

# Bay Area Transit’s Roadmap to Financial Sustainability

This table maps actions and investment strategies that are underway and anticipated over the next decade to help transit agencies across the Bay Area survive an impending fiscal crisis, adapt to post-pandemic realities, grow ridership and successfully transition to a new, financially sustainable business model.

Strategy	Provide Reliable, Safe Service	Grow Ridership	Secure Revenues	Organizational Efficiencies
<b>2023-2026</b> <b>Survival and Reorientation</b>	<ul style="list-style-type: none"> <li>Operators avoid drastic service cuts and layoffs.</li> <li>Operators maintain core service, adjust to better serve emerging or underserved markets and new travel patterns.</li> <li>Operators improve customer experience —cleanliness, safety, security.</li> </ul>	<ul style="list-style-type: none"> <li>Schedule coordination and unified wayfinding at hubs.</li> <li>Fare coordination — including all-agency passes and free or discounted inter-agency transfers — is deployed and scaled.</li> <li>Deployment of transit priority — dedicated lanes, signals and accessible stations on highways and local streets — improves bus speed, reliability and efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>MTC, operators and advocates pursue enabling legislation for regional ballot measure (2024).</li> <li>MTC, operators, policy makers, others put regional transportation measure on 2026 ballot.</li> </ul>	<ul style="list-style-type: none"> <li>Regional Network Mgmt. structure reporting to MTC begins coordinating and transforming system.</li> <li>MTC, operators complete Connected Network Plan (Transit 2050+), identify transit’s role in meeting GHG targets, and develop plan for financial sustainability and scale.</li> </ul>
<b>2026-2030</b> <b>Transition</b>	<ul style="list-style-type: none"> <li>Operators’ safety, security and cleanliness efforts improve public perception of transit.</li> <li>Operators refine service to meet ridership, mode-shift and equity goals.</li> </ul>	<ul style="list-style-type: none"> <li>Operators implement key Transit 2050+ investments.</li> <li>MTC, operators complete initial transit priority projects, deploy integrated fares, upgrade customer information to harmonize the riders’ experience.</li> <li>MTC, local governments support transit demand through land-use policies, parking reforms, and other pricing strategies.</li> </ul>	<ul style="list-style-type: none"> <li>New local and regional funds support operations and spur transformation.</li> <li>MTC, operators set long-term farebox revenue expectations, identify future funding needs and strategies.</li> <li>MTC, operators secure new state and federal dollars replace bus fleet and build charging infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>Operators consolidate targeted functions and systems, pursue strategies to control cost growth and increase efficiency.</li> <li>Operators evaluate and adjust service to best align with ridership, mode-shift and equity goals.</li> </ul>
<b>2030 and Beyond</b> <b>Thriving at Scale</b>	<ul style="list-style-type: none"> <li>New business model in place, transit expands reach and capacity.</li> <li>Ridership grows as new services launch; and focused-growth policies and disincentives for private auto use reach maturity and scale.</li> </ul>	<ul style="list-style-type: none"> <li>Regional Network Mgmt. deepens integration for seamless rider experience.</li> <li>Caltrain Electrification, BART Core Capacity, BART to Silicon Valley, the Portal, Valley Link, BRT — and new Transit Priority wave.</li> <li>MTC, employers expand Commuter Benefit Program — incentives include universal passes.</li> <li>MTC, Caltrans pilot and expand road-pricing.</li> </ul>	<ul style="list-style-type: none"> <li>MTC, operators work with the state to ensure transit funding streams are secure, sustainable and aligned with policy needs.</li> <li>Policy makers advance and reauthorize local and regional fund sources.</li> <li>Regional Network Manager and operators use revenue from roadway pricing, TOD, VMT mitigation, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Mutually agreed-upon consolidation of agencies and services.</li> <li>MTC, operators establish long-term strategies to contain cost growth and align expenses with revenue.</li> <li>Workforce development by operators and higher education help meet increased scale of operations.</li> </ul>