



ALAMEDA COUNTY TRANSPORTATION COMMISSION  
2013 Commission Retreat



A Presentation by  
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*Deputy Director of Planning*

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*East Bay Economic  
Development Alliance*

February 22, 2013

## Retreat Overview

- Transportation in Alameda County Today
- Alameda CTC's Role in Transportation
- Future Trends and Factors Affecting Transportation
- Opportunities for Moving Forward

## Alameda County Today



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## Transportation Fuels the Economy

- Transportation underlies the strength of California as the largest U.S. economy
- CA is the 9<sup>th</sup> largest economy in the world
- San Francisco Bay Area ranked 20<sup>th</sup> largest economy in the world
- Alameda County is a central part of the Bay Area's economic engine



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## Transportation in Alameda County Supports California's Economy

- Alameda County is:
  - 1 of 9 congestion management agencies in Bay Area
    - Second largest County in Bay Area
  - 1 of 19 Self-Help Counties in CA
    - 81 percent of CA's population live in Self-Help Counties
    - \$3-\$4 billion each year are infused in CA's transportation system
    - Alameda County is the 7<sup>th</sup> largest in the State
- Alameda County 2<sup>nd</sup> largest sales tax generator in Bay Area
  - Alameda CTC allocates over \$160 million/year (\$1.6 billion over 10 years), including approximately \$30 million/year in state and federal funds
- Moves people and goods through:
  - Roadways/highways
  - Port of Oakland
  - Transit
  - Bicycle and pedestrian routes and trails

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## ALAMEDA COUNTY TRANSPORTATION COMMISSION Transportation Assets



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## ROADS/HIGHWAYS: Connect Regions, Move People and Goods

- Nearly 25 percent of all vehicle miles traveled in the Bay Area are on Alameda County roadways
- Highways connect Alameda County to neighboring counties and Silicon Valley
  - I-80, I-238, I-580, I-680, I-880, I-980, SR 84, SR 92
- Roadway networks carry freight, autos, transit, bicyclists and pedestrians
  - 3,800 miles of roadway network maintained in the county

Source: "California Public Roads Data," 2011, Caltrans

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## Roadways



Source: Metropolitan Transportation Commission; ESRI

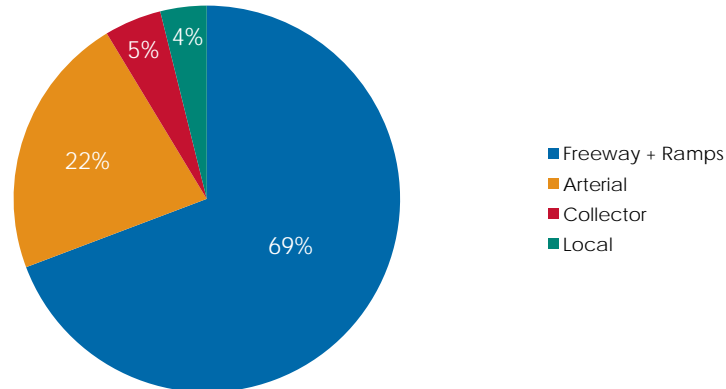
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## Most Travel Occurs on Freeways

PERCENT OF VEHICLE MILES TRAVELED IN ALAMEDA COUNTY (2005)



Source: Alameda Countywide Travel Demand Model

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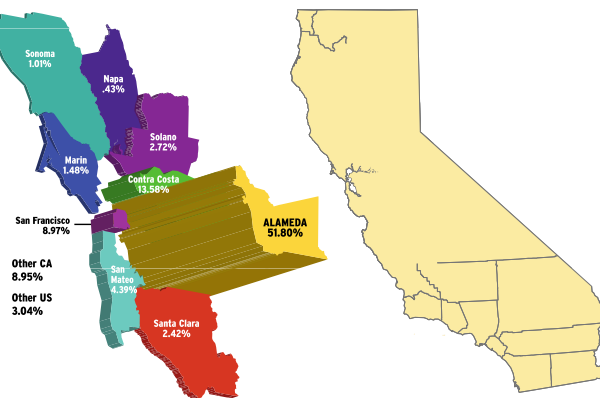


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## The Port Helps Move the Region

GENERATES OVER 73,000 JOBS ACROSS THE REGION

- East Bay is home to 2/3s of Port-related jobs
- Proximity to the Port of Oakland is one reason why jobs-creating businesses locate in the region



Source: Port of Oakland

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## Freight Infrastructure



Source: Caltrans; ESRI - goods movement routes are as identified in California Interregional Blueprint

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## The Port Helps Power the Region

- Above-average wage jobs
- Jobs that can't be exported
- Blue collar and entry level jobs
- More than \$617 million in local, state and federal tax revenues
- Support of local and disadvantaged business



Source: Port of Oakland



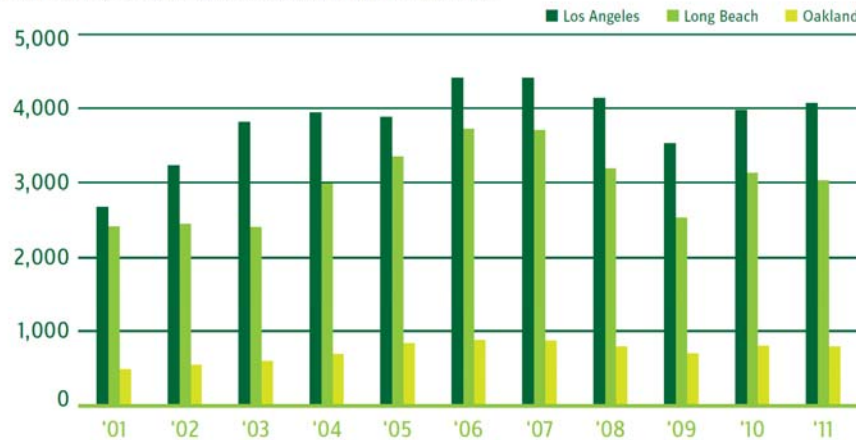
THE PORT OF OAKLAND • POWERING JOBS • EMPOWERING COMMUNITIES

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## California Seaports

### CONTAINERIZED IMPORTS THROUGH CALIFORNIA

■ Volume, in millions of TEUs, through the ports of Los Angeles, Long Beach and Oakland.



Source: Port Reports, Port of Oakland

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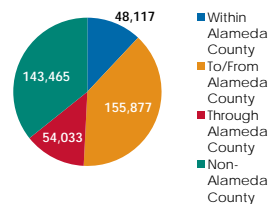


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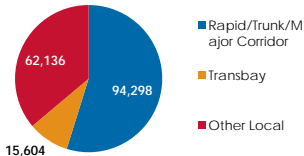
## TRANSIT: Provides Vital Regional and Local Mobility and Accessibility

- BART, the fifth-busiest heavy-rail rapid transit provider in U.S.
  - Serves 118 million riders annually
  - 20 of its 44 stations are in Alameda County (45 percent)
- AC Transit, the third-largest public bus system in CA
  - Serves 53 million riders annually
  - Serves 13 cities and adjacent unincorporated areas in Alameda and Contra Costa counties
- Union City Transit, WHEELS, ACE, Capitol Corridor/Amtrak, ferries, shuttles

### BART Daily Average Ridership



### AC Transit Daily Average Ridership



Source: Annual riders reported by operators for 2012 Alameda CTC Performance Report; BART Monthly Ridership Reports, July 2011 – June 2012; AC Transit 2012 Annual Ridership Memorandum, Memo 12-028

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## Transit



Source: ESRI, Metropolitan Transportation Commission, AC Transit

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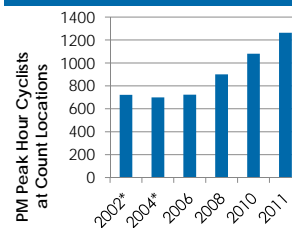


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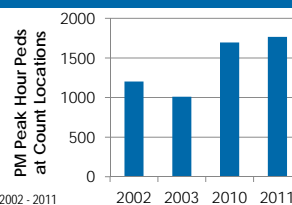
## BICYCLE AND PEDESTRIAN ROUTES AND TRAILS: Provide Access and Healthy Options

- Critical to first/last mile transit access
- Major urban trails and networks
  - Bay Trail, East Bay Greenway, Iron Horse Trail, Ohlone Greenway
  - 394 miles of countywide bicycle network + bikeways on local roads
  - Additional pedestrian and bicycle facilities
- Alameda CTC initiatives:
  - Bicycle and pedestrian Plans
  - Safe Routes to Schools
  - BikeMobile
  - Senior Walking Programs

Alameda CTC Bike Counts



Alameda CTC Pedestrian Counts



Source: Alameda CTC 2012 Alameda Countywide Bicycle Plan; Alameda CTC Bike and Ped County Programs, 2002 - 2011

