

Appendix 1: Regional Assets

San Francisco's downtown vitality relies on several regional assets that collectively ensure that it has access to the most diverse, talented, and innovative people in the world as well as thriving business networks that support a robust business support infrastructure and peer sharing that facilitate knowledge spillovers to drive innovation as well as develop markets to increase demand for products.

Regional Asset 1: Education Network

The Bay Area boasts one of the most prolific adult education systems in the world, comprised of a network of educational institutions that serve as a pipeline of talent for every kind of skill and credential businesses might require from their workforce. From pedigreed higher education institutions that attract students from around the world like Stanford, UCSF and UC Berkley to a comprehensive Sate College, Community College and workforce development system that prepares students from across the region with skills to compete in the Bay Area labor market. This network of Bay Area regional educational institutions provides ongoing education and credentials that support life long learning and continual refreshing of skills that allow individuals to ensure the relevance of their abilities in a dynamic job market. Together, these educational institutions produce one of the most productive labor forces in the world and ensure that any resident of the Bay Area has access to the training that will allow them to compete in the Bay Area's globally significant economy. In partnership with **UCSF** and using it's Anchor Institution work as a model, the Coalition will develop strong programs that leverage the hiring power of downtown to create new opportunities for meaningful careers to economically disadvantaged communities. The Regional Coalition will partner with institutions like **UCSF**, San Francisco's second biggest employer who has offices and workforce development partnerships in downtown, as well as **City College** and the **Peralta Community College** system as well as **San Francisco State** who serve a disproportionate number of first generation and low income students to offer and connect their programming and graduates to career and entrepreneurial pathways developed through the Driving Regional Economic Equity through San Francisco's Downtown Recovery projects.

Regional Asset 2: Transportation Network

The Bay Area's robust and comprehensive regional transportation network offers one of the highest value propositions to San Francisco's downtown. San Francisco's position at the tip of a peninsula within the Pacific Ocean serves as a competitive advantage but creates challenges to maintaining an adequate labor supply for San Francisco based employers. A major transit center serving thousands of regional workers, expanding ferry terminals and a world-class commuter rail allow workers, entrepreneurs and businesses from across the Bay to access downtown San Francisco. The transportation infrastructure and operators that connect the entirety of the region's labor pool to downtown allows San Francisco to meet the insatiable demand for talent and maintain its relevance as a global economy. As such, the **Metropolitan Transportation Commission (MTC)** – representing all of the region's transit operators – and **Bay Area Rapid Transit (BART)** are key coalition members to this proposal. BART alone covers 131 miles of track and 50 stations across five Bay Area counties with a total population of 6.4 million. Along with them, the coalition will work with other key transit partners such as the **Water Emergency Transportation Authority (WETA)** and the **Port of San Francisco** to ensure that the critical

Transbay services they offer are integrated into projects. Local operators such as **SMART Rail and Pathway System** in the North Bay that create access to the downtown job center from geographically remote communities will likewise support the proposal by participating in the universal pass project and also as an outreach arm for marketing the opportunities for artists and entrepreneurs created through projects such as the ground floor activations and nurturing diverse entrepreneurs.

Regional Asset 3: Office Cluster and Business Network

The San Francisco Bay Area is unique in the broad number of very specialized business organizations that we have – as well as the collaborative nature of their members and leadership, both with government and each other. These entities work constantly to support entrepreneurs looking to establish themselves in San Francisco and support the companies who have already chosen our city for their enterprises. Through the networking, educational programs, and troubleshooting and broad support these entities offer their members, they serve as central nodes within the downtown business community for members to forge connections, transfer knowledge, make deals, and develop new partnerships that drive the continued evolution and dynamism of downtown San Francisco. By partnering with entities like the **Building Owners and Managers Association (BOMA)**, the **Hispanic Chambers of Commerce of SF**, **Global SF**, **sfciti**, and **Advance SF**, the regional coalition will access the full range of downtown stakeholders – from the largest tech employers and the most influential real estate leaders to the small businesses and community-serving non-profits in order to foster partnerships and participation within projects to the benefit of all.

