

DRAFT FINAL



Alameda Countywide Transportation Plan

2020



ALAMEDACTC.ORG
NOVEMBER 2020

PREPARED BY:

FEHR PEERS

WHAT IS IN THE 2020 CTP?

COMPANION DOCUMENTS

1. Needs Assessment*
2. [Community-Based Transportation Plan](#)
3. [Full Project List](#)
4. [New Mobility Roadmap](#)
5. [Outreach Summary Report*](#)

*Links to Needs Assessment and Outreach Summary Report will be added to the Final CTP.



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01

2020 AND BEYOND

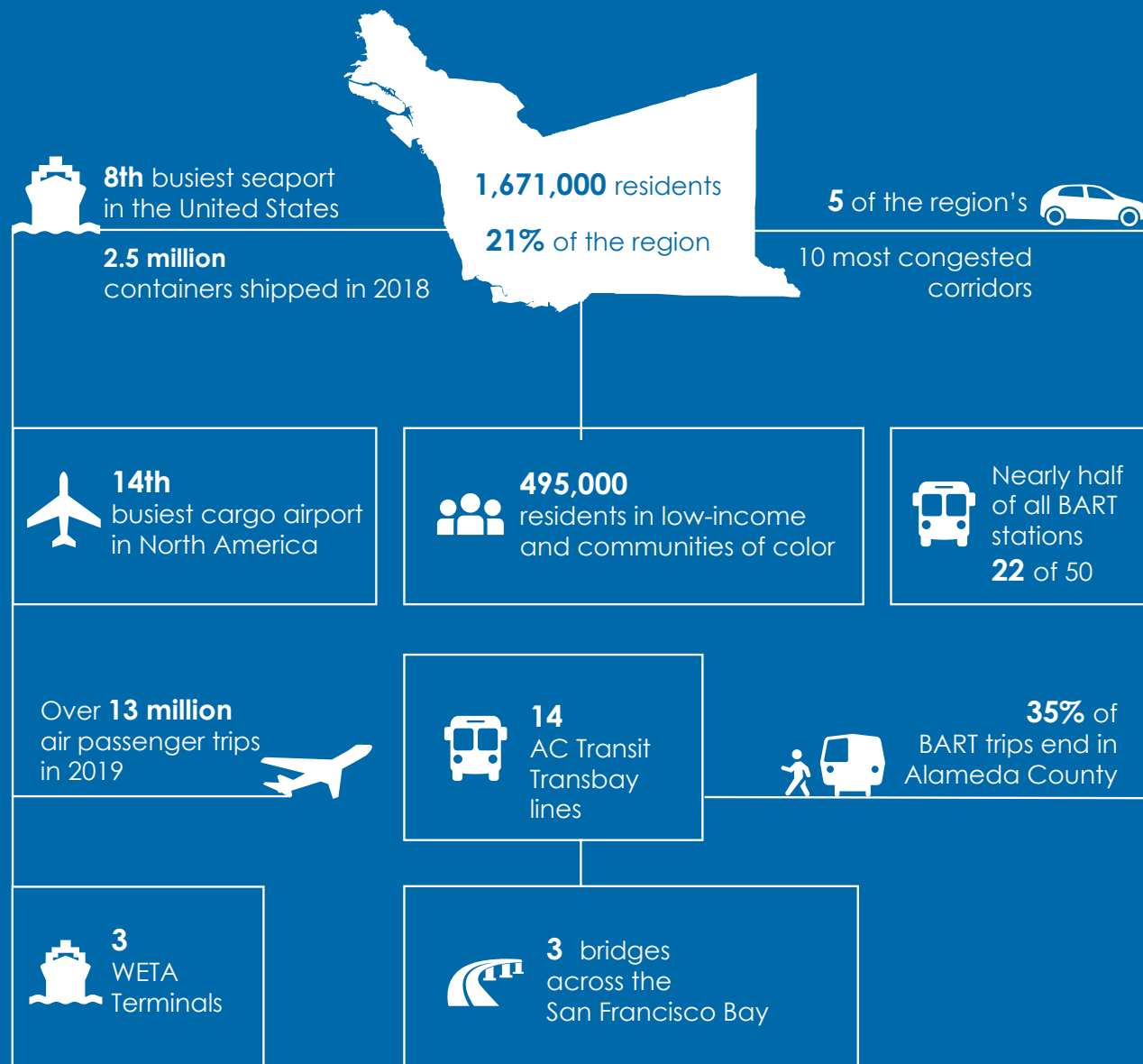
A Vision for the Future of Transportation in Alameda County

This plan sets a long-range vision and establishes near-term priorities for transportation in Alameda County

The 2020 update to the Countywide Transportation Plan (2020 CTP) establishes near-term projects, programs, and strategic priorities, details a 30-year transportation vision and guides the decision-making of the Alameda County Transportation Commission (Alameda CTC), an agency responsible for planning, funding, and delivering transportation improvements throughout Alameda County. Alameda CTC updates the CTP every four years to accommodate changing conditions and new demands placed on the transportation system. The 2020 version emphasizes projects, programs, and strategies to pursue over a shorter, 10-year horizon, while still working toward a long-range vision.

THE ALAMEDA COUNTY TRANSPORTATION SYSTEM IS STRESSED FROM CARRYING A LARGE SHARE OF THE REGIONAL BURDEN

Alameda County serves a critical role in the Bay Area transportation system, with key transbay gateways, connections to international and domestic markets through the Port of Oakland and Oakland International Airport, and other transportation infrastructure utilized for local and regional travel. Increasing demands on the transportation system impact its safety, accessibility, and effectiveness. Additionally, economic trends like rising inequality and housing costs stress residents and affect day-to-day transportation decisions.



See References page at the end of this document for a full list of sources.

THE PLAN VISION PROMOTES HEALTHY, SAFE, AND LIVABLE COMMUNITIES THROUGH MOBILITY AND ACCESS FOR ALL

Alameda County is a diverse place with a complex transportation system. The CTP establishes a vision for transportation improvements that responds to current and future travel, climate, economic, and demographic trends, as well as today's transportation needs.

THE TRANSPORTATION VISION

Alameda County residents, businesses, and visitors 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.

FOUR GOALS SUPPORT THE TRANSPORTATION VISION



ACCESSIBLE, AFFORDABLE, AND EQUITABLE

Improve and expand connected multimodal choices that are available for people of all abilities, affordable to all income levels and equitable.



SAFE, HEALTHY, AND SUSTAINABLE

Create safe multimodal facilities to walk, bike and access public transportation to promote healthy outcomes and support strategies that reduce reliance on single-occupant vehicles and minimize impacts of pollutants and greenhouse gas emissions.



HIGH QUALITY AND MODERN INFRASTRUCTURE

Deliver a transportation system that is of a high quality, well-maintained, resilient, and maximizes the benefits of new technologies for the public.



ECONOMIC VITALITY

Support the growth of Alameda County's economy and vibrant local communities through a transportation system that is safe, reliable, efficient, cost-effective, high-capacity and integrated with sustainable transit-oriented development facilitating multimodal local, regional, and interregional travel.

THE CORE RECOMMENDATIONS ARE PRIORITY PROJECTS & PROGRAMS AND STRATEGIES & NEAR-TERM ACTIONS

The **core recommendations** of the 2020 CTP represent the culmination of two years of technical analysis and engagement with the general public, partner agencies, and local officials. The iterative process, guided by the Commission, included input from staff from all cities, the County, and transit agencies. Multiple rounds of research, analysis, and stakeholder engagement

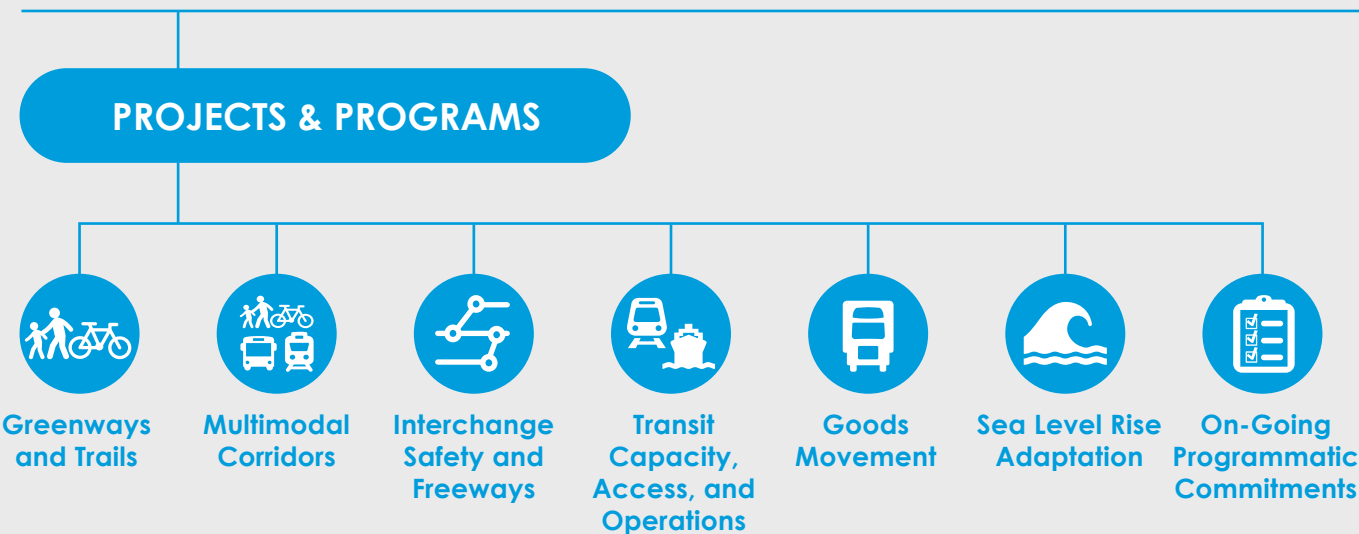
fed into the development and refinement of the core recommendations. These 10-year transportation priorities, summarized in the graphic below, include an ambitious set of projects, programs, strategies, and near-term actions that address the County's most pressing transportation needs and help Alameda CTC make progress on the plan's vision over the next decade.

THE OVERALL TIME HORIZON OF THE PLAN SPANS 30 YEARS

The 2020 CTP makes recommendations over two time frames: the near-term core recommendations prioritized for implementation over the next 10 years and the long-term set of projects and programs out to 2050.



CORE RECOMMENDATIONS OF THE 2020 CTP



Across the county, **90 projects** are prioritized for implementation over the next decade. These projects address both countywide and local needs, including improvements to multimodal corridors, public transit systems, and greenways and trails, as well as to interchange safety, freeway efficiency, goods movement operations, and climate adaptation. The priority list also emphasizes making transportation

improvements in key locations, such as low-income communities and communities of color and areas prioritized for growth and development, specifically in Priority Development Areas (PDAs). Additionally, **5 programs** that support mobility and access and represent long-standing agency commitments are included in the priority list.



Strategies complement the priority projects and programs. They were developed by applying industry best practices to the Alameda County context and identifying opportunities beyond building infrastructure and delivering transportation services to advance the vision and goals and address needs. These include policies, legislative advocacy efforts, technical assistance, funding, and project implementation guidance. Strategies will guide agency decision-making, work programs, and engagement with partner agencies.

Near-Term Actions are concrete steps to advance strategies. This list is neither static nor comprehensive, and it will evolve as conditions change and new opportunities arise prior to development of the next CTP.

THE 2020 CTP INFORMS COUNTYWIDE AND LOCAL PLANNING AND FUNDING

At a countywide level, projects and programs in the 10-Year Priority List will inform funding decisions in Alameda CTC's Comprehensive Investment Plan (CIP), and strategies and near-term actions will guide work programs and engagement with partner agencies.

Alameda CTC also plays a critical role in facilitating local planning by providing funding to local projects and local technical assistance. Local cities and agencies submitted projects for inclusion in the 2020 CTP, and the core recommendations were developed in close coordination with these cities and agencies to produce recommendations

that support local priorities, advance the goals of the 2020 CTP, and achieve a shared vision for all of Alameda County.

While some transportation needs are consistent across the county, the diversity of land use and transportation contexts in Alameda County means that there is also substantial variability in the needs and concerns of individual communities. As a result, Alameda CTC divides the county into four planning areas to allow for more refined analysis and tailored improvements during the planning process. Planning area definitions are used for planning purposes only and are not political units.

THE FOUR PLANNING AREAS OF ALAMEDA COUNTY



NORTH PLANNING AREA

663,200 residents
224,000 jobs

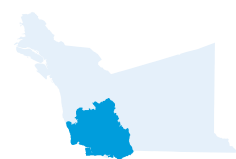
Alameda
Albany
Berkeley
Emeryville
Oakland
Piedmont



CENTRAL PLANNING AREA

388,300 residents
97,700 jobs

Ashland*
Cherryland*
Castro Valley*
Hayward
San Leandro
San Lorenzo*



SOUTH PLANNING AREA

354,000 residents
73,800 jobs

Fremont
Newark
Union City



EAST PLANNING AREA

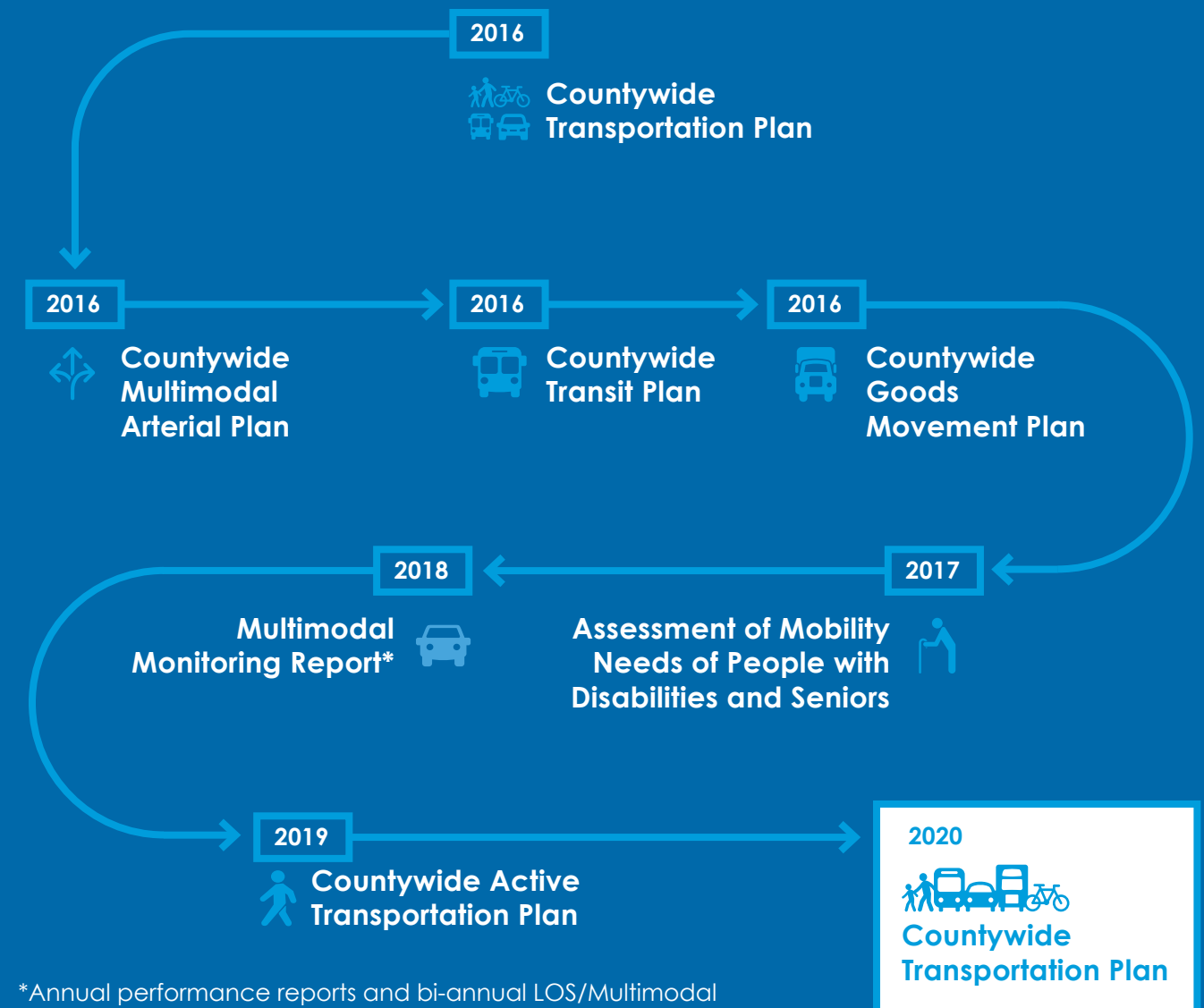
229,000 residents
72,600 jobs

Dublin
Livermore
Pleasanton
Sunol*

* Unincorporated communities

THIS PLAN BUILDS ON COUNTYWIDE PLANNING EFFORTS OF THE PAST FOUR YEARS

The 2020 CTP builds on past planning efforts and synthesizes their recommendations into one document. These plans, and the engagement and analysis used to develop them, represent detailed assessments of the needs and priorities for each transportation mode in the county and serve as a foundation for the subsequent analysis and recommendations of the 2020 CTP. The following reports developed since the 2016 CTP helped inform the 2020 CTP:



*Annual performance reports and bi-annual LOS/Multimodal Monitoring Reports have fed into the 2020 CTP since 2016



Jack London Square Ferry Terminal

THE 2020 CTP ALIGNS COUNTYWIDE PLANNING WITH REGIONAL GOALS

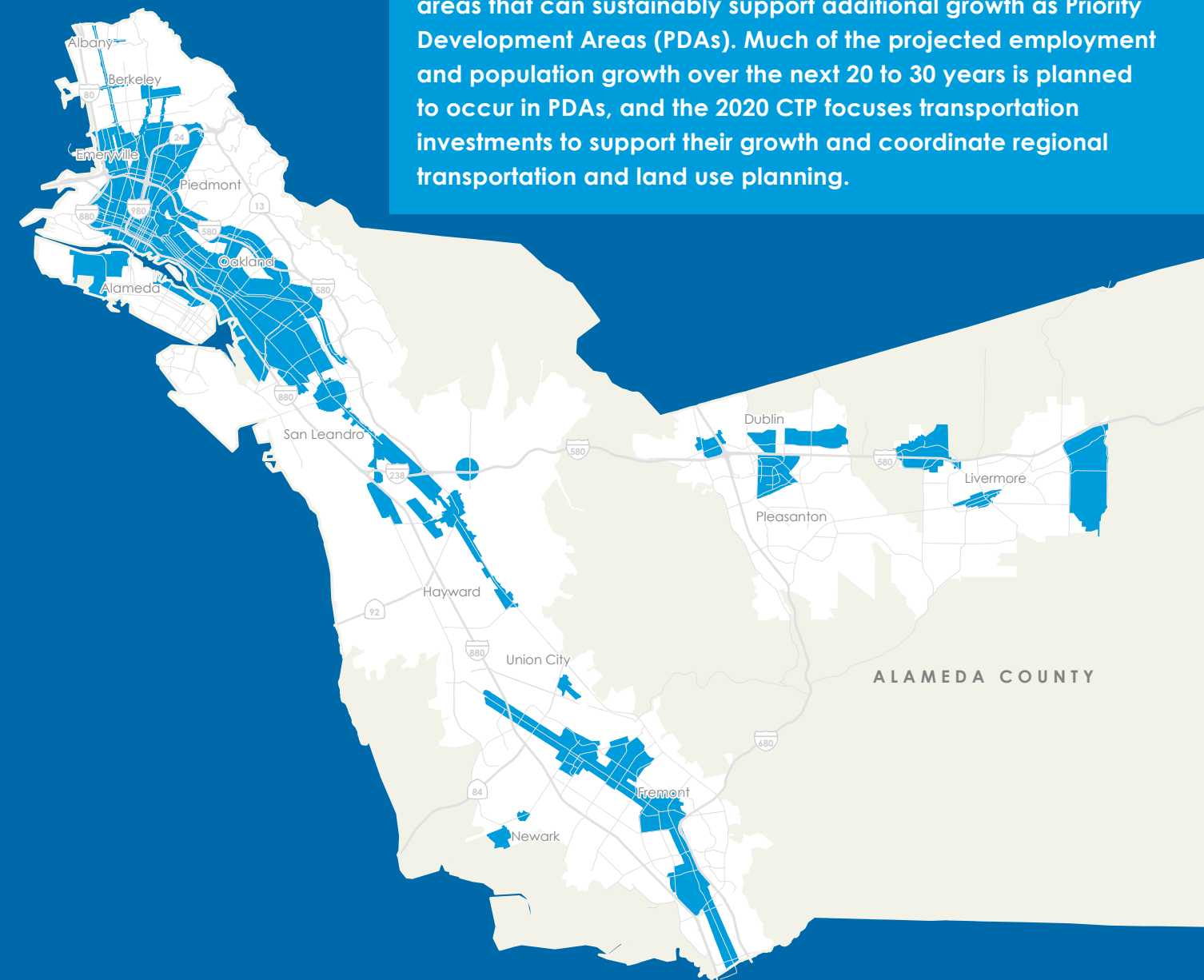
The 2020 CTP ensures that the needs and priorities of Alameda County are represented in regional planning and funding decisions. Plan Bay Area 2050 (PBA 2050) is the long-range regional transportation plan (RTP) currently being developed by the Metropolitan Transportation Commission (MTC) and the Association of Bay Area Governments (ABAG) to guide the growth of the nine-county Bay Area over the next 30 years. Scheduled for completion in 2021, the regional plan will identify transportation investments and strategies to lead the Bay Area toward a future that is affordable, connected, diverse, healthy and vibrant for all by 2050.

