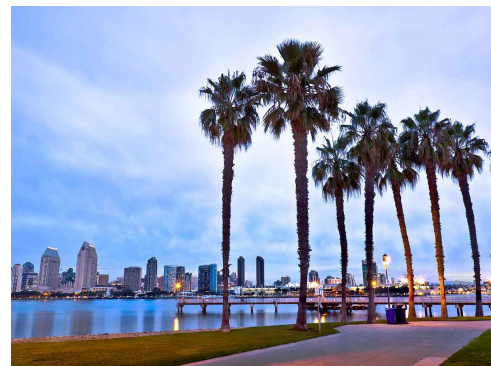




FINAL REPORT

A PRODUCT OF THE REGIONAL JOBS STRATEGY



FOUNDING PARTNERS



PARTNERS



Central San Diego
Black Chamber of Commerce



San Diego's Voice for
Binational Business



Introduction

In April of 2016, the San Diego Regional Chamber Foundation – in partnership with the County of San Diego, the City of San Diego, and the San Diego Association of Governments – convened an unprecedented coalition focused on coordinating a unified effort to spur economic growth and create jobs for the region. The Regional Jobs Strategy initiative brought together 68 of the region’s business organizations, providing a diverse range of industry and geographic perspectives.

This initiative was driven by data and collaboration which resulted in this Regional Jobs Strategy Final Report. The Report is designed to be a clear road map for leveraging the region’s resources and aligning initiatives. The Chamber is now focused on creating new initiatives to implement specific plan objectives, and is committed to supporting Regional Jobs Strategy Partners that are leading on other plan objectives. Additionally, the Chamber is encouraging all Regional Jobs Strategy Partners to do the same.

When this initiative launched, the goal was to place the attention of the entire business community on locally-proven strategies, and the issues that matter most for job creation. Thanks to the participation and guidance of the Regional Jobs Strategy Partners, the following strategy accomplishes this goal.

Goal 1: Focus on the issues that matter most for job creation.

Objective 1-A: Leverage our strengths by:

- i) Supporting our traded economies and core industries including:
 - (1) Innovation Traded Economy
 - (a) Advanced Manufacturing Industry Cluster
 - (b) BlueTech Industry Cluster
 - (c) Biotech Industry Cluster
 - (d) Cleantech Industry Cluster
 - (e) Cyber Security Industry Cluster
 - (f) Information and Communications Technology Industry Cluster
 - (g) Research and Development
 - (2) Military Traded Economy
 - (3) Tourism Traded Economy
 - (4) Higher Education Institutions
 - (5) Specialty Foods and Breweries
 - (6) Sports Manufacturing
- ii) Further improving our standard of living.

- iii) Creating programs to support specific segments of our workforce including millennials, women and veterans.
- iv) Improving coordination & collaboration among the business community throughout the region, including regional entities such as the San Diego Regional Chamber, associations like NAIOP and government agencies.

Objective 1-B: Improve on our weaknesses by:

- i) Reducing the cost of living, particularly with respect to housing. The region needs long term and sustainable solutions to make housing more affordable and accessible at all levels – particularly very-low income, low income, and workforce housing.
- ii) Strategically investing in infrastructure.
- iii) Promoting an efficient system of taxes and regulation.
- iv) Targeting middle-wage and high-wage job creation and retention.
- v) Improving the connection between the education system and the workforce.
- vi) Improving access to educational and workforce opportunities for millennials and youth.

Objective 1-C: Take advantage of our opportunities by:

- i) Promoting and reducing barriers to trade.
- ii) Improving the efficiency of the U.S. / Mexico border for the movement of both goods and people.
- iii) Improving opportunities and capabilities for manufacturers in our region to export.
- iv) Promoting business attraction.
- v) Promoting business retention by working collaboratively with NAIOP and similar organizations to help businesses and industry find spaces that work for them.

Objective 1-D: Protect against our threats while creating jobs by:

- i) Further developing an expertise in sustainability-based industries, and leverage that expertise internationally.
- ii) Further developing industry expertise in cyber security, and leverage that expertise internationally.
- iii) Expanding the reputation of San Diego well beyond being defined by the weather.
- iv) Further creating a culture of water conservation and strategically investing in local water supplies including reuse.
- v) Ensuring the Cali-Baja voice is heard in Washington D.C. regarding the importance of national security.
- vi) Ensuring the Cali-Baja voice is heard in Washington D.C. and Mexico City regarding federal policy and regulations.
- vii) Ensuring the Cali-Baja voice is heard in Sacramento regarding California policy and regulations.

- viii) Furthering the community's recognition that our relative successes and failures have a real economic impact, because we are competing with other areas for jobs and talent.

Goal 2: Leverage locally-proven job creation strategies.

Objective 2-A: Leverage successful regional programs. In addition, consider repurposing one or more of the models employed by any of these programs.