Appendix 2a: Industry Leadership

Leadership from private industry will be essential to the success of the **Driving Regional Economic Equity through San Francisco's Downtown Recovery** proposal and each of the projects it includes to bring downtown back. OEWD and the regional coalition members work closely with a core set of stakeholders that represent downtown and whom are invested in its success. By pursuing a collaborative approach this proposal will ensure that it is both supported and equipped to evolve and thrive in the wake of the COVID-19 pandemic. OEWD and the regional coalition will engage these and other industry leaders in all of our efforts to help downtown emerge from the pandemic as their insight will help us to design responsive programs. Below is a list of key employers that are critical to the success of downtown and our business economy.

Twitter is a globally significant technology company that maintains its first and largest office world wide in San Francisco. It has used its status as an anchor to attract economic activity to the Mid-Market neighborhood where it established its headquarters a decade ago. Twitter has worked with OEWD throughout the pandemic and most recently on projects that support the economic recovery of the Mid-Market neighborhood and create career pathways into technology jobs for low-income communities. Through its direct experience in advancing similarly geared recovery initiatives to virtually all of the projects included in this proposal, Twitter will offer invaluable insight into developing strong and effective investments that support the recovery of downtown while improving access to, and experience of, downtown by communities across the Bay Area.

Google is one of the preeminent technology companies in the world and has just expanded its presence in San Francisco. It participated on the Economic Recovery Task Force and has partnered closely with OEWD in championing recovery initiatives that benefit the most vulnerable communities hardest hit by the pandemic, including low-income workers and small food and hospitality businesses. The Grow with Google and partnerships with organizations like the Golden Gate Restaurant Association will support entrepreneurs that this proposal brings to downtown.

Salesforce is one of the largest private employers in the City of San Francisco and has supported civic and philanthropic causes throughout the Bay Area region to an unprecedented degree – focused on increasing preparation for and access to technology jobs by low income and diverse communities. As the named sponsor of the new 5-acre park developed by the City of San Francisco and the MTC through the Transbay Terminal re-build, a project that allows for efficient regional bus access to the downtown core and that created a park with a full spectrum of programming and activation in order to improve the area around the transit hub, Salesforce was a key partner in bringing the full vision of the space to life. Salesforce participated on the Economic Recovery Task Force and partners with OEWD as well as the East Cut CBD regularly in order to address the needs of its neighborhood, downtown, City, and Region through its initiatives and events.

Accenture is one of the largest private employers in San Francisco and a long-time active member of the SF Chamber of Commerce, having served as their Board Chair through the height of the pandemic. Accenture has worked in partnership with the SF Chamber and OEWD to create the Northern California Apprentice Network to support the development of technology and professional apprenticeships that support jobseekers from low-income and non-traditional backgrounds in accessing professional careers. Accenture can offer informed insight and partnership to develop professional career opportunities for low-income communities as well as supporting the development of resources aimed at the expansion of small and medium enterprises and/or piloting the universal transportation pass.

Orrick is the second oldest institution in San Francisco and has consistently shown its commitment to the well-being and connectivity of the Greater Bay Area through its private and philanthropic activities. Orrick will continue to work collaboratively to advance diversity equity and inclusion in the regional legal profession.

Wilson Sonsini is a law firm experienced in launching and raising series A funding for tech entrepreneurs and startups. It has worked with Silicon Valley Leadership Group Foundation to support its Launch Circuit program and is one of the potential partners that the Leadership Group Foundation will approach as to support the development and implementation of programming supporting diverse entrepreneurs.

The **SF Giants** are an established and committed San Francisco institution that draw thousands of visitors annually from the region and beyond – supporting small businesses and their workers with economic activity. They have partnered with OEWD to create strong workforce development opportunities for low-income communities and develop and activate the areas surrounding the stadium. The SF Giants served on the Economic Recovery Task Force and throughout the pandemic, they worked closely with OEWD in advancing public safety efforts to protect its employees and the public, and support the City’s economic recovery. The SF Giants new development at Mission Rock is committed to a strong percentage of local business enterprise utilization and local hire participation, includes a \$1 million contribution to workforce training programs, and will create 240,000 sq ft of community serving retail and light industrial uses making their project deeply aligned with the goals of this proposal.

