

Building Strong Communities - Community Conversation Appendix

October 28, 2016
Mitchell Park Community Center
El Palo Alto Room, 3700 Middlefield Road
Palo Alto, California

The detailed notes below are actual comments and feedback from the participants from this community conversation and may not reflect the opinions or future plans of the community foundation.

QUESTION ONE

What are the most effective solutions to our region's housing, transportation and community development challenges?

(Five breakout circles; total of 36 participants)

DETAILED NOTES FROM CRITICAL QUESTION ONE

Housing

Overall, Preserve and Increase the Supply of Affordable Housing

- Prioritize affordable housing, both single and multiple units.
- Revisit criteria for affordability in the region. Clarify for whom what is affordable.
- Enforce current policy housing mandates that work; pass development impact fees; rent control.
- Gather data about housing needs in the regions including supply and affordability of existing housing stock, and existing demand and demographics (income, etc.) of households in the region in order to get a sense of where to act.
- Consider more shared housing. Allow development such as multi-units on properties with said amount dedicated to low income or affordable.
- Lower barriers to purchase for low to medium income families, in terms of loans, cooperative housing etc.
- Increase the supply of permanently affordable housing stock, through land trusts, covenants and other dedicated means. Identify "naturally occurring affordable housing" and preserve it to keep it from going market rate when it turns over, extend its sunset on affordability.
- In Vienna, the city has control of market; it is be an example of how to ensure more people have access to the housing market; "decommoditize" market by putting most housing units under control of public/city government, nonprofit organizations.

- Increase stock of housing that is not subject to speculation: through trusting, etc. Replace what we lost in the redevelopment funds.
- Housing impact fees need to be assessed regionally; preference on affordable housing construction for low-income. Housing impact fees should be pooled into regional housing trust and used only for low-income (affordable) housing construction –NOT first time home ownership programs.
- Diversity in housing areas and neighborhoods.
- Preservation—how to use the old stock—how do we preserve those homes/ units. Putting some resources into that process instead of just new construction.
- Articulate explicit goals for affordable housing relative to market rate housing. Link these to zoning, corporate location agreements and other public decisions, i.e. internalize the costs of community impacts.
- Increase density and height (good design mitigates the feel of low income housing).
- Funding for Ravenswood City School District housing for teachers. School district has the property but no resources to develop land; we need financial resources and the implementation of new policies and direction. Nonprofit organizations and agencies have trouble retaining staff due to housing crisis.
- Develop more housing development and income support for all income levels. There currently is nothing for middle income earners, teachers; a lot of housing programs are income restricted and huge waiting list.
- Work to get more state and federal trust funds given that Redevelopment dollars were cut and there are not funds for local cities to do a lot without a big influx of state and federal dollars.
- Create affordable housing through impact fees.

Short-term interventions to mitigate the housing crisis and to slow the rate of evictions of low and medium income households.

- Strengthen rent control ASAP to protect the remaining low to medium income households in the region.
“There are pockets of low income in East San Jose, North Fair Oaks, EPA, Belle Haven. Where we have rent control, which is just EPA, we can significantly reduce displacement in large apartment complexes, but are seeing FAST gentrification/displacement in single-family homes where there is no rent control. San Jose has a version, but not the same. Redwood City and North Fair Oaks, we are seeing entire buildings cleared out in two months, which is legal and hard to prove fairness. There’s a study about people moving in and out, 17,000 families making less than \$100k and 17,000 families making more than \$100k are moving in...”
- Let’s work with landlords to keep medium level housing prices and keep folks from getting evicted quickly; renter protections; more discussion on how to keep folks in their houses; policies and protection; rent control – just cause eviction litigation is up in our counties.
- Support for second dweller units to keep rental affordable and keep Airbnb out. Put in a second unit work with city and have immediate housing; which would need a change to existing housing regulations.

- Review and upgrade or create/support tenant protections policies, including just cause for eviction.
- Renter protections are important; expanding capacity for it – which includes more housing courts; knowing and providing information about how to litigate unjust evictions and that there are resources and support for tenants so they are not easily evicted.
- Renter protections/ordinances; strong policies that protect undocumented families – tied to federal dollars.
- Involvement of lawyers that provide services to low income communities so they can help affected population and handle evictions.
- Renter protections – rent control, expand capacity of housing courts, section 8 discrimination.
- Connect LMI families /renters with legal services and with organizers.

Produce funding for affordable housing

- Replace and augment the public redevelopment funds that were eliminated.
- Need policy direction from leadership – city/county; we should be willing to invest in the practical issues such as funding and housing partnerships.
- Need more city/county leaders/policy investment in the issues.
- Create affordable housing through impact fees.

Holistic in Approach and Impact

- Incorporate wraparound sustainability principles into all aspects of new development – identify opportunities to develop affordable housing on public lands near transit, built by local workers at prevailing wages.
- Integrate nature into design of affordable housing as a matter of sustainability, public health and environmental justice.
- Incorporate climate adaptation considerations in locating and building new housing. That is, be aware of how our physical environment will look in 20-25 years due to climate change, and impacts this will have on the land and environment. *“I’m surprised as much as people want to build land on spaces that won’t be there in 20 years or will liquefy after earthquake.”*
- Making affordable housing “nice.” Design can be attractive without being expensive.
- Framework of job availability needs to match the cost of housing; rental and home ownership.
- Jobs-housing fix - recalibrate “good” jobs or fare wages to be relevant to the region – raise wages and job quality. Link to housing. While lowering the costs of housing – both rents and own.

