

5

Performance





Noah Berger

## Chapter 5

# Performance

At both the scenario and project levels, Plan Bay Area has been tested against rigorous performance targets.

Because of this, MTC and ABAG have been able to craft a plan that emphasizes the most effective strategies to achieve regional objectives. Even so, some targets remain stubbornly out of reach.

Plan Bay Area achieves the greenhouse gas emissions reduction target required by state law through a more efficient land use pattern, key transportation investments and initiatives such as accelerated electric vehicle deployment. It also achieves the housing target required by state law to provide housing for all of the region's population over the next three decades, relying on local communities' support for policies that direct the lion's share of housing growth into Priority Development Areas.

At the same time, Plan Bay Area struggles to achieve many of the region's ambitious voluntary targets. Thanks to investments in transportation alternatives, the plan moves in the right direction when it comes to increasing active transportation and reducing the number of automobile miles driven per capita, though it falls short of the "aspirational" goals set in these areas. While the plan allocates funds and introduces policies to address them, roadway safety, transportation and housing for low-income persons, and the transportation system's state of good repair remain vexing problems that the region must redouble our efforts to confront.

# How Does Plan Bay Area Perform?

As has been the case in past long-term transportation plans, no single strategy is able to achieve all the plan’s performance targets, and Plan Bay Area clearly bears this out. Some targets — including the key greenhouse gas emissions and housing targets — are met or even exceeded. In other cases, the plan makes progress toward achieving a target, but falls short of full attainment. And in other cases, the plan actually loses ground against some metrics.

Here is a target-by-target breakdown of how well Plan Bay Area performs. (See Chapter 1 for background on the performance targets.) Given the plan’s 2040 horizon year, target results reflect year 2040 performance in comparison to year 2005 baseline conditions, unless noted.

*Additional analysis of target performance can be found in the Performance Assessment Report, listed in Appendix 1.*

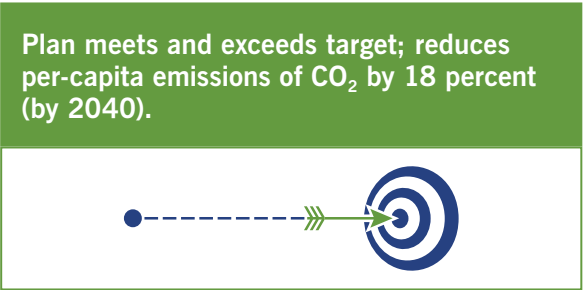


Kit Morris

# Required Performance Targets

## Climate Protection

**Target #1:**  
Reduce per-capita CO<sub>2</sub> emissions from cars and light-duty trucks by 15 percent.



Reducing the transportation sector’s emission of greenhouse gases responds to the threat of climate change and helps to address the threat to the region from sea level rise.

Through combinations of denser land use patterns focused in Priority Development Areas, increased investments in the region’s public transit infrastructure, and enhanced funding of climate initiatives

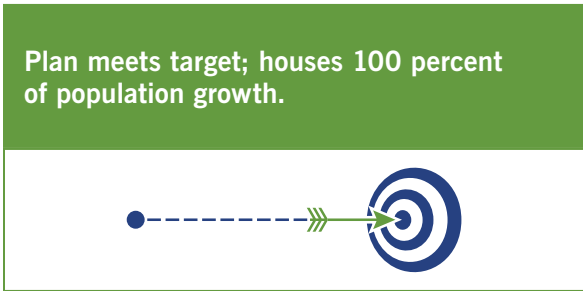
such as electric vehicle adoption incentives, Plan Bay Area not only meets but exceeds its greenhouse gas (GHG) emissions reduction target. By 2040, the typical Bay Area resident is expected to reduce his or her daily transportation CO<sub>2</sub> emissions by 18 percent compared to 2005 conditions.

Senate Bill 375 mandates per-capita GHG target achievements for years 2020 and 2035 as established by the California Air Resources Board. For 2035, the plan leads to a 16 percent per-capita reduction (surpassing the 15 percent target), and for 2020, the plan leads to a 10 percent per-capita reduction (also surpassing an interim 7 percent target).

While MTC has considered the effects of transportation investments on GHG emissions in prior regional transportation plans, Plan Bay Area is the first regional effort with an aggressive and achievable emission reduction goal. By accelerating efforts to emphasize infill growth and to boost funding for public transit, this plan represents a bold step for the region in this era of climate change.

## Adequate Housing

**Target #2:**  
House 100 percent of the region’s projected population growth by income level (very-low, low, moderate, above-moderate) without displacing current low-income residents.



It’s no secret that the Bay Area is one of the most expensive places to live in the United States. For decades this has caused an ever-increasing number



MTC Archives

of people who work in the Bay Area to look for more affordable housing in the Central Valley or other surrounding regions. The resulting longer-distance commutes increase emissions while also raising transportation costs for the residents who must venture so far afield in search of more affordable housing. This places a greater burden on lower-income residents and further increases the divide between the region’s more-affluent and less-affluent residents. The region’s businesses also suffer, since the dispersal of workers tends to constrain the supply of labor they can draw on.

SB 375 requires regions to plan for housing that can accommodate all projected population growth, by income level, so as to reduce the pressures that lead to in-commuting from outside the nine-county region. In November 2010, ABAG adopted a methodology to define this figure. This target is also intended to limit the displacement of low-income residents, defined as the outward movement of current low-income residents from locations in the region’s urban core to locations with lower accessibility to transportation options and limited services as a result of new development pressures. This target complements the Regional Housing Need Allocation (RHNA), as discussed in Chapter 3.

