

Economic Development Strategic Plan

JULY 2018



Alameda shall continue to evolve into a thriving and resilient economy with a range of quality jobs by supporting innovative businesses, entrepreneurs, and artists; providing a wide range of housing; enhancing the vibrancy of retail, restaurants, tourism, and cultural destinations; leveraging its unique waterfront assets; improving multimodal local and regional transportation options; and pursuing clean energy solutions, while maintaining a commitment to environmental sustainability, climate action, social equity, and fiscal health.

Economic Development Strategic Plan

JULY 2018

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I.

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Please see the Appendix for acknowledgments of the many additional members of the Alameda community who contributed their time and input to this plan.



II.

Executive Summary

The City of Alameda's Economic Development Strategic Plan (EDSP) is a policy document that will guide the City's economic development activities over the next five to ten years. The EDSP serves as Alameda's roadmap to achieve economic growth, and to improve the quality of life for residents and employees. The goal of the EDSP is to focus limited City resources for economic development on business sectors in which Alameda is an attractive option, there is room for growth in the sector, and the sectors complement Alameda's long-term goals.

This document was created by the EDSP Task Force in March 2018. The EDSP Task Force is a group of Alameda business owners, labor representatives, housing advocates, developers, residents, and other community leaders representing diverse perspectives and interests (see Section I for a full list of the Task Force members). The EDSP Task Force developed the EDSP over the course of seven meetings held from August 2017 through March 2018. The EDSP was presented to the Alameda Planning Board on March 26, 2018, and has been revised to incorporate the Board Members' comments.

STRATEGIES

The EDSP Task Force recommended ten priority areas to support Alameda’s economic resiliency. The priority areas can be divided into two major categories:

A.) Business sectors identified as opportunities for growth. Based on the background economic analysis and interviews with industry leaders, the EDSP Task Force has identified six business categories that should be targeted for retention, expansion, and attraction efforts. These include: life sciences, clean tech/green tech/high tech, blue tech/maritime, retail/restaurants, tourism/hospitality, and artists/small manufacturers.

B.) Critical services to support the retention, expansion, and growth of businesses in Alameda. The successful attraction, retention, and expansion of jobs in Alameda will require the City to implement additional strategies to expand the amenities and services that support economic growth, including: multi-modal transportation choices, housing at a range of income levels, workforce development, and supportive regulatory policies and city services.

The EDSP provides implementation strategies for each priority area, naming lead agencies, partners, time frame, and required resources. The numbering of the priority areas and strategies has no relationship to their relative importance for implementation.

A. BUSINESS SECTORS FOR GROWTH	
1	Life Sciences
2	Clean Tech, Green Tech, High Tech
3	Blue Tech and Maritime
4	Retail and Restaurants
5	Tourism / Hospitality
6	Artists and Small Manufacturers
B. CRITICAL SERVICES TO SUPPORT BUSINESSES	
1	Transportation Choices
2	Housing
3	Workforce Development
4	City Services and Policy Documents

BUSINESS SECTORS TARGETED FOR GROWTH

The following are the six industry sectors identified for future growth:

- 1. Life Sciences.** Alameda features a rapidly growing cluster of life science businesses. The City has an opportunity to grow existing firms and attract new ones. The corresponding strategies focus on:
 - Marketing Alameda’s advantages for life sciences businesses to compete for a greater share of the region’s growth in this sector,
 - Removing regulatory barriers to growth, and
 - Deepening the network of local and regional businesses and investors in Alameda
- 2. Clean Tech/ Green Tech/ High Tech.** Clean tech, green tech, and high tech businesses research, develop, and/or produce products that enhance environmental sustainability and advance technological innovation. This industry includes software and computer technology, alternative energy, and other advanced manufacturing and high tech businesses. Alameda is positioned to capture a share of the growth in the clean tech / green tech / high tech industry, due to its central location within the East Bay region, which has a strong hub of these industries. The following strategies establish a multi-pronged approach for:
 - Attracting startups,
 - Increasing workforce preparedness, and
 - Heightening awareness of Alameda and integration within the larger regional clean tech, green tech, and high tech industries.