Macy’s is one of the largest retail outlets in San Francisco and the anchor store to our premiere shopping district, employing a workforce from across the Bay Area and one of the most active entities in using artistic displays and other activations to attract and engage customers. Macy’s partners closely with the Union Square Business Improvement District in developing events and initiatives aimed at supporting a safe and vibrant neighborhood. Through its direct experience in ground floor activations, Macy’s can offer informed insight to support a scaled program aimed at activating downtown ground floors. As a significant regional employer, it can additionally offer vital input into developing professional career opportunities for low-income communities and inform the roll out of the universal transportation pass.

Appendix 2b: Private Engagement Strategy

Key to maintaining the city's status as a growth cluster, and particularly in light of the changing relationship with the workplace brought on by the COVID-19 pandemic, is direct and continuous engagement with industry leaders. SFOEWD, and all of the regional partners have long-established relationships with industry leaders and have leveraged those relationships throughout the pandemic to develop strong policies aimed at protecting health, offering economic relief and driving effective recovery initiatives using their insights and partnership.

Early in the pandemic San Francisco established the Economic Recovery Task Force, comprised of business and other leaders in order to establish direct lines of communication with the City and develop support programs that responded to the economic impacts of the pandemic in real time. The pandemic brought about an opportunity for business voices – already organized through robust and uniquely collaborative business organizations - to further unite and partner with government on COVID response. From the San Francisco Independent Venue Alliance working to develop relief tailored specifically to the entertainment sector, to the leadership shown by SFMade that connected underrepresented manufacturers to new banking relationships that led to successful PPP funding the OEWD has worked continuously with industry in order to develop and support effective programs. Mayor Breed has maintained close relationships not only with these organizations, but with their members. She meets regularly with CEO's and other key regional business leaders ensuring that they can communicate the needs of business and advance ideas and initiatives that support the overall success of the regional economy.

It is our industry leaders who have emphasized the need for the City to develop a way for consumer facing businesses to operate outside during the pandemic, to direct relief efforts to support small businesses in accessing complicated Federal programs, and to implement policies that make starting and expanding businesses in San Francisco vastly more streamlined in order to spur the filling of vacancies left in the wake of the pandemic. It is our industry leaders who are now stressing the need for a comprehensive effort focused on re-opening offices, drawing businesses, employees and people back to downtown, and preserving downtown's function for creating vast economic opportunities that support the entire region.

Just as OEWD and the regional coalition members have worked closely with our industry partners to develop the **Driving Regional Economic Equity through San Francisco's Downtown Recovery** proposal, we will leverage our relationships with industry in order to develop responsive and effective programs that maximize outcomes through meaningful partnerships and industry support. With Phase 1 funding, OEWD will establish a leadership committee comprised of industry and other downtown stakeholders in order to inform the strategy throughout design and implementations. Likewise, coalition members will partner with specific industry partners particularly suited to support the development and implementation of their respective projects. Leadership from groups including the African American Chamber of Commerce, Global SF, SFMade, BIOCOM, sfciti, Hotel Council, SF Travel, Bay Area Council, the Golden Gate Restaurant Association, and SPUR are all represented through these primary collaborators.

Appendix 3: Sustainability Plan

The Coalition expects that the Build Back Better funding will substantially support the development of a lasting regional framework for a diverse, resilient, and vibrant downtown job center seamlessly connected to the greater Bay Area. The funding will be used to create new programs and expand the reach of existing programs in order to build a comprehensive and interconnected network of support that serves to unlock job and ownership opportunities to a broad swath of local entrepreneurs, business owners and labor force. Once these networks are in place and each of the projects have established proof of concept, the Coalition is committed to sustaining and building upon the projects fostered through the Build Back Better funding by pursuing the partnerships necessary to maintain and scale them over time.

