

Solano's Land Use Ties to Transportation





INTRODUCTION

The successful integration of land use and infrastructure planning with transportation investments provides regions and communities with many potential benefits, including:

- Better balance between jobs and housing, reducing traffic and congestion
- Enhanced access to a variety of transportation options for households of all incomes
- Improved access to local and regional job centers
- Improved workforce access to jobs and a better commute
- Healthier communities that encourage walking, biking, and transit use

This section presents the land use plans, policies, and programs that will support the infrastructure and transportation investments in the CTP. It incorporates information from the 2019 Solano Housing Summit, interviews with landowners and developers, UC Berkeley research on regional housing issues, and the Solano EDC's Moving Solano Forward Report.

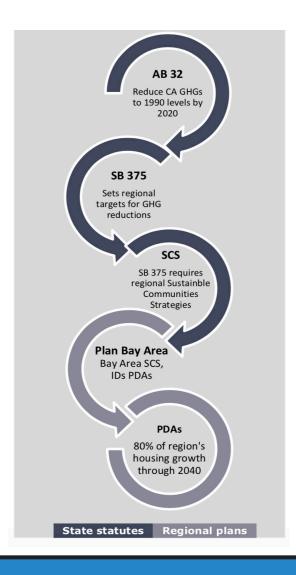
SOLANO COUNTY AND CITIES: LAND USE AND TRANSPORTATION PLANS, POLICIES, AND PROGRAMS

Over the past forty years Solano County has balanced preservation of rural lands, natural resources, and agricultural opportunities with expanding opportunities for housing development and economic growth. Going back to the 1980s, the Orderly Growth Initiative was crafted to limit the density of development in lands designated Agriculture or Open Space and focus residential and mixed-use development in Solano's cities and towns.

Developed in 2004, the Transportation for Livable Communities Plan illuminated the importance of focused growth to reduce environmental impacts. The plan identified historic suburban development patterns, often characterized as "sprawl", as undesirable over the long term due to fiscal consequences, residents' isolation from key services

and public gathering areas, and the excessive travel required to reach many destinations. It recommended ten Smart Growth principles to be utilized in future land use decisions, including focusing growth into existing communities, increasing the types and price rangers of housing options, expanding the variety of transportation choices, and incorporating public realm amenities that foster a proud sense of place.

As regional thinking has evolved, Solano has aligned it's planning efforts with land use concepts embedded in SB 375 and developed by the Metropolitan Transportation Commission. STA has moved steadily to focus investments in PDAs to support higher density, mixed use development that offers walkability and access to transit, while maintaining key agricultural and open space areas. STA's planning efforts are underway to address displacement, gentrification, affordable housing.



Priority Development Areas (PDAs)

Priority Development Areas are locally nominated areas within walking distance of high frequency transit, that play an important role in accommodating the Bay Area's future growth. Solano's 13 PDAs were identified by the cities in conjunction with STA and ABAG in 2008. These areas are designated for investment in housing, and job growth. All Solano County jurisdictions have identified at least one PDA.

Solano County's PDAs are highly varied in nature owing to the local land use context. Although all of the PDAs represent infill settings - with the important exception of the Fairfield-Vacaville Train Station PDA - PDA types include historic downtowns, suburban centers and commercial corridors, rural town centers, and one "Employment Center PDA" in Benicia which is an industrial zone. Seven of the PDAs overlap with recently adopted Specific Plans for station areas and downtowns. These include the Sonoma Boulevard PDA in Vallejo; the Fairfield-Vacaville Train Station, West Texas Street, and Downtown/South Jefferson Street PDAs in Fairfield; the Northern Gateway Industrial Park PDA in Benicia; the Suisun City Downtown/Waterfront PDA: and the Downtown Rio Vista PDA. The plans provide a land use vision, zoning regulations, and identify needed infrastructure improvements.



Priority Conservation Areas (PCAs)

In addition to PDAs, the county also contains six Priority Conservation Areas. These are areas that have been designated for the preservation of natural habitats, open space, or agricultural lands. They can be established either on public lands or through agreements with property owners via conservation easements.

