

ORGANIZATIONAL STRUCTURE

Many elements of work that can support a Regional EDD is presently done in a number of different guises and levels. The work of ABAG and MTC for *Plan Bay Area* addresses land use and transportation planning at the regional level. Research on the Bay Area economy is conducted by ABAG, by the Bay Area Council Economic Institute (BACEI), including special topics as well as their biannual Economic Profile prepared by the McKinsey Global Institute, by Joint Venture Silicon Valley, and by research teams at UC Berkeley and Stanford University, among others. Economic and workforce development initiatives are undertaken by local and subregional economic development organizations, including those associated with local jurisdictions, chambers of commerce, and other business based collaboratives such as the Silicon Valley Leadership Group, as well as organizations focused on a specific resource provider, such as the Bay Area Community College Consortium. Economic and workforce development interests are already brought together at a subregional level through organizations such as the East Bay Economic Development Alliance, the Silicon Valley Economic Development Alliance, the San Mateo County Economic Development Association, and the North Bay Leadership Council. The organization that runs the Bay Area REDD will be able to build on the many resources of these organizations but also will have the challenge of charting a direction that supports and coordinates the work of each of these types of efforts as well as providing a framework to leverage the region's resources and initiatives toward reaching the overall vision of the CEDS.

BACEI has done an initial analysis of the types of organizational structures that have been used in regions of similar size, which could be considered as alternative models for regional economic development function for the Bay Area. Their work draws on the following criteria for considering effective regional planning frameworks. The organizational structure should:

- Create the capacity and mandate to implement the various aspects of economic and workforce development.
- Limit the amount of new bureaucracy created
- Enable private sector engagement in planning processes
- Provide flexibility for expanding economic coordination beyond the nine-county region
- Integrate with the specific functions described by US EDA for an Economic Development District—either by serving as its governing board or as a key implementation body

The BACEI analysis focuses particularly on frameworks that maintain a strong business role within the economic development effort. They identify three possible approaches, not mutually exclusive, include:

1. Strengthen Economic Development Planning Capacity within MTC/ABAG
2. Better Coordinate Activities of Sub-Regional Organizations
3. Create Entirely New Structures with Specific Economic Authorities

Strengthening Economic Development Planning Capacity could be done at several levels. At the simplest level, additional staff can raise the capacity for economic development work within the agencies, but would not necessarily provide a platform for broad representation or avenue for private sector engagement. A next stage would be to add grant seeking and administration to the effort—establishing the REDD within the regional agency. Further engagement and oversight could be added by establishing an Economic Development Board to oversee the economic and workforce development efforts of the regional agencies.

Coordinating Activities of Subregional Organizations has been accomplished in other regions by establishing a more formalized system for coordinating marketing, business recruitment and retention, and legislative advocacy among chambers of commerce and economic development agencies. These efforts have generally been tried in regions smaller than the Bay Area, with a less diverse and numerous range of existing agencies.

Creating Entirely New Structures with Specific Economic Authorities could expand implementation abilities beyond the planning and grant making authorities of a regional planning agency. BACEI examples include the Los Angeles Economic Development Corporation, an organization completely separate from the metropolitan planning organization and council of governments for the region and Greater Portland, Inc., a public/private partnership which manages the regional EDD as an organization separate from the region's Metropolitan Council, although the council president has a seat on the Greater Portland, Inc. board.

An approach that combines different aspects of these approaches may be in order, taking advantage of existing regional capacity at both the regional planning agencies and the private sector organizations that act as regional "think tanks," while establishing an oversight board with strong leadership from the private sector but also participation from the many effective existing subregional economic development and workforce agencies in the region. This is an opportunity to establish a regional organizational structure that conveys understanding the economy from the point of view of the multiple jurisdictions and stakeholders in the region, presents a coherent image of strengths and values, and provides the tools and resources for enhanced, coordinated actions by the regions many stakeholders. More extensive discussion on these alternatives and others will be held by the Economic Strategy Committee before recommending an approach for the regional economic development district.