



East Bay Corridors Initiative

Priorities
2015-16



Ashland + Cherryland



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 to access to opportunity, improved public spaces, and resilience in the face of natural disasters. The Initiative is also a forum for prioritizing common needs and pursuing much-needed funding.

The first section, *Today*, tells the story of the East Bay Corridors, 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.

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 some 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 Nast*. 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

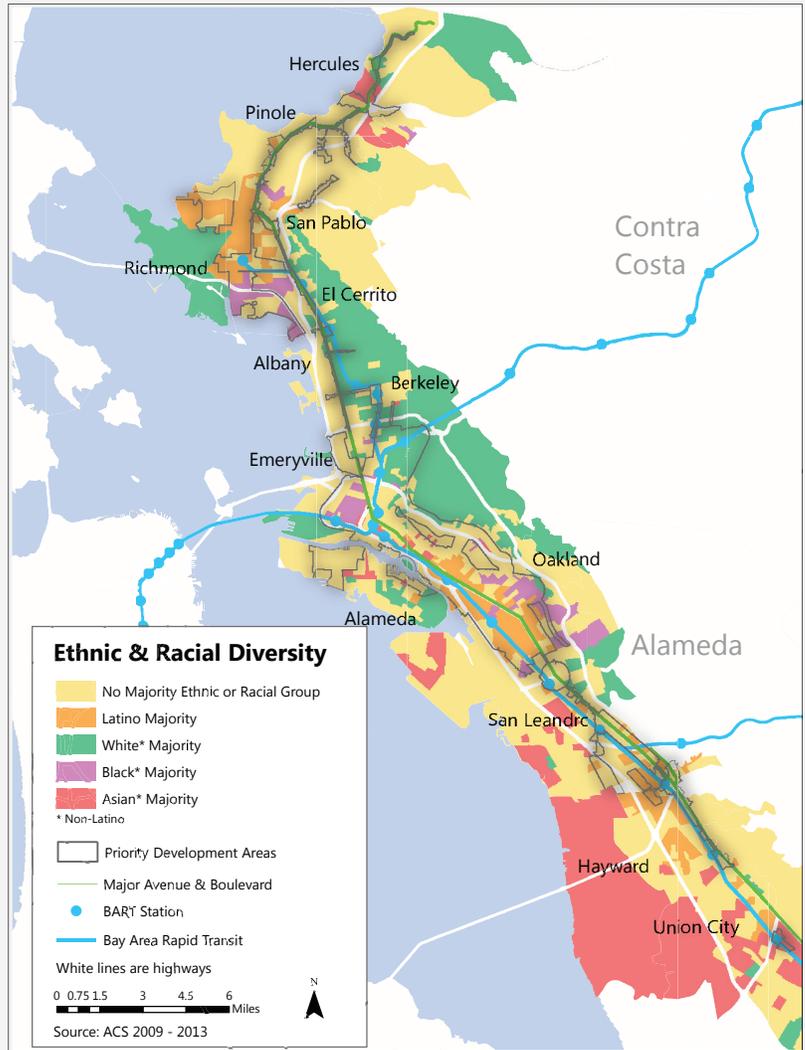
The East Bay is among the most diverse places in the world. Its diversity extends from the natural environment to culture, workforce, housing, and language.

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.

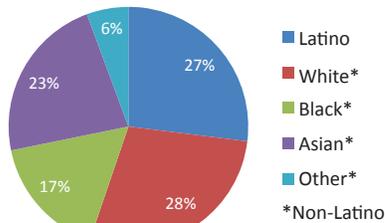
Language: 45% of households speak a second language at home, creating a welcoming environment for new residents and a stronger climate for international trade.

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.

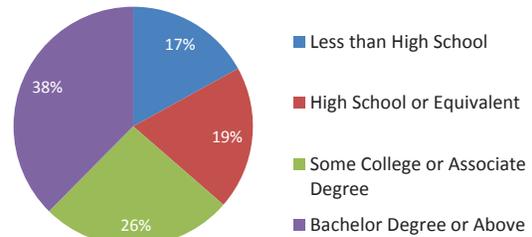
Housing: Housing in the corridor is evenly divided between single family homes and a variety of multi-family residences ranging from townhomes to condo and apartment buildings. This is critical for meeting the needs of households as they transition in size and age.



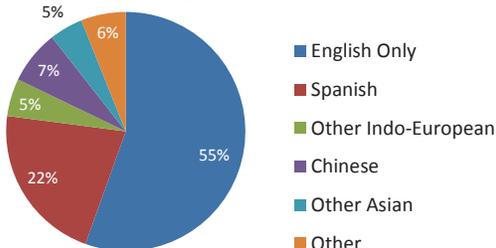
Race and Ethnicity



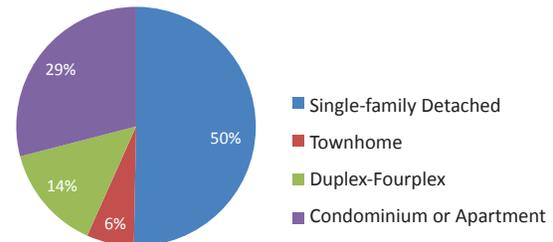
Education



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 percent

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 percent and 19 percent, 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.

