

STRATEGIC MEASURES – VISION, GOALS TO ACTION

As previously stated, the Comprehensive Economic Development Strategy (CEDS) report improves our understanding of the Bay Area economy, helps us identify the region's key strengths to build on, as well as the challenges that must be addressed to advance regional economic prosperity. Whereas the information contained in the Economic Profile provides the foundation for the CEDS, and the SWOT assesses the region's assets and opportunities, the *Vision, Goals and Objectives* lay the groundwork for establishing a cooperative and collaborative platform that moves the set of findings from a plan towards implementation. The Strategic Framework presented here represents the seed of a Regional Economic Strategy and Action Plan. Together the Strategic framework and Action Plan begin to suggest, where we want to go, and how to get there as a region by leveraging the analysis undertaken in the SWOT.

The vision statement outlines the region's aspirations around the economy over the next 10 to 20 years. Goals and objectives provide the basis for formulating the action plan and serve as milestones to evaluate regional economic progress. Goals are broad outcome or general intentions that build upon the vision and are often intangible. Each goal must have a rationale that is clearly understood with broad public support. Objectives by contrast are more specific, measurable, and support realization of the goals. Goals and objectives help to provide benchmarks by which elected officials, the business community, development organizations and other stakeholders can measure performance. The goals and objectives will be prioritized to provide a basis for decisions on the use of available resources. Establishing priorities is a critical step in formulating the action plan.

The action plan is based largely on the prioritized goals and objectives of the strategic framework. The action plan will distill the vision, goals and objectives into concrete, specific actions to achieve the aspirations of the region's stakeholders and describe how the region will work together to achieve its goals and objectives including actors, a schedule and committed resources.

Identification of priority activities must include broad-based participation from regional economic stakeholders, particularly businesses, but also involving those affected by the proposed activities and those that can ensure their success. Partnerships with a variety of organizations and the private sector in the region will be essential to successful implementation.

The Strategic Framework presented in the CEDS is a consolidation of ideas and proposals from the past five years of efforts across the region and from multiple economic development, workforce, business, and equity organizations that have participated in the CEDS process to date. The Vision developed by the Economic Strategy Committee led to the crafting of four major themes, goal areas, and supporting objectives and a number of potential implementation strategies that will continue to be developed through Fall 2017.

VISION

A dynamic and resilient economy, spurred by a culture of innovation and inclusion, providing opportunities, shared prosperity, and a sustainable quality of life for all residents and workers.

The vision statement is the distillation of conversations among business, workforce, local government and community stakeholders, reflecting the region's aspirations for the economy and its participants over the next 10 to 20 years.

GOALS AND OBJECTIVES

Goals and objectives reflect major concerns of business, workforce, and community organizations in the region and drive the CEDS action plan. Goals are broad outcomes that build upon the vision and are often intangible. Objectives by contrast are more specific, measurable, and support realization of the goals. Together, the vision, goals and objectives will underlie efforts to strengthen our business climate and workforce opportunities for all, while addressing regional challenges that cross-jurisdictional borders.

GOAL 1 BUSINESS CLIMATE. Develop policies to improve the business climate and retain and expand our strong economic base and culture of innovation.

Objective 1.1 Support key industry clusters that drive the economy and improve the capacity for new clusters to develop throughout the region.

Objective 1.2 Retain and expand the region's culture of innovation and enable companies to start, grow and thrive here.

Objective 1.3 Improve the business climate for middle wage industries, small and medium sized firms, and entrepreneurship, especially within disadvantaged communities.

Objective 1.4 Strengthen economic resilience across business cycles and within vulnerable parts of the region.

Objective 1.5 Strengthen the economic development capacity of local jurisdictions by sharing best practices and data.

- Summary strategy themes – retain and grow key clusters, small firms, and strengthen local jurisdiction capacity

Goal 2 WORKFORCE. Improve workforce training and provide pathways to better jobs by improving the alignment between workforce skills, business and employer needs, and working conditions and earnings in low wage occupations.

Objective 2.1 Enhance the quality and access of pre-K through High School education to better prepare children and young adults for future success.

Objective 2.2 Improve the Bay Area and California’s higher education and other post-secondary systems to generate a globally competitive workforce.

Objective 2.3 Support economic growth and economic mobility in employment and wages for all workers at all stages of life, particularly low- and moderate-wage workers.

Objective 2.4 Strengthen the local economy by supporting the role of immigrants in the region’s labor market.

- Summary strategy themes – improve education delivery, support economic mobility, provide the skills our businesses need

GOAL 3 HOUSING AND WORK PLACES. House the labor force needed to fill the low, middle and high wage jobs required by our economy as well as the nonworking population, while providing flexibility for timely expansion of work places.

Objective 3.1 Enhance Plan Bay Area (PBA) to ensure a land use pattern with space for all activities, particularly the “fit” between jobs and housing at the subregional level, that contribute to the regional economy.

Objective 3.2 Work toward providing enough housing to meet the affordability needs at wage and salary levels that exist in the Bay Area’s *current and future* population.

Objective 3.3 Encourage local regulations and permitting processes that support retention and expansion of local business and infill development.

Objective 3.4 Advocate for changes to state regulations that impede local infill development, and strengthen the region’s ability to provide related infrastructure and services.

- Summary strategy themes – provide enough workforce housing, appropriate city resources, and a regulatory framework that supports economic prosperity, including space for middle wage production, distribution and repair jobs

GOAL 4 INFRASTRUCTURE. Prioritize investments to address the growing strains on public services, transportation, water, energy and communications.

- Objective 4.1 Improve Regional Mobility through transportation system enhancements and investments.
 - Objective 4.2 Increase access to jobs and economic opportunity for all workers, particularly low income workers, by expanding access to transportation.
 - Objective 4.3 Prepare for the future by expanding investment in communications and sustainable energy infrastructure, and ensure the existing regulatory framework supports these developments.
 - Objective 4.4 Reduce the impact of natural hazards on community infrastructure, particularly in distressed or disadvantaged communities that are most at risk.
 - Objective 4.5 Improve the management of existing resources, increase funding to rebuild and expand infrastructure, and develop infrastructure to be compatible with anticipated technological changes.
 - Objective 4.6 Recognize the natural environment as “green-infrastructure” that underlies some of the region’s key economic activities, attracts and retains workers, and could potentially generate new green-industries, clusters and economic activity.
- Summary strategy themes – transit connections, timing and subsidies, zoning changes to enhance job and housing access to transit, communications and energy investments, resource management, and seismic safety land use and mitigation measures.