The vision and goals of the 2020 CTP are consistent with the goals of PBA 2050, and projects included in the 2020 CTP serve as an input to PBA 2050. Both the 2020 CTP and the regional transportation plan are updated every four years to accommodate changing conditions and new demands placed on the transportation system, as well as changes in policy and priorities.

Due to the timing between the CTP and the RTP updates, land use forecasts from PBA 2040 were used to develop this plan. PBA 2050 will be used as a foundational element for the next CTP, which will be completed in 2024.

PLAN INVESTMENTS LINK TRANSPORTATION AND LAND USE PLANNING BY SUPPORTING PRIORITY DEVELOPMENT AREAS

In partnership with local cities, MTC/ABAG designates transit-rich areas that can sustainably support additional growth as Priority Development Areas (PDAs). Much of the projected employment and population growth over the next 20 to 30 years is planned to occur in PDAs, and the 2020 CTP focuses transportation investments to support their growth and coordinate regional transportation and land use planning.



MAP LEGEND

■ Priority Development Areas (PDA)

KEY STATS

- 303,500** jobs in PDAs in 2010, or 44% of total county jobs
- 69%** of projected county job growth through 2040
- 72%** of projected county household growth through 2040

Source: MTC, PBA 2040



02

PARTNERING WITH COMMUNITIES

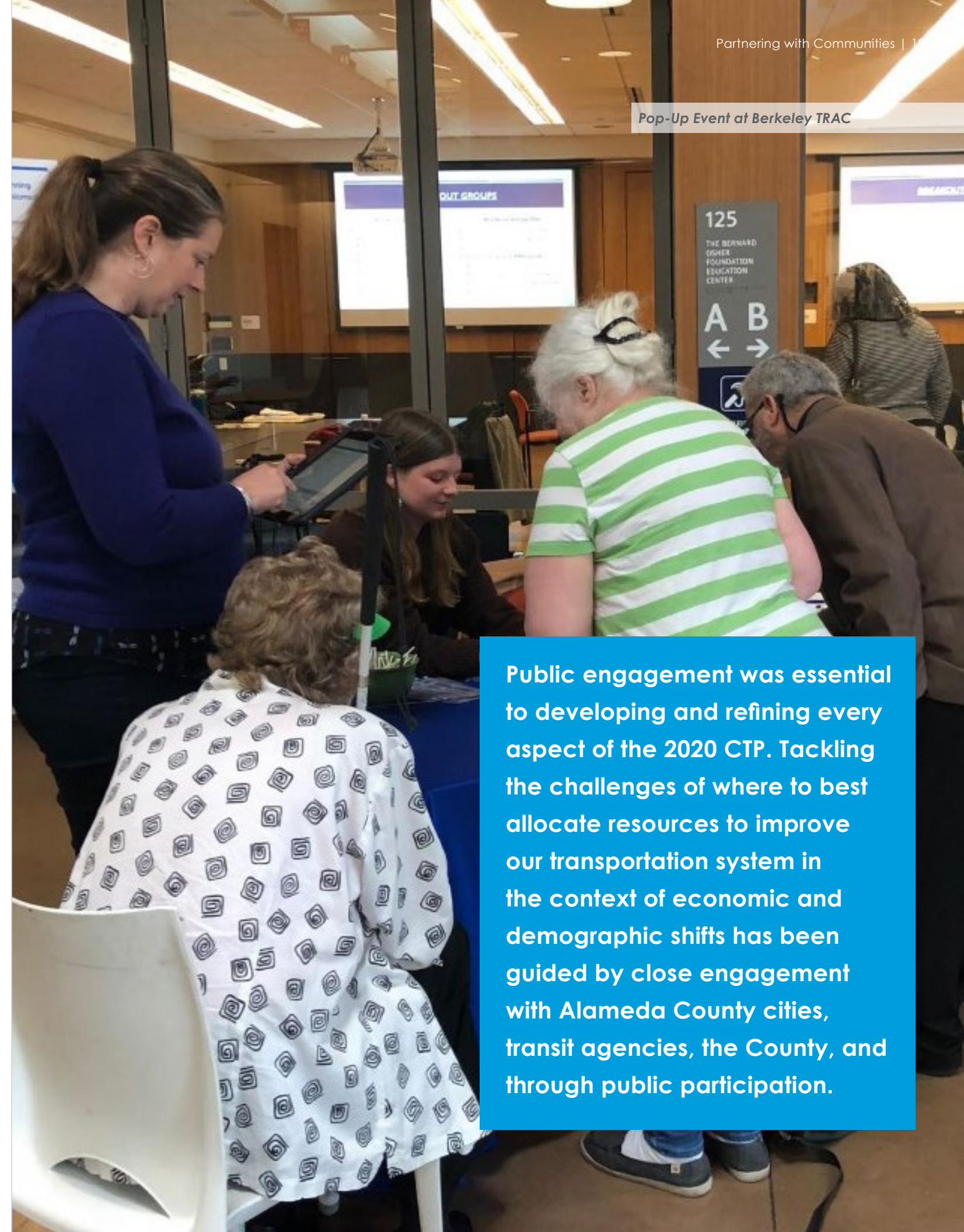
Identifying Needs and Priorities Through Community Engagement

Pop-Up Event at Berkeley TRAC

Public input informed the development and refinement of every aspect of the 2020 CTP

More detail on the process and findings from public engagement can be found in the Outreach Summary Report and Community-Based Transportation Plan (CBTP) companion documents.

Public engagement was essential to developing and refining every aspect of the 2020 CTP. Tackling the challenges of where to best allocate resources to improve our transportation system in the context of economic and demographic shifts has been guided by close engagement with Alameda County cities, transit agencies, the County, and through public participation.



OVER 2,000 MEMBERS OF THE PUBLIC PROVIDED FEEDBACK ON THEIR TRANSPORTATION NEEDS AND PRIORITIES

COUNTYWIDE POLL (MAY 2019)

Alameda CTC conducted a countywide phone survey on residents' transportation needs and priorities in May 2019. The poll was representative of the county's diverse population across planning areas and included a deliberate over-sampling of residents in low-income communities and communities of color to ensure their voices were heard.

CBTP OUTREACH (OCT 2019 – FEB 2020)

Alameda CTC held "pop-up" events at high foot traffic locations or community events in low-income communities and communities of color between October 2019 and February 2020.

Focus group interviews were conducted with community leaders and community-based organizations by phone in February 2020 to develop a full and nuanced understanding of transportation needs and priorities in low-income communities and communities of color.

VIRTUAL OUTREACH (AUG – OCT 2020)

Due to COVID-19, the final phase of outreach on the draft plan was done virtually, relying on a survey, materials posted on the agency website, and virtual focus groups. Promotions were sent out to agency email lists and social media. Local agency partners helped promote the survey and webpage through their social media channels. Virtual focus groups were also conducted across the county.



500+ total respondents
200+ respondents from low-income communities and communities of color



17 pop-up events in low-income communities and communities of color
12 cities hosted pop-up workshops
419 surveys collected
4 interviews with community-based organizations



700+ unique visitors to the 2020 CTP webpage
1,300+ survey responses
1,000+ open-ended comments
4 virtual meetings with community groups

THE FOLLOWING KEY THEMES WERE IDENTIFIED THROUGHOUT ALL STAGES OF OUTREACH



Improved Safety for Active Transportation



More Connected and Affordable Public Transit



Equitable Outcomes for Low-Income Communities



Freeway Congestion and Commute Options



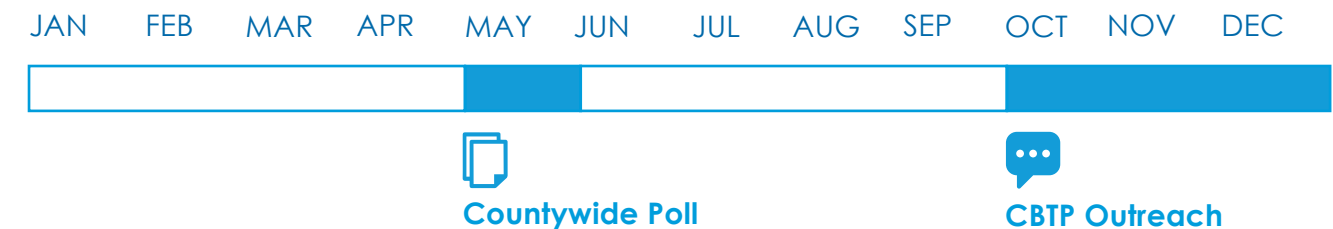
Addressing Climate Change and Air Quality



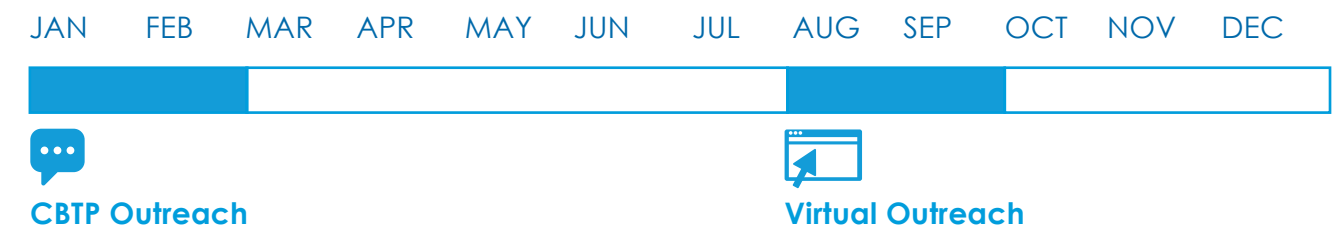
High Quality Roadways

PUBLIC ENGAGEMENT TIMELINE

2019



2020



THE COMMISSION AND PARTNER AGENCY STAFF GUIDED AND PARTICIPATED IN DEVELOPMENT OF THE PLAN

Complementing input from the general public, feedback from the Commission and partner agencies throughout the 2020 CTP process helped define the vision and goals, identify transportation needs, and prioritize projects, programs, and strategies. Developing the 2020 CTP has been a collaborative effort, including the elected officials who comprise the Commission and staff from the Alameda County Public Works Agency and each of the county's 14 municipalities, the Port of Oakland, and eight transit agencies.

ALAMEDA CTC PARTNER AGENCIES



PROJECT TIMELINE



ENGAGEMENT WITH RESIDENTS FOCUSED ON INFORMATION GATHERING IN LOW-INCOME COMMUNITIES AND COMMUNITIES OF COLOR

Alameda CTC is committed to equitable transportation planning. To mitigate historic underinvestment in low-income communities and communities of color, Alameda CTC is committed to prioritizing funding to provide safe, accessible, and affordable mobility for these communities. The commitment to equity is infused throughout the CTP and is specifically highlighted in the Accessible, Affordable, and Equitable plan goal.

A Community-Based Transportation Plan (CBTP) was developed through engagement with low-income communities and communities of color to center the needs and priorities of these communities in the 2020 CTP process. In the Bay Area, the Metropolitan Transportation Commission (MTC) uses the term “Communities of Concern” to identify census tracts with the highest levels of inequities regionally.

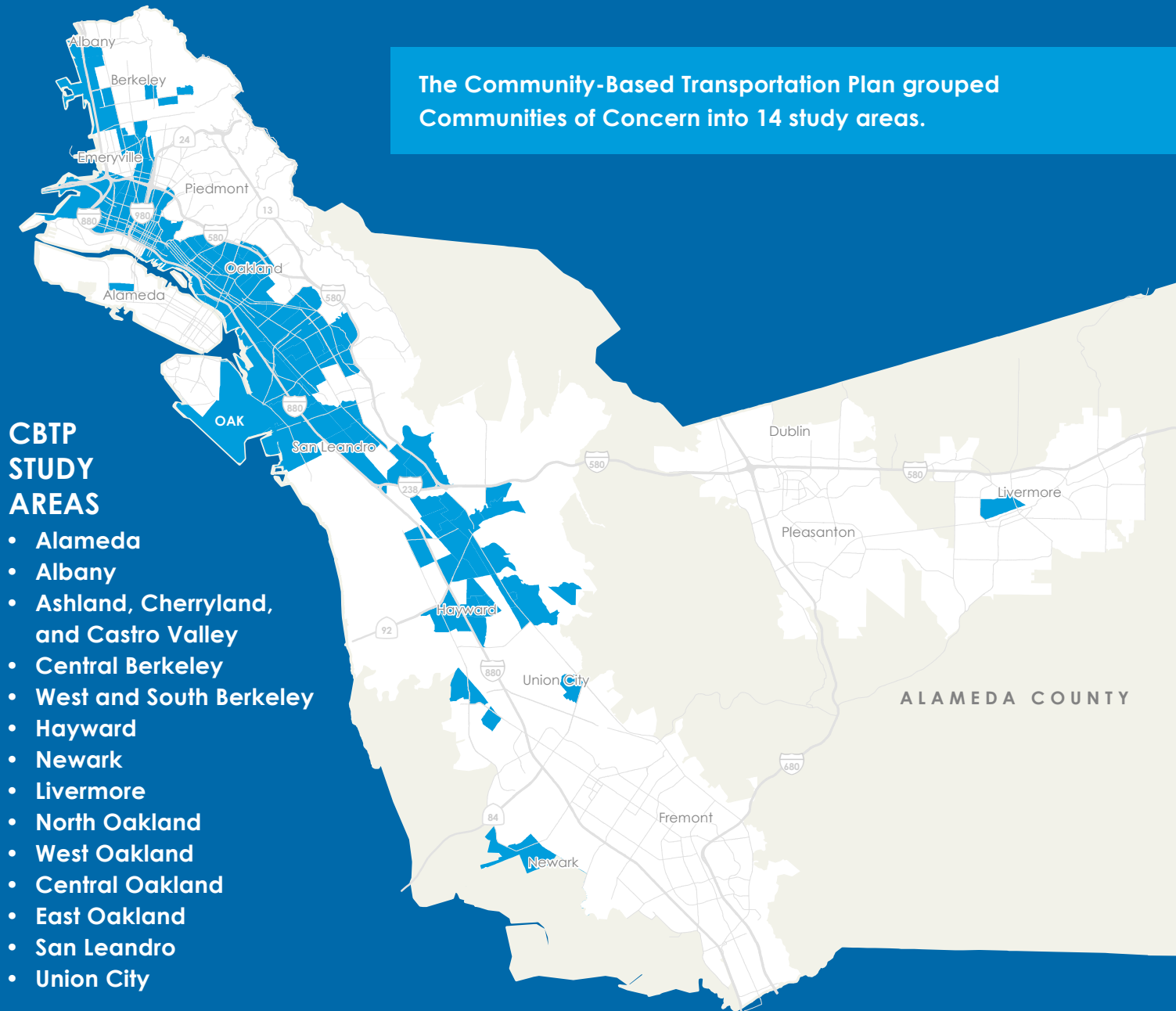
MTC defines Communities of Concern (COCs) as census tracts with at least:

- 30%** low-income residents
- as well as either
- 70%** or more minority residents
- or three or more of the following:
 - 12%** or more limited English proficiency residents
 - 10%** or more residents over 75
 - 10%** or more zero-vehicle households
 - 20%** or more single-parent households
 - 12%** or more residents with disabilities
 - 15%** rent-burdened households



Pop-Up Event at the South Berkeley Farmers Market

COMMUNITIES OF CONCERN IN ALAMEDA COUNTY



CBTP STUDY AREAS

- Alameda
- Albany
- Ashland, Cherryland, and Castro Valley
- Central Berkeley
- West and South Berkeley
- Hayward
- Newark
- Livermore
- North Oakland
- West Oakland
- Central Oakland
- East Oakland
- San Leandro
- Union City

MAP LEGEND

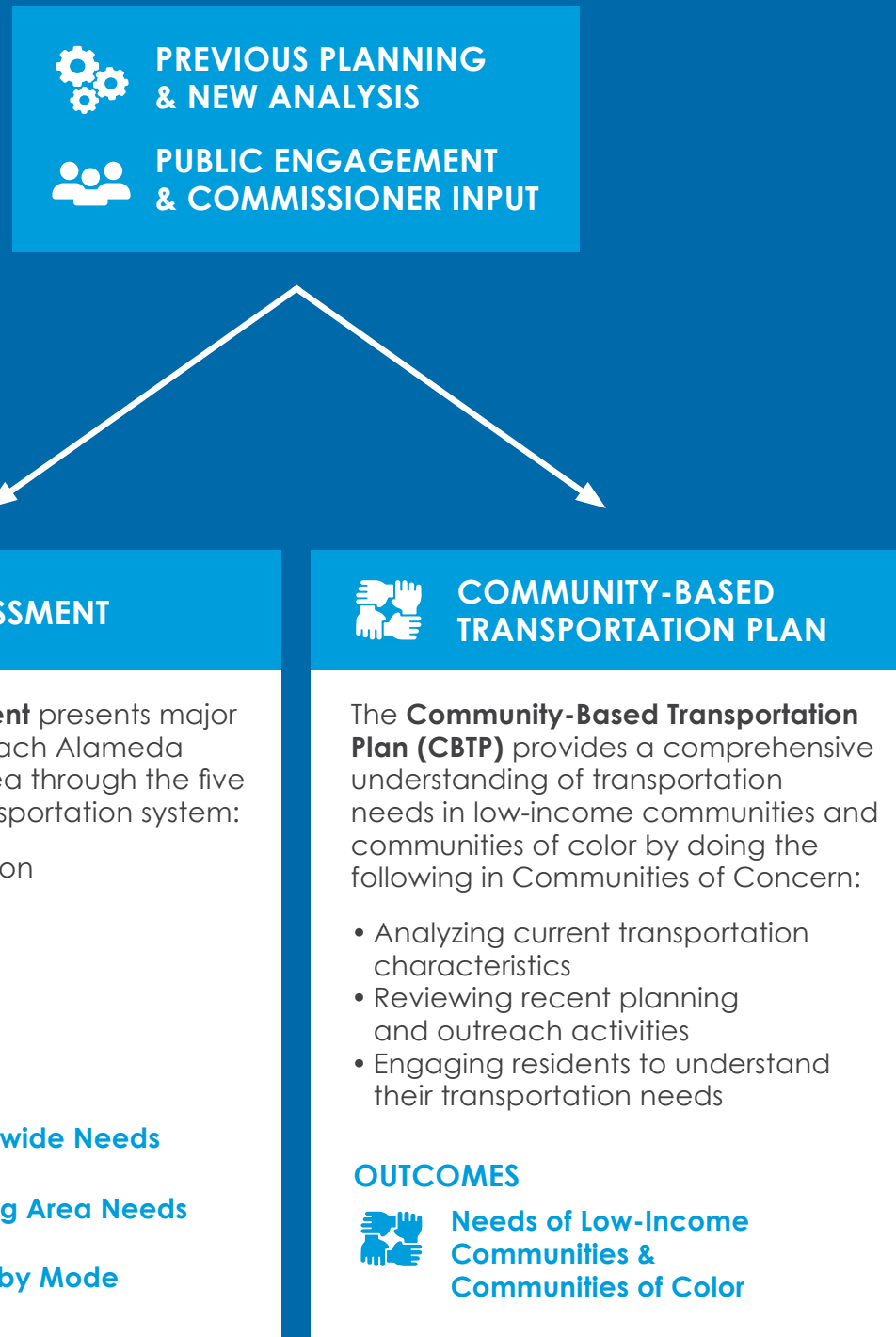
■ Communities of Concern

Source: MTC Communities of Concern (2018)

KEY STATS

- 115** Total Communities of Concern
- 495,000** residents, or 30% of the Alameda County population
- 600+** surveys collected on transportation needs and priorities

THE NEEDS ASSESSMENT AND CBTP PROVIDE IN-DEPTH ANALYSIS OF ALAMEDA COUNTY'S TRANSPORTATION NEEDS



OUTREACH AND ENGAGEMENT FOR THE CBTP TOOK MANY FORMS

Outreach and engagement for the 2020 CBTP consisted of a countywide poll conducted in 2019 that was presented to the Commissioners at the May retreat, intercept surveys at pop up events within Communities of Concern (COCs), and interviews with community-based organizations (CBOs). A review of Oakland's outreach from recently completed plans that included deep engagement with their communities was also conducted.

