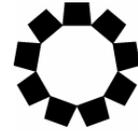


ASSOCIATION OF BAY AREA GOVERNMENTS

Representing City and County Governments of the San Francisco Bay Area



ABAG

AGENDA

REGIONAL PLANNING COMMITTEE

Wednesday, June 3, 2015, 12:30 PM-2:30 PM (Lunch 12:00 PM)

Location:

Lawrence D. Dahms Auditorium

Joseph P. Bort MetroCenter

101 8th Street

Oakland, California

The ABAG Regional Committee may act on any item on this agenda.

Agenda and attachments available at abag.ca.gov

For information, contact Wally Charles, ABAG Planning and Research, at (510) 464 7993.

1. CALL TO ORDER / CONFIRM QUORUM

2. PUBLIC COMMENT

Information

3. APPROVAL OF SUMMARY MINUTES OF APRIL 1, 2015

ACTION

Attachment: Summary Minutes April 1, 2015

4. ANNOUNCEMENTS

Information

5. SESSION OVERVIEW

Information

Miriam Chion, ABAG Planning and Research Director

Attachment: Staff memo

6. EAST BAY CORRIDORS OVERVIEW

Information

ABAG Regional Planners Mark Shorett, Johnny Jaramillo and Christy Leffall will present an overview of the East Bay Corridors Initiative—a Plan Bay Area implementation effort focused on the Priority Development Areas in 15 jurisdictions between Union City and Hercules.

Attachment: Staff memo:

7. PRIORITY INDUSTRIAL AREAS CONCEPTS

Action

Based on input from local jurisdictions, ABAG Planning and Research Director Miriam Chion and Regional Planner Johnny Jaramillo, will describe key concepts for Priority Industrial Areas. This is a preliminary conversation to explore a place framework that recognizes the importance of industrial land in the regional economy, which would be studied and developed over the next year.

8. ADJOURNMENT

Next meeting: Wednesday, August 5, 2015

Submitted:

A handwritten signature in black ink that reads "Miriam Chion". The signature is written in a cursive style with a long horizontal line extending from the end of the name.

Miriam Chion
Planning and Research Director

Date: 5/27/2015

SUMMARY MINUTES

ABAG Regional Planning Committee Meeting
Wednesday, April 1, 2015
Joseph P. Bort MetroCenter
101 8th Street, Oakland, California

1. CALL TO ORDER AND CONFIRM QUORUM

Acting Chair, Pradeep Gupta, Councilmember, City of South San Francisco, called the meeting of the Regional Planning Committee of the Association of Bay Area Governments to order at 12:35 p.m.

A quorum of the Committee was present.

Committee Members Present Jurisdiction

Susan L. Adams	Public Health
Desley Brooks	Councilmember, City of Oakland
Paul Campos	Senior Vice President, Government Affairs, Building Industry Association
Tilly Chang	Executive Director, San Francisco County Transportation Authority
Julie Combs	Councilmember, City of Santa Rosa
Dave Cortese	Supervisor, County of Santa Clara (RPC Chair)
Pat Eklund	Mayor ProTem, City of Novato
Martin Engelmann	Deputy Executive Director of Planning, Contra Costa Transportation Agency
Pradeep Gupta	Councilmember, City of South San Francisco (Vice Chair)
Scott Haggerty	Supervisor, County of Alameda
Russell Hancock	President & CEO, Joint Venture Silicon Valley
Erin Hannigan	Supervisor, County of Solano
John Holtzclaw	Sierra Club
Nancy Ianni	League of Women Voters--Bay Area
Michael Lane	Policy Director, Non-Profit Housing Association of Northern California
Mark Luce	Supervisor, County of Napa
Eric Mar	Supervisor, City and County of San Francisco
Nate Miley	Supervisor, County of Alameda
Karen Mitchoff	Supervisor, County of Contra Costa
Anu Natarajan	Director of Policy and Advocacy, MidPen Housing

Julie Pierce	Councilmember, City of Clayton (ABAG President)
Laurel Prevetti	Assistant Town Manager, Town of Los Gatos (BAPDA)
Harry Price	Mayor, City of Fairfield
Matt Regan	Senior Vice President of Public Policy, Bay Area Council
Katie Rice	Supervisor, County of Marin
Carlos Romero	Urban Ecology
Mark Ross	Councilmember, City of Martinez
Pixie Hayward Schickele	California Teachers Association
James P. Spering	Supervisor, County of Solano
Jill Techel	Mayor, City of Napa

Committee Members Absent Jurisdiction

Diane Burgis	East Bay Regional Park District
Diane Dillon	Supervisor, County of Napa
Jeremy Madsen	Executive Director, Greenbelt Alliance
Carmen Montano	Vice Mayor, City of Milpitas
David Rabbitt	Supervisor, County of Sonoma (ABAG Vice President)
Warren Slocum	Supervisor, County of San Mateo
Egon Terplan	Planning Director, SPUR
Dyan Whyte	Assist. Exc. Officer, San Francisco Regional Waterboard

2. PUBLIC COMMENT

There were public comments from Zelda Bronstein; Sonja Strauss; Jon Schwank, San Francisco; Pat Sausedo, BIA Bay Area; Ken Bukowski, Videographer; and Brian Haalon. Chair Cortese, Supervisor, County of Santa Clara, assumed the chairmanship.

3. APPROVAL OF SUMMARY MINUTES OF FEBRUARY 4, 2015

Chair Cortese recognized a motion by Member Pat Eklund, Mayor Pro Tem, City of Novato, and a second by Member James P. Spering, Supervisor, County of Solano, to approve the summary minutes of the meeting on February 4, 2015.

Member John Holtzclaw, Sierra Club asked for some correction on the minutes. Member Eklund accepted the changes and Member Spering seconded to approve the changes.

The motion passed unanimously.

4. ANNOUNCEMENTS

A. Committee Members

Chair Cortese introduced new members as follows:

Katie Rice, Supervisor, County of Marin

Russell Hancock, President and CEO of Joint Venture Silicon Valley

B. Staff Members

There were no staff announcements.

5. SESSION OVERVIEW

Miriam Chion, ABAG Planning and Research Director, mentioned that the Regional Planning Committee is still addressing issues related to research and implementation of Plan Bay Area, including several tasks on entitlement efficiency. A working group has been created which will bring their reports to the RPC. At today's session on the regional economy, staff and speakers will discuss specific projects on the ground and efforts at the regional level.

6. REGIONAL ECONOMIC FRAMEWORK AND INDUSTRIAL ACTIVITIES

Information and Action

Miriam Chion provided an overview of a Regional Economic Development framework, focused on industrial jobs and land. Gary Craft, Consultant for the Northern Waterfront Economic Development Initiative, presented about economic development efforts in that area; Gil Kelly, Director of Citywide Planning, and Steve Wertheim from the San Francisco Planning Department presented about San Francisco's Production/Distribution/Repair framework; and Carolyn Clevenger, Principal Planner at MTC, talked about MTC's goods movement study. They solicited input on the proposed regional approach and the role of industrial jobs and land in the region.

Chair David Cortese opened the floor for comments.

Member Campos inquired about the origin of the Industrial Land Study. What is Karen Chapple at UC Berkeley studying, are stakeholders going to be able to be involved in the study, what is ABAG's and MTC's relationship to that study and what is its status?

Ms.Chion replied that it is a joint partnership between the regional agencies and UC Berkeley and that it is just getting started. The confusion is likely due to the different funding sources converging from different agencies. At this point it is collaboration between ABAG, MTC, and UC Berkeley to understand our industrial land and study current regulations, jobs and business activities operating on industrial land. There is a Technical Advisory Committee (TAC) which Johnny Jaramillo can talk about including who is involved. We will bring the preliminary findings of the study, once they are ready, to the RPC for comment.

Mr. Jaramillo responded that the TAC was still being formed. The Goods Movement Study looks at impacts on adjacent communities, but industrial land is not the focus. This is the focus of the Industrial Land Study, which complements the Goods Movement Study. It is a supply - demand study at the regional level of industrial land where goods movement activities are centered, and will review policies that support these lands and activities including looking at industrially zoned land that is no longer needed and could be converted to other uses. Our role to date has been to support the coordination with the Goods Movement Study. It originated as a UC Berkeley Study and we were not involved in the initial scoping of the work.

Member Campos asked for clarification regarding Karen Chapple's scope as it states that she worked with ABAG and MTC to develop the scope of work.

Ms. Chion responded that the funding for the different studies is separate and that ABAG, MTC, and UC Berkeley were now joint partners on the Industrial Land Study. It became apparent that all were working on a similar task and so MTC, ABAG, and UC Berkeley will be coordinating the Goods Movement and Industrial Land studies and working together.

Mr. Campos asked to confirm that it is a joint study and if ABAG/MTC funded it.

Mr. Chion responded no, the funding for the UC Berkeley Study is from Caltrans. The funding for ABAG is our own staff time to assist in the coordination of the two efforts. The UC Berkeley study is contributing to the efforts that MTC and ABAG are working on.

Member Campos asked if ABAG and MTC are now collaborating on the scope of the study.

Ms. Chion responded yes.

Member Spering indicated that he liked San Francisco's balanced approach, looking at both housing and industrial needs, and asked if there was going to be a balanced regional approach to land zoned for housing and industry.

Ms. Chion replied yes, we are pursuing a balanced approach. We are looking at the changes in the types of jobs and industries on this land, and what jobs are stable and growing so that local jurisdictions can make an informed decision.

Member Spering said the Northern Waterfront effort puts pressure on Solano County and hopes we are looking at a balanced approach to jobs and housing.

Ms. Chion responded that housing has been a priority.

Member Haggerty asked about how transit could play a role in helping Goods Movement along key corridors.

Ms. Clevenger responded that we haven't looked at transit as part of the Goods Movement Study, but will when we develop strategies for the corridors.

Member Mitchoff thought Member Sperring had a valid point about balance, but noted that the Concord Naval Weapons Station will supply housing near the Northern Waterfront and that Contra Costa County already has a huge stock of housing.

Member Holtzclaw said as a center for jobs San Francisco needs more housing and has the second highest imbalance after Los Angeles between jobs and housing.

Member Combs said Sonoma doesn't have access to the Bay. We have a train line, but no route to get goods into Contra Costa or Alameda. We have industrial land, but it is hard to get businesses here if we can't get goods to other areas. We have infrastructure and funding needs including rail spurs and road repairs. How do we get better transportation access for our industries?

Chair Cortese said that we can work together on this.

Member Combs asked if there's a way to participate in this committee and subcommittees remotely.

Chair Cortese, said yes possibly.

Member Regan said the number one issue is availability of housing, not availability of land for businesses. The outcome of this effort should not be one size fits all. We do need land for industry, but the outcomes should be balanced. Otherwise housing will lose every time.

Member Natarajan asked if there are studies of Advanced Manufacturing. What are these businesses looking for in terms of space? Are there best practices around zoning codes that could be replicated in other areas? What are the opportunities, challenges, and how do we market the region? The costs of housing, infrastructure, and energy are all factors.

Member Ross said we need to retain light industrial space. As businesses grow they need space for everything from plumbing to cosmetics manufacturing. Small employers are key to the economy, but they need space to grow. He understands those that say housing will lose every time, however we need industrial space for these jobs. You need a reserve of land for incubating small businesses to move out of the garage and into larger space or we risk constraining regional economic growth. How do you preserve this land beyond zoning? At some point, if you want to retain it, you have to reward industrial land owners.

Member Prevetti responded that this is a really important topic that many communities have been struggling with for decades. We appreciate the need for housing, but there is a need for industrial land. The Industrial Land Study is important to better understand industrial land and businesses. We need to be careful not to make sweeping generalizations because in the Bay Area region, housing will not lose every time and there are many places where housing wins every time. Many areas have industrial lands and are looking for ways to support the businesses located on this land and are dealing with these issues including Santa Rosa, Campbell, Silicon Valley, and San Jose. We need to find ways to support these lands and businesses. How can we all be part of the study?

Member Pierce reiterated Laurel Prevetti's point. It is important to find the right balance. We need to look forward not back, both at small businesses that need rollup doors, and at

industrial businesses that can be in higher density buildings, potentially advanced manufacturing. We are trying to get better jobs and housing balance in Contra Costa County, particularly East Contra Costa County as we have lots of homes but not jobs. The Concord Weapons Station PDA will provide lots of housing, but as Gary Craft showed, the Northern Waterfront is linked to PDAs. Without balance, we get congestion.

Member Romero, echoed Member Prevetti. There is a misconception that housing loses out to industry, because housing commands a higher price than industrial uses. We should look to Portland and other areas for preservation policies. We should also look at incentivizing housing development in PDAs. Suburbanization of poverty is a big and growing problem and is related to displacement in the region. It is important to develop these industrial lands like the Northern Waterfront to provide poorer households with greater job opportunities. As long as we deal with the environmental impacts, we need these living wage jobs closer to these communities in Contra Costa.

