



Global Competitiveness Strategy



Government Reform & Engagement

- Achieve State fiscal and governance reforms
- Build direct relationships with elected leaders
- Guide policies to facilitate the Northern California Megaregion

One Year Goals	Three Year Goals
<ul style="list-style-type: none"> • Develop and execute strategic plan to capitalize on presidential transition, establishing relationships with key Cabinet and White House officials. Establish stature of Council in Washington DC through lobbying trip. • Advance Bay Area Council state agenda with Sacramento Day delegation visit to Capitol. • Convene 10 Bay Area Council Leadership Forum briefings. • Continue dialog on California Constitutional Convention, while using momentum to achieve reforms in budgeting, the electoral process and the state-local relationship • Collaborate with California Forward and other reform groups to build a coalition for change. • Support open primary/nonpartisan office reform on next state-wide ballot (pending EC approval). • Organize and hold at least one formal fundraising event for BACPAC. • Build coalition with megaregion groups across the U.S. to drive new national transportation, housing and environmental policies. • Develop report on city and county employee pension and public health liabilities (BACEI). 	<ul style="list-style-type: none"> • Further enhance Bay Area Council stature in Sacramento and DC through lobbying trips, Bay Area Council Leadership Forums, and other events. • Establish Council representation in Sacramento and Washington DC. • Secure critical state reforms (on-time budget; spending controls; stable revenue; lessened partisan conflict; support for economic and business growth) through mechanism determined most promising. • Build megaregion identity and capacity. • Establish an annual BACPAC fundraising event and an reliable annual contributions not less than \$75,000 per year. Engage in successful independent expenditure campaign(s) on behalf of selected ballot measure(s). • Bring President Obama to speak at Bay Area Council event.

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Resources

- Protect Bay Delta ecosystem and water supply
- Enact Comprehensive Statewide Water Plan
- Ensure reliable, renewable, cost-effective energy supply

One Year Goals	Three Year Goals
<ul style="list-style-type: none"> • Unite Northern California business leaders with other key water and environmental stakeholders in the state deliberations around sustainable and reliable water supply and ecosystem restoration in the Bay-Delta estuary. • Finalize a common agenda with Southern California business and water stakeholders to break through the inertia of water infrastructure investments in conveyance, storage, and conservation. • Unite Northern California business leaders with key stakeholders in state plans to improve reliable, renewable energy supply. 	<ul style="list-style-type: none"> • Drive adoption and implementation of a sustainable water conservation, storage, and conveyance system for the Delta region and the state. • Improve the reliability, supply and cost structure for energy, while advocating for renewable solutions.

Education | Workforce Preparation

- Drive comprehensive K-12 education reform
- Build business support for early childhood education
- Develop workforce pipeline
- Expand Bay Area Council Scholarship Program

One Year Goals	Three Year Goals
<ul style="list-style-type: none"> • Engage broad constituency to advocate for California adoption of Framework plan for world class education data system. • Cultivate Bay Area business leadership to expand early childhood education access and improve quality. • Develop a statewide multi-stakeholder network to drive a consensus on education funding and governance reform. • Craft and drive legislative plan to expand qualified workforce by increasing graduation rates at California Community Colleges. • Develop workforce strategy based on BASIC research on workforce skills required for global competitiveness in life sciences. • Leverage the two-year, \$100,000 grant from the College Access Foundation to expand the Bay Area Council Scholarship Program. (2009 allocation will support 40 Bay Area college students.) • Support federal legislation to strengthen international education and teacher training in primary and secondary schools (BACEI). • Protect and improve world class research and education capabilities of University of California. 	<ul style="list-style-type: none"> • Drive state implementation of education data management system. • Develop statewide business community champions to promote early childhood education as a top state legislative and budget priority. • Guide statewide multi-stakeholder network towards consensus agreement on education funding and governance reform; drive implementation. • Implement legislation (in phases) to increase community college graduation rates. • Grow Bay Area Council Scholarship Program to include additional individual and group mentorship opportunities (e.g., Bay Area Council Scholar Internship and Externship programs, which will match scholars and BAC member companies).

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Private Investment

- Lead the development of double bottom line (DBL) private equity funds
- Evaluate private equity funds to further the Global Competitiveness Initiative
- Organize high impact conferences to connect constituents and support fund objectives
- Assess the feasibility of providing project based advisory services for public/private partnerships and investments

One Year Goals	Three Year Goals
<ul style="list-style-type: none"> • Capitalize Bay Area Smart Growth Fund II, a real estate private equity fund managed by Kennedy Wilson. • Initiate capitalization of DBL Equity Fund, a follow on venture capital fund to the Bay Area Equity Fund I, managed by DBL Investors. • Effectively manage current fund assets and investments and DBL fund activities through close collaboration with fund managers. • Further develop Ross Program in Real Estate and Bay Area Council Scholarship Program • Leverage the relationship with the Yangtze Council to execute the second annual venture capital conference. • Organize a Family of Funds supported Bay Area DBL conference. • Evaluate the business model of providing advisory services. 	<ul style="list-style-type: none"> • Serve as fund sponsor for the family of DBL private equity funds during the deployment of capital. • Explore opportunities for building additional private equity funds. • Build value by leveraging knowledge and expertise to provide project based advisory services. • Expand and develop increased regional capacity building through current and additional double bottom line programs. • Provide leadership in expanding the DBL asset class. • Leverage fund expertise to assist other groups with DBL fund creation.