COUNTYWIDE POLL (MAY 2019)

As part of the Commission's retreat, Alameda CTC conducted a countywide poll representative of the county's diverse population. It included a deliberate over-sample of residents in COCs. This highlighted issues for residents of COCs in a statistically representative way. Over 15,000 invitations were sent through email and text message. Approximately 500 people completed the survey, nearly 200 of whom are residents of COCs. Findings from this poll were presented at the Commission's May 2019 retreat.

INTERVIEWS WITH COMMUNITY-BASED ORGANIZATIONS

Over a three-week period in early 2020, CBOs were interviewed to gather additional information in COCs. Four organizations—the San Leandro Creekside Church, Union City Family Center, Larry Orozco Teen Bike Shop (San Leandro) and Community Resources for Independent Living (Hayward)—reflected on the information received from surveys at pop-up workshops. The project team also collected feedback from the Cherryland Community Association in February 2020.

INTERCEPT SURVEYS AND POP-UP EVENTS (OCT 2019 – FEB 2020)

The primary outreach tool for the CBTP was surveying at community events within COCs. Survey respondents were asked to note their needs and priorities for a mode that they would like to comment on. If they had more time, participants were asked to identify their needs and priorities relating to safety, convenience, and accessibility for all modes of transportation. The survey and collateral materials were made available in English, Spanish, and Chinese.

A total of 419 surveys were collected at 17 pop-up events, which were held at high foot traffic locations or events where intercept surveys were collected including farmers' markets, recreational events, parks, and BART stations within the COCs.

CITY OF OAKLAND OUTREACH COORDINATION

Consultation with the City determined that outreach for the CBTP should not be duplicated in COCs where the City completed extensive engagement through recent plans and studies, including:

- The AB 617 community process, which culminated in the West Oakland Community Action Plan
- The Downtown Oakland Specific Plan
- The East Oakland Neighborhood Initiative (EONI), an equity-based planning effort
- The East Oakland Mobility Action Plan, East Oakland's Community Based Transportation Plan, which Alameda CTC provided planning funds to support
- The 2019 Bicycle Plan update, which included outreach in partnership with community-based organizations in all Oakland COCs

CRITICAL OVERARCHING TRANSPORTATION NEEDS WERE IDENTIFIED THROUGHOUT ALL COMMUNITIES OF CONCERN



Pedestrian Quality and Safety

There is a need for improved pedestrian infrastructure and amenities. This includes sidewalks and street lighting to improve the overall pedestrian environment and facilitate placemaking, as well as to deter crime and improve safety at night.



Better Access to Transit

There is a need to expand the frequent transit network to provide options for off-peak commuters and increase the frequency of transit in Communities of Concern. Additional needs include safer access to transit stops and stations.



Affordable Transit Fares

Introducing affordable transportation options is noted as a key concern for residents in Communities of Concern.



Safe Biking and Walking

There is a need for safer walking and biking facilities.



Pavement Quality

There is a need to improve pavement condition in Communities of Concern.

DETAILED NEEDS ASSESSED THROUGH COMMUNITY OUTREACH, DATA ANALYSIS, AND REVIEW OF PAST PLANS FOR CBTP



Safety

- Residents in Communities of Concern feel less safe walking, waiting for transit, and biking
- Communities of Concern have more miles of Auto, Walking, and Biking High Injury Network than non-Communities of Concern in the county



Commute Patterns

- Residents in Communities of Concern are more likely to commute during off-peak hours
- The number of off-peak commuters within Communities of Concern has increased at a higher rate than in other areas since 2010



Active Transportation

- Support for improved active transportation infrastructure such as high-quality bike lanes, trails separated from roads, bike parking, and safer crosswalks



Driving and Pavement Condition

- Residents indicate long driving travel times and high costs of driving due to traffic and long distances
- Communities of Concern are twice as likely to be home to "at-risk" pavement conditions as non-Communities of Concern in the county
- Improving potholes and roads is a top priority for residents in Communities of Concern



Transit

- Residents in Communities of Concern use transit more frequently
- Concerns around transit affordability
- Concerns around insufficient transit frequency
- Support for improvements to transit amenities: bus shelters and stops

FINDINGS FROM THE CBTP

The findings of the CBTP process directly inform the core recommendations of the CTP. Transportation needs identified in the CBTP are specifically addressed by projects and programs in **Chapter 4** and by strategies and near-term actions in **Chapter 5**.



San Leandro BART Station

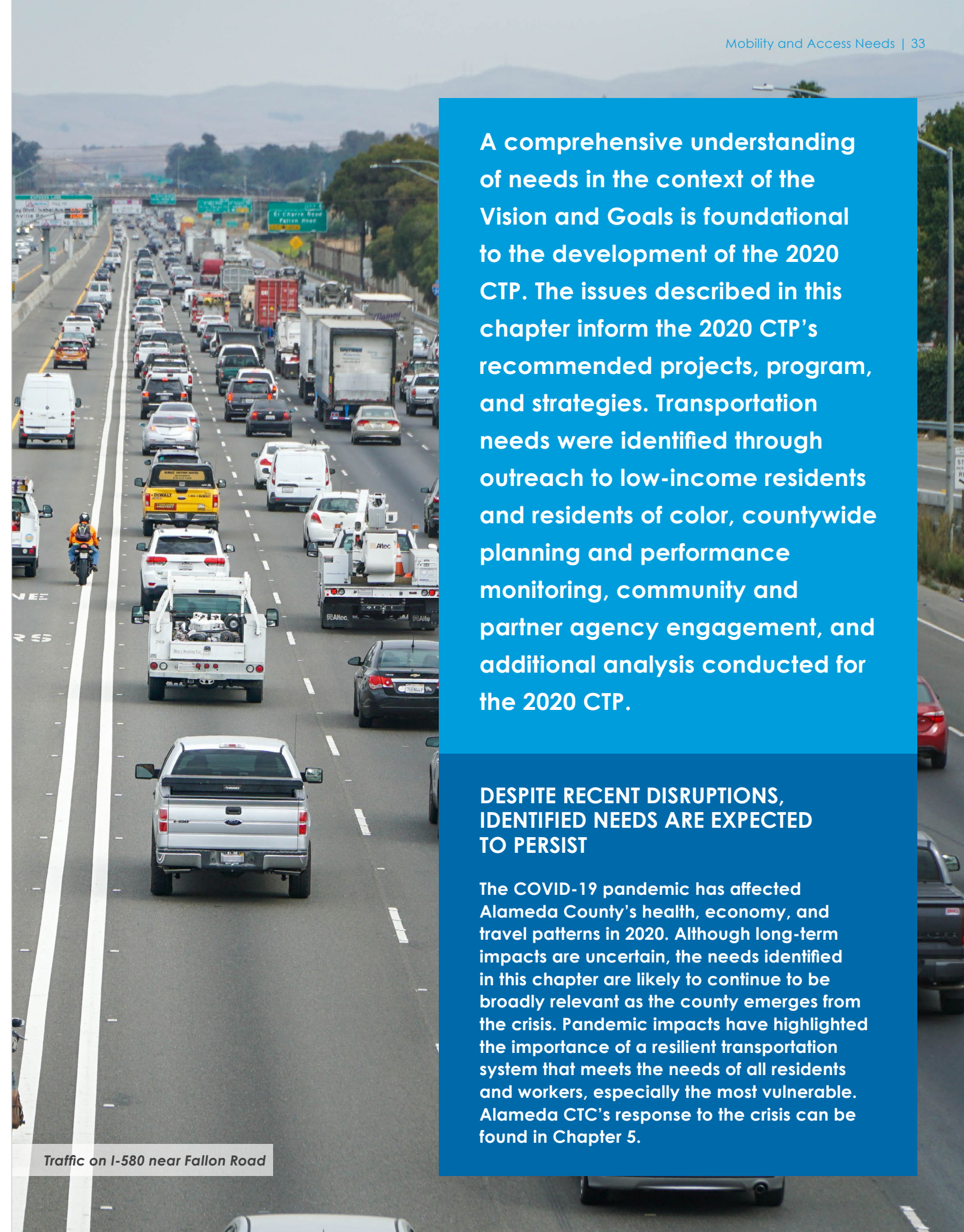
03

MOBILITY AND ACCESS NEEDS

Assessing Countywide and Local Transportation Issues

Alameda County's transportation needs are as diverse as the many geographies and people who reside and work here

More detail is provided in the Needs Assessment companion document.



Traffic on I-580 near Fallon Road

A comprehensive understanding of needs in the context of the Vision and Goals is foundational to the development of the 2020 CTP. The issues described in this chapter inform the 2020 CTP's recommended projects, program, and strategies. Transportation needs were identified through outreach to low-income residents and residents of color, countywide planning and performance monitoring, community and partner agency engagement, and additional analysis conducted for the 2020 CTP.

DESPITE RECENT DISRUPTIONS, IDENTIFIED NEEDS ARE EXPECTED TO PERSIST

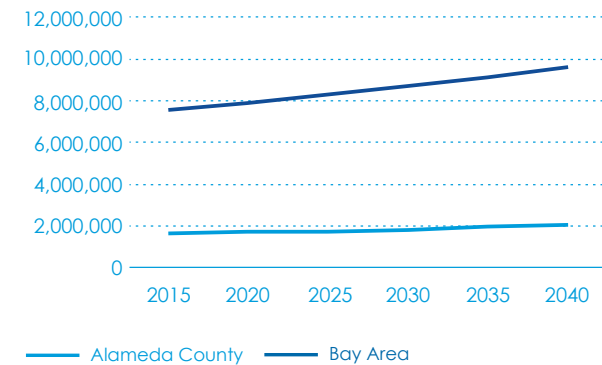
The COVID-19 pandemic has affected Alameda County's health, economy, and travel patterns in 2020. Although long-term impacts are uncertain, the needs identified in this chapter are likely to continue to be broadly relevant as the county emerges from the crisis. Pandemic impacts have highlighted the importance of a resilient transportation system that meets the needs of all residents and workers, especially the most vulnerable. Alameda CTC's response to the crisis can be found in Chapter 5.

LONG-RANGE TRENDS IN ALAMEDA COUNTY INFORM THE 2020 CTP BY IDENTIFYING FUTURE NEEDS. ALAMEDA COUNTY IS...

GROWING

Alameda County added 158,000 residents from 2010 to 2019, though growth began to slow starting in 2016, as more residents moved out of the county due to limited housing supply. Alameda County is expected to see 30% of regional population growth between 2020 and 2040. More people living and working in and passing through Alameda County will put increasing stress on the transportation system.

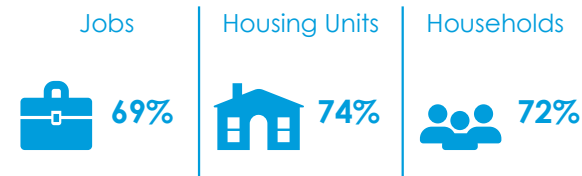
PROJECTED POPULATION GROWTH



DENSIFYING

As Alameda County grows, much of that growth has been concentrated in Priority Development Areas (PDAs) designated by cities and MTC as locations with frequent transit that can sustainably support additional growth. With PBA 2040, most future growth in Alameda County is again planned to be located in PDAs, strengthening the transportation-land use connection and preserving open space.

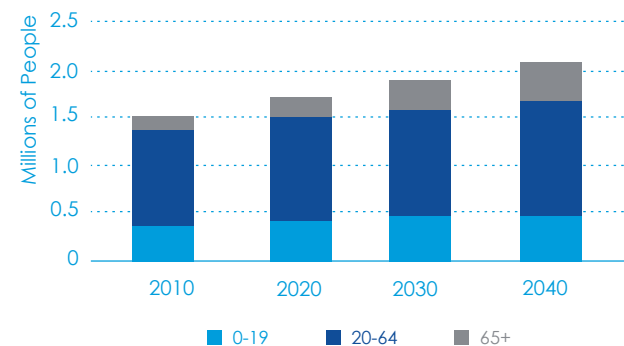
SHARE OF ALAMEDA COUNTY GROWTH PROJECTED TO OCCUR IN PDAS THROUGH 2040



AGING

The senior population in Alameda County has increased from 11 percent of the population in 2010 to 14 percent in 2018, and more than one in five Alameda County residents is expected to be 65 or older by 2040. With an aging population comes a need for greater focus on supportive transportation options that are safe, comfortable, and accessible.

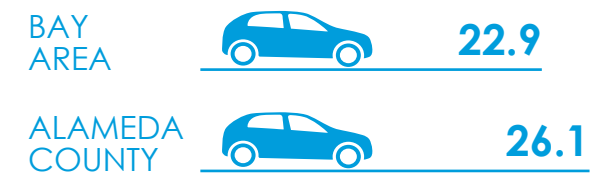
AGE DISTRIBUTION OF ALAMEDA COUNTY RESIDENTS



INCREASING GREENHOUSE GAS (GHG) EMISSIONS FROM TRANSPORTATION

Emissions from passenger vehicle travel per capita have been increasing, and California will not achieve the necessary GHG reductions to meet mandates for 2030 and beyond without significant changes to how communities and transportation systems are planned, funded, and built.

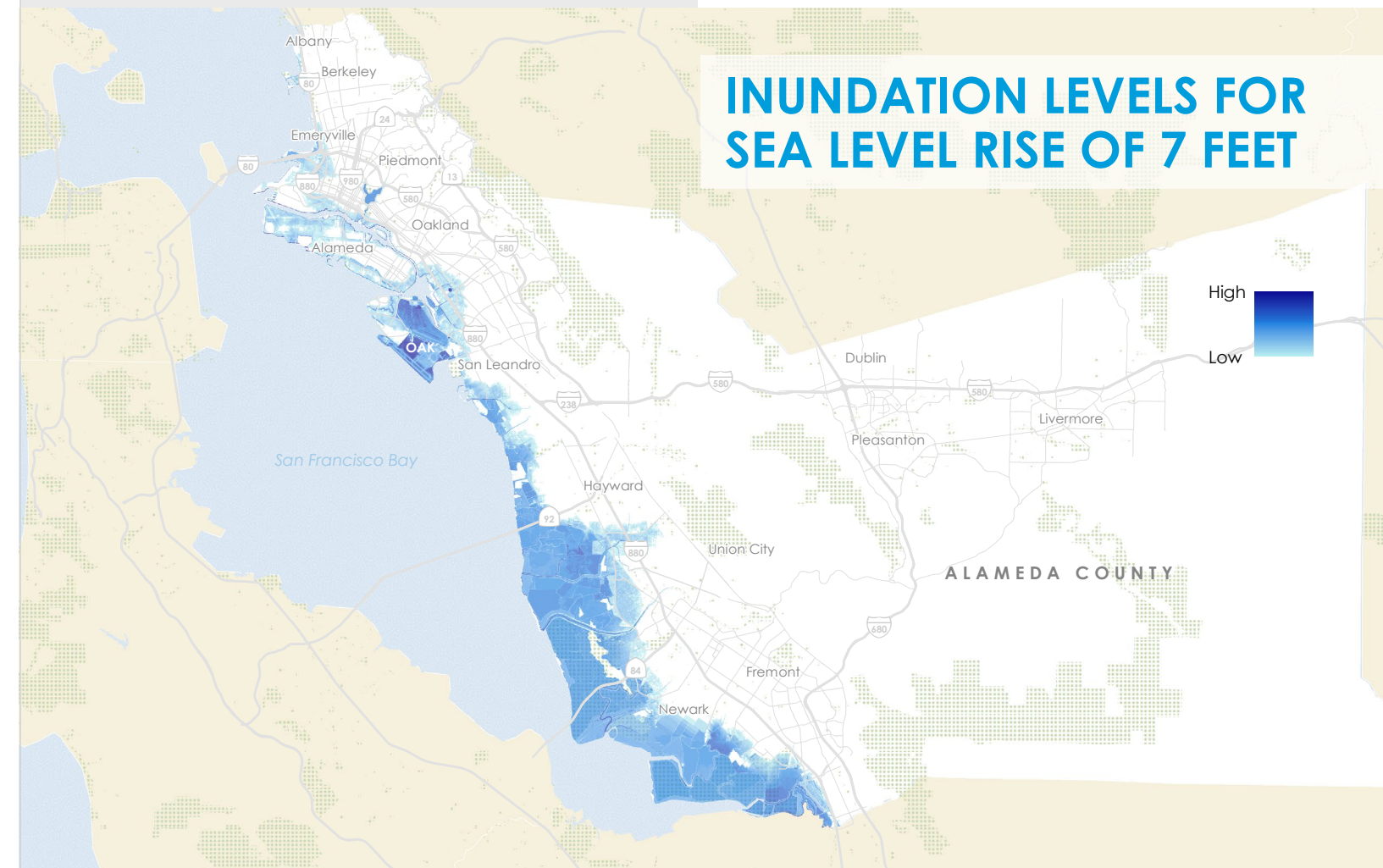
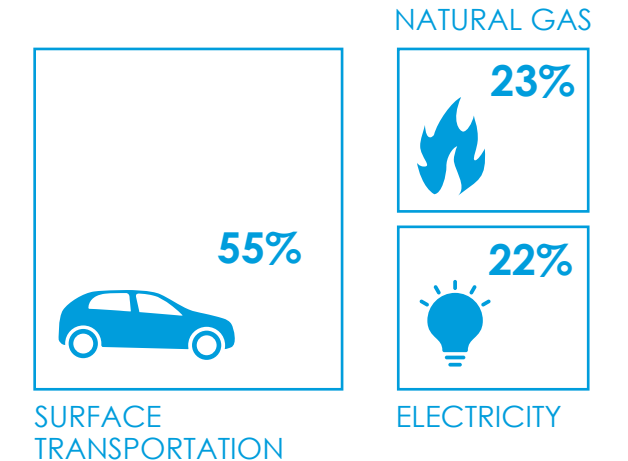
DAILY MILES TRAVELED PER CAPITA (2015)



UNDER THREAT FROM RISING SEA LEVELS

The sea level may rise up to 7 feet by the year 2100, resulting in more frequent and extensive impacts from storms, higher king tides, flooding, and groundwater inundation. Today's flood zones are future high tide areas where evacuation planning may be necessary.