Member Mar asked Ms. Clevenger about the impacts of Goods Movement on Communities of Concern (COCs) and how we are involving these communities.

Ms. Clevenger responded that we've had multiple meetings and did a recent survey mailed out to those who have participated so far. We are meeting regularly with groups such as Contra Costa Public Health and the Ditching Dirty Diesel Collaborative. The strategies will look at corridors and some communities are more affected than others. We are looking at COCs as we develop strategies.

Member Campos said Oregon has policies that support industrial land, but it is much easier to build housing in Oregon due to different land use policies. It is important to look at the system of regulations as a whole.

Chair Cortese opened the floor to public comment.

There was public comment by Zelda Bronstein, journalist, Sonja Strauss and Pat Sausedo.

Chair Cortese recognized a motion by Member Pierce, Councilmember, City of Clayton and seconded by Member Prevetti, Assistant Town Manager, Town of Los Gatos, to adopt the following: Creation of Regional Economic Strategy subcommittee to identify high consensus strategies, reflecting a diversity of perspectives. This subcommittee will have broad representation from business, economic and research organizations, local jurisdictions, workforce advocates, and other stakeholders.

There was no discussion.

The motion passed unanimously.

7. UPDATE ON REGIONAL PROSPERITY PLAN

Information

Duane Bay and Doug Johnson provided an update on the Regional Prosperity Consortium project. Paul Peninger presented work-in-progress on the capstone report, a primary means

for conveying proposed findings and strategies to consortium member agencies and organizations for consideration of potential implementing actions.

Ms. Chion clarified that what was presented is the work of the Regional Prosperity Consortium, which as Duane Bay described is a very diverse pool of actors; ABAG staff will extract the areas that are most appropriate for ABAG to take the lead and then bring that for your consideration.

Chair Cortese invited public comments.

There was public comment by Zelda Bronstein.

Member Spering asked if there will be an executive summary.

Mr. Bay answered yes.

Member Spering expressed appreciation to everyone who worked as part of the consortium and empathized presenting the results of their work in this report.

Member Regan said economic prosperity strategies and economic security is focusing on ABAG's skill set towards appropriate changes. Low wage residents need to have security for income, life, and jobs. California has a shortage of low income housing. The top 25 percent of California residents spend about 16 percent of their income on housing, while the bottom 25 percent of California residents spend about 67 percent of their income on housing. If our objective is to protect low income residents then we need to help them with housing.

Member Campos said that in one of the last Executive Board meetings there was a discussion on how ABAG was going to move forward on the RPP and EPS strategies. Cindy Chavez requested we avoid euphemisms in presentations. We are hearing very broad statements such as improving working conditions but we are not hearing the highly controversial policies in these documents such as card check unionization legislation or increasing massively the requirements to do labor agreements. He said we needed to be open about what the RPP is proposing.

Member Pierce said that, as a member of the RPP Steering Committee from the beginning, she agrees with Member Spering that there has been a great deal of study with lots of effort. The subjects of the studies were based on HUD's requirements to look at issues of equity. Many of the policies recommended by these studies will most likely not be part of Plan Bay Area because they will not have consensus, but community organizations can implement them.

Chair Cortese explained that there will be other opportunities to discuss the information presented in more detail, and that the presentation today was just an overview and was brief due to time constraints.

Member Romero characterized comments of Member Campos, as being inflammatory by singling out controversial issues and implying they should not even be considered, or implying that ABAG staff was intentionally evading open discussion of them. He stated that

public debate, and the information such as the RPP studies that inform such debate, benefits the Bay Area as a whole as we strive to create a regional economic climate that is profitable, yet equitable for all residents.

8. ADJOURNMENT

Chair Cortese adjourned the meeting of the Regional Planning Committee at 2:58 p.m.

The next meeting of the RPC will be on June 3, 2015.

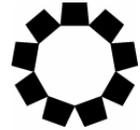
Submitted:

Miriam Chion, ABAG Planning and Research Director

Date Submitted: April 27, 2015

Approved: TBD

For information or to review audio recordings of ABAG Regional Planning Committee meetings, contact Wally Charles, Administrative Secretary, Planning, at (510) 464 7993 or WallyC@abaq.ca.gov.



Date: May 27, 2015
To: Regional Planning Committee
From: Miriam Chion, ABAG Planning & Research Director
Subject: Overview Session June 3, 2015

We recently completed the first round of **Plan Bay Area Open Houses** throughout the nine Bay Area counties. At these open houses ABAG and MTC staff provided an overview of Plan Bay Area 2040's transportation and land use strategies including the forecast of housing and jobs. The sessions were also used to solicit input on the goals and targets of the Plan and facilitate discussion between our local and regional partner agencies. Each open house featured stations representing different aspects of the Plan (goals and targets, transportation investments, forecast, county focus, etc.) where ABAG and MTC staff engaged in lively discussions with attendees. A number of MTC Commissioners and ABAG Executive Board members were also present at each open house.

At the **ABAG General Assembly** in April attendees participated in a substantial discussion about California's historic drought. Professor David Sedlak from UC Berkeley presented on critical measures needed to diversify the state's urban water supply to meet the Governor's mandatory water conservation executive order and presented a new plan called The Five Taps project (See presentation "[2050: The Year We Completed Our Urban Water Transformation](#)") Last week at the ABAG Executive Board, this discussion continued with a presentation by Alex Coate (EBMUD) and Beau Goldie (Santa Clara Valley Water District) on their respective agencies' efforts to meet the Governor's conservation executive order, the planning underway for a possible continuation of the drought; and preparation that may be necessary to prepare for a major drought disaster.

The April **Regional Planning Committee** focused on economic strategies of the Regional Prosperity Plan, which included an overview of the regional economic development framework followed by three presentations on the region's industrial activities, industrial lands and goods movement. The committee also received an update on the Regional Prosperity Plan which is currently developing a set of policy recommendations for consideration by ABAG and MTC over the next several years.

The current meeting of the **Regional Planning Committee** focuses on two Plan Bay Area implementation tasks. The first item focuses on the **East Bay Corridors Initiative**. As part of ABAG's PDA implementation efforts, the corridors initiative is a platform for

collaboration among 14 jurisdictions to identify shared opportunities related to PDAs and to attract and guide investment. The initiative is also focused on increasing the resiliency of both PDAs and surrounding neighborhoods along the corridor. The second item introduces the **Priority Industrial Area concept**, which is the outcome of multiple conversations with local jurisdictions on strategies to support local economic vitality and diversity. This represents a preliminary approach to economic development that will be informed by RPC input as well as the ongoing Industrial Land and Jobs Study and the MTC/ACTC Goods Movement Study. This is an action item to support the further development of the Priority Industrial Area concept into a program for inclusion in Plan Bay Area.

We would like to welcome Monica Wilson, Council Member for the City of Antioch as a new Regional Planning Committee member, representing cities in Contra Costa County.

Upcoming tasks

- We have received a few requests for minor adjustments to PDAs and interest in establishing several new PDAs. . We have received applications for a number of new PCAs. We will be bringing the final set of PDAs and PCAs for inclusion into Plan Bay Area in August 2017.
- In the fall we will begin discussing the regional forecast and scenarios for Plan Bay Area.
- The resilience team is partnering with the BCDC Adapting to Rising Tides team to host three sets of workshops to support member cities and counties in addressing existing natural hazards and preparing for future hazards due to climate change. The workshop series is designed to help jurisdictions meet the FEMA requirements for a Local Hazard Mitigation Plan and to complete or update climate adaptation plans for general plan safety elements. More information about the program is available at <http://resilience.abag.ca.gov/projects/2016-mitigation-adaptation-plans/>. The first series of workshops, which focused on developing a robust community engagement strategy, were held in March and April in Berkeley, Napa, and Redwood City. A total of 110 local government partner agency staff attended the first set of workshops. The second series of workshops will focus on identifying current and future natural hazards impacting Bay Area jurisdictions and assessing risk to vital facilities. These are scheduled to take place in June in Fairfield, San Rafael, and Foster City. Staff can register for the workshops by visiting http://abag_resilience.eventbrite.com/. In August, ABAG and BCDC will host a third series of workshops examining strategies and best practices to mitigate the risk of current hazards and adapt to future hazards.

The ABAG Administrative Committee may act on any item on this agenda.



MEMO

Date: May 27, 2015
To: Regional Planning Committee
From: Miriam Chion, Planning & Research Director
Mark Shorett, Senior Regional Planner
Subject: PDA Implementation: East Bay Corridors

Summary

This item advances the development of PDAs as one of four implementation priorities of Plan Bay Area 2013: the East Bay Corridors. It highlights efforts by ABAG and partner jurisdictions in the inner East Bay to develop a platform of collaboration to realize local plans for PDAs and Plan Bay Area 2013: the East Bay Corridors Initiative. The Initiative also provides a forum for jurisdictions to work with partners to advance the other three Plan implementation priorities—Housing Production and Affordability, Economic Development, and Open Space.

Attached to this memo is a draft document providing context and initial priorities for creating a network of thriving PDAs in the inner East Bay. These were developed through consultation and workshops with jurisdictions over the past year and a half. Staff requests RPC input on approaches to advancing the priorities and shaping the Initiative.

Background

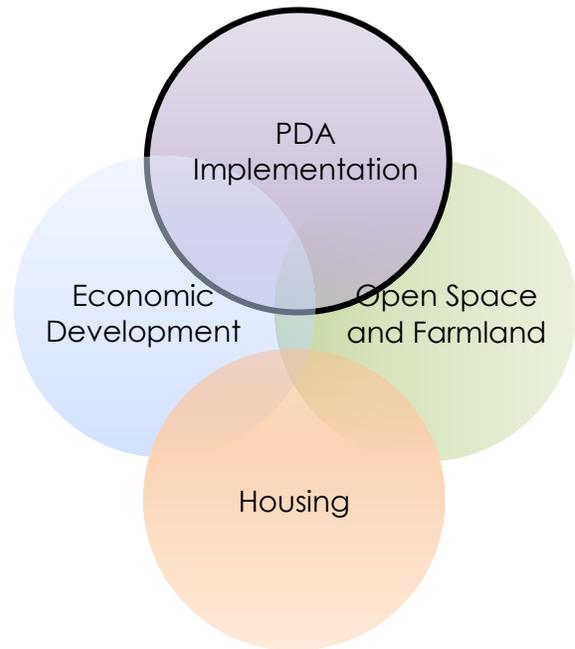
In July 2013, the ABAG Executive Board and MTC adopted Plan Bay Area—a vision for regional development and transportation investment that met the Bay Area’s state-mandated greenhouse gas reduction target.

In September 2013, staff presented to the Executive Board four implementation focus areas: Priority Development Area (PDA) Implementation, Housing Production and Affordability, Economic Development, and Open Space and Farmland Preservation. Corridors in the inner Bay Area served by high-quality transit were identified as a key component of PDA Implementation, in addition to entitlement efficiency, resilience, and regional PDA planning grants.

