

Bay Area Regional Prosperity Plan  
**PROPOSED STRATEGIES AND IMPLEMENTING ACTIONS**  
June 30, 2015

## **Action Plan Structure**

The Action Plan includes the following components:

- **Issue Areas** – these are objectives set for the Prosperity Plan in the original grant application to HUD and subsequently confirmed by the Prosperity Plan Steering Committee.
- **Strategies** – these are categories of actions that were derived from key outcomes of RPP pilot projects and funded research; feedback from stakeholders, partners and consortium partners; and input from working groups and the Steering Committee.
- **Actions** – these are recommendations for specific implementation steps that were identified with input from stakeholders and partners. It is important to note that not all actions are relevant to the regional agencies, and will be advanced by other consortium members.
- **Potential Partners** – these are potential organizations that may have a role or stake in implementing that particular action. The matrix may in some instances identify an existing process or work program that can implement the recommended action.

## **Type of Actions**

Actions listed in the tables below are coded per following five categories:

- Program or Initiative [Initiative]
- Legislation or Policy [Policy]
- Funding or Financing [Funding]
- Organizational Capacity [Capacity]
- Data and Tools [Data]

## **Sample Insights from Pilot Projects and Funded Research**

More than 45 pilots and a number of research projects were funded through a \$3.05 million pass-through grant program for the Regional Prosperity Plan (RPP). These projects have highlighted the following needs for the region:

- **Prioritizing affordable housing preservation** as a cost-effective and time-sensitive approach to meeting the needs of lower-income workers for housing near transit and jobs (including small-site acquisition and rehabilitation and preservation of at-risk units);
- **Integrating planning for economic development, transportation and housing** as a sub-regional strategy involving local jurisdictions (where each is done separately by different departments) especially in suburban areas such as Vallejo and Antioch. Local jurisdictions would account for where workers will live and how they would get to work when they plan for new jobs;
- **Locating more jobs at all income levels near transit**, in addition to housing and commercial uses (current MTC policies may be discouraging job location in Priority Development Areas) and prioritizing first- and last-mile investments in job centers;

- **Creating a dedicated source of funding for affordable housing** for production and preservation of units, purchase of land for affordable housing, bridge financing for time-sensitive purchases, construction of 80% to 120% AMI housing near transit and jobs, and providing tenant protection services, etc.;
- **Building capacity of community organizations** representing disadvantaged communities in suburbs (such as east Contra Costa County and east San Jose) to participate in local and regional processes, which affect their access to economic opportunity, affordable housing, mobility options, etc.;
- **Growing the economy with an emphasis on middle-wage jobs**, while also upgrading job standards and working conditions for lower-wage workers, and improving pathways to better-paying jobs through contextualized learning and basic skills training (advancing all three goals highlighted in the Economic Prosperity Strategy);
- **Advancing sub-regional efforts** by engaging multiple jurisdictions as a new way to assess and address pressing issues such as planning for industrial lands access and goods movement, jobs-housing fit for all income levels, growing manufacturing and other light industrial jobs, etc.; and
- **Maintaining the inclusive and collaborative planning “infrastructure”** that has demonstrated success in engaging a broader range of stakeholders, breaking new ground in addressing key issues in the region, and channeling the energy of multiple stakeholders and partners towards a common set of outcomes.

## Issue Areas

Proposed strategies and actions in the tables below are organized by the following seven issue areas:

- A. Increase affordable housing near transit and jobs;
- B. Preserve at-risk affordable housing and housing affordability near transit and jobs;
- C. Stabilize neighborhoods in communities where lower-income residents are at risk of displacement;
- D. Build capacity in lower-income communities to engage in local and regional processes;
- E. Strengthen career pathways to middle-wage jobs;
- F. Grow the economy with a focus on middle-wage jobs; and
- G. Upgrade conditions for low-wage workers.

## A: Increase affordable housing near transit and jobs

<b>Strategy 1: Land for affordable housing</b>	
<i>Actions</i>	<i>Potential Partners</i>
<p>1a. Acquisition or joint development of publicly owned under-utilized land near transit and jobs for affordable housing. [Policy] See also 7a, 7e</p> <p>This effort may include but is not limited to: acquiring and setting-aside sites for affordable housing before land prices rise; leveraging opportunities created by AB 2135; supporting public agencies that have adopted relevant policies; working with local jurisdictions to ensure available land is appropriately zoned; advocating for local ordinances to prioritize a CLT or non-profit housing developer for sale of publicly owned under-utilized land near transit and jobs; etc.</p>	<p>CDFIs, local jurisdictions, transit agencies, CMAs, NPOs, market-rate and non-profit housing developers, sub-regional housing organizations, CLTs, foundations, MTC</p>
<p>1b. Coordinated engagement and awareness campaign to advocate for policies that prioritize affordable housing projects on publicly owned under-utilized land. [Initiative] See also 4b, 6b, 9c, 10</p> <p>This effort may include but is not limited to: developing and disseminating educational materials; engaging public agencies and local jurisdictions that request assistance with relevant policies; coordinating with a range of stakeholders to build support; etc.</p>	<p>NPOs, local jurisdictions, transit agencies, sub-regional housing organizations, CLTs, foundations, market-rate and non-profit housing developers</p>
<b>Strategy 2: Funding and financing for affordable housing</b>	
<i>Actions</i>	<i>Potential Partners</i>
<p>2a. Regional, sub-regional or local mechanisms to raise new revenue for affordable housing. [Funding] See also 2b, 5e</p> <p>This effort may include but is not limited to the following mechanisms: housing impact or commercial linkage fees; community-benefits agreements (which may have a broader objective than just affordable housing); land-value recapture; regional parcel tax or general obligation bonds; real estate transfer tax; housing trust funds; etc.</p>	<p>Local jurisdictions, NPOs, sub-regional housing organizations, market-rate and non-profit housing developers, foundations, ABAG</p>

