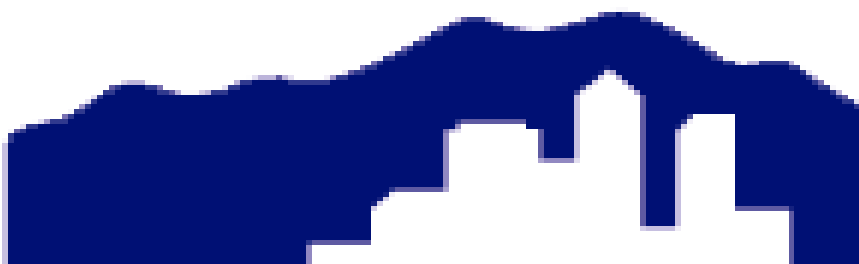




# **Fiscal Year 2001-2002 Annual Report**

**ECONOMIC DEVELOPMENT  
ALLIANCE FOR BUSINESS**

*Building Resources, Businesses & Quality Jobs*



*The East Bay* - The Bright Side of the San Francisco Bay



# **ECONOMIC DEVELOPMENT ALLIANCE FOR BUSINESS (EDAB)**

## **STRATEGIC ACTION PLAN - REPORT**

*FISCAL YEAR 2001-2002*

**June 30, 2002**

**The Economic Development Alliance for Business (EDAB) is a public/private partnership serving the East Bay (Alameda and Contra Costa Counties). It was founded in 1990 to establish the East Bay as a world-recognized location to grow businesses, attract capital and create quality jobs through a professional, globally competitive, economic development delivery system.**

### **MISSION**

Be the region's driving force of collaborative leadership that leverages the strengths of its private and public sector membership to retain and attract businesses, promote sustainable development, address infrastructure challenges and build economic prosperity and social equity.

### **OPERATIONAL INITIATIVES**

- ❖ Promote regional leadership and collaborative solutions to address East Bay infrastructure challenges that include schools, workforce, transportation, housing and energy.
- ❖ Increase public awareness and understanding of complex regional growth issues and encourage participation in the development and implementation of solutions.
- ❖ Provide business-to-business and business-to-government forums to improve communication, understanding and the business climate.
- ❖ Promote East Bay investment opportunities in the East Bay to businesses in other areas of the San Francisco Bay, the nation and the world.
- ❖ Provide East Bay data and analysis to assist public and private sectors in evaluating, planning and implementing strategies and to create an East Bay identity.
- ❖ Facilitate communication and coordination among cities, regulatory agencies and other service providers.

## ACTION PLAN SUMMARY

### I. RESEARCH AND ECONOMIC DEVELOPMENT DATA

Collect, analyze and disseminate comprehensive economic and demographic information on the East Bay.

#### Goal:

Collect, analyze and publish East Bay (Alameda and Contra Costa Counties) economic and demographic data, disseminating the information through special reports, the news media, trade publications and on the internet to enhance the East Bay's identity and provide businesses and EDAB members the data needed to make decisions and plans.

#### Actions:

Coordinate the development and publication of reports, including the *East Bay Economic Indicators*, *Selected Industry and Industry Cluster Analyses*, *East Bay Profile*, and *East Bay Business Resources*. Present data and analysis at economic summits through various economic panels and to the news media. Provide members, business prospects and other organizations with data to assist in business retention, growth and location decisions. Maintain the most comprehensive and effective website possible on the East Bay at [www.edab.org](http://www.edab.org).

