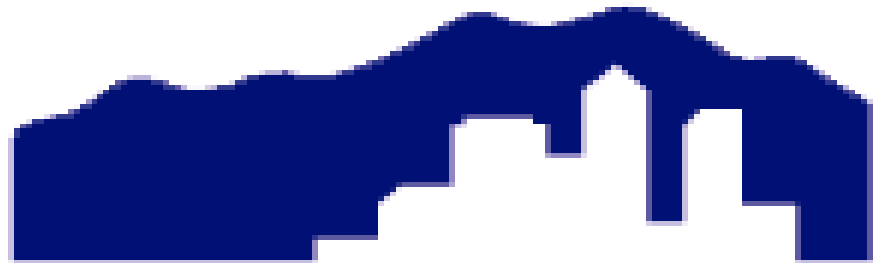


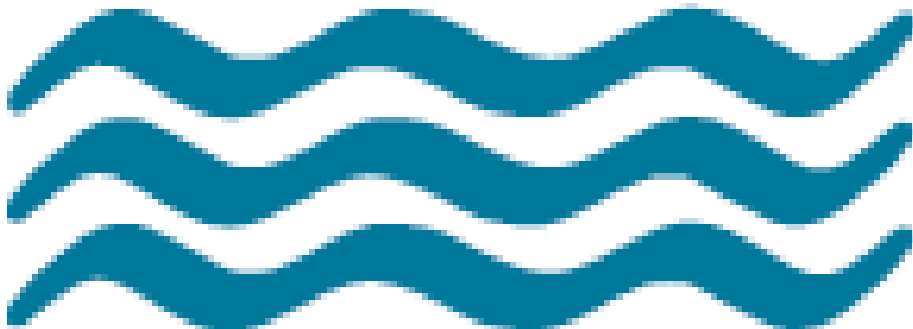


E D A B
FY 2002-2003
STRATEGIC
ACTION PLAN

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

2002-2003 FISCAL YEAR

MISSION

EDAB strives to be the region's driving force of collaborative leadership that leverages the strengths of its private and public sector membership to retain and attract business, promote sustainable development, address infra-structure challenges and build economic prosperity and social equity.

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 issues affecting the East Bay and encourage participation in development and implementation of solutions.
- ❖ Provide business-to-business and business-to-government forums to improve communication, understanding and the business climate.
- ❖ Promote investment opportunities in the East Bay to business in other areas of the San Francisco Bay, nationally and internationally.
- ❖ Provide economic and demographic data and analysis on the East Bay to assist the public and private sectors evaluating, planning and implementation strategies and create an East Bay identity.
- ❖ Facilitate communications and coordination between cities, regulatory agencies and other service providers.
- ❖ Identify and develop strategies to address business climate and infrastructure issues.

ACTION PLAN SUMMARY

I. RESEARCH AND ECONOMIC DEVELOPMENT DATA

Goal: Improve the response by the East Bay's public and private sectors to meet the demands of a rapidly changing East Bay economy and provide the information business prospects need to make location or expansion decisions and enhance the image of the East Bay.

Objectives:

- Provide forward-looking economic information and analysis that is useful to East Bay local, state and federal government policy makers and business leaders.
- Maintain compressive economic and demographic data on the East Bay region and disseminate to local and prospective clients.

Activities:

- Coordinate the development and publication of annual reports and publications, including the *East Bay Economic Indicators* which benchmark the region in relation to comparable domestic and international markets; *Selected Industry and Industry Cluster Analyses*; *East Bay Profile*; and *East Bay Business Resources*.
- Facilitate the exchange and discussion of market intelligence between business, government universities.
- 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.
- Disseminate periodic analyses of the economic forces affecting the East Bay in relation to Bay Area, state, and national economic conditions.
- Maintain the most comprehensive and effective website possible on the East Bay at www.edab.org.

