

**PARTNERSHIP FOR THE BAY'S FUTURE
MESSAGE PLATFORM**

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Messaging Platform Quick Reference

The gist: This section can act as a “cheat sheet” to help you remember the Partnership’s key messages and as a source to pull brief descriptions and phrases that can be used in materials about the Partnership. Each of the key messages below is described in more detail in the [Key Messages](#) section of this document, along with supporting data and guidance on how to reference the problems that the Partnership was designed to address.

Core Message Principles

For a one-page reference of the “drumbeat” of core message priorities that we should all be referencing each time we talk about the Partnership, please see the [Partnership Core Message Principles](#) document.

About the Partnership for the Bay’s Future

The Partnership for the Bay’s Future is a collaborative effort to build a prosperous, inclusive, vibrant, and livable Bay Area. Together, we act boldly, engage deeply, and invest significantly in the Bay Area to improve three interconnected and critical elements for the long-term prosperity of our region: housing, transportation, and economic opportunity.

Built on deep conversations and input from Bay Area communities, the Partnership brings together organizations from all perspectives and all walks of life to ensure that all Bay Area residents have stable, affordable homes and to create the Bay Area we want to see for the next generation.

The Partnership launched in early 2019 with the support of the [San Francisco Foundation](#), the [Chan Zuckerberg Initiative](#), the [Ford Foundation](#), [Local Initiatives Support Corporation \(LISC\)](#), [Facebook](#), [Genentech](#), [Kaiser Permanente](#), the [William and Flora Hewlett Foundation](#), the [David and Lucile Packard Foundation](#), the [Stupski Foundation](#), and [Silicon Valley Community Foundation](#).

Current Focus: Housing

The Partnership for the Bay’s Future works to produce and preserve affordable housing and support protections for renters across the Bay Area. Our dual approach is unique: We invest in building affordable homes and sustaining affordability where it already exists, and

we support the policy changes that will lead to more affordable homes and greater protections for renters.

Message Priority #1: Cross-sector collaboration

The Partnership for the Bay's Future brings together leaders from our communities, our businesses, local philanthropies, and our government to find the solutions to ensure that people of all backgrounds and economic statuses can call the Bay Area home. Our goal is to increase housing affordability for all and ensure vibrant communities of racial equity and economic inclusion.

Message Priority #2: People at the center of the 3Ps

We want all Bay Area families to have stable, affordable homes. We believe that protection, preservation, and production *together* will make the difference. We designed the Partnership to leverage investment and policy change to help families stay in the Bay Area communities where they connect, contribute, and prosper.

Message Priority #3: Prioritizing community

We value homes so families can live and grow as part of the fabric of a vibrant, thriving community. The Partnership is helping Bay Area residents to create and preserve the neighborhoods, communities, and cities that reflect our region's rich culture and are home to people of all different races and backgrounds. We can create the Bay Area we want by forming partnerships, advocating for policy change, and consciously investing in housing solutions that work for all Bay Area residents.

Message Priority #4: Our vision for a just and inclusive Bay Area

We envision a Bay Area where people of all ages and from all different cultures and backgrounds have an affordable place to call home, and where we live in communities

where all people can feel they belong. This is a place where children and elders alike can thrive no matter what zip code they live in.¹

How to Use this Document

Purpose

The purpose of this message platform is to provide guidance and language for how to communicate about the Partnership for the Bay's Future in ways that engage audiences' values and emotions. Messages are intended to ground communications efforts with consistent concepts and emotions; they are not intended to be repeated verbatim by all spokespeople or substitute for talking points that accurately describe the thing you're communicating about. They go beyond describing the "what" of any social change effort to aiming at the "why do we care?" part of the communications strategy.

Communications is about engaging your audience—and no matter how much your audiences need facts and figures, emotions and stories are what make communications memorable. Communicating with emotion is not only important for the people we hope to connect with for the success of the Partnership, it is important to do with our existing partners so we can all share the work of keeping each other inspired and excited.

Why is it called a "platform"?

