

# ASSOCIATION OF BAY AREA GOVERNMENTS

Representing City and County Governments of the San Francisco Bay Area



**ABAG**

## AGENDA

### **ABAG EXECUTIVE BOARD MEETING NO. 405**

Thursday, March 19, 2015, 7:00 PM

Location:

Joseph P. Bort MetroCenter  
Lawrence D. Dahms Auditorium  
101 8<sup>th</sup> Street  
Oakland, California

*The ABAG Executive Board may act on any item on this agenda.*

*Agenda and attachments available at <http://www.abag.ca.gov/>*

*For information, contact Fred Castro, Clerk of the Board, at (510) 464 7913.*

#### **1. CALL TO ORDER AND PLEDGE OF ALLEGIANCE**

#### **2. PUBLIC COMMENT**

Information

#### **3. ANNOUNCEMENTS**

Information

#### **4. PRESIDENT'S REPORT**

Information

##### **A. FPPC Statement of Economic Interests (Form 700) Due April 1, 2015**

#### **5. EXECUTIVE DIRECTOR'S REPORT**

Information

#### **6. CONSENT CALENDAR**

**ACTION.** Unless there is a request by an Executive Board member to take up an item on the consent calendar separately, the calendar will be acted upon in one motion.

##### **A. Approval of Executive Board Summary Minutes of Meeting No. 404 held on January 15, 2015**

*Attachment: Summary Minutes of January 15, 2015*

## **ABAG Executive Board**

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### **B. Ratification of Committee Appointments**

The Executive Board is requested to ratify the following committee appointments.

#### Administrative Committee

Pradeep Gupta, Councilmember, City of South San Francisco

### **C. Authorization to Enter into a Contract with 2M Associates in an Amount Not to Exceed \$113,000 to Develop Bay Trail Design Guidelines and Toolkit**

The Executive Board is requested to authorize entering into a contract with 2M Associates in an amount not to exceed \$113,000 to develop Bay Trail Design Guidelines and Toolkit.

*Attachment: Bay Trail Design Guidelines*

### **D. Authorization to Approve Resolution of Grant Award from the State Coastal Conservancy for the State of the Estuary Conference 2015**

The Executive Board is requested to adopt Resolution No. 02-15.

*Attachments: SCC Grant Award; Resolution No. 02-15*

### **E. Adoption of Resolution No. 03-15 to Authorize the Execution of a Memorandum of Understanding Regarding the East Bay Corridors Initiative**

The Executive Board is requested to adopt Resolution No. 03-15. Staff respectfully requests that the Executive Board adopt Resolution No. 02-15 to authorize the Executive Director to execute the East Bay Corridors Initiative Memorandum of Understanding.

*Attachments: East Bay Corridor Initiative; Resolution No. 03-15; East Bay Corridors Initiative Description*

### **F. Approval of Transmission of Federal Grant Applications to State Clearinghouse**

With Executive Board consent, ABAG will transmit the attached list of federal grant applications to the State Clearinghouse. These applications were circulated in ABAG's Intergovernmental Review Newsletter since the last Executive Board meeting.

*Attachment: Grant Applications*

## **7. REPORT ON PRIORITY DEVELOPMENT AREA IMPLEMENTATION—DOWNTOWN CONCORD**

Information. Miriam Chion, Planning and Research Director, will report on the Priority Development Area implementation for Concord and introduce a presentation by Joan Ryan, Senior Planner, City of Concord.

*Attachment: PDA Implementation Concord; ULI TA Concord*

## **8. REPORT ON KEY REPORTS INFORMING ABAG'S ECONOMIC DEVELOPMENT PROGRAM**

Information. Miriam Chion, Planning and Research Director, will report on key reports informing ABAG's Economic Development Program and introduce presentations by Micah Weinberg, President, Bay Area Council Economic Institute, and Steve Levy, Director, Center for Continuing Study of the California Economy.

*Attachments: Key Reports Economic Development Program; BACEI Report; SPUR Report*

## **ABAG Executive Board**

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### **9. REPORT ON PLAN BAY AREA PUBLIC OUTREACH**

Information: Brad Paul, Deputy Executive Director, will report on work ABAG and MTC are doing to improve public outreach and provide an overview regarding our proposed approach to the first round of Plan Bay Area public workshops in May.

*Attachments: PBA 2017 Public Outreach; PBA Open Houses Proposed Approach*

### **10. REVIEW OF PRIORITY DEVELOPMENT AREA CRITERIA UPDATE**

Information/ACTION. Miriam Chion, Planning and Research Director, will provide an update of the region's Priority Development Area criteria and guidelines.

*Attachments: PDA Criteria and Guidelines; PBA PDA Criteria Review February 6, 2015; ABAG Review PDA Criteria November 19, 2014*

### **11. LEGISLATION AND GOVERNMENTAL ORGANIZATION COMMITTEE REPORT**

Information/ACTION. Committee Chair Scott Haggerty, Supervisor, County of Alameda, will report on Committee activities and request Executive Board approval of Committee recommendations.

*Attachments: LGO Committee Agenda; Summary Minutes; Legislation Summary; Legislative Priorities*

### **12. FINANCE AND PERSONNEL COMMITTEE REPORT**

Information/ACTION. Committee Chair Bill Harrison, Mayor, City of Fremont, will report on Committee activities and request Executive Board approval of Committee recommendations.

*Attachments: FP Committee Agenda*

### **13. PROPOSED MEETING TIME CHANGE FOR EXECUTIVE BOARD, LEGISLATION AND GOVERNMENTAL ORGANIZATION COMMITTEE, AND FINANCE AND PERSONNEL COMMITTEE**

Information/ACTION. Brad Paul, Deputy Executive Director, will report on a proposed meeting time change for Executive Board, Legislation and Governmental Organization Committee, and Finance and Personnel Committee.

### **14. CLOSED SESSION**

The following item will be discussed in closed session pursuant to the requirements of the Ralph M. Brown Act:

#### **CONFERENCE WITH LEGAL COUNSEL—ANTICIPATED LITIGATION**

The City and County of San Francisco demand letter for return of proceeds of a bond issued in connection with Rincon Hill CFD.

### **15. REPORT OUT OF CLOSED SESSION**

**ABAG Executive Board**

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**16. ADJOURNMENT**

The next meeting of the Executive Board will be on May 21, 2015.

Submitted:

/s/ Ezra Rapport, Secretary-Treasurer

Date Submitted: March 12, 2015

Date Posted: March 12, 2015

# SUMMARY MINUTES (DRAFT)

ABAG Executive Board Meeting No. 404  
Thursday, January 15, 2015  
Joseph P. Bort MetroCenter  
101 8<sup>th</sup> Street, Oakland, California

## 1. CALL TO ORDER AND PLEDGE OF ALLEGIANCE

President Julie Pierce, Councilmember, City of Clayton, called the meeting of the Executive Board of the Association of Bay Area Governments to order at about 7:05 p.m.

President Pierce led the Board and the public in the Pledge of Allegiance.

A quorum of the Board was present.

<b>Representatives and Alternates Present</b>	<b>Jurisdiction</b>
Supervisor Candace Andersen	County of Contra Costa
Mayor Jack Batchelor	City of Dixon
Councilmember Desley Brooks	City of Oakland
Supervisor Cindy Chavez	County of Santa Clara
Supervisor Damon Connolly	County of Marin
Supervisor David Cortese	County of Santa Clara
Vice Mayor Jim Davis	City of Sunnyvale
Mayor Pro Tem Pat Eklund	City of Novato
Councilmember Pradeep Gupta	City of South San Francisco
Supervisor Scott Haggerty	County of Alameda
Supervisor Erin Hannigan	County of Solano
Mayor Bill Harrison	City of Fremont
Vice Mayor Dave Hudson	City of San Ramon
Councilmember Charles "Chappie" Jones	City of San Jose
Supervisor Jane Kim	County of San Francisco
Supervisor Mark Luce	County of Napa
Supervisor Eric Mar	County of San Francisco
Supervisor Karen Mitchoff	Count of Contra Costa
Councilmember Raul Peralez	City of San Jose
Councilmember Julie Pierce	City of Clayton
Supervisor Dave Pine	County of San Mateo
Supervisor David Rabbitt	County of Sonoma
Mayor Greg Scharff	City of Palo Alto
Supervisor Warren Slocum	County of San Mateo
Mayor Jerry Thorne	City of Pleasanton
Supervisor Richard Valle	County of Alameda
<b>Representatives Absent</b>	<b>Jurisdiction</b>
Councilmember Magdalena Carrasco	City of San Jose
Dir Jason Elliott, Leg/Gov Affairs	City of San Francisco
Mayor Leon Garcia	City of American Canyon
Councilmember Dan Kalb	City of Oakland
Director William Kissinger	RWQCB

Mayor Edwin Lee  
Councilmember Jake Mackenzie  
Mayor Mary Ann Nihart

City of San Francisco  
City of Rohnert Park  
City of Pacifica

**2. PUBLIC COMMENT**

There was no public comment.

**3. ANNOUNCEMENTS**

Pat Eklund, Mayor Pro Tem, City of Novato, announced that Novato had approved its Housing Element in December with an innovative way to achieve its RHNA allocation using junior accessory dwelling units.

There were no other announcements.

**4. PRESIDENT'S REPORT**

President Pierce reported on the following:

Announced the application deadline for the Growing Smarter Together Awards is February 10, 2015.

Announced the ABAG Legislative Workshop and Reception, co-sponsored by the California State Association of Counties and the Metropolitan Transportation Commission, is on February 11, 2015.

Welcomed new Board members: Damon Connolly, Supervisor, County of Marin; Charles "Chappie" Jones, Councilmember, City of San Jose; Councilmember Raul Peralez, Councilmember, City of San Jose.

Announced the ABAG General Assembly and Business Meeting is on Thursday, April 23, 2015, 2:30 PM to 7:30 PM, at the Oakland Asian Cultural Center, 388 Ninth Street, Suite 290, Oakland.

Announced the ratification of the appointment of Pradeep Gupta, Councilmember, City of South San Francisco, to the Joint Policy Committee.

**5. EXECUTIVE DIRECTOR'S REPORT**

There was no Executive Director's report.

**6. CONSENT CALENDAR**

President Pierce recognized a motion by Scott Haggerty, Supervisor, County of Alameda, which was seconded by Dave Hudson, Vice Mayor, City of San Ramon, to approve the Consent Calendar, including ratification of committee appointments.

There was no other discussion.

The aye votes were: Andersen, Batchelor, Brooks, Chavez, Connolly, Davis, Eklund, Gupta, Haggerty, Hannigan, Harrison, Hudson, Jones, Kim, Luce, Mar, Mitchoff, Peralez, Pierce, Pine, Rabbitt, Scharff, Slocum, Thorne, Valle.

The nay votes were: None.

Abstentions were: None.

Absent were: Carrasco, Cortese, Elliott, Garcia, Kalb, Kissinger, Lee, Mackenzie, Nihart.

The motion passed unanimously.

**A. Approval of Executive Board Summary Minutes of Meeting No. 403 held on December 4, 2014**

**B. Approval of Transmission of Federal Grant Applications to State Clearinghouse**

The Executive Board consented to ABAG transmitting an attached list of federal grant applications to the State Clearinghouse. These applications were circulated in ABAG's Intergovernmental Review Newsletter since the last Executive Board meeting.

**C. Ratification of Committee Appointments**

The Executive Board ratified the following committee appointments.

Joint Planning Committee

Pradeep Gupta, Councilmember, City of South San Francisco

The Board next took up Item 8.

[Cortese joined the meeting.]

**7. REGIONAL ECONOMIC DEVELOPMENT FRAMEWORK**

Miriam Chion, ABAG Planning and Research Director, reported on the Regional Economic Development Framework, including a review of Plan Bay Area implementation; regional tasks; basis for a regional economic development strategy; economic challenges; a proposed regional economic development framework; regional trends, challenges, and strategies; and a proposed process and deliverables.

Rapport commented on federal sustainable communities program; non-profit organizations and the Housing and Urban Development regional prosperity grant; the Bay Area Council Economic Institute research and recommendations; policy development; subregional economic development organizations; Joint Policy Committee input; and adoption of the framework.

Public comments were heard from the following:

Kristen Connelly, East Bay Leadership Council, commented on engagement with and inclusiveness of the economic development framework process.

Brianne Riley, Bay Area Council, commented on including the business community in the economic development process.

Paul Campus, BIA Bay Area, commented on the need for high degree of policy consensus and input from Regional Planning Committee and Regional Area Working Group.

Zelda Bronstein, Berkeley, California, commented on the framework and policy, social justice, and the need to debate policy.

Members discussed synthesizing essential components necessary to achieve economic growth; public and local government input on the framework; Board input and review of the draft framework; the intended economic development report

recipient and assisting local government actions and implementation; focusing on air quality; parking trends; the Regional Prosperity Plan policies; toolkit for local governments; BACEI report on Reforming Public Higher Education; public input on the Regional Prosperity Plan; the relationship between the economic development framework and the HUD grant; the report impact on the RHNA process; strategies from wider range of groups; current work being done by other organizations; industry to industry forum; reviewing and limiting policies from the Regional Prosperity Plan and the BACEI; being more inclusive in incorporating policies in the framework; developing a draft list to consult with others partner agencies; meeting with delegates and conference s of mayors; reviewing the history of policy documents; developing a work plan; addressing conflicts; regional collaboration and local control; the scope and undertaking of the economic framework; HUD grant investment ideas; the final product and its added value; working with subregional economic development organizations; reporting on and collecting work of other organizations.

Chion summarized the discussion as follows: developing a schedule and program for sharing and discussing information and material with the Board; shaping the framework based on input from the Board and local jurisdictions; clarifying the audience of the report, its helpfulness to local jurisdictions, and how it helps inform Plan Bay Area; addressing specific content pieces; and expanding the process of engagement.

President Pierce recognized a motion by Cindy Chavez, Supervisor, County of Santa Clara, which was seconded by Erin Hannigan, Supervisor, County of Solano, to direct staff to bring back this item with an outline of what this process would include and a calendar at the March meeting.

There was no other discussion.

The aye votes were: Andersen, Batchelor, Brooks, Chavez, Connolly, Cortese, Eklund, Gupta, Haggerty, Hannigan, Harrison, Hudson, Jones, Kim, Luce, Mar, Mitchoff, Peralez, Pierce, Pine, Rabbitt, Scharff, Slocum, Thorne, Valle.

The nay votes were: Davis.

Abstentions were: None.

Absent were: Carrasco, Elliott, Garcia, Kalb, Kissinger, Lee, Mackenzie, Nihart.

The motion passed unanimously.

## **8. ADVANCING BAY AREA RESILIENCE**

Danielle Mieler, ABAG Resilience Program Coordinator, and Michael Germeraad, ABAG Resilience Planner, and Arietta Chakos, Policy Consultant, reported on Advancing Bay Area Resilience, including a review of ABAG's resilience approach, community resilience, and resilience program; a review of *Cascading Failures: Earthquake Threats to Transportation and Utilities*; a report from the Loma Prieta 25 Symposium, state policy objectives, and regional policy objectives.

Members discussed the collaborative effort with the other regional agencies; coordinating efforts with the Joint Policy Committee; incentives over mandates for retrofits; first responder coordination; long term links; General Assembly resilience track; public sector infrastructure redundancy.

President Pierce recognized a motion by Hudson, which was seconded by Pat Eklund, Mayor Pro Tem, City of Novato, to endorse the new resilience program direction and to adopt the regional resilience policies and promote the state policies presented at the Loma Prieta 25 Symposium.

There was no other discussion.

The aye votes were: Andersen, Batchelor, Brooks, Chavez, Connolly, Cortese, Davis, Eklund, Gupta, Haggerty, Hannigan, Harrison, Hudson, Jones, Kim, Luce, Mar, Mitchoff, Peralez, Pierce, Pine, Rabbitt, Scharff, Slocum, Thorne, Valle.

The nay votes were: None.

Abstentions were: None.

Absent were: Carrasco, Elliott, Garcia, Kalb, Kissinger, Lee, Mackenzie, Nihart.

The motion passed unanimously.

**9. SAN PABLO AVENUE GREEN STORMWATER SPINE**

Joshua Bradt, Project Manager, San Francisco Estuary Partnership, reported on the San Pablo Avenue Green Stormwater Spine Project, reviewed site designs, and provided project status.

There was no discussion.

President Pierce recognized a motion by Karen Mitchoff, Supervisor, County of Contra Costa, which was seconded by Candace Andersen, Supervisor, County of Contra Costa, to accept the staff report on the San Pablo Avenue Green Stormwater Spine Project.

There was no other discussion.

The aye votes were: Andersen, Batchelor, Brooks, Chavez, Connolly, Cortese, Davis, Eklund, Gupta, Haggerty, Hannigan, Harrison, Hudson, Jones, Kim, Luce, Mar, Mitchoff, Peralez, Pierce, Pine, Rabbitt, Scharff, Slocum, Thorne, Valle.

The nay votes were: None.

Abstentions were: None.

Absent were: Carrasco, Elliott, Garcia, Kalb, Kissinger, Lee, Mackenzie, Nihart.

The motion passed unanimously.

[Batchelor, Brooks Mar, and Valle left the meeting.]

**10. LEGISLATION AND GOVERNMENTAL ORGANIZATION COMMITTEE REPORT**

Committee Chair Scott Haggerty, Supervisor, County of Alameda, reported on committee activities and requested Executive Board approval of committee recommendations, including the following: approval of meeting minutes from December 4, 2014; briefing by Mike Arnold, Legislative Advocate, Arnold and Associates; finalizing legislative priorities for 2015; election of new officers namely, Haggerty as Committee Chair, and Desley Brooks, Councilmember, City of Oakland, as Committee Vice-Chair; announcement of the Legislative Reception; and a report on unaccompanied children and/or refugee children and implications for local government.

President Pierce recognized a motion by Haggerty, which was seconded by Mark Luce, Supervisor, County of Napa, to accept the committee report.

Mitchoff requested that the Legislation and Governmental Organization Committee report be provided to Board members in advance of the meeting.

There was no other discussion.

The aye votes were: Andersen, Chavez, Connolly, Cortese, Davis, Eklund, Gupta, Haggerty, Hannigan, Harrison, Hudson, Jones, Kim, Luce, Mitchoff, Peralez, Pierce, Pine, Rabbitt, Scharff, Slocum, Thorne,.

The nay votes were: None.

Abstentions were: None.

Absent were: Batchelor, Brooks, Carrasco, Elliott, Garcia, Kalb, Kissinger, Lee, Mackenzie, Mar, Nihart, Valle.

The motion passed.

Mitchoff asked whether staff would poll the Board members regarding starting the Executive Board meeting earlier. The Board directed staff to poll members about a proposed time change for Executive Board meetings.

#### **11. FINANCE AND PERSONNEL COMMITTEE REPORT**

Committee Chair Bill Harrison, Mayor, City of Fremont, reported on committee activities and requested Executive Board approval of committee recommendations, including the following: election of Harrison as Committee Chair and Mitchoff as Committee Vice Chair; approval of minutes of December 4, 2014; presentation and review of financial reports for November 2014; review of proposed Work Program, Budget, and membership dues for Fiscal Year 2015-16; closed session on Conference with Labor Negotiators; closed session on Public Employee Performance.

President Pierce recognized a motion by Mitchoff, which was seconded by Hudson, to accept the committee report, including a recommendation to the General Assembly to approve the Proposed Budget and Work Plan for 2015 to 2016.

There was no other discussion.

The aye votes were: Andersen, Chavez, Connolly, Cortese, Davis, Eklund, Gupta, Haggerty, Hannigan, Harrison, Hudson, Jones, Kim, Luce, Mitchoff, Peralez, Pierce, Pine, Rabbitt, Scharff, Slocum, Thorne,.

The nay votes were: None.

Abstentions were: None.

Absent were: Batchelor, Brooks, Carrasco, Elliott, Garcia, Kalb, Kissinger, Lee, Mackenzie, Mar, Nihart, Valle.

The motion passed.

The Board entered Closed Session at about 9:49 p.m.

#### **12. CLOSED SESSION**

The following items were discussed in closed session pursuant to the requirements of the Ralph M. Brown Act:

**A. Conference with Labor Negotiators**

Agency designated representatives: Brian Kirking, ABAG Information Technology/Human Resources Director; Brad Paul, ABAG Deputy Executive Director; and Herb Pike, ABAG Finance Director

Employee organization: SEIU Local 1021

The Board exited Closed Session at about 9:51 p.m.

**13. REPORT OUT OF CLOSED SESSION**

Kenneth Moy, ABAG Legal Counsel, announced that there was no report out of Closed Session.

**14. ADJOURNMENT**

President Pierce adjourned the meeting of the Executive Board at about 9:52 p.m.

The next meeting of the Board will be on March 19, 2015.

Submitted:

/s/ Ezra Rapport, Secretary-Treasurer

Date Submitted: March 6, 2015

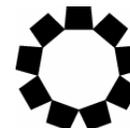
Approved: TBD

*For information or to review audio recordings of ABAG Executive Board meetings, contact Fred Castro, Clerk of the Board, at (510) 464 7913 or FredC@abag.ca.gov.*

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# ASSOCIATION OF BAY AREA GOVERNMENTS

Representing City and County Governments of the San Francisco Bay Area



**ABAG**

Date: March 2, 2015

To: ABAG Executive Board

From: Lee Huo  
Bay Trail Planner

Subject: **Authorization to Enter into a Contract with 2M Associates in an Amount Not to Exceed \$113,000 to Develop Bay Trail Design Guidelines and Toolkit**

## Executive Summary

The San Francisco Bay Trail (Bay Trail) is a planned 500-mile continuous network of bicycling and walking trails that, when complete, will encircle San Francisco and San Pablo Bays in their entirety. It will link the shoreline of all nine Bay Area counties, as well as 47 cities. To date, 340 miles of the proposed Bay Trail system has been developed. On March 6, 2012, the Coastal Conservancy awarded a \$3,000,000 block grant to ABAG to implement the Bay Trail. Staff is proposing to utilize up to \$113,000 of this block grant to develop Bay Trail Design Guidelines and Toolkit.

The purpose of the Bay Trail Design Guidelines and Toolkit is to develop a guidance document and resource in the long range design and implementation of the Bay Trail to achieve the goals of providing an enjoyable, continuous, safe and useable regional trail system for the broadest range of non-motorized users. These guidelines will be utilized by Bay Trail staff, public agencies, private developers, and the general public to assist in the planning and design of Bay Trail facilities, to provide design solutions and recommendations for common trail design issues, and to provide a basis for discussions of Bay Trail design criteria. The document will develop a set of Bay Trail design goals, principles, and objectives that will establish the main design concepts for long range design and implementation of the Bay Trail as well as providing more detailed technical guidance and solutions on common trail design issues.

A Request for Proposals (RFP) for the Bay Trail Design Guidelines and Toolkit was released on December 23, 2014, and closed on February 6, 2015. Four proposals were received, and 2M Associates was determined to be the most qualified firm. The project is expected to take approximately seven months to complete. Upon approval, ABAG would enter into a contract with 2M Associates and begin development of the Bay Trail Design Guidelines and Toolkit.

## Recommended Action

The Executive Board is requested to authorize entering into a contract with 2M Associates in an amount not to exceed \$113,000 to develop Bay Trail Design Guidelines and Toolkit.

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# ASSOCIATION OF BAY AREA GOVERNMENTS

Representing City and County Governments of the San Francisco Bay Area



**ABAG**

Date: March 6, 2015

To: ABAG Executive Board

From: Judy Kelly  
Director, San Francisco Estuary Partnership

Subject: **Authorization to Approve Resolution of Grant Award from the State Coastal Conservancy for the State of the Estuary Conference 2015**

## Executive Summary

The State Coastal Conservancy is providing \$50,000 in grant funds to SFEP for the 2015 State of the Estuary Conference. Every two years SFEP presents this conference to focus on the management and ecological health of the San Francisco Bay-Delta Estuary. The State of the Estuary Conference is a two day event that showcases the latest information about the estuary's changing watersheds, impacts from major stressors, recovery programs for species and habitats, and emerging challenges.

San Francisco Estuary Partnership staff will provide conference organization and development services including setting up a planning steering committee, holding planning steering committee meetings and leading development of conference themes and conference program materials. The conference is supported by grant funds from our partner agencies and by registration fees.

## Recommended Action

The Executive Boards is requested to authorize the Executive Director of designee to sign the grant agreement and also approve the resolution on the grant award for \$50,000 from the State Coastal Conservancy.

## Attachment

Resolution No. 02-15

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**ASSOCIATION OF BAY AREA GOVERNMENTS  
EXECUTIVE BOARD**

**RESOLUTION NO. 02-15**

**APPROVING THE GRANT OF FUNDS FROM THE STATE COASTAL  
CONSERVANCY FOR THE STATE OF THE ESTUARY CONFERENCE 2015**

**WHEREAS**, the Legislature of the State of California has established the State Coastal Conservancy (“Conservancy”) under Division 21 of the California Public Resources Code, and has authorized the Conservancy to award grants to public agencies and nonprofit organizations to implement the provisions of Division 21; and

**WHEREAS**, the Conservancy awards grants for projects that it determines are consistent with Division 21 of the Public Resources Code and with the Conservancy’s Strategic Plan and that best achieve the Conservancy’s statutory objectives, in light of limited funding; and

**WHEREAS**, at its January 29, 2015 meeting, the Conservancy adopted a resolution authorizing a grant of \$50,000 (fifty thousand dollars) to the Association of Bay Area Governments (“grantee”) for the State of the Estuary Conference 2015 (“the project”). The resolution was adopted by the Conservancy pursuant to and is included in the Conservancy January 29, 2015 staff recommendation, a copy of which is on file with the Conservancy; and

**WHEREAS**, the Conservancy requires that the governing body of the grantee certify through a resolution that it approves the award of Conservancy grant funding and authorizes the execution by a representative of the grantee of a grant agreement on terms and conditions required by the Conservancy.

**NOW, THEREFORE, BE IT RESOLVED**, that the Executive Board of the Association of Bay Area Governments hereby:

1. Approves the award of grant funding from the Conservancy for the project.
2. Acknowledges that it has or will have sufficient funds to complete the project.
3. Agrees to provide any funds beyond the Conservancy grant funds necessary to complete the project.
4. Agrees to be bound by all terms and conditions of the grant agreement and any other agreement or instrument as may be required by the Conservancy and as may be necessary to fulfill the terms of the grant agreement and to complete the project.

**ASSOCIATION OF BAY AREA GOVERNMENTS  
RESOLUTION NO. 02-15**

5. Authorizes the following named officers or employees of the grantee to act as a representative of the grantee, to negotiate and execute on behalf of the grantee all agreements and instruments necessary to complete the project and to comply with the Conservancy's grant requirements, including, without limitation, the grant agreement: Ezra Rapport, Executive Director, or Judy Kelly, Manager, San Francisco Estuary Partnership.

The foregoing was adopted by the Executive Board this 19<sup>th</sup> day of March, 2015.

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Julie Pierce  
Chair

**Certification of Executive Board Approval**

I, the undersigned, the appointed and qualified Secretary-Treasurer of the Association of Bay Area Governments (Association), do hereby certify that the foregoing resolution was adopted by the Administrative Committee of the Association at a duly called meeting held on the 19<sup>th</sup> day of March, 2015.

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Ezra Rapport  
Secretary-Treasurer

**Approved as To Legal Form**

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Kenneth K. Moy  
Legal Counsel

# ASSOCIATION OF BAY AREA GOVERNMENTS

Representing City and County Governments of the San Francisco Bay Area



**ABAG**

Date: March 11, 2015  
To: ABAG Executive Board  
From: Miriam Chion  
Planning and Research Director  
Subject: **East Bay Corridors Initiative Memorandum of Understanding**

## Executive Summary

Staff is requesting that the Executive Board adopt the attached resolution with 14 local jurisdictions to form the East Bay Corridors Initiative—a voluntary collaboration to create a network of thriving neighborhoods and downtowns in inner East Bay Priority Development Areas (PDAs). Participating local jurisdictions include the cities and jurisdictions of Alameda, Alameda County, Albany, Contra Costa County, El Cerrito, Emeryville, Hayward, Hercules, Oakland, Pinole, Richmond, San Leandro, San Pablo, and Union City. The jurisdictions are currently working together to identify catalyst projects and strategies that build on the unique assets of corridor Priority Development Areas to address common challenges and capitalize on shared opportunities. During 2015, the Initiative is anticipated to support these priorities through partnerships with the business and non-profit communities.

## Recommended Action

Staff respectfully requests that the Executive Board adopt Resolution No. 03-15 to authorize the Executive Director to execute the East Bay Corridors Initiative Memorandum of Understanding.

## Attachments

Resolution No. 03-15  
East Bay Corridors Initiative Memorandum of Understanding

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**ASSOCIATION OF BAY AREA GOVERNMENTS  
EXECUTIVE BOARD**

**RESOLUTION NO. 03-15**

**EAST BAY CORRIDOR MEMORANDUM OF UNDERSTANDING**

**WHEREAS**, the City and the Jurisdictions of Albany, Alameda County, Berkeley, Contra Costa County, El Cerrito, Emeryville, Hayward, Hercules, Oakland, Pinole, Richmond, San Leandro, San Pablo, and Union City (collectively, the Corridor Jurisdictions) have Priority Development Areas (PDAs) within their communities that form a geographical and land use alignment referred to as the East Bay Corridor (as shown in Attachment 1 to this resolution); and

**WHEREAS**, the staffs of the Corridor Jurisdictions and the Association of Bay Area Governments (ABAG) have been collaborating to identify a preliminary set of inter-jurisdictional strategies for implementing local and regional planning objectives for each segment of the corridor in an effort referred to as the East Bay Corridor Initiative; and

**WHEREAS**, the staffs of the Corridor Jurisdictions and ABAG recommend that the Corridor Jurisdictions and ABAG continue to coordinate on the development of multi-jurisdictional strategies to create a network of thriving neighborhoods and downtowns in Corridor PDAs, including but not limited to the subgroups that comprise the Oakland-Union City Corridor and the San Pablo Corridor; and

**WHEREAS**, the staffs of the Corridor Jurisdictions and ABAG recommend that the Corridor Jurisdictions and ABAG enter into a Memorandum of Understanding for the East Bay Corridors Initiative (MOU) to (1) continue the development of multi-jurisdictional strategies to create a network of thriving neighborhoods and downtowns in Corridor PDAs, (2) identify and develop funding sources to implement agreed upon strategies and (3) endorse joint applications by one or more Corridor Jurisdictions for grants and other funding that support agreed upon multi-jurisdictional strategies; and

**WHEREAS**, the MOU does not require ABAG to expend any funds or endorse any or support any pre-determined project or strategy except as commonly agreed upon among the Corridor Jurisdictions and ABAG.

