




CHAPTER 4

Policies and Implementation Actions

The MTP/SCS is a 20-year plan for growth and transportation investment that facilitates vibrant, healthy communities where residents have access to affordable homes, good jobs, clean air, and ready access to the places and destinations that are part of everyday life. The performance outcomes of this plan are dependent on forward-looking policies and strategies that can guide implementation activities over the next one to five years. To achieve our collective vision for the region's future will require a concerted effort by many agencies and partners, working together to address obstacles and seize opportunities. The policies and strategies of this plan are focused on those key actions that our region needs to take to support four priority policy areas:

- 1 Build vibrant places for today's and tomorrow's residents**
- 2 Foster the next generation of mobility solutions**
- 3 Modernize the way we pay for transportation infrastructure**
- 4 Build and maintain a safe, reliable, and multimodal transportation system**



A prosperous future with clean air, housing choice, transportation options, and access to opportunity begins with today's actions.

THE FOUR POLICY PRIORITIES ARE THE PLAN'S OVERALL GOALS AND OBJECTIVES. TO CLEARLY LINK THESE GOALS TO THE POLICIES AND STRATEGIES, THE FOUR MAJOR PLAN OBJECTIVES ARE DESCRIBED IN MORE DETAIL, FOLLOWED BY THE RELEVANT SUPPORTING POLICIES AND ACTIONS, OR STRATEGIES. POLICIES 1 THROUGH 25, LISTED IN THIS CHAPTER, ARE THE PLAN'S POLICIES. THE SUPPORTING ACTIONS ARE THE SHORT-TERM, MID-TERM, AND LONG-TERM STRATEGIES.

1

Build vibrant places for today's and tomorrow's residents

"Vibrant places" can sound like the aspirational and vague language of a real estate ad. But the phrase is really a shorthand to describe communities that provide the opportunities people desire as well as convenient ways to get around so that people can access those opportunities. Exactly what those opportunities are and how people will want to access them will depend on each individual community; there is no cookie-cutter template and community choice is key.

Building vibrant places is not an optional afterthought. Our region is competing with similar mid-size regions across the United States and globe to attract and retain talent, residents, businesses, and investment. Businesses look for communities where workers want to live, and workers are looking for a wider range of housing options, easier travel choices to get to work, more convenient trips to the facilities and services they use, and access to nature and other recreational destinations.

The MTP/SCS forecasts robust housing and employment growth in the region. The plan's housing forecast assumes construction of, on average, 11,000 new homes annually — roughly a doubling of the region's average annual permit rate since the end of the Great Recession. As housing production doubles, it will be critical to maintain a balance of infill and greenfield growth over time to avoid the uncoordinated development pattern of the early 2000s that led to worsening regional congestion and air quality.

The growth strategy of the MTP/SCS is built from local plans. Nearly two-thirds of the 260,000 new homes we're anticipating can be accommodated in existing centers, corridors, and established communities throughout the

region [e.g., existing suburbs, downtowns, corridors, and the buildout of today's newer suburbs]. We anticipate the remaining third of new homes to be built in more than two-dozen new developing areas [e.g., greenfield areas].

The plan's growth strategy also assumes a reversal of historic building trends in that the majority of new homes in the future will be built as either attached homes or single-family homes on smaller lots. This mix of new housing products is critical for housing choice, affordability, walkability, transportation options, and preserving open space and agricultural land.

Although housing and employment development and physical improvements such as lighting, sidewalks, and increased transit service are positive steps needed to build vibrant communities, they come with the risk of unintended negative consequences. These include displacement, meaning that a neighborhood's increasing desirability as it is improved leads to rising housing costs that can drive out existing residents.

Displacement can make a community less equitable, because lower income residents can no longer

afford to live there, making it harder to access its opportunities and amenities. A related negative consequence can be that some residents may perceive that improvements that have been made without including them in the planning are not for them or they don't understand how to use them.