Plan Bay Area succeeds in identifying housing opportunities for all of the region’s population. Working with cities and counties to underscore the importance of achieving this target, MTC and ABAG



are putting forward a plan that provides sufficient housing for the number of new jobs created in the region. The focus on spurring housing in locally supported Priority Development Areas and high-quality transit corridors allows the plan to meet this target, and also helps to achieve the GHG emissions reduction target (see above).

# Voluntary Performance Targets

## Healthy and Safe Communities Reduce Particulate Matter

**Target #3:**  
Reduce premature deaths from exposure to particulate emissions:

**Target #3a:**  
Reduce premature deaths from exposure to fine particulates (PM<sub>2.5</sub>) by 10 percent.

Plan meets and exceeds target; reduces premature deaths from exposure to fine particulates by 71 percent.

**Target #3b:**  
Reduce coarse particulate emissions (PM<sub>10</sub>) by 30 percent.

Plan reduces coarse particulate emissions by 17 percent, but falls short of target.

<sup>1</sup> Air quality monitoring data shows that the Bay Area met the national 24-hour PM<sub>2.5</sub> standard during the 2008–2012 period. However, the Bay Area is still formally designated a non-attainment area for the national 24-hour PM<sub>2.5</sub> standard.

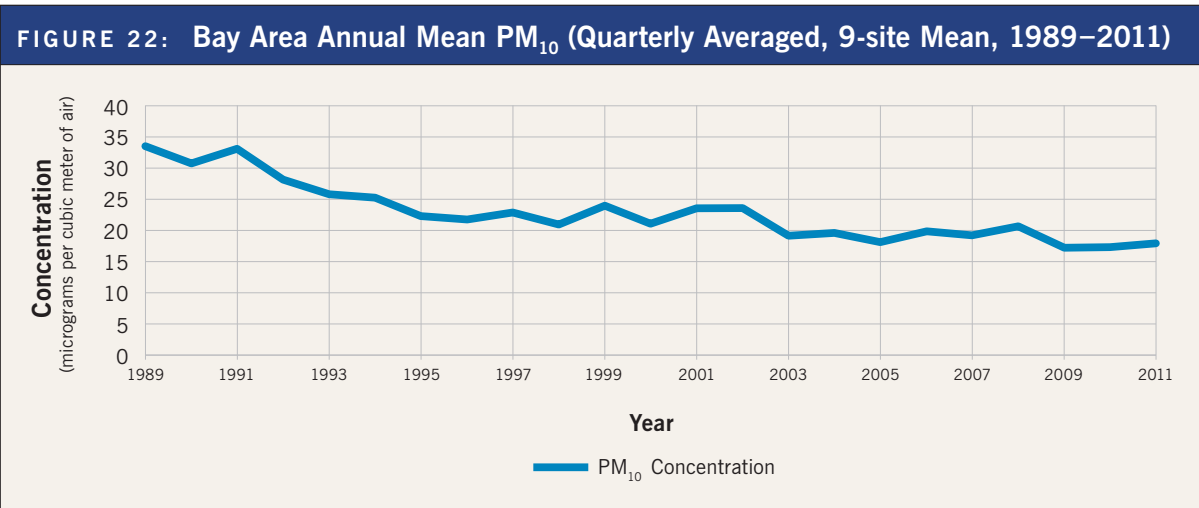
**Target #3c:**  
Achieve greater reductions in highly impacted areas.

Plan meets target; achieves greater particulate emission reductions in highly impacted neighborhoods.

Particulate matter (PM) consists of very small particles that can pass through the throat and nose and into the lungs, and may even enter the blood-stream. Over time this can affect the heart and lungs and lead to serious health effects such as heart attacks or asthma, and can even contribute to premature death. While particulate matter is directly linked to vehicle miles traveled, the approach taken with this target moves from simply measuring vehicle use to measuring healthy outcomes for the region’s residents.

The Bay Area does not meet the federal standard for fine particulate matter (PM<sub>2.5</sub>), which is extremely hazardous to health. The goal of a 10 percent reduction in premature deaths due to PM<sub>2.5</sub> reflects the expected benefit from meeting the federal standard, assuming each emission sector (both mobile and non-mobile sources) takes on similar emission reduction shares. The region, like all major metropolitan regions in the state, also does not yet attain the state standard for the coarser PM<sub>10</sub>, which also causes health impacts. The 30 percent reduction goal for PM<sub>10</sub> is consistent with the reduction needed to meet the state standard.

There has been substantial progress in reducing Bay Area PM levels in recent years<sup>1</sup>. The state and the Bay Area Air Quality Management District have taken major steps to address pollution impacts of Bay Area traffic — primarily, to clean up truck



Source: Bay Area Air Quality Management District

engines and fuel, the chief sources of particulate emissions. New regional and state regulations are expected to reduce premature deaths by 71 percent by 2040, saving 159 lives per year compared to the 2005 baseline. This projection far exceeds the 10 percent reduction target for Plan Bay Area. Coarse particulates, known as PM<sub>10</sub>, also represent a major threat to air quality and public health; in 2005, Bay Area vehicles emitted 15 tons (approximately the weight of seven passenger vehicles) of particulate matter every day. While the historical trend has been favorable (see Figure 22), and aforementioned regulations help move us in the right direction with regard to this ambitious target (reducing emissions by 17 percent by 2040), they still fall short of achieving the 30 percent target established for Plan Bay Area.

Despite more stringent controls on tailpipe emissions and fuels, meeting the PM<sub>10</sub> target will be difficult given the region’s long-term mobility needs. To achieve the public health benefits of this target, it will be necessary to reduce auto trip distances and to promote the use of alternative modes of transportation such as transit, biking and walking. While Plan Bay Area offers more individuals new public transit options and supports the trend

toward shorter-distance commutes, regional growth will lead to more vehicles (and more vehicle miles) than ever before.