**ASSOCIATION OF BAY AREA GOVERNMENTS  
RESOLUTION NO. 03-15**

**NOW, THEREFORE, BE IT RESOLVED**, that the Executive Board of the Association of Bay Area Governments hereby authorizes the Executive Director to execute the Memorandum of Understanding for the East Bay Corridors Initiative.

The foregoing was adopted by the Executive Board this 19<sup>th</sup> day of March, 2015.

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Julie Pierce  
Chair

**Certification of Executive Board Approval**

I, the undersigned, the appointed and qualified Secretary-Treasurer of the Association of Bay Area Governments (Association), do hereby certify that the foregoing resolution was adopted by the Administrative Committee of the Association at a duly called meeting held on the 19<sup>th</sup> day of March, 2015.

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Ezra Rapport  
Secretary-Treasurer

**Approved as To Legal Form**

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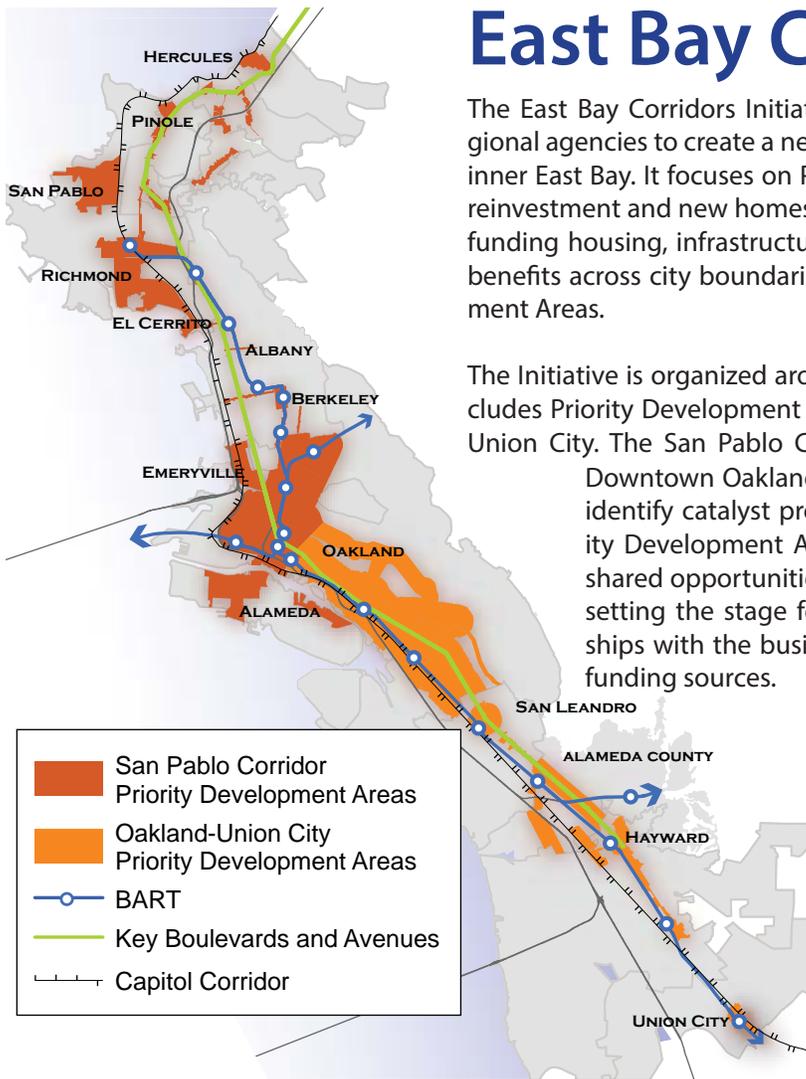
Kenneth K. Moy  
Legal Counsel

# East Bay Corridors Initiative

The East Bay Corridors Initiative is a collaboration between cities, counties and regional agencies to create a network of thriving neighborhoods and downtowns in the inner East Bay. It focuses on Priority Development Areas, places planned by cities for reinvestment and new homes and jobs. The Initiative is a platform for prioritizing and funding housing, infrastructure, and community development projects that provide benefits across city boundaries while implementing local plans for Priority Development Areas.

The Initiative is organized around two corridors. The Oakland-Union City Corridor includes Priority Development Areas between International Boulevard in Oakland and Union City. The San Pablo Corridor includes Priority Development Areas between Downtown Oakland and Hercules.

Cities are currently working together to identify catalyst projects that build on the unique assets of corridor Priority Development Areas to address common challenges and capitalize on shared opportunities. During 2015, the Initiative will solidify these projects, setting the stage for pursuing existing funding sources, forming partnerships with the business and non-profit communities, and developing new funding sources.



## Oakland-Union City Corridor Jurisdictions

- Oakland
- San Leandro
- Unincorporated Alameda County (Ashland/Cherryland)
- Hayward
- Union City

## San Pablo Corridor Jurisdictions

- Oakland
- Emeryville
- Berkeley
- Alameda
- Albany
- El Cerrito
- Richmond
- San Pablo
- Pinole
- Hercules
- Unincorporated Contra Costa County

## Regional and County Partners

- Alameda and County Public Health Department
- Alameda and Contra Costa County Transportation Authorities
- Alameda-Contra Costa Transit District (AC Transit)
- Association of Bay Area Governments
- Bay Area Air Quality Management District

- Bay Area Rapid Transit (BART)
- Contra Costa Health Services
- Western Contra Costa County Transit Authority (WestCAT)

## Timeline

### 1995-Today

- Corridor jurisdictions adopt plans for 26 Priority Development Areas

### 2013

- Plan Bay Area adopted, region's first integrated housing, jobs and transportation plan; growth and investment focused in the inner East Bay
- Implementation of local plans and regional goals in the East Bay Corridors identified as a Plan Bay Area implementation priority

### 2014

- Workshops held to identify key challenges and opportunities related to realizing local PDA plans
- Working groups create draft implementation priorities and catalyst projects

## Next Steps

### Q1 2015

- Solidify priorities and catalyst projects
- Create partnerships and identify funders

### Q2 2015

- Pursue immediate funding opportunities

### Q3 2015-

- Continue to pursue funding; initiate and complete projects

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# ASSOCIATION OF BAY AREA GOVERNMENTS

Representing City and County Governments of the San Francisco Bay Area



**ABAG**

Date: March 11, 2015

To: ABAG Executive Board

From: Miriam Chion  
Research and Planning Director

Subject: **Priority Development Area Implementation—Downtown Concord**

## Executive Summary

Joan Ryan, Senior Planner for the City Concord will share the long-term vision for the City's recently completed Downtown Concord Specific Plan which covers the approximately 600 acre area surrounding the City's Downtown Priority Development Area, adjacent to the Downtown BART Station. The presentation will provide an overview of the process, key challenges and final outcomes. Ms. Ryan will also discuss next steps for Plan implementation to address the challenges of accommodating future growth.

The Downtown Specific Plan is a tool to increase development from current standards in the City's downtown, improve the business climate, increase access to transit, and provide for a mix of housing opportunities. The Specific Plan doubles the number of projected housing units over the next 25 years. This growth will be supported by creating a more walkable downtown and "green streets framework" while accommodating other modes of transportation including biking, a downtown shuttle, and improved connections to BART and bus. A key linkage between Todos Santos Plaza, the jewel of the City's downtown, and BART is a three block stretch of Grant Street. Planned improvements for this stretch of Grant Street include allowing more active land uses to activate the street and bike lanes, improved pedestrian crossings, sidewalk cafes and dining and improved way-finding signage to guide commuters from BART to the many activities Downtown.

Since adoption of the Specific Plan in June 2014, the City has begun to tackle a variety of implementation strategies. The plan has already served as a valuable funding tool to obtain funding for a variety of projects, outlined in the Plan as Implementation Strategies. For example, the City recently received \$500,000 to assist with three projects focused on streetscape improvements and bicycle and pedestrian enhancements. The City anticipates releasing a Request for Proposals in the fall of this year for the first of two housing and/or mixed use sites, within the City's downtown transit overlay district. Active Economic Development efforts are also ramping up to attract and fill existing office buildings within the City's core, and a number of new businesses already have tenant improvements underway. Although the Specific Plan's horizon is 2040, adoption of the plan has provided needed focus on near-term actions

**Priority Development Area Implementation—Downtown Concord**

March 11, 2015

2

that have created further momentum to encourage additional development that benefits businesses and residents quality of life.

Recommended Action

Information

Attachment

ULI Downtown Concord Technical Assistance Panel



**Urban Land San Francisco  
Institute**  
Serving the Greater Bay Area



# DOWNTOWN CONCORD

## Technical Assistance Panel



Concord, CA  
April 24-25, 2014

Item 7, ULI TA Concord



# Urban Land Institute

San Francisco  
Serving the Greater Bay Area

## ULI SAN FRANCISCO

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*Founded in 1936, the Urban Land Institute is a 501(c) (3) nonprofit research and education organization dedicated to providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI has over 32,000 members worldwide, representing the entire spectrum of land use and development disciplines. With nearly 2,100 members across the Bay Area, ULI San Francisco represents one of the Urban Land Institute's largest District Councils.*

## About ULI

The Urban Land Institute's mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Founded in 1936, ULI is a nonprofit organization of land use professionals with over 32,000 members in 95 countries ([www.uli.org](http://www.uli.org)), including over 2,076 in the San Francisco District Council ([sf.uli.org](http://sf.uli.org)). ULI San Francisco serves the greater Bay Area with pragmatic land use expertise and education.

## About ULI TAPs

The ULI San Francisco Technical Assistance Panel (TAP) Program is an extension of the national Urban Land Institute (ULI) Advisory Services Panel Program. ULI's Advisory Services Panels provide strategic advice to clients (public agency, nonprofit organization or nonprofit developer) on complex land use and real estate development issues. The program links clients to the knowledge and experience of ULI and its membership.

Since 1947, the Urban Land Institute (ULI) has harnessed the technical expertise of its members to help communities solve difficult land use, development, and redevelopment challenges. Over 600 panels have been conducted in 12 countries. Since 1996, the Urban Land Institute San Francisco (ULISf) has adapted this model for use at the local level, assisting 25 Bay Area cities.

TAPs include extensive preliminary briefings followed by a one-and-a-half-day intensive working session in the client's community. A detailed briefing package and guided discussion is provided by the client to each TAP participant prior to the TAP working sessions. In the working sessions our expert panelists tour the study area either by bus or on foot, interview stakeholders, and address a set of questions proposed by the client about a specific development issue or policy barrier within a defined geographic area. The product of these sessions is a community presentation and this report. This report presents highlights of the panel's responses to the client's questions as well as contains a diverse set of ideas and suggestions.

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- Response to the City's Questions ..... 11
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Figure 1: Concord Regional Location



## Downtown Concord Technical Assistance Panel

### Technical Assistance Panelists

- Jeff Tumlin, Principal, Nelson\Nygaard, Concord TAP Chair
- Alan Billingsley, Principal, Billingsley Interests
- Will Fleissig, President, Communitas Development, Inc.
- Chris Haegglund, Principal, BAR Architects
- Kathleen Livermore, AICP Contract City Planner, City of Alameda
- Anu Natarajan, Council Member City of Fremont
- Paul Ring, Vice President of Development The Core Companies
- Lead Author: Cameron Mueller, Urban Planner, AECOM

### ULI San Francisco

- Michael Jameson, Chair, ULISf
- Elliot Stein, Executive Director
- Dana Van Galder, Director
- John Means, Associate
- Alan Talansky, Chair, TAP Committee

### City of Concord Participants

- Carol Johnson, Planning Manager
- John Montagh, Economic Development and Housing Manager
- Joan Ryan, Project Manager, Downtown Specific Plan

# Introduction

## Context

The City of Concord, with approximately 122,067 residents (2010 U.S. Census), is the largest city in Contra Costa County. Concord encompasses approximately 19,840 acres or 31 square miles of land. The City limits extend to the Mallard Reservoir in the north and beyond Ygnacio Valley Road in the south. The eastern boundary of the City is defined by the extent of the former Concord Naval Weapons Station (CNWS).

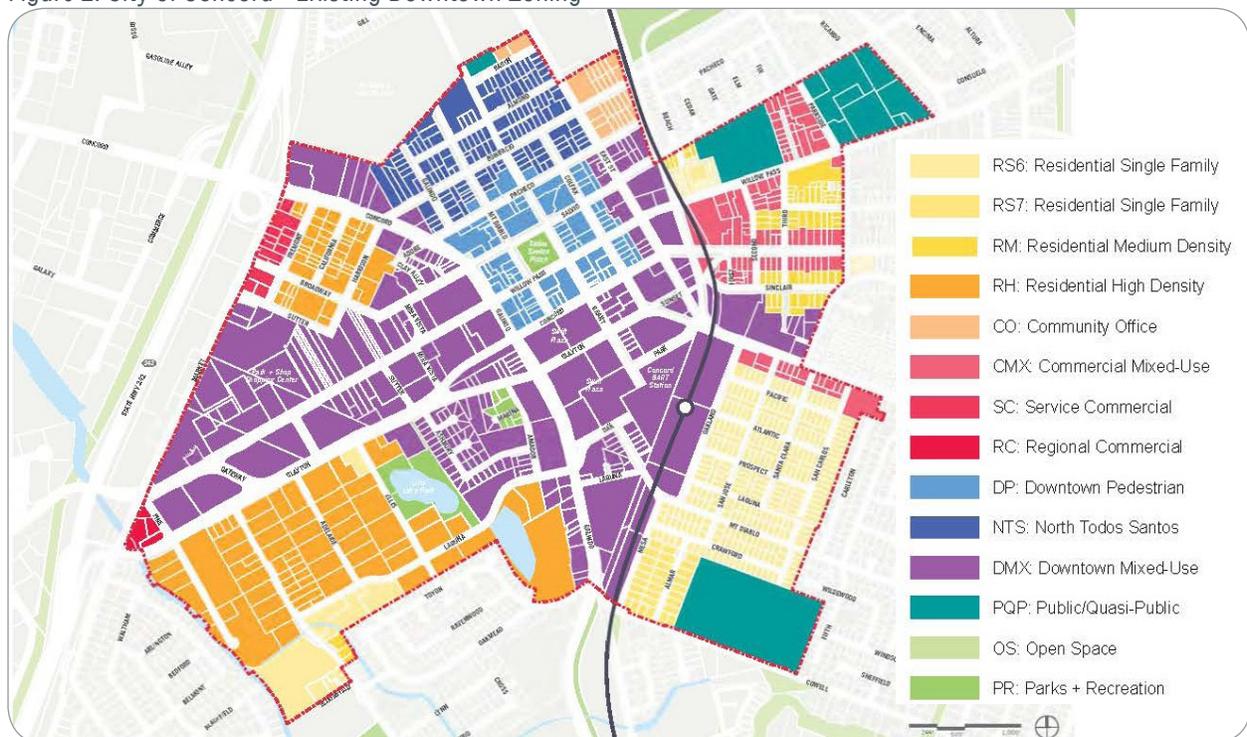
Concord has an important role in the regional economy given the assets of the City, including its central location, good transportation options, affordable housing and a job center with a skilled labor force. Although the region is economically competitive, these assets provide the potential to increase Concord's presence as a major center for the region.

The City of Concord is made up of several different neighborhoods that are knitted together through streets, open space, and urban form. Various densities, types and mixture of land uses such as residential, office, commercial, industrial, and open space give each neighborhood its defining character and identity.

Neighborhoods are important to the City's family-oriented lifestyle, which balances Concord's gracious early California heritage with vigorous, thoughtful development.

Much of the City of Concord's land use pattern can be traced to its evolution as a primary job center within the County, with the focus on Downtown and subsequently on the radiating transportation corridors. Most of the residential development in the City is low density, single family housing, and much of the commercial development is retail and office related. Business park and light industrial uses are located adjacent to transportation infrastructure. Schools and parks are distributed throughout the residential neighborhoods in the City.

Figure 2: City of Concord - Existing Downtown Zoning



Major transportation arterials transecting Concord include Highway 4, Highway 242, and Interstate 680 (Figure 3: City of Concord Regional Map). Highway 4 leads to and intersects with Interstate 80 near Hercules to the west, and connects to the cities of Antioch and Brentwood to the east. Highway 242 runs north-south, and serves primarily as the connector between Highway 4 and Interstate 680.

The median home value in Concord is \$453,00, compared to \$470,000 for Contra Costa County as a whole. Concord home values have gone up 21.8% over the past year, compared to an increase of 18.5% for Contra Costa County (Source: Zillow). The mean household income in 2013 was \$83,996 (Claritas, 2013)

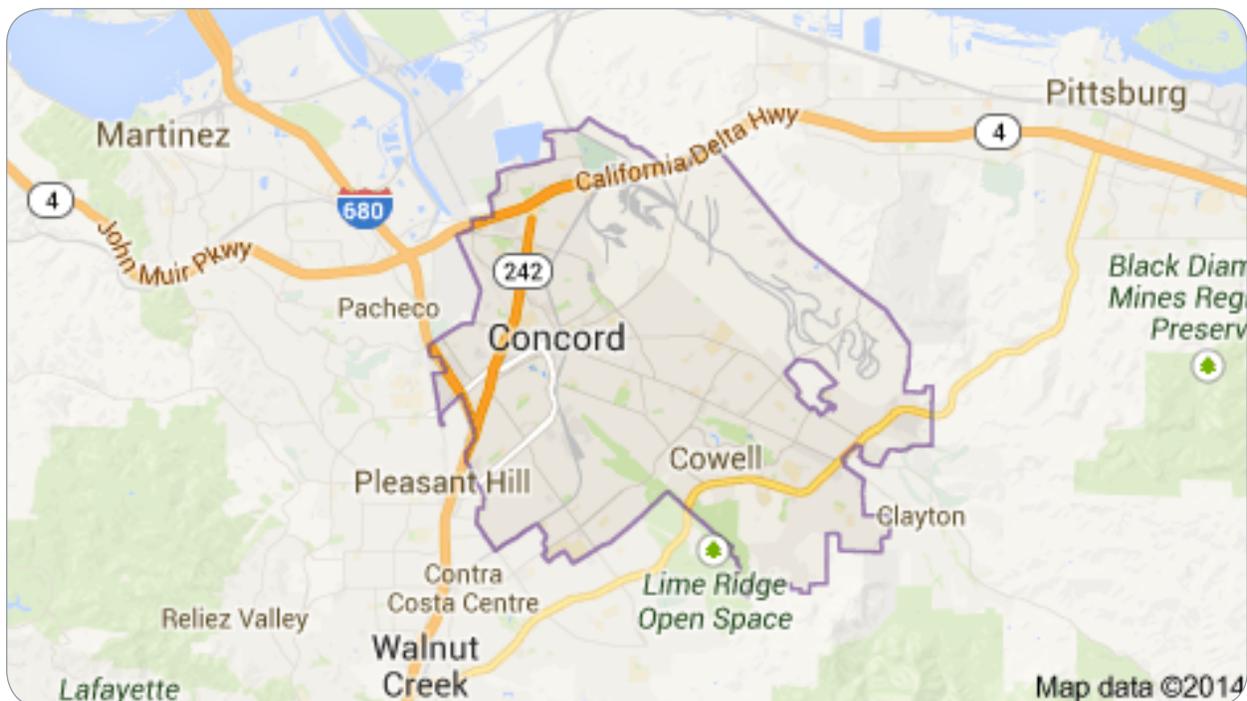
Transit in the City consists of the Downtown Concord and North Concord BART Stations and County Connection. The Concord BART Station is located along the "Yellow" line, which begins at the Pittsburg/Bay Point Station and ends at the San Francisco International Airport Station. The County Connection operates 30 weekday bus routes (three of which also operate on weekends), seven weekend-only routes, and 25 select service routes within central Contra Costa County.

### Downtown Concord

Downtown Concord offers many exciting opportunities for dining, shopping and entertainment as well as a thriving business environment. The focal point of the downtown is Todos Santos Plaza. This is a full city block of public open space located four blocks northwest of the BART station. Todos Santos Plaza served as the original public square in one of the earliest blocks of Concord, and was dedicated in 1869 by founders Don Salvio Pacheco, Don Fernando Pacheco and Don Francisco Galindo. It now serves the community as a gathering place for special events such as the Farmer's Market, Music at Noon, the Music and Market series and holiday celebrations.

The City has supported development of mixed-use projects that have combined retail, restaurant, office and entertainment uses in and around Salvio Pacheco Square, Todos Santos Plaza, BART Station, and the Brenden Theater. By including a combination of uses, these projects create an active street frontage and an urban building form in the core of the older downtown area. Recent residential projects near BART include Park Central (259 units), Renaissance (132 units; Phases 2 and 3; 179 remaining units), Wisteria (37 units under construction), and Centre Pointe (100 units).

Figure 3: City of Concord Regional Map



## Team Assignment and Process

The City of Concord undertook the TAP process to examine the long-term future and strategies to spur new development in Downtown Concord.

The City specifically asked the Panel four questions that helped guide the analysis and final recommendations (See “Response to the City’s Questions” on page 11):

- 1) What strategies and implementation measures are most important to include in the Downtown Specific Plan to catalyze development that strengthens downtown Concord, supports Concord’s diverse communities, and achieves the city’s goal of providing a broad range of housing options for people of all incomes? Specifically:
  - 1a) How can Concord leverage the uniqueness of the Park’n’Shop commercial center that currently does not behave like a traditional regional center in that it competes directly with Downtown for unique and local serving business?
  - 1b) How can Concord make Downtown attractive to a broader range of retail than just food?
  - 1c) How can Concord attract a more diverse range of housing that addresses the middle (\$1300-1700/mo.) and upper (\$2800+/mo.) segments of the market?
- 2) Where to start? Which implementation activities need to happen first (pedestrian realm, traffic calming, vacant properties, etc.)?

The panelists hail from a wide variety of disciplines, bringing a range of perspectives to the assignment, including: market potential, land use and design, finance and development strategies, governance and policy, and implementation.

## Stakeholders

### Elected Officials

Tim Grayson, Mayor  
Ron Leone, Vice Mayor  
Edi E. Birsan, City Councilmember  
Laura M. Hoffmeister, City Councilmember  
Daniel C. Helix, City Councilmember

### Community-Based Organizations

Joel Devalcourt, Greenbelt Alliance

### Business Representatives

Todos Santos Business Association  
Concord Chamber of Commerce  
Concord Small Business Association  
Monument Business Network

### Property Owners

Jeff Woods, Owner of Salvio Pacheco Square  
Ed Andrews, Owner of Peet’s Building  
Will Lund, Owner of Swift Plaza near BART  
Paul Sinz, Property Manager at Park’N’Shop

*Additional valuable insight and information was brought to the Panel by various City staff including:*

Carol Johnson, Planning Manager  
John Montagh, Economic Development and Housing Manager  
Joan Ryan, Project Manager, Downtown Specific Plan  
Victoria Walker, Director of Community and Economic Development



# Stakeholder Input

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## What We Heard

Concord has an impassioned and wide-ranging group of stakeholders. The Panel had the opportunity to hear from numerous representatives, including city staff, community organizations, property owners, business representatives, and consultant firm Perkins + Will (Downtown Specific Plan authors). These conversations led to some common statements.

Common themes the Panel heard:

- Young and diverse demographic moving to Concord
- Would like to bring more Bay Area visitors to Concord
- Concord community supports higher-density growth
- Community wants downtown to become a vibrant destination
- Todos Santos Plaza gets a “wow” factor from first-time visitors
- Concern that Concord is not getting interest from developers
- Need to improve pedestrian “linkage” from BART to Todos Santos Plaza, especially along Grant Street
- Need more population downtown to support retail
- Parking structures near BART are underutilized
- Traffic pattern not ideal for downtown
- Park ‘N’ Shop development has been a success
- Downtown vacancy rates are an issue



## Strengths

- Concord is an authentic place
- Recent examples of sensitive infill development (Park Central/Renaissance/Salvio Pacheco Square)
- BART Station
- Todos Santos Plaza at its core
- Good Walkability Score
- Plenty of available parking
- Sophisticated business owners in key sites
- Strategically located publicly-controlled parcels
- Pro-development community
- Strong daytime population

## Challenges

Below is a summary of the major challenges that the team heard.

**Concord's Identity Crisis.** Downtown Concord currently suffers from an identity crisis and lack of branding. What and where exactly is Downtown Concord? The boundaries of Downtown are not clearly defined, nor is there ample wayfinding to the "core" of Concord. There also exists a contradictory personality within Downtown Concord - is it attempting to be a suburban enclave, or a vibrant and emerging urban destination?

**Planning + Policy Delay.** While many cities in the region have been proactive in creating policy and planning initiatives to encourage development in their historic downtowns, Concord has been half a step in creating similar policy.

**Transportation Issues.** Downtown Concord's streets focus on accommodating high-speed through traffic at the expense of destination trips and other modes. Its street design standards, signal management and performance metrics are more appropriate for an auto-oriented place than a walkable center.

**Safety Perceptions.** Safety perceptions regarding the homeless and property crime exist in Downtown Concord.

**Poor Wayfinding.** The wayfinding signs that do exist in Downtown Concord are outdated, don't display a current location, and don't give much useful direction to Downtown's amenities. This is also present in the lack of a clear connection from the Concord BART Station and surrounding neighborhoods to Todos Santos Plaza.

**Concord Reuse Project Area Competition.** There is major competition for new housing to be located at the former Concord Naval Weapons Station site. This would further expand the suburbanization of Concord, and move future residents farther away from the Downtown core.

**Office Market Stagnant.** The office market in Concord is currently underutilized and will not be a major driver of future Downtown development.

## Perceptions

After spending several hours speaking with community stakeholders, below is a summary of some of the perceptions that exist in Concord.

- 1) Perceived **mixed personality** – one foot in conventional suburbia, the other foot in a walkable, mixed-use place.
- 2) Perceived **traffic issues/timing/bunching**
- 3) Perceived lack of sufficient **parking**
- 4) Perceived safety/**homeless** enclave
- 5) Perceived **inactivity** during off-peak hours and weekends
- 6) Perceived lack of **openness** to new, younger residents' interests
- 7) Perceived lack of interest by **younger residents** to locate here
- 8) Perceived **lower quality of school district** compared to neighboring communities
- 9) Misperception of Concord's assets and therefore **lack of interest by developers**



# Regional Market Context

**Macro Forces.** Macroeconomic forces favor development in highly-amenitized inner suburban communities like Concord. The demographics, lifestyle preferences, and access for transportation options is a key driver.

**Market Dynamics.** The San Francisco Bay Area economy and market dynamics will place strong demands on inner East Bay communities over the next three to five years, with a particular focus on infill residential growth.

**Location, Location, Location.** Central Contra Costa County, and specifically Concord, with its proximity and excellent transportation links to major centers of employment, is well positioned to benefit from this market demand.

**Unique Market.** Concord is unique in having excellent infrastructure for the creation of an urban/suburban live/work/play/shop environment that is highly desired by the market, while also having attractive development sites and a community receptive to new development.

**Economic + Market Cycle.** Economic and market cycles are of unpredictable but limited duration. Concord needs to take advantage of the current favorable development environment, especially for residential use.

**Downtown Focus.** Immediate focus on downtown development potentials will avoid the diversion of attention that will come from development implementation of the former Concord Naval Weapons Station.



# Community Vision

After spending several hours speaking with community stakeholders, the following community vision emerged.

**Branding Concord.** Downtown Concord needs to identify its brand. So, what exactly is Downtown Concord?

- It's not a grape, or something about the midnight ride of Paul Revere
- It's NOT Walnut Creek, not Bishop Ranch, not Sunvalley Mall
- Concord = "con" [together] + "cord" [heart] = hearts joined together in harmony
- Downtown Concord is the true heart of Diablo Valley

**Downtown Concord's Brand.** What exactly should be Downtown Concord's Brand?

**Local and authentic.** The Farmer's Market at Todos Santos Plaza, locally-owned restaurants, pubs, and retail, as well as neighborhood-serving shops aimed towards locals.

**Family Fun.** Great activities for kids throughout the week and on weekends; Keep the Plaza active.

**Affordable** for young singles, families, and boomers. Concord is relatively affordable for the types of livable amenities Downtown has to offer. Continue to build housing at a variety of income levels, including market-rate, below market, and senior housing.

**Walkable and safe.** Leafy, interesting streets that are both safe and engaging to pedestrians.

**Quirky and unexpected.** Unique shops, events, markets, and pop-ups in and around Todos Santos Plaza.

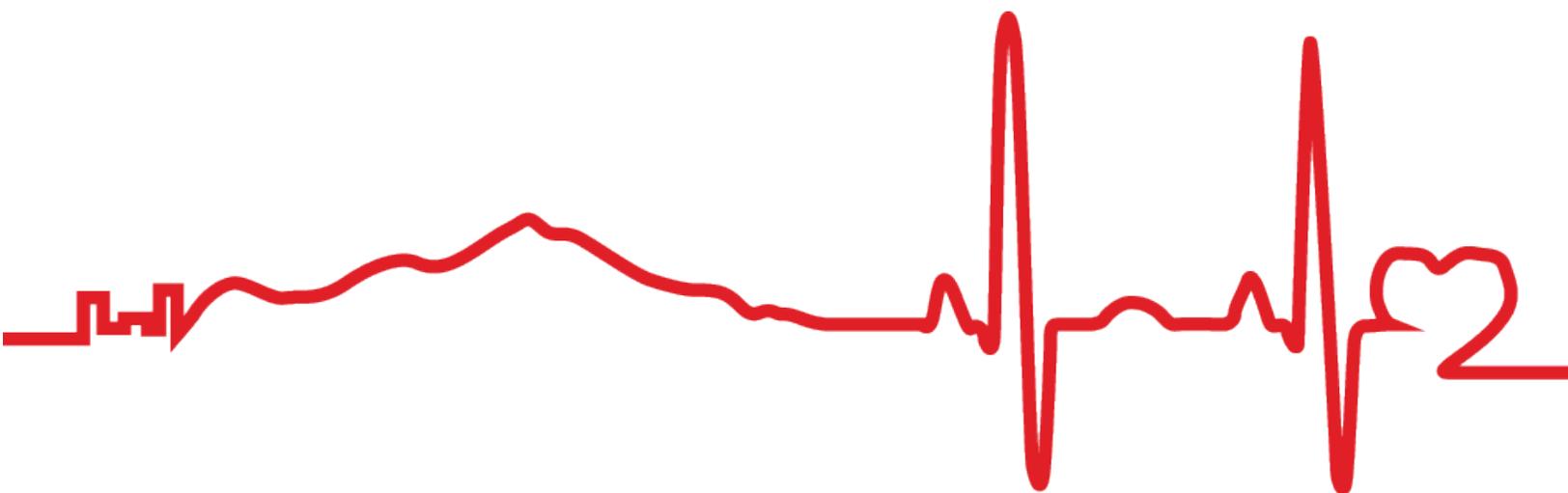
**Great Value.** Free activities available to the community as well as discount stores such as 99 Ranch and Fry's nearby.

