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Memorandum

TO: Policy Advisory Council

DATE: November 5, 2014

FR: Vikrant Sood, Program Manager, MTC

W.I. 1611

RE: Bay Area Regional Prosperity Plan Project

Background

The Prosperity Plan is a 3-year initiative funded by a \$5 million grant through the Sustainable Communities Partnership Program (SCPP) of the U.S. Department of Housing and Urban Development (HUD) to the Metropolitan Transportation Commission (MTC) and the Association of Bay Area Governments (ABAG). The SCPP promotes an integrated approach to planning for housing, land use, transportation, economic and workforce development, and infrastructure investments to promote economic competitiveness and revitalization, social equity and inclusion, and access to opportunity.

MTC and ABAG are partnering with a broad range of stakeholders including local jurisdictions, economic development agencies, education institutions, community-based and non-profit organizations, foundations, business and labor groups, and other regional agencies to implement this project. The Prosperity Plan is meant to support implementation of Plan Bay Area by identifying effective strategies for expanding economic mobility and opportunities for low- and moderate-income workers; supporting the production and preservation of affordable housing near transit; ensuring neighborhood stabilization in communities at risk of displacement; and building leadership capacity in disadvantaged communities to engage in regional decision-making processes.

The Prosperity Plan includes three inter-connected areas of work described below. Underpinning these efforts is an extensive outreach process that engages underrepresented groups in developing and implementing the pilot projects and grants administered through the project.

- 1) **Economic Initiative:** The Economic Initiative has developed a Regional Economic Prosperity Strategy (Strategy) through a multi-stakeholder process that addresses economic mobility and opportunity for low- and moderate-income workers in the region. The Initiative has also funded 11 pilot projects through a \$1.1 million sub-grant program to implement and test key elements of the Strategy. The Economic Initiative is being implemented by the Economic Prosperity Working Group, which is composed of representatives from local jurisdictions, economic development agencies, non-profit and community-based organizations, labor and business groups, and workforce education and training agencies, among others.

- 2) **Housing Initiative:** The Housing Initiative is funding 22 pilot projects to develop new tools and policy solutions to expand the production and preservation of affordable housing near transit, and neighborhood stabilization in communities at risk of displacement through a \$1.2 million sub-grant program. The Housing Initiative is being implemented by the Housing Working Group, which is composed of representatives from local jurisdictions, non-profit and community-based organizations, city and county housing authorities, and tenant rights groups, among others.
- 3) **Equity Initiative:** The Equity Initiative is funding 14 pilot projects to develop leadership capacity in dis-advantaged communities through a \$650,000 sub-grant program. The Equity Initiative is being implemented by an Equity Collaborative, which is composed of representatives from non-profit and community-based organizations that represent under-represented and disadvantaged communities in the region.

Project Oversight Structure

The Joint Projects Team, composed of MTC and ABAG staff, as well as the co-chairs of the three working groups, is overseeing program implementation, integration of work elements across the three work areas, grant administration and compliance, and staffing. The project Steering Committee, composed of MTC Commissioners, ABAG Board members, at-large representatives from a community-based organization, philanthropic institutions, and local jurisdictions, and co-chairs of the three working groups, is charged with making decisions regarding grants, policy recommendations, and potential next steps for the project once funding from HUD ends in March 2015. A list of Steering Committee members is included in Attachment A.

Project Update

The last project update to the MTC Planning and ABAG Administration Committees was presented in September 2013. Over the last 12 months, the project initiated all remaining tasks in the HUD-approved scope of work. Key tasks for Prosperity Plan project are listed in Attachment B. Pilot projects funded through the Prosperity Plan are listed in Attachment C.

The process to develop the Prosperity Plan project is expected to be completed by March 2015. Over the final six months of the project, the consortium of partners implementing this effort will identify key successes, lessons learned, major gaps in work, and potential action steps that could advance the overarching goals of the project. These project goals include:

- Promoting an inclusive and participatory process that engages all stakeholders;
- Building leadership capacity in local communities to engage in regional decision-making;
- Establishing new partnerships and deepening collaboration among various sectors; and
- Developing tools, resources and best practices to guide future work.

These successes, lessons, gaps and action steps will be organized in a final project report under the following seven preliminary topic areas that were identified for the Prosperity Plan:

- 1) Funding the Production of an Adequate Number of Affordable Housing units near Transit;
- 2) Protecting and Preserving Existing Affordable Housing Units in the Region;
- 3) Preventing Displacement in At-Risk Communities Prioritized for Smart Growth Investments;

- 4) Strengthening Career Pathways for Low-Wage Workers to Middle-Wage Jobs (e.g., workforce training);
- 5) Retaining and Growing Middle-Wage Jobs in the Region (especially in manufacturing jobs);
- 6) Increasing Economic Security for Low-Wage Workers; and
- 7) Engaging Multiple Sectors and a Range of Stakeholders in Collaborative Processes.

Project Challenges

In 2011, a consortium of partners came together to develop a grant application to HUD for the Prosperity Plan project. The consortium set ambitious goals for the project fully recognizing that there would be challenges to a consortium-led process. These challenges include:

- Meaningfully involving and sustaining the engagement of key stakeholders in multiple sectors throughout the multi-year process;
- Structural nature of many of the issues being addressed by the project, where the region, local jurisdictions or community groups may have minimal say or control;
- Wide range of perspectives among stakeholders on potential solutions that could effectively address key issues;
- Uncertainty regarding the future of the process once the funding from HUD ends in March 2015; and
- Absence of a regional entity that can represent multiple sectors and convene stakeholders to coordinate efforts.

Next Steps

Staff will continue to provide ongoing updates to the MTC and ABAG Committees regarding key components of the final report, as they are developed by the Project Steering Committee between November 2014 and May 2015. Some of the recommendations included in the final report may not be relevant to regional agencies and will therefore be disseminated as information to relevant organizations or stakeholders. Recommendations that may be relevant to the regional agencies will be presented to the respective regional agency boards and commissions for their consideration as potential inputs into a future update of Plan Bay Area.

Attachments

- A. Prosperity Plan Steering Committee Membership and Terms
- B. Prosperity Plan Tasks, Timeframes for Implementation and Funding Allocations
- C. List of Prosperity Plan Pilot Projects
- D. Prosperity Plan Factsheet

Attachment A

Prosperity Plan Steering Committee Membership and Terms

<i>Seat</i>	<i>Member</i>	<i>Term</i>
ABAG Board Member	Scott Haggerty, Alameda County	Ongoing
ABAG Board Member	Julie Pierce, City of Clayton	Ongoing
ABAG Board Member	Eric Mar, City & County of San Francisco	Ongoing
MTC Commissioner	Jake Mackenzie, City of Rohnert Park	Ongoing
MTC Commissioner	Federal Glover, Contra Costa County	Ongoing
MTC Commissioner	Jim Spering, Solano County	Ongoing
Prosperity Co-Chair (CBO)	Belen Seara, San Mateo County Union Community Alliance	June 2014 to June 2015
Prosperity Co-Chair (NPO)	Egon Terplan, SPUR	June 2014 to June 2015
Prosperity Co-Chair (Public)	Michele Rodriguez, City of San Pablo	June 2014 to June 2015
Housing Co-Chair (CBO)	Peter Cohen, Council of Community Housing Organizations	June 2014 to June 2015
Housing Co-Chair (NPO)	Pilar Lorenzana-Campo, Non-Profit Housing Association of Northern California	June 2014 to June 2015
Housing Co-Chair (Public)	Wayne Chen, City of San Jose	June 2014 to June 2015
Equity Co-Chair (CBO)	Jennifer Martinez, Peninsula Interfaith Action / San Francisco Organizing Project	June 2014 to June 2015
Equity Co-Chair (NPO)	Robert Allen, Urban Habitat	June 2014 to June 2015
Community Foundation	David Pontecorvo, East Bay Community Foundation	November 2013 to September 2014
City / County At-Large	Kara Douglas, Contra Costa County	August 2014 to June 2015
CBO At-Large	Carlos Romero, Urban Ecology	August 2014 to June 2015

Attachment B

Table 1 – Prosperity Plan Tasks, Timeframes for Implementation and Funding Allocations

<i>Key Tasks</i>	<i>Timeframe for Implementation</i>	<i>Allocations</i>
Regional Economic Prosperity Strategy	February 2013 to September 2014	\$480,000
Economic Prosperity Initiative Sub-Grant Program for Pilot Projects	April 2014 to March 2015 <i>A total of 11 Pilot Projects funded</i>	\$1,100,000
Housing the Workforce Initiative Sub-Grant Program for Pilot Projects	Round 1: April 2013 to December 2014 Round 2: July 2013 to March 2015 Round 3: April 2014 to March 2015 <i>A total of 22 Pilot Projects funded</i>	\$1,200,000
Equity Initiative Sub-Grant Program for Pilot Projects	Round 1: July 2013 to December 2014 Round 2: April 2014 to March 2015 <i>A total of 14 Pilot Projects funded</i>	\$800,000
Fair Housing and Equity Analysis	January 2013 to December 2014	\$75,000
Program Evaluation	January 2014 to March 2015	\$75,000
Working Group and Steering Committee Meeting Process	March 2012 to March 2015 (Ongoing)	\$450,000
Project Oversight and Compliance	March 2012 to March 2015 (Ongoing)	\$811,000
TOTAL		\$4,991,000

