



DRAFT

**Strategic Plan
&
Annual Work Plan: 2010-11**

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Introduction

The East Bay Economic Development Alliance (East Bay EDA)– a unique partnership of private and public sector leaders in the San Francisco East Bay – helps make the East Bay one of the most dynamic, globally competitive and sustainable business environments in the world.

East Bay EDA brings to bear the leadership and collaborative resources of all of its members: Alameda and Contra Costa counties, 28 cities, the Port of Oakland, the University of California Berkeley, all three national research laboratories (LBNL, LLNL, and Sandia), California State University East Bay, all of the region’s community colleges, chambers of commerce, labor organizations, non-profit and philanthropic organizations, all of the special districts serving the East Bay, as well as dozens of the East Bay’s largest companies.

With its focus on creating a thriving business climate, East Bay EDA is the vehicle through which East Bay leaders collaborate to achieve their shared goal of a healthy, vibrant economy able to create and sustain quality jobs.

Mission

Establish the East Bay as a world-recognized location to grow business and attract capital in a way that creates quality jobs.

Objective

Enhance the competitiveness and sustainability of the East Bay economy.

Strategies

East Bay EDA pursues four primary strategies in its work: (1) shape economic understanding; (2) lead collaborative efforts; (3) promote the East Bay; and (4) serve our members. Each of these is supported by a series of actions that comprise East Bay EDA’s annual work plan. This plan is attached as Appendix A.

Current Initiatives

To address the changing the East Bay economic climate, East Bay EDA identifies a number of initiatives to focus upon over the coming year. These initiatives, currently being vetted through our Executive Committee, will be included in this section in the final Strategic Plan. Each initiative will connect with the primary strategies identified in the plan and specific actions associated with initiatives will be reflected in Appendix A (East Bay EDA’s Annual Work Plan).

SHAPE ECONOMIC UNDERSTANDING

East Bay EDA's thoughtful, well-researched information and opinions identify critical regional issues and promote deeper understanding of the region's economic challenges and opportunities.

- Gather, analyze, and present economic information that influences understanding of the East Bay economy, including its opportunities for investment.
- Disseminate the information widely, engaging regional, national, and international audiences.

LEAD COLLABORATIVE EFFORTS

With integrity, East Bay EDA creates the platform for public and private sector stakeholders to work together and foster relationships that enhance the competitive health of the economy, with particular focus on regional aspects such as: business climate, workforce development, and physical infrastructure. For example, the East Bay EDA coordinates the East Bay Green Corridor Partnership.

Business Climate

Create a healthy, dynamic business eco-system that helps foster new companies and grow existing East Bay companies.

- *Improve access to business resources.* Enhance business access to resources of all kinds: a skilled workforce, commercial real estate and infrastructure, financial resources, streamlined regulatory processes, international trade services, and a network of private and public sector leaders available to support business retention as well as new ventures and investments in the East Bay.
- *Enable innovation & technology commercialization.* Support innovation, technology commercialization, and entrepreneurial dynamism by working closely with the region's universities and research laboratories as they seek to transform science and invention into commercial activity that creates jobs and wealth while solving real-world problems.
- *Streamline government to support business growth.* Identify and advocate for improvements in the tax and regulatory processes that enable business expansion and job creation.

Workforce Development

Enhance the region's workforce development system by improving and facilitating the connection between educators and employers.

- Facilitate strong working relationships between the workforce education system (P-20), local high-growth industries, and the economic development community.
- Serve as a workforce intermediary providing linkages between the business community, higher education, community colleges and other workforce education

providers, labor, and the region's research labs and corporate research and development centers.

Physical Infrastructure

Support the creation and maintenance of the region's physical infrastructure by identifying and advocating for critical investments in its short and long-term sustainability.

- Work with regional agencies as well as policy makers at the local, state and federal levels to develop programs and fund infrastructure projects (particularly related to transportation, transit, and goods movement) that support the economic vitality of the East Bay.
- Promote state policies and local land use plans and policies that strive to help the East Bay region achieve a jobs/housing balance that will improve affordability and help reduce congestion in the East Bay.
- Promote the sustainability of the East Bay's physical environment by supporting the reduction of solid waste, improvements to regional air quality, and other initiatives related to energy and resource efficiency.
- Work with East Bay cities and other stakeholders to encourage the preservation, utilization and redevelopment of industrial land and related infrastructure.
- Work with local and state water agencies to maintain the quality of water and secure a reliable source of water to meet the East Bay's residential and commercial growth.