**Town Center.** Downtown Concord is destined to be the true center of Central Contra Costa County. All of the ingredients currently exist to make this a reality.

**Easily Accessible.** Easy access by car, BART, bike, walking, and bus. No need for a trade-off between cars and bike/pedestrian access. Concord has the capacity to have it all.

**Open for Business.** It's easy to set up a new business in Concord, and space is available.

**Everyone is Welcome!** The full diversity of the San Francisco Bay Area is represented in Concord.



# Response to the City's Questions

Once the Panelists had familiarized themselves with the views of the stakeholders, read the background material and seen the study sites, they decided to reframe the City's original questions.

**Question 1. What strategies and implementation measures are most important to include in the Downtown Specific Plan to catalyze development that strengthens downtown Concord, supports Concord's diverse communities, and achieves the city's goal of providing a broad range of housing options for people of all incomes? Specifically:**

**Question 1a. How can Concord leverage the uniqueness of the Park'n'Shop commercial center that currently does not behave like a traditional regional center in that it competes directly with Downtown for unique and local serving business?**

Due to the current success of the Park'N'Shop commercial center, the Panel does not recommend major changes to the site. An updated renovation of the building facades would clean up and modernize the look of the center at a relatively low cost. An extension of Salvio Street (Figure 4: Pavement to Parks Example) into the shopping center could create a temporary or permanent promenade and would enhance pedestrian access and safety to the site. A re-stripping of the parking lot could replace any parking spaces removed by adding the extension of Salvio Street into the site. The re-stripping of the parking lot could actually add spaces to the site, even after the Salvio Street extension.

Figure 4: Pavement to Parks Example (Salvio Street Extension)



Source: Rebar

**Question 1b. How can Concord make Downtown attractive to a broader range of retail than just food?**

Building a successful retail district is a gradual step-by-step process in which retail visitation and expenditures rise to support a larger number of and stronger retailers. Downtown Concord is still in a relatively early phase of revival, in which food and beverage, entertainment, art galleries and other highly specialized and entrepreneurial businesses are typically supportable. A broader range of retailer categories, such as apparel, will require considerable further strengthening of the district. The downtown retail district is on a positive trajectory. However, steps can be taken to speed up this process. Several immediate steps could be taken to strengthen the area and to eventually lead to a broader range of retail categories:

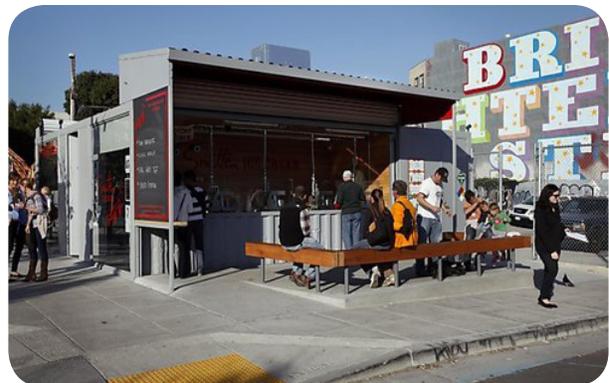
- Recruit a retail chain destination to draw in shoppers from around the region to Downtown
- Infill residential development in Downtown will allow for a demand for other services that currently do not exist (i.e. salons, drug stores, home goods, etc.)
- Curate and encourage pop-up stores and shops in and around Todos Santos Plaza to encourage permanent tenancy
- Add more programming in Todos Santos Plaza on the weekends to bring more people downtown (Farmer's Market, Movie in the Park)
- While focusing on attracting retail other than just food, targeting new unique restaurants could be successful - i.e., Hop Grenade, Pig & Pickle ("brewers row")
- Improve pedestrian access for existing potential patrons surrounding the downtown, including BART riders, office workers, medical center employees and nearby residents
- Improve the overall pedestrian environment downtown



**Question 1c. How can Concord attract a more diverse range of housing that addresses the middle (\$1300-1700/mo.) and upper (\$2800+/mo.) segments of the market?**

For Downtown Concord to thrive, it needs more people living in it. Adding new residents would help create a new sense of community and would help support new and existing businesses. A variety of housing for all generations and income levels will be important to create a vibrant downtown.

Demand for market-rate housing is just beginning to surge in the East Bay in response to strong regional job growth. Near-term demand is particularly strong for rental housing at this time. A substantial number of young "Echo Boomers" are entering the workforce and they prefer rental apartments in urban environments. Older "Baby Boomers" that become "empty nesters" are also a rapidly growing market segment that could be targeted. Downtown sites might also be appealing to developers of senior living facilities. Concord is well positioned in a prime central Contra Costa location to attract near-term high-density development, given its location, BART service, developable sites and a favorable development environment. The City should encourage property owners with developable sites to market to developers and then should facilitate their development approvals. Developers can be expected to target middle and upper segments of income to reside in their buildings.



**Question 2. Where to start? Which implementation activities need to happen first? (pedestrian realm, traffic calming, vacant properties, etc.)**

The Panel developed a number of important "small" moves to kick-start Downtown Concord development.

**1) Define Downtown Concord and create new brand**

- Push BART to fund Station Wayfinding Concept Plan to better connect neighborhoods and downtown district
- Highlight downtown with directional auto and pedestrian signs
- Integrate public art and art-related workshops into Downtown
- Create a new downtown graphic/website

**2) Improve access and orientation for auto drivers, pedestrians, and bicyclists**

- Re-time the signals on through streets to slow traffic
- Public realm investments
- Provide pedestrian access to Park'n'Shop off Salvio Street
- Demonstration bike lanes and connections at Concord Boulevard and other connections to Iron Horse and canal trails
- Accommodate pedestrian phase by default at all downtown signals



**3) Develop multi-family housing on vacant or under-utilized sites.**

**4) Form Parking/Downtown Improvement District**

- Would be managed by Todos Santos Business Association
- Leverage ample existing parking spaces
- Offer shuttle with 15 minute headways – linked destinations between BART station, Todos Santos, John Muir Medical complex and Diablo Valley College
- Ombudsperson for homeless population

**5) Increase activity and destinations in Downtown**

- Curate pop-up retail program with short-term leases near Swift Plaza @ Grant Street
- Retail kiosks in Todos Santos Plaza
- Target new unique restaurants -- i.e. Hop Grenade; Pig and Pickle
- Add more programming in park –farmer’s markets on weekends

**6) Locate Justice Center to existing vacant building**

- Near Police station (do not wait for new structure on redevelopment parcel)



# Implementation Strategy

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In support of the strategies developed to address Concord's key questions, the Panel developed its priority list of development and transportation implementation strategies.

The immediate and near-term development opportunities focus on taking advantage of the current market to develop luxury residential along the major pedestrian paths. Sites along the streets connecting Todos Santos Plaza with the BART station and the Grant Street retail corridor offer attractive locations for walkable, transit-oriented, retail-rich apartment communities. The current economics support this land use and brings new residents close to the downtown amenities.

Those properties that are thought to be currently available are listed as immediate opportunities, as these are ideal sites. Other sites that may take time to obtain control of are listed as near-term opportunities. The majority of these are sites controlled by the successor to the redevelopment agency.

With additional residents in the downtown, the long-term development opportunities allow the implementation of continued residential development and the incorporation of targeted retail growth.

## Immediate Development Implementation

Immediate development opportunities exist in Downtown Concord at the following sites (see [Figure 5: Immediate Development](#)).

- Small scale infill (1A, 1C, 1E)
- Marginal Properties Site (1B)
- Retail Kiosks at Todos Santos Plaza & Grant Street (1D)
- RREEF Site on Grant Street (1F)
- Swift Plaza (1G)
- Renaissance Phase 2 (1H)

## Near-Term Development Implementation

Near-term development opportunities shown below consist of the following sites that are part of the successor to the former redevelopment agency (see [Figure 6: Near-Term Development](#)).

- Vacant lot at NW corner of Port Chicago Highway and Willow Pass Road (2A)
- Wells Fargo Site (2B)
- SE corner of Concord Boulevard and Grant Street (2C)
- BART Station Sites (2D, 2E)

## Long-Term Development Implementation

Long-term development opportunities shown below are potential sites that could be prime for development in future years (see [Figure 7: Long-Term Development](#)).

- Vacant lot at SE corner of Salvio and East Streets (3A)
- Masonic Temple Site (3B)
- Oak Street Site (3C, 3D)

Figure 5: Immediate Development

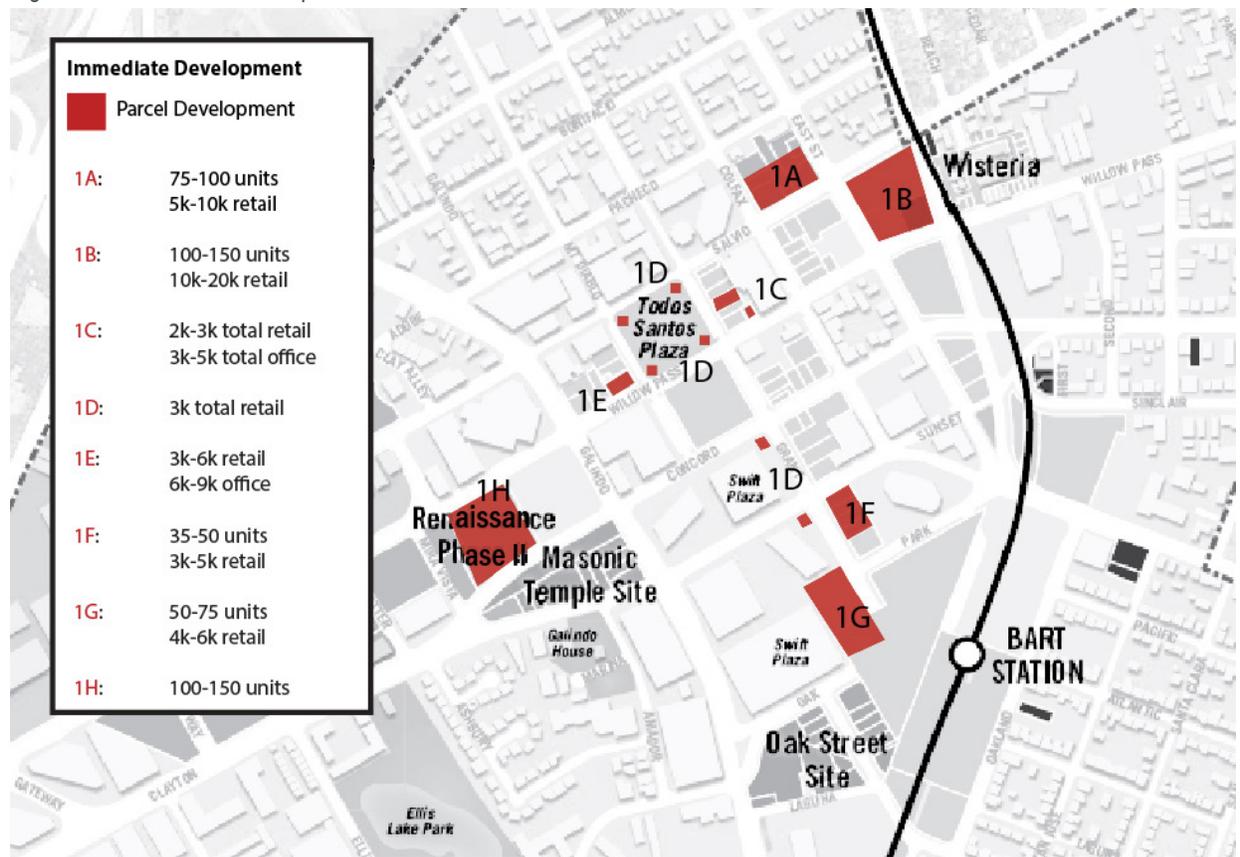
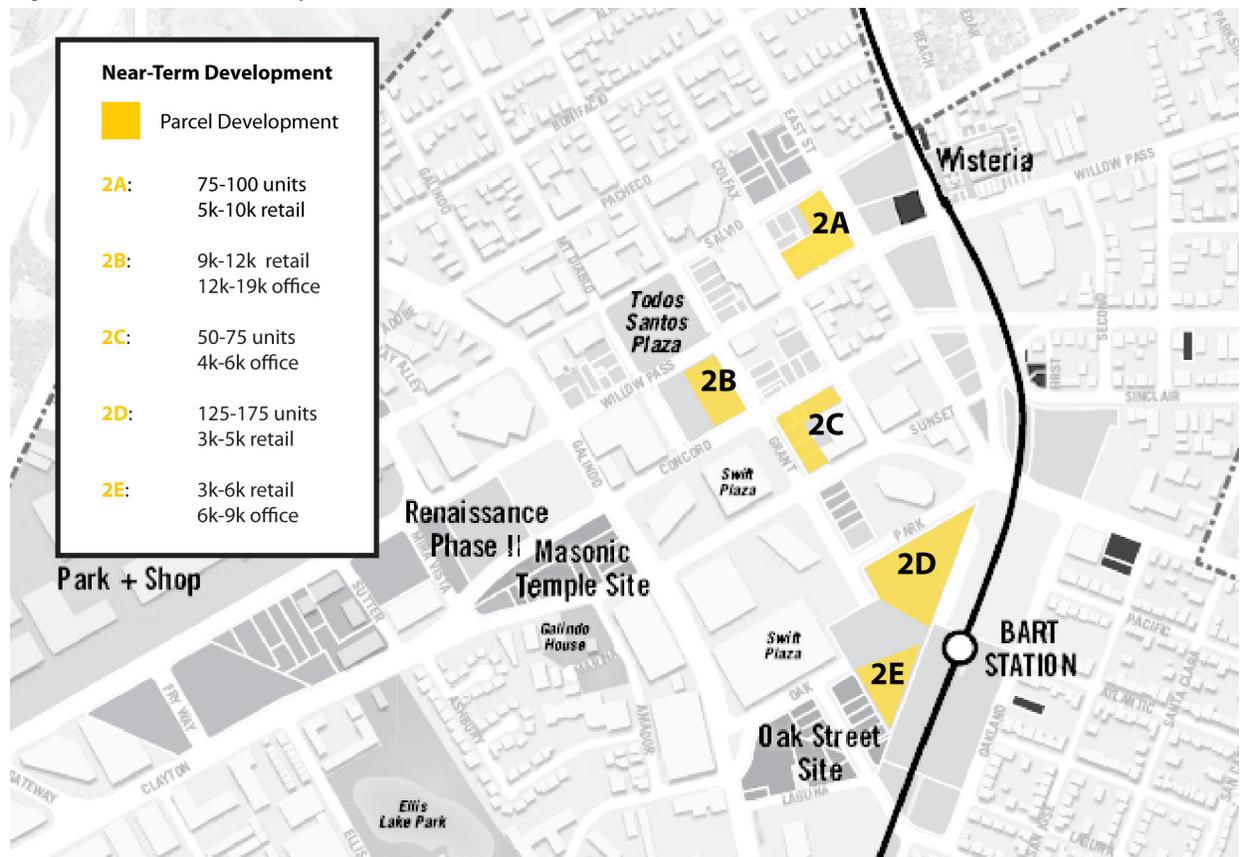


Figure 6: Near-Term Development







# Transportation Improvement Implementation

Multi-modal transportation improvements are necessary for Downtown Concord to be a safe, vibrant, and quality place to live, work, and enjoy leisure. Improvements for the following are described in this section:

- Bicycle Priorities
- Pedestrian Priorities
- Roadway Priorities
- Parking Priorities
- BART Station Priorities
- Transit Priorities

## Bicycle Priorities

Downtown Concord is currently cut-off from the regional bike paths, lanes, and trails. As shown in [Figure 9: Proposed Future Bike Lanes & Paths](#), downtown would connect with the rest of the regional system, including Iron Horse and Contra Costa Canal trails. The following bicycle improvements were identified for Concord:

### Bike Lanes

- Concord Boulevard/Clayton Road from Oakhurst Street to Detroit Avenue
- Clayton Road/Sunset Avenue from Detroit Avenue to Concord Boulevard
- Detroit Avenue from Clayton Road/Concord Boulevard to Contra Costa Canal Trail Spur

- Salvio Street from Port Chicago Highway Path to Olivera Road and Reuse Project
- Grant Street from BART Station to Willow Pass Road

### Bike Paths

- Port Chicago Highway from Salvio Street to Sunset Street
- Contra Costa Canal Trail to Detroit Avenue
- BART right-of-way from Systron Drive to BART Station to Port Chicago Highway path

### Neighborhood Greenways

- Oak and Laguna Streets between Detroit Avenue and BART Station
- Salvio Street from Port Chicago Highway to Fry's

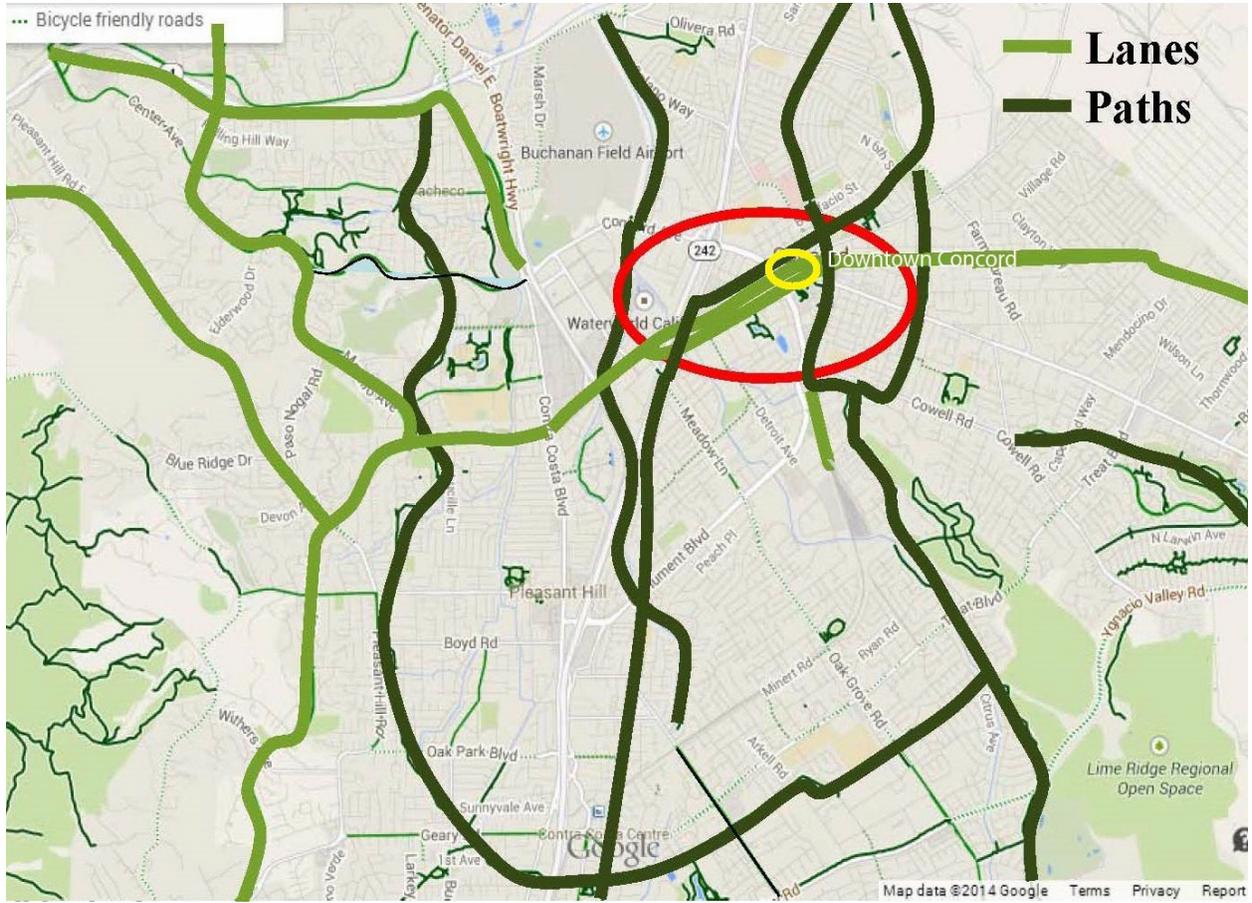


Source: Jeff Tumlin



Source: East Bay Regional Parks District  
Item 7, ULI TA Concord

Figure 9: Proposed Future Bike Lanes & Paths



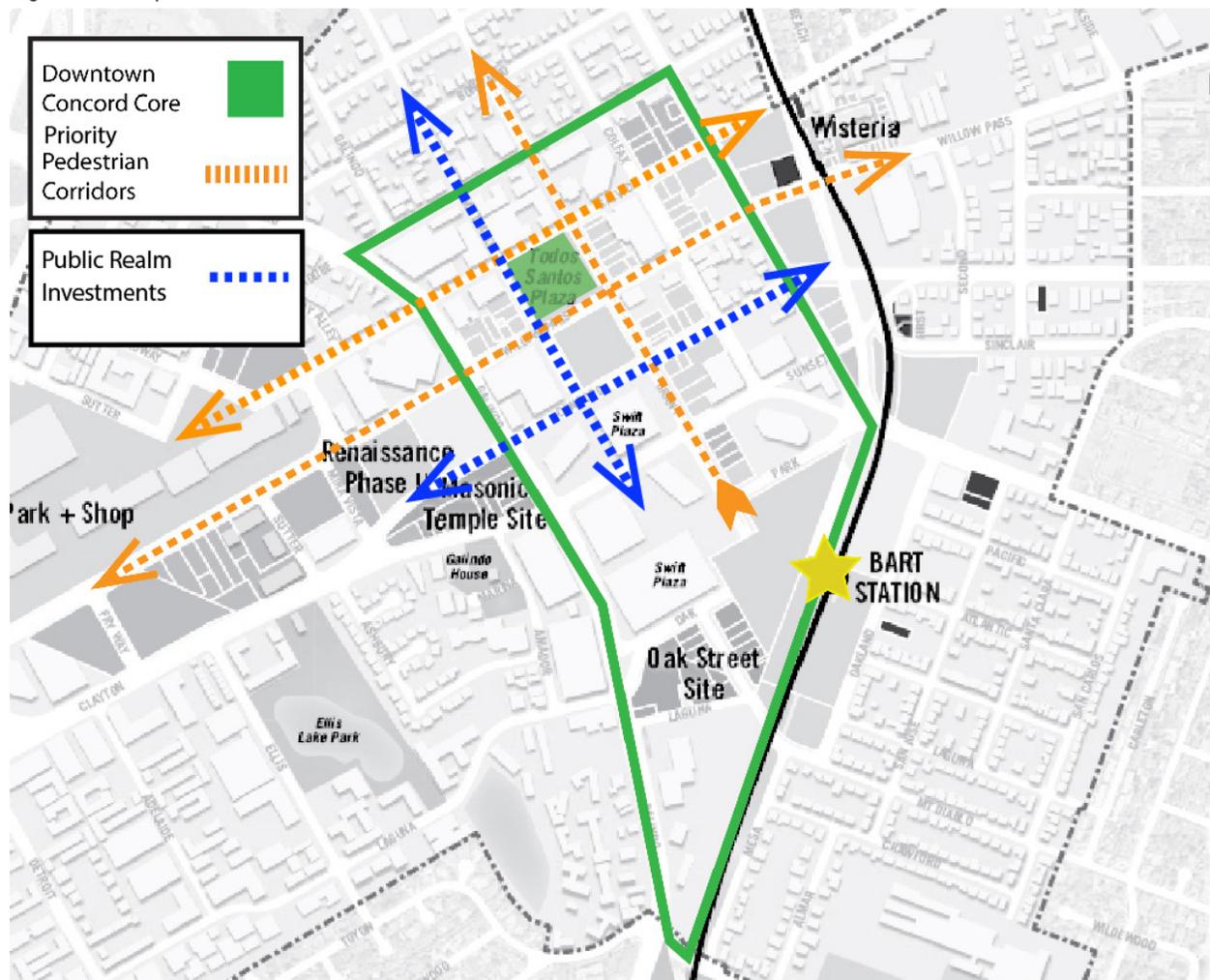
## Pedestrian Priorities

Downtown Concord currently suffers from wayfinding issues and lack of a pedestrian connection from BART. As shown in **Figure 10: Proposed Pedestrian Corridors**, future prioritized pedestrian corridors would connect BART with Todos Santos Plaza and the Park'N'Shop center, while creating an inviting and pleasurable pedestrian experience in Downtown. The following pedestrian priorities were identified:

- Public realm investments along all streets surrounding Todos Santos Plaza
- Focus on activating Grant Street through coffee carts, outdoor seating, and kiosk retail
- Allow pedestrians to walk down Grant Street without having to push the walk button to cross street
- Accommodate pedestrian crossings in all signal phases in Specific Plan area, at least during daytime
- Sidewalk widening along Willow Pass Road, Concord Boulevard, and Clayton Road



Figure 10: Proposed Pedestrian Corridors



## Roadway Priorities

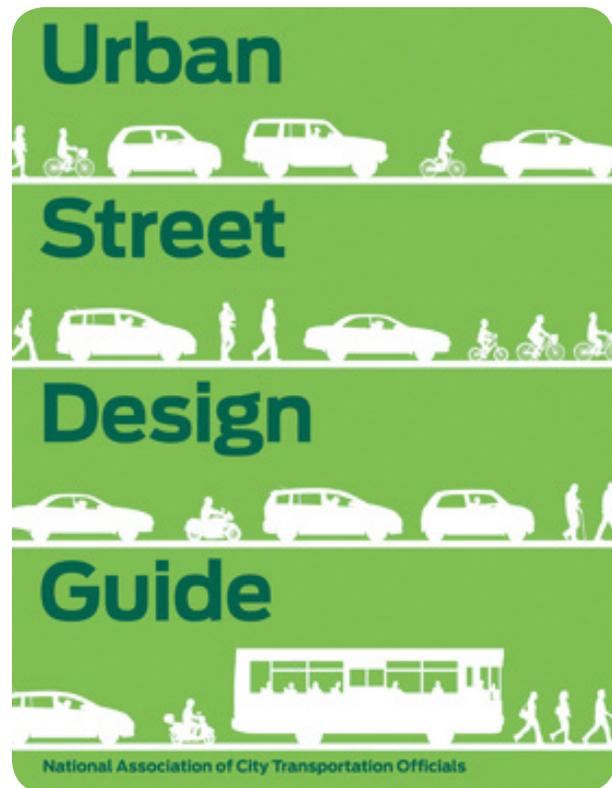
Downtown Concord's surrounding roadways serve as fast thruways for automobiles, and don't accommodate multi-modal forms of transportation. The following roadway priorities were identified:

### Near-Term

- Re-time signals for quicker cycle and better progression
- Convert Grant Street and Mt. Diablo Street to two-way traffic between Concord Boulevard and Salvio Street
- Adopt National Association of City Transportation Officials (NACTO) Urban Street Design Guide for use on all streets
- Eliminate Levels-of-Service (LOS) thresholds for downtown environmental analysis

### Long-Term

- Extend Salvio Street into the Park'N'Shop center



## Parking Priorities

Downtown Concord currently has a surplus of parking. There is no need for any additional parking. There are, however, numerous priorities to improve the current parking situation Downtown:

### Near-Term

- Allow off-site parking arrangements to meet any commercial parking requirements administratively
- Delegate the management of parking to Downtown/Todos Santos Business Association
- Lease surplus parking from private owners and make available to public
- Valet parking for Thursday evening peak

### Long-Term

- Install parking wayfinding and real-time availability information



## BART Station Priorities

The following priorities could be implemented in the near-term to improve the current situation at the BART Station:

- Partner with BART to get Concord Station prioritized in upcoming round of major station improvements
- Prioritize pedestrian arrival at Grant Street



## Transit Priorities

The following transit-related priorities could be implemented in the near-term to improve the current situation in Concord: (see [Figure 11: Transit Opportunities](#))

### Near-Term

- Partner with Diablo Valley College, John Muir Medical Center, Todos Santos Business Association and County Connection to rebrand and improve frequency on Line 20. Run buses every 15 minutes all day to match the BART schedule

### Long-Term

- Consider rerouting Line 314 between John Muir Medical Center, Concord BART and Pleasant Hill BART via Monument Boulevard and improve headway to match BART schedule



Figure 11: Transit Opportunities



# ULIsf Participants

**Jeff Tumlin, Principal, Nelson/Nygaard Concord TAP Chair.** Jeffrey Tumlin is an owner and director of strategy at Nelson\Nygaard Consulting Associates, a San Francisco-based transportation planning and engineering firm that focuses on sustainable mobility. For more than twenty years, he has led station area, downtown, citywide, and campus plans, and delivered various lectures and classes in 20 U.S. states and five other countries. These projects have won awards from the U.S. General Services Administration, Institute of Transportation Engineers, American Planning Association, American Society of Landscape Architects, Congress for the New Urbanism, and Urban Land Institute. He is the author of *Sustainable Transportation: Tools for Creating Healthy, Vibrant and Resilient Communities*, published by Wiley in 2012.