STA has invested over \$40 million in planning and capital funds in Solano County's PCAs over the last two decades, including the completion of the North Connector Project and a PCA Assessment & Implementation Plan. 90% of land in unincorporated Solano County is either designated as agricultural (70%) or undeveloped natural resources (20%), such as marsh, watershed, or conservation areas. Using funds from the One Bay Area Grant Cycle 1, STA utilized \$1.25 million in funds to develop the Solano Priority Conservation Area Assessment and Implementation plan; as fund the Suisun Valley Farm to Market – Mankas Corner Project Phase 1. With the One Bay Area Grant Cycle 2, STA utilized \$2 million in funds to support the Suisun Valley Farm to Market -Mankas Corner Project Phase 2.

The Solano Priority Conservation Area Assessment and Implementation Plan funded through OBAG 1 assesses the current PCAs in Solano County, the potential for designating new PCAs, and identifying potential projects to be funded through future funding sources including, but not limited to, One Bay Area Grant. The Solano PCA Assessment and Implementation Plan culminates a two-year effort to understand and implement the ABAG guidelines and to identify transportation projects to enhance the open space and agricultural land in Solano County. The most noteworthy section of the Plan is the Next Steps section, which contains two important features: a prioritized list of improvement projects within PCAs, and identification of areas to be considered for future PCA designation. The Suisun Valley Farm to Market project was dedicated to improving public access to Suisun Valley by providing pedestrian and bicycle enhancements, signage, lighting, bike facilities which accommodate higher bike volumes for all skill types, and staging areas.



The map below displays the location of the PDAs and PCAs in Solano County. Most of Solano County's PDAs have received recent investments in infrastructure in the last nine years, with the total value of investments summing to over \$225 million. Investments have frequently supported active transportation improvements such as bike lanes and Safe Routes to School improvements, and there have also been several notable transit station improvements. Several jurisdictions received funding to support the elaboration of a PDA Plan.

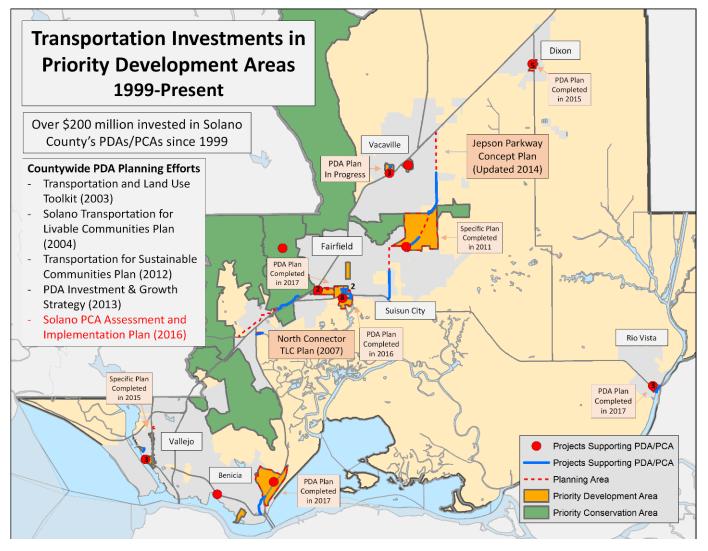
Priority Production Areas (PPAs)

In addition to PDAs and PCAs, there is a third planning designation that is currently under consideration for formal adoption by ABAG/MTC: Priority Production Areas, or PPAs. PPAs, which are nominated by local jurisdictions, are industrial lands that serve an

important economic purpose (typically production, distribution, and repair) in the region.

Most of the new PPA designations are consistent with Solano Economic Development Corporation's (EDC) Moving Solano Forward report, which was developed in partnership with Solano County and the seven Cities. The report identifies catalyst economic areas throughout Solano County that would stimulate job opportunities developed by Solano Economic Development Corporation's (EDC) Moving Solano Forward Report.