## Reduce Injuries and Fatalities From Collisions

**Target #4:**  
Reduce by 50 percent the number of injuries and fatalities from all collisions (including bike and pedestrian).

Plan moves in opposite direction from target; injury and fatality collisions are projected to increase during plan period by 18 percent.

Making the Bay Area safer for motorists, pedestrians and bicyclists is an important and ongoing priority. This target reflects an emphasis in Plan Bay Area to enhance safety for all travel modes across the Bay Area. The target is adapted from the state’s Strategic Highway Safety Plan (2006), and also reflects a long-standing regional goal of making streets, highways and transit service safer.

Approximately 39,000 individuals were injured or killed in collisions on Bay Area roads during the year 2005, highlighting the critical need to improve roadway safety. Unfortunately, as a result of the region’s growth in total population and in total vehicle miles traveled, we lose ground against this target over the course of the plan. Although as a region we continue to invest in safer roads for all modes of transport, over 46,000 individuals are forecasted to be injured or killed in collisions in year 2040, an 18 percent increase in roadway tragedies compared to 2005. While it is some comfort to know that the per-capita rate of collisions is projected to decline by 10 percent during the plan period, the sheer number of people traveling on the network — combined with the certainty of occasional human error — overwhelms the safety improvements for which the plan allocates funding.



John J. Kim

Encourage Active Transport

**Target #5:**  
Increase the average daily time walking or biking per person for transportation by 70 percent (for an average of 15 minutes per person per day).



The U.S. Surgeon General recommends at least 30 minutes of physical activity per day to lower the risk of chronic disease and increase life expectancy. While Bay Area residents are more physically active than residents in most other parts of the country, the current measure of Bay Area residents’ average daily physical activity still falls well short of the Surgeon General’s recommendation. The average time Bay Area residents spent walking and biking for transportation was about 9 minutes per person in 2005. There is no accepted standard for the amount of activity people should get through day-to-day transportation compared to other activities. However, in order to increase the health of our communities, Plan Bay Area set out to bring the average up to 15 minutes per person per day by encouraging people to spend more time walking or biking.

In order to improve public health in the light of rising obesity rates, it is essential to construct and improve facilities to allow for walking and bicycling during one’s daily routine. The plan invests in complete streets, local streetscape improvements, and new bike and pedestrian paths, with an objective of providing new opportunities for Bay Area residents to walk and bike to daily destinations.



YinYang, iStock

Unfortunately, while these investments will boost the amount of time individuals spend walking and biking, the region continues to fall short of this public health target. The typical Bay Area resident spent about 9 minutes per day walking or biking for transportation purposes in the year 2005, while Plan Bay Area will increase the average amount to 10 minutes per day in year 2040 (a 17 percent increase).

While many people who make the effort to exercise regularly do so by going to the gym or playing on a sports team, transportation-related exercise could play a crucial role in boosting regional health. Unless additional efforts are initiated to encourage walking and biking for daily commutes or daily errands, exercise from walking and biking is expected to only increase slightly as a result of Plan Bay Area.

Open Space and Agricultural Land

**Target #6:**  
Direct all non-agricultural development within the year 2010 urban footprint (existing urban development and urban growth boundaries).



SB 375 requires consideration of open space and natural resource protection and supports accommodating new housing and commercial development within existing areas designated for urban growth. This is of particular importance to the Bay Area, where so much of the region’s spectacular natural setting has been preserved as open space. And whether it is the scenic wine country or the small farms that supply thriving farmers markets with local produce, agricultural lands also merit special protection.



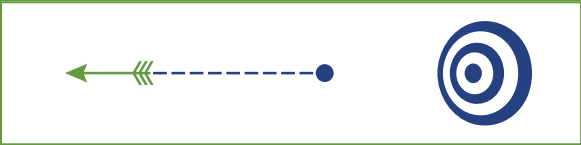
The intent of this target, therefore, is to support infill development in established communities while protecting the Bay Area’s agriculture and open space lands.

To ensure that the Bay Area retains the landscapes that its residents value so highly, Plan Bay Area aims to protect open space and agricultural land by directing 100 percent of the region’s growth inside the year 2010 urban footprint, which means that all growth occurs as infill development or within established urban growth boundaries or urban limit lines. As the plan assumes that all urban growth boundaries/urban limit lines are held fixed through the year 2040, no sprawl-style development is expected to occur on the region’s scenic or agricultural lands. This will help preserve the natural beauty of the Bay Area for future generations to enjoy.

Equitable Access

**Target #7:**  
Decrease by 10 percentage points (to 56 percent, from 66 percent) the share of low-income and lower-middle income residents’ household income consumed by transportation and housing.

Plan moves in wrong direction; the share of household income needed to cover transportation and housing costs is projected to rise by 3 percentage points to 69 percent for low-income and lower-middle income residents during the Plan Bay Area period.



Not only have housing costs increased over the years, but gasoline costs have crept (and sometimes leapt) up as well. Higher gas prices disproportion-



Sergio Ruiz

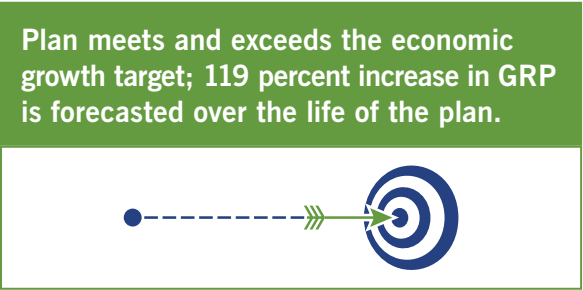
ately burden low-income residents who drive, and in the Bay Area most low-income residents own and drive cars. In 2005, low-income and working class families in the Bay Area spent 66 percent of household income on housing and transportation, which is about 10 percentage points higher than similar families in other major U.S. metropolitan areas, and a significant cost burden.