#### Accomplishments:

- Retained the Anderson School at UCLA to provide monthly and quarterly analysis and projections on the East Bay economy through the next two years.
- Completed selected industry and industry cluster analysis for each member city, as well as for Alameda and Contra Costa Counties and selected sub-regions.
- Updated monthly hardcopy and website versions of the *East Bay Profile*.
- Updated quarterly hardcopy and website versions of *East Bay Business Resource Lists*.
- Published the *2002-04 East Bay Business Resource Guide*.
- Published the *East Bay Indicators 2002* report.
- Website re-designed to improve client access and staff maintenance; new website version averaged over 7,000 individual users and 82,000 hits per month for its first four months of operation (February through May, 2002).
- Presented data and research findings to members, and the public in panels and regional forums.
- Hosted events with over 2,600 attendees to share information and resources, discuss critical issues, develop and implement regional strategies and provide members with opportunities for participation and businesses networking. Events included: three (3) General Membership meetings, Legislative Reception, Directors Retreat, four (4) Face Off Summits, co-sponsored with the East Bay Business Times, featuring critical issues important to business, and three (3) Biotechnology cluster study rollouts. EDAB also co-sponsored eight (8) other special events with chambers and business associations.
- Completed advertorials (ANG October 2001 and February 2002) on the Jobs/Housing imbalance and then the importance of the East Bay Regional Parks to the quality of life that is critical to businesses and East Bay residents.

## **II. PROBLEM-SOLVING STRATEGIES**

Improve the responsiveness and coordination of local and regional services by convening forums to exchange information and discuss current issues among businesses, local government, special districts, educational institutions and regional agencies.

### **A. Regional Development Coordination**

#### **Goal:**

Support and collaborate with cities, chambers of commerce and business service providers and regulatory organizations to coordinate activities, develop a knowledge base and maximize resources.

#### **Actions:**

Facilitate bi-monthly Economic Development Directors' Council meetings to share information and resources, discuss critical issues, and develop and implement regional strategies. Facilitate quarterly Regulatory Council meetings with Bay Area regulators to exchange pertinent regulatory information and processes. Sponsor events and activities with chambers of commerce and other economic development organizations to engage businesses and coordinate business outreach and education.

#### **Accomplishments:**

- Six (6) Economic Development Directors' Council meetings conducted.
- Four (4) quarterly Regulatory Council meetings held.
- Co-sponsored special events with chambers of commerce and other economic development organizations (Bay Area Regional Technology Alliance, Bay Area World Trade Center, Manex, Bay Area Economic Forum, Bay Area Council, Tri-Valley Business Council, Contra Costa Economic Partnership, Contra Costa Council, EastBay Works and Workforce Investment Boards).
- Updated EDAB/partner work plans and collaborated on regional issues.

### **B. Transportation and Housing**

#### **Goal:**

Work with regional transportation agencies and local, state, and federal governments to provide a business perspective for policy and program development and to advocate for transportation and housing projects that achieve the greatest regional benefit.

#### **Actions:**

Promote regional leadership and collaborative solutions to address East Bay infrastructure challenges. Convene work groups to enhance problem solving and improve communication among public, private and community interest groups. Encourage cities and financial institutions to support diverse housing types and mixed-use investments in transit-supported urban areas. Support state legislative reforms that provide incentives and financial support to increase the supply of housing in the region.

#### **Accomplishments:**

- Report completed by EDAB's Jobs/Housing Task Force (*East Bay Jobs/Housing Report: Bringing Housing Into Balance*), provided recommendations for local and state government actions to address the region's jobs/housing imbalance. A study scheduled to be completed in September 2002 will inventory and evaluate incentives and resources used by East Bay cities.

- Completed advertorial (ANG October 22, 2001) underscoring the importance of improving the jobs/housing balance and how citizens can get involved.
- Convened an East Bay Housing Summit (October 25, 2001) attended by over 200 public, private and community leaders to present the work of EDAB's Jobs/Housing Task Force.
- Established a Transportation Goods Movement Task Force to engage key public, private and labor leaders in assessment of the Bay Area sea and airport transportation corridors and inter-regional goods movement problems. The Task Force will advise MTC's on their goods movement transportation industry study, CalTrans Global Gateway program and advocate for local and regional infrastructure improvements.
- Supported the Bay Area Transportation Initiative project along with the Bay Area Council and regional economic development organizations representing the nine Bay Area Counties. The project will recommend in December 2002 the transportation improvements needed to achieve improved regional mobility and establish and promote best business practices to moderate transportation demand and improve the use of the transportation infrastructure.
  - Represent business interests on the Alameda County Transportation Expenditure Plan's Citizens Watchdog Committee through EDAB's member appointment.