Anti-displacement strategies at a local level such as engaging potentially affected residents and helping them build that social capital will be critical to building vibrant communities. Because there is much debate over what solutions can be used to solve or alleviate displacement issues, jurisdictions will need to identify policies and programs that best fit their unique needs and priorities.

SUPPORTING POLICIES

POLICY 1: Provide incentives, information, tools, technical assistance, and encouragement to support implementation of the Sacramento region's Sustainable Communities Strategy through:

- Development in communities where services, amenities, and transportation infrastructure already exist;
- The economic viability of rural lands and conservation of open space and agricultural resources;
- Revitalization of urban, suburban, and rural centers and corridors;
- Coordinated and phased greenfield growth that prioritizes walking and bicycling in scale and design while incorporating new urbanist design principles;
- Higher density housing options such as small-lot or attached single-family products, accessory dwelling units, and multi-family housing options where appropriate;
- A diversity of housing to provide options for all residents;
- Complete communities that include a balance of homes, jobs, services, amenities, and diverse transportation options;
- Transit-oriented development including more housing and jobs in high frequency transit areas;
- Complete streets that provide safe, comfortable, and equitable facilities for people of all ages and abilities to walk, bike, and ride transit.

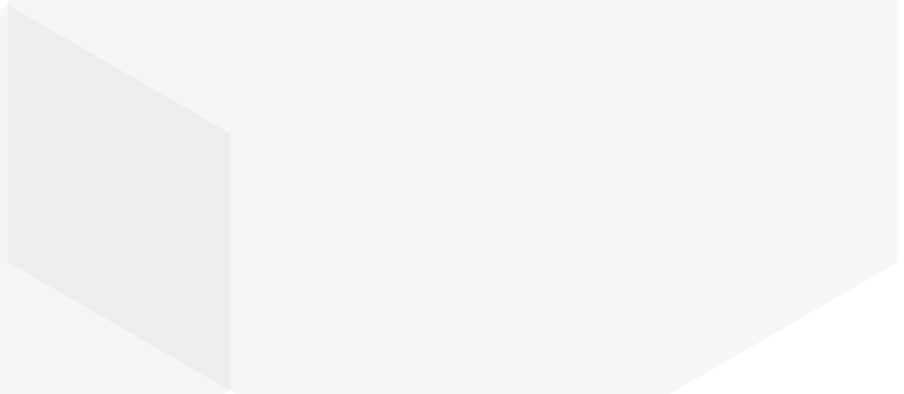
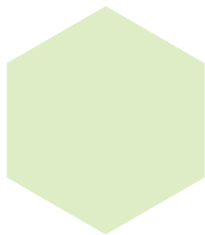
POLICY 2: Pursue funding opportunities that support the infrastructure improvements needed to support new housing and employment opportunities in existing urban, suburban, and rural communities.

The MTP/SCS relies on and supports a concerted effort on the part of cities and counties to foster a balance of jobs and housing. Understanding that not all residents will choose to live and work in the same community, more housing near job centers, and more jobs near major residential areas, will provide choice and reduce the growth rate of vehicle miles traveled. The plan's land use forecast assumes that housing-rich jurisdictions will invest in, attract, and encourage job growth and that today's jobs-rich jurisdictions will invest in, attract, and encourage compact residential development.



