

SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA



ITEM
3.61
(ID # 5104)

MEETING DATE:

Tuesday, August 29, 2017

FROM : ECONOMIC DEVELOPMENT AGENCY (EDA) / WORKFORCE DEVELOPMENT
DEPARTMENT:

SUBJECT: ECONOMIC DEVELOPMENT AGENCY (EDA) / WORKFORCE DEVELOPMENT
DEPARTMENT: Adoption of the 5 in 5 Economic Development Strategic Plan
for Riverside County for Fiscal Years 2017-2022. [Districts - All] [\$0]

RECOMMENDED MOTION: That the Board of Supervisors:

1. Adopt Resolution No. 2017-190, A Resolution to Adopt the 5 in 5 Economic Development Strategic Plan for Riverside County for Fiscal Years 2017-2022;
2. Approve the attached 5 in 5 Five Economic Development Strategic Plan for Riverside County for Fiscal Years 2017-2022 (Plan); and
3. Authorize the Assistant County Executive Officer/EDA, or designee to take all necessary steps to implement Resolution No. 2017-190 and the Plan, including, but not limited to, signing and drafting subsequent necessary documents, and establishing an operational plan with deliverables, timelines, performance metrics and reporting, subject to approval by County Counsel.

ACTION: Policy

Robert Field, Assistant County Executive Officer/EDA 8/15/2017

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Ashley, seconded by Supervisor Perez and duly carried, IT
WAS ORDERED that the above matter is approved as recommended.

Ayes: Jeffries, Washington, Perez and Ashley
Nays: None
Absent: Tavaglione
Date: August 29, 2017
xc: EDA-Workforce Development

Kecia Harper-Ihem
Clerk of the Board
By:
Deputy

**SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,
STATE OF CALIFORNIA**

FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost
COST	\$ 0	\$ 0	\$ 0	\$ 0
NET COUNTY COST	\$ 0	\$ 0	\$ 0	\$ 0
SOURCE OF FUNDS: N/A			Budget Adjustment:	No
			For Fiscal Year:	2017/2018

C.E.O. RECOMMENDATION: Approve

BACKGROUND:

Summary

The Board of Supervisors committed additional funds to the Economic Development Agency (EDA) in the Fiscal Year 2017/2018 budget to further expand the County of Riverside's (County) economic development initiatives and investments. To ensure a return on this investment and to ensure that the County's economic development expenditures are targeted and leveraged, EDA has drafted a comprehensive economic development strategic plan entitled "5 in 5" Economic Development Strategic Plan for Riverside County for Fiscal Years 2017-2022. A copy of the 5 in 5 plan is attached.

The "5 in 5" plan is comprised of five strategies designed to attract investment, build the tax base and create jobs within Riverside County. The five strategies include:

1. Maximize job creation and investment in the region;
2. Develop a local workforce prepared for the 21st Century economy;
3. Ensure a business friendly climate;
4. Infrastructure investments; and
5. The creation of thriving and sustainable communities.

The plan which was drafted by EDA staff is built on stakeholder feedback, national best practices, local data and economic forecasts for the next 10 year period. Staff recommends the Board of Supervisors adopt Resolution No. 2017-190 A Resolution to Adopt the 5 In 5 Economic Development Strategic Plan for Riverside County for Fiscal Years 2017-2022, since it will allow EDA to operationalize the 5 in 5 plan and move forward with the implementation of the five strategies noted above. Resolution No. 2017-190 has been approved as to form by County Counsel.

Pursuant to the California Environmental Quality Act (CEQA), the 5 in 5 plan was reviewed and determined not to fall within the definition of a project under CEQA pursuant to State CEQA Guidelines Section 15378 (b) (4). The 5 in 5 plan serves as a strategy document to direct and coordinate economic development work funded and/or sponsored by the County. No specific projects have been identified and committed in the formal adoption of the 5 in 5 plan. Projects which arise from the strategies outlined in the 5 in 5 plan will be subject to separate CEQA and/or National Environmental Policy Act (NEPA) environmental review, as applicable.

**SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,
STATE OF CALIFORNIA**


Impact on Residents and Businesses


The 5 in 5 plan will positively impact the business community through policies, programs and initiatives that support a business friendly environment. The plan also includes workforce development initiatives which will increase employment and economic opportunities for local residents.

Attachments:

- Resolution No. 2017-190
- 5 in 5 Economic Development Strategic Plan for Riverside County for Fiscal Years 2017-2022

RF:JVW:HM:CH MT5104


Nehini Dasika, Principal Management Analyst 8/21/2017


Gregory L. Priapios, Director County Counsel 8/16/2017

2
3 **RESOLUTION NO. 2017-190**

4 **A RESOLUTION TO ADOPT THE 5 IN 5 ECONOMIC DEVELOPMENT STRATEGIC PLAN**
5 **FOR RIVERSIDE COUNTY FOR FISCAL YEARS 2017-2022**
6

7 **WHEREAS**, the County of Riverside as a political subdivision of the State of California
8 (“COUNTY”) is responsible for guiding and managing a community development function which
9 promotes prosperity in the COUNTY economy;

10 **WHEREAS**, the Inland Southern California region continues to experience
11 unprecedented population and economic growth which requires strategic short and long term
12 planning by local government to ensure a thriving and sustainable local economy;

13 **WHEREAS**, the COUNTY desires to invest funds, implement public policy and provide
14 programs that support a business friendly environment and employment opportunities for local
15 residents;

16 **WHEREAS**, the COUNTY makes an annual investment in economic development
17 initiatives and partnerships through funding provided to the COUNTY’s Economic Development
18 Agency (“EDA”);

19 **WHEREAS**, the public has a reasonable expectation that public monies expended for
20 economic development will provide a return on investment;

21 **WHEREAS**, it is the express objective of the Board of Supervisors of the County of
22 Riverside (“Board of Supervisors”) and Chief Executive Officer of the COUNTY to ensure that
23 the COUNTY’s economic development expenditures are targeted and leveraged for maximum
24 attainable results;

25 **WHEREAS**, the COUNTY by and through its EDA has drafted a comprehensive
26 economic development strategy entitled “5 in 5” (“5 in 5 Plan”) Economic Development Strategic
27 Plan For Fiscal Years 2017-2022 to coordinate, focus and drive the COUNTY’s economic
28

1 development work to achieve the desired outcomes. The 5 in 5 Plan is attached hereto as Exhibit
2 A and incorporated herein by this reference;

3 **WHEREAS**, the Board of Supervisors believes the adoption of the attached 5 in 5 Plan
4 is in the best interest of the COUNTY; and

5 **WHEREAS**, the 5 in 5 Plan was reviewed under California Environmental Quality Act
6 (CEQA) and determined not to fall within the definition of a project under CEQA pursuant to State
7 CEQA Guidelines Section 15378 (b) (4). The 5 in 5 Plan serves as a strategy document to direct
8 and coordinate economic development work funded and/or sponsored by the COUNTY. No
9 specific projects have been identified and committed in the formal adoption of the 5 in 5 Plan.
10 Projects which arise from the strategies outlined in the 5 in 5 Plan will be subject to separate
11 CEQA and/or National Environmental Policy Act (NEPA) environmental review, as applicable.

12 **NOW, THEREFORE, BE IT RESOLVED, DETERMINED AND ORDERED** by the Board
13 of Supervisors of the County of Riverside ("Board"), in regular session assembled on August 29,
14 2017, at 9:00 a.m., in the meeting room located on the 1st Floor of the County Administrative
15 Center, 4080 Lemon Street, Riverside, California, as follows:

- 16 1. The Recitals set forth above are true and correct and incorporated herein by this
17 reference.
- 18 2. That the Board does hereby approve and adopt the 5 in 5 Economic Development
19 Strategic Plan for Riverside County for Fiscal Years 2017-2022 ("5 in 5 Plan"), a copy of
20 which is attached hereto as Exhibit "A" and incorporated herein by this reference.
- 21 3. The Board hereby finds that the 5 in 5 Plan was reviewed under California Environmental
22 Quality Act (CEQA) and determined not to fall within the definition of a project under
23 CEQA pursuant to State CEQA Guidelines Section 15378 (b) (4). The 5 in 5 Plan serves
24 as a strategy document to direct and coordinate economic development work funded
25 and/or sponsored by the COUNTY. No specific projects have been identified and
26 committed in the formal adoption of the 5 in 5 Plan. Projects which arise from the
27 strategies outlined in the 5 in 5 Plan will be subject to separate CEQA and/or National
28 Environmental Policy Act (NEPA) environmental review, as applicable.