East Bay Green Corridor Partnership

Support the East Bay Green Corridor's mission of creating a thriving region of green technology innovation, commercialization and local economic development in a manner that creates high quality jobs and addresses environmental and social concerns. The Corridor's full work plan is attached as Appendix B.

PROMOTE THE EAST BAY

East Bay EDA attracts new investment and business activity by consistently elevating the brand and level of awareness of the East Bay through a cross-platform marketing and communications strategy and by serving as the one initial contact and source of information or advocacy for the region on behalf of the stakeholders it represents.

- Market the East Bay as a leading region for investment and business expansion.
- Identify businesses interested in expanding or locating in the East Bay and, in partnership with East Bay cities, facilitate their access to information and relationships that will assist them in their investment decisions.
- Enhance the East Bay's international business presence and relationships.
- Advocate for policies and investments that will benefit the East Bay economy.

SERVE MEMBERS

With an inspirational mission and track record of results, East Bay EDA is a source of tangible benefits for its members including: (1) influence over positive economic outcomes; (2) recognition for their contribution to the success of the mission; and (3) connections and information that help grow their business or organization.

Influence Economic Outcomes

- Facilitate the identification of a shared advocacy agenda for the East Bay consistent with East Bay EDA's mission and serve as the entity to transmit that agenda to key state and federal officials to strengthen the region's economic competitiveness.

Facilitate and Recognize Member Contributions

- Leverage the tremendous assets of East Bay EDA members and stakeholders for the benefit of the mission.
- Provide opportunities for members to engage in regional efforts and be recognized for their contributions to the East Bay EDA mission.

Provide Connections and Information

- Build a broad network of public and private sector leaders and stakeholders and connect East Bay EDA members to it.
- Streamline the regional economic development delivery system by providing a forum for members to collaborate.

Provide Technical Assistance

- Provide customized data and research products.
- Assist cities in creating and implementing economic development and marketing plans and strategies.

A more detailed description of East Bay EDA's annual work plan for implementing this strategy is attached as Appendix A.

APPENDIX A: East Bay EDA Work Plan 2010-11

Implementing East Bay EDA's Strategies

East Bay EDA pursues four primary strategies in its work: (1) shape economic understanding; (2) lead collaborative efforts; (3) promote the East Bay; and (4) serve our members. This annually updated work plan details the actions EDA's staff expect to undertake in the coming year to implement these strategies.

SHAPE ECONOMIC UNDERSTANDING

East Bay EDA's thoughtful, well-researched information and opinions identify critical regional issues and promote deeper understanding of the region's economic challenges and opportunities.

- Gather, analyze, and disseminate a broad spectrum of up-to-date economic information for the East Bay including business starts, growth, and closures, employment, commercial real estate trends and industry cluster trends that members, business prospects and other organizations need to make investment, expansion, retention or location decisions. Keith Sutton, Simon Yee
- Generate and disseminate an annual economic forecast as well as quarterly and monthly updates for the East Bay. Simon Yee
- Produce annual reports such as the *East Bay Indicators Report* and other publications to benchmark the region in relation to comparable domestic and international markets and provide insight into regional economic trends. Simon Yee
- Utilize speaker appearances, economic panels, and the media to disseminate economic reports and East Bay EDA research findings. Karen Engel
- Develop the www.eastbayeda.org website into the central online resource providing immediate access to economic and demographic data and reports for the East Bay. Increase the utility of East Bay economic data by incorporating dynamic charting and data download capabilities through the conversion of all East Bay data to a dynamic format with multiple user applications ("Dundas" charts), giving members and the general public complete access to data previously only available in East Bay EDA's monthly, quarterly and annual reports. Keith Sutton, Simon Yee

LEAD COLLABORATIVE EFFORTS

With integrity, East Bay EDA creates the platform for public and private sector stakeholders to work together and foster relationships that enhance the competitive health of the economy, with particular focus on regional aspects of the economy such as: business climate, workforce development, and physical infrastructure. For example, the East Bay EDA coordinates the East Bay Green Corridor Partnership.

Business Climate

Create a healthy, dynamic business eco-system that helps foster new companies and grow existing East Bay companies.