Reduce the use of cars

Development

- Develop more transit oriented development; more housing with affordable units and near jobs. More high density housing near jobs. (repeated numerous times)

- Integrating community services within housing centers that provide a comprehensive set of services to the community. Create more infill development while at the same time keeping green/green and urban areas/urban.
- Transit-oriented development; having a lens to see where are the jobs that lower-income or middle-income people live/work. Usually these are created for higher wage-earners—who often don't use the transit.
- More co-located centers such as Sobrato Centers in San Jose and on Peninsula where nonprofits can share subsidized space.
- Connecting spaces to trail and bike paths and access that don't require cars; more public transportation.
- Identify, foster and move factors that support smart growth and complete neighborhoods. *"My dream is that within a 20 mile radius that I have my job, my education and my house. And I see that when you have that, in a close environment, it's an environmentally designed community, with a healthy community with trees; I think that we will be steps ahead to making people's lives better."*
- Community building: many resources and services are not available in low-income neighborhoods; residents need to leave their area for access—which increases transportation; healthy: complete neighborhoods need grocery stores, retail, arts, entertainment, medical care, etc.
- Complete neighborhoods for healthy communities: schools, clinics, green spaces, public transit, groceries, affordable housing and cultural attractions.
- Integrating community services with housing and jobs centers – stores, recreation, health, parks within walking distance or a short drive/bike ride.
- Transit Oriented Development: use a jobs lens with affordability and public transit considerations at the core.

Transit

- Abundant public transportation to job hot spots, free or low cost to get people out of their cars.
- Corporations need to pay into a fund that addresses the housing/transportation issues; research/study into what is needed in the long term.
- Solutions: Use public transportation/then a car share (Zipcar) to areas where BART, etc. doesn't go; addressing the last mile problem (or last seven miles).
- Planning engineers need to build more bus lanes, but also mitigate their impact on drivers.
- Need more ferries.
- Educate our communities on practical solutions to housing/transportation imbalance.
- Need massive investment in transportation and other infrastructure.
- Transportation planning - bus lanes especially on El Camino. Eliminate parking not driving lanes. Plan and make driving easier and better on remaining lanes and alternative routes to drive.
- Resolve the "last mile" problem with car shares.
- Transbay ferries can carry autos (solves last mile problem with car-shares on both ends).

- More money for buses; subsidize and invest in systems that low-income communities use.
- Last mile solution to get people out of their cars; SOV-single occupancy vehicle.
- Do better with Caltrain electrification; how to invest in structures already in place – make them better; light rail investments.
- Equalize transportation investments, increase funds for buses.

Workplace Flexibility/Telecommuting

- Work with employers to incentivize, recognize, value, encourage telecommuting jobs. *“Code in Tracy, but if you clean houses, be closer. It would require investment from employers. Employers creating more virtual workspace, instead of building yet another campus.”*
- More transportation incentives such as employer paid public transit.

Make Equity Central to Local and Regional Planning and Policy

Work intensively at the local level to increase equity using planning tools and instruments.

- Examine local policies and plans to ensure they facilitate rather than impede equitable sustainable development.
- Community benefits and tools; community benefit agreements; ordinances for better approaches; and enforceable expectations around community benefits.
- Community investment with rules that allow cities to create better/more housing; large industries need that for housing and transportation needs of their workers.
- Community workforce agreements; private development of public lands; requirements for affordable housing and apprenticeship pipeline for low income people, veterans, immigrants, etc.; enshrined in the RFP. Santa Clara County passed it for public works.
- We need housing elements that are enforceable, which adequately plan to meet the existing and projected housing needs of all segments of the community.
- Bottom up planning; prescribed from above. We need more community engagement.
- Development of housing plans needs to include impacted community.
- Create/implement policies strategies built around equity; that policies that are passed keep in mind the positives and negatives and supporting the ones with least resources; “equity in all policies.”
- Encourage policies that encourage investment without displacement.
- Redevelopment 2.0 – creation of financing districts, innovations to replace defunct redevelopment agencies/funding.

Think and Move Regionally - Regional Voice and Platform

- Lift one voice around planning, smart growth and community development issues. We have reached a tipping point. ABAG does not operate to support a unified voice of government in this region and different municipalities are each operating pulling in different directions, in their own interest. So there is a need to provide a coherent operating model, context, infrastructure and

imperative voice to guide different city governments in the region. Someone needs to take the lead.

- Create a layer of regional planners; reduce the numbers of municipal planners.
- Present local context in terms of data and leverage for the region. Organize a body of housing research around implications for education, health costs, community services and small businesses.
- Develop new democratically accountable (to people) regional institution to address regional issues of: workforce development, economic development and planning, housing and transportation.
- MTC has a lot of regional planning to do and funding with incentives; do a better job of planning and transportation; \$35MM to fund counties/cities to p/up affordable housing, and scenario processes are not open to the public.

Research and lift up best practices in sustainability, smart growth, complete neighborhoods, and equitable growth from around the nation and the world.

- Research and surface models from other regions that have been successful in affordable housing, denser communities, smart growth, complete neighborhoods. Look to other tech rich regions to learn successful interventions for sustainability and affordability.

Align the use of public resources with public good.

- Take a good look at how public resources are being used.
- Keep green space for community.
- Keeping our public resources PUBLIC – public land/public transportation; public goods like land and water co-opted by private industry; lots of subsidies for them; UBER and such undermines public transportation systems. Cities underwrite these types of services; undermines public infrastructure; there is also a cultural struggle about balancing public/private investments; laws currently help corporations.
- Public land; affordable housing; good jobs in community; public funds = public good.
- Prevent private transportation from undermining public transit.
- End “fiscalization” of land use (where public lands are sold to the highest bidder for development).

Increase connection and communication among institutional players

- HUD does not talk to federal and local agencies, they are siloed; there needs to be more operation of shared ideas; state and federal leadership requires it.
- There are siloed approaches across all issue areas; capacity is an issue; more communication on issues so we don't duplicate work; more information about when and where to plug in; MORE communication about what's happening?
- SB375 passed; Urban Habitat and Public Advocates convene for the 6 WINS network - housing/transp/jobs/health/CE, campaigns within the issue areas locally.

- MTC has a lot of regional planning to do and funding with incentives; do a better job of planning and transportation; \$35MM to fund counties/cities to p/up affordable housing, and scenario processes are not open to the public.
- More collaboration between along all sectors playing in the area.
- Break down \$, cultural, institutional silos/barriers between housing, transportation and planning money.

