CITY OF HAYWARD
AGENDA REPORT

AGENDA DATE 07/24/01
AGENDA ITEM _____
WORK SESSION ITEM WS2

TO: Mayor, City Council and Planning Commission

FROM: City Manager

SUBJECT: Compact For A Sustainable Bay Area

The Bay Area Alliance for Sustainable Development has issued the subject document in draft form. The document seeks to "encourage and facilitate a regional conversation about a sustainable future for the Bay Area."

On behalf of the Alliance, Ms. Surlene Grant has requested an opportunity to briefly present the document to you.

Staff recommends that the Planning Commission and City Council simply receive the document but take no action at this time. Instead, it is suggested that this item be placed on a future agenda to enable the Commission and Council an opportunity to both review the document in detail and also determine its application to General Plan.

Jesús Armas, City Manager

Attachment

e-vision
the future

DRAFT COMPACT FOR A SUSTAINABLE BAY AREA

BAY AREA ALLIANCE FOR SUSTAINABLE DEVELOPMEN

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BAY AREA ALLIANCE FOR SUSTAINABLE DEVELOPMEN

e-vision the future: environment, equity, economy

"We envision a Bay Area where the natural environment is vibrant, healthy and safe; where the economy is robust and globally competitive; and where all citizens have equitable opportunities to share in the benefits of a quality environment and prosperous economy."

Bay Area Alliance for Sustainable Development, 1997

Steering Committee

Carl Anthony, Executive Director of Urban Habitat Program
William J. Carroll, President of the Association of Bay Area Governments
Robert L. Harris, Vice President Environmental Affairs of Pacific Gas and Electric Company
Sunne Wright McPeak, President and CEO of the Bay Area Council
Michele Perrault, International Vice President of the Sierra Club

Member Organizations

Alameda-Contra Costa Transit District
Association of Bay Area Governments
Asian Neighborhood Design
Bay Area Air Quality Management District
Bay Area Partnership
Bank of America
Bay Area Council
Bay Area Economic Forum
Bay Conservation & Development Commission
Bay Planning Coalition
Building Opportunities for Self-Sufficiency
California Environmental Trust
Contra Costa Council
Contra Costa County Economic Partnership
East Bay Asian Local Development Corporation
Economic Development Alliance for Business
Environmental Defense
Federal Transit Administration, Region 9
GAP Inc.
Greenbelt Alliance
Greenlining Institute
Homebuilders Association of Northern California
Interfaith Coalition for Green Planning
Latino Issues Forum
League of Women Voters of the Bay Area
Metropolitan Transportation Commission
National Economic Development and Law Center
Nature Conservancy
Non-Profit Housing Association of Northern California
Natural Resources Defense Council
Pacific Gas and Electric Company
Regional Alliance For Transit
San Francisco League of Urban Gardeners
San Jose/Silicon Valley Chamber of Commerce
San Francisco Bay Regional Water Quality Control Board
Sierra Club
Silicon Valley Manufacturing Group
South Bay AFL-CIO Central Labor Council
Spanish Speaking Unity Council
Tides Center
U.S. Department of Commerce
U.S. Department of Education
U.S. Department of Housing and Urban Development
U.S. Environmental Protection Agency Region IX
Urban Ecology
Urban Habitat Program
Urban Strategies Council

(As of July 2000)

DRAFT COMPACT FOR A SUSTAINABLE BAY AREA: ECONOMY, ENVIRONMENT, EQUITY

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Bay Area Alliance for Sustainable Development

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July 2000

Dear Bay Area Friends:

We are pleased to present the *Draft Compact for A Sustainable Bay Area (Draft Compact)* and to invite your active engagement in shaping the final version of this document. The purpose of the *Draft Compact* is to encourage and facilitate a regional conversation about a sustainable future for the Bay Area. It is important to underscore the fact that this is a DRAFT.

In order to facilitate a more productive discussion and a greater likelihood of regional consensus, the member organizations of the Bay Area Alliance for Sustainable Development along with many other participants have worked diligently to reach "agreement in principle" on the *Draft Compact*. We are particularly grateful to the county and city officials participating in the 1999 and 2000 General Assemblies of the Association of Bay Area Governments for considering and voting upon the initial draft and deliberating strategies for implementation. Our efforts are intended to be a helpful starting point to engage in a meaningful discussion that will lead to conclusions and actions. There will be a series of public workshops and meetings to review and refine this *Draft Compact* before it is finalized. We welcome your feedback and input through the workshops and the response survey, which is available on paper or on-line.

The *Draft Compact* identifies key regional challenges and recommends a package of strategic commitments to meet those challenges to put the Bay Area on a more sustainable path. The *Draft Compact* embraces and employs **e-vision**—integrating the essential **Three Es** of Sustainable Development in order to achieve and maintain a **prosperous economy, quality environment, and social equity.** Hence the design of the cover, with the word "linking" connecting the Three **Es** to convey the concept of integration.

This *Draft Compact* also is a commitment by member organizations of the Bay Area Alliance to take specific steps extending over the next quarter century. It is envisioned that the final *Compact* will be an action plan to guide government, employers, civic organizations and individuals in cooperative efforts that will lead to a more sustainable region.

We recognize that full implementation of the strategies and actions in this document will not ensure that the Bay Area will be sustainable. However, such action would be a large step in the right direction. By working together and simultaneously considering social equity, environmental quality, and economic prosperity, we will leave a more sustainable future for generations to come in the Bay Area.

Sincerely,

Carl Anthony
Executive Director
Urban Habitat Program

William J. Carroll
President
Association of Bay Area Governments

Robert L. Harris
Vice President Environmental Affairs
Pacific Gas and Electric Company

Sunne Wright McPeak
President and CEO
Bay Area Council

Michele Perrault
International Vice President
Sierra Club

Introduction

The Bay Area's vibrant economy, spectacular environmental resources, cultural amenities, educational institutions, and the rich diversity of the population make this region a unique and special place. As many growing regions, however, the Bay Area is undergoing rapid changes and facing serious challenges. Traffic congestion, long commutes and overburdened transit systems, the lack of sufficient housing and skyrocketing housing costs, loss of open space, declining neighborhoods, air and water pollution and the increasingly inequitable distribution of the benefits of our thriving economy are interrelated problems that require integrated solutions. Sustaining the region's environment and economy in a way that ensures equity for all residents requires innovative thinking and "e-vision"—a balanced, integrated, inclusive, collaborative approach.

"We have to be successful if we want to achieve our own dreams and to provide even greater opportunities for our children."