### **C. Regional "Smart Growth" Development**

#### **Goal:**

Support efforts to achieve a common regional vision and improve communication and cooperation among economic, environmental and social equity initiatives.

#### **Actions:**

Sponsor studies to analyze regional growth initiatives and their impact on the affected communities. Participate and advise the Inter-Regional Partnership (IRP) on programs and strategies to improve the coordination of economic development programs in Alameda, Contra Costa, San Joaquin, Santa Clara and Stanislaus Counties. Support the efforts of the Bay Area Alliance for Sustainable Development to promote "smart growth" for the region.

#### **Accomplishments:**

- Coordinated the Inter-Regional Partnership's Economic Development Committee and advised the Association of Bay Area Governments, San Joaquin, and Stanislaus Council of Government's on economic and housing incentives needed to improve job/housing balance to reduce congestion.
- Assisted Antioch, Brentwood, Union City, Dublin and San Lorenzo to prepare their IRP Opportunity Zone proposals, all of which were designated as opportunity zones. Provided cash grants to Dublin, San Lorenzo and Union City applicants to underwrite the cost for proposal preparation.
- Coordinated local outreach efforts of the Bay Area Alliance for Sustainable Development to promote community involvement in "smart growth" solutions and represent local and regional economic development interests to the Regional Agencies' Smart Growth Strategy Steering Committee.

## **III. WORKFORCE DEVELOPMENT**

Develop and implement strategies to encourage business engagement in workforce development as well as to promote the development and hiring of East Bay residents.

## **A. Employer Involvement in Education**

### **Goal:**

Promote the importance of employer engagement in education.

### **Action:**

Outreach to employers to encourage their involvement in system-wide reform and support for programs that provide teacher and student work experience, job shadowing and mentoring.

### **Accomplishments:**

- Co-sponsored and participated on the Bay Area's leadership panel on education and workforce preparation. This group provides a framework for business involvement in educational improvement in the region and focuses on policy, school-to-career and technology issues.
- Supported outreach efforts of the Bay Area Industry Educational Partnership to engage public and private sector employers.

## **B. Raise Educational and Training Institutions' Awareness of Labor Market Needs and Labor Shortages**

### **Goal:**

Improve information available on labor market trends and work with universities, community colleges and K-12 school districts to improve the quality of curricula to address the workforce requirements of East Bay employers.

### **Action:**

In association with Workforce Investment Boards and the State Employment Development Department, sponsor research and studies that analyze occupational and industrial trends in the East Bay. Organize business and education focus groups to address worker skill shortages and advocate for reform in specific industry sectors.

### **Accomplishments:**

- Completed biotechnology industry cluster study for Alameda, Contra Costa and Solano Counties. The study examines industry trends and business climate concerns, labor force requirements and entry-level job opportunities. The report provides recommendations for workforce development, infrastructure investment, and economic development to enhance business attraction and retention efforts in the three county region.
- Joined a consortium of Workforce Investment Boards and private sector companies to conduct a survey of 600 businesses in Alameda and Contra Costa Counties.
- Participating in the launch of Biotechnology Education and Training Alliance (BETA) with Ohlone College, City of Fremont and private sector companies.

## **C. Target Job Development Opportunities for CalWORKs Job Seekers**

### **Goal:**

Increase CalWORKs job seekers' access to employment opportunities; identify businesses that will hire CalWORKs job seekers. Be a resource to job development service providers to improve their success in placing CalWORKs job seekers into meaningful jobs with livable wages with career opportunities.

**Action:**

Coordinate a regional marketing and employer services program, secure job commitments, and sponsor a CalWORKs employer-mentoring program.

**Accomplishments:**

- Managed outreach and marketing efforts for the CalWORKs program, and secured employer participation and job commitments.
- Convened the third annual Employer Awards' Reception recognizing employers who have hired CalWORKs job seekers.
- Implemented the "first source-hiring program" for the County of Alameda to link job opportunities to CalWORKs job seekers through the East Bays One-Stop Centers.
- Implemented a targeted job development outreach program for the County's Post Employment Services program to provide career opportunities for working (low income) former CalWORKs parents.
- Assisted local businesses in accessing the Historically Underutilized Business (HUB) zone program by hosting a half-day HUB zone certification/procurement seminar for 40-50 businesses that allowed businesses to begin the certification process and schedule follow-up appointments with federal representatives. It also provided contracting opportunities for HUB zone contractors.