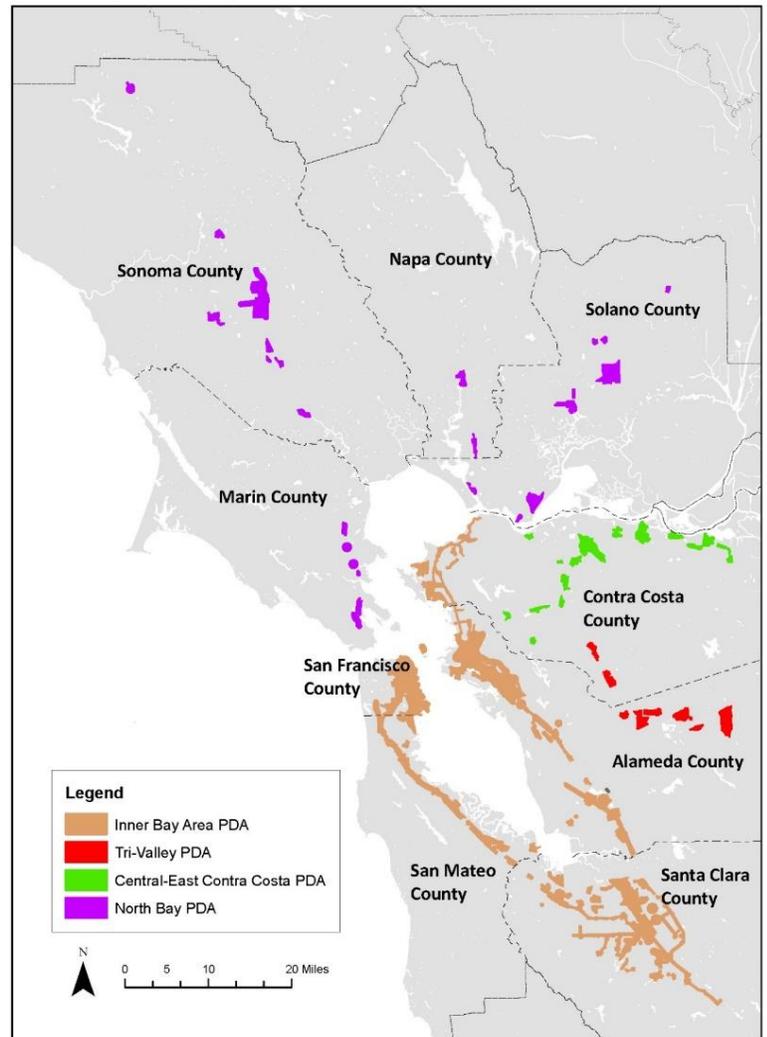
To support PDA implementation in the inner Bay Area corridors and the regional centers, staff conducted outreach meetings with corridor jurisdictions in the fall and winter of 2013. This outreach identified several opportunities to support PDA implementation in the Inner Bay corridors over the following several years:

- Continue to participate in and support the Grand Boulevard Initiative
- Coordinate economic development strategies, job market issues, major infrastructure projects, and legislative initiatives among the Regional Centers.
- Conduct additional analysis and support future collaboration between jurisdictions along the new transit corridor formed by the extension of BART to Silicon Valley, including Fremont, Milpitas, San Jose, and Santa Clara
- Support collaboration between jurisdictions in the East Bay

Implementation Focus Areas

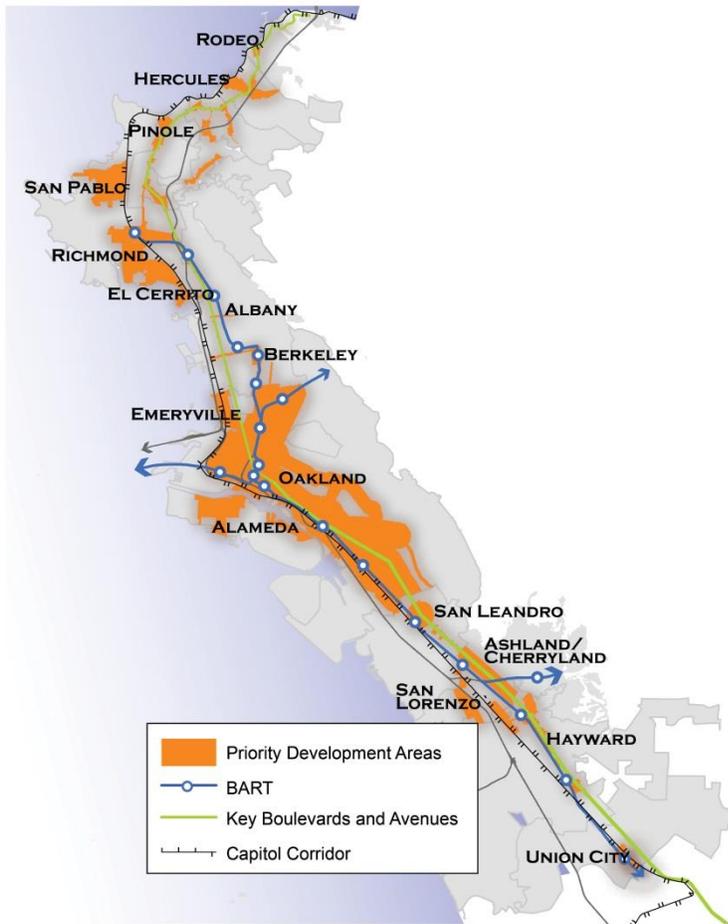


Priority Development Area Clusters



corridors, including additional workshops, analysis and development of shared objectives

East Bay Corridors Initiative



Over the past year and a half, staff has pursued these approaches to PDA implementation. Coordination among the East Bay corridor jurisdictions led to the formation of the East Bay Corridors Initiative described in the next section.

East Bay Corridors Initiative

In the first half of 2015, fourteen jurisdictions between Rodeo in the north and Union City in the south joined ABAG in signing a Memorandum of Understanding (MOU) establishing the East Bay Corridors Initiative. The Initiative includes 39 Priority Development Areas organized around BART stations and multi-jurisdiction main streets served by existing or planned frequent bus service: San Pablo Avenue, International Boulevard, East 14th Street, and Mission Boulevard.

The Initiative is a platform for collaboration to address shared challenges and pursue shared opportunities that cross jurisdiction boundaries. These range from housing

affordability and access to opportunity to improved public spaces and resilience in the face of natural disasters. The Initiative focuses first on joint priorities for implementing local plans for the corridor PDAs. Together, these plans are a vision for a network for thriving downtowns, neighborhoods and avenues—each of which plays a role in making the East Bay a more connected, economically vibrant and equitable place of opportunity.

Following the background research and consultation described above, in 2014 and 2015 staff held workshops and individual meetings with corridor jurisdictions. Through this process, jurisdiction and ABAG staff developed five preliminary priorities for corridor PDAs:

- 1) Resilience
- 2) Community Infrastructure
- 3) Community and Corridor Connections
- 4) Opportunity and Innovation
- 5) Catalyst Development Areas and Projects

Attachment A describes each priority in greater detail and identifies potential projects, programs, funding sources and partnership strategies for achieving them. These are multi-jurisdictional and work together in a complementary fashion.

The priorities remain in draft form and will be refined through ongoing collaboration between jurisdictions, ABAG staff and regional and county partner organizations. A steering committee comprised of a representative from each jurisdiction and ABAG will formalize the priorities and next steps.

Requested Input

Staff requests that RPC members provide feedback on several questions:

- **Partnerships:** Which public, community, and private sector partners are critical to advancing each of the five priorities?
- **Regional Support:** How can regional agencies support collaboration across multiple jurisdictions to address shared challenges and opportunities?
- **Outreach:** Which approaches should Initiative members take to help cultivate private and public investment to advance each of the five priorities?

Requested Action

This item is presented for discussion and input. No action is requested.

Attachment

Attachment 1: Draft East Bay Corridors Initiative Report

Rodeo



SAN PABLO



BERKELEY

EMERYVILLE



East Bay Corridors Initiative

Context and Priorities

DRAFT: June 2015

How to Use this Document

This document is an invitation to explore the network of communities in the inner East Bay and to play a role in realizing the local visions for these communities. It focuses on Priority Development Areas (PDAs) designated by cities and counties for new investment, jobs and housing.

In 2015, jurisdictions between Rodeo in the north and Union City and the south created the East Bay Corridors Initiative. The Initiative is a platform for collaboration to address shared challenges and opportunities that cross jurisdiction boundaries. These range from housing affordability and access to opportunity to improved public spaces and resilience in the face of natural disasters.

The first section, Today, tells the story of the East Bay Corridor, highlighting its rich diversity and innovative efforts underway to make it a better place for residents and businesses. It also lays out the network of neighborhoods and downtowns planned by communities to create a more resilient, economically robust and equitable future.

The second section, Tomorrow, outlines a set of draft priorities, projects and programs identified by Corridor jurisdictions. These are multi-jurisdictional—drawing on shared opportunities to achieve the visions of corridor communities for the Priority Development areas.

The third section, Making it Happen, identifies potential approaches to funding the projects and programs highlighted in section two. It also identifies partnerships with a variety of government, non-profit and private sector organizations, as well as community members across the corridor, to further develop and implement the projects and programs.

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Today

The inner East Bay of the San Francisco Bay Area is one of the most diverse places on Earth—a cultural, ecological and economic mosaic. The people that make it home speak more than 100 languages and live in many of the nation’s most ethnically mixed communities. Its natural environment is part of one of the world’s 25 Biodiversity hotspots. Its universities and laboratories produce groundbreaking inventions, Nobel-prize winning authors and poets, and the brainpower that fuels California’s economy.

For decades the inner East Bay has been a place that people come in search for a better life; a place where it is possible to expand cultural and scientific boundaries, find or create a welcoming community, create a new business, and live close to natural wealth. It has been the arrival point for waves of immigrants that have formed thriving communities. It provided a new home for Dust Bowl migrants and the stage for the counterculture that emerged around Berkeley in the 1960s. It was the end of the Transcontinental Railroad, the place where African-American migrants settled to create a Black community that has shaped politics, art and music.

Today the inner East Bay is in a period of transition marked by pockets of growing prosperity and efforts to address longstanding disparities. Its cuisine and arts scene captures the attention of *The New York Times* and *Conde Naste*. In some neighborhoods homes are regularly

sold twenty-five percent above asking price and rents escalate close to fifty percent per year. Shuttle buses to Silicon Valley add stops in North Berkeley and Fruitvale to serve a growing East Bay tech workforce. Industrial building vacancies approach historic lows in Richmond, San Leandro and Hayward, anchored by innovative companies in industries ranging from robotics to chocolate. \ New policies begin to address the unequal health and career outcomes of children born in different zip codes.

The East Bay is uniquely situated in the region. Neighborhoods around BART stations in Richmond, El Cerrito, Berkeley, Oakland, San Leandro and Hayward are a shorter transit ride from central San Francisco than most neighborhoods in the city itself. The extension of BART to Silicon Valley in the next decade will continue to increase access to jobs and regional attractions. These neighborhoods offer or are



REACH Youth Center, Ashland/Cherryland

Diversity

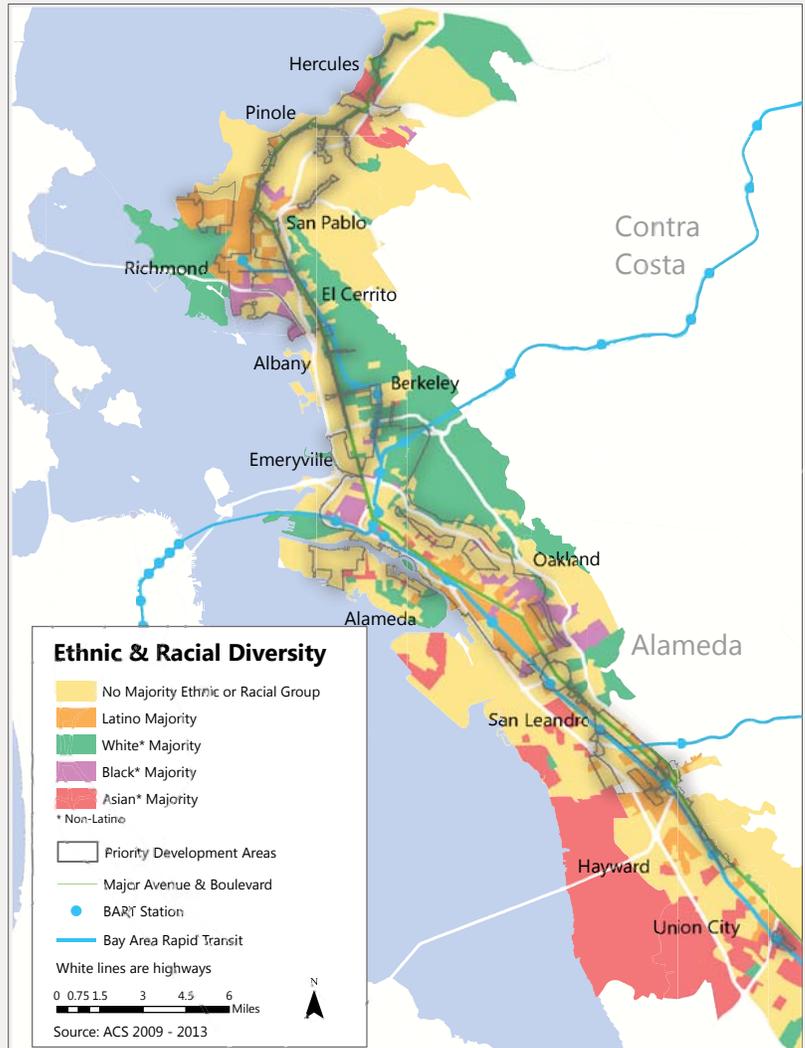
The East Bay is among the most diverse places in the world. Its diversity extends from the natural environment to culture, workforce, housing, and language.

Race & Ethnicity: 12 of the 16 jurisdictions in the East Bay Corridor have no racial or ethnic majority, and no group makes up more than 56% of the population of any jurisdiction. Alameda County is among the five most diverse counties in the US; Oakland is the most diverse large American city.

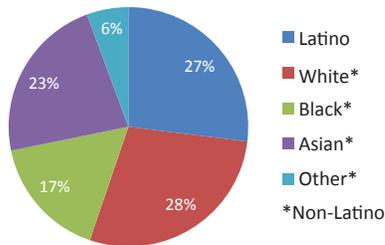
Language: 45% of households speak a second language at home, creating a welcoming environment for new residents and a stronger climate for international trade.