PRIMARY SOURCES OF GHG EMISSIONS FOR ALAMEDA COUNTY



INUNDATION LEVELS FOR SEA LEVEL RISE OF 7 FEET

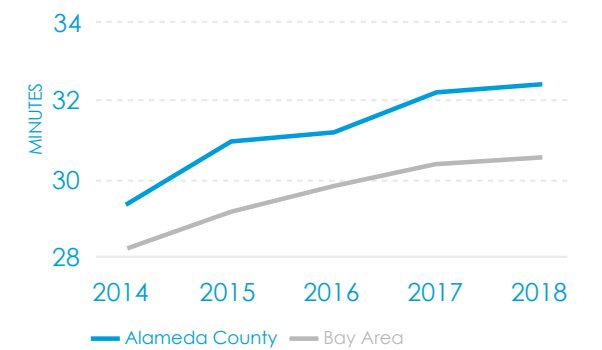
ECONOMIC GROWTH IS EXPECTED TO CONTINUE IN ALAMEDA COUNTY, STRESSING THE TRANSPORTATION SYSTEM

The economy in Alameda County and the Bay Area grew rapidly from 2010 to 2019, which presented opportunities but also stressed the ability of the transportation system to provide mobility and access for all of Alameda County residents. The Bay Area's economy is expected to follow economic trends of the past two decades and continue to expand. PBA 2040 forecasts one million jobs in Alameda County by 2040. How the economy is shaped in the near-term by the global COVID-19 pandemic is uncertain, however, as is how future economic improvements will be distributed by income and wealth.

LENGTHENING COMMUTES

Commute times increased for Alameda County residents with more workers using the roadways. Commutes also increased as residents moved further from jobs in search of more affordable housing, including to locations outside of Alameda County, such as Contra Costa County and San Joaquin County.

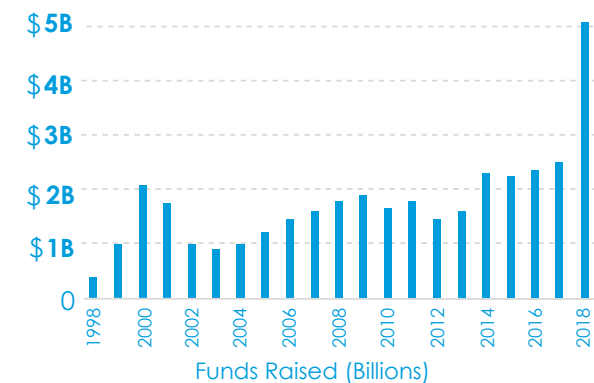
INCREASE IN AVERAGE COMMUTE TIME



SURGING BUSINESS INVESTMENT

Before the pandemic, business investment in Alameda County surged, with significant commercial growth in Oakland, Hayward, Fremont, and Emeryville, and unemployment was at an unprecedented low.

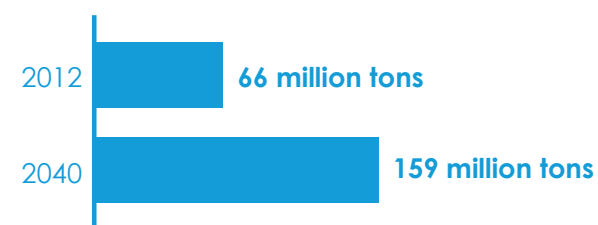
VENTURE CAPITAL FUNDING IN ALAMEDA AND CONTRA COSTA COUNTIES



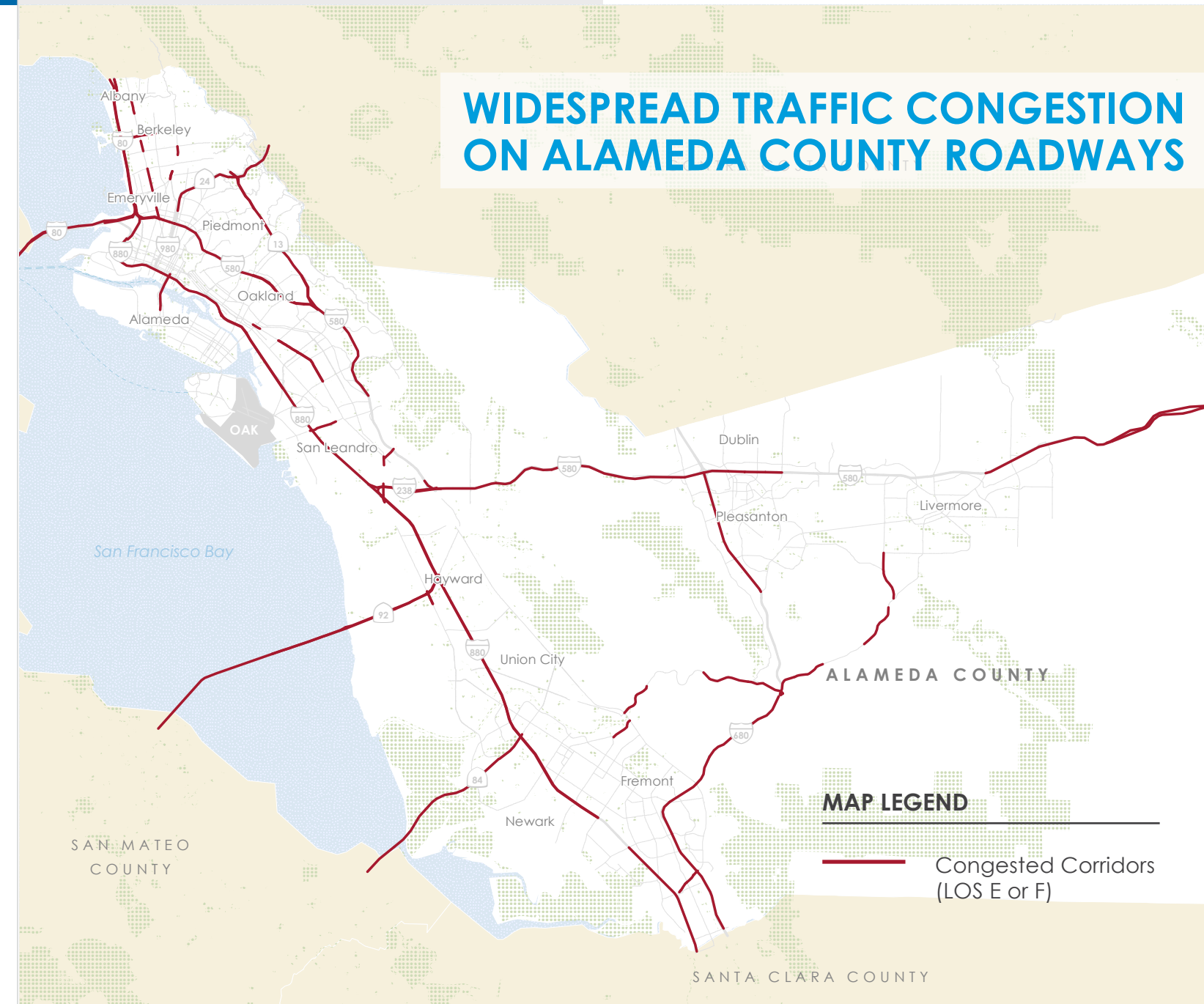
INCREASING FREIGHT VOLUMES

Bay Area international trade volumes are expected to grow to 159 million tons by 2040, up from 66 million tons in 2012, and freight rail volumes are projected to more than double by 2040, increasing the demands on the County's infrastructure. As e-commerce grows, direct parcel delivery activity to commercial and residential areas is also growing.

PROJECTED TRADE VOLUME GROWTH IN THE BAY AREA



WIDESPREAD TRAFFIC CONGESTION ON ALAMEDA COUNTY ROADWAYS



MAP LEGEND

— Congested Corridors (LOS E or F)

MANY CRITICAL TRANSPORTATION NEEDS ARE COMMON TO COMMUNITIES THROUGHOUT ALAMEDA COUNTY



Safety improvements for all users of all modes of transportation, particularly on the High-Injury Network.

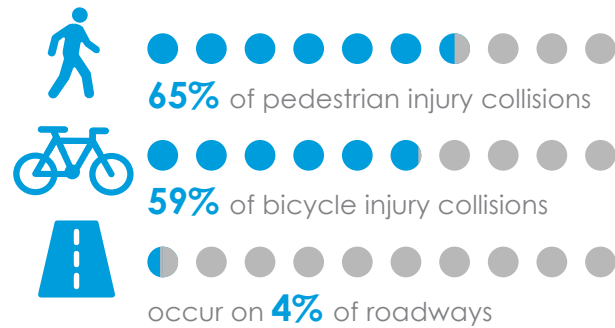


Competitive commute alternatives to driving alone for residents, workers, and interregional commuters traveling to and through the county.

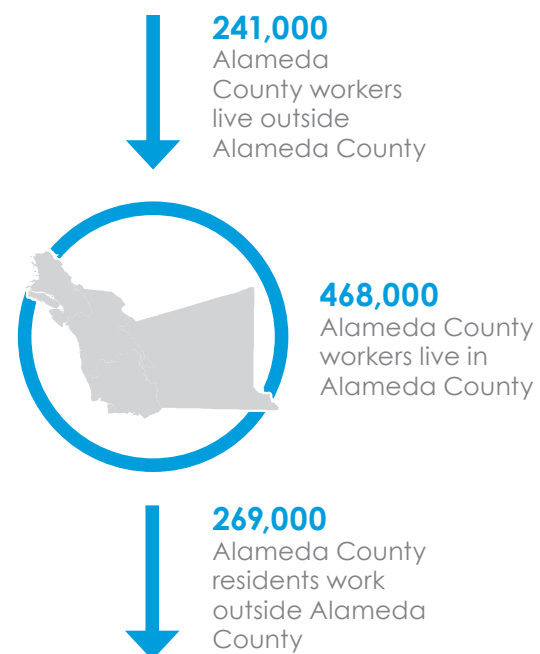


More reliable travel times for all modes of transportation, especially on major corridors and for high-frequency transit.

MOST INJURY COLLISIONS OCCUR ON A SMALL NUMBER OF STREETS



REGIONAL EMPLOYMENT FLOWS WITHIN ALAMEDA COUNTY (2012-2016)



Complete streets and multimodal corridors in downtowns and along commercial corridors.



Better access to transit, including safer and more convenient access to stops and stations and better connectivity between services.

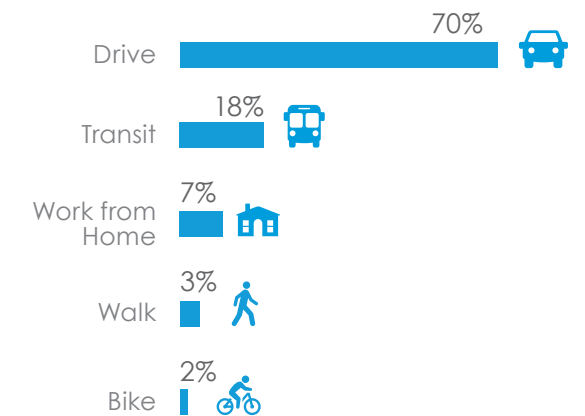


Greater transit capacity on critical routes to serve existing and future peak period commuting demand.

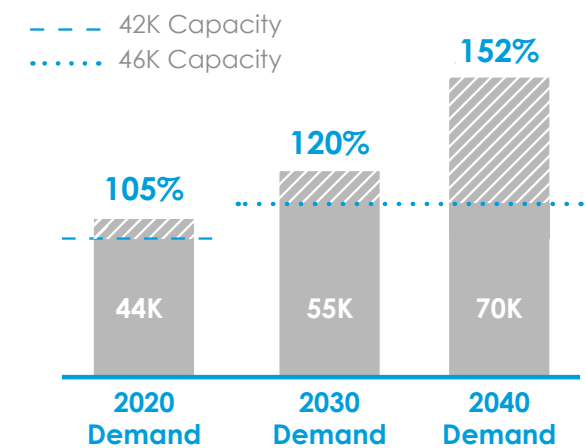


Operational improvements at the Port to increase efficiency, improve air quality, and reduce impacts to communities.

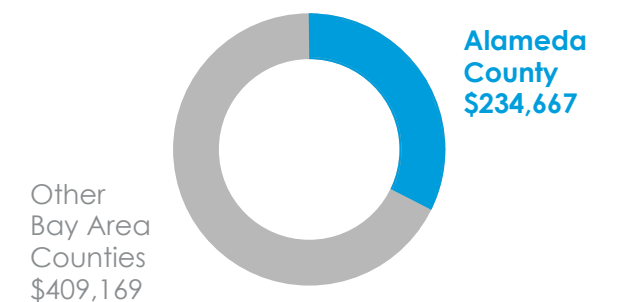
HOW ALAMEDA COUNTY RESIDENTS GOT TO WORK IN 2019



FORECAST TRANSBAY CORRIDOR PEAK-HOUR CAPACITY AND DEMAND



BAY AREA GOODS MOVED IN 2012, BY VALUE (\$ MILLIONS)



SPOTLIGHT ISSUES



Congestion management on freeways to limit vehicular cut-through travel on arterials and improve safety on local roads.



Congestion on I-580



Safe routes across physical barriers like freeways and at-grade rail crossings that hinder a continuous pedestrian and protected bicycle network.



Pedestrians and Bicyclist Crossing the Street



Transit fares that are affordable for low-income residents of all ages and provide seamless transit connections.



Boarding an AC Transit Bus

THE TRANSPORTATION NEEDS OF SENIORS AND PEOPLE WITH DISABILITIES ARE KEY PRIORITIES

Alameda CTC has a strong commitment to transportation for seniors and people with disabilities. The transportation challenges and needs described below were identified in the 2017 Assessment of Mobility Needs of People with Disabilities and Seniors in Alameda County through stakeholder outreach, demographic analysis, peer research, documentation of resources, and exploration of trends in the field.



Improved Fixed Transit Service

- Disrepair and broken infrastructure, and a lack of amenities at bus stops
- Poor customer service for seniors and people with disabilities
- Crowding on transit vehicles during peak hours
- Transit stops spaced too far apart
- Long waits and transfers, with a need for more non-commute service
- High cost of transit fares and difficulty obtaining Clipper cards



Expanded Same Day Service

- Limited availability of accessible taxis
- Difficulty travelling to other cities using subsidized taxis
- Lack of accessibility of shared mobility providers



Better Access to Information

- Need for multi-lingual resources
- Limited smartphone access



Better and More Affordable Paratransit

- Poor on-time performance
- Long rides and a lack of efficiency
- Need for door-through-door service
- High cost of paratransit fares



Reliable Options for Medical Trips

- Difficulty traveling and/or transferring between cities, counties, and providers
- Need for better dialysis transportation
- Medi-Cal eligibility limitations and lack of affordable gurney transportation



Other Issues

- Limited transportation options for over-sized mobility devices
- Concerns about personal safety
- Need for services to meet the transportation needs of people in crisis
- Need for more accessible parking
- Programs often do not address recreational trips

Bancroft Avenue, City of Berkeley



04

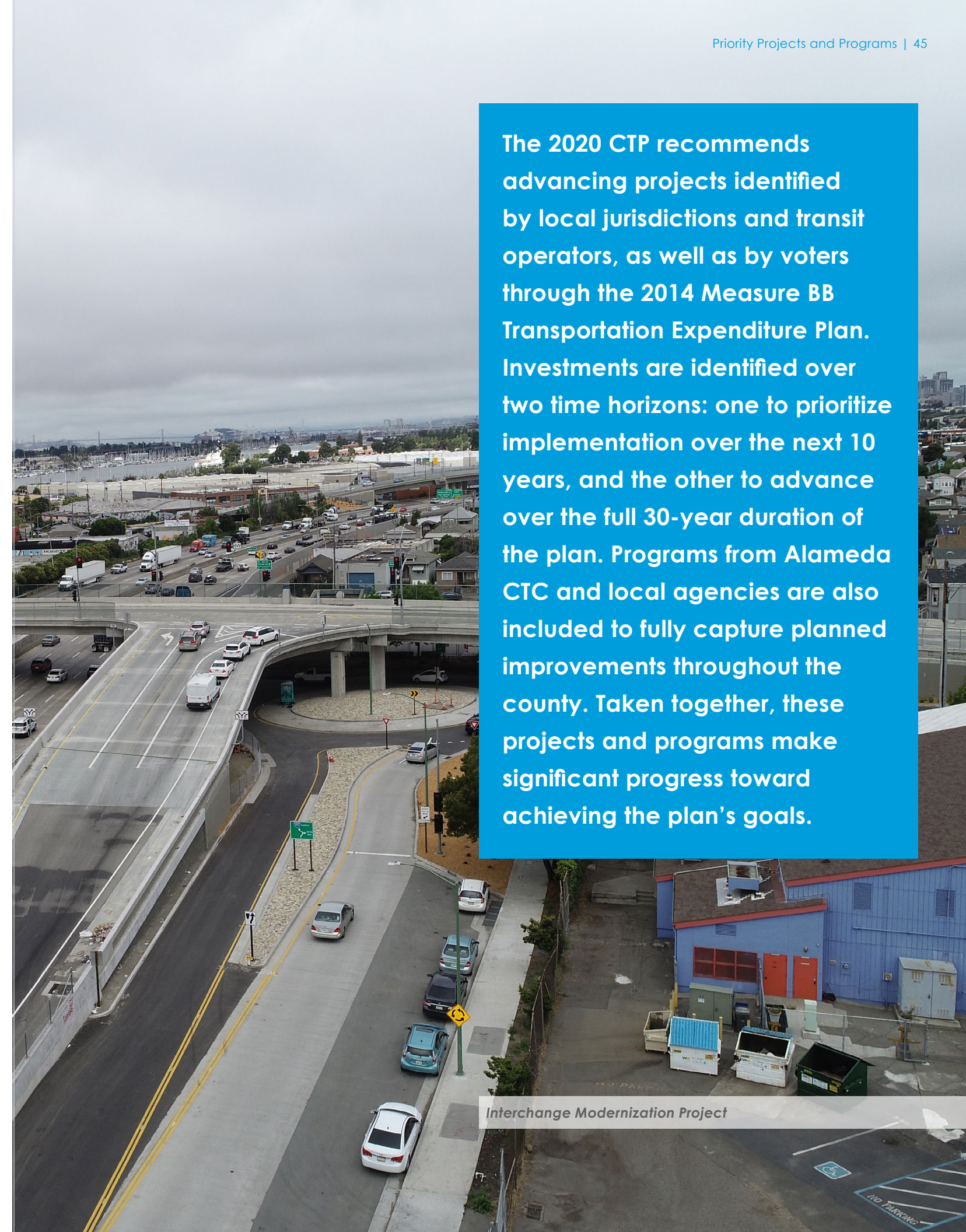
PRIORITY PROJECTS & PROGRAMS

Advancing Plan Goals through a 10-Year Priority List

The 2020 CTP prioritizes projects and programs that address existing needs, support communities, and work toward plan goals

The 2020 CTP recommends advancing projects identified by local jurisdictions and transit operators, as well as by voters through the 2014 Measure BB Transportation Expenditure Plan. Investments are identified over two time horizons: one to prioritize implementation over the next 10 years, and the other to advance over the full 30-year duration of the plan. Programs from Alameda CTC and local agencies are also included to fully capture planned improvements throughout the county. Taken together, these projects and programs make significant progress toward achieving the plan's goals.

The full list of projects and programs in the 2020 CTP is shown in a companion document.



Interchange Modernization Project



Santa Clara Ave, City of Alameda

THE 2020 CTP PRIORITIZES PROJECTS & PROGRAMS

Although the CTP is a long-range plan, the 2020 update articulates Alameda County's transportation priorities for the next 10 years. In this way, the 2020 CTP will focus transportation planning, funding, and advocacy on a smaller set of key priorities.

A core recommendation of this plan is a set of projects and programs that will be prioritized over the next 10 years. This list of 10-Year Priority Projects and Programs was developed through an iterative process with partner agencies, starting with a technical project screening, analysis of gaps, and robust discussions with agencies and Commissioners on local priorities and as a reflection of community engagement responses. The projects were selected based on their ability to support countywide needs and CTP goals, as well as feedback from local agencies, the public, and elected officials with respect to local priorities. The number and complexity of projects are ambitious but achievable in the next ten years. To complement these projects, Alameda CTC will continue to deliver long-standing programs. These include the Safe Routes to School Program, Student Transit Pass Program, Paratransit and Senior Mobility Program, and funding commitments for transit operations and bringing local streets and roads to a state of good repair.