Workforce Development and Create a Livable Jobs Pipeline

- Connection to workforce development is important to create a pipeline for jobs that are needed in the community from entry to high-tech. Maintain diversity of job strata, work to increase compensation for lower and mid paying jobs to tie incomes to regional context.
- Integrating and improving workforce development: promote local hiring, ties housing to WFD and connect jobs to low-income areas.
- We're spending regionally on transportation/housing/infrastructure and yet not doing enough to generate good, livable wage jobs.
- Let's think about leveraging impact fees and paying for extra transportation that families need and higher transportation fees for workforce development; impact fees will generate funds.
- Jobs that move lower income communities into the middle class.
- So many housing/transit problems are driven by issues of low wage work and equity. Leverage public and private investments in development to create good, local jobs.
- Preserve low and middle class jobs; with new development construction you knock out underperforming factory businesses, however, I think maintaining industrial areas in cities rather than just building condos cannot happen; how do then keep diversity of jobs? Industrial and otherwise that many low-income communities rely on?

Cultivate Civic Engagement and Public Will

Cultivate public will for a change in culture, ethos, hearts and minds. Messaging, help to frame public understanding and investment in a more equitable, sustainable region.

- Assess ways to harness landlords' self-interest to encourage them to participate in creating affordable housing in the region. How to interrupt the greed?
- Money for initiatives to build power and public will.
- Getting the public to be a part of the solution—building public awareness/shifting the not in my backyard (NIMBY) attitude to Yes! (YIMBY); Better storytelling; sustained discussion of the long-term impact of our development; need for public to be ready for change.
- Need more YIMBYs to balance out NIMBYs. People that are anti are vocal at every stage of the planning process and we need to balance them out with advocates that can talk about our communities in these local settings.
- Compelling storytelling connecting housing, transportation and workforce development, and long-term economic health.

- How to address affluent residents' resistance to development of affordable housing; needs to start on a city level; making affordable housing a higher priority.
- Help the public accept and understand that we will have a more populated region overall.
- Raise taxes to generate income for public works.
- Think Big! Operate to what our aspirations are—not just what is accessible or seems possible in the current economic/political environment. Less fear more hope.
- Boldly address and call out issues of race and class in community development.
- Generate research and innovation in social justice.
- How do we encourage public to use more public transportation—car is part of the American Dream.
- Building political will/legal coverage that will allow elected officials to address these issues without risking not being reelected.
- Help people understand that they can act powerfully for change, in the face of being discouraged and alienated, they can be part of the solution.
- Train major donors around history and rhythms of social change and collective empowerment.
- Education and political will from planning commissions and city councils to make sustainable land use decisions.
- 501c3 can and should engage in the political process; so many nonprofits think they cannot engage in electoral politics; we need to do this. We've engaged many nonprofits because of Measure A in Santa Clara county; we've got a chance to win; in 2008 we began building momentum as it directly affects the work we do. Educate nonprofits about do/don't of getting involved.
- Funding for lobbying for 501c3/c4.
- Build capacity of nonprofit staff to lobby – quality advocates in the community; can more trainings be available/how to access and know about these trainings?
- There needs to be more communication/more media about why housing for everyone is important; get education/outreach and get folks aware of option of resources.
- Engage citizenry; democracy at work.
- Let's challenge the 10,000 foot view; smaller ideas are also super important; speed bumps in neighborhoods are an example of small ideas making a big impact and getting neighbors involved in decision making.
- Encourage renters to vote.
- Broaden community commitment (public officials, diverse community members) to inclusive community (Anti-displacement and corporate responsibility).

Cultivate People Power and Civic Engagement

- People power versus money power - build people power for the long term, for when money power is less ascendant.

- Leadership development of those who are impacted; investing in our community residents; capacity building of residents/educate our young people to get involved/ start early.
- Leadership crisis: there is a need to have the public at the table; there is little connection between people in power and those being affected; this conversation has been fractured and strained. Foundation has the standing to come together to have the dialogue with all the different parties.
- Identify and develop more effective and diverse leadership.
- Mentor and educate young people to be involved, educate, activists for change. Help people know that each person can make a difference.
- Facilitate policy development outside of pitched battles.
- Diversify those that make decisions about public transit because now it is always the same players that are disconnected from riders. Help move people to advocate for systemic and policy change.
- Increase representation from underrepresented communities by using tools such as the California environmental screen tool, which can help identify Transit Oriented Development D ready projects.
- Meaningful community engagement starts by identifying leaders in community – training and advocacy – so they can connect to the rest of their constituency.
- Community organizing/civic engagement in neighborhoods is important. How to engage folks that drives in for work, how do we engage the diaspora of displaced communities?
- Public engagement funding from LCAP; schools are highly impacted.
- Bottom up planning; prescribed from above. We need more community engagement.
- Changing who the policy makers are; so they reflect the community and their needs.
- Transportation issue meetings are hard to get people to attend because they just got hours cut; leeway to engage people in a holistic way; have to be able to define ways to engage people on the different dots that need to be connected.
- A floor of funding for parent engagement for/from unified school districts.
- Siloed approach to regional planning, housing vs. transportation vs. health vs. education. People don't view their lives/needs in this way. Civic engagement must have room to engage holistically in ways that are more meaningful to people.
- Review existing community engagement in development processes; require meaningful community engagement in development processes.
- 501c3's can and should engage in the political process; so many nonprofits think they cannot engage in electoral politics; we need to do this. We've engaged many nonprofits because of Measure A in Santa Clara county; we've got a chance to win; in 2008 we began building momentum as it directly affects the work we do. Educate nonprofits about do/don't of getting involved.
- Funding for lobbying for 501c3/c4.
- Build capacity of nonprofit staff to lobby – quality advocates in the community; can more trainings be available/how to access and know about these trainings?
- Innovative approaches to engagement that are inclusive of community members; include these voices that can't come at 12:00 p.m. in the afternoon.

- Community voice to demand change/organizing.
- Development of housing plans needs to include impacted community.
- Strengthen institutions and build capacity of staff at nonprofits and city agencies to advocate and build civic engagement, sustain quality staff in both places to support longevity and impact of campaigns. "Quality staff and capacity building for institutions doing the work is important to sustain long term efforts."
- Respond to community needs as a means to build trust to engage in big bold policy change.