FORM APPROVED COUNTY COUNSEL
BY: J. Hall R. Brown - 8/16/17
DATE
J. HALL R. BROWN

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4. The Board hereby authorizes the Assistant County Executive Officer/EDA, or designee, to take all necessary steps to implement this Resolution and the 5 in 5 Plan, including, but not limited to, signing and drafting subsequent necessary documents, and establishing an operational plan with deliverables, timelines, performance metrics and reporting, subject to approval by County Counsel.

ROLL CALL:

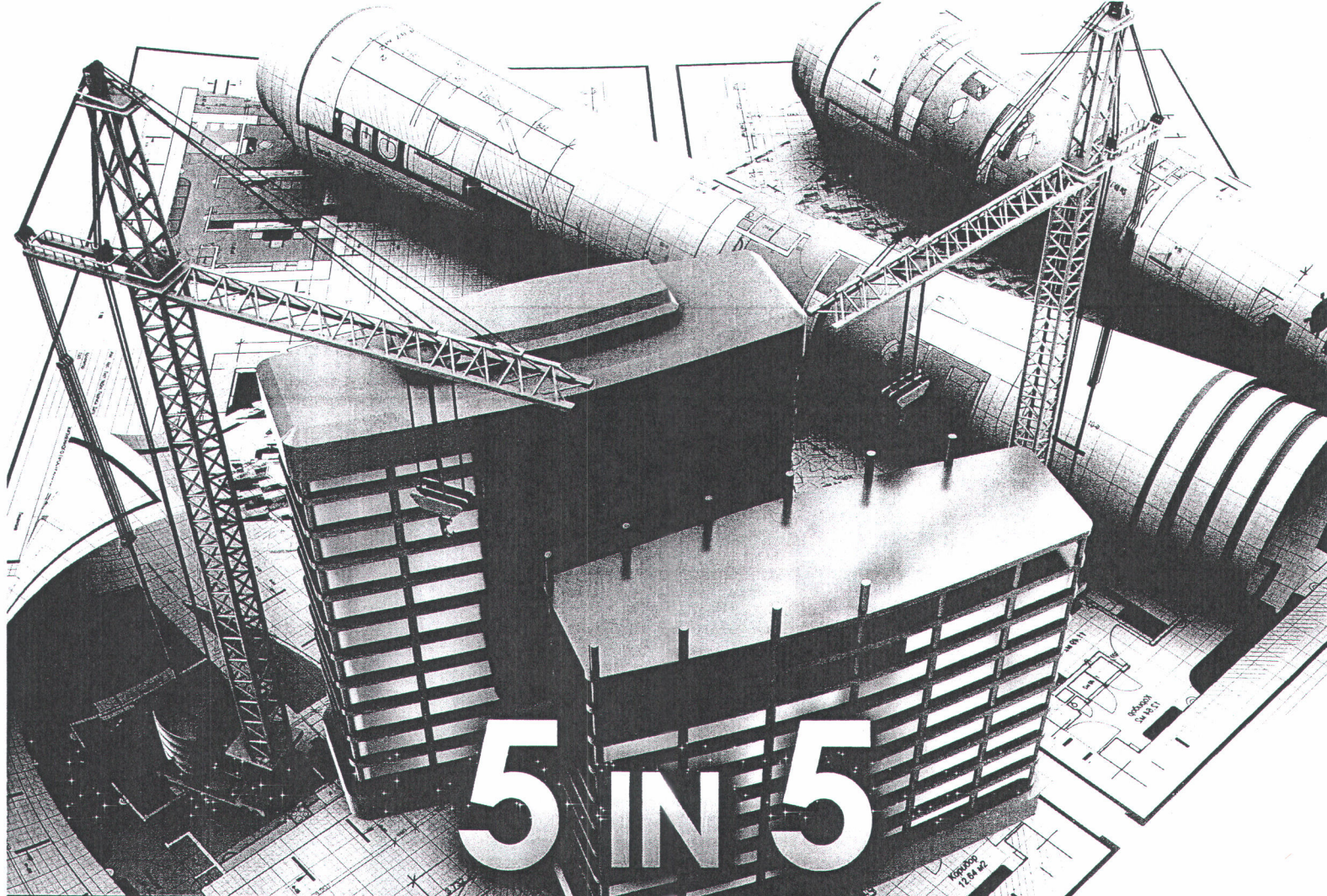
Ayes: Jeffries, Washington, Perez and Ashley
Nays: None
Absent: Tavaglione

The foregoing is certified to be a true copy of a resolution duly adopted by said Board of Supervisors on the date therein set forth.

KECIA HARPER-IHEM, Clerk of said Board
By *Kecia Harper-Ihem*
Deputy

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EXHIBIT A
5 IN 5
(behind this page)



5 IN 5

»»» MOVING BUSINESS FORWARD »»»

FIVE ECONOMIC STRATEGIES
FOR THE NEXT FIVE YEARS



RIVERSIDE
COUNTY
Moving Business Forward

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OVERVIEW

Riverside County is transforming from a regional economic hub to a leading economic driver on the state and national level. The county's economic base is experiencing rapid change moving from a predominantly construction, retail, and agricultural base to a thriving innovative center for healthcare, renewable energy, logistics and supply chain technologies, and advanced manufacturing.

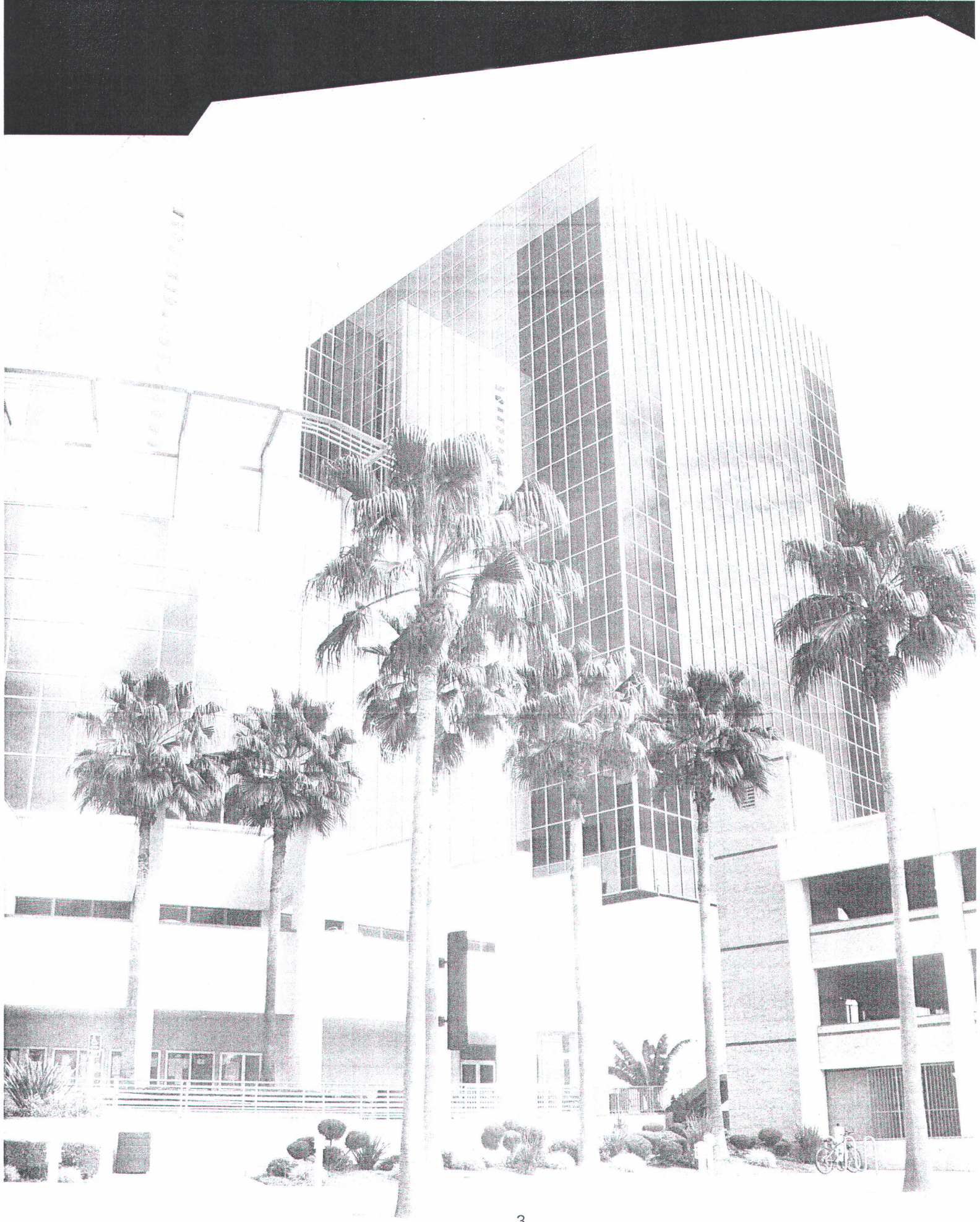
The Economic Development Agency, in collaboration with the Board of Supervisors, is ready to launch a more calculated and aggressive approach to make the county a premiere destination to live and do business. With rapid growth and transformation come opportunities that need to be fully captured and challenges that need to be properly managed. This plan sets up a **5-in-5** framework with **5 strategies** to be deployed in the next 5 years for the county to be successful in a globally competitive economy.