Attachment C

Prosperity Plan Pilot Projects

I. Economic Prosperity Initiative Pilot Projects

<i>Project and Partners</i>	<i>Amount Awarded</i>	<i>Brief Description</i>
<p>East Bay Skills Alliance</p> <p>Contra Costa Community College District, Contra Costa Workforce Investment Board, Alameda County WIB, East Bay Economic Development Alliance, Chevron, Bayer Pharmaceutical, East Bay Leadership Group, Cal State East Bay, UC Berkeley, CA Labor Federation, Career Ladders Project</p>	<p>\$75,000</p>	<p>Launch a new workforce intermediary in the East Bay with the goal of aligning decision-making about education, workforce development, and economic development priorities for the regional community colleges, universities, workforce boards, government, and economic development agencies. Public funding resources will be leveraged to drive a coordinated workforce and economic development system that meets the needs of both job seekers and regional employers.</p>
<p>Santa Clara County Health Services Workforce Collaborative</p> <p>Community Health Partnership, Santa Clara County Health and Hospital System, Work2Future, Working Partnerships USA, Hospital Council of Northern California, Kaiser Permanente, Workforce Institute at San Jose Community College District, Service Employees International Union Local 521</p>	<p>\$150,000</p>	<p>Establish a Workforce Collaborative designed to unify efforts of healthcare providers, workforce development organizations, labor unions, community colleges and community based organizations in order to provide job search skills, career pathway information, and focused training (including digital literacy) for low wage non-clinical healthcare workers in Santa Clara County.</p>
<p>A Blueprint for Creating Pathways to Ownership for Low and Moderate Income Workers in the San Francisco Bay Area: The Inner East Bay as a Case Study</p> <p>East Bay Community Law Center, Sustainable Economies Law Center, Project Equity, Laney College, U.S. Federation of Worker Cooperatives, Sustainable Business Alliance</p>	<p>\$150,000</p>	<p>Adopt a multipronged approach to grow the worker-owned business sector by: creating a Cooperative Academy for Low- and Moderate-Income (LMI) workers and training organizations; researching and preparing a guide for scaling worker-owned businesses in emerging Bay Area industries; and preparing an action plan for retaining existing jobs and preserving businesses in which the owners are retiring by selling the businesses to their employees.</p>

<p>Improved Skills, Better Wages and New Opportunities for Latino Day Laborers and Other Immigrant Low-Income Workers</p> <p>Multicultural Institute</p>	<p>\$75,000</p>	<p>Provide training and support services for Latino immigrant day laborers and other low-income service workers to enhance economic opportunities, allow for retention of current workers and expand employer networks for these LMI workers. Training will include Spanish GED-prep courses, computer skill-building workshops, small business courses, and “Life Skills” workshops aimed at enhancing LMI worker opportunities.</p>
<p>Bay Area Tech Career Advancement Initiative</p> <p>NOVA Workforce Development, The Stride Center, Mid-Pacific Information and Communication Technologies Center, Silicon Valley Leadership Group, Workforce Investment San Francisco, Economic Advancement Research Institute</p>	<p>\$150,000</p>	<p>Increase access to sustainable Information and Communication Technologies (ICT) careers for Bay Area low- and moderate-income workers. Leveraging new career pathways research, the Initiative will create and deliver career navigation curriculum content for students of the Oakland-based Stride Center. The Initiative will also work with employer advisors and industry partners to create internship and employment opportunities for students, and share the curriculum and outcomes with regional workforce stakeholders.</p>
<p>Promoting Economic Opportunity at the Fremont Warm Springs BART Station</p> <p>Urban Habitat, Communities Organizing for Renewal, Alameda County Board of Supervisors, City of Fremont</p>	<p>\$50,000</p>	<p>Link low-income workers, job support services, training, and employers to the Bay Area’s transit system by creating a job-training center at the Fremont Warm Springs Bart Station to create pathways to career ladder jobs. The project will engage with the City of Fremont to ensure that employment remains a priority in the Priority Development Area.</p>
<p>Construction Careers Initiative</p> <p>Working Partnerships USA, Bay Area and South Bay Apprenticeship Coordinators Associations, Santa Clara Building Trades Council, San Mateo Building Trades Council, San Mateo Workforce Investment Board, Work2Future Workforce Investment Board, NOVA Workforce Investment Board, San Mateo County Union Community Alliance, San Mateo Community College District, California Division of Apprenticeship Standards</p>	<p>\$125,000</p>	<p>Develop and field-test a model for a Construction Careers Pipeline that increases low-wage-workers’ access to apprenticeships; meets industry needs; satisfies the provisions of AB 554; and can be replicated throughout the Bay Area. The outcome of the Construction Careers model will be to recruit, screen, train and place low-to-moderate income workers on pathways to middle-wage careers in the construction industry.</p>
<p>Self-Employment and the Road to Economic Security</p> <p>Sonoma County Economic Development Board, Sonoma</p>	<p>\$75,000</p>	<p>Promote entrepreneurship and self-employment as a viable “relief valve” for crowded job market seekers in the \$18-\$30 salary</p>

County Human Services, Sonoma County Office of Education		range. The project will increase entrepreneurship outreach to LMI, women, Latino, veteran, disabled and senior groups, develop an entrepreneurship educational pipeline and continue Business Retention and Expansion program efforts.
Formula Retail Sector Economic Opportunity Project San Francisco Bay Area Labor Foundation, Jobs with Justice SF Bay Area, Young Workers United, Alliance of Californians for Community Empowerment, United Food and Commercial Workers Local 5, San Francisco Locally Owned Merchants Alliance	\$100,000	Research and analyze the formula retail sector (corporate-owned chain stores and restaurants) in the City and County of San Francisco and develop model policies and programs to improve job quality and expand support for low-wage workers and locally-owned businesses. The partnership will specifically evaluate feasibility of implementing a formula retail living wage ordinance that would be the first of its kind in the nation.
Success Concord Monument Impact, Mt. Diablo Adult Education, The Stride Center, Workforce Development Board of Contra Costa County	\$100,000	Strengthen and expand economic opportunities, address debilitating barriers and develop clear upwardly-mobile employment pathways for low- and moderate-income workers in the City of Concord. The project will develop and implement an intensive, culturally competent case management model by creating individualized employment action plans for at least 40 LMI, primarily immigrant workers.
Northern Waterfront Economic Development Initiative Contra Costa County, Contra Costa Transportation Authority	\$30,000	Integrate land use planning, transportation investment and economic development initiatives for the six cities and unincorporated areas along the Carquinez Strait to implement key components of Plan Bay Area. The project will provide job opportunities for LMI workers in East County close to where they live, revitalize industrial areas in the project area, support regional goods movement work, and engage community groups in developing an action plan.
Sub-Total	\$1,080,000	

II. Housing the Workforce Initiative Pilot Projects

<i>Project and Partners</i>	<i>Amount Awarded</i>	<i>Brief Description</i>
<p>San Francisco Small Sites Acquisition and Stabilization Project</p> <p>Chinatown Community Development Center, Inc.; Bernal Heights Neighborhood Center; People Organized to Demand Environmental and Economic Rights; San Francisco Community Land Trust</p>	\$58,290	<p>Develop a sustainable and scalable model for the acquisition and preservation of existing affordable housing units on small sites, and lay the groundwork for implementing that model to identify opportunity sites within four Priority Development Areas in the City and County of San Francisco where disadvantaged communities are at greatest risk of displacement.</p>
<p>Preserving Affordable Housing Near Transit</p> <p>California Housing Partnership Corporation</p>	\$67,194	<p>Identify the location of at-risk affordable housing properties near public transit and work with local governments to implement policy solutions for preserving those properties.</p>
<p>Development Without Displacement in the Bay Area</p> <p>Causa Justa::Just Cause; Alameda County Public Health Department</p>	\$74,516	<p>Publish a “Development without Displacement” Report to provide a Comprehensive Anti-Displacement Framework for stakeholders involved in community planning processes associated with Transit-Oriented Development in the Bay Area.</p>
<p>Land Value Recapture to Support the Production and Preservation of Affordable Housing Near Transit</p> <p>East Bay Housing Organization; City of Concord; City of El Cerrito; City of Walnut Creek; Profit Housing Association of Northern California; Council of Community Housing Organizations in San Francisco; Housing Leadership Council of San Mateo County</p>	\$50,000	<p>Provide guidance to elected officials, agency staff, and community organizations on an innovative approach to funding affordable housing at the local level using Land Value Recapture and Public Benefits Zoning.</p>
<p>Bay Area Online Parking Database</p> <p>TransForm, Cities of Oakland and San Jose, East Bay Housing Organizations and Resources for Community Development</p>	\$100,000	<p>Create an Online Parking Database and analyze parking utilization rates to inform updated parking requirements for affordable housing projects that adopt transportation demand management strategies. This project, when completed, will facilitate the development of affordable homes at each stage of planning and development process.</p>

<p>Building Community Support for Affordable Housing Developments in the Bay Area</p> <p>Greenbelt Alliance, Cities of San Jose, Sunnyvale, Mountain View and Santa Clara; Silicon Valley Leadership Group; East Bay Housing Organizations; Housing leadership Council of San Mateo County; Mountain View Coalition for Sustainable Planning; Stand Up for Neighborly Novato; Livable Berkeley</p>	<p>\$55,750</p>	<p>Design and launch an endorsement program for affordable housing projects in the Bay Area. Develop an evaluation tool and create information materials to highlight the benefits of building affordable housing in local communities.</p>
<p>Leadership, Engagement, Advocacy and Development in Marin County</p> <p>Marin Grassroots, City of Marin, Marin City Dr. Martin Luther King Jr. Coalition, and Canal Welcome Center</p>	<p>\$56,750</p>	<p>Implement an action-learning leadership training program that will prepare local residents to be effective advocates for neighborhood stabilization and members of local public Boards and Commissions.</p>
<p>Pre-Development Assessment for the 11th and Jackson Site in Oakland Chinatown</p> <p>East Bay Asian Local Development Corporation, City of Oakland Housing Authority</p>	<p>\$45,000</p>	<p>Incorporate community benefit principles and reduce the construction costs for the affordable housing project on 11th Street and Jackson Street in Oakland Chinatown through improved design and programming.</p>
<p>Regional Early Warning System for Displacement</p> <p>University of California Berkeley, Urban Ecology, Marin Grassroots, San Francisco Organizing Project/Peninsula Interfaith Action, Causa Justa::Just Cause, Monument Impact, Working Partnerships USA, Chinatown Community Development Center</p>	<p>\$230,000</p>	<p>Develop a user-friendly predictive tool for displacement through a partnership between the California Air Resources Board, University of California Berkeley, University of California Los Angeles, MTC and ABAG, the Southern California Association of Governments and community-based organizations in the Bay Area and Los Angeles. Co-funded with the Equity Initiative.</p>
<p>Sustainable Stewardship Program in Counties of San Francisco, Alameda and Sonoma</p> <p>Northern California Land Trust, Bay Area Consortium of Community Land Trusts</p>	<p>\$60,000</p>	<p>Promote the land trust model and build technical assistance capacity among member Community Land Trusts. Provide assistance with ground lease and deed restriction oversight; resale management; lender, funder and jurisdictional outreach; and resident outreach and education to member CLTs.</p>