This target addresses this situation by setting a goal of reducing the share of household income that poorer residents must devote to housing and transportation. It aims to bring the Bay Area in line with the national average and help ensure that low-income residents are able to continue to live and work in the region.

However, expected increases in gasoline prices, combined with forecasts of a regional housing market recovery, are expected to disproportionately affect those at the lower end of the income spectrum — a challenge that will face not only the Bay Area, but the nation as a whole. For this group, transportation and housing costs are likely to rise faster than household incomes during the Plan Bay Area period. On the plus side, Plan Bay Area policies should help to stabilize the length and duration of commute trips for lower-income residents — which provides benefits in terms of overall quality of life.

Economic Vitality

**Target #8:**  
Increase gross regional product (GRP) by 110 percent — an average annual growth rate of approximately 2 percent (in current dollars).



Past long-range transportation plans have not included an analysis of economic impacts, even though they have directed the spending of billions of dollars of transportation funds. Of course, past transportation investments — such as transit expansion projects and freeway improvements — have certainly provided significant benefits to the Bay Area economy, but those benefits were not quantitatively estimated during plan development. Plan Bay Area takes the first step to directly address this issue through a quantitative performance target.

Gross regional product (GRP) reflects overall economic output of the region’s residents and businesses. While the Bay Area economy is affected

by global and national trends, regional land use patterns and transportation system efficiency also affect freight mobility and general productivity.

Between 2005 and 2040, taking Plan Bay Area into account, the region’s gross regional product is forecasted to increase by 119 percent, slightly exceeding the region’s historical growth rate of approximately 2 percent per year. Forecasted job growth and population growth play a primary role in the expected rise in GRP; as more households and employers decide to locate in the Bay Area, regional economic activity tends to grow by a proportionate amount.

In addition, plan investments in congestion relief projects improve workers’ mobility across the region, benefitting the economy as a whole. The planned land use pattern, which emphasizes growth in high-density job centers, boosts regional economic productivity and supports overall economic growth. By boosting the efficiency of the region’s land use pattern and transportation network, Plan Bay Area works to enhance the region’s economic competitiveness on both national and international levels.

For more information, see the Economic Impact Analysis for Future Regional Plans, listed in Appendix 1.



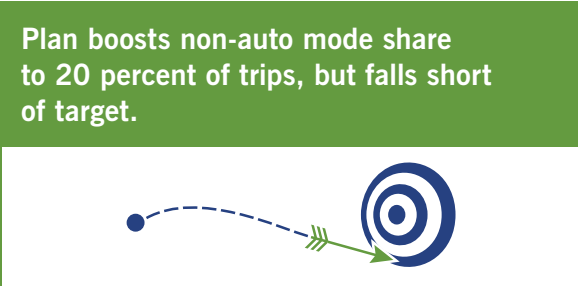
Peter Beeler



Transportation System Effectiveness

Increase Non-Auto Mode Share and Reduce VMT per Capita

Target #9a:  
Increase non-auto mode share by 10 percentage points (to 26 percent of trips).



Target #9b:  
Decrease automobile vehicle miles traveled (VMT) per capita by 10 percent.



In order to reduce emissions and improve public health, Plan Bay Area sets goals to increase non-auto mode share and reduce VMT per capita. These targets are a reflection of how effective the transportation system is in providing easier, faster access to individuals’ travel destinations. Plan Bay Area strives to achieve these targets by making alternatives to the private automobile more convenient, more frequent and more appealing. Supportive land use patterns also play a role; if destinations are closer to home, non-auto modes become more competitive and all trip lengths become shorter.

While Plan Bay Area increases the proportion of Bay Area travelers who walk, bike or utilize public transit, and decreases the daily miles traveled by the average Bay Area resident, it falls slightly short

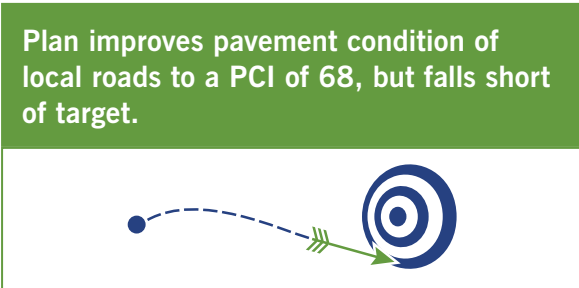
on both measures. Sixteen percent of Bay Area trips did not require an automobile in the year 2005; the region’s target envisioned growing that share by 10 percentage points (to 26 percent) by the year 2040. Plan Bay Area’s achievement of a 20 percent non-auto mode share means that one in five Bay Area trips would be expected to be car-free by year 2040, thanks to investments in transit, bike and pedestrian infrastructure that makes these modes more attractive.

This shift, when combined with reduced average distances between home, work and retail locations, also leads to a reduction in per-capita VMT. The average Bay Area resident traveled about 22 miles by car on a typical weekday in 2005; by 2040, the average resident is expected to travel only 20 miles per day, a reduction of 9 percent. This near-achievement of the per-capita VMT target reflects the carefully targeted locations of envisioned housing and commercial development in Priority Development Areas with excellent transit service.