It has been noted that the ability of communities to succeed and be resilient in today's globally competitive economy hinges on these ingredients: the development of community attributes such as physical and transportation infrastructures, a safe environment, and quality education; promotion of a

critical mass of business and commerce-sector activity; and an understanding of the impact of socioeconomic and workforce issues on the community. Addressing these issues across the vast expanse of our county requires adaptive leadership in economic development, workforce and education to determine which of our county's past, current, and future policies will work to ensure success.

Our local business community, public partners and other regional stakeholders are a critical element to the success of this plan. It is our intent to work collaboratively with these groups in an effort to leverage funding, talent, and the shared goal of making Riverside County the best place to do business.

The county is prepared to take the necessary steps and invest the necessary resources to implement calculated strategies and develop policies that will accelerate the transition towards the new global economy in order to maximize revenues for our business partners, and to expand opportunities for all of our residents.



GUIDING PRINCIPLES

The Riverside County Economic Development Agency's mission is to work aggressively to position Riverside County – its cities, sectors and businesses in the new global economy. To achieve this goal, we have revamped our initial Strategic Plan to focus on five critical strategies that will be carried out over the next 5 years: *Five in Five*.

These strategies will guide and define our work across departments, cities and regions to lead Riverside County into the next decade. The five broad strategies are designed to increase business attraction and spur investment in the region which will in turn drive job creation – quality jobs that support families and communities. Our ultimate goal is to redefine the local business climate to ensure a prosperous and sustainable local economy. *Our vision is simple: to make Riverside County the best place to live and to do business.*

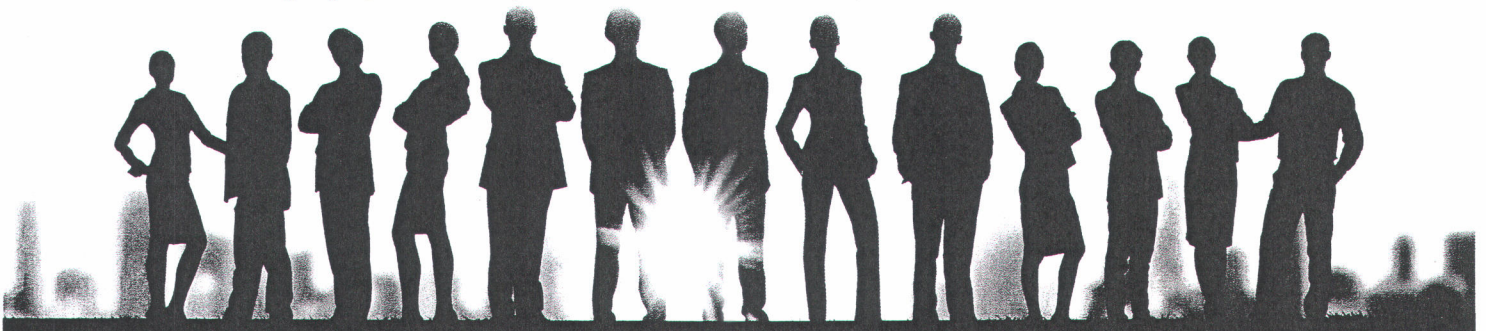
This vision is based on three guiding principles: **People; Partnerships and Progress.**

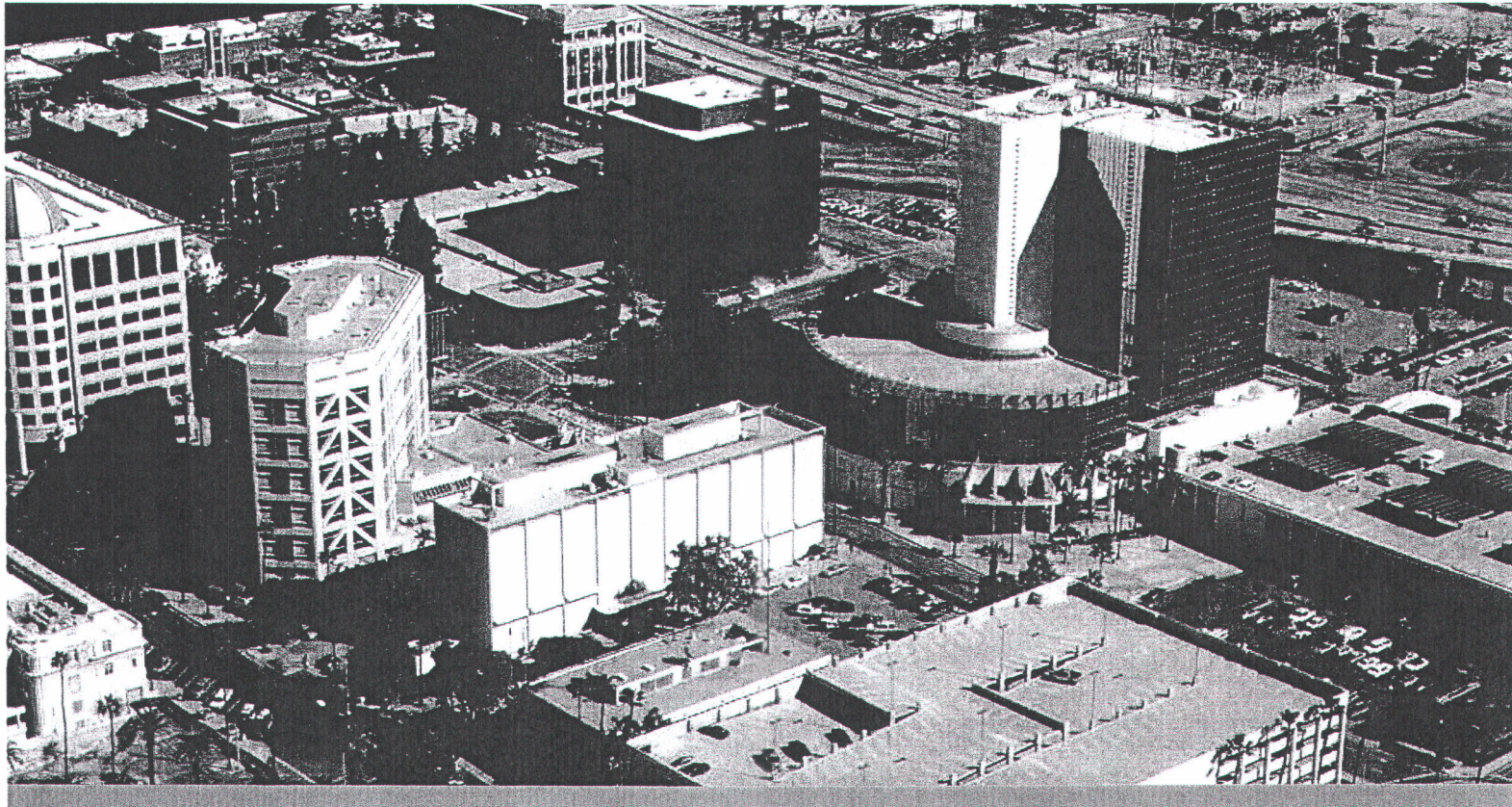
► **People:** At the heart of our work are people. We are here to provide opportunities and resources for our citizens and business owners to thrive and prosper. Behind the demographic statistics and key economic indicators are our residents – families, seniors, veterans, young adults and individuals from all walks of life who are working to build a life and future in Riverside County. We are keenly aware that our economic development work and services will have a significant impact on many of these households in the form of job opportunities, business opportunities, and the opportunity to live in communities with strong infrastructure and services. This awareness has led to a conscious effort to make strategic decisions based first and foremost on the needs and priorities of our local residents.

► **Partnerships:** Riverside County is comprised of 7,208 square miles spanning from the Greater Los Angeles area to the Arizona border. It is the fourth most populous county in the State and the 10th most populous county in the nation. The population and geographic size require solid

partnerships to meet the region's economic development needs. Our partners are an integral part of our economic development strategy and we are committed to supporting the economic development initiatives of our 28 cities, tribal governments, Chambers of Commerce, education institutions and the larger business community. Our most important partner is the private sector which includes our local small business owners. The private sector is the most significant driver of economic development and growth. It is our goal to direct policies and public investment in a manner that fully supports the efforts of the business community.