**D. Rapid Response for Displaced Workers****Goal:**

Enhance public, private and non-profit agencies' services to displaced workers resulting from the economic downturn and the events occurring after 9/11.

**Actions:**

Provide a forum for coordinated action and response for state unemployment/employment agencies, rapid-response and work force training organizations and community non-profit agencies to coordinate services and enhance resources for displaced workers. Inform State legislators and officials about the workforce impacts of economic conditions and State program adjustments.

**Accomplishments:**

- Co-sponsored with the United Way and EastBay Works, the "2002 East Bay Opportunity Expo" to increase access to job and community resources for displaced workers and provide network opportunities and information to help employers manage during periods of economic decline and worker lay-offs. Coordinated targeted outreach to employers in Fremont, Newark, Oakland, San Leandro, Berkeley, Richmond, Emeryville, Hayward and Pleasanton impacted by downturn in the economy.
- Prepared, in association with the California Association for Local Economic Development, a plan to help California stimulate job growth and mitigate worker displacement.
- Testified at the request of the Assembly Committee on Jobs, Economic Development and the Economy regarding the impacts of the recession and terrorist attacks on the Bay Area's economy.

#### **IV. BUSINESS DEVELOPMENT AND INTERNATIONAL LINKAGES**

Marketing member cities to national and international markets, providing information to businesses seeking assistance, and supporting the work of service providers, chambers of commerce and business associations serving the greater East Bay region.

##### **A. Business Investment and Attraction**

###### **Goal:**

Promote the East Bay as a leading region for investment and business expansion in the San Francisco Bay Area.

###### **Actions:**

Market the region and participate in promotional opportunities through trade shows and international events. Sponsor studies that compare the East Bay with similar economic growth centers and improve access by site locators to investment opportunities through EDAB's website and resource materials. Create and/or update a promotional video, the East Bay Resource Guide, and EDAB collateral marketing materials. Assist companies with site tours and searches.

###### **Accomplishments:**

- Marketed the region in Bay Area business publications (San Francisco Business Times Book of Lists, East Bay Book of Lists and San Jose Business Journal Book of Lists).
- Participated in promotional opportunities through six (6) trade shows that generated 146 leads and the addresses of 1,200 corporate real estate executives who were sent an East Bay mailer.
- Completed comparison of the East Bay with similar economic growth centers and the Bay Area Metropolitan Service Areas.
- Improved access by site locators to investment opportunities through EDAB's website and resource materials (added real estate site search capability to web site).
- Created and updated promotional videos for business attraction (including one with East Bay highlights for use by Monday Night Football), revised EDAB's membership brochure, direct mail piece, and display ads.
- Obtained two (2) Industrial Development Bonds: Woodtech Inc. for \$2,425,000 and Pacific Paper Tube \$2,700,000. Both projects are located in Oakland and are expected to create 160 new jobs over the next two years.
- Continuing to provide leadership and funding for EastBayTech.net, a project involving the cities of Berkeley, Emeryville, Oakland, Alameda and San Leandro, as well as EDAB and the Oakland Chamber of Commerce, to improve the image and infrastructure of this sub-region as a technology corridor.
- Placed an ad in cooperation with Manex in the Oakland International Airport, Southwest Airlines terminal, promoting businesses resources through a new referral email page [www.baybizhelp.org](http://www.baybizhelp.org) that links to resource pages on EDAB's and Manex's websites.
- EDAB client services count for the year:
  - 156 East Bay information packets sent;
  - 67 businesses were provided information on the Industrial Development Bond Program;
  - 21 companies assisted with site searches and/or tours; and
  - 11 clients were provided technical assistance

## **B. Business Retention**

### **Goal:**

Assist local governments in creating positive relationships with their businesses before business closures or relocations are implemented; identify industries and businesses at risk; and help businesses access resources and programs to operate more efficiently.