<p>2b. Regional or sub-regional revenue- or cost-sharing mechanisms for existing revenues to fund community amenities and improvements across participating jurisdictions. [Funding] See also 2a, 5e</p> <p>These mechanisms may fund: affordable housing near transit, jobs and “high opportunity areas”; neighborhood stabilization programs; expanded transit to increase access to economic opportunity; public safety; etc.</p>	<p>Local jurisdictions, CMAs, NPOs, sub-regional housing organizations, market-rate and non-profit housing developers, foundations, MTC, ABAG</p>
<p>2c. Public investments and improvements prioritized for affordable housing sites in infill areas (where minimum thresholds for below 80% AMI and 80%-120% AMI housing are met). [Policy]</p> <p>This effort may include but is not limited to: setting minimum affordability thresholds; adopting relevant policies; tracking investments; assessing impact; etc.</p>	<p>Local jurisdictions, CMAs, MTC, NPOs, market-rate and non-profit housing developers, sub-regional housing organizations</p>
<p>2d. Expanded regional affordable housing fund or revolving loan program for affordable housing near transit and jobs. [Funding]</p> <p>This effort may include but is not limited to: increasing the total amount of funds available through TOAH; including 80% to 120% AMI housing and bridge financing for time-sensitive acquisition of properties for preservation as eligible projects; etc.</p>	<p>CDFIs, MTC, foundations, private equity, publicly-owned investment funds</p>
<p>2e. Public-purpose capital (from public or private sources) for social impact investments that balance return-on-investment with potential long-term community benefits. [Funding]</p> <p>This effort will assist in bridging a gap that may not be filled by private capital due to its sole reliance on return-on-investment criteria.</p>	<p>CDFIs, NPOs, foundations, publicly-owned investment funds, private equity</p>
<p>2f. State and federal mechanisms to create dedicated sources of funding for affordable housing. [Policy]</p> <p>Potential sources of funding may include but are not limited to: Greenhouse Gas Reduction Fund (Cap and Trade program for affordable housing and sustainable communities); state general funds or taxes; federal healthcare funding (as a supplement); expanded state (AB 35) and federal LIHTC program; full utilization of 4% tax credit programs for small sites acquisition, rehabilitation and conversion to permanently affordable units; AB 1335 and Building Homes and Jobs Act (state); HOME and CDBG programs (federal); etc.</p>	<p>Local jurisdictions, NPOs, ABAG, MTC, business and labor groups, employers, economic development agencies, foundations, building trades groups, market-rate and non-profit housing developers, sub-regional housing organizations, State Legislature, Congress</p>

<b>Strategy 3: Fair housing in “high opportunity areas”</b>	
<i>Actions</i>	<i>Potential Partners</i>
<p>3a. Local and regional policies and programs [Policy]</p> <p>This effort may include but is not limited to the following policies and programs: engaging and educating lower-income residents about fair housing rights and laws; linking fair housing laws to local and regional policies and programs; coordinating and monitoring fair housing assessments at a sub-regional or regional level; etc. See also Fair Housing and Equity Assessment report completed by ABAG in 2015.</p>	<p>Local jurisdictions, NPOs, foundations, ABAG, sub-regional housing organizations</p>
<p>3b. State and federal programs [Policy]</p> <p>This effort may include but is not limited to the following policies and programs: effectively enforcing fair housing laws; strengthening fair housing laws in regions or sub-regions where racially concentrated areas of poverty are growing; etc.</p>	<p>NPOs, sub-regional housing organizations, foundations, HUD, local jurisdictions, ABAG</p>
<b>Strategy 4: Community support for affordable housing and housing affordability</b>	
<i>Actions</i>	<i>Potential Partners</i>
<p>4a. Endorsement programs to recognize and reward quality market-rate and not-for-profit projects that provide new or preserve existing affordable housing units. [Initiative]</p>	<p>NPOs, local jurisdictions, foundations, sub-regional housing organizations, market-rate and non-profit housing developers, ABAG, MTC</p>
<p>4b. Coordinated engagement and awareness campaign to build support for affordable housing in all communities. [Initiative] See also 1b, 6b, 9c, 10</p> <p>This effort may include but is not limited to: engaging communities that under-produce housing relative to RHNA allocations; working with residents (in neighborhoods that may be opposed to higher-density housing for lower-income households) and employers (who struggle to recruit a local workforce); reframing the discussion to jobs-housing fit as well as balance; developing and disseminating educational materials; disseminating information about emerging tools and resources such as the GreenTRIP Parking Database and land value recapture mechanisms; etc.</p>	<p>Local jurisdictions, NPOs, business groups, employers, sub-regional housing organizations, foundations</p>