There is a role for corporate responsibility and leadership

- Corporate leadership is needed to say that we take responsible for what we're doing and we're investing in the community.
- I want to pick on Apple; passively, quietly opposed measure A; by doing so they basically are saying they just want to maximize tax dollars for the company; rather than saying what kind of community do we need to manufacture locally, investing and planning locally.
- Corporations need to be involved and the Silicon Valley Leadership Group needs to take more leadership on the issue.
- We need to change the culture of responsibility; how to do that? Hand holding city/county officials, because they get defensive; shared responsibility; we expect this from you.
- Engage with corporations - Silicon Valley Leadership Group may be the model; need a critical mass to do so. We also need diversity in the boardroom and basic self-education about the issue from corporate/NGO leaders. Emmett wrote a paper on the role of the community foundation and a post-racial environment. This type of thinking and action needs to happen within the nonprofit; need to keep teaching about issues and power struggles; figuring it out on my own, don't know how; and I wonder if the community foundation can take up leadership in the space. How about the community foundation or some other organization to push this type of information to think about how and who to do this cultural shift.

QUESTION TWO

How can we more effectively remove structural barriers [public policy, financing resources, cross-sector silos, etc.] to support affordable housing, transit-oriented development, quality public transit and sustainable community development?

(six breakout circles; total of 49 participants)

DETAILED NOTES FROM CRITICAL QUESTION TWO

Define the structural barriers

- First we have to be honest and bold in recognizing and naming barriers:
Corporate impact/responsibility, tax structure incentives to invest in communities
- Structural barriers: efforts to keep people in their communities - investing to build communities from the inside out
- Evaluate the projection and adjust to realities of communities
- Barrier between regional planning and economic/jobs/workforce issues are counterproductive to plan housing and transit without looking at the jobs that are driving/creating many housing and transit challenges
- Legal/ removing barriers
- Address that the issue needs to be met holistically
- The barrier = apathy, lack of engagement and leadership

Incentivize to Build Capacity and Collaborative Partnerships

For communities and organizations

- Collective community engagement; political citizens.
- Build public's education and awareness through local libraries.
- Widespread marketing to public for votes on issues that bring positive change.
- Unite key communities for policy campaigns.
- Connecting with community partners to help define what sustainable community development means to them.
- Ongoing leadership development for communities.
- Community control by low income residents.
- Address resegregation of Bay Area by investing and building local power, especially in suburban areas.
- Increase the engagement and amplify the voice of actual riders that represent low-income, youth, disabled, seniors, etc.

- Change the imbalance of power by building a broad progressive alliance and by mobilizing communities.
- Paint a vision of what could be in terms of leadership.
- Build capacity for grassroots level policy influence.
- Pair nonprofits with resources and capacity.
- Change 501c3 status to enable nonprofits to engage in campaigning.
- Public-interest nonprofits need to be able to lobby just as much as self-interested for-profit entities.
- Coalition building that combines policy expertise with strong grassroots community organizing across issue areas > breaking the silos.
- Leadership development through funding groups that do both 501 c3 and c4 work.
- To get out of silos, we need to come together around long range transformative vision to guide our day to day work and highlight connections across policy areas.
- How do we deal with the economic imbalance between grassroots organizations and environmental/social justice groups and the economic interests of the status quo?

For regional and cross-sector governance

- (Consider) potential of collective regional impact, so cities aren't in competition with each other.
- Local jurisdiction silos/Balkanization puts cities in competition with each other and/or catalyzes isolation > anti-regionalization sentiment.
- Integration/merging of public agencies to reduce barriers to public participation.
- Fund coalition partnerships to break down city/county lines that can affect or create barriers to public transit.
- Work on policy at the local level since problematic policy can stop good ideas.
- Incentivize for local jurisdictions.
- State incentives to collaborate regionally, build and build ELI housing.
- By creating government agencies with a regional power.
- Incentives to promote collaboration.
- Build capacity for cross sector collaboration: fund, allocate resources for development.
- Funding to build capacity among organizations and networks that work to break down silos and do cross-sector collaboration.
- Through motivation and incentivizing.
- Grantmaking initiatives/funding pool restricted to multi-stakeholder collaboration.
- Cross-sector convenings can really help support sustainable policy development but needs to be sustained and supported.

Equity / Inclusion

Identify who is missing from the conversation

- Who is in these structures? Create pipeline systems, policies to make large agencies more reflective of the communities they serve so they can better benefit from that wisdom; leadership development.
- Issue: makeup of decision-making bodies that do not reflect the demographic and geographic diversity of the communities we work with i.e. low income, immigrant, etc.
- Address concern: voices that are not in the room.
- There is no immediate connection with general community members; what are their incentives?
- Better mapping to identify the players in a space.
- Develop shared understanding of why the housing market does not automatically meet all needs.
- We need to address lack of mental health facilities to improve homelessness in Bay Area.
- Current analysis of racial-economic segregation in (housing) planning processes.
- Equity piece.
- There is inequality across public endeavors.
- Recognize and elevate existing community visioning processes and voices.

Increase participation from those traditionally less involved

- Increase youth voice.
- Shared platform and increasing shared understanding.
- Provide more stability to low-income and working families so they can participate in the democratic process.
- Embed equity measures into government decision-making (development review, budgeting processes).
- Greater community involvement and buy-in to reduce barriers and increase support to transit-oriented development.
- Change models of community participation - go to the communities, don't force them to come to you.
- Educate on the connection between inequality, social mobility, land use, history and tools.
- Create a pipeline to diversify decision makers, most of them are the same folk disconnected from local context.
- Invest in youth leaders.
- More engagement and participation from residents.
- Possible solution: district elections.
- Community education on land use, housing, transportation and public school.
- Free 4-year college education.
- Pathway to citizenship amnesty: voting, sanctuary city, employment and access to benefits.

- Same-day voting.
- Open polls longer.
- Automatic registration, voting access.
- Increase advocates for transportation integration and equity.
- Build local "yes in my backyard" constituents for sustainable and equitable development.
- Creating seats at the table for community members and residents to create their own solutions and be recognized and supported.
- Community planning processes that include community members.
- Change composition of policymakers to reflect community.
- Regional governance with teeth (funding linked to goals) and an equity/rights orientation.