Improve business' access to resources

- Provide business retention services to member cities and counties. Help identify and support companies seeking to expand or at risk of contracting. Coordinate “red team” retention efforts to enable businesses to continue operating in the East Bay. Bob Sakai, Keith Sutton
- Re-establish the EDA’s Regulatory Council to improve the inter-face between private sector companies and developers and the regional regulatory agencies. Karen Engel
- Manage and market the region’s Industrial Development Bond (IDB) program. Keith Sutton
- Assist and support venture capitalists, angel investors, foreign investors, and Regional Centers administering EB-5 immigrant visa programs to increase funding opportunities for companies in the region. Bob Sakai
- Connect and support regional waste, water and recycling districts and local cities as they work to coordinate efforts to improve their cost effectiveness for rate payers and offer increased incentives to business.
 - Assist in expanding business participation in the Green Business Program and other city and regional “green” programs, resources and strategies.
 - Assist in expanding business participation the StopWaste Partnership Program.Keith Sutton, Bob Sakai, Stephanie Brown
- Connect East Bay companies with international trade resources, contacts, and information. Sponsor international trade and investment missions as needed on behalf of East Bay officials and business leaders, particularly the foreign headquarters of East Bay businesses. Bob Sakai
- Apply for a grant from the U.S. Economic Development Administration to form an on-line virtual business incubator or “East Bay Business Portal” that will compile and offer business development information and resources to businesses in the East Bay. Keith Sutton
- Convene a bi-monthly gathering of member city’s economic development directors to share information, best practices, and lead information as well as to foster regional collaborative working relationships. Karen Engel
- Participate in the monthly meetings of the Alameda County Mayors’ Conference, the Contra Costa County Mayors’ Conference, and the Alameda County Special District Association. Karen Engel

Enable innovation & technology commercialization

- Support East Bay universities and national laboratories in competing for public and private funding, establishing links with the private sector, and facilitating the commercialization of technologies. Karen Engel, Carla Din, and Bob Sakai
- Support the East Bay Green Corridor’s 2010-2011 priorities including building the Green Corridor beta test/early customer program to help commercialize new Clean Technology businesses, utilizing the cradle to scale model to site new and growing Clean Technology companies in the Green Carla Din

Corridor, and developing a coordinated system for industry outreach, employer identification and job training and placement.

- Accelerate investment and economic development around research clusters and help create innovation and entrepreneurship opportunities by supporting the Tri-Valley cities, Sandia National Labs (SNL) and Lawrence Livermore National Lab (LLNL) as they implement their Innovation for Green Advanced Transportation Excellence (i-GATE) and the Livermore Valley Open Campus. Karen Engel and Bob Sakai
- Support the Innovation Tri-Valley Initiative founded by the Livermore Chamber of Commerce, Sybase, Chevron, and others. Karen Engel and Bob Sakai
- Support the Greater East Bay Innovation Zone initiative led by the Contra Costa Economic Partnership. Karen Engel

Streamline government to support business growth

- Identify and help address obstacles and other inhibitors to business growth and expansion in the East Bay. Identify these issues by working with industry associations, chambers of commerce, and by meeting with East Bay companies directly. Help address these problems by communicating them and their suggested solutions to state, regional, and local governments. Karen Engel

Workforce Development

Enhance the region’s workforce development system by improving and facilitating the connection between educators and employers.

- Serve on the Alameda County Workforce Investment Board as a member assisting in the identification of emerging industry trends and changing workplace skill requirements. Karen Engel
- Help the Alameda and Contra Costa County school districts prepare students to succeed in 21st century careers by supporting CSU East Bay’s Gateways Partnership. Karen Engel
- Expand and improve community college outreach to employers and enhance their curriculum development, job training and placement through industry-driven, collaborative workforce training initiatives. Facilitate collaboration – as needed – the between employers, community college districts, CSU East Bay, the University of California Berkeley, and the Alameda County Workforce Investment Board and the Contra Costa Workforce Development Board. Bob Sakai
- Increase job opportunities for East Bay residents by supporting Alameda County’s “Vendor First Source” program. Stephanie Brown
- Improve the skills of the East Bay workforce by encouraging workers and employers to take maximum advantage of Workforce Investment Board programs and Employment Training Panel grants. Bob Sakai

Physical Infrastructure

Support the creation and maintenance of the region’s physical infrastructure by identifying and advocating for critical investments in its short and long-term sustainability.