**Alan Billingsley, Principal, Billingsley Interests.** Mr. Billingsley has spent an over 30-year career in investment advisory services and research for the real estate industry as an urban economist. He recently retired from RREEF (now Deutsche Asset and Private Wealth Management, a part of Deutsche Bank) after 13 years, where he served as Head of Americas Research. He managed a large team who provided the basis for the firm's investment strategy. Prior to RREEF, Mr. Billingsley had 20 years of experience in all forms of real estate development and investment analysis, including work for both public and private sector clients. Before joining RREEF, he was a Managing Partner with Sedway Group (now CBRE), a real estate and urban economics consulting firm with a staff of approximately 30 people, and with offices in San Francisco and Los Angeles. Prior to this, Mr. Billingsley served as a Principal with Economics Research Associates (now AECOM) where he served for nearly 10 years in its Los Angeles, Chicago and San Francisco offices. He began his real estate career with RCLCO. He is an active member of the Urban Land Institute at both national and local levels, is past-President and member of the board of the local chapter of Lambda Alpha International; is past-President of the local chapter of the Counselors of Real Estate; is a member emeritus of the Research Task Force at ICSC; is active in several civic and educational organizations and is an outside Director for a major international design firm. He is a former member of NCREIF and PREA. He is a frequent speaker at industry events and has authored numerous articles in real estate journals. Mr. Billingsley holds an M.A. in Architecture and Urban Planning from UCLA.

**Will Fleissig, President, Communitas Development, Inc.** Will Fleissig has over thirty years' experience in real estate development, public finance, urban design and environmental stewardship. He founded Communitas Development & Advisory Services to generate inclusive solutions for urban citizens. He has successfully managed the planning and development of diverse projects located in San Francisco, Los Angeles, San Jose, Boulder, Denver, Washington, D.C., Boston and Cambridge. Mr. Fleissig also served in the public sector as the Director of Planning and Development for the City of Boulder, CO, and as the Director of Downtown Planning and Development for Mayor Federico Peña in Denver, where he led the city's efforts to revitalize the historic Lower Downtown and Central Platte Valley districts. Previously, Mr. Fleissig directed the planning of many prominent TOD projects, including the North Station Development Plan in Boston, MA for the BRA; Kendall Square/Cambridge Center Master Development Plan in Cambridge, MA for Boston Properties and the CRA; and the Denver Union Terminal Master Development Plan for the City of Denver and RTD. Mr. Fleissig is Co-Founder of the non-profit TransitCommunities.org, and a board member for Reconnecting America and the Center for Transit Oriented Development. He received a B.A. from the University of Pennsylvania; a B.Arch in urban design from the City College of New York, and an M.P.A. with an emphasis in public finance from Harvard's Kennedy School of Government.

**Chris Haeggglund, Principal, BAR Architects.** Chris Haeggglund, a Principal at BAR, brings over 25 years of experience designing high-quality mixed-use, multifamily residential, retail and resort facilities. Currently, Chris is working on several mixed-use and multifamily projects in San Francisco, including the high-profile Seawall 330 project in conjunction with Snohetta, a 2.3 acre mixed-use development adjacent to the new Golden State Warriors Stadium, Alta Laguna a 330-unit multifamily project currently under construction and 99 Rausch, a 112 unit development over neighborhood serving retail. Chris also recently completed work on the design of 38 Dolores, a mixed-use development for The Prado Group targeted for LEED Gold. He has worked closely on successful mixed-use, multifamily residential and hospitality projects with national developers including Equity Residential, Wood Partners, Federal Realty, Related California, Grosvenor, The Irvine Company, DMB, Hines, and Maguire Properties.

**Kathleen Livermore, AICP, Retired Planning Manager, City of San Leandro, Currently, Contract Planner, City of Alameda.** Kathleen Livermore, retired as San Leandro's Planning Manager in June 2010. She has a master's in City and Regional Planning from UC Berkeley and has over 29 years working for local government in the SF Bay Area. Kathleen was the Project Manager for San Leandro's Downtown TOD Strategy and has worked on various General Plan Updates and Housing Element implementation strategies to increase densities in context sensitive locations. She has been the CEQA coordinator for various cities and brings that experience to the sphere of large and complex land use entitlement applications.

**Anu Natarajan, Council Member City of Fremont.** Anu Natarajan earned a Bachelor of Arts degree in Architecture and a Masters degree in Urban Design and Planning from the University of Washington. Her professional experience includes working as an architect, public agency planner, and as an urban planning consultant. Through a community-based planning process, she believes in creating well-designed, sustainable, and livable communities, which is essential to fostering economic growth.

**Paul Ring, Vice President of Development, The Core Companies.** Mr. Ring manages the development of urban infill residential and commercial communities in the San Francisco Bay Area. At The Core Companies, he oversees the acquisition, entitlement, design and marketing of luxury apartments, tax-credit affordable housing, and for-sale homes. He was previously the Director of Operations at the San Francisco office of a multinational parking consulting and structural engineering firm focusing on urban mixed use design.

**Cameron Mueller, Urban Planner, AECOM.** Cameron Mueller is an Urban Planner at AECOM with 5 years of experience. Cameron's experience includes master planning, comprehensive community planning, and policy development. He has worked on a variety of strategic planning efforts. His experience and skills include policy analysis and development, land use planning, data collection and analysis, organizing and managing community involvement efforts, and writing plans and implementation strategies. Cameron has a variety of public and private sector experience, contributing to a deep and thorough understanding of the planning and development process.





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# ASSOCIATION OF BAY AREA GOVERNMENTS

Representing City and County Governments of the San Francisco Bay Area



**ABAG**

Date: March 10, 2015  
To: ABAG Executive Board  
From: Miriam Chion, Planning and Research Director  
Johnny Jaramillo, Senior Regional Planner  
Subject: **Key Reports Informing ABAG's Economic Development Program**

On January 15<sup>th</sup>, 2015, staff presented a *draft Regional Economic Development Framework*. This is an initiative to coordinate various efforts around the region to support regional economic development, which is a priority identified in Plan Bay Area and the Joint Policy Committee. The Board directed staff to proceed with a comprehensive and inclusive process to identify key high consensus development strategies drawing from the large body of existing work in this area.

- In order to address the task of facilitating the regional dialogue on economic development, we will have presentations of two major projects addressing core issues in the region: Business partnerships: Micah Weinberg, Bay Area Council Economic Institute President, will present a summary of initial findings from the Regional Economic Strategy Process underway.
- Access to good jobs: Steve Levy, Center for the Continuing Study of the California Economy Director, will present findings and strategies from the Economic Prosperity Strategy.

These reports will provide insights on economic challenges and opportunities based on extensive research, interviews, and focus groups with a wide range of stakeholders. If you have any questions, please contact Johnny Jaramillo at [johnnyj@abag.ca.gov](mailto:johnnyj@abag.ca.gov) or at (510) 464-7983.

Discussion:

- What are some of the key challenges in our region?
- What are some of the opportunities to support a healthy regional economy

## Recommended Action

Information

## Attachments

BACEI Business Partnership Process & Regional Economic Strategy Update  
SPUR Economic Prosperity Strategy Executive Summary and Matrix of Strategies and Actions

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# MEMORANDUM

To: Executive Board, Association of Bay Area Governments  
From: Bay Area Council Economic Institute  
Date: February 25, 2015  
Subject: Regional Economic Strategy Update

## PROGRESS TO DATE

The best practices research and sub-regional meetings have been completed.

**Best Practices Research:** Results of business-driven regional economic strategies from other parts of the country have been summarized (Boston, DC, Seattle, Los Angeles, Atlanta, and Chicago). Five key pillars for action were constant themes:

- Education & Workforce Development
- Business Climate
- Entrepreneurship & Innovation
- Infrastructure
- Quality of Life

**Sub-Regional Meetings:** The six sub-regional meetings of local economic development groups held by BACEI as a component of the strategy project touched on many of the issues surfacing in the best practices research. Findings from these meetings are summarized in **Attachment A**.

## NEXT STEPS

The steps outlined below will engage business leaders in an expeditious manner and will produce a set of inputs for up to five white papers on specific strategy areas.

**Series of meetings:** We will hold a series of small meetings, which will leverage the existing BAC policy committees, augmenting this group with other appropriate regional stakeholders. The emergent process will begin with a broad view on regional vitality, but the recommendations produced by the process will build on the group's area of focus. Proposed meetings and topics are detailed below:

- **Housing and Land Use:** The BAC has an existing Housing and Sustainable Development Committee that consists of active members from a broad range of sectors related to housing and regional development. This committee directs its attention to issues such as regulatory barriers to development and creative solutions to meeting the region's housing and development needs. The meeting will target specific recommendations in this area.
- **Transportation:** The BAC's existing Transportation Committee is also made up of members reflecting a broad cross section of sectors. The committee addresses issues of funding and service expansion of public transit systems, creative public-private transit models, as well as highway and road system improvements. The meeting will target specific recommendations in these areas.

- **Infrastructure:** This meeting will draw participants from existing BAC committees on water, 21st century infrastructure (energy and communications), and transportation, as well as other appropriate regional stakeholders. The meeting will focus on prioritizing the region’s infrastructure needs and considering various investment options such as through public-private partnerships, Infrastructure Financing Districts, and other funding mechanisms.
- **Workforce Development:** Stakeholders from the workforce development community will be woven into the three meetings previously described.

**Synthesize findings from recent BACEI research:** In addition to the engagement with regional leaders, the sub-regional meetings, and the best practices research, the final roadmap document will include a systematic review of findings from recent research completed by the BACEI. Prior research completed by the Economic Institute, in addition to the *2012 Regional Economic Assessment*, is highly relevant to informing a regional economic strategy, and findings relate directly to the specific topic areas outlined above. This content will help frame the engagement meetings and inform the overall recommendations of the project.

The *2012 Regional Economic Assessment* found “areas of weakness include high housing costs, infrastructure, K-12 education, and customer service in government interactions.”

Recent BACEI publications—informed in large part by interviews with the business community—that are relevant for review and include:

**In the Fast Lane: Improving Transportation in Alameda County (2014) & Tri-Valley Rising (2014)** – Both reports highlight critical transportation needs in the region and propose specific recommendations based on in-depth interviews with regional leaders and experts.

**21st Century Infrastructure (2015)** – This report highlights the state’s growing need to upgrade communications and energy infrastructure in order to remain globally competitive. Based on approximately 70 interviews with local stakeholders as well as technical and policy experts, the report outlines a series of policy recommendations. For example, local governments can facilitate the improvement of broadband networks by mapping city-owned assets and creating streamlined permitting processes.

**Manufacturing’s Redesign in California (2015)** – Specific types of manufacturing are growing in the Bay Area in terms of both, employment and firms. The report highlights this and the opportunities for continued growth in different parts of the state. Recommendations include state and local-level options for supporting the expansion of regional strengths through better alignment of stakeholders, creating industrial corridors that mix zoning, and infrastructure investments to promote industrial uses. Further, workforce needs can be better met by establishing more robust collaboration between community colleges (and other educational and training institutions) and businesses.

## DELIVERABLES

The engagement meetings will be carried out between February and June. Summarized outcomes of meetings and prior research in individual white papers, including statement of priorities and identification of key regional strategies will be completed by July 31, 2015.

# ATTACHMENT A

## Preparing the Bay Area for the Future: A Regional Economic Strategy

September 2014

To: Therese Trivedi, Metropolitan Transportation Commission  
Cynthia Kroll and Johnny Jaramillo, Association of Bay Area Governments

From: Sean Randolph and Tracey Grose, Bay Area Council Economic Institute

As part of the Regional Economic Strategy process, the Bay Area Council Economic Institute has led six sub-regional meetings that have highlighted local best practices in economic development and identified local priorities and concerns. Possible regional-level strategies were discussed that would support or complement local efforts. These sub-regional meetings have included local leaders and economic development organizations, with representation spread across entities focusing on business, workforce development, transportation, and education. Six sub-regional meetings have taken place in the North Bay, San Francisco, the East Bay, Santa Clara County, San Mateo County and Solano County.

Each meeting addressed two broad questions: 1) What best practices and initiatives in support of economic vitality are taking place at the local level and have proven outcomes? 2) What potential regional-level actions do local leaders see as helpful to their own efforts? Based on the notes taken from those meetings, the following highlights the economic development themes that came across over multiple meetings.

### Manufacturing

Bay Area cities from the East Bay to Silicon Valley have a strong presence in advanced manufacturing. Manufacturing plays an important role in many sub-regional economies, as a key for job retention and diversity—manufacturing-related jobs usually span a wide range of wage and education levels, with opportunity for advancement. With manufacturing processes stemming from numerous technological advances with strength in the Bay Area (e.g. advanced lighting systems and electric vehicles), the field is considered very diverse and attracts workers from machinists and technicians to software designers and engineers.

With new technological capabilities coming out of the Bay Area's national laboratories and universities, strategic partnerships have played a role in bridging the gap between prototype and product. San Jose's Environmental Innovation Center (EIC) is a green-enterprise that provides services for clean-tech entrepreneurs and helps contribute to San Jose's vision of a green future by helping to divert waste

from landfills, create clean tech jobs, retrofit buildings to be green, and replace streetlights with smart zero emission lights. San Jose's EIC is expected to create 25,000 clean tech jobs and reduce per capita energy use by 50 percent in the city. In working with Prospect Silicon Valley, a nonprofit technology commercialization catalyst supported by the City of San Jose, big and small companies will be able to demonstrate new technological innovations in a real world setting, helping them bring their products to the market faster.

In the East Bay's Tri-Valley area, the presence of two national laboratories—Lawrence Livermore (LLNL) and Sandia National Laboratories—has generated significant economic benefits to the broader community, as technology advances have resulted in numerous new products being manufactured by companies throughout the region. Livermore Valley Open Campus, a joint venture between LLNL and Sandia, works to facilitate research cooperation between the labs and industry. Additionally, Tri-Valley's iGATE (a part of the California Innovation Hub program) acts as a business incubator for the labs, offering R&D space to start-ups and helping to license lab technologies for commercial use.

### Biomedicine/Biotech

The Bay Area is a national leader in its concentration of biology-related companies, which has created a self-sustaining synergy for biotech in the region. In San Francisco, a biotechnology payroll expense tax exclusion, linked to the expansion of UCSF in Mission Bay, has been instrumental in attracting a critical mass of biotech companies. The tax exclusion has also led to the growth of supply chain companies and those with complementary technologies. Where there were few biotech companies 10 years ago, the San Francisco area now boasts one of the most robust biotech clusters in the nation, which includes Takeda Pharmaceuticals, Elan Pharmaceuticals, and Amgen. San Francisco's next step is improving synergy with the North Bay and Solano County, where life sciences companies continue to locate given the area's access to highly skilled labor and available land. Water and sewer infrastructure in Solano County also make it an attractive location for the manufacture of biologic products. The North Bay's high concentration of biotech companies includes BioMarin, Genentech, and Medtronic, while Google's Calico health research spin-off has shortlisted Marin as a possible location.

### Education and Workforce Development

The advancement of high-tech industries throughout the region has put pressure on labor costs and created a need for more workers with specific skills. While many cities and academic institutions around the Bay Area maintain workforce collaborations with both the biotech and manufacturing industries, those internship and placement programs often have a focus on higher-wage jobs. There is less focus on creating career pathways for those individuals qualified for middle-wage positions. Innovative programs are now being created to make those jobs accessible to a broader range of applicants:

- **Design It! Build It! Ship It!** is a consortium of 10 East Bay community colleges, five workforce boards, UC Berkeley, CSU Eastbay, East Bay EDA, and other regional partners. The program was awarded \$14.9 million dollars from the Department of Labor to strengthen career training for advanced manufacturing, transportation and logistics, and engineering. The consortium looks to strengthen and expand training programs in these core areas; implement strategies to accelerate the ability of unemployed adults to change careers in an efficient manner; and expand access to technical training programs for low-income adults facing educational barriers.
- **The Oakland-Alameda County Opportunity Youth Initiative** has a goal to connect over 2,000 opportunity youth (young people aged 16-24 years who are neither in school nor employed) to stabilization services, education and training, and employment services leading to career employment in the growth sectors of the East Bay economy. In July 2014, the initiative was awarded an implementation grant from the Aspen Forum for Community Solutions.

- **San Francisco has established “sector academies”** that provide postsecondary training in technology, health care, hospitality, and construction. These sector academies connect vocational training in a growing field with supportive services and, ultimately, employment services and post-placement support. The sector academy approach also provides the opportunity for participants to sequence credentials within a field.

Education serves as an important first step in facilitating this development. As Science, Technology, Engineering, and Mathematics (STEM) workforce issues continue to challenge companies, cities and organizations have collaborated on programs to address STEM at an early age. In the North Bay, Sonoma County and the John Jordan Foundation have created a Career Technical Education Fund to provide \$50,000 annually over five years to schools to advance industrial arts and STEM programs. In the East Bay, the Diablo Gateways to Innovation Consortium will receive an \$8 million grant from the California Department of Education for programs designed to keep students in school and move them toward three high-demand fields: advanced manufacturing and engineering, information and communication technology, and health science. Partners in the consortium include area community college and school districts, workforce investment boards, and private employers.

In Richmond, Chevron has decided to tackle education and workforce issues simultaneously by placing a \$15.5 million investment into the city. The goal is to create jobs, grow small businesses, expand job training opportunities, and improve schools over the next five years. To set this plan in motion, Chevron has teamed up with Emerald HPC International, a local economic and community development expert to create people-based and place-based development strategies. The hybrid program will be split between supporting jobs and business development and investing in local education programs.

### **Business Retention and Attraction**

While talent is often cited as a main reason for businesses locating within the Bay Area, the high cost of doing business is usually mentioned when companies are asked about drawbacks. Throughout the regional meetings, municipal regulatory obstacles were identified as hampering a more efficient path toward economic development. These issues revolve around zoning and permitting for new development, which can often drive up costs and delay timelines. In order to address this, Santa Rosa in the North Bay is redefining how it views economic development decisions and is promoting itself to businesses through revamped communications and marketing materials. The city is trying to facilitate industry clustering through zoning changes and has set up an Economic Competitiveness Task Force that identifies how projects can be accelerated through the planning process. The cities of San Jose and Fremont have similarly streamlined permit applications and created more flexible land use policies as they deal with a limited amount of land zoned for industrial uses.

The California Environmental Quality Act (CEQA) poses another hurdle, as development opponents often use it to block or slow projects through litigation. Bay Area cities have utilized more comprehensive planning processes—called Specific Plans—that can be used to approve development over a large swath of land without identifying a specific project. A programmatic Environmental Impact Review (EIR) is oftentimes adopted along with the housing, commercial, and industrial development zoned in the Specific Plan. Projects consistent with the development outlined in the plan are able to “tier” off of the programmatic EIR. Rather than completing a full project-level EIR, some of the CEQA requirements are loosened, thus reducing project processing time and cost. The North San Jose Development Project and Redwood City’s Downtown Precise Plan have both utilized this approach.

To further facilitate development, the City of San Carlos authorized and established a Strategic Property Acquisition Reserve in October of 2010. The purpose of the reserve is to allow the City of San Carlos to purchase parcels of land that can be used for the development of projects that will aid the economic vitality of the city. The nature of these projects must be strategic to the city and funds from the reserve can only be accessed with a formal action from the San Carlos City Council.

The need to highlight the connection between new development, jobs, tax revenue, and city services became clear across multiple meetings. Documenting the cost of building delays and tying economic development goals to permitting and zoning discussions can create a better-informed policymaker. On the voter side, economic development dashboards that explain the contribution of business to the economy have been utilized by cities in San Mateo County to demonstrate the value of new development to the community.

## Housing

The Bay Area's highly educated population and high quality of life attract employers from around the nation. However, the area's growth potential remains constrained by housing availability across all levels of affordability, particularly workforce housing. Businesses are also dependent on affordable housing as they fill mid-range positions. Economic development leaders throughout the Bay Area have voiced an interest in increasing housing across levels of affordability and highlighted its connection to job creation. In the North Bay, cities have been trying to create more dense housing options near transportation as a way to create more affordable options with limited local traffic impacts. However, many residents do not want dense development in their neighborhoods and have pushed for new housing to be moved to commercial corridors. Under this scenario, cities face a trade-off, as placing more units along those corridors diminishes space available for commercial uses that support the local tax base. Mixed-use developments could solve this problem, but cities in the North Bay and along the Peninsula have struggled to gain approval for these projects. A push to build micro-housing or starter units might be another solution, though legal challenges can slow the building process and add costs to already high land costs throughout the Bay Area.

## Transportation

Often, local government and current residents are conflicted over how to maintain quality of life while being able to attract businesses and build housing. In absence of more housing units, many sub-regions around the Bay Area are looking to improve their transportation systems in order to move workers more seamlessly from home to job, and back. Transportation impacts go beyond commuting and reach into goods movement, especially related to the efficiency of local supply chains. Throughout the Bay Area, leaders are looking to invest in transportation infrastructure today so that its economic benefits can be realized tomorrow, though it requires policymakers to take a more long-term economic approach in order to convince residents that investments in transportation will have a personal benefit.

Multiple projects throughout the Bay Area will give local governments an opportunity to better develop jobs and housing in connection to transportation. In the North Bay, SMART (Sonoma Marin Area Rail Transit) will provide residents with their first rapid rail service option. In Santa Clara County, the BART Warm Springs extension offers new connectivity options to Silicon Valley and is the first step in a route to San Jose. In addition to transit, investment in Bay Area highway infrastructure was highlighted in multiple meetings, especially as it relates to goods movement. Truck traffic throughout the Bay Area has grown with the rise of manufacturing, driving up commute times. The Port of Oakland is experimenting with nighttime deliveries to limit road congestion caused by trucks, while trying to better utilize existing capital in a way that minimizes the impact of Bay Area goods movement.

In Solano County, local leaders are emphasizing the importance of the I-80 corridor connecting Vacaville, Fairfield, and Vallejo. I-80 is currently a heavy freight corridor, though a coordinated strategy to attract a variety of businesses to the corridor could enable the county to provide work opportunities to a greater percentage of its residents. The I-80 corridor plan also points out the need for future transportation to the Mare Island Naval Complex—with its large existing buildings and dry dock capacity—which has been designated by the Vallejo City Council for industrial land use.

## **Breaking Down Jurisdictional Barriers**

All of the themes discussed above are to a varying degree common throughout the entire Bay Area, rather than specific to a city or county. Given this situation, the idea of better collaboration, and less competition, between jurisdictions was brought up in each meeting. Rather than thinking only within its own boundaries in zero-sum scenarios, a city may be better served to partner with others when developing economic strategies. Specifically, jurisdictions could benefit by helping each other relocate businesses that have outgrown their current space, instead of having those businesses move out of the region altogether.

Bringing together local economic development concerns shared by a broad base of Bay Area cities under a regional umbrella—such as housing across all levels of affordability and investments in the transportation system—could also make the Bay Area more competitive for federal awards. This type of organization would show a unified Bay Area while still maintaining sub-regional identities and strengths. For example, the Bay Area submitted three different proposals (San Francisco, East Bay, and San Jose) for the \$1 billion that was made available by a federal program called the Investing in Manufacturing Communities Partnership. Each of these Bay Area applications was rejected, and many of the awardees had broad regional perspectives in their proposals. In addition, the sub-regional meetings pointed to a need for better educating citizens on how their voting decisions and those of neighboring jurisdictions can jointly impact economic development within the sub-region.

The 2016 Super Bowl will provide the region with an opportunity to explore collaborations across jurisdictional borders, as the event and the programs leading up to it will require representation on committees from all corners of the region. The sub-regional meetings also surfaced many collaborative approaches to development that are highlighted below.

## **North Bay Life Science Alliance**

The North Bay Life Science Alliance (NBSLA) was established as a collaboration of public and private entities spanning across Marin, Sonoma, Napa, and Solano Counties. The Alliance, which is comprised of schools, government officials, the US Commerce Department, and many others, works to spur growth in the life sciences industry. Life sciences create many opportunities and the NBSLA works to maximize the achievement of those opportunities to bring economic prosperity to the North Bay. By promoting life sciences, the NBSLA believes it will help to grow the economy because high-grossing industries, specialized real estate, and strong salaries all create more revenue for local and regional governments, while also enabling job creation across a wide range of positions.

## **Grand Boulevard Initiative**

The Grand Boulevard Initiative is a program to turn El Camino Real, one of the most important roads on the Peninsula, into a boulevard of meaningful destinations shaped by all the cities along its length. The project consists of a group of 19 different cities, counties, and local and regional agencies united to improve the performance, safety, and aesthetics of El Camino Real, successfully fulfilling its role as the Peninsula's most important arterial road. The 19 stakeholders are working together to accomplish this goal through the Complete Streets Project, funded by a US Department of Transportation TIGER II Planning Grant. Complete Streets seeks to facilitate the re-design of the roadway to integrate sustainable development and encourage pedestrians, transit, and investment in the corridor.

## **Silicon Valley Manufacturing Roundtable & East Bay Manufacturing Group**

The Silicon Valley Manufacturing Roundtable (SVMR) is comprised of four cities: San Jose, Santa Clara, Morgan Hill, and Fremont. It has played a strong role in engaging the manufacturing industry with representatives from federal, state, and local governments, industry associations, stakeholder groups, and local academia. The members of the SVMR meet quarterly and recently have launched the Silicon

Valley Manufacturing Initiative, which will be the vehicle to leverage public and private sector investment to further strengthen and grow the region's advanced manufacturing industry. A similar group has been formed in the East Bay, called the East Bay Manufacturing Group. It is a forum where executives can mingle, share their best practices, and network with each other.

### **Northern Waterfront Economic Development Initiative**

The northern waterfront is a shoreline of about 50 miles spanning from Hercules to Oakley in Contra Costa County. The primary objective of the Northern Waterfront Economic Development Initiative is to promote economic development along the county's working waterfront by targeting business clusters and protecting industrial land (61 percent of the land is zoned for industrial uses). The project will seek to cooperate with members from both the public and private sectors who have an interest in the waterfront's economic future. By bringing these interests together, they will be able to better coordinate with each other and share information and ideas about the emerging trends and issues affecting the waterfront. A specific focus will be placed on transportation, land use, environmental regulation, and workforce development issues that influence the waterfront's economic prospects.

# Improving Economic Opportunity

## The Challenge We Face as a Region

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**Home to some of the world’s most prestigious and forward-thinking businesses and innovators, the San Francisco Bay Area has long been an economic powerhouse.** While the regional economy was challenged by the past decade’s economic downturn, the Bay Area is in the midst of a strong economic recovery with rising job levels and declining unemployment.

**However, the benefits of prosperity are not universally shared.** The rising tide is not lifting all boats and not yet affecting all parts of the Bay Area. The hallmark of a truly prosperous regional economy is one where the benefits and opportunities of that prosperity are broadly available to many of those within it.

**In the Bay Area, more than 1.1 million workers, over one third of the total workforce, earn less than \$18 per hour (or less than \$36,000 per year for full-time work).** The majority of these workers earn less than \$12 per hour.<sup>1</sup> Further, the number of jobs that pay wages less than \$18 per hour has risen during the economic recovery, and these low-wage jobs are expected to increase even more over the coming years.

**To put these earnings into sharper perspective, a household with two adults and two children in Alameda County would need to earn over \$65,000 per year (or more than \$30 per hour) just to meet the bare minimum required to cover basic expenses.<sup>2</sup>** Using this same self-sufficiency standard, a four-person household would have to earn close to \$60,000 per year in Solano County and over \$75,000 per year in San

Francisco. For a large proportion of the region’s population, earnings are low relative to the region’s high cost of living. In addition, opportunities for economic mobility are scarce. There are many lower-wage jobs relative to middle-wage jobs and the pathways for upward mobility are limited. As a result, too many of the region’s workers remain in lower-wage jobs without clear paths to advance.

**This Economic Prosperity Strategy report brings critically needed focus to the challenge of improving economic conditions for low- and moderate-income Bay Area residents and workers.** While the region offers many advantages, there are also significant opportunities for improvement. The report identifies strategies aimed at creating a Bay Area economy with greater economic opportunity and mobility.

**Achieving improved economic opportunity requires working on three goals simultaneously: helping lower-wage workers succeed on pathways into middle-wage employment, focusing on**

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<sup>1</sup> \$18 per hour is equivalent to approximately 80 percent of the region’s median wage. In this report, it represents the bottom end of the range of middle-wage jobs. This report defines middle-wage jobs as those that pay between \$18 and \$30 per hour. The team selected \$30 per hour as the upper end of the middle-wage job spectrum because it is a natural breakpoint on the wage scale. For example, there were not many jobs with median wages between \$30 and \$35.

<sup>2</sup> The earnings are based on the Family Economic Self-Sufficiency Standard, which covers expenses for housing, food, child care, transportation, health care and taxes. See: [www.insightcced.org/calculator.html](http://www.insightcced.org/calculator.html)

**expanding the number of jobs that pay middle wages, and improving the quality of jobs for current and future lower-wage workers.** Working collaboratively, public and private organizations and key leaders can take steps to create an environment where the benefits of prosperity are shared broadly. But making real change requires widespread regional commitment that involves businesses, nongovernmental organizations and community-based organizations, elected officials, city and county staff, workforce development agencies, labor unions, regional planning agencies and others—all those who are dedicated to the diverse Bay Area workforce and to the prosperity of the region's economy.

**The strategies described in this report are set against a backdrop of rising poverty and growing income inequality nationally and globally.** The widespread interest in Thomas Piketty's *Capital in the Twenty-First Century* suggests that many people around the world are becoming more concerned about the unequal distribution of wealth and limited opportunities for upward mobility, some of the most significant economic issues of the day.

**Yet many of the tools that most affect poverty and economic opportunity require action at the state and national level.** National tools include tax and wage policy, immigration reform, trade agreements, monetary policy and economic security programs. State tools include minimum wages, environmental laws, tax policies and overall investments in education, workforce and infrastructure.

**While local and regional governments have fewer tools to dramatically reduce poverty, they do control policies and investments that affect overall economic prosperity.** These

policies and investments include the decisions about land use approvals (how much housing, what kinds of jobs), the level of local taxes and the responsiveness of the regulatory process, the design of workforce programs, the types of transportation investments, and the presence of regulations (such as a local minimum wage) focused on economic conditions for lower-wage workers.