<p>Pre-Development Assessment for Riviera Family Apartments in Walnut Creek</p> <p>Resources for Community Development, Local Initiatives Support Corporation</p>	<p>\$45,000</p>	<p>Conduct pre-development assessment on the Riviera Family Apartments project that will provide 55 units of affordable housing for low-income families in Downtown Walnut Creek.</p>
<p>East Palo Alto Fair Housing Project</p> <p>Peninsula Interfaith Action, City of East Palo Alto, Youth United for Community Action and Urban Habitat</p>	<p>\$37,500</p>	<p>Work with coalition partners to organize East Palo Alto residents in the West Area Plan process to mitigate displacement of up to 6,400 low-income residents and people of color, increase affordable housing options in the Peninsula, and set a model of housing preservation strategies for the San Mateo County.</p>
<p>Healthy Havenscourt Neighborhood</p> <p>East Bay Asian Local Development Corporation</p>	<p>\$45,000</p>	<p>Address a community response to neighborhood stabilization efforts near a new Bus Rapid Transit line along International Boulevard in Oakland’s Havenscourt neighborhood.</p>
<p>Laying the Groundwork for Inclusive Growth in San Mateo County through the Creation of New Funding Sources and Adoption of Updated Housing Elements</p> <p>Housing Leadership Council of San Mateo County</p>	<p>\$75,000</p>	<p>Lead a campaign to encourage San Mateo County cities to adopt Housing Element Updates by 2015. Develop and build consensus for a “boilerplate policy platform” that includes best practices, model policy language, and new revenue sources that can be incorporated into local Housing Elements to support and incentivize affordability.</p>
<p>Non-Profit Housing Association of Northern California</p> <p>Housing Our Workforce: Funding Affordable Housing through State, Regional and Local Sources</p>	<p>\$80,000</p>	<p>Develop creative financing solutions to generate funds for affordable housing and promoting more effective and equitable housing elements. Provide technical assistance, analysis, and advocacy support to ensure that housing elements are well positioned to create the needed affordable homes. The project will seek to address the ambitious housing goals in Plan Bay Area and restore affordable housing funding to levels that will ensure the success of the Plan.</p>

<p>Affordable Housing Funding Gap Analysis, and Development Tracking Dashboard</p> <p>Association of Bay Area Governments</p>	<p>\$100,000</p>	<p>Estimate the total gap in funding for providing affordable housing in the Bay Area that will meet current needs. Prepare a template housing tracking report and identify next steps for implementing a development tracking tool, which will provide community organizations, local governments and regional agencies with information about changing development patterns in the Bay Area, areas experiencing increased development pressure, and progress that local governments are making in meeting the housing goals identified in their Housing Elements.</p>
<p style="text-align: right;">Sub-Total</p>	<p>\$1,180,000</p>	

III. Equity Sub-Grant Projects

<i>Project and Partners</i>	<i>Amount Awarded</i>	<i>Brief Description</i>
<p>Revive Oakland: Making Good Jobs Real</p> <p>East Bay Alliance for a Sustainable Economy, City of Oakland, Revive Oakland Coalition, Asia Pacific Environmental Network, Oakland Rising, Street Level Health Project, Workforce Collaborative and California State Labor Federation</p>	<p>\$75,000</p>	<p>Strengthen workforce pathways and ensure meaningful community enforcement to implement the landmark Good Jobs Policy, adopted by the City of Oakland in 2012, which will create real opportunities for underrepresented communities in the massive redevelopment of the Oakland Army Base.</p>
<p>Promoting Equity from the Bottom Up in East Palo Alto</p> <p>Youth United for Community Action, Peninsula Interfaith Action, San Mateo County Union Community Alliance and SPUR</p>	<p>\$30,000</p>	<p>Work with low-income residents of East Palo Alto to identify challenges and solutions related to access to economic opportunity. Engage residents through leadership development, education and organizing to participate in the Economic Prosperity Strategy project.</p>

<p>Citywide Leadership Academy in San Francisco</p> <p>Tenderloin Neighborhood Development Corporation, Community Housing Partnership, Dolores Street Community Services, People Organizing to Demand Environmental and Economic Rights, South of Market Community Action Network</p>	<p>\$75,000</p>	<p>Train residents from low-income and immigrant neighborhoods to give them the hard skills they need to become leaders in their community.</p>
<p>Rules of the Road: How to Engage Public Agencies in Land Use, Transportation and Air Quality Decisions to Promote Equity and Public Health</p> <p>Public Health Institute, Pacific Institute, Ditching Dirty Diesel Collaborative</p>	<p>\$50,000</p>	<p>Provide targeted trainings and technical assistance to under-represented communities to promote meaningful community involvement in land use and transportation issues, particularly as they relate to public health and equity issues.</p>
<p>One-Day Regional Equity Conference</p> <p>Local Initiatives Support Corporation</p>	<p>\$32,500</p>	<p>Convene a one-day regional conference for up to 200 equity organizations in coordination with the Equity Collaborative and Steering Committee in October 2013.</p>
<p>Community Capacity Building in the Bay Area</p> <p>Council of Community Housing Organizations</p>	<p>\$20,000</p>	<p>Provide technical assistance to ABAG, MTC, the three working groups and community organizations across the Bay Area on projects and programs related to affordable housing and displacement.</p>
<p>Map Your Future Project</p> <p>Bay Localize, Youth United for Community Action, People Organizing to Demand Environmental and Economic Rights, San Francisco Department of the Environment</p>	<p>\$75,000</p>	<p>Create a vehicle for community groups and planners to work together to improve access to affordable housing and transit, strengthen economic opportunities for at-risk youth, and prepare for the local impacts of climate change. The project trains youth leaders to develop community-based maps, research, and action recommendations to improve communication and collaboration between community groups, planners and policy makers.</p>

<p>Community Engagement for Public Benefits Zoning in Priority Development Areas in the City of Oakland</p> <p>East Bay Housing Organizations</p>	<p>\$40,000</p>	<p>Engage community stakeholders and residents in redefining a Public Benefits Zoning framework and building support for affordable housing and anti-displacement in PDA-related specific planning processes in Oakland. Community engagement will build on existing specific plan advocacy, the Resident and Community Organizing Program, and prior technical work on Land Value Recapture.</p>
<p>A New Vision for the Bay Area</p> <p>Gamaliel of California, North Bay Organizing Project</p>	<p>\$50,000</p>	<p>Strengthen efforts to build a regional equity strategy in 5 counties in the Bay Area. Focus on building regional equity for public transportation spending, including advocacy for a regional youth bus pass, increase/improved public transit operations, and restored public transit lines.</p>
<p>Oakland Sustainable Neighborhoods Initiative Capacity Building</p> <p>PolicyLink</p>	<p>\$20,000</p>	<p>Work with the Oakland Sustainable Neighborhoods Initiative – International Boulevard BRT Leadership Team and Committees to develop decision-making around priority development sites, policy frameworks for guiding development, and integration of best practices.</p>
<p>Black Regional Resilience Project</p> <p>People Organized to Win Employment Rights, Causa Justa::Just Cause</p>	<p>\$25,000</p>	<p>Project aims to understand the root causes beneath the crisis of displacement of African American residents from the San Francisco Bay Area. Engage impacted residents to understand the underlying causes and to gather proactive solutions to stem the tide of displacement from the region.</p>
<p>Planning Institute for Leadership</p> <p>Urban Habitat, Contra Costa Health Services</p>	<p>\$90,000</p>	<p>Train members of seven community organizations in urban planning from a racial and environmental justice perspective. Build the capacity of local organizations to address land use and transportation patterns that shape access to economic opportunity for low- and moderate-income workers.</p>

<p>Promoting Equity in Affordable Housing</p> <p>Youth United for Community Action, Community Legal Services in East Palo Alto, Silicon Valley De-Bug</p>	<p>\$40,000</p>	<p>Through a multi-level strategy of leadership development, education, organizing, legal advocacy, and media production, this project will incorporate East Palo Alto residents in the City's planning processes to promote equity principles, particularly in housing.</p>
<p>Regional Early Warning System for Displacement</p> <p>University of California Berkeley, Urban Ecology, Marin Grassroots, San Francisco Organizing Project/Peninsula Interfaith Action, Causa Justa::Just Cause, Monument Impact, Working Partnerships USA, Chinatown Community Development Center</p>	<p>\$32,500</p>	<p>Develop a user-friendly predictive tool for displacement through a partnership between the California Air Resources Board, University of California Berkeley, University of California Los Angeles, MTC and ABAG, the Southern California Association of Governments and community-based organizations in the Bay Area and Los Angeles. Co-funded with the Housing Initiative.</p>
<p style="text-align: right;">Sub-Total</p>	<p>\$655,0000</p>	
<p style="text-align: right;">TOTAL</p>	<p>\$2,915,000</p>	

san francisco bay area

Regional Prosperity Plan



November 2012

For more information about the Prosperity Plan, visit the project website at: onebayarea.org/regional-initiatives/Bay-Area-Prosperity-Plan.html

Or contact Vikrant Sood, Program Manager, MTC, at vsood@mtc.ca.gov.

overview

The Bay Area Regional Prosperity Plan (Prosperity Plan) is a three-year regional initiative made possible by a \$5 million grant from the U.S. Department of Housing and Urban Development (HUD) to the Association of Bay Area Governments (ABAG) and the Metropolitan Transportation Commission (MTC). The grant is funded through HUD's Sustainable Communities Partnership Program which aims to create stronger, more sustainable communities by integrating housing and jobs planning, fostering local innovation, and building a clean energy economy.

our partners

The Prosperity Plan will be developed and implemented through an open and collaborative process. So far, the following organizations have signed on to participate in this regional effort: all nine counties in the Bay Area; more than 18 local jurisdictions including the cities of San Francisco, Oakland, and San Jose; more than 18 local and regional community-based and non-profit organizations representing business and housing interests; and philanthropic organizations such as The San Francisco Foundation and the Silicon Valley Community Foundation. More partners are expected to join over the course of the project.