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## System Management

Pricing



Parking



Travel Demand



Intelligent Transportation Systems



Traveler Information



Guaranteed Ride Home



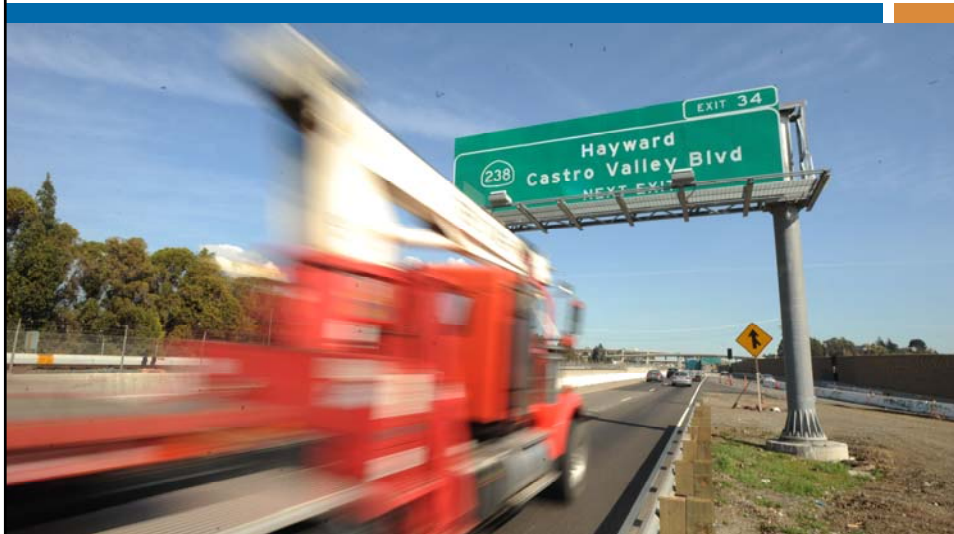
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## Transportation Network Use



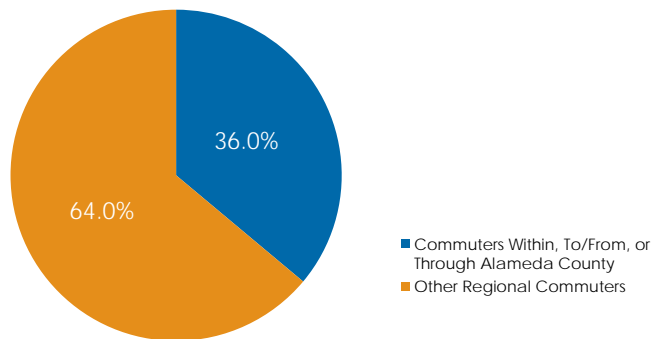
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## More Than a Third of Regional Commutes Touch Alameda County

WORKERS LIVING AND WORKING IN NINE-COUNTY BAY AREA REGION



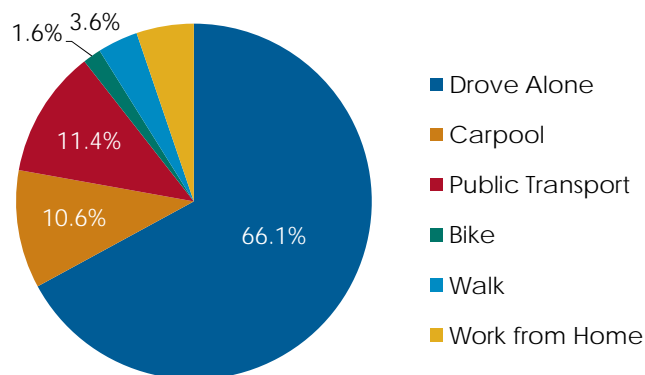
Source: Longitudinal Employer-Household Dynamics OnTheMap Tool, 2010, U.S. Census Bureau

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## How Alameda County Workers Get to Work



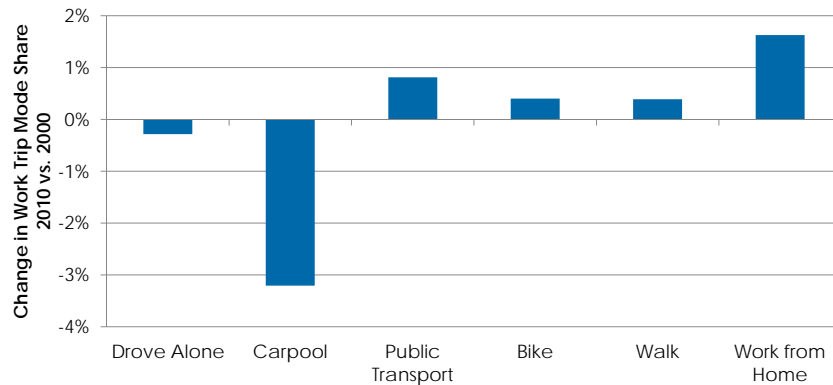
Source: 2007-2011 American Community Survey 5-Year Estimate, U.S. Census Bureau

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## Mode Share Trend Toward Transit and Telecommuting



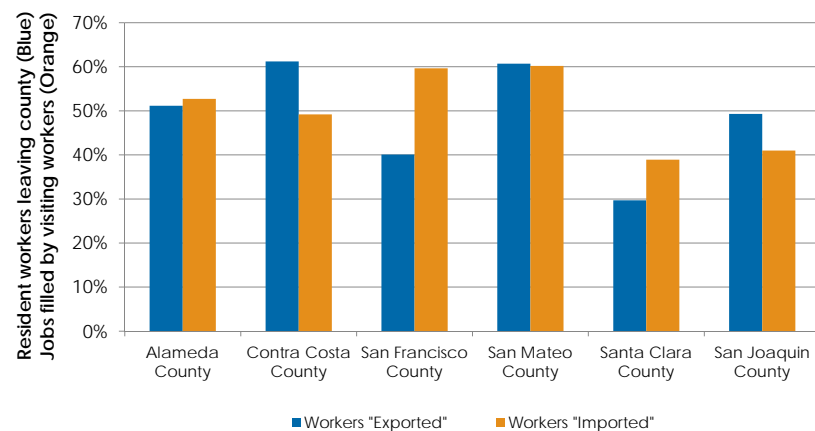
Source: 2000 Census Short Form 3, U.S. Census Bureau; 2007-2011 American Community Survey 5-Year Estimate, U.S. Census Bureau

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## Approximately 50% of Alameda County Residents Stay and 50% Leave for Work



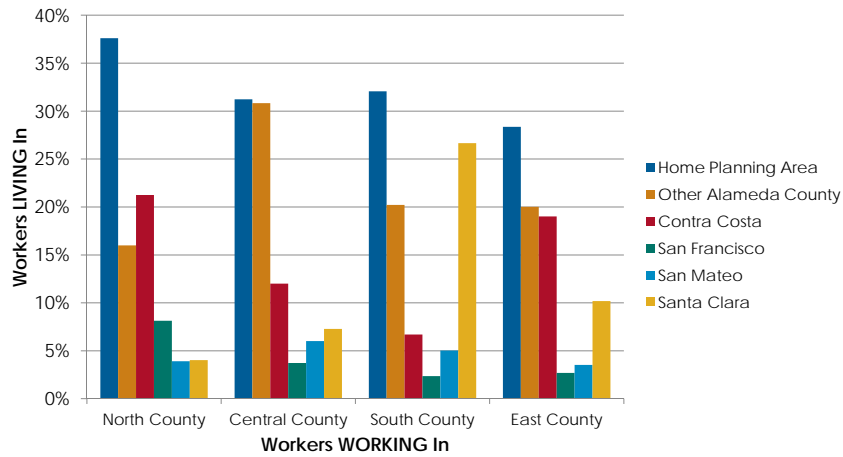
Source: Longitudinal Employer-Household Dynamics OnTheMap Tool, 2010, U.S. Census Bureau

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## Almost 30% of People Live in the Area in Which They Work



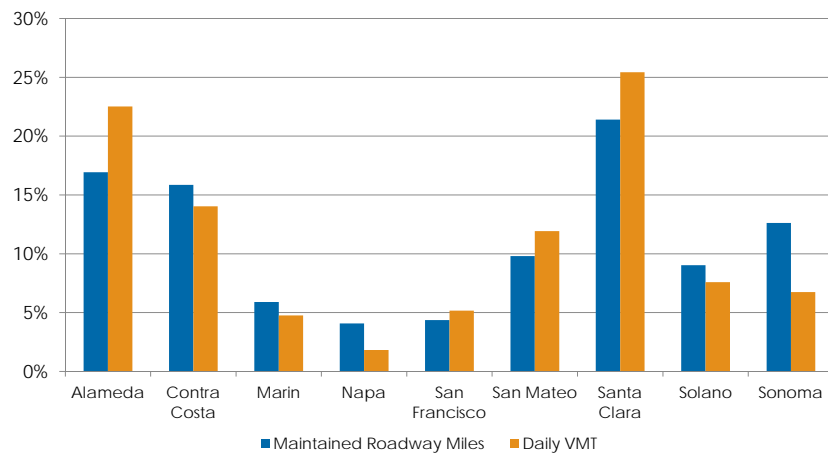
Source: Longitudinal Employer-Household Dynamics OnTheMap Tool, 2010, U.S. Census Bureau

