Shared Vision 2010 / 2025

BRIEFING BOOK

San Mateo County
Shared Vision 2010 / 2025

BRIEFING BOOK

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Rich Gordon, 3rd District

Rose Jacobs Gibson, 4th District

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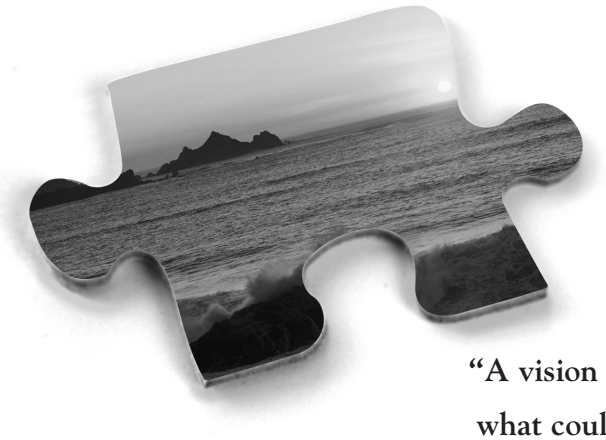
PART 1: ASPIRATIONS AND ACCOUNTABILITY

THE 2010 VISION, COMMITMENTS, GOALS & MEASURES FOR SAN MATEO COUNTY



"A vision is not a picture of what could be; it is an appeal to our better selves, a call to become something more."

Rosabeth Moss Kanter

The vision, commitments, goals, and measures developed by the residents of San Mateo County and adopted by the San Mateo County Board of Supervisors in 2000. This 2010 vision provides the starting point for developing a new 2025 vision for the County.

Shared Vision 2010

The Promise of the Peninsula

WELCOME

Winter 2001

Dear Friends:

The San Mateo County Board of Supervisors is pleased to present *Shared Vision 2010*. This report sets out a vision that values diverse people, environments and communities; the quality of life necessary for prosperity; and the ability to work in partnership. It is meant to challenge us all — government, business, education, faith and the non-profit community, along with each resident — to take a greater responsibility for the future quality of life and economic well being in San Mateo County.

The Board of Supervisors is grateful to the hundreds of citizens and dedicated County staff who rolled up their sleeves to work on the deliberative public dialogue used to develop this vision and set critical goals that will be used over the next several years to measure our success. There is no doubt that San Mateo County will continue to be one of the most attractive places in which to live and work.

This is not a final report on that community dialogue, but rather a vision to be used as a starting point to bring us together to achieve the kind of community that will ensure the promise of the Peninsula over the decade and beyond.

Best Regards,

San Mateo County Board of Supervisors

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For more information, or to obtain additional copies of this report, please contact **Mary McMillan** of the San Mateo County Manager's Office at **(650) 363-4129.**

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MISSION STATEMENT

"The ambitious plan, with 10 commitments, 25 goals and annual progress measures offers for the first time in the County's history, a cohesive plan that will bring together often competing and differing communities of interest, to solve the many issues that challenge the County. On behalf of the San Mateo County Bar Association, I want to congratulate the Board of Supervisors for your leadership conducting the community visioning process that engaged San Mateo County citizens to develop a strategic plan for the future of the County."

—Martha Bronitsky
President,
San Mateo County Bar Association

San Mateo County Mission Statement

San Mateo County government protects and enhances the health, safety, welfare and natural resources of the community; and provides quality services that benefit and enrich the lives of the people of this community. We are committed to:

- The highest standards of public service;
- A common vision of responsiveness;
- The highest standards of ethical conduct;
- Accessible service for those in need; and
- Treating people with respect and dignity.

The Future of San Mateo County

Shared Commitments and Measurable Goals For the Next Decade

The Board of Supervisors initiated a "visioning process" to give residents the opportunity to define a shared vision for the future of San Mateo County, asking the questions: *What will the county be like in a decade? What do we want it to look like?*

San Mateo County is one of the most attractive, prosperous and diverse counties, not just in the state, but in the nation. It has undergone tremendous change: the emergence of a new economy, the arrival of new and diverse residents and the physical transformation of its cities. The county is no longer predominantly agricultural or a set of bedroom communities serving San Francisco and will never be again. It has become something else—a new kind of regional community that is not traditionally suburban, urban, or agricultural, but rather a blending of all three. This combination could lead to increasing conflicts among competing interests and communities, or it could present a new opportunity to blend the best of each kind of community into a cohesive dynamic whole.

An Inclusive Vision: People, Place, Prosperity and Partnerships

A Public Process: Voice, Vote, Vision

The Board of Supervisors set out to create a shared community vision and foster the desire on the part of residents to work together to realize it. The first step was to initiate a process as inclusive as the vision they hoped to achieve. Through a series of workshops the Board of Supervisors constructed a framework based on the shared values of people, place, prosperity and partnerships.

Based upon that framework the Board of Supervisors conducted a series of community forums throughout the county. Residents were encouraged to provide on-line input and invited to submit public comment over a six-month period. Community forum participants worked in small groups with each individual first describing their own vision and then working collectively to refine a shared vision for the future of the county. The participants were then given the opportunity to vote on and prioritize goals.

To ensure broad representation the Board scheduled three additional forums: the first forum targeted youth and was conducted at Westmoor High School; the second was held at Electronic Arts Corporation to glean the views of those working in the technology industry and driving the "new economy:" the third, and final forum was conducted in Spanish at Garfield School in North Fair Oaks. Additionally, the survey was made available to the public on the County's web site to provide an opportunity for those interested but unable to attend one of the forums to weigh-in by voting on-line.

Upon the completion of the community process, the Board of Supervisors presented the top vote getting commitments and goals to small groups across the County. These focused meetings provided an opportunity to discuss specific areas in greater detail and to tap into county expertise which was useful in formulating progress measures for each of the commitments and goals.

Some 600 residents came together in town hall style community forums, on-line or in small focused groups, to develop, prioritize and refine the goals and to set measures to track progress being made to achieve the goals over the next ten years. No matter the size of the forum, the smallest with just 18 participants, the largest with 60 participants, or with the approximately 50 on-line participants — the top ten commitments were consistently ranked among the top ten.

Throughout the process, parallel complementary and consistent forums were conducted within San Mateo County government with approximately 300 County officials and staff, to ensure, where applicable, County programs and services are aligned with the shared commitments and goals.

The following report is a culmination of the Board's visioning process, inclusive of the 10 commitments, 25 goals, coupled with indicators to measure progress. This report marks the beginning, not conclusion, of what will be a decade-long process requiring the Board of Supervisors to continually ask and answer: *What will the county be like in 2010? What do we want it to look like?*

Shared Vision 2010 — The Promise of the Peninsula

The San Mateo County Board of Supervisors is pleased to present the *Shared Vision 2010,* developed by County citizen conversations. In undertaking this project, the Board agreed to align County programs and services and to work in partnership with the community to achieve a citizen-developed vision. The data will be updated annually to determine the progress being made.

While *Shared Vision 2010* represents the final product of the vision process, the Board recognizes the report as the basis for an ongoing process that requires them to constantly ask: *How is county government doing? As a community, are we better off?*

The vision was developed to bring us together — individual residents, schools, city and county governments, neighborhoods, businesses and community organizations — to build the best future possible for San Mateo County. The Board of Supervisors recognizes that the challenge now is to take and keep this shared vision as the Promise of the Peninsula.

Shared Vision Values

The San Mateo County Board of Supervisors values the county's diverse people, natural environment and community vitality; the quality of life necessary for shared prosperity; and the ability to work in partnership.

10 COMMITMENTS & GOALS 25

PEOPLE

Realize the potential of our diverse population.

1. Our diverse population works well together to build strong communities, effective government and a prosperous economy.
2. Civic engagement — including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues — is uniformly high among the diverse population.

Provide equal access to educational opportunity.

3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed.
4. Residents have many educational and training opportunities beyond high school.

Ensure basic health and safety for all.

5. Residents have access to healthcare and preventive care.
6. Children grow up healthy in safe and supportive homes and neighborhoods.
7. Maintain and enhance the public safety of all residents and visitors.
8. Help vulnerable people — the aged, disabled, mentally ill, at-risk youth and others — achieve a better quality of life.

PLACE

Offer a full range of housing choices.

9. Housing exists for people at all income levels and for all generations of families.

Redesign our urban environment to increase vitality, expand variety and reduce congestion.

10. Public transportation choices are convenient, affordable, accessible and safe.
11. New housing is clustered with jobs and commercial services along transportation corridors.
12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities.

Preserve and provide people access to our natural environment.

13. Fix the boundary between open space and development to protect the quality of the natural environment.
14. Important natural resources are preserved and enhanced through environmental stewardship.
15. Residents have nearby access to green space, such as parks and recreational opportunities.

PROSPERITY

Create opportunities for every household to participate in our prosperity.

16. Residents hold the majority of jobs created in the County.
17. All households experience real gains in income.

Sow the seeds of our future prosperity.

18. San Mateo County attracts and maintains leading-edge industries.
19. The skill level of new workers rises with improved K-12 education and training options.

PARTNERSHIPS

Responsive, effective and collaborative government.

20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain.
21. County employees understand, support and integrate the County vision and goals into their delivery of services.
22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County.

Leaders work together across boundaries to preserve and enhance our quality of life.

23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation.
24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole.
25. Residents express their support for regional, collaborative approaches to issues.

PEOPLE

"We would also like to extend our compliments to the Board of Supervisors for having accomplished this significant task and fully endorse their efforts towards creating the "Shared Commitments for the Future of San Mateo County." It is in the spirit of this vision truly being a shared commitment, that we are offering our comments and input regarding the draft document. Our comments are directed at making San Mateo County a better place for children and families to live and work... With over 66% of San Mateo County children living with two parents in the workforce or with a single parent who works, the demand for child care/early learning programs in the county is growing steadily. The importance to families of having access to child care as well as the value of child care as a business that creates revenue for a city, can not be understated."

—Richard Brownscombe
President,
Child Care
Coordinating Council

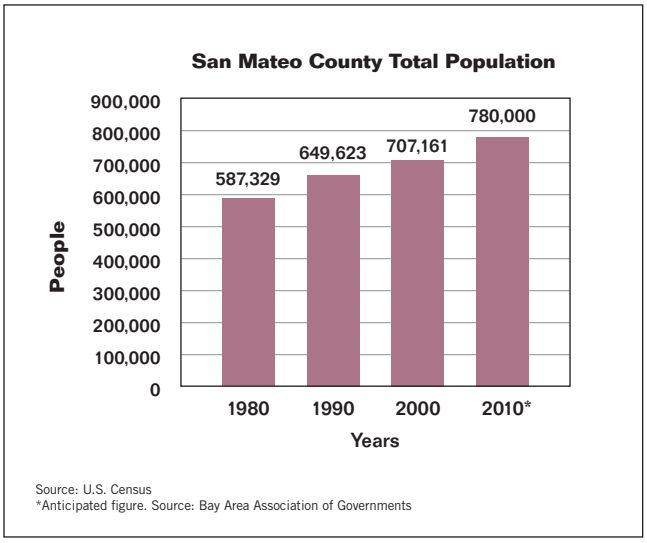
—Valerie Goines
Interim Executive Director,
Child Care Coordinating
Council

Realize the potential of our diverse population.

1. Our diverse population works well together to build strong communities, effective government and a prosperous economy.

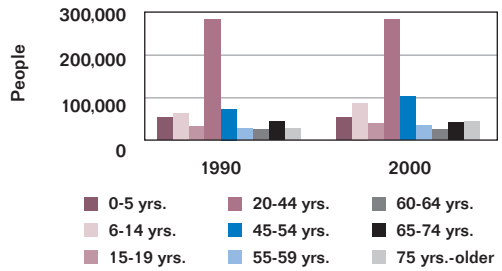
2. Civic engagement — including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues — is uniformly high among the diverse population.

We acknowledge and celebrate the county's great diversity of cultures as a strength and call for raising the level of civic participation by all citizens — engaging all residents in governance and in the activities of religious, community and non-profit organizations.



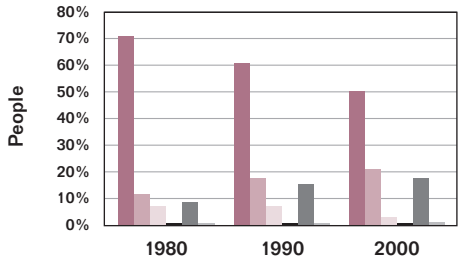
Source: U.S. Census
*Anticipated figure. Source: Bay Area Association of Governments

San Mateo County Population by Age



Source: U.S. Census

San Mateo County Population Changes by Race



	1980	1990	2000
White	70.8%	60.4%	49.8%
Hispanic/Latino	12.5%	17.7%	21.9%
African American	5.9%	5.3%	3.4%
American Indian	0.4%	0.4%	0.2%
Asian	9.6%	16.3%	19.8%
Pacific Islander	0.0%	0.0%	1.3%

Source: U.S. Census

Comments from the Community Forums

"...provide an environment for all county residents to achieve their potential."

"...more funding for middle class students attending public colleges and universities."

"...all children are reading at grade level by 3rd grade."

"...school systems that are the best in the state."

"...more equitable funding for schools."

"...improve and increase educational opportunities to reduce crime"

PEOPLE

COUNTYWIDE ANNUAL PROGRESS MEASURES

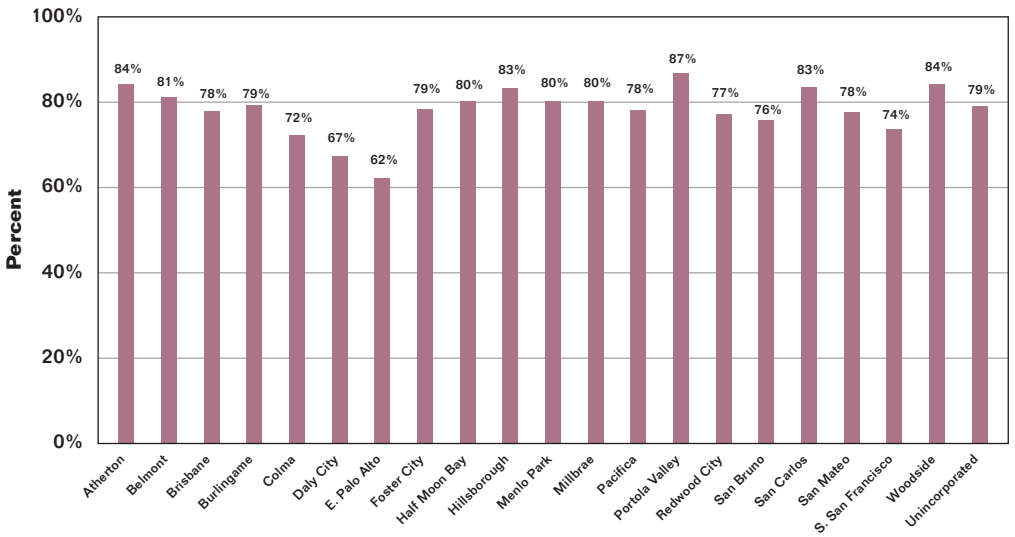
- Percent of eligible residents that are registered and vote
- Percent of residents who volunteer

– Silicon Valley residents report volunteering about 6.9 times per year — as compared to the national average of 9.5 times annually; and

– The survey shows that 45% of Silicon Valley respondents say there are obstacles that keep them from getting involved in the community — as compared to 47% nationally. Of these, 56% say "a demanding work schedule or inadequate child care" is a very important obstacle.

Source: Social Capital Community Benchmark Survey designed by the Saguaro Seminar: Civic Engagement in America, a project at the John F. Kennedy School of Government at Harvard. The survey polled 30,000 nationally and 1,505 residents in the Silicon Valley — from Santa Clara, San Mateo and southern Alameda Counties.

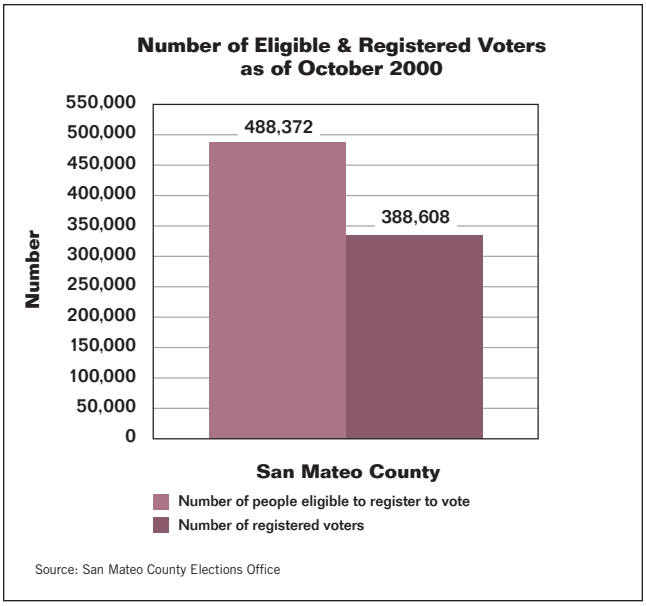
Percent Voter Turnout at November 2000 General Election by Jurisdiction



Source: San Mateo County Elections Office

COUNTY GOVERNMENT ANNUAL PROGRESS MEASURES

- Percent of eligible residents who register to vote by city
- Percent of residents who run for office, apply to serve on boards & commissions, or attend civic oriented programs



Source: San Mateo County Elections Office

Comments from the Community Forums

"...create a welcoming environment encouraging community building activities."

"...local people participate with the power to make a difference and a civic engagement infrastructure that supports those efforts."

"...arts and culture are used to build community."

"...youth programs prepare children for the future and build self-esteem."

PEOPLE

Provide equal access to educational opportunity.

3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed.

4. Residents have many educational and training opportunities beyond high school.

Learning starts at birth. Children who grow up in nurturing and supportive homes who are read to by parents and who have pre-school experience are better prepared for kindergarten and for a lifetime of learning. A region that offers its youth options for achieving success, including training in the trades and technical occupations, is also preparing a diversified workforce for a diversified economy.

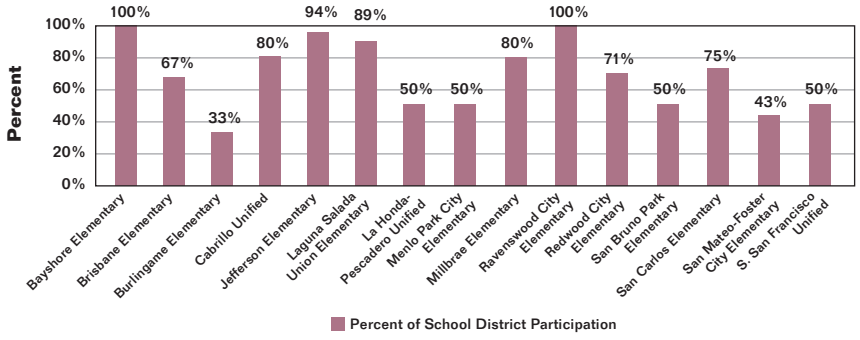
COUNTYWIDE ANNUAL PROGRESS MEASURES

- Percent of kindergartners with early (0-5 years) learning experience
- Percent of elementary schools with before/after school childcare programs
- Percent of public high school graduates going on to college or trade school
- Percent of residents with library cards by age, city and usage

COUNTY GOVERNMENT ANNUAL PROGRESS MEASURES

- Percent of County employees participating in tuition reimbursement, development and training programs
- Percent of children participating in "Raising a Reader" and other Library outreach programs

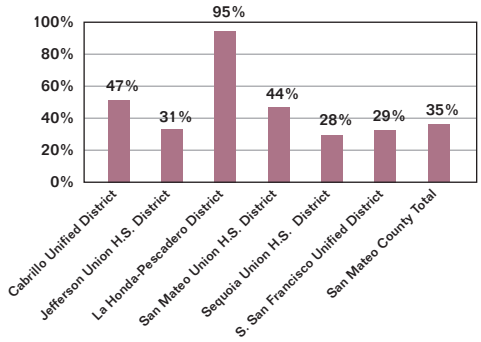
Percent of K-8 Schools Participating in County Sponsored After School Programs by District



The following school districts do not participate in County sponsored programs: Belmont-Redwood Shores Elementary, Hillsborough City Elementary, Las Lomitas Elementary, Portola Valley Elementary, Woodside Elementary

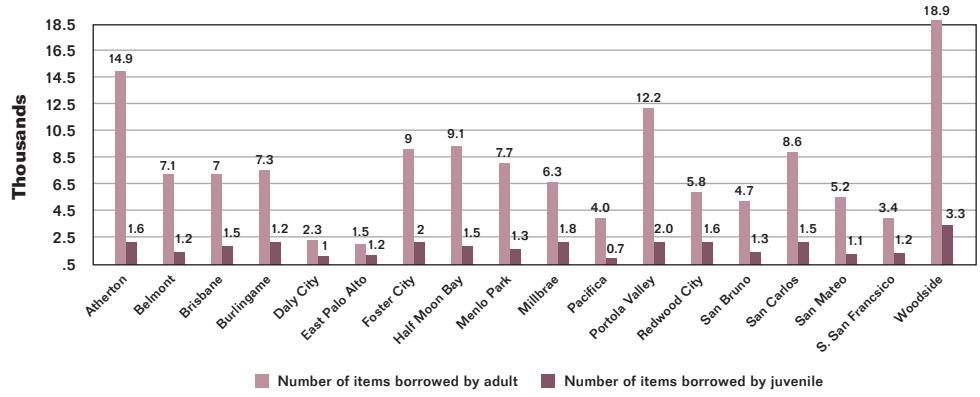
Source: San Mateo County Manager's Office/Office of Education

Percent of High School Graduates Completing All Coursework Required for UC and/or CSU Admission by District



Source: San Mateo County Office of Education

Average Number of Items Borrowed by Home Library and Patron Type 1999-2000



Source: San Mateo County Library Office System

PEOPLE

Ensure basic health and safety for all.

5. Residents have access to healthcare and preventive care.
6. Children grow up healthy in safe and supportive homes and neighborhoods.
7. Maintain and enhance the public safety of all residents and visitors.
8. Help vulnerable people — the aged, disabled, mentally ill, at-risk youth and others — achieve a better quality of life.

Health and safety is fundamental. The quality of our lives and the lives of those that depend on us is affected by the energy, vitality and enthusiasm we bring to our work, our home lives and our community. When all residents have access to quality health care their ability to succeed in their personal, social and work lives is enhanced, which then benefits the entire community.

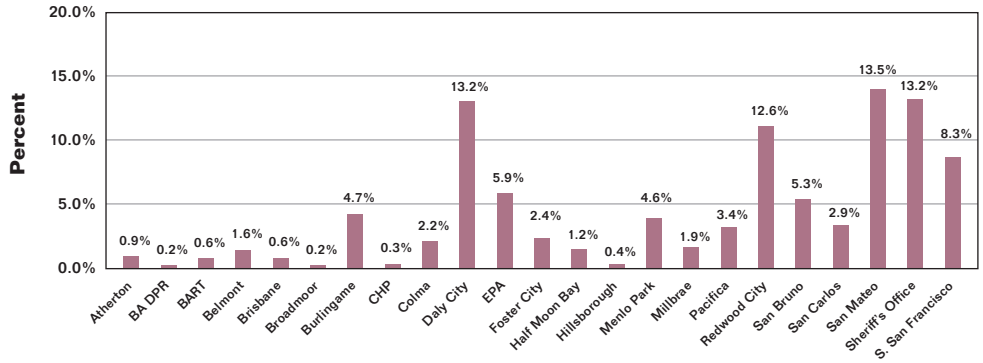
COUNTYWIDE ANNUAL PROGRESS MEASURES

- Percent of children immunized by age 2
- Percent of health clinics accessible by public transit
- Crime rate by type, age, and city

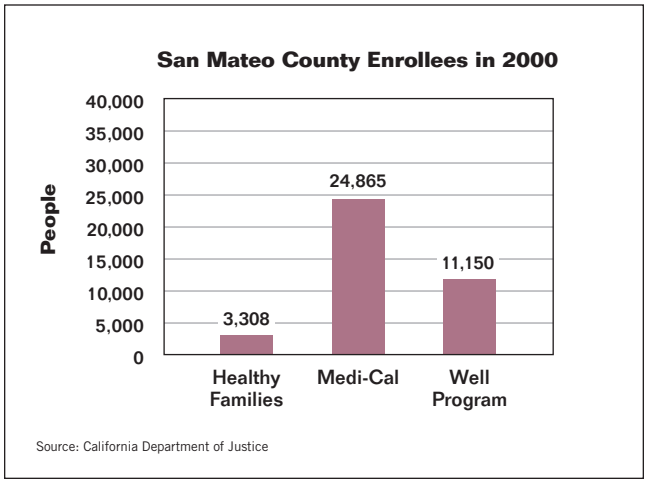
COUNTY GOVERNMENT ANNUAL PROGRESS MEASURES

- Number of new enrollments in Healthy Families, Medi-Cal and Well Programs

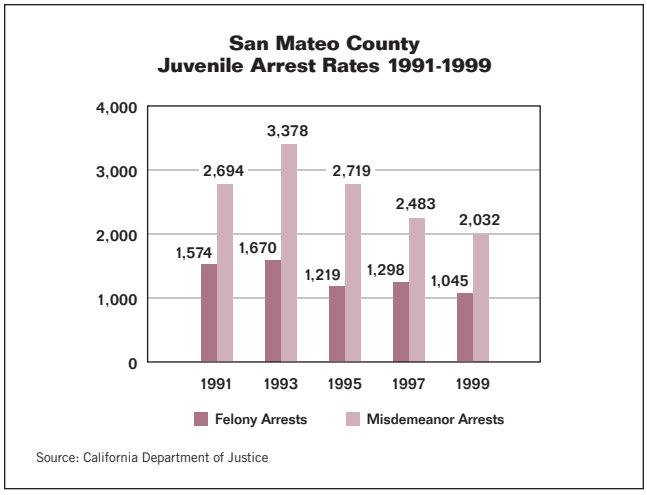
Percent of Crimes Committed in San Mateo County by Jurisdiction



Source: California Department of Justice



Source: California Department of Justice



Source: California Department of Justice

PLACE

"We have economic prosperity, high quality of life, an almost inviolate open space preserve, strong local control over land use decisions, and protections against imposition of taxes. But taken together, this collection of blessings has become a housing and traffic curse. The Board of Supervisors' Shared Vision 2010 counts those blessings and reminds us not to take them for granted. The goals set through their community visioning process appropriately raises the standard for the county, as well as for each one of us, as individuals, organizations and community leaders, for responsibility of the future of the County. Success is measured, for example, not just in counting the number of affordable housing units built, but also in the partnerships built. The Shared Vision 2010 goals are reasonable; working together they are achievable."

—Duane Bay
Program Director,
Housing Leadership
Council of
San Mateo County

Offer a full range of housing choices.

9. Housing exists for people at all income levels and for all generations of families.

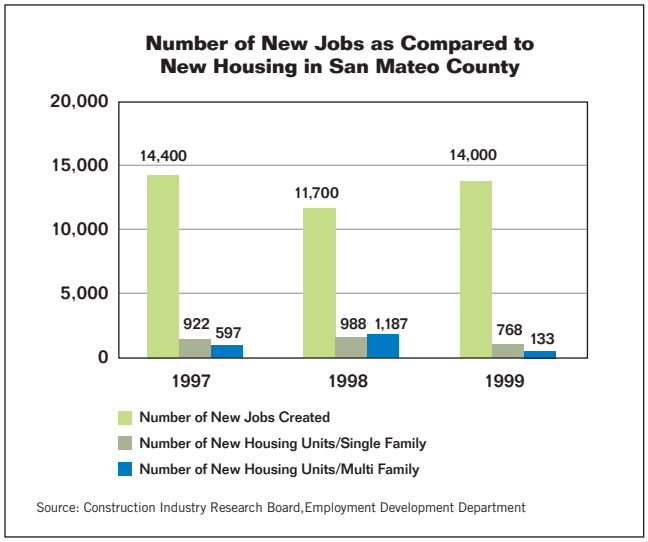
Housing that is affordable to all generations of families so that families can care for each other and stay connected is valued. Housing close to where people work so that people have more time for their families is equally important. The price of housing has increased so rapidly over the last several years that many young people who grew up here can not afford to live here. This has serious implications for the care of aging parents by sons and daughters who are now forced to live and start families further away. Likewise, young people attracted to new jobs in San Mateo County are forced to live long distances from where they work, placing strains on both home-life and public infrastructure for communities far from San Mateo County.

COUNTYWIDE ANNUAL PROGRESS MEASURES

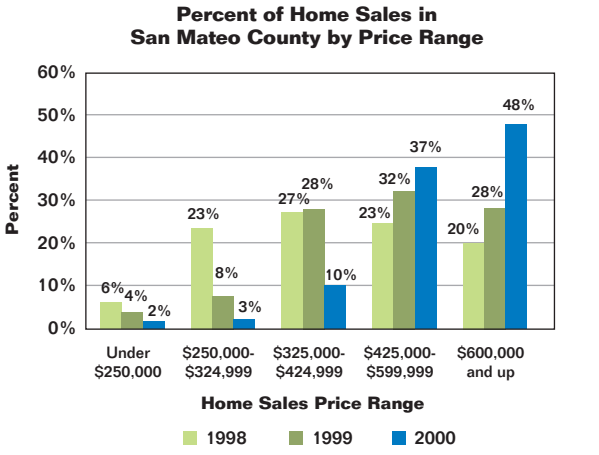
- Ratio of new jobs to housing units (multi vs. single family units)
- Percent of homes sold below, at, or above median income
- Per capita use of natural resources: gasoline, electricity, natural gas, water, and air

COUNTY GOVERNMENT ANNUAL PROGRESS MEASURES

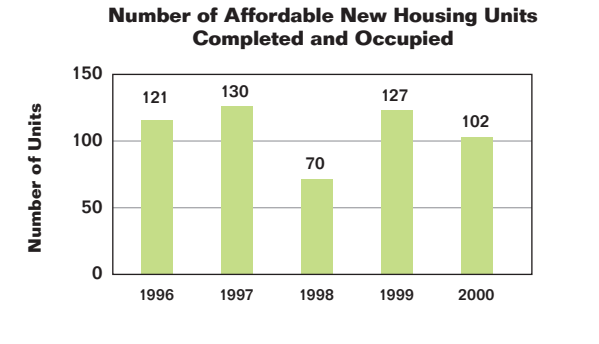
- Number of affordable units built with County assistance
- Percent of affordable units built in the unincorporated area meeting State mandated housing goals



Source: Construction Industry Research Board,Employment Development Department



Source: Construction Industry Research Board



Source: San Mateo County Housing Department

Comments from the Community Forums

"...make the county affordable to live in for common folks."

"...available, affordable housing for everyone who lives or works here."

"...equal housing opportunities exist for low income residents."

"...new affordable housing for 10,000 more families by 2010."

PLACE

"We are very pleased that the present forward-looking Board of Supervisors is sharing the objectives of Sustainable San Mateo County and that we have begun what promises to be a fruitful collaboration. These common interests and support will inevitably produce a sustainably high quality of life in our county."

—Ruth Peterson
Chair,
Sustainable
San Mateo County

Redesign our urban environment to increase vitality, expand variety and reduce congestion.

10. Public transportation choices are convenient, affordable, accessible and safe.

11. New housing is clustered with jobs and commercial services along transportation corridors.

12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities.

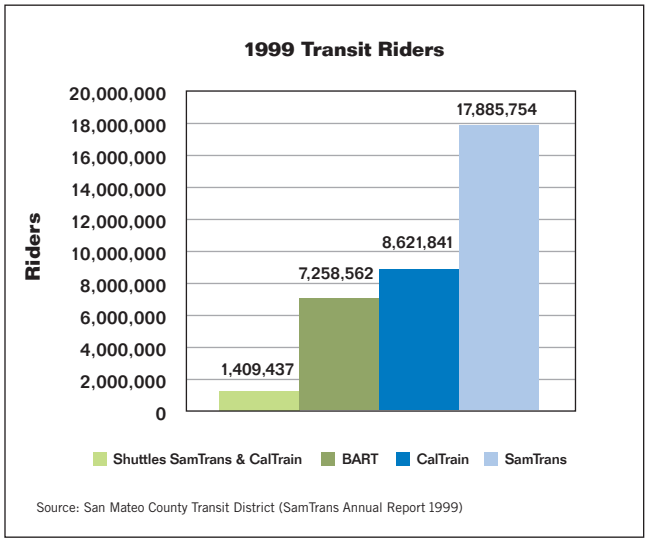
Easy, convenient access to shopping, recreation, work, family and friends is valued. Communities must be designed to give us more choices in how we access the things and people we need on a daily basis so that our dependence on the private automobile is reduced. Much of the solution is in how we design our neighborhoods and employment centers. Creating communities where people can live close to work, shopping and transportation options gives us the choices we need.

COUNTYWIDE ANNUAL PROGRESS MEASURES

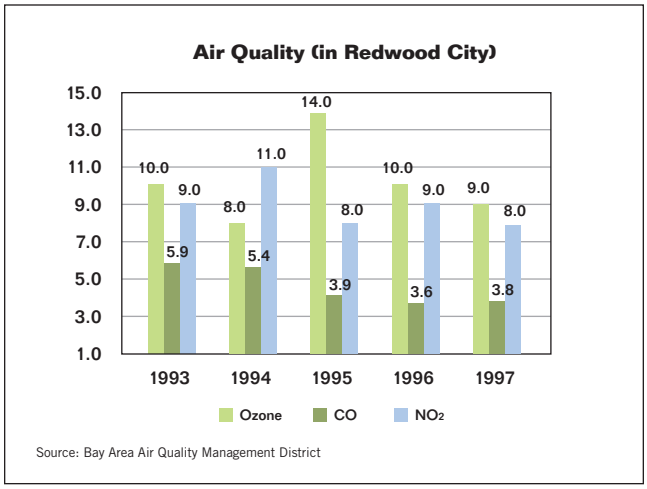
- Transit ridership on CalTrain, BART, SamTrans and shuttles
- Number of new housing units and jobs within one mile walking distance to transit
- Per capital annual resource conservation of gasoline, electricity, natural gas and water

COUNTY GOVERNMENT ANNUAL PROGRESS MEASURES

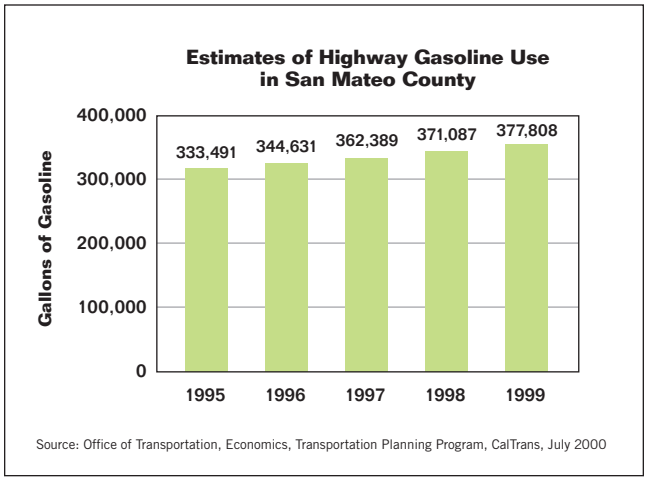
- Percent of County employees participating in the Commute Assistance Program
- Percent of County employees that reside in the County



Source: San Mateo County Transit District (SamTrans Annual Report 1999)



Source: Bay Area Air Quality Management District



Source: Office of Transportation, Economics, Transportation Planning Program, CalTrans, July 2000

Comments from the Community Forums

"...build housing near transit/ transportation centers, buses frequently connecting housing and jobs."