SUPPORTING ACTIONS

Action	Responsible Parties	Timeframe
Secure funding and implement the Green Means Go Pilot Program to encourage infill development and revitalization of commercial corridors.	SACOG, cities and counties, private, public and non-profit sector partners	2020-2024
Develop a Regional Housing Needs Plan with action steps and incentives that put member agencies in a better position to accelerate infill and affordable housing production.	SACOG, cities and counties	2020
Secure funding to allow the region's jurisdictions and stakeholders to revisit and update the Blueprint.	SACOG, cities and counties, non-profit and private organizations	2020-2024
Continue to provide tools and project support to grow regional jobs and housing, including tools for preventing displacement. Examples include the TOD Toolkit, Rural-Urban Connections Strategy, Economic Prosperity Strategy, Housing Policy Toolkit, SB 375 and SB 743 CEQA streamlining.	SACOG, private and non-profit sector partners	2020-2040 (ongoing)
Continue to provide technical assistance to support urban, suburban, and rural community revitalization without displacement. Examples include Civic Lab Year 2, Rural Main Streets Technical Assistance, Rural-Urban Connections Strategy, data and tools for SB 743 implementation, and the Transit-Oriented Development Action Plan.	SACOG, cities and counties	2020-2040 (ongoing)
Provide data, research, analysis, incentives, and other support to housing-rich communities actively trying to promote walkable, higher density job centers, and jobs-rich communities to promote housing growth.	SACOG, cities and counties	2020-2040 (ongoing)



2

Foster the next generation of mobility solutions

Since the adoption of the last MTP/SCS in 2016, new technologies and mobility options have changed the way the region thinks about transportation. Bike and scooter share, ride-hailing, and on-demand microtransit raise opportunities and challenges for the 20-year scope of the MTP/SCS. How do new mobility options simultaneously complement and compete with public transit? While many new mobility options are showing up in urban parts of the region, how should these technologies and services be deployed in the more suburban and rural parts of the region over the coming decades? And, how do cities and counties ensure equitable access to low-income communities when the market doesn't drive these private options to serve them?

Better travel times, less congestion, improved air quality, and lower greenhouse gas emissions all depend on a variety of mobility options and programs becoming more widely available across all types of communities in the region. These mobility options and programs may include bike or car share, various ride-hailing options like Uber pooling, vanpools, microtransit, transportation demand management, or more traditional services like

bus and light rail. A modernized public transit system with good bus and rail service is the backbone of this plan's shared mobility strategy. Bus and light rail service that offers fast, reliable, and safe travel, and connects with new mobility services, can provide more travel choices to residents throughout the region.

The transit strategy of this plan emphasizes increased frequencies on productive transit routes, supplemented by lower cost, microtransit, or demand-sensitive options where ridership is not high enough to justify regular, fixed-route service. Transit service in the plan is dependent on transit-supportive infrastructure and land uses and is complemented by new mobility options that give riders more first/last mile options that increase their opportunities to use transit for at least some portion of their daily travel. The numbers of homes and jobs near high-frequency transit service, with vehicles coming every 15 minutes or more frequently, more than double by 2040. This more frequent transit service, strategically serving higher densities of people, is an important piece of the mobility services that will increase access to jobs by transit by more than 300 percent by 2040.

SUPPORTING POLICIES

POLICY 3: Implement pilot projects aimed at making microtransit and micromobility (such as bike and scooter share) work for urban, suburban, rural, and low-income areas of the region.

POLICY 4: Pursue flexibility in state and federal funding sources to enable testing and implementation of innovative mobility solutions that are affordable, accessible, and reduce greenhouse gas emissions.

POLICY 5: Support innovative education and transportation demand management programs covering all parts of the region, to offer a variety of alternatives to driving alone.

POLICY 6: Pursue new funding and planning opportunities to support electric vehicle infrastructure and programs for both private vehicles and public transit fleets.

POLICY 7: Support transit agencies and local governments looking to secure funds to improve the frequency, hours of service, and coverage of productive bus service (including bus rapid transit, express bus, and more frequent fixed-route service).

POLICY 8: Support more seamless travel through better traveler information for trip planning, reliable service and coordination between operators for transit, shared mobility and other first/last mile connections.