It is likely that MTC/ABAG will set aside transportation funds to implement projects for access improvements to PPAs. The goal will likely be to preserve, enhance and create new industrial/manufacturing activities



Source: Solano Transportation Authority, 2019

As part of Plan Bay Area 2050, MTC opened a submittal process for new and modified designations for PDAs, PCAs, and PPAs. All seven cities and the County submitted proposals that are now pending MTC/ABAG approval. If all submittals are approved, it will result in the following:

- Benicia: 1 New PPA (conversion of the Industrial Park PDA to a PPA)
- Dixion: 1 New PPA (Northeast Quadrant PPA)
- Fairfield: 2 Modified PDAs, 2 New PPAs (Solano Business Park PPA and Train Station Employment Center PPA)
- Rio Vista: 1 New PDA (Airport and Church Road PDA), 1 New PPA (Rio Vista Industrial Park PPA)
- Suisun City: 2 New PPAs (East Side PPA and Gentry PPA)
- Vacaville: 1 Modified PDA, 1 New PPA (Vacaville Industrial PPA)
- Vallejo: 1 Modified PDA (Sonoma Blvd PDA), 5 New PDAs (Mare Island PDA, Carquinez Heights PDA, Solano 360/I-80/SR-37 Gateway PDA, Central Corridor West PDA, and Central Corridor East PDA), 3 New PCAs (Mare Island PCA, White Slough PCA,

and Napa-Sonoma Marshes Wildlife Area PCA), 3 New PPAs (North Sonoma & Broadway Corridor PPA, South Vallejo PPA, and Mare Island PPA)

The MTC-ABAG Designated Geographies; PDAs, PCAs, and PPAs; offer cities and transit agencies to take consider the nexus of transportation in other planning efforts to create equitable, livable, attractive communities. Transportation plays an important role economic development, housing, and accessibility to resources. By designating areas for development and conservation, cities are eligible for significant pools of funding that would help to positively build their communities and improve the quality of life for residents. These improvements can be improved access to resources such as medical facilities, areas of employment and education, community centers and amenities, and open space/recreational areas via active transportation or public transit options that are safe, viable, and affordable. Funding dedicated to these designated geographies can aid in completing these types of projects.

PDA	Recent infrastructure investments	Total value of investments
	Vacaville Transportation Center; Allison Drive	
	Sidewalk & Class 1 Bike Lanes to Transit	
Allison Area, Vacaville	Center	\$11,400,000
	Fairfield/Vacaville Train Station Specific Plan;	
Fairfield-Vacaville Train Station,	Fairfield-Vacaville Train Station; Jepson	
Fairfield	Parkway Phase 2A	\$83,250,000
	Benicia Industrial Park Transportation and	
	Employment Center Plan, Benicia Industrial	
Northern Gateway, Benicia	Bus Hub; Park Road Bike Improvements	\$6,650,000
	Grizzly Island Trail Phase 1; Amtrak Station	
	Park and Ride EV Charging Station;	
	Suisun/Fairfield Train Depot Rehabilitation;	
	Suisun City Waterfront District Specific Plan;	
Downtown & Waterfront, Suisun City	Driftwood Drive SR2S Class I Path	\$5,780,000
Downtown South (Jefferson Street),		
Fairfield		\$1,720,000
West Texas Street Gateway,		
Fairfield	Bike, pedestrian, and transit improvements	\$1,780,000
	West B Street Undercrossing; Downtown	
Downtown, Dixon	Dixon PDA Plan	\$9,730,000
	Vallejo Ferry Intermodal Terminal; Downtown	
Waterfront & Downtown, Vallejo	Streetscape Improvements Phases 1-3	\$103,500,000
Sonoma Boulevard, Vallejo		\$40,000
	Rio Vista Waterfront Promenade; SR 12	
	Lighted Crosswalk; Rio Vista Waterfront PDA	
Downtown, Rio Vista	Plan	\$1,720,000
Solano County PDA Total		\$225,570,000

Source: Solano Transportation Authority, 2019; CivicKnit, 2019; Strategic Economics, 2019



Existing Federal Land Use And Transportation Policies And Legislation

Since 1978, the Federal-aid highway program (FAHP) has been authorized as part of larger, more comprehensive, multi-year surface transportation acts that cover Federal-aid transit funding as well. Since 1991, the Intermodal Surface Transportation Efficiency Act (ISTEA / pronounced Ice-Tea) has established the terms and conditions under which federal programs operate, authorized the enactment of appropriations, and described how appropriated funds must be used. It also provides for separate Authorization bills that create, modify, and/or extend agencies and programs. It also limited the term of each new ISTEA Act to approximately five years, unless extended through specific legislative action. The current law, the Fixing America's Surface Transportation (FAST) ACT, is set to expire in October 2020.