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## Alameda County's Share of Regional Roadway Travel



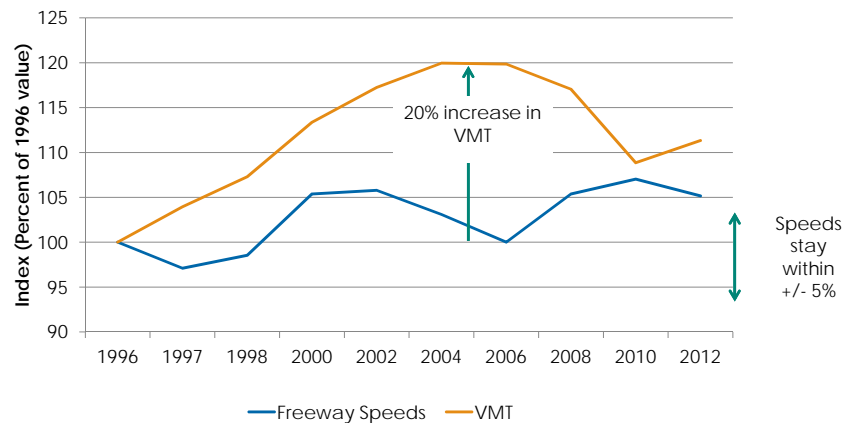
Source: California Public Roads Data, 2011, Caltrans

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## Roadways Are Handling Increasing Travel Demands



Source: California Public Roads Data, 1996-2011, Caltrans; Level of Service Monitoring Study, 1996-2012, Alameda County Congestion Management Authority/Alameda CTC

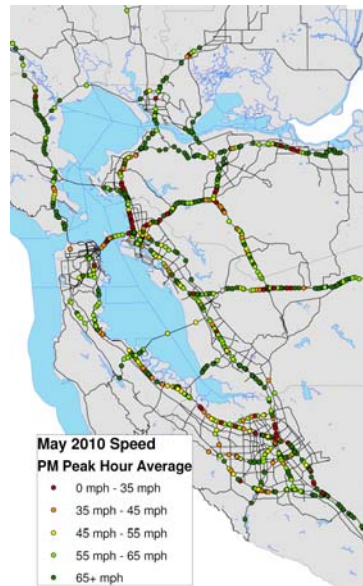
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## Congestion Remains a Problem

- Four of 10 most-congested facilities in Bay Area are in Alameda County
- Travel time reliability – drivers must add extra time to their trips to avoid being late



Source: Mobility Performance Report, 2012 Q3, Caltrans; Figure data derived from Caltrans Performance Measuring System (PeMS) Database

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# Transportation and Our Economy

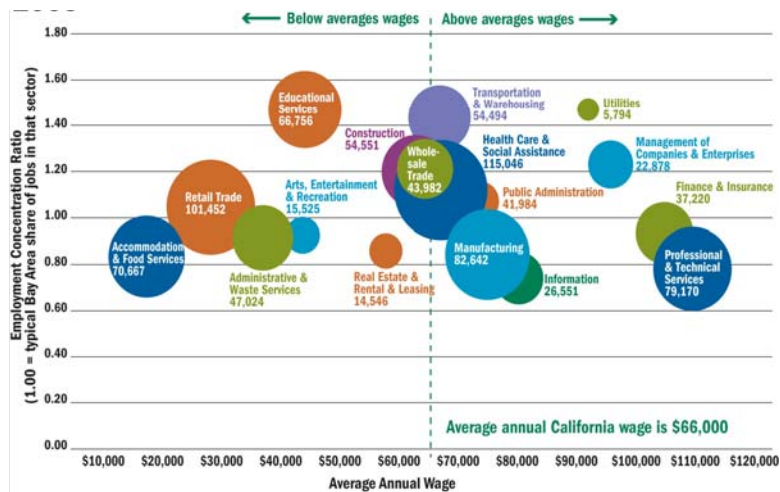


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## East Bay Employment Concentration and Wages by Industry - 2009



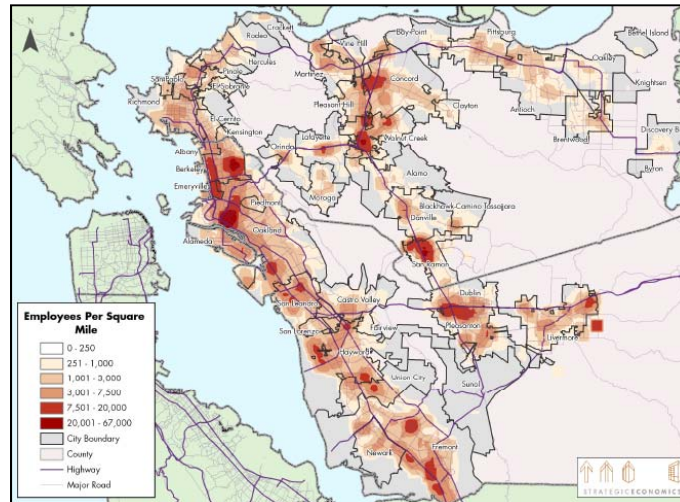
Source: Quarterly Census of Employment and Wages, California Employment Development Department. Courtesy of East Bay EDA

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## East Bay Employment Density



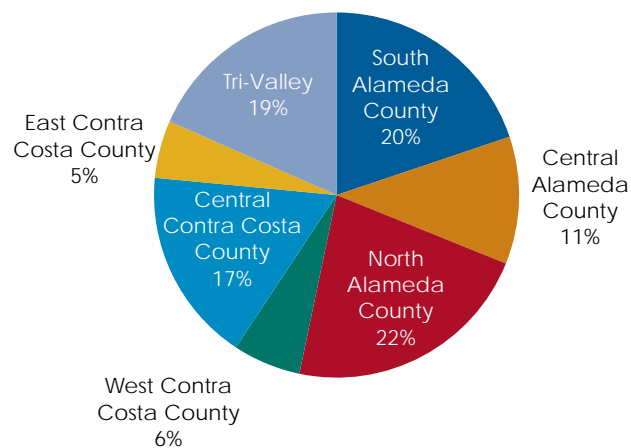
Source: Strategic Economics, 2011; Compass Economics, 2011; National Establishment Time Series (NETS), 2009, U.S. Census, ESRI, Metropolitan Transportation Commission. Courtesy of East Bay EDA

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## East Bay Employment Share by Subarea, 2009



Source: Strategic Economics; Compass Economics; National Establishment Time Series (NETS). Courtesy of East Bay EDA

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## Key Industries Employ 40%

### Utilities

- Water, sewage and other systems
- Construction
- Highway, street & bridge construction

### Manufacturing

- Petroleum & coal products
- Industrial machinery
- Semiconductor & electronic components
- Electronic instruments
- Pharmaceuticals & medicines

### Wholesale trade

- Chemical merchant wholesalers
- Commercial equipment wholesalers
- Electric goods merchant wholesalers

### Information

- Software publishers
- Motion picture and video industries

### Finance & Insurance

- Other financial investment activities
- Insurance carriers

### Real estate & Rental/Leasing

- Offices of agents & brokers

### Professional, Scientific, & Technical Services

- Research & development
- Computer systems design and related services
- Architectural & engineering
- Management & technical consulting

### Public administration

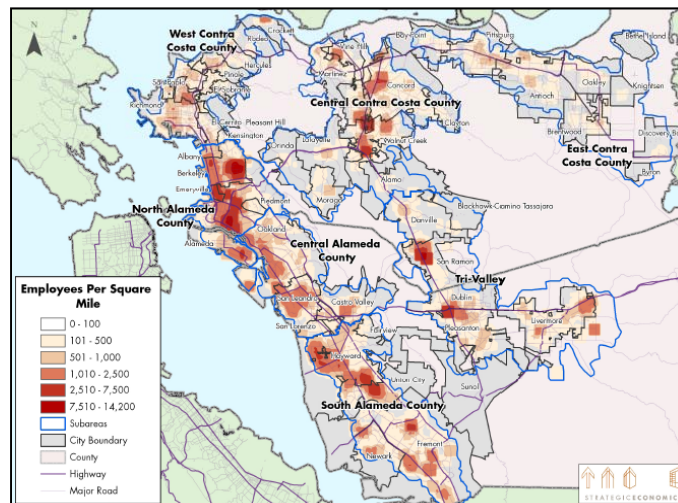
- Administration & economic programs

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## Employment Density of "Key" Industries