The 2020 CTP has a 30-year time horizon and includes projects and programs that are not currently designated to be prioritized over the next 10 years. The 30-year list reflects all projects and programs submitted to the CTP by local jurisdictions and agencies. Programs in the 30-year list may receive funding through direct local distributions, and projects in the 30-year list may still move forward and may be included in updates to the 10-year list as priorities change.

THE CORE RECOMMENDATIONS INCLUDE A 10-YEAR PRIORITY LIST

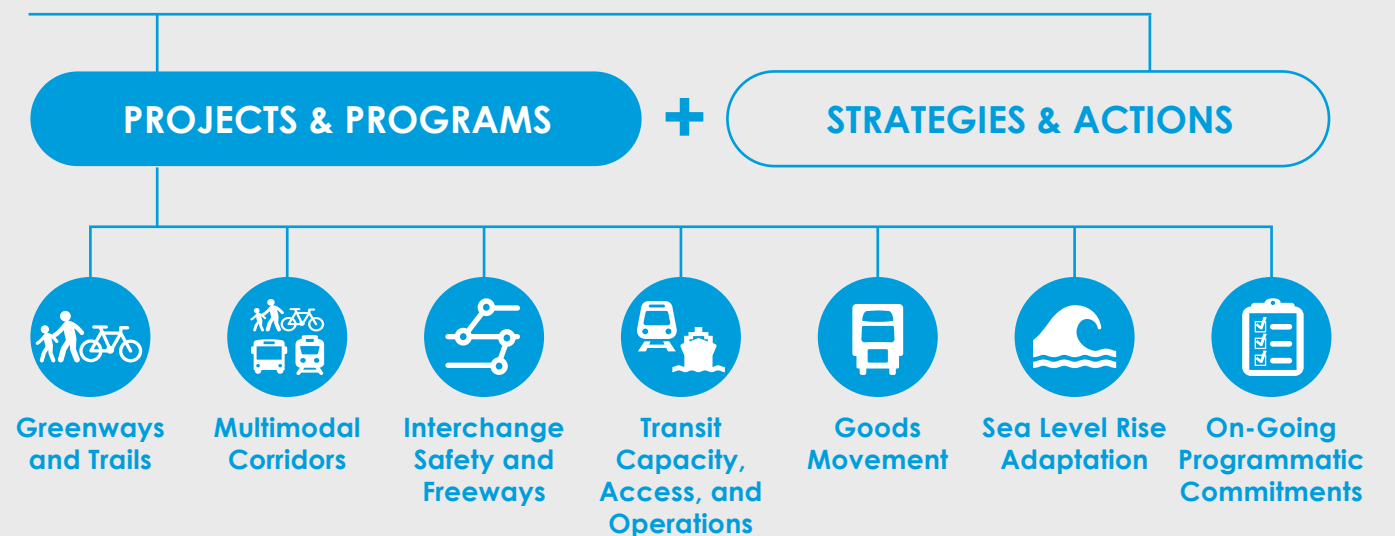
HOW WAS THE 10-YEAR PRIORITY LIST DEVELOPED?

Alameda County's cities, the County, and transit operators submitted projects to Alameda CTC for inclusion in the 2020 CTP, with a total of approximately 300 project submissions. A technical screening was used to evaluate how well each project would address existing needs and make progress toward the plan goals. Project readiness was also considered, given the near-term nature of the 10-year list. An initial priority list was refined through collaborative engagement to fully reflect local priorities, and projects were grouped along corridors or areas to further focus efforts and to make it easier to track progress in subsequent updates to the CTP.

HOW WILL ALAMEDA CTC USE THE 10-YEAR PRIORITY LIST?

The CTP is not a funding document, but the priorities identified through this effort will guide Alameda CTC in setting transportation policy in Alameda County and on future funding decisions that have their own processes, as described in the Implementation Chapter of this plan. Advancing these projects will also require visionary strategies and partnerships that are described in detail in the Strategies and Near-Term Actions chapter.







CORE RECOMMENDATIONS OF THE 2020 CTP



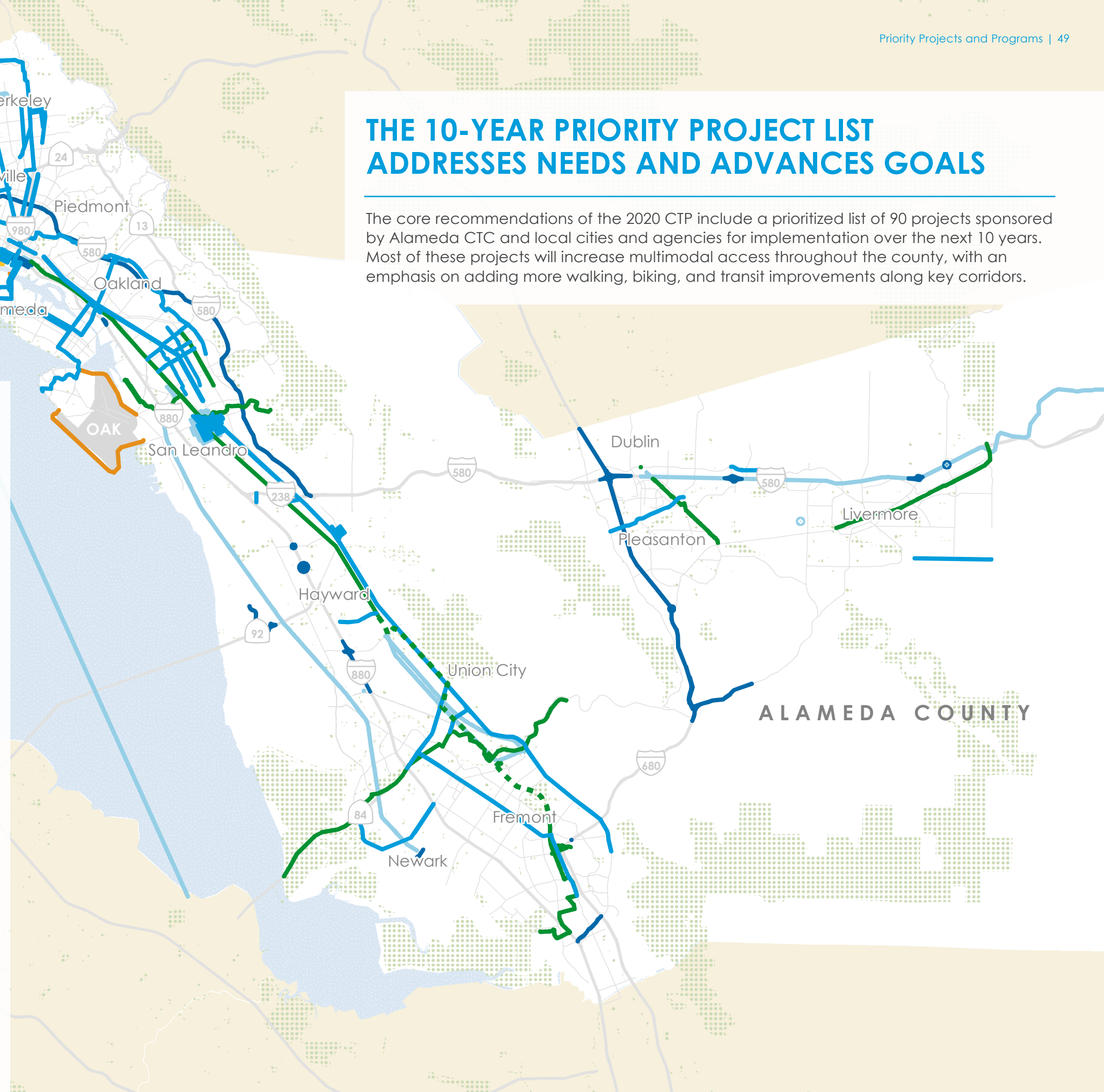
THE 10-YEAR PRIORITY PROJECT LIST ADDRESSES NEEDS AND ADVANCES GOALS

The core recommendations of the 2020 CTP include a prioritized list of 90 projects sponsored by Alameda CTC and local cities and agencies for implementation over the next 10 years. Most of these projects will increase multimodal access throughout the county, with an emphasis on adding more walking, biking, and transit improvements along key corridors.

IMPLEMENTING THE 10-YEAR PRIORITY PROJECT LIST WILL:

- 
 Create safe facilities through **greenways and trails**
 - Alignment under development
- 
 Increase bus efficiency and walking and biking safety through **complete, multimodal corridors**
- 
 Enhance multimodal safety of **roads and interchanges** and create **more HOV capacity**
- 
 Support **transit operations and capacity** and increase **multimodal access** to stations and terminals
- 
 Support **goods movement with infrastructure and emission reduction** at the Port of Oakland
- 
 Adapt infrastructure to sea level rise

Note: Five projects in the priority list, including the San Francisco Bay Trail, and pre-construction phases are not shown on this map.



ALAMEDA COUNTY

THE 10-YEAR PRIORITY PROJECT LIST

PROJECT NAME	SPONSOR
Greenways and Trails	
Bancroft Avenue Greenway	Oakland
Dumbarton to Quarry Lakes Trail	Fremont
East Bay Greenway (Phase 1)	Alameda CTC
Greenway and Mandela Connector	Emeryville
Iron Horse Trail	East County Cities
Niles Canyon Trail (Phase 1)	ACPWA
Sabercat Trail: Irvington BART to Ohlone College	Fremont
San Francisco Bay Trail and Bay Trail Connectors (Phase 1)	MTC/ABAG
San Leandro Creek Trail	San Leandro
Multimodal Corridors	
40th St. Transit-Only Lanes and Multimodal Enhancements	Emeryville
Adeline St. Corridor Transportation Improvements	Berkeley
Alameda Point Transit Network Improvements	AC Transit
Broadway Transit Corridor	Oakland
Decoto Rd. Complete Streets/ Dumbarton Corridor	South County Cities
Downtown Hayward PDA Multimodal Complete Streets	Hayward
Downtown Oakland East-West Safe Streets	Oakland
Downtown San Leandro Streetscapes	San Leandro
Dublin Blvd. - North Canyons Pkwy Extension	Dublin
East 14th St./Mission Blvd. and Fremont Blvd. Corridor	Alameda CTC
East Bay BRT Corridor Safety Improvements	Oakland
East Lewelling Blvd. Complete Streets (Phase 2)	ACPWA
East Oakland Neighborhood Bikeways	Oakland

PROJECT NAME	SPONSOR
Fruitvale Ave. Corridor Short Term Improvements	AC Transit
Hesperian Blvd. (Phase 2)	ACPWA
Lincoln Avenue/Marshall Way Safety Improvements	Alameda
MacArthur Smart City Corridor	Oakland
Main Street Complete Street	Hayward
Martin Luther King Jr Way Complete Streets Corridor	Berkeley
Quarry Lakes Parkway (Segments 1-4)	Union City
San Pablo Ave. Corridor	Alameda CTC
Shattuck Ave./Martin Luther King Jr Way Corridor	AC Transit
Solano Ave. Complete Streets	Albany
Telegraph Ave. Complete Streets	Oakland
Telegraph Ave. Multimodal Corridor	Berkeley
Tennyson Rd. Corridor PDA Complete Streets	Hayward
Tesla Rd. Safety Improvements (Phase 1)	ACPWA
Thornton Ave. Complete Streets Corridor	Newark
West Grand Ave. Corridor	AC Transit, Oakland
West Las Positas Bike Corridor Improvements	Pleasanton
West Oakland Industrial Streets	Oakland
Willie Stargell Bus Priority and Multimodal Safety Corridor	Alameda
Interchange Safety and Freeways	
42nd Ave. & High St. I-880 Access Improvements	Oakland
Bay Bridge Forward	MTC/ABAG, Alameda CTC
I-580 Design Alternatives Assessments (DAAs) Implementation (Phase 1)	MTC/ABAG, Alameda CTC
I-580 First St. Interchange Modernization	Livermore

PROJECT NAME	SPONSOR
I-580 Vasco Rd. Interchange Modernization	Livermore
I-580/Fallon/El Charro Interchange Modernization (Phase 2)	Dublin
I-580/I-680 Interchange (Phase 1)	Alameda CTC
I-680 Express Lanes: SR-84 to Alcosta (Phase 1 - Southbound)	Alameda CTC
I-680 Interchange Modernizations at Washington and Mission	Fremont
I-680 Sunol Interchange Modernization	Pleasanton
I-680/SR-84 Interchange and SR-84 Expressway	Alameda CTC
I-80 Gilman St. Interchange Modernization	Alameda CTC
I-80/Ashby Ave. Interchange Modernization	Alameda CTC
I-880/Winton Ave./A St. Interchange Modernization	Alameda CTC
I-880/Whipple Rd. Industrial Pkwy SW I/C Modernizations	Alameda CTC
Oakland/Alameda Access Project	Alameda CTC
Rt 92/Clawiter/Whitesell Interchange Modernization	Hayward
SR-262 Mission Blvd. Cross Connector Improvements (Phase 1)	Alameda CTC
Transit Capacity, Access, and Operations	
19th St. Bike Station Plaza	BART
19th St./Oakland BART Station Street Elevator	BART
ACE Medium-Term Service Increases	SJRRRC
Atlantis O&M Facility	LAVTA
BART Core Capacity	BART
BART Next Gen. Fare Gates	BART
Bay Fair Connection	BART
Berkeley-San Francisco Ferry	WETA

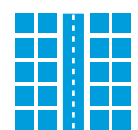
PROJECT NAME	SPONSOR
Division 4 Replacement (Phase 1)	AC Transit
Dublin/Pleasanton Active Access Improvements	BART
Hayward Maintenance Complex (Phase 1)	BART
Irvington BART Station	BART, Fremont
Lake Merritt TOD	BART, Oakland
North Berkeley Active Access Improvements	BART
Redwood City-San Francisco-Oakland Ferry	WETA
San Leandro BART Station Area Safety Improvements	San Leandro
Seaplane Lagoon-San Francisco Ferry	WETA
South Bay Connect	CCJPA
Transit Operations Facility (TOF)	BART
Union Landing Transit Center Modifications	UC Transit
Valley Link	TVSJVRRRA
West Oakland TOD	BART
Goods Movement	
7th St. Grade Separation West	Alameda CTC
Central Ave. Overpass	Newark
Near/Mid-Term Port Operations and Emission Reductions	Port of Oakland
Oakland Army Base Infrastructure Improvements	Oakland
Quiet Zone Safety Engineering	Emeryville
Rail Safety and Connectivity	Alameda CTC
Sea Level Rise Adaptation	
Doolittle Dr. Resiliency	Port of Oakland
Oakland International Airport Perimeter Dike	Port of Oakland
Shoreline Overtopping near Webster and Posey Tubes	Alameda

MULTIMODAL CORRIDOR PROJECTS IMPROVE TRANSIT, WALKING, AND BIKING



Approximately 1/3 of the projects in the 10-year priority list are multimodal corridor projects. These projects improve transportation options along major arterials through bicycle and pedestrian safety features, more reliable transit operations, safer access to bus stops, more efficient curb access or other complete streets and placemaking improvements. These projects are typically complex and require extensive coordination and community engagement to implement successfully.

IMPROVEMENT HIGHLIGHTS



100% of Multimodal Corridor projects are **within a Priority Development Area**



9 of AC Transit's 11 Major Corridors Receive Improvements

PROJECT HIGHLIGHTS

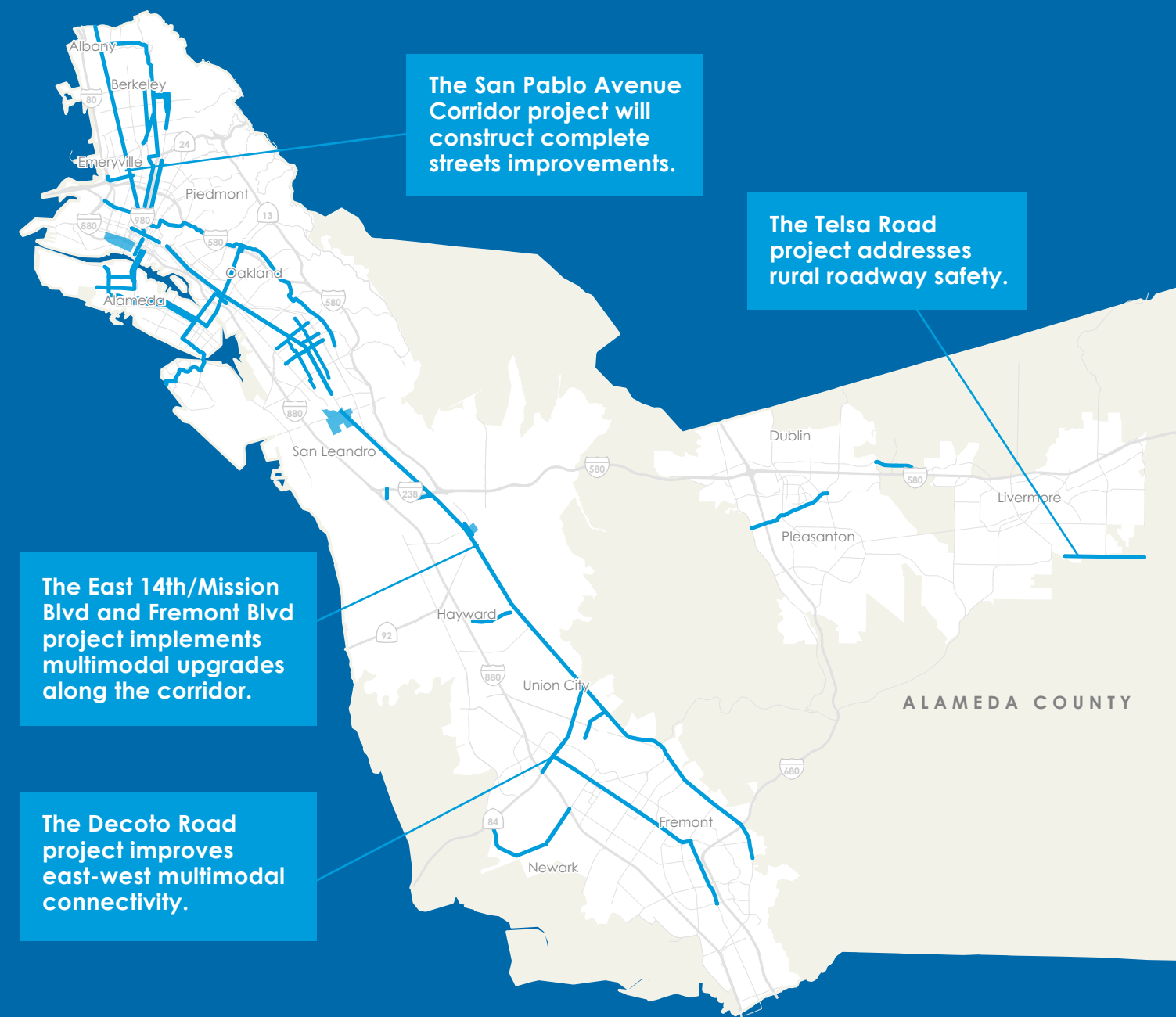


The **San Pablo Avenue Corridor** project will construct complete streets improvements along this corridor across seven cities in Alameda and Contra Costa counties. Near-term projects include addition of high visibility cross walks, ADA curb ramps, improved bicycle crossings, and better lighting. An infrastructure pilot will consider dedicated bus and bike lanes in Oakland and Emeryville in the near term.



The **East 14th St/Mission Blvd and Fremont Blvd Corridor** project will implement multimodal upgrades along this corridor in four cities and unincorporated Alameda County from the San Leandro BART station to the Warm Springs area in Fremont. This project envisions dedicated transit infrastructure, safety improvements for bicycle and pedestrians, and upgrades to park and ride infrastructure at BART stations as mobility hubs.