Workforce: The East Bay workforce has a wide range of skill levels to meet the needs of a diverse economy. School and community college districts are taking steps to further improve skill levels through Linked Learning, which connects students to job and networking opportunities while in school.

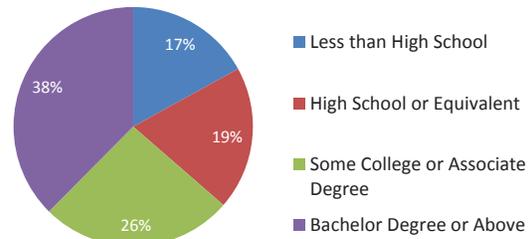
Housing: Housing in the corridor is evenly divided between single family homes and a variety of multi-family residences ranging from townhomes to condo and apartment buildings. This is critical for meeting the needs of households as they transition in



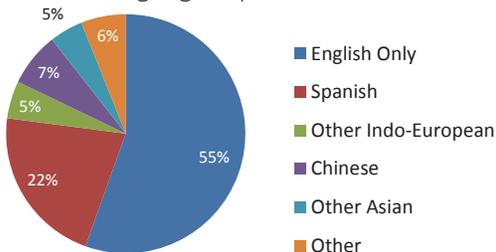
Race and Ethnicity



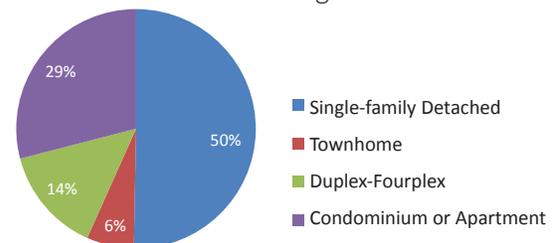
Education



Languages Spoken at Home



Housing



planned to offer the services, shops, and public spaces sought by the region's fastest growing groups—single adults, young couples, and elders. They are places where it is possible to walk to a grocery store, clinic, park or community center and to quickly reach a vast network of trails and open spaces by bicycle or car. And despite rising costs of living, these communities remain affordable in comparison to San Francisco, the Peninsula and Silicon Valley.

Emerging Challenges

The growing allure of the East Bay creates a paradox. Affordable housing, access to education and available building space have allowed generations of innovators to nurture the ideas that help define the East Bay and make it attractive to newcomers. Today many of the longtime businesses and residents that form the unique fabric of the East Bay must decide between moving and making major personal and financial sacrifices. In 2013, the most recent year for which reliable data is available, 53% of renters

paid more than a third of monthly household income on rent, and 27% spent more than half. Among homeowners with mortgages, these figures are 47% and 19%, respectively. While less consistent data is kept for rents in commercial and industrial buildings, stories emerge daily of local businesses and community organizations moving or closing due to major rent increases or evictions.

Beyond adding household stress and instability, escalating rents represent a loss of resources that could otherwise be spent on local businesses or invested in education and job training. For the low income families and fixed-income seniors that make up many East Bay communities, rising housing costs often leads to displacement—which is linked to poor health outcomes, increased incarceration, reduced educational performance, and even shorter life spans.

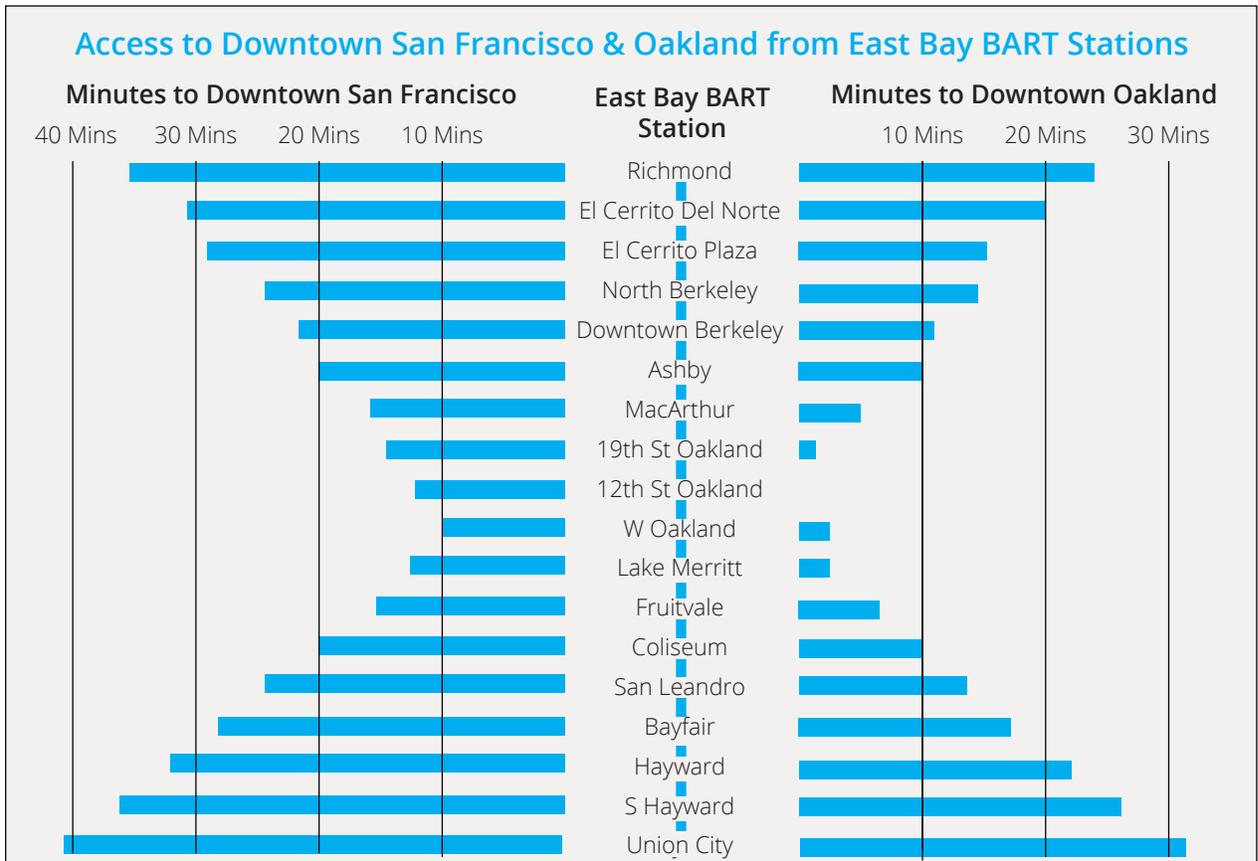
The inner East Bay also faces long-term challenges to its natural environment, safety, and economy.



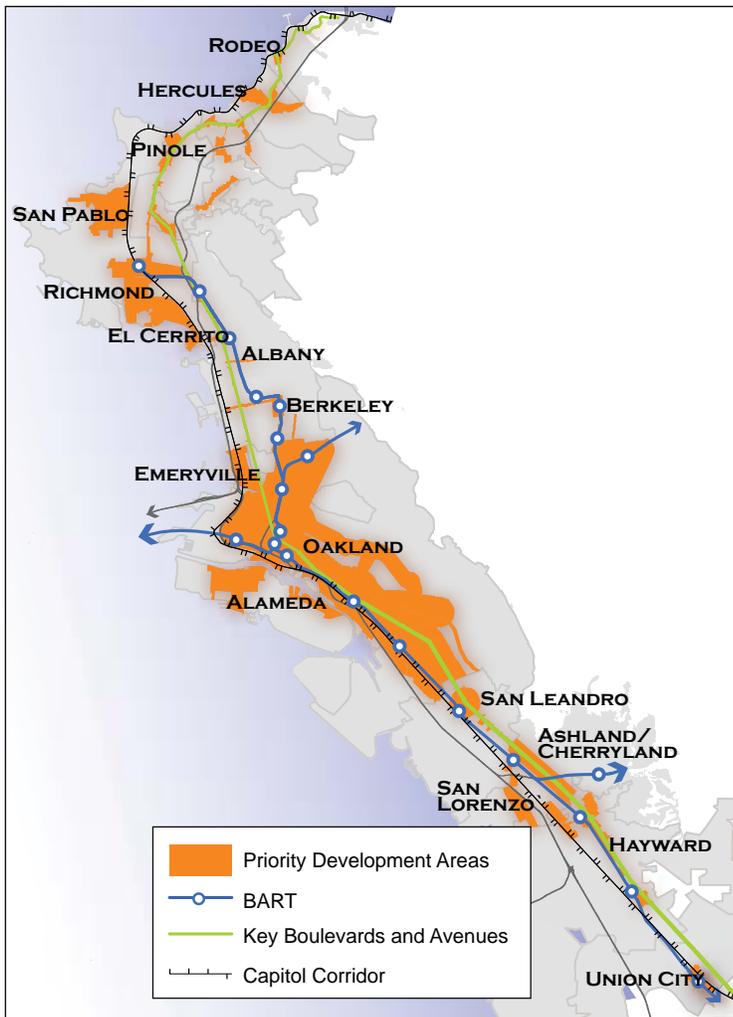
Uptown, Oakland

The Hayward fault places homes, businesses, and infrastructure in harm's way during earthquakes. Rising temperatures and tides threaten water supply, health and the safety of homes and infrastructure. Despite recent retrofits to roads, transit, homes and water and sewer systems, the East Bay is by most accounts not prepared for a major earthquake or the impacts of climate change. The quality of education in the classrooms of low and higher income communities has been unequal for decades. Access to healthcare, community services, healthy food and parks continues to vary by community as well.

These challenges represent opportunities. Most, if not all, spill across city and county boundaries. Inner East Bay jurisdictions are taking steps to find creative solutions to problems they cannot solve alone. Already, jurisdictions are partnering to expand high-speed broadband access, create



The East Bay Corridors Initiative: Geographic Area



a comprehensive trail network, coordinate health services and bridge gaps in transportation networks.

The East Bay Corridors Initiative

The East Bay Corridors Initiative builds on this spirit of collaboration to create a platform for identifying and achieving shared priorities. The Initiative is a partnership between 14 jurisdictions, county and regional agencies and community and business organizations connected by transportation, economic, ecological and cultural networks. The Initiative starts in the places where many of the East Bay's greatest challenges and opportunities hit the ground: in the

neighborhoods, main streets, and downtowns identified by jurisdictions for future investment and growth. These are Priority Development Areas (PDAs)—places planned by communities for new housing, jobs, improved parks and streets, and essential services such as healthcare and grocery stores.

The inner East Bay's PDAs form a corridor between Rodeo in the north to Union City in the south. At the center is Downtown Oakland—the East Bay's regional center and focal point for transit, employment, and culture. Situated around BART stations, the mixed-use downtowns of Berkeley and Richmond anchor the northern part of the network; Fruitvale, downtown San Leandro and Hayward—all anchored by a BART station—play this role in the southern portion. PDAs along traditional main streets—San Pablo Avenue and International Boulevard/East 14th Street/Mission Boulevard—connect these centers and provide space to improve services to residents and expand housing choice. PDAs with major redevelopment sites around BART stations—Coliseum, Bayfair, and Union

City—are future centers that will add to the job and housing opportunities in the East Bay.

Each PDA includes numerous development sites for housing at a variety of income levels, commercial development, and community facilities. These sites are all close to transit and existing or planned services and amenities. They are among a limited number of locations in the region with these qualities—making the revitalization of each crucial to creating a sustainable future for the East Bay and the Bay Area.

East Bay PDAs: A Connected Corridor

Priority Development Areas (PDAs) are places planned by jurisdictions for future investment, housing and jobs. Each PDA is different, reflecting unique land uses, cultures, and community aspirations.

In the East Bay, the PDAs are connected by two “spines”: Bay Area Rapid Transit (BART) and a series of Avenues and Boulevards with shops and services planned to be attractive, cool places to walk and bike.

BART has 17 stations along the corridor with frequent service to places across the Bay Area. The Avenues and Boulevards are served by rapid bus, with plans for speed and service improvements.

As the corridor evolves, current and future residents of PDAs will be able to walk, bike, and ride transit to access job and educational opportunities, meet daily needs, and enjoy life.