This report focuses on those local and regional policies and programs and their impact on economic opportunities for lower-wage workers.

## Key Findings

The continued success of the Bay Area economy requires growing middle-wage jobs and offering lower-wage workers more opportunities to advance. The region faces a number of critical issues in improving upward mobility for lower-wage workers.

The strategies outlined in this report are grounded in the following key findings.

- **Lower-wage workers face significant barriers to higher-wage employment.** However, focused attention on improving basic skills, building partnerships to provide employer-based training opportunities and helping workers navigate career paths can make these barriers surmountable.
- **Middle-wage jobs are declining as a share of total employment, and there are too few jobs into which lower-wage workers might advance.** Even though the share of middle-wage jobs are declining, there are middle-wage opportunities in a wide range of industries

## BENEFITS OF ECONOMIC MOBILITY

Mobility for low- to moderate-wage workers not only contributes to a widely shared national value (i.e., the American Dream) but also provides critical support for a robust economy.<sup>3</sup> Increasing economic opportunity and mobility means maximizing the skills of all types of workers and providing pathways to better employment and higher compensation for those at the lower end of the income spectrum. When upward mobility depends on improved skills, the overall economy benefits because workers become more productive. In a knowledge-based economy, these increased skills and productivity are integral to maintaining and strengthening a region's competitive edge.

The following are some of the many benefits of economic mobility:

- Increased household wealth for low- to moderate-wage workers
- Improved quality of life for a broader segment of the Bay Area population

- Expanded opportunities for future generations, with greater economic security at home
- Lower rates of intergenerational poverty
- New job opportunities for those entering the labor market because more experienced workers move up
- The ability to fill skilled jobs vacated by retiring baby boomers
- Expanded/increased skills for the workforce, which boosts regional productivity and maintains the Bay Area's competitive edge

<sup>3</sup> *Economic Mobility and the American Dream: Where Do We Stand in the Wake of the Great Recession*. Pew Charitable Trust. Economic Mobility Project. May 2014. Available at: [www.pewtrusts.org/en/research-and-analysis/reports/2011/05/19/economic-mobility-and-the-american-dream-where-do-we-stand-in-the-wake-of-the-great-recession1](http://www.pewtrusts.org/en/research-and-analysis/reports/2011/05/19/economic-mobility-and-the-american-dream-where-do-we-stand-in-the-wake-of-the-great-recession1)

and occupations. Strategic, targeted, and regionally coordinated economic development tactics could help grow the Bay Area economy in a pattern that produces more middle-wage jobs.

- **Jobs at the lower end of the wage scale are likely to grow over time, and workers typically remain in these jobs for their entire careers.** Most workers cannot afford to pursue additional education and training without having economic security. Therefore, improving wages and working conditions for those in lower-wage jobs helps workers achieve enough stability to invest in their futures. Promoting mobility for lower-income workers is an essential element of this report's economic opportunity strategy.

## Goals and Strategies

The Economic Prosperity Strategy identifies three interrelated goals to improve upward mobility for lower-wage workers in the Bay Area. These goals and supporting strategies are based on technical analysis and research, as well as a synthesis of challenges and opportunities that emerged during an extensive outreach process. We introduce the goals and recommended strategies below and describe them in detail in Chapters 4 to 6.

### GOAL A: Pathways to the middle

*Strengthen career pathways to middle-wage jobs.*

**Strategy 1:** Expand job-focused basic skills training.

**Strategy 2:** Establish industry-driven, sector-based regional training partnerships.

**Strategy 3:** Improve career navigation systems and support pathways at the K-12 level and beyond.

### GOAL B: Economic growth

*Grow the economy with a focus on middle-wage work.*

**Strategy 4:** Focus economic development resources on industries of opportunity, business expansion and formation and greater policy coordination among jurisdictions

**Strategy 5:** Develop land use plans that support transit-oriented jobs, industrial uses and housing.

**Strategy 6:** Rebuild and expand infrastructure in a way that supports economic development and job growth.

**Strategy 7:** Manage the region's transportation as an integrated navigable system.

### Goal C: Economic security

*Improve conditions for workers in lower-wage jobs.*

**Strategy 8:** Raise the floor by increasing minimum standards for equal opportunity, working conditions and compensation.

**Strategy 9:** Organize and professionalize industries to improve wages, benefits and career ladders.

**Strategy 10:** Establish standards to ensure that the investment of public dollars is aligned with the goal of economic opportunity.

# Conclusion

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Lifting lower-wage workers into middle-wage jobs is a matter of regional importance and concern. As outlined in this report, workers earning lower wages live and work in every community throughout the entire region. And because they make up more than one-third of the workforce, they are a critical linchpin to an economically prosperous region.

Many local and regional leaders are already working on strategies to connect lower-wage workers to better employment. The *Economic Prosperity Strategy* draws on these efforts and proposes additional strategies to offer a more comprehensive approach.

There is much to accomplish: Improved training is necessary but insufficient; bolstering experiential learning and improving social networks are important steps but inadequate on their own; the California economy overall may expand but without targeted policies to expand the region's base of middle-wage jobs and raise the wage floor the expansion will not improve prosperity for all low-wage workers; effective programs and policies exist in some communities or within individual firms, but too often the lessons from these programs are not broadly shared or replicated. Addressing these challenges comprehensively requires greater regional collaboration across diverse sectors and organizational and jurisdictional boundaries. Issues involving the workforce, housing, transportation, economic development and labor standards need regional solutions. Implementing key strategies could help maintain the region's economic

competitiveness while also advancing the goal of upward mobility and opportunity for all workers.

The strategies outlined in this report are intended to encourage innovative ways to improve economic opportunity in the Bay Area. They also aim to inspire a broad range of private and public organizations to take collective action. A major goal of the Economic Prosperity Strategy effort is to encourage collaboration across diverse sectors and organizational and jurisdictional boundaries to share best practices, successful approaches and models.



## Critical next steps

The strategies described in this report are meant to be comprehensive. But they are not intended to be a requirement for any one place. The collection of strategies in this report can function as a toolkit, and each jurisdiction or other entity can select the most suitable tools.

Key stakeholders should implement these strategies with the following overarching considerations:

- There is no “silver bullet”—a wide range of strategies is necessary to address challenges to upward mobility in the Bay Area.
- Most strategies are not self-contained to a single policy area and may involve economic development, workforce, transportation, land use and other considerations. Successful implementation will require planning across separate policy-making bodies.
- Innovation and pilot approaches are important, and expected, to test what works.
- The most effective programs or policies should be widely shared and replicated. Emulating successful approaches will benefit the entire region.
- Working across geographic boundaries is necessary. Individual communities and cities cannot single-handedly solve these broad-based issues.
- Many of the major solutions will require active investment or policy change from the federal and state governments.

Speaking in a common regional voice and working across traditional boundaries will allow the Bay Area to take needed action to reshape the regional economy into one that provides greater opportunity for lower-wage workers.

# Matrix of strategies and actions

**Strategy**

**Potential partners and implementers<sup>256</sup>**

**GOAL A: PATHWAYS TO THE MIDDLE**  
Strengthen career pathways to middle-wage jobs.

**Strategy 1: Expand job-focused basic skills training.**

1.1: Increase English language acquisition	WIBs, NGOs, adult education, community colleges
1.2: Expand digital literacy training	NGOs, WIBs, educational institutions
1.3: Improve programs focused on soft skills and work readiness	NGOs, WIBs, K-12

**Strategy 2: Establish industry-driven, sector-based regional training partnerships.**

2.1: Identify an industry partner to develop curriculum and provide financial support	Employers, WIBs, community colleges, unions
2.2: Coordinate training regionally	WIBs, educational institutions (including community colleges)
2.3: Include additional career pathways tools	Employers, WIBs, community colleges, unions

**Strategy 3: Improve career navigation systems and support pathways, at the K-12 level and beyond.**

3.1: Implement Linked Learning programs	WIBs, NGOs
3.2: Help workers navigate the new world of online job searches and applications	WIBs, NGOs, one-stop centers
3.3: Create networking opportunities for low- and moderate-wage workers	WIBs, NGOs
3.4: Encourage apprenticeship programs and paid internships	Employers, WIBs, NGOs

<sup>256</sup> The following acronyms are used in the table: NGO is an acronym for Non-Governmental Organization and can refer to a community organization or another nonprofit organization. WIBs are Workforce Development Boards that

are at the city or county level throughout the country. MTC is the Metropolitan Transportation Commission. CMA is a Congestion Management Agency.

**GOAL B: ECONOMIC GROWTH**  
 Grow the economy with a focus on middle-wage work.

**Strategy 4: Focus economic development resources on industries of opportunity, business formation and expansion and policy coordination among jurisdictions.**

4.1: Analyze and support the local and regional industries and clusters of opportunity	NGOs, local governments, business organizations, regional agencies
4.2: Strengthen evidence-based business retention and expansion programs	Local/regional governments/agencies, business support organizations
4.3: Expand entrepreneurship and ownership opportunities	NGOs, local governments
4.4: Develop consistent permitting and regulatory processes among jurisdictions in the region	Local and regional governments, business support organizations

**Strategy 5: Develop land use plans that support transit-oriented jobs, industrial uses and housing.**

5.1: Develop strategies to promote a sufficient amount and variety of housing	Local/regional agencies
5.2: Encourage major employers and institutions to locate jobs in transit-accessible centers	Local/regional agencies
5.3: Develop a regional strategy to preserve and invest in industrial land	Local/regional agencies
5.4: Establish new regional programs with a focus on employment in the Priority Development Areas planning processes	MTC

**Strategy 6: Rebuild and expand infrastructure in a way that supports economic development and job growth.**

6.1: Encourage communities to produce long-range capital plans	Local/regional agencies
6.2: Pursue a range of funding sources and taxes to pay for infrastructure	Local/regional agencies
6.3: Expand user fees such as road pricing to finance both infrastructure and related operations	MTC and CMAs
6.4: Leverage private capital for public infrastructure projects that create jobs	Local/regional agencies

**Strategy 7: Manage the region’s transportation as an integrated system that is easy to navigate.**

7.1: Make the experience of transit in the Bay Area look and feel like a more unified system	MTC, transit operators
7.2: Expand first- and last-mile programs, such as shuttles	MTC, transit operators, private employers, ride-sharing companies
7.3: Invest in additional transit where and when it’s most needed	MTC, transit operators, CMAs

**GOAL C: ECONOMIC SECURITY**  
Upgrade conditions in lower-wage jobs

**Strategy 8: Raise the floor by increasing minimum standards for equal opportunity, working conditions and compensation.**

8.1: Adopt local and/or subregional minimum wage ordinances	Local governments, NGOs, business organizations
8.2: Enact earned sick days ordinances or other paid time off	Local governments, NGOs, business organizations
8.3: Establish “ban the box”/fair chance hiring policies	Local governments, NGOs, business organizations
8.4: Strengthen local enforcement of wage and hours laws	Local governments, NGOs, business organizations

**Strategy 9: Organize and professionalize industries to improve wages, benefits and career ladders.**

9.1: Support worker centers and industry guilds that help establish minimum wage rates and job standards for industries	NGOs, employers
9.2: Establish multi-employer joint labor-management training partnerships to raise skills in an industry	NGOs, employers, unions
9.3: Remove barriers to unionization	Local governments, labor unions
9.4: Create licensing requirements and enforce labor and employment laws to professionalize workers across an entire industry	Local and regional governments

**Strategy 10: Establish standards to ensure that the investment of public dollars is aligned with the goal of economic opportunity.**

10.1: Enact living wage ordinances	Local governments, NGOs
10.2: Pursue common community benefits agreements	Local governments, employers, developers, NGOs
10.3: Pass prevailing wage ordinances	Local governments, labor unions
10.4: Establish project labor agreements (PLAs)	NGOs, local governments, labor unions, developers
10.5: Encourage self-sufficiency standards for workforce job placements	WIBs, NGOs
10.6: Explore using social and economic impact assessments as part of major planning and policy-making	Local governments, NGOs

# ASSOCIATION OF BAY AREA GOVERNMENTS

Representing City and County Governments of the San Francisco Bay Area



**ABAG**

Date: March 12, 2015  
To: ABAG Executive Board  
From: Brad Paul  
Deputy Executive Director  
Subject: **Plan Bay Area 2017 Public Outreach Update**

## Executive Summary

Staff will report on the work ABAG and MTC have been doing to coordinate and improve public outreach for the upcoming Plan Bay Area 2017 update. We will also provide an overview of the proposed approach to the first round of Plan Bay Area public workshops scheduled for May in all nine Bay Area counties. We'll discuss the format as well as the materials staff could prepare for each workshop and suggested meeting locations.

This set of workshops represents the first of three rounds of workshops on various aspects of Plan Bay Area 2017 that will take place before the next iteration is adopted. These workshops are one of many ways in which public officials, city and county planners, local stakeholders and residents throughout the region will have input in the process.

## Recommended Action

Information

## Attachment

PBA Open Houses Proposed Approach

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# Plan BayArea

TO: MTC Planning Committee/ABAG Administrative Committee

DATE: March 6, 2015

FR: MTC Executive Director/ABAG Executive Director

RE: May 2015 Plan Bay Area Open Houses — Proposed Approach

With adoption of the 2015 Public Participation Plan in February, our focus shifts to the anticipated launch of the update to Plan Bay Area via a series of Open Houses for members of the public slated for May 2015. Some overall context is important before honing in on specifics for this first round, however. We anticipate three rounds of public workshops, meeting at least the minimum requirements for three in each of the more populous southern counties and one in each of the four northern counties with under 500,000 population. Recognizing that meetings capture only a small segment of the public, we propose to enhance our engagement activities to include telephone surveys, online surveys and comment opportunities, “pop up” meetings at public gathering places (parks, farmer’s markets, street festivals, etc.), and partnerships with community-based organizations and local agencies.

This memo outlines a recommended format for the May Open Houses, and lists some other planned public engagement opportunities for this initial phase of the Plan Bay Area update.

## *May 2015 Open Houses*

### **Goals:**

- Build awareness for the pending focused update to Plan Bay Area
- Introduce the public to the planning process, key milestones and issues under consideration
- Review the linkages between the regional plan and local transportation and land use priorities
- Review and seek comments on the goals and performance framework for the update, which will build off the 2013 Plan

### **Format and Logistics:**

- A series of nine open houses (one per county) with display stations, each staffed with MTC/ABAG staff who can answer questions on the subject matter, as well as staff from congestion management agencies and local jurisdictions.
- Open Houses will be held in the evenings (Mondays through Thursdays from 7 p.m. to 9 p.m.) or Saturdays (from 10 a.m. to noon) in early May 2015. We will seek large venues that are centrally located in the community and are accessible to persons with disabilities and near public transportation. Multiple meetings will be held on the same night. See Attachment 1 for a list of suggested communities for this initial round of meetings.
- Participants will visit each station and ask questions, offer comments.
- All requests for accommodations on accessibility of materials (due to language barrier or disability) will be accommodated with advance notice.

*Proposed Open House Stations:*

1. Welcome Table – Offer an orientation to the meeting and facility.
2. Key Milestones for Updating Plan Bay Area – Staff would be available to explain process and key tasks related to the update.
3. Goals and Targets – Display proposed goals and targets; staff available to take comments, suggestions, answer questions.
4. Forecasting Future Growth – Information available about the approach to forecasting population growth and housing needs. Staff available to answer questions.
5. Transportation Projects – MTC, CMA and transit agency staff at this table, which will feature regional and county transportation programs projects in the adopted Plan Bay Area (project lists would be customized to reflect each county). Staff also would take suggestions for additional projects.
6. Local Planning Priorities in (NAME OF COUNTY) – Displays would be customized for each county, with background on local PDAs and other city and county land use priorities, planning efforts and best practices. Staff available to answer questions, including from local jurisdictions when possible.
7. Partner Agencies – invite Caltrans and other interested agencies to participate to discuss the California Transportation Plan and inter-regional travel issues.

*Role for Board Members*

MTC Commissioners and ABAG Executive Board members would circulate throughout the room, talking to participants and listening to the conversations at the display stations.

**Complementary Public Participation Strategies**

The Public Participation Plan calls for a wide range of strategies to engage the public beyond evening or weekend meetings. MTC and ABAG will utilize the following strategies in this initial phase:

- Interactive website with online polling and online discussion forums
- Virtual meeting for those unable to attend one of the open houses
- Begin engagement with community-based organizations
- Native American Tribal Outreach
- Ongoing technical advisory committees (Regional Advisory Working Group, MTC’s Policy Advisory Council, ABAG’s Regional Planning Committee, Regional Equity Working Group)
- Meetings with local government
- Presentations to civic groups

We welcome your comments and suggestions on the proposed approach.

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Steve Heminger

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Ezra Rapport

## Attachment 1:

### Suggested Meeting Locations for May 2015 Open Houses

*Meeting Location/Venues:* SB375 requires at least three meetings with the public in counties with a population over 500,000: Alameda, Contra Costa, San Francisco, San Mateo and Santa Clara Counties) and one meeting in other counties (Marin, Napa, Solano, Sonoma).

*Scheduling:* Meetings will be held in the evenings or on Saturdays. Dates will be coordinated with MTC Commissioners and ABAG Executive Board to maximize attendance of elected officials.

	<u>COUNTY</u>	<u>Recommended City</u>	<u>CITIES WHERE WE MET FOR 2013 PLAN OUTREACH</u>
Required:	Alameda	Oakland/MetroCenter	Oakland, Berkeley, Dublin, Fremont
	Contra Costa	Concord or Walnut Creek	Concord, Richmond, Walnut Creek
	San Francisco	San Francisco	San Francisco
	San Mateo	San Mateo or Foster City	San Mateo, San Carlos, Foster City
	Santa Clara	San Jose	Mountain View and San Jose
Optional:	Marin	San Rafael	San Rafael each time
	Napa	Napa	City of Napa each time
	Solano	Fairfield	Fairfield and Vallejo
	Sonoma	Santa Rosa	Santa Rosa each time

# ASSOCIATION OF BAY AREA GOVERNMENTS

Representing City and County Governments of the San Francisco Bay Area



**ABAG**

Date: March 11, 2015

To: ABAG Executive Board

From: Miriam Chion  
Planning and Research Director

Subject: **Priority Development Area Criteria and Guidelines**

Staff is requesting that the Executive Board adopt the recommendation of the ABAG Administrative Committee to retain the existing Priority Development Area (PDA) Criteria. Staff is further requesting, consistent with the December Executive Board Meeting, that the Executive Board retain the existing PDA Density Guidelines and modify the PDA Area Guidelines to reflect the diversity of the region's PDAs. This revision will not affect the status or eligibility of existing PDAs. Upon adoption by the Executive Board, the updated guidelines will apply to applications for new PDAs and to existing PDAs applying for modifications.

Attached to this memo for additional context are: 1) The November 19, 2104 Executive Board staff memo; and 2) The February 6, 2015 staff report to the ABAG Administrative Committee and MTC Planning Committee.

## Background

At the request of the Executive Board and Regional Planning Committee (RPC), in 2014 staff prepared a review of the PDA criteria and guidelines adopted in 2008. At its October 1, 2014 meeting, the Regional Planning Committee adopted a staff recommendation, based upon this review, that the Executive Board:

- Retain the three PDA criteria without modifications. These include:
  - Within the urban footprint or urban growth boundary of an existing community;
  - Planned, or planning for, additional housing;
  - Access to transit infrastructure, including areas primarily within: 1) ½ mile of an existing rail station or ferry terminal; 2) ½ mile of a bus or Bus Rapid Transit stop served by a route with a minimum headway of 20 minutes during peak weekday commute periods; or 3) ½ mile of a planned transit station defined in MTC's Resolution 3434.
  
- Retain the PDA Density Guidelines, which provide general guidance on the density and mix of land uses in different types of PDAs.

## Priority Development Area Criteria and Guidelines

March 11, 2015

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- Revise the PDA Size Guidelines—which in similar fashion to the Density guidelines provide general guidance—from a range of 100-500 acres to 40-640 acres. This proposed revision reflects the diversity of the region's PDAs, whose boundaries have often taken into account unique local characteristics.

It is important to note that PDA Criteria are eligibility requirements, while the PDA Guidelines are advisory in nature and not required.

Staff presented the RPC's recommendation to the Executive Board at its December 2014 meeting for adoption. Following discussion, Executive Board members requested that staff engage the ABAG Administrative and MTC Planning Committee in a discussion regarding the PDA Criteria, with a specific focus on the Transit criterion.

ABAG and MTC staff presented a PDA Criteria staff report on the PDA Criteria to the Joint ABAG Administrative Committee and MTC Planning Committee. The purpose of including MTC staff and its Planning Committee was to engage in a broader discussion about the Transit Criteria; however, the ABAG Administrative Committee was responsible for taking action on the criteria. Following discussion, the Administrative Committee adopted staff's recommendation that the Executive Board retain the existing PDA Criteria.

### Recommended Action

The Executive Board is requested to:

- Retain the PDA criteria without modifications.
- Retain the PDA Density Guidelines
- Revise the PDA Size Guidelines from a range of 100-500 acres to 40-640 acres.

### Attachments

ABAG Executive Board Staff Memo, "Review of Priority Development Area Criteria," including attachments, dated November 19, 2014

ABAG Administrative and MTC Planning Committee Staff Memo, "Priority Development Areas Criteria Review," dated February 6, 2015



TO: MTC Planning Committee/ABAG Administrative Committee

DATE: February 6, 2015

FR: MTC Executive Director/ABAG Executive Director

RE: Priority Development Areas Criteria Review

### **Background**

In 2007 through the FOCUS program, ABAG and MTC in collaboration with other regional agencies, cities and counties, transit agencies, congestion management agencies, and stakeholders created a framework to have local governments self-identify Priority Development Areas (PDAs) to help support future growth in transit served, infill locations. The Priority Conservation Area (PCA) designation was created at the same time.

Since 2007, over 190 PDAs have been nominated by cities and counties and adopted at the regional level, with PDAs serving as a primary framework for Plan Bay Area and other regional programs such as the One Bay Area Grant program. Among the PDAs, approximately 120 are considered “Planned” with locally adopted planning and zoning supportive of the PDA designation. The remainder are considered “Potential” in locations where the local community has not yet enacted a neighborhood or area-level plan and related zoning.

The criteria developed through FOCUS identified three criteria for areas proposed for PDA designation:

- The area is within an existing community.
- The area is near existing or planned fixed transit (or served by comparable bus service).
- The area is planned or is planning for more housing.

These terms are defined as:

*Area:* the planning area being proposed for designation as a Priority Development Area. Since the program seeks to support area or neighborhood planning rather than a project-by-project approach to development, the recommended area size is at least 100 acres, which is approximately a 1/4 mile radius.

*Existing Community:* the area is within an existing urbanized area, lies within an urban growth boundary or limit line if one is established, and has existing or planned infrastructure to support development that will provide or connect to a range of services and amenities that meet the daily needs of residents making non motorized modes of transportation an option.

*Housing:* the local jurisdiction is planning for a significant increase in housing units in the area to a minimum density of the selected place type from the Station Area Planning Manual, including affordable units, which can also be a part of a mixed use development that provides other daily services, maximizes alternative modes of travel, and makes appropriate land use connections.

*Near Transit:* (1) an area around an existing rail station or ferry terminal (typically a half-mile around the station), (2) an area served by a bus or bus rapid transit corridor with minimum headways of 20 minutes during peak weekday commute periods or (3) an area defined as a planned transit station by MTC's Resolution 3434.

The criteria for "Near Transit" was amended in 2010 to require that PDAs be within *1/2 mile of either:* a) an existing rail station or ferry terminal; b) along a bus or bus rapid transit corridor with minimum headways of 20 minutes during peak weekday commute periods; or c) a planned transit station included in MTC's Resolution 3434. PDAs already adopted were grandfathered in at the time of this change.

## **Discussion**

These criteria continue to serve the regional agencies well and have created wide support from jurisdictions across the Bay Area. Through the MTC/ABAG-sponsored PDA Planning Grant Program (previously known as the Station Area Planning Program), jurisdictions have adopted plans for 66,000 housing units, 50 million square feet of commercial space and 110,000 jobs—all with convenient access to transit and local amenities. The location of PDAs helped inform land use distributions and regional transportation investments in Plan Bay Area as well as the distribution of flexible county funds through the One Bay Area Grant. Following adoption of the Plan, PDAs have become a central part of Plan Bay Area implementation efforts and related collaborative efforts with local jurisdictions, regional partner agencies, transit agencies, county congestion management agencies and stakeholders.

In response to a request by ABAG Executive Board members, ABAG and MTC staff reviewed the PDA program criteria, focusing specifically on the "Near Transit" requirement—the subject of the request.

As described above, the adopted criteria requires that areas inside a PDA typically be within  $\frac{1}{2}$  mile of a rail station, ferry terminal; a bus or bus rapid transit corridor with minimum 20 minute headways during peak weekday commute periods; or a planned transit station included in MTC's Resolution 3434. The rationale for setting a  $\frac{1}{2}$  mile boundary is to ensure that PDA residents and employees of PDA businesses have convenient access to reliable transit service and to improve the use and cost-effectiveness of public transit. This approach is consistent with MTC's Resolution 3434 transit oriented development policy which is designed to ensure that local jurisdictions plan for transit-supportive land uses and densities around the region's transit investments. Locating a jurisdiction's high and medium density development closest to transit makes sense economically (larger employers seek locations within walking distance of transit and density supports small local businesses); environmentally (increased transit use reduces the need to drive and greenhouse gas emissions); and in terms of public health (people that live or work close to transit are more likely to walk or bike to and from the transit station or stop).

A large body of peer-reviewed research including the *Transportation Research Board's Report 95 on Transit Oriented Development*, has found that residents or employees of an area are less likely to use transit service beyond approximately ¼ mile of a station or stop. By electing to allow PDAs to extend ½ mile from transit (as opposed to ¼ mile), the ABAG Executive Board provided flexibility to jurisdictions and transit agencies to maximize the development potential around the station, consistent with adopted regional policy. While a limited number of transit users will access transit without a car beyond the ½ mile, the radius helps identify the highest priority land around key transit investments.

To recognize the importance of providing residents of communities outside of a PDA with access to its transit service and amenities, the One Bay Area Grant provides funding for projects that *connect* these communities to PDAs. This approach continues to support focused growth around the region's transit and infrastructure investments (within PDAs) while improving access to goods, services, and convenient transit for residents that are otherwise less likely to access them in general and by foot or bicycle in particular.

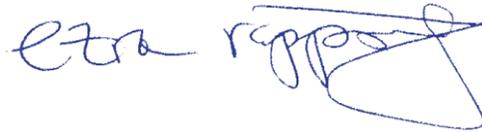
**Staff Recommendation**

Staff recommends retaining the current PDA criteria without modification. Based on the history of the PDA criteria and a review of transit access studies, the criteria continues to effectively serve regional and local planning efforts. Staff further recommends that this item be forwarded by the ABAG Administrative Committee to the ABAG Executive Board for approval.



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Steve Heminger



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Ezra Rapport

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# ASSOCIATION OF BAY AREA GOVERNMENTS

Representing City and County Governments of the San Francisco Bay Area



**ABAG**

Date: November 19, 2014  
To: ABAG Executive Board  
From: Miriam Chion  
Planning and Research Director  
Subject: **Review of Priority Development Area Criteria**

At the request of the Executive Board and Regional Planning Committee, we are providing an overview of the region's Priority Development Area (PDA) criteria and guidelines.

## PDA Criteria

The existing PDA criteria were established in 2008 as part of the FOCUS Program. The criteria were extensively vetted and ultimately adopted by ABAG's Executive Board. They were revised in 2011 for inclusion in Plan Bay Area. Firstly, a PDA must have a resolution approved by a local jurisdiction responsible for land use. Secondly, a PDA must be located in an area that satisfies the following:

1. Within an existing community
2. Housing growth potential
3. Access to transit

All PDAs are proposed within the urban footprint of existing communities. This is intended to make use of the existing infrastructure and services. All PDAs consider potential housing growth; the planning efforts and housing construction feasibility varies across PDAs according to the local development and planning process and local vision. All PDAs must have access to transit infrastructure, including: 1) ½ mile around an existing rail station or ferry terminal, 2) ½ mile area served by bus route or bus rapid transit(BRT) corridor with a minimum headway of 20 minutes during peak weekday commute periods, or 3) ½ mile within a planned transit station defined in MTC's Resolution 3434.

## PDA Guidelines

Guidelines for PDA size and density were established in key PDA program documents to serve as references for local planners and as measures of quality assurance for the PDA program at-large.