► **Progress:** Finally, we believe that local government can offer leadership, spur innovation and can effectively drive new economic development at the local level. We also believe in data driven strategies that include measurable objectives and outcomes. The Five in Five strategic plan is designed to focus the county's economic development work to create tangible results that will strengthen and grow our local economy.





THE RIVERSIDE COUNTY ADVANTAGE

Riverside County has a distinct value proposition rooted in affordability and enhanced by diversity, proximity and higher education institutions. Riverside County is located in Inland Southern California to the east of Orange County, north of San Diego and Imperial counties, and south of San Bernardino and Los Angeles counties. It is the fourth largest county in California, and is home to diverse geographic features including deserts, forests and mountains, as well as rich biological resources.

There are 28 incorporated cities within Riverside County, large areas of unincorporated land and several Native American tribal entities. Over 86% of the county is unincorporated land. The county's population of 2.387 million in 2016 is the tenth largest in the nation, with more residents than 15 states, including New Mexico, Nebraska, West Virginia, and Idaho.

Riverside County offers businesses the unique combination of location within a marketplace of 21 million Southern California customers, easy access to

main east/west and north/south transportation routes, trained large and diverse workforce, a reasonable cost of living and business-friendly environment, a global perspective, and the lowest net cost of doing business in Southern California.

Because of its strategic location, the county offers superior transportation and logistical advantages by providing timely access to domestic and global markets. The county is within a 60 mile radius of world-class air, land, rail and sea facilities for commercial shipping and cargo. The county also has an expanding transportation network and has invested almost \$2 billion in transportation infrastructure over the course of the last 10 years.

Riverside County offers businesses both economic values and quality of life values that make it the perfect place to start, grow, or relocate a business.

► VALUE 1: LAND

The county offers businesses affordable land, available water, municipal utility and wastewater services at a reduced cost. It is becoming increasingly attractive to companies whose leaders realize that every dollar saved on land, development and cost of occupancy is a dollar that can be re-invested in the growth of their business.

- **Commercial Real Estate:** Low industrial space costs.
- **Fast Track Permitting:** Expedited land use and permit approvals that reduce the time-to-market and costs associated with development and permitting.

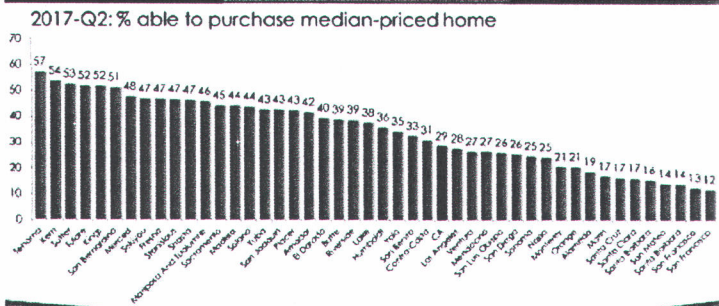


► VALUE 2: AFFORDABILITY

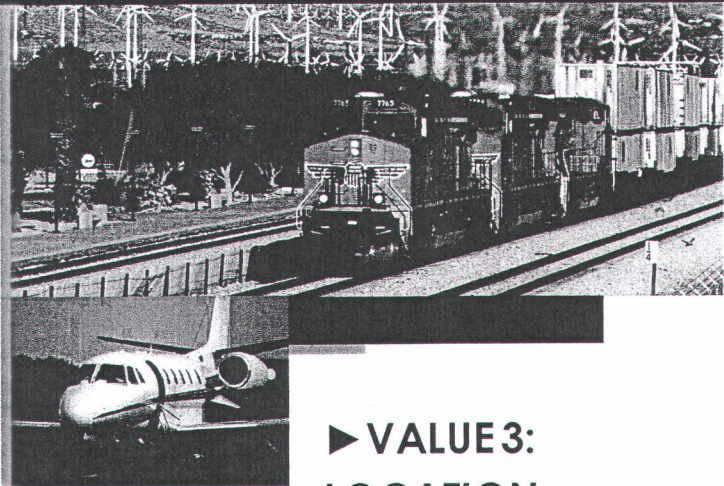
We know through regional data that most families prefer lower-density living, particularly single-family houses.

- **Home Values:** Riverside County has one of the most competitive residential markets in California.

Housing Affordability In CA: by county



SERIES: Housing Affordability Index of Traditional Buyers
SOURCE: CALIFORNIA ASSOCIATION OF REALTORS



► VALUE 3: LOCATION

AND TRANSPORTATION

2016 has been a banner year for Riverside County transportation with over \$3 billion invested in improving mobility for Riverside County residents and visitors.

- **Rail:** The busiest rail corridors in the U.S. run through the region, featuring rail service from Union Pacific and BNSF. These railroads connect the Ports of Los Angeles and Long Beach to the rest of the United States.
- **Airports:** The county benefits from nearby airports with large available space: LA/Ontario International Airport (ONT); Southern California Logistics Airport (SCLA); Palm Springs International Airport (PSP); and March Air Reserve Base/Global Port. ONT and PSP are full-service airports with commercial passenger service.
- **Ports:** We are located approximately 40 miles from the seaports of Los Angeles/Long Beach.
- **Global Markets:** Riverside County's largest trading partners are NAFTA and the Pacific Rim.

► VALUE 4: DIVERSE LABOR FORCE

Young: A large population of people aged 20-34 can provide companies with a steady pipeline of skilled workers.

Skilled: In-migration of highly educated workers from surrounding regions.

Competitive Median Pay: With median pay that is less than Los Angeles, San Diego, and other major western markets, businesses can improve their bottom line.



► VALUE 5: HIGHER EDUCATION

Riverside County is home to several higher education institutions including the No. 1 college value in the nation, the University of California, Riverside. We are in close proximity to some of the most distinguished universities in the world including, University of California, Los Angeles, University of Southern California, and the Claremont Colleges.

Research Institutions: The Inland Southern California Region is home to seven research institutions, including one of America's few research-intensive accredited Hispanic Serving Institutions (HSIs).

Intellectual Capital: The region boasts more than 20 colleges and universities.

Medical School: The University of California, Riverside, School of Medicine, is California's first new public medical school in four decades.



► VALUE 6: CULTURE AND LIFESTYLE

With abundant music, art, theatre and recreational activities, it is no wonder people come to live and play in Riverside County.

Music: Coachella and Stagecoach. Some of the country's top music festivals happen right here in Riverside County.

Art: Riverside County boasts world-class art galleries and museums, and is home to several local artist communities.

Wine: More than 30 wineries produce award-winning wines in the Temecula Valley Wine Country.

Recreation: Surf, ski, hike, fish, all in one day. The county is located within an hour's drive of California's most famous beaches, Southern California Ski Resorts, and Joshua Tree National Park in our backyard.



ECONOMIC INDICATORS AND DEMOGRAPHICS

Riverside County strives to be the most business-friendly county in the state. Already we have made good progress, our initial economic development efforts have shown positive outcomes on the local and regional economy such as rising income levels and an improving housing market. And, the county is steadfast in its commitment to providing certainty for businesses and investors, reducing the cost of doing business, and creating the right conditions for industries to flourish over the next five years.

Population (2015)	2,361,026
Jobs (June 2017)	1,436,700
Median Income (2015)	\$58,292
Unemployment Rate (June 2017)	5.7%
Establishments (2016)	59,251
Gross Regional Product (2015)	\$125.5 billion
Exports (2015)	\$9 billion
Median Home Price (2017)	\$363,000

Source: EMSI, 2016



POPULATION

The population in Riverside County is projected to grow considerably, outpacing its neighboring counties. Current levels of home affordability will continue to attract households from throughout Southern California. Cities like Corona and Riverside are attracting many first-time homebuyers who cannot afford a traditional detached single-family home in coastal areas. Beacon Economics projects population growth throughout the Inland Empire will average 1.4% per year from 2014-2019.