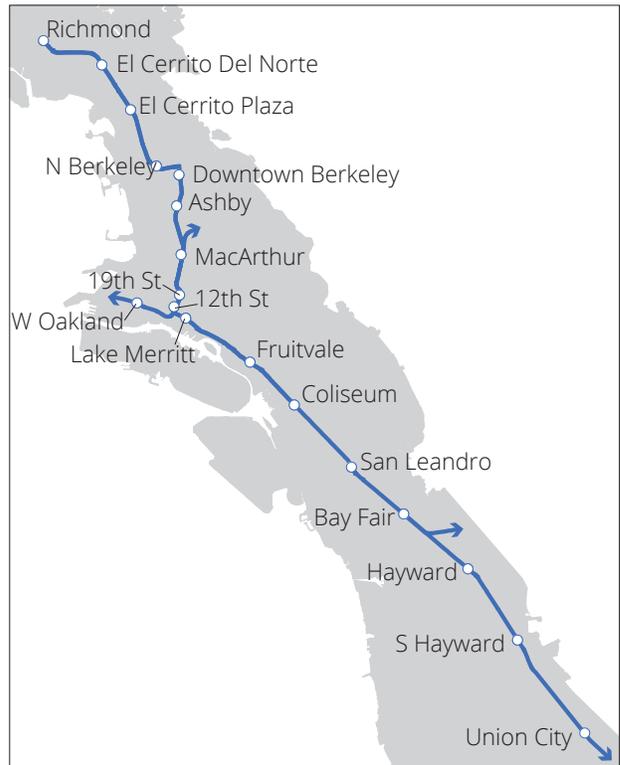


Uptown, Oakland

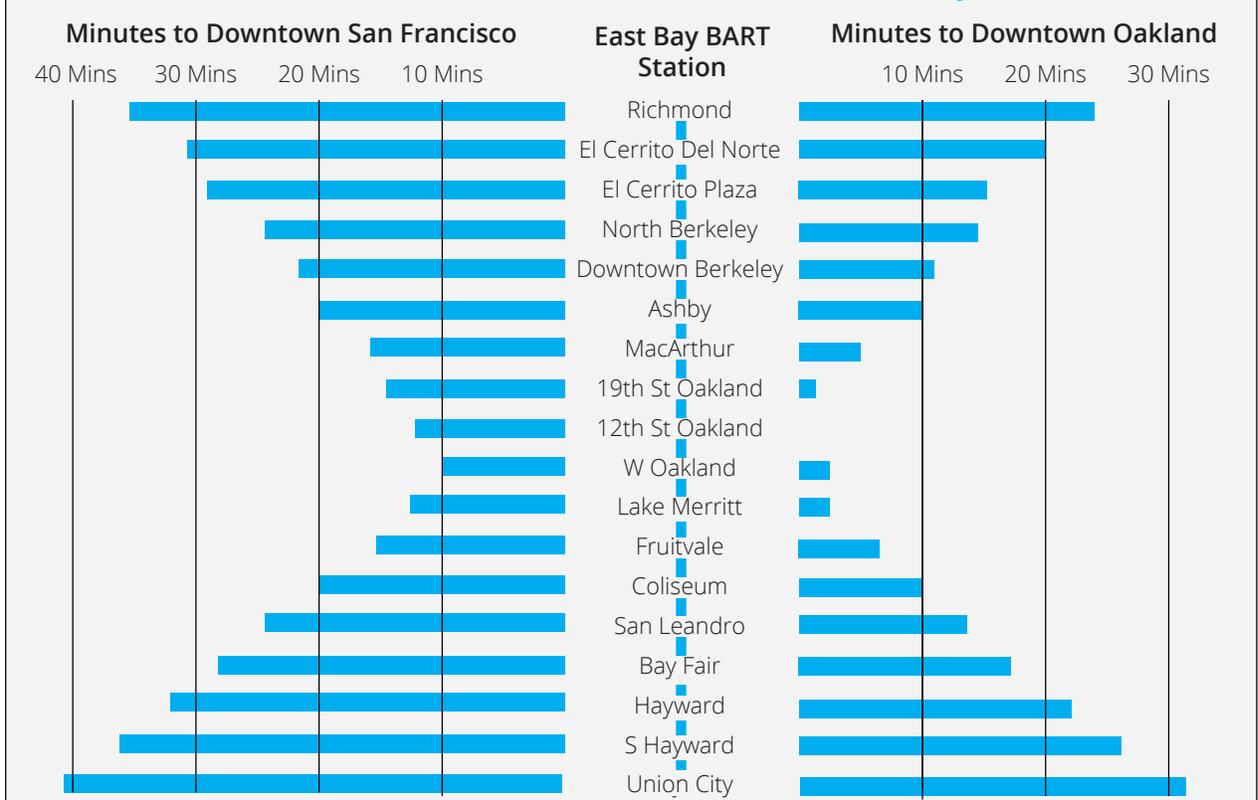
The Hayward fault places homes, businesses, and infrastructure in harm's way during earthquakes. Rising temperatures and tides threaten water supply, health and the safety of homes and infrastructure. Despite recent retrofits to roads, transit, homes, and water and sewer systems, the East Bay is by most 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