Bay Area Rapid Transit (BART)



San Pablo Ave/
International Blvd/
East 14th St/
Mission Blvd



Priority Development Areas



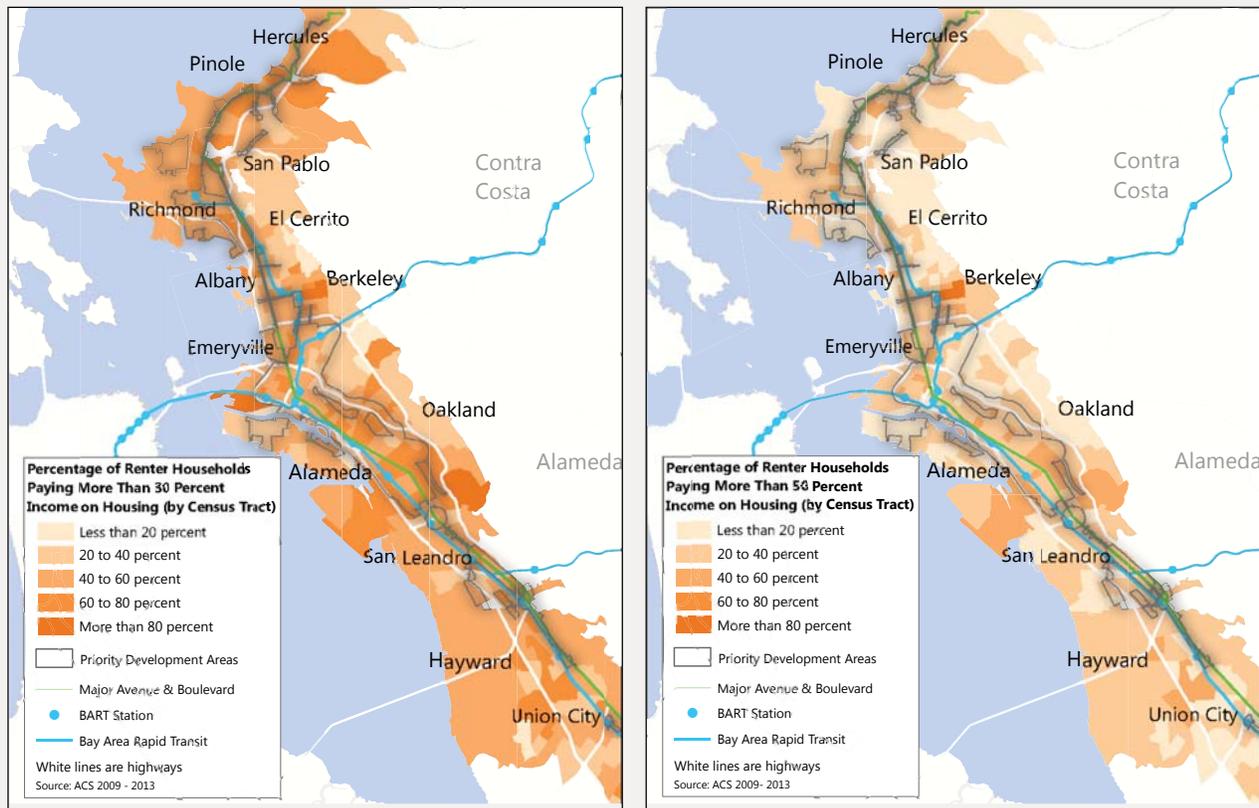
Through the East Bay Corridors Initiative, jurisdictions are identifying a set of shared priorities. The goal is to evolve the PDAs and surrounding communities into a network of thriving neighborhoods, downtowns, and avenues—each of which play a role in making the East Bay a more connected, economically vibrant, and equitable place of opportunity. Looking ahead, the Initiative also provides a platform for partnering with community organizations, businesses and other organizations to address broader issues of shared interest such as

industrial land, resilience, water, and energy.

The next section highlights the Priorities developed by Corridor jurisdictions. The final section outlines partnerships and funding sources for implementation.

The Growing Affordable Housing Challenge

Affordable housing is increasingly recognized as one of the East Bay's most pressing challenges. In 2013, 53% of renters paid more than a third of monthly household income on rent, and 27% spent more than half. The East Bay Corridors Initiative provides an opportunity to pursue creative solutions to retaining affordability for community members and producing new housing at a full range of income levels.



East Bay Economic Clusters

The **Priority Development Areas** and surrounding industrial land are a complementary network of industry clusters with a wide variety of jobs. The three fastest growing sectors in the Bay Area economy - Tech/R&D, Food Services, and Healthcare/Education - are all poised to expand in the East Bay.

The **Tech/R&D** industry is focused primarily in Downtown Oakland and around UC-Berkeley, and continues to expand its reach into the East Bay.

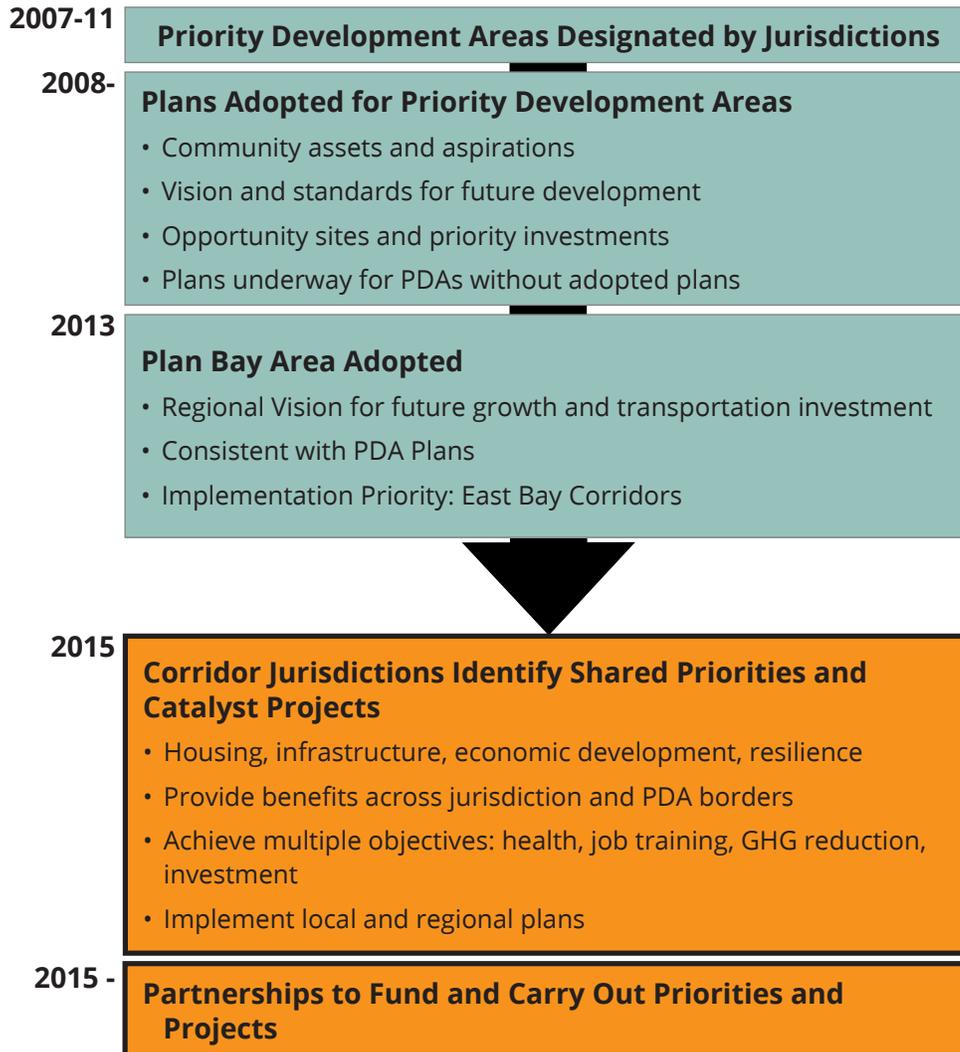
Health and Education, one of the few growing industries offering middle wage jobs, is a historic strength of the East Bay, anchored by hospitals and a network of universities and community colleges.

Food Services and Drinking Places, another rapidly growing industry, are clustered around the PDAs, spread across the corridor. The same is true for retail (not shown).

Heavy industries such as manufacturing and warehousing (not shown) are projected for slower growth, but remain critical to the basic functioning of all industries and communities. Advanced manufacturing is a promising area of growth in this industry.



East Bay Corridors Initiative Timeline





Downtown Berkeley Plaza and BART Station renovation

Tomorrow

Communities up and down the East Bay corridor are adopting plans for Priority Development Areas (PDAs). The plans are visions for the future of each PDA: the mix of local shops and services, the types of new housing, the neighborhood assets that must be retained, the qualities of streets, parks and gathering places, and strategies for dealing with climate change. Each plan is different because each place is unique. The types of growth expected in each PDA reflect community aspirations and its specific role on the corridor and in the region—whether as a major employment center, mixed-use neighborhood, main street, or downtown.

Together this diverse set of plans creates a vision for a thriving corridor that is opportunity-rich, resilient, well-connected, and equitable. Achieving this vision requires collaboration across city and county boundaries.

The first step in the East Bay Corridors Initiative is identifying five priorities shared by member cities and counties. Each priority is an element of a strategy to make each PDA a strong community in its own right while also strengthening the corridor as a whole; a set of complete communities that together create a complete corridor. These will be revisited and updated periodically.

East Bay Corridors PDA Priorities

1. Resilience and Community Stability

Making communities resilient in the face of natural disasters, climate change and economic disruptions through safer homes, improved energy and water efficiency, and long-term affordability

2. Community Infrastructure

Creating complete communities through investments that expand the range of essential services available to corridor residents, create attractive public spaces that reflect cultural diversity and improve health and opportunity

3. Community and Corridor Connections

Identifying and completing a convenient, seamless network of transit, pedestrian and bicycle connections that connects residents to neighborhood and corridor-wide destinations

4. Opportunity and Innovation

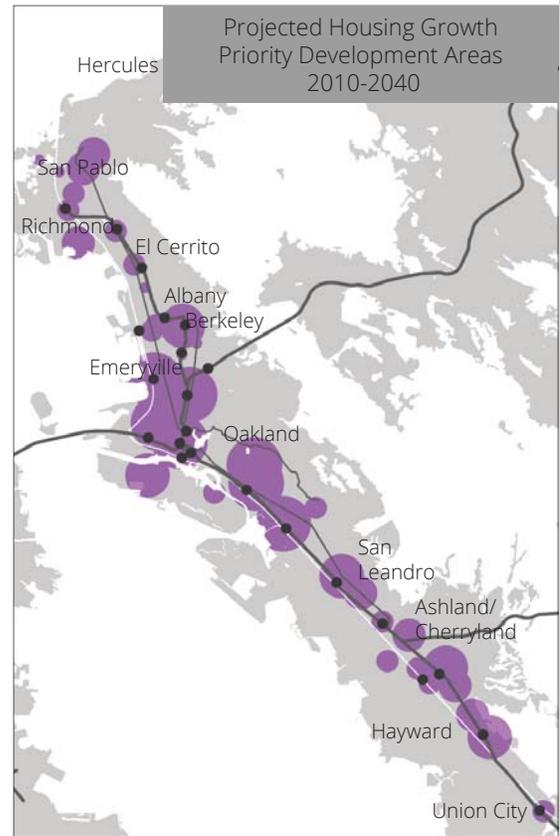
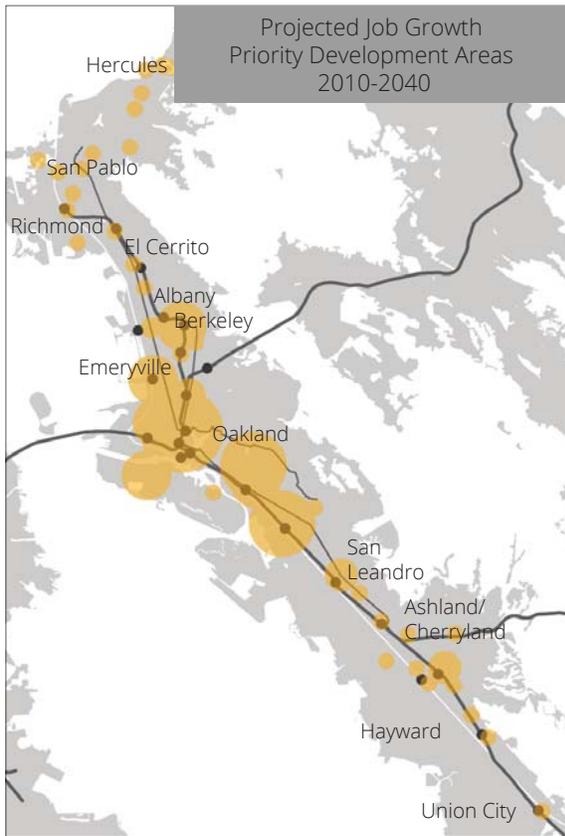
Strengthening local business districts and access to opportunity for corridor residents by integrating innovative technology, workforce training, and local business support into the revitalization of PDAs

5. Catalyst Development

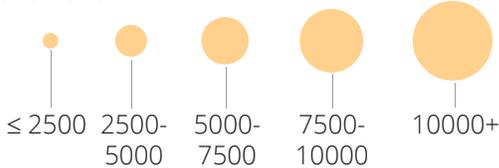
Supporting the near-term development of portions of PDAs and specific projects identified by community members as catalysts

Priority Development Areas: Focal Points for Investment & Growth

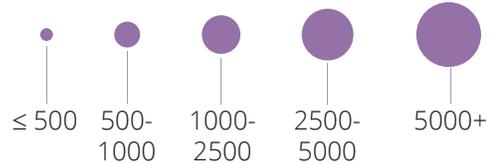
With a host of recently adopted plans and supportive infrastructure, East Bay cities have set the stage for investment in the Priority Development Areas. This page highlights expected employment and job growth over the next three decades.