A. PROBLEM-SOLVING STRATEGIES

A. Economic Development Delivery System

Goal: Support and collaborate with cities, chambers of commerce, utilities, universities, and regulatory organizations to enhance the business climate in order to grow businesses, attract capital, and create quality jobs through a professional, globally competitive, economic development delivery system.

Objectives:

- Provide a forum for economic development partnership programs, cities, chambers of commerce and universities to evaluate the effectiveness of economic development delivery system and facilitate regional collaboration.

- Improve the East Bay’s business and civic leadership.

Activities:

- Facilitate bi-monthly Economic Development Directors Council meetings to share information and resources, problem solve critical issues, and develop and implement regional response strategies.
- Facilitate quarterly Regulatory Council meetings with Bay Area regulators to exchange pertinent regulatory information and improve the regulatory compliance processes.
- Co-sponsor with chambers of commerce and business associations events that increase business participation and use of economic development resources.
- Collaborate with economic development partner organizations and universities to enhance business resources.
- Develop and implement meaningful EDAB events that highlight member leadership, increase member participation and justify value in new and continued membership.

B. Transportation Infrastructure

Goal: Work with regional transportation agencies, local, state, and federal governments to provide a business perspective for policy and program development and to advocate for transportation improvement projects that improve mobility.

Objectives:

- Work with transportation planning agencies and advocacy groups to maintain and preserve existing transportation facilities and to invest in an integrated transportation system that improves access and mobility of people, goods and services.
- Provide a forum for business participation in transportation planning and problem solving and increase the public understanding of the regional network.

Activities:

- Convene a Task Force of key regional public, private and labor leaders to evaluate and advise transportation agencies, Ports, and local government on the regions options for goods movement that would improve the regions seaport and airport and supporting infrastructure and enhance regional mobility.
- Provide a regional forum for business including periodic reports on the progress made by transportation agencies to mitigate congestion during the Bay Bridge re-construction and the effectiveness of CalTran’s transportation mitigation plan.
- Support Measure C reauthorization efforts in Contra Costa County.

C. Regional Development – Housing/Jobs Balance

Goal: Support efforts to achieve a common regional vision to address the jobs housing imbalance through enhancement of communication and cooperation among economic, environmental and social equity initiatives.

Objective: Through advocacy, promotion and collaboration, increase investment in housing

Activities:

- Participate in the Bay Area Sustainable Development Alliance and Livability Footprint Project and the Inter-Regional Partnership to develop a regional vision to improve the job housing balance.
- Sponsor studies to assess the use and effectiveness of housing incentive programs that will carry out the recommendations of the November 2001 Jobs/Housing Task Force report.
- Encourage cities and financial institutions to support diverse housing types and mixed-use investments at transit-supportive densities within urban areas.
- Support state legislative reforms that provide incentives and financial support to increase the supply of housing in the region.
- Participate in an Inter-Regional Partnership (IRP) to improve the coordination of economic development efforts among Alameda, Contra Costa, San Joaquin, Santa Clara and Stanislaus Counties.
- Assist local communities with IRP Opportunity Zone designation to secure incentives and market their projects.

D. Other Business Climate Issues

Goal: Monitor the East Bay’s business climate and emerging issues affecting investment and jobs and develop programs that increase access to resources to enhance business growth.

Objective: Through advocacy, promotion and collaboration, address State, federal, regional and local regulations or limiting infrastructure.

Activities:

- Participate in regional and State efforts to encourage businesses and residents to conserve energy, inform businesses of energy conservation and generation programs/resources and assist cities in the siting of new generation facilities.
- Identify and respond (where possible) to issues affecting East Bay businesses.

II. WORKFORCE DEVELOPMENT

A. Employer Involvement in Education

Goal: Serve as the regional leader, encouraging business involvement in K-12 efforts to ensure that students receive rigorous and relevant training and are prepared for postsecondary education and high-wage, high-skill careers.

