

ASSOCIATION OF BAY AREA GOVERNMENTS

Representing City and County Governments of the San Francisco Bay Area



ABAG

Date: February 25, 2015

To: ABAG Executive Board Administrative Committee

From: Miriam Chion, Planning and Research Director
Johnny Jaramillo, Senior Regional Planner

Subject: **Regional Economic Development Framework Update**

The purpose of this session is to provide an overview of content and process for the Economic Development framework to date, discuss a process to select high consensus Economic Development strategies, and a regional approach to industrial land and Priority Industrial Areas. This will set the stage for the next Executive Board discussion on March 19th following a presentation of key projects.

On January 15th, 2015, staff presented a *draft Regional Economic Development Framework* of what ABAG could do to support regional economic development, a priority identified in Plan Bay Area and the Joint Policy Committee. The Board directed staff to begin the process of scoping a comprehensive, orderly and inclusive process to assemble and document a Regional Economic Development Framework, drawing in large part from existing work in this area. The intent of this framework is to elevate and support common themes and strategic solutions from various organizations throughout the region, improve our understanding of the structure of the local and regional economy, and to identify what specific actions ABAG can take to advance regional economic prosperity.

Attached is a set of key reports and links requested by the ABAG Executive Board, a memo from the Executive Director to the Board outlining next steps, and a copy of the original January 15th, 2015 staff report.

Discussion:

- Given our current economic opportunities and challenges, what are your key priorities in supporting a prosperous regional economy?
- How to identify key strategies that address key regional challenges? What are some of the priorities of high consensus across local jurisdictions?
- How can Priority Industrial Areas support the diversity of our economy, small businesses and provide incubator space for innovation?

Attachments

1. Economic Program Key Reports and Links
2. Economic Program Next Steps Memo
3. Executive Board January 2015, Regional Economic Development Framework Memo

Key Reports to Inform the Regional Economic Program

This set of reports was requested by the ABAG Executive Board on January 15th, 2015, when staff presented a *draft framework* of what ABAG could do to support regional economic development, a priority identified in Plan Bay Area and the Joint Policy Committee. The Board directed staff to begin the process of scoping a comprehensive, orderly and inclusive process to assemble and document a Regional Economic Development Framework, drawing in large part from existing work in this area. The intent of this framework is to elevate and support common themes and strategic solutions from various organizations throughout the region, improve our understanding of the structure of the local and regional economy, and to identify what specific actions ABAG can take to advance regional economic prosperity.

Regional Economic Strategy Process - Bay Area Council Economic Institute (BACEI)

As part of the Regional Economic Strategy process, the Bay Area Council Economic Institute in partnership with ABAG and MTC has led five sub-regional meetings that have highlighted local best practices in economic development and identified local priorities and concerns. Possible regional-level strategies were discussed that would support or complement local efforts. These sub-regional meetings have included local leaders and economic development organizations, with representation from entities focusing on business, workforce development, transportation, and education. Five sub-regional meetings have taken place to date in the North Bay, San Francisco, the East Bay, Santa Clara County, and San Mateo County. A sixth meeting is currently being planned for Solano County. The findings from that discussion will be integrated into this summary document.

Each meeting addressed two broad questions: 1) What best practices and initiatives in support of economic vitality are taking place at the local level and have proven outcomes? 2) What potential regional-level actions do local leaders see as helpful to their own efforts? The following memo highlights the economic development themes that emerged over multiple meetings:

http://abag.ca.gov/planning/pdfs/RES_Memo_BACEI_Aug2014.pdf

Economic Prosperity Strategy

The San Francisco Bay Area is in the midst of a strong recovery from the past decade's economic downturn. However, the benefits of prosperity are not universally shared. In the Bay Area, more than 1.1 million workers — over a third of the total workforce — earn less than \$18 per hour.

How can we make sure the region's rising economic tide does more to lift all boats? The Economic Prosperity Strategy identifies a comprehensive, three-pronged approach to providing greater economic mobility to low- and moderate-wage workers in the Bay Area. First, create pathways that will help lower-wage workers move into middle-wage employment. Second, promote economic growth with an emphasis on middle-wage jobs — to ensure that there are sufficient opportunities for moving up. And third, improve the quality of jobs and economic conditions for lower-wage workers.