Supervisor Jim Beall
Santa Clara County
Chair, Metropolitan
Transportation Commission

e-vision

e-vision is a vision of the future that integrates the **Three Es of Sustainable Development** (Three **Es**): **prosperous economy, quality environment, and social equity.** e-vision is inclusive of all stakeholders; and celebrates the region's diverse social, environmental, and economic strengths.

Bay Area Alliance for Sustainable Development

The Bay Area Alliance for Sustainable Development (Bay Area Alliance) is a multi-stakeholder coalition established in 1997 to develop and implement a sustainability action plan for the Bay Area. The Bay Area Alliance has embraced the United Nations World Commission on Environment and Development definition of sustainable development as the ability "...to meet the needs of the present without compromising the ability of future generations to meet their own needs."

"Sustainable development has to be a stakeholder-driven process."

Larry Kolb
Acting Executive Officer,
San Francisco Bay Regional
Water Quality Control Board

The **overall goal** of the Bay Area Alliance is to reach consensus regionwide among a critical mass of stakeholder organizations and civic leaders regarding a new **shared vision** rooted in **common values** about how the region can grow in a more sustainable manner. The **overarching strategy** is to achieve the regionwide consensus on a new shared vision through the development and adoption of a "compact" that can become the foundation for implementation actions by both the public and private sectors at the local, regional, state and national levels.

The Bay Area Alliance is committed to facilitating a regionwide dialogue on how the region can grow in a more sustainable manner, and to taking actions commensurate with achieving that goal. In all activities and deliberations the Bay Area Alliance is employing e-vision, integrating the essential Three Es of sustainability in order to achieve and maintain a prosperous economy, quality environment, and social equity.

Draft Compact for a Sustainable Bay Area

"The Vision is right on . . . the Commitments are great. We need a vehicle to achieve good, strong, sustainable land use practices."

Supervisor Mike Nevin
San Mateo County
Chair, Bay Area Air Quality Management District

The purpose of the *Draft Compact for A Sustainable Bay Area (Draft Compact)* is to invite and encourage a regional conversation about how the Bay Area can grow in a more sustainable manner. It is important to underscore the fact that it is a DRAFT.

The *Draft Compact* identifies key regional challenges and recommends a package of ten strategic commitments to meet those challenges to put the Bay Area on a more sustainable path. This *Draft Compact* is a commitment by member organizations to take specific steps over the next quarter century. It is also a proposed action plan to guide cooperative efforts that will lead to a more sustainable region.

This *Draft Compact* recommends strategies and actions that move toward the essential Three Es of sustainability: prosperous economy, quality environment, and social equity. All are equally important and interdependent. The Three Es also represent different constituencies in the Bay Area that, along with local and regional governments, have the ability to accomplish the recommended actions. Each constituency views every strategy and action through its particular lens or point of view. The recommendations in the *Draft Compact* will have a positive effect on all Three Es.

This *Draft Compact* calls for actions by business, community and civic organizations, individuals, and government to bring about the vision. It will be especially important for everyone to consider decisions from the perspectives of all Three Es—economy, environment, equity.

"We are one region. The problems we share don't stop at county boundaries or city limit lines. Dirty air doesn't stop at these jurisdictions. We need to participate in regional solutions."

Supervisor William Carroll
Solano County
President, Association of Bay Area Governments

Initial Input from Local Officials

The Bay Area Alliance for Sustainable Development initially presented this *Draft Compact* to the Association of Bay Area Governments (ABAG) General Assembly in April 1999. Since then, it has been revised to reflect input received from ABAG, other member organizations and stakeholders, and other participants. The *Draft Compact* and the work of the Bay Area Alliance helped shape the discussion at ABAG's General Assembly in April 2000, which was co-sponsored by the Urban Land Institute, and for which the theme was Smart Growth: Rhetoric to Reality. The *Draft Compact* is now ready for broader review.

Public Review to Shape Final Compact

The Bay Area Alliance for Sustainable Development will seek input from Bay Area leaders and the public to refine the *Draft Compact* and develop consensus on the recommended actions. Through workshops in each Bay Area county, a website, and other means, the Bay Area Alliance will make the *Draft Compact* widely available for review. The input received will be used to finalize the Compact before submitting it to the member organizations for approval and implementation. Your involvement and participation will make a difference in the future of the region.

Vision

The Bay Area Alliance for Sustainable Development adopted in June 1997 the following Vision:

> ***"We envision a Bay Area where the natural environment is vibrant, healthy and safe, where the economy is robust and globally competitive, and where all citizens have equitable opportunities to share in the benefits of a quality environment and a prosperous economy."*** Bay Area Alliance for Sustainable Development, June 1997

The members of the Bay Area Alliance for Sustainable Development agree that a sustainable Bay Area must have the following attributes:

Environmental quality is excellent.

- The Bay Area ecosystem—including the Bay-Delta Estuary, air quality, wetlands and watersheds, and biodiversity—is healthy, vibrant, and productive.
- Open space and agriculture are preserved as a result of efficient, compact land use patterns.
- Resources are conserved and waste is eliminated.

The economy is prosperous.

- The regional economy is robust, and productivity is high.
- Unemployment rates are low, and poverty levels are decreased.
- Sufficient housing affordable to the workforce is available close to job centers.
- Economic well being and quality of life are high in all neighborhoods.
- Traffic congestion is greatly reduced. There is a first-rate public transportation system including water transit and the percentage of single occupant vehicle trips significantly declines.

"The Vision of the Bay Area Alliance describes a place where most people would want to live. We need to act now to protect the quality of the environment, continue the robust economy and ensure equitable opportunities for all."

Will Travis
Executive Director,
Bay Conservation and
Development Commission

The diverse segments of the population share the region's economic prosperity and environmental quality.

- Education performance is greatly improved, especially among the disadvantaged population.
- Strategic capital investments in priority neighborhoods, in partnership with local neighborhood leaders, improve the physical and social environment, provide living-wage jobs, and enhance housing opportunities for neighborhood residents.
- The workforce in all sectors and civic leadership throughout the region reflect the diversity of the population.
- Land-use planning, economic development and the transportation network minimize disparities among neighborhoods and municipalities.

The sustainable vision is possible, starting now and continuing over the next quarter century.

Challenges

The Bay Area is one of the world's most desirable places to live and work. It has a robust and expanding economy. It is a gateway to the Pacific Rim. It has internationally-known institutions of higher learning. It has a richly-diverse population. It has a climate that is among the best in the nation. And it has natural resources whose beauty is unmatched anywhere in the world.

But the Bay Area also faces major challenges to a prosperous economy, quality environment, and social equity. These challenges are interconnected and must be addressed comprehensively.

