



METROPOLITAN  
TRANSPORTATION  
COMMISSION

Bay Area Metro Center  
375 Beale Street, Suite 800  
San Francisco, CA 94105  
415.778.6700



Association of  
Bay Area Governments

Bay Area Metro Center  
375 Beale Street, Suite 700  
San Francisco, CA 94105  
415.820.7900

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To: San Francisco Board of Supervisors

From: Cynthia Kroll, Chief Economist and Assistant Director, Planning and Research

Johnny Jaramillo, Manager, Economic and Workforce Development Program

RE: Resolution endorsing the final Vision, Goals and Objectives of the regional  
Comprehensive Economic Development Strategy

ABAG requests endorsement by San Francisco's Board of Supervisors for the attached Vision, Goals and Objectives of the regional Comprehensive Economic Development Strategy. The Vision, Goals and Objectives were developed in partnership with local jurisdictions and economic and workforce organizations and related stakeholders in the Bay Area. Your support and approval is required by the U.S. Economic Development Administration (USEDA) to establish the framework for an Action Plan that directs the eight-county Bay Area Regional Economic Development District, including: Alameda County, Contra Costa County, Marin County, Napa County, San Francisco County, San Mateo County, Santa Clara County and Solano County.

In 2016, ABAG staff were directed by the Executive Board to partner with the USED A and regional and local economic and workforce organizations to prepare a Comprehensive Economic Development Strategy (CED S) that would establish a Bay Area Regional Economic Development District (EDD). The CED S describes regional economic conditions and trends, identifies strengths and challenges, and includes the vision, goals and objectives that will guide the activities of the EDD. The EDD will be a platform for cooperative action, shared information, and developing creative policy responses to address economic, workforce and equity issues that no single jurisdiction, organization or enterprise can solve alone. Together, the CED S Action Plan and Regional EDD designation will improve local jurisdiction access to federal, state and private foundation investments, foster greater public and private collaboration, and expand the effectiveness of local and regional resources.

***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.**

- 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.

**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.