MULTIMODAL CORRIDOR PROJECTS IN THE 10-YEAR PRIORITY LIST



MAP LEGEND

— Multimodal Corridor Projects

KEY STATS

MULTIMODAL CORRIDOR PROJECTS ADVANCE EQUITY AND SAFETY:

84% are in or provide access to a Community of Concern

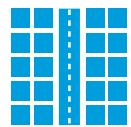
88% improve a Bicycle or Pedestrian High Injury Corridor

TRANSIT CAPACITY AND ACCESS PROJECTS INCREASE MOBILITY OPTIONS FOR ALL USERS



Better quality transit that can be accessed by more people is key to realizing plan goals. The major transit investments included in the 10-year list advance several of the plan's goals by improving transit access, operations, capacity, connectivity, affordability, and ease of use for an aging population, as well as by reducing the impact of interregional commutes. These projects also support the region's housing goals by mitigating traffic congestion and expanding the reach of the County's currently limited rail and high-frequency bus systems.

IMPROVEMENT HIGHLIGHTS



83% of transit projects are **within or provide access to a Priority Development Area**



74% of Transit projects are **within or provide access to a Community of Concern**

PROJECT HIGHLIGHTS



MacArthur BART Station

BART CAPACITY AND ACCESS

Increased usage of BART is essential to meeting plan goals. The 10-year list invests in major systemwide capacity improvements through BART Core Capacity and the Bay Fair project and supports construction of a new station in the Irvington District of Fremont. Projects modernizing station access and efficiency are also prioritized, with multimodal access improvements at six stations in Berkeley, Dublin/Pleasanton, Oakland, and San Leandro and the implementation of next generation fare gates throughout the county.



Capitol Corridor Train

INTERREGIONAL RAIL

Long-distance car travel impacts communities and the climate, and the 10-year priority list facilitates shifting interregional car commuters to rail. The Valley Link project will extend high-capacity rail to Livermore with seamless connections to BART and San Joaquin County, and the 10-year list also supports increased frequency and capacity of ACE. Improving multimodal connections to rail stations will be crucial to providing alternative access options for current car commuters.



Bus Stop in the City of Oakland

IMPROVED BUS CORRIDORS

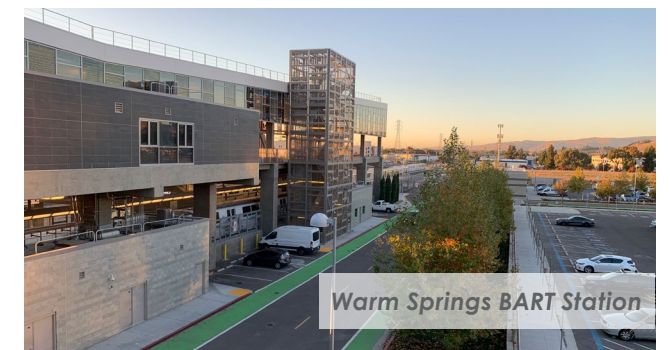
Bus prioritization is critical to improving transit speed and reliability. The 10-year priority list advances nine of AC Transit's highest-priority corridors for near-term increases in transit service. These corridors are located throughout its service area, making improvements in Alameda, Albany, Berkeley, Hayward, San Leandro, Oakland, unincorporated communities, Union City, Newark, and Fremont. Additionally, investments along the Bay Bridge corridor will provide prioritization for Transbay buses to avoid traffic congestion and increase reliability.



San Francisco Bay Ferry

FERRY SERVICE EXPANSION

Ferry service supports plan goals by providing additional transit options and improving system resiliency. The 10-year priority list supports increased inner East Bay ferry service, as well as the construction of new terminals and vessels for the operation of new transbay ferry services. These new services will include connections to San Francisco through new terminals in Berkeley and at Seaplane Lagoon in Alameda, as well as a new connection to Redwood City from existing terminals in Oakland and Alameda.



Warm Springs BART Station

OPERATIONS & MAINTENANCE

The 2020 CTP increases the capacity, frequency, and reliability of transit service throughout Alameda County. These transit service improvements will require efficient management of transit assets, by increasing operational challenges and demands on maintenance. To further support the service improvements included in the plan, the 10-year priority list includes the construction of new operations and maintenance facilities for AC Transit, LAVTA, and BART.

GREENWAY AND TRAIL PROJECTS EXPAND SAFER WALKING AND BIKING OPTIONS



Urban greenways and trails projects expand Alameda County's network of multi-use paths and trails for safe walking and biking. Measure BB included funding for three major trails: the Iron Horse Trail, Bay Trail, and East Bay Greenway. The 2020 CTP reaffirms those commitments and identifies an additional six greenways and trails to advance over the next 10 years. Greenways and trails can be complex to design, build, and maintain, with complicated rights-of-way and coordination between jurisdictions and regional park agencies.

The **Mandela Greenway Connector** will connect Mandela Parkway and Emeryville improving connections to existing greenways and the Bay Trail.

The **San Leandro Creek Trail** will connect the Bay Trail and the Ridge Trail and include lighting, barrier railing, and intersection improvements.

The **East Bay Greenway** will connect the Lake Merritt and South Hayward BART stations along existing rail right-of-way. A plan to extend the trail through Southern Alameda County will be refined over the next 10 years.

The **Bancroft Greenway** will provide over two miles of protected access to schools and parks and create recreational opportunities for all ages and abilities.

The **Iron Horse Trail** will be extended through Livermore, and existing gaps in Pleasanton and at a bridge crossing over Dublin Boulevard will be closed. The completed trail will stretch from Livermore to Concord.

Projects on the **San Francisco Bay Trail**, as well as key connector greenways to the Bay Trail, are included in the priority list but are not shown on this map. The Bay Trail is managed by the Association of Bay Area Governments in partnership with the region's cities and regional park districts. It provides critical connections between communities and the waterfront across Interstate I-880, which otherwise acts as a barrier.

Phase 1 of the **Niles Canyon Trail** will connect the Niles District of Fremont and Palomares Road. Subsequent phases will extend the trail to Sunol.

The **Dumbarton to Quarry Lakes Trail** will connect the Union City BART station and future Ardenwood Transit Center.

The **Sabercat Trail** will connect the Fremont foothills and Ohlone College to the future Irvington BART Station and East Bay Greenway with a bicycle and pedestrian bridge across I-680 and connection under the BART and UPRR tracks.

MAP LEGEND

- Implementation over the next 10 years
- Alignment under development
- Existing major trails (2019 Countywide Active Transportation Plan; MTC/ABAG, 2020)

ALAMEDA COUNTY

INTERCHANGE AND FREEWAY PROJECTS INCREASE SAFETY AND ACCESS



The 2020 CTP prioritizes the development of 18 projects along Alameda County's freeways, half of which modernize interchanges to improve multimodal access and traffic safety, lessening the barrier to walking and biking posed by the freeway. Additionally, the 2020 CTP reaffirms Alameda CTC's commitment to expanding and connecting a network of dedicated lanes for carpools, buses, and other high-occupancy vehicles.

PROJECT HIGHLIGHTS



The **I-680 Southbound Express Lanes** project will provide approximately 9 miles of express lanes from Alcosta Boulevard to SR 84. **I-680 interchange modernization** projects are prioritized at I-580, Sunol Blvd, and SR-84.



The **Bay Bridge Forward** and **I-580 DAA Phase 1** implementation projects will improve reliability on the approaches to the Bay Bridge for transit and carpools through managed lanes, ramp metering, express bus service, park and ride lots, and potential bus-on-shoulder operations.



Multimodal interchange modernization projects along I-80, I-880, and I-580 will provide active transportation connectivity improvements to lessen freeway barriers, as well as improvements to traffic safety at critical locations.



Phase 1 of the **SR-262 Cross Connector** project will improve local roadway safety through grade separation. The **Oakland-Alameda Access Project** will likewise improve safety and circulation by reducing conflicts between regional and local traffic and improve multimodal operations.

GOODS MOVEMENT AND ADAPTATION PROJECTS PROTECT COMMUNITIES



Goods movement is essential to the economic well-being of Alameda County and the region but can impact neighboring communities. The 10-year priority list includes projects that support this vital activity and the benefits it provides while also protecting communities by reducing impacts on safety, emissions, and roadways. The priority list also includes projects that protect against sea level rise, which poses a threat to many communities and key goods movement facilities.

PROJECT HIGHLIGHTS



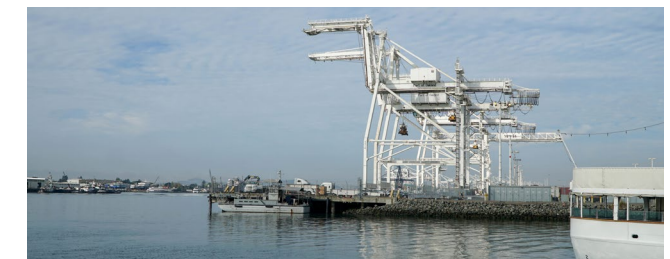
Port of Oakland Operations and Emissions Reductions projects will support goods movement while reducing community impacts by enhancing rail operations, improving infrastructure at Port access points, and increasing electrification.



Rail Safety and Connectivity projects will upgrade at-grade rail crossings and construct grade separations throughout the county to enhance rail safety, reduce impacts on communities, and support smoother freight and passenger rail operations.



West Oakland Industrial Streets projects support transition of West Oakland roadways into community corridors with better walking and biking infrastructure. Emissions reduction at and around the Port, as noted above, will be critical to advance along with complete streets for overall public health benefits.



Sea level rise adaptation projects in Alameda and Oakland will protect local communities from the impacts of climate change by preventing inundation of Doolittle Drive, the Webster/Posey Tubes, and the Oakland International Airport.

THE PLAN REINFORCES AGENCY PROGRAMMATIC COMMITMENTS



In addition to projects, the 10-year list for the 2020 CTP includes programs that represent long-standing Alameda CTC commitments that are reinforced in the CTP. These include the Safe Routes to School Program, Student Transit Pass Program, Paratransit and Senior Mobility Program, and funding commitments for transit operations and bringing local streets and roads to a state of good repair.

DIRECT LOCAL DISTRIBUTIONS

Most of the sales tax revenue that Alameda CTC administers is directly distributed to the 14 cities, the County, and transit operators through a monthly distribution. These local funds are key to advancing many of the projects included in the 10-year list of priorities as well as many of the programs identified in the long-term and programmatic lists of this plan.

PROJECT HIGHLIGHTS



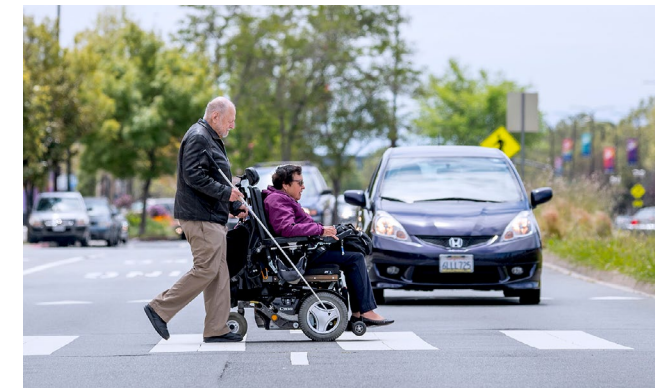
SAFE ROUTES TO SCHOOL

“Healthy Kids, Safer Streets, Strong Communities” is the mission of the Alameda County Safe Routes to Schools Program. Alameda CTC organizes and supports activities that teach and encourage families to safely walk, bike, carpool or take transit to school. Schools throughout the county participate in the program, which helps keep students safe and healthy, and eases traffic congestion in the areas surrounding schools.



STUDENT TRANSIT PASS

The Student Transit Pass Program provides free youth Clipper cards to eligible middle and high school students in Alameda County which can be used for unlimited free bus rides on AC Transit, Union City Transit or LAVTA Wheels, as well as a 50 percent discount on BART trips and youth discounts on other transit systems. The program makes it easier for students to travel to and from school, jobs, and other activities.



PARATRANSIT

The Alameda County Paratransit Program is committed to enhancing mobility for the county's older residents and people with disabilities for all types of trips. The program funds ADA-mandated services and city-based paratransit programs. The revenues also fund a discretionary grant program for projects that reduce countywide gaps in special transportation services, such as in the Tri-Valley where Senior Support Services provides scheduled rides to medical appointments.



LOCAL STREETS AND ROADS

Alameda CTC distributes about \$50 million annually in Direct Local Distributions for local transportation maintenance and improvements. These funds help keep Alameda County streets in good condition for all users. The types of projects and programs funded include pavement rehabilitation programs, sidewalk repair programs, streetscape improvement projects, and street maintenance programs.



TRANSIT OPERATIONS

Approximately \$55 million in Measure B and Measure BB Direct Local Distributions are provided annually to transit operators for service operations, fixed route services and fleet and infrastructure maintenance. Recipients include five transit agencies supporting transit in Alameda County: AC Transit, ACE, BART, LAVTA, WETA, and Union City Transit.

OTHER PROJECTS AND PROGRAMS WILL BE IMPLEMENTED OVER THE NEXT 30 YEARS

Projects submitted by local jurisdictions and transit agencies to Alameda CTC for inclusion in the 2020 CTP are represented in the plan. The 2020 CTP has a 30-year time horizon, and all projects not prioritized for the next 10 years, or not expected to be fully complete within 10 years, are still anticipated to be implemented within the 30-year timeframe. Local cities and agencies may move forward with these projects, and some projects currently in the 30-year list may be designated as 10-year priorities in subsequent updates as needs and priorities change. The 30-year list can be found in the [Full Project List](#) companion document.

In addition to specific projects, local cities and agencies submitted a set of programs for inclusion in the 2020 CTP. These programs, and projects included in these programs, may receive funding from Alameda CTC either through the agency's ongoing programmatic commitments described in this chapter, or as specific projects as they become defined over the plan's 30-year timeframe.

Local cities and agencies submitted 119 of these programs, which have been classified into seven programmatic categories:

- Bicycle and Pedestrian Plan Implementation
- Roadway Improvements, Technology, and Safety
- Transit Fare Programs
- Transit Planning and Operations
- Transit Capital Programs
- Adaptation and Resilience Programs
- Transportation Demand Management Programs





Union City BART Station

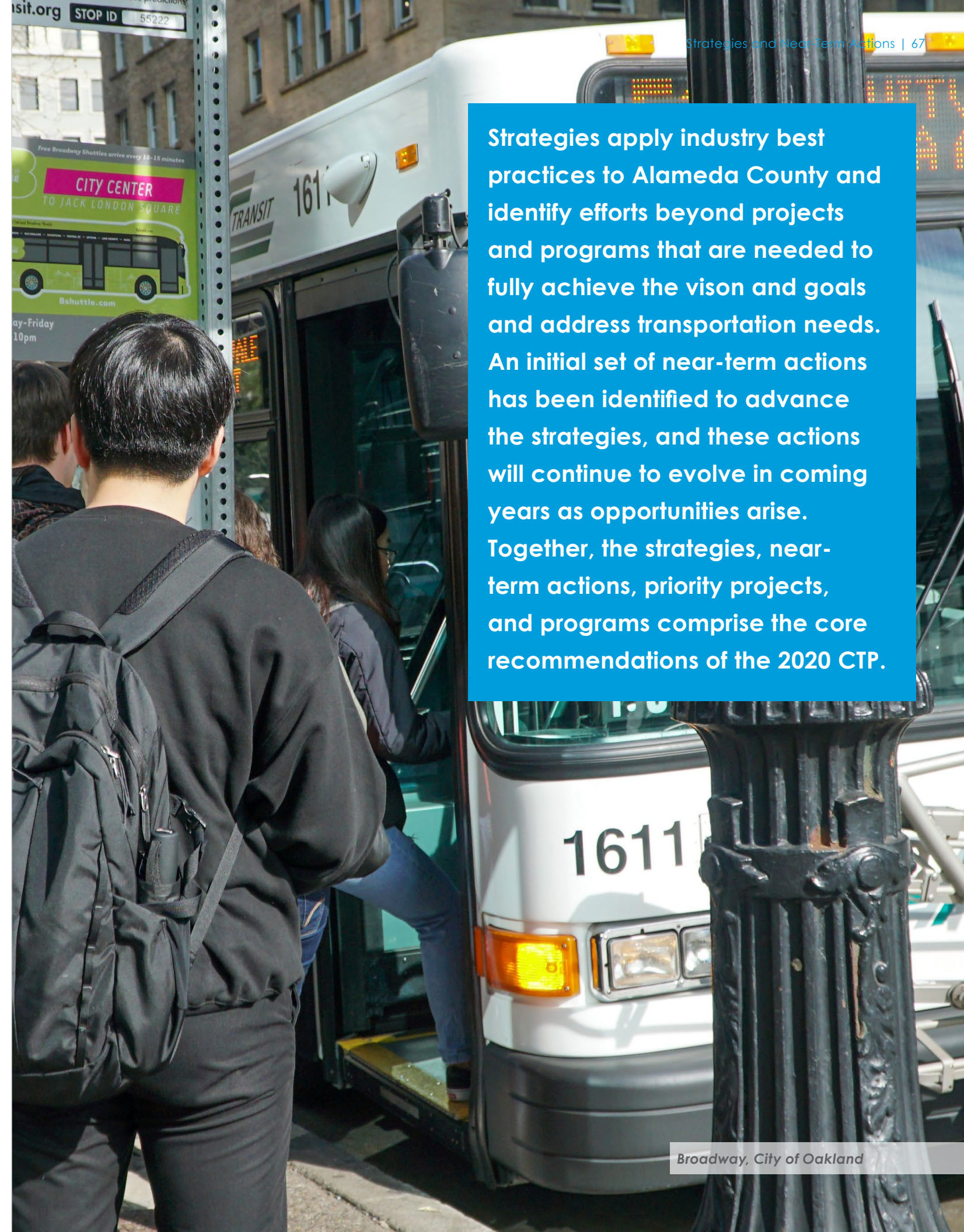
05

STRATEGIES AND NEAR-TERM ACTIONS

Developing a Comprehensive Approach
to Achieving the Transportation Vision

Strategies and near-term actions advance the CTP vision and goals through policies, legislative advocacy, technical assistance, funding, and project implementation guidance

Strategies apply industry best practices to Alameda County and identify efforts beyond projects and programs that are needed to fully achieve the vision and goals and address transportation needs. An initial set of near-term actions has been identified to advance the strategies, and these actions will continue to evolve in coming years as opportunities arise. Together, the strategies, near-term actions, priority projects, and programs comprise the core recommendations of the 2020 CTP.



STRATEGIES ADVANCE THE VISION AND GOALS IN AREAS BEYOND PROJECTS AND TRANSPORTATION SERVICES

The strategies complement the 10-year priority projects and programs by capturing key additional implementation areas to achieve the vision and goals, including policies, legislation, funding, and guidance for how projects and programs should be implemented. Strategies incorporate:

- Industry best practices and innovations relevant to Alameda County
- Input from public outreach, elected officials, and agency partners

Alameda CTC will work in partnership with other agencies to advance these strategies.

This chapter also identifies an initial set of near-term actions Alameda CTC can take to advance the strategies until adoption of the next CTP in 2024. The list of actions is not intended to be static, and it will continue to evolve to support the strategies in the coming years as opportunities arise.

CORE RECOMMENDATIONS OF THE 2020 CTP



STRATEGIES ARE GROUPED INTO SIX STRATEGY CATEGORIES:



Advance Equity

Equity is a cross-cutting concern across all strategies. Implementation of the 2020 CTP will consider the historical impacts of transportation investments and seek to proactively address needs of disadvantaged communities. Strategies and actions that address the mobility and access needs of low-income communities and communities of color were identified through community engagement in CBTP, as described in Chapter 2. Strategies that advance equity are indicated with this equity icon on the following pages.



Safe Systems Approach

These strategies support improving the safety of streets and facilities for all transportation users. Safety is an overarching priority that needs to permeate throughout the countywide transportation network and be a priority in all project planning, design, and implementation activities.



Complete Corridors Approach

These strategies support planning, design, and implementation of multimodal travel corridors centered on major arterials. Multimodal corridor planning involves a systematic approach to developing transportation improvements, rather than addressing each project, street, or mode in a silo. It requires robust partnerships and often requires balancing competing needs and considering a set of parallel facilities together to create strong multimodal travel options.



Partnerships to Address Regional & Megaregional Issues

These strategies support partnerships and coordination on issues that require regional or megaregional action. Some transportation issues are complex and involve more decision-makers than just Alameda CTC and its local partners. Examples include climate resiliency and adaptation, addressing the jobs/housing imbalance, or regional rail planning. In these cases, Alameda CTC must partner and coordinate to take effective action.