"...increase alternative forms of transportation."

"...address land use and housing issues with public transportation that is accessible to all residents."

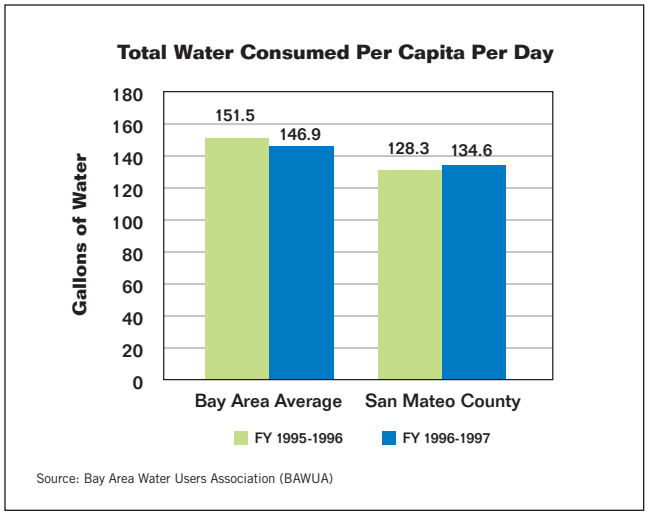
"...an affordable community where diverse people live, work, and walk together with their kids to the parks, the store, and day care."

"...develop an easy, inexpensive, and quick regional transportation system."

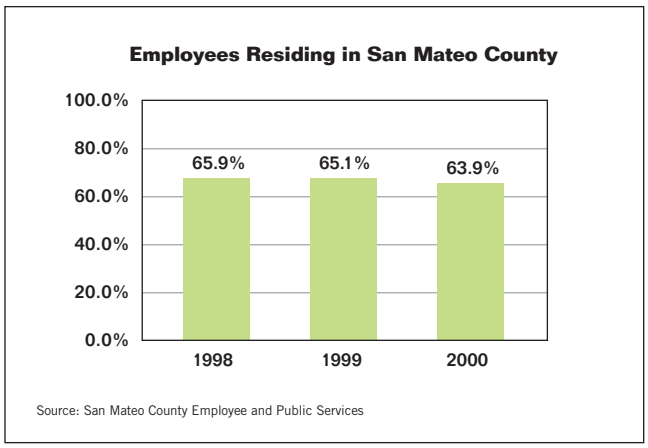
PLACE

"The fact that the Coastside is the only area of the County which is a part of the Coastal Zone accounts for the many environmental and land-use oriented concerns articulated by the participants [community forums]. In addition, the Coastside is currently experiencing an abundance of housing and lack of local well-paying jobs so viable solutions to the jobs/housing imbalance will be different here than in other areas of the county. We commend the County for including open space preservation, protection of agricultural lands an access to green space as identified goals. We urge that the enforcement of existing policies which support these goals become part of the implementation process."

—Laura Stein
Chair, Midcoast
Community Council



Source: Bay Area Water Users Association (BAWUA)



Source: San Mateo County Employee and Public Services

Preserve and provide people access to our natural environment.

13. Fix the boundary between open space and development to protect the quality of the natural environment.

14. Important natural resources are preserved and enhanced through environmental stewardship.

15. Residents have nearby access to green space, such as parks and recreational opportunities.

As stewards of our natural environment, we are responsible to protect and manage it for generations to come. The natural environment is valued for many reasons: as a place to go to enjoy the peacefulness and quiet that can only be achieved by being far from our urban cities; as a place to learn about our world — the plant and animal life that we are connected to; as a 'green frame' that defines the breadth and extent of our urban areas; and as the collector and purifier of the water that fills our beautiful lakes, streams, bay and ocean. Finally, our natural environment is our source of food, fiber and flowers — a vital component of our economy.

Also valued is the ability to access recreational opportunities in our neighborhoods — a place where young and old can play, exercise and visit with friends.

COUNTYWIDE ANNUAL PROGRESS MEASURES

- Acres of protected open space and natural preserves
- Per capita park acreage

COUNTY GOVERNMENT ANNUAL PROGRESS MEASURES

- County maintained park acres, miles of trails and natural preserves

Comments from the Community Forums

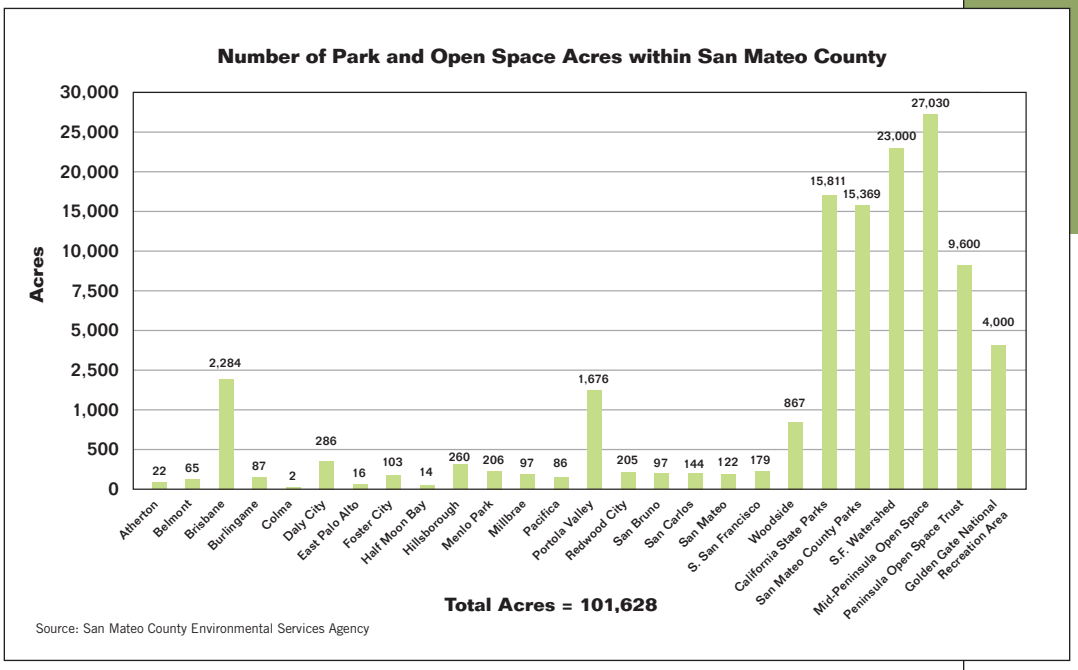
"...maintain sustainable communities with protection of agricultural land and open space."

"...achieve balance between preservation and growth."

"...create a more sustainable balance of development and environmental protection."

"...preserve open space on the San Mateo County Coastside."

"...neighborhoods have public spaces for kids and adults to play."



Source: San Mateo County Environmental Services Agency

PROSPERITY

"Many businesses, including leading-edge bio-science, software and technology industries have flourished in San Mateo County. This is due in a part to the quality of life afforded this community by its local agencies—schools, cities and county services. Industries' success has come with new challenges—the need for affordable housing, efficient transportation and reliable childcare. It will take the cities, County, non-profit agencies along with the business community, to come together to find solutions to these problems that know no boundary. The Board of Supervisor's Vision 2010 offers us common ground—a place to bring the community together to work on sustaining our future livability."

—Randy Smith
Chair, San Mateo County
Economic Development
Association

Create opportunities for every household to participate in our prosperity.

16. Residents hold the majority of jobs created in the County.

17. All households experience real gains in income.

San Mateo County is fortunate to be one of the most prosperous counties in the nation, but that prosperity is not shared by all. Greater education, training, and opportunities for career mobility are necessary to enable people to advance their skills and pay as they increase their experience.

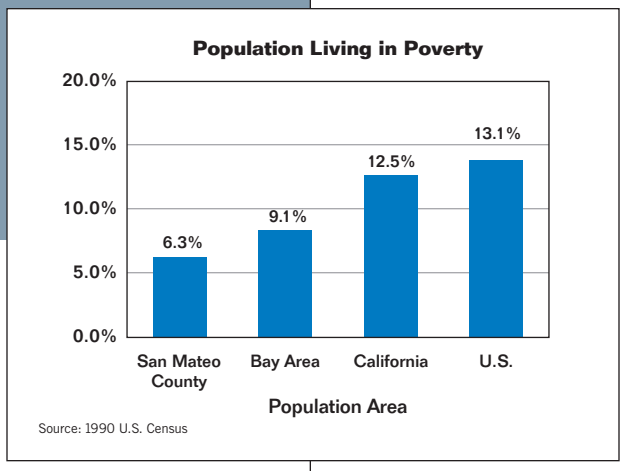
Simply put, people who work at businesses in San Mateo County should be able to afford to live here.

COUNTYWIDE ANNUAL PROGRESS MEASURES

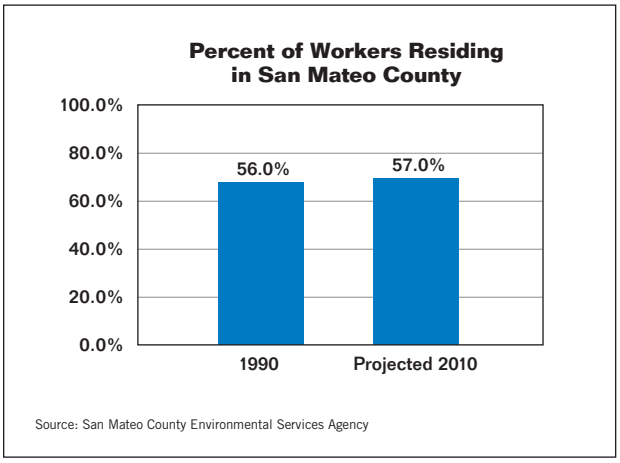
- Percent of population at or below poverty level
- Percent of families receiving subsidized housing and child care
- Percent of workers residing in the county

COUNTY GOVERNMENT ANNUAL PROGRESS MEASURES

- Average hourly wage at placement from County programs at 3, 6 and 12 months



Source: 1990 U.S. Census



Source: San Mateo County Environmental Services Agency

Sow the seeds of our future prosperity.

18. San Mateo County attracts and maintains leading-edge industries.

19. The skill level of new workers rises with improved K-12 education and training options.

Continued prosperity requires us to look ahead today and prepare for tomorrow's opportunities. We must support the industries that provide our competitive edge, while at the same time better prepare our youth for tomorrow's knowledge-intensive careers. By doing so, we will ensure that our economy continues to be a source of prosperity, and enables us to invest in vital communities and environmental preservation.

COUNTYWIDE ANNUAL PROGRESS MEASURES

- Percent of workers employed by industry
- New business starts by industry
- Percent of youth served by after school homework centers

Comments from the Community Forums

"...dramatically increase the percentage of low income students obtaining high wage jobs."

"...opportunities for families—especially children—to thrive and stay in San Mateo County."

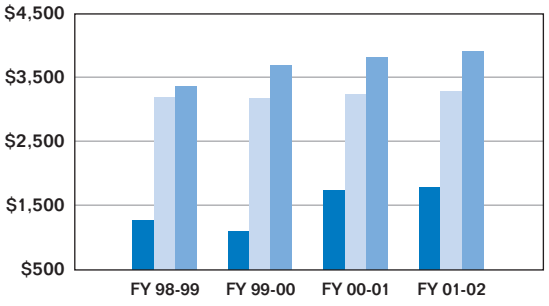
"...increase the number of jobs filled by local residents."

"...integrated transportation system: good controlled development consistent with transportation capacity."

"...provide more money or solutions for schools and childcare problems."

"...education at all levels."

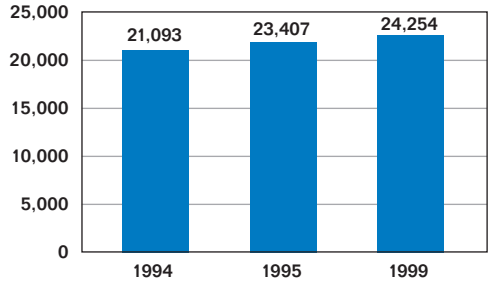
Quarterly Earnings for Human Services Agency Customers at Hire, 6 Months, and 1 Year



	FY 98-99	FY 99-00	FY 00-01	FY 01-02
Hire	$1,334	$1,061	$1,638	$1,700
6 Months	$3,186	$3,127	$3,291	$3,350
1 Year	$3,134	$3,520	$3,744	$3,800

Source: San Mateo County Human Services Agency

Total Number of Businesses in San Mateo County



Source: California Employment Development Department

PARTNERSHIPS

"To have a vision of the future, I believe, requires an understanding of the past. The San Mateo County Board of Supervisor's Shared Vision 2010 values the rich history that agriculture has played in the growth of the County's economy. The future quality of life in San Mateo County is reliant upon a respect for its diverse peoples, industries and resources."

—Stan Pastorio
President,
San Mateo County
Farm Bureau

Responsive, effective and collaborative government.

20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain.

21. County employees understand, support and integrate the County vision and goals into their delivery of services.

22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County.

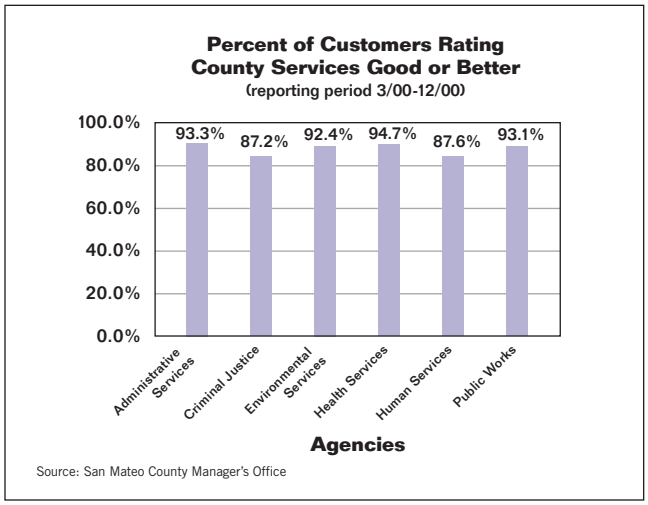
The residents of San Mateo County value greater civic participation on the part of all individuals, organizations and institutions. Increasing the level of collaborative decision-making that is regional in focus will help produce effective regional solutions to difficult issues. To achieve this vision, we will need to build more partnerships across a multitude of cities, organizations and institutions inside and outside the county, especially in the areas of education, economic development and land use.

COUNTYWIDE ANNUAL PROGRESS MEASURES

- Number of public-private and inter-jurisdictional agreements

COUNTY GOVERNMENT ANNUAL PROGRESS MEASURES

- Percent of county departmental performance measures achieved
- Customer survey ratings
- Percent of program and services available on-line or televised
- Percent expended on public information, outreach, education and civic engagements



Source: San Mateo County Manager's Office

Leaders work together across boundaries to preserve and enhance our quality of life.

23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation.

24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole.

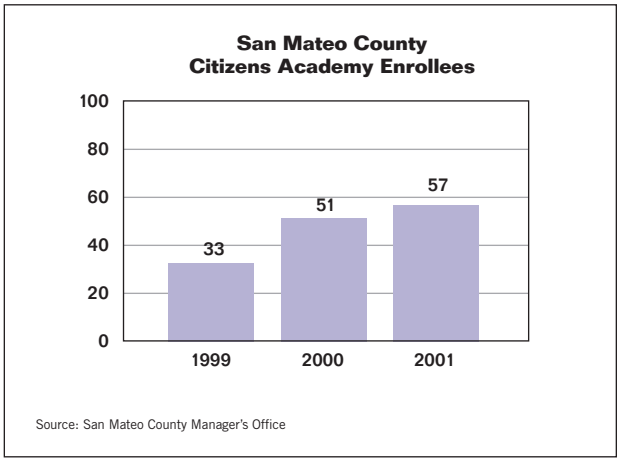
25. Residents express their support for regional, collaborative approaches to issues.

COUNTYWIDE ANNUAL PROGRESS MEASURES

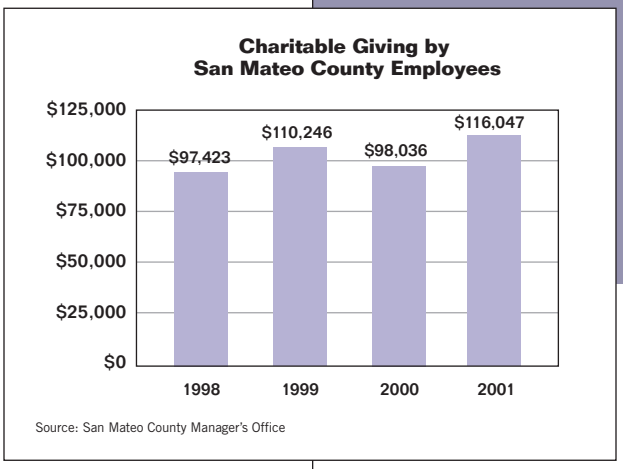
- Regional or collaborative initiatives

COUNTY GOVERNMENT ANNUAL PROGRESS MEASURES

- Percent of County programs and services provided in collaboration with other agencies
- Percent of employees who volunteer or participate in charitable giving



Source: San Mateo County Manager's Office



Source: San Mateo County Manager's Office

Comments from the Community Forums

"...cities and county must cooperate to solve housing and traffic problems countywide."

"...partner with corporations to provide affordable housing, and effective transportation."

"...we work collaboratively at all levels to address and solve regional issues with local and community input."

"...residents express their support for regional, collaborative approaches to issues."

NEXT STEPS

Benchmark • Alignment • Active Community Voice • Partnerships

As County Supervisors, we initiated the community dialogue that resulted in *Shared Vision 2010.* We will do our part to follow through the 10 commitments and achieve the 25 goals. But it will take more than the actions of five supervisors and county government to realize this inclusive vision. It will require the actions large and small with young and old, over many years, by individual residents, other government agencies, the business community, faith-based and non-profits, neighborhood associations and community organizations. All have essential roles to play in the future of San Mateo County.

The social, economic and environmental goals contained in *Shared Vision 2010* are not exclusive, but rather interconnected and in many cases complementary. Action can not be focused on a few, leaving the more difficult to tackle later. The challenge for us all is to find new and creative ways to integrate the vision into existing programs, policies and decision-making processes.

Already we have begun to benchmark the goals to ensure our progress can be measured. And we have moved the County's budgeting process to an Outcome Based Budgeting system to enable the alignment of county programs and services to the vision. We recognize that some of the commitments and goals will take longer to achieve; some require tough and possibly unpopular decisions, or the forging of new partnerships. The Board of Supervisors will continue to conduct, as well as participate in, community dialogues to refine the goals and to establish new and strengthened partnerships.

Visioning has only begun the process necessary to more fully engage the Board of Supervisors, residents, staff and community leaders in the task of defining the future of our community and, moreover, to assume responsibility for it. *Shared Vision 2010* provides us all in San Mateo County with a focus—10 commitments and 25 goals—to bring us together to build the desired future for San Mateo County: to realize the vision and the promise of the Peninsula. ■

Shared Vision 2010: The Promise of the Peninsula

For more information, or to obtain additional copies of this report, please contact **Mary McMillan** of the San Mateo County Manager's Office at **(650) 363-4129.**

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NOTES

PART 2: PROGRESS AND CHALLENGES

PEOPLE, PLACE, PROSPERITY & PARTNERSHIPS IN SAN MATEO COUNTY

Who speaks, sows;
Who listens, reaps.

Proverb

Part 2 is a synthesis of information from existing reports and, in the case of the economy, new data compiled for this Briefing Book. We show the latest data from these reports, recognizing that in some areas, data may be limited or not as recent as we would like. The intent is to provide a brief overview of recent progress and current challenges as a context for revisiting San Mateo County's Vision 2010. It is meant to help readers consider possible revisions to Vision 2010's 10 commitments, 25 goals, and measures of progress.

What has happened in San Mateo County since the adoption of Vision 2010 at the beginning of the decade? In many areas, there has been progress towards the Vision (e.g., access to educational opportunity, access to green space); in other areas, the County has been less successful in advancing the Vision (e.g., economic prosperity, housing affordability). New challenges have appeared. The county experienced a recession. The global economy has become more competitive, with the rise of China and India and other regions of the United States competing for business and talent in industries important to San Mateo County, such as biotechnology and software. Climate change has recently become a more widespread environmental concern. These new realities provide the context for revisiting the 10 commitments, 25 goals, and multiple measures of Vision 2010.

With these set of facts, there are many possible futures. What the future holds depends in large measure on the values, vision, and follow-through of San Mateo's "stewards of place."

AS YOU READ THROUGH PART TWO, PLEASE CONSIDER THE FOLLOWING QUESTIONS:

1. What current facts are particularly important to consider in thinking about the future of San Mateo County?

2. What are possible revisions or additions to Shared Vision 2010? (make notes about your ideas, questions and hypotheses that the following section either answers or creates opportunities for further investigation.)

PEOPLE

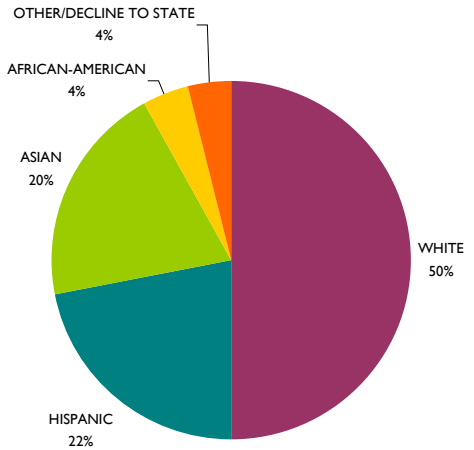
COMMITMENT: REALIZE THE POTENTIAL OF OUR DIVERSE POPULATION.

GOAL: Our diverse population works well together to build strong communities, effective government and a prosperous economy.

- Diversity continues to be a distinguishing characteristic of San Mateo County—and an enduring strength. The county is one of the most diverse in the United States. While growing by 7,600 between 2000 and 2004, San Mateo County became a "majority minority" county; that is, no single racial/ethnic group comprises more than half the population. About 30% of residents are foreign-born; 38% of residents over 5 years of age spoke a language other than English at home.

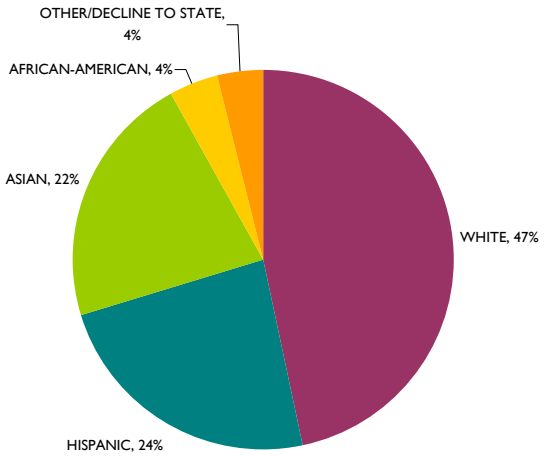
- Together, Hispanics (24%) and Asians (22%) are about equal in proportion to the White (47%) population. The Hispanic population increased by almost 15,000 between 2000 and 2004, while the population of whites and African-Americans decreased. The number of Asians increased during the same period. (*Shared Vision Update, 2005; California Department of Finance*)

RACIAL/ETHNIC BREAKDOWN
2000



SOURCE: California Department of Finance

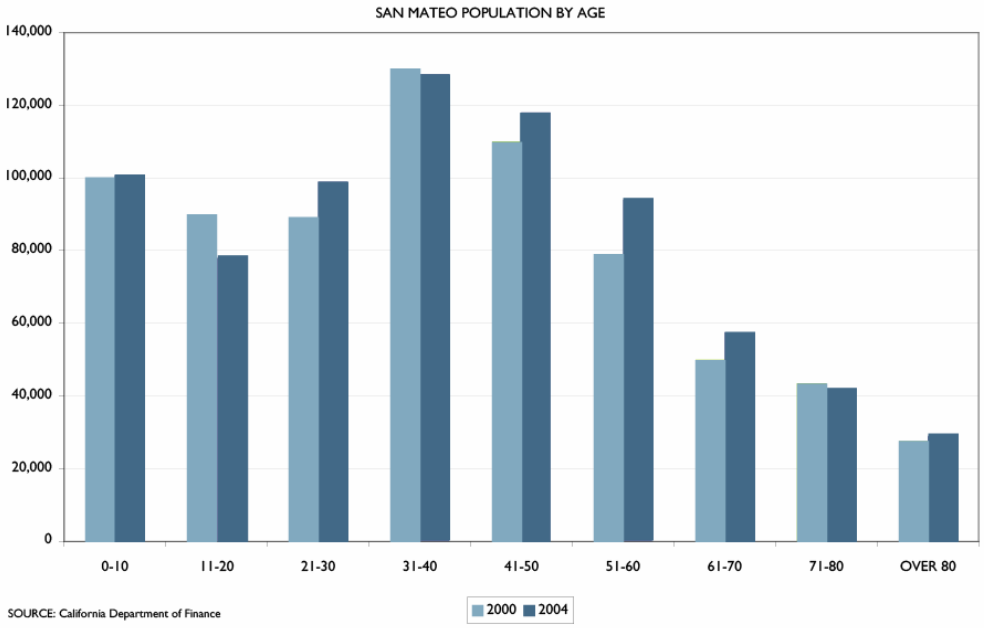
RACIAL/ETHNIC BREAKDOWN
2004



SOURCE: California Department of Finance

- The County's diverse population is not widely distributed, but rather concentrated in a few cities. Over 50% of Hispanic residents live in just four of its 20 cities, and over 60% of the county's Asian residents live in just 3 cities. Almost half of San Mateo's cities have populations that are more than 80% white. (*Citizen Dialogues on the Housing Crisis in San Mateo County, 2003*).

- Since the adoption of Vision 2010, the County's population has grown in the number of adults older than 40. The biggest increases are for adults between 41 and 70. Aside from an increase in adults in their 20s, other age groups declined or experienced very little change. (*Shared Vision Update, 2005; California Department of Finance*).

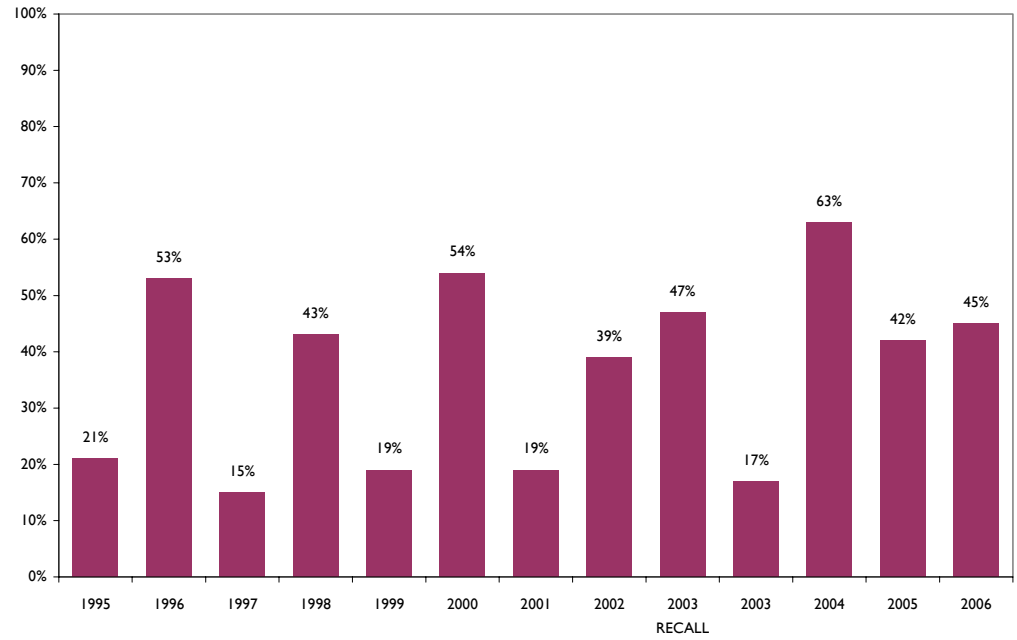


GOAL: Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population.

- Overall, the County's level of civic engagement has grown in recent years. Although the number of eligible voters decreased by 5% from 484,000 in 1998 to 458,990 in 2004, the number of registered voters increased by 13%, from 325,117 in 1998, to 368,410 in 2004. Further, the number who voted in elections increased by 78,000. (*Shared Vision Update, 2005*).

- At the same time, 25% of eligible adults are not registered to vote. Among the 75% of adults registered to vote, about 60% actually turned out to vote in 2006. Thus, less than half (45%) of eligible adults voted in the last election. Even in presidential election years, more than one-third of eligible adults do not vote. *(Indicators for a Sustainable San Mateo County, 2007).*

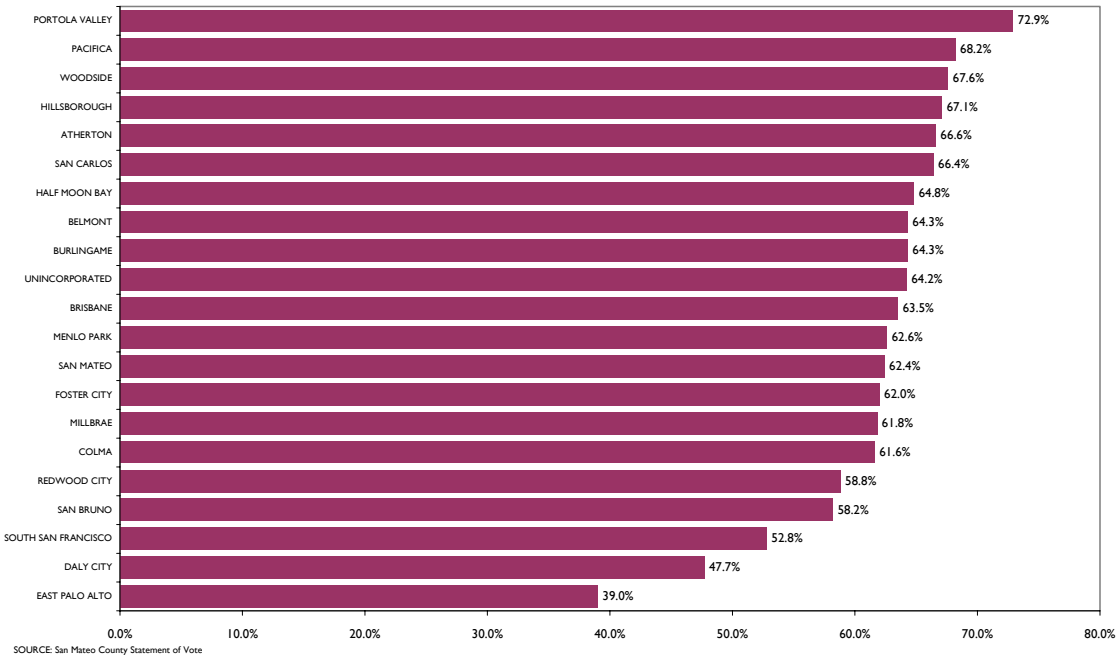
PERCENTAGE OF ELIGIBLE ADULTS WHO VOTED IN SAN MATEO COUNTY



SOURCE: California Secretary of State Statement of Vote, San Mateo County Statement of Vote, and California Secretary of State Report of Registration

- Civic engagement is not yet uniformly high among the San Mateo County's diverse population. There are disparities across cities in the proportion of registered voters who actually vote.

PERCENTAGE OF REGISTERED VOTERS VOTING IN 2005 STATEWIDE ELECTION



SOURCE: San Mateo County Statement of Vote

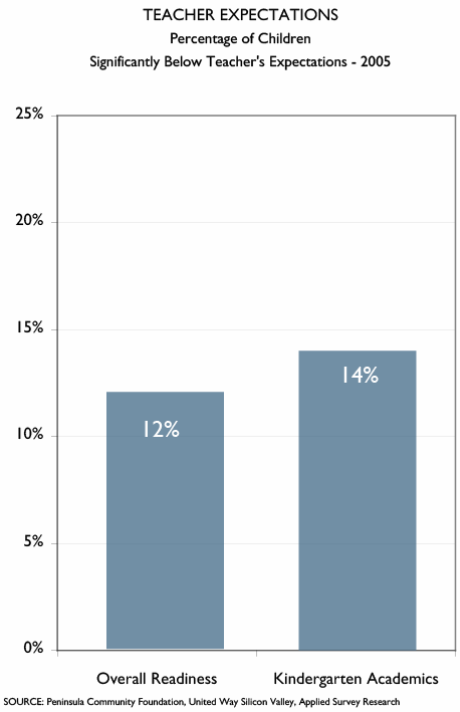
COMMITMENT: PROVIDE EQUAL ACCESS TO EDUCATIONAL OPPORTUNITY.

GOAL: All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed.

- Since the adoption of Vision 2010, local research funded by the Peninsula Community Foundation has confirmed that access to early learning opportunities contribute to children entering kindergarten ready to succeed. San Mateo County children who attended preschool where more likely to demonstrate skill proficiency than those who did not.

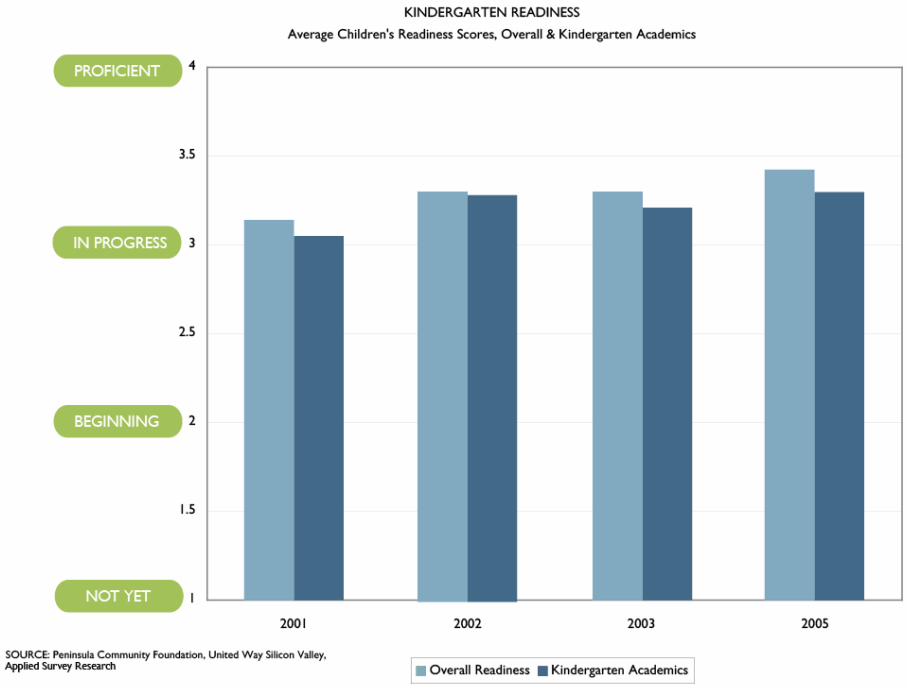
- Those who attended preschool had an overall score of 3.42, while the score of those who did not was 3.0. Likewise, scores were much lower for children learning English and for children with special needs. Overall mean readiness score is 3.2.

- In the latest assessment of kindergarten readiness, just over one in ten students did not meet teacher expectations for overall readiness and kindergarten academics (see chart).



- Since the adoption of Vision 2010, there has been progress: the overall readiness of entering kindergarteners in San Mateo County increased 8% between 2001 and 2005.