 Association of
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the work plan

The Prosperity Plan will build on local and regional planning efforts such as the FOCUS program¹ and Plan Bay Area² and includes three key, interconnected areas of work:

The Economic Opportunity Strategy will create a regional approach for expanding economic opportunities for low- and moderate-income workers in the region and provide more than \$1 million in sub-grants for pilot projects.

Housing the Workforce Initiative will provide tools and resources for housing production and preservation in transit-served areas, support neighborhood stabilization in communities at risk of displacement, and provide more than \$1 million in sub-grants for pilot projects.

Equity Initiative will, in coordination with the other working groups, integrate equity principles in the development and implementation of the Prosperity Plan, and provide more than \$750,000 in sub-grants for pilot projects.

¹ The FOCUS program is a regional development and conservation strategy that promotes a more compact land use pattern for the Bay Area. For more information, see: www.bayareavision.org/initiatives/PDFs/FOCUS_Brochure_12-08.pdf

² Plan Bay Area presents a coordinated land use, housing and transportation plan for the Bay Area. For more information, see: www.onebayarea.org/plan_bay_area/

get involved!

MTC and ABAG have formed the following committees and working groups to engage local and regional stakeholders:

Economic Prosperity Working Group (EPWG) – is composed of non-profit and community-based organizations, labor and business groups, and economic development and workforce training agencies. The EPWG will provide oversight on the economic prosperity work plan, help direct technical research and analysis, conduct additional outreach, and develop guidelines for pilot projects.

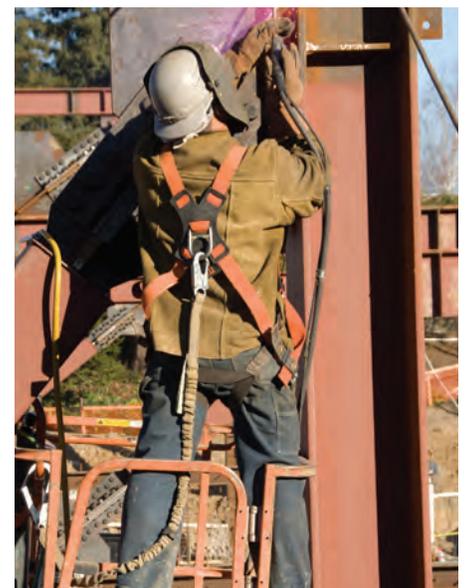
Housing Working Group (HWG) – is composed of non-profit and community-based organizations, housing authority staff, and tenant rights groups. The HWG will

provide oversight on the housing the workforce work plan, advise staff and consultants on technical research and analysis, conduct additional outreach, and develop guidelines for pilot projects.

Equity Collaborative (EC) – is composed of non-profit and community-based organizations that represent under-represented and disadvantaged communities in the region. The EC will coordinate outreach, engagement and capacity-building activities that complement the work of the other two working groups.

Steering Committee – is composed of MTC and ABAG members, community-based organizations, philanthropic organizations, and co-chairs of the three working groups. The Committee will provide

oversight on the project, develop recommendations on sub-grants and pilot projects, oversee an extensive community engagement process, and explore future funding opportunities. The Committee will operate on a consensus-based model for decision-making.





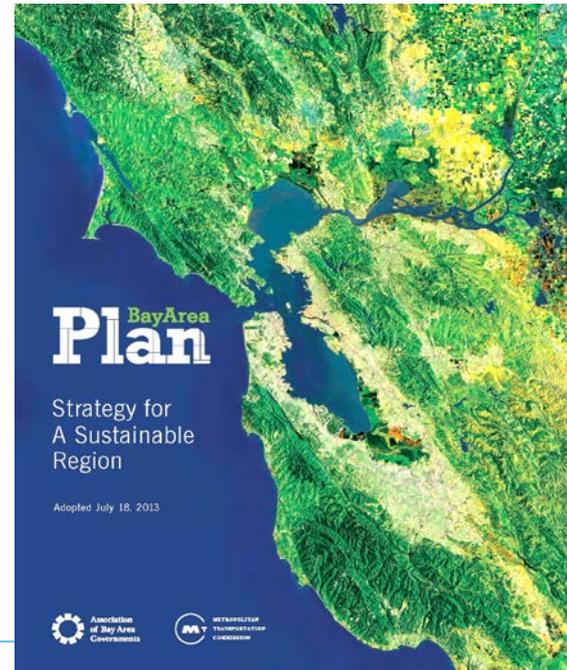
San Francisco Bay Area **Regional Prosperity Plan**

Policy Advisory Council

Wednesday, November 12, 2014

A Unique Opportunity . . .

- **\$5 million grant from HUD**
 - Sustainable Communities Program of HUD, EPA and DoT
 - Emphasis on partnerships and collaboration for decision-making
 - Integrated housing, transportation and economic development
- **Advance Plan Bay Area implementation**
 - Co-led by MTC and ABAG with a consortium of partners
 - Addresses critical issues related to PBA implementation



Critical Issues: Plan Bay Area Implementation

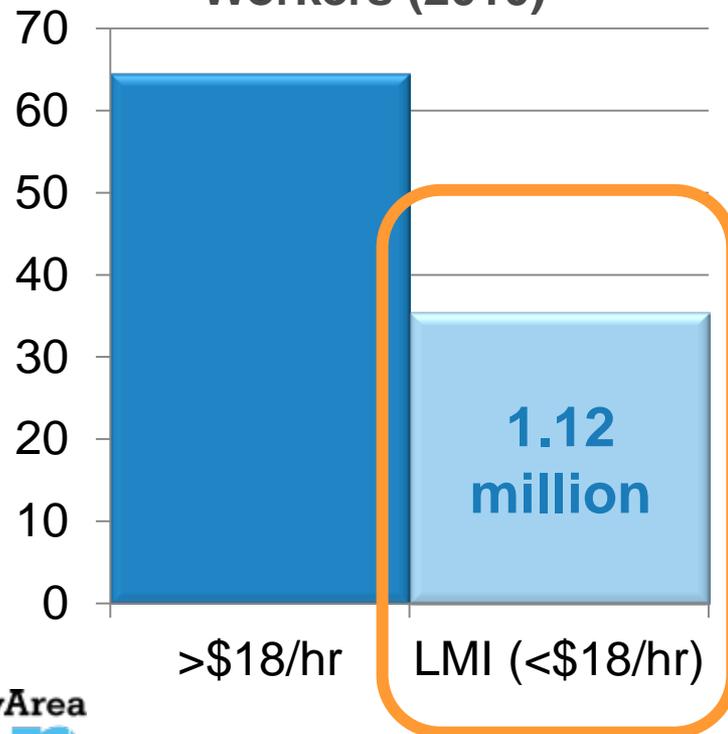
- **Expanding economic mobility** and opportunities for all workers
- **Availability of affordable housing** near transit (production and preservation)
- **Stabilizing communities** in neighborhoods at risk of displacement



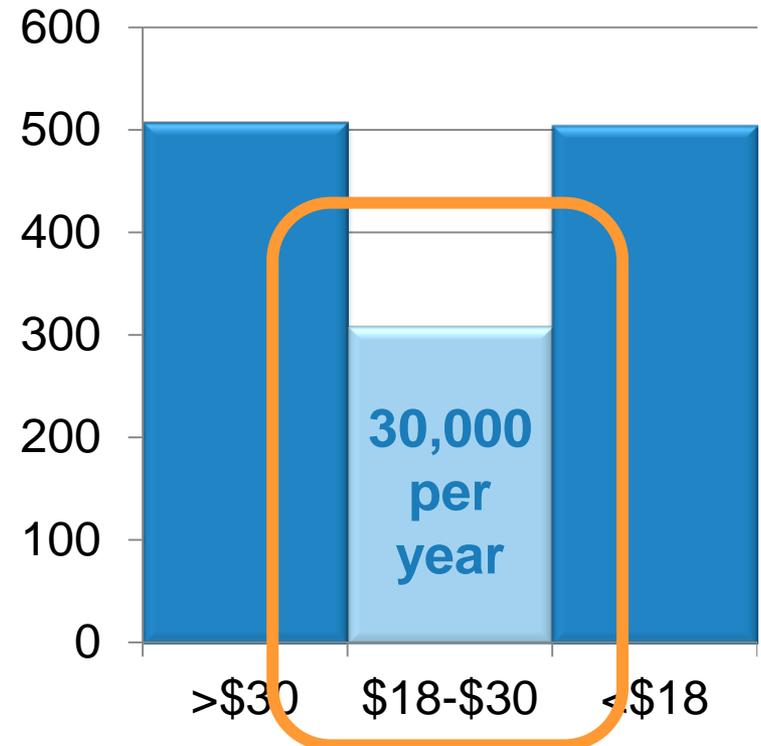
Key Challenges and Opportunities

- Structure of the economy is changing**
 Fewer opportunities for low and moderate wage workers

Low- and Moderate-Wage Workers (2010)