ISTEA requires a fiscally constrained Metropolitan Transportation Plan (MTP) with a time horizon of at least 20 years to be updated every 4 to 5 years, depending on the region's air quality attainment status. Currently, Congress is debating the structure, programs, and funding for the next ISTEA. In addition to funding for roads and bridges, the bipartisan bill includes:

- \$3 billion to support projects that lower highwayrelated carbon emissions,
- a \$500 million competitive grant program to lower per-capita emissions
- a \$1 billion competitive grant program to build hydrogen, natural-gas
- EV fueling infrastructure along designated highway corridors

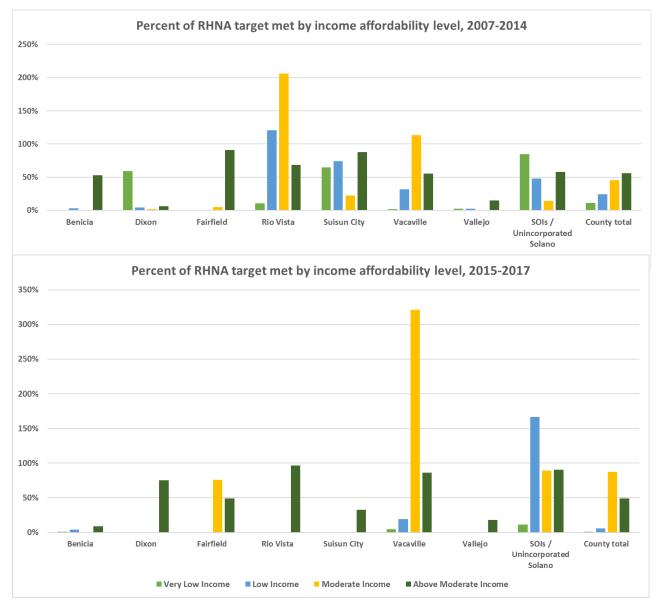
A four-year Transportation Improvement Program (TIP) implements MTC's MTP. The agency has begun using performance-based criteria to select projects that support the plan's goals and community priorities. When the final list of projects is approved by MTC and receives the Governor's approval, it is incorporated directly into the Statewide Transportation Improvement Program (STIP). STIP approval must be granted before projects can move from planning to implementation.

Income Permits 1.1% 54 5.6% 123 15 327 Benicia 94 1 3 56 3 5.4% 12.2% 22 305 24 54 225% 59 196% 147 Dixon 50 0 0% 30 93 158% 197 260 50 Fairfield 779 0 404 360 78.9% 1,461 1,713 117% 3,100 2,073 1,279 0% 0 0% 456 Rio Vista 0 0% 36 4 11.1% 48 155 323% 170 317 187% 299 476 45 77 0 Suisun City 147 57 0 0 35% 84 421 0% 0% 60 0% 241 84 505 Vacaville 287 17% 134 96 72% 173 533 308% 490 657 134% 1.084 1.334 277 48 Vallejo 283 0 0% 178 0 0 146 1.216 0% 211 0% 690 146 21.4% 1.362 Solano County (Unincorporated) 15 55 367% 19 22 116% 43 59 137% 103 141 26 5 19% 21 2,886 1,711 4,536 Total 54 3.2% 106% 6,977 3,646 Legend Very Low Income Low Income

Solano County Current 2015 – 2023 RHNA Progress (Numbers Updated to Reflect 2018 Annual Progress Reports as of June 2019 - Year 5 of 9)

Moderate Income Above Moderate

RHNA Target Met



Source: ABAG/MTC

Beyond legislation, the federal government, through its Department of Transportation, has adopted numerous policies and programs to bring investments in transportation into alignment with land use policies. Federal programs play an enormous role in supporting the real estate sector and directing new development. With nearly \$1 trillion in direct tax subsidies and \$4 trillion in loan guarantees over the last 5 years, the U.S. government has a significant impact on the real estate market, including where new development is built and what types of housing are created.