Another goal was not to develop prescriptive recommendations, but strategies for regional consideration that represent the diversity of perspectives in the nine county Bay Area. The research, outreach and drafting of the Economic Prosperity Strategy was carried out by a core team of four organizations informed by outreach to businesses, economists, local jurisdictions and labor including SPUR, Center for Continuing Study of the California Economy (CCSCE), San Mateo County Union Community Alliance, and Working Partnerships USA.

The strategies outlined in this report are grounded in the key findings. The study found that the continued success of the Bay Area economy requires growing middle-wage jobs and offering lower-wage workers

Attachment 1

more opportunities to advance. The region faces a number of critical issues in improving upward mobility for lower-wage workers.

The full report can be found here: <http://www.spur.org/publications/spur-report/2014-10-01/economic-prosperity-strategy>

Regional Goods Movement Plan Update - Preliminary Findings

Goods movement is a critical piece of the region's transportation system, supporting a strong economy and providing residents and businesses with the products they need. Goods movement activities create a diverse array of jobs, and generate tax revenues to support crucial public investments. At the same time, goods movement activities have significant environmental and public health impacts on those communities located in close proximity to goods movement activities. Plan Bay Area, the region's regional transportation plan and sustainable communities strategy, identifies goods movement as a key work item to advance as part of Plan implementation and to develop further for the Plan update in 2017.

MTC is developing an update to the Regional Goods Movement Plan. The regional work is being closely integrated with the [Alameda County Transportation Commission's \(ACTC\) countywide goods movement planning effort](#), as well as the ongoing state and federal freight planning and policy activity to ensure consistency among all plans and to provide a more complete picture of the goods movement system in the Bay Area. In collaboration with ABAG, the goods movement effort involves updating the *regional and subregional analysis of goods movement* in terms of the transportation system, land use requirements, and air quality implications.

General information on the Regional Goods Movement Plan update can be found here: <http://www.mtc.ca.gov/planning/rgm/>

A staff presentation on the Needs Assessment currently underway can be found here: http://apps.mtc.ca.gov/meeting_packet_documents/agenda_2341/5_Freight_Memo_and_PowerPoint.pdf

Industrial Land and Job Study – Summary Scope of Work

The location of Industrial or *Production, Distribution, and Repair* (PDR) businesses within the nine-county Bay Area has important implications for regional sustainability and jobs. Locating wholesale distributors in particular near major trading ports and city centers on industrial lands where space is relatively more affordable provides access to key local markets helps ensure the efficient movement of goods. The recent growth of the Bay Area's lighter "maker and artisanal goods" industries, from catering businesses to pet facilities to coffee roasters and chocolatiers, gain productivity benefits from clustering in the core. Displacing these to outlying areas – a trend that is already occurring – has economic impacts and significantly increases vehicle miles traveled (VMT) from trucks (Hausrath Economics Group and Cambridge Systematics 2008). Displacement of these firms may also increase VMT for workers, should their job accessibility decrease, or result in a loss of employment if the firm moves outside the Bay Area altogether.

With research support from ABAG and in close coordination with MTC, this UC Berkeley study proposes to:

Attachment 1

- Analyze the function of and demand for industrial/PDR land in the economy of today and tomorrow;
- Describe the current supply and location of industrial/PDR land, and develop a typology of businesses currently located on industrial land that includes their projected growth trends and location in the region;
- Analyze the economic, employment and transportation impacts of land conversion on job quality and accessibility, other industry sectors, and VMT;
- Estimate future needs for industrially zoned land and develop strategies for preserving industrially zoned land, as needed, to support the policy and planning approaches under development by MTC / ACTC to support sustainable goods movement in the region.