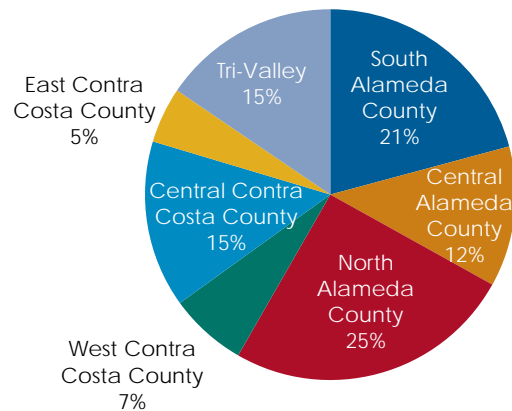
Source: Strategic Economics, 2011; Compass Economics, 2011; National Establishment Time Series (NETS), 2009; U.S. Census, ESRI, Metropolitan Transportation Commission. Courtesy of East Bay EDA

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## Share of Employment in "Key Industries" by Subarea, 2009



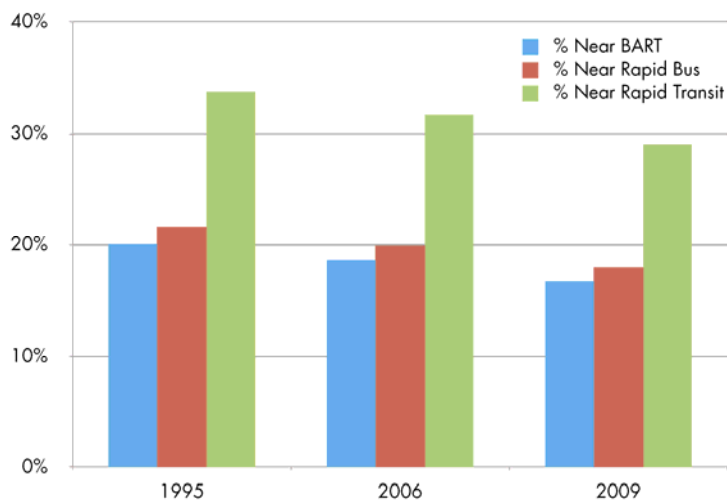
Source: Strategic Economics; Compass Economics; National Establishment Time Series (NETS). Courtesy of East Bay EDA

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## Share of East Bay Jobs Near Transit



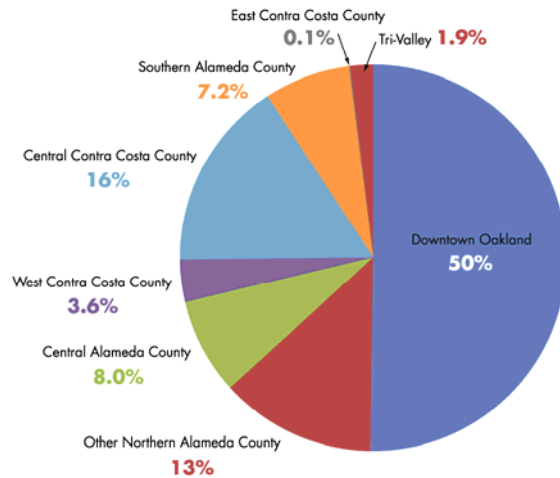
Source: East Bay EDA

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## Distribution of Jobs Near BART, 2009



Source: East Bay EDA

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## Alameda CTC's Role in Transportation



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## Alameda CTC's Role in Transportation Delivery

- Leadership by 22-member Commission
- Highest level of accountability
- Advisory committees support public access and accountability
  - Alameda County Technical Advisory Committee
  - Bicycle and Pedestrian Advisory Committee
  - Citizens Advisory Committee
  - Citizens Watchdog Committee
  - Paratransit Advisory and Planning Committee

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## Alameda CTC Funding for Transportation

- Alameda CTC funds over \$160 million per year (\$1.6 billion each decade) in projects and programs for multimodal needs of the county
  - Local streets and roads
  - Mass transit
  - Paratransit
  - Bicycle and pedestrian
  - Transit oriented development/priority development areas



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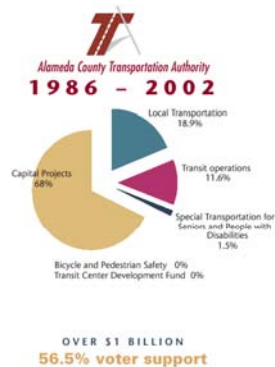


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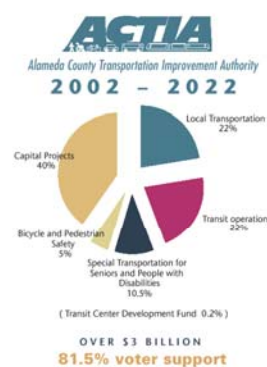
## Measure B

- Voter-approved sales tax measures

1986 Expenditure Plan



2000 Expenditure Plan



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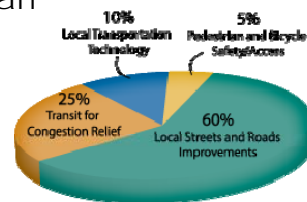


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## FUNDING:

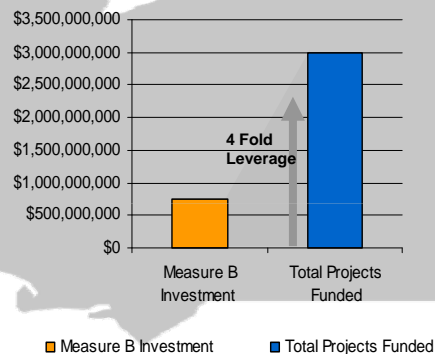
### Vehicle Registration Fee (VRF) Funds

- Measure F was placed on 2010 ballot for a \$10 vehicle registration fee to fund local transportation and transit improvements throughout the county
- \$10.7 million per year generated by VRF
- In May 2011, fee collection began
- Fund allocation guided by 2010 VRF Expenditure Plan and Master Program Funding Agreements



## Funding

- Major leveraging of regional state and federal funds
  - \$756 million in capital investments results in over \$4 billion in projects
  - \$331.8 million in bond funds for projects totaling \$697.4 million





## Summary of Project and Program Investments

~\$4.3B in projects over 20 years



\$1.2B+ in programs over 20 years



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## \$4.3B in Capital Projects Delivery (2002- current)

Number of Projects	Project Type	Total Cost (\$ x Million)
7	Mass Transit	\$2,268
27	Highway	\$1,208
7	Local Streets & Roads	\$338
2	Bicycle & Pedestrian	\$26
43	<b>Active Projects</b> (subtotal)	<b>\$3,840</b>
14	<b>Completed Projects*</b>	<b>\$440</b>
57	<b>Total Projects</b>	<b>\$4,280</b>

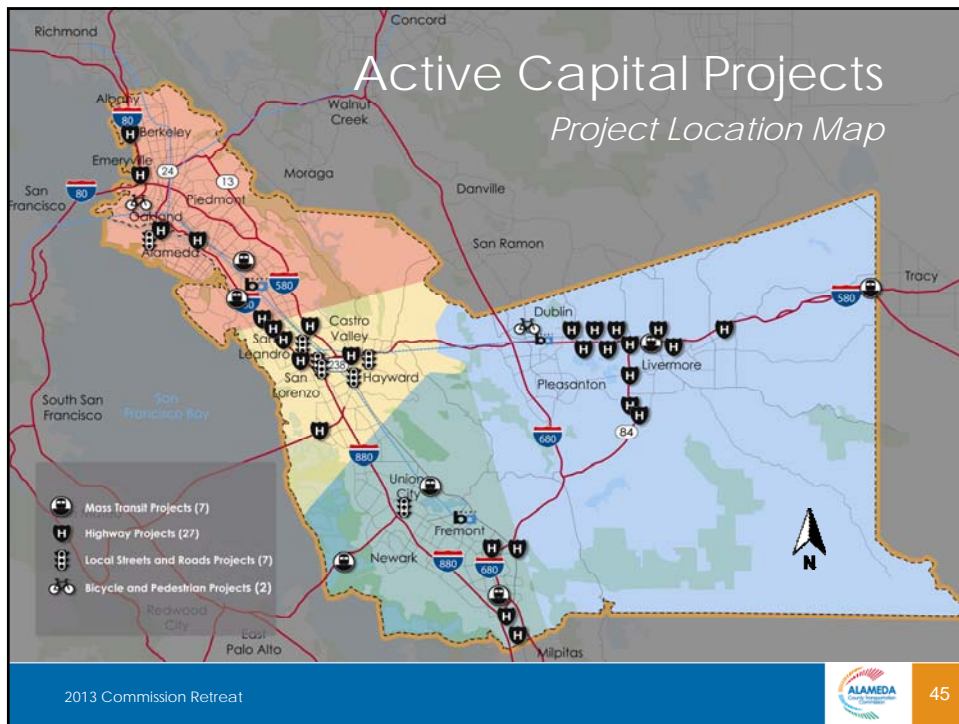
*\*14 completed projects, including two capital program planning projects*