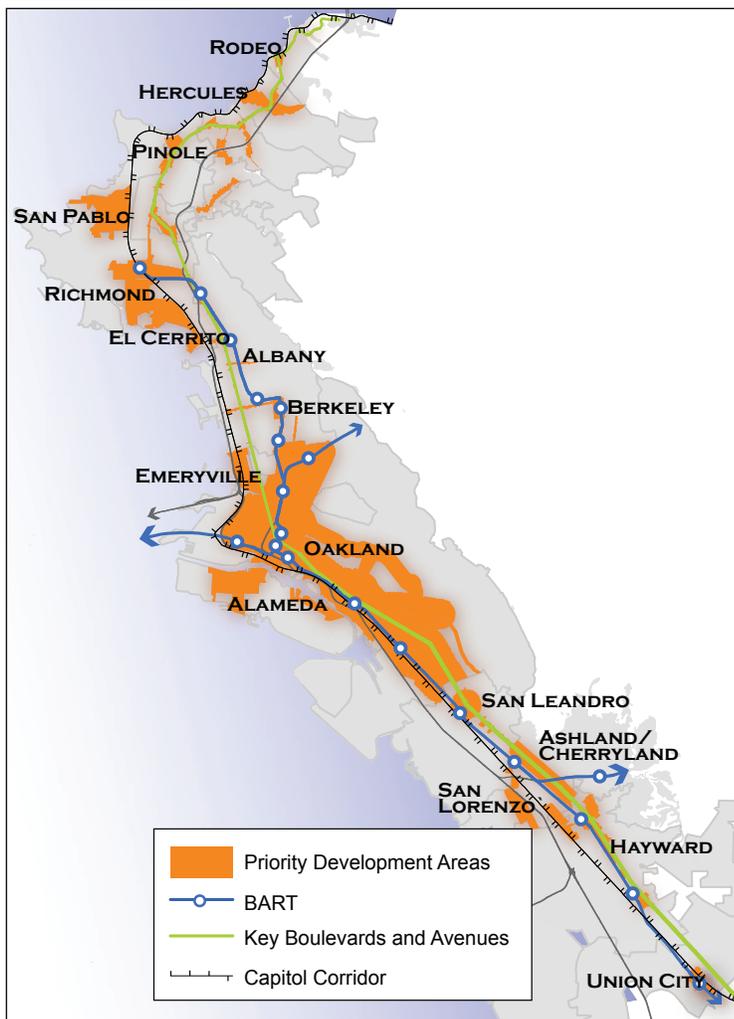
East Bay BART Stations



Access to Downtown San Francisco & Oakland from East Bay BART Stations



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 13 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, Bay Fair, 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



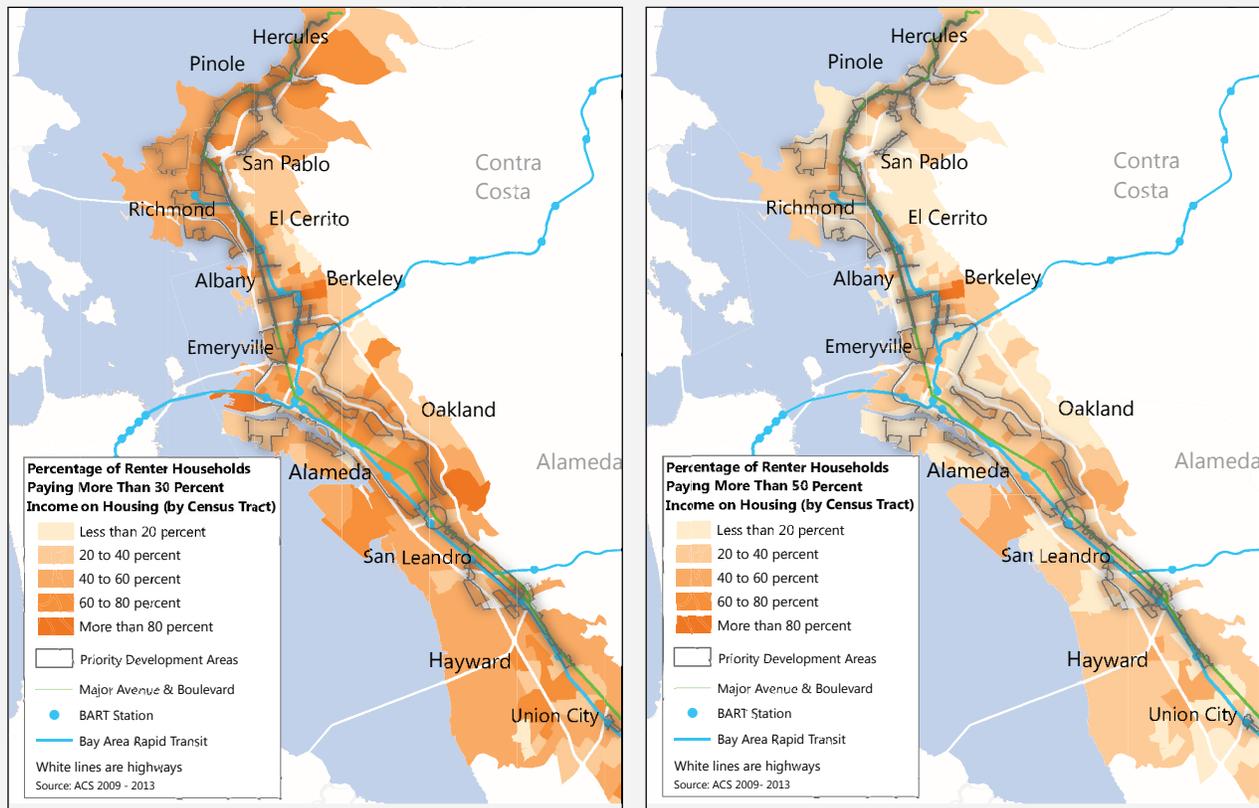
Through the East Bay Corridors Initiative, jurisdictions are identifying a set of shared priorities. The goal is to evolve the PDAs and surrounding communities into a network of thriving neighborhoods, downtowns, and avenues—each of which play a role in making the East Bay a more connected, economically 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