Summaries and Links to Other Bay Area Economic Development Organization Reports

- *Bay Area Council Economic Institute (BACEI) Regional Economic Assessment*. This study finds that the Bay Area enjoys unique economic assets that have enabled it to prosper across economic cycles. It also finds growing economic inequality, and a risk that significant parts of the population won't share in the region's general economic success. The study asks, despite the region's present economic strength, could its economy be even stronger and generate more jobs for its residents if a number of challenges could be overcome including housing cost and availability, congestion, regulatory efficiency, and a lack of strategic focus on regional economic priorities. It finds that there is a need for a more effective partnership between business and government on economic issues, and is designed to provide a shared foundation of facts and analysis which both government and business can build a closer strategic partnership.
<http://www.bayareaeconomy.org/media/files/pdf/BAEconAssessment.pdf>
- *East Bay Economic Development Alliance (EBEDA) Building on our Assets: Economic Development and Job Creation in the East Bay*. The purpose of this report is to better understand the dynamics of the East Bay economy to identify the East Bay region's opportunities and challenges for future growth. The project team conducted an in-depth analysis of employment, business, workforce, infrastructure, and land use characteristics, augmented with interviews with business executives. On the basis of the analyses, this study provides recommendations for elected officials, workforce development and education board members, city managers, city and regional planners, economic development specialists, regional agency commissioners, state officials, business leaders and other decision-makers to plan for a prosperous region. http://www.eastbayeda.org/ebeda-assets/reports/2013/Econ%20Report_Building_on_Our_Assets_Report_2011.pdf
- *Joint Venture Silicon Valley Index*. This report finds that Silicon Valley is experiencing a level of innovation and economic activity that is impressive by any standard, and leads the nation. Yet the region also shows stark income and achievement gaps, and faces considerable challenges in accommodating sustained economic growth.
<http://www.jointventure.org/images/stories/pdf/index2014.pdf>

Attachment 1

- *Silicon Valley Community Fund, Community Economic Development Brief.* This brief represents a summary of important trends and issues related to community economic development.
http://www.siliconvalleycf.org/sites/default/files/CEDBrief_web.pdf
- *Northbay Leadership Council / Mckinsey, Education to Employment Designing a System that Works.* Around the world, governments and businesses face a conundrum: high levels of youth unemployment and a shortage of job seekers with critical skills. How can a country successfully move its young people from education to employment? What are the challenges? Which interventions work? How can these be scaled up? These are the crucial questions this report attempts to answer.

Executive Summary: http://mckinseysociety.com/downloads/reports/Education/Education-to-Employment-exec-summary_FINAL.pdf

Full Report: <http://mckinseysociety.com/education-to-employment/report/>

- *Tri-Valley Rising: Its Vital Role in the Bay Area Economy.* An examination of the Tri-Valley's assets and the transportation investments required for sustaining economic success.
http://www.bayareaeconomy.org/media/files/pdf/BACEI_Tri_Valley_report.pdf
- *BACEI, Reforming California Public Higher Education for the 21st Century.* This Bay Area Council Economic Institute White Paper assesses the changing environment for public higher education in California, and the changes required in the University of California, California State University and California Community Colleges systems to ensure that the state will continue to generate a globally competitive workforce.
<http://www.bayareaeconomy.org/media/files/pdf/ReformingCApublicHigherEdWhitePaperDec2014.pdf>
- *League for Innovation in the Community College, Role of Community Colleges in Regional Economic Prosperity.* In many regions in North America, community and technical colleges serve a critical role in supporting, and often lead, regional economic prosperity planning and collaboration. In this monograph, leaders from League for Innovation in the Community College member institutions share creative examples of how they are helping to advance economic prosperity in their regions.
http://www.league.org/publication/files/Regional_Economic_Prosperty.pdf

As a next step, we will distribute a selection of reports from local economic development organizations, to ensure that economic development efforts at the local level are acknowledged as well.

Attachment 2

January 20, 2015

To: ABAG Executive Board

From: Ezra Rapport, ABAG Executive Director

Re: Regional Economic Development Framework:
Discussion Summary and Next Steps

ABAG staff appreciated the energy and guidance the Board offered towards the development of a Regional Economic Development Framework ("Framework") at the January board meeting. This memo summarizes the discussion and actions recommended by the ABAG Board.

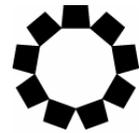
Our understanding of the **executive board motion** includes the following:

1. **Reviewing Key Projects:** Staff will compile and send to the ABAG Board copies of the reports or preliminary findings of the key regional initiatives informing the Regional Economic Development Framework. This includes the Business Partnerships findings (BACEI), the Economic Prosperity Strategy Report (HUD Grant), the Goods Movement preliminary findings (MTC) and an outline of Industrial Land study (ABAG). In addition, staff will compile a list of reports (with website links) prepared by our economic development organizations in the Bay Area. Staff will schedule presentations of these projects throughout 2015 – 2016.
2. **Engagement:** The discussion of the revised Regional Economic Development Framework Memo will be expanded to include additional discussion at the ABAG Board, the Regional Planning Committee, and the Regional Advisory Working Group. We will also distribute the memo to planning directors and economic development organizations. We will post it on our website for additional input.
3. **Revisions to the Framework:** Based on Board input the revised memo will include the following components:
 - a. Schedule for discussion and completion: Staff will describe the work plan for the Framework with a schedule of activities and a scope of tasks.
 - b. Clarification of purpose and audience: This will include an overview of how the framework will support local jurisdictions and the efforts of other organizations.
 - c. Discussion of policy input: Staff will identify a process to select high consensus policies and initiatives from all of the key regional initiatives and bring a synthesis of those to the executive board for discussion. The board will not be requested to discuss or vote on the extensive list of policy recommendations of the various initiatives.
 - d. Additional issues to be considered: The revised Framework will identify issues that need attention but are not necessarily fully addressed through in current efforts. (air quality, access to skilled labor force, parking challenges, junior accessory dwelling units, etc.)

Should you identify any missing points from the Board meeting or have any questions about this memo, we would appreciate hearing from you.

ASSOCIATION OF BAY AREA GOVERNMENTS

Representing City and County Governments of the San Francisco Bay Area



ABAG

Date: January 8, 2015

To: ABAG Executive Board

From: Ezra Rapport, Executive Director
Miriam Chion, Planning and Research Director

Subject: **Regional Economic Development Framework**

Executive Summary

The economic growth of the San Francisco Bay Area is essential to the quality of life of our residents, the vitality of our neighborhoods, and the environmental and cultural amenities that make this region a special place for local residents. Addressing economic development was identified as a priority in Plan Bay Area and at the Joint Policy Committee (JPC). This memo outlines a process for developing a regional economic development framework based primarily on input from the Bay Area's economic development organizations, the HUD-sponsored Regional Prosperity Plan, and input from regional agencies, local jurisdictions and other stakeholders. The first section describes the context for the development of the regional economic development framework. The second section describes the process to identify the regional trends, challenges and strategies. The third section provides a brief summary of current key projects. The fourth section outlines the recommended process.

Section 1: Context

Over the last three years, ABAG has been an active participant in several efforts, including the Bay Area Council Economic Institute's Business Partnerships initiative, the HUD-sponsored Regional Prosperity Consortium and the PDA feasibility assessment. In a presentation to the Executive Board in October 2013, economic development was featured as one of four areas of focus for Plan Bay Area implementation, and as an outgrowth of discussions at the JPC in early 2014, progress has already been made to assemble this work and the work of other Bay Area business organizations into a coherent, comprehensive framework.

Why We Need to Assemble a Regional Economic Development Strategy Framework

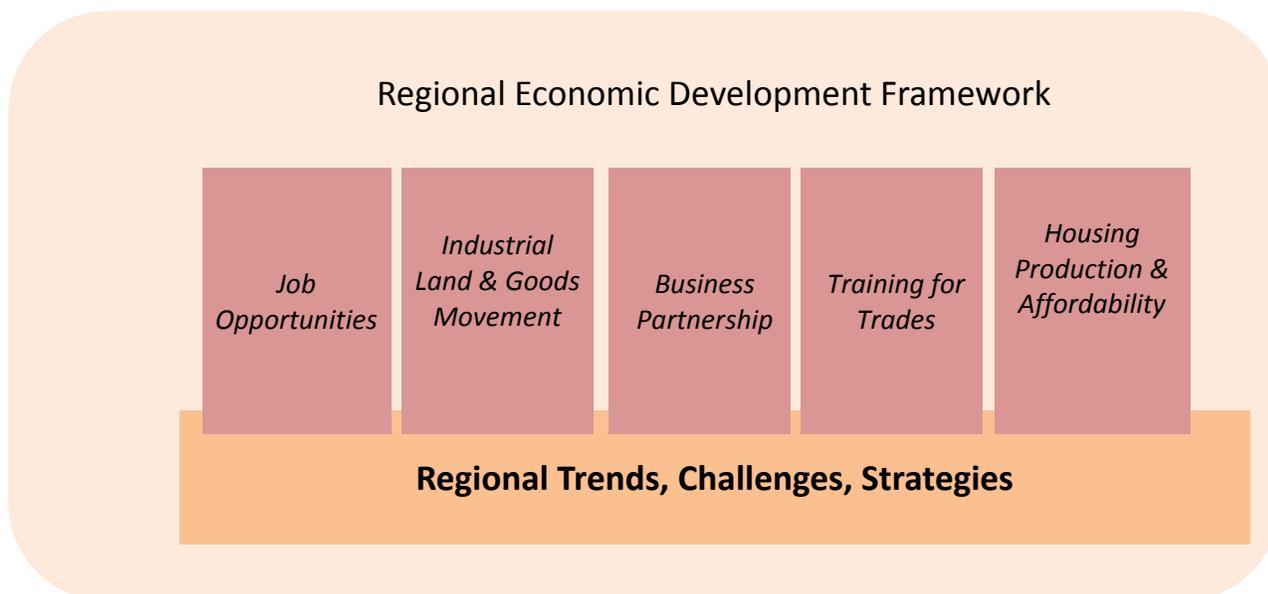
The economic development framework is an effort to coordinate the variety of economic development efforts within the region towards greater collaboration and deeper insights. One of the strengths of our region is the diversity of places and communities, which is reflected in our economy as well. We benefit from some of the most innovative technology clusters as well as from some of the most sophisticated restaurants and farms. We house some of the top social