Housing

Funding Barriers

- Housing element: state enforcement apparatus and more funding for private enforcement.
- Financial resources for cities to meet regional housing allocation needs.
- Regional housing trust fund.
- Help cities with housing linkage fees make their money work faster. Small cities often can't collect enough funding to build housing.
- Fix fiscalization of land use - tax structure.
- Legislate fees to move funds from market-rate projects to affordable housing projects.
- No permanent funding source to replace redevelopment.
- Remove funding barriers in affordable housing: Tax Credit Allocation Committee local, operating, etc.

Update codes, standards and ways of thinking in housing development

- Revisit outdated building codes that limit development, particularly urban or dense area development.
- Lots of cities have old requirements that reflect the community of yesterday, not today.
- Accountability standards and teeth to housing element.
- Plan and implement housing regionally. Not just Regional Housing Needs Assessment process but action.
- Affordable housing needs subsidiaries. Sometimes housing affordability targets get pitted against demands for high quality jobs for local residents (and career opportunities through apprenticeships). We need funds focused on eliminating these conflicts.
- More developers willing to build/create more affordable housing and financial support to do it.

- Shift institutional understanding and prioritization of addressing systemic inequities, i.e. Redlining housing.

Housing Policy

- Overturn Costa Hawkins state law (rent control).
- Change Ellis Act state law (allows landlords to go out of business).
- Citizens United.
- Prop 13.
- Study what to do about proposition 13.
- Reform proposition 13 and state tax and fiscal (engage low-income voters, immigrants, communities of color).
- State policy has significantly limited and hurt local and regional solutions.
- No certainty for inclusionary housing.
- No closing loopholes in Ellis Act.
- No restrictions on housing speculation.

Policy and Private Interest Barriers

- A critical structural barrier to our success on affordable housing solutions and anti-displacement is the real estate industry with deeply vested interests and political influence.
- Honest economic analysis, having a good understanding of what is going on. Reveal how public and private investment (i.e. housing real estate) works in the area. "Don't make 20-year old data fit into what is happening now with transit oriented development."
- "Public policy" barriers are not the same across local jurisdictions.
- Performance needs to be recognized and rewarded.
- Public policymakers are trapped by NIMBY interest and don't have enough knowledge/expertise in area of land use nor housing transit.
- Regional nimbyism (market and Below Market Rate).
- Desire to maintain a suburban identity while attracting global economic engines > 1950 urban planning framework.
- Policy questions to ask: what specific areas are tailored to need?
- Including the asset-based approach to the issue.

Transit, Transportation

Understand connections between jobs and housing and role they play in transit

- 55,000 new jobs approved in San Mateo County and only 2,100 new housing units approved – problems are obvious. What are the economic incentives for cities to add more housing? Need people to understand that the (dense locations of) jobs are causing congestion.
- What are self-sustaining models of community? Investments to resolve...jobs where people live telecommute, etc.
- How do we get transit to do more than connect to housing and jobs?
- First analysis then goals and public funding linked to jobs, housing and transportation.
- Regional jobs vision.
- What role are employers playing in addressing housing?
- Telework and shifting hours to address social issues.
- Invest locally to reduce people and traffic, traveling long distances (to reach employment).
- Metrics reflect real needs, challenges - i.e. Not just how many jobs but what quality. Therefore, what impact on housing, transportation, climate, and infrastructure.
- Transit can't just be between jobs/housing connectivity. That contributes to segregation.

Transform transit pricing structure and mindset, assumptions

- Volume transit pricing structure for low-income workers who work for employers who can't buy passes for workers.
- Transform the system, change the mindset for solutions as consumers versus clients.
- Pricing infrastructure and impact on low income workers.
- Transportation supports beyond (longer term supports).
- Political will and interest in effective Bay Area public transit system - more variety of transit needs.
- Long term strategy gains.
- Collaboration, i.e. environment.
- Tie transportation funds to local government performance in approving affordable housing near transit hubs.
- Address internal barriers to longer/sustainable resources.
- Equalize transportation investments, more funding for busses.
- Break the assumption of class divide in transportation system.
- Changing parking requirements for Transit Oriented Development.

Reform Regional governance

Focus on regional approaches to planning

- Reconciling local need and unions as a way to prioritize housing and development.

- Foundation should spend more funds locally.
- Shift power structures.
- "Throw the bums out." We need to develop regional agencies that will design policy that is conducive to promoting the right kind of action.
- Governance reform (i.e. MTC).
- Regional governance and planning reform: ABAG/MTC merger must be done right.
- Opportunities for ballot measures in 2018.
- New mobility models and new governance models> there are currently no structures in place. How do we create them?
- Keep public resources (public land, affordable housing, public transportation) public. Don't use public funds to fund private industry.
- Public financing to control airwaves.
- Ownership of social resources; public resources for public good.
- Local engagement in state policy reform.
- Make connection between housing and the labor market; addressing inequity.

Influence / Increase political will

Deeper look at private/public sector roles for areas of improvement and potential change

- Changing how the public sector does their work.
- Use education and information to respond to myths.
- Invest in unlikely partnerships to create public will and political power for equity oriented housing plans and transportation: community groups, faith, business, CDFIs, developers, labor and schools.
- What we really need is political will to make the tough decisions around development - especially TOD. Also community acceptance.
- Change public perception around affordable housing and who lives in it.
- Change hearts and minds around homelessness at city government level.
- We must develop constituencies that can voice a desire for social equity, both from those most impacted and their allies.
- Open space agencies need urban connectivity to reduce "green" segregation.
- Increase political will.
- Educate people to understanding all consequences of decisions.
- Foster commitments/political will to equitable outcomes.
- Recognize cross-sector silos and reward government leaders who demonstrate leadership on funding transportation and affordable housing; i.e. the Silicon Valley academy awards.
- Provide economic incentives to build housing.

- Continue to build political will to get critics to change policy and allow housing growth.
- Persuade local governments that transit-oriented development, housing and public transit are beneficial to them.

Foundation, private and tech sector influence

Private Sector Accountability

- What is the private sector's responsibility, involvement - politically, financially, etc.
- Unleash opportunity for private sector (Lyft, Uber) to help deliver public transit, serve areas that are not profitable for public transit.
- Make private corporations pay for community impacts; across state.
- Universal basic income = taxpayer picks up the bill for tech impact on jobs.
- Use technology tools to remove structural barriers to challenge corporate greed on a regional level.
- Increase venture and tech resources.
- Explore venture philanthropy.
- Detach from local greed and tell businesses to go where people are.