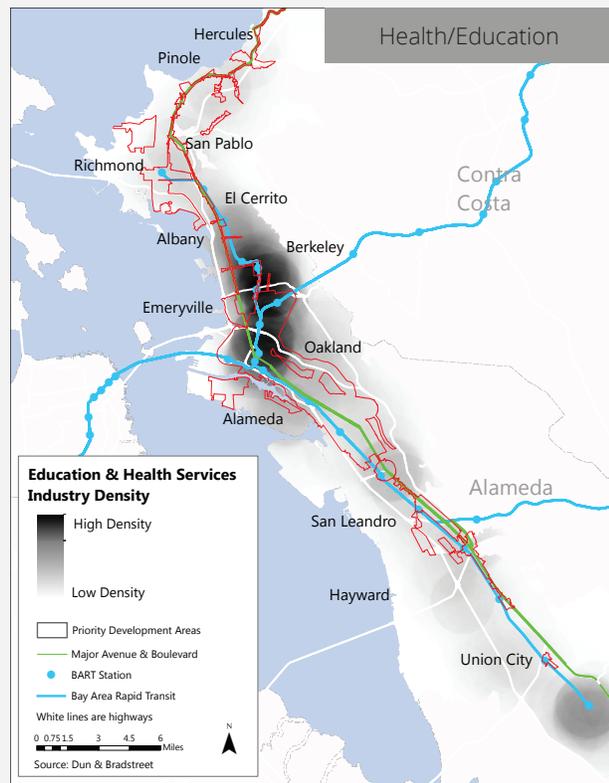
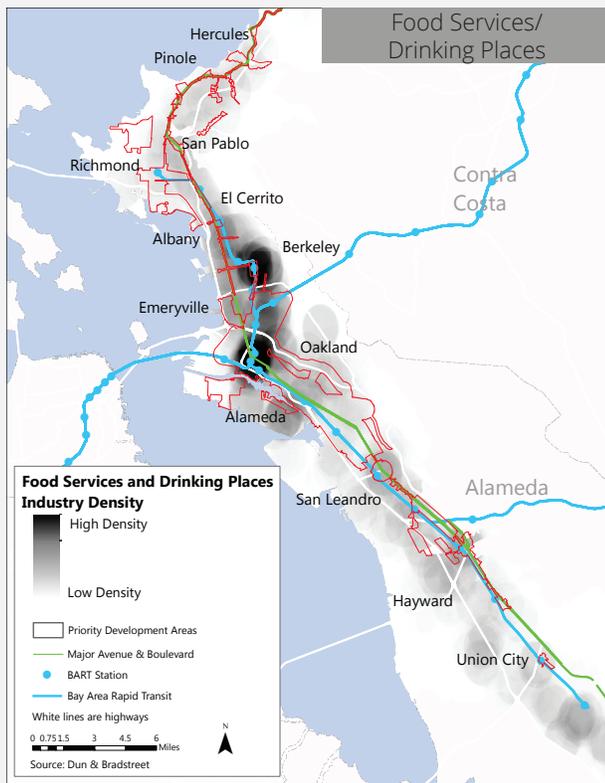
The **Priority Development Areas** and surrounding industrial land are a complementary network of industry clusters with a wide variety of jobs. The three fastest growing sectors in the Bay Area economy - Tech/R&D, Food Services, and Healthcare/Education - are all poised to expand in the East Bay.

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.