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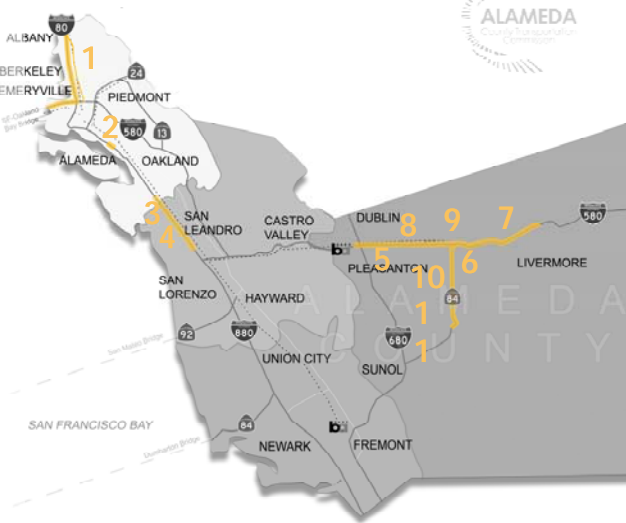
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## Delivery: I-Bond Funded Capital Projects

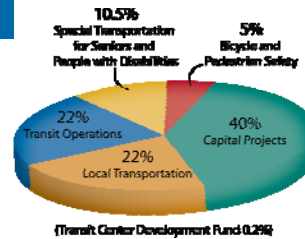
- 1 I-80 Integrated Corridor Mobility (CMIA, TLSP)
- 2 I-880 North Safety Operational Improvements (TCIF)
- 3 I-880 Southbound HOV Lane – North Segment (CMIA)
- 4 I-880 Southbound HOV Lane – South Segment (CMIA)
- 5 I-580 Eastbound HOV Lane – Segments 1 & 2 [Complete]
- 6 I-580 Eastbound HOV Lane – Segments 3 [AUX] (CMIA)
- 7 I-580 Westbound HOV Lane – East Segment (CMIA)
- 8 I-580 Westbound HOV Lane – West Segment (CMIA)
- 9 I-580 / Isabel Ave. (Route 84) Interchange [Complete]
- 10 Route 84 Expressway – North Segment (CMIA)
- 11 Route 84 Expressway – South Segment



## Funding: Measure B and VRF Program Funds

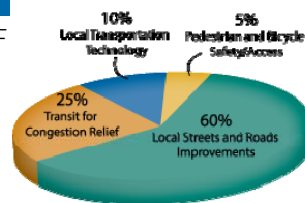
### Measure B

- Pass-through and grant distribution funds – 60 percent of funds distributed to five programs
- Over \$600,000 million in last 10 years to cities, county, transit for operations and maintenance



### Vehicle Registration Fee

- \$10.7 million per year generated by VRF
- In May 2011, fee collection began
- Fund allocation guided by 2010 VRF Expenditure Plan and Master Program Funding Agreements



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## Economic Vitality: Job Creation

- Over \$495 million in the past decade went to Alameda County businesses
  - Continued job creation through contracts with local companies
  - Efficient movement of people and goods that stimulates the economy
  - Continued investments in transportation systems to attract and retain businesses
- Alameda CTC supports over 5,100 jobs per year through four Measure B pass-through programs and capital projects



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## Success: Exceptional Value Through Accountability

- 100 percent clean audits for 10 years
- Citizens Watchdog Committee (CWC) reviews and reports annually to the public
- On-going savings as a result of the merger
- Close work with regional, state and federal governments to fund valuable programs to:
  - Extend the life of aging infrastructure
  - Increase safety
  - Protect the environment
  - Improve transportation access for all communities
  - Create jobs

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## Policy and Planning Guide the Future



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## Policy Direction Shapes How Things Are Done

- Funding Policies
- Contracting Policies
- Legislative Program
- Planning and Programming Policies
- Transportation Expenditure Plan

## Planning Is the Cornerstone for Future Investment

- Planning sets the stage for how the county will develop over the next several decades
- Work to improve the transportation system will influence the region, state and beyond
- Integrating transportation, land use with economic development will shape the best use of resources and affect:
  - Economic vitality
  - Job creation
  - Sustainability
  - Future growth in the county

## Planning Areas



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## Planning Areas

- North County:  
Alameda, Albany, Berkeley, Emeryville, Oakland, Piedmont
- Central County:  
Hayward, San Leandro, unincorporated county
- South County:  
Fremont, Newark, Union City
- East County:  
Dublin, Livermore, Pleasanton, unincorporated county



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## Relationship to Regional Planning Efforts

- Alameda CTC coordinates countywide planning efforts to provide premier transportation to residents and workers, which ties to the:
  - Regional Transportation Plan (MTC)
  - Sustainable Communities Strategy (ABAG)
  - Air Quality Standards and Community Air Risk Evaluations (CARE) Program (BAAQMD)
  - Adapting to Rising Tides and Sea Level Rise (SFBCDC)



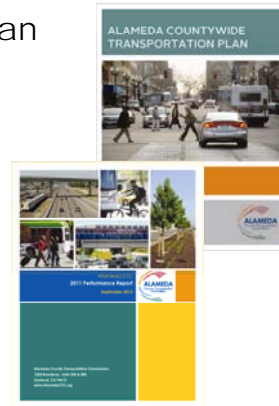
## Alameda CTC Vision and Goals for Transportation

**Alameda County will be served by a premier transportation system that supports a vibrant and livable Alameda County through a connected and integrated multimodal transportation system promoting sustainability, access, transit operations, public health and economic opportunities.**



## Recent Long Range Countywide Planning Efforts

- 2012 Countywide Transportation Plan
- 2012 Countywide Bicycle Plan
- 2012 Countywide Pedestrian Plan
- 2013 Draft PDA Investment and Growth Strategy



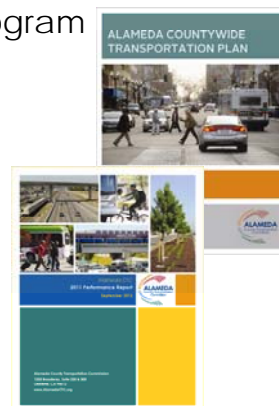
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## Current Shorter Range Planning, Programming and Monitoring Efforts

- 2011 Congestion Management Program
  - Level of Service Report
  - Performance Report
  - Countywide Travel Demand Model
  - Land Use Analysis Program
  - Capital and Programs Improvement Program
- Update of 2013 Congestion Management Program underway



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## Future Trends and Factors



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## The Changing Needs in Alameda County

- Demographic changes
- Mobility changes
- Future business and economic changes
- Land use changes

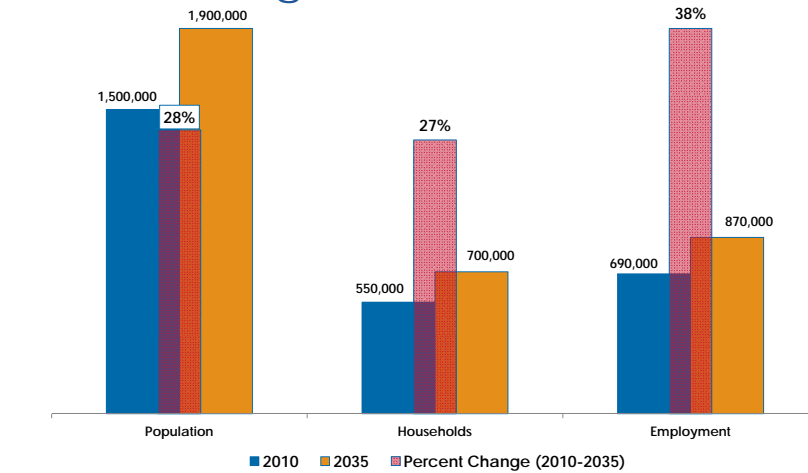


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## Population, Households and Jobs Are Growing