- However, while kindergartners received an overall mean score of 3.32 in Fall 2003, students from low-income schools received a readiness score of 2.94, while those not from low-income schools scored 3.33. (*Shared Vision Update, 2005*)

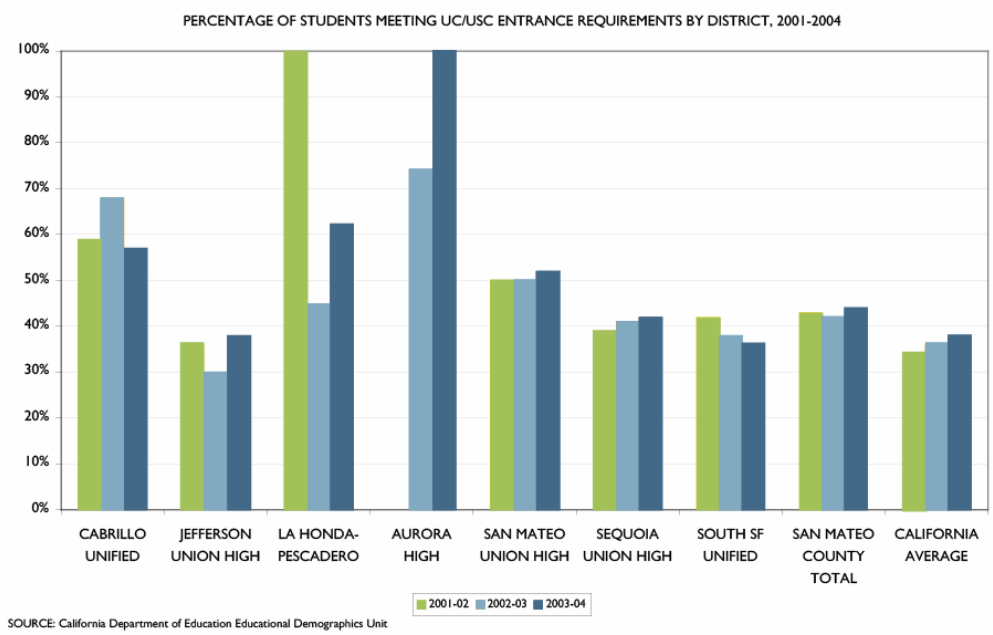


GOAL: Residents have many educational and training opportunities beyond high school.

- One measure of the range of education and training options beyond high school is the ability of students to enter the University of California (UC) and California State University (CSU) systems. While some students will choose to go to work or attend a community college or private school, the percentage of students meeting the UC/CSU qualifications is a good indication of whether or not they have these important options.

- Overall, a higher proportion of students have more educational options in 2004 than their counterparts in 2001. The percentage of students meeting UC/CSU requirements rose over this period. At the same time, less than half of students meet these requirements. In some districts, less than 40% of students meet UC/CSU requirements.

- In addition, gains were not uniform across San Mateo County's high school districts. Three of the seven districts lost ground.



- There are also large disparities in preparation for higher education by race. While 68% of Asian and 55% of White graduates meet the UC/CSU course requirements, only 21% of Hispanic/Latino, 18% of Pacific Islander, and 19% of African American graduates meet these requirements. *(San Mateo County Schools Statistics, 2007).*

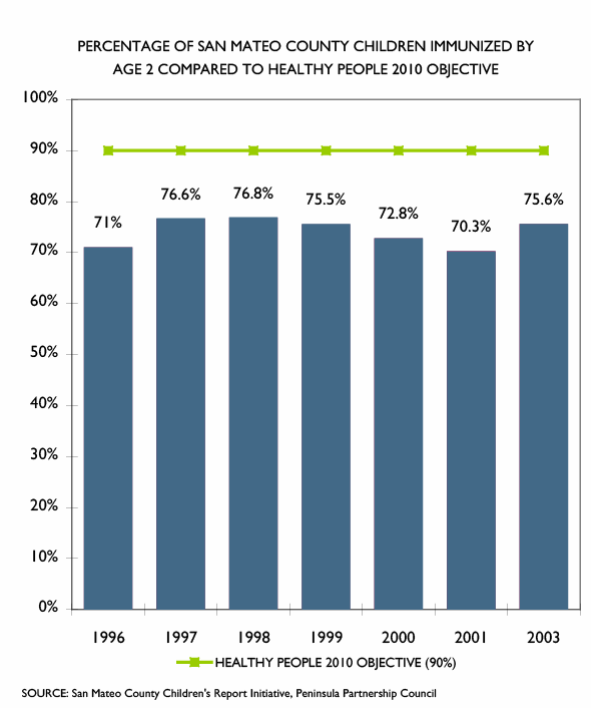
- In 2005, roughly four in ten public high school students go on to full-time higher education in California—compared to about 3 in 10 statewide. This percentage has been increasing since 2003. There are large disparities by race: only about 25-30% of Hispanic/Latino and African American students go on to full-time higher education in California. (*San Mateo County Schools Statistics, 2007).*

COMMITMENT: ENSURE BASIC HEALTH AND SAFETY FOR ALL.

GOAL: Residents have access to health care and preventative care.
GOAL: Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.

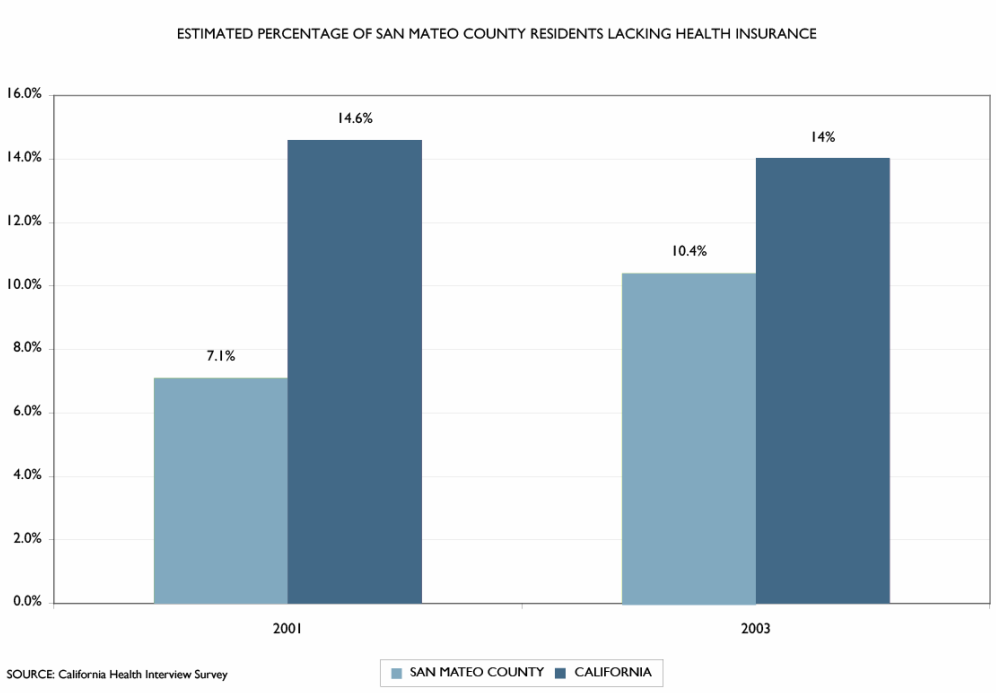
- Overall community health has improved over the past decade. Years of potential life lost due to premature death from a variety of causes dropped 35% between 1995 and 2005 in San Mateo County. *(Indicators for a Sustainable San Mateo County, 2006).*

- Childhood immunizations increased from about 70% of children under the age of two in 2001 to 76% by 2003. (*Shared Vision Update, 2005*)



- The percentage of San Mateo County residents who lack health insurance (7.8%) is now comparable to that of 2001 (7.1%) after improving from a high of 10.4% in 2003. However, a higher percentage of residents (14.1%) lacked health insurance at some point during 2005. Hispanics and those with lower incomes tend to be uninsured at even higher rates—close to 20%. *(Indicators for a Sustainable San Mateo County, 2007).*

- There are about 165,000 children between the ages of 0 and 18 in San Mateo County and an estimated 8,500 remain uninsured. (*Shared Vision Update, 2005*). However, health insurance coverage of children has improved with the Children's Health Initiative, which contributed to a 66% increase in the number of children enrolled in Medi-Cal, Healthy Families, and Health Kids. *(Indicators for a Sustainable San Mateo County, 2006).*

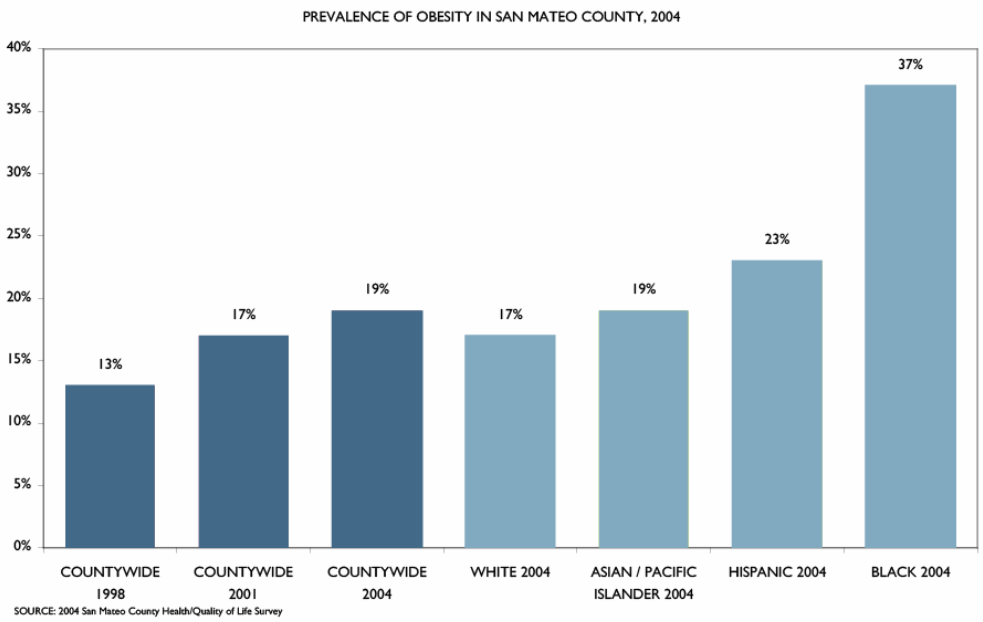


- Also in the area of prevention, a substantial percentage of youth in San Mateo County are overweight and falling short of physical fitness standards, which can result in illness later in life. In 2004, 25% of 5th, 7th and 9th graders in San Mateo County were overweight. This rate was higher in Pacific Islander (46%), Hispanic (34%), African-American (29%) and Filipino (27%) populations. (*Blueprint for Prevention of Childhood Obesity, 2006; Indicators for a Sustainable San Mateo County, 2007*)

- The results of the 2004 California Physical Fitness test show that only 33% of students in San Mateo County passed all 6 of the fitness standards. This is much lower in African-American, Hispanic and Pacific Islander populations. (*Blueprint for Prevention of Childhood Obesity, 2006*).

- More than 15% of San Mateo County adults had asthma in 2004, up from 8 percent in 1998. Rates are particularly high in areas of concentrated poverty. *(Indicators for a Sustainable San Mateo County, 2006, 2007).*

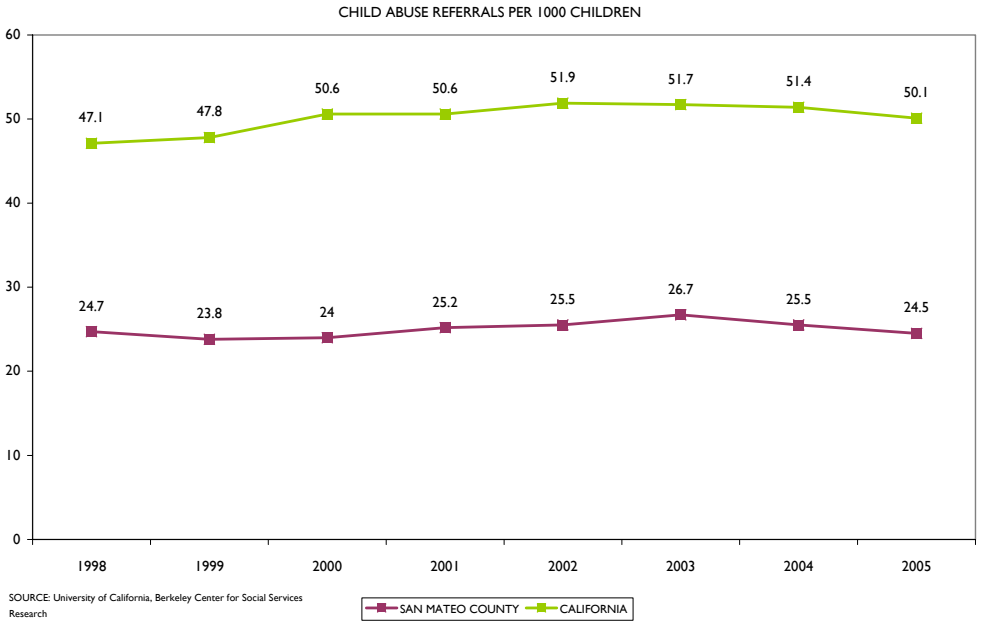
- Among people at least five years old in 2004, 10% reported a disability. However, 31% of residents 65 and older reported a disability.



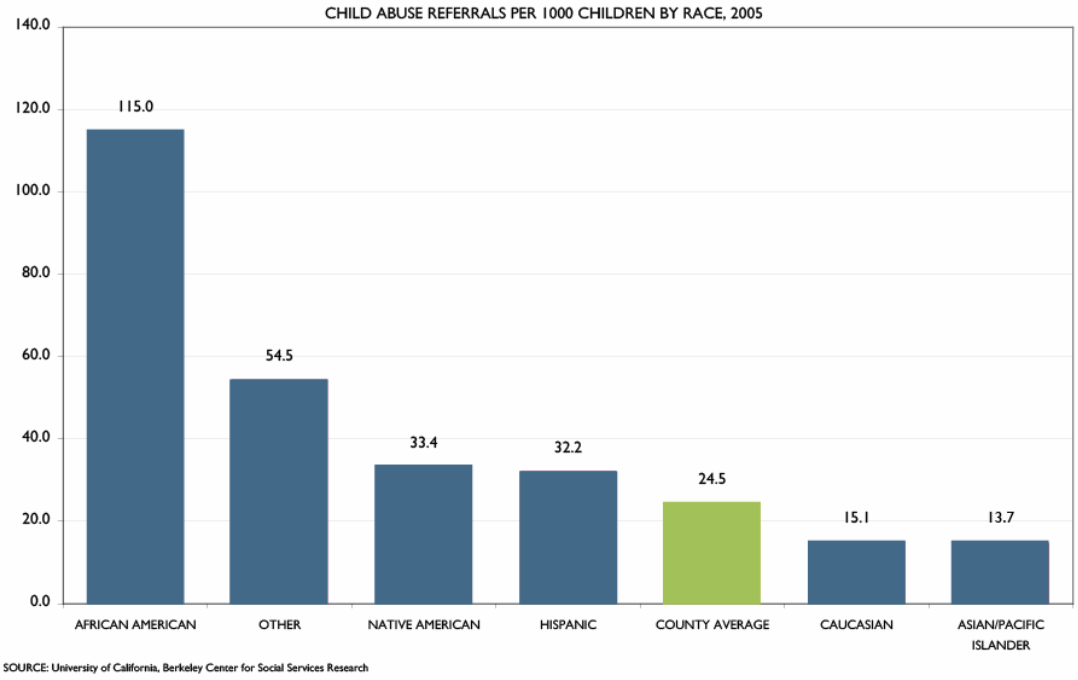
GOAL: Children grow up healthy in safe and supportive homes and neighborhoods.

- San Mateo County fares better on most risk factors for substance abuse; the County has lower rates of school dropout, enrollment in alternative education, domestic violence calls, reported runaways, births to adolescents, and substantiated referrals of child maltreatment. However, on some of these indicators, African American, Latino, and/or Hawaiian/Pacific Islander populations in the County are over-represented. (*San Mateo County Roadmap for Alcohol, Tobacco, and Other Drug Prevention, 2006).*

- A basic measure of child safety is abuse referrals. Between 1999 and 2003, such referrals in San Mateo County rose slightly, then dropped in 2004 and 2005. Throughout this period, referrals have remained less than half the California average. *(Indicators for a Sustainable San Mateo County, 2007).*



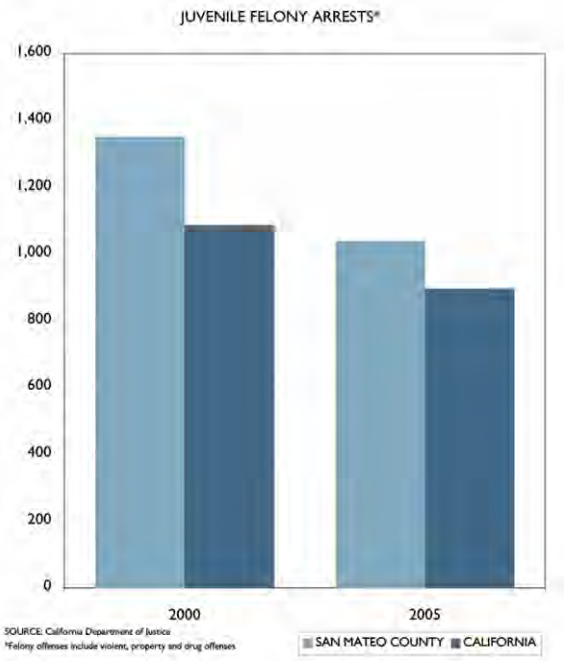
- However, child abuse referrals vary substantially by race.

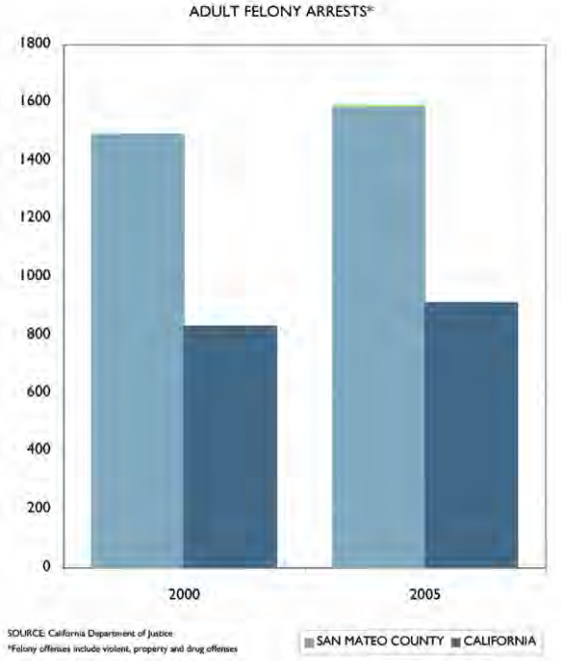


GOAL: Maintain and enhance the public safety of all residents and visitors.

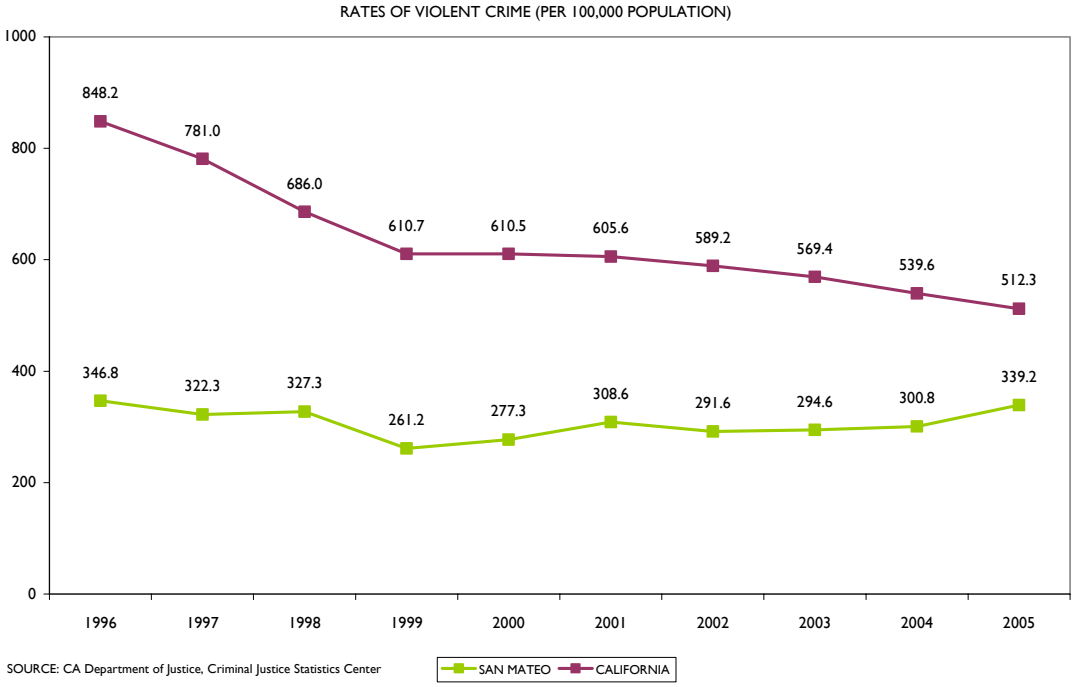
- San Mateo County's juvenile arrest rate dropped between 2000 and 2005, and is 14% lower than the California average. (*Shared Vision Update, 2005*). However, in 2005, juvenile felony arrests in the County increased 15% over 2004. *(Indicators for a Sustainable San Mateo County, 2007).*

- San Mateo County's adult arrest rate rose between 2000 and 2005, but is 9% below the California average. (*Shared Vision Update, 2005*)





- The rate of violent crime has grown. From a low in 1999, it had increased about 30% by 2005. *(Indicators for a Sustainable San Mateo County, 2007).*



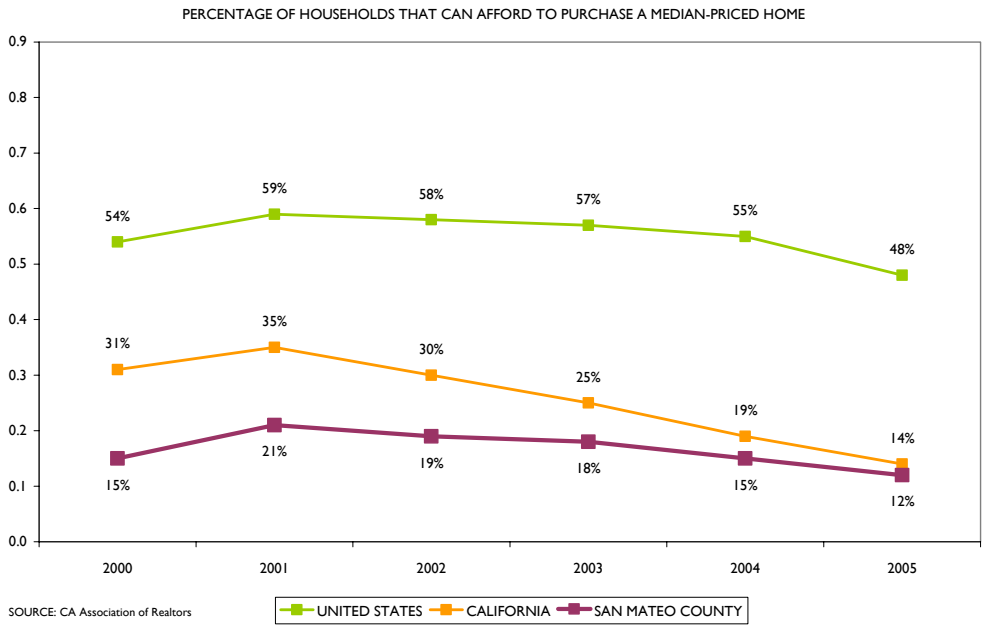
SOURCE: CA Department of Justice, Criminal Justice Statistics Center

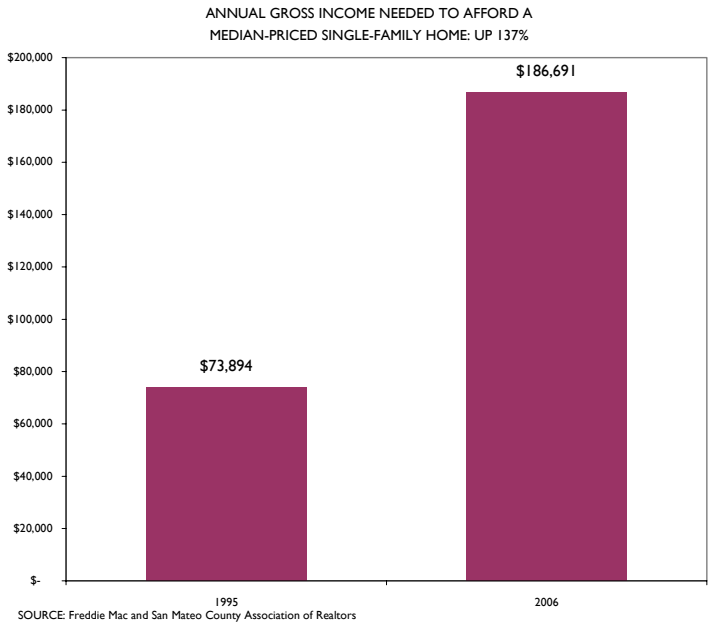
PLACE

COMMITMENT: OFFER A FULL RANGE OF HOUSING CHOICES.

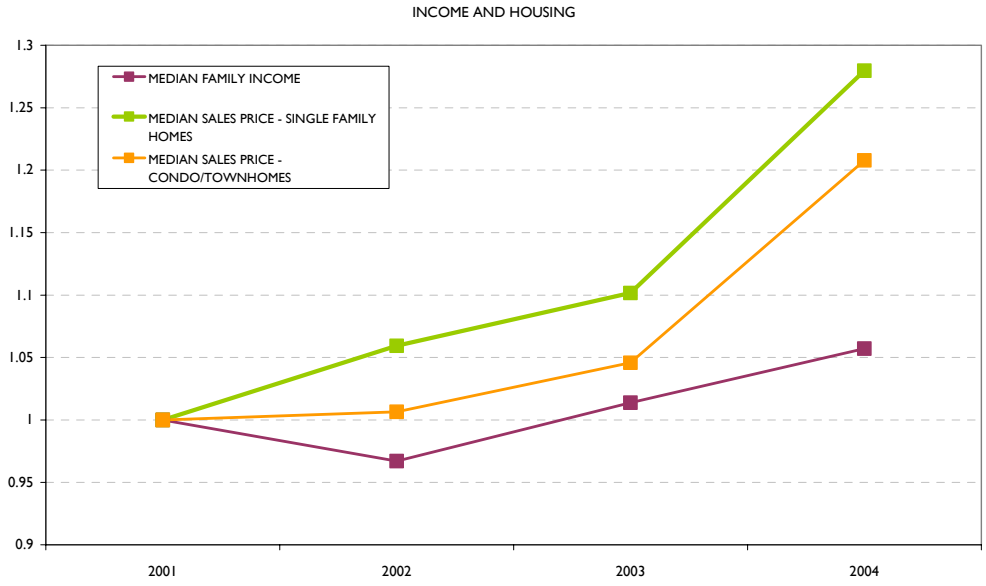
GOAL: Housing exists for people at all income levels and for all generations of families.

- More than eight in ten residents cannot afford a median price home in San Mateo County. This figure has not changed appreciably since the adoption of Vision 2010—and is in fact lower than in 2000. Put another way, it now takes an household income of about $187,000 to afford a median priced single-family home in San Mateo County—up 153% between 1995 and 2006.





- In fact, the goal of housing for people at all income levels has become more difficult to achieve since the beginning of the decade. As the chart below shows, the rate of increase in the sales price of single-family housing, as well as condominiums and town homes, has grown much faster than median family income, increasing the affordability gap.



- A 2005 survey of city and county planning departments conducted by Applied Development Economics found that between 2001 and 2004 a total of 12,053 housing units were built or in development. Of these, only 19% were below market rate, increasing the stock of housing more affordable for people at lower-income levels. The target set by the Association of Bay Area Governments (ABAG) for San Mateo County was 16,305

affordable units. Regardless of the exact number, it is clear that San Mateo County is far from its goal of housing for all income levels and for all generations of families.

- Current residents pay a comparatively high percentage of their income for housing costs. According to the U.S. Census' 2004 American Community Survey, 49% of all homeowners with mortgages and 45% of all renters spent 30% or more of their household income on housing. These figures were higher than for the broader Bay Area region (38% of owners and renters in 2005).

- A 2003 Citizen Dialogue on the Housing Crisis in San Mateo County recounted the situation facing the area at that time. Since that time there clearly has been serious attention paid to housing development—including the creation of the Housing Endowment and Regional Trust. However, this overview remains generally accurate in 2007.

CITIZEN DIALOGUES ON THE HOUSING CRISIS IN SAN MATEO COUNTY

The Citizen Dialogues is part of a pilot project, sponsored by the Peninsula Community Foundation and initiated by a group of local leaders in the fields of health care, education, business and government. This group came together to actively pursue solutions to the housing shortage in San Mateo County.

The enormous jump in housing prices and the overall cost of living has led to troubling changes in San Mateo County, and today we face a growing crisis around the cost and availability of housing:

As our children grow up, many must move far from home in search of decent housing and a comparable quality of life. The new housing that is being built consists almost exclusively of high-end single-family homes, unaffordable for a young family just starting out.

Our teachers, firefighters, nurses, government employees, small business owners and other workers who serve our community are forced to live far from where they work, enduring long, difficult commutes. These skilled professionals are leaving jobs in San Mateo County to find more affordable communities where they can work close to where they live.

Traffic has become increasingly heavy throughout the county, as people have been forced to move farther and farther away from their jobs and have to drive long distances to work.

The county is becoming less and less integrated, economically and socially, and the middle class is being shut out of San Mateo's cities.

Employers are thinking twice about locating businesses in San Mateo County, because the cost of living and housing is out of reach for most employees. This has long-term consequences for the economic health of the region.

There has been little coordinated long-term planning and decision-making for San Mateo's housing infrastructure needs (transportation, energy, water, etc.). Dozens of city governments and special agencies have some say in the process, making regional planning much more difficult.

New housing development has come to a near standstill in San Mateo County.

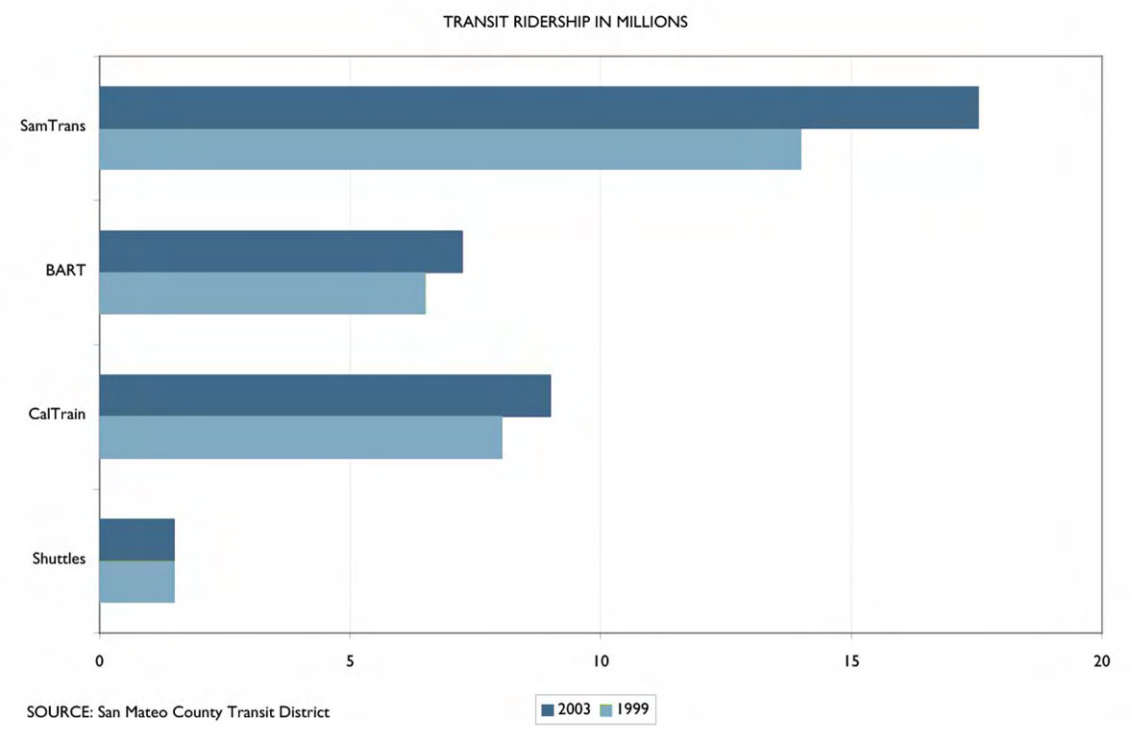
COMMITMENT: REDESIGN OUR URBAN ENVIRONMENT TO INCREASE VITALITY, EXPAND VARIETY AND REDUCE CONGESTION.

GOAL: Public transportation choices are convenient, affordable, accessible and safe.

- Average weekday ridership on public transportation has grown since 2003. A new BART station in Millbrae along with the creation and subsequent expansion of "Baby Bullet" train service has helped spur increases in ridership. The exception is SamTrans ridership, which has continued to fall since 2001.

Average Weekly Ridership BART, Caltrain and SamTrans			
	2004	2005	2006
BART	25,187	27,554	28,064
Caltrain	25,550	28,393	32,031
SamTrans	48,073	46,797	NA

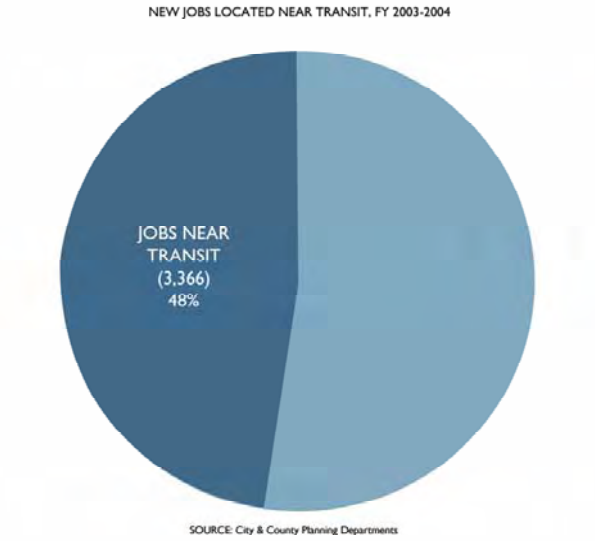
- Even prior to the improvements described above, public transit ridership had been increasing for several years.

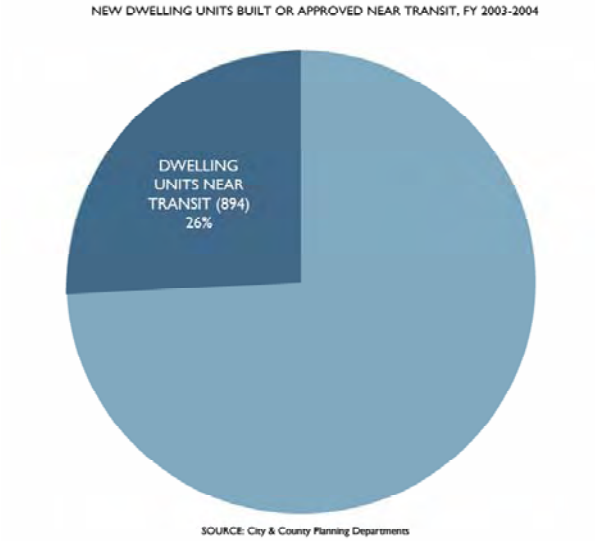


GOAL: New housing is clustered with jobs and commercial services along transportation corridors.
GOAL: Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities.