Regional Economic Development Framework

January 8, 2015

media companies as well as top organic wineries. Sustaining this diversity has been a priority for this region. One lesson from decades of economic development programs is that the efforts that are most successful build from local resources and talent but recognize the regional and global context. A regional role in local economic development could facilitate communication among jurisdictions within the region, offer resources that are applicable to multiple jurisdictions, and provide context and support for the region’s brand as perceived statewide, nationally and globally.

The proposed regional framework identifies key areas to support this healthy economic diversity in light of our demographic changes, environmental challenges, and infrastructure needs. The chart below outlines five of the major regional projects representing a comprehensive review of regional trends, challenges and strategies. This chart will be updated according to the development of new projects and input from the ABAG Executive Board, MTC and the Joint Policy Committee.



This framework will help us build a better business climate in the Bay Area, by understanding the specific complementary roles of each project and how to facilitate collaboration across projects and across agencies. Coordination of these projects and other related activities can enhance the value of the economic analysis, planning, strategies and programs for each of the leading organizations and for the region as a whole. The distinct qualities and perspectives of these projects provide a rich platform from which to support employment growth, regional and local economic vitality, and quality job opportunities for the future work force.

Why ABAG

In terms of the process, ABAG is well positioned to support this coordination as a natural outgrowth of our established economic forecasting and analytic responsibilities regarding the region’s economy, population and forecasted income growth. ABAG is closely involved with the Bay Area Council Economic Institute and has worked with the various economic development organizations in the region.

Regional Economic Development Framework

January 8, 2015

This process of coordination would support the overall regional efforts and the Joint Policy Committee work at multiple levels:

- **Communication:** ABAG understands how local and regional economic conditions and objectives can play a role in facilitating communication among projects and in establishing communications between stakeholders in different settings (for example, communicating the existence of policies related to business requirements to local PDA planners) and with complementary interests (for example, community organizations and trade organizations). The process or output of one project can inform the work in other projects. Goals of projects may overlap and if coordinated can enable both projects to reach more successful outcomes.
- **Policy Recommendations:** As an organization that works at the state, regional and local levels, ABAG can assist with translating local concerns to the level of government where policy recommendations can lead to implementation activities.
- **Analysis:** ABAG has staff experienced in regional analysis to support local jurisdictions and economic development organizations, and provide oversight of methods, conceptual approaches, and interpretation of results for individual projects.
- **Vision:** As a Council of Governments representing elected officials, ABAG can communicate a regionwide vision of economic development goals that cross different stakeholder groups.

Section 2: Identifying Regional Trends, Challenges and Strategies

This task is a process of collaboration among ABAG, MTC, and other regional and economic development organizations. ABAG is participating in each of the five projects indicated above. Drawing from those projects and bringing additional regional research, ABAG will produce reports to address Regional Trends, Challenges and Strategies. The State of the Region report and the Forecast report describe current and future regional trends, respectively. Another report synthesizes key regional economic development challenges and strategies for discussion at the ABAG Executive Board.