- **Transportation.** Karen Engel
 - Represent the needs and interests of East Bay employers in the regional Sustainable Communities Strategy led by ABAG and MTC.

- Continue to advocate and support the disbursement of the 2006 state infrastructure bond monies (Proposition 1B, in particular)
- **Rail.** Continue to foster collaboration between West Contra Costa Communities, rail companies (UP, BNSF), the Port of Oakland, and others to resolve grade separation and right-of-way issues related to rail. Karen Engel
- **Physical Environment.** Represent the business perspective on the following infrastructure issues: Karen Engel
 - *Water:* Support efforts to secure funding for the improvement of the East Bay's levees and protection of the Bay-Delta.
 - *Air:* Participate on the Bay Area Quality Management District's Cumulative Impacts Work Group to develop incentives and land-use guidelines that will reduce toxic air contaminants in impacted communities.
 - *Land Use:* Support efforts to preserve industrial properties in the East Bay, and support the balance between jobs and housing in the East Bay.
- **Port.** Support the economic development efforts of the Port of Oakland including capitalizing on the momentum of the 2010 Northern California MegaRegion Summit organized by the Oakland Metropolitan Chamber of Commerce, the Port and the City of Oakland. Karen Engel

East Bay Green Corridor Partnership

The Corridor's work plan is attached as Appendix B.

PROMOTE THE EAST BAY

East Bay EDA attracts new investment and business activity by consistently elevating the brand and level of awareness of the East Bay through a cross-platform marketing and communications strategy and by serving as the one initial contact and source of information or advocacy for the region on behalf of the stakeholders it represents.

- **Marketing campaign.** In partnership with other East Bay organizations, form a Marketing Task Force and develop a marketing campaign for promoting awareness of the East Bay as a world-recognized location to grow business and attract capital in a way that creates quality jobs. Karen Engel
 - **Website.** Build and maintain a website (www.eastbayeda.org) that effectively markets the East Bay region to Bay Area, California, national and international businesses. Keith Sutton
 - **Collateral material.** Create and update, as necessary, a range of collateral marketing materials, including the resources and incentives included in the bi-annual East Bay Business Resource Guide. Keith Sutton
 - **Trade shows.** Participate in promotional opportunities through trade shows and international events. Bob Sakai
 - **Sub-regional marketing.** Support the development and program activities of sub-regional and local marketing efforts such as those of the East Shore, the Northern Silicon Valley Partnership, the Tri-Valley, and the Eastern, Central and Western Contra Costa County sub-regions. Karen Engel

- **Business and investment attraction.** Identify business prospects and provide information to businesses looking to expand or locate in the East Bay. Serve as the central point of contact for business attraction and expansion leads on behalf of cities with whom we coordinate closely and provide Bob Sakai
 - **International trade missions.** Sponsor international trade and investment missions to facilitate communication and personal contacts between local officials and foreign businesses, particularly the foreign headquarters of East Bay businesses. Bob Sakai
 - **Channel leads to cities.** Serve as the central portal for business location and re-location leads with respect to the Governor’s Office of Economic Development (GoED), Team CA, and East Bay cities. Bob Sakai
 - **Site location information.** Collect information about available commercial and industrial real estate in the East Bay. Work in collaboration with real estate brokers, property owners and managers, and city economic development staff to compile and disseminate this information and coordinate site tours as needed. Bob Sakai
 - **Advocacy.** Leverage East Bay EDA’s public-private relationships to advocate for certain actions, investments or policies that improve the East Bay business climate, such as: Public sector pension reform; infrastructure revenue enhancements; service consolidation across jurisdictions. Karen Engel/All

SERVE MEMBERS

With an inspirational mission and track record of results, East Bay EDA is a source of tangible benefits for its members including: (1) access to a platform for influencing positive economic outcomes; (2) recognition for their contribution to the success of the mission; and (3) connections and information that help grow their business or organization.