SUPPORTING ACTIONS

Action	Responsible Parties	Timeframe
Continue to assist transit and local agencies in finding ways to develop, test, and pilot new mobility services such as microtransit, bike share, and micromobility. Examples include Civic Lab, bike share, and Smart Ride pilots in Citrus Heights, Franklin Blvd., and other locations.	SACOG, transit agencies, non-profit and private organizations, cities and counties	2020-2024
Lead a collaborative effort to shape a vision of next generation transit for the region that includes strategies to integrate traditional transit services with new mobility options.	SACOG, transit agencies, non-profit and private organizations, cities and counties	2020-2024
Develop and implement new employer- and residential-based transportation demand management programs.	SACOG, non-profit and private organizations, cities and counties	2020-2024
Partner with cities and transit operators to identify improvements in service delivery, routing, and transit-oriented development. Examples include SacRT Forward, Transit Asset Management Planning, and Transit-Oriented Development Action Plan.	SACOG, transit agencies, cities and counties	2020-2040 (ongoing)
Actively support transit agencies in securing funding to improve transit stations and replace aging bus and light rail vehicles. Examples include changes in 2018 to the SECAT program, which in part funds zero-emission buses and transit funding awards from state Senate Bill 1 competitive grant programs.	SACOG, transit agencies	2020-2040 (ongoing)



3

Modernize the way we pay for transportation infrastructure

Current funding sources for transportation infrastructure are not enough to pay for everything our region wants to build. The gas tax as the primary source of paying for transportation is not sustainable in a future where electric and hybrid vehicles are commonplace. The region must lead the state in finding innovative ways to finance building and maintaining our transportation infrastructure in both the near- and long-term. To meet this challenge, the region is pursuing two types of roadway pricing—facility-based tolling [e.g. managed/express lanes] and pay-as-you go [PayGo] fees based on mileage driven as a replacement to the fuel tax.

The roadway pricing mechanisms in the MTP/SCS are a critical component of the regional strategy to raise enough revenue to fund our transportation infrastructure, provide mobility benefits to residents, manage traffic, and help to achieve the region’s SB 375 greenhouse gas reduction target. As the fuel tax diminishes in purchasing power and the state and federal governments look at pricing options to replace it, our region will take a leadership role in figuring out how roadway pricing can replace fuel taxes as a primary source of transportation funding.

SUPPORTING POLICIES

POLICY 9: Pursue new and reformed transportation funding methods and sources to implement the MTP/SCS that are stable, predictable, flexible, and adequate to operate, maintain, and expand the transportation system. Mileage-based fees/PayGo should replace, not be on top of, existing state fuel taxes.

POLICY 10: Find solutions and reliable funding sources to meet the maintenance needs of roads that support rural economies, natural resource-based industries, agriculture, farm-to-market routes, and freight corridors.

POLICY 11: Initiate a leadership role in testing and piloting roadway pricing mechanisms, such as facility-based tolling and mileage-based fees, in partnership with the state, federal, and local agencies and private sector organizations.

POLICY 12: Take steps to implement tolling or pricing of specific lanes on major facilities, such as freeways, to improve traffic management, reliability, and operations of those facilities and to help raise funding for the cost of building and maintaining large capital investments.



POLICY 13: All new major expansion projects on the region's freeways and expressways should be planned for eventual deployment of pricing options to both manage demand and provide a financing mechanism for capital costs. Any pricing strategy pursued should be sensitive to changes in roadway demand during different parts of the day [peak/off-peak] with the objective of managing demand and providing travel choice.

POLICY 14: Revenues generated from facility-based pricing should be used to build and maintain a regional network of paid express lanes and, where surplus revenue is available, on strategic transit services (e.g., express buses) or other mobility solutions that can reduce vehicle miles traveled and provide multiple travel options along priced corridors.

POLICY 15: New taxes and fees, including mileage-based fees, intended to raise additional funding for transportation purposes should prioritize closing the gap for system maintenance and state-of-good repair needs before investing in system expansion.

POLICY 16: When implementing pricing strategies, both paid express lanes and mileage-based fees/ PayGo, the region should make every effort to avoid negatively impacting lower income and rural households. For regional implementation of PayGo, explore innovative options for setting fees, such as including off-setting incentives for non-vehicular travel, off-sets to fees for disadvantaged households, and keying fee rates to maintenance and fix-if-first goals.