2,361,026 Population & Growing
714,728 Households
35.1 Median Age

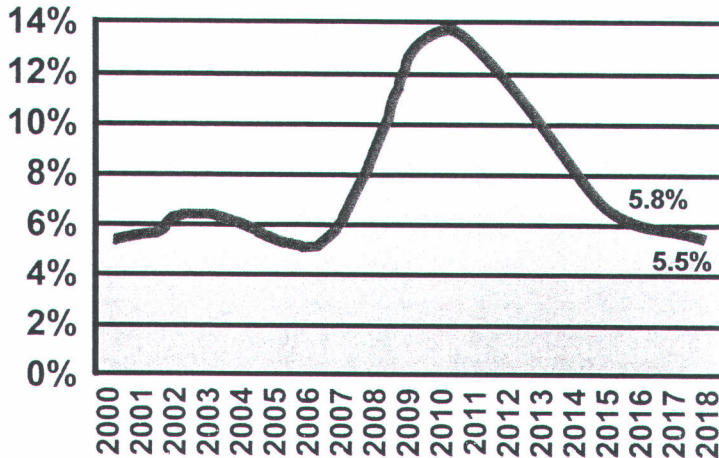
3.26 Average Household Size
\$76,841 Mean Household Income

Source: 2015 ACS 1 Year Estimate and 2015 Population Estimates

WORKFORCE

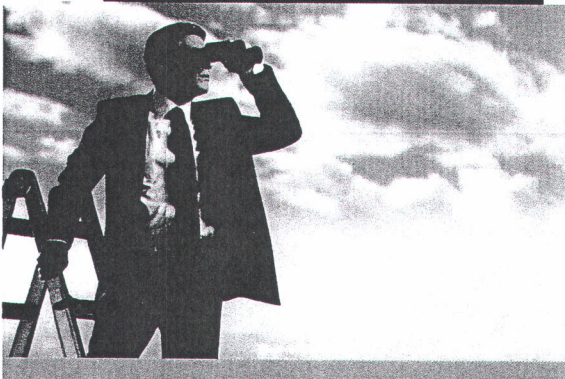
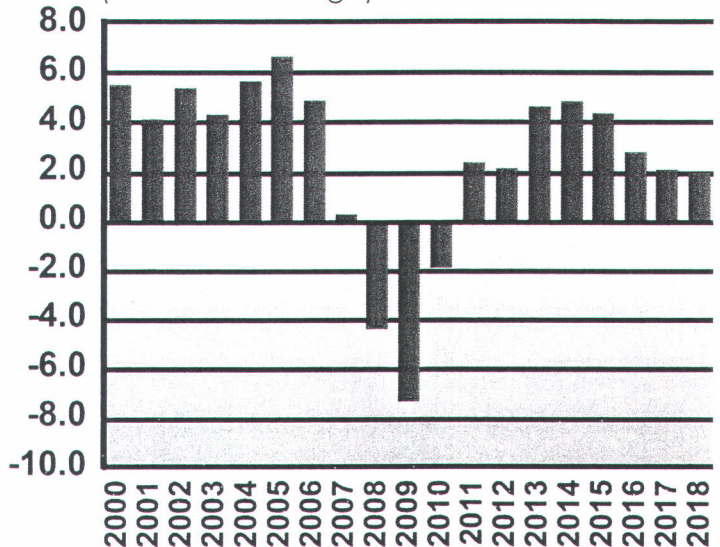
Paralleling nationwide trends, Riverside County's unemployment rate improved substantially and the county reached full employment in May, 2017 with a rate of 4.6%. Job growth in the Riverside County-San Bernardino County Metropolitan Statistical Area (MSA) outpaced the state and the rest of Southern California for the sixth year in a row in 2016.

UNEMPLOYMENT RATE



CHANGE IN EMPLOYMENT

(Annual % change)



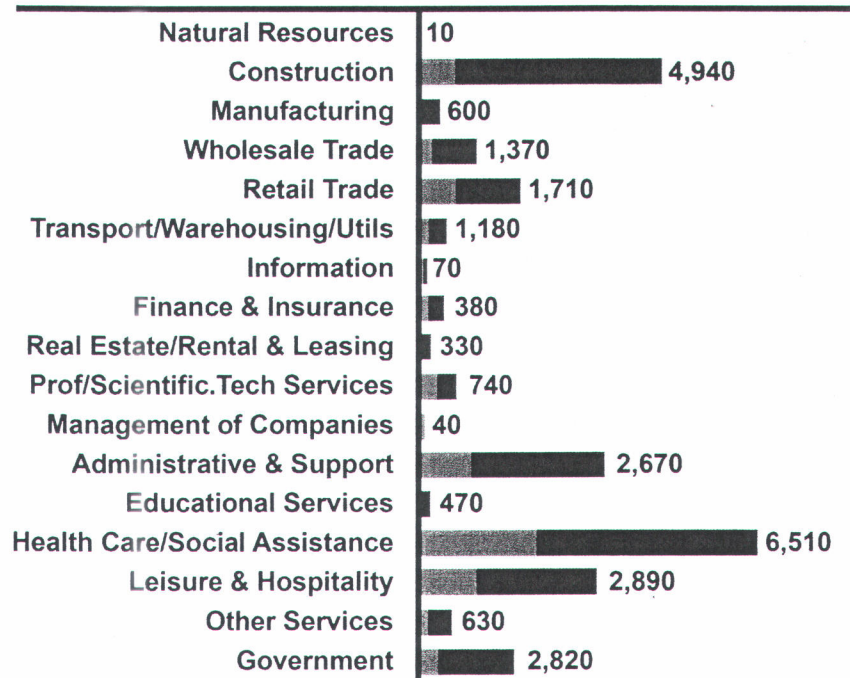
Since 2011, job growth in Riverside County has been positive, averaging 3.6 percent annually from 2011 to 2016. The sectors forecasted to add the largest amount jobs from 2017 to 2018 are Health Care and Social Assistance, Construction and Leisure and Hospitality. The unemployment rate will continue to decline over the next years and is expected to be 5.8 percent in 2018.

Riverside County's economy is diverse, with economic output and employment distributed among multiple sectors. Employment increased in several major industry sectors.

Job Forecast 2017 and 2018 by Industry Sector

(thousands of jobs)

2017f 2018f



BUSINESS ACTIVITY

International trade continues to be an economic driver for the region, with world exports increasing for a third year in a row. In addition to exports, Riverside County continues to be a desired locale for Foreign Direct Investment (FDI). For 2014-2015, the county had 39 active FDI projects totaling \$734,279,054 in investment and producing a total of 10,439 jobs.

Current and Future FTAs Matter to Riverside Area Exporters

- The U.S. currently has 14 free trade agreements in force with 20 countries.

In 2015, exports to FTA markets accounted for **42%** of Riverside area exports

In 2015, Riverside exported:

\$2.6 billion
to NAFTA



\$3.8 billion
to all FTAs in force



\$4.2 billion
to TPP



\$1.6 billion
to TTIP (EU-28)

Date year: 2015. Last updated: September 2016.

Prepared by the Office of Trade and Economic Analysis, International Trade Administration, U.S. Department of Commerce.

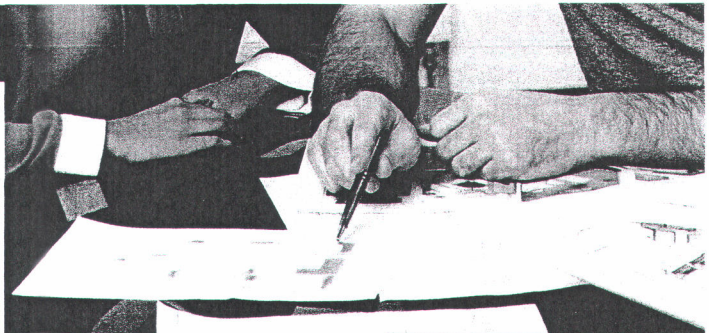
For additional information and to view the complete data series and methodology, visit www.trade.gov/nafta2015. Exporter data available on <http://data.trade.gov/nafta2015>.

REAL ESTATE

Home values posted astounding home gains over the past year spurred primarily by investor demand with commercial activity (especially in the industrial market) rebounding dramatically from cycle-lows.

Assessed valuation are projected to increase by a further 5.8% in FY 2017-2018 and 6.1% in FY 2018-2019 as real estate values continue to increase at a similar rate compared to 2016.

As the economy moves forward and population growth accelerates, personal income will grow and give rise to further gains in taxable sales and continued job growth in population-serving industries.



SWOT ANALYSIS

Various indicators suggest that there are positive economic trends in the Riverside County economy for 2017 and beyond including decreased unemployment, faster job growth, and increased foreign direct investment. Some of these indicators are the unemployment rate, job creation, the population/jobs balance, and the commuting patterns of Riverside County workers. The relatively affordable commercial and residential real estate located in Riverside County remains the advantage over that of Los Angeles, Orange, and San Diego Counties. However, this advantage places a significant strain on the existing infrastructure to support continued population growth. The SWOT analysis below details the challenges and opportunities the county faces moving forward.