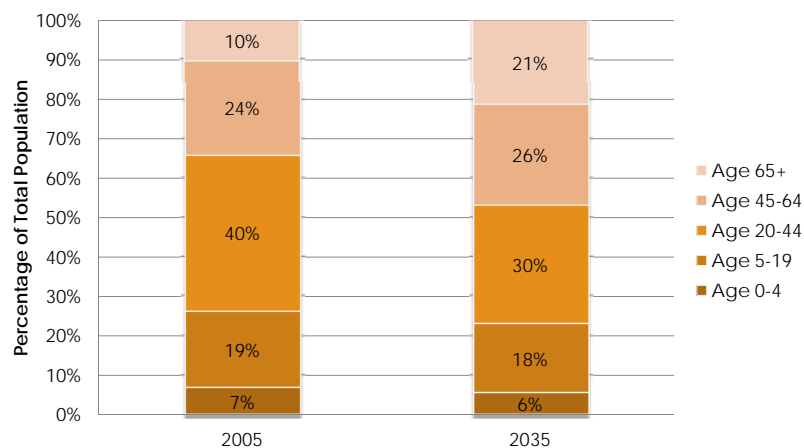


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## Alameda County's Population Is Aging

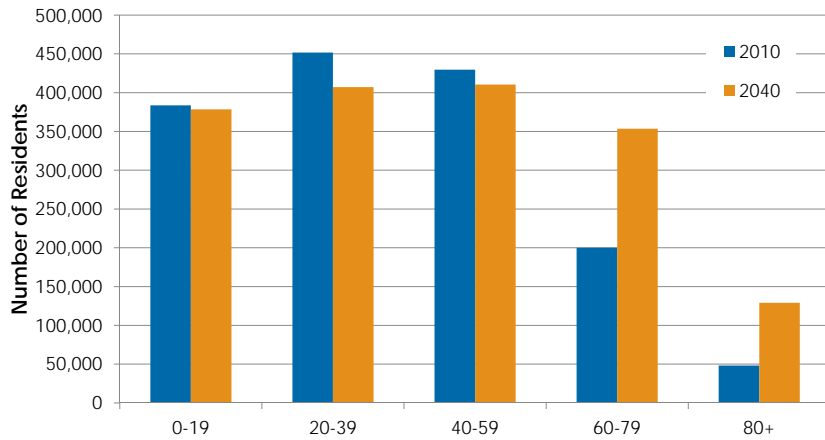


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## Alameda County Residents' Ages: Today and Tomorrow



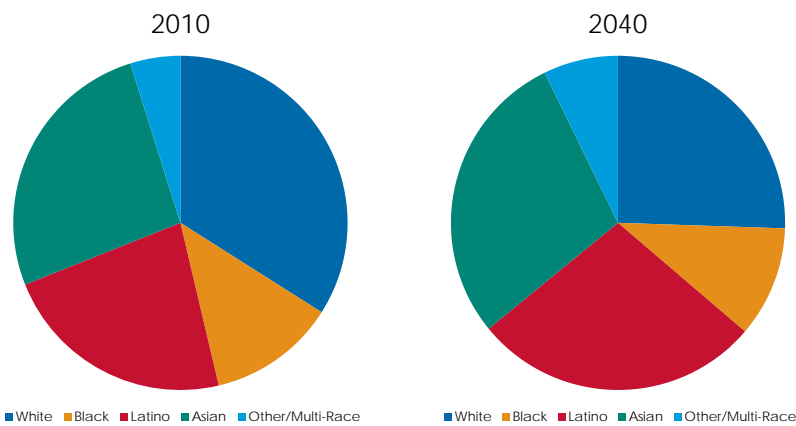
Source: State and County Population Projections by Race/Ethnicity, Age, and Gender, 2010-2060, 2012, California Department of Finance

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## Alameda County's Race and Ethnicity Is Changing



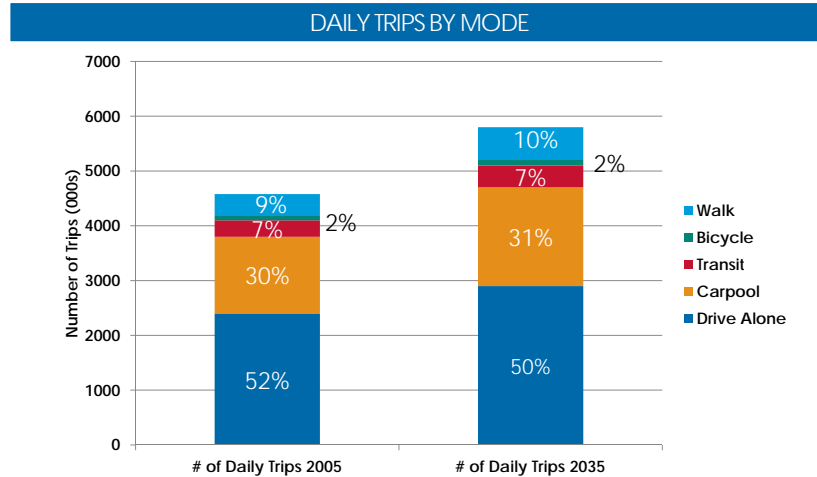
Source: State and County Population Projections by Race/Ethnicity, Age, and Gender, 2010-2060, 2012, California Department of Finance

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## Resulting in Increased Travel

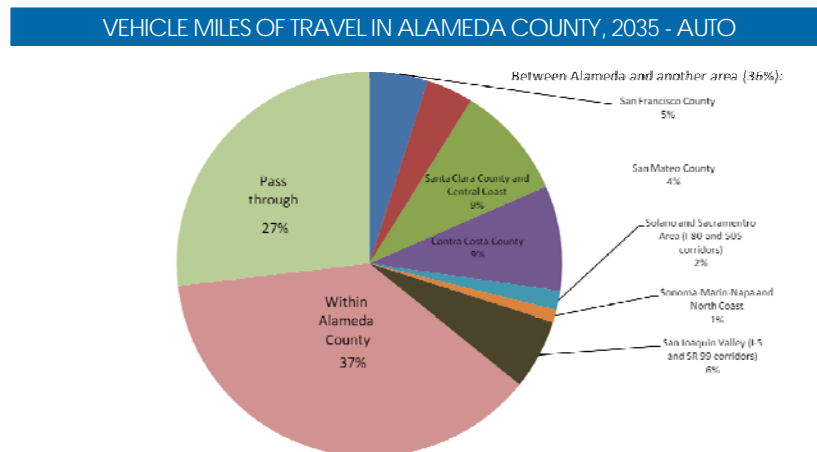


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## Alameda County Continues to Be a Transportation Hub for Autos ...



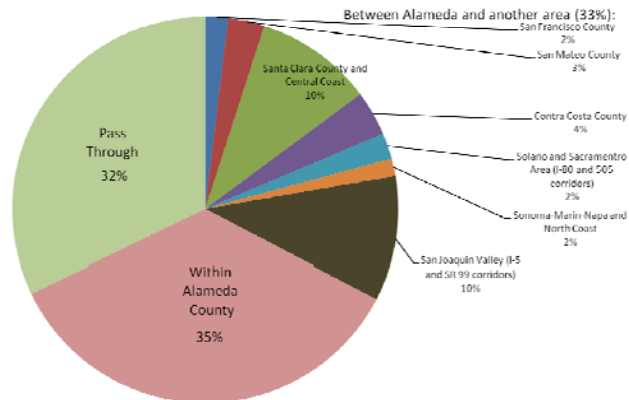
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## ... and Freight

### VEHICLE MILES OF TRAVEL IN ALAMEDA COUNTY, 2035 - TRUCK



Source: Alameda Countywide Travel Demand Model

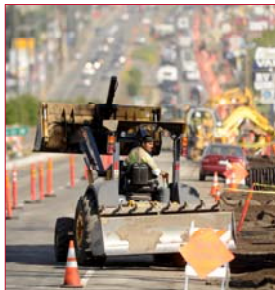
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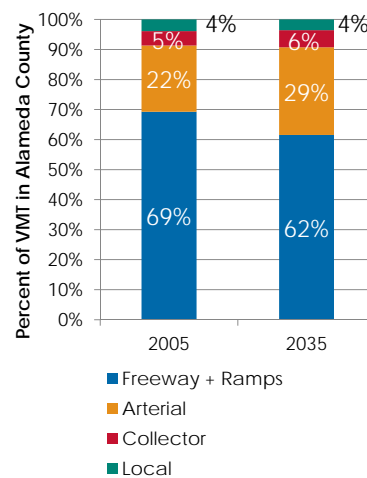
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## Most Travel Will Continue to Be on Freeways

- Arterials expected to carry larger share of travel in future



Source: Alameda Countywide Travel Demand Model



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## Transportation Network Critical to Business Location Decisions

- Transportation, warehousing, and wholesale trade employ 8.4 percent of the region's workforce
- Port surpassed Los Angeles in value of California goods exported



Source: East Bay EDA

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## Half of All Jobs...