The coalition members are all stewards that support different aspects that preserve the vitality of the job center and economic engine that the San Francisco downtown comprises. Using the set of projects developed through the Build Back Better grant as a framework for equitable economic growth, the coalition will galvanize its significant programmatic capacity to deepen the economic benefit that the downtown San Francisco growth cluster represents to communities throughout the Bay Area and in so doing, increase both the vibrancy and resilience of downtown.

At the local government level, the San Francisco Office of Economic and Workforce Development (OEWD) plans to expand its existing programming that supports neighborhood cultural and commercial districts through funding, technical assistance, and marketing of neighborhood led activations, events, and programs to include downtown. By expanding this program to support to the downtown core, OEWD will leverage the infrastructure created through the ground floor activations project to further enliven and generate widespread interest in downtown. The Community Benefit District partners expect that over the implementation phase of the project, the activations will have proven beneficial to the tenants and value of leasable space in the building and as such, anticipate the potential for ongoing funding by direct contributions from downtown employers and building owners as well as public, private, and philanthropic Arts funding.

OEWD also has existing programming aimed at assisting the business community in navigating the City's permitting process and business requirements and at accessing resources that can help them grow. To date, much of this support has been general and available as responses to requests for assistance. Through the insights gained from the analyses pursued in Phase 1, OEWD expects to identify clear "high-opportunity" industries that serve to diversify our office core, create strong job opportunities for Bay Area residents, and preserve the resilience of San Francisco's downtown. As we identify high-opportunity industries, OEWD will adjust its programming to offer proactive and customized assistance aimed at these sectors.

The Silicon Valley Leadership Group (the "SVLG") will develop and implement a strategic sustainability plan that may include fundraising among its more than 400-

member companies or corporate sponsorships to support the convenings to allow startups and growing companies to share space in ad-hoc incubators. SVLG's venture capital and law firm members likely have a strong interest in supporting, nurturing and growing these companies. Other activities offered by SVLG, including creating a diverse network of entrepreneurs, providing mentoring opportunities, and providing training and education, can be supplied at relatively little cost to the organization.

The projects funded through the Build Back Better Regional Challenge will be incorporated into the region's portfolio of tools and resources available. Moreover, OEWD, the San Francisco Chamber and Silicon Valley Leadership Group as well as coalition partners like the Bay Area Council, LISC, and others can use the insights gained from the Phase 1 analyses and focus groups to ensure their programming to support businesses at different phases of development is calibrated specifically to maximize impact. Likewise, as we identify growth industries and specific job opportunities that result from Phase 1 research, the regional coalition can support our educational partners to ensure training programs are informed by, and responsive to, the needs of businesses so that students are prepared and connected to high quality job opportunities. In leveraging the relationships with the regional network of educational institutions, entrepreneur support organizations, businesses and arts and other groups created through the proposed projects, all partners will be better able to promote the availability of these programs throughout the region and thus more able to connect potential beneficiaries to the supports they need to flourish.

While regional coalition members will each lead a specific project, by working as a coalition to design and implement projects, the coalition is positioned to maximize the success of each individual project and realize the greater vision of an interconnected downtown district working cooperatively to open up and support equitable access to opportunities to all communities within the Bay Area region. These lasting networks to create awareness and linkages to opportunities have the highest potential for lasting impact as the downtown economic environment continues to evolve and the needs and programs along with it.

Appendix 4: Equity Plan

Each of the projects included in our submission is devised specifically to increase access to wealth-generating opportunities by the communities that have borne the brunt of the pandemic's economic impact and that have historically been excluded from fully accessing the opportunities represented in San Francisco's office core. Together, these projects represent a fundamental adjustment to the trajectory of downtown San Francisco in the wake of COVID-19. By intensely focusing on projects and interventions that prioritize increasing access to downtown job and business opportunities by economically disadvantaged communities, this proposal advances the economic resilience and sustainability of downtown, while realizing the promise of the downtown core as an economic engine that benefits all in the Bay Area.

