



A Consensus Strategic Plan for Economic Development in Los Angeles County



An aerial photograph of a city, likely Los Angeles, showing a dense urban landscape with numerous skyscrapers and a complex highway interchange. In the background, a range of mountains is visible under a clear blue sky. The image is used as a background for a text overlay.

Why does the

19th

**LARGEST ECONOMY
IN THE WORLD**

need a strategic plan for economic
development?

BECAUSE WE ARE NOT CREATING ENOUGH JOBS TO SUSTAIN OUR GROWING POPULATION



STATE

- Population grew by about 14.7 million
- 4.3 million jobs created

COUNTY

- Population grew by about 2.8 million
- 457,000 jobs created



CITY OF LOS ANGELES

- Population grew by more than 1 million
- More than 100,000 jobs LOST



(Since 1980)



SHARED VISION

A strong, diverse and sustainable economy for L.A. County's residents and communities.

A red wooden ladder is positioned diagonally, extending from the bottom right towards the top left of the frame. The ladder is set against a bright blue sky filled with soft, white, fluffy clouds. The perspective is looking up the length of the ladder, emphasizing its height and the vastness of the sky above.

MISSION

Design and build consensus around the need to implement a comprehensive collaborative plan for economic development to strengthen the economy, improve the environment, and invigorate communities



RESEARCH INPUTS

- Surveyed 5,000 businesses in LA County.
- Conducted in-depth study of industry clusters in LA County and Focus Groups with Key Cluster Leaders.
- Surveyed best practices in economic development strategic planning.
- Identified 5 Key Components.
- Developed “straw man” document for meeting the identified goals.

A photograph showing a group of people sitting around a large, light-colored wooden conference table. In the foreground, a man's arm and head are visible on the left. Further back, a woman is writing on a notepad with a red pen. To her right, another person is holding a green cup. A glass of water is also on the table. The background is slightly blurred, showing a bright, indoor setting.

PUBLIC INPUT

- 26 public workshops and solicited input from 1,000+ participants.
- Representatives from government, business, education, labor, environment, non-profit, and community-based organizations.
- Incorporated feedback from workshops to shape the economic development strategic plan.
- Unanimously adopted on December 22, 2009 by Los Angeles County Board of Supervisors.

FIVE ASPIRATIONAL GOALS

- Prepare an Educated Workforce
- Create a Business-Friendly Environment
- Enhance our Quality of Life
- Implement Smart Land Use
- Build 21st Century Infrastructure

PREPARE AN EDUCATED WORKFORCE

1 Ensure successful education outcomes at every level, i.e., all students should, at a minimum, achieve grade-level proficiency and graduate.

- Make schools better (e.g. measure performance; build smaller schools; increase technology, arts, language, and STEM education; teacher training; multiple pathways; strengthening linkages).
- Connect schools and communities through formal partnerships.
- Increase student access and student and parent engagement.



PREPARE AN EDUCATED WORKFORCE

2 Ensure that businesses have enough workers with the right skill sets to meet their needs.

- Conduct and publish research on workforce shortages and skill gaps.
- Fund workforce intermediaries.
- Integrate workforce training activities and higher education.
- Expand sector-based training.



PREPARE AN EDUCATED WORKFORCE

3

Prepare job seekers and incumbent workers to enter sectors with high-value jobs – as measured by wages, benefits and additional income attracted into the County – and built-in career ladders.

- Create programs that expand the workforce by reconnecting dropouts.
- Develop, expand and upgrade the skills of the existing workforce.
- Begin career awareness programs in middle school.



CREATE A BUSINESS-FRIENDLY ENVIRONMENT

1 Establish and promote a business-friendly environment to create and retain good quality jobs.

- Educate local and statewide stakeholders on value of private sector businesses as job creators.
- Create a sample template and encourage cities to include an economic development element in their general plans.
- Help government develop more efficient processes and a stronger customer service ethic.



CREATE A BUSINESS-FRIENDLY ENVIRONMENT

2

Retain and expand the existing job base while pro-actively attracting new businesses, industries, jobs and investment.