Influence Economic Outcomes

- Form a Policy Committee comprising a sub-group of the East Bay EDA Executive Committee to evaluate and make recommendations regarding political endorsements and advocacy. Karen Engel
- Facilitate member access and appointments to regional boards and commissions. Karen Engel
- Support East Bay EDA’s members and strategic partners in their pursuit of grant and other funding to conduct work consistent with East Bay EDA’s mission. Karen Engel

Facilitate and Recognize Member Contributions

- Establish an Ambassador Committee charged with identifying and programming member volunteer efforts. Stephanie Brown
- Create opportunities for members to be recognized for supporting East Bay EDA efforts (e.g., sponsoring events, serving on boards and commissions, and representing the good will of the organization at functions and events). Stephanie Brown

Provide Connections and Information

- Attract more large scale private sector members to East Bay EDA. Karen Engel
- Establish and facilitate an East Bay Business Council composed of prominent East Bay business leaders to provide a peer network, strengthen the business relationships in the East Bay, and strengthen the East Bay EDA's ability to consistently improve the East Bay's business climate. Karen Engel
- Utilize regional and industry knowledge to connect members to a network of appropriate key stakeholders and decision makers working to maintain the economic vitality of the East Bay. Stephanie Brown
- Facilitate information sharing and organizational connections between groups working on common issues affecting the East Bay economy. Stephanie Brown
- Host 5-6 events every year including: (1) Legislative Reception and Vision Awards event; (2) Fall membership meeting in conjunction with the StopWaste Partnership's Business Efficiency Awards; (3) Spring membership meeting with an annual economic forecast; (4) launch event for the annual East Bay Economic Indicators report; and (5) Board Retreat. Stephanie Brown

Provide Technical Assistance

- Provide customized data and research products for members. Keith Sutton
- Assist member cities in creating and implementing economic development and marketing plans and strategies. Keith Sutton

APPENDIX B: East Bay Green Corridor Partnership Priorities 2010-11

East Bay Green Corridor Partnership: Mission

The East Bay Green Corridor's mission is to create a thriving region of green technology innovation, commercialization and local economic development in a manner that creates high quality jobs and addresses environmental and social concerns.

Established in 2007 by the University of California Berkeley (UCB), Lawrence Berkeley National Laboratory (LBNL), and the cities of Berkeley, Oakland, Richmond and Emeryville, the Corridor expanded in 2009 to include the cities of Alameda, Albany, El Cerrito and San Leandro, California State University East Bay, Peralta Community College District and Contra Costa Community College District. This put the structure in place for broad, regional collaboration.

Principles

The East Bay Green Corridor is committed to strengthening the regional green technology economy while reaching sustainability goals and applying the following principles:

- Create conditions that support new and emerging green industries
- Strengthen existing programs promoting technology development and transfer
- Support employment opportunities in emerging green industries
- Build a more cohesive regional identity in energy-related green business sectors
- Protect local economies from climate change and energy shock
- Improve the environment and quality of life

General Priorities for 2010-11

- Establish the Green Corridor as the “one-stop” for Clean Technology spinouts from UC Berkeley, LBNL, and other institutions seeking space and incubator services.
- Help existing and emerging green businesses get sited in the Green Corridor by working with a network of economic development directors and real estate brokers, matching space needs with opportunity sites appropriate for manufacturing, assembly, office, warehouse, production as well as research and development.
- Build the *Green Corridor Beta Test Program* for Clean Technology start-ups to use the region as a test site for UC Berkeley and LBNL prototype development and to attract early adopters en route to commercialization.

- Achieve designation by the Governor's Office of Economic Development as one of California's Innovation Hubs and benefit by joining a collaborative, state-wide network of regional innovation centers.
- Increase demand for new and traditional clean energy technologies by implementing a large-scale policy initiative that can go to regional scale, boost economic returns to the Green Corridor and help meet climate goals.

Support the establishment of a Clean Technology incubator near UC Berkeley/ LBNL to provide shared services and business development assistance in an environment conducive to new venture creation, survival and expansion.

Workforce Development Priorities 2010-11

- Develop a coordinated system for industry outreach, employer identification and job placement.
- Expand workforce training and education infrastructure for alternative transportation industries.
- Strengthen relationships with the Alameda and Contra Costa County Building Trades to create, strengthen and expand opportunities for current and future workforces.
- Strengthen feeder programs for future workforces through High School Partnership Academies, adult schools, training programs and the community college systems.
- Explore advanced training and education programs with community colleges and CA State University East Bay for management level positions in energy efficiency, building controls and alternative energy.