First and foremost, San Francisco's downtown is a job center – incomparable to any other Bay Area city in terms of both the number and range of job opportunities it generates as well as in the growth potential it makes available to its work force. Over time, as housing prices have forced low- and middle-income families into the outer reaches of the Bay Area, downtown San Francisco has been increasingly difficult to access by the entirety of the region's labor force. As evidenced by BART's ridership – 75% of whom identify as non white, 51% of whom report household income under \$50,000, and 53% of whom do not own a vehicle – public transportation plays a critical role in ensuring equitable access to the San Francisco downtown job center and economic growth.

Despite a regional transit system of 23 local and regional operators that collectively serve the entire Bay Area with a robust transportation infrastructure, significant fragmentation remains across different systems and operators, making it challenging for riders to transfer, and in some cases even to find connection points, to other systems. This fragmentation is particularly burdensome for low-income communities whom are the most likely to travel the furthest distances and use the greatest number of disparate public transportation systems in order to access San Francisco's downtown.

By investing in key projects aimed at more closely knitting together the regional transit network to offer a universal fare mechanism across transit operators and improving the ease of connection between individual operators, the coalition can deliver a regional transit system that works better for all Bay Area communities, but particularly for those in the labor force who spend a disproportionate amount of time and resources accessing multiple transit systems. In order to measure the economic impact of these projects, the coalition will track the differences in transit ridership patterns, demographics, and incomes between pass holders and regular fare customers, as well as the on-site headcount of businesses that opt into the Universal Pass pilot vs. similar businesses that do not. Additionally it will track changes to daily exits at downtown stations and the usage of transit hubs and services that benefit from station and way finding improvements before and after project completion.

Likewise, investments in growth opportunities for businesses and industries that create high quality job opportunities without requiring advanced degrees preserve and expand downtown's value proposition for a wider and more equitable pool of the region's labor force. By establishing direct connection points between these industries and the adult education and workforce development entities across the Bay Area we further ensure that economically disadvantaged communities are specifically prepared to realize the jobs and economic benefits resulting from the next wave of downtown growth. We will track our success not only in terms of the number of good paying, benefitted jobs created and made available to jobseekers without advanced degrees, but also through the hiring rates of students participating in targeted trainings among our workforce and education partners.

Beyond jobs, the downtown office core is a focal point of wealth generation within the region. By targeting investments to entrepreneurs and businesses that have historically lacked access to downtown, we unlock not only job prospects but also meaningful ownership opportunities that allow economically disadvantaged communities to build long-term prosperity. In order to achieve a fundamental shift in those who have access to downtown, a significant focus in all of the proposed projects is to build out deeper and more expansive networks within each of the communities targeted through this grant – entrepreneurs, artists and makers, early phase enterprises, small businesses, etc. We will work through partners such as LISC, Queer Women of Color Multi-media Arts Project, the African American and Hispanic Chambers of Commerce, and others to foster new connections to the entities throughout the Bay that are working with and can create a more comprehensive pipeline to previously disconnected communities. To build a coordinated regional initiative that can successfully nurture and grow an equitable downtown economy, we will work with these partners not just as outreach providers, but to inherently shape the design of our projects and partner with us to implement them in Phase Two.

We will track the demographics and income of those entrepreneurs and business owners supported through the projects aimed at supporting them and their success over time in order to measure success and monitor and adjust as necessary the design of the program in order to maximize their effectiveness. By benchmarking the outcomes of the Build Back Better Projects against a baseline for comparable indicators, we will track whether the projects are fulfilling their objectives of increasing diversity in industries, ownership, and opportunity within downtown. Likewise, through surveys and focus groups we will collect impressions from project participants about the success of individual projects in increasing access to opportunity as well as sampling members of the public throughout the Bay Area to understand what impact this work has on general perceptions about equitable access to opportunity, resources, and support.