

## Introduction

Last fall, *Partnership for the Global Economy* convened more than 300 business and community leaders in a five-month dialogue from which two important areas of consensus emerged:

- The San Diego region's future economic prosperity rests on three competitive factors: growth of high-wage industries, an expanding skilled workforce, and infrastructure to support a globally connected community. ***Our roadmap.***
- Successfully following this roadmap will require a business community that proactively champions innovation and investment through an active program of civic leadership.

Our roadmap highlights three major issue areas:

- Corporate growth through **workforce** and **infrastructure** investments,
- And innovation through industry **convergence**

**Workforce:** If prosperity rests on higher-wage jobs, then higher-wage jobs rest on a skilled workforce. The concentration of highly skilled individuals in San Diego has grown dramatically over the past 50 years – fueled in equal parts by individuals coming from California, other parts of the United States, and the rest of the world. Companies will locate and expand where the talent lives. Today, the region needs more skilled employees than are available – a deficit that must be addressed.

**Infrastructure:** Highways, energy, water, housing and open space impact our economy and our quality of life. As Governor Schwarzenegger has highlighted, California is currently relying on investments that are decades old. So is San Diego. Continuing the momentum started by the extension of Transnet (2004) and approval of state infrastructure bonds (2006), the business community must champion investment that keeps our community and economy second to none.

**Convergence:** San Diego – with its cutting-edge research and leadership in science and technology-based industries – is in a unique position to build opportunities through integration of existing industry expertise and functions.

- Healthcare and information technology
- Defense, security, information technology
- Maritime
- Sustainability and cleantech

Around issue areas – Infrastructure, Workforce and Convergence -- eight teams of civic entrepreneurs assembled to create action plans, which define bold, sustained and definitive initiatives to capitalize on opportunities and resolve challenges. Their implementations will take many forms from policy recommendations to industry collaborations to new projects and require **innovation, investment** and, of course, **civic leadership**.



## **Background**

The San Diego region is participating in a new global innovation economy, where top regions both compete and collaborate — sharing talent, ideas, and capital to create new high-value products and services. San Diego’s global reach has grown substantially over the last decade as the region has broadened its existing international relationships. It is now ranked 5<sup>th</sup> among regions worldwide in attracting venture capital, including \$665 million from outside the United States between 2001 and 2006.

**But San Diego must pursue its own collaborative strategy or risk playing a diminishing role in the global innovation economy.** Regions as diverse as Silicon Valley, Research Triangle, Ireland, Finland and Singapore are forging collaborations to improve their competitiveness. Because global competitiveness requires a proactive regional agenda, it’s critical that private sector collaboration and public-private partnerships work together to maximize the benefits to be derived from greater global integration.

*Partnership for the Global Economy* brings together business leaders in key industries to identify priorities and organize for action with public and community leaders to ensure that economic change benefits both San Diego’s companies and residents. *The Partnership* follows the framework of a highly successful 1999 initiative – *Partnership for the New Economy*. Back then we sought to understand the competitiveness of San Diego in terms of four technology industries. That initiative – which won top awards from the U.S. Department of Commerce – led to significant outcomes for the region’s long-term prosperity.

Today’s *Partnership* process happens in four stages: The first is **research**. To inform the *Partnership* process, a significant amount of research was conducted and revealed that San Diego is making a transition from a growing regional economy driven by emerging technology clusters to a globally competitive, innovation economy where technology is applied to *all industries*. Six industry clusters were identified as critical to our economy, and each were analyzed by their growth potential, competitive advantages, challenges faced, and emerging trends.

Second, we gathered **industry perspectives**. Using the research as a backdrop, forums were convened and stakeholders facilitated discussions regarding the state of their industry, including significant barriers to growth.

Third, we created **action teams**. Based on the issues that emerged in the cluster forums, action teams were formed to focus on challenges and opportunities. Industry people who are passionate about a given issue were grouped together as action teams to develop detailed recommendations within the broad issue areas. The Action Team leaders presented their action plans to the Leadership Trust for adoption on December 12, 2007.

Finally, *Partnership* means **implementation**. Our mantra is “**No champions, No initiatives**”. *Partnership* goals require committed industry leaders and supportive civic-minded companies to turn the plan into action. On January 16, 2008, at the **Partnership for the Global Economy Roadmap Event**, we celebrate the beginning of our implementation stage.