

ASSOCIATION OF BAY AREA GOVERNMENTS

Representing City and County Governments of the San Francisco Bay Area



A Regional EDD and Local Economic Development—Examples for Solano County

Collaborative CEDS Efforts

The Bay Area CEDS supports and complements the Solano County CEDS. The Bay Area Comprehensive Economic Development Strategy (CEDS) has been created with participation from economic and workforce development experts and advocates throughout the region, and incorporates many of the concepts and priorities that local and subregional organizations have created through their local CEDS and other initiatives. Solano County provides resources such as industrial and commercial land and affordable housing that are in scarce supply in more expensive parts of the region, as well as examples of subregional cooperative and collaborative efforts to share with the region. From the Bay Area CEDS, a regional focus can help to leverage resources such as workforce training programs and curriculums that are not available within the county, and can highlight the importance of Solano County' businesses, workforce, housing supply, industrial and commercial land, and infrastructure investments in the regional context. When established, a Bay Area Economic Development District (EDD) can enhance communications across counties, provide technical assistance, and strengthen the voice of the region and individual counties as they pursue resources for economic and workforce development.

Solano County in Bay Area Context

Solano County can gain substantially from this collaboration. Presenting Solano County in the context of the Bay Area economic conditions can raise the profile of the area and help to identify ways that the county compliments other parts of the region. The county has relatively affordable housing compared to most of the region, but the highest unemployment rate, and the lowest household income. The opportunities for Solano County are unique. Along the highway and rail corridor between the Bay Area and Sacramento, housing in Solano County can serve a workforce in either location, while industrial clusters such as logistics are a strong match for the Solano County's location and workforce. Furthermore, there is industrial land available for a range of manufacturing cluster opportunities, from food and beverage processing to advanced manufacturing. Local serving businesses are another area of opportunity as households become more diverse. Coordinating actions beyond the region can further help to identify Solano County opportunities consistent with Bay Area and Northern California conditions and trends, while economic and workforce development programs can be strengthened by sharing curriculum development and program access across counties.

Comparing the Bay Area and Solano County CEDS Documents

The Bay Area and Solano CEDS documents present a consistent approach to economic development at the local jurisdiction, county and regional level. The table that follows illustrates the match between regional goals and objectives and the Solano County CEDS. A full list of Vision, Goals and Objectives of the Bay Area CEDS is attached.

Bay Area CEDS Selected Objectives	Examples, Solano County CEDS Elements
Objective 1.1, Support key industry clusters that drive the economy and improve the capacity for new clusters to develop throughout the region.	Regional analysis can enhance the understanding of supply chains and Solano's unique location for key clusters: -Energy, -Food Chain, -Medical and Life Sciences, -Advance Materials, -Defense related.
Objectives 1.2 Retain and expand the region's culture of innovation and enable companies to start, grow and thrive here.	The Solano CEDS supports the creation of new clusters by building on industry linkages, transportation linkages, housing and the workforce, and new opportunities (e.g. Tourism)
1.3 Improve the business climate for middle wage industries, small and medium sized firms, and entrepreneurship, especially within disadvantaged communities. 1.4 Strengthen economic resilience across business cycles and within vulnerable parts of the region.	These two objectives are focused on the portions of the region facing economic challenges, and thus dovetail with issues identified in the Solano CEDS such as the high share of residents on public assistance.
Objective 1.5, Strengthen the economic development capacity of local jurisdictions by sharing best practices and data.	Information on best practices can enhance county and local initiatives, while the Solano County inventory of 94 sites can be a resource for expanding companies from throughout the region and beyond.
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 postsecondary 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.	The Solano County CEDS identifies workforce development training concerns; an action of the Solano CEDS is to recommend a model to address the workforce skills needs of key targeted sectors. Collaboration among counties and jurisdictions through the Bay Area CEDS and the Bay Area Community College Consortium can lead to new programs and improve the resources available to Solano County employers and workers.
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 <i>current and future</i> population.	The Bay Area CEDS provides the opportunity to highlight the ways that Solano County's diverse housing stock and workforce offer competitive alternatives for expanding employment clusters.
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.	A combination of transportation investments, creative use of new transportation technologies, and new approaches to transit delivery and pricing can enhance accessibility of Solano County to employers.
Objective 4.3 Prepare for the future by expanding investment in communications and sustainable energy infrastructure, and ensure the existing regulatory framework 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.	The Bay Area CEDS can highlight the importance of infrastructure to day-to-day business and key Solano County initiatives. Solano County's work on infrastructure financing may provide a model approach that could be applied to other parts of the region, while other locations may have additional tools to apply to financing of Solano County projects.

Attachment 1

Vision, Goals and Objectives of the Regional Comprehensive Economic Development Strategy

Vision, Goals and Objectives of the regional Comprehensive Economic Development Strategy

STRATEGIC FRAMEWORK TO ACTION – VISION, GOALS, OBJECTIVES

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 to retain and expand our strong economic base and culture of innovation.

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| <i>Objective 1.1</i> | Support key industry clusters that drive the economy and improve the capacity for new clusters to develop throughout the region. |
| <i>Objective 1.2</i> | Retain and expand the region’s culture of innovation and enable companies to start, grow and thrive here. |
| <i>Objective 1.3</i> | Improve the business climate for middle wage industries, small and medium sized firms, and entrepreneurship, especially within disadvantaged communities. |
| <i>Objective 1.4</i> | Strengthen economic resilience across business cycles and within vulnerable parts of the region. |
| <i>Objective 1.5</i> | Strengthen the economic development capacity of local jurisdictions by sharing best practices and data. |

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.

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.

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.