STRENGTHS

- ▶ Convenient access to major Southern California markets, ports, air, etc.
- ▶ Available and relatively affordable developable land
- ▶ Stable government
- ▶ Large available workforce
- ▶ Affordable residential real estate market
- ▶ Family-oriented / younger population
- ▶ Culturally diverse
- ▶ Several higher education institutions and facilities
- ▶ Comprehensive Emergency Management Plan
- ▶ Access to tourism and recreation activities

WEAKNESSES

- ▶ Less diversified economy
- ▶ Educational attainment level
- ▶ Skills gap in current workforce
- ▶ Ability to attract college graduates and professionals
- ▶ Critical infrastructure needs
- ▶ Regional image
- ▶ Increasing rate of poverty and income inequality

OPPORTUNITIES

- ▶ Flexibility of Workforce Innovation and Opportunity Act (WIOA)
- ▶ Educated commuters
- ▶ Population/jobs balance and commuting patterns
- ▶ Expanded broadband
- ▶ Expansion of downtown development in local cities
- ▶ Foreign trade

THREATS

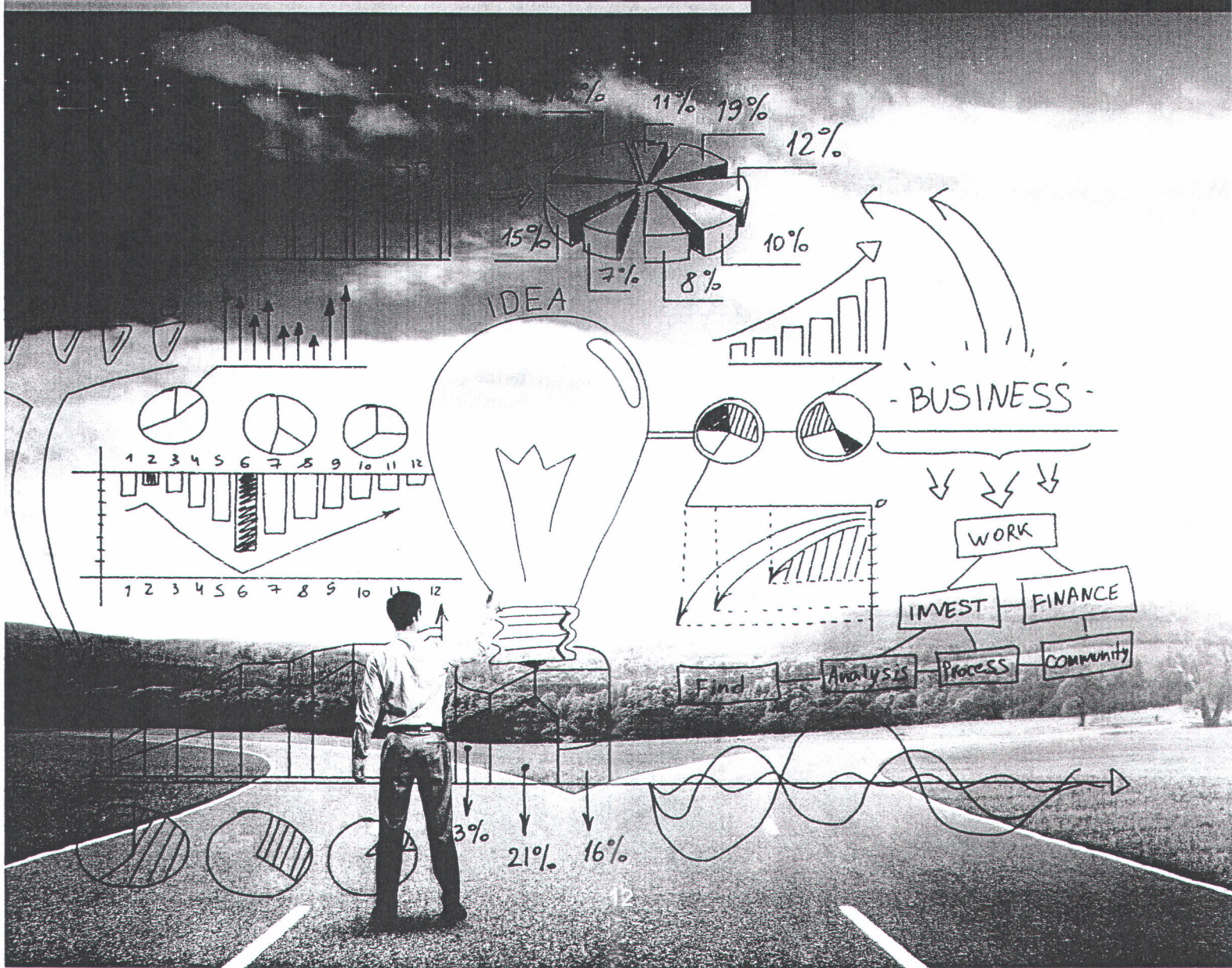
- ▶ Lack of private investment/venture capital
- ▶ Drought
- ▶ Regulatory environment
- ▶ High development costs
- ▶ Long-term fiscal obligations

5 IN 5:

STRATEGIC APPROACH TO ECONOMIC DEVELOPMENT 2022

STRATEGIC APPROACH

A comprehensive economic plan ensures that local resources and policies are strategic, coordinated and targeted to support the efforts of the private sector business community, educational institutions, and to meet the needs of current and future residents. To compete globally, Riverside County must be a livable county, a place where highly skilled and mobile workers sought after by business choose to live, where students want to study and where businesses and recreational travelers choose to visit. The five strategies outlined below are designed to achieve these results and to facilitate a strong and vibrant local economy.



STRATEGY 1: MAXIMIZE JOB CREATION AND INVESTMENT IN THE REGION

Riverside County is a large and growing county. In order to meet the needs of our current and future residents, we must pursue economic development policies and initiatives that result in sizeable job creation and significant economic growth. We must be aggressive, innovative, and ambitious to capture our county's collective strength to create the most globally competitive local economy possible. With that in mind, we have identified the following goals to amplify investment which will in turn increase job creation.

ACTION ITEMS

- ▶ **Build brand awareness for Riverside County.**
 - Develop marketing tools and internet presence for the Riverside County brand.
 - Consult with local cities on branding efforts and co-marketing campaigns.
- ▶ **Leverage the Office of Foreign Trade to increase Direct Foreign Investment (DFI), international tourism, and global awareness of Riverside County.**
 - Provide quarterly reports to the Executive Office and Board of Supervisors on OFT activities.
 - Increase the number of international leads directed to Riverside County's ED staff.
 - Support the use of EB – 5 visa centers for investment funds with local businesses and governments.
 - Actively partner with the Governor's Office of Economic Development, the Greater Los Angeles Chamber of Commerce, and the Ministry of Commerce to increase Chinese trade, economic investment and tourism within Riverside County.
- ▶ **Utilize the Office of Foreign Trade to increase exports.**
 - Plan and execute international trade missions which assist exporters in opening new markets.
 - Facilitate the export of agricultural products and manufactured goods that are produced in the county.
 - Establish a foreign trade event here in Riverside County for export manufactures that features Department of Commerce and in country representatives.
 - Increase attendance at the Riverside County College of Foreign Trade to increase the number of local businesses who engage in exporting.
- ▶ **Actively partner with other County departments, local cities, chambers of commerce, tribes and other stakeholders to advance regional economic development initiatives including city oriented business attraction campaigns.**
- ▶ **Leverage the Inland Social Link iHUB to expand logistics and manufacturing within the region.**
- ▶ **Implement a national and regional Business Attraction plan.**
- ▶ **Build Inland Southern California as a world class healthcare hub (Biotech, healthcare leaders, education, STEM).**
- ▶ **Support an innovation economy and the efforts of local entrepreneurs.**



STRATEGY 2: DEVELOP A LOCAL WORKFORCE PREPARED FOR THE 21ST CENTURY ECONOMY

Competing in today's knowledge-based economy requires a skilled workforce. Rapid advancement in technology has only increased this need by creating more specialized and complex jobs that demand higher levels of worker competency. Developing effective education and workforce development systems is the key to achieving the type of workforce needed in the 21st century.

► Create a regional Jobs Blueprint

The Riverside County Jobs Blueprint will be a county-wide strategy to grow the economy and create job opportunities for county residents in three targeted industries: Healthcare; Manufacturing; and Transportation/Logistics.

- Identify key jobs proposals through the local workforce investment area's input and data.
- Mobilize a Jobs Blueprint team.
- Align financial resources to support development and implementation.

► Maximize local flexibility in the new Workforce Innovation and Opportunity Act (WIOA).

Regional collaboratives would be given the resources to develop thorough and comprehensive talent development strategic plans to spearhead regional transformation using WIOA.