<p>4c. Alignment between local jurisdictions, NPOs and residents before and during entitlement of affordable housing projects. [Capacity]</p> <p>This effort may include but is not limited to: tracking affordable housing projects under construction or in the pipeline; maintaining a database of organizations that are working on affordable housing issues in a particular community; developing and disseminating informational materials; etc.</p>	<p>NPOs, local jurisdictions, foundations</p>
<p>4d. Strengthened state and federal review and approval processes to ensure that lower-income residents are not disproportionately impacted by public action. [Policy]</p> <p>This effort may include but is not limited to: working with state and federal agencies to ensure that local and regional policies and programs do not disproportionately impacts lower-income residents; developing appropriate tools to evaluate potential disproportionate impacts on lower-income residents; strengthening Title VI and Environmental Justice laws; etc.</p>	<p>local jurisdictions, sub-regional housing organizations, NPOs, foundations, State Legislature, Congress, federal agencies, MTC, ABAG</p>
<p><b>Strategy 5: Regulatory reform to support affordable housing</b></p>	
<p><i>Actions</i></p>	<p><i>Potential Partners</i></p>
<p>5a. Legislation that allows local jurisdictions to impose inclusionary requirements on new rental housing projects (i.e., “Palmer Fix”). [Policy]</p>	<p>Local jurisdictions, NPOs, State Legislature, ABAG</p>
<p>5b. Environmental review (CEQA) exemptions for affordable housing projects near transit and jobs that provide more than a minimum threshold (to be determined) of below 120% AMI housing. [Policy]</p> <p>This effort may include provisions for reducing: thresholds of significance for air quality analysis for projects located close to major transportation facilities when market-rate housing is also located close to such facilities; parking, traffic and community impact mitigation requirements; barriers to conducting displacement risk assessment for large projects; etc.</p>	<p>Local jurisdictions, NPOs, sub-regional housing organizations, market-rate and non-profit housing developers, State Legislature, ABAG, MTC</p>

<p>5c. Right-sized and unbundled parking standards at the local level for affordable housing projects near transit. [Policy]</p> <p>May also apply to any mixed-use, high-density, multifamily project near transit. Tools that may be utilized include the GreenTRIP Parking Database developed by TransForm to estimate the right parking ratios by location.</p>	<p>Local jurisdictions, NPOs, sub-regional housing organizations, market-rate and non-profit housing developers, CMAs, MTC</p>
<p>5d. Strengthened conditions of approval for non-housing funds tied to production and preservation of affordable housing (at or below 80% AMI) near transit and jobs, relative to RHNA and federal fair housing laws. [Policy]</p>	<p>State and regional agencies, State Legislature, NPOs, sub-regional housing organizations, foundations, market-rate and non-profit housing developers</p>
<p>5e. Proposition 13 reform to discourage “fiscalization” of land use and encourage collaboration among local jurisdictions. [Policy] See also 2a, 2b</p> <p>A reform package may include measures that dis-incentivize land speculation; support neighborhoods stabilization; create resources for schools, public infrastructure, workforce training, and social services; etc.</p>	<p>NPOs, business groups, employers, labor organizations, State Legislature</p>
<p><b>Strategy 6: Regional collaboration and partnerships for affordable housing and neighborhood stabilization</b></p>	
<p><i>Actions</i></p>	<p><i>Potential Partners</i></p>
<p>6a. New sub-regional or regional housing entity (in addition to existing JPAs and Council of Governments) to coordinate and advance affordable housing and neighborhood stabilization strategies. [Capacity]</p> <p>One or more entities may among other things: conduct sub-regional or regional assessments on housing production and preservation, neighborhood stabilization, and housing policies more broadly; monitor progress and periodically publish results; identify and implement policies and programs; build working relationships across multiple jurisdictions to promote affordable housing and housing affordability; advance jobs-housing fit; facilitate revenue-sharing discussions; etc.</p>	<p>Local jurisdictions, NPOs, sub-regional housing organizations, foundations, business groups, labor organizations, MTC, ABAG</p>

<p>6b. Engagement of the private sector to support and fund affordable housing near transit, jobs or areas of high opportunity. [Capacity] See also 1b, 4b, 9c, 10</p> <p>This effort may include but is not limited to: providing a forum for private sector to identify and discuss issues of regional significance, including but not limited to housing, with other stakeholders; etc.</p>	<p>Business groups, employers, economic development agencies, local jurisdictions, NPOs, foundations, market-rate and non-profit developers, labor organizations, ABAG, MTC</p>
<p>6c. Regional or sub-regional convenings for elected officials and staff from high-growth jurisdictions to discuss challenges and potential opportunities for increasing affordable housing and housing affordability, neighborhood stabilization, and economic opportunities for lower-income workers. [Capacity]</p>	<p>Business groups, local jurisdictions, market-rate and non-profit housing developers, NPOs, foundations, labor organizations, ABAG, MTC</p>
<p>6d. Regional Housing Equity Working Group to provide input on RHNA allocations, affordable housing policies, and PBA update, among other topics that may negatively impact housing access for lower-income residents, to regional agencies. [Capacity]</p>	<p>NPOs, sub-regional housing organizations, local jurisdictions, market-rate and non-profit housing developers, business groups, labor organizations, foundations, ABAG</p>
<p><b>Strategy 7: Data and analysis to support affordable housing and neighborhood stabilization</b></p>	
<p><i>Actions</i></p>	<p><i>Potential Partners</i></p>
<p>7a. Publicly accessible catalogue of publicly-owned under-utilized lands near transit and jobs. [Data] See also 1a, other 7</p> <p>The catalogue may include but is not be limited to information on: sites that are available for sale (including if the land is being sold by transit or RDA successor agencies); current zoning for those parcels; RHNA allocation and production to date for related jurisdictions; etc. The catalogue may be made available online through a web-portal.</p>	<p>NPOs, local jurisdictions, ABAG, MTC, CMAs, transit agencies, sub-regional housing organizations, foundations</p>
<p>7b. Tools, Resources and Technical Assistance for elected officials and city staff (where requested) on affordable housing policies and programs. [Data]</p> <p>Topics may include but are not limited to: funding mechanisms for production and preservation; financing strategies; public outreach and engagement methods; policy and implementation tools and resources; neighborhood stabilization policies and programs; fair housing and housing affordability assessment tools; right-sized parking standards for multi-family housing near transit (using the GreenTRIP database); etc.</p>	<p>NPOs, local jurisdictions, sub-regional housing organizations, foundations, ABAG, MTC</p>