- i) San Diego Workforce Partnership's Connect2Careers internship program.
- ii) Accion, which brings access to small business resources including loans approved based on a process that looks beyond credit score.
- iii) Vets' Community Connections by encouraging local businesses and individuals to participate.
- iv) GRID Alternatives, which helps train Veterans and economically disadvantaged youth on solar panel installation in Communities of Concern.
- v) San Diego Regional Chamber of Commerce's Veteran Honor Roll program that recognizes businesses that hire veterans.
- vi) Junior Achievement's job shadow program.
- vii) Career Technical Education (CTE) at local schools and colleges, such as the Culinary Arts Program at Garfield High School. CTEs are often public-private partnerships supported by school districts and trade & professional groups like the San Diego Chapter of the California Restaurant Association.
- viii) Advanced training programs such as San Diego State University's Hospitality & Tourism Management program.
- ix) Partnership With Industry's Individual Placement Services Program that works with employers to provide supported employment opportunities to adults with intellectual and/or developmental disabilities.
- x) The San Diego College and Career Readiness Consortium infrastructure that links employers and high school/community college students to facilitate work-readiness experiences such as job shadows, guest speakers, company tours, and internships.
- xi) The University of San Diego's Torero Trek program which brings undergraduate students off campus to visit organizations across many industries in San Diego. During these career exploration days, students are able to learn about various organizations and industries by touring companies, meeting professionals, and networking with alumni.

Objective 2-B: Leverage successful local and industry cluster-based programs. Programs that are working on a very local scale can be leveraged by expanding the geography they serve, or by replicating the model in another community. Industry cluster-based programs can be replicated for another industry-cluster. These programs include:

- i) San Diego Regional Economic Development Corporation and the San Diego Military Advisory Council's Operation San Diego which is a strategic plan with nearly a dozen other partners working to defend, maintain and grow the \$45 billion economic impact of the military.
- ii) San Diego Regional Economic Development Corporation's Innovate78 comprehensive marketing and economic development initiative of five North County cities along the 78 Corridor to retain, expand and attract talent, companies and investment.
- iii) Vista Chamber of Commerce's Vista C.A.R.E.s Business Walk which surveys businesses and, in the process, is a unique opportunity to connect for government and businesses to connect about programs and issues.
- iv) Cyber Center of Excellence's Cybersecurity Job Board.
- v) Cyber Center of Excellence's Training and Certification Roadmap.
- vi) Tech San Diego's University Talent Initiative.
- vii) State-Approved Apprenticeship Programs, including the Associated General Contractors and Associated Builders and Contractors.
- viii) The San Diego Regional Energy Innovation Cluster which identifies innovative entrepreneurs that are developing solutions to the region's priority energy needs and provides them with a customized plan that includes access to advisory support, technology commercialization services, and proof-of-concept and pilot testing.
- ix) The South County Economic Development Council's (SCEDC) Business Outreach Program that reaches out to entrepreneurs and business owners to inform and assist them of low interest loan programs, employee hiring and training information, site search, layoff aversion or transition, expediting permits, and tax incentives. SCEDC's Business Outreach Program is free of charge to entrepreneurs and business owners located in South San Diego County.
- x) MiraCosta College Technology Career Institute which provides workers with the skills needed to fill the growing demand for industrial technicians in North County.
- xi) College Area Business District's attraction and retention efforts which provides detailed information to businesses (currently within the Business Improvement District (BID) and with potential to conduct business in the BID) on current business makeup, community needs and available commercial space through economic research and active communication with property owners, businesses and the community.

Objective 2-C: The following City of San Diego programs should be leveraged by community and industry groups doing work inside City of San Diego boundaries, while cities and groups doing work elsewhere within the region should consider partnering to expand these programs, or consider their success when designing their own programs.

- i) Open Counter: An online portal that is a resource to help businesses start and expand their business by submitting an inquiry before they sign a lease, immediately identifying permitted locations, and predicting fees.

- ii) Economic Development Work Program: Provides a personalized project manager to assist businesses in getting through city processes.
- iii) Business & Industry Incentive Program: Provides financial incentives and permit assistance to a variety of business investors citywide.
- iv) Business Finance Loan Program: Provides gap financing assistance to the owners of expanding small and medium businesses that are unable to meet the terms of traditional banks with loans ranging from \$25,000-\$500,000.
- v) Guaranteed Water for Industry Program: Ensures access to water when conditions are met during time of “cut-backs” or other mandatory water use restrictions.
- vi) Storefront Improvement Program: Provides design assistance and construction rebates to eligible applicants who wish to make creative changes to their storefronts.
- vii) OneSanDiego100: In partnership with CONNECT2Careers, OneSanDiego100 works with companies to a) fill job and internship openings with pre-screened candidates providing meaningful, paid work experiences to 16-24 year olds, b) open STEM/STEAM Labs inspired by Qualcomm’s Thinkabit Lab, and c) provide job shadows/career day presentations.

Objective 2-D: Encourage local businesses to use incentives and programs offered by:

- i) California State Board of Equalization and Go-Biz.
- ii) The U.S. Customs and Border Protection’s Foreign Trade Zone Program

Goal 3: Improve information and collaboration throughout the Cali-Baja region.

Objective 3-A: Improve coordination of the business and broader community throughout the Cali-Baja region by promoting and supporting projects and programs that encourage cross-border trade, cultural understanding, academic exchange, and relationships in the Cali-Baja region.

Objective 3-B: Improve consistency of data on industries and the issues that matter most for job creation throughout the Cali-Baja region.

The San Diego Regional Chamber Foundation is a 501(c)3 foundation. The Foundation's mission is to create the most business-friendly region in California through investment in research, education, and leadership. The Foundation focuses its research, education, and leadership cultivation around the issues that influence San Diego's business climate: workforce development, cross-border business, veterans employment, infrastructure, and quality of life. Learn more at SDChamber.org/Foundation.



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