Commit to long-haul planning

- Tie community perspectives/needs to long-term technical planning and impact.
- Constantly address issues over time.
- Be patient but committed for the long haul.
- Find long-term solutions by holding more convening (think on a seven-year funding cycle).
- Institutional funding that includes administrative (staff of nonprofits), too much funding excludes supporting staff internally who can carry out the work.

SVCF role as convener

- Opportunities for foundation as a convener of input groups.
- We need to be anti-Barrier. SVCF has a unique role in reducing barriers. Proactively funding collaborations, fund organizations that might be seen as opposition.
- Funding junior staffing levels that help build collaborative mind-set.
- SVCF and partners can be community counterpart for tech sector thinking about jobs long-term.
- SVCF use its convening power to align policy-related philanthropy, NGOs, government and businesses around big policy initiatives, region-wide.
- SVCF can act as convener and facilitator to address issues of homelessness and housing.
- Find ways to shift power structures away from money interests (how... I do not know).
- Is there a framework for evaluating transportation equity? Foundation could do this.
- Foundation could help bring together impacted voices.

QUESTION THREE

What creative, innovative, or non-traditional approaches might we consider to advance progress in the housing, transportation and the community development landscape?

(five breakout circles; total of 38 participants)

DETAILED NOTES FROM CRITICAL QUESTION THREE

Transform community engagement, reform political processes and build political will

Transform the conversation underlying community engagement.

- Develop cross sector conversations with leaders that come from different opposing political spaces; people from different positions on the political spectrum learn to work together best when they are engaged in a tangible project and not in the context of abstractions.
- Transform community engagement around housing for deeper more constructive engagement.
- Create a safe space for people to have conversations that matter around housing where people can ask uncomfortable questions. Either broad based conversations or a leadership academy that is safe for all.
- Safe place for conversations to take place.
- SCVF can create a topic specific space where folks can talk about the hard issues outside of the city council chambers. When folks get back to the local communities and municipalities the tensions gets in the way moving policy forward.
- Topic specific convenings to encourage sharing and learning, e.g. rent stabilization conversation hosted by SVCF.
- Convenings to imagine the future to share values: convene imagining sessions across the region about who we will become 50 years from now and what policy areas need to be addressed to get there. Break out of 1950 planning paradigm ~ disrupt currently existing silos.
- Conversations tend to be fear driven (what we will lose). This is a barrier to planning, to envisioning the future. Need a way to make the dialogue more focused on opportunities and creation (acknowledge fear but bring in the beauty).
- Reframe the conversation as an opportunity to build what is possible and away from a position driven engagement.
- Democratic deliberation that brings together people across differences and segregated residential patterns to identify shared values for solutions and promote shared power.
- There are transit agencies and other organizations thinking about the system 50-100 years from now – how can those be more inclusive, grounded in local resident experience and wisdom.
- Establish principles - rights, access, shared values.
- Change the politics behind the conversation that create artificial private vs. public tensions.

- We need to move towards long-term solutions and this emerges in the context of local and regional efforts. Local often struggles with the needs to increase jobs and rejects the need to build housing.
- Collective impact. What are we all trying to achieve and how can we work towards that.
- It's also important to think not only of the goal but the process there. How do we work together?

Build participation and representation in democratic public processes around issues – transportation, housing and land use. Build new leadership.

- Community work. Engage people who typically don't engage in these issues. Give more of a voice.
- How do community voices get lifted without being exploited and used?
- Genuine grassroots bottom up community engagement.
- Cultivate new leadership so that the most impacted are running for office and taking a leadership role.
- Convene young and potential politically engaged leaders to build a regional culture of engagement where people learn how to work together.
- Create an atmosphere that encourages more low to medium income people, people of color, folks who have worked in the public interest to run for office, be involved in philanthropy, lead in areas where they have access to resources for the community.
- Longer-term strategies to diversify representation at all levels, boards and counsels, plus governance reform to ensure different outcomes.
- Quality civic engagement and the tech tools to do so. Revamp how we do community engagement.
- Community leaders to policy academies.
- Select and train leaders to run in six to eight years; invest in leaders seven years from now.
- Develop a multi-organizational collaborative leadership institute for low-income residents to get folks appointed to boards and commissions.
- Establish or support a 501c4 focused on developing new leaders and leadership from low-income communities of color.
- Expand "Palo Alto Forward" idea to other communities to engage new voices.
- Increase stipends for political offices so working and lower income people can serve.
- Include workers in democratic deliberations who don't live in the local city.
- Public financing of political campaigns to allow for more diverse candidates and more focus on ideas, less on fundraising.
- More innovation and diversity in democratic governmental institutions and processes.
- Politicians represent the people who have gained a great deal by the economic boom in our region and they often do not take into consideration the needs of the diverse community in our region.

- Network local groups for housing and transportation solutions.
- Part of GCC to work on community support and advocacy for a specific area transit housing plan. What we ended up doing - worked and nurtured a local group that worked on general plan and other areas ability to build capacity and network with other cities to share lesson. Would love to see it as a strategy.

Change hearts and minds, generate public will for change through storytelling, shifting narrative and increasing understanding across social lines.