- For a variety of reasons, including land use and transportation changes, a growing share of commuters are shifting to transit. Ridership increased from 9% to 12% of commuters between 2001 and 2005. Those residents using other modes of commuting—including bicycling, walking, riding a motorcycle, and telecommuting—also rose from 2% to 5%. At the same time, the vast majority of commuters still (70%) drive alone by automobile. Nonetheless, after peaking in 2001 at 10,900 daily vehicle hours of delay, the amount of freeway traffic congestion was fairly stable from 2002 to 2005—ranging from 7,300 to 7,800 during this period. *(Indicators for a Sustainable San Mateo County, 2007).*

- Several communities are constructing high-density residential and retail units close to major transit hubs. A 2005 survey of city and county planning departments found that almost half of new jobs and about one-quarter of new housing was located near transit (*Shared Vision 2010: Update of Progress Measures 2005*).

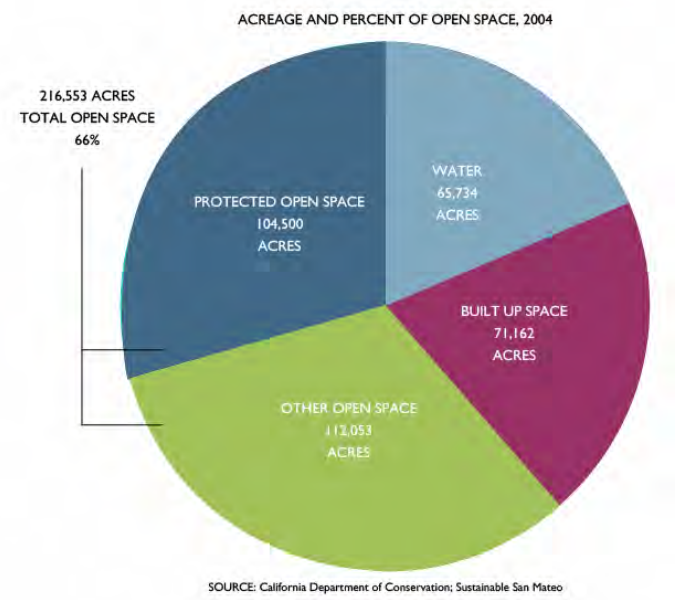




COMMITMENT: PRESERVE AND PROVIDE PEOPLE ACCESS TO OUR NATURAL ENVIRONMENT

GOAL: Fix the boundary between open space and development to protect the quality of the natural environment.

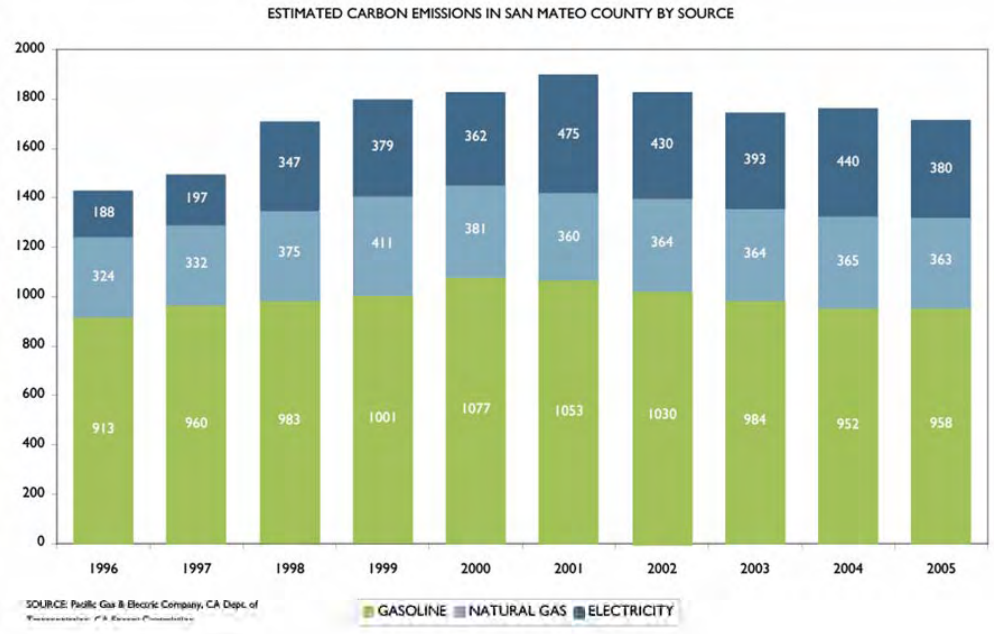
- About two-thirds of the land of San Mateo County is currently open space, with about 30% of all land protected open space as the chart below shows. Total open space acreage has changed very little in recent years. (*Shared Vision 2010: Update of Progress Measures 2005*).



GOAL: Important natural resources are preserved and enhanced through environmental stewardship.

- In some areas, environmental stewardship has grown. The number of leaking underground storage tanks decreased by 37% between 1997 and 2006. Waste disposed into landfills in San Mateo County dropped 19% between 2000 and 2004 (although it did increase 2.3% in 2005). Water use was down 8% in 2004-5 to its lowest level since 1997-8. *(Indicators for a Sustainable San Mateo County, 2007).*

- In other areas, new challenges have become clear. Global climate change and the key role of carbon emissions are now widely recognized. As a result, there has been a growing focus on reducing emissions through energy efficiency and use of cleaner energy sources. In San Mateo County, carbon emissions increased 32% between 1996 and 2001—but from 2001 to 2005 they dropped 10% due primarily to lower gasoline usage. Annual highway gasoline consumption for San Mateo County peaked in 2001, dropped between 2002 and 2004, and increased slightly in 2005. The County's total electricity and natural gas consumption rose 16% between 1995 and 2005. Installations of solar photovoltaic systems skyrocketed over the past year—rising from about 559,700 to 2,049,300 installed watts from 2005 to 2006. Today, all renewable energy sources (e.g., biomass, geothermal, small hydroelectric, wind, and solar) are responsible for about 12% of the County's electricity (higher than the California average of 10.7%). *(Indicators for a Sustainable San Mateo County, 2007).*



- Generally, San Mateo County enjoys relatively clean air. It exceeds air quality standards on less than 2% of monitored days, a level that has remained about the same for at least a decade. The County received an "A" rating from the American Lung Association for low ozone and large particulate levels, and a "B" rating for daily spikes in levels of short-term particulate pollution due to petroleum diesel engines, dust, wood-burning, and industrial emissions. *(Indicators for a Sustainable San Mateo County, 2007).*

- Levels of pesticides for non-residential uses in the County (for agriculture, structural pest control, and landscape maintenance) have declined from the late 1990s. However, since 2000, the amount of "most toxic" pesticides used has been on the rise. *(Indicators for a Sustainable San Mateo County, 2007).*

GOAL: Residents have nearby access to green space, such as parks and recreational opportunities.

- Park acreage has increased from 14,164 acres in 2000 to 15,681 acres in 2004. At the same time, population increased from 691, 456 to 696,713. In 2000, there was 0.020 acres of park land per capita and in 2004 this increased to 0.022 acres per capita. (*Shared Vision 2010: Update of Progress Measures 2005*).

- In 2005, San Mateo County had an average of 2.7 acres of developed city parks per 1000 residents, compared to the 4 to 5 acres recommended by the National Recreation and Park Association. The countywide average increased by 23% over 2004. *(Indicators for a Sustainable San Mateo County, 2006).*

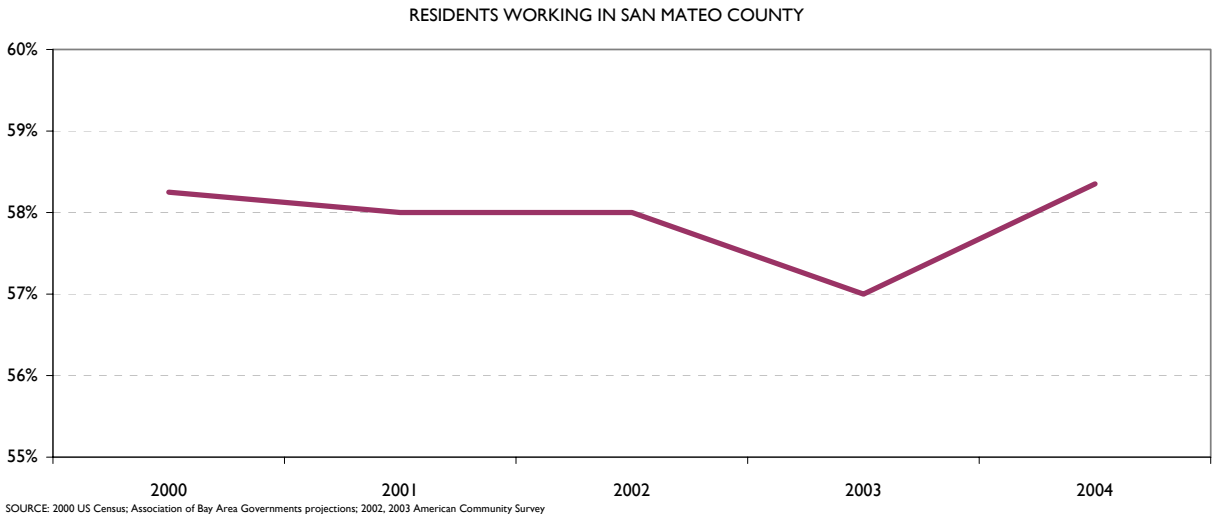
- Since 2003, over 1,400 acres of coastal trail have been added to a total of more than 15,000 acres in the current County Park system. *(Indicators for a Sustainable San Mateo County, 2006).*

PROSPERITY

COMMITMENT: CREATE OPPORTUNITIES FOR EVERY HOUSEHOLD TO PARTICIPATE IN OUR PROSPERITY.

GOAL: Residents hold the majority of jobs created in the County.

- A majority of adult residents (about 58%) also hold jobs in San Mateo County (see below). This proportion has remained basically unchanged since 2000.



- At about the time of the adoption of Vision 2010, the unemployment rate in San Mateo County had dropped to its lowest rate ever (about 2%). By 2003, with the recession, it had climbed to almost 6%. Since 2003, it has been steadily dropping as the County's economy recovers. In 2006, it had returned to 3.7%. However, the unemployment rate is much higher in certain areas, such as East Palo Alto (8.9%), North Fair Oaks (7.7%), Brisbane (6.1%), and Broadmoor (5.4%). *(Indicators for a Sustainable San Mateo County, 2007; U.S. Department of Labor; California Economic Development Department).*

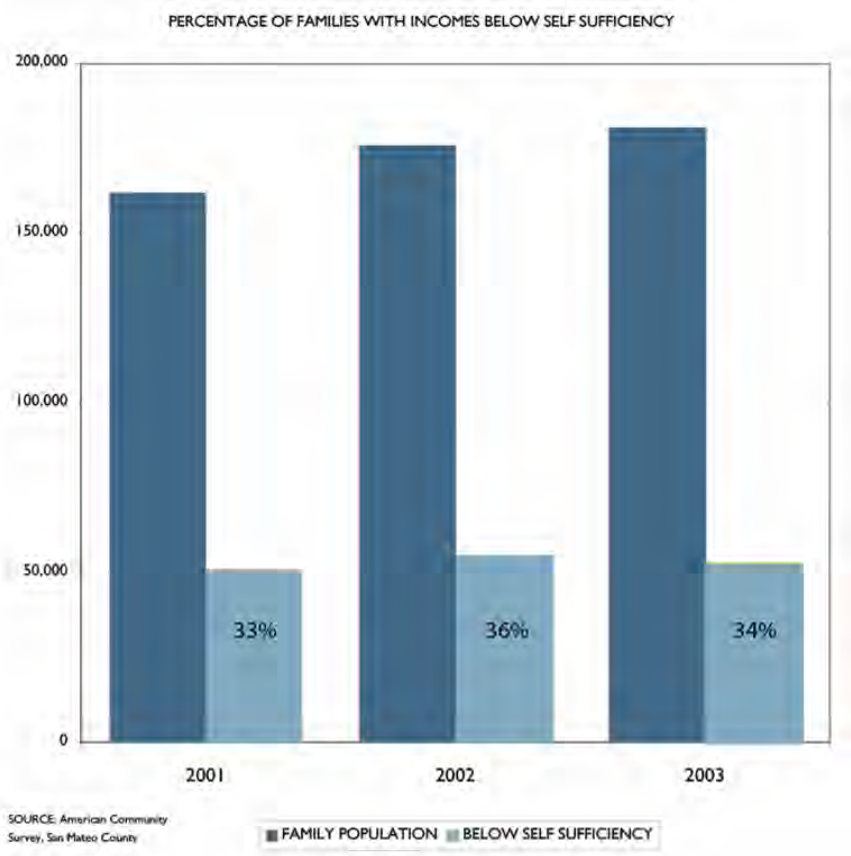
GOAL: All households experience real gains in income.

- Median family income in San Mateo County dropped in the early 2000s during the recession, but has been growing every year since 2003. In 2004, real median family income was $87,762—the highest of any county in California, and the ninth highest of any county in the United States. *(U.S. Census' American Community Survey).*

- However, income gains are not universal (see charts below). The proportion of families with incomes below self-sufficiency continues to hover around one-third of all families in San Mateo County. Poverty rates are over 10% for female householder families. There is concentrated poverty in some cities. In some neighborhoods, more than half of residents have a low enough income (i.e., 185% of the federal poverty line) to qualify children for federal reduced price lunch programs. Countywide, 32% of students participated in the school lunch program in 2004-5, up from 24% in 2000-1. Hispanics and Blacks are three times as likely as whites and more than

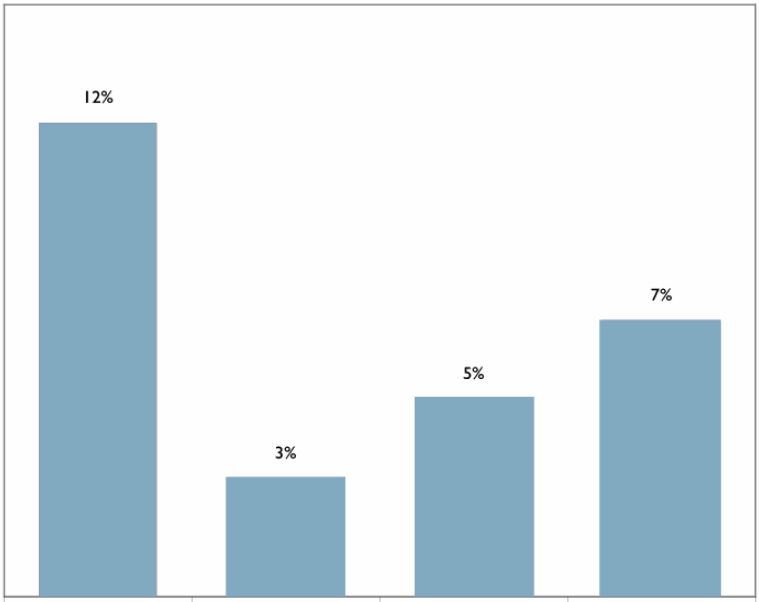
twice as likely as Asians to live below the federal poverty level. *(Indicators for a Sustainable San Mateo County, 2006; San Mateo County Schools Statistics, 2007).*

- Since 2000, the number of homeless people in San Mateo County has more than doubled (see chart).



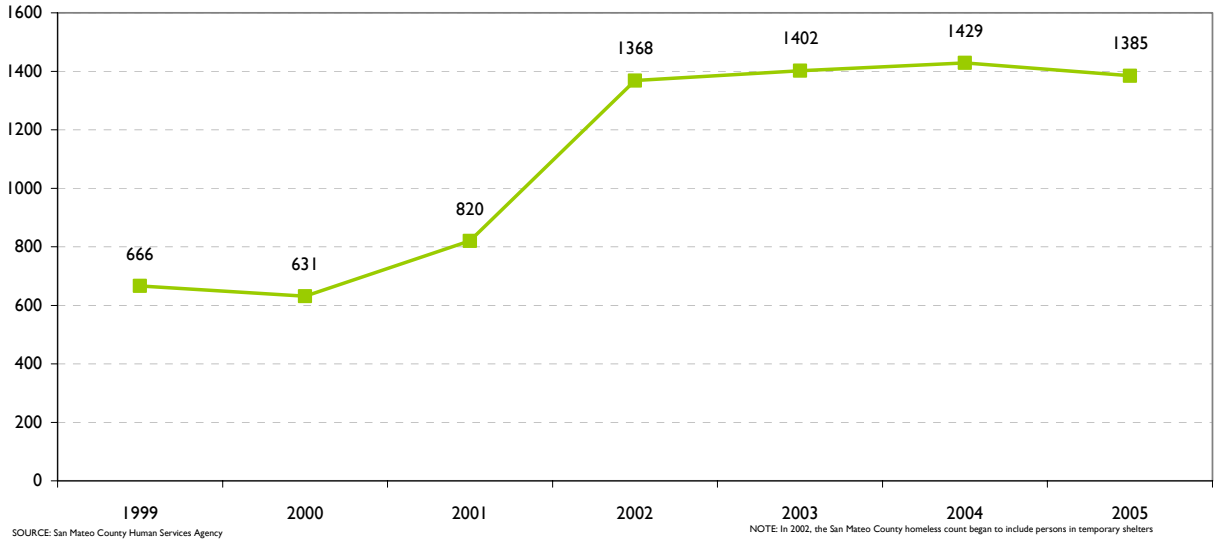
POVERTY RATES IN SAN MATEO COUNTY, 2004

Percent Below Poverty Level



SOURCE: American Community Survey,

NUMBER OF HOMELESS PEOPLE IN SAN MATEO COUNTY



SOURCE: San Mateo County Human Services Agency

NOTE: In 2002, the San Mateo County homeless count began to include persons in temporary shelters

COMMITMENT: SOW THE SEEDS OF OUR FUTURE PROSPERITY.

GOAL: San Mateo County attracts and maintains leading-edge industries.

- Over the past decade, San Mateo County has been driven by the emerging "digital economy," a clustering of industries such as software publishing (including electronic games), computer and peripheral equipment manufacturing, computer systems design, internet services and web search portals. Over a decade, this cluster grew an average of 8% annually. Software publishing grew from just over 2,500 to more than 11,000 workers between 1996 and 2005. The recession cooled, but did not kill this cluster. The cluster expanded 23% in employment from 1996 to 2001. Between 2002 and 2005, it did lose jobs, but at a much slower rate of about 4%. Employment in the digital economy cluster is three and half times more concentrated in San Mateo County than the California average. It remains one of the County's key drivers.

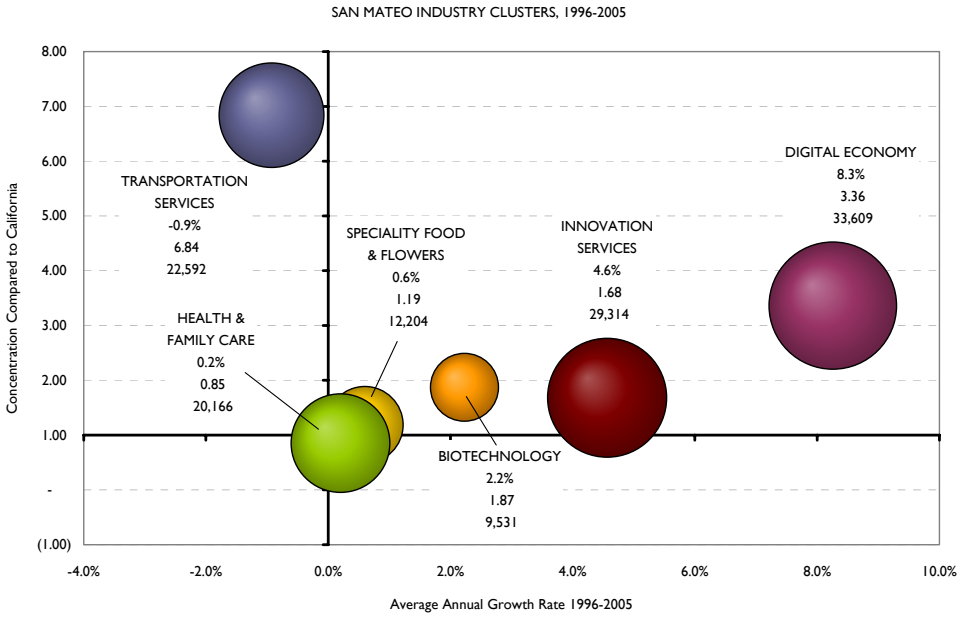
- Another economic driver—and now the second largest employer—is innovation services. This cluster includes an array of professional R&D, consulting, and financial support services. Many of the firms in these sectors help other companies create innovative products and services, and introduce process improvements. Some firms even help support the emergence of new business models in the digital economy and other sectors. As such, these firms are not simply local-serving professional service establishments, but many work with customers outside San Mateo County, and even outside the United States. This sector grew 4.6% annually between 1996 and 2005—and continued to grow about 0.5% annually from 2002 to 2005. Employment in innovation services is more than one and half times more concentrated in San Mateo County than the California average.

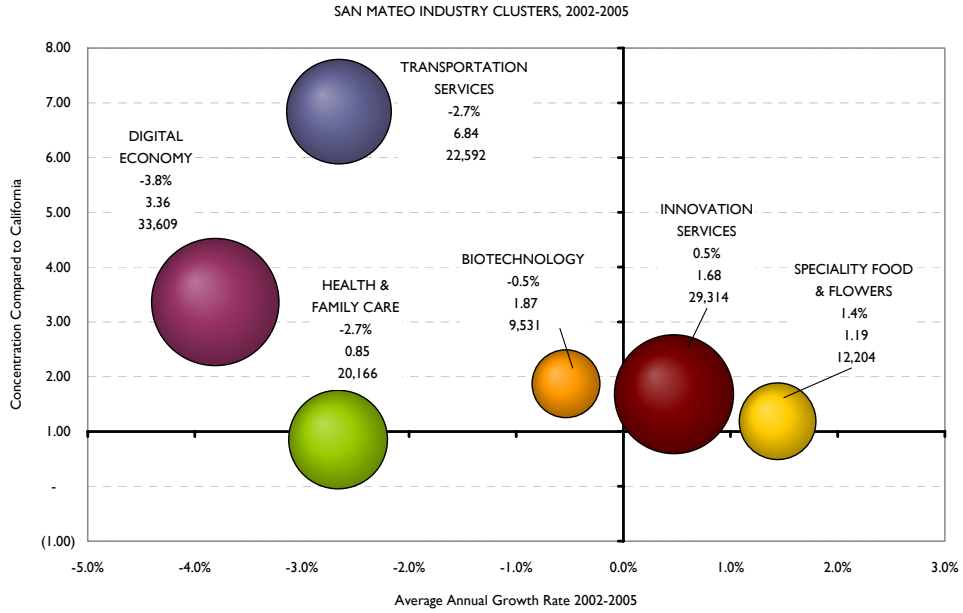
- Biotechnology is also an important economic driver for San Mateo County. Although it is still comparatively small in employment, it is close to twice as concentrated in the County than the California average. It has grown an average of 2.2% annually over the last decade—losing only 0.5% of its jobs annually in recent years.

- Transportation services, with the presence of San Francisco International Airport and related support infrastructure, is a major, long-standing employer for San Mateo County. It is almost seven times more concentrated in the County than the California average. However, it has been slowly losing jobs during the past decade—an average of almost 1% annually.

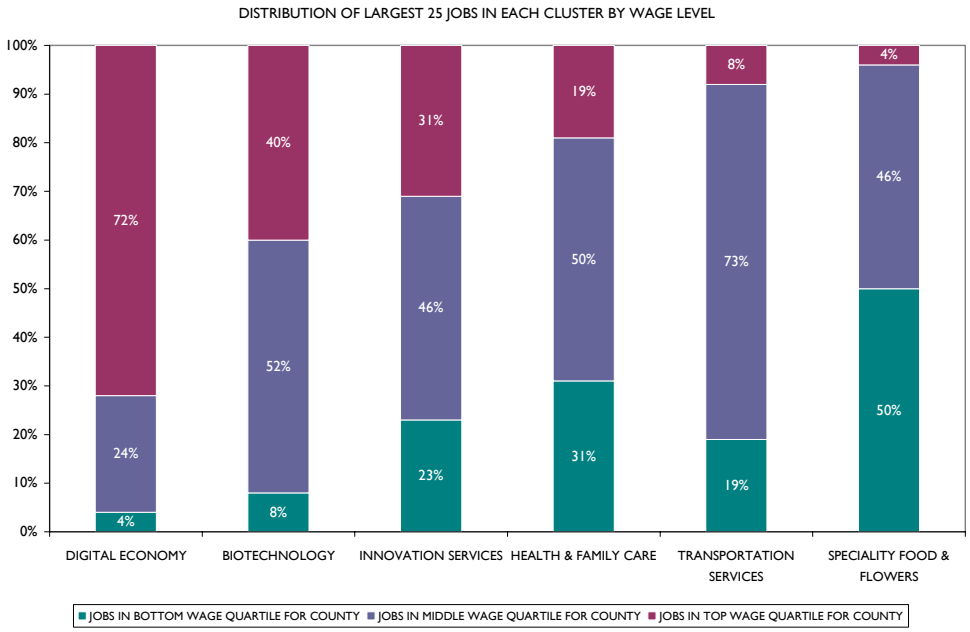
- Health and family care services is another major employer that is not adding many jobs. While more than 20,000 people work in this cluster, it has grown only slightly over the past decade—and lost an average of 2.7% of its jobs between 2002 and 2005. Moreover, its employment concentration is below the California average.

- Specialty food and flowers is a cluster whose growth has actually accelerated since the beginning of the decade. More than 12,000 people now work in the cultivation, processing, and distribution of specialty foods and plants. This is a cluster that is more concentrated in San Mateo County than the California average.

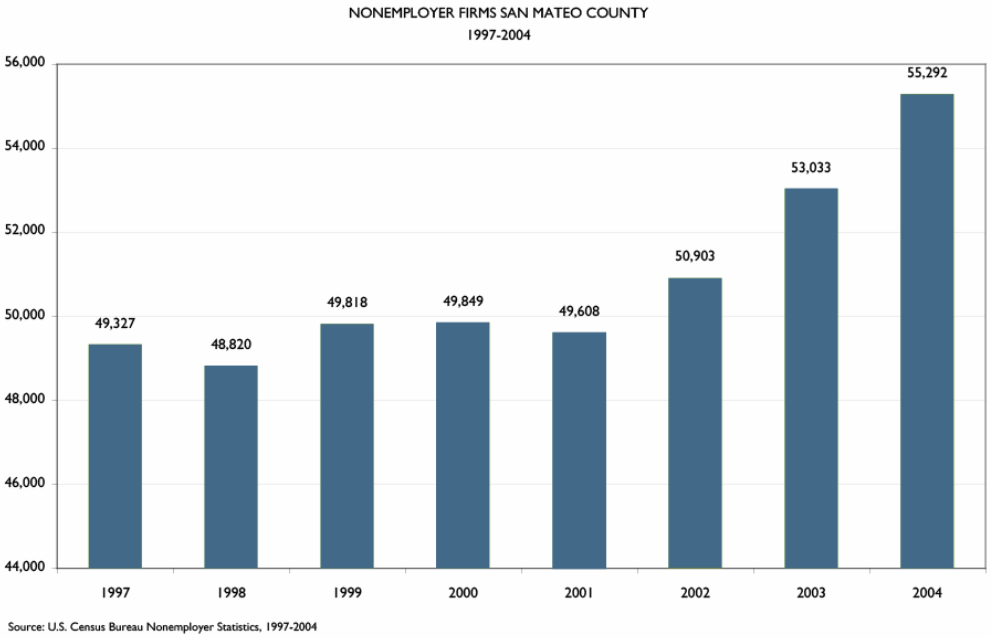




- Taken together, these clusters are not only the source of leading-edge innovations and global competitiveness, but also economic opportunity for the residents of San Mateo County. In fact, an analysis of the 25 largest occupations in each cluster shows that there is much career potential across these clusters. In fact, four of the six clusters have a higher percentage of middle-wage jobs than high- or low-wage jobs. The digital economy has the biggest share of high-wage jobs, but 28% of its jobs are in the mid or lower (or entry-level) wage category. On the other end of the spectrum, specialty food and flowers have the most low-wage jobs, but half of its jobs pay mid- to high-level wages.



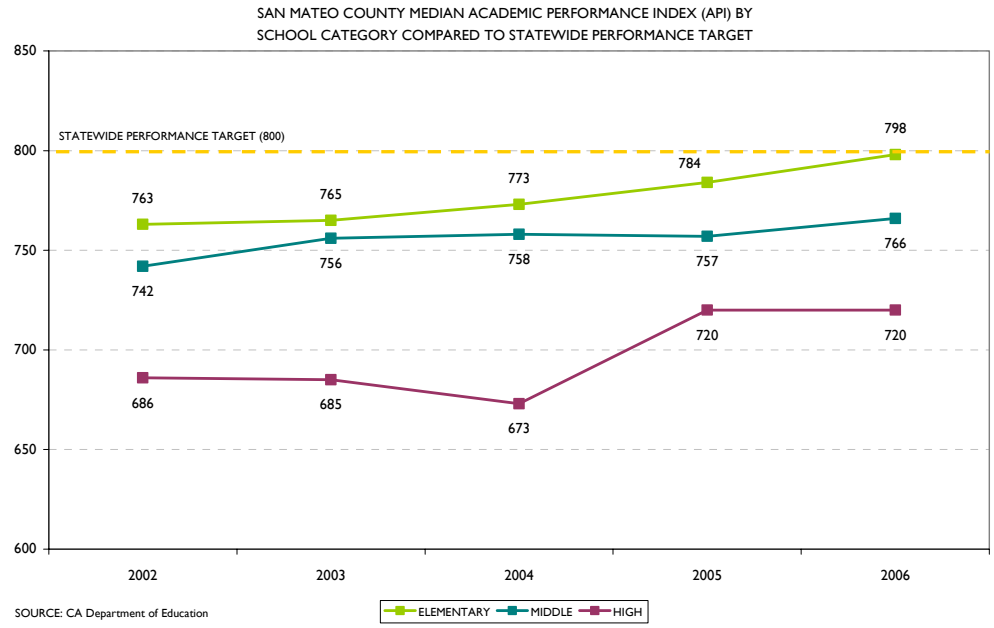
- The San Mateo County economy is also experiencing change in how people work: it has seen the rise in firms without employees. These are establishments run by one or more co-owners—and cut across the many sectors of the economy. Many of them are in the professional innovation services cluster, but also in software publishing and other areas. In the wake of the recession, the number of these firms has grown rapidly. Between 2001 and 2004, more than 5,500 of these firms were added for a total of more than 55,000 firms without employees. That means there are at least 55,000 business owners across the San Mateo County economy—far more than the employment in any single cluster.

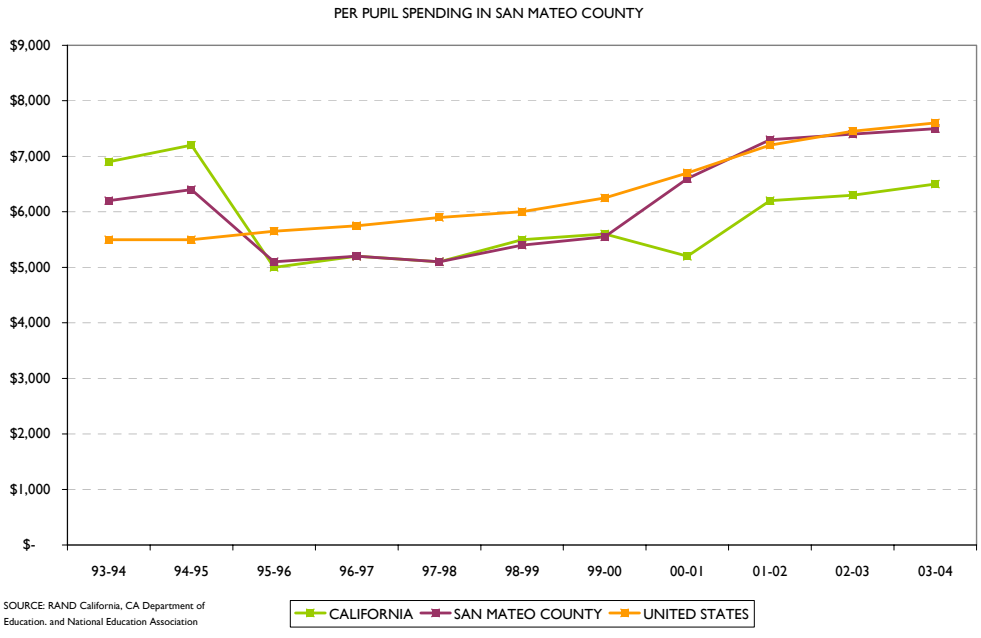


Source: U.S. Census Bureau Nonemployer Statistics, 1997-2004

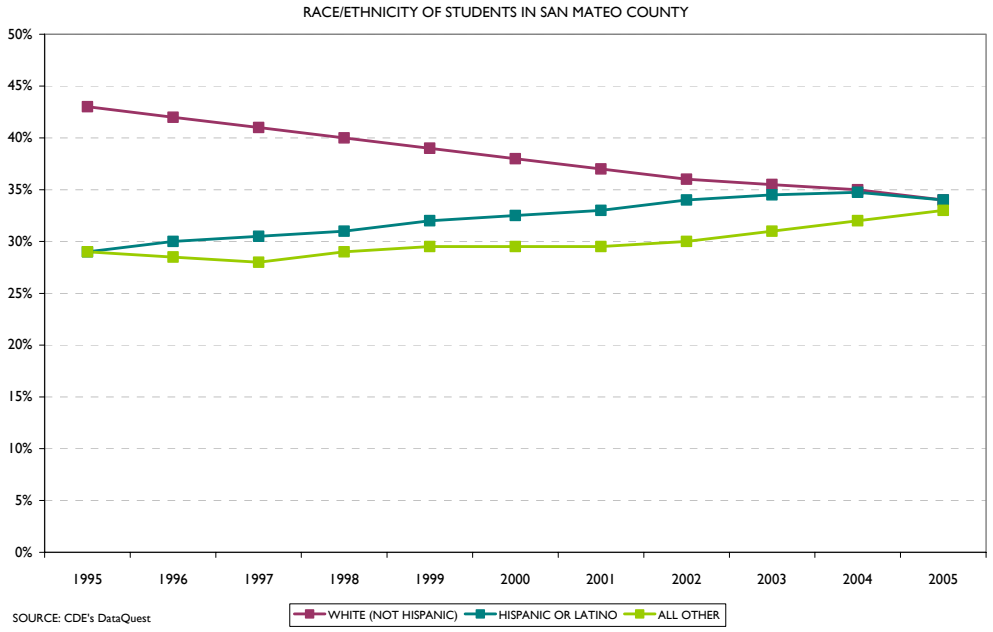
GOAL: The skill level of new workers rises with improved K-12 education and training options.