Message documents are often described by a term like "platform" to signal what the messages are supposed to do: messages are the emotional component of a communications effort, but they are not intended to stand alone. Hence the term "platform"—to signal that other components can live on or surrounding the platform to augment the messages: **stories, facts/data points**, and your own **personal values and**

¹ Emergent research from SFF's Shifting the Narrative project found that, unlike elsewhere in the US, people respond negatively to housing affordability messages centering teachers, fire fighters, and public employees. People responded much more positively to messages centering on the impact of housing on their children and on them when they retire.

stories. Some supporting data points are included as examples of how to pair with each suggested message priority.

How were these messages developed?

These messages were developed from a series of interviews with key leaders and interested stakeholders for the Partnership and informed by background research and existing content about affordable housing and the Partnership.

How will this message platform be used?

These messages and proof points should be incorporated into all the different ways we talk about the Partnership: speeches, media interviews, op-eds, web content, visual storytelling, personal conversations, print materials and more. Our goal is for everyone representing the Partnership to be talking about it in the same way, drawing on the same emotions, and using much of the same language.

With messaging, **repetition is good!** We want to feel like we keep saying the same things over and over again — it takes this sort of repetition over time for messages to be fully received and to make an impact on our audiences. When we're using strong, memorable messaging, it starts to feel like an echo effect: we want to hear our messaging language consistently used by more and more people.

The messages contained in this platform can be copied into materials for the Partnership directly, and they can also serve as a guide for creating new content and stories that promote the Partnership. Everything we say and create should be in alignment with the key themes laid out here.

Target Audiences

- The corporate sector in the Bay Area (particularly large local companies who both have and haven't made explicit commitments to addressing the housing crisis)
- State and local public officials
- Housing advocates, faith leaders (particularly those already engaged in housing issues), and community leaders (representing people of color and people with lower incomes particularly)
- Funders interested in housing, health, and equity

Key Messages

Current Focus: Housing

The Partnership for the Bay's Future works to produce and preserve affordable housing and support protections for renters across the Bay Area. Our dual approach is unique: We invest in building affordable homes and sustaining affordability where it already exists, and we support the policy changes that will lead to more affordable homes and greater protections for renters.

Along with this topline message describing what we do, include these four supporting message points in conversations, presentations, and materials about the Partnership:

- Highlighting our cross-sector collaboration to show how the Partnership is unique
- Saying the 3Ps with heart and focusing on the people and families who will benefit from our work
- Lifting up the value of community over that of commodity for housing
- Sharing our vision for the future of a “just and inclusive prosperity” throughout the Bay Area

Message Priority #1:

Cross-sector collaboration

The gist: One of the biggest things that sets the Partnership apart from other housing efforts is our fundamental focus on collaboration between the philanthropic, private, nonprofit and public sectors. In addition to investing significant funds, we're putting all our varied resources and expertise together to come up with viable solutions. Our efforts extend across sectors, engaging local policymakers, faith and community groups, housing developers, and service organizations.

LEAD WITH:

The Partnership for the Bay's Future brings together leaders from our communities, our businesses, local philanthropies, and our government to find the solutions to ensure that people of all backgrounds and economic statuses can call the Bay Area home. Our goal is to increase housing affordability for all and ensure vibrant communities of racial equity and economic inclusion.

The Partnership connects technology and philanthropy, real estate developers and tenants' rights advocates, grassroots community groups, faith leaders, and policy decision makers. Together, we are building an enduring, inclusive movement to help Bay Area families stay in their communities and live in homes they can afford.

REFERENCE THE PROBLEM:

The housing shortage was caused by a variety of factors: Discriminatory policies of the past; a variety of laws that make it hard to build new homes, preserve existing homes, or protect tenants; and the increasingly high cost of building new homes. To solve our housing challenges, we need to address these policy issues as well as provide funding for more housing.

We can transform our region through a combined policy and investment approach that allows people of color and people making lower incomes to stay in their homes and that ensures our neighborhoods are places where everyone can live, work, learn, and thrive.

PROOF POINTS:

- [Fundors of the Partnership](#) include private and community foundations, major tech companies, and banks.
- [Participants in the Policy Working Group](#) span the private, public, and nonprofit sectors.