Industry	Share of East Bay Employment	Projected Avg Annual Growth Rate, 2008-2018
<b>Health Care and Social Assistance</b>	<b>14.6%</b>	<b>2.3%</b>
<b>Retail Trade</b>	<b>12.2%</b>	<b>0.4%</b>
<b>Educational Services</b>	<b>9.9%</b>	<b>2.4%</b>
<b>Accommodation and Food Services</b>	<b>8.2%</b>	<b>0.7%</b>

Source: East Bay EDA

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## Where Are We Headed?

TOTAL NONFARM EMPLOYMENT – EAST BAY, Q1 - 2000 to Q4 - 2016



Source: Forecasts by Beacon Economics. Courtesy of East Bay EDA

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## ALAMEDA COUNTY TRANSPORTATION COMMISSION BREAK – 15 MINUTES



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## Challenges Going Forward



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## Future Challenges

- Funding
- Transit/paratransit
- Goods movement
- Creating "complete communities"
- Ongoing cooperation and coordination
- Economic development
- System management
- Maintenance
- How to keep up with technological advances

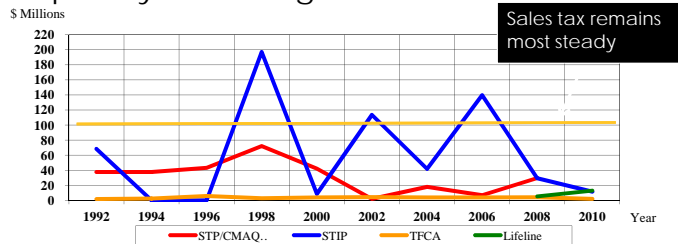
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## CHALLENGES: Funding

- Decreased funding and volatility create challenges for adequately delivering multimodal needs



- Legislative mandates:
  - AB32: Global Warming Solutions Act – reduce GHG emissions to 1990 levels by 2020
  - SB 375: Transportation planning, sustainable communities strategy, environmental review to reduce GHG emissions

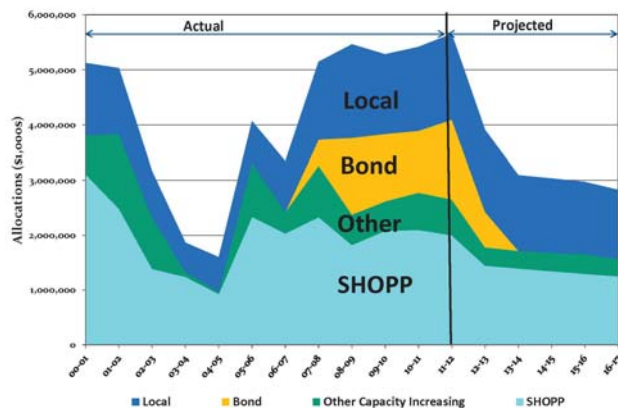
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## CHALLENGES: Funding

PROJECTED TRANSPORTATION ALLOCATIONS ADJUSTED FOR CONSTRUCTION COST INDEX IN FISCAL YEAR 2011-12 DOLLARS



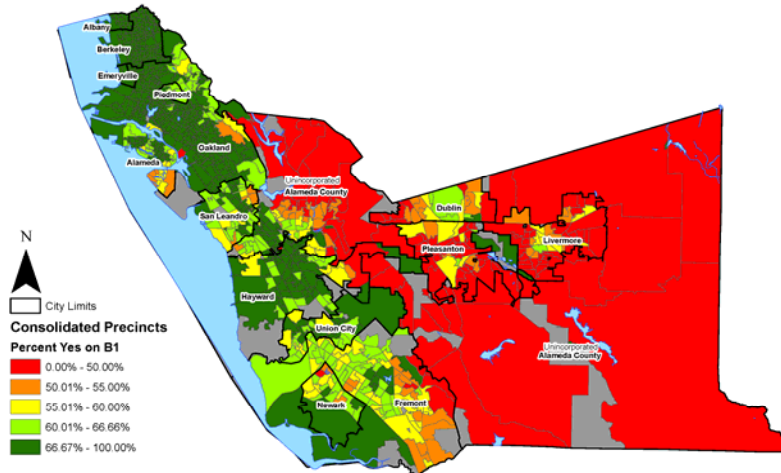
Source: California Association of Councils of Governments - <http://www.calcog.org/DocumentCenter/Home/View/13>

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## 2012 Alameda County Measure B1 Vote by Precinct



NOTES: Percent is percent of voters voting on Measure B1. Grey precincts had no votes cast on Measure B1.

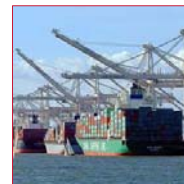
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## Challenges: Goods Movement

- Increased demand, but fewer supportive land uses
- Increased competition for roadway space
- Increased competition for passenger vehicle, freight, and rail infrastructure needs
- Climate change and sea level rise
- Minimizing impacts on neighborhoods

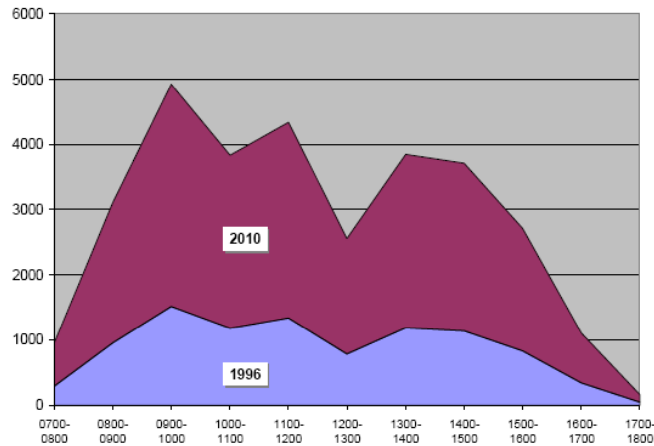


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## Weekly Port Truck Flow and Peaking (1996 and 2010)



Source: Final PID to Support the Central Alameda County LATIP, 2009

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## Freight Leakage

### PORT EXPORT STUDY CONCLUSIONS

- Port of Oakland is leaking 1 million TEUs – nearly 50 percent of volume – of imports *and* exports out of the region – that stuff at Bed, Bath & Beyond came through LA!
- Even in the immediate 9-county Bay Area – Oakland is handling about 67 percent of ALL container traffic, with 17 percent going through Los Angeles and Long Beach, and the rest all over the country
- Why? Lack of competitive rail; pre-existing higher costs (pilotage, dredging, etc.)

Source: Port of Oakland

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## Oakland Versus Southern California Capital Programs

- In California, Oakland is being outspent nearly 20 to 1 on seaport infrastructure investment
- Los Angeles and Long Beach are spending in one year on just their seaports about what we're spending in five on our seaport and airport, etc.

FY 2013 – 17 Oakland CIP

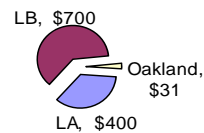
	5-Year (\$ millions)
Aviation	469.3
Maritime	153.0
CRE	6.7
Other Divisions	9.3
Total	638.2

Source: Port of Oakland

Current Year Capital Investment

#'s in \$100,000s

■ LA ■ LB □ Oakland



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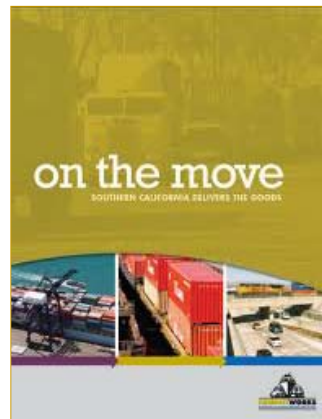


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## Regional Freight Strategy Comparison

### SOUTHERN CALIFORNIA FREIGHT STRATEGY

- **Studied:** FHWA Funded Regional Freight Strategy
- **Unified:** Five-county public-private signatories
- **Branded:** *FreightWorks* – “Southern California Delivers the Goods”
- **Funded:** Measure R, poised for federal and other funding



Source: Port of Oakland

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## Regional Freight Strategy Comparison

### NORTHERN CALIFORNIA FREIGHT STRATEGY

- **Studied:** Not adequately
- **Unified:** There is not a unified effort
- **Branded:** No
- **Funded:** Some, but not positioned for future funding

Source: Port of Oakland

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## Challenges: Creating Complete Communities



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## Additional Challenges for Complete Communities



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## Challenges: Ongoing Cooperation and Coordination

- Multiple and diverse jurisdictions, agencies and stakeholders
- Balancing local vs. regional needs and issues