Maintain the Transportation System in a State of Good Repair: Local Road, Highway and Transit Maintenance

MTC has a long-standing commitment to a “fix-it-first” policy in the realm of transportation. This means that, as a region, we should strive to maintain our streets, highways and transit system before investing in system expansions. However, the Bay Area’s extensive network of roads and highways is extremely expensive to maintain. Some of our cities and counties receive poor pavement ratings year after year, and the average PCI score for local pavement is currently 66, which is only “fair” in qualitative terms. The state highway system in the region faces similar challenges. Furthermore, our extensive transit system is rapidly aging and reaching the point where many of our assets are due for replacement at once. Failure to maintain the existing system at all levels would result in increased future maintenance costs, unreliable service and increased costs to travelers.

Target #10a:  
Increase local road pavement condition index (PCI) to 75 or better.



While the region has made progress on local road conditions over the past decade (increasing its pavement condition index from 63 in 2005 to 66 today), Bay Area road conditions remain in the “Fair” category. Thus, the targeted improvement to a “Good” PCI of 75 was clearly an ambitious objective.

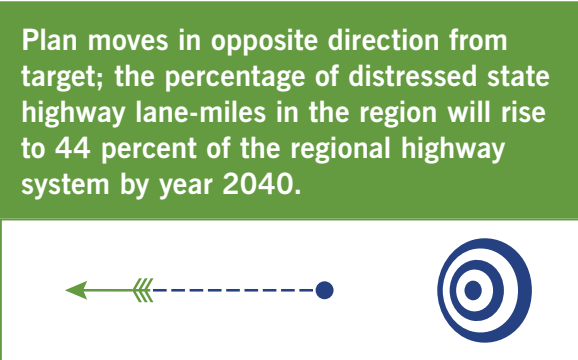
Even though approximately one-third of Plan Bay Area funding is directed toward maintaining and operating our existing road network, average PCI is only expected to increase to 68 by year 2040. This represents an 8 percent improvement in local road conditions over year 2005. Given the costs of maintaining the region’s aging infrastructure, this is still a notable achievement, especially considered relative to the degradation of state highway and transit assets over the plan’s lifespan (see below).



Sergio Ruiz

This target’s performance is aided by voter-approved local sales tax measures, which have boosted the funding available for preserving and maintaining local streets and roads. Yet even this funding is not adequate to enable most local roads to reach a “Good” PCI of 75. Without increased funding from a regional gas tax or a shift to a vehicle miles traveled tax, it will continue to be a challenge to achieve this ambitious target.

Target #10b:  
Decrease distressed lane-miles of state highways to less than 10 percent of total lane-miles.

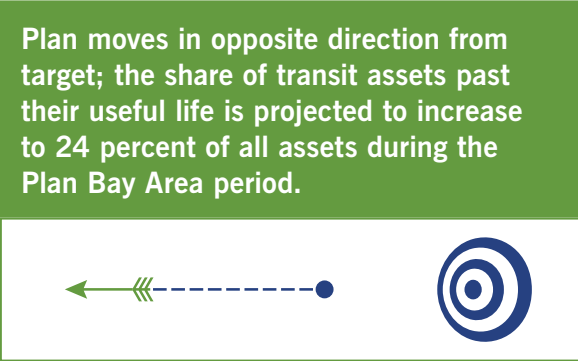


Given the state’s ongoing budget constraints, the state highway system continues to suffer from deferred maintenance and worsening roadway conditions. As the highway system is owned and maintained by Caltrans, the system’s safety and upkeep lies with them. If current budget constraints continue over the coming decades, the share of distressed lane-miles is expected to increase from 27 percent of the overall Bay Area highway network to 44 percent of the network.

Plan Bay Area does not allocate any discretionary funding toward the maintenance of the state highway system, given that the state is responsible for its preservation. Additional statewide funding for roadway maintenance would be the most direct approach to address this target’s degradation over the lifespan of the plan.

Transit Maintenance

Target #10c:  
Reduce the share of transit assets past their useful life to 0 percent.



Bay Area transit riders depend on well-maintained vehicles, stations and trackways in order to ensure system reliability and performance. While all transit agencies would prefer to retire transit vehicles at the end of their prescribed life, the high cost of such vehicles delays their replacement, leading to more vehicle breakdowns and systemwide delays. In 2012, approximately 13 percent of all Bay Area transit assets were past their useful life; by 2040, 24 percent of transit assets are expected to be past

their useful life, even though the plan allocates over half the region’s funding to operate and maintain the existing transit system.

Given that almost one in four transit assets is expected to exceed its useful life in year 2040, passenger comfort is expected to degrade, along with customer satisfaction in the system’s reliability, safety and speed. Of course, transit assets do not need to be in an ideal state of repair for transit service to be provided successfully. However, as the state of repair declines, the negative effects on equipment availability and reliability will eventually reach the point of impairing service levels, and would likely impede transit agencies’ efforts to boost ridership. That said, it should also be noted that transit asset management is a relatively new and evolving field, and there have been no established guidelines for a minimum required state of repair, or for how to evaluate whether the state of repair is sufficient to sustain transit services. New transit asset management requirements contained in the recently enacted federal law known as MAP-21 will help focus attention on this long-term issue, but in the long run, greater financial support from the federal or state levels will be needed to bring the Bay Area transit network into an ideal state of good repair.