1. **Sustainable economy.** The Bay Area economy has not been immune to recession. In the 1990s, the region experienced the most significant recession since the Great Depression. In aggregate, the recovery from this recession has gone very well. But many people have been left out of the recovery. The gap between the "haves" and "have-nots" has grown in the region. Many workers earn less than a living wage.
2. **Housing supply.** People travel increasing distances between home and work, leading to traffic congestion, personal stress and excessive time away from families. Housing prices are among the highest in the nation, adding to the problem of homelessness and causing Bay Area workers to live outside the region. Decent, affordable, safe and accessible housing should be available to all Bay Area residents.
3. **Transportation system.** Historical expansion of the freeway system in the Bay Area has reinforced low-density vehicle-dependent suburban development and more congestion. While funding priorities have shifted in recent years, public transit systems throughout the Bay Area are not sufficiently coordinated and do not provide adequate service, which is especially a hardship in low-income areas.
4. **San Francisco Bay, habitats, farmland, open space and other natural assets.** Prevailing low-density patterns of development separate homes from job centers, services and other destinations. These patterns are wasting resources, eating up open space, wildlife habitat and farmland, and threatening San Francisco Bay, the region's biodiversity and human health through the degradation of air and water quality.
5. **Resource use.** Inefficient practices of production and consumption cause pollution and threaten the future prosperity of the economy.
6. **Neighborhood integrity.** The movement of job centers away from inner city neighborhoods and older suburbs is resulting in concentrations of poverty, deteriorated housing, a lack of adequate job training, public transit and other services, and a growing disparity of incomes between the rich and poor.
7. **Educational system.** The quality of the K-12 education system has deteriorated to the point where the region is no longer among national educational

"The growing economic gap between the rich and the poor is leading to concentrated poverty in inner cities and older suburbs. All neighborhoods and communities should have a fair share of the benefits as well as the responsibilities of growth."

Carl Anthony
Executive Director,
Urban Habitat Program

"Without a quality environment and social equity, a prosperous economy is a short term phenomenon."

Robert Harris
Vice President Environmental Affairs, Pacific Gas and Electric Company

leaders. The current educational system no longer provides an adequately-prepared workforce, and the future of the region's children is at risk.

"Our Bay Region environment is in jeopardy and in some ways declining. The Bay Area Alliance draft Compact makes a promising start on addressing these challenges in ways that are consistent with economic prosperity and social equity."

Sherman Lewis
Sierra Club

8. **Community health and safety.** Declining inner city neighborhoods and older suburbs have experienced increasing crime and safety concerns. These issues are often exacerbated by environmental degradation in the same areas leading to increasing levels of health-related problems. People move away from unsafe and unhealthy communities, thereby increasing the rate of decline of the community.

9. **Local government finance.** Because of unreliable sources of funds, local governments often plan land uses that compete with other jurisdictions in order to increase revenues to meet growing demands for social and other municipal services. The result is a growing financial challenge, particularly for inner cities and older suburbs.

10. **Civic engagement.** Increasing geographic and cultural separation among people of different races, classes, and cultures and a lack of understanding of the dynamics of growth have resulted in a decline of a common civic conscience. People who are stressed by poverty, long commutes, and lack of support networks have little time for involvement in their neighborhoods and communities. Without established mechanisms for ongoing dialogue and policy development, we cannot address emerging regional challenges effectively and equitably.

If present trends continue, the Bay Area quality of life will deteriorate. But trends are not destiny. A more sustainable future is possible through the cooperation of the constituencies of the Three **E**s—**e**conomy, **e**nvironment, **e**quity—working in partnership with government at all levels.

"If not well planned, growth can degrade our cities and the environment, which threatens economic conditions. We stand firmly on the side of planning for growth that fuels economic prosperity, environmental protection and equitable opportunities and benefits—in short, planning that protects quality of life."

Candace Skarlatos
Senior Vice President,
Director Environmental
Initiatives, Bank of America

This *Draft Compact for a Sustainable Bay Area* contains specific Commitments to Action to address the major challenges to achieving a more sustainable region.

Implementation

The overall goal of the Bay Area Alliance for Sustainable Development is to achieve more sustainable growth and a smarter land use pattern in the region. Thus, although reaching regional consensus on a final *Compact for a Sustainable Bay Area* will be an important milestone, there must be an ultimate focus on implementation.

The impact of implementation will be measured regularly using the indicators included in Appendix A of this *Draft Compact* document. The Bay Area Alliance is also developing a compilation of "best practices" for communities, businesses, and individual households to promote sustainable development and smart growth.

In addition, the Bay Area Alliance has launched a **Regional Livability Footprint Project** to facilitate regional consensus on how the Commitments in the *Draft Compact for a Sustainable Bay Area* relate to land use. The Regional Livability Footprint Project is being coordinated with the work of the regional agencies on smart growth to develop an "alternative growth scenario" for the Regional Transportation Improvement Plan. There will be an extensive public participation process to reach regional consensus on a preferred Regional Livability Footprint for the future. For more information on how you can get involved, please contact the Bay Area Alliance at (510) 464-7978 or www.BayAreaAlliance.org.

A high-priority implementation strategy for the Bay Area Alliance is the **Community Capital Investment Initiative** to attract private investment into the poorest neighborhoods in partnership with the community. The Community Capital Investment Initiative is intended to simultaneously tackle poverty with market-based solutions and promote smart growth. Work on this Initiative will provide valuable real-time information and practical lessons on the potential for infill, land recycling, and neighborhood revitalization as strategies for sustainable development.

"Without a regional vision and strategy, low-income communities have the most to lose. Involving these communities in regional planning processes will improve the quality of life for all."

Luis Arteaga
Associate Director,
Latino Issues Forum

10 Commitments to Action

This *Draft Compact for a Sustainable Bay Area* contains specific Commitments to Action to address the major challenges to achieving a sustainable region.

The members of the Bay Area Alliance for Sustainable Development propose the following framework for bold action. The ten strategic commitments are inextricably interconnected, and they are directly linked to the previous ten challenges. The order of listing is not intended to imply a priority.

1. **Enable a diversified, sustainable and competitive economy to continue to prosper and provide jobs in order to achieve a high quality of life for all Bay Area residents.**
2. **Accommodate sufficient housing affordable to all income levels within the Bay Area to match population increases and job generation.**
3. **Target transportation investment to achieve a world-class comprehensive, integrated and balanced multi-modal system that supports efficient land use and decreases dependency on single-occupancy vehicle trips.**
4. **Preserve and restore the region's natural assets, including San Francisco Bay, farmland, open space, other habitats, and air and water quality.**
5. **Use resources efficiently, eliminate pollution and significantly reduce waste.**
6. **Focus investment to preserve and revitalize neighborhoods.**
7. **Provide all residents with the opportunity for quality education and lifelong learning to help them meet their highest aspirations.**
8. **Promote healthy and safe communities.**
9. **Implement local government fiscal reforms and revenue sharing.**
10. **Stimulate civic engagement.**

These Ten Commitments to Action form the centerpiece of the *Draft Compact for a Sustainable Bay Area. The Draft Compact* sets forth an overview statement and specific actions associated with each of the ten commitments.