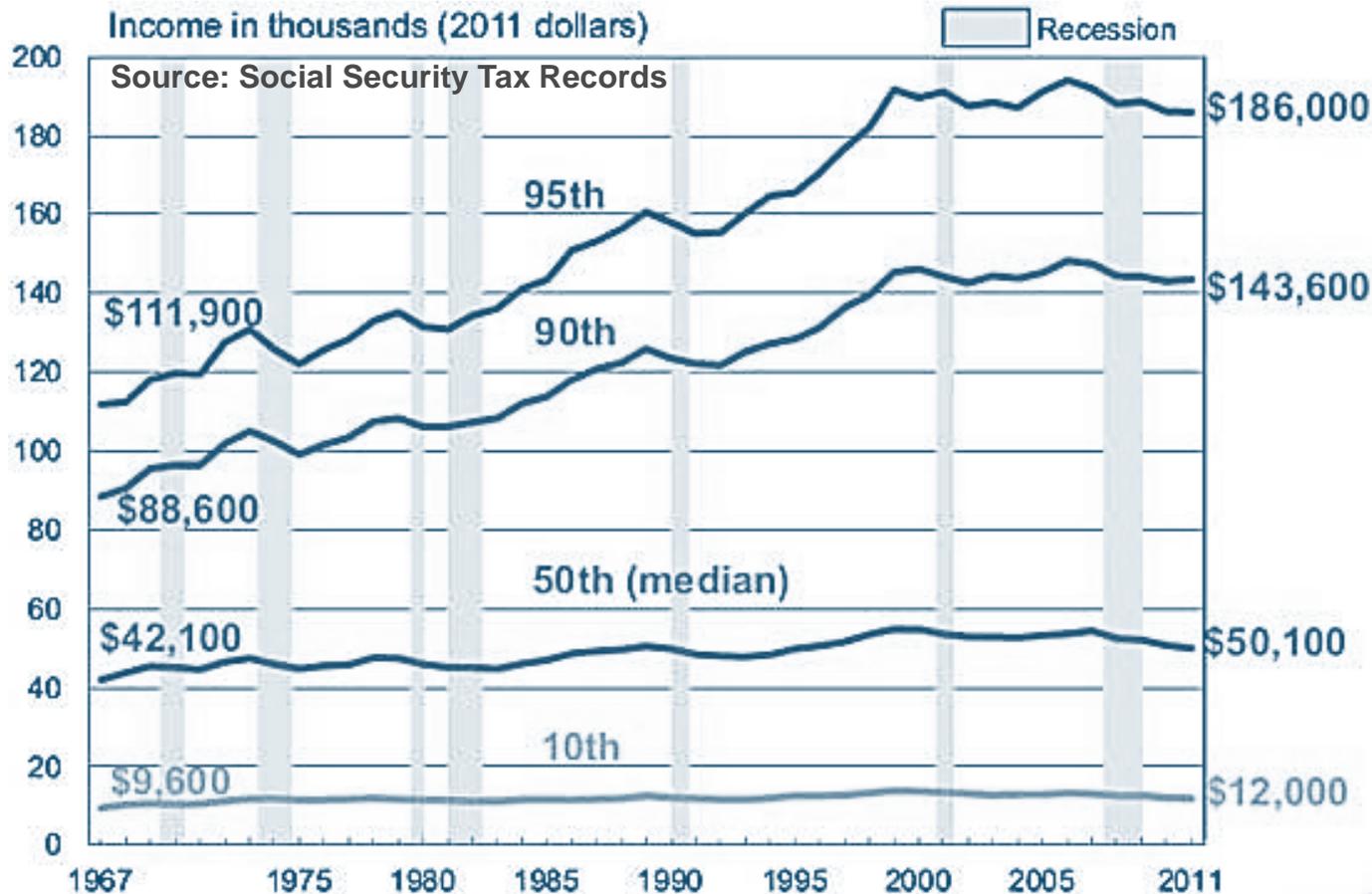
Job Openings (2010-20)



Source: 5-year 2011 American Community Survey / CA Employment Development Department

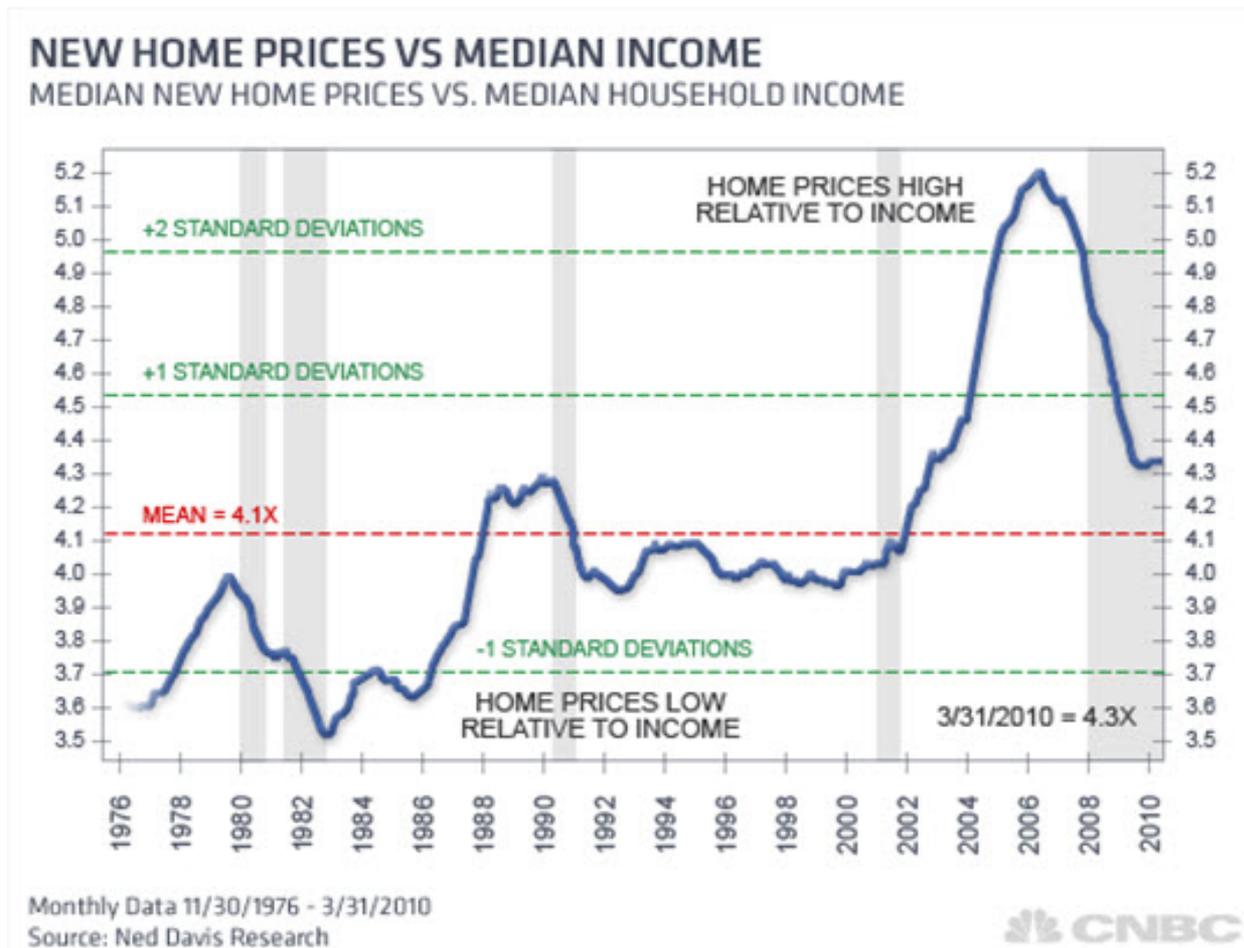
Key Challenges and Opportunities

- **Real wages have stagnated**
Least gains for middle and low wage workers



Key Challenges and Opportunities

- **Housing costs have risen faster**
For both for-sale and rental units



Key Challenges and Opportunities

- **Public resources have declined**
Funding for affordable housing is limited

Affordable Housing Funding Gap Analysis by ABAG

- 370,000 new affordable housing units by 2040
- \$800 million in subsidies currently available
- \$3.2 billion gap per year

Loss of redevelopment deals body blow to affordable housing efforts

By Ian Thompson

January 4, 2012 |



1. South PRICE/Signature of Fairfield
Tabor Avenue and Brook Lane, 92 units
2. Mission Station: Bridge to Life
Traditional Housing Project
Brook Avenue, 31 units
3. Pacific Estates Mobile Home Park
Pacific Avenue, 112 units
4. Parkway Plaza Senior Apartments
East Alaska Avenue, 99 units
5. Dover Park Apartments
Pharmacia Corner and East Tenth Boulevard,
178 units
6. Union Square II
Remedy Court, 24 units
7. Cornerstone
Taylor Avenue, 5 units
8. Casa Nueva Mobile Home Park
Martin Road, 65 units
9. Laurel Gardens
East Alaska Avenue, 29 units
10. Gateway Village
Herrington Avenue, 56 units
11. Providence Walk
Vikingburg Drive and Devereux Drive,
43 units
12. Centennial Walk
Centennial Drive, 7 units
13. Jackson Street Apartments
Jackson Street, 8 units
14. Senior Manor
Green Avenue and Jefferson Street,
82 units
15. Harbor Park
Celti Center Boulevard
16. Cottonwood Creek Housing
Richard Avenue
17. Hampshire Place
Hampshire Drive

VACAVILLE — The elimination of redevelopment agencies has dealt a body blow to affordable housing programs in Solano County.