- Develop and promote a compelling, consistent value proposition and brand for L.A. County.
- Increase proactive outreach to retain and expand businesses.
- Align local and statewide tax incentive policies with economic development priorities.



CREATE A BUSINESS-FRIENDLY ENVIRONMENT

2

Retain and expand the existing job base while pro-actively attracting new businesses, industries, jobs and investment.

- Develop sector-specific value propositions and strategies.
- Create employment and business opportunities for local firms through international trade, tourism and FDI.
- Ensure access to capital.



CREATE A BUSINESS-FRIENDLY ENVIRONMENT

3

Leverage the County's research and development facilities for the commercialization of research, technology and similar opportunities.

- Aggressively seek more research funding.
- Create a more supportive infrastructure and stronger networks to facilitate commercialization.



ENHANCE OUR QUALITY OF LIFE


1

Make our communities more desirable places to live.

- Ensure public safety.
- Improve mobility and reduce traffic congestion and its environmental impacts through technology, transit, incentives, and jobs/housing balance.
- Remove obstacles and create incentives to encourage the construction of a large quantity and wide range of housing of all type.



ENHANCE OUR QUALITY OF LIFE

- 
- 1 Make our communities more desirable places to live.
- Promote healthy living (parks, recreation, wellness programs, and local foods).
 - Encourage and expand cultural and artistic amenities.
 - Create healthy, vibrant and strong communities by balancing land use, transportation, economic development, housing, and environmental objectives.

ENHANCE OUR QUALITY OF LIFE

2

Use all available resources (i.e., Hope VI funding, etc.) and adopt new approaches to revitalize low-income communities.

- Increase community participation in the planning and jobs creation process.
- Use smart growth principles to economically integrate communities, and increase affordable housing and open space.



IMPLEMENT SMART LAND USE

1 Maintain an adequate supply of jobs-creating land.

- Create and maintain a database of County-wide, jobs-creating land.
- Implement an employment land preservation policy.



IMPLEMENT SMART LAND USE

1 Maintain an adequate supply of jobs-creating land.

- Make better use of the public sector's real estate portfolio.
- Reserve employment land (existing and vacant) for research and development uses.



IMPLEMENT SMART LAND USE

2 Develop and rehabilitate land to meet strategic economic development objectives.

- Update general, community and specific plans.
- Develop, adopt and implement an incentive program for commercial and industrial activities.
- Create and promote public/private collaborations to facilitate infill development and brownfield redevelopment.