<p>7c. Real-time development tracking tool deployment to identify areas in the region that may be hot-spots for real estate development or speculation. [Data]</p> <p>This effort may include but is not limited to: providing technical assistance to local jurisdictions for collecting and reporting data using a “development dashboard”; compiling data at a sub-regional or regional level; analyzing data and reporting potential risks and impacts to local communities; and updating data quarterly; etc.</p>	<p>Local jurisdictions, NPOs, sub-regional housing organizations, foundations, ABAG</p>
<p>7d. Early warning system for displacement tool deployment to identify areas in the region where lower-income communities may be at risk of displacement. [Data]</p> <p>This effort may include but is not limited to: fully developing the assessment tool; conducting assessment for PBA update; monitoring and reporting displacement risks, trends and patterns; providing technical assistance to local jurisdictions and community groups; etc.</p>	<p>local jurisdictions, MTC, CMAs, ABAG, NPOs, sub-regional housing organizations, foundations, CARB, universities</p>
<p>7e. Online portal to compile and disseminate data and information on current trends and key issues related to housing, transportation and economic development in the region. [Data] See also 1a, other 7</p>	<p>MTC (Vital Signs), ABAG (State of the Region), NPOs</p>
<p>7f. Comprehensive analysis of challenges and strategies related to housing affordability and neighborhood stabilization that impact transportation infrastructure, programs and services in the region. [Data] See also other 7</p> <p>The study must be based on an analysis of current data, and supported with qualitative input from a broad range of stakeholders. The study may among other topics look at the relationship between job growth and housing affordability, jobs-housing fit, and role of market-rate housing in improving affordability for all income groups. The study may be modeled on the RPP Economic Prosperity Strategy process and format.</p>	<p>MTC, NPOs, universities, sub-regional housing organizations, local jurisdictions, ABAG, foundations, market-rate and non-profit housing developers, business groups, labor organizations</p>

**B: Preserve at-risk affordable housing and housing affordability near transit and jobs**

<b>Strategy 8: At-risk and market-rate affordable housing units</b>	
<i>Actions</i>	<i>Potential Partners</i>
<p>8a. City-by-city plans to preserve at-risk affordable housing units near transit, jobs and high opportunity areas. [Initiative]</p> <p>This effort may include but is not limited to: raising awareness among city staff and elected officials about the need and benefits of preserving existing units as affordable housing; developing a database and inventory of deed-restricted affordable housing units near transit and jobs that are at risk of conversion; developing plans and funding strategies to protect units at risk; coordinating implementation; tracking and reporting progress; recognizing efforts of local jurisdictions for Including the plans in their housing element; etc.</p>	<p>CHPC, local jurisdictions, NPOs, sub-regional housing organizations, foundations, MTC, ABAG</p>
<p>8b. Acquisition, rehabilitation and conversion of smaller (5 to 25 units) rental apartments near transit and jobs that are occupied by low-income residents as permanently affordable housing. [Initiative]</p> <p>It is important to note that this initiative is one strategy for preventing displacement. The initiative may also in some cases, especially in suburban communities, conflict with local or regional goals for promoting higher-density development near transit (when density of an acquired apartment is lower compared to potential new development).</p>	<p>NPOs, local jurisdictions, CDFIs, foundations, sub-regional housing organizations</p>
<p>8c. Limited-equity housing cooperatives or local community land trust programs to provide affordable housing and other community amenities through joint ownership. [Initiative]</p> <p>This effort may include but is not limited to: expanding homeownership ownership opportunities for lower-income residents; maintaining affordability, diversity and access to essential services through joint ownership of vital resources in a neighborhood; supporting existing small businesses; etc. Mechanisms may include but are not limited to: streamlining sub-division and entitlement processes; easing financing and rental conversion requirements; etc.</p>	<p>CDFIs, CLTs, NPOs, local jurisdictions, foundations, sub-regional housing organizations, tenants, landlords</p>
<p>8d. One-to-one replacement (or no-net-loss) policy for deed-restricted affordable housing units that are damaged in a disaster, or converted to market-rate housing through demolition. [Policy]</p>	<p>NPOs, sub-regional housing organizations, local jurisdictions, HUD, ABAG</p>