- The **State of the Region Report** will provide an overview of recent economic trends to inform an assessment of future trends as well as regional challenges and opportunities. This current period of strong economic growth implies changes in our regional economy, including the growth of new industries and jobs, the location and patterns of investments, and the labor force requirements. This report will be released in March 2015 and presented at the State of the Region conference.
- Then, given our understanding of the regional economy today, ABAG will prepare the **Regional Forecast** of population, jobs and housing by 2040. This forecast will be a component of Plan Bay Area 2017 and will be developed based on a demographic model (Pitkins and Myers), economic model (REMI), and housing model.
- ABAG will present a set of findings stemming from the HUD-sponsored Regional Prosperity Plan. The findings will address policies related to job opportunities, housing production and affordability, and equity issues within the Bay Area economy.
- ABAG will also present information and recommendations from the BACEI's Bay Area Economic Assessment and other related reports as they come forward.
- From these documents ABAG will synthesize into a regional economic development framework the essential components necessary to achieve the economic growth pattern

Regional Economic Development Framework

January 8, 2015

envisioned in Plan Bay Area. These strategies will support and coordinate local efforts on the economic vitality of Priority Development Areas.

Section 3: Overview of Selected Regional Projects

The following sections describe each project in more detail. This note ends with a brief overview of the role ABAG could play in framing the projects within this related area of work.

	Job Opportunities	Industrial Land & Goods Movement	Business Partnership	Training for Trades	Housing Production & Affordability
Engagement	Cities, worker and business organizations, schools	Transportation agencies, cities, businesses	Businesses leaders and key players	Workforce boards, schools	Cities, businesses, housing organizations
Status	Economic Prosperity Strategy Report completed	Under way	Underway	Defining goals	HUD-sponsored Regional Prosperity Report underway
Schedule	2015	2015	2015	TBD	2015
Purpose	Retain and expand access to middle income jobs	Meet increasing demands for goods movement, address environmental and community impacts	Identify key opportunities and actions for healthy business climate and job growth	Strengthen the match between business needs and school programs for essential trades	Increase housing production and affordability

Job Opportunities

One of the central goals of the Bay Area Prosperity Plan is to expand economic opportunities for low- and moderate-income residents in the Bay Area by collaborating with local and regional stakeholders, underserved communities as well as housing organizations. Given the contraction of middle-income jobs in our regional economy, a central task of this Prosperity Plan has been to support the retention of these jobs and increase access to them from a perspective that addresses housing needs, training and infrastructure. Funded by HUD and scheduled for completion in early 2015, the Bay Area Prosperity Plan provides an initial vehicle for developing a regional, coordinated approach to expanding economic opportunities based on 50 pilot projects throughout the region (Attachment 1). While the Prosperity Plan focuses on low- and moderate-income workers, the strategies proposed in this policy paper addresses a broader set of needs over a wide range of industries. More specifically, the Prosperity Plan will identify the types of potential partnerships and collaborations that can support expanded economic opportunities for low- and moderate-income workers, while proposing a set of strategies and actions for workforce training and job placement programs.

Regional Economic Development Framework

January 8, 2015

Industrial Land and Goods Movement

The movement of goods and the protection of production and distribution businesses have important environmental, economic and equity implications for the region. The region is home to the fifth-busiest maritime port in the nation, the Port of Oakland, which serves not only Bay Area residents and industries but also provides a critical link to national and international markets. The goods movement effort, led by MTC in collaboration with ACTC's *Alameda Countywide Goods Movement* process and ABAG, involves a regional and subregional analysis of the transportation system, land use requirements, and air quality implications for the distribution of goods within the region.

The MTC & ACTC Goods Movement study is being developed in coordination with a study of industrial land supply and policies. This study, to be led by UC Berkeley in collaboration with ABAG, proposes to: analyze the function of and demand for Industrial / PDR land in the future; determine impacts of land conversion on job quality and accessibility, other industry sectors, and VMT; identify policies that support goods movement, existing industry clusters, and provides incubator space for new businesses. The need, extent and location of industrial land will depend on the type and amount of land projected to be demanded by businesses in the future to ensure the efficient movement of goods, economic growth, job quality, and GHG reduction in the region.