- Countywide, the Academic Performance Index (API) scores for all public schools has increased 12% over the past six years. As the chart below shows, since 2002 median API in San Mateo County have improved in every category—elementary, middle, and high school levels. San Mateo County's median scores are higher than statewide medians for elementary (798 vs. 751), middle (766 vs. 715), and high schools (720 vs. 679). In 2006, 48% had met the API target of 800 set by the State of California for all schools—and 78% either met the target or made at least 5% annual progress toward that target during the year. Per pupil spending has also grown 29% over the past decade. *(Indicators for a Sustainable San Mateo County, 2006, 2007; San Mateo County Schools Statistics, 2007).*





- The demographics of students have been steadily shifting for many years: by 2005, the proportion of Hispanic or Latino students was about the same as White (not Hispanic) students. In 2006, 83% of the first-time test takers of the California High School Exit Exam passed both the mathematics and language arts portions—compared to 75% and 77% statewide, respectively. However, large differentials in passage rates exist for White not Hispanic students (92% and 93%) and Hispanic/Latino students (69% and 70%), African American students (59% and 71%), and Pacific Islander (75% and 69%). *(San Mateo County Schools Statistics, 2007).*



PREPARATION FOR HIGHER EDUCATION: UC/CSU COURSES

	2000-01	2001-02	2002-03	2003-04	2004-05
CALIFORNIA	35.6%	34.6%	33.6%	33.7%	35.2%
SAN MATEO COUNTY	43.0%	42.1%	43.6%	45.0%	43.1%
AFRICAN AMERICAN	19.8%	21.9%	17.1%	24.4%	18.7%
ASIAN	67.9%	67.3%	68.7%	73.4%	67.9%
FILIPINO	39.4%	35.1%	41.4%	41.9%	39.9%
HISPANIC/LATINO	23.2%	21.5%	18.6%	25.1%	20.7%
PACIFIC ISLANDER	17.6%	25.8%	17.9%	19.4%	18.1%
WHITE	51.2%	50.8%	54.2%	54.1%	55.3%

SOURCE: CDE's DataQuest

- San Mateo County has a comparatively well-educated population. More than half of residents 25 years and older (51%) have a college degree of some kind—compared to 37% in California and 35% nationally. About 70% have at least some college experience—compared to 58% in California and 55% nationally. Between 2000 and 2005, the County's educational attainment moved in two directions. The percentage of residents 25 years and older with a bachelors or advanced degree grew from about 39% to 44% of the population. At the same time, the share of residents with an 8th grade education or less grew from 7% to 11%. *(San Mateo County Schools Statistics, 2007).*

HIGHEST EDUCATIONAL ATTAINMENT OF POPULATION OVER AGE 25

	UNITED STATES		CALIFORNIA		SAN MATEO COUNTY	
	2000	2005	2000	2005	2000	2005
8TH GRADE OR LESS	7.5%	11.0%	11.5%	17.2%	7.2%	11.3%
SOME HIGH SCHOOL, NO DIPLOMA	12.1%	9.5%	11.7%	9.4%	7.5%	5.2%
HIGH SCHOOL GRADUATE (OR EQUIV.)	28.6%	29.6%	20.1%	21.8%	17.5%	17.5%
SOME COLLEGE, NO DEGREE	21.1%	20.1%	22.9%	21.0%	21.6%	19.5%
ASSOCIATE'S DEGREE	6.3%	7.4%	7.1%	7.7%	7.3%	7.3%
BACHELOR'S DEGREE	15.5%	17.2%	17.1%	18.9%	24.4%	27.6%
ADVANCED DEGREE	8.9%	10.0%	9.5%	10.6%	14.5%	16.0%

SOURCE: US Census Bureau, Census 2000 and American Community Survey 2005

PARTNERSHIPS

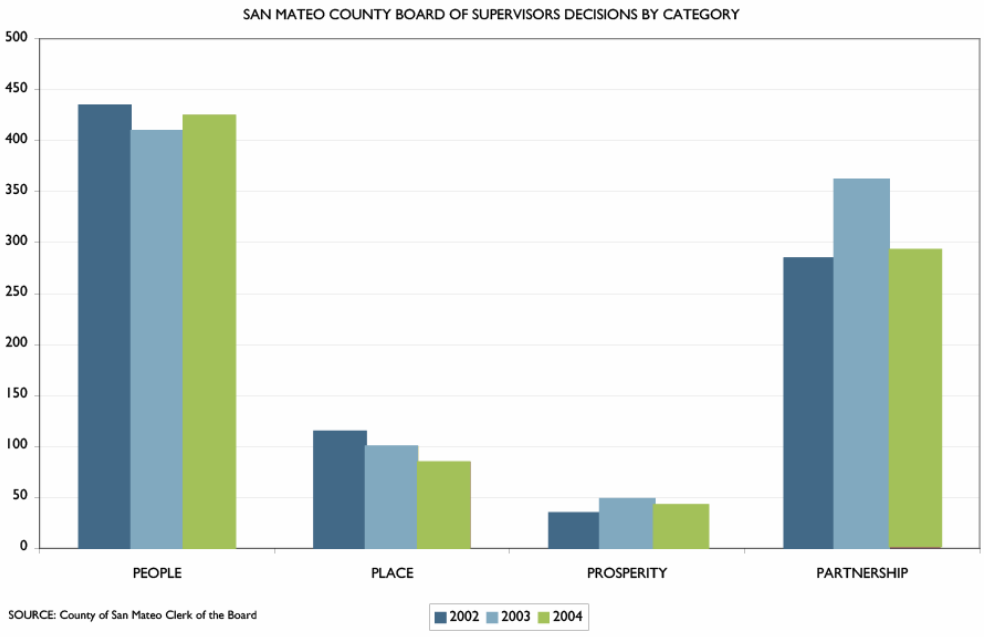
COMMITMENT: RESPONSIVE, EFFECTIVE AND COLLABORATIVE GOVERNMENT.

GOAL: Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain.
GOAL: County employees understand, support and integrate the County vision and goals into their delivery of services.
GOAL: County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County.

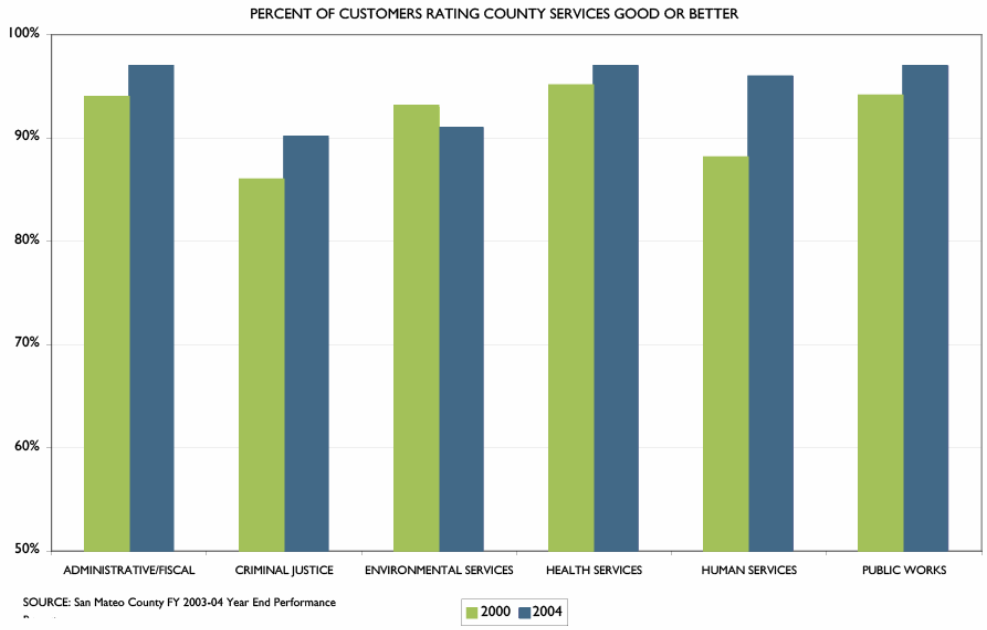
COMMITMENT: LEADERS WORK TOGETHER ACROSS BOUNDARIES TO PRESERVE AND ENHANCE OUR QUALITY OF LIFE.

GOAL: Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation.
GOAL: Residents accept individual responsibility for contributing to the quality of life of the County as a whole.
GOAL: Residents express their support for regional, collaborative approaches to issues.

- Although there are fewer systematic measures of partnerships than for people, place, and prosperity, the Board of Supervisors has clearly been active in all four arenas. They have been most active in the people category, as that is where County government has the most wide-ranging responsibilities. At the same time, more than one-third of their decisions have regularly been made to develop or further the partnership goals of Vision 2010. (*Shared Vision 2010: Update of Progress Measures 2005*).



- Since the adoption of Shared Vision 2010, the County has implemented Outcome-Based Management to integrate the Vision into departmental planning, priority-setting, performance measurement, and budget development. Since 2001, policies enacted by the Board of Supervisors have been aligned with the Vision—and new initiatives have been launched to further specific commitments and goals of the Vision. County departments identify specific contributions they are making to advance Shared Vision 2010. They have quality and outcome performance targets (e.g., for FY2005-6, the Countywide performance target is 75%). County departments get high ratings from customers of services. (*Shared Vision 2010: Update of Progress Measures 2005*).



- Collaborative efforts initiated by County government and/or other public, private, and non-profit leaders since the adoption of Shared Vision 2010 are too numerous to list here. A partial listing covering the 2001-2004 period describes more than 70 initiatives across people, place, prosperity, and partnership areas (see *Shared Vision 2010: Contributing Initiatives 2001-2004).*

NOTES

PART 3: INSPIRATION AND IDEAS

EXAMPLES OF GOALS AND MEASURES FROM OTHER REGIONS

"Is there anything worse than being blind? Yes, a man with sight and no vision."

Helen Keller (1880-1968)

INSPIRATION & IDEAS | EXAMPLES OF GOALS & MEASURES FROM OTHER REGIONS

Many communities have undertaken efforts to develop a vision for the future. The most successful efforts have shared the following characteristics:

- *They use an integrated framework, focusing on economic, social, and environmental dimensions*—effective vision efforts focus on the whole community, not one issue or dimension. Focusing on the whole community means some attention to economic, social, and environmental dimensions.

- *They create a customized framework, but learn from others*—effective vision efforts develop a framework, vision, goals, and measures that fit the local situation, and are not simply lifted from the experiences of other communities. However, effective efforts are often stimulated by the examples from other communities.

- *They have clear, meaningful statements of goals, principles, or commitments*—effective vision efforts are specific in their aspirations in each part of the integrated framework, although they differ widely on just how they phrase those aspirations.

- *They create an architecture for action and accountability*—effective vision efforts develop accountability measures, implementation steps, and an ongoing mechanism to expand their impacts over time.

In Part Two, we have included examples from several different places. All of them share the characteristics described above. Each one has had tangible, measurable, and lasting impacts. They include:

- Tri-Valley (parts of Alameda and Contra Costa Counties)
- Silicon Valley
- Sierra Nevada region
- Sacramento region
- Humboldt County/North Coast region
- Greater Washington D.C. region
- Central Florida
- Long Island
- San Benito
- San Diego
- Indicators of Progress in California's Regions

In addition, we have included two examples of the use of guiding principles in California, one set that was developed by leading architects and representatives of several communities (the Ahwahnee Principles), and one set by a diverse group of leaders in Fresno. Both have had major, lasting impacts.

This section first provides a brief overview of each example, then follows with excerpts providing more detail on the frameworks, vision, goals, and measures. As you read through these examples, please consider the following questions:

QUESTIONS TO CONSIDER ABOUT THE EXPERIENCES OF OTHER COMMUNITIES

1. What elements of these regional visions spark your thinking about a revised 2025 Vision for San Mateo County?

2. What *specific examples* from other communities might be adapted for use as goals for San Mateo County? Which ones might be worth testing as possible goals with the general public?

TRI-VALLEY 2010

Driven by a public-private leadership team, this effort produced an integrated framework with seven, interdependent elements:

- Open Space, Agriculture, and Quality Environment
- Vital Centers and Connected Neighborhoods
- Economic Vitality
- Educational Opportunity
- Regional Mobility
- Housing Choices
- Regional Collaboration

For each element, the team developed vision statements and specific progress measures. The effort has issued three progress updates in the six years since the vision was released, and has continued to operate action teams that have achieved measurable results in agricultural preservation, housing, economic vitality, education, open space, and community vitality.

SILICON VALLEY 2010

Driven by a public-private entity called Joint Venture: Silicon Valley, this effort created an integrated framework and specific goals and measures of progress across four major areas:

- Innovative Economy
- Inclusive Society
- Livable Community
- Regional Stewardship

An annual Index of Silicon Valley measures progress towards the goals, and is widely covered by the media. The Vision and Index have been used as a catalyst by organizations and coalitions in economic and workforce development, housing, arts, children advocacy, and others working on specific issues in the region.

SIERRA WEALTH INDEX

Driven by a private sector group (the Sierra Business Council), this effort produced a framework that expanded the traditional use of the term "capital" into:

- Financial Capital
- Natural Capital
- Social Capital

The Council publishes periodic Sierra Wealth Indexes to measure progress in these three areas, as well as guidebooks for local jurisdictions on how to follow-through on the building the "capital" of the region, especially in how to shape the development pattern of their cities. For example, the Council has been instrumental in helping Placer County plan for open space preservation, other counties with their general plans, and the region overall with small business development.

SACRAMENTO QUALITY OF LIFE INDEX

Driven by a public-private group of leaders called Valley Vision/Regional Action Partnership, Sacramento published a quality of life index based on a three vitalities framework:

- Economic Vitality
- Social Vitality
- Environmental Vitality

For each vitality, the team identified vision statements and measures of progress. The effort has led to a regional "blueprint" for development, and a subsequent index measuring progress in each of the three vitalities.

PROSPERITY! (HUMBOLDT COUNTY/NORTH COAST)

Driven by a public-private group of leaders, this effort expands the traditional definition of "prosperity" beyond economic prosperity to encompass a range of community values:

- That Small Town Feel—Rural atmosphere, pastoral settings, a sense of personal safety, and neighbors who know and care about each other
- An Appreciation of Natural Beauty—Temperate climate, clean air and water, access to myriad natural and recreational amenities
- A Unique, Forward-Thinking Population—Independence, an entrepreneurial spirit, diversity of lifestyles, and a commitment to improving one's own community
- A Sense of Belonging to the Area—Strong community spirit, history, culture, and access to high-quality educational opportunities

These community values were translated into specific, measurable goals. The document has been used as a template for development for Humboldt County for more than five years.

POTOMAC REGION INDEX

Driven by a private sector group called the Potomac Conference (an entity of the Washington Board of Trade), the Potomac Index focuses on a region that includes parts of Virginia and Maryland as well as the District of Columbia. The Index provided the opportunity for these leaders to set out five "strategic commitments" as well as measures of progress for each commitment:

- Innovation and Entrepreneurship
- Inclusion
- Education and Lifelong Learning
- Quality of Life
- Regional Thinking and Action

The Index provided the first-ever set of commitments and measures for the region, and continues to provide an analytical basis for regional action.

CENTRAL FLORIDA'S NEW REGIONAL AGENDA

The Central Florida region has been engaged in a multi-year vision and planning process that attempts to balance economic, social, and environmental goals in the context of rapid population growth. They have identified concrete principles as guideposts for a 50-year vision, along with specific performance measures to determine progress along the way.

LONG ISLAND INDEX

The Long Island region was once primarily a suburban area adjacent to the core urban center of New York City. Today, the region has developed its own economy, and has developed its own goals for the future. The Long Island Index identifies these goals, and communicates measures that capture the unique nature of the region's challenges.

SAN BENITO

San Benito County was once a rural outpost, having little to do with the economy or region of Silicon Valley. Today, the County is undergoing tremendous change, as new people arrive in search of affordable housing and new stresses are put on the land, economy, and people of the County. Vision San Benito represents the first time a diverse group of leaders came together to develop a vision statement, framework, goals, and measures for the future. They are now testing these initial ideas with the broader public.

SAN DIEGO

The San Diego regional council of governments (SANDAG) has led a process under the State of California's Regional Blueprint Program to develop a shared vision and plan. They describe the region's current development pattern and its consequences—as well as new directions for the future. San Diego faces housing affordability, livable community, and related challenges—and has identified target areas for development that they intend to assess over time.

INDICATORS OF PROGRESS IN CALIFORNIA'S REGIONS

The California Center for Regional Leadership (ccrl.org) is a statewide network of regional groups that are promoting innovative approaches to solving complex and interdependent economic, environmental, and social challenges. CCRL developed a summary report analyzing efforts across regions of California to assess progress towards vision and goals.

THE AHWAHNEE PRINCIPLES

The Ahwahnee Principles provide an example of a group of individuals from different regions of California who together created a set of guiding principles for development that integrates economic, social, and environmental considerations. The principles have been used as the basis for new forms of development across California, and beyond.

FRESNO'S GUIDING PRINCIPLES FOR CIVIC TRANSFORMATION

A public-private team of Fresno leaders developed a set of guiding principles that focused on "how" they worked together. For them, it was a practical matter of setting new standards for civic "behavior." The principles have been used to help generate major breakthroughs in economic development (the Fresno Jobs Initiative) and K-12 education (a new public-private effort to improve the city's schools), as well as numerous "smaller" victories for setting a new tone and set of expectations for community collaboration.

A SHARED VISION FOR THE FUTURE OF THE TRI-VALLEY REGION

Our vision for the Tri-Valley Region seeks to preserve the best of our past and our present. We seek to preserve our heritage as the Valle De Oro as the early Spanish settlers called the region the beautiful and bountiful golden valley. We also seek to preserve our new economic vitality and diversity, which have brought us a high standard of living and high levels of satisfaction with the quality of life in our region. Ours truly is a Golden Valley, one that is rich in both quality of life and economic opportunity, where people can live well, pursue a career, engage in lifelong learning, raise a family, and build communities where their children can enjoy these same qualities in the future.

By 2010, we will have succeeded in permanently preserving our Golden Valley.

We will have maintained our economic vitality while preserving our most desirable open space, enhancing our most fertile agricultural land, and achieving a high level of environmental quality and beautiful and vital communities. People will be able to travel smoothly throughout our region. Residents will have access to lifelong educational opportunities. And housing choices will exist for people with a range of incomes.

The Vision sets a high standard - right where the residents of the Tri-Valley want it to be. Most people are happy now with the region as a place to live and raise a family. They want to maintain that high quality, while limiting negatives like traffic congestion. They value economic vitality, but not at the cost of quality of life. Most residents believe that both values can be served: 77% believe that the region can have economic growth while preserving quality of life (Tri-Valley Community Survey, 1999).

The Vision identifies and integrates compatible, widely shared values.

The Tri-Valley Community Survey confirms that a large majority of residents hold these values, providing the necessary foundation for the Vision (see Values). Based on these values, the Vision describes a path to the future, a set of criteria that future regional development must meet.

The fundamental premise of the Vision is to ensure that the region´s urban core has a strong economy and vital communities, while preserving open space and enhancing agriculture beyond the core.

To achieve this outcome, the Vision calls on cities to complete the build-out of their current general plans in a way that simultaneously achieves a high level of economic vitality, vital communities, good regional mobility, ample educational opportunity, and sufficient housing choices. The Vision proposes that no less than 70% of the region remain in open space and agricultural land and that no more than 30% of the region be used for urban development. And it creates a framework for accountability; a set of specific measures has been established in each of these areas so the residents of the Tri-Valley can monitor whether or not the region is progressing toward this vision. In the future, if measures in one area go up while those in another area go down, we will know that we much change our approach to get back on track.

By 2010, surrounding the five Tri-Valley cities will be a complete economically secure greenbelt - a combination of permanently protected open space and highly profitable agriculture.

Expanding vineyard acreage and that of other irrigated agriculture will be a key to the Vision. The region is one of the oldest wine-producing areas of California. The Vision is to build on that heritage as an important way of preserving the rural character of the region, while also developing a homegrown economy of cleaan, high-wage, knowledge-intensive industry. In fact, preservation of Tri-Valley´s natural environment will actually help ensure that the region remains an attractive location for the New Economy in the future.

RESIDENT VALUES AND VISION GOALS

The Vision defines seven broad, interdependent goals for the future of the region based on the shared values of the residents of the Tri-Valley region. These values and goals were tested in an April 1999 public opinion survey conducted by the Field Research Corporation. The vision goals are in italics, followed by the survey results:

Economic Vitality

Tri-Valley has a balanced and healthy economy supporting the diverse needs of each community.

Among local residents, 78% say that it is "very important" that the Tri-Valley be a place "where people can both live and work in the same region," and 56% say that it is "very important" that the region "has growth in high-wage jobs and industries."

Enhancement of Open Space, Agriculture, and Environmental Quality

Tri-Valley is a distinctive region achieved by enhancing the amount of permanent open space, increasing the amount of highly productive agricultural land, and improving environmental quality.

Among local residents, 88% say that it is "very imporant" that Tri-Valley be a place "where open spaces are preserved," and 68% say that it is very important that "agriculture is part of the landscape."

Vital Centers and Connected Neighborhoods

Tri-Valley has vibrant, walkable regional and city centers and connected neighborhoods where housing, jobs, cultural activities, education, places of worship, shopping, entertainment, and parks are clustered together.

Nine in ten local residents rate their neighborhoods as excellent or good places to live, and more than half are active users of the downtowns and business districts of Tri-Valley cities for entertainment, socializing with friends and neighbors, and specialty shopping.

Housing Choices

Tri-Valley offers a range of attractive housing choices for people of various incomes.

Among local residents, 62% say that it is "very important" that the Tri-Valley be a place "that has a range of housing for people of various incomes."

Regional Mobility

Tri-Valley has a system of efficient, user-friendly options for the mobility of people and goods within and through the region.

Among local residents, 74% say that it is "very important" that the Tri-Valley be a place "where people can get to work conveniently using transportation other than automobiles."

Educational Opportunity

Tri"Valley has a lifelong education system that is accountable to the highest community standards.

Among local residents, 84% say that it is "very important" that the Tri-Valley be a place "that has lifelong educational opportunities."

Regional Collaboration

Tri-Valley is a region of people and jurisdictions that work well together.

Among local residents, 89% say that it is "very important" that the Tri-Valley be a place "where people work together to improve living conditions."

SEVEN GOALS OF REGIONAL VISION

ECONOMIC VITALITY

Local Jobs For Residents
Economic Diversity
Job Quality and Career Opportunity
Good Place to start a Business

ENHANCEMENT OF OPEN SPACE, AGRICULTURE, AND ENVIRONMENTAL QUALITY

Acreage of Permanently Protected Open Space
Acreage of Highly Productive Agricultural Land
Efficient Use of Land and Resources
Connected Open Space (miles of connected trails)
Outdoor Recreation Uses
Air Quality (violation of ozone standards)

VITAL CENTERS AND CONNECTED NEIGHBORHOODS

Resident Satisfaction with Region and Neighborhoods
Regional and Neighborhood Safety
Neighborhood Connectedness (access to community amenities, such as stores, schools, parks, restaurants)
Neighborhood Connectedness (interactions among neighbors)
Resident Use of Tri-Valley City and Regional Centers
Clustering of New Jobs, Housing, and Transit

HOUSING CHOICES

Regional Jobs/Housing Match
Availability of Housing Choices
Workforce Housing for Critical Service Professionals (e.g., teachers, police officers, firefighters, child-care workers)
Expansion of Housing for Moderate and Low Income Residents

REGIONAL MOBILITY

How Long It Takes to Get to Work
Freeway and Street Congestion
Expansion of Transportation Choices

EDUCATIONAL OPPORTUNITY

Public School Capacity
Student Performance
(elementary school level, high school level)
Student Access to Postsecondary Education
(Percent meeting University of California and California State University course requirements)
Access to Lifelong, Continuing Education

REGIONAL COLLABORATION

Regional Identity
Citizen Engagement
Commitment to Regional Collaboration

Silicon Valley 2010

A REGIONAL FRAMEWORK FOR GROWING TOGETHER

I Overview

"WHAT MAKES THIS PLACE SPECIAL IS ITS SPIRIT."

Lynn Silton,
Survey Respondent, Palo Alto

Historically, our Valley's economy has had a unique ability to re-create itself when faced with major problems. Our people have proven resilient, energetic and creative in their business pursuits, believing that if you can dream something, you can achieve it. Our region's vibrant economic engine has driven the growth and the identity of Silicon Valley over the past half-century.

Can Silicon Valley, a region whose influence reaches around the globe, apply its considerable strengths to broaden prosperity further and improve its quality of life here at home? Can a region that has been willing to come together and work collaboratively to solve its problems also work proactively to shape its future?

Our Vision Leadership Team considered these questions, reflecting upon a broad range of community input from community forums, surveys, focus groups, polling and interviews. More than 2,000 residents told us what they value about Silicon Valley as a place to live and work, what their concerns are about the current state of our Valley, and what they hope the future will hold. The Vision Leadership Team also considered research and expert recommendations on regional issues: education, housing, transportation, economic competitiveness, poverty alleviation, community health and social well-being.

Dana Grover Photography

This vision describes who and where we want to be in 2010; it is not a detailed plan for getting us there. Instead, by providing a vision with clear goals and specific progress measures, a framework has been created that suggests a strategic direction for us to adopt as a first step toward realizing this vision. This framework takes into account the interdependence of Silicon Valley's economic, environmental and social well-being. It also addresses the unique challenges of regional stewardship – guiding the future of a region as heterogeneous as Silicon Valley toward an integrated vision.

In this vision of Silicon Valley's future, our people apply the same drive, creative thinking and single-minded focus that built Silicon Valley into a technological powerhouse, to build a Silicon Valley of broad prosperity, a healthy, attractive environment and inclusive communities for ourselves and future generations.

Strategic Directions Suggested by the 2010 Framework

- *Our Innovative Economy Increases Productivity and Broadens Prosperity.* This represents a shift from evaluating the success of the economy by quantitative growth – more jobs, more consumption of resources, more congestion – to qualitative growth – enhanced competitiveness, better use of resources and jobs with advancement potential open to more residents. It sets a strategic direction for economic growth that increases our competitive advantage and brings our community together.
- *Our Communities Protect the Natural Environment and Promote Livability.* This represents a redirecting of investment into already developed areas of the community through recycling land and buildings, rather than building into open and rural space. Instead of "using up" natural resources, it suggests learning to integrate natural habitats and natural systems into our urban areas to preserve our ecological heritage and quality of life for generations to come.
- *Our Inclusive Society Connects People to Opportunities.* This represents a new focus on leveraging the considerable resources of our region and its extensive networks so all people have opportunities to improve their lives. Instead of overlooking real barriers people face, we work together to create bridges to opportunity.
- *Our Regional Stewardship Develops Shared Solutions.* This represents the potential of broader ownership of our region's future, where everybody assumes responsibility for our economic, environmental and social well-being. It signals a shift from fragmented decision-making to higher-leverage, more integrated, collaborative approaches. It suggests that our public-, private- and nonprofit-sectors consider regional needs when making decisions.

NEW WAYS OF THINKING

	FROM	TO
THE INNOVATIVE ECONOMY	Quantitative Growth	Qualitative Growth
	Growing Apart	Broadening Prosperity
LIVABLE ENVIRONMENT	Sprawling Development	Efficient Land Re-use and Livable Communities
	Using Up Nature	Protecting Nature
INCLUSIVE SOCIETY	Fragmented Social Networks	Connected Social Networks
	Barriers to Access	Bridges to Opportunity
REGIONAL STEWARDSHIP	Fragmented Actions	Transcending Boundaries
	Reliance on a Few	Civic Engagement of Many
	Unreliable Public Revenue	Reliable, Adequate Public Revenue

I Goals for Silicon Valley in 2010

"THE VALLEY BECOMES THE FIRST 21ST CENTURY COMMUNITY THAT EXEMPLIFIES THE BENEFITS OF EMBRACING INNOVATION AND TECHNOLOGY – THE VALLEY AS THE CENTER OF GRAVITY FOR THE WORLD ECONOMY."

Rex Golding, Survey Respondent
Managing Director,
Morgan Stanley Dean Witter

2010 GOALS FOR OUR INNOVATIVE ECONOMY

- *Innovation and Entrepreneurship.* Silicon Valley continues to lead the world in technology and innovation.
- *Quality Growth.* Our economy grows from increasing skills and knowledge, rising productivity and more efficient use of resources.
- *Broadened Prosperity.* Our economic growth results in an improved quality of life for lower-income people.
- *Economic Opportunity.* All people, especially the disadvantaged, have access to training and jobs with advancement potential.

"A PLACE WHERE... COMMUNITIES ARE BUILT AROUND HOUSING, EMPLOYMENT, CHILD-CARE AND SHOPPING SO PEOPLE DO NOT NEED TO DRIVE SO MUCH."

Jean T. Barrick,
Survey Respondent, Saratoga

Weaver Photography

2010 GOALS FOR OUR LIVABLE ENVIRONMENT

- *Protect Nature.* We meet high standards for improving our air and water quality, protecting and restoring the natural environment, and conserving natural resources.
- *Preserve Open Space.* We increase the amount of permanently protected open space, publicly accessible parks and green space.
- *Efficient Land Re-use.* Most residential and commercial growth happens through recycling land and buildings in existing developed areas. We grow inward, not outward, maintaining a distinct edge between developed land and open space.
- *Livable Communities.* We create vibrant community centers where housing, employment, schools, places of worship, parks and services are located together, all linked by transit and other alternatives to driving alone.
- *Housing Choices.* We place a high priority on developing well-designed, housing options that are affordable to people of all ages and income levels. We strive for balance between growth in jobs and housing.

2010 GOALS FOR OUR INCLUSIVE SOCIETY

- *Education as a Bridge to Opportunity.* All students gain the knowledge and life skills required to succeed in the global economy and society.
- *Transportation Choices.* We overcome transportation barriers to employment and increase mobility by investing in an integrated, accessible regional transportation system.
- *Healthy People.* All people have access to high quality, affordable health care that focuses on disease- and illness-prevention.
- *Safe Places.* All people are safe in their homes, workplaces, schools and neighborhoods.
- *Arts and Culture that Binds Community.* Arts and cultural activities reach, link and celebrate the diverse communitites of our region.

Dana Grover Photography

"NETWORKS ARE, IN THE BROADEST SENSE, AN IMPORTANT ORGANIZING PARADIGM FOR HOW OUR FAMILIES AND OUR COMMUNITIES CAN MAKE MEANING OUT OF LIFE AND MAKE THE FUTURE BETTER."

John Doerr, Partner
Kleiner, Perkins,
Caufield and Byers

2010 GOALS FOR REGIONAL STEWARDSHIP

- *Civic Engagement.* All residents, business people and elected officials think regionally, share responsibility, and take action on behalf of our region's future.
- *Transcending Boundaries.* Local communities and regional authorities coordinate transportation and land use planning for the benefit of everybody. City, county and regional plans, when viewed together, add up to a sustainable region.
- *Matching Resources and Responsibility.* Valley cities, counties and other public agencies have reliable, sufficient revenue to provide basic local and regional public services.

Dana Grover Photography

"BUSINESSES, RESIDENTS AND GOVERNMENT WORKING IN HARMONY TO PROACTIVELY RESOLVE PROBLEMS AND MAKE THE AREA A NATIONAL EXAMPLE FOR QUALITY OF LIFE AND A DYNAMIC BUSINESS ENVIRONMENT."

Andy Ball, Survey Respondent,
CEO, Webcor Builders

I

Framework 2010

These seventeen goals and their suggested progress measured will be tracked in Joint Venture's annual Index of Silicon Valley.

GOALS	PROGRESS MEASURES
II Our Innovative Economy Increases Productivity and Broadens Prosperity	
1. Innovation and Entrepreneurship	Number of "gazelles" (rapidly growing companies) Value of venture capital investments R&D employment as share of total workforce Value of corporate R&D spent locally
2. Quality Growth	Growth in value added per employee Growth in real per capita income
3. Broadened Prosperity	Distribution of income Measure of income mobility Geographic concentration of poverty
4. Economic Opportunity	Adult literacy in English Computer literacy and access Percent of residents who feel they face significant obstacles to attaining skills necessary for career advancement Adult continuing education Child care availability and affordability High school graduation rates Percentage of graduating high-school students enrolling in post-secondary education or training
III Our Communities Protect the Natural Environment and Promote Livability	
5. Protect Nature	Number of bad air days exceeding the state and federal standard Quality and quantity of wetlands and stream corridors Overall water use and percent of water consumption that is recycled water
6. Preserve Open Space	Acres of permanently protected open space in Silicon Valley and around Silicon Valley perimeter Acres of publicly accessible open space, per person
7. Efficient Land Re-use	Acres of developed land authorized for re-use for higher density purposes Average units per acre of new residential development in urban areas Average density of new commercial & industrial development in urban areas
8. Livable Communities	Share of new housing and new jobs within 1/4 mile of major rail stations or bus corridors Employee commute distance from home Residents' satisfaction with the quality of their community
9. Housing Choices	The number of new affordable housing units permitted compared to total new housing units permitted The ratio of new housing starts to new jobs in the region and by sub-regions

GOALS	PROGRESS MEASURES
Our Inclusive Society Connects People to Opportunities	
10. Education as a Bridge to Opportunity	Assessment of children's readiness for kindergarten Percentage of students reading at or above grade level at the end of third grade Percentage of students completing Algebra I by 10th grade Share of seniors who have completed high school courses required for UC/CSU entrance
11. Transportation Choices	Transit ridership and service hours Percentage of people using alternatives to driving alone
12. Healthy People	Health statistics for deaths due to coronary heart disease, low birth weight infants and child immunization Percentage of residents covered by employer, public or private insurance
13. Safe Places	Crime rate per 100,000 residents and measure of geographic disparity
14. Arts and Culture that Binds Community	Community participation in arts activities Public and private resources directed to support arts programs and education for children
Our Regional Stewardship Develops Shared Solutions	
15. Civic Engagement	Measure of regional thinking Perception of how well people are working together to improve Silicon Valley Percentage of residents who participate in civic organizations and public discussions Voter registration and participation in local elections Number of business leaders serving on local nonprofit boards Per capita and per employee giving to nonprofits and the level of volunteerism
16. Transcending Boundaries	Number of interjurisdictional partnerships in transportation and land use Evidence that cities develop and use a common information system for land use and transportation planning
17. Matching Resources with Responsibility	Growth in local government revenue compared to growth in jobs, population and inflation Growth in capital expenditures compared to growth in jobs, population and inflation Measure of local control over revenue sources that fund local services

I

An Integrated Framework:

"THE FAILURE TO PLAN AND INVEST ADEQUATELY FOR THE FUTURE WILL CREATE A LONG-TERM LOSS OF THE VALLEY'S CORE STRENGTHS AND SELF-SUFFICIENCY."

Ann Draper,
Survey Respondent,
Director of Economic Development
City of Fremont

Connecting the Economy, Environment and Society through Regional Stewardship

THESE GOALS ARE INTERDEPENDENT AND INTERRELATED IN COMPLEX WAYS

The principle of sustainability is rooted in the belief that economic vitality, environmental quality and social health are interdependent, as seen in our recent experience. As job growth in the late 1990s outpaced housing supply, a larger share of Silicon Valley workers began commuting long distances to their jobs. Their time spent on the freeways congests the existing transportation infrastructure, degrades air quality, and takes away from time with their families. Addressing these problems will require expensive investments by both public and private sectors, diverting resources from other uses.

This highlights the tremendous challenge of guiding a region as complex as Silicon Valley in a more sustainable direction. To address an issue like the imbalance in employment and housing growth requires developing a consensus among multiple jurisdictions, dedicated capital resources and tremendous public will.

Clearly, how we manage our region's economy, environment and society will either undermine or enhance our capacity for sustained prosperity and a satisfying quality of life into our future. This is the formidable task we in Silicon Valley face – to marshal the resources and commitment necessary to realize our regional vision.

SIERRA NEVADA WEALTH INDEX:
UNDERSTANDING AND TRACKING OUR REGION'S WEALTH

A Publication of the Sierra Business Council

What is wealth?