IMPLEMENT SMART LAND USE

2 Develop and rehabilitate land to meet strategic economic development objectives.

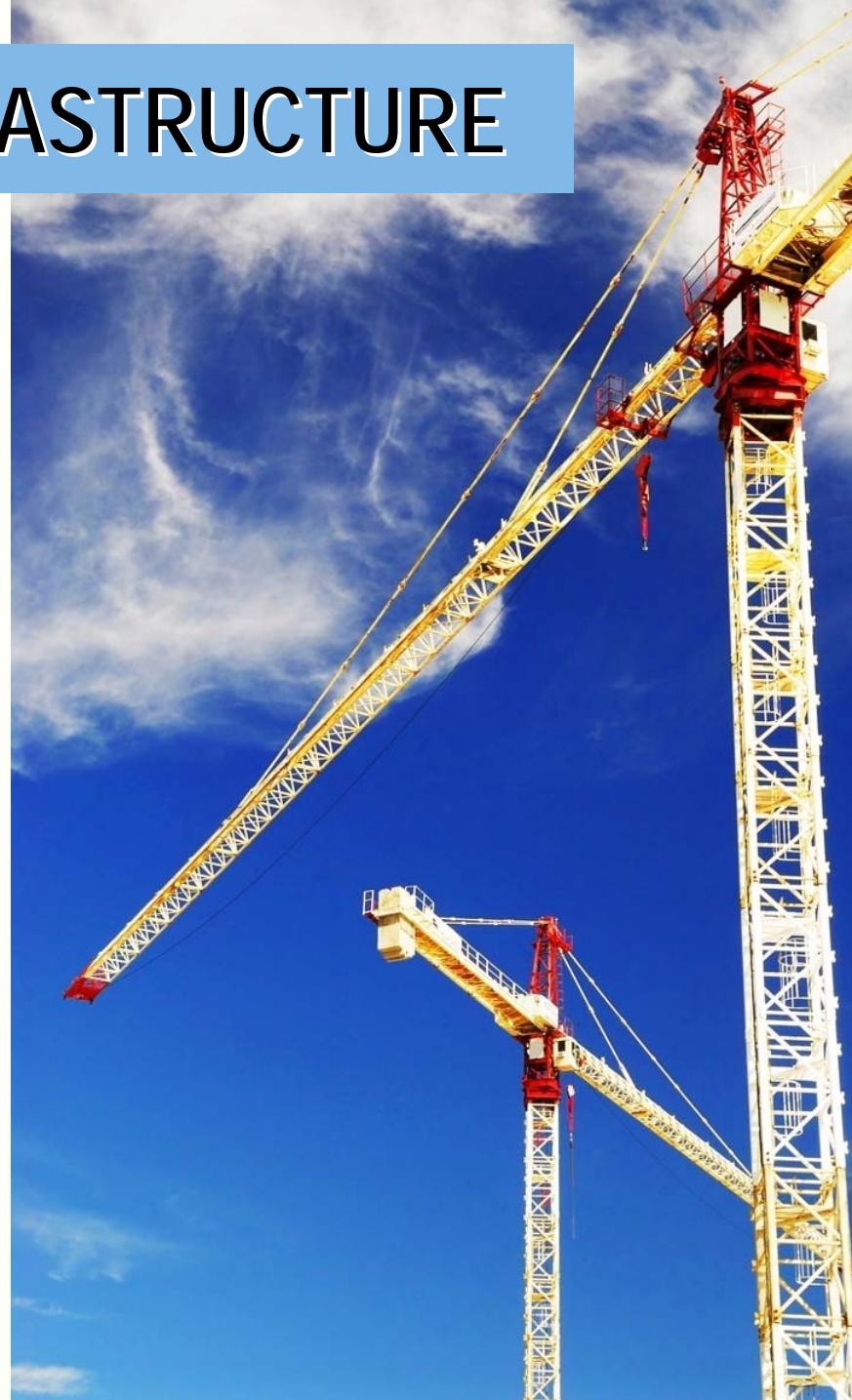
- Collaborate on securing state and federal grants, tax incentives and zones.
- Reform the California Environmental Quality Act (CEQA) to eliminate abuses for non-environmental purposes.