The Federal Transit Agency's (FTA) policies direct growth around transit nodes and into corridors that will help maintain and increase transit's base of riders in the future. They encourage modification of parking regulations to locate spaces behind buildings, reduce the total number of spaces required, and promote shared use of parking. Opportunity Zones were created by the 2017 Tax Cuts and Jobs Act. These zones are designed to spur economic development and job creation in distressed communities throughout the country. They provide tax incentives for investors to finance new infrastructure, development projects, affordable housing, and workforce development, among other things. Currently there are nine census tracts that have been designated as eligible Opportunity Zones in Solano County. They are located in Fairfield and Vallejo, within areas designated by MTC as COCs.

Existing State Policies And Legislation Addressing Land Use And Transportation

The State of California has existing legislation and programs in place that require cities and counties to plan for housing, and to coordinate transportation investments with land use planning in order to reduce greenhouse gas emissions. In addition, the State provides funding and other technical assistance to local governments to support affordable housing development. Some of these policies are described in more detail below.

Regional Housing Needs Assessment (RHNA)

Every seven years, the State Department of Finance draws projections for housing needs for each region in the state, broken down by affordability levels relative to the area median income. Subsequently ABAG/MTC is responsible for assigning housing allocations to each Bay Area jurisdiction.

Solano has seen a high degree of cooperation between the county and cities. For 2014-2022 RHNA, Solano County established a subregion of the seven Cities and Unincorporated Solano County. A subregion can work together to allocate units among its members rather than the accept the region's ABAG allocations. The breakdown for Solano County jurisdictions for the 2015-2023 planning period is detailed below.

There are currently only four and a half years of data available to track housing permitting trends during





the present seven-year RHNA cycle. The results from these first two years indicate that most of the local jurisdictions in Solano County are on track to surpass their RHNA performance during the previous seven-year cycle. Most jurisdictions are creating housing opportunities for above moderate income households; in particular, Vacaville, Rio Vista, and unincorporated Solano have each permitted 85% or more of their above moderate income housing allocation. Solano County is exceeding its allocation for moderate income housing as well.

Like most cities in the Bay Area, Solano County's jurisdictions have struggled to meet their allocations for lower income housing categories. This is largely due to a lack of local, state, and federal funding sources to subsidize lower income housing units with the loss of redevelopment housing set aside funds. There are also a limited number of non-profit housing developers and few local policies enacted to help produce affordable housing.

This issue is not unique to Solano County. The level of housing production — both inside and outside of PDAs — is falling far short of meeting the Bay Area's needs. MTC's Regional Growth Strategies Perspective Paper introduces a suite of potential strategies for shaping the Bay Area's future housing and job growth while creating a more affordable, connected, diverse and environmentally sustainable region.

Key strategies include:

- Expanding the range of places prioritized for housing growth, particularly transit-rich and high opportunity communities
- Promoting job growth in centers located closer to households with long commutes
- Accelerating the reuse of obsolete shopping centers and office parks as mixed-income communities
- Mitigating the potential displacement impacts associated with infrastructure investments
- Increasing dramatically regional and state investments in the infrastructure required to create successful communities in the places taking on new growth

GOVERNOR'S BUDGET

Governor Newsom has pledged to build 3.5 million homes statewide by 2025. AB101 was recently signed in to law, creating incentives for cities to

provide sufficient housing, as well as remedies that the state can use in court when cities fail to comply with housing element law. The bill includes \$1 billion in funding to fight homelessness, and \$1.75 billion for new housing production. Planning grants of up to \$500,000 each for the larger jurisdictions in Solano (Vallejo, Fairfield, Vacaville) are available to assist in the RHNA process.



The governor's 2019 budget includes a plan for HCD to revise the RHNA process to account for the number of jobs and the share of cost-burdened households in each jurisdiction, which may impact future housing allocations for all local jurisdictions, including those in Solano County. In addition to funding sources, the state has announced plans to fine and/or sue jurisdictions that block any new housing that is permitted by state law, though mechanisms to withold transportation funding were not in the final version of the bill.