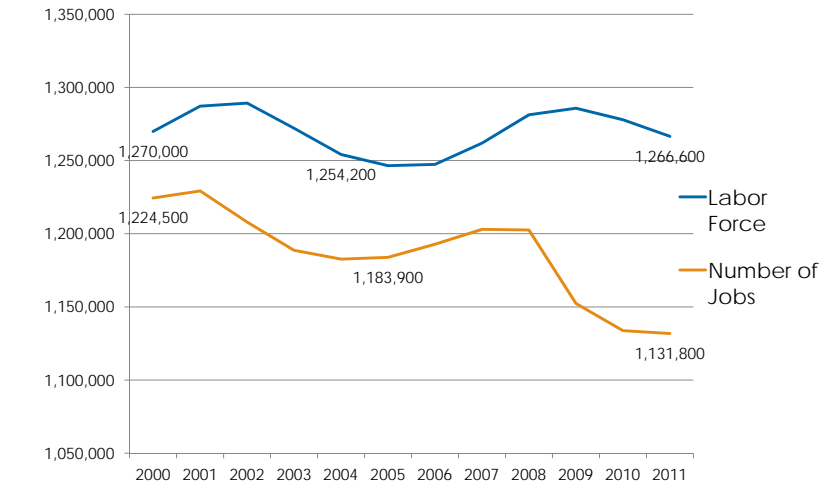
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## East Bay Lost 1 in 10 Jobs



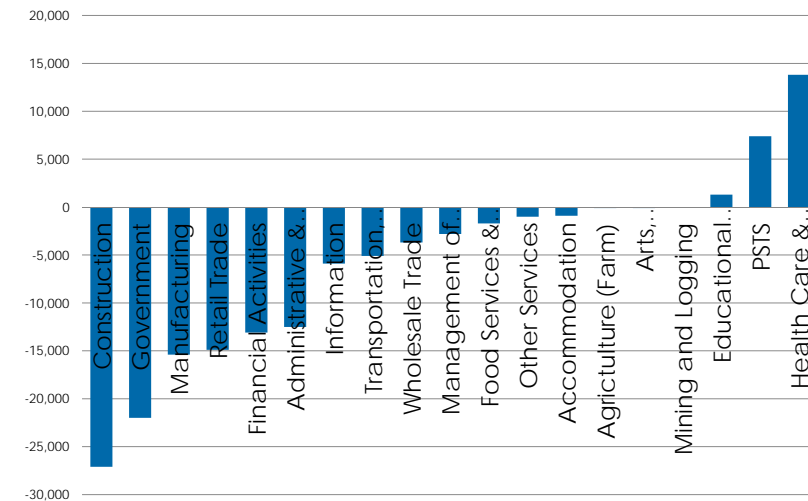
Source: East Bay EDA

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## Job Loss by Sector



Source: East Bay EDA

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## Challenges: Economic Development

- Challenges to doing business in CA (new state legislative mandates, CEQA, etc.)
- Specific challenges for businesses location in Alameda County
- Incorporating economic development needs into our short- and long-range transportation planning
- Evaluating the economic effectiveness of our transportation planning and delivery in relation to business needs

Source: East Bay EDA

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## ALAMEDA COUNTY TRANSPORTATION COMMISSION Opportunities to Move Forward

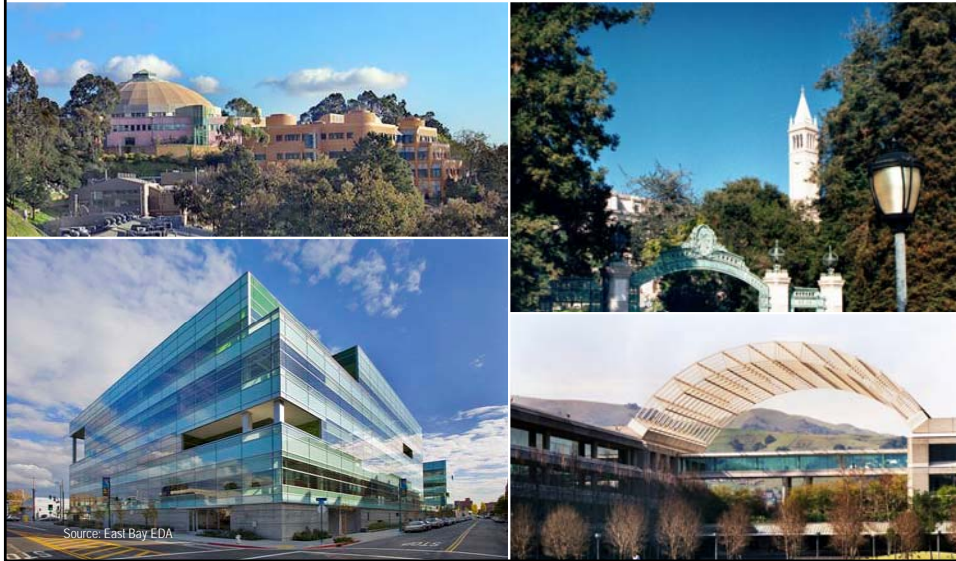


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## Multiple Centers of Innovation

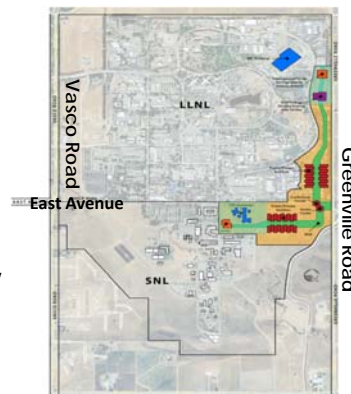



## Livermore Valley Open Campus

### LAWRENCE LIVERMORE AND SANDIA NATIONAL LABS

- Over 120-acres acres of shared open collaborative research space
- Collaborative research facilities:
  - National Ignition Facility
  - Combustion Research Facility
  - High Speed Computing Facility
- 5,000 jobs projected

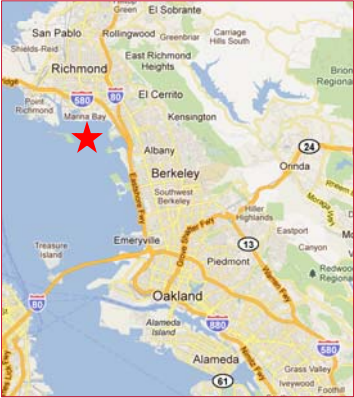
Source: East Bay EDA





BERKELEY LAB - Second Campus

- About 140 acres
- Multiple research facilities
  - Energy
  - Life sciences
  - Environmental systems
  - Technology
- 2,000 jobs projected



Source: East Bay EDA; map data ©2011 Google

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## Economy, Policy and Planning

- Engaging the business community early will create more opportunities to plan transportation systems that directly support economic needs
- Working closer with Alameda CTC and regional agencies to craft policies that are supportive of business needs
- Evaluating planning and project selection on benefit to businesses and the economy

Source: East Bay EDA

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## Planning Shapes the Future

- CWTP is our long-range plan
  - Establishes vision and objectives over a 25-year time period
- CMP/Strategic Plan is our short-range plan
  - Establishes our near-term objectives and strategy
  - Identifies capital and program investments over the next five to seven years
- Funding allocation and implementation: on-the-ground projects and programs
- Measure and monitor performance
  - Critical feedback for measuring success as well as defining objectives and strategies

## How We Move Forward

- **Prioritize specific studies and plans** to better understand needs and identify potential solutions and strategies
- **Plans we have and update regularly**
  - Countywide Transportation Plan
  - Countywide Bicycle and Pedestrian Plans
  - PDA and PCA Investment and Growth Strategy
  - Community Based Transportation Plans
  - Congestion Management Program

## How We Move Forward

- **Modal plans we need to inform future decisions**
  - Transit
  - Goods Movement
  - Multimodal and Arterial Corridors
  - Comprehensive Transportation Demand and System Management Plan/Parking Management

## Today's Crystal Ball Is Tomorrow's Reality

- This work is far-reaching, affecting transportation in the region and beyond, and establishes a foundation to advocate for transportation investments
- Planning now will impact transportation of people and goods for generations to come, supporting a diverse set of transportation needs
- Your work on prioritizing will determine how Alameda County becomes ready for future investments

## Break-out Session Questions

- **Creating a strong foundation to support advocacy for funding**
  - How can Alameda CTC work more closely with local jurisdictions and regional agencies through planning and policy efforts to establish a foundation of transportation needs and priorities so that we can advocate for investments critical to Alameda County?

## Break-out Session Questions

- **Balancing diverse needs**
  - How can Alameda CTC most effectively balance economic growth demands and demographic changes – both of which have very different needs but are interrelated?
    - Who are the partners that should be at the table during Alameda CTC's next planning phases?
    - How can we best incorporate economic development needs and analyses in short- and long-range plans?



## Break-out Session Questions

- **Establishing priorities to ensure readiness**
  - For future updates of Alameda County's short and long-range plans, how can Alameda CTC prioritize its planning and policy work plans to ensure that we have programs and projects ready to receive funding as it becomes available?
    - What other planning and/or policy efforts are necessary for future planning updates to meet Alameda County's transportation needs?