BUILD 21ST CENTURY INFRASTRUCTURE

1 Fix the broken infrastructure development process.

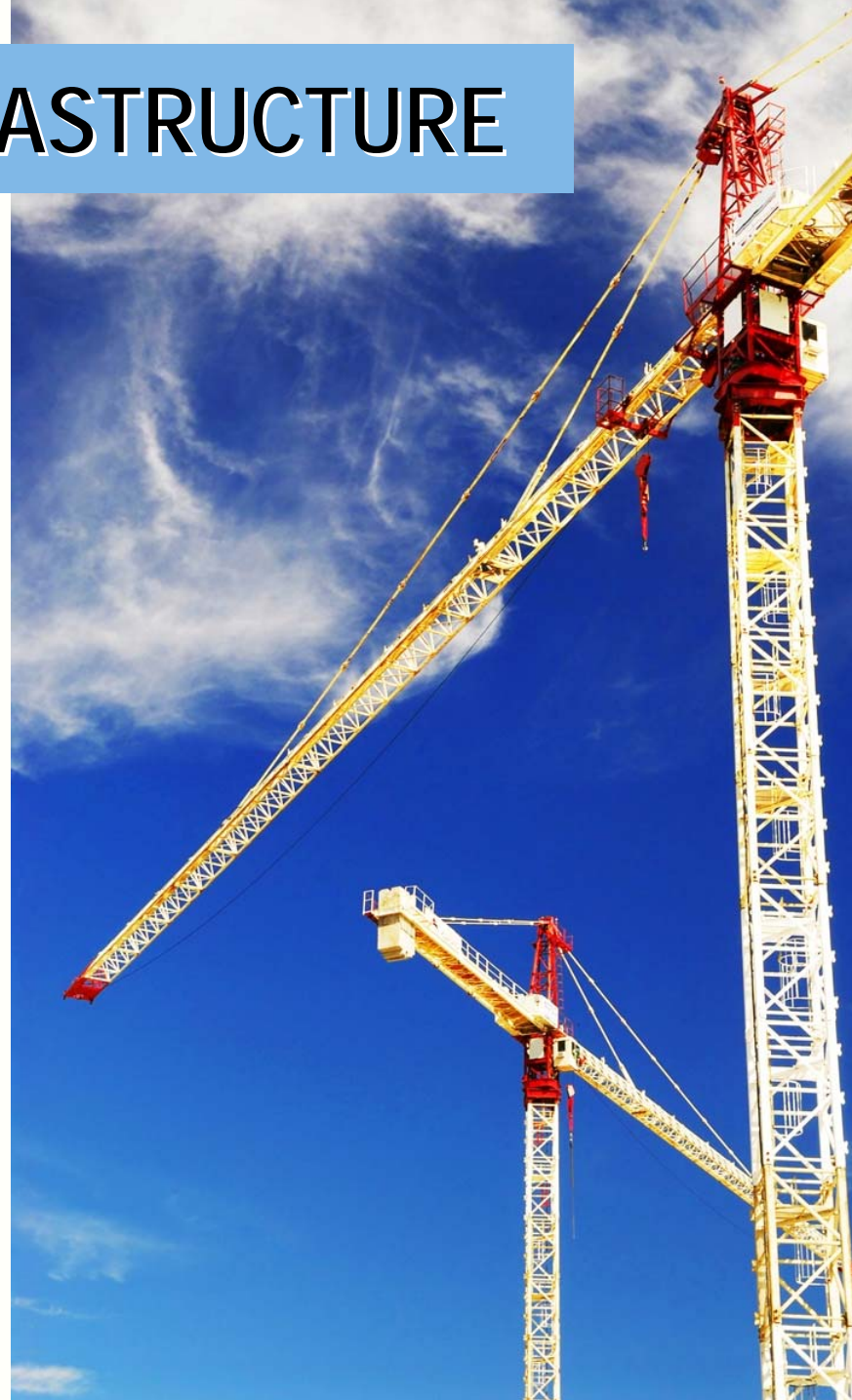
- Restore the balance between local and regional interests.
- Promote enabling legislation allowing for best practices (e.g. P3)
- Advocate for our fair share of public infrastructure dollars and support local contracting opportunities.