Sergio Ruiz

Summary of Performance

TABLE 25: Results of Plan Bay Area Target Assessment			
Plan Meets or Exceeds Target			
Climate Protection	Target #1: Reduce per-capita CO <sub>2</sub> emissions from cars and light-duty trucks by 15 percent.	Plan meets and exceeds target; reduces per-capita emissions of CO <sub>2</sub> by 18 percent (by 2040).	
Adequate Housing	Target #2: House 100 percent of the region's projected growth by income level (very-low, low, moderate, above-moderate) without displacing current low-income residents.	Plan meets target; houses 100 percent of population growth.	
Healthy and Safe Communities Reduce Particulate Matter	Target #3a: Reduce premature deaths from exposure to fine particulates (PM <sub>2.5</sub> ) by 10 percent.	Plan meets and exceeds target; reduces premature deaths from exposure to fine particulates by 71 percent.	
	Target #3c: Achieve greater reductions in highly impacted areas.	Plan meets target; achieves greater particulate emission reductions in highly impacted neighborhoods.	
Open Space and Agricultural Land	Target #6: Direct all non-agricultural development within the year 2010 urban footprint (existing urban development and urban growth boundaries).	Plan meets target; directs all non-agricultural development within the existing urban footprint.	
Economic Vitality	Target #8: Increase gross regional product (GRP) by 110 percent — an average annual growth rate of approximately 2 percent (in current dollars).	Plan meets and exceeds the economic growth target; 119 percent increase in GRP is forecasted over the life of the plan.	
Plan Makes Progress Toward Target			
Healthy and Safe Communities Reduce Particulate Matter	Target #3b: Reduce coarse particulate emissions (PM <sub>10</sub> ) by 30 percent.	Plan reduces coarse particulate emissions by 17 percent, but falls short of target.	
Active Transport	Target #5: Increase the average daily time walking or biking per person for transportation by 70 percent (for an average of 15 minutes per person per day).	Plan boosts per-person active transportation by 17 percent, but falls short of target.	
Transportation System Effectiveness Increase Non-Auto Mode Share	Target #9a: Increase non-auto mode share by 10 percentage points (to 26 percent of trips).	Plan boosts non-auto mode share to 20 percent of trips, but falls short of target.	
Reduce VMT per Capita	Target #9b: Decrease automobile vehicle miles traveled (VMT) per capita by 10 percent.	Plan reduces VMT per capita by 9 percent, but falls short of target.	
Local Road Maintenance	Target #10a: Increase local road pavement condition index (PCI) to 75 or better.	Plan improves pavement condition of local roads to a PCI of 68, but falls short of target.	

Table continues on following page



TABLE 25: Results of Plan Bay Area Target Assessment <i>(continued)</i>			
Plan Moves in Opposite Direction From Target			
<b>Reduce Injuries and Fatalities from Collisions</b>	<b>Target #4:</b> Reduce by 50 percent the number of injuries and fatalities from all collisions (including bike and pedestrian).	Plan moves in opposite direction from target; injury and fatality collisions are projected to increase during plan period by 18 percent.	
<b>Equitable Access</b>	<b>Target #7:</b> Decrease by 10 percentage points (to 56 percent from 66 percent) the share of low-income and lower-middle income residents' household income consumed by transportation and housing.	Plan moves in wrong direction; the share of household income needed to cover transportation and housing costs is projected to rise to 69 percent for low-income and lower-middle income residents during the Plan Bay Area period.	
<b>Transportation System Effectiveness</b> Highway Maintenance	<b>Target #10b:</b> Decrease distressed lane-miles of state highways to less than 10 percent of total lane-miles.	Plan moves in opposite direction from target; the percentage of distressed state highway lane-miles in the region will rise to 44 percent of the regional highway system by year 2040.	
Transit Maintenance	<b>Target #10c:</b> Reduce the share of transit assets past their useful life to 0 percent.	Plan moves in opposite direction from target; the share of transit assets past their useful life is projected to increase to 24 percent of all assets during the Plan Bay Area period.	

### Key Targets Achieved in Solid Overall Effort, But Breakthrough Strategies Needed for Some Targets

As has been the case in past long-term transportation plans, no single strategy is able to achieve all the plan’s performance targets. A review of the performance results for the 10 main targets and five sub-targets (for a total of 15 performance measures) clearly bears this out. Specifically, Plan Bay Area meets or exceeds six targets, including the statutory greenhouse gas emissions and housing targets, narrowly misses three targets, falls well short of two targets and moves in the wrong direction on four of the targets. In other words, the plan makes great progress on nine of 15 performance measures, which represents a solid first effort. MTC and ABAG will need to focus future attention on conceptualizing breakthrough strategies to achieve the four targets where we are falling behind.



Noah Berger

## Key Equity Analysis Findings

With respect to the separately conducted analysis of the plan’s social equity impacts (see Chapter 1 for background on the Equity Analysis), most of the measures studied do not show improvements for either “communities of concern” or the rest of region relative to conditions in 2010. However, Plan Bay Area does perform better than the year 2040 baseline forecast across most measures. This is notable in the case of the Housing and Transportation Affordability measure.

One of the most notable findings in the Equity Analysis is in the Potential for Displacement measure, where the focused concentration of growth in Plan Bay Area overlaps with a larger share of today’s rent-burdened households than in the baseline forecast. This measure reflects Plan Bay Area’s support for investment and development in communities of concern, while also flagging the potential for market-based displacement due to rising rents as these neighborhoods improve. The plan responds with increased emphasis on funding to support the provision of affordable housing, requires the adoption of local housing elements