Business Partnerships

Funded by MTC/JPC and in collaboration with ABAG, this work builds on the *BACEI Regional Economic Assessment 2012*. The Bay Area Regional Economic Strategy engagement process seeks to form a public-private partnership. The first stage (completed) involved meeting with local business leaders and economic development organizations to learn from the experiences of the different organizations and identify linkages and commonalities across the region. These subregional consultations are the first step in engaging business partners and stakeholders and recognizing their priorities and shared interests. The next stage of the process involves convening stakeholders from the business community (representing a wide spectrum of industries, firm sizes and leadership roles) and the public sector into a steering committee whose tasks will be to *explore the region's best opportunities for economic success, frame an overall strategy, and define concrete actions*. As the process identifies specific areas for action, the steering committee will create action teams that include participants from additional perspectives and areas of expertise to develop concrete actions.

Training for Trades

This initiative, in the early conceptual discussion stage, would link training programs at a variety of education levels to the demand for skilled trades. The topic area overlaps each of the other initiatives under discussion. For example, training for trades could provide one avenue to move high school students directly into occupations with middle wage career paths or to transition lower wage workers into middle wage jobs or up the career ladder within middle income jobs. On the business side, labor availability in the trades may be a crucial element for some sectors, while training in skills required for transportation and distribution occupations could become one strategy among many for successful goods movement. ABAG will support the coordination of ongoing efforts and identify potential resources at the state and federal levels.

Regional Economic Development Framework

January 8, 2015

Housing Production and Affordability

Numerous studies and pilot projects designed to generate or field-test strategies to increase housing production and affordability are nearing completion as part of the HUD-sponsored Regional Prosperity Plan. The final report, to be released in mid-2015, is anticipated to feature new approaches to traditional strategies—finding funding for and gaining community acceptance of new, infill, rental affordable housing complexes—as well as non-production strategies that have received less attention historically. These latter group of strategies include acquisition and rehab of existing affordable housing, relatively affordable open-market housing; preservation of existing affordable housing; mitigation of economic displacement of residents in development areas; revolving use of “soft-money”, for example, as first-time homebuyer loans or work proximity housing loans; and new sources of discretionary local funds dedicated to affordable housing, housing affordability and housing-related infrastructure.

Section 4: Proposed Process and Deliverables

Drawing from partners’ existing work and work in progress indicated above, ABAG would synthesize a set of high-consensus policy recommendations and present them as a Draft Regional Economic Development Strategy Framework. Recommendations will be drawn from multiple existing sources such as: Bay Area Council Economic Institute, the Regional Prosperity Consortium’s final report, and working documents of the Bay Area’s economic development organizations (i.e., East Bay Economic Development Association; Silicon Valley Leadership Group; Bay Area Council; Northern Waterfront Council, and North Bay Leadership Council). ABAG will present the framework to these organizations for their comments and additions.

The final framework document would be a collection of succinct policy recommendations such as those on the final page of the BACEI’s *Reforming CA Higher Education, Executive Summary* (Attachment 2). Another example of such a document, this one taken from the Los Angeles Economic Development Corporation, is attached for reference (Attachment 3).

Because the initial draft will encompass and depend upon numerous works in progress to be completed during 2015 by various organizations and agencies, the draft report would be released in 2016. Once this report is complete it would be circulated in draft form to the Joint Policy Committee, and ultimately back to the ABAG Executive Board for final action.

Recommended Action

Staff requests Executive Board approval for the development of a comprehensive, orderly, inclusive process to assemble and document a regional economic development framework, which would include a set of regional strategies. The framework would be brought before the JPC, and ultimately back to the Executive Board.

Attachments

1. Regional Prosperity Plan Projects
2. Reforming CA Higher Education, Executive Summary, BACEI
3. Los Angeles Economic Development Corporation Policy Booklet

Attachment 3

Regional Economic Development Framework

January 8, 2015

Cc: Steve Heminger, Executive Director, Metropolitan Transportation Commission
Alix Bockelman, Deputy Executive Director, Metropolitan Transportation Commission
Ken Kirkey, Planning Director, Metropolitan Transportation Commission
Jim Wunderman, President and CEO, Bay Area Council
Matt Regan, Vice President, Public Policy, Bay Area Council
Micah Weinberg, Senior Policy Advisor, Bay Area Council
Sean Randolph, President, Bay Area Council Economic Institute
Tracey Grose, Vice President, Bay Area Council Economic Institute
Allison Brooks, Executive Director, Joint Policy Committee