The policy should also address equal access to funding, financing and technical assistance for rebuilding and recovery of units damaged in a disaster.	
8e. Full RHNA credit for preservation of market-rate rental units to permanently affordable housing. [Policy]	NPOs, sub-regional housing organizations, local jurisdictions, State Legislature, ABAG
8f. Right of first refusal for purchasing BMR and RDA owned housing units (which are at risk of conversion to market-rate units) to community land trusts or NPOs. [Policy] See also 1a for under-utilized land	CLTs, NPOs, sub-regional housing organizations, local jurisdictions, State Legislature
8g. Priority Preservation Block designation within PDAs where market-rate rental housing is becoming increasingly unaffordable to current lower-income residents and small businesses. [Policy]	Local jurisdictions, NPOs, sub-regional housing organizations, tenant rights advocates, legal aid organizations, foundations, ABAG, MTC

**C: Stabilize neighborhoods in communities where lower-income residents are at risk of displacement**

<b>Strategy 9: Tenant protections and enforcement at federal, state and local level</b>	
<i>Actions</i>	<i>Potential Partners</i>
<p>9a. Basic tenant protections for lower-income residents and small businesses near transit, jobs and high-opportunity areas to minimize displacement. [Policy] See also 9b</p> <p>This effort may include but is not limited to: strengthening and enforcing existing laws that shield tenants from illegal evictions and harassment; adopting just cause eviction, rent stabilization and condominium conversion ordinances; strengthening relocation assistance policies; advocating for Ellis Act reform at the state level; preventing fair housing discrimination; etc.</p>	NPOs, local jurisdictions, tenant rights organizations, foundations, legal aid organizations
<p>9b. Low- or no-cost legal support and counseling services to lower-income tenants. [Capacity] See also 9a</p> <p>The service may take the form of a <i>Tenant Rights Hotline</i> for lower-income residents and small business owners who are at risk of displacement due to illegal evictions, rising rents, lack of city services, or other circumstances. Model the hotline on Alameda County Small Business Development Center’s counseling services.</p>	Local jurisdictions, NPOs, foundations, tenant rights organizations, legal-aid organizations, small-business organizations

<p>This effort relies on the availability of reliable public and private funding, and NPO capacity to engage, educate and support residents and business owners at risk of displacement. The hotline may be funded through fines imposed on landlords that break existing fair housing and tenant protection laws.</p>	
<p>9c. Meaningful engagement of lower-income residents in local and regional decision-making processes. [Capacity] See also 4b, 10</p> <p>This effort may include but is not limited: supporting capacity-building and leadership-development programs for community groups; potentially establishing neighborhood-level planning councils in self-selected communities; creating easy-to-use data and analysis tools accessible to lower-income residents and community groups; etc.</p>	<p>Local jurisdictions, NPOs, foundations</p>

**D: Build capacity in lower-income communities to engage in local and regional processes**

<p><b>Strategy 10: Ongoing capacity-building and leadership training</b></p>	
<p><i>Actions</i></p>	<p><i>Potential Partners</i></p>
<p>10a. Capacity- and leadership-development for residents and community groups serving lower-income and minority residents that are not fully represented in local and regional processes. [Capacity] See also 1b, 4b, 6b, 9c</p> <p>This effort can be advanced through stronger coordination between local jurisdictions, NPOs and foundations to identify: under-represented communities within jurisdictions (especially in suburban and exurban areas); existing community organizations and their capacity; existing capacity-building or leadership-development resources available; local jurisdiction staff capacity to effectively engage with residents; etc.</p>	<p>NPOs, local jurisdictions, foundations, MTC, ABAG (Plan Bay Area’s Public Participation Program)</p>
<p>10b. Reliable source of funding to support capacity-building and leadership development in under-represented, lower-income communities to engage in local and regional processes. [Funding] See also 1b, 4b, 6b, 9c</p> <p>This effort may be advanced by exploring a range of funding options including but not limited to: local community benefits agreements; foundation support; local jurisdiction support; built-in provisions in planning projects to fund NPOs; etc.</p>	<p>Local jurisdictions, foundations, MTC, ABAG (PBA’s PPP)</p>