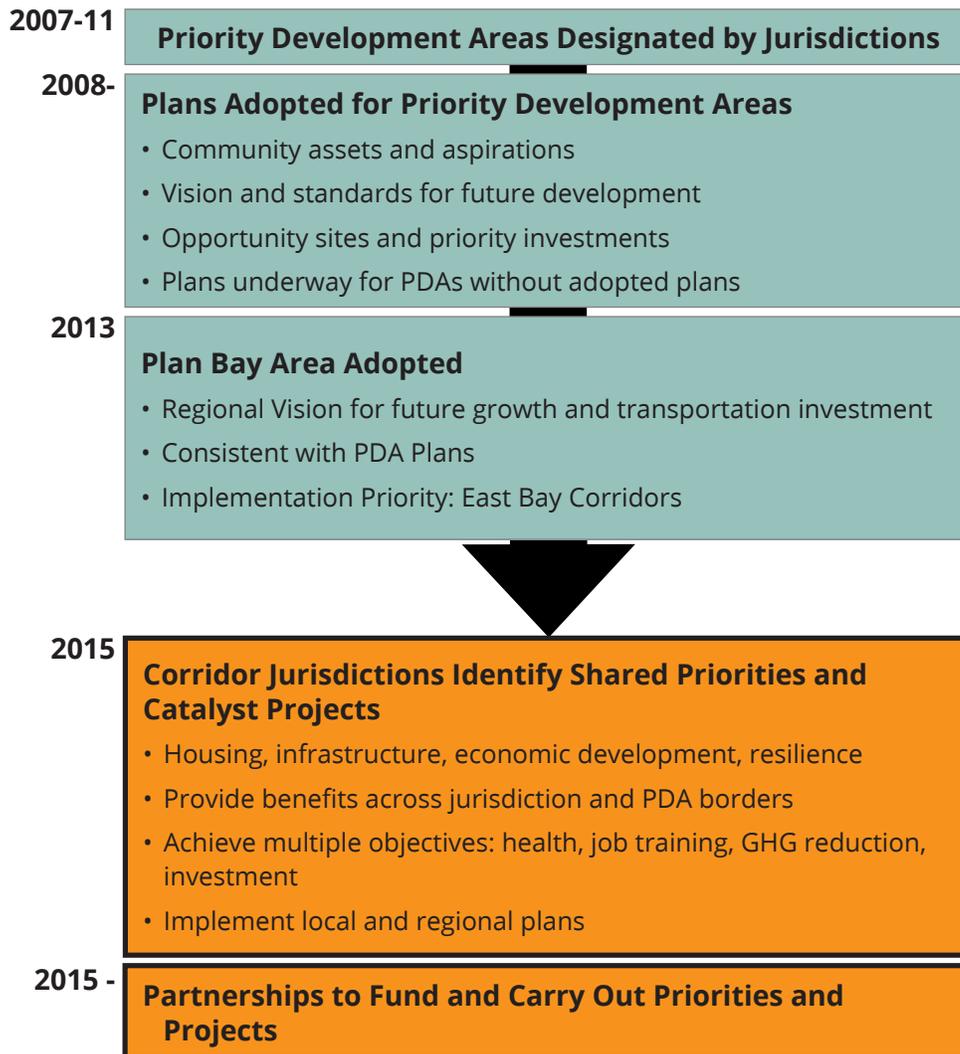
Health and Education, one of the few growing industries offering middle wage jobs, is a historic strength of the East Bay, anchored by hospitals and a network of universities and community colleges.

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 have adopted 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

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

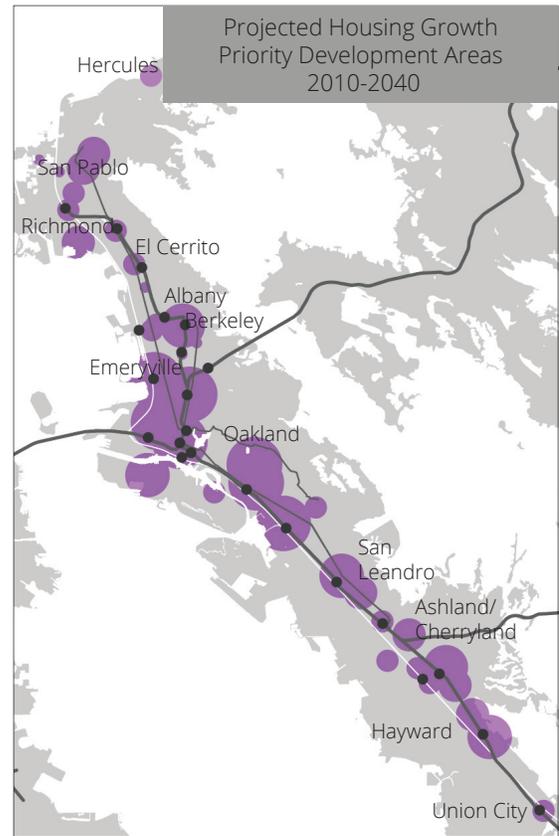
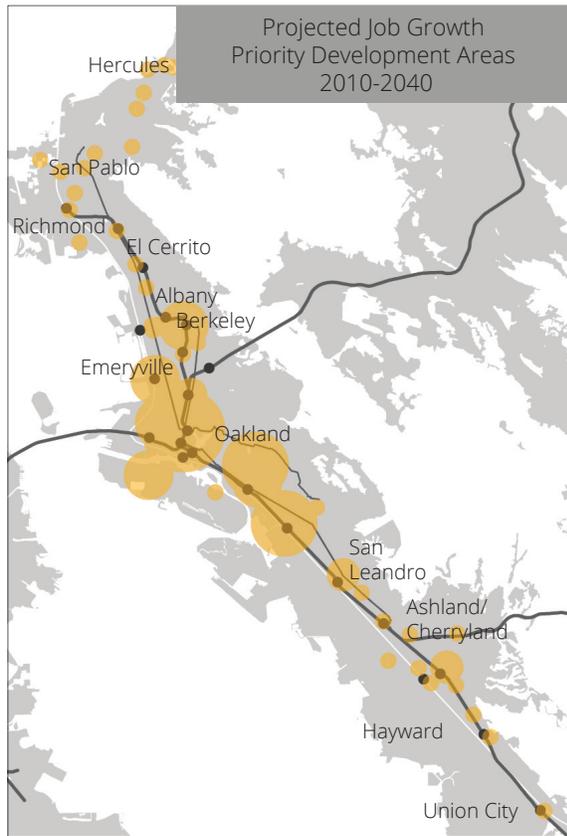
Strengthening local business districts and access to opportunity for corridor residents by integrating innovative technology, workforce training, and local business support into the revitalization of PDAs