Recent and active research in economics has led to more meaningful and useful definitions of wealth. Wealth is not just monetary worth but the different types of capital that, taken together, make up the real riches of a region.

To understand the economy of the Sierra Nevada, it is important to understand and assess three types of wealth: 1) social or human capital; 2) natural or natural resource capital; and 3) financial capital. Each must be conserved and increased if the Sierra Nevada economy is to be prosperous, stable and sustainable.

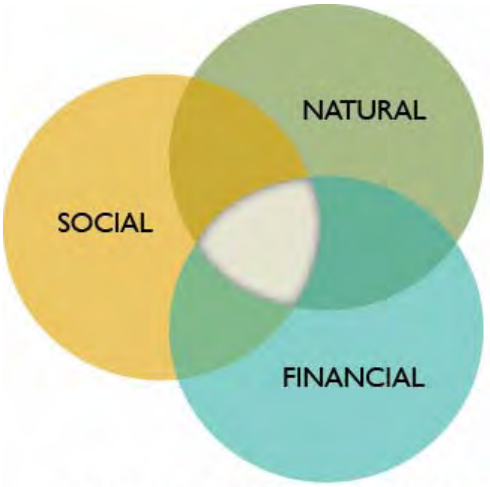
Each form of capital supports the economy; the diminishment of any one will tend to devalue each of the others. Neglect of social capita, such as a failure to provide first-rate education or to reduce poverty, means many fewer opportunities for businesses and residents to use financial assets. Deteriorating natural assets, such as polluted streams, degraded forests, or lost farm lands, reduce property values, drive away news businesses, and undermine the quality of live for current residents. Low financial capital, such as insufficient diversification or high unemployment, leads to social instability and a vulnerability to economic cycles.

By understanding and tracking all three forms of capital – social, natural and financial – the Sierra Nevada Wealth Index presents a more integrated, accurate and useful portrait of our region's economy.

How to use the Sierra Nevada Wealth Index

The Sierra Nevada Wealth Index describes our social, natural and financial assets and measures the wealth of our region. But measurement alone does not expand wealth. The responsibility to use this information rests where is always has, with individual business owners, civic leaders and others who want to see our communities prosper.

The Sierra Nevada Wealth Index gives public servants and private citizens throughout the region a powerful tool for decision making. The Capital Investment Diagram pictured below demonstrates the relationship between social, natural and financial capital. While some public and private investment decisions increase only one form of capital, and actually diminish the other forms of capital, decision-makers can gain the most benefit by making investments that increase or conserve at least two forms of capital while not diminishing the third.



CAPITAL INVESTMENT DIAGRAM

For example, if a business owner decides to locate a new commercial building on an underutilized lot at the center of town, instead of on agricultural lands outside of town, he or she:

- builds financial capital by reducing public and private service costs;
- builds social capital by reducing commute times and enhancing the social vitality of the community; and
- maintains natural capital by not reducing the size and productivity of the working agricultural landscape.

The Capital Investment Diagram is useful for decision-makers of all types, whether businesses, individuals, families or public agencies. The more quickly, widely and frequently people in the Sierra Nevada begin to evaluate and make decisions on an integrated basis, the more rapidly we will see our region's wealth grow and our communities prosper.

SACRAMENTO REGION QUALITY OF LIFE INDEX 2000

A Publication of Valley Vision / Regional Action Partnership

2000 INDEX HIGHLIGHTS

ECONOMIC VITALITY

ECONOMIC-BALANCE INDICATORS

- Most new jobs created are in private sector
- The number of cluster industry jobs is rapidly approaching the number of government jobs in the region and will likely exceed that number early in the twenty-first century
- Electronics manufacturing is the region's smallest cluster, but created the most new jobs between 1992 and 1998
- Regional agriculture has been steadily less productive since 1994
- Regional exports increased more than 60% between 1993 and 1997
- Regional wages are lower than the California average; government and most cluster wages are significantly higher than other private sector wages in the region
- The number of company headquarters declines, erasing earlier gains
- The region is balancing its housing and job growth, though recent trends show signs of future imbalance

INNOVATION AND ENTREPRENEURSHIP INDICATORS

- Patents per capita are one-half the California average, but the gap is closing
- Overall cluster start-ups increase, but high-wage cluster start-ups are flat as a share of all business start-ups in the region

LIVING STANDARDS INDICATORS

- Income gap growing between richest and poorest households
- Housing affordability has surpassed the national average; rental affordability has declined
- About 40% of the region's children qualify for free or subsidized school meals

SOCIAL VITALITY

EDUCATION AND CARE OF CHILDREN INDICATORS

- Reading and math scores of the region's elementary students are above U.S. and California averages
- the percentage of the region's high school students completing coursework necessary for UC/CSU admission is growing, but still below state average
- Dropout rates improve for eighth, tenth and twelfth graders in the region
- The supply of licensed child-care is growing faster than demand

COMMUNITY HEALTH AND SAFETY INDICATORS

- The region's rate of low-weight births is higher than that of California
- The rate of violent crime dropped 30% between 1995 and 1998, but the property crime rate is 25% higher than the California average
- Thousands of residents are at risk in the event of a major flood

VITALITY OF THE REGIONAL CORE INDICATOR

- Building permits are booming in the region's core: Downtown Sacramento

ARTS AND CULTURE INDICATOR

- Applications for arts and culture funding slightly higher than state average

CIVIC ENGAGEMENT INDICATOR

- Half or fewer eligible voters actually vote in most elections

ENVIRONMENTAL VITALITY

ENVIRONMENTAL QUALITY AND STEWARDSHIP INDICATORS

- More rivers and streams are impaired
- A small percentage of drinking water sources exceed state levels for MTBE
- 27% of the region is permanently protected open space, though it is not located close to urban areas
- The number of bad air days decreases slightly, but remains high

EFFICIENT RESOURCE USE INDICATORS

- The share of recycled waste is growing slowly
- A baseline established for the ratio of population to developed land

REGIONAL MOBILITY INDICATORS

- Freeway congestion has skyrocketed in the last few years
- Little change has occurred in modes of transportation, despite growing traffic congestion
- Access to jobs by transit is limited

The Sacramento Region is in the middle of a major transformation – and experiencing growing pains. It is trying to manage a significant increase in population and a rapid shift in its economy – while trying to preserve a highly valued quality of life enjoyed by residents throughout the six-county region. The results so far are mixed. The 2000 Sacramento Region Quality of Life Index tells the story of how we are managing this transformation – where we are making progress, where we are losing ground, and where room exists for improvement.

How the Sacramento Region makes its living has fundamentally changed.

Five industry clusters have driven this economic transformation: electronics manufacturing, information services, health care, agriculture and food processing, and tourism. The number of jobs in these clusters is rapidly approaching that provided by the government – long a cornerstone of the region's economy. Within the next few years, these clusters will likely, for the first time, employ more of the region's residents than the public sector. Along with government, four of the five clusters pay wages significantly above the regional average. As a result, many residents are enjoying the quality of life benefits produced by this economic transformation, including a growing percentage of residents who are able to afford their own home.

At the same time, not all residents have benefited from the region's economic transformation. The income of the region's poorest households has not improved in real terms (i.e. adjusting for inflation) during the 1990s. Rents have risen much faster than wages. And, despite regional economic growth, a steady 40% of the region's children remain in or near poverty, qualifying for free or subsidized school lunches.

Social progress in the region has been measurable, but significant gaps remain.
While home ownership has become more affordable, rental units have become less so. While violent crime rates have dropped, property crime remains significantly higher than the state average. Wile educational achievement is above the California average and dropout rates have declined, a huge gap exists between students with limited English and other students in the region. Overall, fewer of the region's children qualify for the University of California or the California State University System than their counterparts.

The region's natural and built environment is also undergoing significant transformation – with mixed results. Although the region is recycling a growing percentage of its solid waste, more of its rivers and streams are becoming impaired. The region's air quality has remained among the worst in the nation, as measured by number of days in violation of federal standards. At the same time, significant growth in population and automobiles has not made the situation worse; in fact, regional air quality actually improved slightly during the 1990s. Although 27% of the region is permanently protected open space, most of this land is located in the Sierra foothills, far from major urban areas on the Valley floor.

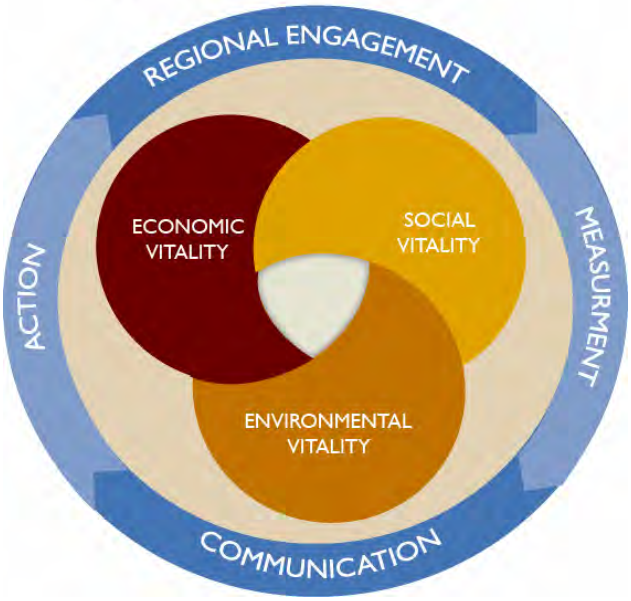
In terms of the built environment, the region has been achieving a balance of housing and job growth, but traveling between home and work has become more difficult. Traffic congestion has skyrocketed. At the same time, building permits for commercial and residential development have surged in the region's core. This is a sign that Downtown Sacramento is

becoming a more vital economic center, entertainment hub and "gathering place" for the region's residents – and a more livable residential area. Land uses are shifting as the region's built environment expands: agricultural acreage declined 5% between 1994 and 1998. In the midst of the region's transformation, there is not yet regional consensus about the balance between the built and natural environment, including the amount and location of protected open space and agricultural lands.

How the region will manage its economic, social and environmental transformation is still an open question. Although we cannot return to the past, we can embrace change to become an even more vibrant and attractive region. We can build on the positive benefits, while addressing the negative consequences of change. This Index has introduced a set of indicators to watch as the region navigates through its transformation. With this set of facts, many possible futures still exist for the Sacramento Region.

We believe that to ensure a safe passage through this transformation, the region must seek vitality in the economic, social and environmental arenas. The region must recognize and build on the interdependencies of these arenas, rather than assume inherent conflicts among them. As Figure 1 shows, we believe that the economy, society and the environmental can be connected in a "vital cycle" that will produce a rising standard of living and an outstanding quality of life for the people of our region. Achieving this positive outcome will not be easy. We will need to be more creative, more committed and more collaborative than ever before.

FIGURE 1: INDEX FRAMEWORK



Putting the facts on the table is a first step. Figure 1 shows a parallel cycle that begins with the measurement of communication of regional performance: this Index. Our intention is that the Index set the stage for regional action and the engagement of citizens in building a positive future for the Sacramento Region. We welcome your comments and collaboration in building a better Sacramento Region in the years to come.

PROSPERITY!

The North Coast Strategy
Humboldt County's Comprehensive Economic Development Strategy

Prosperity acknowledges those unique regional characteristics which make Humboldt County an attractive place to live and do business.

Common community values contribute to our quality of life, Prosperity identifies principles of development that protect and enhance these values:

- THAT SMALL TOWN FEELING – Rural atmosphere, pastoral settings, a sense of personal safety, and neighbors who know and care about each other
- AN APPRECIATION OF NATURAL BEAUTY – Temperate climate, clean air and water, and access to myriad natural and recreational amenities
- A UNIQUE, FORWARD-THINKING POPULATION – Independence, an entrepreneurial spirit, diversity of lifestyles and a commitment to improving one's own community
- A SENSE OF BELONGING TO THE AREA – Strong community spirit, history, culture and access to high-quality educational opportunities

HUMBOLDT COUNTY'S ECONOMIC VISION

Humboldt County with it's beautiful surroundings, rich natural resources, history and culture, provides a supportive environment and physical infrastructure for dynamic industry clusters with access to technology, skilled human resources, financing, and an acceptable tax and regulatory structure for a vibrant economy.

COMMUNITY VALUES

Acknowledging these values, Prosperity recommends development of principles that maintain and enhance key characteristics vital to creating a vibrant community.

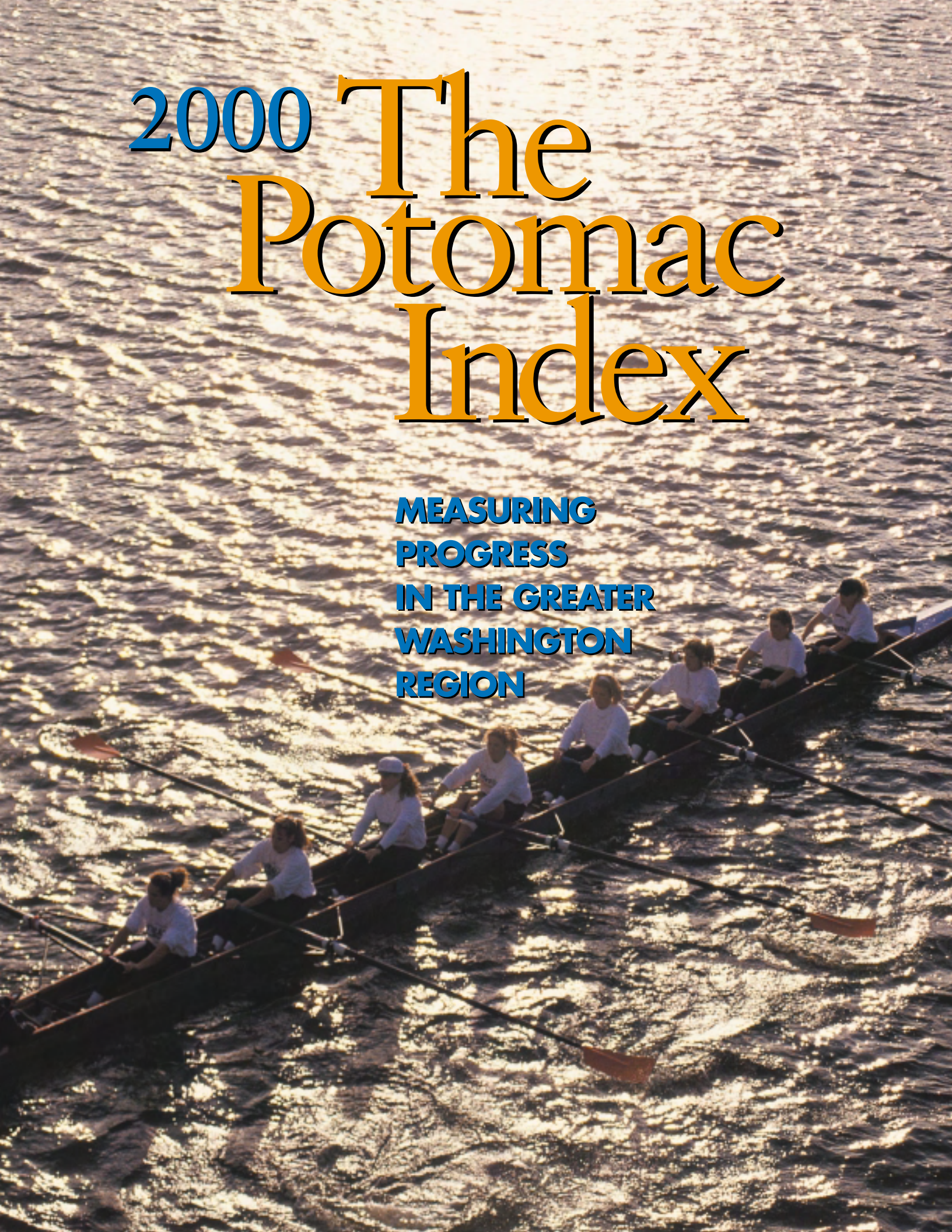
1. SMALL TOWNISM
    - Low Density
    - Human Scale/Walkability
    - Personal Safety
    - Pace of life – life here is not frantic, roads are not congested, people find the time to enjoy where we live

2. NATURAL BEAUTY/CLIMATE
    - Clean air and water
    - Recreation/access to natural amenities
    - Ability to tune lifestyle to natural environment

3. THE PEOPLE
    - Independence and perspective of people who work within the natural environment
    - Commitment of people to improving the community
    - Diversity of lifestyles
    - The feeling that each one of us can make a difference
    - Entrepreneurial sprit

4. A SENSE OF PLACE
    - Connectedness to "place" (people are here because they want to be)
    - History and Culture
    - Varied natural and social environments are interrelated
    - Cultural opportunities and connection to a larger world (Arcata)
    - Accessibility to high quality educational opportunities
    - Interconnectedness between working/living and the environment

These regional characteristics that entice people to come and keep people here were developed from information from a survey about the quality of life in Humboldt County implemented by Humboldt Area Foundation in 1997 and ongoing discussions a the Humboldt County Economic Development Forum.



2000 The Potomac Index

MEASURING PROGRESS IN THE GREATER WASHINGTON REGION

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INTRODUCTION

When a 5,000-square-mile area connected by a common economy decides to incubate regionalism, it demonstrates vision. When it grapples with the challenges of putting regionalism into practice, it shows courage and endurance.

Greater Washington—a region encompassing three jurisdictions, the federal government and 5.2 million people—faces significant challenges along with its prosperity. The Potomac Conference, created by The Greater Washington Board of Trade in 1991, provides a forum for collaboration on regional opportunities and challenges. The Potomac Conference regularly connects leaders from education, nonprofit organizations, government, and business to focus on regional interdependence and action.

THE POTOMAC INDEX: A TOOL FOR THE POTOMAC CONFERENCE

At the February 2000 Potomac Conference, several hundred of the region's leaders helped to shape a regional vision and to articulate a set of shared regional values to guide thinking and practice. The vision called for transforming the region into a world-class connected community. The values took the form of five strategic commitments and represent a starting point for realizing the vision. The commitments are:

STRATEGIC COMMITMENT I: INNOVATION AND ENTREPRENEURSHIP

"Develop an environment in which innovation is leveraged and entrepreneurship can thrive, for these are the primary drivers of New Economy prosperity."

STRATEGIC COMMITMENT II: INCLUSION

"Foster a climate in which everyone has a chance to participate in the region's prosperity and civic life, for inclusion ensures a role, interest, and shared responsibility for all residents in the region's future."

STRATEGIC COMMITMENT III: EDUCATION AND LIFELONG LEARNING

"Create a region that empowers all residents to become lifelong learners, for education and ongoing learning are necessary for access to opportunity in the New Economy."

STRATEGIC COMMITMENT IV: QUALITY OF LIFE

"Build a region where quality of life in the natural, built, and cultural environments is supported by economic growth, for a high quality of life is a primary expression of the region's vitality."

STRATEGIC COMMITMENT V: REGIONAL THINKING AND ACTION

"Cultivate regional thinking and action that enable people to work together, for regional collaboration is the only way to leverage opportunities effectively and take on challenges in today's economy."

To create a catalyst for ongoing action, one that regularly reminds the region whether it is making progress toward the achievement of the strategic commitments, Conference leaders decided to create the *Potomac Index*. In this document, the commitments form the basis for five indices designed to track the region's progress on a regular basis. Each index has approximately six progress measures, which define performance for that index.

At the time of the release of this inaugural *Potomac Index*, a sense of energy and urgency for regional solutions exists in the Greater Washington region. This dynamism is tempered by the knowledge that:

- not all challenges can be "fixed" in the near term, patience and commitment are essential;
- although many people have participated in this regional process, many more need to be engaged in it;
- regional collaboration is as difficult as it is worthwhile and imperative, and this reality is only multiplied by the size of this 5,000-square-mile region and its three separate jurisdictions; and
- establishing a set of expectations that conditions will and must improve is a powerful motivator.

PURPOSES OF THE POTOMAC INDEX

The Potomac Index is a tool to help measure the region's progress toward becoming a world-class connected community. The purposes of the Index are to:

- Focus on a set of strategic commitments for the Greater Washington region and define measures for tracking progress toward those commitments over time;
- Communicate reliable information on a regular basis about the region's progress in realizing its commitments;
- Spotlight key issues of concern that affect the region's future; and
- Build a regional identity that fosters commitment, collaboration, and ongoing communication.

This inaugural Index, to be updated annually, will provide a baseline for measurement in future years.

How Shall We Grow?

Creating *a* Shared Vision *for* Central Florida

Mid Project Report

Executive Summary

September 2006

Potential performance measures for Central Florida Regional Growth Vision

Principle	Topic Area	Performance Measures (source)
Preserve open space, recreational areas, farmland, water resources and critical environmental areas	Open space, critical environmental areas, farmland	Total acres of open spaces, farmland, and critical environmental areas protected (Lucis/Places)
		Total length hard versus soft edges between urban and open, farm, environmental land (hard edges defined as densities greater than 4 dwelling units per acre) (Lucis/Places)
	Recreation and access to natural lands	Total population within walking distance (one-half) of regional environmental system (Lucis/Places)
	Water resources	Acres of recharge and surface water sources buffered from urban footprint (Lucis; Places; GIS)
		Average daily water consumption (SJWMD)
	Other natural resources	Air quality emissions by type (FSUTMS/Mobile)
		Average daily fuel consumption (FSUTMS)
Provide universal access to the highest quality of education, healthcare, and cultural amenities	Education	Ratio of population to educational capacity at all levels (university, tech, high, middle and elementary) (note, this is more a measure used to help to determine educational needs, particularly at the university level)
		Number and percentage of people living within walking access to schools (measure would be people living in diverse, compact communities) (Lucis/Places)
	Health care	Number of uninsured
		Number and percentage of people living within x miles of a hospital
	Cultural amenities	Number and percentage of people using major cultural facilities
Provide a variety of transportation choices	Availability of choices	Number and percentage of system miles in each network (roads, transit, bike/pedestrians) (FSUTMS/GIS)
		Number and percentage of trips made by travel mode and mile traveled by travel mode (from FSUTMS)
		Percent of population and employment within one-quarter mile of public transportation service
	Efficiency of choices	Total daily, per capita and per household vehicle miles and hours of travel (FSUTMS)
		Total daily, per capita and per household hours of delay (FSUTMS)
		Average speed (FSUTMS)
		Lane-miles operating below acceptable standards (FSUTMS)
		Measure – total and daily cost of delay (FSUTMS)
	Safety of choices	Auto crashes and fatalities (FSUTMS)

Potential performance measures for Central Florida Regional Growth Vision

Principle	Topic Area	Performance Measures
Encourage a diverse, globally competitive economy	Competitive	Population and employment capacity within 2 miles of regional transit stations and highway interchanges (Lucis/Places)
		Population and employment within 30 minutes of international and reliever airports (FSUTMS and ZDATA)
		Population within 20 minutes of regional activity centers (FSUTMS and ZDATA)
		Number and character of regional economic centers
		Economic diversification measure
Foster distinctive, attractive and safe places to live	Distinctive/attractive	Number and percentage of people living and working in well-designed/mixed communities (Lucis/Places)
		Number of unique urban centers (town or city centers)
		Number and percentage of people living and working in walkable communities (defined as having a mix of uses within a half-mile area – land use entropy index used) (Lucis/Places)
		Number of people and jobs within density ranges (i.e., residential densities of less than 2 units per acre, 2 to 5 units per acre, 5 to 15, 15 to 25 and greater than 25 units per acre)
		Total size of urban footprint (Lucis/Places)
	Safe	Measure – Number and percentage of residents living in safe and secure communities (safe and secure communities need to be defined in some way)
Create a range of obtainable housing opportunities and choices		Regional distribution of housing by type (low/moderate density single family, moderate high-density multifamily, owner/renter-occupied) (Lucis/Places)
		Number and percentage of housing units in mixed versus single use communities (Lucis/Places)

07

LONG ISLAND INDEX

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Note to readers:
You will find our full Appendix including sources and methodology on our website, www.longislandindex.org.

about the index

Good Information Presented in a Neutral Manner Can Move Policy

About the Index

The *Long Island Index* is a project that gathers and publishes data on the Long Island region. Our operating principle is: "Good information presented in a neutral manner can move policy."

The *Index* does not advocate specific policies. Instead, our goal is to be a catalyst for action, by engaging the community in thinking about our region and its future.

Specifically, the *Index* seeks to:

- Measure where we are and show trends over time
- Encourage regional thinking
- Compare our situation with other similar regions
- Increase awareness of issues and an understanding of their interrelatedness
- Inspire Long Islanders to work together in new ways to achieve shared goals

The governing board of the *Long Island Index* is the Advisory Committee, composed of leaders from Long Island's business, labor, academic and nonprofit sectors.

The Rauch Foundation acts as the convener of the Advisory Committee and the financial underwriter of the project. Initially funded for a three year period, the Foundation has since decided to continue the project.

What Are Indicators?

Indicators are facts that help show how a region is doing, the way the unemployment rate helps show the health of the economy. Measuring these kinds of data helps communities:

- Identify existing conditions
- Measure progress toward goals
- Mobilize action to improve the region

How to Use the Index

Each *Long Island Index* is centered on the following components:

(1) We define 11 **goals** to measure the region. The goals span six major areas of investigation: economy, our communities, health, education, our environment, and governance.

(2) Next, there are **key findings.** These are the indicators, specific measures of how we are doing. Example: The largest industry cluster on Long Island is Health with more than 150,000 employees. The findings are presented through both written and graphic analyses.

(3) Next is, **"Why is this important?"** This explains why the indicator is a good measure of progress toward a particular goal.

(4) **"How are we doing?"** puts the information in context.

Discontent rises as traditional Long Island strengths wane.

Long Island is without doubt a desirable place to live. Fully 82% rate it a "Good" or "Excellent" place. Long Islanders prize the region's natural beauty, amenities and services. Even our greatest woe—the high cost of housing—ironically demonstrates by the law of supply and demand Long Island's attractiveness.

But there are currents of dissatisfaction that are strong—and growing.

- Since 2002 there has been a steady decline in the number of Long Islanders who say things are heading in the right direction: from 57% to 48%.
- More Long Islanders are finding it hard to pay their mortgages, and more are receiving food stamps.
- More consider it likely that they will soon move away: from 45% in 2004 to 54% in 2006.

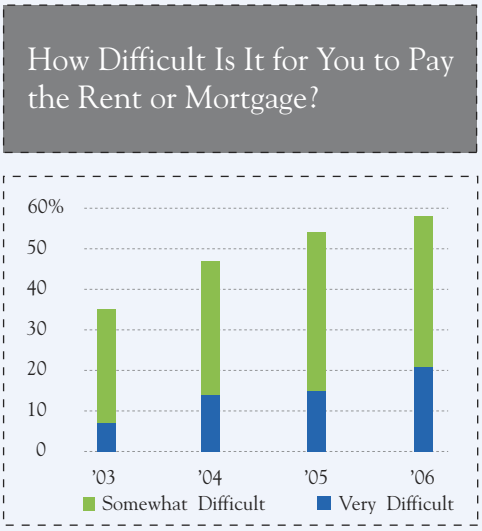
Long Islanders' troubles are intertwined with trends in our region's economy. The following pages shine a light on Long Islanders' discontents and the conditions that underlie them.

Our biggest problem: unaffordability.

The image of our region as a "wealthy suburb" is far from reality for a growing number of Long Islanders, who are struggling to keep up with high and rising costs.

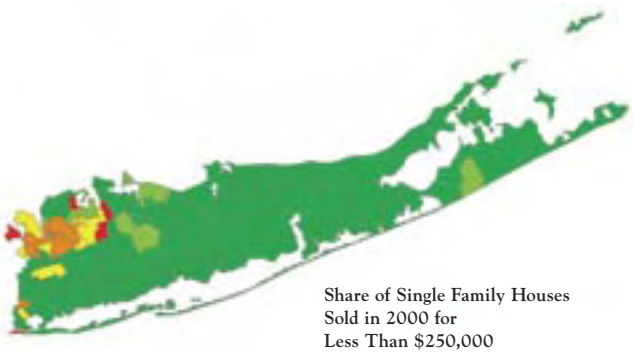
- Houses are beyond the reach of many families. (See map at right.) Condos, co-ops and rentals don't come close to meeting the demand.
- For those who do own homes, high mortgages are compounded by high taxes. Taxes are considered a "Very" or "Extremely" serious problem by 84% of Long Islanders.
- More and more families are having trouble paying their mortgage or rent. In 2006, 58% found it either "Very" or "Somewhat" difficult.
- High costs are largely responsible for Long Island's worrisome "brain drain." Fifty-four percent of Long Islanders, and 69% of those aged 18–34 consider it "Somewhat" or "Very" likely that they will move away within the next five years.

introduction

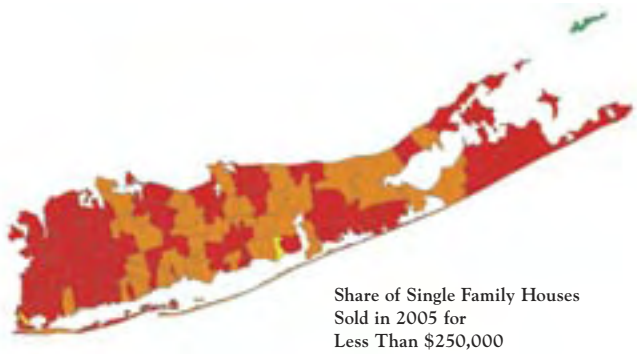


One in every five of our neighbors finds it "Very Difficult" to pay the rent or mortgage. That's three times what it was three years ago.

In 2000, you could buy a house for $250,000. Five years later, there were few to be found.



Share of Single Family Houses Sold in 2000 for Less Than $250,000

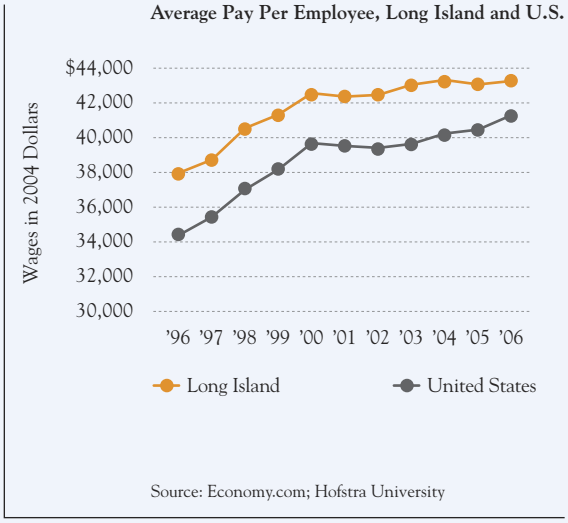


Share of Single Family Houses Sold in 2005 for Less Than $250,000

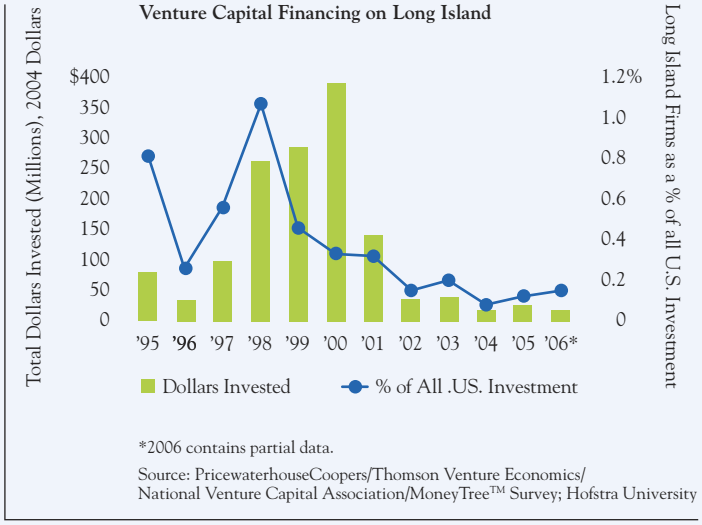
None | .01% to 5% | 5.01% to 10% | 10.01% to 15% | More than 15%

A house priced 2.5 times household income is considered affordable. Long Island's median household income is $84,378.

Source: Long Island Profiles of Brightwaters, NY, (www.LIProfiles.com), provided data on housing prices; map created by RPA.



Ten years ago, Long Island wages were 16% higher than the U.S. average. Now they are only 5% higher.



Loss of venture capital investment is a sign of a less innovative economy.

Losing our advantage.

In the past, Long Island's high cost of living was offset by high incomes. Now our income advantage is disappearing, pushing some families near the breaking point.

- Average wages have grown a total of less than 2% since 2000; since 2003 they have been virtually stagnant.
- Lower-income families have been hardest hit. From 1996 to 2005, household income for the bottom tenth actually fell, by 1%. Incomes for the top tenth rose 12%.
- Jobs have grown somewhat: an average of 1.4% per year from 1996 to 2006. The problem is that jobs are growing fastest in our lowest-paying industries. High-paying industries, such as technical manufacturing and information services, are shrinking.
- More and more people are falling behind. The number of Long Islanders receiving food stamps increased 20% from 2000 to 2003 (latest U.S. government figures).

What a healthy economy needs: innovation.

Innovation is the spark that fires a region's economy. In decades past, Long Island's technological leadership fanned a wave of prosperity.

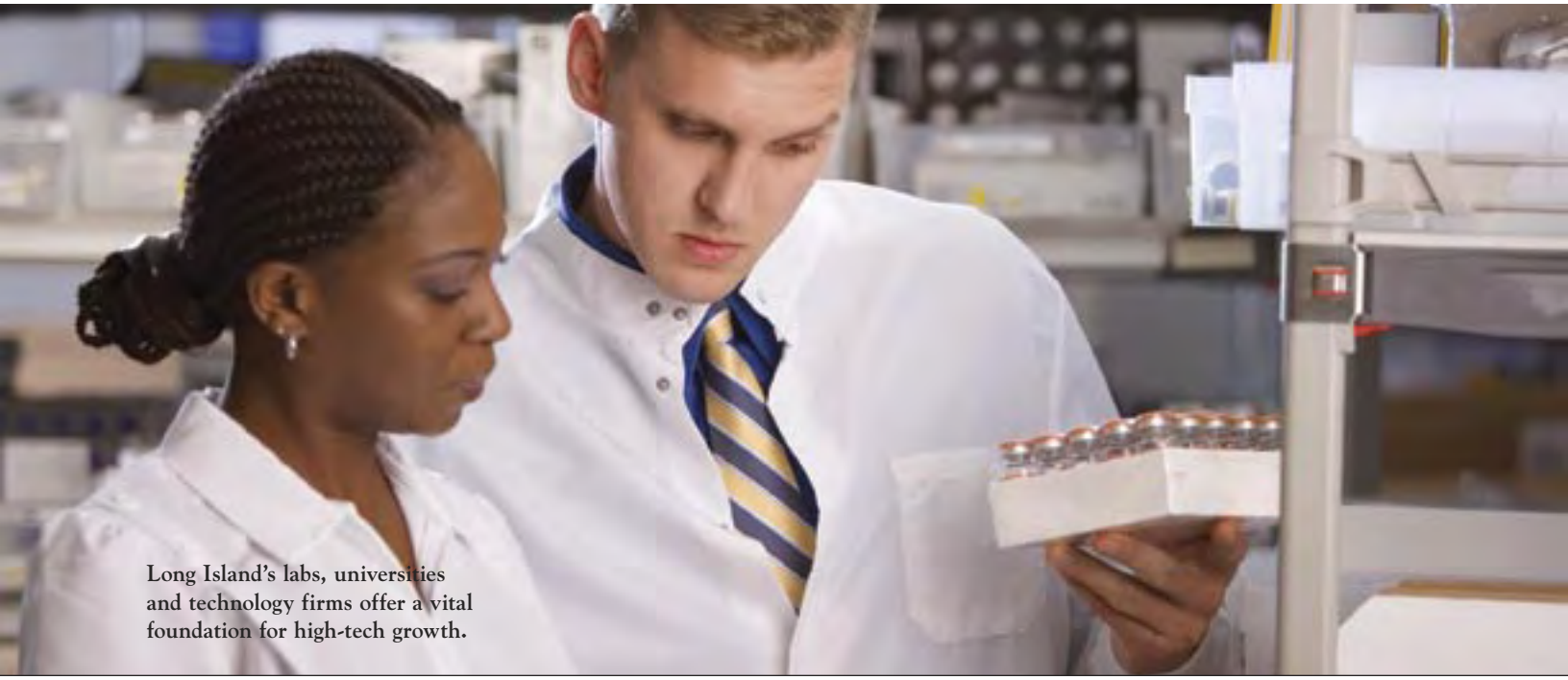
Today, high technology is even more critical to economic success. According to one major study, 65% of a region's relative growth depends on the strength of its high-tech industry.