## E: Strengthen career pathways to middle-wage jobs

<b>Strategy 11: Job-focused “basic skills” training</b>	
<i>Actions</i>	<i>Potential Partners</i>
<p>11a. English language-acquisition programs with a focus on contextualized learning. [Initiative]</p> <p>This effort may include but is not limited to: facilitating a multi-county WIB initiative to address basic skills needs with a consortia of educational and industry partners following the ALLIES model for ESL training; etc.</p>	<p>WIBs, CCDs, school districts, business groups, labor organizations, local jurisdictions, Department of Education</p>
<p>11b. Digital literacy training as a basic skill and to conduct online job searches. [Initiative]</p> <p>Consider the following models: Bay Area Tech Career Advancement Initiative; JobScout online teaching tool; broadband service from CETF to disadvantaged communities; Building Skills Partnership training for janitorial staff at Google; etc.</p>	<p>WIBs, CCDs, school districts, business groups, labor organizations, local jurisdictions, DoE</p>
<p>11c. “Soft skills” and work readiness programs. [Initiative]</p> <p>Consider the following models: Jewish Vocational Services in San Francisco; I-BEAT Program in Washington State; etc.</p>	<p>WIBs, CCDs, school districts, business groups, labor organizations, local jurisdictions, DoE</p>
<b>Strategy 12: Industry-driven, sector-based regional training partnerships</b>	
<i>Actions</i>	<i>Potential Partners</i>
<p>12a. Industry partnerships to develop curriculum and increase financial support. [Capacity]</p> <p>This effort may include but is not limited to: identifying industries where there will be a large number of vacancies; encouraging WIBs and community colleges to work regionally; scaling the programs for multiple industry partners; etc. Consider the following models: Bay Area Consortium for Water and Wastewater Education; Loyd E. Williams Pipe Trades Training Center San Jose; SolarTech Workforce Innovations Collaborative; etc.</p>	<p>WIBs, CCDs, school districts, business groups, economic development agencies, labor organizations, EDA</p>

<p>12b. Regionally coordinated training programs to reach a broader range of workers and industry partners, and maximizing effective use of scarce resources. [Capacity]</p> <p>This effort may include but is not limited to: replicating and expanding the partnership models in the health sector (for e.g., the SCC Health Services Workforce Collaborative) and the advanced manufacturing and logistics sectors (for e.g., the East Bay Skills Alliance); etc.</p>	<p>WIBs, CCDs, school districts, business groups, labor organizations, local jurisdictions, foundations</p>
<p>12c. Tools and programs to create career pathway. [Initiative]</p> <p>This effort may include but is not limited to: promoting stackable certificate programs, financial support to workers, and flexible scheduling of training programs; engaging the consortium of Bay Area Building Trades Councils or their labor-based non-profit partners; etc. Consider the following models: Construction Careers Initiative; etc.</p>	<p>School districts, WIBs, CCDs, business groups, labor organizations, local jurisdictions, DoE, DoL</p>
<p><b>Strategy 13: Career navigation systems and support pathways</b></p>	
<p><i>Actions</i></p>	<p><i>Potential Partners</i></p>
<p>13a. Expanded linked learning programs. [Initiative]</p> <p>This effort may include but is not limited to: supporting career pathways programs; strengthening K-14 alignment; building a scalable work-based learning infrastructure in schools; taking advantage of the \$250 million in funding available through the CA Career Pathways Trust for local programs; etc. Consider the following models: Stride Center networking and mentoring model; Career Ladders Project; etc.</p>	<p>WIBs, CCDs, school districts, business groups, NPOs, local jurisdictions, foundations</p>
<p>13b. Online training programs for job search and application. [Initiative]</p> <p>Consider the following models: NOVA Workforce Board’s MyPlan online tool to help workers find jobs; etc.</p>	<p>WIBs, CCDs, school districts, business groups, NPOs, local jurisdictions, foundations</p>
<p>13c. Networking opportunities for lower-wage workers. [Initiative]</p> <p>Consider the following models: NOVA Workforce Board’s MyPlan online tool for jobs search and ProMatch networking program; Wardrobe for Opportunity interview clinics in the Easy Bay; Success Concord; etc.</p>	<p>Business groups, NPOs, local jurisdictions, economic development agencies, foundations</p>

13d. Apprenticeship programs and paid internships to provide work experience through on-the-job learning and training opportunities. [Initiative]	Business groups, NPOs, local jurisdictions, economic development agencies, foundations
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## F: Grow the economy with a focus on middle-wage jobs

Strategy 14: Industries of opportunity, business formation and policy coordination	
<i>Actions</i>	<i>Potential Partners</i>
<p>14a. Data collection and analysis on growing industries and clusters. [Data]</p> <p>This effort may include but is not limited to: identifying industries of opportunity with regional clusters; engaging businesses in growth industries or clusters; etc. Consider the Design, it Build it, Ship it model for replication.</p>	Local jurisdictions, economic development agencies, WIBs, business groups, industry associations, labor organizations, NPOs, foundations
<p>14b. Evidence-based business retention and expansion programs. [Initiative]</p> <p>This effort may include but is not limited to: developing a systems at the local level to track businesses within a jurisdiction; identifying potential growth industries and occupations; providing support to local businesses in growth areas; expanding economic opportunities in low-opportunity areas; assessing effectiveness of local policies for business retention and expansion; etc.</p>	Local jurisdictions, economic development agencies, WIBs, business groups, industry associations, labor organizations, NPOs, foundations
<p>14c. Entrepreneurship and ownership opportunities for lower-wage workers to form new businesses. [Initiative]</p> <p>This effort may include but is not limited to: tailoring existing small business or entrepreneurship programs to the needs of local lower-wage workers; incorporating entrepreneurship and business ownership models (e.g., ESOPs) into training programs; providing information on existing resources from a one-stop center; reducing or waiving the local business license fees for owner with entrepreneurship-training from a certified provider; etc. Consider the following models: ownership transition to workers at the New Belgium Brewery, Colorado; co-operatives such as Rainbow Grocery, San Francisco; etc.</p>	Local jurisdictions, economic development agencies, WIBs, business groups, industry associations, labor organizations, NPOs