Existing Regional Land Use And Transportation Plans, Policies, And Programs

In 2008, California's landmark Senate Bill 375 became law, requiring each region to develop a Sustainable Community Strategy that would integrate economic development, transportation, and housing in order to reduce greenhouse gas emissions from cars and light trucks. In 2013, Association of Bay Area Governments (ABAG) and the Metropolitan Transportation Commission (ABAG/MTC) adopted Transportation 2035, the first Regional Transportation Plan (RTP) to comply with the state's mandate. Plan Bay Area allocated approximately 80 percent of the future household growth and 63 percent of new jobs to be located in Priority Development Areas (PDAs). The 2040 update of the RTP included expanded consideration of equity and increased the focus on PDAs.

MTC and ABAG are currently wrapping up a new planning effort, the Horizon Initiative, to explore challenging issues and emerging trends that will impact the region's future growth and resiliency through 2050. The Horizon Initiative will set the stage for developing the next regional plan, expected to be adopted in the summer of 2021. Plan Bay Area 2050 will prioritize making the region more equitable and resilient.

Between 2017 and early 2019, MTC brought together leaders from city governments, regional agencies, housing development, philanthropy, tenant advocacy groups, and employers as the Committee to House the Bay Area, or CASA. The group developed strategies that would increase housing production, including affordable housing production. 10 specific actions were recommended in order to produce 35,000 new housing units within the Bay Area each year, including 14,000 units affordable to low-income families and 7,000 units affordable to moderate income families. Many of the recommended programs required state legislative changes in order to be enacted.

Suburban Housing Incentive Pool (SubHIP)

In October of 2017, the MTC Board adopted Resolution 4308, the 2018 Regional Transportation Improvement Program (RTIP) Policies, Procedures and Project Selection Criteria. A proposed Housing Incentive Pool (HIP) program was established with \$76 million in regional funding proposed and MTC staff developed criteria for the distribution of the funding. Based upon the proposed criteria, 90% of the \$76 million would go to 3 counties (Alameda, San Francisco and Santa Clara). 10% of the funding would go to the six more suburban counties. Solano County would receive .003% of the funding (\$250,000) for 1 housing unit produced that met the new program criteria.

Solano County's MTC representative, Jim Spering raised a number of concerns about the proposed criteria for distributing the HIP funding not recognizing issues pertaining to housing production and affordability in the suburban counties. What resulted was the SubHIP program.

The Suburban Housing Incentive Program (SubHIP) Pilot recommends criteria that would facilitate and incentivize the production of regionally affordable housing in Priority Development Areas (PDAs) located in Solano County cities with access to regional transit services. When this SubHIP pilot was developed, it initially focused on three cities with adopted PDA plans that also met or were about to meet the four



state housing laws required by MTC/ABAG's new regional HIP program. All three cities, Fairfield, Suisun City and Vacaville now meet the four state housing laws.

STA is working with the cities of Fairfield and Vacaville to identify two affordable housing projects with developer partners, one located in each city, that meet the recommended SubHIP pilot program criteria. Combined, these projects would result in over 800 housing units being produced with over 350 units being affordable units – low or very low. STA was successful in requesting MTC/ABAG allocate \$4 million of the \$5 million regional set aside funds for the SubHIP to enable this pilot to work; STA will be working with eligible projects to utilize the awarded funds.

Solano Housing Investment Partnership (SolHIP)

In 2017, the Governor Jerry Brown signed a 15 bill housing package aimed at addressing the state's housing shortage and high housing costs. Senate Bill 2: Building Homes and Jobs Act (SB2) was included in this package and established a \$75 recording fee on real estate documents to increase the supply of houses in California. The first year of implementation is geared primarily toward planning funds grants being available for each city and county to plan for the production of housing. Subsequent yearly SB2 allocations will be focused on competitive capital funding that supports housing production.



Solano County's seven cities and the County unincorporated area are eligible to receive over \$1.5 million in SB2 planning funds during this first round of funding. Cities and Counties with a population of 60,000 to 200,000 people are eligible to receive \$310,000 in SB2 planning funds while smaller cities and unincorporated counties of less than 60,000 people are eligible to receive \$160,000.