- 3. Blue Tech and Maritime.** As a waterfront community with access to the bay and estuary, Alameda is a competitive location for businesses in the maritime and “blue tech” industries. This includes industrial/commercial maritime businesses that provide ship building and repair, recreational marinas, and “blue tech” research and development, engineering, software, and advanced manufacturing. Alameda should actively prioritize and pursue opportunities to support its existing maritime and blue tech businesses, recognizing that they are a core component of Alameda’s economy and community identity. Some of the suggested strategies include:
 - Creating and implementing an action plan for job growth in the maritime sector,
 - Reviewing waterfront land use and zoning regulations to preserve these uses, and
 - Increasing workforce preparedness for occupations in these sectors.
- 4. Retail and Restaurants.** The market for retailing is rapidly changing, as consumer preferences have shifted to more online shopping and delivery services. At the same time, consumers are committing a greater share of their spending on experiential retail (dining, personal services, and fitness), offering new opportunities for businesses to incorporate more interactive experiences into their stores. The proposed strategies include:
 - Supporting existing shopping and dining districts by working with private property owners and business associations to improve retail spaces and the public realm,
 - Recruiting and retaining tenants,
 - Assisting with marketing, and
 - Providing technical assistance to businesses.

5. Tourism and Hospitality. Alameda’s visitor destinations include museums, food and beverage manufacturing at Spirits Alley, and recreational activities/venues, especially on the waterfront. The City’s hotel properties generate transient occupancy tax revenue, an very important funding source for Alameda. The strategies concentrate on:

- Promoting a unified image of Alameda’s destinations,
- Facilitating hotel growth,
- Improving access to destinations, and
- Exploring opportunities and funding sources to grow new destinations.

6. Artists and Small Manufacturers—Alameda has an established community of artists, “makers,” and small manufacturers, many specializing in the food and beverage sector, drawn to Alameda’s “funky” environment and historic buildings. The strategies include:

- Facilitating the process for artists and new businesses to find space and for existing businesses to expand their facilities,
- Pursuing funding to improve infrastructure at Alameda Point for existing artists and small manufacturers, and
- Enhancing opportunities for local artists and makers to showcase their work.

CRITICAL SERVICES TO SUPPORT INDUSTRY SECTORS

The EDSP also highlights the need for the City to implement essential services – including transportation, housing, workforce development, and supportive regulatory policies – that would enable Alameda to achieve its economic development goals.

7. Transportation Choices. Alameda’s transportation challenges have a negative impact on Alameda’s economic development goals by making it more difficult for local businesses to hire and retain workers. The strategies focus on:

- Improving the commute for Alameda residents and workers coming into Alameda,
- Promoting bicycle- and pedestrian-friendly infrastructure to reduce car trips, and
- Pursuing funding for diverse transportation options that enhance access to Alameda’s businesses – both from within and outside of the City.

8. Housing. Much like the rest of the Bay Area, Alameda has a shortage of housing, and the need for affordable housing is especially great among lower-income renter households. The housing crisis creates significant barriers for local businesses in hiring and retaining workers. The strategies include:

- Implementing new systems to track housing indicators for renters.
- Moving forward with Housing Element policies to improve access to middle-income and affordable housing.
- Encouraging the production and preservation of housing to serve all household types.

9. Workforce Development. Alameda is home to important educational and workforce training assets – including the College of Alameda and a One Stop Career Center. The strategies focus on:

- Coordinating the efforts of labor organizations, colleges, and the Alameda Unified School District to better connect the local workforce with job training and employment placement, and
- Introducing a new minimum wage ordinance.

10. City Services and Policy Documents. Various City departments interact with businesses to help them set-up up or expand their operations. There are opportunities to continue improving the quality of services from the City to the business community. Some of the suggested strategies include:

- Improving the permitting process to reduce permitting costs and provide more certainty for businesses,
- Studying the potential areas of improvement for special event permitting processes,
- Amending the General Plan and/or zoning code to be consistent with the EDSP, and
- Study the potential to enact policies that promote greater participation from minority-owned and women-owned businesses.



III.

About the EDSP Document

The City of Alameda's Economic Development Strategic Plan (EDSP) is a policy document that will guide the City's economic development activities over the next five to ten years. The EDSP serves as Alameda's roadmap to achieve economic growth, and to improve the quality of life for residents and employees. This document updates the prior EDSP, which was revised and adopted by the City Council in January of 2008.

The goal of the EDSP is to focus limited City resources for economic development on business sectors in which Alameda is an attractive option, there is room for growth in the sector, and the sectors complement Alameda's long-term goals. The EDSP also highlights the strong need for the City to implement its transportation, housing, and workforce development plans, for a failure to do so will mean that Alameda will be unable to achieve its economic development goals. The EDSP implementation process should also be consistent with Alameda's Climate Action Plan, and other regulatory and policy documents.