Unfortunately, on Long Island for the past decade at least, the fires of innovation have grown cold:

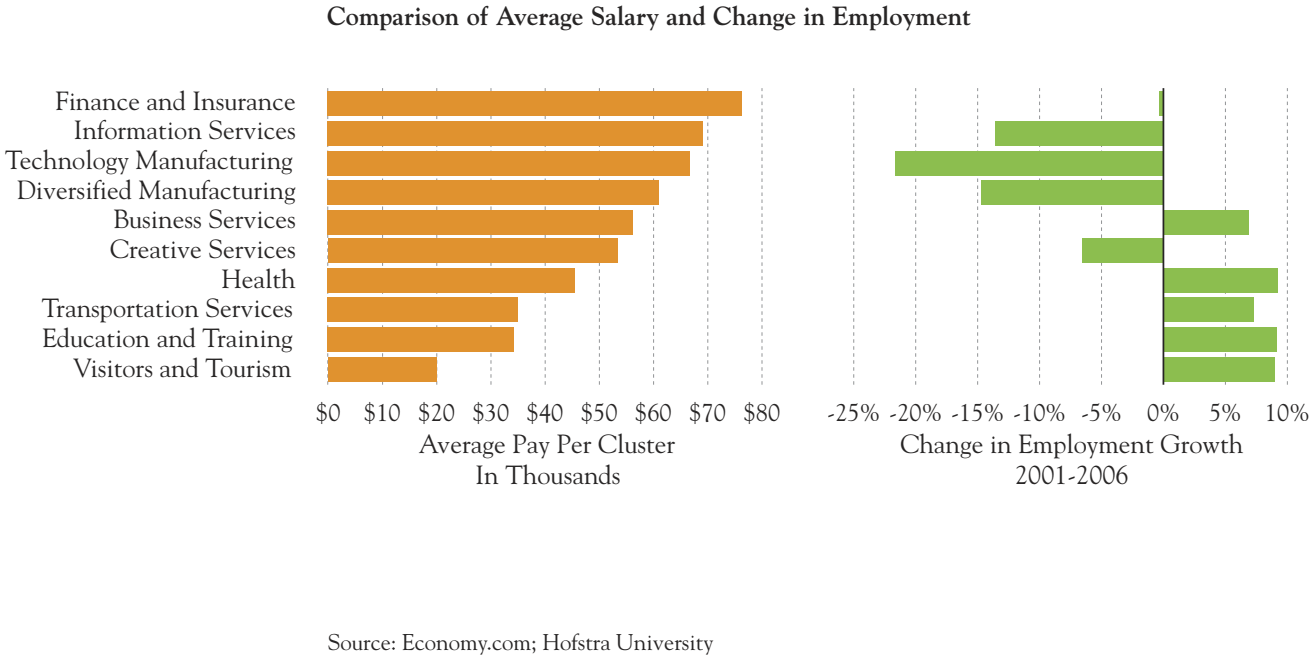
- For the five years from 1997 to 2001, venture capital investment in Long Island firms averaged $236 million. For the five years since then, that average has plummeted to $28 million.
- From 1995 to 2005, federal research and development investment in Long Island universities, labs and businesses fell 42%.

Reversing these trends is essential if we are to stop the region's loss of good-paying jobs.

introduction



Long Island's labs, universities and technology firms offer a vital foundation for high-tech growth.



Job growth is taking place in lower-paying industries. High-paying industries are stagnant or shrinking.

SAN BENITO VISION STATEMENT

We want to cultivate the San Benito spirit—where residents enjoy the neighborliness, heritage, and natural beauty of our community. Whether people have lived here all their lives or just moved to the area, we want them to feel welcome and willing to contribute to the well-being of our community. We want them to be proud to live in San Benito County.

To cultivate the San Benito spirit in all our residents—present and future—we must commit ourselves to prosperity, preservation, and participation:

- We must have a prosperous economy that brings opportunity to our people and vitality to our cities.

- We must be stewards of our environment, using and preserving it wisely so that it continues to enrich our quality of life.

- We must have all residents participate in community progress, so that they help sustain the economic prosperity and quality of life of San Benito County.

To achieve this vision, we must expand prosperity, preservation, and participation at the same time, not one or another, but all three together. Only with this commitment can we cultivate the San Benito spirit among today's residents and future generations.

DRAFT

Residents share a deep commitment to place, with broad-based participation, collaboration and fairness in all aspects of community life

Residents together celebrate their diverse cultures through art, community events and civic projects

Residents get the education and health care necessary to improve their quality of life

Our children grow up healthy and educated in safe and supportive homes and communities

PARTICIPATION

Residents have access to and care for the natural environment, while being respectful of private property

A full range of housing options exist for all income levels and life situations

PRESERVATION

PROSPERITY

San Benito County is a leader in the efficient use of resources, including renewable energy, water and land

San Benito's economy taps the County's natural, financial and human resources to provide quality jobs for our diverse population, helping residents achieve economic security

San Benito County preserves its environmental quality and diverse habitats

San Benito County provides an atmosphere that supports the start-up and expansion of quality businesses in diverse industries

Cultivating the San Benito Spirit

Development and redevelopment provide measurable and lasting benefits to the county as a whole

Agriculture is locally-owned, profitable and attracts related businesses, keeping it a sustainable part of our economy and landscape

There is harmony between the built and natural environment, with new development complementing and preserving what is unique and beautiful about San Benito County

Downtown Hollister is an asset to all County residents, a vibrant, walkable city center with housing, jobs, cultural activities, parks and open space

San Benito County achieves balanced growth of jobs and housing

DRAFT

VISION SAN BENITO

GOALS	MEASURES OF PROGRESS
San Benito County provides an atmosphere that supports the start-up and expansion of quality businesses in diverse industries	Proportion of businesses that provide benefits across diverse industries (e.g., health, education) Success of existing businesses across diverse industries (i.e., expansion and survival rates) New business formation across diverse industries Efficiency and effectiveness of permitting and related government processes impacting business Sales and hotel tax revenues generated for San Benito County
San Benito's economy taps the County's natural, financial, and human resources to provide quality jobs for our diverse population, helping residents achieve economic security	Proportion of residents with jobs in the county Average wages for those employed inside and outside the county Productivity of workers in the county Proportion of residents attaining minimum level of economic security (e.g., wage level to afford basic rent and other living expenses)
San Benito County achieves balanced growth of jobs and housing	New housing units built New jobs added Current balance of housing and jobs
Agriculture is locally-owned, profitable and attracts related businesses, keeping it a sustainable part of our economy and landscape	Crop value per acre Acreage in agricultural production (by category) Value-added to agriculture within County Median age of farm operators Percentage of agriculture that is locally owned, and produced and consumed locally Increase in number of businesses in agriculture-related industries

DRAFT

GOALS	MEASURES OF PROGRESS
A full range of housing options exist for all income levels and life situations	Housing accessible at different income levels Ratio of affordable housing units to total housing units approved
Residents get the education and health care necessary to improve their quality of life	Proportion of residents with health insurance Disease/illness rates (e.g., diabetes) Number of adults in continuing education and training (e.g., community college, GED, ESL)
Residents share a deep commitment to place, with broad-based participation, collaboration, and fairness in all aspects of community life	Voter registration and turnout Participation in public meetings Participation in community organizations and youth programs (e.g., YMCA, church, PTA, 4H)
Residents together celebrate their diverse cultures through art, community events, and civic projects	Number of and attendance at art and cultural events held in the county Level of community financial support for local art and culture Youth participation in art and cultural activities
Our children grow up healthy and educated in safe and supportive homes and communities	Infant mortality rate Child obesity rate Child abuse rate Youth crime rates (including drug/alcohol use) Teenage pregnancy rate Pre-school participation rate Educational achievement (state test scores) Graduation and drop-out rates Proportion of high school students going on to college Educational bond measure passage rate

GOALS	MEASURES OF PROGRESS
There is harmony between the built and natural environment, with new development complementing and preserving what is unique and beautiful about San Benito County	Land use plans describe how they will achieve harmony between built and natural environment (e.g., landscaping complements surrounding environment, preservation of land, views, etc.) Acres preserved as agriculture, open space, critical habitats, or parkland in new developments Redevelopment, restoration, and other improvements to existing buildings and parkland
San Benito County is a leader in the efficient use of resources, including renewable energy, water, and land	Energy use per square foot Number of energy star compliant homes Number of co-generation units Water usage per capita Intensity of land use (e.g., units per acre) Amount of soil loss
Residents have access to and care for the natural environment, while being respectful of private property	Acreage in accessible open space and recreational land Participation in community recycling, clean-up days Land fill growth rate Amount of road litter Proportion of residents within walking distance of a neighborhood park
Development and redevelopment provide measurable and lasting benefits to the county as a whole	Investment in county amenities by new residential development Expansion of housing choices in county (i.e., new housing accessible to "underserved" income groups) New jobs, sales tax revenues from commercial development
San Benito County preserves its environmental quality and diverse habitats	Water quality (including miles of quality-impaired streams) Air quality (i.e., number of bad air days per year) Acreage by type of habitat

SANDAG

Our vision. Our future.
THE REGIONAL COMPREHENSIVE PLAN

Regional Comprehensive Plan

for the San Diego Region

Executive Summary

Final
July 2004

REGIONAL COMPREHENSIVE PLAN
Executive Summary

President Abraham Lincoln said, "You cannot escape the responsibility of tomorrow by evading it today." As citizens of the greater San Diego region, we all share the responsibility for tomorrow. But what should that tomorrow look like? Many would say: less traffic, more home ownership, great schools, convenient transit, more and better paying jobs, clean air and water, pristine open space, and a higher standard of living.

These are lofty goals that will require bold actions and serious commitment to upholding effective public policies, adjusting our course where needed, and taking risks in the creation of new programs. The rewards of such efforts can be great. A regional approach, made possible through local commitment and actions, will make a significant difference in our quality of life for generations to come.

A REGIONAL FRAMEWORK FOR LOCAL ACTION

The Regional Comprehensive Plan (RCP) is the strategic planning framework for the San Diego region. It creates a regional vision. It provides a broad context in which local and regional decisions can be made that foster a healthy environment, a vibrant economy, and a high quality of life for all residents. It balances regional population, housing, and employment growth with habitat preservation, agriculture, open space, and infrastructure needs. It moves us toward a sustainable future — a future with more choices and opportunities for all residents.

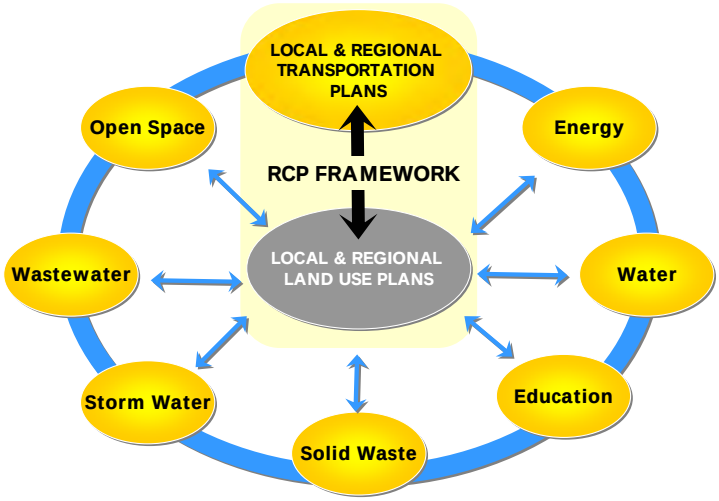
True to its name, the RCP is comprehensive in its scope. It looks beyond our borders and considers the planning and growth underway in Imperial, Orange, and Riverside Counties as well as in Baja California, Mexico. It sheds new light on equity — and inequities — in our planning processes by asking: do all communities have access to the region's resources and do all residents have an equal opportunity to participate in the process?

Today, each city and community in the region makes its own decisions regarding land use. The RCP looks at these individual decisions as a whole; assesses their collective impacts; and examines cumulative development trends well into the future. The RCP builds upon the best elements of our existing local general plans and regional infrastructure plans and provides a blueprint for where and how we want to grow. Perhaps more importantly, the RCP identifies challenges that we face as a region and offers guidance toward making better choices, both individually and together, providing an alternative to where we could end up if we continue with business as usual.

When it comes to transportation funding and smart growth, the RCP directs SANDAG to put its money where its mouth is — to use regional transportation funding as an incentive for local agencies and service providers to make land use decisions and infrastructure investments that support smart growth.

The second emphasis area is on *using land use and transportation to guide other plans*. The designation of specific Smart Growth Opportunity Areas in the RCP will provide guidance to local governments, property owners, and service providers as to where smart growth development should occur from a regional perspective. It will focus attention on these areas as local jurisdictions update their general plans and redevelopment plans, and service providers update their facility master plans. By coordinating our planning in this manner, we will ensure that public and private investment in local and regional infrastructure is implemented in an efficient and sustainable manner.

USING LAND USE AND TRANSPORTATION PLANS TO GUIDE OTHER PLANS



The RCP implementation approach, which focuses on *collaboration* and *incentives*, springs from the local level to a regional framework, and calls for:

- Updating SANDAG's transportation project evaluation criteria to better reflect the transportation and land use objectives of the RCP;
- Providing funding and other incentives for smart growth development in key areas throughout the region; and
- Placing a greater emphasis on subregional planning and implementation programs.

HOW IS THE RCP ORGANIZED?

The various chapters of the RCP address each of the major elements of planning for our region: urban form, transportation, housing, healthy environment, economic prosperity, public facilities, and borders issues. Each chapter begins with a vision for the San Diego region in 2030 and includes a description of existing conditions, existing plans and programs, an analysis of key issues, and recommended goals, policy objectives, and actions.

These chapters, along with the RCP's Integrated Regional Infrastructure Strategy (IRIS), a regional smart growth investment and financing strategy, form the core of the Regional Comprehensive Plan.

URBAN FORM:
WHERE AND HOW SHOULD THE REGION GROW?

Where should we provide places in our region for people to live, work, shop, and play as our population continues to grow? How should we design our communities so that they provide us with a high quality of life? Will the impacts of future growth overwhelm the natural beauty of our environment?

Previous studies have demonstrated that the way land has been developed in the region during the past half century cannot be sustained as the region continues to grow. Dispersed, low density housing separated from auto-oriented commercial development pushes urban development into areas better suited for rural land uses and regional open space.

As homes and jobs are more dispersed and trips become longer, it is more difficult to travel any other way but in a car. Alternatives like transit and carpooling work best where urban land uses are focused along corridors conveniently close to transit stations or park and ride lots. Bicycling and walking are practical alternatives only when the distances are relatively short between shops, jobs, school, or services, or when they can be easily combined with transit.

While a significant number of the region's population will continue to live in traditional suburban residential communities, more choices in both housing type and location are necessary to meet our mobility and housing needs. A better mix of jobs and housing, and better access to jobs are needed at both the regional and interregional levels. In particular, we need to reduce the number of lengthy commute trips across the region and across our borders every day.

Designing Livable Places

A strong sense of community identity in a vibrant and diverse urban landscape is the hallmark of livable places. While there is no simple formula for good urban design, a number of important design elements make a community work. Good design reflects the unique character of the community.

It enhances the identity of the community by improving existing public facilities and providing high quality design in new facilities. It takes advantage of the region's remarkable climate by creating efficient, ecologically-friendly buildings, and encourages an active, healthy lifestyle. Over-dependence on the automobile results in communities that are dominated by the infrastructure necessary to accommodate the car. Healthy communities support a variety of transportation choices. How we design our transportation facilities plays a key role in determining the scale, walkability, and ultimately, the livability of our communities.

Coordinating Transportation and Land Use

SANDAG uses land use and urban design factors in its funding criteria for highways, transit, and regional arterials. The RCP strengthens that approach by including a process for identifying "Smart Growth Opportunity Areas," and the use of transportation infrastructure funding to encourage development in these areas.

The first step toward focusing SANDAG's infrastructure investments in support of smart growth is to identify the location of existing and potential smart growth areas. Because the San Diego region is so diverse, the character of smart growth opportunity areas will vary depending on the particular setting. Smart growth in downtown San Diego is different from that in downtown Escondido, which in turn is different from that in Ramona. Smart growth areas should reflect and enhance the special and unique features of our neighborhoods. And, although it is not a "one size fits all" approach, some general principles apply.

Under adopted SANDAG principles, smart growth areas are pedestrian-friendly activity centers that are connected to other activity centers by transit or could be in the future. The RCP identifies seven smart growth categories in the San Diego region:

- Metropolitan Center
- Urban Center
- Town Center
- Community Center
- Transit Corridor
- Special Use Center
- Rural Community

Some communities already demonstrate many smart growth principles, while others need changes to general plans and zoning ordinances, as well as infrastructure improvements, to realize their potential.

Of particular importance is the kind of public transit service provided in each type of smart growth area. Public transit needs to be coordinated with land uses because the two depend on one another. Rural communities represent a unique type of smart growth. Because they are remote from the urbanized areas of the region, transit generally cannot play as significant a role in meeting their travel needs. Nevertheless, rural communities can contribute to the region's urban form goals because they can provide a focal point for commercial and civic uses that can serve surrounding rural areas. Additionally, they can focus development closer to the village core, helping relieve pressure for development in outlying areas and preserve open space.

The seven categories provide a basis for identifying Smart Growth Opportunity Areas throughout the region. Through a collaborative process, SANDAG and the local agencies will designate these areas on a Smart Growth Concept Map. The concept map will be used as a planning tool to communicate with local jurisdictions and infrastructure providers about where smart growth will happen.

Providing Incentives for Smart Growth

The RCP proposes several new funding strategies to help guide the region's urban form and provide incentives to implement Smart Growth Opportunity Areas. The planning concepts, funding strategies, and development priorities proposed in the RCP in many ways revolutionize today's planning processes.

Regional Transportation Network Priorities Based on Smart Growth. As the region's primary agency responsible for transportation funding, SANDAG has the greatest opportunity to provide incentives for smart growth development. Decisions regarding priorities for future regional transit, arterial, and highway corridor projects should be based, in part, on how well local communities have planned for smart growth land uses that increase mobility.

Direct Financial Incentives for Smart Growth. Smart growth development, particularly in redeveloping areas, can require significant upfront investments in infrastructure other than regional transportation facilities. In response to this need, the Smart Growth Incentive Program recommended in *MOBILITY 2030*, the adopted Regional Transportation Plan, serves as a five-year, $25 million pilot program to help local agencies fund the planning and infrastructure necessary to develop communities that meet the region's urban form goals. The program will invest in those areas of the region where local jurisdictions make clear commitments to implement the RCP's smart growth principles as reflected in existing or revised land use plans, and ultimately measured by actual on-the-ground projects.

Establishing an ongoing incentive program will require a long-term funding source like the Smart Growth Incentive Program included in the *TransNet Extension* ordinance, a proposed 40-year extension to the existing ½-cent sales tax that funds a wide range of transportation projects in the region.

Local Incentives for Smart Growth. The RCP encourages local jurisdictions to provide other incentives, such as permit streamlining, reduced parking standards, flexibility for mixed use development, increased densities, and fee reductions that promote redevelopment, infill development, and affordable housing development, particularly in Smart Growth Opportunity Areas. The RCP calls for rewarding local jurisdictions that provide smart growth incentives with higher priority for receiving regional incentives.

TRANSPORTATION:
MOVING PEOPLE AND GOODS

Our current regional transportation system will not meet the needs of a growing and mobile population.

Land use decisions and development patterns affect the region's transportation systems and the travel choices people make. The location of where homes and businesses are built and the intensity of these land uses directly affect local roads and transit services as well as freeway and rail efficiency. Too often, local land use decisions do not include transit needs with the typical road improvements required of new development.

It's time for a change.

MOBILITY 2030, SANDAG's regional transportation plan, serves as the primary transportation element of the RCP, and helps position the region to achieve smarter, more sustainable growth.

But the implementation of *MOBILITY 2030* requires local and regional land use agencies to work together to create more mixed use neighborhood and community centers that encourage transportation choices to reach jobs and services, including walking, bicycling, transit, and carpooling.

MOBILITY 2030 plays a key role in implementing the RCP. During the next three decades, SANDAG is expected to allocate more than $42 billion of transportation investments. The RCP calls upon SANDAG to update the Regional Transportation Plan and related programming documents in a way that maximizes opportunities for local jurisdictions to implement smart growth. At the same time, it calls for SANDAG to do its part by ensuring that the design and implementation of its regional transportation facilities support local smart growth.

Within this context, the Transportation chapter includes a variety of recommended actions to improve our mobility network, not the least of which is securing needed funding. It also calls for increasing the use of Transportation Demand Management programs, preparing new subregional transportation and land use studies, identifying priority transportation corridors for investment, incorporating pedestrian and bicycle access into urban design and development plans, and finalizing a regional airport solution with strong, multi-modal access. *MOBILITY 2030* and the RCP go hand in hand, with updates to one setting the stage for updates and improvements to the other.

HOUSING:
PROVIDING HOMES FOR ALL RESIDENTS

The San Diego region is in the midst of a housing crisis. Our region is regularly ranked as one of the areas with the highest priced and least affordable housing in the nation. The costs of renting or owning a home have risen dramatically during the past ten years.

Where and how housing is built are two of the most important decisions jurisdictions can make in shaping our region's future.

Currently, the San Diego region is not planning for or building the amount or type of housing necessary to meet the existing and future needs of its growing population or to accommodate its changing demographics. Adding to the lack of housing capacity is the fact that not all of the planned land supply and densities reflected in existing plans are likely to be developed due to a variety of factors including owners unwilling to sell, community opposition, environmental constraints, and lack of infrastructure or funding for infrastructure.

In addition to our future housing need, the region also has an existing unmet housing need. We have not been building enough housing to keep up with our population and job growth, and the housing we have been building is largely unaffordable to lower income households. This existing shortage forces many families, especially lower income families, to spend more than they can afford on housing, live in overcrowded or substandard housing, and/or move to and commute from neighboring regions.

The region is beginning to address its housing needs by implementing smart growth projects. Smart growth development is underway in communities throughout the region with small lot single family homes, townhomes, condominiums, and apartments offering homeownership or rental opportunities for residents close to shopping, schools, services, and planned transit. Additionally, older shopping centers, business complexes, and blighted areas are being redeveloped into attractive mixed use and housing projects. But much stronger commitments to smart growth, redevelopment, and infill are needed throughout the region.

While smart growth discussions often focus on redevelopment and infill in our existing urban areas, it is important to note there are also opportunities for smart growth development on our remaining vacant land. New suburban communities can be built so that they are more compact, walkable, and transit-accessible. By rezoning certain vacant land at higher densities, land can be used more efficiently, making it easier to include affordable and mixed use housing in new developments, while also preserving open space.

The RCP calls for a number of coordinated actions to give the region's residents more housing choices – more apartments, condominiums, and single family homes in all price ranges, affordable to persons of all income levels, and accessible to persons of all abilities. The RCP advocates for locating additional housing choices in our urban communities close to jobs and transit to help

telling our story, measuring our progress: california's regional quality of life indicator projects

prepared by the california center for regional leadership
for the california children and families association

2003

iii. indicators

This section of the report provides an overview of the types of indicators that are used in projects; some of the most commonly used (core) indicators; some new and/or unusual indicators; and the kinds of data people would like to have for future indicator reports. Section iv following contains a detailed listing of indicator data sets used by each Regional Indicator Project, by type of indicator issue area.

A good indicator has several characteristics (Great Valley Center):

- It reflects the fundamentals of long-term regional or community well-being
- It is clear, understandable, and acceptable
- It can be statistically measured at regular intervals, and provides a reliable source of objective information
- It is easy to communicate in concept as well as in terms of its value and its importance to the region
- It indicates an outcome rather than an input

how many and what kind?

Common questions for an indicator project are: "How many indicators does a typical report contain? How are the indicators organized and presented by subject area (3 E's)?" These are not easy questions to answer. Although we counted the number of indicators in each report and looked at how the indicators were organized, it quickly became apparent that indicator reports, like regions, are highly diverse.

Regional Indicator Projects select and organize the presentation of indicators based on many different factors: community values and interests, data availability, resources available for analysis and report production, technical capacity, and intended use, among others. Often, the community wants to benchmark and measure something, but proxies must be found because data are not available. Changes in priorities can affect what indicators are tracked over time, as well as data availability. On the plus side, this can often lead to new ways to collect data and measure for important community priorities.

There are approximately 200 types of indicator topics that are covered in the aggregate by these Indicator reports. (Note: this section does not include data from the Inland Empire, which was released too late for inclusion). Of these, most indicator reports feature between about 25 and 50 indicators. Some reports include regional trend indicators such as demographics and basic economic information, as well as special features, further increasing the number of overall indicators used. Within each indicator area, there may be multiple data sets, which increases the number of data points significantly. The same indicator, such as housing affordability, also may be reported in several different ways, as individual projects use different methods of indexing.

Some reports attempt to balance the number of indicators between each of the 3 E's and others focus on priority issues that are most prominent. Environmental measures like open space calculations are particularly challenging because they have variable data bases that are often difficult to quantify and track. Some reports keep the same indicators over time for

consistency of tracking purposes, while others have a "pool" of indicators they draw from, depending on community focus and data availability.

While the reports are based implicitly or explicitly on the conceptual framework of the 3 E's (or the fourth E, with civic engagement), the reports are organized in several different ways. Some are organized by the 3 E's (Sierra Nevada, Humboldt County, San Diego), some by the 3 E's with sub-groupings for topics (Sacramento), some according to progress measures for regional goals (Bay Area, Silicon Valley, Tri-Valley), and some by domains or subject areas (Orange County, Ventura County).

Within these broad groupings, specific indicators are sorted in different ways. For example, transportation and mobility may be included as economic indicators in one report and as environmental indicators in another report. Housing may be included as an economic vitality issue in one report and as a social equity issue in another.

For this grouping of regional indicator projects, the indicators are organized by 13 subject areas under five overall categories of indicators – demographic, economic, social, environmental, and civic engagement: covering demographic data included in all of the reports, and the "Four E's." There is some slight overlap of indicators. For example, open space/urbanization measures are included in both the housing/land use (economic) and natural resources (environment) data sets. The following table summarizes the distribution of indicators by indicator subject areas and number of data sets.

table 4
indicator subject areas
by number of data sets

indicator	number of data sets
Demographic	**6**
Economic	**87**
Business Vitality	15
Employment and income	17
Technology & innovation	12
Working Landscapes	16
Housing & urban land use	11
Transportation & mobility	16
Social	**58**
Education & training	19
Young children & families	16
Health, human services & public safety	23
Environmental	**34**
Natural resources	14
Air & water quality & use, energy, Solid waste	20
Civic Engagement	**17**
Total	**202**

core indicators

Another frequently asked question is: "What are the most commonly used indicators across projects?" There has been an interest in determining if there are core indicators commonly used across the regions, so that they might be aggregated as measures to track statewide progress and comparative regional progress.

The simple answer is that there are indicator areas that are used by almost all the projects (16 of 202), and there are many others that are less frequently used. However, some of the less frequently used indicators are available across all regions of the State; they are just not used by all the projects. Examples of less frequently used indicators include teenage pregnancy birth rates and infant low birth weight rates.

Some indicators are new and have been pioneered by the projects, developing new methodologies and/or using new data sources, including customized surveys. These types of indicators tend to address emerging issues of concern, such as childhood obesity, pediatric asthma, and school readiness. Other indicators reflect local conditions, like the risk of flood hazard for the Sacramento region, and the health of natural resources such as the San Francisco Bay, Lake Tahoe, and Mono Lake.

Table 5 below summarizes the indicator areas that are most frequently used in the Regional Indicator reports, determined by eight or more of the 13 projects using the same type of indicator. It should be remembered that the data sets reflect potentially different time points and data sources. Any discussion of common core indicators needs to review all the indicators sets and data sources to see where data availability and consistency reside. (The Addendum and individual indicator reports contain the detail on data sources, time points, and methodologies used for each type of indicator.)

This is especially important if people in the field explore the potential to develop a region-based statewide indicator report. At present there are not enough "core" indictors in use across the regional reports to build up to a region-based state report. That does not mean that certain data elements are not available across the regions. For example, the California Institute for County Government (CICG), a collaboration between California State University, Sacramento and the California State Association of Counties (CSAC), publishes a county fact book with information on a wide range of demographic, economic, social, environmental, and civic engagement indicators.

Some next step questions for a statewide report then become: how should the regions be organized geographically, which of the data sets are most important for a statewide report, who decides what the data sets should be, what else needs to be added - especially from the regional reports, and what would it take, in time and resources, to add other indicators?

table 5
most commonly used - "core"- indicators
by types of data sets

indicator	data set
Demographic	Population trends, ethnic diversity & age
Economic	-
Business Vitality	-
Employment and income	Employment & labor force trends, job growth/loss by sector/cluster, wages, unemployment rate, household income, income distribution/disparity
Technology & innovation	-
Working Landscapes	-
Housing & urban land use	Urban footprint (extent of urbanization, population density, efficient land reuse, land conversion)*, housing affordability
Transportation & mobility	Average commute time, speed
Social	
Education & training	Student/school academic performance
Young children & families	-
Health, human services & public safety	Violent & property crime/arrest rates
Environmental	
Air & water quality & use, energy, Solid waste	Bad air days
Natural resources	Urban footprint – (urbanization, etc.)*
Civic Engagement	Voter participation rates

* same indicator for both areas

new or unusual indicators

Regional Indicator projects are an evolving field of practice, both from a technical standpoint and from a community development perspective. In the initial phase of a project, the focus is most often on creating the team that will lead and advise the process, selecting the indicators, assessing their meaning, communicating the findings to the community, and engaging leadership in next steps. A difficult element is determining which indicators will constitute the baseline for future tracking of progress and emerging challenges.

Once a report is published, there is the opportunity to see how relevant and useful the indicators are, to identify emerging issues, and to engage new community partners who can help broaden the understanding of issues. During this process, the learning from the previous indicator report influences the next cycle of the update in a variety of ways, including the development of specialized topic reports (such as on workforce, immigration, or infrastructure), and the development of new indicators and analytic methodologies.

Reflecting the "bottoms-up" nature of the projects, reports often contain customized indicators for specific local or regional conditions and characteristics. This is most clearly seen with economic indicators and natural resources indicators. For example, rural areas have indicators that relate to important economic activities associated with agriculture, fishing, timber, and other resource-related functions. Natural resource indicators reflect geographic differences.

Table 6 following illustrates some of the newest indicators developed by Regional Indicator projects and some unusual customized indicators. The newest indicators tend to be developed by the projects that have been through several planning cycles, such as Joint Venture: Silicon Valley Network, the Orange County Indicators Project, and the Santa Barbara Region Community Economic Project, or new projects such as the Regional Civic Alliance of Ventura County that have taken advantage of the learning curve of other indicator projects.

It should be noted that the San Diego Indicators report, *Indicators of Sustainable Competitiveness, San Diego Region*, is a somewhat different type of report. This Project developed indices to benchmark the region against other regions, for Economic, Environment and Equity elements. This includes a new and innovative indicator – the Balance Element – to test and tract the conceptual underpinning of the project, which is that sustainable regional prosperity requires that the 3 E's be in balance or regional competitiveness suffers. There is a Competitiveness Index based on this concept. The report was sent to contacts in competitor regions for review, with some interesting feedback provided about the methodology and specific data elements, which will be incorporated into the next San Diego report.

table 6
new or unusual indicators
by type of indicator and region

indicator	new/unusual indicator	project
Demographic	- Domestic migration flows	- Silicon Valley
Economic		
Business Vitality	- Demand for downtown office space	- Sacramento
Employment and income	- Structural analysis of economy using NAICS data - Living wage income - Value added per employee	- Silicon Valley - Bay Area - Silicon Valley
Technology & innovation	- E-commerce, domain name concentration - Technology-related degrees	- Orange County - Silicon Valley, Orange County
Working Landscapes	- Organic agricultural production - Agricultural water use	- Central "Great" Valley - Central "Great" Valley
Housing & urban land use	- Urban footprint mapping - New jobs/housing near transit - Brownfields - Homelessness - Building permits in urban core	- Bay Area, Santa Barbara - South Coast, Sacramento - Silicon Valley, Tri Valley - Bay Area, Gateway Cities - Bay Area, Orange County - Sacramento
Transportation & mobility	- Access to jobs by transit - Capital outlays for infrastructure - Report card on infrastructure	- Sacramento - San Diego - Orange County
Social		
Education & training	- Match of graduates to employer demand - School Capacity - Music/arts education to new state standards	- Silicon Valley, Orange County - Tri-Valley - Silicon Valley
Young children & families	- Child obesity - Pediatric Asthma - School readiness	- Orange County, Ventura - Central "Great" Valley, Silicon Valley, Orange County - Ventura, Silicon Valley
Health, human services & public safety	- Life satisfaction/community well-being	- Humboldt County
Environmental		
Air & water quality & use, energy, solid waste	- Water recycling - Health of San Francisco Bay	- Central "Great" Valley - Bay Area
Natural resources	- Ocean Fishery Health - Sierra fire hazard	- Ventura County - Sierra Nevada
Civic Engagement	- Non-profit giving	- Santa Barbara/South Coast

information we'd like to have

Indicators provide a window onto important community issues, but the data is not always available, affordable, or technically easy to come by. The Ventura County Civic Alliance calls this the N^{th} Domain – "What we wish we could know today." Several Indicator projects have identified areas for future information and are working to develop data sources or methodologies. Some areas where better information is desired or research is underway:

- School readiness
- Genuine Progress Indicator
- Neighborhood integrity/gentrification
- Profitability of farming – net return to farmers
- Application rates of most toxic pesticides
- The number of people who understand how tax revenues flow
- Match between education and job training and employers' workforce needs
- Arts/music programs in elementary and secondary school
- "Motel" families – single parent families living in motels due to lack of affordable housing

Developing an accurate measure of school readiness is an area that would benefit from increased collaboration with the First Five Commissions. Ongoing research is occurring in the Silicon Valley, where a coalition of the First Five Commissions, children's organizations, community foundations, and others is exploring and testing ways with the Joint Venture: Silicon Valley Network Index project to develop an effective measure. Working within and across regions and systems could further advance the ability to measure such an important but complex issue.