TABLE 26: Results of Plan Bay Area Equity Analysis, 2010–2040					
	Equity Performance Measure	Target Population	2010	2040 (Baseline Forecast)	2040 (Plan Bay Area)
1	<b>Housing and Transportation Affordability</b> Percentage of income spent on housing and transportation by low-income households	Low-Income Households	72%	80%	74%
		All Other Households	41%	44%	43%
2	<b>Potential for Displacement</b> Percentage of rent-burdened households in high-growth areas	Communities of Concern	n/a	21%	36%
		Remainder of Region	n/a	5%	8%
3	<b>Healthy Communities</b> Average daily vehicle miles traveled per populated square mile within 1,000 feet of heavily used roadways	Communities of Concern	9,737	11,447	11,693
		Remainder of Region	9,861	11,717	11,895
4	<b>Access to Jobs</b> Average travel time in minutes for commute trips	Communities of Concern	25	26	26
		Remainder of Region	27	29	27
5	<b>Equitable Mobility</b> Average travel time in minutes for non-work-based trips	Communities of Concern	12	13	13
		Remainder of Region	13	13	13



# Communities of Concern

The definition of “communities of concern” for Plan Bay Area is intended to represent a diverse cross-section of populations and communities that could be considered disadvantaged or vulnerable in terms of both current conditions and potential impacts of future growth. (See the map on facing page, which shows the locations of these communities of concern.) For purposes of the Equity Analysis, communities of concern are defined as those neighborhoods with notably high concentrations of four or more of the following: minority persons; low-income individuals; persons who are Limited English Proficient; seniors age 75 and over; persons with disabilities; households without cars; single-parent households; and renters paying more than 50 percent of household income on rent. Under this definition, about one-fifth of today’s total regional population lives in areas defined as communities of concern. The Equity Analysis attempts to determine how the plan’s proposed investments distribute benefits and burdens to these communities relative to the remainder of the region.



Peter Beeler



Evelyn Johnson

to receive key funds, and sets forth a requirement for PDA Investment and Growth Strategies that will examine key housing policy issues.

Several other findings of significance emerged from the Equity Analysis.

- Alongside displacement pressures, housing and transportation affordability are forecast to continue to be key challenges for low-income households in the future.
- While air quality will improve in the region overall with improved technologies, increased vehicle traffic and congestion in communities of concern raise safety concerns for those areas where walking and biking are more common modes of travel.
- Travel times to jobs and other destinations will increase slightly for communities of concern compared to today, due to higher levels of congestion in the urban core and some trips shifting from driving to transit, walking and biking.

The key findings of the Equity Analysis are displayed in Table 26.

*More information and detailed results, including all other alternatives studied, are included in the Plan Bay Area Equity Analysis Report listed in Appendix 1.*





# Project-Level Performance Assessment of Transportation Projects

Much effort in long-range planning is spent on big-picture questions: Should the region focus on expanding the transportation system or on maintaining what we have already built? Should the region invest more in transit for future generations or emphasize highway projects to improve the lives of today's drivers? While planners can address these questions at the scenario level, Plan Bay Area is also based on MTC's commitment to evaluate individual projects to make sure dollars are being allocated to the most cost-effective projects that support a more sustainable future for the region.

In order to take a closer look at major transportation projects, MTC performed a project performance assessment, examining billions of dollars of potential transportation projects to identify the highest-performing investments across the region. Each major project was evaluated based on two criteria: benefit-cost ratio (which captures the project's cost-effectiveness); and a "target" score (which measures the contribution the project makes toward achieving Plan Bay Area's 10 adopted performance targets). Figure 23 displays the results of this analysis by transportation project type. Since all projects were analyzed across the region consistently using the regional travel demand model, high-performing projects were able to be prioritized for regional funding opportunities.

For more information about the specific scoring criteria, please refer to the Performance Assessment Report, listed in Appendix 1.

As shown in Table 27, most of the high-performing projects in the region are focused on leveraging existing assets and improving their efficiency.