<p>14d. Consistent permitting and regulations across jurisdictions. [Policy]</p> <p>This effort may include but is not limited to: coordinating permits and fees at a sub-regional level; establishing non-compete agreements across jurisdictions; adopting revenue- and cost-sharing agreements; conducting ongoing evaluation of local policies; sharing information among local jurisdictions; etc. Consider the following models: revenue-sharing mechanism in Minneapolis-St. Paul region; cost-sharing for housing development in Napa County; non-compete agreements in Tri-Valley; non-compete agreements in the Puget Sound region; etc.</p>	<p>Local jurisdictions, economic development agencies, business groups, industry associations, labor organizations, NPOs</p>
<p><b>Strategy 15: Planning for Industrial lands, goods movement and jobs-housing fit</b></p>	
<p><i>Actions</i></p>	<p><i>Potential Partners</i></p>
<p>15a. Transit-oriented job centers. [Policy]</p> <p>This effort may be advanced by: making job growth a more explicit focus in PDAs; establishing potential new priority transit-oriented employment centers; conducting a regional analysis of transit access for lower-income communities to major employment clusters in the region, especially to lower-density middle-wage jobs centers such as manufacturing and warehousing districts; supporting sub-regional planning for jobs in all income levels near transit and housing; tracking and reporting the number of jobs by wage categories in PDAs and jobs-housing fit by sub-region; etc.</p>	<p>Local jurisdictions, transit agencies, business groups, economic development agencies, NPOs, labor organizations, foundations, CMAs, MTC</p>
<p>15b. Sub-regional planning for industrial lands access and goods movement. [Initiative]</p> <p>This effort may include but is not limited to: supporting sub-regional planning for industrial areas with a focus on integrating land use, housing, economic development and goods movement policies; identifying critical infrastructure improvements that may be prioritized at the regional level for funding; targeting public and private investments in areas with a potential for industrial development; securing new sources of local, state and federal funding for investment in goods movement and mitigating negative impacts on disadvantaged communities; etc.</p>	<p>Local jurisdictions, economic development agencies, business groups, NPOs, CMAs, MTC, DoT, EPA, EDA, State Legislature</p>



<p>15c. Sub-regional planning for low- and moderate-wage jobs and affordable housing fit and balance. [Initiative]</p> <p>This effort may include but is not limited to: supporting sub-regional planning with a focus on integrating housing and economic development policies; identifying critical infrastructure improvements that may be prioritized at the regional level for funding; working with local jurisdictions to appropriately zone land and adopt policies for jobs-housing fit and balance; etc.</p>	<p>Local jurisdictions, economic development agencies, sub-regional housing organizations, labor organizations, business groups, NPOs, CMAs, MTC, ABAG, EDA</p>
<p><b>Strategy 16: Infrastructure investment to support middle-wage job growth</b></p>	
<p><i>Actions</i></p>	<p><i>Potential Partners</i></p>
<p>16a. Long-range capital improvement plans that project a local jurisdiction’s infrastructure needs over a decade or more. [Initiative]</p> <p>Consider the following models: City of San Francisco Capital Planning Committee’s Citywide Capital Planning Program; Northern Waterfront Economic Development Initiative (Contra Costa County); etc.</p>	<p>Transit agencies, utilities, business improvement districts, CMAs, MTC, DoT</p>
<p>16b. Diversified funding sources and taxes to pay for infrastructure. [Funding]</p> <p>This effort may include but is not limited to: using general obligation bonds; raising sales taxes; charging user fees such as road pricing; etc.</p>	<p>Public agencies, utilities, business improvement districts, CMAs, MTC, DoT</p>
<p>16c. Private capital for public infrastructure projects. [Funding]</p> <p>This effort may include but is not limited to: the P3s model for public infrastructure financing such as an infrastructure development bank; etc. Consider the following models: California Infrastructure and Economic Development Bank; Chicago Infrastructure Trust; West Coast Infrastructure Exchange; Brooklyn Basin Development in Oakland (funded by investors in China); etc.</p>	<p>Public agencies, business improvement districts, CMAs, MTC, DoT, investors</p>

<b>Strategy 17: Integrated transportation and navigation system</b>	
<i>Actions</i>	<i>Potential Partners</i>
<p>17a. Unified transit system and payment platform in the region. [Initiative]</p> <p>This effort may include but is not limited to: setting uniform fares for travel across jurisdictions (MTC has already begun a study of regional fare integration); creating shared schedules to improve transfers between sub-regional transit systems; producing a common regional transit map; creating a shared payment platform for coordinated fares and transfers; etc.</p>	<p>Transit agencies, CMAs, local jurisdictions, MTC, DoT, NPOs, business groups, economic development agencies</p>
<p>17b. First- and last-mile programs. [Initiative]</p> <p>This effort may include but is not limited to: facilitating car-sharing and ride-sharing for workers; providing shuttle service to low-wage job centers; allowing lower-wage workers access to existing employer shuttles; etc.</p>	<p>Transit agencies, CMAs, local jurisdictions, MTC, DoT, NPOs, business groups, economic development agencies</p>
<p>17c. Transit investment in areas of highest use and need. [Funding]</p> <p>This effort may include but is not limited to: adding new transit beyond peak commute times; investing in street improvements that prioritizes transit; encouraging employers to subsidize transit passes; estimating the full infrastructure and operating costs of providing transit service that supports the PDA growth strategy; expanding funding for the regional transit system through new sources; etc.</p>	<p>Transit agencies, CMAs, local jurisdictions, MTC, DoT, NPOs, business groups, economic development agencies</p>