New Jobs in PDA 2010-2040



New Homes in PDA 2010-2040



Source: Plan Bay Area

1 Resilience

Many homes in inner East Bay communities are at high risk of significant damage during the region's next major earthquake, forcing residents out of their homes. The predominantly low-income families living in these buildings face an additional risk: displacement prior to or following a natural disaster through dramatic rent increases, eviction or replacement of their homes as market rate units. Many of the families that most at risk in also currently face risk factors that detract from leading a healthy life such as poor air quality, limited access to healthy food, and crime.

Addressing these challenges, as well as the dependence of corridor communities on distant locations for energy and water, requires an integrated approach to resilience. Resilience is the ability of communities to prepare for, respond to, and recover from disruptions ranging from climate change and earthquakes to recessions, gentrification, and health epidemics. It is also the ability to create communities that are less vulnerable—places where people have stable housing, lower stress levels, a cohesive community and greater access to opportunity; places that can draw upon local sources of energy, food and water if these resources are cut off as a result of events beyond a community's control.

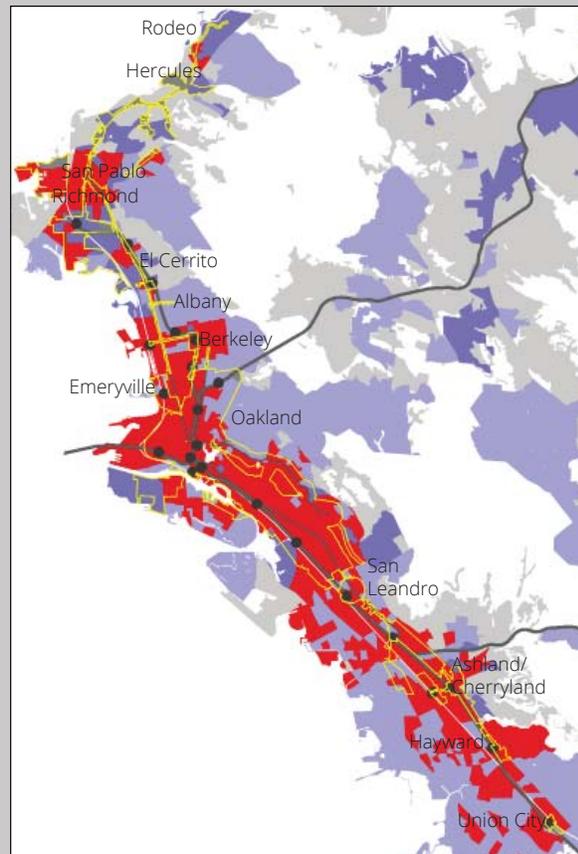
Over the next several decades, the built environment of PDAs—the homes, buildings, streets, commercial buildings, and infrastructure—will need to be retrofitted or rebuilt. This will happen at the same time as new homes, workplaces and transportation systems are constructed. The projects and programs identified by corridor jurisdictions to achieve resilience and community stability take advantage of these changes to the built environment to

achieve several goals at once by making homes and communities safe, healthy, and affordable.

Over the long run, this will enable communities and businesses to remain intact and flourish.

Communities at Risk in Fragile Housing

Both housing at risk of serious damage during an earthquake or flood and communities with health, safety and economic risks are concentrated in Corridor PDAs



- Housing at Risk
- Vulnerable Communities
- Housing at Risk in Vulnerable Communities
- Priority Development Areas

Definitions

Housing at risk: 30% or more buildings in a Census Block Group susceptible to flooding, liquefaction or ground shaking hazard

Vulnerable Communities: Census Block Groups with at least 3 of 10 indicators of reduced ability to prepare for, respond to and recover from natural disasters such as high levels of poverty, housing cost burden, and isolated elderly population

Resilience: Projects & Programs

Affordable Housing Acquisition and Rehabilitation

Expanded, corridor-wide effort to acquire and rehabilitate existing low-income housing

- Focus: areas with highest displacement risk due to rising rents and/or rates of eviction; clusters of rental properties with poor living conditions
- Prioritizes existing residents of acquired buildings and community members



California Hotel: Acquired and rehabilitated to provide 137 units of permanently affordable housing, on-site health care, and organic garden

Healthy Communities Pilot

Two-four year pilot project in multiple communities with disproportionately high health risks due to factors such as air quality.

- Comprehensive risk assessment and policies, investments and incentives
- Clear set of guidelines for development projects to mitigate air quality and health impacts and simplify environmental review
- Regional agency and local jurisdiction partnership for long-term implementation



Urban ReLeaf: urban forestry, job training, and community building in areas with limited greenspace and tree cover.

Resilience: Projects & Programs

Safe and Healthy Homes

Funding, outreach and incentives to retrofit housing and reduce seismic and flooding risk, increase energy and water efficiency, and improve indoor air quality

- Build upon emerging efforts in jurisdictions to increase funding opportunities and incentives corridor-wide
- Focus: PDAs; geographic areas with risk-factors shown to reduce recovering following natural disasters such as high unemployment and poor health
- Connect to funding to build and acquire affordable housing



Soft story housing in the East Bay



Sustainable Infrastructure

Expanded network of sustainable infrastructure along the corridor

- Stormwater, water supply, energy, waste
- Next 1-2 years: analysis of multi-city water quality and flooding issues to identify shared green infrastructure systems such as open spaces, rain gardens, and trees
- New public spaces, greener streets, improved air and water quality
- Allows jurisdictions to complete new state-mandate for Green Infrastructure Plans
- Long term: pursue joint opportunities to improve energy and water efficiency corridor-wide



San Pablo Avenue Green Spine: Seven-city collaboration to create a network of green infrastructure along San Pablo Avenue between Oakland and the City of San Pablo; addresses stormwater challenges that cross city boundaries

2 Community Infrastructure

Local plans for Priority Development Areas envision thriving, healthy places: complete communities with parks and plazas, grocery stores and markets, health and wellness services, and community and cultural centers.

These are the community infrastructure that complement corridor and regional infrastructure such as rapid transit, bikeways, green streets, trails, and fiber optics. After decades of disinvestment, a large share of inner East Bay PDAs lack many of these basic amenities. Access to healthy food, parks, and quality services—all of which are critical to human development and lifelong health—is often poorer in PDAs than in wealthier neighboring neighborhoods. This stands in the way of both the health of community members and the ability to attract new investment.

As East Bay communities begin to think holistically about health and neighborhood vitality, strengthening community infrastructure has emerged as a top priority. In some PDAs, this involves upgrading existing facilities and services. In others, it requires new facilities or a combination of upgrades and new construction. The level of need varies across communities, reflecting historical conditions and funding levels. Recent projects such as the REACH youth center have demonstrated the potential immediate impact of neighborhood infrastructure that meet multiple needs in high need communities.



Community Infrastructure: Projects & Programs

Neighborhood Parks and Plazas

New or updated parks and plazas in locations identified in plans and community-driven processes

- Provides green space within communities with current deficit
- Allows community gathering and cultural activities reflecting local communities as well as community gardens
- Takes advantage of opportunities to utilize publicly owned land and rights of way; acquire vacant or derelict parcels; revitalize brownfield sites; and integrate public space into development projects



Health and Education Anchors

Catalyst projects that improve health, education, and career outcomes

- Meets community needs and within walking distance of residents
- Support planned but not fully funded projects; examples include a childcare center next to San Leandro BART, a network of healthy corner stores along International Boulevard, wellness and senior centers in multiple PDAs
- Support processes to identify gaps in access and identify locations for future projects and programs



Community Infrastructure: Projects & Programs

Public Art

Murals, installations, sculptures and performances in public spaces

- Mix of temporary and permanent; private and public spaces and walls
- Focus: blank walls along active streets such as San Pablo Avenue and International Boulevard/East 14th Street/Mission Boulevard; BART station areas; parks, plazas and other busy public spaces
- Pool of local artists to provide affordable work across corridor tailored to unique cultural and aesthetic qualities of communities and businesses



Facade Improvement

Improved appearance of building facades along active streets

- Supports local businesses and brings commercial streets to life
- Focus: San Pablo Avenue and International Boulevard/East 14th Street/Mission Boulevard
- Modeled after successful programs in corridor jurisdictions prior to dissolution of Redevelopment Agencies
- Pool of local architects to provide affordable work across corridor

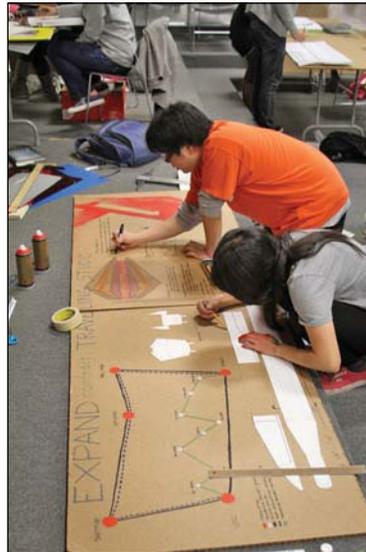


Community Infrastructure: Projects & Programs

Placemaking

Community dialogues about the desired qualities of place in PDAs and options for

- Dialogue with city council and planning commission members
- Community-based design for public spaces, vacant lots, neighborhood circulation
- Design studios engaging university and high school students



3 Community and Corridor Connections

Residents of East Bay corridor PDAs are much more likely to travel by transit, foot or bicycle than other Bay Area or East Bay residents. Their day-to-day travel has a much smaller impact on the climate and improves the cost effectiveness of BART, AC Transit, and other public transit. Adding new homes and jobs in the PDAs is expected to reduce the region's Greenhouse Gas Emissions and create a more sustainable future.

Projects that improve connectivity by bike, foot or transit provide multiple benefits. In addition to reducing greenhouse gas emissions by reducing auto travel, they improve health, reduce household transportation costs, and expand the number of opportunities available to low-income residents without access to a car.

Despite recent investments in Bus Rapid Transit, bicycle lanes and recreational trails, the East Bay Corridor lacks a sustainable transportation network that allows residents to travel conveniently from home to jobs and essential services. Gaps in the pedestrian, bike and transit network can lead residents of low-income communities to miss job interviews and doctor's appointments, and to put their safety at risk by walking along rail rights-of-way and crossing busy streets.

East Bay jurisdictions identified critical connections within and between communities. Connections within communities are typically streetscape improvements such as wider sidewalks, street trees, and bike lanes. Corridor connections include improved bus service, new rail stations and routes, and off-street greenways. Combined, these connections create a seamless network that allows safe, convenient travel to

a full range of opportunities by sustainable transportation modes.

East Bay Urban Trail

Vision for seamless network of on and off-street pedestrian and bicycle connections between neighborhoods, business districts, and critical services

- Allows residents without automobiles to reach critical services; provides residents with cars with a convenient alternative
- Integrates community and corridor-wide connections
- Increases access to PDAs and areas of focused investment
- Mapping of existing and necessary connections, including improved streets, trails and greenways
- Wayfinding and branding
- Connects to regional transit network

Community and Corridor Connections: Projects & Programs

Greenways

Off-street pedestrian and bicycle connections between PDAs with plantings, trees, and public spaces

- Ohlone Greenway
- East Bay Greenway
- San Lorenzo and San Leandro Creek Greenways
- Off-street neighborhood connectors



Ohlone Greenway: Route completed; opportunity to improve lighting, provide public spaces

Complete and Green Streets

Streets that are safe and convenient for all travelers, improve water and air quality, and provide trees and green space

- Green Main Streets: San Pablo Avenue, International Boulevard/ East 14th Street/Mission Boulevard
- Green Neighborhood Streets: Local streets prioritized for improvement in PDA and pedestrian masterplans
- New local streets providing connections through large blocks to allow walkability
- Connected to Greenways and transit to create seamless network between homes, businesses, and essential services



East Bay Greenway: Community Vision now partially funded`



El Cerrito San Pablo Avenue Specific Plan: San Pablo Avenue complete street

Community and Corridor Connections: Projects & Programs

Corridor Transit

Expanded network of frequent, reliable public transit connecting PDAs to key destinations

- East Bay Bus Rapid Transit
- Future Bus Rapid Transit
- Completion of major projects in adopted plans: new Capitol Corridor stations; Union City intermodal station and Dumbarton express
- BART Metro: more frequent service, new East Bay infill stations; potential second transbay tube and East Bay stations
- Projects to fill gaps between major destinations identified in Emeryville-Oakland-Berkeley Transportation Study (EBOTS) and other multi-jurisdiction efforts



Flexible Transportation

Flexible, sustainable transportation options to reach businesses and homes with limited transit access

- Continued expansion of Bay Area Bike Share, focusing on drop off points in PDAs
- “Last mile” shuttle and other service to employment centers
- Continued expansion of car sharing and Electric Vehicle charging



4 Opportunity & Innovation

The East Bay's diverse workforce supports a robust local and regional economy. The University of California at Berkeley is one of the world's leading research universities and creates a host of new companies through its departments and the Lawrence Berkeley Lab. The inner East Bay is also accessible from Silicon Valley, making it an attractive option for companies seeking less expensive space in an environment that welcomes innovation.