## **Review of Priority Development Area Criteria**

November 19, 2014

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### Attachments

1. Priority Development Area (PDA) List
2. Priority Development Area (Map)
3. Summary PDA Criteria/Guidelines Table
4. PDA Size Graphs

COUNTY	PDA NAME	PLANNING STATUS	PLACETYPE
Alameda	Alameda: Naval Air Station	Planned	Transit Town Center
Alameda	Alameda: Northern Waterfront	Potential	Transit Neighborhood
Alameda	Alameda County: Castro Valley BART	Potential	Transit Neighborhood
Alameda	Alameda County: East 14th Street and Mission Boulevard	Planned	Mixed-Use Corridor
Alameda	Alameda County: Hesperian Boulevard	Planned	Transit Neighborhood
Alameda	Alameda County: Meekland Avenue Corridor	Planned	Transit Neighborhood
Alameda	Albany: San Pablo & Solano Mixed Use Neighborhood	Potential	Mixed-Use Corridor
Alameda	Berkeley: Adeline Street	Potential	Mixed-Use Corridor
Alameda	Berkeley: Downtown	Planned	City Center
Alameda	Berkeley: San Pablo Avenue	Planned	Mixed-Use Corridor
Alameda	Berkeley: South Shattuck	Planned	Mixed-Use Corridor
Alameda	Berkeley: Telegraph Avenue	Potential	Mixed-Use Corridor
Alameda	Berkeley: University Avenue	Planned	Mixed-Use Corridor
Alameda	Dublin: Downtown Specific Plan Area	Planned	Suburban Center
Alameda	Dublin: Town Center	Planned	Suburban Center
Alameda	Dublin: Transit Center/Dublin Crossings	Planned	Suburban Center
Alameda	Emeryville: Mixed-Use Core	Planned	City Center
Alameda	Fremont: Centerville	Planned	Transit Neighborhood
Alameda	Fremont: City Center	Planned	City Center
Alameda	Fremont: Irvington District	Planned	Transit Town Center
Alameda	Fremont: Warm Springs	Planned	Suburban Center
Alameda	Hayward: Downtown	Planned	City Center
Alameda	Hayward: Mission Boulevard Corridor	Potential	Mixed-Use Corridor
Alameda	Hayward: South Hayward BART	Planned	Mixed-Use Corridor
Alameda	Hayward: South Hayward BART	Planned	Urban Neighborhood
Alameda	Hayward: The Cannery	Planned	Transit Neighborhood
Alameda	Livermore: Downtown	Planned	Suburban Center
Alameda	Livermore: East Side	Potential	Suburban Center
Alameda	Livermore: Isabel Avenue/BART Station Planning Area	Potential	Suburban Center
Alameda	Newark: Dumbarton Transit Oriented Development	Potential	Transit Town Center
Alameda	Newark: Old Town Mixed Use Area	Potential	Transit Neighborhood
Alameda	Oakland: Coliseum BART Station Area	Planned	Transit Town Center
Alameda	Oakland: Downtown & Jack London Square	Planned	Regional Center
Alameda	Oakland: Eastmont Town Center	Planned	Urban Neighborhood
Alameda	Oakland: Fruitvale and Dimond Areas	Planned	Urban Neighborhood
Alameda	Oakland: MacArthur Transit Village	Planned	Urban Neighborhood
Alameda	Oakland: Transit Oriented Development Corridors	Potential	Mixed-Use Corridor
Alameda	Oakland: West Oakland	Planned	Transit Town Center
Alameda	Pleasanton: Hacienda	Potential	Suburban Center
Alameda	San Leandro: Bay Fair BART Transit Village	Potential	Transit Town Center
Alameda	San Leandro: Downtown Transit Oriented Development	Planned	City Center
Alameda	San Leandro: East 14th Street	Planned	Mixed-Use Corridor
Alameda	Union City: Intermodal Station District	Planned	City Center
Contra Costa	Antioch: Hillcrest eBART Station	Planned	Suburban Center
Contra Costa	Antioch: Rivertown Waterfront	Potential	Transit Town Center
Contra Costa	Concord: Community Reuse Area/ Los Medanos	Potential	Suburban Center
Contra Costa	Concord: Community Reuse Area/ Los Medanos	Potential	Transit Neighborhood
Contra Costa	Concord: Downtown	Potential	City Center
Contra Costa	Contra Costa County: Contra Costa Centre	Planned	Mixed-Use Corridor
Contra Costa	Contra Costa County: Downtown El Sobrante	Potential	Mixed-Use Corridor
Contra Costa	Contra Costa County: Pittsburg/Bay Point BART Station	Planned	Transit Neighborhood
Contra Costa	Contra Costa County: Pittsburg/Bay Point BART Station	Planned	Transit Town Center
Contra Costa	Danville: Downtown	Potential	Transit Town Center
Contra Costa	El Cerrito: San Pablo Avenue Corridor	Planned	Mixed-Use Corridor
Contra Costa	El Cerrito: San Pablo Avenue Corridor	Planned	Mixed-Use Corridor
Contra Costa	Hercules: Central Hercules	Planned	Transit Neighborhood
Contra Costa	Hercules: Waterfront District	Planned	Transit Town Center
Contra Costa	Lafayette: Downtown	Planned	Transit Neighborhood

COUNTY	PDA NAME	PLANNING STATUS	PLACETYPE
Contra Costa	Martinez: Downtown	Planned	Transit Neighborhood
Contra Costa	Moraga: Moraga Center	Potential	Transit Town Center
Contra Costa	Oakley: Downtown	Potential	Transit Town Center
Contra Costa	Oakley: Employment Area	Potential	Suburban Center
Contra Costa	Oakley: Potential Planning Area	Potential	Transit Neighborhood
Contra Costa	Orinda: Downtown	Potential	Transit Town Center
Contra Costa	Pinole: Appian Way Corridor	Potential	Mixed-Use Corridor
Contra Costa	Pinole: Old Town San Pablo Avenue	Potential	Mixed-Use Corridor
Contra Costa	Pittsburg: Downtown	Planned	Transit Neighborhood
Contra Costa	Pittsburg: Railroad Avenue eBART Station	Planned	Transit Town Center
Contra Costa	Pleasant Hill: Buskirk Avenue Corridor	Potential	Mixed-Use Corridor
Contra Costa	Pleasant Hill: Diablo Valley College	Potential	Transit Neighborhood
Contra Costa	Richmond: Central Richmond & 23rd Street Corridor	Planned	City Center
Contra Costa	Richmond: Central Richmond & 23rd Street Corridor	Potential	Mixed-Use Corridor
Contra Costa	Richmond: South Richmond	Planned	Transit Neighborhood
Contra Costa	Richmond (with Contra Costa County): North Richmond	Potential	Transit Neighborhood
Contra Costa	San Pablo: San Pablo Avenue & 23rd Street Corridors	Planned	Mixed-Use Corridor
Contra Costa	San Ramon: City Center	Planned	Suburban Center
Contra Costa	San Ramon: North Camino Ramon	Potential	Transit Town Center
Contra Costa	Walnut Creek: West Downtown	Planned	City Center
Contra Costa	West Contra Costa Transportation Advisory Committee: San Pablo Avenue Corridor	Planned	Mixed-Use Corridor
Contra Costa	West Contra Costa Transportation Advisory Committee: San Pablo Avenue Corridor	Potential	Mixed-Use Corridor
Contra Costa	West Contra Costa Transportation Advisory Committee: San Pablo Avenue Corridor	Planned	Mixed-Use Corridor
Marin	Marin County: Urbanized 101 Corridor	Potential	Transit Neighborhood
Marin	San Rafael: Downtown	Planned	City Center
Napa	American Canyon: Highway 29 Corridor	Potential	Mixed-Use Corridor
Napa	Napa: Downtown Napa and Soscol Gateway Corridor	Potential	Transit Neighborhood
San Francisco	San Francisco: 19th Avenue	Potential	Transit Town Center
San Francisco	San Francisco: Balboa Park	Planned	Transit Neighborhood
San Francisco	San Francisco: Bayview/Hunters Point Shipyard/Candlestick Point	Planned	Urban Neighborhood
San Francisco	San Francisco: Downtown-Van Ness-Geary	Planned	Regional Center
San Francisco	San Francisco: Eastern Neighborhoods	Planned	Urban Neighborhood
San Francisco	San Francisco: Market & Octavia	Planned	Urban Neighborhood
San Francisco	San Francisco: Mission Bay	Planned	Urban Neighborhood
San Francisco	San Francisco: Mission-San Jose Corridor	Planned	Mixed-Use Corridor
San Francisco	San Francisco: Port of San Francisco	Planned	Mixed-Use Corridor
San Francisco	San Francisco: Transbay Terminal	Planned	Regional Center
San Francisco	San Francisco: Treasure Island	Planned	Transit Town Center
San Francisco/San Mateo	San Francisco & Brisbane: San Francisco/San Mateo Bi-County Area	Potential	Suburban Center
San Francisco/San Mateo	San Francisco & Brisbane: San Francisco/San Mateo Bi-County Area	Planned	Transit Neighborhood
San Mateo	Belmont: Villages of Belmont	Potential	Mixed-Use Corridor
San Mateo	Burlingame: Burlingame El Camino Real	Planned	Transit Town Center
San Mateo	City/County Association of Governments of San Mateo County: El Camino Real	Potential	Mixed-Use Corridor
San Mateo	City/County Association of Governments of San Mateo County: El Camino Real	Planned	Mixed-Use Corridor
San Mateo	City/County Association of Governments of San Mateo County: El Camino Real	Planned	Mixed-Use Corridor
San Mateo	City/County Association of Governments of San Mateo County: El Camino Real	Planned	Mixed-Use Corridor
San Mateo	City/County Association of Governments of San Mateo County: El Camino Real	Planned	Mixed-Use Corridor
San Mateo	City/County Association of Governments of San Mateo County: El Camino Real	Planned	Mixed-Use Corridor
San Mateo	City/County Association of Governments of San Mateo County: El Camino Real	Planned	Mixed-Use Corridor
San Mateo	City/County Association of Governments of San Mateo County: El Camino Real	Planned	Mixed-Use Corridor
San Mateo	City/County Association of Governments of San Mateo County: El Camino Real	Potential	Mixed-Use Corridor
San Mateo	City/County Association of Governments of San Mateo County: El Camino Real	Planned	Mixed-Use Corridor
San Mateo	City/County Association of Governments of San Mateo County: El Camino Real	Planned	Mixed-Use Corridor
San Mateo	City/County Association of Governments of San Mateo County: El Camino Real	Planned	Mixed-Use Corridor
San Mateo	Daly City: Bayshore	Potential	Transit Town Center
San Mateo	Daly City: Mission Boulevard	Potential	Mixed-Use Corridor
San Mateo	East Palo Alto: Ravenswood	Potential	Transit Town Center

## Review of Priority Development Area Criteria

November 19, 2014

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The PDA application guidelines recommend 100 acres, roughly ¼ mile radius, as an appropriate minimum size for PDAs given that the program seeks to support local area and specific planning. A maximum size of 500 acres has been suggested for specific planning areas applying for MTC PDA Planning Grant funds, however, specific planning areas and associated PDAs do not necessarily share the same boundaries.

PDA density guidelines are described in the Development Guidelines section of the Station Area Planning Manual<sup>1</sup>, which recommends housing and employment development densities by PDA placetype. The manual identifies a range from 20-300 du/ac (dwelling units per acre) as housing density targets, and 1.0-5.0 FAR (floor area ratio) for employment density targets.

Most of the 191 PDAs are within the 100 to 500-acre range. PDA size outliers are largely due to local planning objectives for community and specific plans. These objectives define a broad range of geographies, from neighborhood main street corridors, often less than 100 acres, to institutional re-use parcels spanning more than 500 acres (see attachment 4).

### Recommended Action

At its October 1, 2014 meeting, the Regional Planning Committee adopted a staff recommendation that the Executive Board take the action described below. We respectfully request that the Executive Board:

- Retain the current three PDA criteria without modifications: location within an existing community, housing growth potential and access to transit. These criteria are grounded in a sustainable growth approach to the region and are aligned with the intent of SB 375.
- Retain the density guidelines: They provide general references to local planners on the scale of the neighborhoods and the mix of shops, services and mobility options.
- Revise the size guidelines from a range of 100-500 acres to 40-640 acres, or PDA-boundary alignment with an existing community planning process that connects housing to transit (see attachment 3). After reviewing the size distribution of smaller PDAs, we recommend a 40-acre minimum size to align with the distance of an 1/8 - mile radius around a transit station, which captures a convenient walking distance to transit and allows for a comfortable walking distance to adjacent PDAs and/or transit-serving neighborhoods. We recommend a maximum size of 640 acres to align with roughly a 1-mile radius around a transit station; this minor revision allows a fitter rounding to the transit criteria and standards. This criteria modification additionally broadens the size capture of existing PDAs between 40-640 acres (see attachment 4).

This revision will not affect the status or eligibility of existing PDAs. Upon recommendation by the Regional Planning Committee and adoption by the Executive Board, the updated guidelines will apply to applications for new PDAs and to existing PDAs applying for modifications. The deadline for PDA applications and modifications is June 30, 2015. Application materials can be found here: [http://www.bayareavision.org/pdaapplication/PDA\\_ApplicationForm\\_Jan2014.pdf](http://www.bayareavision.org/pdaapplication/PDA_ApplicationForm_Jan2014.pdf)

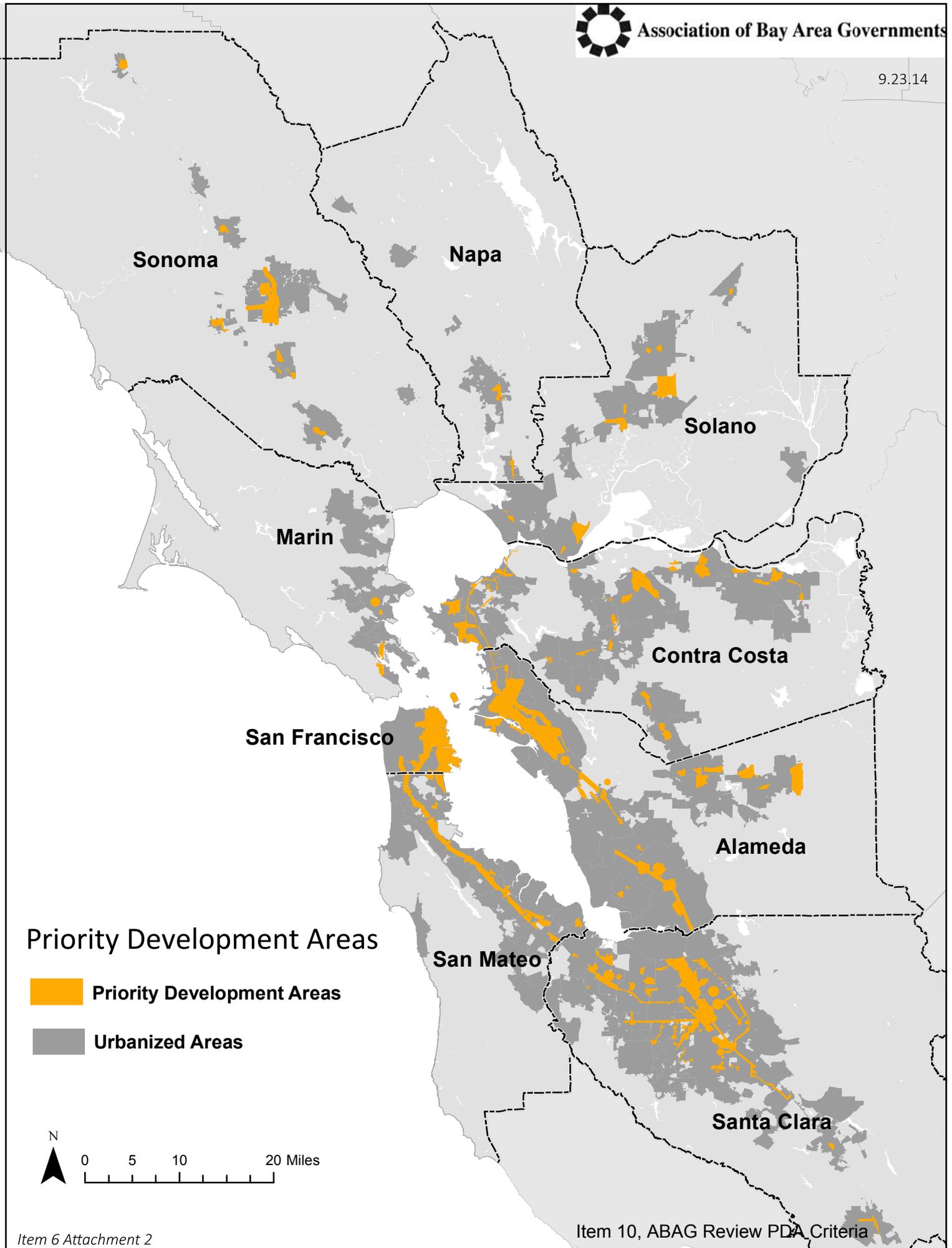
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<sup>1</sup> Station Area Planning Manual (Metropolitan Transportation Commission: 2007), pg. 17

COUNTY	PDA NAME	PLANNING STATUS	PLACETYPE
San Mateo	Menlo Park: El Camino Real Corridor and Downtown	Planned	Transit Town Center
San Mateo	Millbrae: Transit Station Area	Planned	Mixed-Use Corridor
San Mateo	Redwood City: Broadway/Veterans Boulevard Corridor	Planned	Mixed-Use Corridor
San Mateo	Redwood City: Downtown	Planned	City Center
San Mateo	San Bruno: Transit Corridors	Planned	Mixed-Use Corridor
San Mateo	San Carlos: Railroad Corridor	Planned	Transit Town Center
San Mateo	San Mateo: Downtown	Planned	City Center
San Mateo	San Mateo: El Camino Real	Planned	Mixed-Use Corridor
San Mateo	San Mateo: Rail Corridor	Planned	Transit Neighborhood
San Mateo	South San Francisco: Downtown	Planned	Transit Town Center
Santa Clara	Campbell: Central Redevelopment Area	Planned	Transit Neighborhood
Santa Clara	Gilroy: Downtown	Planned	Transit Town Center
Santa Clara	Milpitas: Transit Area	Planned	Suburban Center
Santa Clara	Morgan Hill: Downtown	Planned	Transit Town Center
Santa Clara	Mountain View: Downtown	Planned	Transit Town Center
Santa Clara	Mountain View: El Camino Real	Potential	Mixed-Use Corridor
Santa Clara	Mountain View: North Bayshore	Potential	Suburban Center
Santa Clara	Mountain View: San Antonio	Potential	Transit Town Center
Santa Clara	Mountain View: Whisman Station	Potential	Transit Neighborhood
Santa Clara	Palo Alto: California Avenue	Planned	Transit Neighborhood
Santa Clara	San Jose: Bascom TOD Corridor	Potential	Mixed-Use Corridor
Santa Clara	San Jose: Bascom Urban Village	Potential	Mixed-Use Corridor
Santa Clara	San Jose: Berryessa Station	Planned	Transit Neighborhood
Santa Clara	San Jose: Blossom Hill/Snell Urban Village	Potential	Mixed-Use Corridor
Santa Clara	San Jose: Camden Urban Village	Potential	Mixed-Use Corridor
Santa Clara	San Jose: Capitol Corridor Urban Villages	Potential	Mixed-Use Corridor
Santa Clara	San Jose: Capitol/Tully/King Urban Villages	Potential	Suburban Center
Santa Clara	San Jose: Communications Hill	Planned	Transit Town Center
Santa Clara	San Jose: Cottle Transit Village (Hitachi)	Planned	Suburban Center
Santa Clara	San Jose: Downtown "Frame"	Planned	City Center
Santa Clara	San Jose: East Santa Clara/ Alum Rock Corridor	Planned	Mixed-Use Corridor
Santa Clara	San Jose: Greater Downtown	Planned	Regional Center
Santa Clara	San Jose: North San Jose	Planned	Regional Center
Santa Clara	San Jose: Oakridge/ Almaden Plaza Urban Village	Potential	Suburban Center
Santa Clara	San Jose: Saratoga TOD Corridor	Potential	Mixed-Use Corridor
Santa Clara	San Jose: Stevens Creek TOD Corridor	Potential	Mixed-Use Corridor
Santa Clara	San Jose: West San Carlos and Southwest Expressway Corridors	Planned	Mixed-Use Corridor
Santa Clara	San Jose: Westgate/El Paseo Urban Village	Potential	Suburban Center
Santa Clara	San Jose: Winchester Boulevard TOD Corridor	Potential	Mixed-Use Corridor
Santa Clara	Santa Clara: El Camino Real Focus Area	Planned	Mixed-Use Corridor
Santa Clara	Santa Clara: Santa Clara Station Focus Area	Planned	City Center
Santa Clara	Santa Clara Valley Transportation Authority: City Cores, Corridors & Station Areas	Potential	Mixed-Use Corridor
Santa Clara	Santa Clara Valley Transportation Authority: City Cores, Corridors & Station Areas	Potential	Mixed-Use Corridor
Santa Clara	Santa Clara Valley Transportation Authority: City Cores, Corridors & Station Areas	Potential	Mixed-Use Corridor
Santa Clara	Santa Clara Valley Transportation Authority: City Cores, Corridors & Station Areas	Potential	Mixed-Use Corridor
Santa Clara	Santa Clara Valley Transportation Authority: City Cores, Corridors & Station Areas	Potential	Mixed-Use Corridor
Santa Clara	Santa Clara Valley Transportation Authority: City Cores, Corridors & Station Areas	Potential	Mixed-Use Corridor
Santa Clara	Sunnyvale: Downtown & Caltrain Station	Planned	Transit Town Center
Santa Clara	Sunnyvale: East Sunnyvale	Potential	Urban Neighborhood
Santa Clara	Sunnyvale: El Camino Real Corridor	Planned	Mixed-Use Corridor
Santa Clara	Sunnyvale: Lawrence Station Transit Village	Potential	Transit Neighborhood
Santa Clara	Sunnyvale: Tasman Crossing	Potential	Transit Neighborhood
Solano	Benicia: Downtown	Planned	Transit Neighborhood
Solano	Benicia: Northern Gateway - Benicia's Industrial Park	Potential	Employment Center
Solano	Dixon: Downtown	Potential	Transit Town Center
Solano	Fairfield: Downtown South (Jefferson Street)	Planned	Suburban Center
Solano	Fairfield: Fairfield-Vacaville Train Station	Potential	Transit Town Center
Solano	Fairfield: North Texas Street Core	Potential	Mixed-Use Corridor

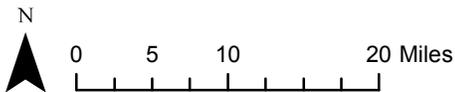
COUNTY	PDA NAME	PLANNING STATUS	PLACETYPE
Solano	Fairfield: West Texas Street Gateway	Planned	Mixed-Use Corridor
Solano	Suisun City: Downtown & Waterfront	Planned	Transit Town Center
Solano	Vacaville: Allison Area	Planned	Suburban Center
Solano	Vacaville: Downtown	Planned	Transit Town Center
Solano	Vallejo: Waterfront & Downtown	Planned	Suburban Center
Sonoma	Cloverdale: Downtown/SMART Transit Area	Planned	Transit Town Center
Sonoma	Cotati: Downtown and Cotati Depot	Planned	Transit Town Center
Sonoma	Petaluma: Central, Turning Basin/ Lower Reach	Planned	Suburban Center
Sonoma	Rohnert Park: Central Rohnert Park	Potential	Transit Town Center
Sonoma	Rohnert Park: Sonoma Mountain Village	Planned	Suburban Center
Sonoma	Santa Rosa: Downtown Station Area	Planned	City Center
Sonoma	Santa Rosa: Mendocino Avenue/Santa Rosa Avenue Corridor	Potential	Mixed-Use Corridor
Sonoma	Santa Rosa: North Santa Rosa Station	Potential	Suburban Center
Sonoma	Santa Rosa: Roseland	Potential	Transit Neighborhood
Sonoma	Santa Rosa: Sebastopol Road Corridor	Planned	Mixed-Use Corridor
Sonoma	Sebastopol: Core Area	Potential	Transit Town Center
Sonoma	Windsor: Redevelopment Area	Planned	Suburban Center

**Total count: 191**



### Priority Development Areas

-  Priority Development Areas
-  Urbanized Areas

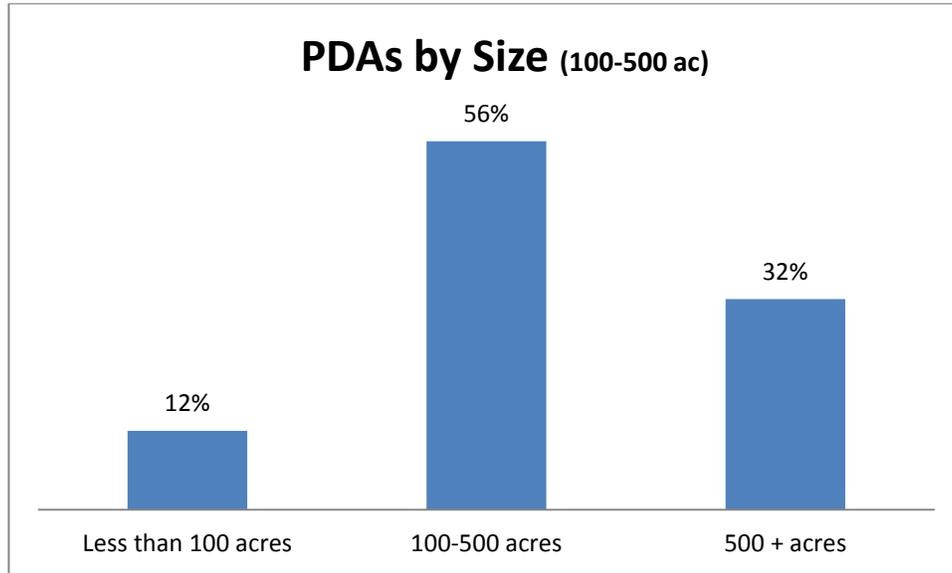


	EXISTING	RECOMMENDED CHANGES																								
PDA CRITERIA	<p>1) <u>Within an existing community</u>, defined as: an urbanized area, or an area within an urban growth boundary limit</p> <p>2) <u>Housing growth anticipated</u>, defined as: a community actively planning or considering to increase housing growth demonstrated by the jurisdiction's general plan, housing element, or via a specific planning process</p> <p>3) <u>Near transit</u>, within .5 miles of:</p> <p>a) an existing ferry terminal or rail station,</p> <p>b) an existing bus/BRT route with minimum 20 min peak weekday headways, or</p> <p>c) a planned transit station (MTC Resolution 3434)</p>	No Change																								
PDA GUIDELINES	<p>minimum: 100 ac</p> <p>maximum: 500 ac</p> <p>outliers: n/a</p>	<p>minimum: 40 ac</p> <p>maximum: 640 ac</p> <p>outliers: must conform to the boundaries of an existing community plan</p>																								
Density (by placetype)	<table border="1"> <thead> <tr> <th data-bbox="963 630 1039 945">PDA Place Type</th> <th data-bbox="963 945 1039 1365">Housing Density Range (dwelling units per acre)</th> <th data-bbox="963 1365 1039 1967">Employment Density Range (floor area ratio)</th> </tr> </thead> <tbody> <tr> <td data-bbox="1039 630 1079 945">Regional Center</td> <td data-bbox="1039 945 1079 1365">75-300 du/ac</td> <td data-bbox="1039 1365 1079 1967">5.0 FAR</td> </tr> <tr> <td data-bbox="1079 630 1120 945">City Center</td> <td data-bbox="1079 945 1120 1365">50-150 du/ac</td> <td data-bbox="1079 1365 1120 1967">2.5 FAR</td> </tr> <tr> <td data-bbox="1120 630 1161 945">Suburban Center</td> <td data-bbox="1120 945 1161 1365">35-100 du/ac</td> <td data-bbox="1120 1365 1161 1967">4 FAR</td> </tr> <tr> <td data-bbox="1161 630 1201 945">Transit Town Center</td> <td data-bbox="1161 945 1201 1365">20-75 du/ac</td> <td data-bbox="1161 1365 1201 1967">2 FAR</td> </tr> <tr> <td data-bbox="1201 630 1242 945">Urban Neighborhood</td> <td data-bbox="1201 945 1242 1365">40-100 du/ac</td> <td data-bbox="1201 1365 1242 1967">1 FAR</td> </tr> <tr> <td data-bbox="1242 630 1282 945">Transit Neighborhood</td> <td data-bbox="1242 945 1282 1365">20-50 du/ac</td> <td data-bbox="1242 1365 1282 1967">1 FAR</td> </tr> <tr> <td data-bbox="1282 630 1299 945">Mixed Use Corridor</td> <td data-bbox="1282 945 1299 1365">25-60 du/ac</td> <td data-bbox="1282 1365 1299 1967">2 FAR</td> </tr> </tbody> </table>	PDA Place Type	Housing Density Range (dwelling units per acre)	Employment Density Range (floor area ratio)	Regional Center	75-300 du/ac	5.0 FAR	City Center	50-150 du/ac	2.5 FAR	Suburban Center	35-100 du/ac	4 FAR	Transit Town Center	20-75 du/ac	2 FAR	Urban Neighborhood	40-100 du/ac	1 FAR	Transit Neighborhood	20-50 du/ac	1 FAR	Mixed Use Corridor	25-60 du/ac	2 FAR	No Change
PDA Place Type	Housing Density Range (dwelling units per acre)	Employment Density Range (floor area ratio)																								
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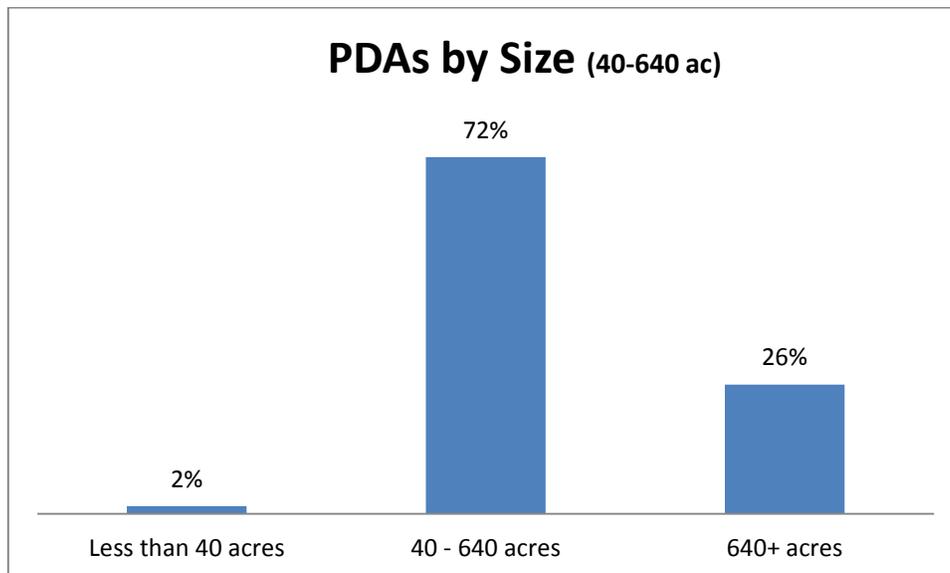
# PDA Size Graphs



## Existing Guidelines



## Proposed Guidelines





**LEGISLATION AND GOVERNMENTAL ORGANIZATION COMMITTEE**

**Thursday, March 19, 2015**

**3:30 p.m. – 5:00 p.m.**

**Site:** Association of Bay Area Governments, 101 8<sup>th</sup> Street, Conference Room B, Oakland, CA

**Committee Chair:** Supervisor Scott Haggerty, Alameda County

**Committee Vice Chair:** Councilmember Desley Brooks, City of Oakland

**Staff:** Brad Paul, Deputy Executive Director, 510/464-7955, Bradp@abag.ca.gov

**REVISED**

**1. CALL TO ORDER**

**2. OPEN AGENDA—PUBLIC COMMENT**

**3. APPROVAL OF MINUTES: FROM JANUARY 15, 2015 MEETING**

Action

**4. MIKE ARNOLD, LEGISLATIVE ADVOCATE, ARNOLD AND ASSOCIATES, INC.**

Overview of Bill Summary

**Information/Action**

Update on Bills Supported including AB 35 Chiu and AB 18 Dodd

Overview on Affordable Housing Package

**5. BRAD PAUL, ABAG DEPUTY DIRECTOR**

Discussion on the need for legislation to clarify which types of agencies are allowed access to state-produced datasets

**Information/Action**

**6. DISCUSSION ON L&GO LEGISLATIVE PRIORITIES FOR 2015**

*Attachment: 2015 Legislative Priorities*

**Information**

**7. RECAP ON LEGISLATIVE RECEPTION**

**8. UNACCOMPANIED CHILDREN (UAC) AND/OR REFUGEE CHILDREN—IMPLICATIONS FOR LOCAL GOVERNMENT**

Information and next steps for ABAG

**Information**

**9. ADJOURNMENT**

The next meeting of the L&GO Committee will be on **May 21, 2015.**

*The ABAG Legislation and Governmental Organization Committee may act on any item on this agenda.*

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**ASSOCIATION OF BAY AREA GOVERNMENTS  
LEGISLATION AND GOVERNMENTAL ORGANIZATION COMMITTEE**

**Thursday, January 15, 2015  
Summary Minutes**

**Committee Members Present:**

Supervisor Scott Haggerty, County of Alameda, *Chair*  
Councilmember Desley Brooks, *Vice Chair*  
Supervisor David Cortese, County of Santa Clara  
Mayor Bill Harrison, City of Fremont  
Supervisor Mark Luce, County of Napa, ABAG Immediate Past President  
Councilmember Julie Pierce, City of Clayton, ABAG President  
Mayor Harry Price, City of Fairfield  
Supervisor David Rabbitt, County of Sonoma, ABAG Vice President

*Other Elected Officials:*

Mayor Pat Eklund, City of Novato  
Councilmember Dave Hudson, City of San Ramon

*Staff:*

Ezra Rapport – ABAG  
Brad Paul—ABAG  
Halimah Anderson—ABAG

*Public:* Ken Bukowski/Filming

Mike Arnold, Legislative advocate, Arnold and Associates, Inc.