1. Enable a Diversified, Sustainable and Competitive Economy to Continue to Prosper and Provide Jobs in order to Achieve a High Quality of Life for All Bay Area Residents.

"The foundation of smart growth is a strong economy. Smart growth strategies definitely are not business as usual. The challenge is to ensure they make business sense."

Robert L. Duffy
Vice President,
A.T. Kearney, Inc.

The Bay Area Alliance will work to strengthen the regional economy to reduce the aggregate effect of future global, national, state or regional recessions. We will seek to ensure that all sectors of the Bay Area population have the opportunity to participate in the region's growing economic prosperity.

We commit ourselves to:

- Support and lead collaborative actions to enhance the region's economic strengths and minimize its weaknesses while ensuring its comparative advantage, protecting the environment and improving social equity.
- Encourage businesses in environmental technologies, material recycling, energy efficiency, brownfields reuse and those that employ the disadvantaged.
- Participate in discussions on: growth and sustainability; the nature and quality of jobs in the region; the relationship of a living wage and sustainability; and strategies to promote a living wage without affecting competitive position.
- Encourage the location of jobs near places where workforce housing exists, and link jobs and housing with convenient, affordable transit service.
- Link employer-based workforce development to the schools, including technical and vocational schools.

2. Accommodate Sufficient Housing Affordable to All Income Levels within the Bay Area to Match Population Increases and Job Generation.

"The Bay Area needs a coordinated strategy dedicated to affordable housing development and neighborhood revitalization."

Lynette Jung Lee
Executive Director,
East Bay Asian Local
Development Corporation

The Bay Area Alliance will work to protect and expand the supply of housing that is needed by and affordable to all residents. Actions will be taken to promote housing the most needy, current and future workers of all income levels in locations near transit, community services and places of employment. We will coordinate our efforts with regional agencies, local, state and federal governments, employers, community organizations, developers, non-profits, business associations, economic development organizations, foundations and lenders.

The Bay Area Alliance supports optimizing the potential for meeting land use needs for new housing and jobs through increasing average densities with infill, land recycling, transit villages, development of closed military

bases, and revitalization of poor and older neighborhoods while avoiding displacement. However, we recognize that even with optimizing these strategies to achieve more efficient land-use, there might likely need to be growth in Bay Area urban and suburban communities, but not in identified environmentally sensitive areas, in order to meet the regional housing needs. The Bay Area Alliance encourages management of growth in a way that uses land efficiently, reduces automobile dependency, minimizes interregional impacts and provides sufficient housing opportunities to all income levels.

"Supplying housing to all economic segments of the Bay Area, commensurate with job and population growth, is the first crucial step towards a more sustainable region."

Phil Serna
Vice President of Regional Governmental Affairs,
Homebuilders Association of Northern California

We commit ourselves to:

- Reach out to financial institutions to encourage diverse housing types and mixed-use investments at transit-supportive densities within urban areas, near transit, which reuse underutilized or deteriorated areas.
- Work with local community organizations to learn about their needs for housing and services, including needs of the homeless, and encourage community organizations to participate in planning, advocacy and implementation.
- Advocate in support of mixed-density and mixed-income residential development, particularly in areas with transit and other services.
- Support efforts to use existing housing stock efficiently, by encouraging second units, group housing and similar mechanisms.
- Support community-based efforts to retain and expand the supply of existing affordable housing and the adoption of measures to prevent displacement.
- Advocate local government actions, such as amending general plans and zoning ordinances, and providing incentives, such as permit fast tracking, to encourage affordable housing development, especially near transit.
- Advocate changes in federal and state legislation to provide incentives for the development of resource-efficient, affordable housing near transit, community services and places of employment, and to address barriers such as construction defect litigation.
- Establish an Affordable Housing Trust Fund to assist jurisdictions in providing their fair share of affordable housing.
- Support state legislative reform to improve the fair share housing process and provide financial and other incentives to strengthen local jurisdictions' abilities to meet their fair share responsibilities.
- Support preservation and conservation of existing housing stock such as housing at closing military bases, single residential occupancy hotels and other affordable housing.
- Support existing fair housing laws and prohibitions against discrimination in housing.

"We need to provide housing that the working poor can afford. We need to pay more attention to those at the bottom who are working and trying very hard. We also need to recognize that public service employees, such as teachers and police officers, often are not compensated at the same level as private sector workers with comparable skills and experience. People don't want a handout. They want decent, affordable housing."

Councilmember Gwen Regalia
City of Walnut Creek
Vice President, Association of Bay Area Governments

3. Target Transportation Investment to Achieve a World-Class Comprehensive, Integrated and Balanced Multi-modal System that Supports Efficient Land Use and Decreases Dependency on Single-Occupancy Vehicle Trips.

To increase the effectiveness of investments, the Bay Area Alliance will work with transportation planning agencies and all advocacy groups to maintain and preserve existing transportation facilities and to invest in an integrated transportation system which improves access and mobility of people, goods and services throughout the region, and minimizes environmental impacts, particularly on air and water resources.

The Bay Area Alliance supports maximizing alternatives to single-occupant vehicle travel with incentives and priorities for the development of a comprehensive, integrated, seamless public transit system. To achieve such a viable public transit system, there must be better coordination among transit agencies as well as increased funding. To improve mobility, simultaneous strategic investments must be made in key roadway systems. All investments should be subject to a comparative mobility and access evaluation of the performance of similar investments in other transportation modes.

"Smart growth means creating residential, industrial, and commercial development that encourages the use of alternative modes of transportation, preserving our natural landscape, and investing in affordable housing along transit routes. Smart growth is necessary if the Bay Area is going to sustain its quality of life and economic vitality."

Supervisor Jim Beall
Santa Clara County
Chair, Metropolitan
Transportation Commission

In addition, the Bay Area Alliance will work with others to promote improved linkages between transportation investments and land use planning to help ensure effective and efficient use of transportation funds.