Last week, the state Supreme Court ruled that the state can eliminate cities' redevelopment agencies. That eliminates the 20

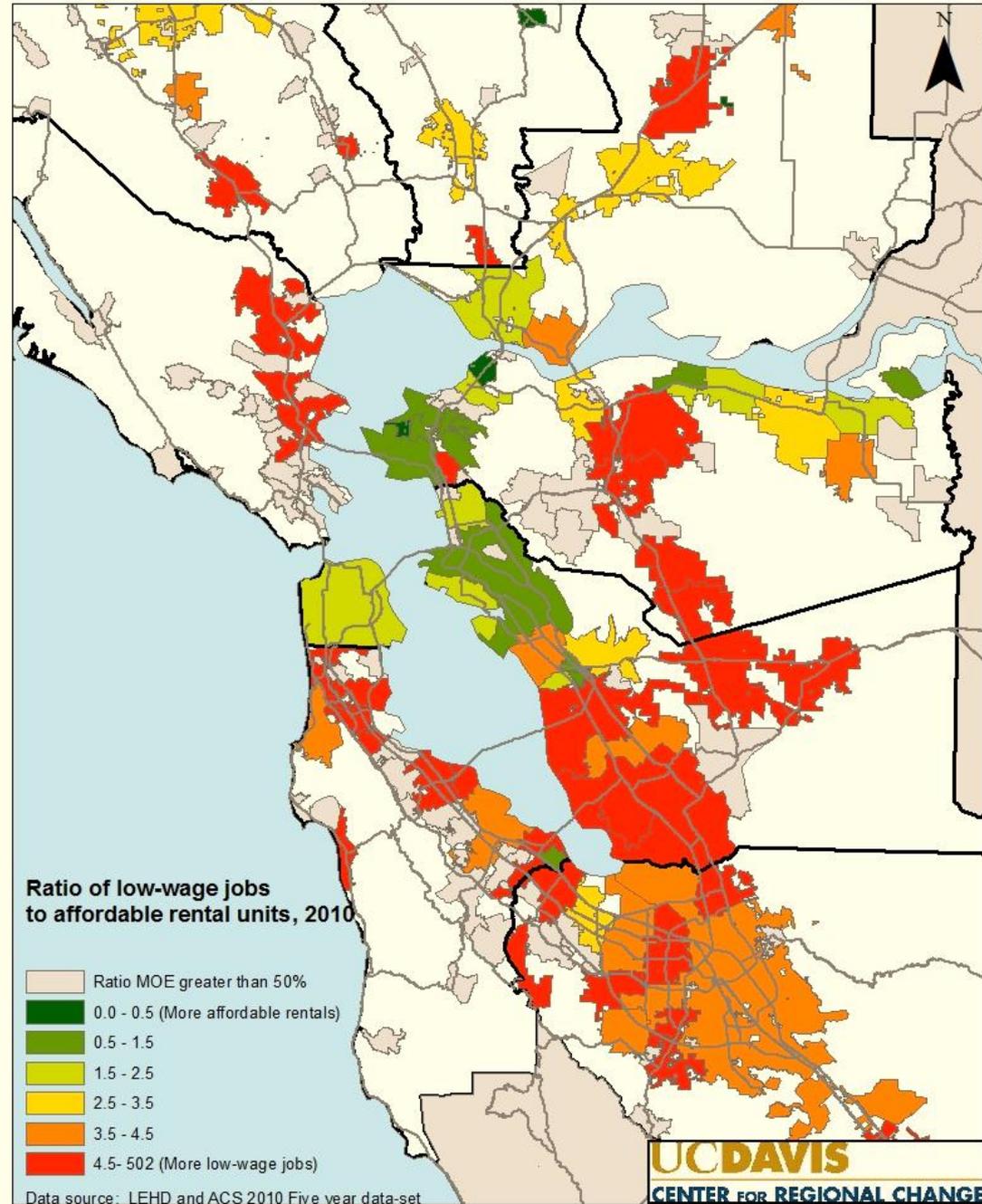
Key Challenges

- Rising pressure on low income residents

Stronger economy →

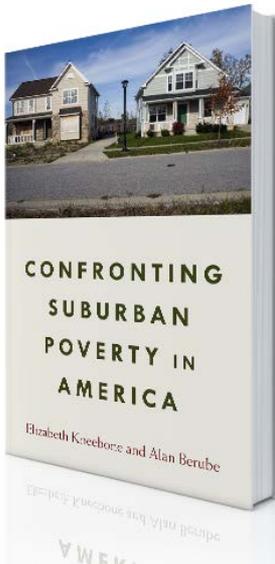
longer commutes *and*
higher housing cost

Low-Wage Jobs/Affordable Rental Housing Ratio



Key Challenges and Opportunities

- Rising poverty, especially in the suburbs



Key Challenges and Opportunities

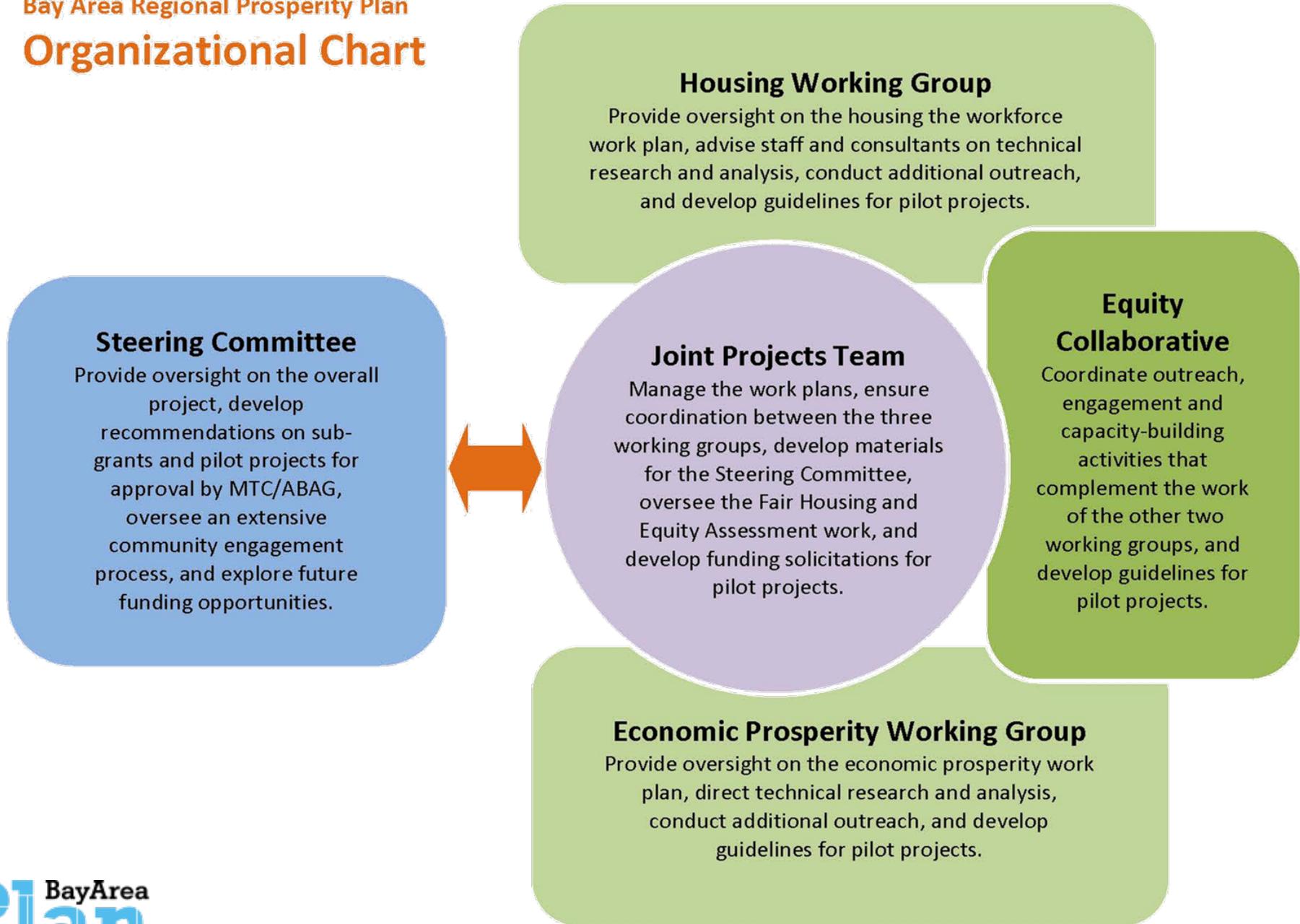
- **Prosperity Plan Project process**

A consortium-led collaborative effort

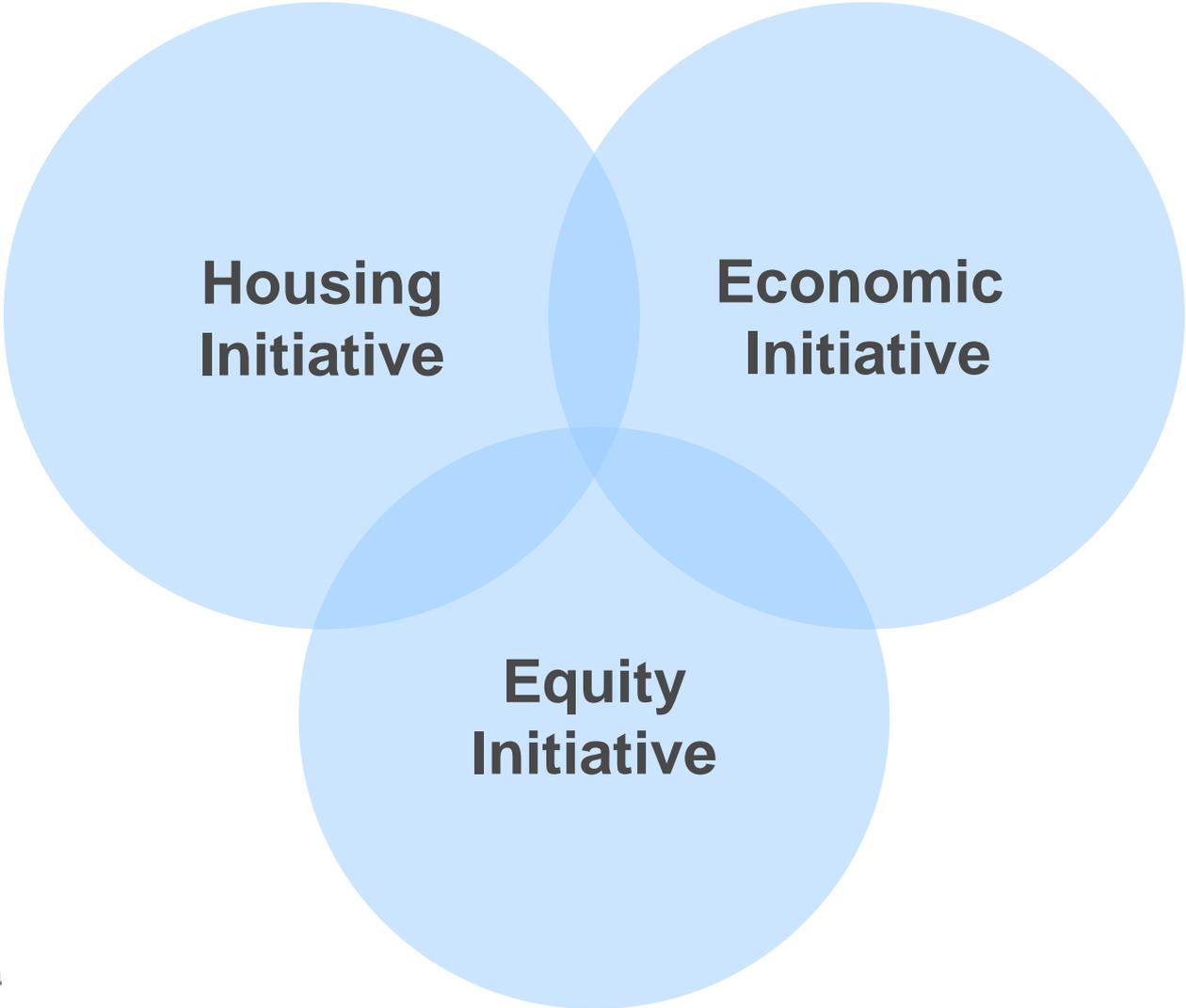
- Meaningfully engage stakeholders over multiple years
- Address issues often shaped by national / global trends
- Reconcile multiple perspectives on potential solutions
- Overcome uncertainty regarding implementation