1. **INTRODUCTIONS:** Supervisor Scott Haggerty, L&GO, Chair called the meeting to order at 3:35 p.m.
2. **MINUTES:** December 4, 2014, minutes were approved by all. (8-0)
3. **Mike Arnold, Legislative Advocate, Arnold and Associates, Inc. Briefing on California's Fiscal Outlook**

Governor Jerry Brown is concerned about debt, especially related to retirement costs and "health benefits for life." Arnold noted that 12.2 million or 1/3 of the State's population is on Medical.

The Governor is interested in streamlining Redevelopment Agency wind down and divestment of properties owned by Redevelopment Agencies. Legislation related to this is expected.

Arnold noted that new bills must be sent to legislative counsel by January 30<sup>th</sup>.

4. **Legislation Summary was reviewed.**

Committee decided to watch most of the new bills that were presented. Committee voted to support:

- AB 18 (Bill Dodd) Napa & Solano County Disaster relief and
- AB 35 (David Chiu) New tax credit for affordable housing

The Committee is interested in seeking more information on:

- SB 9 (Jim Beall) Greenhouse Gas Reduction Fund: Transit and Intercity Rail Capital Program,
- AB 57(Bill Quirk) Broadband Communications Infrastructure, and
- SB 7 (Lois Wolk) Housing: water meters: multiunit structures.

**5. Finalizing L&GO Legislative Priorities for 2015**

L&GO Committee members voted to approve the legislative priorities that were presented after removing “lowering the 2/3 supermajority vote” threshold” from the list of priorities.

**6. Election of New Officers**

Members voted to appoint Supervisor Scott Haggerty to continue as Committee Chair and Councilmember Desley Brooks as Vice Chair.

**7. Announcement of Legislative Workshop and Reception Wednesday, February 11, 2015 in Sacramento**

The Legislative Workshop features briefings on bills and initiatives related to local government, land use, housing, transportation, funding, financing mechanisms, Cap and Trade, and environmental challenges from water to climate change. Legislative Committee Chairs will be invited to speak at the workshop.

**8. BRIEFING ON UNACCOMPANIED CHILDREN (UAC) AND/OR REFUGEE CHILDREN PROGRAM—IMPLICATIONS FOR LOCAL GOVERNMENT**

Ezra Rapport noted that more information on next steps for ABAG related to coordination of information on unaccompanied children will be presented to the Executive Board in March. ABAG’s role may include developing a survey and workshop forum, as well as other coordination efforts. A consultant is being considered for these activities.

The next meeting of the L&GO Committee will be on **March 19, 2015.**



# ASSOCIATION OF BAY AREA GOVERNMENTS

Representing City and County Governments of the San Francisco Bay Area

## LEGISLATION SUMMARY 2015 State Legislative Session Legislation & Governmental Organization Committee March 19, 2015

### **New Bills:**

**AB 90 (Speaker Toni Atkins D, San Diego) **Federal Housing Trust Fund.****

**Introduced:** 1/7/2015

**Status:** 1/26/2015-Referred to Committee on Housing and Community Development

**Summary:** Would designate the Department of Housing and Community Development as the state agency responsible for administering the federal Housing Trust Fund. The bill would require the department to administer the federal funds pursuant to the multifamily housing program, except that up to 10% of the funds may be appropriated by the Legislature to the CalHome Program. The bill would require the department to submit notifications with specified information relating to the distribution, awarding, and expenditure of the federal funds, as prescribed. This bill contains other existing laws.

Existing law establishes the multifamily housing program under the administration of the Department of Housing and Community Development to provide a standardized set of program rules and features applicable to all housing types based on the department's California Housing Rehabilitation Program. Existing law also establishes the CalHome Program under the administration of the department to provide grants and loans to enable low- and very low income households to become or remain homeowners. This bill would designate the Department of Housing and Community Development as the state agency responsible for administering the federal Housing Trust Fund. The bill would require the department to administer the federal funds pursuant to the multifamily housing program, except that up to 10% of the funds may be appropriated by the Legislature to the CalHome Program. The bill would require the department to submit notifications with specified information relating to the distribution, awarding, and expenditure of the federal funds, as prescribed. This bill contains other existing laws. (Based on text date 1/7/2015)

**Staff Recommendation:** *Support*

**L&GO Position:**

**AB 229 (Ling Ling Chang R, Ponona/Southern CA) **General plan: proposed public works.****

**Introduced:** 2/4/2015

**Status:** 2/5/2015-From printer. May be heard in committee March 7.

**Summary:** The Planning and Zoning Law requires a city, county, or city and county to adopt a comprehensive general plan that addresses a number of elements. If a general plan has been adopted, each county or city officer, department, board, or commission, as specified, is required to submit a list of proposed public works for the ensuing fiscal year. The agency receiving the list of proposed public works is required to prepare, as specified, a coordinated program of proposed public works for the ensuing fiscal year. This bill would make nonsubstantive changes to these provisions.

**Staff Recommendation:** *Watch*

**L&GO Position:**

**AB 368 (Marc Steinorth R, Rancho Cucamonga/Southern CA) Community redevelopment.**

**Introduced:** 2/17/2015

**Status:** 2/17/2015-Read first time. To print.

**Summary:** Current law relating to redevelopment agencies provides for specified payments with respect to development project areas. This bill would make nonsubstantive changes to those provisions.

**Staff Recommendation:** *Watch*

**L&GO Position:**

**AB 369 ((Marc Steinorth R, Rancho Cucamonga/Southern CA) Local government.**

**Introduced:** 2/17/2015

**Status:** 2/17/2015-Read first time. To print.

**Summary:** The Planning and Zoning Law establishes in each city and county a planning agency with the powers necessary to carry out the purposes of that law. Current law sets forth the Legislature's findings and declarations regarding the availability of affordable housing throughout the state. This bill would make nonsubstantive changes to those findings and declarations.

**Staff Recommendation:** *Watch*

**L&GO Position:**

**AB 1368, (Catharine Baker D, San Ramon, Dublin) Housing element: discharged military personnel.**

**Introduced:** 2/27/2015

**Status:** 3/2/2015-Read first time. To Print.

**Summary:** Existing law, the Planning and Zoning Law, requires every city, county revise the housing element of its general plan as frequently as is appropriate, but not less than every five years, to reflect the results of the periodic review of the housing element. Existing law requires the department, based upon data provided by the Department of Finance and in consultation with each council of government (COG), to determine the regional share of the statewide housing need for the subsequent revisions to the housing element.

In addition, this bill would authorize a person discharged from service in the United States military to file his or her Department of Defense Certificate of Release or Discharge From Active Duty (DD 214) with the county recorder of his or her place of residence, and would require that the city or county in which the person resides be credited with the production of a new housing unit for the 2014-22 regional housing needs assessment cycle. By imposing additional duties upon local agencies, this bill would impose a state-mandated local program.

**Staff Recommendation:** *Watch*

**L&GO Position:**

**SB 113 Galgiani D, San Joaquin County) Disaster Preparedness and Flood Prevention Bond Act of 2006.**

**Introduced:** 1/13/2015

**Status:** 2/5/2015-Referred to Com. on N.R. & W.

**Summary:** The Disaster Preparedness and Flood Prevention Bond Act of 2006 authorizes bonds in the amount of \$4,090,000,000 for the purposes of financing disaster preparedness and flood prevention projects. Funds provided by the act are only available for appropriation until July 1, 2016, and at that time the amount of indebtedness authorized by the act is reduced by the amount of funds that have not been appropriated. This bill would remove the restriction that the funds are available for appropriation only until July 1, 2016.

**Staff Recommendation:** *Watch*

**L&GO Position:**

**SB 127(Andy Vidak R, Corcoran/Southern CA) **Environmental quality: Water Quality, Supply, and Infrastructure Improvement Act of 2014.****

**Introduced:** 1/20/2015

**Status:** 2/5/2015-Referred to Coms. on E.Q. and JUD.

**Summary:** CEQA establishes a procedure by which a person may seek judicial review of the decision of the lead agency made pursuant to CEQA and a procedure for the preparation and certification of the record of proceedings upon the filing of an action or proceeding challenging a lead agency's action on the grounds of noncompliance with CEQA. This bill would require the public agency, in certifying the environmental impact report and in granting approvals for projects funded, in whole or in part, by Proposition 1, including the concurrent preparation of the record of proceedings and the certification of the record of proceeding within 5 days of the filing of a specified notice, to comply with specified procedures.

**Staff Recommendation:** *Watch*

**L&GO Position:**

**SB 602 (Bill Monning D, Santa Cruz) **Seismic safety: California Earthquake Authority.****

**Introduced:** 2/27/2015

**Status:** 3/2/2015-Read first time.

**Summary:** Current law provides that a public purpose will be served by a voluntary contractual assessment program that provides the legislative body of a public agency with the authority to finance the installation of seismic strengthening improvements that are permanently fixed to residential, commercial, industrial, agricultural, or other real property. For purposes of financing the installation of seismic strengthening improvements, "public agency" means a city, county, or city and county. This bill would include the California Earthquake Authority as part of the definition of "public agency" for this purpose.

**Staff Recommendation:** *Watch*

**L&GO Position:**

**Bills Reviewed in January:**

**AB 2 (Luis Alejo D, Monterey County) **Community revitalization authority.****

**Introduced:** 12/1/2014

**Status:** 12/2/2014-From printer. May be heard in committee January 1.

**Summary:** Would state the intent of the Legislature to enact legislation that would authorize certain local agencies to form a community revitalization authority within a community revitalization and investment area, as defined, to carry out provisions of the Community Redevelopment Law in that area for purposes related to, among other things, infrastructure, affordable housing, and economic revitalization, and to provide for the financing of these activities by, among other things, the issuance of bonds serviced by tax increment revenues.

**Staff Recommendation:** *Watch*

**L&GO Position:**

**AB 18 (Bill Dodd D, Napa & Solano County) **Disaster relief: South Napa Earthquake.****

**Introduced:** 12/1/2014

**Status:** 1/16/2015-Referred to Committee on Governmental Organization

**Summary:** The California Disaster Assistance Act generally provides that the state share for disaster project allocations to local agencies is no more than 75% of total state eligible costs, except for specified events for which the state share is up to 100% of state eligible costs. This bill would add the August 24, 2014, South Napa Earthquake, to the list of events for which the state share of state eligible cost is up to 100% and exempt the county from a specified planning requirement as a condition of receiving this level of assistance.

**Staff Recommendation:** *Support*

**L&GO Position:**

**AB 21 (Henry Perea D, Fresno County) California Global Warming Solutions Act of 2006: emissions limit: scoping plan.**

**Introduced:** 12/1/2014

**Status:** 1/16/2015-Referred to Committee on Natural Resources

**Summary:** Would require the State Air Resources Board, no later than January 1, 2018, to recommend to the Governor and the Legislature a specific target of statewide emissions reductions for 2030 to be accomplished in a cost-effective manner. This bill contains other related provisions and other existing laws.

**Staff Recommendation:** *Watch*

**L&GO Position:**

**AB 23 (Jim Patterson R, Fresno County) California Global Warming Solutions Act of 2006: market-based compliance mechanisms: exemption.**

**Introduced:** 12/1/2014

**Status:** 1/16/2015-Referred to Committee on Natural Resources

**Summary:** The California Global Warming Solutions Act of 2006 authorizes the State Air Resources Board to include the use of market-based compliance mechanisms. Current state board regulations require specified entities to comply with a market-based compliance mechanism beginning January 1, 2013, and require additional specified entities to comply with that market-based compliance mechanism beginning January 1, 2015. This bill would instead exempt those categories of persons or entities that did not have a compliance obligation, as defined, under a market-based compliance mechanism beginning January 1, 2013, from being subject to that market-based compliance mechanism through December 31, 2020.

**Staff Recommendation:** *Watch*

**L&GO Position:**

**AB 35 (David Chiu D, San Francisco and Assembly Speaker Toni Atkins) Low income Housing Tax Credit**

**Introduced:** 12/1/2014

**Last Amend:** 3/2/2015

**Status:** 3/3/2015-Re-referred to Com. on REV.& TAX.

**Summary:** Current law establishes a low-income housing tax credit program pursuant to which the California Tax Credit Allocation Committee provides procedures and requirements for the allocation of state insurance, income, and corporation tax credit amounts among low-income housing projects based on federal law. This bill, for calendar years beginning 2015, would increase the aggregate housing credit dollar amount that may be allocated among low-income housing projects by \$300,000,000, as specified. This bill contains other related provisions.

**Staff Recommendation:** *Support*

**L&GO Position:**

**AB 40 (Philip Ting D, San Francisco) Golden Gate Bridge: sidewalk fees.**

**Introduced:** 12/1/2014

**Status:** 1/22/2015-Referred to Committee on Transportation.

**Summary:** Current law establishes bridge and highway districts and various regional transportation authorities and transit districts, including the Golden Gate Bridge, Highway and Transportation District, and prescribes the powers and duties of the district, including the power to fix and collect all tolls for the use of the district's property. This bill would prohibit the district from fixing or collecting any tolls or access fees for pedestrian and bicyclist use of the Golden Gate Bridge sidewalks.

**Staff Recommendation:** *Watch*

**L&GO Position:**

**AB 45 (Kevin Mullin D, San Mateo County) Household hazardous waste.**

**Introduced:** 12/1/2014

**Status:** 12/2/2014-From printer. May be heard in committee January 1.

**Summary:** Would express the Legislature's intent to enact legislation that would establish curbside household hazardous waste collection programs, door-to-door household hazardous waste collection programs, and household hazardous waste residential pickup services as the principal means of collecting household hazardous waste and diverting it from California's landfills and waterways.

**Staff Recommendation:** *Watch*

**L&GO Position:**

**AB 57 (Bill Quirk D, Alameda County) Broadband communications infrastructure.**

**Introduced:** 12/2/2014

**Status:** 1/5/2015-Read first time.

**Summary:** Would state the intent of the Legislature to enact legislation to promote the deployment of communications infrastructure by removing barriers to investment. This bill contains other existing laws.

**Staff Recommendation:** *Watch*

**L&GO Position:**

**SB 1 (Beth Gaines R, Folsom County) California Global Warming Solutions Act of 2006: market-based compliance mechanisms: exemption.**

**Introduced:** 12/1/2014

**Status:** 3/3/2015-Set for hearing March 18.

**Summary:** The California Global Warming Solutions Act of 2006 authorizes the State Air Resources Board to include the use of market-based compliance mechanisms. Current state board regulations require specified entities to comply with a market-based compliance mechanism beginning January 1, 2013, and require additional specified entities to comply with that market-based compliance mechanism beginning January 1, 2015. This bill instead would exempt categories of persons or entities that did not have a compliance obligation, as defined, under a market-based compliance mechanism beginning January 1, 2013, from being subject to that market-based compliance mechanism.

**Staff Recommendation:** *Watch*

**L&GO Position:**

**SB 3 (Mark Leno D, San Francisco) Minimum wage: adjustment.**

**Introduced:** 12/1/2014

**Status:** 1/15/2015-Referred to Com. on L. & I.R.

**Summary:** Would increase the minimum wage, on and after January 1, 2016, to not less than \$11 per hour, on and after July 1, 2017, to not less than \$13 per hour. The bill would require the annual automatic adjustment of the minimum wage, commencing January 1, 2019, to maintain employee purchasing power diminished by the rate of inflation during the previous year. The adjustment would be calculated using the California Consumer Price Index, as specified. The bill would prohibit the Industrial Welfare Commission (IWC) from adjusting the minimum wage downward and from adjusting the minimum wage if the average percentage of inflation for the previous year was negative.

**Staff Recommendation:** *Watch*

**L&GO Position:**

**SB 5 (Andy Vidak R, Kings County/ San Joaquin Valley) California Global Warming Solutions Act of 2006: market-based compliance mechanisms: exemption.**

**Introduced:** 12/1/2014

**Status:** 3/3/2015-Set for hearing March 18.

**Summary:** Under the California Global Warming Solutions Act of 2006, current State Air Resources Board regulations require specified entities to comply with a market-based compliance mechanism beginning January 1, 2013, and require additional specified entities to comply with that market-based compliance mechanism beginning January 1, 2015. This bill instead would exempt categories of persons or entities that did not have a compliance obligation, as defined, under a market-based compliance mechanism beginning January 1, 2013, from being subject to that market-based compliance mechanism through December 31, 2020.

**Staff Recommendation:** *Watch*

**L&GO Position:**

**SB 7(Lois Wolk D, Contra Costa County) Housing: water meters: multiunit structures.**

**Introduced:** 12/1/2014

**Status:** 12/2/2014-From printer. May be acted upon on or after January 1.

**Summary:** Would express the intent of the Legislature to encourage the conservation of water in multifamily residential rental buildings through means either within the landlord's or the tenant's control, and to ensure that the practices involving the submetering of dwelling units for water service are just and reasonable, and include appropriate safeguards for both tenants and landlords. This bill contains other related provisions and other existing laws.

**Staff Recommendation:** *Watch*

**L&GO Position:**

**SB 35 (Lois Wolk D, Contra Costa County) Income and corporation taxes: deductions: disaster relief: Counties of Napa, Solano, and Sonoma.**

**Introduced:** 12/1/2014

**Status:** 1/15/2015-Referred to Committee on Transportation and Housing.

**Summary:** The Personal Income Tax Law and the Corporation Tax Law allow a taxpayer to elect to deduct specified disaster losses on the return for the taxable year preceding the taxable year in which the disaster occurred. This bill would extend these provisions to losses sustained in the Counties of Napa, Solano, and Sonoma as a result of the earthquake that occurred in August 2014 for which the Governor proclaimed a state of emergency. This bill contains other related provisions.

**Staff Recommendation:** *Watch*

**L&GO Position:**

**SB 45 (Tony Mendoza D, Southern California) Economic development.**

**Introduced:** 12/12/2014

**Status:** 1/15/2015-Referred to Committee on Rules

**Summary:** Current law provides for various economic development programs throughout the state that foster community sustainability and community and economic development. Current law also authorizes local agencies to finance the purchase, construction, expansion, improvement, or rehabilitation of certain types of facilities. This bill would state the intent of the Legislature to enact legislation that would authorize local governmental entities to use tax increment financing for the development of economic planning, infrastructure, and educational facilities.

**Staff Recommendation:** *Watch*

**L&GO Position:**



**Legislation and Governmental Organization Committee**

**Legislative Priorities for 2015 Legislative Session  
 Legislative Outcome**

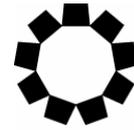
<b>Legislation Priorities</b>	<b>Specific Objectives</b>
<p><b>Focus on SB 375 Implementation</b></p>	<p>This focus would include pursuing such legislative objectives as:</p> <ul style="list-style-type: none"> <li>• Continuing work on seeking permanent funding and/or receiving sufficient funds for COGs, MPO, and local governments to fulfill SB 375 obligations</li> <li>• Seek housing funding:                             <ul style="list-style-type: none"> <li>○ Pursue Housing Element Reform, e.g. housing credits for assisted living, acquisition/rehabilitation, and workforce housing investment/housing trust funds</li> <li>○ Support housing infrastructure</li> <li>○ Pursue the reauthorization of Proposition 30 with a request that a percentage of future revenue be set aside for funding senior affordable housing. Currently, Proposition 30 is set to expire in 2018. Actively work toward getting Proposition 30 in the reauthorization legislation.</li> </ul> </li> <li>• Legislation providing resources and incentives for planning, infrastructure and services to assist local governments, as well State and federal legislation establishing innovative financing and project delivery mechanisms</li> <li>• CEQA/Entitlement Efficiency</li> </ul>



<p><b>Seeking voter threshold reduction for infrastructure taxes and bonds statewide and locally</b></p>	<p><b>Continue legislative partnerships with CalCOG, MTC, Air District, BCDC, League of California Cities, and CSAC</b></p>
<p><b>Other ongoing priority issues</b></p>	<p><b>Focused tracking on issues related to:</b></p> <ul style="list-style-type: none"> <li><b>Local Government</b></li> <li><b>Energy</b></li> <li><b>Environment</b></li> <li><b>Hazardous waste</b></li> <li><b>Gun violence prevention</b></li> </ul>

# ASSOCIATION OF BAY AREA GOVERNMENTS

Representing City and County Governments of the San Francisco Bay Area



ABAG

## AGENDA

### **FINANCE AND PERSONNEL COMMITTEE**

Thursday, March 19, 2015, 5:00 PM

Location:

Joseph P. Bort MetroCenter  
Association of Bay Area Governments  
101 8<sup>th</sup> Street, Conference Room B  
Oakland, California

*The ABAG Finance and Personnel Committee may take action on any item on this agenda.*

*Agenda and attachments available at [abag.ca.gov](http://abag.ca.gov)*

*For information, contact Susan Hsieh, Assistant Finance Director, at (510) 464-7960.*

#### **1. CALL TO ORDER**

#### **2. PUBLIC COMMENT**

Information.

#### **3. APPROVAL OF MINUTES OF JANUARY 15, 2015.**

ACTION.

*Minutes of January 15, 2015 meeting attached.*

#### **4. PRESENTATION AND REVIEW OF FINANCIAL REPORT FOR JANUARY 2015.**

Information/ACTION.

*Financial Report for January 2015 is attached.*

**ABAG Finance and Personnel Committee**

March 19, 2015

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**5. REQUEST FROM SAN FRANCISCO BAY RESTORATION AUTHORITY**

ACTION: SFBRA requests ABAG's assistance in raising funds needed to place a regional revenue measure on the ballot in 2016.

*Report will be sent under separate cover.*

**6. REPORT ON SCO AUDIT AND MTC'S AUDIT REQUEST**

Information.

*Staff report is attached.*

**7. CLOSED SESSION**

**A. Conference With Legal Counsel—Anticipated Litigation**  
**The City and County of San Francisco demand letter for return of**  
**proceeds of a bond issued in connection with Rincon Hill CFD.**

**B. Public Employee Performance Evaluation**

Title: Executive Director

**8. ADJOURNMENT**

The next meeting of the Finance and Personnel Committee will be on  
Thursday, May 21, 2015.

Submitted:

Susan Hsieh, Assistant Finance Director

Date: March 5, 2015

## ABAG FINANCE AND PERSONNEL COMMITTEE

### Summary Minutes

January 15, 2015

#### Members Present

Mayor Bill Harrison  
Supervisor Karen Mitchoff  
Councilmember Desley Brooks  
Supervisor David Cortese  
Supervisor Scott Haggerty  
Supervisor Mark Luce  
Councilmember Julie Pierce  
Supervisor David Rabbitt

#### Jurisdiction

City of Fremont  
County of Contra Costa  
City of Oakland  
County of Santa Clara  
County of Alameda  
County of Napa  
City of Clayton  
County of Sonoma

#### Members Absent

Supervisor John Gioia  
Supervisor Dave Pine

County of Contra Costa  
County of San Mateo

#### Officers and Staff Present

Ezra Rapport, Executive Director  
Bradford Paul, Asst. Exec. Director  
Kenneth Moy, Legal Counsel  
Brian Kirking, HR & IT Director  
Susan Hsieh, Asst. Finance Director

#### Guests

Councilmember Pat Eklund  
Ken Bukowski, Videographer

City of Novato

1. The meeting was called to order by Mayor Harrison, Committee Chair, at 5:04 pm.
2. There was no public comment.
3. Mayor Bill Harrison was re-elected Chair and Supervisor Karen Mitchoff was re-elected Vice-Chair of the Committee. By consensus of Cortese, Haggerty, Luce, Pierce, and Rabbitt, both candidates were elected.
4. Summary Minutes of the December 4, 2014 meeting were approved. /M/  
Luce/S/Pierce/C/approved unanimously.

5. Mr. Rapport presented the financial reports for November 2014.  
/M/Mitchoff/S/Luce/C/acceptance of the report unanimously.
6. Mr. Rapport presented the Proposed Work Program, Budget and Membership Dues for FY 2015-2016. The budget is projected to be \$26.7 million, an increase of \$3.1 million from the prior year. The membership dues are projected to be \$1.89 million, an increase of \$75 thousand from the prior year, or an average increase of 4.1 percent. /M/Rabbitt/S/Mitchoff/C/committee recommended Executive Board approval to forward to the full membership at the forthcoming General Assembly.
7. There was no reportable action from Closed Session.
8. Meeting was adjourned at approximately 6:02 pm.

Submitted: Susan Hsieh, Assistant Finance Director

Date: February 20, 2015

TO: Finance and Personnel Committee

DT: March 5, 2015

FM: Susan Hsieh, Assistant Finance Director

Re: Financial Reports  
-- January 2015

The following are highlights of the financial reports for January 2015.

### **Overall Summary**

Revenues exceeded expenses by \$354 thousand as of January 31. Excess revenues are expected to reduce due to accruals and adjustments for vacation, payroll, benefits, and other outstanding commitments. In addition, excess revenues may be used to cover project cost overruns or costs not covered by funding agencies. A \$60 thousand surplus is expected at year end and \$50 thousand will be reserved to increase the designated contingency funds. Please refer to the **Table of Financial Report Data Elements** for actual and projected numbers.

### **Cash on Hand**

The cash balance was \$9.21 million at the end of January including \$2.18 million invested with the Local Agency Investment Fund (LAIF). There was an increase of \$2.05 million from the prior month and an increase of \$2.20 million from the prior year. Figure 1 depicts the actual cash balances for FY 14 and FY 15 and the projected balances for the remaining year. The high cash balance is primarily attributed to grant advances for SFEP projects and advances/payments for the BayREN/Energy project, which to be distributed to subrecipients in February. Phase one of the BayREN project was successfully wrapped up in December 2014. ABAG and the partners started phase two in January. Again, the energy program will benefit residents in the Bay Area through distribution of incentive rebates. Unspent funds of approximately \$5.42 million are recorded as unearned revenues. The cash balance is expected to be approximately \$6.0 million at the end of the fiscal year.

### **Receivables**

Receivables from grant and service programs amounted to \$6.24 million at the end of January comprised primarily of \$4.21 million in grants receivables and \$1.99 million in unbilled receivables. The total decreased by \$3.30 million from the prior month and increased by \$1.25 million from the prior year. The receivable balance in December was high due to the final billing for the BayREN project. Staff will continue to send out invoices in a timely manner and follow up on past due invoices to reduce the average age of outstanding receivables. Figure 2 depicts the actual receivable balances for FY 14 and FY 15 and the projected balances for the remaining year. Total receivable is expected to be approximately \$5.5 million at the end of the fiscal year.

### **Revenues and Expenses**

As of January 31, total revenues amounted to \$22.12 million, or 74 percent, of the adjusted budget revenues of \$30.06 million. Total expenses amounted to \$21.77 million, or 73 percent, of the adjusted budget expenses of \$30 million. Revenues and expenses are 16 percent and 15

**Item 4**

percent above the 58 percent normally expected through the seventh month of the fiscal year. Phase one of the BayREN project ended in December 2014. The final billing to PG&E amounted to \$6.1 million and significantly increased the year-to-date revenues and expenses. ABAG operations are expected to yield a net surplus of \$60 thousand as of June 30, 2015. Figure 3 presents a comparison of current month, year-to-date actual and budgeted revenues and expenses. Figure 4 shows year-to-date revenues by major category, and Figure 5 shows year-to-date expenses by major category.

#### **Net Position/Fund Equity**

Total fund equity was \$3.24 million as of January 31 including \$2.53 million in general fund equity and \$710 thousand in restricted fund equity. The restricted fund equity consists of capital, self-insurance, building maintenance and reserves. A surplus is projected at year end and will be reserved to increase funding contingency to reflect the commitment to increase restricted reserves by \$50 thousand per year. Figure 6 presents actual and projected general, restricted, and total fund equities for the current fiscal year.