Organizing the field of practice for networking, collaboration, and capacity building is a rich opportunity for furthering the N^{th} Domain.

iv. indicator subject area matrices

This section of the report presents detailed matrices with the types of data sets used by Regional Indicator projects for each of the 13 domain areas, organized under five main types of indicators: demographic, economic, social, environmental, and civic engagement. The matrices illustrate which regional projects are using a specific type of indicator. The domain areas are:

- Demographic
- Economic
    - Business Vitality
    - Employment and Income
    - Technology and Innovation
    - Working Landscapes
    - Housing and Urban Land Use
    - Transportation and Mobility
- Social
    - Education and Mobility
    - Young Children and Families
    - Health, Human Service and Public Safety
- Environmental
    - Air and Water Quality/Use, Energy, Solid Waste
    - Natural Resources
- Civic Engagement – Citizenship, Community Participation and Culture

Data sets are grouped together for indicators that address a specific topic or issue. As noted earlier in the report, the number of indictor areas totals approximately 200, but there is a great deal more variability within indicator areas than this number suggests. Some indicators have only one data set, but others have several different data elements or ways the information is calculated and displayed, demonstrating the variety of information and perspective used in reporting on a particular subject. Some are straightforward presentations of data sets and others are indexed or are presented with greater detail. Some data sets present additional information by age or ethnicity.

Sometimes the information is presented for the overall region only, and sometimes it is disaggregated for counties, cities, school districts, and so forth. Some prefer to keep the data at an aggregated level when it is important to maintain a "Regional Identity" and keep people focused on working at the regional level. Some county level reports address only the county level, while others include information for cities or school districts at the sub-regional level. Increasingly, there are certain data sets that are disaggregated to illustrate disparities within the region, such as with school/student performance.

As an example of the variability across regions, in the six-county Sacramento region, information from the Valley Vision *Quality of Life Index* is aggregated to the regional level. In other reports, such as the Bay Area Alliance for Sustainable Development's *Bay Area Indicators: A Sustainable Development Progress Report* for the nine counties, information is sometimes presented at the county level so that regional disparities are seen. Sometimes desired data is not available at a sub-regional level, and is a target for future work. The

challenge is always to present relevant information in a clear and easily understood manner, while covering the issue in sufficient depth.

The matrices for each domain area that follow include an overview of key highlights for each area. This analysis is a first step in developing a useful typology for cross-referencing and organizing the information. Cataloguing the indicators by data sources, time frames, and analytic methodologies are areas for future work, as well as determining best approaches to sorting overall. There are a few data sets that are included in more than one matrix due to their relevance to more than one topic. These are noted in the introduction to each section.

demographic indicators

This information is most often presented in the introduction section of the Community Indicator reports. There are six general categories of indicators in this section. While the level of analytic depth varies, this is the place where demographic shifts over the past ten years have been noted, with California becoming the first majority-minority state. These shifts have profound implications for our future, including major challenges for infrastructure capacity, land use, environmental quality, and access to opportunity. Ethnic diversity, along with age and gender changes and projections are a highlight. Population density relates to the Economic Indicator domain area of housing and urban land use issues and is included in that matrix as well as under "Urban Footprint." Educational attainment is also included under the Social Indicators – education and training matrix.

Some of the RC projects do not include much demographic information in the reports, but supplement with information from other sources or reports, such as other Council of Government reports. Here are some the key highlights of this information:

- California's regions are in great transition demographically
- Diversity is increasing, which is both a challenge and an opportunity
- In most regions, both youth and older populations will be increasing
- There is geographic segregation at the municipal level within regions, leading to disparities in income, access to jobs, affordable housing, and quality education

1 - demographic indicators

Demographic Indicator	Bay Area	Central "Great" Valley	Gateway Cities	Humboldt County	Orange County	Sacto Area	San Diego	San Fernando Valley	S.Barbara (S. Coast)	Sierra Nevada	Silicon Valley	Tri-Valley	Ventura County
1. Population trends		X	X		X	X		X	X	X	X		X
2. Components of change (migration, natural increase)					X			X		X	X		X
3. Ethnicity & Age/Diversity		X	X		X	X			X	X	X		X
4. Density	X		X		X	X		X					X
5. Domestic migration flows		X									X		
6. Educational attainment			X		X		X				X		X

economic indicators

This section has the greatest number of indicator categories, 87 indicators overall within six subject areas – Business Vitality, Employment and Income, Technology and Innovation, Working Landscapes, Housing and Urban Land Use, and Transportation and Mobility. These subject areas are grouped together because they show the interrelationships of housing, land use, mobility for people and products, access to jobs, job growth and quality, income and poverty, and aligning workforce demand with future employer needs.

These indicators are sorted differently in individual RC reports. For example, housing is sometimes an economic indicator and sometimes a social equity indicator. Many of the Working Landscape indicators relate to agriculture, which is sometimes treated as a separate domain and sometimes in environmental indicators. They are included here to distinguish them from other types of natural resources and to emphasize their economic importance to many regional economies. There also is a great deal of diversity in how many of the employment and industry sector indicators are treated. Some are at fairly general levels, while others focus on detailed analysis of industry clusters (technology and non-technology) and areas for greatest business, job and wage growth.

The following economic indicators are included in more than one matrix: technology-related degrees (also in the Social Indicators – Education and Training matrix) acres of open space/protected open space (housing) (also in Environmental Indicators – Natural Resources matrix), Urban Footprint (housing) (also in Demographic Indicators matrix), homelessness (housing) (also in Social Indicators – Health Human Services and Public Safety matrix), gasoline consumption (transportation) (also in Environmental Indicators – for Energy), and new housing and jobs within a ¼ mile of transit – (both Housing and Transportation matrices).

Some key highlights:

- Industry clusters, technology and non-technology, are increasingly the focus for understanding the changing structure of the regional economy and opportunities for quality job and income growth
- There is a great deal of concern about concentrations of poverty and income disparities within and across regions
- Some of the newer indicators are in the Technology & Innovation and Housing & Land Use realms
- Technology and Innovation are key for productivity and prosperity improvements
- Agriculture and other working landscapes are vital to many regional economies and are at risk in many areas which are urbanizing; there is growing emphasis on high value products and reducing negative environmental impacts
- There is great concern for using and reusing scarce land resources more efficiently, a better balance between jobs and housing, greater housing choice and affordability, reducing sprawl, and creating more livable communities
- Other new housing indicators are focusing on emerging issues of overcrowding and homelessness

2 - economic indicators for business vitality

Economic Indicator	Bay Area	Central "Great" Valley	Gateway Cities	Humboldt County	Orange County	Sacto Area	San Diego	San Fernando Valley	S.Barbara (S. Coast)	Sierra Nevada	Silicon Valley	Tri-Valley	Ventura County
1. Gross metropolitan/county product	X				X		X						X
2. Net new business formations, growth rate in number of firms (technology cluster & non-technology), cluster vs. all business start-ups, by size of firm		X				X	X			X		X	
3. Corporate headquarters		X				X					X		
4. Index of economic activity				X									
5. Business confidence/optimism					X				X				
6. Consumer confidence				X	X								
7. Commercial/industrial building permits, valuation		X								X			
8. Commercial office space/industrial vacancy & lease rates, demand for downtown office space			X			X		X	X		X		
9. Tourism spending/payroll				X	X					X			
10. Trade exports (overall, by sector, by destination, by value)					X	X	X						
11. Retail sales by sector			X										
12. Consumer Price Index							X						
13. Transient occupancy (tourism) tax collected										X			
14. County tax revenues, per capita	X												
15. State & local finances (per capita property tax allocation)					X						X		

3 - economic indicators for employment & income

Economic Indicator	Bay Area	Central "Great" Valley	Gateway Cities	Humboldt County	Orange County	Sacto Area	San Diego	San Fernando Valley	S.Barbara (S. Coast)	Sierra Nevada	Silicon Valley	Tri-Valley	Ventura County
1. Job growth/labor force growth/employment trends overall (high & low paying industries), labor force participation rate		X	X		X		X	X	X	X	X		X
2. Employment by sector/industry cluster (technology/non-technology), public/private sector (top sectors by gain/loss) (by city)			X	X		X	X			X	X		X
3. Job growth (loss) by sector/industry cluster (technology/non-technology), diversification		X	X		X	X	X		X	X	X	X	X
4. Shift from goods producing to services producing sectors, shift in economic structure			X							X	X		
5. Occupational data			X										
6. Workforce concentration/size of firm					X					X			
7. Average hourly/annual wages (also for farm workers compared to other workers), growth in real wages (clusters vs. non-clusters, technology vs. non-technology)		X			X	X	X		X		X	X	X
8. Job quality & opportunity - clusters with highest annual wages, higher average industry salaries					X	X	X		X	X		X	X
9. Value added per employee											X		
10. Unemployment rate (seasonal)	X	X	X		X		X	X		X			X
11. Local jobs for residents												X	
12. Per capita income	X		X	X	X		X			X	X		
13. Average/median household/family income	X	X	X			X	X	X	X		X		X
14. Living wage income (hourly wage required for self-sufficiency, jobs paying self-sufficiency wage)	X												
15. Sources of personal income (wages as %)										X			
16. Income distribution/disparity (gap between rich and poor)	X			X	X	X	X	X		X	X		X
17. Poverty (adult/children/families/seniors) (geographic concentration)	X	X		X	X					X	X		X

4 - economic indicators for technology & innovation

Economic Indicator	Bay Area	Central "Great" Valley	Gateway Cities	Humboldt County	Orange County	Sacto Area	San Diego	San Fernando Valley	S.Barbara (S. Coast)	Sierra Nevada	Silicon Valley	Tri-Valley	Ventura County
1. Venture capital funding (share of gross metropolitan product), investments by cluster					X	X	X				X		
2. Initial public offerings, by industry cluster							X						
3. Patenting activity, by industrial cluster, by patent holders						X	X						
4. Research & development expenditures							X						
5. New business starts, industry clusters						X						X	
6. Gazelle companies (fast-growth companies with high levels of innovation)											X		
7. Internet usage, by cultural & ethnic groups		X			X								
8. K-12 students per computers, classrooms with internet access					X					X			
9. E-commerce (business presence on internet)					X								
10. Domain name concentration (dot.com)					X								
11. Investment in high-speed internet infrastructure										X			
12. Technology-related degrees conferred by local universities					X						X		

5 - economic indicators for working landscapes

Economic Indicator	Bay Area	Central "Great" Valley	Gateway Cities	Humboldt County	Orange County	Sacto Area	San Diego	San Fernando Valley	S.Barbara (S. Coast)	Sierra Nevada	Silicon Valley	Tri-Valley	Ventura County
1. Number of crop producing acres, acreage of grapes & other high value crops, timber				X		X				X		X	X
2. Crop value/% of total economy/crop value per acre, timber harvest		X				X							X
3. Land value (tree crop, row crop)													X
4. Cattle production/value										X			
5. Organic agricultural production		X											
6. Commodities, export markets		X											
7. Employment/earnings in agriculture and other natural resources including fishing & timber		X		X		X			X	X			X
8. Contribution to jobs & income overall		X											
9. Pesticide use in agriculture		X							X				
10. Annexation/conversion of farmland to other uses		X											
11. Prime farmland/grazing land as source of urbanized land		X											
12. Acres of open space/protected open space (includes farms as well as major protected habitats), land at risk, land trust holdings	X	X				X			X		X	X	X
13. Acres enrolled in Williamson Act										X			
14. Soil drainage capacity		X											
15. Agricultural water use		X											
16. Land ownership pattern										X			

6 - economic indicators for housing and urban land use

Economic Indicator	Bay Area	Central "Great" Valley	Gateway Cities	Humboldt County	Orange County	Sacto Area	San Diego	San Fernando Valley	S.Barbara (S. Coast)	Sierra Nevada	Silicon Valley	Tri-Valley	Ventura County
Land Use:													
1. Urban footprint – extent of urbanization, population density, rate of undeveloped land conversion for urban uses, efficient land reuse	X	X	X	X	X	X		X	X		X	X	X
2. Housing/Jobs within ¼ mile of transit											X	X	
3. Brownfields	X		X										
Housing:													
4. Growth of households/housing stock, housing quality, tenure (owner vs. renter-occupied units) (by city), home ownership rate	X	X	X				X					X	X
5. Residential building permits/approvals, permits in the urban core/residential density of new units		X	X			X				X	X	X	
6. Affordability Index (% who can purchase median-priced home, households spending 35%+ on housing, income required for median priced home), median home price/value	X	X	X	X	X	X	X	X	X	X	X		X
7. Rental Affordability Index (by income, households spending 30-35%+ on housing), rental rates, vacancy rates, hourly wage needed			X		X	X			X	X	X	X	X
8. New low & moderate-income housing units (built/approved)											X	X	
9. Overcrowding					X			X					X
10. Homelessness	X				X								X
11. Jobs/Housing Balance/Demand – new jobs created per housing permit/built, (imbalance within region)	X				X	X						X	

7 - economic indicators for transportation & mobility

Economic Indicator	Bay Area	Central "Great" Valley	Gateway Cities	Humboldt County	Orange County	Sacto Area	San Diego	San Fernando Valley	S.Barbara (S. Coast)	Sierra Nevada	Silicon Valley	Tri-Valley	Ventura County
1. Growth in vehicle miles traveled, new lane-miles, population, number of cars	X				X				X	X			X
2. Levels of service, key intersections								X				X	
3. Vehicle hours of delay per congested freeway mile/Roadway Congestion Index						X	X					X	
4. Gasoline consumption	X										X		
5. Average commute time/commute speed	X	X	X		X		X		X			X	X
6. Primary mode of commuting to work (alone, walk, bike, transit, carpool, etc.)	X				X	X			X		X	X	X
7. Access to jobs by transit						X							
8. Transit ridership (passenger bus, commuter rail, demand response)		X			X		X		X		X	X	X
9. Transit system operating costs per boarding, bus boardings & system expenditures per capita, demand response service					X								X
10. Increase in rail network											X		
11. New housing units and new jobs within ¼ mile of rail stations or major bus corridors											X	X	
12. Incentives for transit-oriented development											X		
13. Capital facilities investment in air transport, sea & inland ports, highways, mass transit							X						
14. "Report card" on aviation and transportation infrastructure systems					X								
15. Passenger traffic at commercial service airports		X											
16. Freight (goods) traffic			X										

social indicators

Overall, there are 58 indicators included in three areas: Education and Training, Young Children and Families, and Health, Human Services, and Public Safety. These areas too are linked with progress in other areas. Education and Training help prepare youth and adults for successful working careers and providing companies with the skilled workers they need to compete in a global economy. The ability of families and communities to provide a strong foundation for children is linked to educational and employment opportunities, income that can adequately support families, affordable and accessible housing and health, and a safe and healthy environment.

The Young Children and Families matrix was developed to illustrate the opportunity for enriching these indicators through collaboration with the First Five Commissions. The Orange County Community Indicators report has the richest array of indicators in this area, because of the partnership with the Orange County Children and Families Commission as project director. The first school readiness indicator was developed by Joint Venture: Silicon Valley Network in collaboration with area First Five Commissions, community foundations, and other organizations working on a Children's School Readiness Project.

As noted previously, there are some indicators that are included in other matrix areas. In addition, cancer risk from toxic air pollution exposure is included in the Environmental Indicators matrix for Air Quality.

Some key highlights:

- There are significant disparities in student/school performance for K-12, SAT scores, and graduates meeting the requirements for the CSU/UC system, both within and across regions
- English learners are an area of focus
- There is an increasing emphasis on tracking students for math, science and technology courses and degrees, especially to match the projected needs of growth areas in key sectors and clusters
- Childhood poverty is a continuing area of concern
- New indicators are focusing on children's health issues, especially obesity and asthma in low income and minority communities, which are linked to other factors
- Latinos in particular have challenges with access to and quality of health care, cultural and language sensitivity, teenage pregnancy, and higher incidences of communicable diseases
- There has been progress in several areas of health and public safety, but homelessness is increasing, as is dependency on social programs at a time when non-profits are experiencing funding challenges

8 - social indicators for education & training

Social Indicator	Bay Area	Central "Great" Valley	Gateway Cities	Humboldt County	Orange County	Sacto Area	San Diego	San Fernando Valley	S.Barbara (S. Coast)	Sierra Nevada	Silicon Valley	Tri-Valley	Ventura County
1. School readiness/% in pre-school							X				X		
2. K-12 school capacity, class size, ethnic diversity; student/teacher ratio (also includes class size & ethnic diversity), % attending public school			X							X		X	X
3. SAT performance of students, School Academic Performance Index, Similar School Rank	X		X		X	X		X	X			X	X
4. 10^{th}-11^{th} grade students in intermediate algebra											X		
5. English learners (reading scores, proficiency)					X	X		X			X		X
6. Expenditures for public school students	X		X	X									X
7. K-12 students per computer/classrooms with internet access					X					X			
8. School districts aligning music/visual arts education with new State standards											X		
9. SAT score performance (by ethnic group)		X		X	X				X	X			
10. High school seniors taking the SAT (by ethnic group, school district)		X							X	X			
11. High school drop out/attrition rate, graduation rate		X	X		X	X					X		X
12. Graduates who meet UC/CSU course requirements, representation at U. of California, Community College		X	X		X	X					X		
13. Technology & math/science related degrees (gender, race/ethnicity), degree subject shifts					X						X		
14. # of Higher Ed institutions, rank of students in Higher Ed, degrees awarded							X						
15. Educational attainment levels of adults			X		X		X				X		
16. Education/training required for jobs in fastest-growth occupations					X						X		
17. Workforce supply/demand assessment with entering workforce					X								
18. Enrollment in Community College Adult Ed									X				
19. Adult literacy skills										X			

9 - social indicators for young children and families

Social Indicator	Bay Area	Central "Great" Valley	Gateway Cities	Humboldt County	Orange County	Sacto Area	San Diego	San Fernando Valley	S.Barbara (S. Coast)	Sierra Nevada	Silicon Valley	Tri-Valley	Ventura County
1. Child care quality, affordability, availability					X	X					X		X
- average child care cost per year, infant & pre-school, licensed child care centers & family care centers					(X)	(X)							(X)
- accredited early care and education centers, demand/unmet need					(X)								(X)
- child care costs vs. household income/capacity, child care worker pay					(X)	(X)							
- child care provider education level											(X)		
2. Early pre-natal care (by race and ethnicity)		X			X				X				
3. Teenage pregnancy birth rate (by ethnicity)		X	X						X	X			
4. Low birth weight infants		X				X		X			X		
5. Death rate for young children, infant mortality, causes of death		X			X				X				
6. Child immunization rates, and diseases		X			X						X		
7. Pediatric asthma – new diagnosis, prevalence		X			X						X		X
8. Childhood obesity					X								X
9. Percent of children eligible for free or reduced price school lunches					X	X			X				
10. Children living in poverty		X		X						X			
11. Homeless families with children					X								
12. Health insurance coverage (children specifically)	X	X											X
13. Children removed from home (child abuse & neglect)/cases reported to Child Welfare Services				X	X				X				
14. Elementary school capacity												X	
15. Percent of 3 & 4 year olds enrolled in early childhood education programs							X						
16. School readiness											X		

10 - social indicators for health, human services and public safety

Social Indicator	Bay Area	Central "Great" Valley	Gateway Cities	Humboldt County	Orange County	Sacto Area	San Diego	San Fernando Valley	S.Barbara (S. Coast)	Sierra Nevada	Silicon Valley	Tri-Valley	Ventura County
1. Health insurance coverage	X	X			X	X	X		X				X
2. Dental insurance		X											
3. Health status (mortality rates, causes of death, communicable diseases, chronic diseases, suicide rate)		X	X	X	X			X	X	X			
4. Mental health status/needs/assistance					X				X				
5. Obesity									X				
6. Tobacco use/teen smoking		X							X				X
7. Number of hospital beds per 1000 residents/number of persons per physician		X					X			X			
8. Domestic violence		X		X					X				X
9. Senior wellbeing, adult abuse, fatal & non-fatal falls, disabilities, influenza immunization rates		X			X								
10. Major public assistance program caseloads					X								
11. Charitable support for social services													X
12. Homelessness/greatest needs by homeless shelter occupants	X				X								X
13. 911 emergency assistance calls													X
14. Police/fire emergency response times, law enforcement per capita, fire class ratings		X						X					X
15. Violent & property crime/arrest rates	X	X	X	X	X	X	X	X	X	X	X		X
16. Rape/sexual assault rates									X				
17. School crime		X											
18. Juvenile felony arrests		X			X				X		X		X
19. Gang-related homicides					X								
20. Hate crimes, workplace discrimination		X			X								
21. Alcohol/drug-related arrests & treatment rates/alcohol consumption		X			X				X				
22. At risk from major flood event						X							
23. Cancer risk from toxic air pollution exposure			X		X								

environmental indicators

There are 34 indicators in the area of environmental quality. However, as noted, many of the indicators that may be included in this realm in individual RC reports are grouped in other indicator areas for this typology. Rather than limiting the importance of the environmental element, this approach underscores the linkage of the environment with other elements. Many of the indicators in this section relate to specific environmental resources such as Lake Tahoe, Mono Lake, and the San Francisco Bay.

This is a challenging area because information for many of the indicators is not available from standardized state sources, as are some of the health and education indicators, and because they must be science-based and the "region" often does not conform to data collection jurisdictions (like cities and counties). As an example, information relating to land use, such as amount of protected open space, depends on local inventories and capacity to collect and aggregate data to the appropriate regional level. Natural systems are also complicated and are sometimes more difficult to track over time, and environmental trends often require longer timelines to detect changes.

Health in this realm relate to outcomes in other areas. For example, adequate infrastructure for stormwater runoff and water treatment systems reduces the number of beach closures, which in turn affects public health and the tourist economy. Agricultural and other practices impact water quality and safety, and increased commute times and gasoline consumption affect air quality.

Indicator outcomes are also affected by other factors that must be accounted for in the analysis. For example, a drought year may cause a problem for water supplies, but could lead to increases in conservation and reductions in the number of beach closures (due to less storm runoff).

Other key highlights:

- There is great concern about the health of the natural systems and our use of resources
- The true costs ("externalities") of environmental degradation are lacking
- Air quality is a core concern, even with improvements in the number of "bad air days" - there is increasing attention to the components contributing to air pollution, the link with land use and location of jobs and housing, and the health effects, especially on children
- Other than for waste recycling, there are few indicators in use for other natural resources, including water and energy conservation, and water recycling
- More efficient use of urban lands or greenspace would reduce pressure on open space resources
- Water supply and demand is a difficult area to measure but a critical element for future consideration

11 - environmental indicators for natural resources

Environmental Indicator	Bay Area	Central "Great" Valley	Gateway Cities	Humboldt County	Orange County	Sacto Area	San Diego	San Fernando Valley	S.Barbara (S. Coast)	Sierra Nevada	Silicon Valley	Tri-Valley	Ventura County
1. Urban footprint – extent of urbanization, population density, rate of undeveloped land conversion for urban uses, efficient land reuse	X	X	X	X	X	X		X	X		X	X	X
2. Natural habitat– acres of protected open space (parklands, land trusts including agricultural lands, major protected habitats owned by conservancies), (inside/outside growth boundaries), habitat restoration programs	X	X			X	X					X		X
3. Natural habitat – unprotected acres (by habitat type for oak woodlands and low elevation riparian areas in the Sierra)	X				X	X				X			X
4. Habitat conservation plans		X											
5. Wetlands inventory		X											
6. Parks & open space per person					X				X				
7. Connected open space (miles of regional trails, bikeways)					X							X	
8. Private & public land ownership pattern										X			
9. Endangered, threatened bird species/habitat		X							X				X
10. Endangered, threatened overall species/habitat, mammals, and plants		X		X						X			
11. Remaining old-growth forest										X			
12. Ocean fisheries health													X
13. Fire hazard										X			
14. Flood prone areas						X							

12 - environmental indicators for air and water quality/use, energy, solid waste

Environmental Indicator	Bay Area	Central "Great" Valley	Gateway Cities	Humboldt County	Orange County	Sacto Area	San Diego	San Fernando Valley	S.Barbara (S. Coast)	Sierra Nevada	Silicon Valley	Tri-Valley	Ventura County
1. Days in violation of federal/state air quality standards, bad air days, ozone exposure	X	X	X	X	X	X	X	X	X			X	X
2. Emissions of particulate matter/nitrogen oxide/diesel	X	X	X	X						X			
3. Cancer risk from air pollution, businesses releasing toxic air pollutants			X		X				X		X		
4. Carbon monoxide emissions & hydrocarbons	X	X											
5. Gasoline consumption	X										X		
6. Per capita water usage, urban water usage	X	X			X		X	X	X				
7. Agricultural water use		X											
8. Water supply (by source), demand		X			X				X				
9. Water recycling		X											
10. Quality of rivers & streams (impairment), lakes, reservoirs (surface water), watersheds		X		X		X	X		X	X			
11. Ground water & drinking water quality/levels of MTBE in excess of state standards				X		X	X						X
12. Ocean water quality, beach closures/causes					X				X				X
13. Unauthorized waste discharges					X								
14. Capital outlays for water utilities/sewer/waste							X						
15. Mono Lake level, Lake Tahoe clarity										X			
16. Ecological health of San Francisco Bay (toxic & biological contaminants)	X												
17. Pesticide use		X							X				
18. Electricity & gas use, per capita/total	X	X											X
19. Solid waste generated/recycled/diversion	X	X			X	X			X				X
20. Household hazardous waste collected					X								

civic engagement indicators

This is the fourth and complementary "E," which measures the health of civic life and culture. There are 17 indicators in this realm for citizenship, community participation, and culture. While indicators like voter participation of registered voters has been a core indicator for several years, newer indicators measure household giving, volunteerism, involvement in community activities, religious organizations, and other organizations, as well as funding for the arts, activities of charitable organizations, and residents' sense of community wellbeing.

Some key highlights:

- There has been a continuing decline in the participation of registered and eligible voters in recent elections
- Most residents report general satisfaction with life in the regions, but greater dissatisfaction with how things are going at the state level
- Libraries are an important element of the community's social fabric
- Indicators are beginning to look at the diversity and representation of elected officials
- Some indicators for community participation spiked up after the events of September 11th

13 - civic engagement indicators – citizenship, community participation & culture

Civic Engagement Indicator	Bay Area	Central "Great" Valley	Gateway Cities	Humboldt County	Orange County	Sacto Area	San Diego	San Fernando Valley	S.Barbara (S. Coast)	Sierra Nevada	Silicon Valley	Tri-Valley	Ventura County
1. Voter participation of registered/eligible voters	X	X		X	X	X			X	X	X		X
2. Household giving and individual volunteerism, value of household charitable donations		X		X	X				X		X		
3. Formal civic/neighborhood involvement, service club membership, PTA membership, League of Women Voters		X		X	X								
4. Religious congregations/organizations & involvement		X		X	X								X
5. Youth organizations		X											
6. Share of non-profits' contributed income that comes from corporations											X		
7. United Way giving									X				
8. Public charities & their financial support & charitable purposes, per capita grants		X							X				X
9. Clients served by non-profits, financial condition, support for social services									X				X
10. Sense of community wellbeing (region, state)				X	X								
11. Residents' attitudes about major institutions (trust)					X								
12. Representation in elected office, diversity of officials	X	X											
13. Library card holders, use of public library resources, spending on public libraries		X				X			X				X
14. Arts, cultural and humanities organizations		X											
15. Funding for the arts, applications for funding						X				X			
16. Performing arts attendance at major venues, programs offered, recreational/cultural venues									X				X
17. Census response		X											

The Ahwahnee Principles

for Resource-Efficient Communities

The Ahwahnee Principles for Resource-Efficient Communities, written in 1991 by the Local Government Commission, paved the way for the Smart Growth movement and New Urbanism.

These principles provide a blueprint for elected officials to create compact, mixed-use, walkable, transit-oriented developments in their local communities. Cities and counties across the nation have adopted them to break the cycle of sprawl.

If you like the newly emerging downtowns across the nation – full of people, activities and great public spaces – that's the Ahwahnee Principles in action.

Since then, the Ahwahnee Principles for Economic Development in 1997 and the Ahwahnee Water Principles in 2005 have been developed to complement this pioneering vision.

■ *The authors of the Ahwahnee Principles include: Peter Calthorpe, Michael Corbett, Andres Duany, Elizabeth Moule, Elizabeth Plater-Zyberk and Stefanos Polyzoides, with editors: Peter Katz, Judy Corbett and Steve Weissman.*

■ **www.lgc.org/ahwahnee/principles.html**

Local Government Commission

The Ahwahnee Principles

Preamble

Existing patterns of urban and suburban development seriously impair our quality of life.

The symptoms are: more congestion and air pollution resulting from our increased dependence on automobiles, the loss of precious open space, the need for costly improvements to roads and public services, the inequitable distribution of economic resources, and the loss of a sense of community.

By drawing upon the best from the past and the present, we can plan communities that will more successfully serve the needs of those who live and work within them. Such planning should adhere to certain fundamental principles.

Community Principles

1 All planning should be in the form of complete and integrated communities containing housing, shops, work places, schools, parks and civic facilities essential to the daily life of the residents.

2 Community size should be designed so that housing, jobs, daily needs and other activities are within easy walking distance of each other.

3 As many activities as possible should be located within easy walking distance of transit stops.

4 A community should contain a diversity of housing types to enable citizens from a wide range of economic levels and age groups to live within its boundaries.

5 Businesses within the community should provide a range of job types for the community's residents.

6 The location and character of the community should be consistent with a larger transit network.

7 The community should have a center focus that combines commercial, civic, cultural and recreational uses.

Regional Principles

1 The regional land use planning structure should be integrated within a larger transportation network built around transit rather than freeways.

2 Regions should be bounded by and provide a continuous system of greenbelt/wildlife corridors to be determined by natural conditions.

3 Regional institutions and services (government, stadiums, museums, etc.) should be located in the urban core.

4 Materials and methods of construction should be specific to the region, exhibiting continuity of history and culture and compatibility with the climate to encourage the development of local character and community identity.

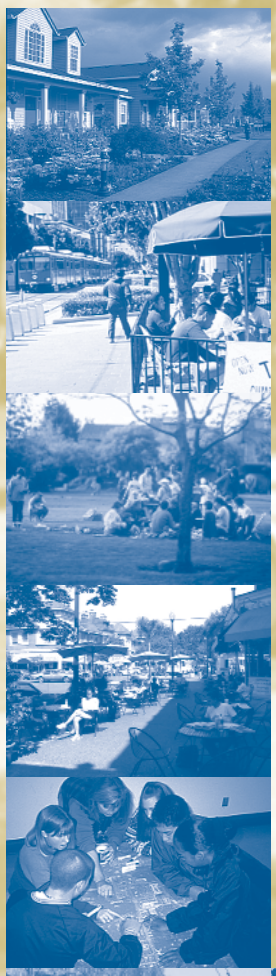
for Resource-Efficient Communities

8 The community should contain an ample supply of specialized open space in the form of squares, greens and parks whose frequent use is encouraged through placement and design.

9 Public spaces should be designed to encourage the attention and presence of people at all hours of the day and night.

10 Each community or cluster of communities should have a well defined edge, such as agricultural greenbelts or wildlife corridors, permanently protected from development.

11 Streets, pedestrian paths and bike paths should contribute to a system of fully connected and interesting routes to all destinations. Their design should encourage pedestrian and bicycle use by being small and spatially defined by buildings, trees and lighting; and by discouraging high-speed traffic.



12 Wherever possible, the natural terrain, drainage, and vegetation of the community should be preserved with superior examples contained within parks or greenbelts.

13 The community design should help conserve resources and minimize waste.

14 Communities should provide for the efficient use of water through the use of natural drainage, drought tolerant landscaping and recycling.

15 The street orientation, the placement of buildings and the use of shading should contribute to the energy efficiency of the community.

Implementation Strategy

1 The general plan should be updated to incorporate the above principles.

2 Rather than allowing developer-initiated, piecemeal development, local governments should take charge of the planning process. General plans should designate where new growth, infill or redevelopment will be allowed to occur.

3 Prior to any development, a specific plan should be prepared based on the planning principles. With the adoption of specific plans, complying projects could proceed with minimal delay.

4 Plans should be developed through an open process and participants in the process should be provided visual models of all planning proposals.

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The Ahwahnee Principles for Economic Development

As the smart-growth approaches to development began taking root in the early 1990s, it became clear that a companion set of principles addressing the economic development aspects of creating more livable communities was also needed. The Ahwahnee Principles for Economic Development were adopted in 1997, a half-dozen years following the establishment of the precepts for resource-efficient land use.

Prosperity in the 21st century will be based on creating and maintaining a sustainable standard of living and a high quality of life for all. To meet this challenge, a new comprehensive model is emerging which embraces economic, social and environmental responsibility and recognizes the economic value of natural and human capital.

■ **www.lgc.org/ahwahnee/econ_principles.html**

The Ahwahnee Water Principles

Water – how we capture it, treat it, use it, control it, manage it and release it – is vital to the 36 million people who live in California and has a tremendous impact on our quality of life, local budgets and day-to-day policy-making. And as California adds another 12 million residents by 2030, water-resource challenges will be increasingly serious.

Unless we locate new growth in the right places and develop it properly, the streams, rivers and lakes that receive runoff water will become increasingly more polluted and the natural functions of watersheds that collect and cleanse our water supplies will diminish.

Adopted in 2005, the 14 Ahwahnee Water Principles – identified by water experts at the federal, state and local levels as the most effective and politically and economically viable least-cost options to help guide communities concerned about their future water supplies – can be grouped into four different categories:

1. Growing in a water-wise manner.
2. Water-friendly neighborhood/site-scale planning and design strategies.
3. Water conservation approaches to make the most efficient use of our existing water supplies.
4. A set of corollary guidelines that can help put these nine community principles into action through strategies for implementing practical steps to make the physical changes necessary to ensure water sustainability.

The California State Water Resources Control Board now promotes the principles and is using them as a way of prioritizing grants and loans to local government. The number of cities and counties adopting these principles as policy is growing every day.

■ **www.lgc.org/ahwahnee/h2o_principles.html**

editing+design: Dave Davis • Local Government Commission's Center for Livable Communities • 916 / 448-1198 • www.lgc.org

COMMUNITY VALUES OF THE FRESNO REGION: Guiding Principles for Civic Transformation

1. Stewardship
We will lead and follow as stewards of our region, caring responsibly for our community assets. We will work together to achieve the greatest, long-term benefit for the community as a whole.

2. Boundary Crossing and Collaboration
We are willing to cross political, social ethnic and economic boundaries and partner with others to achieve community outcomes. We will lead beyond the walls to create an inclusive, cohesive community through partnership and collaboration.

3. Commitment to Outcomes
We are willing to take responsibility for tasks and achieving specified outcomes. We are committed to staying involved until the tasks are completed.

4. "Art of the Possible" Thinking
We believe that anything is possible in the Fresno Region. We will envision success without limitations and then backward map a specific, attainable strategy for achieving that vision.

5. Fact-Based Decision Making
To the greatest extent possible, we will base decisions and action plans on objective data, thereby avoiding distortion of issues by personal feelings or agendas. At the same time, we seek to get to the heart of the matter and recognize that facts without context can be misleading.

6. Truth Telling
We value the empowerment of everyone involved, along with all community stakeholders, to honestly and forthrightly share all knowledge, experiences and insights relative to the work at hand. We take responsibility for ensuring our truth is current, not historical. We all share the responsibility for maintaining the truth telling standard.

7. Power Parity
We respect all persons and recognize that there are diverse viewpoints. Positional power will not determine a strategy or preferred outcome, merit will. Viewpoints from diverse constituencies will be proactively sought to ensure the best possible outcomes for the community.

8. Commitment to Resolving Conflict
Conflict is inevitable and is sometimes required in order to achieve the best outcomes possible. Healthy conflict involves valuing every individual regardless of his or her stance on a specific issue and an unwavering commitment to working through the conflict in a positive manner despite its severity.

9. Asset-Based Approach
We are focused on using a strengths-based, asset-oriented approach to people and issues. We believe that positive change occurs when we appreciate value and invest in what is best in our people and community.

10. Conflict of Interest
We agree to disclose any personal or professional conflict of interest that may affect our objectivity before engaging in work that will impact the community. We seek to avoid even the appearance of impropriety.

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