The East Bay's economy also faces major challenges. Employers in a wide variety of industries report that young people educated at local high schools and community colleges often lack the skills to fill open job positions. In many cases, these positions go to workers from outside of the East Bay that are able pay higher rents than longtime residents—contributing to displacement pressure.

To help address this long-term challenge, school and community college districts formed the I-80/880 Consortium to connect students and teachers in career-focused “Linked Learning” programs to employers and career networks. Linked Learning programs focus on Science Technology and Math (STEM) skills, which are well-aligned with the region's growing industries. At the same time, local labs and companies are expanding investment in technologies that will employ workers with STEM training, such as next generation renewable energy and smart vehicles.

The East Bay is also a hotbed of grassroots entrepreneurship in industries ranging from clothing to food to music to furniture. It is also home to a cluster of cutting edge non-profit organizations that develop community-based

solutions to economic and health challenges.

Reinvestment and development in PDAs presents an opportunity to build the skills of the local workforce and to offer a stage for East Bay labs, universities, and companies to demonstrate innovative technologies. It is also an opportunity to provide space for scaling up promising local businesses, to expand the amount of space available to the entrepreneurs that create the East Bay's unique local flavor, and to increase the foot traffic in front of existing businesses.

Investment in Priority Development Areas cannot address the full complexity of improved job training and career outcomes. But it can support promising approaches by offering a physical environment in which to insert learning, training, and product development and deployment.

Opportunity and Innovation: Projects & Programs

Corridor Small Businesses

Supplement existing programs with focused effort to support existing and new local businesses in corridor PDAs

- Connect corridor businesses to available ground floor space in vacant, rehabilitated, and new buildings, and in co-working spaces
- Expand access to funding sources tailored to local businesses
- Focus: San Pablo Avenue and International Boulevard/East 14th Street/Mission Boulevard
- Web-based resource
- Prioritize businesses that create pedestrian activity or provide direct entrances and windows onto main streets



Career Pathways

Work-based learning opportunities for students in K-12 and community colleges as part of infrastructure and development projects in PDAs

- Internships, job-shadowing, on the job training
- Pool of students: career pathway programs (provide training in middle and high-skill professions in addition to core curricula)
- Pool of businesses: I-80/880 Consortium (career pathways alliance among corridor school districts and businesses); public agencies;
- Integrate student learning into public input and community outreach process for future PDA plans



Opportunity and Innovation: Projects & Programs

Living Labs

Partnership with Lawrence Berkeley Labs, school and community college districts to integrate advanced technologies and resource efficiency into the retrofit of corridor infrastructure

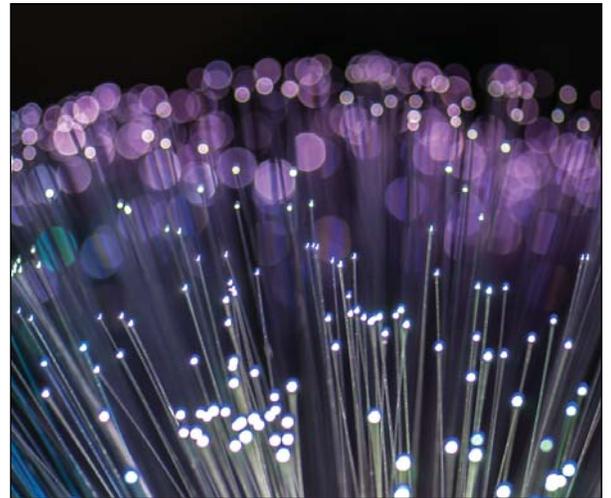
- Identify areas of corridor to brand as “Live Labs” where specific technologies are developed or a range of technologies and policies help create low-carbon communities
- Leverage retrofit of public buildings and reuse of public land to deploy technologies
- Build upon emerging clusters of clean technology companies
- Link to Career Pathways



High Speed Fiberoptic Network

Expanded high speed, world class fiberoptic internet network along the East Bay corridor

- Coverage in all PDAs and clusters of advanced technology and manufacturing companies
- Analysis and identification of current service and gaps
- Leverage existing networks such as Lit San Leandro



5 Catalyst Development

Each adopted plan identifies a handful of catalyst development projects and a set of areas in which to focus investment and initial growth.

Some of the catalyst development projects are affordable, mixed-income or market rate housing combined with local services such as grocery stores. Others are commercial developments such as offices and shops. Some are single sites while others are multiple sites that together will help create a complete community.

The catalyst areas are also diverse ranging from high-intensity mixed-use around BART stations to several blocks around a Bus Rapid Transit stop. Some are entire PDAs, while others are the portions of PDAs expected to grow.

The East Bay Corridor Initiative partner jurisdictions have prioritized a set of these catalyst areas and developments. The catalyst areas include a host of housing, infrastructure, community facilities and commercial projects that might be completed over a 10-20 year period, starting immediately. A first step is building the catalyst development projects. These are “shovel ready:” permitted for development and fully designed, but in some cases not fully funded. These projects could be built in the next 2-5 years.

In some cases, the catalyst projects can likely be built with private funding. In others, a combination of private, non-profit and public funding are needed to push the projects forward. This reflects the varying “market conditions” across the corridor: the level of demand for new housing and commercial space, including the amount

residents and businesses would pay to occupy new housing units or office and retail buildings. A mix of market-rate and mixed-income housing are needed to meet the needs of a diverse population.

In places where few residents and businesses are willing to pay the rents or sales prices private developers require to make a desired level of profit, privately funded development is unlikely. In today’s housing market, private developers typically seek rents or sales prices that are unaffordable to most East Bay residents. As a result, additional funding sources are needed for many projects—such as proceeds from the state of California’s Cap and Trade auction and low-interest loans supported by federal tax credits. These projects can help set the stage for market-rate development. New grocery stores and high tech offices have recently been completed in Priority Development Areas anchored by an existing residential community, recently completed mixed-income housing, and local investments that create more inviting public spaces such as trees, plazas, and improved sidewalks.

Catalyst Areas

Areas identified for significant investment and development in adopted plans - in some cases a portion of a PDA and in some cases an entire PDA. These are the places where infrastructure investments, housing, and services can create the critical mass necessary for a successful district that anchors the corridor.



1 San Pablo Mixed-Use Center



2 Richmond BART Station, Downtown & MacDonald Ave



3 El Cerrito Del Norte & Plaza BART Station Areas



4 Downtown Berkeley



5-7: West Oakland, Broadway/Valdez, Lake Merritt/Chinatown



Catalyst Development Areas



8 Oakland International Boulevard Catalyst Areas



9 Oakland Coliseum Area



10 Downtown San Leandro



11 BayFair BART Station Area

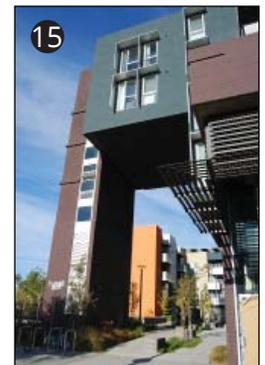
12 Downtown Hayward



13 Ashland Cherryland Business District



14 South Hayward BART Station Area



15 Union City Intermodal Station Area

Catalyst Projects

Specific development projects in Priority Development Areas (PDAs) identified as catalysts in community plans. These are typically “shovel ready” or permitted for development but not fully financed or linked to a developer

- 1 **Plaza San Pablo:** Regional community health complex with affordable senior housing and neighborhood services
- 2 **Miraflores Senior Housing:** 80 units of affordable senior housing adjacent to local services and open space
- 3 **El Cerrito Senior Mixed-Use Apartments:** 60 units of affordable senior housing within walking distance of health services, grocery stores, and BART
- 4 **Berkeley Way:** Mixed-use project blocks from Downtown Berkeley BART station providing affordable housing, homeless services and a shelter
- 5 **Black and White/Oaks Club Infill Project:** 110 unit market rate housing and commercial project along rapid bus corridor
- 6 **West Grand & Brush Street Apartments:** 60 units of mixed-income housing and 130-student childcare center near Uptown Oakland
- 7 **Fruitvale Transit Village Phase II:** 275 units of mixed-income housing adjacent to the Fruitvale BART station and shopping district. Last phase of successful mixed-use residential, retail, office, and community services project.
- 8 **94th and International:** 60 units of affordable housing next to rapid bus and local services
- 9 **Cornerstone Apartments Phase II:** 275 units of affordable family housing, a childcare center and underground replacement parking for adjacent BART station
- 10 **Washington Ave/Thornton St Microhousing:** 60 units of market rate microhousing less than 5 minutes' walk from San Leandro BART station
- 11 **Ashland Family Housing:** 85 units of mixed-income family housing, ground floor retail and a new public plaza.
- 12 **Valle Vista Area Development:** 17 acre city-owned site zoned for mixed use and a new park within 5 minute walk of South Hayward BART station
- 13 **Union City Intermodal Station District Block 2:** Estimated 245 unit market rate housing project adjacent to Union City BART



Miraflores Senior Housing



West Grand & Brush Street Apartments

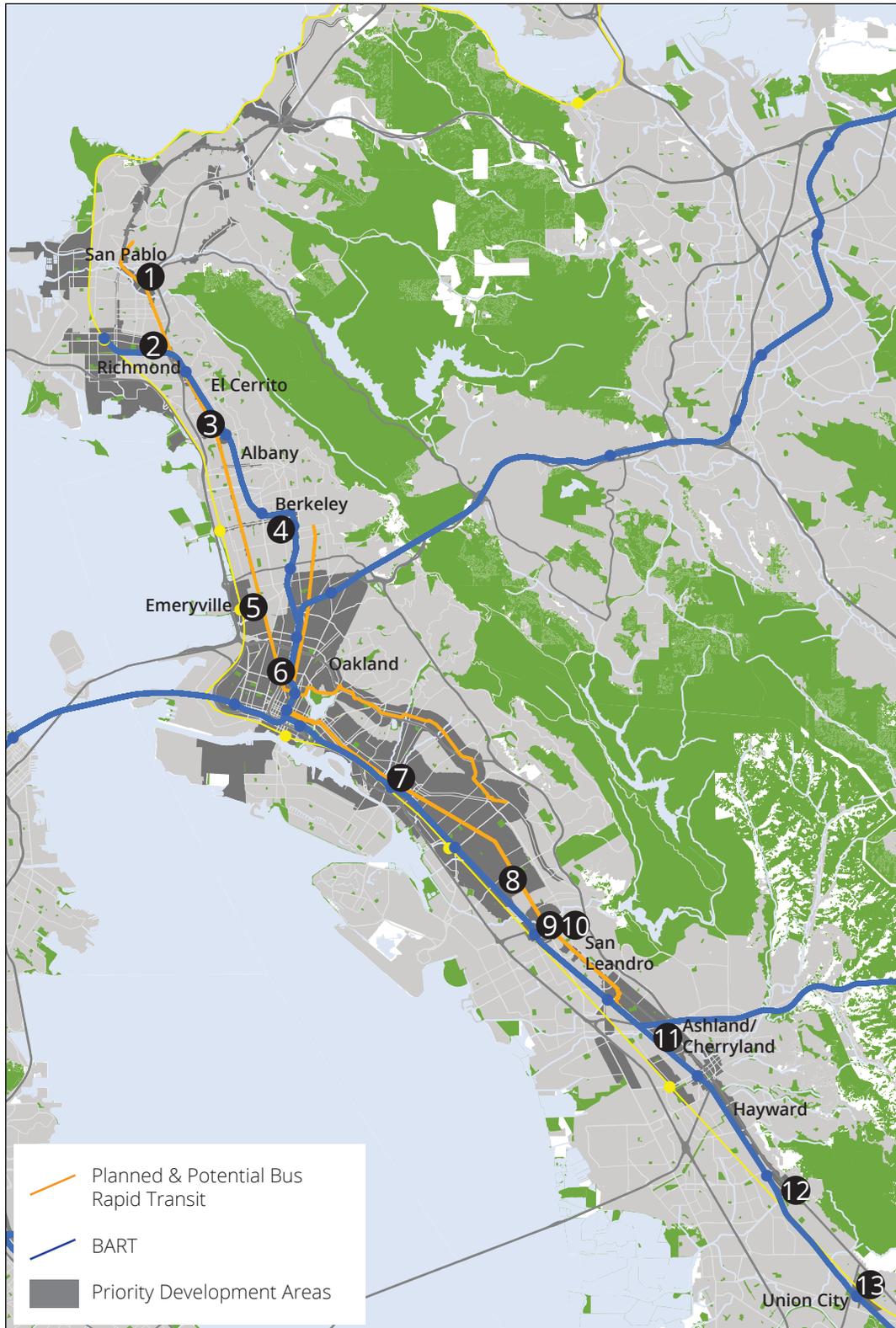


Cornerstone Apartments



Ashland Family Housing

Catalyst Development Projects





Making it Happen

Realizing the East Bay's collective vision for the corridor calls for creative approaches to funding and new forms of collaboration. This section lays out several potential strategies to advance discussion. Moving forward, the Initiative can be a forum for developing more expansive, reliable funding sources for creating a network of vibrant PDAs.