Bay Area Regional Prosperity Plan Organizational Chart



Three Interconnected Work Elements



Economic Initiative

Economic mobility and opportunities for LMI workers

- Completed a Regional Economic Prosperity Strategy
 - ***Strengthen pathways*** to middle-wage jobs
 - ***Grow the economy*** with a focus on middle-wage jobs
 - ***Improve conditions*** for low-wage workers
- Funded 11 pilot projects with \$1.08 million in sub-grants



Select Pilot Projects

Construction Careers Initiative Santa Clara and San Mateo Counties

- Industry-administered pre-apprenticeship program
- Train and place LMI workers on career pathways in construction

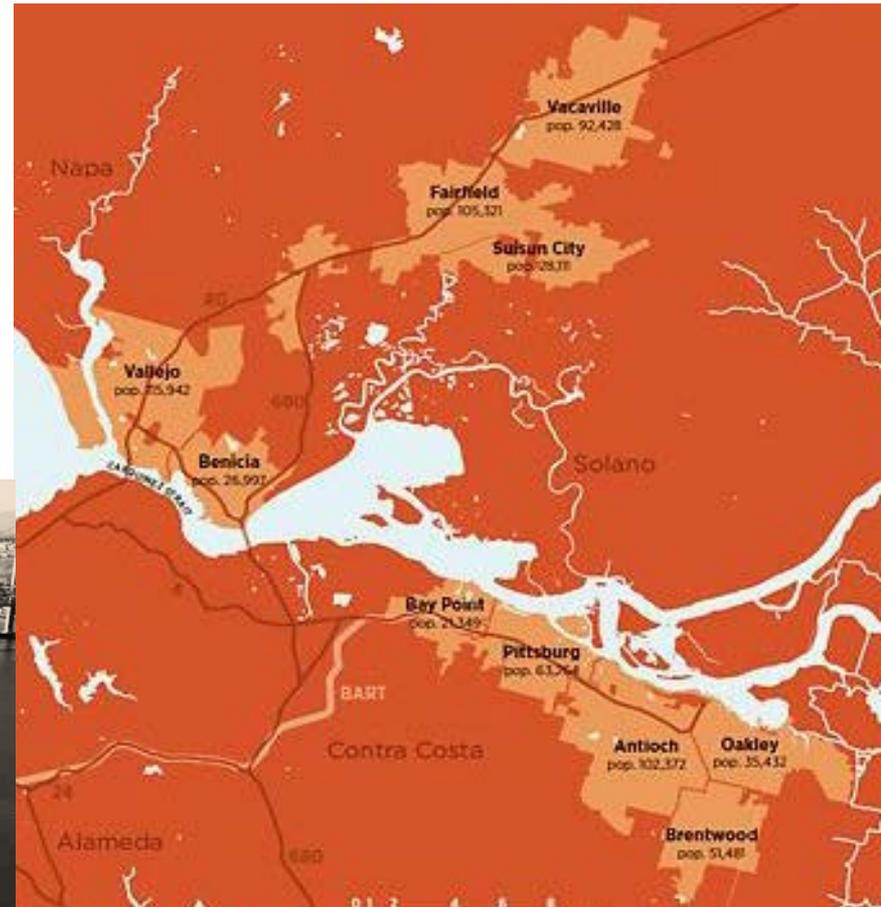
Leveraged grant to secure \$500,000 from State to train 120 LMI workers in 2015



Select Pilot Projects

Northern Waterfront Economic Development Initiative East Contra Costa County

- Revitalize the waterfront to add quality jobs, reduce congestion, strengthen the regional economy
- Integrated approach to land use, transportation and economic development



Housing Initiative

Affordable housing near transit

- Funded 22 pilot projects with \$1.18 million in sub-grants
 - **Financing** affordable housing production
 - **Preserving** existing affordable units
 - **Stabilizing** neighborhoods at risk of displacement



Select Pilot Projects

Land Value Recapture to Fund Affordable Housing

Cities of Walnut Creek, El Cerrito, Concord and Fremont

- Market-based tool to capture part of the increase in land value due to public investments and rezoning within PDAs
- Using additional revenue to provide more affordable housing



LVR Workshop in the City of Walnut Creek

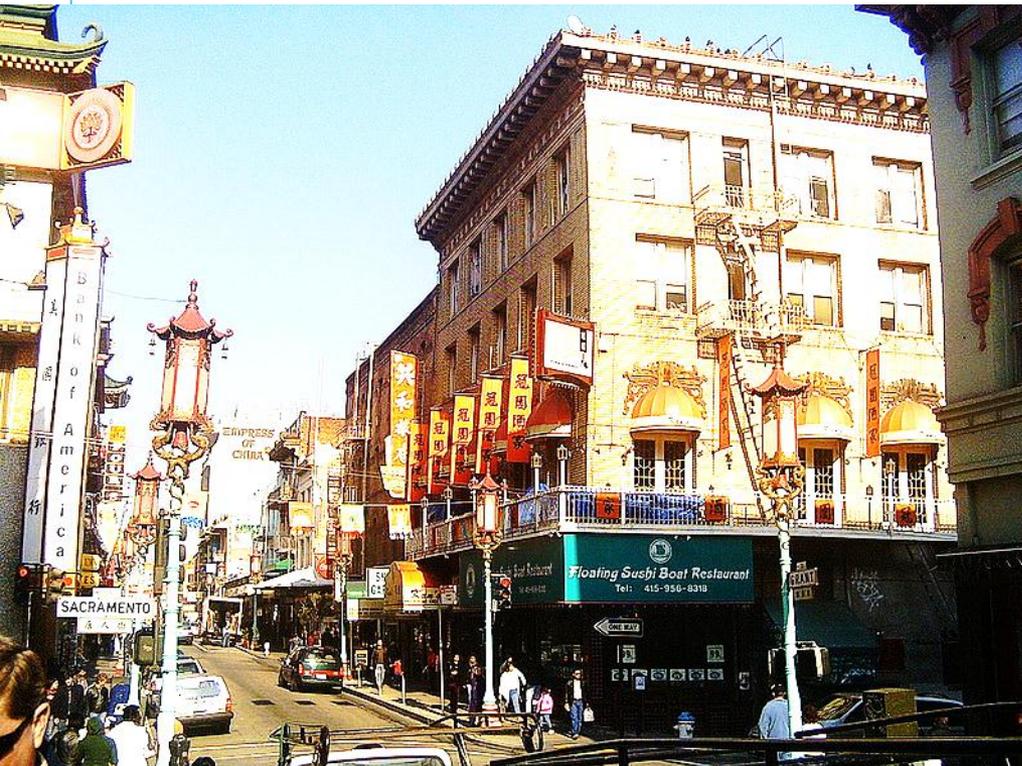


Workshop on affordable housing in PDAs with three cities

Select Pilot Projects

Small-Sites Acquisition and Rehabilitation San Francisco Chinatown

- Focus on smaller apartment buildings within PDAs (5-25 units)
- Cost-effective and time-sensitive approach



Housing Program: Mayor Announces Funding for Affordable Rental Units

August 11, 2014

Mayor Edwin M. Lee announced funding availability for acquisition and rehabilitation financing for the multi-family rental buildings of 5-25 units through the new Small Sites Program. This funding will help stabilize buildings that are occupied by low to moderate income tenants throughout San Francisco that are particularly susceptible to evictions and rising rents. An initial \$3 million is being made available with additional funding expected to be released during the program's first year.



"Real estate speculation and rising rents have contributed to displacement of San Franciscans across our City," said Mayor Lee. "We need to stabilize our neighborhoods that are vulnerable to gentrification and expand the safety net for San Franciscans at risk of eviction and displacement. This program is a part of our comprehensive plan to protect and stabilize our housing stock. With the purchase of already occupied units, we can preserve their affordability over the long-term. The Small Sites Program offers a way to create certainty for our longtime San Francisco families and rent-controlled households, ensuring they have a safe, affordable place to live well into the future."