- Facilitate the development of career pathways and co-enrollment, as appropriate, in core WIOA programs, and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).
- Increase the use of on-the-job training, in coordination with other hiring credits, and allow increased reimbursement rates to participating employers (up to 75 percent of wages).
- Use WIOA Adult and Dislocated Worker funds for incumbent worker training.

► Employ an industry sector strategy to workforce and economic development to improve access to quality and high paying jobs.

Sector Partnerships align education and training programs with industry needs to produce readily-employable workers.

- Develop and maintain employer leadership in targeted industries.
- Create Industry-Focused Job Clubs at the local American Job Centers.
- Establish sectoral education and training programs that take a regional, industry-focused and occupation specific approach.

- ▶ **Partner with K-14 education entities to improve local educational outcomes including: increase in high school graduation rates; increase in the number of high school students who enter a four year college; higher standardized test scores; and targeted assistance to low-performing schools to support their efforts to improve “from the outside in” (i.e. funding for after school/tutoring programs, addressing workforce and housing needs of parents, pre-K programs, etc.)**

In order to make strides in Economic Development, we need to increase student performance and expose students to a range of career and higher education information.

- Expand and improve access to labor market, occupational, and skills data in K-14.
- Work with school districts to improve one-on-one career exploration and career counseling assistance to high school students.

- ▶ **Increase educational attainment and address the skills gap to provide a highly trained and skilled Riverside County workforce.**

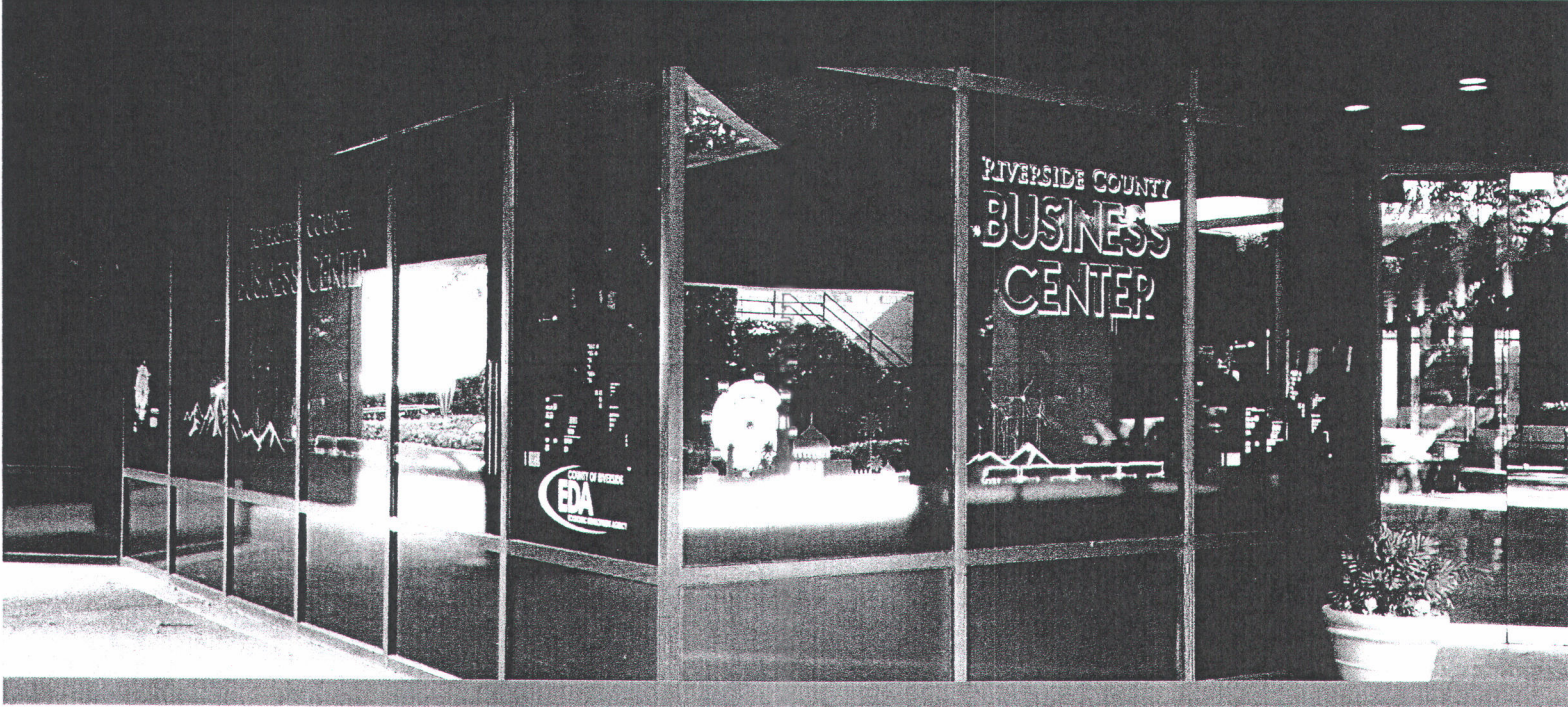
Lower-skilled individuals and those with multiple barriers to employment benefit from coordinated strategies across systems, and flexible, innovative training strategies that integrate the education, training, and support services they need to prepare for and succeed in the workplace.

- Implement innovative and flexible Earn-and-Learn models (e.g. pre-apprenticeship training, work experience, internships, etc.).
- Use more flexible training delivery options to meet the needs of low-income individuals.
- Coordinate student support resources for low-income, low-skill participants so they can succeed in occupational training.

- ▶ **Initiate a “Home Grown Talent” campaign in partnership with local colleges, universities, cities, Chambers of Commerce and the business community to keep young graduates in the region.**

The presence of young adults in a region is a direct reflection of its health and well-being. Young professionals are key to fueling economic growth.

- Establish a Summer/Year-Round Internship Program for young adults attending college/university in Riverside County or who attend an out-of-state college/university, but whose county of residence is Riverside County.
- Develop an online clearinghouse for internship opportunities in the county.
- Create and market a “young professional’s incentive package” through cross-organizational resources available through the federal, state, county, and cities.



STRATEGY 3: ENSURE A BUSINESS FRIENDLY CLIMATE

Strategy 3 places focus on delivering concierge level service to Riverside County's business clients. A fundamental premise of this strategy is that people matter first and relationships are the key to successful business partnerships. Similarly, collaboration amongst the various economic development entities within Riverside County and the greater region is paramount to successful customer service and desired outcomes. Though the Riverside County is a world class service provider, resource allocation must be leveraged in a strategic and collaborative manner to sustain a robust economic development effort. An important theme to underscore in this endeavor is that the county of Riverside is the 4th most populous county in the state and 11th largest in the United States. The county's Gross Domestic Product is over \$70 billion which would rank it as the 42nd largest state in economic power. Given this economic prominence, the economic development efforts and imaging should reflect that of a world-class entity.

- ▶ **Establish an EDA storefront (aka Riverside County Business Center) to provide face-to-face concierge services to new and existing businesses.**

Establish three business centers (West, East and Southwest) to offer a retail storefront for Riverside County economic development services. The centers will welcome clients in a modern setting and will provide a single point of contact for the entire county. Visitors will receive holistic and efficient customer service. EDA Concierge staff will provide information on various economic development programs/services and will have the important "local knowledge" of the county's various sub-markets. Key services include: demographic data, workforce services, access to Small Business Administration (SBA) services, incentive information, access to capital/financing and linkages to city economic development staff. Technology will aid in service delivery with information provided in downloadable formats and remote accessibility.

- ▶ **Update the "Fast Track" program to align with the goals and services provided in the new Business Center and streamline processes between county departments related to new business start-up and expansion.**

Critical to attraction and retention of business is the efficiency and clarity of entitlement and permit processes. Business planning and operations hinge on critical paths to facility openings and the county can be a facilitator or hindrance to these efforts. The Downtown Business Center will engage the county's permitting departments through regular and on-call meetings with businesses, site selectors and real estate brokers. By including permitting departments, a spirit of cooperation, comprehension, and vesting by county

staff will ensue.

- Transportation and Land Management Agency (TLMA) Ombudspersons and Business Registration staff will be utilized as the main points of contact into the county's system.
- As part of the technology infrastructure of the Riverside County Business Center, the new County Land Management System will be made available to the public to improve communication and coordination leading to better results.
- As part of continuous quality improvement process, EDA and TLMA staff will review the Fast Track policy and recommend enhancements that reflect the variety of development application types being processed in the county.

► **Post monthly “Key Economic Indicator” reports to facilitate real-time business intelligence for the business community and other relevant stakeholders.**

The Economic Development Agency is a significant information repository and disseminator of economic and demographic information about the county and region. EDA's Business Intelligence team produces and has access to numerous reports about the county and the region's economy. Additionally, the team has access to demographic and labor market information that is exclusive to Riverside County which is used in site selection decisions. Web-based information dissemination is an important tool for site selectors and real estate professionals conducting research and EDA will enhance the level of demographic information available to the public.