5. Catalyst Development

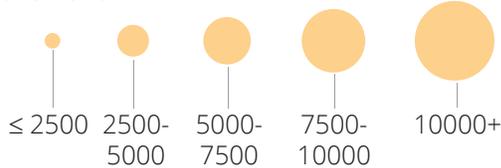
Supporting the near-term development of portions of PDAs and specific projects identified by community members as catalysts

Priority Development Areas: Focal Points for Investment & Growth

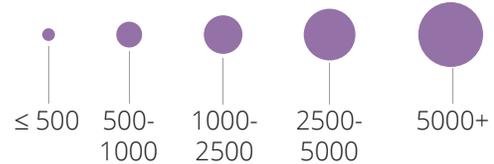
With a host of recently adopted plans and supportive infrastructure, East Bay cities have set the stage for investment in the Priority Development Areas. This page highlights expected employment and job growth over the next three decades.



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 are 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.

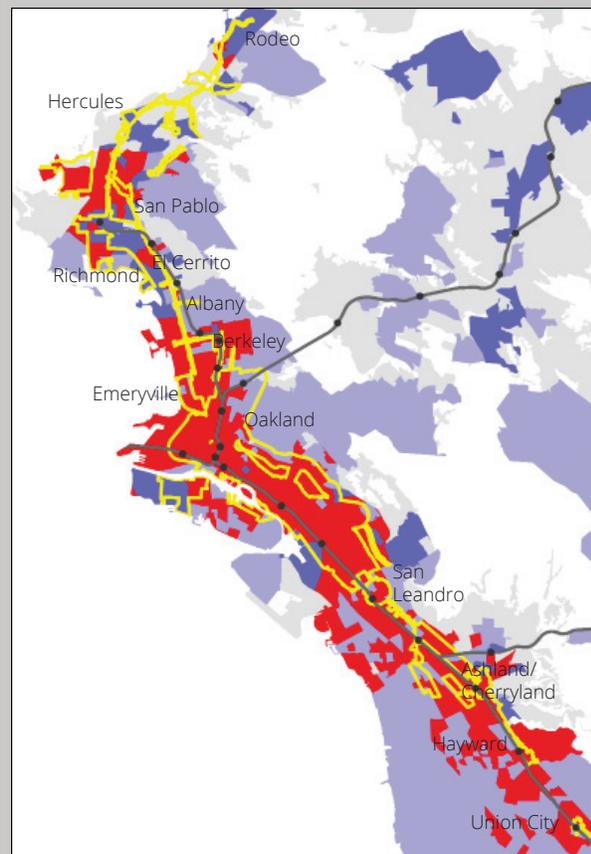
Over the next several decades, the built environment of PDAs—the homes, buildings, streets, commercial buildings, and infrastructure—will need to be retrofitted or rebuilt. This will happen at the same time as new homes, workplaces and transportation systems are constructed. The projects and programs 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 in Ashland/Cherryland have demonstrated the potential immediate impact of neighborhood infrastructure that meet multiple needs in at-risk 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 childcare centers, a network of healthy corner stores, and wellness and senior centers
- 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

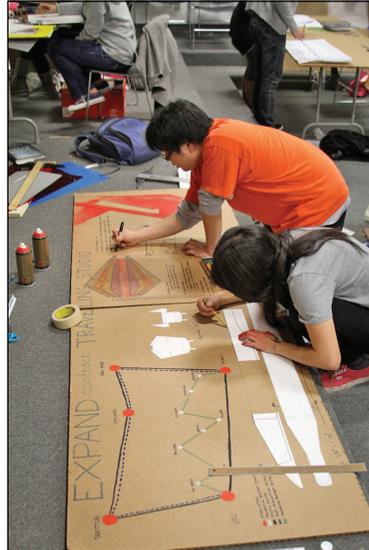


Community Infrastructure: Projects & Programs

Placemaking

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

- 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, WestCat 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 bicycle, 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