Message Priority #2:

Putting people at the center of the 3Ps

The gist: The 3Ps framework has been widely adopted both within the Partnership and by our external partners and collaborators. We will continue to talk about the 3Ps as our path to solving the Bay Area's housing challenges.

However, when we talk about the 3Ps, we need to help our audiences find an emotional connection. As we talk about protecting, preserving, and producing homes, we should include the people and families whose homes will be protected, who will be able to stay in their currently affordable homes, who will move into the new affordable homes that will be built.

LEAD WITH:

We want all Bay Area families to have stable, affordable homes. Through research and conversations with Bay Area community leaders, we've developed a path forward. We work to:

- PROTECT renters who need stable housing and relief from rising, astronomic rents
- PRESERVE homes that are already affordable to Black, brown, and white families in our communities
- PRODUCE new homes with racial equity, belonging, and affordability as our guiding influences

We believe that protection, preservation, and production *together* will make the difference. We designed the Partnership to leverage investment and policy change to help families stay in the Bay Area communities where they connect, contribute, and prosper.

REFERENCE THE PROBLEM:

The Bay Area is becoming a region where only the wealthiest can easily afford housing. We envision a more diverse, inclusive Bay Area.

The 3Ps approach works to solve our housing challenges for both the short term and the long term. Renters need protections right now to help them stay in their homes and their neighborhoods. And we need more homes that are affordable and welcoming for people of different races and from different places.

PROOF POINTS:

- A family of two minimum-wage workers earning \$62,400 per year can afford market rents in just 5 percent of Bay Area neighborhoods—and they are nearly all clustered in Contra Costa and Solano counties.
(Solving the Housing Crisis is Key to Inclusive Prosperity in the Bay Area: Policy Link/PERE/SFF Report, 2018)
- Each year Californians pay \$50 billion more than they can afford for housing.
(A Toolkit to Close California's Housing Gap: 3.5 Million Homes by 2025, McKinsey Global Institute report, 2016)
- Between 2011 and 2015, the Bay Area produced 500,000 new jobs but only 65,000 new homes.
(Solving the Housing Crisis is Key to Inclusive Prosperity in the Bay Area: Policy Link/PERE/SFF Report, 2018)

- Between 2000 and 2016, rents increased 24% while renter incomes rose just 9%. (*Solving the Housing Crisis is Key to Inclusive Prosperity in the Bay Area: Policy Link/PERE/SFF Report, 2018*)

Message Priority #3:

Prioritizing community

The gist: This message is about understanding the tension between the values of “home as wealth” versus “community and equity.” We want a Bay Area that prioritizes community and the people who live in our communities. We can create the Bay Area we want through partnership, policy change, and conscious investment in affordable housing solutions.

LEAD WITH:

We value homes so families can live and grow as part of the fabric of a vibrant, thriving community. The Partnership is helping Bay Area residents to create and preserve the neighborhoods, communities, and cities that reflect our region’s rich culture and are home to people of all different races and backgrounds. We can create the Bay Area we want by forming partnerships, advocating for policy change, and consciously investing in affordable housing solutions.

REFERENCE THE PROBLEM:

A stable, comfortable home is one of the most basic human needs and the cornerstone of a healthy, thriving community. We need to directly confront the people and the policies that have caused — intentionally or unintentionally — the cost of Bay Area housing to rise beyond the reach of families, friends, and neighbors.

PROOF POINTS:

- San Francisco is one of the top cities for income inequality, with the top five percent earning on average \$400,000 more than the middle class (earning an average of \$100K per year). (*The Income Gap is Getting Worse in American Cities*, Bloomberg, analysis of Census data, March 22, 2019)
- Addressing discrimination and prohibitive housing costs help break the cycle of generational poverty and give our children and grandchildren a chance at a better future.

(*Housing Stability and Family Health: An Issue Brief*, BARHII/Federal Reserve Bank of San Francisco)

Message Priority #4:

Our vision for a just and inclusive Bay Area

The gist: This is the broader version of message #3: it is about re-shaping the American dream to be more inclusive and just. Message #3 focuses on the conflicting values of community v. commodity in how we talk about — and think about — housing. Message #4 describes our long-term vision for the Bay Area as a region that can build the better future that we want to see — one where people of different races and from different places all thrive.