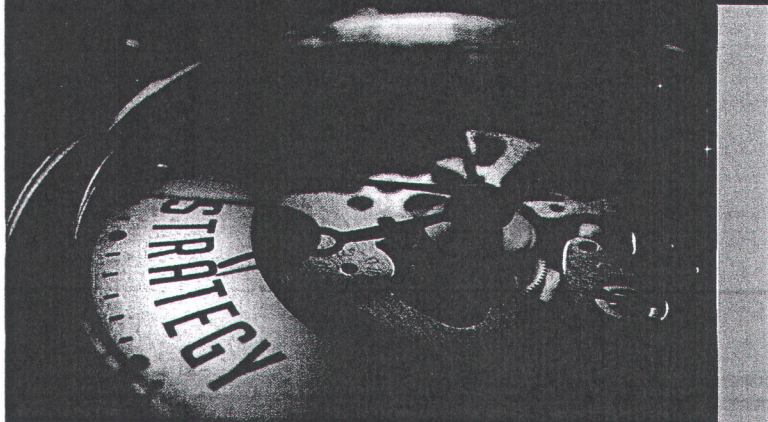
► **Produce “Doing Business in Riverside County” website and application.**

The County of Riverside is rich in entrepreneurial activity and often local businesses are not aware of the programs and services that will aid in their efforts. EDA will create a modern website that provides user-friendly access to services provided by EDA, other county agencies, cities, and the multitude of partners that provide service to the business community. The new website will be tailored to the numerous mobile devices so Riverside County information is available 24/7, across the globe.

- The new site will include a new “Doing Business in Riverside County” publication that will comprehensively identify business assistance programs and partners. This publication will be available in hard-copy and online formats.
- RivCoProspector.com site search tool will be included in this website providing real estate property listings.
- For international trade purposes, it is recommended that an abbreviated version be tailored to the unique aspects of global customers. This will be made available in several key languages.
- On an annual basis, a Riverside County Business magazine similar to Los Angeles Chamber of Commerce and Coachella Valley Vision publications will be produced that will be private sector focused and include company interviews, executive profiles, and information about business sectors. Particular emphasis will be placed on branding and imagery.
- A series of “Riverside County Business” videos will be produced that highlight the benefits of doing business in Riverside County, executive profiles, and regional assets.
- esri “story maps” will be incorporated into the website whenever possible to provide geographic and visual context to the information on the website.

► **Strengthen partnerships with local cities to assist local businesses with navigating city/county processes.**

Economic Development for Riverside County is a collaborative partnership between the county's Economic Development Agency, its 28 cities, regional Economic Development Corporations, special districts, and tribal governments for the purposes of implementing business attraction and retention programs. The partnership



is called Team Riverside County (TRC). Collaboration and leveraging financial and human resources are the cornerstone principles guiding the program. TRC's main objectives are to create Riverside County brand awareness on national and international levels, build relationships within the real estate and business community, and partnerships with business which effectuates positive economic growth for Riverside County and the region. The following tactics are proposed to achieve this strategic objective. In order to strengthen the TRC's efforts, the following actions are proposed:

- Create a "Riverside County Business Education Series" that offers seminars on topics such as business financing, international trade, business planning, food business, sales and use tax, and others. These seminars will take place at locations throughout the county in partnership with local jurisdictions and/or private partners.
- Create a Riverside County "TedX-like" speaker series with world-class speakers delivering messages about innovation, site selection, international trade, and specific industry sector trends.
- Quarterly meetings will be instituted with economic development stakeholders in each region of the county to coordinate economic development activities, identify best practices, and identify business attraction and retention activities.
- Partner with business assistance groups to offer Business Expositions that pair entrepreneurs with service providers. These events will be designed to reach large groups of attendees in one location where multiple entities will be available to assist businesses.





STRATEGY 4: INFRASTRUCTURE INVESTMENTS

This strategy takes into consideration the importance of investment in infrastructure and land use policies in economic development efforts. Without adequate infrastructure or appropriately zoned available land, attraction, expansion or retention strategies would not work. To compete with other areas for job creation development, the county must have an adequate supply of development-ready large industrial sites for expanding and attracting companies. In pursuit of that, a complete assessment of current infrastructure deficiencies needs to be developed for industrial and commercial areas of the county. The needed infrastructure includes transportation, energy, water management, communications, and solid waste management. Given that these industrial or commercial zoned areas are future potential employment hubs for residents, they need to be preserved and protected from rezoning. Equally important is the elimination of regulatory barriers that inhibit development without adding environmental protections. The 5 objectives to this strategy are listed below along with the action steps needed to carry them out.

- ▶ **Develop infrastructure Master Plan for industrial and commercial areas in county.**
 - Identify areas and infrastructure needs.
 - Coordinate with utility companies and other stakeholders.
 - Develop funding plan for needed infrastructure.
 - Coordinate grant submittals.
 - Update plan.

- ▶ **Invest in and support large scale infrastructure projects within the region as a job creation strategy.**
 - Support policy and investment decisions to promote development of productive assets.
 - Advocate for private-sector involvement through public-private partnerships.
 - Emphasis should be put on fixed and productive assets such as rail, power generators, waste treatment, recycling, hospitals and medical, and research centers.

- ▶ **Invest and expand broadband throughout the county to ensure that communication services and technological innovations should be accessible to residents and businesses.**
 - Support RCIT's broadband initiative.
 - Obtain funding to expand broadband services in underserved areas.
 - Educate and assist local residents with gaining access to broadband.

- ▶ **Support state-wide efforts to address CEQA and other regulatory barriers.**
 - Utilize county lobbyist / platform to increase awareness .
 - Partner with business community.
 - Determine development readiness of sites within 6 months, 7 to 36 months and over 36 months.

- ▶ **Identify land in strategic areas for business development as “employment hubs.”**
 - Develop inventory large lot (25+ acres) industrial site supply.
 - Determine development readiness of sites within 6 months, 7 to 36 months, and over 36 months.
 - Develop matrix of inventory and track changes of absorption of industrial land.
 - Partner with Commercial Broker community to promote sites.
 - Market sites at trade shows, conferences, and use inventory to respond to leads.

- ▶ **Ensure updates to General Plan and Housing Element are conducive to economic development.**
 - Review and comment on General Plan Update.
 - Preserve commercial and industrial areas for future development.
 - Promote and support development of Transit-Oriented Development guidelines for General Plan.
 - Ensure affordable housing developments are located in close proximity to employment opportunities and Transit Priority Areas (TPA's).



STRATEGY 5: CREATE THRIVING AND SUSTAINABLE COMMUNITIES

- ▶ **Address the affordable housing needs of county residents.**
 - Develop a countywide housing strategy to identify geographic areas of needs and target populations. Utilize this strategy to establish funding priorities and to direct housing development activities.
 - Identify workforce housing sites that co-locate housing and employment hubs and market these sites to prospective developers and employers via the internet.
 - Increase funding for housing development and subsidies through grants and public-private partnerships.

- ▶ **Establish a Riverside County Sustainable Communities Plan.**
 - Inventory current county plans to determine what strategic planning documents already contain sustainability components.
 - Support TLMA and Riverside County Transportation Commission (RCTC) in their planning initiatives to ensure that economic development and economic sustainability are included as key components.
 - Work collaboratively with Western Riverside Council of Governments (WRCOG) to further dialogue frameworks and planning documents associated with sustainable community principles.

- ▶ **Create “Pathways of Opportunities” for individuals and families living in poverty.**
 - Identify areas of concentrated poverty within the county. Work collaboratively with local cities, community based organizations, educational institutions and other county departments to target services within these areas.
 - Institute local “Promise Zone” initiatives in neighborhoods of extreme poverty through collaborations with local partners and funders.
 - Increase educational attainment and employment rate of individuals residing in neighborhoods of high poverty through targeted workforce initiatives.

- ▶ **Support and advance “health communities” that encourage physical activity through parks and open space and overall community wellness initiatives.**
 - Work in partnership with Public Health to improve and address chronic disease and conditions via community programs and integrated housing and healthcare programs.
 - Address health and disease prevention in large scale community improvement grants.

IMPLEMENTATION

Following formal approval by the Board of Supervisors, we will proceed with formalizing the key strategies and goals of the plan. The finalized plan will include an implementation component which will consist of:

- A comprehensive five year action plan;
- A one year action plan which will roll the plan out to all stakeholders, community partners, and the general public;
- Clearly detailed EDA staffing and resource investments; and
- Measurable outcomes and results.