East Bay Greenway: Community Vision now partially funded`

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



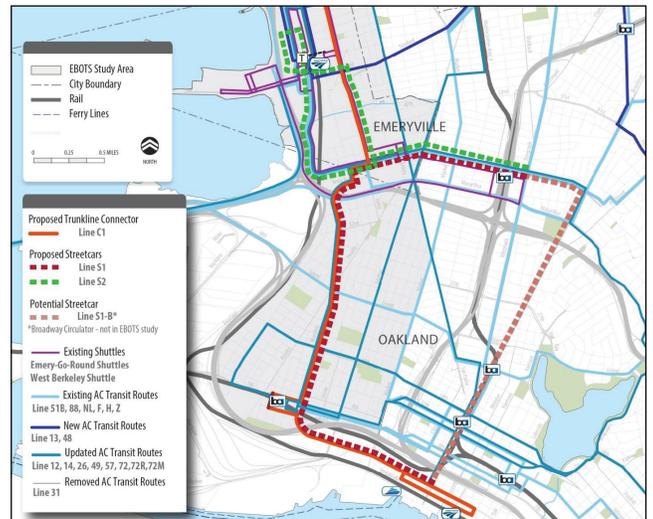
El Cerrito San Pablo Avenue Specific Plan: San Pablo Avenue complete street

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 to 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

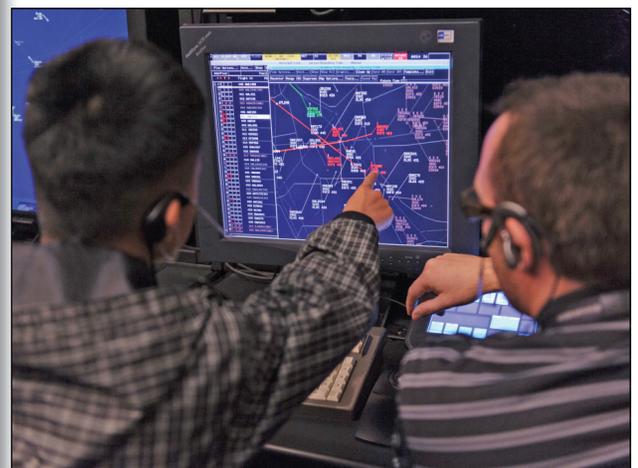
- Connect corridor businesses to available ground floor space in vacant, rehabilitated, and new buildings, and in co-working spaces
- Expand access to funding sources tailored to local businesses, including a web-based resource
- Focus: San Pablo Avenue and International Boulevard/East 14th Street/Mission Boulevard
- 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

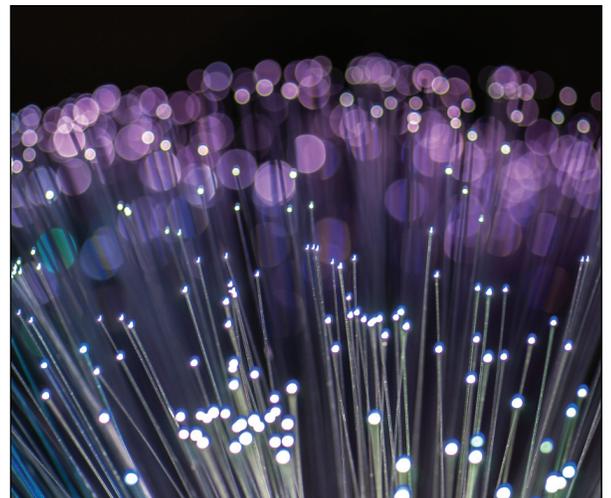
- Identify areas of corridor to brand as “Live Labs” where specific technologies are developed or a range of technologies and policies help create low-carbon communities
- Leverage retrofit of public buildings and reuse of public land to deploy technologies
- Build upon emerging clusters of clean technology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



2 Richmond BART Station, Downtown & MacDonald Ave Livable Corridors



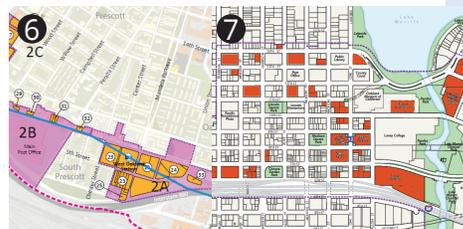
3 El Cerrito Del Norte & Plaza BART Station Areas



4 Downtown Berkeley



5 Emeryville San Pablo Avenue



6-8: West Oakland, Broadway/Valdez, Lake Merritt/Chinatown



Catalyst Development Areas



Oakland International Boulevard Catalyst Areas



Oakland Coliseum Area



Downtown San Leandro



12 Bay Fair BART Station Area



Ashland Cherryland Business District



South Hayward BART Station Area

14 Downtown Hayward



Union City Intermodal Station Area

Catalyst Projects

Specific development projects in Priority Development Areas (PDAs) identified as catalysts in community plans. These are either “shovel ready” or have completed substantial portions of the permitting process.

