedback heard at the meetings as well as written submitted feedback.

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** – the Principles will help ensure that each report identifies policies in alignment with a consistent regional vision.
- **Evaluation of Transportation Projects** – the Principles will be used as screening criteria to identify projects that best support the regional vision (*subject to further refinement at upcoming RAWG meetings*).

Feedback Heard at April Meetings

Several consistent feedback themes emerged for each principle at the April meeting identified above. In addition to feedback on the four themes there were many requests for a fifth Principle focused on the economy.

1. **Affordable.** The Principle should articulate a need for *sufficient* housing and should clarify if it is focused on affordability at all income levels (as opposed to solely lower-income housing).
2. **Connected.** The Principle needs to be more comprehensive, and not focused on just public transit. There should be more

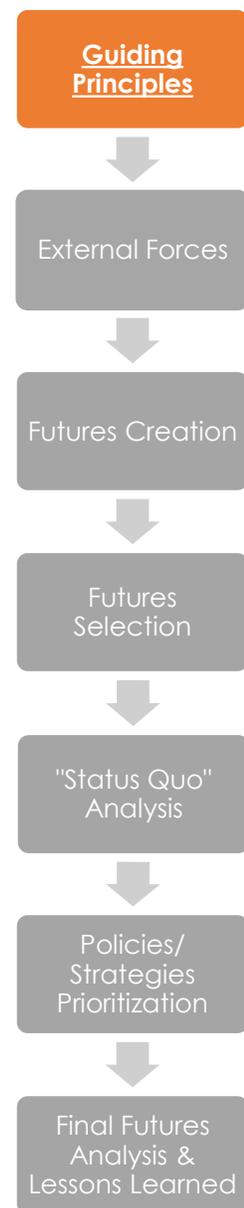


Figure 1: Primary steps of the *Horizon* initiative.

recognition of other modes to make this principle relevant in all futures.

3. **Healthy.** The Principle was broad and could be used to describe more than the environment. To take advantage of the broad principle, public health and active transportation should be woven in.
4. **Diverse.** The Principle could be re-written to address displacement more directly. It also needed to be rephrased to be aspirational to match the style of the other Principles.
5. **Vibrant.** This Principle was not in the original set of 4 preliminary Principles shared in April. At the meetings stakeholders, members, and elected officials requested the Principles not be limited to top-of-mind issues in 2018. A robust economy may be the status quo today, but a long-range plan should include an aspiration for ongoing economic vitality that benefits all segments and communities.

Updated Guiding Principles

Incorporating the feedback received throughout April, staff has rewritten the Guiding Principles. These provide a focused framework to apply to the many elements of the *Horizon* initiative.

Updated Guiding Principles

Affordable

All Bay Area residents and workers have sufficient access to housing options they can afford – households are economically secure.

Connected

An expanded, well-functioning transportation system connects the Bay Area – fast, frequent and efficient intercity trips are complemented by a suite of local transportation options, connecting communities and creating a cohesive region.

Diverse

The Bay Area is an inclusive region where people from all backgrounds, abilities, and ages can remain in places with access to the region’s assets and resources.

Healthy

The region’s natural resources, open space, clean water and clean air are conserved – the region actively reduces its environmental footprint and protects residents from environmental impacts.

Vibrant

The Bay Area region is an innovation leader, creating job opportunities for all and ample fiscal resources for communities.

Next Steps

Staff seeks final feedback from *Horizon* stakeholders on the Guiding Principles at the May RAWG meeting. Going forward, staff will integrate the Principles into each element of the *Horizon* process: perspective papers, futures analyses, and project performance assessment.