BUILD 21ST CENTURY INFRASTRUCTURE

2 Build and maintain critical infrastructure for L.A. County.

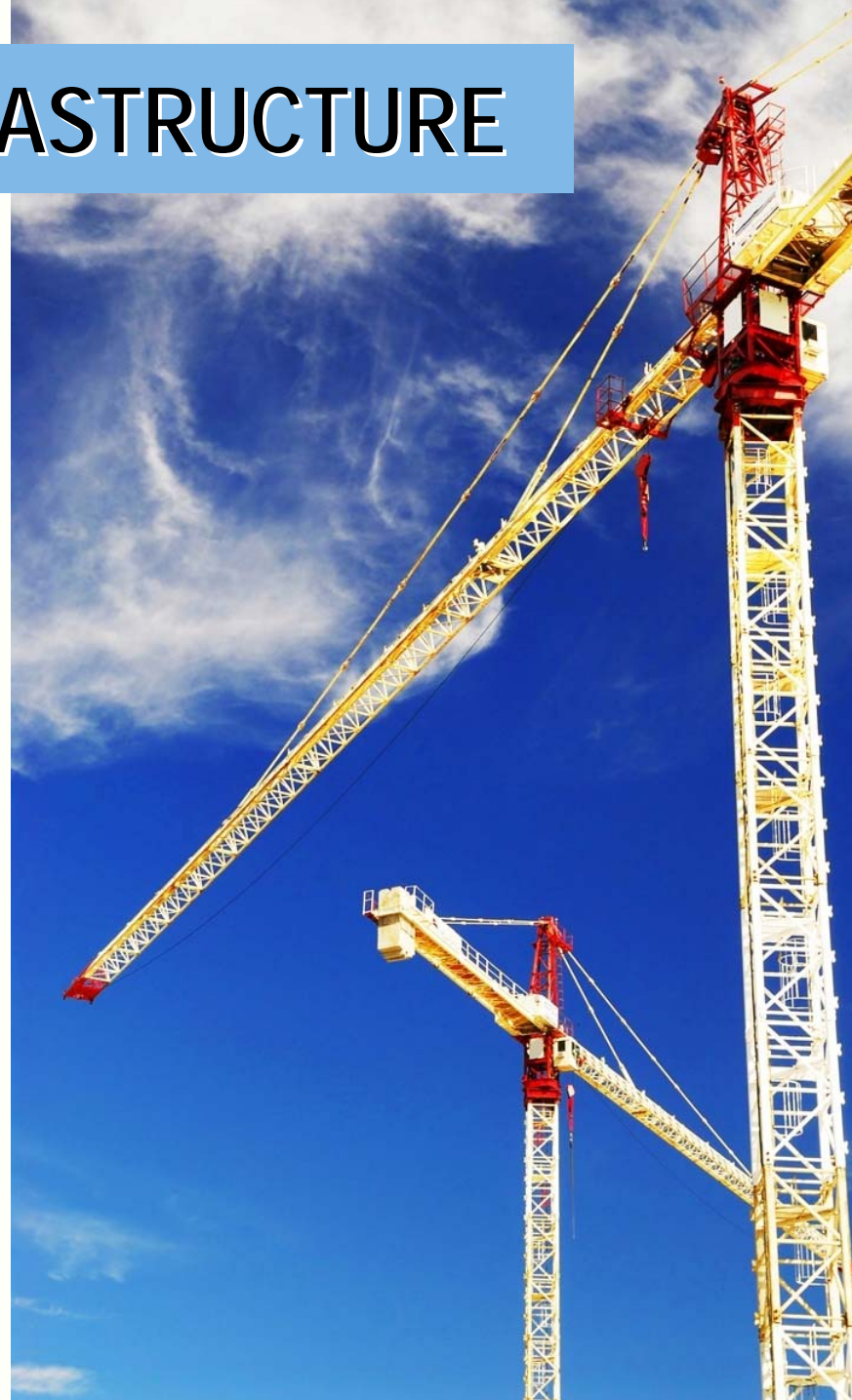
- Expedite green growth at the Ports of L.A. and Long Beach
- Modernize Los Angeles International Airport
- Ensure a reliable supply of clean and affordable energy
- Ensure a reliable supply of clean and affordable water



BUILD 21ST CENTURY INFRASTRUCTURE

2 Build and maintain critical infrastructure for L.A. County.

- Create a world-class ground transportation network.
- Improve waste-handling capabilities.
- Support public and private efforts to continuously improve wired and wireless communications networks.



IMPLEMENTATION DATES : 2010-2014 : 5-YEAR PLAN

IMPLEMENTATION TEAM

Prepare an Educated Workforce



Create a Business-Friendly Environment



Implement Smart Land Use



Build 21st Century Infrastructure



Enhance our Quality of Life

Councils of Government *(to be confirmed)*

And other civic stewards like you!



PERFORMANCE MEASURES

- Prepare an Educated Workforce
 - High school graduation rates
 - Literacy and math proficiency
- Create a Business-Friendly Environment
 - Private investment in the region
 - Private sector wages
- Enhance our Quality of Life
 - Average commute times
 - Public safety index



PERFORMANCE MEASURES

- Implement Smart Land Use
 - Industrial vacancy rates
- Build 21st Century Infrastructure
 - Two-way trade at the ports of Los Angeles and Long Beach
 - North American airport satisfaction index

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Read and endorse the Plan

EDUCATE

Tell everyone about the Plan

ADVOCAT

Urge your elected officials to
endorse and help implement the Plan

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