We commit ourselves to:

- Encourage the Metropolitan Transportation Commission (MTC) and its partners to plan to achieve an effective and efficient integration of transportation systems that improve mobility and promote environmental protection and a healthy, durable economy.
- Support the transportation services, regulations and facilities that complement compact land-use patterns.
- Encourage more transit express routes that increase ridership to existing high volume destinations and developments.
- Support the linking of existing high-occupancy vehicle lanes and increased strategic bus and water transit services to create a high-speed transit system for the region.
- Support efforts to improve the efficiency, coordination and affordability of transit services, including high-speed water transit, BART, CalTrain and other trains, light rail and buses in order to achieve an integrated, comprehensive, region wide, seamless public transit network.
- Encourage the restoration and expansion of transit service during both commute and non-commute times to under-served neighborhoods and populations (e.g., seniors, schoolchildren, etc.).

- Advocate that MTC continue to give priority to the repair, maintenance and improvement of existing freeways while addressing new or expanded facilities with a comparative evaluation of surface transportation to public transit alternatives in order to increase total system efficiency.
- Consider the implementation of congestion pricing and other pricing reforms that do not unduly burden vulnerable populations as a means of motivating alternatives to single-passenger vehicle trips and generating additional financial resources for transportation system improvements, with a priority on improving public transit service in congestion corridors.
- Advocate for a safe, convenient network of bicycle and pedestrian facilities which serve and/or link residential, employment, commercial, recreational and transit service areas.
- Support the integration of new surface transportation and transit improvements to relieve key bottlenecks and maximize efficiency of movement for the Bay Area population.
- Support investment in transportation infrastructure for the efficient movement of people and commerce using seaports, airports, rail, and highways, at a level sufficient to maintain the competitiveness of the region.
- Support the continuing efforts of MTC to conduct an equity analysis of the Regional Transportation Plan process and to consider the social equity impact of new transportation investments.

"Tomorrow's demands need to be addressed today. We need to work together to create housing, transportation plans and mass transit that are seamless for all parts of the Bay Area."

Supervisor Mike Nevin
San Mateo County
Chair, Bay Area Air Quality Management District

4. Preserve and Restore the Region's Natural Assets, including San Francisco Bay, Farmland, Open Space, Other Habitats, and Air and Water Quality.

The Bay Area Alliance will work with others to identify and protect high-priority lands, waterways and the San Francisco Bay. We will seek resources to develop a region-wide plan and map showing which lands should be considered for restoration and preservation and which could be considered for development, consistent with sustainability criteria. These criteria must include the encouragement of compact, mixed-use, mixed-income development in existing developed areas to ensure that land is used efficiently (including the reuse of brownfields). The criteria should also include matching jobs with housing, linking homes, jobs and services, and reducing dependence on motor vehicles. Recognizing that the Bay Area already has lost extensive habitat, we will work to obtain funds for land protection, restoration and management, through acquisition and other means, to protect wetlands and watersheds and to preserve open space, prime agricultural land, wildlife habitat, and natural resources and to provide appropriate public access. We will work with local and regional park and open space agencies, environmental organizations, and local governments to identify priority areas. We will coordinate efforts to obtain funds from federal and state governments, foundations, and other sources.

"Continued economic development is built on a foundation of environmental protection. This region, which has the toughest environmental protection and best environmental standards, has the nation's strongest economy."

Will Travis
Executive Director,
Bay Conservation and Development Commission

We commit ourselves to:

- Support efforts to protect and restore the Bay-Delta Estuary.
- Support an open space initiative/regional bond measure.
- Address the particular needs for open space, environmental cleanup, and resource/habitat protection in urban areas and low-income neighborhoods, and promote environmental responsibility throughout the region.
- Develop plans to set priorities for natural resource preservation, including wetlands restoration and preservation, informed by best available science.
- Support coordinated advocacy efforts to obtain funds for planning, acquisition, restoration and stewardship and appropriate public access incentives.
- Advocate incentives for landowners to practice good environmental stewardship.
- Work with farmers to develop policies and incentives that promote environmentally-responsible agricultural practices.
- Coordinate land acquisition efforts with environmental and community-based organizations.
- Link land protection/management programs to local economic development and employment efforts, including assistance to family farmers and farm workers.
- Support urban growth boundaries, provided that complementary policies and incentives are adopted that ensure that new jobs generated and needed housing are accommodated within the boundaries in a manner emphasizing revitalization and reuse.
- Implement strategies to reduce water pollution, especially non-point source run-off, and promote watershed management practices for the Bay and associated waterways.
- Reduce air pollution, especially from mobile sources.
- Support public-private partnerships to improve the efficiency of environmental regulation while simultaneously improving environmental performance and enforcement of existing environmental laws and regulations.
- Support the study of the relationship of carrying capacity to growth.

"Water quality is tremendously affected by growth in the watersheds. We need to protect open space while encouraging in-fill development."

Larry Kolb
Acting Executive Officer,
San Francisco Bay Regional
Water Quality Control Board

5. Use Resources Efficiently, Eliminate Pollution and Significantly Reduce Waste.

To improve resource efficiency, the Bay Area Alliance will work to support leadership by utilities, manufacturers, builders, other businesses, institutions, public agencies and consumer groups that encourage the efficient use and reuse of resources, including water and energy, and the elimination of pollution and reduction of waste.

We commit ourselves to:

- Seek tax and other incentives and work to eliminate existing disincentives, to encourage producers and consumers to minimize the environmental impact associated with their energy and resource use.
- Encourage high quality design and "green" building materials through a cooperative effort involving industry, government and community organizations.
- Emphasize the use of goods and services produced, packaged and transported in an environmentally and socially responsible fashion.
- Encourage more resource efficient production and construction processes.
- Support local and regional recycling and resource recovery programs, emphasizing resource cycling.
- Encourage the use of energy and water efficient technologies in new building design and retrofit of residential, business and institutional facilities.
- Encourage the substitution of renewable for non-renewable energy resources, and reduction in energy use.
- Encourage households, industry, government and agriculture to reduce the use of harmful pesticides, fertilizers and other potential pollutants.
- Reduce greenhouse gas emissions.
- Encourage development of total ecological production processes.

"The Bay Area boasts unparalleled natural beauty and quality of life, but we are in danger of loving it to death. This draft Compact affirms our shared commitment to clean air and smart growth through sustainable transportation and other means."

Donna Liu
Natural Resources
Defense Council

6. Focus Investment to Preserve and Revitalize Neighborhoods.

The Bay Area Alliance will work to establish a Community Investment Program ("Community Capital Investment Initiative") which supports neighborhood revitalization efforts while encouraging compact, efficient development patterns. The program, which is intended to complement existing efforts, will focus job development and training, community improvements, and social services in neighborhoods experiencing decline, including inner cities, older suburbs, and the 46 most impoverished neighborhoods in the Bay Area. The program will provide assistance to community-based entrepreneurs. It will also encourage employers with high growth opportunity to locate in these areas and use indigenous vendors for needed services to the extent possible.