LEAD WITH:

We envision a Bay Area where people of all ages and from all different cultures and backgrounds have an affordable place to call home, and where we live in communities where all people can feel they belong. This is a place where children and elders alike can thrive no matter what zip code they live in.²

REFERENCE THE PROBLEM:

California is the fifth-largest economy in the world and has one of the world's most ethnically and culturally diverse populations. But decades of zoning policies, mortgage lending practices, and neighborhood covenants that explicitly or implicitly excluded Black people and other people of color segregated our cities and denied opportunities to many of our neighbors.

We can change the story to one of community, connection, and transformation as we work together to make sure everyone in the Bay Area, whether Black, brown, Asian, or white, has a stable, affordable place that they can call home.

PROOF POINTS:

² Emergent research from SFF's Shifting the Narrative project found that, unlike elsewhere in the US, people respond negatively to housing affordability messages centering teachers, fire fighters, and public employees. People responded much more positively to messages centering on the impact of housing on small business owners – that businesses were closing because they couldn't find/keep employees.

- If renters in the Bay Area who pay more than 30% of their income on rent paid what they could afford, their spending power could increase by \$4.4 billion, which would in turn help businesses and employers stay and contribute to their communities. (*Solving the Housing Crisis is Key to Inclusive Prosperity in the Bay Area: Policy Link/PERE/SFF Report, 2018*)
- According to a McKinsey Global Institute report on California's housing challenge, the state's housing shortage costs the state \$140 billion each year in lost economic output, which includes not only lost construction investment, but also foregone consumption of goods and services because Californians spend so much on housing.

The Common Thread: Equity

Racial and economic equity is the lens through which we approach our work and should be a common thread that ties together all our messages.

All our programs have a strong racial and economic equity component, with a focus on including and benefiting people of color, people with lower incomes, and people from diverse backgrounds. As we develop metrics to track our equity goals and our progress toward these goals, we can incorporate them in how we talk about the Partnership.

In general, we should call out racial and economic diversity when talking about the people in the Bay Area, using language such as:³

- "people of different races and from different places"⁴
- "people who are Black, brown, Asian, or white"
- "no matter what we look like or what's in our wallets"
- "Bay Area residents, however we make a living"

In creating the Partnership, we got a lot of feedback from community members that it's essential that we acknowledge both the background of housing policy and the fact that the impacts of the housing crises have not fallen equally on different communities.

³ The phrases below come from the research-backed Power of We messaging guide by Anat Shenker-Osorio.

⁴ Research by Anat Shenker-Osario has found that explicitly referencing race engages people of color while keeping white listeners on board.

We should acknowledge racist laws and policies that hurt and targeted people of color. While we want to stay solution-oriented with our messaging,⁵ it's also important to acknowledge how we got to our current state.

PROOF POINTS:

- 50% of Bay Area renters spend more than 30 percent of their income on housing (rent burdened). 60% of Black, Latinx, and Native American households are rent burdened. (*Solving the Housing Crisis is Key to Inclusive Prosperity in the Bay Area: Policy Link/PERE/SFF Report, 2018*)
- 87% of neighborhoods affordable to families earning up to \$70,000 have “very low opportunity” levels, and 62% of Bay Area Black and Latino households earn \$70,000 or less per year.
(*Solving the Housing Crisis is Key to Inclusive Prosperity in the Bay Area: Policy Link/PERE/SFF Report, 2018*)
- Racial inequities in income cost the Bay Area over \$350 billion in lost GDP.
(*Solving the Housing Crisis is Key to Inclusive Prosperity in the Bay Area: Policy Link/PERE/SFF Report, 2018*)

Partnership Achievements

Over our first year, the Partnership has reached a number of important milestones:

- Awarded the Partnership’s first-ever “Challenge Grants” to seven Bay Area local governments and non-profit partner organizations to develop innovative housing policies to protect renters and preserve affordable housing
- Raised \$500 million for investment in local housing production through the Partnership’s Bay’s Future Fund
- Closed 10 investors in its Bay’s Future Fund
- Made seven loans to support projects building or preserving affordable housing in the Bay Area
- Brought together a diverse cross-sectional group of interests to discuss and advocate for policies that promote the 3Ps of affordable housing: protection, preservation, and production

⁵ Messaging research has overwhelmingly found that positive messages have more impact on engaging audiences and moving them to action than do negative messages.