SUPPORTING ACTIONS

Action	Responsible Parties	Timeframe
Work with Caltrans and other local partners to identify options for governance and administration of revenues from facility-based pricing, in coordination with ongoing managed lane studies.	SACOG, Caltrans, cities and counties	2020-2024
Work with regional partners to develop pilots focused on innovative tolling and PayGo concepts.	SACOG, MPOs, Caltrans, cities and counties, universities	2020-2024
Collaborate with the state agencies, metropolitan planning organizations, and other organizations on efforts to study and advocate for a sustainable replacement to fuel taxes (e.g., PayGo fees).	SACOG, state, MPOs, universities	2020-2024
Support local agencies in pursuing options to implement new local fees and taxes dedicated to transportation improvements.	SACOG, cities and counties, transit agencies, local taxing authorities	2020-2035

4

Build and maintain a safe, resilient, and multimodal transportation system

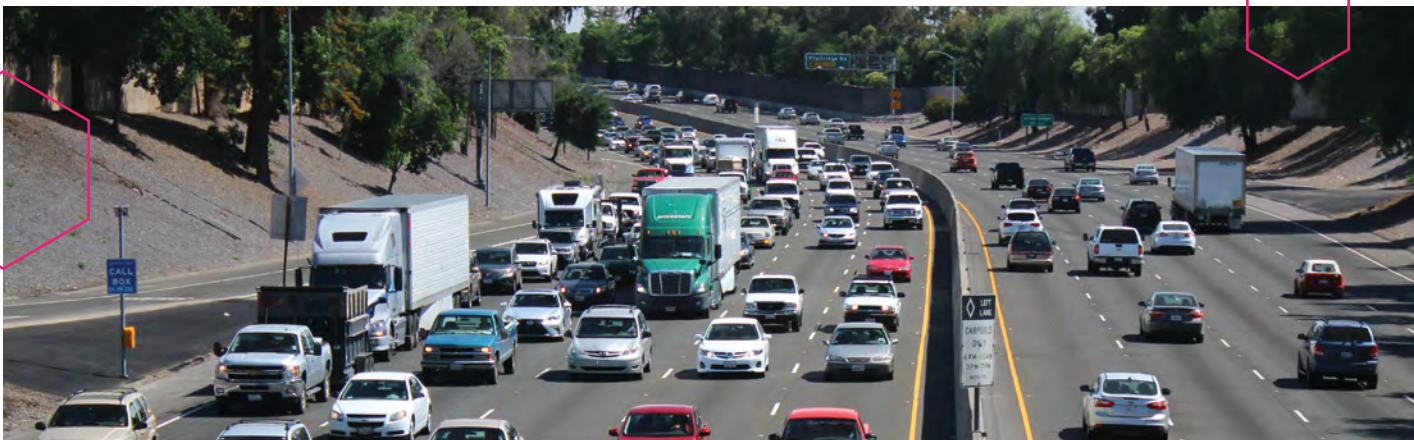
This is a plan to spend nearly \$35 billion over the next two decades to maintain, build, and modernize the region's transportation system. The plan prioritizes fixing and operating what we already have, with more than half of total investments: around \$21 billion going toward maintaining the existing system of roads and highways, and operating transit services. Of this, \$12.6 billion is going to road and highway maintenance and \$8.1 billion to transit operations and vehicle purchases.

Almost \$9 billion of the \$35 billion budget is anticipated to go to expanding the transportation system. Of this capacity budget, \$6.8 billion will go to road and highway expansion projects, including operational, safety, and multi-modal elements as part of large capital projects. More than two-thirds of that road capacity investment will be on existing streets and roads, with a focus on serving the areas of the region where growth is expected and where congestion exists today or is likely to occur based on future growth patterns. The other \$2 billion of capacity increases will go to large transit capital expansion projects such as extending light rail to Natomas, improving heavy rail service into Placer County, or other infrastructure investments to facilitate enhanced bus service like Bus Rapid Transit.