"The efforts of the Bay Area Alliance for Sustainable Development are a significant means to provide needed resources for community revitalization and capacity building."

James Head
Executive Director,
National Economic
Development and Law Center

We commit ourselves to:

- Recruit community and Bay Area business leaders to participate in developing and adopting a Community Investment Program ("Community Capital Investment Initiative").
- Support and strengthen the efforts of economic development organizations in the region that invest in stimulating local entrepreneurship

"Attracting private investment to revitalize poor and older neighborhoods—in partnership with the existing residents and businesses, not displacing them—is a key smart growth strategy that relieves pressures for development at the edge of the urbanized areas."

Sunne Wright McPeak
President & CEO,
Bay Area Council

in identified neighborhoods that are in decline or at risk, while minimizing resident displacement.

- Seek ways to address the adverse impacts of gentrification and displacement of low-and moderate-income residents.
- Work to assure that environmental, housing and infrastructure problems that discourage investment in these neighborhoods are addressed, including training and incentives for self-help neighborhood projects.
- Support and strengthen community-based financial institutions to facilitate neighborhood revitalization in low-income communities.
- Work with service providers to assure adequate job training and support programs for local residents.
- Encourage business incubators, and vendors and suppliers to regional growth-industry clusters, to locate in impoverished neighborhoods to complement local entrepreneurship.
- Support and strengthen the efforts of employers who recruit, hire, and train currently unemployed or underemployed welfare recipients and the working poor for jobs with career and income growth potential.
- Ensure that new industrial development is compatible with neighborhood and community needs.

7. Provide All Residents with the Opportunity for Quality Education and Lifelong Learning to Help Them Meet Their Highest Aspirations.

"We need to make more effort, particularly with poor communities, to get children, and their parents, excited about education and school and help them reach their full potential. This is a real challenge in many places in the Bay Area. We need to bring all young people along and offer them opportunities to succeed."

Councilmember Gwen Regalia
City of Walnut Creek
Vice President, Association of
Bay Area Governments

To improve educational performance, the Bay Area Alliance will establish a "support for schools" program, working with local school districts, community organizations, residents and employers. The focus will be on investment in and improvement of the quality of public education performance at the primary, secondary, and post-secondary levels. Performance indicators will include levels of achievement and rates of graduation, especially for low-income youth and those living in impoverished neighborhoods.

We commit ourselves to:

- Support school reform programs and state and local school bond measures, consistent with sustainable community development.
- Support mentoring programs.
- Encourage parental and community involvement.
- Support programs that help ensure students have both basic education and job skills.
- Advocate education on the environment, sustainable living, and environmentally-responsible consumption throughout the region, within inner city and suburban communities alike.
- Advocate adequate, stable and equitable funding for all schools.
- Support targeted efforts, including increased funding, to improve school performance in the poorest neighborhoods.

8. Promote Healthy and Safe Communities.

To break the cycle of community decline leading to increased crime, which in turn leads to more community decline, the Bay Area Alliance will work to enhance the safety and health of inner city and older suburban neighborhoods. In this effort, we will work with the Bay Area Partnership: Building Healthy and Self-Sufficient Communities for Economic Prosperity and others to build on the assets of families, neighborhoods and individuals rather than focusing on deficits.

"It is visionary that the Bay Area Alliance's approach to smart growth recognizes the importance of assisting families to become self-sufficient and helping children to learn and thrive."

Ed Schoenberger
President, Northern California Council for the Community, and Secretariat, *Bay Area Partnership:* Building Healthy and Self-sufficient Communities for Economic Prosperity.

We commit ourselves to:

- Work with the Bay Area Partnership and others to help ensure that residents of all communities have access to adequate health care and community facilities.
- Encourage community policing where police officers have longer-term assignments on specific beats in order to facilitate closer relations between police and community residents.
- Support efforts that lead to toxic-free communities.
- Seek opportunities to support and participate in local neighborhood social and cultural events.
- Support and strengthen efforts that facilitate community access to clean, healthy food supplies and enhance food security.
- Advocate for performance-based "good neighbor agreements" that ensure worker and neighborhood health and safety.
- Continue to support the Bay Area's leadership in family planning services.
- Support enhancing human services for families, youth and children.

9. Implement Local Government Fiscal Reforms and Revenue Sharing.

To address local government finance and fiscal inequity and uncertainty, which currently motivates local governments to plan and zone for revenue rather than for balanced communities, the Bay Area Alliance will advocate changes in legislation and practices at the state, regional and local level. The goals will be to reduce competition between jurisdictions for development, reduce economic polarization in the region, and increase cooperation. We will pay particular attention to improving the fiscal health of economically-distressed inner cities and older suburbs.

"I believe in sitting down with those with differing viewpoints. If we as public policy leaders check our egos and respect where each person is coming from, I think we can expect to have win-win outcomes."

Supervisor William Carroll
Solano County
President, Association of Bay Area Governments

We commit ourselves to:

- Advocate changes in state legislation to provide local governments with adequate and stable tax revenues.

- Establish cooperative, rather than competitive, economic development programs at the subregional and regional levels.
- Encourage local governments to work together to determine how to allocate and share tax revenues.
- Support expansion and strengthening of sub-regional and regional cooperative land-use planning and implementation efforts.
- Support legislative reforms that reduce the fiscalization of land use.

10. Stimulate Civic Engagement.

To improve civic engagement, the Bay Area Alliance will celebrate the diversity of the Bay Area, and will work to establish means of conversing and cooperating across racial, ethnic, cultural, age and class lines, and jurisdictional boundaries. We will also seek to assure that people have the support and services they need in order to participate in community decision making. To address emerging regional challenges we will promote the establishment of appropriate forums for ongoing policy discussions and development.

"The Bay Area Alliance is a dynamic organization that reflects the real world challenges of creating a sustainable region. From the outset, the Bay Area Alliance has recognized the need for an inclusive process that identifies regional solutions to regional problems that affect everyone in the Bay Area. We look forward to continued joint efforts to involve the public in discussion of the hard choices to be made."

Jean Matsuura
Immediate Past President,
League of Women Voters of the Bay Area

We commit ourselves to:

- Engage local residents and community organizations as equal partners in planning, development, and investment decisions.
- Support efforts to provide needed services, such as child care, youth programs and elder care in neighborhoods and at places of employment so that people have time to participate in community events, planning and decision-making.
- Continue to actively engage in ongoing multi-stakeholder dialogue to address regional sustainability issues.
- Work with others, including the school community, to enhance understanding of the concept of sustainability, civic engagement and the interdependence of the economy, environment and social equity, including the equity impact of public investments.
- Support a continued analysis of other metropolitan regional models.
- Encourage and support ongoing models of cooperation in the Bay Area.
- Encourage local governments to consider the regional impact of their local decisions.
- Encourage inter-regional dialogue on sustainable development issues.