Objective: Promote the importance of employer engagement in the "East Bay Learns" school-to-career program.

Activities:

- Outreach to employers to encourage their involvement in system-wide reform and support for programs that provide teachers and students work experience, job shadowing and mentoring.
- Participate in Bay Area Councils Educational Leadership Panel to improve the success of East Bay schools.

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.

Objective: Improve the quality of training and career decision-making process by coordinating periodic meeting of training and educational professional and sponsoring Labor Market Information studies of occupations and industry sectors.

Activities:

- Sponsor research and studies in association with Workforce Investment Boards (WIB) and the State Employment Development Department (EDD) 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.

C. Target Job Development Opportunities for CalWORKs Job Seekers

Goal: Increase employer participation and job growth within the region to meet needs of Temporary Aid to needy Families (TANF) recipients.

Objectives:

- Promote the advantages for employers to hire TANF job seekers through targeted marketing and outreach initiatives.
- Move current and former CalWORKs recipients from low to higher wage jobs through a pilot post-employment services program.

Activities:

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

III. BUSINESS DEVELOPMENT AND INTERNATIONAL LINKAGES

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.

Objectives:

- Identify business prospects and provide information to businesses looking to expand or locate in the East Bay.
- Increase access by East Bay businesses to the Industrial Development Bond (IDB) program

Activities:

- 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
- Improve access by site locators to investment opportunities through EDAB's website and resource materials.
- Create and/or update a promotional video and EDAB collateral marketing materials.
- Assist companies with site tours and searches.
- Build and maintain a website that will serve as a model for regional marketing.

B. Business Retention

Goal: Retain existing businesses and help relocating businesses to thoroughly examine all opportunities within their current city, then attempt to keep them within the East Bay and then the State of California.

Objective: Assist local governments in creating positive relationships with their businesses before business closures or relocations are implemented, and identify industries and businesses at risk.

Activities:

- 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 the Corporation for Manufacturing Excellence (Manex) and other resources.

C. Business Efficiency

Goal: Help businesses have a positive impact on the quality of life of the East Bay.

Objective: Improve the environmental performance and productivity of East Bay businesses through promotion of pollution prevention and resource conservation measures.

Activities:

- Assist in expanding business participation in the Green Business Program.
- Assist in expanding business participation the Alameda County Stopwa\$te Partnership Program.

D. Innovative and Knowledge-Based Growth

Goal: Establish the Bay Area and the East Bay as the world's premier knowledge-based economy.

Objective: Create a business environment that encourages the growth of innovative new companies, and provides the support necessary for maintaining the region's world-class research and development infrastructure.

Activities:

- Encourage, support and develop the local infrastructure necessary for research and technology commercialization t, including specialized business services and financing, business incubators, technology development centers, the Bay Area Regional Technology Alliance (Technology Ventures Network), the Bay Area Science Infrastructure Consortium.
- Identify leading, knowledge-based industries and develop recommendations for promoting their growth.
- Build region-wide support among the local population as well as local, state and federal leaders to continue the region's status as the nation's premier center for "big science" projects.
- Promote the collaboration among industry, financing, educational institutions, business services and government necessary to maintain the East Bay and the Bay Area in the forefront of knowledge-based regional economies

E. Access to Global Markets

Goal: Build the East Bay into a major international metropolitan center.

Objectives: Establish a global reputation and presence for the East Bay by linking the region to international resources, sources of foreign investment and global markets.

Activities:

- Support the Bay Area World Trade Center and other services that provide assistance to East Bay businesses and institutions interested in global projects.
- Promote the East Bay's connections to global markets and institutions through an outbound international trade mission.
- Assist local governments and businesses in their own trade missions and other projects overseas.
- Sponsor and support local events and projects promoting trade and foreign investment.
- Capitalize on our population diversity by promoting stronger ties among local ethnic communities and organizations, foreign owned businesses, local governments and the East Bay business community as a whole.