- How might we use media in our region to influence the hearts and minds on the issue of housing in Silicon Valley?
- Enhanced communications, graphics and visual imaging to connect with public.
- Build common communications strategies, using advocacy and public policy to make the case.
- How do we change the hearts and minds of developers investing in Silicon Valley?
- Values conversation – changing hearts and minds through radical inclusion.
- Examine what is already seen as a solution, not new - but lacks significant support and political legs.
- Strengthen the argument that density isn't "bad," that it doesn't have to contribute to segregation when we build with connectivity in mind.
- Storytelling: we know that (with) an economy lead by technology there are four other jobs that support that.
- Increase empathy and understanding.
- Use gaming to engage people in understanding the ramifications of complex policy issues, decisions, projects, proposals – parking, housing etc.
- Reality TV Show Undercover Boss: get CEOs and civic leaders to live a day/week in life of their lowest compensated subcontractor, Live the WHOLE life, not just the job. Clean the house and drive them 20 miles to a school then go to work.
- Develop tools for bridging social and economic segregation to get folks to know each other and different experiences – i.e., arts, storytelling, experiential learning opportunities, apps, speaker box.
- One place is school to start, give the high school students the experience so they can share with parents. Also will set up a new generation of leaders for the future.
- Spaces for authentic conversations about lived experiences.
- Use film and media to get the message across. Buena Vista was powerful; use film and media more to spread messages, to create empathy: empathy injection.
- Address one issue to begin, for example schools and housing. De-segregate our communities. You have places like Cupertino who fight any new development because NOT ONE NEW STUDENT. Fine with anything except anything that affects school other than traffic; the biggest barrier is schools.
- Develop prizes, races to the top/x-prize. "Here are the ten criteria to win," and see what carrot can draw them into to achieve. Incentive is one thing, but people get a lot of juice for a prize. It's

about more than just additional resources; we're going to celebrate you because it funds the initiative but also creates another narrative.

- Expose fallacies and truth around this school/housing issue. "The percentage of children that actually live in these new developments is actually minute. Who can afford to live there? Couples just starting in their careers, not married, don't have children. Just get the facts out there. Bring someone whose job it is to help with the interest of the 300 people who can't be here tonight at city hall."
- Disrupt the coded narratives and interject new ones. Explicit education campaigns regarding racial segregation and its consequences in this region. Parking/transportation is code for "these people in my neighborhood." Create a different narrative to interrupt implicit narratives of racial and economic exclusion. Mount an explicit campaign about what racial segregation does to the community. "So when you say you're not voting for this, it actually means you're displacing these people and bringing in white people and displacing brown people."
- Support 501c3/c4s that can have political impact, campaign, canvass, build political will.
- "You can't talk about housing without talking about transportation." Make sure to include health and equity.
- Make the connection between health and housing issues.
- Find and tell new stories with new allies, such as health departments.
- Highlight economic benefits of healthy communities.
- Rethink the identity of / vision for Silicon Valley. What would it take to create a Silicon Valley that is about a stronger society? Silicon Valley/Bay Area is so lacking in identity other than a tech hub. SVCF can focus Silicon Valley on creation of a "good-for-all" community through ongoing analytic reports linked to quality of life indicators. Use these to communicate and converse with people in all sectors. Establish the terms of a baseline conversation to drive a better collective identity of Silicon Valley.
- Develop cross sector cadre of leaders that are invested in creating "good society" indicators, not just an economic engine.
- Look at what is already seen as a solution, not new - but lacks significant support.

Housing

Focus on developing affordable housing for specific segments of the workforce

- Housing needs of the NGOs serving the community in our region. Sharing spaces for NGOs to work in.
- Subsidized housing for nonprofit staff.
- Housing for teachers.
- Partnering with education sector to create housing for educators and support staff.
- Partner with corporations to create more housing locally for their employees.
- Shared housing.

- Subsidized housing, funded by foundations, for specific groups, i.e. nonprofit employees, teachers, police etc.
- Divide the housing crisis into “biteable” pieces like teacher housing, service worker housing, etc. “Maybe one city trying something different. In San Jose, we did affordable housing for teachers, we helped 530 homes for teachers, make it strategic and bite off one piece at a time.”

Creative Funding for Affordable Housing

- Reforms and underwriting to facilitate the use of pension funds for large-scale affordable housing development.
- Bolster and fund newer models of community owned development: Community Land Trusts (CLT), Community Development Enterprises (CDE’s), Cooperative Real estate Development (CRD’s) to buy secure and maintain affordable housing near transit.
- Tie school funding to housing production because people really care about schools. The idea is that if you have different types of housing production, then you have different types of people, and you can meet them in a real life way.
- Research and tools to support tying schools to housing production.
- Engaging hospitals and clinics for a source of funding for affordable housing.
- Create opportunity for regional fund financed by employers to finance affordable housing, a combination of grants and unrestricted funding. Some of this is happening but not happening at the scale needed.
- City governments actively trying to move affordable housing forward seek corporate support.
- Create Venture Capital fund to co-invest with CDC funds for low to moderate income housing.
- Revisit regional tax sharing – especially for small communities – to enable accumulation of money from development of housing.
- Funding for affordable housing: private equity, pensions, corporations, foundations, crowdsourcing?
- How do we tap into the wealth (real estate) transfer from baby boomers into affordable housing? Are there relevant demographic shifts?
- SVCF can create an incubator that just focuses on housing.

Intervene in the housing market to encourage increased supply of affordable housing

- Subsidies for section 8 housing to make section 8 housing doable for landlords.
- Offer Incentives such as taxes breaks to those who purchase homes in “smart” growth development.
- Improve design and quality of compact housing to make it more alluring and livable.
- The state and cities should have some legislation to engage in housing and how to engage corporations on housing as well.
- Bring other non-traditional partners like health around housing so that can learn to speak the same language.

- When we are promoting affordable housing, need to link to transit oriented housing.
- Build cooperative housing.
- Identify potential properties that can a.) provide affordable housing; and b.) be land trusted, taken off the market for permanent affordable housing.
- Addressing lands costs through land banking and community land trusts.
- Nonprofits buy buildings and take not only new housing but older buildings off the market, convert to permanently affordable housing. Land trust model. De-commodify housing.
- Reconsider single-family homes as multi-family (i.e., co-ops, shared housing, second units).
- Consider that for some populations, individual housing is not best solution, e.g. people living in well run collaborative home (mental health, recovery, re-entry) both short and long term.
- Silicon Valley is so single family oriented. Rethink that model.
- Work with cities to embrace affordable housing developments rather than bigger market rate developments.

Transportation

Big Picture: Regional Conversations and Solutions

- Bring all municipalities in the Bay to have a transportation conversation.
- Have one transportation agency for all nine Bay Area counties.
- Creative approaches to support transportation needs of NGO, people working here but staff that cannot afford to live here. A Google bus for our NGO staff.
- There is change going on in transportation and we have distinct issues in terms of fragmentation. One of the things that will help or hold us back is the need to integrate technology and advocacy that can bring everything together. Need to work together with a technology and social perspective and will have opportunity to make big gains. Regional coordination.
- Regional governance doesn't have teeth to it. How do we make changes to that and what is the role of regional governance?