- Helped build coalition to support the passage of a historic slate of housing affordability bills in the California legislature, including a ban on rent gouging and the end to eviction without cause

Structure of the Partnership

The Partnership has three main components:

1. The Family of Loan Funds provides flexible low-cost financing to preserve and build quality affordable homes with financing products that fill many of the funding gaps that limit affordable housing growth.
2. Through the Policy Fund, we partner with local governments to advocate for policies that will help keep families in homes they can afford and produce more affordable housing.
3. The Policy Working Group brings together diverse interests from across sectors to advance equitable affordable housing policies at both the state and local levels.

Partnership for the Bay's Future family of loan funds (investment)

As one of the nation's largest affordable housing funds, the Partnership's family of loan funds (formerly named the Investment Fund) is designed to address the affordable housing challenge in the Bay Area with flexible, innovative financial products. The Partnership has already secured pledges and commitments to reach its \$500 million goal.

For messaging specific to the investment arm of the Partnership and the family of loan funds, see the [family of loan funds messaging document](#).

Policy Fund (policy)

Policy Fund

Local, regional, and state policies play a key role in addressing the housing challenge. Changing policies can get us solutions at the scale that's needed. Through the Policy Fund, we partner with local governments to put policies in place that will help families afford to live in their Bay Area communities. The Policy Fund will offer three rounds of grants and has already raised almost \$20 million, with a goal of \$25 million.

Policy Fund Challenge Grants

Our first round of grants are called Challenge Grants and focus on protecting renters and preserving existing affordable housing. The second round, launching later this year, will be called Breakthrough Grants and will focus on policies to increase the number of affordable homes in the Bay Area through production of new homes and preserving existing affordable housing.

The Challenge Grant program will provide additional capacity and expertise to the selected local governments. They will receive a mid-career housing policy fellow, support for their community partners to engage the local community in the policy process, and access to tailored technical assistance from expert consultants.

For our first round of challenge grants for housing protection and preservation, grantees are working on policies to protect low-income renters, such as:

- Comprehensive renter protection policies
- Creation of a community land trust to acquire and preserve affordable housing
- Assistance for renters to purchase the homes they're living in
- Preservation of existing affordable homes

Policy Working Group (policy)

The Policy Working Group brings together cross-sector partners committed to advancing policy change at the local, regional, and state levels. Collaboration at this table continues to be essential to moving forward the 3Ps agenda as a comprehensive policy package.

Impact Goals

Through our policy work and investments in affordable housing, The Partnership aims to expand and protect the homes of up to 175,000 families over the next five years and preserve and produce more than 8,000 Bay Area homes over the next five to 10 years.

***Note: we will add the DEI goals here as well once they are finalized.*

Partnership Funders and Investors

- San Francisco Foundation
- Chan Zuckerberg Initiative
- Ford Foundation
- Local Initiatives Support Corporation (LISC)
- Facebook
- Genentech
- JP Morgan Chase
- Kaiser Permanente
- William and Flora Hewlett Foundation
- David and Lucile Packard Foundation
- Stupski Foundation
- Silicon Valley Community Foundation

Policy Working Group Members

- All Home
- Bay Area Council
- Chan Zuckerberg Initiative
- CISCO
- Community Legal Services in East Palo Alto
- Corporation for Supportive Housing
- East Bay Housing Organizations
- Enterprise Community Partners
- Facebook
- Genentech
- Hewlett Foundation
- LinkedIn
- LISC
- Nonprofit Housing Association of Northern California (NPH)
- Northern California Grantmakers
- PICO
- Public Advocates
- San Francisco Foundation
- Silicon Valley Community Foundation
- SPUR
- SV@Home
- Silicon Valley Leadership Group
- Tipping Point
- TMG Partners
- TransForm
- Working Partnerships USA
- Youth United for Community Action