THE EDSP PROCESS

In 2016 and 2017, Strategic Economics worked with the Mayor's Economic Development Advisory Panel to develop a technical analysis, conduct focus groups, and interview stakeholders to gather information on Alameda's economic development strengths, weaknesses, opportunities, and threats. The following summarizes the activities conducted in this initial phase:

- Background Economic Analysis, including an analysis of employment by industry, real estate market conditions, retail sales, and business districts in Alameda.
- Topic-Specific Focus Groups: A series of seven topic-specific stakeholder focus groups were held in August 2016. Focus groups were organized around retail, bio-/clean-/green-/high-tech, workforce development, tourism, maritime, specialty food and beverage manufacturing, and City departments. In addition to these focus groups, Strategic Economics conducted additional interviews and stakeholder outreach to inform the EDSP, including interviews with brokers, property developers, business owners, and members of the Alameda Chamber of Commerce.
- Community Workshops: Community workshops were conducted on September 22, 2016 and December 8, 2016. These workshops provided community members with the opportunity to share their thoughts regarding economic development opportunities, weaknesses, and priorities for the City to address in the EDSP.¹
- Online Community Survey: The City gathered additional community input by running an online survey between February 8 and March 15, 2017. A total of 1,559 people responded.
- Meetings with the Mayor's Economic Development Advisory Panel. The Mayor's Economic Development Advisory Panel and its EDSP Subcommittee held four meetings focused on the EDSP in 2016

The results of the analyses, focus groups, interviews, and community engagement were summarized in the *Alameda Economic Development Strategic Plan Background Report*.²

After completing the Background Report, Strategic Economics worked with the Mayor's Economic Development Advisory Panel and Subcommittee to develop draft strategies of the EDSP. The draft strategies were presented to the Alameda Planning Board and Alameda City Council in January and February 2017, respectively. In response to City Council direction provided at the February 2017 meeting, the Economic Development Strategic Task Force ("EDSP Task Force") was formed to allow for a more community-driven process.

This document was created by the EDSP Task Force. The EDSP Task Force is a group of Alameda business owners, labor representatives, housing advocates, developers, residents, and other community leaders representing diverse perspectives and interests (see Section I for a full list of the Task Force members). The EDSP Task Force developed the EDSP over the course of seven meetings held from August 2017 through March 2018.

The EDSP Task Force recommends that the City conduct an annual review of the EDSP to track and monitor progress in implementing the strategies.

CONTENTS OF THE EDSP

This document is divided into the following sections:

Section IV contains the key findings of the EDSP Background Report, **Section V** is the EDSP vision, and **Section VI** includes the EDSP strategies, including implementation timeframes, responsible parties, partners, and funding.

The appendices provide supplemental information and data. **Appendix A** lists potential tactics, examples, and ideas generated by Task Force members and members of the public to implement the strategies. **Appendix B** lists engagement activities and acknowledges the participants and key informants who shared insights and contributions to the EDSP. **Appendix C** is the Background Report, which includes the results of the economic analysis and community engagement activities.

¹ Summaries of the community workshops are posted on the City's website at alamedaca.gov/business/strategic-plan

² The background report is posted on the City's website at alamedaca.gov/business/strategic-plan