STA staff has organized meetings with each of the seven cities and the County to discuss their potential housing production, this funding opportunity and their future PDA implementation status. As part of these meetings, STA staff discussed the potential for partnering with the local agency to provide match funding to a small contribution from interested cities/ county agencies to develop a countywide housing production resources and planning tools - the Solano Housing Investment Partnership (SolHIP). The levels of contribution from interested member agencies were proposed to be \$5,000 from SB2 funding for smaller agencies and \$10,000 from larger agencies with a total maximum funding match by STA of \$60,000. The purpose of SolHIP is for Solano's eight local agencies to partner with the STA to accomplish the following goals: create an inventory of housing sites, examine policy options available for Solano's seven cities and the County (including best practices) that want to provide for more housing options and meet their Regional Housing Needs Assessment (RHNA) targets, identify and examine public and private funding sources, identify catalyst housing sites within Priority Development Areas (PDAs), and develop strategies to move these projects towards development. A focus would also be on housing within each community's downtowns and adjacent to regional transit services (Express Bus, Ferry and Rail). STA and the eight agencies are currently working through funding agreements to begin work on SolHIP.

Pending Legislation And Programs Related To Transportation And Land Use

In addition to the programs and policies outlined above, the State and region are also exploring new policies to create funding sources for affordable housing, streamline approvals for housing development projects, preserve existing affordable housing units, and protect tenants from displacement. These proposals are summarized in the appendix.

Displacement and Gentrification

The foundation is in place to build a solid future for Solano County, but there is a clear need for mechanisms that will generate affordable housing and protect diversity. Without incentives and regulations to promote affordable housing, there is a risk that development will displace the most vulnerable residents, and that the mix of housing will be unaffordable for many workers.

Moving Solano Forward, which was a multi-year economic development and diversification effort conducted by Solano Economic Development Corporation (EDC) in partnership with Solano County and its seven cities, concluded that "Population growth has been outpacing job growth since 2010, an economic indicator that Solano has become a place to live for the Bay Area workforce".

A recent study by the Terner Center (California's SB 375 and The Pursuit of Sustainable and Affordable Development) found that "Insufficient housing construction, in combination with growing housing demand in regions with strong economies, has contributed to skyrocketing housing prices, reduced housing affordability and longer commute times. The study also found that far-flung development encourages reliance on cars for transportation. The study concluded that "Development consistent with climate change goals may simply cost too much to feasibly build enough to alleviate the housing affordability crisis."

The Terner Center study noted that "Aligning land use, transportation, and sustainability is more important than ever as it becomes clear how interrelated these issues are."

Moving Forward

Land use choices in conjunction with transportation planning has become increasingly important as the Bay Area faces a housing crisis resulting from a robust job marker and a failure to keep pace with housing construction. According to the Metropolitan Transportation Commission (MTC), since 2010, the Bay area has added almost 500,000 jobs but only 50,000 new housing units. This imbalance has created a housing and housing affordability crisis. The elimination of redevelopment took away a local funding source for affordable housing. MTC has historically played a limited role related to housing. However, its role is growing with its recent staff

merger with the Association Bay Area Governments of (ABAG), the region's council of governments and the agency responsible for the development of the regional housing needs assessment (RHNA) for the nine Bay Area counties. Solano County's moderate home price is \$396,480, which is lower than the low income median home price in 6 of the 9 Bay Area counties. It is also lower than the very low income median home price in 4 of the 9 Bay Area counties. It is easy to see why people move to Solano County and commute to jobs elsewhere. Solano County is serving as an affordable housing producer for the Bay Area.

Market demand for more compact, mixed- use development and housing is expected to be strongly influenced by continued population growth and a shortfall in available and affordable housing. A substantial increase in the demand for transit service, housing near transit, and health and support services is likely to occur to support daily living for a growing senior population. Communities that foster attractive and safe places to walk, bike, and gather benefit from economic reinvestment, community pride and improved personal health.

Solano's 40 year history of containing sprawl, linking transportation and land use, and investing in infrastructure that improves livability and public spaces have put the county in a strong position to prioritize future STA efforts in well-planned PDAs.

STA will work at the regional level to receive adequate funds to offset gentrification and displacement, while simultaneously working in collaboration with local governments and employers to target specific industries that will lift up lower income workers and expand middle income job opportunities.