Transit Accessibility & Transportation Demand Management (TDM)

These strategies support reducing drive-alone trips by incentivizing use of other modes and making transit easy and affordable to use. Improving public transit options and implementing transportation demand management (TDM) strategies can help reduce congestion and improve mobility options.



New Mobility & Automated, Electric, Shared Future

These strategies support the transition to electric and automated vehicles, including electrification of goods movement and encouragement of vehicle-sharing to reduce congestion and environmental impacts. The mobility landscape is rapidly evolving, with innovations in the form of vehicle technologies, new mobility options, and integrated travel platforms. This strategy supports progress toward safe, equitable, and widely beneficial innovation in the transportation sector.



SAFE SYSTEMS APPROACH

Development of the 2020 CTP has underscored that addressing system safety is a priority that must permeate through all project and program implementation activities, policies, and funding decisions.

STRATEGIES

Improve Safety on the High-Injury Network, with an Eye towards Community Disparities



Support Context-Appropriate Speed Limit Setting and Automated Speed Enforcement Policies



Modernize Interchanges for Safer Multimodal Travel, Including Addressing Pedestrian Experience at Underpasses

Enhance Safety at At-Grade Rail Crossings



WHAT WILL MAKE THESE STRATEGIES SUCCESSFUL?

Focusing on High Injury Streets

A small subset of streets represent a large share of transportation-related injuries and deaths, and these streets tend to be disproportionately located in historically disadvantaged communities.

Reducing Speeds

High speeds are a major cause of injuries and deaths on our roadways. Reducing speeds is particularly important as neighborhood cut-through traffic increases due to use of navigation apps.

Addressing Key Barriers

Freeway interchanges and rail crossings are key barriers in the street network that create safety challenges. Implementing and expediting improvements requires close partnerships between Alameda CTC, Caltrans, Union Pacific Railroad, and local jurisdictions.





COMPLETE CORRIDORS APPROACH

As Alameda CTC and jurisdictions throughout the county work to support a safe, multimodal transportation system, corridor planning is becoming more important and increasingly complex.

STRATEGIES

Improve Bus Service Frequency, Reliability, Quality and Travel Time

Manage the Curb to Balance Needs of Multiple Users



Build the Low-Stress Walking and Biking Network, including Low-Stress Facilities on Arterials and/or Alternative Routes



Plan and Deliver Urban Greenways and Trails



Coordinate with Caltrans for Faster Project Advancement and Innovation


Support Modern Traffic Signals that Operate Seamlessly Across Jurisdictions and Deliver Robust Transit Signal Priority

Address Navigation Apps Directing Regional Travelers to Local Streets

Support Placemaking and Economic Development Through Street Design

Manage Truck Parking and Congestion



 Strategy advances equity

WHAT WILL MAKE THESE STRATEGIES SUCCESSFUL?

Balancing Needs of Multiple Modes

Planning complete corridors often requires balancing competing needs for different modes and engaging in difficult trade-off discussions about how to allocate limited right-of-way.

Multi-Street Approach

One single street may not be able to serve all modes, but a set of parallel facilities together can create strong multimodal travel options in a corridor.

Prioritizing Transit

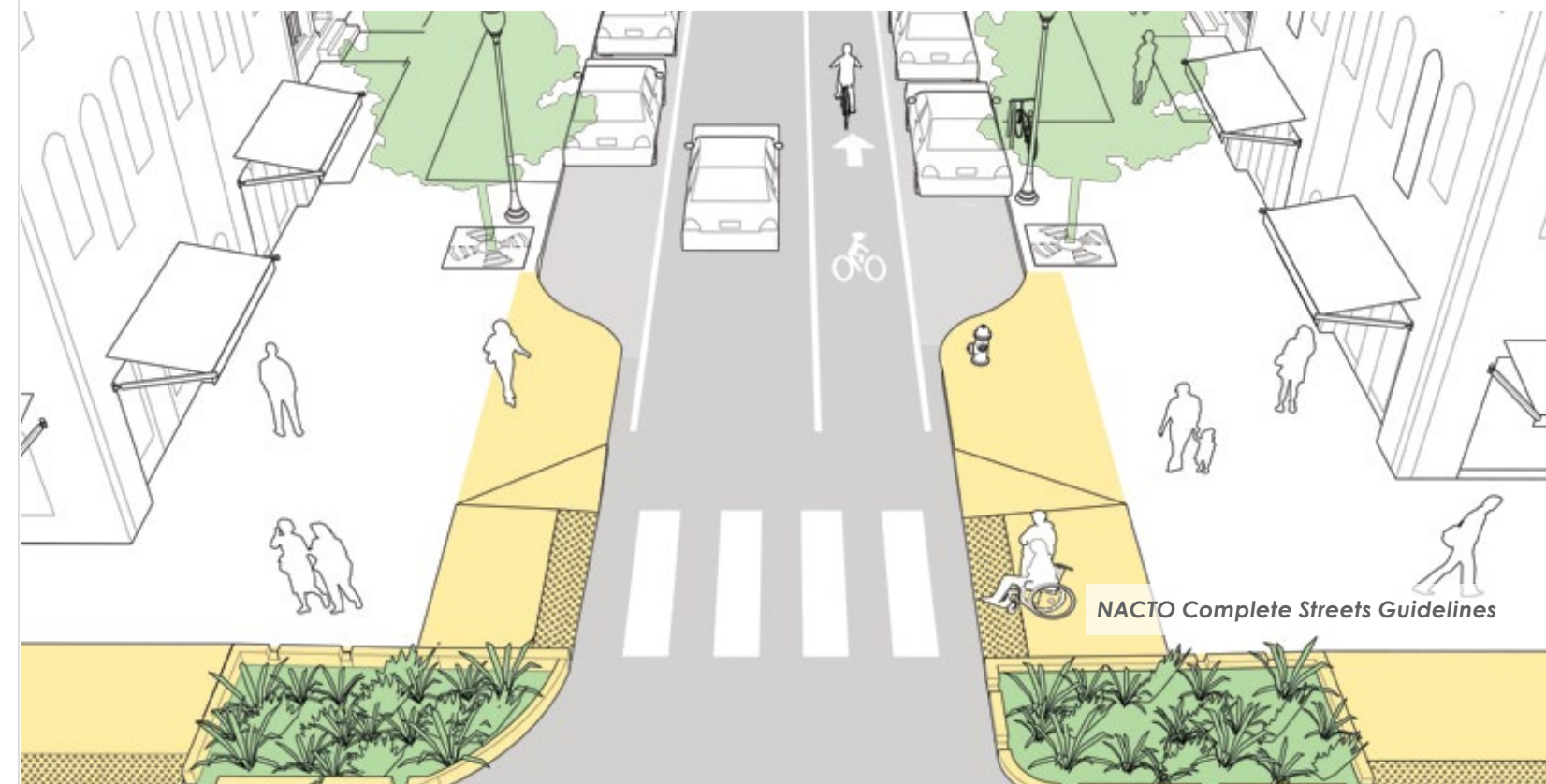
Major roadways connect to important community and regional amenities and are often the most direct streets for efficient bus operations. Public transit must, therefore, be a priority.

Considering Economic Development and Sense of Place

Many major streets have historically been auto-oriented, accommodating significant pass-through traffic. Increasingly these are considered "main streets," places where people do business, spend time, and want to bike and walk safely and comfortably.

Active and Inclusive Engagement with Communities and Agency Partners

Major arterial streets often cross jurisdictional boundaries, serve as key bus corridors, are designated as state routes, and serve a variety of community needs requiring broad and inclusive engagement to ensure success.





PARTNERSHIPS TO ADDRESS REGIONAL & MEGAREGIONAL ISSUES

Some transportation issues are more complex and involve more decision-makers than just Alameda CTC and its local partners. In these cases, Alameda CTC must partner and coordinate to take effective action at the regional and megaregional levels.

STRATEGIES

Enhance Interregional Rail Service

Provide Seamless Transit Connections



Improve Priority Freight Routes and Shift More Freight to Rail



Proactively Plan for and Support Climate Resiliency Efforts

Create a Continuous Managed Lane Network

Provide Express Bus Service and Bus Prioritization on Freeways and Approaches

Strategy advances equity

WHAT WILL MAKE THESE STRATEGIES SUCCESSFUL?

Broad Partnerships

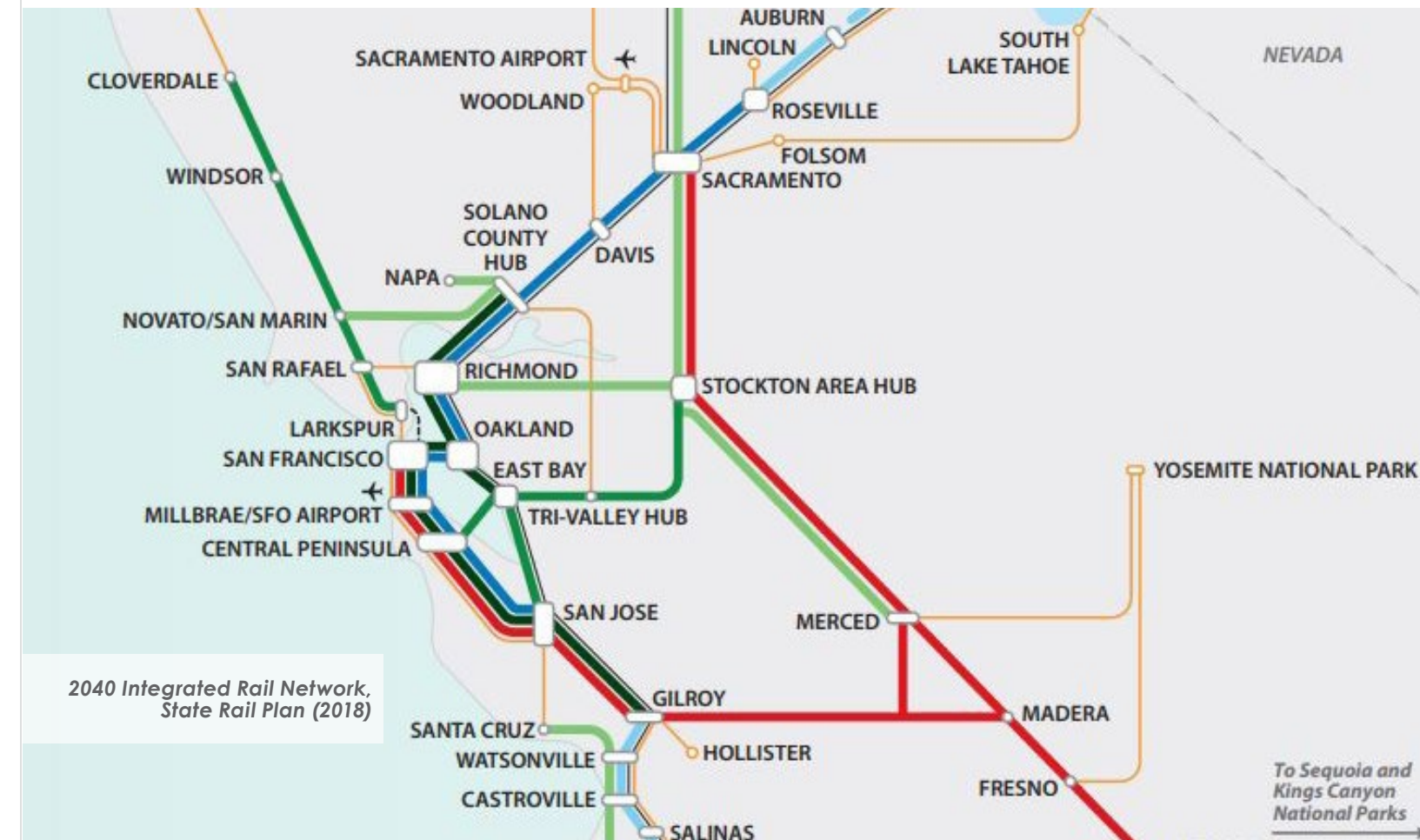
Some issues involve coordination across the nine counties in the San Francisco Bay Area. Others require even broader partnerships as far as the surrounding 21 contiguous urbanized counties of Northern California.

Coordinating Passenger Rail and Freight Rail Investments

A convenient, reliable, fast, interconnected regional rail system and a robust freight rail system address needs related to rail access and goods movement, as well as help address climate change.

Pairing Managed Lanes with Express Bus Services

Alameda CTC, MTC, and other regional partners have been working to create a continuous network of managed lanes to maximize efficiency and utility of the regional freeway system. To address the increasing travel demand on a constrained freeway system and serve more people over the same roadway space, these projects must be paired with convenient and attractive express bus services and transit priority treatments.





TRANSIT ACCESSIBILITY & TDM

Transportation demand management (TDM) uses a range of programs, policies and incentives to encourage certain travel behaviors. TDM, combined with an accessible public transit system and other multimodal choices, can help reduce drive-alone trips, traffic congestion, and greenhouse gas emissions.

STRATEGIES

Use Incentives to Reduce Drive-Along Trips and Vehicle Miles Traveled

Improve Fare Integration and Explore Affordable Fare Options




Expand First/Last-Mile Options and Improve Access to Major Transit Hubs



Explore Innovative, Agile Solutions to Supplement Transit, e.g. in Low Density Settings or to Serve Older Adults; Consider Potential Impacts of Innovative Strategies

Support Necessary Transit Operations & Maintenance Facilities

 Strategy advances equity

WHAT WILL MAKE THESE STRATEGIES SUCCESSFUL?

Taking Advantage of Innovations

There is significant innovation in the public transit industry, especially to address lower-density environments and serve an aging population. There are also innovations in technology that can easily connect people to a range of choices and seamlessly offer incentives to not drive alone.

Partnerships and Coordination

Implementation of TDM requires a variety of actors, including employers, property managers, cities, and other regional and state agencies.

Implementing TDM Strategies as a Package

People need a range of services to support them in changing their travel behaviors.

Addressing Affordability and Accessibility of Transit Systems

To ensure public transit is truly a viable option, it is critical to address the affordability and accessibility of the system through station access, first/last mile solutions, fare strategies, and flexible forms of public transit for different environments and populations.



Bus Boarding, City of Oakland



NEW MOBILITY & AUTOMATED, ELECTRIC, SHARED FUTURE

The mobility landscape is rapidly evolving, including innovations in vehicle technologies, a range of new mobility options and the advent of fully integrated travel platforms. In response, Alameda CTC developed a **New Mobility Roadmap** to address this rapid change and support safe, equitable, and widely beneficial innovation in the transportation sector. The New Mobility Roadmap includes a **set of seven initiatives**, each of which has a comprehensive list of actions that could be taken to address and implement new mobility technologies and services. They are a resource for agencies in Alameda County as they seek to support new technologies.

Development of the Roadmap was closely guided by a Technology Working Group (TWG) comprised of representatives from jurisdictions and transit agencies in Alameda County, which ensured it was relevant and responsive to local conditions. With the TWG, a set of high-priority, near-term actions were identified based on current opportunities, readiness, risk avoidance, momentum, and demonstrated need. These are included in the Near-Term Actions on the following pages. The full Roadmap is a companion document to the 2020 CTP.

STRATEGY

Advance the initiatives of the New Mobility Roadmap:

- **Transit Integration**
Identify and improve a network of major transit corridors to support transit as it evolves including signal priority and station access.
- **Coordinated Information Technology Services (ITS)**
Modernize ITS systems including promoting cross-agency compatibility of ITS infrastructure, applications, and communications.
- **Transportation Demand Management (TDM)**
Develop a holistic Countywide TDM Program.
- **Electric Mobility**
Establish a coordinated approach to promoting electrified mobility for all modes, including goods movement.
- **Equity and Accessibility**
Use new mobility as a tool to promote equitable outcomes for Alameda County communities.
- **Mobility Coordination and Innovation**
Facilitate knowledge sharing to effectively address new mobility and encourage coordination.
- **Data and Automation**
Address the emerging trend towards vehicle automation and the proliferation of data made available by new mobility technologies and services.

WHAT WILL MAKE THESE STRATEGIES SUCCESSFUL?

Ensuring Equitable Access and Outcomes

Innovations in transportation have the potential to address unique needs and impacts in disadvantaged communities. For example, advancing zero- and near-zero emissions in goods movement can address long-standing air quality impacts near centers of major truck activity. On the other hand, new mobility also poses the risk of exacerbating existing inequities. Alameda CTC and partner agencies must approach new mobility as a tool to promote equitable outcomes for Alameda County communities.

Capitalizing on Opportunities and Partnering with the Private Sector

The New Mobility Roadmap provides Alameda CTC and partner agencies a foundation to develop policies and projects, advocate, and capitalize on opportunities to work with the private sector around new mobility and technological innovation.




Sharing and Coordination

One of the key recommendations of the Roadmap is to continue regularly meeting with the TWG to share resources and leverage opportunities together.






LAVTA Shared Autonomous Vehicle (SAV), City of Livermore

NEAR-TERM ACTIONS TO IMPLEMENT STRATEGIES

CATEGORY	NEAR-TERM ACTIONS
 <p>Advance Equity</p>	<p>The Advance Equity icon denotes actions that correspond to the Advance Equity strategy. These actions respond directly to needs and engagement in Alameda County's Communities of Concern. Safety, air quality, access to transit, and equitable access to technology were noted in community engagement as high-priority issues for low-income communities and communities of color. Alameda CTC will continue to develop the implementation of all strategies and actions with equity at the center.</p>
 <p>Safe Systems Approach</p>	<ul style="list-style-type: none"> 🔗 Support projects that address the high-injury network, with a particular focus on projects that address safety in Communities of Concern. 🔗 Support legislation that enables automated speed enforcement. 🔗 Reform the speed limit setting process to align with a Safe Systems Approach to allow for context-appropriate speed limit setting. <ul style="list-style-type: none"> • Facilitate coordination with Caltrans to expedite multimodal treatments at interchanges. • Implement the Rail Safety Enhancement Program to improve safety of at-grade crossings countywide. 🔗 Support implementation of SR2S school site assessments. 🔗 Expand the Access Safe Routes equity program within the SR2S program.
 <p>Complete Corridors Approach</p>	<ul style="list-style-type: none"> 🔗 Support and lead multi-jurisdictional, multimodal corridor projects that address access, safety, and comfort for all modes. Glean lessons learned to inform other corridor projects. <ul style="list-style-type: none"> • Explore and test curb management strategies to balance competing demands, such as passenger and goods loading/unloading, parking, access for seniors/people with disabilities, and curb-running bikeways. • Facilitate coordination with Caltrans and other relevant stakeholders to expedite multimodal complete streets treatments in Caltrans right-of-way. 🔗 Support development and delivery of interjurisdictional urban greenway and trail projects, many of which traverse Communities of Concern. <ul style="list-style-type: none"> • Seek to engage navigation app companies on policies to reduce cut-through traffic in communities, building off discussions cities or regional partners have had to date. 🔗 Develop model truck and private coach bus parking policies and programs.

 Strategy advances equity

An initial set of near-term actions have been identified to make targeted progress on strategies over the next four years until the next update of the CTP. However, this list is not intended to be static or comprehensive, and actions will continue to evolve in support of these strategies in the coming years as opportunities arise.