To build a multimodal system that is safe and efficient for all users, \$5.6 billion of the \$35 billion budget goes to dedicated bicycle and pedestrian infrastructure, safety

programs and improvements, operational improvements to get more out of existing infrastructure, and programs to connect residents with options and services that will allow them to leave their cars at home and reduce the need for ever-expanding roads and highways.

Even with new funding sources included in this plan, there is not enough funding to pay for everything. To deliver on the priorities of this plan, the region must prioritize near-term investment decisions, align regional and local funding programs with a set of common goals, and be creative and strategic in pursuing state and federal grants. These efforts must be supported by performance measures, data, and strong partnerships among public and private organizations throughout the region. Appendix A: Transportation Project List describes all the near- and long-term transportation programs, infrastructure investments, and improvements included in this plan.



SUPPORTING POLICIES

POLICY 17: Reduce the growing system maintenance funding gap by prioritizing spending flexible revenues on state-of-good repair improvements before investing in system expansion.

POLICY 18: System expansion investments that are not directly paid for by new development should be focused on fixing major bottlenecks that exist today, and/or incentivize development opportunities in infill areas.

POLICY 19: Transit expansion, particularly light rail and other fixed infrastructure transit options, should be targeted at communities with supportive land use policies and development patterns that will generate transit ridership and improve the cost recovery rates for transit service.

POLICY 20: Prioritize cost effective safety improvements that will help the region eliminate fatal transportation related accidents.

POLICY 21: Transportation infrastructure investments should be planned and built in a way that makes the system more resilient to extreme weather events and natural disasters.

POLICY 22: Invest in bicycle and pedestrian infrastructure to encourage healthy, active transportation trips and provide recreational opportunities for residents and visitors.

POLICY 23: Prioritize and incentivize transportation investments that benefit environmental justice communities.

POLICY 24: Invest in transportation improvements that improve access to major economic assets and job centers.

POLICY 25: Prioritize investments in transportation improvements that reduce greenhouse gas emissions and vehicle miles traveled.
















SUPPORTING ACTIONS


Action	Responsible Parties	Timeframe
Participate as a regional partner in implementation of an economic prosperity strategy.	SACOG, non-profit and private organizations, business organizations, cities and counties	2020
Continue to improve project assessment tools that support data-informed decision-making. Examples include continuing to use and improve the project performance tool in SACOG's funding rounds, monitoring and reviewing project phasing, and providing data and tools to support local implementation of SB 743 and SB 375.	SACOG	2020-2040 (ongoing)
Work with the business community, equity groups, and other stakeholders to identify priority transportation investments for economic prosperity.	SACOG, business organizations, nonprofit organizations, Caltrans, cities and counties, transit operators	2020-2024
Continue to pursue grant funding to implement high-performing projects consistent with the performance goals of the MTP/SCS.	SACOG, Caltrans, cities and counties, transit operators	2020-2040 (ongoing)
Continue to pursue grant funding specified for disadvantaged communities to implement community supportive projects.	SACOG, Caltrans, cities and counties, transit operators	2020-2040 (ongoing)



Tracking Implementation Progress

How will we know we're on course to achieve the goals of the MTP/SCS? The following table describes indicators that will help the region measure and monitor implementation of the MTP/SCS both in the near term and long term. SACOG will track progress on these indicators over the course of plan Implementation.