Employer Focus

- Employee incentives by organizations in our region to encourage use of public transportation.
- Big organizations and corporations in our region should provide transportation to address the needs of their employees.
- Incentivize the virtual workplace and telecommuting; what if 50-60% of work happened at home offices? With improvements in online virtual meeting can companies be incentivized to lower their transportation footprint, that of their employees?
- Require companies to make electric cars available to employees to make incidental trips during the workday so they can take public transit to work (not just subsidize transit cost).
- Can corporate buses be used by community members during the day while employees are working?

- Incentivize employers to pay for sustainable transportation for their employees.

Policy

- TDM (transportation demand management) mandates.
- Use grantmaking to change policy around transportation and transit.
- How do we use policy to change the behavior of the private sector on transportation? Use policy mandate to encourage new practices around transportation use.
- Convenient, accessible, connected transportation in every city that would create less time in the car. There is still tremendous need and not enough process. It has to be part of the conversation.
- Regional governance doesn't have teeth to it. How do we make changes to that and what is the role of regional governance. We don't have a way to legally tie transportation infrastructure with housing infrastructure. This is a long term challenge.
- 2018 regional transportation measure.
- Support 501c3/c4s that can move transportation policy.
- We don't have a way to legally tie transportation infrastructure with housing infrastructure. This is a long term challenge.

Rethinking development at the intersection of jobs, housing, transportation and land use.

Promote infill development, smart growth, density and complete neighborhoods and developments.

- Increase building density while maintaining open and green space.
- Green and open space connected by paths to development, policy of green and open space connecting transportation and housing.
- We need creative ideas to build in small sites, stack parking, prefabricated construction and how can unions support prefabricated construction?
- Developing small pieces of land. Put five-six units in one lot. But EPA is not doing more development because of the water shortage. How can we use more small spaces to create housing solutions?
- Tax fallow underutilized or vacant land.
- Create/use small corner grocery stores that eliminate driving and create business opportunities.
- Address food insecurity and driving associated with food by including food infrastructure in affordable housing.

Front end equity and sustainability mandates in planning and development processes

- Use a framework to think about housing that is focused on a job-housing "fit." Income-ability of household in relation to the housing affordability. What kind of housing we need to meet the need of the workforce. Use this to frame solutions. Intersects with housing affordability, makes clear that need to use affordable housing rubric and not market value.
- Couple job creation with housing. When approving jobs, require local housing also be created.

- We don't have a way to legally tie transportation infrastructure with housing infrastructure. This is a long term challenge.
- The notion of concurrence. Often we'll see a big project in the works but the support services need to be in place before it can open. For example the Warriors stadium. Align support services to create positive impact on our community in advance of development.
- Planning with a focus on climate mitigation and adaptation as a jumping off point for changing our systems around housing and transportation. Take a long-term perspective.
- Our region has deep housing shortage. Using job, housing ballot. Balancing by jurisdiction to connect housing to job and tool to target the investment. Transit shed. Should be able to use affordable housing funds to help create transportation close to homes and jobs.
- All transit infrastructure needs to be tied to "affordable Transit Oriented Development housing, minimum 50% affordable. Funding must be linked or contingent upon the affordable housing component.
- Embed racial equity tools into the work. Set up program that if you fund cities, add in racial equity tool across budgets etc. Anytime anyone came in with a new idea, they would have to come up with a source of funding, in this case, come up with an equity impact every time you implement a policy.
- Region-wide economic development pact to promote upward leveling and increase equity.

Build social and community capital; fight displacement

- Micro degrees for at risk youth.
- Small business generation for immigrant communities.
- Support for minority students to finish college.
- Explore/expand financial growth/banking opportunities in lower income communities for wealth building.
- Funding to promote collective ownership of "sharing economy" firms/service providers.
- What if we had an "Uber" that offers free rides to our neighbors. Piggyback on the trend of "gig" economy.
- Bolster and fund newer models of community owned development: Community Land Trusts (CLT), Community Development Enterprises (CDE's), Cooperative Real estate Development (CRD's) to buy secure and maintain affordable housing near transit.
- Community leaders to policy academies.
- Community equity shares in successful area businesses that benefit from public subsidies and public infrastructure.
- In response to wealth and power consolidation, need to support advancement of people who are outside of current power structures.
- Encourage a "Know your Neighbor" campaign; perhaps shared housing possibilities emerge.

- Our systems are client-driven, need to qualify to get access. Need to change system to be consumer driven system. All low and moderate income. How does the public system support a market that serves low- and moderate-income consumers?
- Empower individuals by promoting resident ownership of the development making them shareholders in the property.
- Anti-displacement policy template.
- Policy driven response to nonprofit displacement. Development set asides such as community benefit agreements where nonprofits share and optimize space. More dedicated spaces, a la Sobrato.
- Dedicated space for nonprofits in communities facing displacement to ensure there is a voice.

Explore How Technology Can be Used For Equity and Sustainability

- How can the tech industry be engaged in addressing our community needs, how do we use tech to create an UBER services to share rides in our neighborhood. Bring people together to share their resources with one another.
- How can “disruptive” ideas (Uber, charter schools) enhance rather than break other ideas like public schools and taxis?
- Conduct research on impact of mobility revolution on land use and transit. Autonomous vehicles and other mobility systems will change and will have impact with respect to land use, transportation planning, there is no other place better to think about this than here as we start think about systems and policy.
- Technology for transportation integration, innovation and advocacy.
- There is change going on in transportation and we have distinct issues in terms of fragmentation. One of the things that will help or hold us back is the need to integrate technology and advocacy that can bring everything together. Need to work together with a technology and social perspective and will have opportunity to make big gains. Regional coordination.

Corporate responsibility for public good

- Challenge local business communities to invest more in the communities they reside in and impact – parks and open space, libraries, transportation, clean water, community services, housing. Our community supports this economic engine and is not getting much back.
- Create opportunity for employers that can contribute to regional fund to finance housing. They are creating jobs but with no housing. Some of this is happening but not happening at the needed scale.