CATEGORY	NEAR-TERM ACTIONS
 <p>Partnerships to Address Regional & Megaregional Issues</p>	<ul style="list-style-type: none"> • Partner to improve interregional rail service, working with rail operators and local jurisdictions to identify opportunities for rail improvements and land use and economic development opportunities around rail stations. • Partner to advance projects that address sea level rise and infrastructure resiliency. • Advance express lane projects in partnership with Caltrans and MTC, including I-680 gap closure, I-580 existing and new segments, I-80 DAA, and I-880 construction. Pair managed lanes with robust transit services, and bus prioritization projects (including consideration of bus on shoulder), and evaluation of means-based toll policies. 🔗 Work with megaregional partners, the State, private railroads, and passenger rail operators to improve rail infrastructure and capacity to encourage use of rail for freight movement and open up opportunities for improved passenger rail services. 🔗 Partner to improve transit fare integration and seamless transit connections.
 <p>Transit Accessibility & TDM</p>	<ul style="list-style-type: none"> 🔗 Continue to expand and enhance the Student Transit Pass Program. 🔗 Track the regional Clipper START program for low-income transit riders and explore the potential to expand to additional Alameda County operators with full consideration of financial and ridership implications for transit agency budgets.
 <p>New Mobility & Automated, Electric, Shared Future</p>	<ul style="list-style-type: none"> 🔗 Pilot an innovative major transit corridor to facilitate corridor-wide transit priority technology installation and integration. <ul style="list-style-type: none"> • Develop a Countywide ITS strategy to coordinate system functionality across jurisdictions and identify needs and gaps related to ITS infrastructure. • Develop a countywide transportation electrification strategy to support the shift to electrified mobility. 🔗 Explore and gather equity-related best practices and efforts related to New Mobility technologies and services. <ul style="list-style-type: none"> • Pilot a Mobility Hub building on existing local and regional efforts that will test and evaluate effective approaches to connecting travelers to transit hubs. • Establish a formal Technology Working Group (TWG) to become an on-going roundtable to share best practices, facilitate coordination, and maximize learning from local and regional piloting efforts.

THE COVID-19 PANDEMIC: IMPACTS AND UNCERTAINTIES

The COVID-19 pandemic and associated shelter-in-place policies have resulted in major shifts in behavior and economic conditions. However, the duration and depth of these shifts are unknown, and the consequences over the medium- to long-term are uncertain. Some shifts may persist and even grow, whereas others may quickly revert to pre-pandemic conditions. Uncertainties fall into the following overarching categories:

ECONOMIC CONDITIONS

The pandemic has created significant economic uncertainty, raising concerns about long-term impacts on transportation and land use, such as the future of brick and mortar retail versus online shopping, traffic congestion levels, the feasibility of mixed-use transit-oriented development, the vitality of historic business districts and downtowns, and the scale of international trade.

SOCIAL BEHAVIOR

Long-term changes to social behavior are uncertain. Some current trends include more remote work and long-distance learning, an aversion to shared spaces and public transit, family relocations, and an increase in home deliveries. It is uncertain whether COVID-19 will result in permanent changes to how and where people work and live and how they travel.

AGENCY FUNDING

The funding outlook for Alameda CTC and agency partners depends on the length and depth of the reduction in economic activity, potential for federal economic stimulus funding, and potential for new regional or state funding measures.

STATE AND FEDERAL TRANSPORTATION POLICY

State and federal transportation policies may shift in response to the pandemic, particularly in terms of potential stimulus efforts supporting transportation and the types of projects that receive stimulus or other matching funds.

RESPONDING TO THE COVID-19 PANDEMIC

The COVID-19 pandemic occurred as the 2020 CTP moved into the final phase of developing the core recommendations. Given the 30-year time horizon of the 2020 CTP and uncertainty concerning how the pandemic will change transportation over the near-and long-term, the recommendations described previously are still relevant.

Alameda CTC has a key strategic role to play in the very near-term, particularly in terms of supporting jurisdictions and transit agencies in weathering the immediate crisis and contributing to economic stabilization and recovery. Beyond the 2020 CTP, Alameda CTC will continue to listen to the needs of local agencies and the public, evaluate the changing landscape for delivering projects and programs, and stay flexible and nimble to respond as conditions demand.

AN ONGOING COVID-19 STRATEGY WILL SUPPORT THE FOLLOWING FOR ALAMEDA COUNTY:

- The need for safe streets for walking and biking in neighborhoods
- Economic stabilization for local agencies
- Vulnerable populations uniquely threatened by COVID-19
- Transit recovery and making people feel safe again on transit
- Economic recovery, stimulating the economy and job creation



Masked bicyclist during the COVID-19 pandemic

KEY ENGAGEMENT FINDINGS

Public input was collected on the draft core recommendations through an engagement process in fall 2020 that included an online survey focused on strategy prioritization, focus group discussions, and a virtual open house. This section presents the key findings from this engagement. More detail on the process and findings can be found in the Outreach Summary Report.

SURVEY RESPONSES

Topic Area	Highest Priority Strategies	2020 CTP Strategies That Implement These Priorities
Walking and Biking	<ul style="list-style-type: none"> Better walking routes More trails or greenways More separation/protection for bicyclists 	<ul style="list-style-type: none"> Safe Systems Approach Complete Corridors Approach
Public Transportation	<ul style="list-style-type: none"> More convenient connections Priority for buses on roadways Cheaper fares or free transit for low-income residents 	<ul style="list-style-type: none"> Partnerships to Address Regional and Megaregional Issues Transit Accessibility & TDM
Roads and Freeways	<ul style="list-style-type: none"> Better pavement Prioritization for bicyclists and buses on roadways More coordinated traffic signals 	<ul style="list-style-type: none"> Complete Corridors Approach
New Mobility and Technology Improvements	<ul style="list-style-type: none"> Universal app to pay for all mobility Equitable and affordable access 	<ul style="list-style-type: none"> Transit Accessibility & TDM New Mobility & Automated, Electric, Shared Future
Environmental Considerations	<ul style="list-style-type: none"> More low- or zero-emission vehicles for freight Better air quality in low income communities Shift more freight to rail 	<ul style="list-style-type: none"> Partnerships to Address Regional and Megaregional Issues New Mobility & Automated, Electric, Shared Future
Equitable Transportation	<ul style="list-style-type: none"> Safer streets in low-income communities Better access to public transit in low-income communities 	<ul style="list-style-type: none"> Safe Systems Approach Complete Corridors Approach Transit Accessibility & TDM

Note: The survey had over 1,300 respondents, mostly from Alameda County residents. Percentage values (%) denote the share of respondents who indicated this strategy was a high priority out of 5-6 options. Strategies shown in this table were selected by more than half of survey takers. **Bolded** strategies were selected by more than 66% of survey takers.

FOCUS GROUP AND SURVEY COMMENTS

The CTP team conducted four virtual focus groups across the county. Discussion centered on transportation needs most relevant to each group and their thoughts on the highest priority strategies. The survey also generated close to 600 comments on general transportation issues in Alameda County. Key themes included:



Equity and Access: Need to prioritize improvements with equitable access in low-income communities and consider equity in project designs, including for people with disabilities.



Designing Multimodal Roadways: Need for improved sidewalks, ADA facilities, bicycle facilities, and transit services to improve multimodal connectivity.



Safety: Need to address multimodal safety in high-traffic and high-demand areas.



Trails: Need for safe bikeways and trails to access the waterfront and the Bay Trail.



Better Mobility Connections: Need for better connections between bus and rail and new mobility services, as well as integrated fares.



Services for Seniors and People with Disabilities: Need for bus stop amenities and senior transportation services beyond ADA Paratransit.



Roadways: Need to repair existing pavement and manage traffic on local roads.



Transit Coverage: Need for better transit coverage in more suburban areas of the county.

San Pablo Avenue Corridor



06

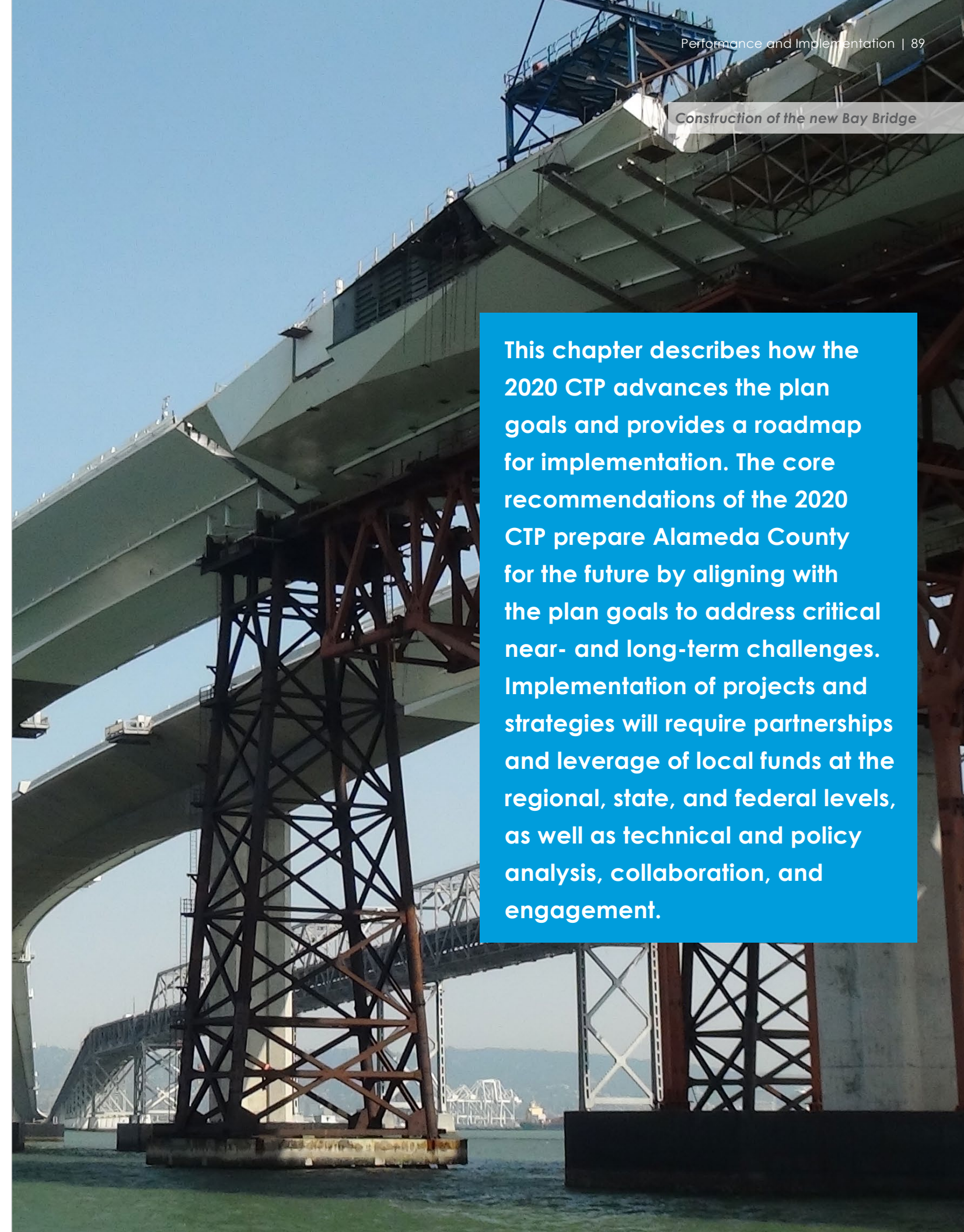
PERFORMANCE AND IMPLEMENTATION

Bringing the 2020 CTP to Fruition

Implementation of the core recommendations is critical to achieving the plan vision and goals and charting the path forward for Alameda County's transportation system in 2050

Construction of the new Bay Bridge

This chapter describes how the 2020 CTP advances the plan goals and provides a roadmap for implementation. The core recommendations of the 2020 CTP prepare Alameda County for the future by aligning with the plan goals to address critical near- and long-term challenges. Implementation of projects and strategies will require partnerships and leverage of local funds at the regional, state, and federal levels, as well as technical and policy analysis, collaboration, and engagement.



THE CORE RECOMMENDATIONS OF THE 2020 CTP ADVANCE THE PLAN GOALS

The 2020 CTP uses a performance-driven, outcome-based approach to guide Alameda CTC's future decisions. The plan identifies a set of 10-year priority projects, programs, strategies, and near-term actions that together make up its core recommendations. Implementation of the core recommendations will help Alameda County make progress towards the transportation vision by advancing each of the four plan goals, as described below.



ACCESSIBLE, AFFORDABLE, AND EQUITABLE

 **77%**

of projects will make transportation improvements within or increase access to Communities of Concern.

 **87%**

of projects in Communities of Concern will improve, expand, or increase connectivity of multimodal options.

 **54%**

of near-term actions are identified as advancing equity, which includes supporting programs for affordable transit.

SAFE, HEALTHY, AND SUSTAINABLE

 **43**

projects will improve bicycle and pedestrian safety on the High-Injury Network or at interchanges.

 **32**

projects will create multimodal corridors, all of which are located within Priority Development Areas, reducing greenhouse gas emissions.

 **45%**

of the approximate project cost will serve to increase rail access and capacity, reducing reliance on automobiles and supporting emissions reductions.

HIGH QUALITY AND MODERN INFRASTRUCTURE

\$2B

over the plan horizon will be invested by Alameda CTC in direct distributions to cities to provide well-maintained local streets and walking and biking infrastructure.

\$10B+

Approximate cost of projects to advance in the next ten years, including \$5+ billion in transit projects and \$1+ billion in interchange modernization projects.



Rail safety projects will upgrade pedestrian safety infrastructure and increase fluidity of the rail network.

ECONOMIC VITALITY



Port of Oakland operational projects will strengthen the vitality of this major employment generator.

 **90%**

of projects will be located in or provide access to Priority Development Areas to support sustainable transit-oriented development.

 **4B+**

Total cost of projects that increase BART capacity or expand or improve interregional rail, supporting multimodal regional and megaregional commutes.

THE 2020 CTP ADVANCES GOALS TO REDUCE GREENHOUSE GAS EMISSIONS AND SUPPORT HOUSING

Several goals of the 2020 CTP seek to reduce reliance on single-occupant vehicles, minimize impacts of pollutants and greenhouse gas emissions, and support vibrant local communities by connecting transportation and land use planning. These goals advance state and regional targets to reduce greenhouse gas emissions and policy guidance to integrate transportation and land use planning at the local level.



Capitol Corridor train

TARGET ADVANCEMENT

INTEGRATING TRANSPORTATION AND LAND USE PLANNING

The 2020 CTP supports land use planning by prioritizing transportation investments in Priority Development Areas, including multimodal corridor projects and rail network expansion to support focused growth.

86% of projects improve transit, walking, or biking facilities

90% of projects improve access to a Priority Development Area

\$4B+ of rail investments

7 new rail and ferry stations



Smith Street, Union City

REDUCING EMISSIONS

In addition to supporting multimodal alternatives, Alameda CTC is committed to reducing greenhouse gas emissions across the transportation system. For freeways, the core recommendations include express bus service and transit prioritization on the mainline and approaches, including consideration of buses on shoulders, and toll policies on express lanes that further encourage carpools, in coordination with regional partners.

TDM and transit strategies support incentives for using modes other than driving alone to complement infrastructure-based projects and policies.

Additionally, the 2020 CTP recommends strategies to reduce emissions from goods movement to improve public health in historically impacted communities.



AC Transit bus at Hayward BART

IMPLEMENTATION OF THE 2020 CTP RELIES ON SIGNIFICANT FUNDING AT THE LOCAL, REGIONAL, STATE, AND FEDERAL LEVELS

Securing adequate funding is essential to implementing the core recommendations and bringing the 2020 CTP's transportation vision to fruition as demands increase on the county's aging transportation system. Funding is necessary to implement new projects and operate existing facilities, and Alameda CTC and its partner agencies must work closely and strategically to successfully compete for funds.

LOCAL FUNDING

In 2014, Alameda County voters approved Measure BB, a half-cent sales tax dedicated to transportation improvements. Measure BB and other local funding sources, including vehicle registration fees, are administered by Alameda CTC. These funds increase the competitiveness of external funding applications for projects by meeting or exceeding local match requirements.

The transportation expenditure plan (TEP) approved by voters for Measure BB includes a list of capital projects and a set of discretionary spending categories. The 2020 CTP continues to advance the promises made in the TEP, as the core recommendations reaffirm the TEP projects and will inform allocation of funds within the discretionary categories.

EXTERNAL FUNDING

Alameda CTC leverages local money to secure external funding from regional, state, and federal sources. External funding is increasingly competitive, and advocacy and local funding matches are critical to maximizing total investment in Alameda County.

Funding plans include a variety of sources administered at different levels of government, and strategically seeking funding from regional, state, and federal sources will be key to implementation. This will require using local funding to get projects ready to compete externally and provide local matches. Project costs will not be met with local funding alone, so identifying new funding sources and attracting external funds is critical.

FUNDING UNCERTAINTY FROM COVID-19

Revenue for transportation projects and programs is tied to economic activity through sales taxes at the local level and fuel taxes and bridge tolls at the state, federal, and regional levels. The reduction in economic activity associated with shelter-in-place ordinances and the COVID-19 pandemic could reduce the amount of funding available for transportation. Funding levels will be regularly monitored by Alameda CTC throughout the crisis and its aftermath.

HIGHER LEVELS OF FUNDING ARE NEEDED TO IMPLEMENT THE CORE RECOMMENDATIONS

Despite recent increases in the state gas tax and Bay Area Bridge tolls, funding for transportation improvements in Alameda County requires ongoing attention. The continued growth of the Bay Area will increasingly stress the transportation system, with Alameda County bearing much of the impact. Core transportation infrastructure that has been relied upon for decades requires major repair and rehabilitation, and competition for funding is intense. The COVID-19 pandemic presents new uncertainties in a constrained funding landscape, and implementing the transformative solutions included in the 2020 CTP will require strong and consistent partnerships.

Potential New Regional Funding Streams

The Bay Area has a long history of supporting new sources of transportation revenue. Over the course of the CTP, opportunities for new revenue streams may arise at the regional level. In 2019, the Bay Area business community led an effort for a transportation "mega-measure" that would upgrade and expand the regional transit network and provide safe and affordable access to transit. While the effort did not advance, it is likely to be revisited in future years.

Federal Stimulus Package and Infrastructure Bill

In response to the economic downturn of the Great Recession of 2007-2009, congress passed the American Recovery and Reinvestment Act of 2009, which directed substantial stimulus funding towards transportation infrastructure projects. Congress is currently debating relief packages to combat the economic fallout of the COVID-19 pandemic, and a new federal infrastructure bill is expected next year, both of which would provide opportunities to advance the core recommendations of the 2020 CTP.

Express Lane Toll Revenue

Express lane projects in Alameda County currently in operation, under construction, or in the planning phase may provide Alameda CTC with a funding stream that can be used to support further transportation investments. Revenues are spent based on expenditure plans developed by the administering agency. These plans typically include O&M, transit investments in the corridor, or other corridor improvements.

HOW ALAMEDA CTC WILL IMPLEMENT THE 2020 CTP

Alameda CTC will implement the 2020 CTP through planning, funding, project delivery and advocacy. Strong partnerships will be required to advance policies that support the 10-year Priority Lists and make progress on key policy topics that support safe walking and biking, increase transit access and recovery, and advance equity in all aspects of the transportation system.

PLAN

Planning Work Program

Alameda CTC will use short-, medium-, and long-range planning initiatives to refine and expand on the core recommendation of the 2020 CTP. These plans may include corridor and other strategic plans to advance key policy topics, guide decision-making, and be responsive to current and future trends.

ADVOCATE AND PARTNER

Legislative Program

Some strategies will require broad partnerships and advocacy at the state and federal levels. The legislative program establishes funding, regulatory, and administrative principles to track regional, state, and federal policy issues and to guide legislative advocacy.

FUND

Comprehensive Investment Plan (CIP) and Grants

Alameda CTC funds projects and programs included in the 2020 CTP through the CIP, which programs and allocates all federal, state, regional and local funds under the agency's purview over a five-year period. To be eligible for the CIP, projects must be included in the 2020 CTP.

DELIVER

Project Delivery

Alameda CTC will deliver some projects as the project sponsor. Alameda CTC advances and delivers these projects in close collaboration with partner agencies by leveraging local funding with significant regional, state, and federal money.

LOOKING AHEAD

Agencies in Alameda County are embarking on delivering the next generation of transportation projects for communities that are more nimble and innovative and more creatively place people at the center of design and services. The recommendations in this CTP chart the course for the first decade of 2020, with eyes on the horizon for a vibrant and livable Alameda County in 2050.



BART, I-880, and Port of Oakland, City of Oakland

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	Projected Population Growth	Plan Bay Area 2040
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39	Forecast Transbay Corridor Peak-Hour Capacity and Demand	Bay Area Core Capacity Transit Study (2017)
	2012 Bay Area Goods by Value	Alameda County Goods Movement Plan (2016)
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