#### **Indirect Overhead Rate**

The Agency's actual indirect cost (overhead) rate through January was 41.60 percent, or 3.35 percent below the budget estimate of 44.95 percent. This means that for the seven months through January, ABAG has charged more to grants for overhead expense than what was actually spent. The actual realized overhead rate is expected to approach the budgeted rate towards the end of the fiscal year. Figure 7 shows a comparison between the actual indirect cost rate and the approved rate.

#### **Financial Information by Program**

The **Report by Program of Net Surplus/(Deficit)** is included after the charts. This report presents revenue and expense information by program. It provides an overview of budgeted and year-to-date revenue and expense data for major programs such as the Planning Services, San Francisco Estuary Partnership, Bay Trail and POWER/Energy.

**Association of Bay Area Governments**  
**Table of Financial Report Data Elements**  
(thousands of dollars)

For the Month Ended January 2015

Projected percentage of budget is 58%.

Description	Adjusted Budget	Year-To-Date Actual	% of Budget	Budget Balance
<b>ASSETS</b>				
Cash	6,000	9,213	154%	(3,213)
Receivables	5,500	6,239	113%	(739)
<b>REVENUES</b>				
Membership Dues	1,821	1,060	58%	761
Grants	22,656	17,806	79%	4,850
Charges for Services and Other	5,583	3,257	58%	2,326
<b>Total Revenues</b>	<b>30,060</b>	<b>22,123</b>	<b>74%</b>	<b>7,937</b>
<b>EXPENSES</b>				
Salaries and Benefits	11,321	6,604	58%	4,717
Pass-through and Consultant Expenses	16,630	13,970	84%	2,660
Other Expenses	2,049	1,195	58%	854
<b>Total Expenses</b>	<b>30,000</b>	<b>21,769</b>	<b>73%</b>	<b>8,231</b>
Change in Net Position	60	354	590%	(294)
Beginning Net Position	2,887	2,887	100%	-
<b>Ending Net Position</b>	<b>2,947</b>	<b>3,241</b>	<b>110%</b>	<b>(294)</b>
<b>NET POSITION BREAKDOWNS</b>				
Unrestricted	2,177	2,531	116%	(354)
Restricted	760	710	93%	50
<b>Total Net Position</b>	<b>2,937</b>	<b>3,241</b>	<b>110%</b>	<b>(304)</b>
<b>INDIRECT OVERHEAD</b>				
Overhead Rate	44.95%	41.60%		

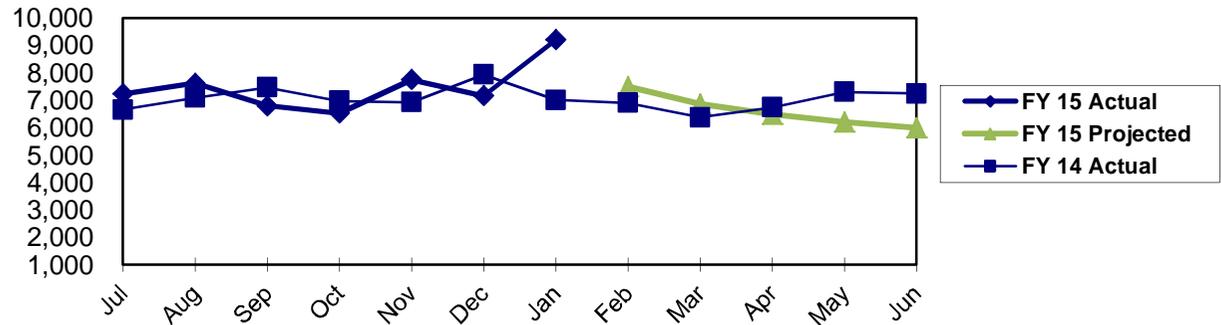
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## ABAG Financial Indices

Cash on Hand FY 14-FY 15 (\$'000)												
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 15 Actual	7,243	7,620	6,801	6,529	7,751	7,161	9,213					
FY 15 Projected								7,500	6,857	6,500	6,200	6,000
FY 14 Actual	6,667	7,091	7,472	6,974	6,933	7,943	7,017	6,907	6,385	6,741	7,306	7,248

**Represents** the sum total of cash deposited at our bank and the Local Agency Investment Fund. This chart shows fluctuation patterns of cash on hand for the current and prior fiscal years.

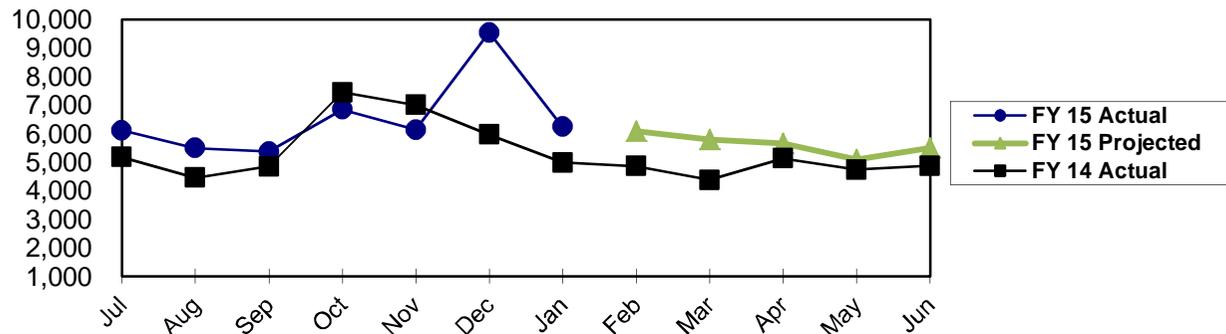
**Figure 1--Cash on Hand--FY 14 and FY 15 (\$'000)**



Accounts Receivable FY 14-FY 15 (\$'000)												
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
FY 15 Actual	6,116	5,495	5,377	6,846	6,141	9,544	6,239					
FY 15 Projected								6,091	5,800	5,652	5,100	5,500
FY 14 Actual	5,182	4,463	4,851	7,445	7,006	5,973	4,985	4,862	4,379	5,132	4,742	4,874

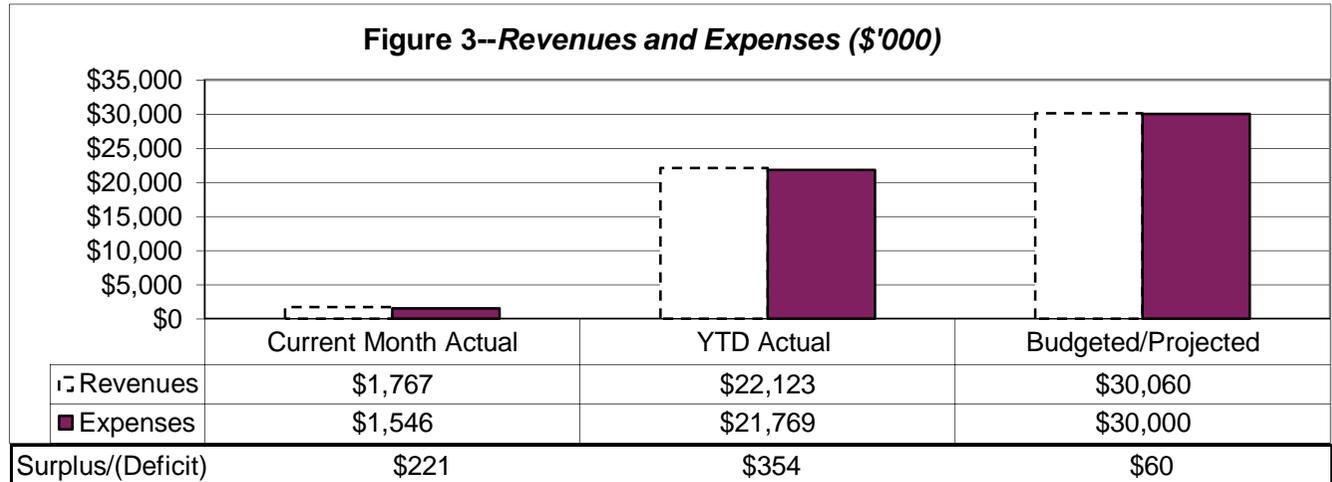
**Accounts** receivable include receivables generated by grants and service programs over two fiscal years. Reflects the reasonableness of our receivable levels; usually have about six weeks' worth of annual revenues in receivables.

**Figure 2--Accounts Receivable--FY 14 and FY 15 (\$'000)**



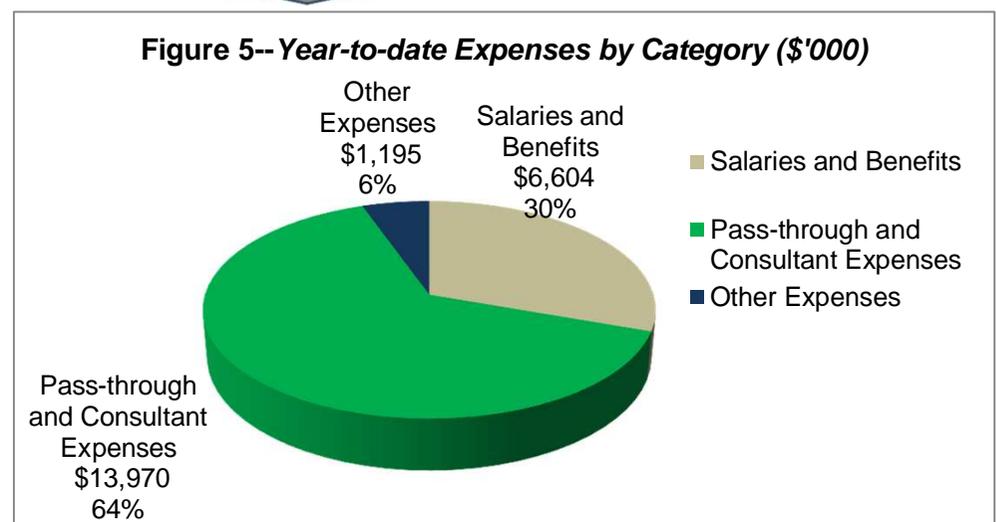
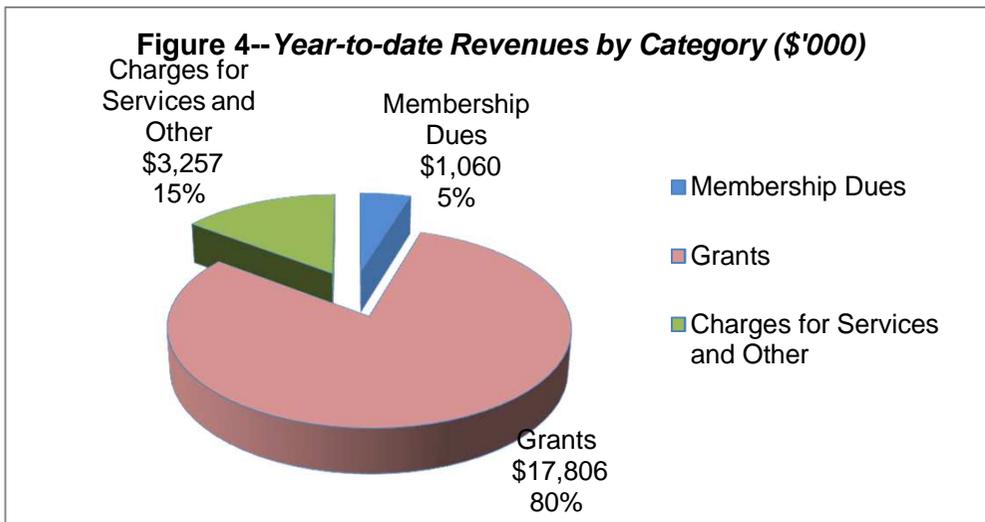
## ABAG Financial Indices

**Presents** a comparison of current month actual, year-to-date actual, and adopted/projected revenues and expenses.



**Shows** year-to-date revenues by major category including membership dues, grants, and charges for services and other.

**Shows** year-to-date expenses by major category including salaries and benefits, pass-through and consultant expenses, and other expenses.

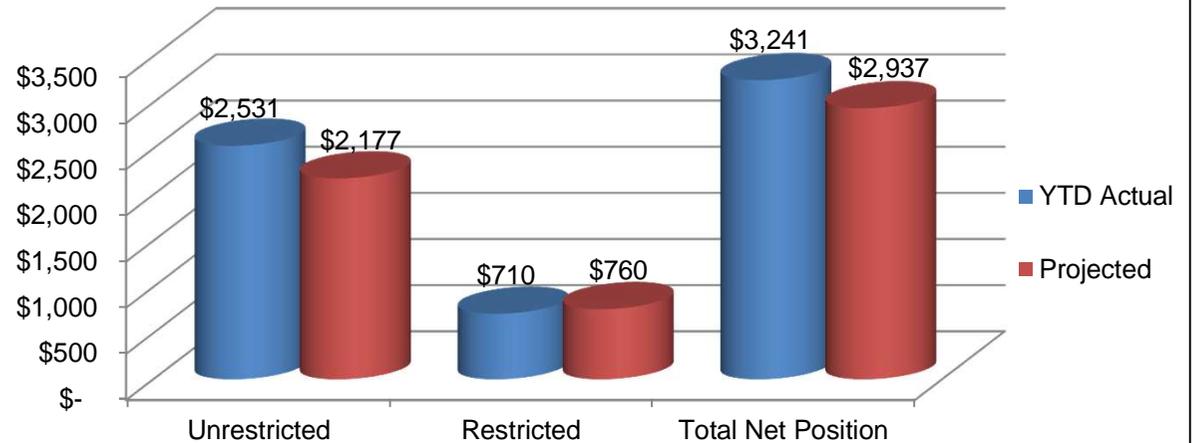


## ABAG Financial Indices

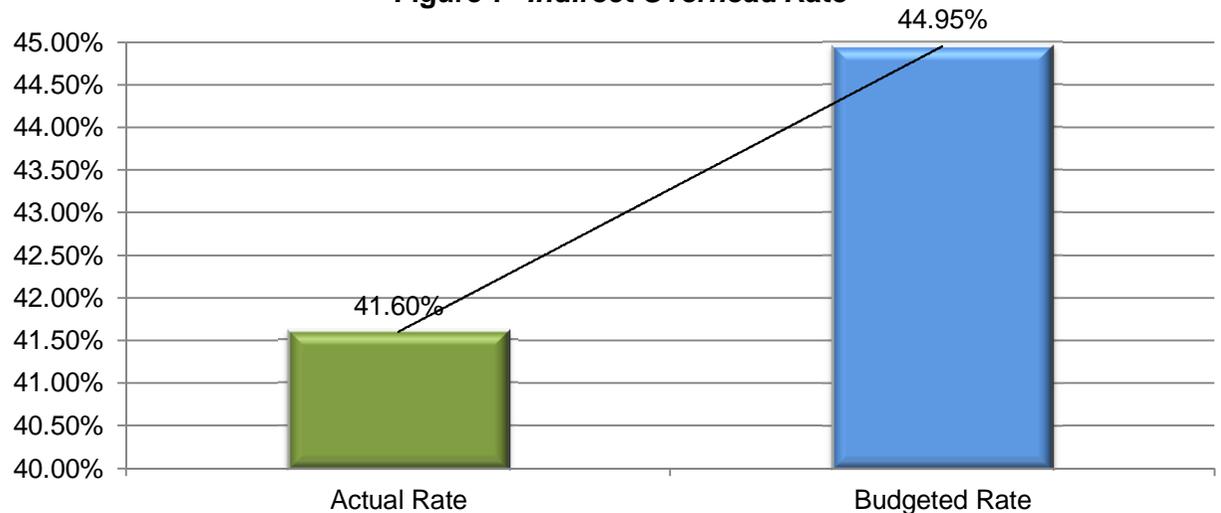
**Presents** actual and adopted/projected general, restricted and total fund equities for the current fiscal year. General fund equity represents unrestricted equity. Restricted equities include building improvement interest, building maintenance, self-insurance, capital and contingency reserve. These restricted equities represent the Association's equities set aside for specific purposes. Total equity is the sum total of general and restricted equities.

**Shows** a comparison between the actual indirect cost rate and the budgeted/approved rate. The approved indirect cost rate is computed by dividing total estimated overhead expenses by total projected direct labor cost for a fiscal year. This rate is used as a standard overhead cost rate to allocate indirect costs to all projects. This process is performed in accordance with an indirect cost plan, which is prepared annually in accordance with federal guidelines.

**Figure 6--Net Position/Fund Equity (\$'000)**



**Figure 7--Indirect Overhead Rate**



## Association of Bay Area Governments

### Report by Program of Net Surplus/(Deficit) Through January 2015 / 58% of Year Elapsed

Program Description	Adjusted Budget Expenses	Year-To-Date Revenues	Year-To-Date Expenses	YTD Surplus/(Deficit)	% of Expense Budget	Explanations for Variances over 5%
	A	B	C	D = B - C	E = C/A	
Planning Services	3,936,262	2,412,820	2,412,820	-	61%	
San Francisco Estuary Partnership	4,737,224	2,796,206	2,864,278	(68,072)	60%	
Disaster Recovery	422,801	247,236	246,634	602	58%	
Bay Trail	765,185	444,430	446,358	(1,928)	58%	
Green Business	70,000	37,321	37,321	-	53%	
Training Center, Web Hosting and Publications	535,741	372,119	312,516	59,604	58%	
POWER/Energy	14,232,207	12,570,669	12,598,720	(28,051)	89%	Phase one of the BayREN project was successfully wrapped up in December. ABAG and the subrecipients spent \$12.1M from July to December 2014. The team started phase two of the project in January.
Finance Authority	1,300,000	881,732	672,847	208,884	52%	Expect expense to go up during the last quarter of the fiscal year due to the forensic audit.
Plan Corporation - Property & Liability Insurance Pool	2,100,000	1,205,211	1,205,211	-	57%	
SHARP - Worker's Comp Pool	110,000	63,439	63,439	-	58%	
Fiscal Agent Services	110,000	59,899	71,919	(12,021)	65%	Accounting staff spent more time on contracted services due to increased activities.
Communications/Legislative	492,293	276,915	276,915	-	56%	
Agency Administration	1,188,287	753,203	634,834	118,369	53%	

## Association of Bay Area Governments

Report by Program of Net Surplus/(Deficit)  
Through January 2015 / 58% of Year Elapsed

Program Description	Adjusted Budget Expenses	Year-To-Date Revenues	Year-To-Date Expenses	YTD Surplus/ (Deficit)	% of Expense Budget	Explanations for Variances over 5%
	A	B	C	D = B - C	E = C/A	
Payroll Clearing		-	61,095	(61,095)	N/A	Low billable hours from November to January resulted in a deficit. Low billable hours are expected during the holiday season.
Central Overhead	3,229,454	1,862,553	1,724,648	137,905	53%	
<b>Totals</b>	<b>33,229,454</b>	<b>23,983,754</b>	<b>23,629,557</b>	<b>354,197</b>	<b>71%</b>	

**DATE:** March 6, 2015  
**TO:** Finance & Personnel Committee  
**FROM:** Ezra Rapport, Executive Director  
**SUBJECT:** Status of the SCO Audit and MTC's Audit Request

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**Status of the SCO Audit**

The State Controller's Office (SCO) sent ABAG a letter on February 12, 2015 informing us that the SCO will be conducting a review of ABAG's administrative and internal accounting controls. In light of the FAN embezzlement, SCO will evaluate ABAG's system of administrative and internal accounting controls to identify weaknesses and provide recommendations. The review will focus on Fiscal Years 2012-13 and 2013-14 but may expand to prior and/or current periods. The review will be conducted under the authority of Government Code section 12410, which authorizes the SCO to audit State funds and other funds passed through the State to ABAG.

A team of four SCO auditors including the Division Chief arrived on Monday, February 23, and met with the Executive Director and the Assistant Finance Director for the entrance conference. On the first day, accounting staff provided the auditors with agency administrative policies, personnel policies, organization/department charts, overview of accounting processes, accounting cycle flow charts, key desk procedures, chart of accounts, trial balances, project income statements, audited financial statements, minutes, etc. The auditors indicated they had enough information to start the audit, and confirmed that ABAG is not liable for the costs of this audit.

During the first week, the Assistant Finance Director and the Interim Financial Services Director for FAN met with the auditors to help them understand ABAG and FAN's operations and accounting cycles. As part of the evaluation for internal controls, the auditors inquired about structures of the governing bodies, management, and departments/service programs. They gained an insight about ABAG's various grant funded and service programs. The auditors became aware that ABAG has several enterprise funds and receives many state and federal grants. Program and accounting procedures may be modified to manage each program effectively and to ensure compliance with grant requirements. The auditors collected enough information to develop the scope for their audit after many meetings with the staff.

During the second week, the auditors interviewed accounting staff and the grants administrator from the San Francisco Estuary Partnership (SFEP). Next the auditors are planning to interview the HR director and others as necessary. The auditors documented the processes for various accounting

**Item 6**

and administrative cycles including grant billing, cash receipts, accounts payable, payroll, procurement, payroll cost allocation, bank reconciliation, fixed assets, indirect overhead, accounting systems, agency/department training, etc. The auditors selected grants for testing and requested information such as grant agreements, contracts, general ledgers, and invoices.

The auditors are planning to be here until the end of March. They indicated that it will take about a month to issue the recommendations after leaving ABAG. ABAG will have an opportunity to respond to the comments before the report is issued. ABAG looks forward to receiving the report and will implement feasible recommendations in a timely manner to enhance internal controls.

### **MTC's Audit Request**

ABAG received an engagement letter on Wednesday, March 4, 2015 for the proposed audit of ABAG's use of funds transmitted by MTC. The audit will cover Fiscal Years 12-13, 13-14, and 14-15 (from July 2014 to February 2015). ABAG encourages this audit to assuage MTC's concerns. However, ABAG does not have sufficient staff to simultaneously accommodate multiple audits. ABAG respectfully requested MTC to postpone the audit until sometime in the months of July-August due to the reasons stated below.

- ABAG is presently being audited by the SCO. The SCO has stated they will remain on-site until the end of March or later. Besides handling the day-to-day activities, accounting staff needs to provide supporting documentation and respond to inquiries from the auditors. Therefore, ABAG cannot accommodate the MTC audit during this period.
- At the direction of the FAN Executive Committee and the ABAG Administrative Committee, ABAG has issued RFQs for an auditor and attorney team to conduct a forensic audit in connection with the embezzlement. The Statements of Qualifications are due the week of March 9th. Assuming a 1-2 week period to review the SOQs, conduct interviews and make a final selection, ABAG expects to begin the forensic audit at the beginning of April.

ABAG cannot accommodate the MTC audit during the forensic audit. The forensic audit must be given priority for the following reasons:

- It is an important part of the criminal investigation.
- It is essential to ABAG/FAN efforts to restore funds and settle civil damage claims.
- ABAG/FAN will need to complete the audit in order to effectively resume FAN business operations.
- ABAG/FAN will be offering the results of the published audit to the State Senate Governance and Finance Committee.

**Item 6**

The forensic audit will take at least 3-4 months, taking up the months of April, May, and June. Therefore, the MTC audit can begin at the conclusion of the forensic audit. At that time, the results of the prior audits will be known, and that may facilitate a more efficient audit for MTC.

ABAG's Accounting Department has a small number of staff and is a busy department. Currently, the Finance Director is on medical leave and an accounts payable temp, here for about two months, still needs additional training and specific instructions. Every member of the Accounting Department has a heavy workload.

ABAG staff understands it is important for auditors to produce high quality, accurate, and efficient workpapers that are required by accounting standards. Staff is committed to creating a smooth process for every audit. This can only be accomplished by concentrating on one audit at a time.

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PRESIDENT	Councilmember Julie Pierce, City of Clayton
VICE PRESIDENT	Supervisor David Rabbitt, County of Sonoma
IMMEDIATE PAST PRESIDENT	Supervisor Mark Luce, County of Napa
SECRETARY-TREASURER	Ezra Rapport
LEGAL COUNSEL	Kenneth K. Moy

County of	Representative	Alternate
ALAMEDA	** Supervisor Richard Valle	Supervisor Keith Carson
ALAMEDA	** Supervisor Scott Haggerty	Supervisor Nathan Miley
CONTRA COSTA	* Supervisor Karen Mitchoff	Supervisor John Gioia
CONTRA COSTA	* Supervisor Candace Andersen	Supervisor Mary Piepho
MARIN	** Supervisor Damon Connolly	Supervisor Katie Rice
NAPA	** Supervisor Mark Luce	Supervisor Diane Dillon
SAN FRANCISCO	** Supervisor Eric Mar	To Be Appointed
SAN FRANCISCO	** Supervisor Jane Kim	To Be Appointed
SAN FRANCISCO	** To Be Appointed	To Be Appointed
SAN MATEO	* Supervisor Warren Slocum	To Be Appointed
SAN MATEO	* Supervisor Dave Pine	To Be Appointed
SANTA CLARA	** Supervisor Cindy Chavez	Supervisor Mike Wasserman
SANTA CLARA	** Supervisor David Cortese	Supervisor Joe Simitian
SOLANO	* Supervisor Linda Seifert	Supervisor Erin Hannigan
SONOMA	* Supervisor David Rabbitt	Supervisor Susan Gorin

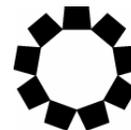
Cities in the County of	Representative	Alternate
ALAMEDA	* Mayor Bill Harrison (Fremont)	Mayor Barbara Halliday (Hayward)
ALAMEDA	* Mayor Jerry Thorne (Pleasanton)	To Be Appointed
CONTRA COSTA	** Councilmember Julie Pierce (Clayton)	Councilmember Brandt Andersson (Lafayette)
CONTRA COSTA	** Vice Mayor Dave Hudson (San Ramon)	Mayor Greg Lyman (El Cerrito)
MARIN	* Mayor Pro Tem Pat Eklund (Novato)	Councilmember Jessica Jackson (Mill Valley)
NAPA	* Mayor Leon Garcia (American Canyon)	To Be Appointed
CITY OF SAN FRANCISCO	* Mayor Edwin Lee	Jeff Buckley, Senior Advisor
CITY OF SAN FRANCISCO	* Jason Elliott, Dir, Legislative/Government Affairs	To Be Appointed
SAN MATEO	** Councilmember Pradeep Gupta (S San Francisco)	Mayor Wayne Lee (Millbrae)
SAN MATEO	** Mayor Mary Ann Nihart (Pacifica)	Vice Mayor David Canepa (Daly City)
SANTA CLARA	* Mayor Greg Scharff (Palo Alto)	Mayor Chris Clark (Mountain View)
SANTA CLARA	* Vice Mayor Jim Davis (Sunnyvale)	To Be Appointed
SOLANO	** Mayor Jack Batchelor (Dixon)	Mayor Pete Sanchez (Suisun City)
SONOMA	** Councilmember Jake Mackenzie (Rohnert Park)	To Be Appointed
CITY OF OAKLAND	* To Be Appointed	Councilmember Lynnette Gibson McElhaney
CITY OF OAKLAND	* Councilmember Dan Kalb	To Be Appointed
CITY OF OAKLAND	* Councilmember Desley Brooks	To Be Appointed
CITY OF SAN JOSE	* Councilmember Magdalena Carrasco	Vice Mayor Rose Herrera
CITY OF SAN JOSE	* Councilmember Charles "Chappie" Jones	Councilmember Tam Nguyen
CITY OF SAN JOSE	* Councilmember Raul Peralez	Councilmember Ash Kalra

Advisory Members	Representative	Alternate
RWQCB	William Kissinger	Terry Young

\* Term of Appointment: July 1, 2014 - June 30, 2016

\*\* Term of Appointment: July 1, 2013 - June 30, 2015

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# MEETING SCHEDULE 2015

*Approved by the Executive Board: December 4, 2014*

*Agenda and attachments available at <http://www.abag.ca.gov/>*

## General Assembly

Date: Thursday, April 23, 2015

Time: 2:30 PM to 7:30 PM

Location: Oakland Asian Cultural Center, 388 Ninth Street, Suite 290, Oakland

Contact: Brad Paul, Deputy Executive Director, (510) 464 7955, [bradp@abag.ca.gov](mailto:bradp@abag.ca.gov)

## Executive Board

Dates: Thursday, January 15, 2015

Thursday, March 19, 2015

Thursday, May 21, 2015

Thursday, July 16, 2015

Thursday, September 17, 2015

Thursday, November 19, 2015

Time: 7:00 PM to 10:00 PM

Location: Joseph P. Bort MetroCenter, 101 8th Street, Auditorium, Oakland  
*Across from the Lake Merritt BART Station*

Contacts: Brad Paul, Deputy Executive Director, (510) 464 7955, [bradp@abag.ca.gov](mailto:bradp@abag.ca.gov)

Fred Castro, Clerk of the Board, (510) 464 7913, [fredc@abag.ca.gov](mailto:fredc@abag.ca.gov)

# Meeting Schedule 2015

## Administrative Committee

Dates: *Meetings Scheduled as Needed*  
Contact: Brad Paul, Deputy Executive Director, (510) 464 7955, bradp@abag.ca.gov

## Legislation and Governmental Organization Committee

Dates: *See Executive Board Schedule*  
Time: 3:30 PM to 5:00 PM  
Location: ABAG Conference Room B  
Contact: Halimah Anderson, Communications Officer, (510) 464 7986, halimaha@abag.ca.gov

## Finance and Personnel Committee

Dates: *See Executive Board Schedule*  
Time: 5:00 PM to 6:00 PM  
Location: ABAG Conference Room B  
Contact: Herbert Pike, Finance Director, (510) 464 7902, herbertp@abag.ca.gov

## Regional Planning Committee

Dates: Wednesday, February 4, 2015  
Wednesday, April 1, 2015  
Wednesday, June 3, 2015  
Wednesday, August 5, 2015  
Wednesday, October 7, 2015  
Wednesday, December 2, 2015  
Time: 12:00 PM to 3:00 PM  
Location: Joseph P. Bort MetroCenter, 101 8th Street, Auditorium, Oakland  
*Across from the Lake Merritt BART Station*  
Contact: Miriam Chion, Planning and Research Director, (510) 464 7919, miriamc@abag.ca.gov  
Wally Charles, Administrative Secretary, Planning, (510) 464 7993, wallyc@abag.ca.gov

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