- 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:** 63 units of affordable senior housing and groundfloor commercial space 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 **West Grand & Brush Street Apartments:** 60 units of mixed-income housing and 130-student childcare center near Uptown Oakland
- 6 **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.
- 7 **94th and International:** 60 units of affordable housing next to rapid bus and local services
- 8 **Marea Alta Apartments Phase II:** 200 units of affordable family housing, a childcare center and underground replacement parking for adjacent BART station; Phase II will have 85 affordable senior rental units.
- 9 **Washington Ave/Thornton St Housing:** 60 units of market rate housing less than 5 minutes' walk from San Leandro BART station
- 10 **Ashland Family Housing:** 85 units of mixed-income family housing, ground floor retail and a new public plaza.
- 11 **Lincoln Landing:** 486 units and 80,000 square feet of retail on site of vacant Mervyn's store
- 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 the Union City BART station
- 14 **Hercules Bayfront Transit Village:** 1,392 mixed income homes within walking distance of town center and a planned regional intermodal transit center with ferry, train and bus services



Miraflores Senior Housing



West Grand & Brush Street Apartments

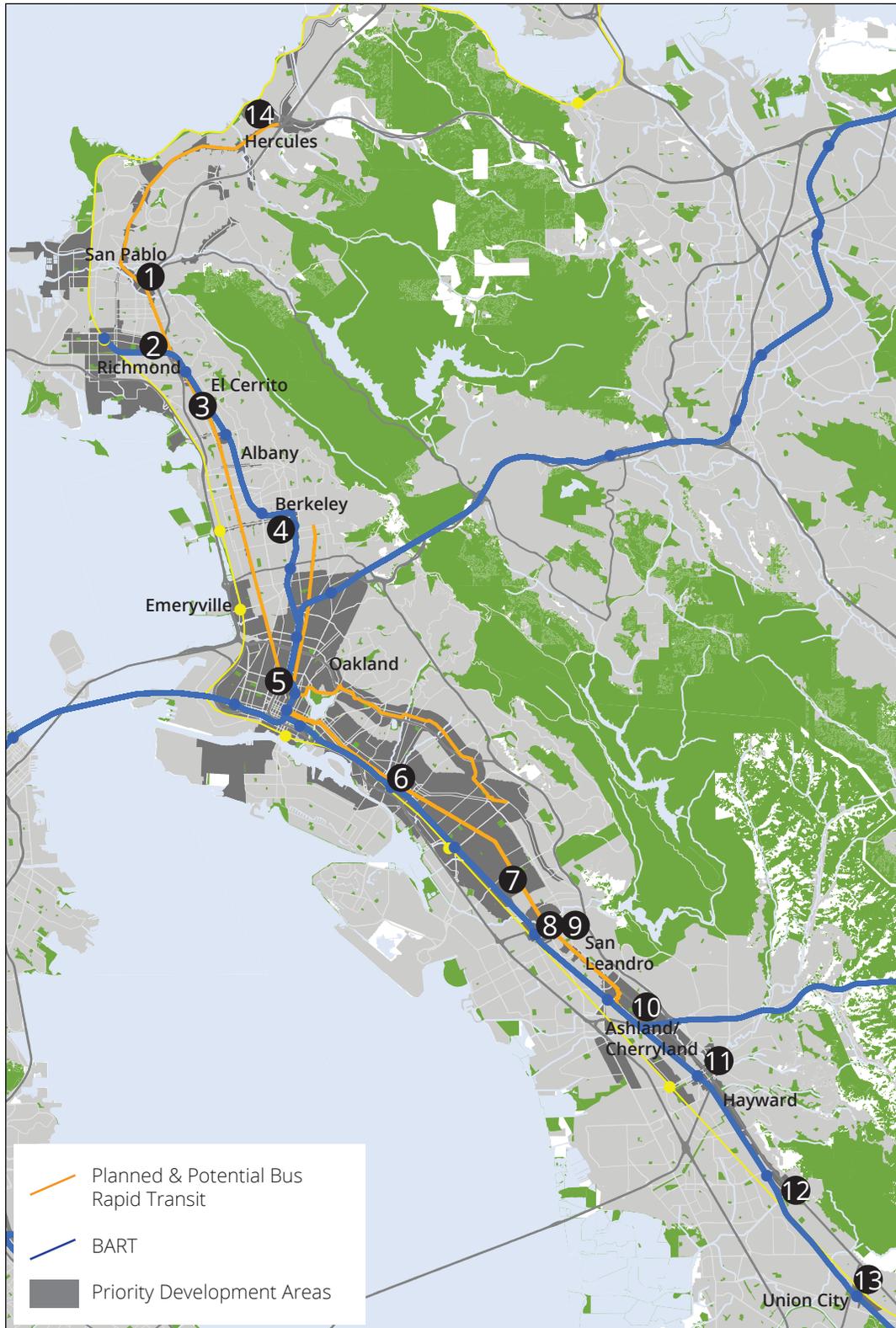


Marea Alta Apartments



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 and Measure J in Contra Costa County, which support 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 financing 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 assemble 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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