Estolano LeSar Perez
Cecilia V. Estolano Jennifer LeSar Katherine Aguilar Perez

To: Eric Duyshart, City of Pasadena

From: Cecilia V. Estolano

Katherine A. Perez

Date: April 19, 2012

Re: Economic Development Case Studies

Per your request, we have reviewed economic development studies from around the country that would be appropriate references for the EDSP Task Force to review.

Based on the sectors identified in the EDSP, we focused on cities that had an approach to economic development that focused on job creation and cluster formation and/or creation. We recommend the following examples of economic development plans or strategies in order of priority.

1. **Portland, Oregon:** Portland seeks to build the most sustainable economy in the world and become the capital of the global green economy. Launched in 2009, **Portland's Economic Development Strategy** aims to create 10,000 jobs in five years and expand economic opportunities for all Portland residents. Portland's Development Strategy focuses on the following clusters: clean tech, software, research and commercialization, athletic and outdoor industry, and advanced manufacturing.

   Documents Found:

   1. *Economic Development Strategy Five Year Plan, Economic Development Strategy, Two Year Status Report (2011)* (Source: http://www.pdxeconomicdevelopment.com/)

   2. *Evaluation of Economic Specialization in Portland (2009)* (Source: http://www.pdxeconomicdevelopment.com/resources.html)

2. **San Jose, CA:** San Jose's Economic Strategy (2010) outlines a plan to respond to two major needs: 1) the urgent need to regain jobs for San Jose's growing population and revenue for the city, and 2) the need to create an outstanding business and living environment.

   A few of San Jose's strategic goals for 2010-2015: 1) Encourage companies and sectors that can drive the San Jose/Silicon Valley Economy; 2) Develop retail to full potential, maximizing neighborhood impact and neighborhood vitality; 3) Preserve and strengthen manufacturing-related activity and jobs; 4) Nurture success of local small businesses; 5) Prepare residents to participate in the economy through training, education and career support; 6) Continue to position Downtown as Silicon Valley's City Center

   Documents Found:
   San Jose Economic Strategy 2010-2015 (Source: http://www.sjeconomy.com/learn/strategy.asp)

Los Angeles Office | 213-612-4455 (phone) | 213-488-3468 (fax) | 315 W. 9th Street, Suite 1010 | Los Angeles, CA 90015
San Diego Office | 619-236-0612 x101 (phone) | 619-236-0613 (fax) | 2410 First Avenue | San Diego, CA 92101
Sacramento Office | 916-706-0208 (phone) | 1320 N Street, Suite 201 | Sacramento, CA 95814

3. **Long Beach, CA:** The **Long Beach Economic Development Implementation Plan** was created in 2010 and recommended three Key Initiatives: 1) Make Long Beach the most business friendly city in California (expedite permitting, evaluate new regulations that for negative fiscal impacts on business, etc.); 2) Creating additional jobs for Long Beach residents (target growing industry sectors, preserve and expand industrial property, support and encourage small business development, etc.); 3) Support and strengthen neighborhoods (rebuild corridors, attract retail, invest in infrastructure improvements, etc.)

   Documents Found: City of Long Beach Economic Development Implementation Plan (2010) (Source: http://www.longbeach.gov/ecd/implementation_plan/default.asp)

4. **Sacramento, CA:** Sacramento's **Economic Development Strategy** focuses on four key themes and corresponding strategies: 1) Producers (business retention and expansion, business formation, etc.); 2) People (workforce development, asset building, etc.) 3) Places (Commercial corridors, infrastructure); 4) Participation (Integration of City Departments, Regional Leadership, Identity-formation, etc.)

   Documents Found: City of Sacramento Economic Development Strategy – Strategy Report (2007) (Source [PDF]: http://www.cityofsacramento.org/econdev/quick-links/documents/EDStragey_final.pdf)

Another notable city is Seattle and their economic development efforts. They conducted a 'Basic Industries' economic impact analysis that examined specific clusters. We didn't select it because it isn't an economic development plan nor is it a comprehensive strategy. It consists of a series of reports that might be useful for subsequent sector analysis.

Seattle, WA: Seattle's **Office of Economic Development** (OED) is committed to supporting a vibrant, balanced, and diversified economy that benefits individuals across all income levels in Seattle. Specifically, they are focusing on implementation strategies and action plans to promote growth in the following key sectors: Workforce Development, Manufacturing, Maritime, Life Sciences, Information & Communications Technology, Global Health/Healthcare, Clean Technology, Film & Music, and Tourism.

Documents Found: City of Seattle Basic Industries Economic Impact Analysis (2009), Biotech Economic Impact Study (2002), Information & Communications Study, Healthcare Economic Impact Study, Sustainable Building Study.

(Source: http://www.seattle.gov/economicdevelopment/maj_ind_sectors.htm)

Please let me know if you have any questions regarding our evaluation of these economic development case studies.