State, federal and regional funding priorities are beginning to shift toward communities with rapid transit access and social, environmental, and economic need.

New Approaches to Funding

At the state level, this is reflected in the state's Greenhouse Gas Reduction Fund (Cap and Trade) framework—which directs funding for housing, infrastructure and planning projects to places where residents drive less and consume less energy and water, and to places projected to grow in regional plans such as Plan Bay Area. In the Bay Area, these are the Priority Development Areas (PDAs). Cap and Trade funding is also prioritized for Disadvantaged Communities; in the Bay Area, these are concentrated in the inner East Bay.

At the federal level, this shift is reflected in the partnership between the department of Housing and Urban Development, the Environmental Protection Agency, and the Department of Transportation to fund regional projects aimed at creating Sustainable Communities such as the ongoing Bay Area Regional Prosperity Strategy led by MTC and ABAG.

And at the regional level, the shift is reflected in the prioritization of transportation funds and planning grants to projects in Priority Development Areas, as well as the passage of Measure BB by Alameda County voters, which supports a host of active transportation and rapid transit projects throughout the corridor

Despite these shifting priorities, current funding is inadequate to meet the infrastructure needs of jurisdictions and the corridor as a whole. It also does not provide the resources needed to help produce the much-needed housing for low and middle income households not being built by the private market.

Even jurisdictions that receive significant grant funding through state, federal and regional sources will have only a fraction of the resources available in previous decades for revitalizing PDAs. Prior to dissolution in 2011 by the state, Redevelopment Agencies provided funding for infrastructure and affordable housing critical to realizing community plans for PDAs. Without them, cities and counties lack a reliable tool for meeting these needs.

Cutbacks in other federal and state funding for affordable housing and local economic development have exacerbated the loss of redevelopment. In addition, jurisdictions have still not recovered from cuts to government services during the Great Recession, creating challenges to investing in community infrastructure and programs as well as meeting ongoing operating costs for existing investments.

Greenhouse Gas Reduction Fund (Cap & Trade)

Coordinated proposals by jurisdictions, developers and partner agencies for Greenhouse Gas Reduction Fund (GGRF) projects

- Focus: Groups of complementary projects in specific corridor PDAs or connecting PDAs
- Affordable Housing and Sustainable Communities (housing and transportation-related infrastructure)
- Low-carbon transit, urban forestry, energy efficiency
- Technical assistance identifying qualified projects

East Bay Complete Communities Fund

Dedicated funding source to support catalyst projects in inner East Bay Priority Development Areas

- Affordable housing: new development and acquisition and rehabilitation
- Community infrastructure: education, healthcare, grocery stores
- Multiple, social, environmental and economic benefits
- Simple to use; borrowers pre-qualified and quick review period.

Land Acquisition

Funding to assist cities and counties purchase vacant, underutilized or blighted sites for uses (i.e., parks, open space, affordable housing, community facilities, etc) that improve or enhance the corridor.

Parcel Assembly Incentives

Incentives to help property owners assembly parcels and facilitate coordination among multiple owners on the development of adjacent parcels to allow for larger, more viable and attractive development. Focused in catalyst districts/nodes identified in adopted plans.

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ASSOCIATION OF BAY AREA GOVERNMENTS

Representing City and County Governments of the San Francisco Bay Area



Date: June 3, 2015

To: Regional Planning Committee

From: Miriam Chion, Planning and Research Director
Johnny Jaramillo, Senior Planner

Subject: **Priority Industrial Area Concept**

A. Introduction

Staff is proposing that the RPC consider studying the concept of “Priority Industrial Areas” for inclusion in the next *Plan Bay Area*. Priority Industrial Areas could help ensure the long term viability for thousands of vital businesses that support our local residents in terms of both services and employment opportunities, and thus strengthen and diversify our economy. They support high-growth industries, tend to pay better wages for less skilled workers, and when located in central locations, may decrease overall vehicle miles traveled and costs to consumers. By explicitly acknowledging places for employment as part of the regional planning framework Priority Industrial Areas would also complement PDAs and PCAs, and cities have requested greater regional coordination to ensure enough land is available for housing and other critical uses that support the regional economy.

This memo first discusses the value and vitality of industrial areas. Next, it reviews both *why* Priority Industrial Areas might be needed and *how* we might study them. It then concludes with a draft schedule and action item to allow staff to evaluate a Priority Industrial Area program.

B. Why Are Industrial Areas Valuable?

The region’s industrial areas are home to thousands of businesses providing a wide range of products and services that support all aspects of our economy. These businesses include production-oriented “maker” and artisanal goods firms that gain productivity benefits from clustering near their customers and whose exports bring wealth to the region. These businesses also include our distributors, whose location near major trading ports and city centers provides access to key local markets and helps ensure the efficient movement and lower price of goods for local consumers (Hausrath Economics Group and Cambridge Systematics 2008). Finally, these business include those that provide repair and rehabilitation

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services for the local residential population (like auto repair) or to other businesses that cannot be “off-shored.”

Retaining these industries in central locations has positive economic impacts. These businesses provide tens of thousands of jobs and billions in tax revenue for local jurisdictions. For example, 32% of jobs in the region are involved in the flow of over \$600 billion worth of goods annually. A high percentage of jobs located on industrial land and involved in production and distribution are available to the 57% of Bay Area residents without a four-year college degree.¹ These jobs pay up to twice as much as those in the service sector that also employs a high percentage of people without a four-year college degree.

Retaining these industries in central locations has positive environmental impacts. Seventy percent (70%) of goods movement industries support local residents – meaning they are moving within the region. If these businesses had to move outside the region, it would significantly increase vehicle miles traveled from trucks, increasing carbon emissions and road congestion from both the goods movement, and the movement of workers to reach those jobs.

C. Why Might Priority Industrial Areas Be Necessary?

Our region’s industrial businesses need centrally located space that is stable and affordable. The amount of land in the Bay Area is limited for housing and other critical uses that support the regional economy. Some vital firms on industrial land may be more compatible with other uses, but may not be able to afford to compete on rent with office, housing or large-volume retail, or build new space that meets their space requirements. This is particularly the case for small firms that represent the majority of business growth and employment. Advanced manufacturing, green-tech and other “businesses of tomorrow,” may be able to better compete on rent with other uses, but they require dedicated space to function in close proximity to similar firms to gain the productivity benefits of an industrial cluster. Goods movement and related activities are an integral part of the region's economy, yet they may require separation from other uses because they may impact public health and quality-of-life in nearby neighborhoods. Goods movement industries are also heavily reliant on the transportation system including ports, airports, rail, highways, major corridors, and local streets and roads.

Local jurisdictions have requested more regional coordination of industrial land preservation efforts. For example, at the April 1, 2015 RPC hearing, the committee heard about the need to better preserve Contra Costa County’s Northern Waterfront, a 50 square

¹ 2013 Five-Year ACS estimate, US Census Bureau.

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mile area, is vital to Contra Costa's economy, contains 60 percent of the county's industrially zoned land and 26,000 jobs, 7,300 of which are in the manufacturing sector that generates \$9.3 billion in economic output. At that same hearing, the committee heard about efforts in San Francisco to protect industrial land, and how a regional industrial strategy is critical for the wellbeing of San Francisco's industrial sector (which employs about 10% of the city's 600,000 jobs).

D. How Could We Evaluate Priority Industrial Areas?

Priority Industrial Areas could be developed similarly to how we developed Priority Development Areas and Priority Conservation Areas. PDAs and PCAs are an integral part of *Plan Bay Area*, working together to support local communities in an integrated land use and transportation plan for the region. Based on the definition of PDAs and PCAs, Priority Industrial Areas could be defined as "places of local or regional significance that are nominated by local jurisdictions, have broad community support, and support vital businesses and jobs. These areas should support infrastructure investments and other area improvements to foster innovation and collaboration among business clusters to strengthen existing firms and attract new ones, support the leading industries within the region, and should provide important economic and employment diversity."

Based on this conceptual definition we could consider three criteria:

1. **Like PDAs and PCAs, Priority Industrial Areas should be locally nominated.** Local jurisdictions would assess the role of their industrial businesses and land in identifying Priority Industrial Areas.
2. **A Priority Industrial Area should recognize the value of critical industrially zoned land that provides clear benefits to the local and regional economy.** The existing industrial zoning should support the retention and expansion of existing businesses while accommodating new, particularly small, firms that provide the most jobs.
3. **Priority Industrial Areas should be linked to essential clusters of industrial activities.** Firms in these areas should contribute to the local, regional, national or global economy and connect to the goods movement and other industrial networks.

Priority Industrial Areas should be based on extensive study and analysis. To inform the concept of Priority Industrial Areas, understand the needs of firms on industrial land, *and better understand the potential tradeoffs involved as land is needed for other critical uses like housing*, a joint partnership between UC Berkeley, ABAG and MTC is developing an Industrial Land and Jobs Study. This study will complement the ongoing MTC / ACTC Goods Movement Study. As findings from the Industrial Land & Jobs and Goods Movement studies become

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available, staff will further develop Priority Industrial Area criteria and bring this information to the RPC for discussion. Staff will also review approaches from other regions that might inform a Priority Industrial Area program. Once we have more information we can consider adopting a Priority Industrial Area program and further refine the criteria.

The upcoming findings and analysis from the Industrial Land & Jobs and Goods Movement studies are anticipated to provide the following:

- Analysis of the function of and demand for industrial land in the economy of today and tomorrow
- The current supply and location of industrial land, and creating a typology of businesses located on industrial land that includes their projected growth trends and location
- Analysis of the economic, employment and transportation impacts of land conversion on job quality and accessibility, other industry sectors, and vehicle miles traveled
- An estimate of the future need for industrially zoned land, and as needed, strategies for retaining this land to support the policy and planning approaches under development by MTC to support sustainable goods movement in the region
- Employment characteristics of area industries such as median wage paid, opportunities for advancement, and available transportation options for workers
- Strategies to support the efficient movement of goods within and outside the region

E. Draft Schedule

- June 2015: Discussion of Priority Industrial Areas Concept
- December 2015: Industrial Land & Jobs and Goods Movement Study Findings
- Spring 2016: Coordination with Local Jurisdictions and Other Efforts
- Fall 2016: Draft Priority Industrial Area Guidelines to the RPC and Executive Board

F. Action

Continue to evaluate a Priority Industrial Area program for potential adoption next year according to the schedule above.

Attachments

Attachment 1: Links to local and sub-regional efforts to support industrial land and businesses

Attachment 1

Links to local and sub-regional efforts to support industrial land and businesses

Design Build It Ship It

<http://designitbuilditshipit.com/about/>

East Bay Green Corridor

<http://ebgreencorridor.org/start.php>

SF Made

<http://www.sfmade.org/>

Northern Waterfront FAQ Sheet

<http://www.cccounty.us/DocumentCenter/View/35676>

Industrial Land and Job Study – Summary Scope of Work

<http://abag.ca.gov/planning/economic.html#industrial>

Regional Goods Movement Plan Update - Preliminary Findings

http://apps.mtc.ca.gov/meeting_packet_documents/agenda_2341/5_Freight_Memo_and_PowerPoint.pdf

Economic Prosperity Strategy

<http://www.spur.org/publications/spur-report/2014-10-01/economic-prosperity-strategy>

***Urban Manufacturing Alliance**

<http://prattcenter.net/projects/urban-manufacturing/urban-manufacturing-alliance-uma>

**The Urban Manufacturing Alliance co-founded in 2011 by the Pratt Center, is a collaboration of more than 20 major US cities and Toronto and Montreal in Canada working to develop their respective urban manufacturing clusters. California members include Emeryville, Fremont, Hayward, Los Angeles, Oakland, San Francisco, San Jose, San Leandro, San Ramon and Union City.*