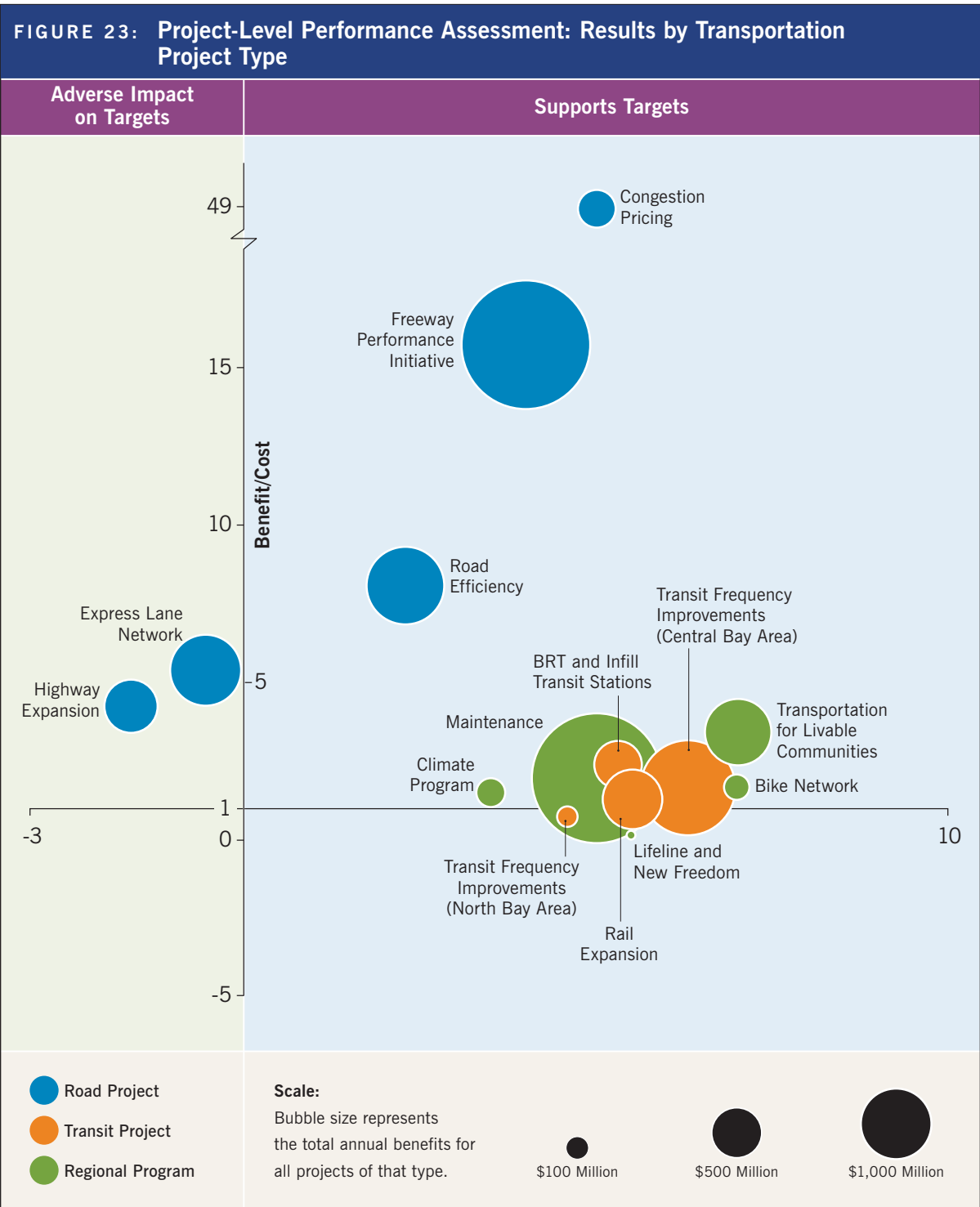


Sergio Ruiz

Notable projects include BART Metro, which will increase service frequencies on the highest-demand segment of the BART system, and San Francisco's congestion pricing initiatives, under which vehicles entering downtown (or Treasure Island) will be charged a toll, with the proceeds being used to pay for more frequent transit services.

To further ensure that Plan Bay Area advances the most cost-effective and beneficial projects, MTC required a second level of project review. Any project with a benefit-cost ratio less than 1 or an "adverse" score on the targets assessment had to submit a compelling case to policy-makers for inclusion in the plan. Over 30 projects were identified as low-performers as a result of this process, and the vast majority of these are not included in this plan. The handful of low-performing projects that remain in the plan tend to demonstrate their positive impact on social equity and low-income neighborhoods — an issue not fully captured in the benefit-cost ratio or targets score.

Not only did the project performance assessment help identify regional funding priorities and remove ineffective projects, but it has informed the tradeoffs among competing priorities. When combined with input from transportation partners and stakeholders on the vast majority of projects that were neither high- nor low-performing, the project-level assessment has significantly influenced this plan.





**TABLE 27: Highest-Performing Transportation Projects, Ranked by Benefit/Cost (B/C) Ratio and Target Score**

	Project Name	County	Benefit/ Cost Ratio	Overall Targets Score	Project Capital Costs* (Million \$)	Project Description
1	BART Metro Program (including Bay Fair Connection & Civic Center Turnback)	Multi-County	>60	8.5	650	Increases the efficiency of BART in the urban core by constructing new turnbacks and providing new express train service.
2	Treasure Island Congestion Pricing	San Francisco	59	4.0	59	Charges a \$5 toll for residents to enter/exit Treasure Island during peak hours; net revenues designated for transit service.
3	Congestion Pricing Pilot	San Francisco	45	6.0	102	Charges a \$3 toll to enter/exit the northeast quadrant of San Francisco during peak hours; net revenues designated for transit service.
4	AC Transit Grand-MacArthur Bus Rapid Transit (BRT)	Alameda	18	5.5	36	Constructs a bus rapid transit line along the Grand Avenue and MacArthur Avenue corridors in Oakland, providing faster service for AC Transit Line NR.
5	Freeway Performance Initiative	Regional	16	4.0	2,991	Maximizes the efficiency of the roadway network through arterial signal coordination and freeway ramp metering.
6	Intelligent Transportation System (ITS) Improvements in San Mateo County	San Mateo	16	4.0	66	Maximizes the efficiency of the roadway network through arterial signal coordination and freeway ramp metering.
7	ITS Improvements in Santa Clara County	Santa Clara	16	4.0	320	Maximizes the efficiency of the roadway network through arterial signal coordination and freeway ramp metering.
8	Irvington BART Station	Alameda	12	5.5	123	Constructs a new infill BART station in the Irvington district of Fremont.
9	SFMTA Transit Effectiveness Project	San Francisco	11	7.5	157	Improves reliability and reduces travel times on key Muni bus corridors through signal prioritization and bus lanes.
10	Caltrain Service Frequency Improvements (6-Train Service during Peak Hours) + Electrification (SF to Tamien)	Multi-County	5	7.5	848	Electrifies the Caltrain line and purchases additional train vehicles to provide faster, more frequent service during peak hours.
11	BART to San Jose/Santa Clara (Phase 2: Berryessa to Santa Clara)	Santa Clara	5	7.0	4,094	Extends BART from the Phase 1 terminus in Berryessa (North San Jose) through a new BART subway to Alum Rock, Downtown San Jose, Diridon Station, and Santa Clara.
12	Van Ness Avenue BRT	San Francisco	6	6.5	140	Constructs a bus rapid transit line with dedicated lanes along the Van Ness corridor in San Francisco (from Lombard to Mission).
13	Better Market Street	San Francisco	6	6.0	200	Increases transit speeds along San Francisco's Market Street between the Embarcadero & Octavia by restricting auto traffic on the corridor.

\*Project costs as analyzed (in year of expenditure \$).