Select Pilot Projects

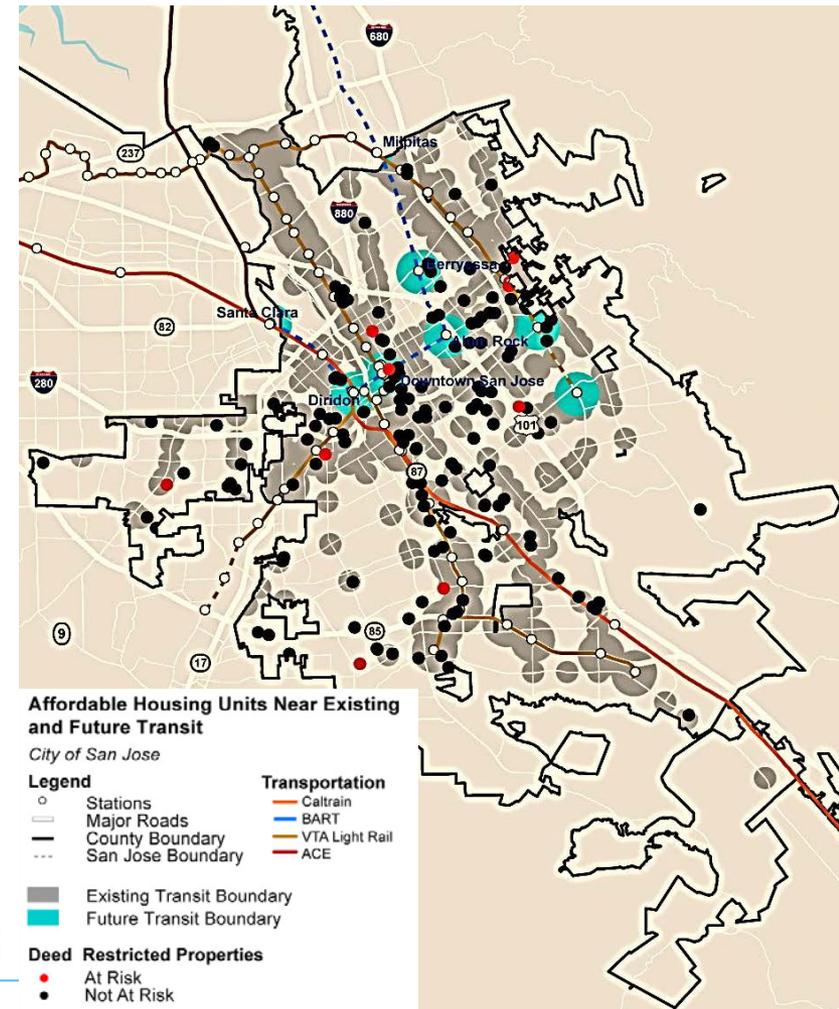
Preserving At-Risk Affordable Housing Near Transit

Cities of San Jose, Oakland and Fremont

- >6,500 subsidized affordable rental units at risk in region
- Cost-effective approach (half the cost of building a new unit)

At-Risk Housing Units: City of San Jose

	<i>Units</i>	<i>Section 8 Units</i>
Very High Risk	245	193
High Risk	829	698
Moderate Risk	321	318
Total	1,395	1,209

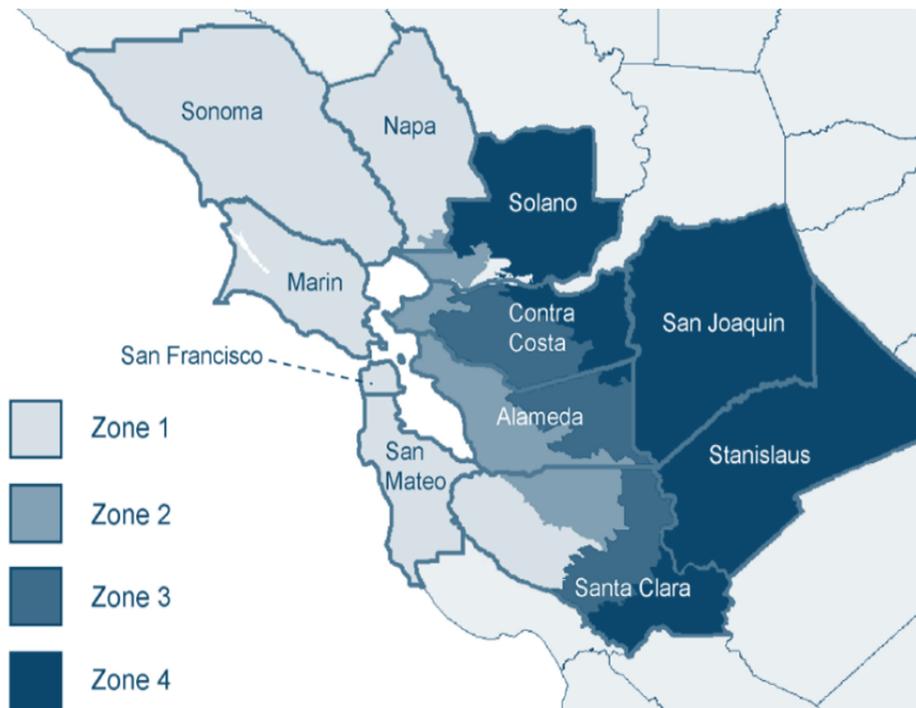


Source: Reconnecting America, California Housing Partnership Corporation, ESRI

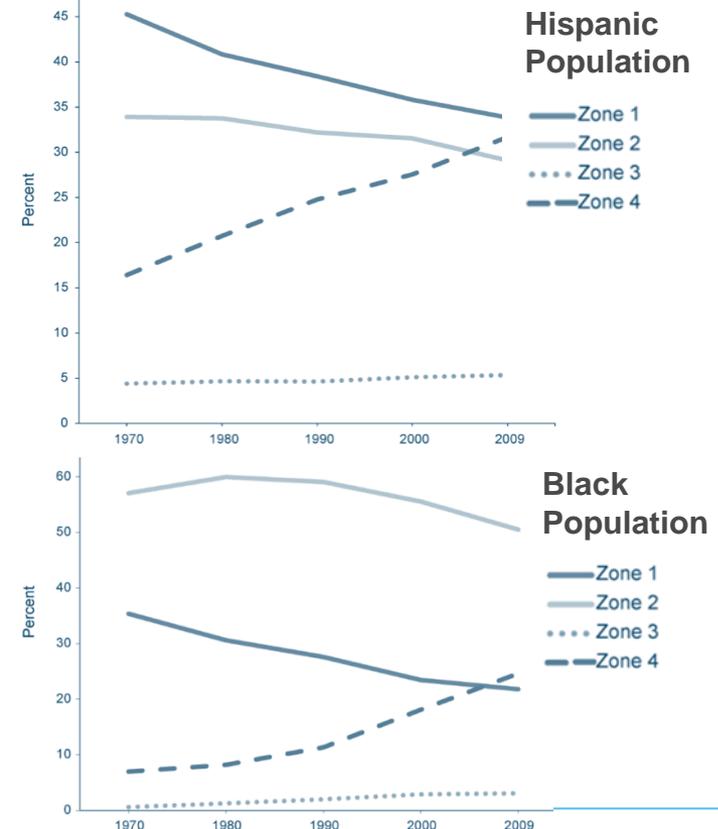
Select Pilot Projects

Methodology for Analyzing Potential for Displacement California Air Resources Board

- Predictive tool for the Bay Area based on extensive data analysis
- Engagement of community groups to ground-truth data



Source: Schafran and Wegmann, UC Berkeley 2012



Equity Initiative

Engagement of disadvantaged communities

- Funded 14 pilot projects with \$655,000 in sub-grants
 - **Leadership institutes** that train residents to advocate for their own needs and priorities
 - **Capacity-building** for community groups and residents in outlying areas

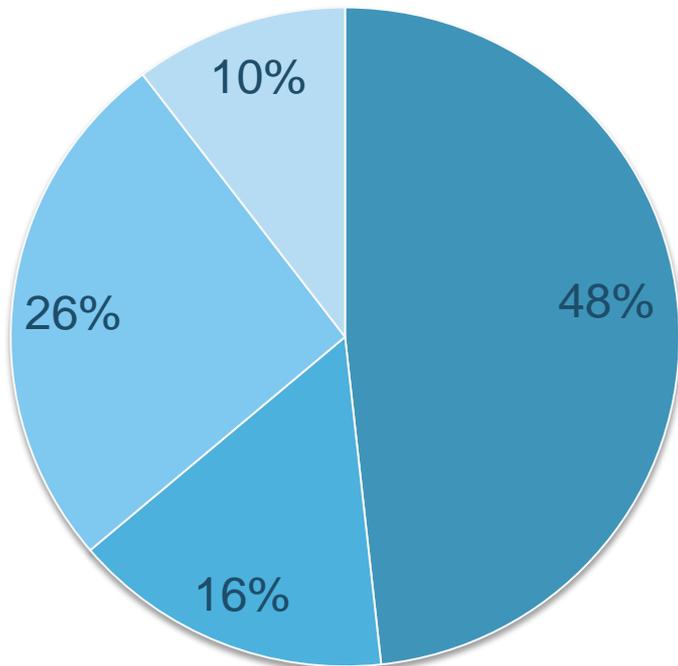


Resident leadership academy in San Francisco

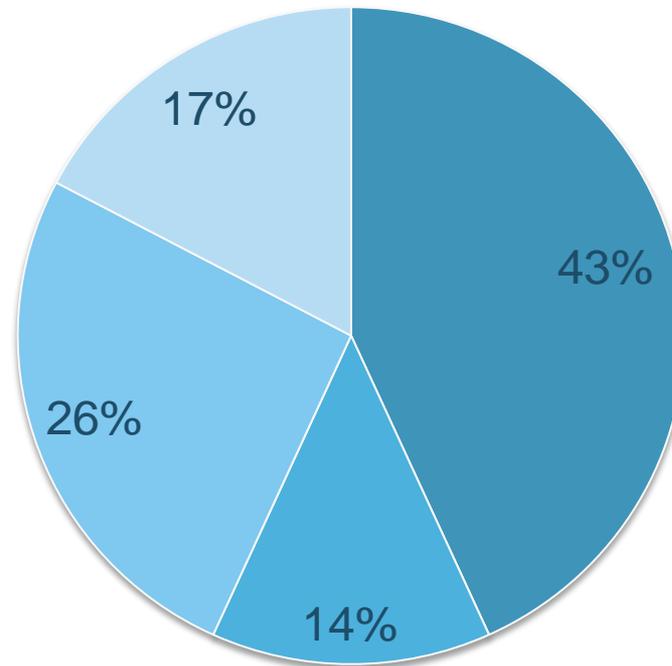


Geographic Distribution of Grant Funds

Total \$



Number of Projects



- East Bay
- San Francisco
- South Bay
- North Bay

Next Steps

- **Complete the pilot projects and other initiatives**
– *March 2015*
- **Document lessons and best practices (toolkit)**
– *April 2015*
- **Develop action steps and recommendations**
– *May 2015*
- **Provide updates to MTC and ABAG Committees**
– *April / May 2015*