Global Outreach

- Global region-to-region connections
- Information and communications technology

One Year Goals	Three Year Goals
<ul style="list-style-type: none"> • Review and assess partnership with Yangtze Council; develop next steps. • Investigate forming a similar partnership with India, Japan or other Asia countries. • Develop and release Mapping Globalization in the San Francisco Bay Area (BACEI). • Develop and issue report on economic and demographic ties to India (BACEI). • Evaluate funding options to staff the Bay Area Council-Phase 2 portion of the ChinaSF Office. • Develop and issue report on foreign investment and employment in the San Francisco Bay Area (BACEI). • Investigate possible role for Bay Area Council in promoting and supporting information technology security. 	<ul style="list-style-type: none"> • Establish channels with economic regions and key partners in India, Japan and elsewhere that strengthen the Bay Area's profile and expand opportunities for Bay Area businesses. • Consistent with resources, host forums in the Bay Area or overseas that support strengthened international ties and business opportunities. • Support policies and strategies in Sacramento and Washington that expand opportunities for international trade and investment.

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Mobility

- Protect and increase regional transportation revenue
- Plan and fund effective regional and statewide transportation
- Reform state transportation financing and delivery policy
- Support a federal transportation act for 21st Century needs

One Year Goals	Three Year Goals
<ul style="list-style-type: none"> • Protect state transportation funds from budgetary raids; build awareness and support for need to increase transportation revenues. • Advocate MTC adoption and implementation of a Regional Transportation Plan that improves Bay Area mobility, economic competitiveness, and sustainability. • Advance Bay Area High Occupancy Toll lane system by securing MTC commitment to develop region-wide system. • Establish nationwide partnership to drive new federal transportation act towards regional and mega-regional mobility improvement, goods movement improvement, and innovative finance. • Organize statewide coalition, led by regional business groups and local public leaders, to advocate for state PPP legislation. • Participate in Advisory Group for Regional Airport System Plan study; advocate for reliable airports and robust air travel system. • Ensure successful implementation of California high speed rail, including implementation of Proposition IA bond. • Build partnerships with WETA and bay-front cities, aiming towards a regional commitment to aggressive implementation of emergency water transportation. 	<ul style="list-style-type: none"> • Increase regional transportation funds. • Secure state legislation to enable development of Bay Area HOT system. • Ensure adoption of federal transportation act that recognizes and meets transformative needs of global competition of mega-regions. • Secure full and robust state legislation authorizing public-private partnerships and design-build. • Ensure adoption of a regional airport vision and plan that accommodates and attracts air travel services that link the Bay Area to other leading global mega-regions. • Support and encourage WETA in planning, funding, and implementing a comprehensive regional emergency response water transportation system.

Accessible & Affordable Healthcare

- Support comprehensive health care reform
- Drive health care efficiency and quality enhancement
- Promote prevention and wellness

One Year Goals	Three Year Goals
<ul style="list-style-type: none"> • Engage in national health plan discussions and advocacy to promote efficiency and quality of care. • Monitor health care legislation in Sacramento; advocate as appropriate for legislation to include measures to improve efficiency and quality of care. • Develop partnerships to promote Bay Area wellness and prevention as a key tool to reduce health care costs. 	<ul style="list-style-type: none"> • Engage in adoption and implementation of federal health care reform legislation and programs. • Ensure California health care policy conforms to reformed federal policy, with further improvements where possible. • Promote prevention and wellness policy and programs with public health partners. • Promote planning for healthy communities.

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Innovation Pipeline

- Promote Bay Area and California innovation agenda
- Secure federal support for innovation agenda

One Year Goals	Three Year Goals
<ul style="list-style-type: none"> • Select a BASIC Fellow to develop strategies to strengthen Bay Area leadership in global innovation networks. • Develop action plan to advance implementation of innovation-driven economic development model, based on input of public and private sector. • Support Federal legislation to expand H1B visas and to provide green cards for foreign graduates of US universities in priority fields (BACEI). 	<ul style="list-style-type: none"> • Support development of new research institutions and programs in the Bay Area and attraction of federal and other research funds. • Secure ongoing federal commitment to fund America Competes Act. • Secure federal and state policies for a reliable channel of qualified high-skill graduates (whether domestic or foreign) sufficient to meet needs of Bay Area innovation industries.

Combating Climate Change

- Low carbon Bay Area, exceeding AB32 and SB375 goals
- Make Bay Area an example for other regions to emulate

One Year Goals	Three Year Goals
<ul style="list-style-type: none"> • Establish and lead regional collaboration of business, civic and environmental organizations with key regional agencies to implement AB 32 and SB 375 and to advance development of the cleantech industry. 	<ul style="list-style-type: none"> • Expand and empower the regional collaborative network on climate change; implement climate protection agenda that establishes the Bay Area as a model region exemplifying low-carbon prosperity. • Establish Bay Area as world leader in clean technology industries. • Lead an environmentally-effective and economically-friendly implementation of the California Global Warming Solutions Act at the regional level, with policy ramification at the local, regional, state and federal level.

Housing & Land Use

- Increase supply of smart growth housing projects with advocacy at city and county levels
- Shape new regional housing blueprint
- Reform California Environmental Quality Act (CEQA)

One Year Goals	Three Year Goals
<ul style="list-style-type: none"> • Ensure local government approval of smart residential development through Housing Endorsement Program and advocacy. • Influence local government to prioritize workforce housing through the Housing Element update process. • Close the housing jobs imbalance by participating in zoning/general plan updates throughout the region and lobbying for more housing in the right locations. • Focus on former military base reuse plans particularly those with regional significance; Concord Naval Weapons Station, Hunters Point Shipyard, Alameda Air base, Treasure Island. 	<ul style="list-style-type: none"> • Ensure that business interests, workforce housing, transit oriented development, and the housing jobs imbalance are addressed in the Sustainable Communities Plan required under SB 375.