### **Actions:**

Advocate for the needs of East Bay businesses. Improve government systems and processes related to doing business in the East Bay. Provide technical assistance and information to cities to assist in the development and implementation of business retention programs. Facilitate visits to foreign-owned business headquarters. Support efforts to increase the competitiveness of existing manufacturing businesses by helping them improve productivity, quality, and profitability and obtain workforce training through services provided by Manex and other resources. Work with other business resource partners to help businesses operate more efficiently.

### **Accomplishments:**

- Established with PG&E, a Red Team/early warning system to identify and help businesses at risk. Provided training to PG&E field staff to help them identify potential problems and inform them of resources available through EDAB.
- Added information to the website to help businesses access local and state resources.
- Partnered with other with the leading regional economic development corporations (Los Angeles, San Diego, Sacramento and Orange Counties) in a targeted marketing program to counter efforts by other states to attract California businesses affected by the energy crisis.
- Worked with State legislators and statewide economic development officials to prioritize and retain essential business support services within a greatly reduced budget.
- Participated on the Green Business Program's Steering Committee to develop and expand the program.
- Participating as a key partner in steering the StopWa\$te Partnership Program.
- Hosted the annual Business Efficiency Awards program to showcase businesses that have been certified by the Green Business Program and the StopWa\$te Partnership.

## **C. Innovative and Knowledge-Based Growth**

### **Goal:**

Protect and enhance the East Bay's resources for knowledge-based economic growth.

### **Actions:**

Assist in the development of services, including business incubators and technology development centers that stimulate the growth of technology commercialization in the East Bay. Collaborate to build Bay Area support for the major research projects and national scientific institutions that have made this region one of the nation's leading centers for basic research and "big science" projects. Promote greater interaction and cooperation among industry, education, research, and governmental institutions that are the basis of

the region's success in rapid technology commercialization. Support cities in their efforts to develop and market a high-tech economic base.

**Accomplishments:**

- In partnership with companies, research institutions and other regional organizations, participated in the Bay Area Science Infrastructure Consortium (BASIC), working on the website, emerging technology reports and other projects to increase public understanding of the role of science and technology in the economy of the Bay Area.
- Organized two meetings between Japanese and East Bay officials interested in providing services for early stage innovative technology companies.
- Met twice with Hong Kong officials to gain information about restructured government programs and incentives for East Bay technology companies.
- Continued support for business incubator programs including the Contra Costa/Tri-Valley Telecommunication Incubator in San Ramon; the Tri-Valley Technology Enterprise Center (TTEC) in Livermore; the Contra Costa Software Business Incubator in Concord; ACET (Advancing California's Emerging Technologies) in Alameda; and the Communications Technology Cluster in Oakland.
- Provided assistance to chambers and cities seeking information and promotional material about high technology clusters in their cities.

**D. Access to Global Markets and Foreign Investment**

**Goal:**

Increase the participation of East Bay businesses, educational institutions and governmental agencies in global markets and resource networks. Increase the visibility of the East Bay globally among potential foreign investors, trade services, and governmental agencies focused on international trade and investment.

**Actions:**

Sponsor and participate in trade missions, both inbound and outbound. Support local events promoting the region to foreign investors as well as promoting foreign markets to local businesses. Strengthen the organizations such as the Bay Area World Trade Center providing international trade services to small and medium sized businesses. Assist foreign businesses seeking information. Provide assistance to cities in protocol and trade matters.

**Accomplishments:**

- Arranged local contacts, meetings and logistics for two (2) State-organized, inbound, industry-focused missions of CEO's and investors – one for biotechnology and the other for Blue Tooth wireless technology.
- Provided data and arranged meetings for two (2) large Japanese automotive industry companies seeking California locations.
- Provided assistance to the City of Fremont for their trade mission to China and set up meetings for eleven (11) inbound foreign delegations to promote commerce and extend global networks.

- Continued working relationships with the Hong Kong Science and Technology Parks Corporation, the Hong Kong Trade Development Council, Malaysian Industrial Development Authority and the Singapore American Business Association for the purpose of establishing and maintaining reciprocal market access and business support services.
- Continued financial and staff support for the programs and activities of the Bay Area World Trade Center.

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