## **G: Upgrade conditions for low-wage workers**

<b>Strategy 18: Jobs standards and working conditions</b>	
<i>Actions</i>	<i>Potential Partners</i>
<p>18a. Local or sub-regional minimum wage ordinance. [Policy]</p> <p>This effort may include but is not limited to: engaging employers and employees; indexing annual increases to inflation; coordinating with neighboring jurisdictions; setting clear enforcement measures; etc.</p>	<p>Local jurisdictions, NPOs, labor organizations, business groups</p>
<p>18b. Earned sick-days or paid time-off for lower-wage workers. [Policy]</p>	<p>Local jurisdictions, NPOs, labor organizations, business groups</p>

<p>This effort may be supported by: enacting community benefits agreements in coordination with the local jurisdiction; providing flexibility for employers in implementing the policy; establishing a tiered requirement for small businesses; allowing collective bargaining waivers for existing contracts; etc. Consider the Portland Protected Sick Time Ordinance as a potential model.</p>	
<p>18c. Fair chance hiring policies such as “ban the box” to allow every job applicant irrespective of past criminal record an equal opportunity to be evaluated based on their qualifications in the initial screening process. [Policy]</p> <p>This effort may be supported by enacting community benefits agreements in coordination with local jurisdictions. Consider the following models: City of Oakland “ban the box” policy for Oakland Army Base; City of San Francisco “Fair Chance Ordinance” for private employers.</p>	<p>Local jurisdictions, NPOs, labor organizations, business groups</p>
<p>18d. Local enforcement of existing wage and hour laws. [Initiative]</p> <p>This effort may be supported by: implementing AB 263, AB 524 and SB 666 at the local level; etc. Consider the following models: City of San Francisco and Santa Clara County “wage theft ordinance”; etc.</p>	<p>Local jurisdictions, NPOs, labor organizations, business groups</p>
<p><b>Strategy 19: Organizing and professionalizing industries and occupations</b></p>	
<p><i>Actions</i></p>	<p><i>Potential Partners</i></p>
<p>19a. Worker centers and industry guilds as a one stop shop to provide training, distribute work, and establish wage and job standards for industries. [Initiative]</p> <p>Consider the following models: Day Worker Center of Mountain View; Restaurant Opportunity Center; Monument Center of Concord; Multicultural Institute in Berkeley and North Fair Oaks; Hispanic Referral Network in Oakland; Pacific Media Workers’ Guild; etc.</p>	<p>Labor organizations, business groups, employers, foundations, WIBs, local jurisdictions</p>
<p>19b. Multi-employer labor–management training partnerships and joint funding to raise worker skills and create career pathways. [Initiative]</p> <p>Consider the following models: SF Hotel Partnership Project; Kaiser Permanente Labor Management Partnership; etc.</p>	<p>Labor organizations, business groups, employers, foundations, WIBs, local jurisdictions</p>

<p>19c. Card check and neutrality agreements between employers and employees to minimize work disruptions, allow for collective bargaining, and improve relations. [Policy]</p> <p>Consider the following models: SFO card check and neutrality agreement; PG&amp;E neutrality agreement with Engineers and Scientists Local 20; etc.</p>	<p>Labor organizations, business groups, local jurisdictions, employers</p>
<p>19d. Licensing requirements and labor law enforcement to professionalize workers across industries. [Policy]</p> <p>Consider the following models: Connecticut domestic workers' bill of rights; correction of misclassified workers in the port trucking industry; SEIU licensing for building security workers in New York; etc.</p>	<p>Labor organizations, business groups, employers, local jurisdictions, law enforcement agencies</p>
<p><b>Strategy 20: Standards for public sector expenditure and investments</b></p>	
<p><i>Actions</i></p>	<p><i>Potential Partners</i></p>
<p>20a. Living- and prevailing-wage ordinances at the local or sub-regional level for government contracts. [Policy]</p> <p>Consider the following models: City of Pittsburgh Service Worker Prevailing Wage Ordinance; etc.</p>	<p>Local jurisdictions, labor organizations, business groups, employers, NPOs</p>
<p>20b. Community benefits and project labor agreements. [Initiative]</p> <p>Consider the following models: Hunters Point Shipyard Development CBA; San Francisco's Mid-Market CBA for Zendesk; Oakland Army Base CBA; First Source Hiring Agreement between City of San Francisco and Recurrent Energy; etc.</p>	<p>Local jurisdictions, labor organizations, business groups, employers, NPOs</p>
<p>20c. Self-sufficiency wage measure for targeting training programs and evaluating job placement by WIBs. [Policy]</p> <p>Consider the following models: City of Sacramento Employment and Training Agency; etc.</p>	<p>WIBs, labor organizations, business groups, employers, NPOs</p>
<p>20d. Social and economic impact assessment tool for major planning projects and policies to ensure that public investments create good jobs and benefit for all workers in addition to benefiting the environment. [Data]</p> <p>Consider the following models: City of San Francisco's Economic Impact Assessment Process; etc.</p>	<p>Local jurisdictions, labor organizations, business groups, employers, NPOs</p>