Performance Tracking Indicator	Build vibrant places for today's and tomorrow's residents	Foster the next generation of mobility solutions	Modernize the way we pay for transportation infrastructure	Build and maintain a safe, reliable, and multimodal transportation system
Number of local housing policy and/or ordinance changes that result from planning work funded by Senate Bill 2 or other state funding programs, the Regional Housing Needs Plan, the Housing Policy Toolkit, and locally led efforts.				
New housing starts in small lot and attached products.				
Increased production of housing in existing communities, centers, and commercial corridors.				
Local plans and projects consistent with the Blueprint and/or SCS.				
Local land use changes such as infill development, increased density, and jobs/housing balance, that are intended to be outcomes of transportation investment programs or projects.				
Successful new mobility pilot projects and program get expanded or extended.				
New pilots launched to test additional new mobility solutions.				
Case studies and lessons learned from unsuccessful pilot projects.				
Federal and state grant funds captured for transit vehicle replacement.				
Transit fleet and facility plans to prepare for zero emission vehicle requirements.				
Number of new and innovative transportation demand management programs including data and lessons learned from pilots.				

Performance Tracking Indicator	Build vibrant places for today's and tomorrow's residents	Foster the next generation of mobility solutions	Modernize the way we pay for transportation infrastructure	Build and maintain a safe, reliable, and multimodal transportation system
Number of new and innovative transportation demand management programs including data and lessons learned from pilots.				
Implementation of new high-frequency bus service, including the region's first bus rapid transit and zero-emission bus shuttle between downtown Sacramento and Sacramento International Airport.				
Grant opportunities and successful grant applications that align with the goals of the MTP/SCS.				
Transportation investments that support economic development.				
Data and analysis that can be used to support future regional funding programs and state and federal grant opportunities.				
Number of fatal collisions on the region's roadways				
Improved travel time to employment centers, education institutions, and other regional destinations (e.g., Sacramento International Airport).				
Data and lessons learned from pricing pilot projects in our region.				
Implementation of new locally-derived transportation fees and/or taxes.				
Amount of funding the region wins, collectively, in federal and state grants.				

COMMUNITY VOICE



Gurnam Pamma

Congestion Is Not Just an Urban Issue

When Gurnam Pamma arrived in Live Oak in 1971, the 20-year-old from India had \$8 in his pocket, given to him by his father. He went to work in the fields, earning \$1.35 an hour. Then Live Oak had about 1,100 residents; now the population is approaching 10,000. Over almost five decades of hard work, Pamma's farm and business have also grown. His family farms more than 1,400 acres of walnuts, almonds, prunes, peaches, and some kiwis and persimmons. About four years ago he also founded a walnut and prune processing facility, Sutter Buttes Mercantile.

But Live Oak's transportation infrastructure has not grown enough to accommodate all the new residents. Congestion is bad and the City of Live Oak and Sutter County are struggling to maintain the roads they do have, he says, let alone build more. The road that leads to Sutter Buttes Mercantile passes through both Sutter and Butte counties. The Butte portion is paved, the Sutter section unpaved, and heavily-laden trucks have to contend with the mud in winter.

"Now, there is 900 percent more traffic on the roads and it takes a long time to move the produce, especially in Live Oak. We have route 99 going through town and in the morning and evening, it is always very congested from the center of the city up

to the [Butte] county line, about three-and-a-half miles. It can be backed up the whole way," says Pamma.

When trucks loaded with crates of walnuts or prunes leave Sutter Buttes Mercantile, located near the Sutter/Butte county line, for the Port of Oakland, sometimes they have to wait at the rural intersection with Route 99 for four or five cycles of the traffic lights in the center of Live Oak before they can turn right. It costs his business time and fuel.

As Pamma sees it, the problem is that Live Oak's growth has been fueled by cheap houses. "People live in this city but they have to work outside the area. We don't have many facilities here that can give people jobs. They go to Sacramento, some of them go to Chico, some of them go to Oroville. So we need some manufacturing to provide jobs. But people always come to Live Oak because the houses are cheaper here than in Yuba City. It takes 10-15 minutes more to get to Sacramento but it's cheaper to live here."

In 2040, Pamma will turn 90 and he jokes that by then he won't need the infrastructure upgrades he is seeking now. He loves Live Oak for its small-town sense of community but worries there is not enough to keep his grandchildren there, unless they want to be farmers. "We should have some sort of industry here so people can have jobs. We need more jobs."