Appendix A

Sustainable Development Indicators

This section on Sustainable Development Indicators is a key companion document to the *Draft Compact* and an integral component of the overall implementation strategy. Widely distributed regular public reports about the status and progress on standardized indicators will help increase the general awareness of the concept of sustainable development. Additionally, indicators provide a mechanism for motivation as characterized by the adage: "what gets measured gets done." Furthermore, indicators may help encourage the behavioral changes that could move the Bay Area towards a more sustainable path.

Following are a set of broad indicators, listed by Commitment in the *Draft Compact*, that the Bay Area Alliance will use to measure status and gauge progress (or lack thereof) toward sustainability. Where feasible, data will be tracked annually. In addition to these broad indicators, others will be developed for many of the commitments and initiatives associated with them. The Bay Area Alliance also recognizes that the indicators to be tracked may change over time. The following are only those indicators to be tracked initially. As experience is gained, the Bay Area Alliance may choose to add additional indicators and/or delete some of them. This group of indicators is intended to get the Bay Area Alliance started on the path of tracking and publicly reporting the status of sustainability in the region.

This set of indicators is expected to be widely published by the Bay Area media and will provide a periodic "report card" to the residents of the Bay Area. The Bay Area Alliance recognizes that some of the indicators will require the development of new data sets. The Bay Area Alliance strongly recommends that all applicable agencies, institutions and jurisdictions implement a dedicated and funded data collection and analysis effort on a continuing basis to facilitate and eventually automate the collection, analysis and public dissemination of the sustainable development indicators.

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1. **Enable a Diversified, Sustainable and Competitive Economy to Continue to Prosper and Provide Jobs in order to Achieve a High Quality of Life for All Bay Area Residents.**

   Indicators:

   a. Annual Gross Regional Product (GRP) / Annual Genuine Progress Indicator (GPI).

   b. Persons below the poverty line (percentage of the population), including data by ethnicity and gender.

   c. Workers with jobs earning less than living-wage (percentage of the workforce) and without benefits, number of new living-wage jobs and number of new small businesses, including data by ethnicity and gender.

   d. Median per capita income, mean income per capita, per capita income of the lowest and highest quintiles of income, and the Gini coefficient.

2. **Accommodate Sufficient Housing Affordable to All Income Levels within the Bay Area to Match Population Increases and Job Generation.**

   Indicators:

   a. Housing starts vs. new jobs and population increases (annual and cumulative).

   b. Percent of low- and moderate-incomes spent on housing by renters and homeowners and on commuting, including data by ethnicity and gender.

   c. Housing units needed in job surplus areas to alleviate severe congestion.

   d. Average density of new housing and percent of total housing within 1/2 mile of transit nodes.

   e. Number of homeless, including data by ethnicity and gender.

3. **Target Transportation Investment to Achieve a World Class Comprehensive, Integrated and Balanced Multi-modal System that Supports Efficient Land Use and Decreases Dependency on Single Occupancy Vehicle Trips.**

   Indicators:

   a. Commuting modes, commuting time, transit-served households, and transit-served jobs,

including data by ethnicity and gender, and low-income and zero-vehicle households. ("Transit-served" is defined as "frequent and reliable service.")

b. Vehicle miles traveled per capita by mode.

4. **Preserve and Restore the Region's Natural Assets, including San Francisco Bay, Farmland, Open Space, Other Habitats, and Air and Water Quality.**

Indicators:

a. Land use over time: urbanized land, protected parkland (urbanized and unurbanized areas), agricultural/rangeland in use, agricultural/rangeland, wetlands, protected open space (urbanized and unurbanized areas), and other unurbanized land.

b. Water use per capita (residential and non-residential) and percent reused.

c. Ecological impact on all land of the Bay area population over time.

d. Progress towards restoring the ecological health of the Bay as determined by the CalFed Bay-Delta process. (This will be refined over time.)

5. **Use Resources Efficiently, Eliminate Pollution and Significantly Reduce Waste.**

Indicators:

a. Energy use (including percent renewable) and carbon dioxide gas emissions per capita, residential and non-residential.

b. Days in violation of air quality standards.

c. Solid waste per capita and percent recycled.

d. Amount of particulate matter per capita in targeted low-income neighborhoods and in the region.

e. Toxic pollutants discharged into San Francisco Bay.

6. **Focus Investment to Preserve and Revitalize Neighborhoods.**

Indicators:

a. Poverty and types of investment in targeted low-income neighborhoods.

b. Unemployment in targeted low-income neighborhoods and in the region, including data by ethnicity and gender.

c. Acres of designated brownfields and percent rehabilitated in targeted low-income neighborhoods.

d. Percent change in composition of residents and small businesses in targeted low and moderate-income neighborhoods, including 30-day notices and eviction rates.

e. Neighborhood satisfaction in targeted low- and moderate-income neighborhoods and in the region.

7. **Provide All Residents with the Opportunity for Quality Education and Lifelong Learning to Help Them Meet Their Highest Aspirations.**

Indicators:

a. Educational performance based on testing.

b. Educational performance of students, including data by ethnicity and by school, based on outcomes.

c. Educational investment: total dollar spent per public school pupil from all sources.

d. Availability of and participation in low-cost adult education.

8. **Promote Healthy and Safe Communities.**

Indicators:

a. Crime victimization rate: Bay Area vs. targeted low-income neighborhoods, tracked annually.

b. Percent of children and adults covered by medical insurance, tracked annually.

9. **Implement Local Government Fiscal Reforms and Revenue Sharing.**

Indicators:

a. Amount of tax revenue shared among local governments, tracked annually.

b. Municipal revenue sources (aggregated) tracked annually.

10. **Stimulate Civic Engagement.**

Indicators:

a. Percent of eligible people who vote by age, gender and race/ethnicity (tracked regularly to recognize election cycles).

b. Diversity of race and gender of elected officials in the Bay Area compared to population in the Bay Area, over time.

Appendix B

Historical Perspective of the Bay Area Alliance for Sustainable Development

The Bay Area Alliance for Sustainable Development (Bay Area Alliance) is a multi-stakeholder coalition established in 1997 to develop and implement an action plan that will lead to a more sustainable Bay Area. It is founded on the principle of the Three **E**s of Sustainable Development—prosperous **e**conomy, quality **e**nvironment, and social **e**quity—and embraces e-vision—a vision of the future which integrates the Three **E**s into a balanced, inclusive, collaborative approach to achieving a more sustainable region. The Bay Area Alliance adopted the definition of sustainable development endorsed by the United Nations' World Commission on Environment and Development: "Meeting the needs of the present without compromising the ability of future generations to meet their own needs."

In late 1996, Richard Clarke, retired Chairman and CEO of Pacific Gas & Electric Company and Michele Perrault, International Vice President of the Sierra Club, both members of the President's Council on Sustainable Development (PCSD), presented the idea of a regional sustainable development initiative to the General Assembly of the Association of Bay Area Governments (ABAG) and to representatives of business, environment, and social equity organizations in the Bay Area. In order to ensure that all Three **E**s and government were represented in the leadership of the Bay Area Alliance, Carl Anthony, Executive Director of the Urban Habitat Program (representing equity), Charlotte Powers, President of ABAG (representing government) and Sunne Wright McPeak, President and CEO of the Bay Area Council (representing business) were recruited to join Richard Clarke (representing economy) and Michele Perrault (representing environment). These five individuals constituted the original Steering Committee of the Bay Area Alliance. Mr. Clarke recently transitioned his leadership role to Mr. Robert Harris, Vice President Environmental Affairs, Pacific Gas & Electric Company. Ms. Powers transitioned her leadership role in the Bay Area Alliance as she transitioned her presidency of ABAG to Mary King and most recently to William Carroll. The current Steering Committee are the individuals who signed the introductory letter in this document.

The first meeting of the Bay Area Alliance for Sustainable Development was convened on March 31, 1997. Quarterly meetings have been held since then. In order to carry out an adopted work plan and to develop this *Draft Compact*, the Bay Area Alliance established five working caucuses and six working groups to include a broad cross-section of perspectives and representation. The caucuses ensure ongoing input from the perspectives of each of the Three **E**s, local government, and local community-based sustainability initiatives. The caucuses are:

- Social Justice
- Environment
- Business-Employer and Economic Development
- Local Government/Regional Agencies
- Local/Sub-regional Sustainability Programs Roundtable

The working groups included balanced participation from each of the caucuses and provided initial input and recommendations for the *Draft Compact*. The working groups are:

- Housing, Jobs and Access
- Environmental Quality and Biodiversity
- Public Education and Media Strategy
- Tax and Fiscal Policy
- Sustainable Development Indicators
- Best Practices

More than 200 people have participated in the caucuses and working groups. Each member organization of the Bay Area Alliance, all of which are listed on the inside of the cover, agrees in principle with the vision and direction of this *Draft Compact for a Sustainable Bay Area.* However, this *Draft Compact* is not an end, but to paraphrase Winston Churchill, merely the end of the beginning. There will be a series of focus groups and workshops throughout the region to obtain feedback and input, and to refine and finalize the document.

The Bay Area Alliance is founded on the premise that the people of the Bay Area want to preserve the environmental, economic, and social attributes of the region for generations to come. There has already been much work to preserve and enhance these attributes. The Bay Area Alliance acknowledges the contributions of the people and groups that have worked and continue to work for sustainability and is building on these efforts to develop a broad, effective constituency of support for actions that will promote a more sustainable region. The Bay Area Alliance also acknowledges the interdependence of the Bay Area's sub-regions and strives to make the concept of "region" a value for all Bay Area residents. Additionally, it recognizes the inter-relationship of the Bay Area with adjoining regions in California.

Inspired by the work of the President's Council on Sustainable Development, the Bay Area Alliance operates within a national context and seeks to exemplify the theme in the two PCSD reports: Sustainable America: A New Consensus (1996), and Towards a Sustainable America: Advancing Prosperity, Opportunity, and a Healthy Environment for the 21st Century (1999), that a sustainable America can only be achieved by creating sustainable communities. While recognizing that they may not sufficiently address the specifics of the Bay Area region, the Bay Area Alliance used as a guide in formulating its work plan the principles set forth by PCSD as follows:

1. To achieve our vision of sustainable development, some things must grow—jobs, productivity, wages, capital and savings, profits, information, knowledge, and education—and others—pollution, waste, and poverty—must not.

2. Change is inevitable and necessary for the sake of future generations and for ourselves. We can choose a course for change that will lead to the mutually reinforcing goals of economic growth, environmental protection, and social equity.

3. Steady progress in reducing disparities in education, opportunity, and environmental risk within society is essential to economic growth, environmental health, and social justice.

4. The United States has made great progress in protecting the environment in the last 25 years, and must continue to make progress in the next 25 years. We can achieve that goal because market incentives and the power of consumers can lead to significant improvements in environmental performance at less cost.

5. Economic growth based on technological innovation, improved efficiency, and expanding global markets is essential for progress toward greater prosperity, equity, and environmental quality.

6. Environmental regulations have improved and must continue to improve the lives of all Americans. Basic standards of performance that are clear, fair, and consistently enforced remain necessary to protect that progress. The current regulatory system should be improved to deliver required results at lower costs. In addition, the system should provide enhanced flexibility in return for superior environmental performance.

7. Environmental progress will depend on individual, institutional, and corporate responsibility, commitment, and stewardship.

8. We need a new collaborative decision process that leads to better decisions; more rapid change; and more sensible use of human, natural, and financial resources in achieving our goals.

9. The nation must strengthen its communities and enhance their role in decisions about environment, equity, natural resources, and economic progress so that the individuals and institutions most immediately affected can join with others in the decision process.

10. Economic growth, environmental protection, and social equity are linked. We need to develop integrated policies to achieve these goals.

11. The United States should have policies and programs that contribute to stabilizing global human population; this objective is critical if we hope to have the resources needed to ensure a high quality of life for future generations.

12. Even in the face of scientific uncertainty, society should take reasonable actions to avert risks where the potential harm to human health or the environment is thought to be serious or irreparable.

13. Steady advances in science and technology are essential to help improve economic efficiency, protect and restore natural systems, and modify consumption patterns.

14. A growing economy and healthy environment are essential to national and global security.

15. A knowledgeable public, the free flow of information, and opportunities for review and redress are

critically important to open, equitable, and effective decision making.

16. Citizens must have access to high-quality and lifelong formal and non-formal education that enables them to understand the interdependence of economic prosperity, environmental quality, and social equity, and prepares them to take actions that support all three.

In 1999 the Bay Area region and the Bay Area Alliance were selected as one of four regional pilots in the nation by the Partnership for Regional Livability, a consortium of major foundations and federal agencies dedicated to advancing sustainable development and smart growth. The Bay Area Alliance is significantly enhanced by the association with the Partnership for Regional Livability and will benefit greatly from future assistance.