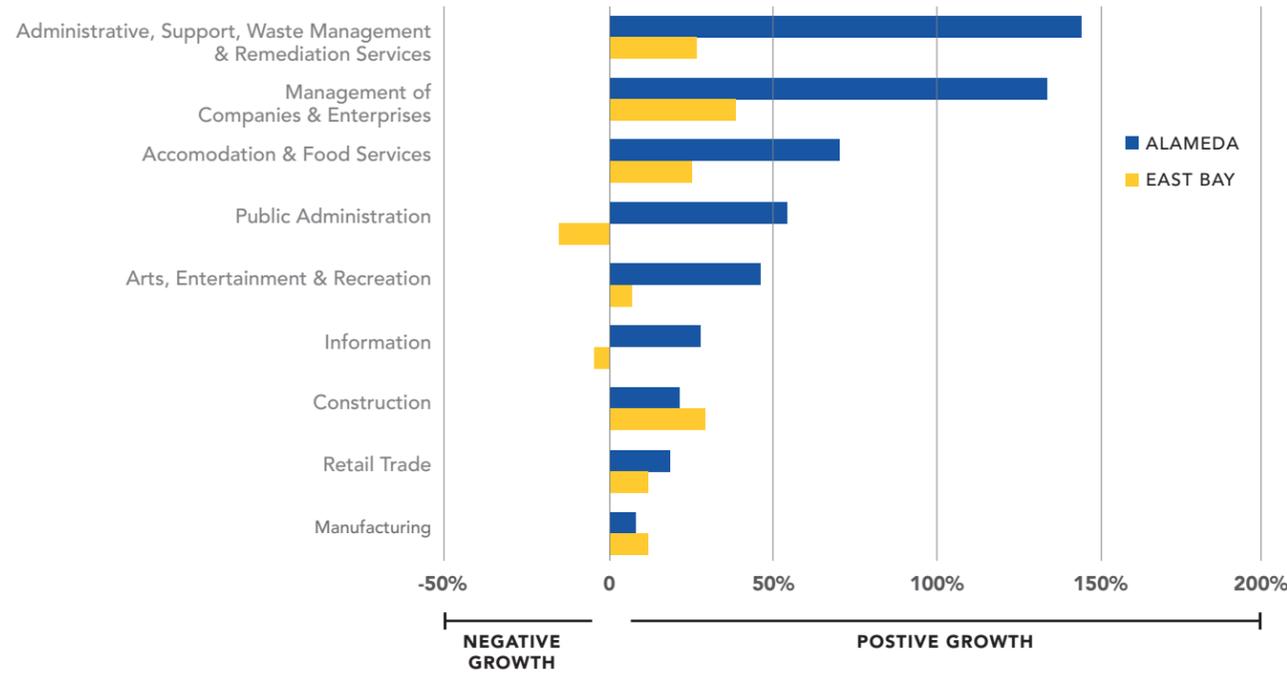


IV.

Key Findings of Background Report

The following describes some of the findings regarding Alameda's opportunities and challenges for economic development, based on the research and analysis from the Background Report.

Figure 1 Fastest Growing Industries in the City of Alameda, Compared to the East Bay, 2010-2015

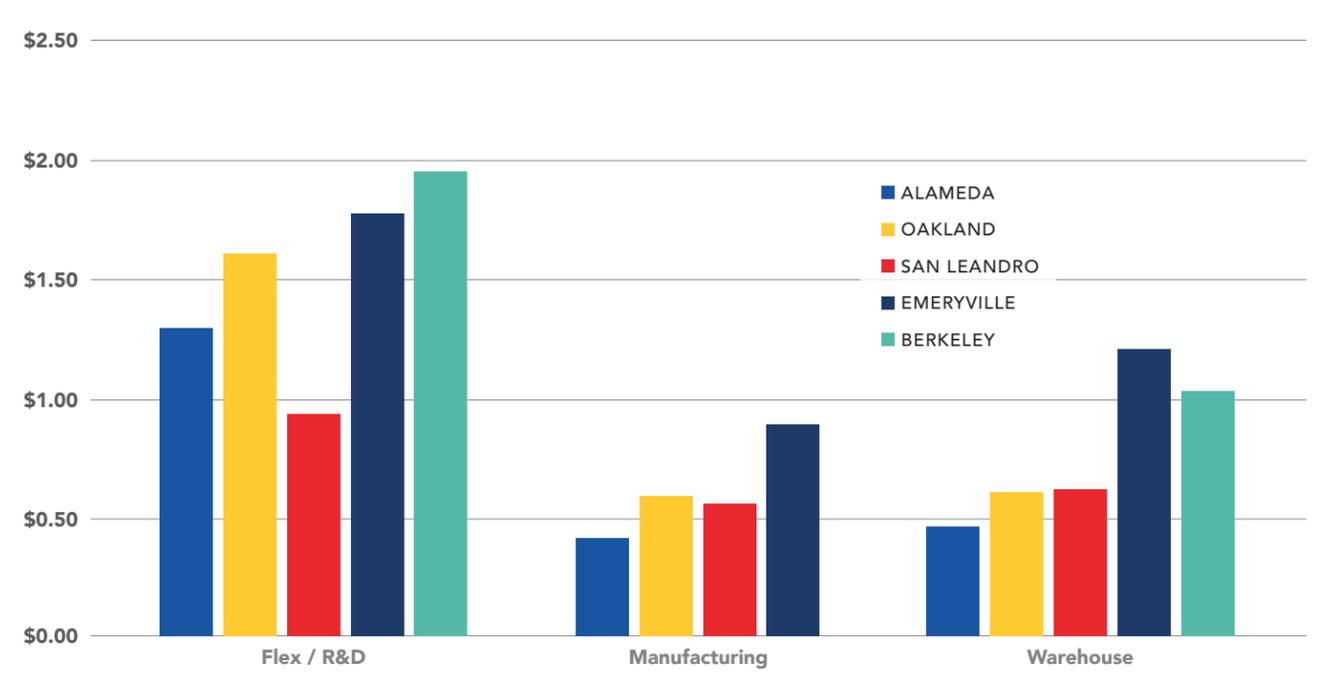


Sources: Bureau of Labor Statistics Census of Employment and Wage, 2008-2015; Strategic Economics, 2016.

Alameda has been able to help existing firms to expand, as well as attract new employers and industries. From 2010 to 2015, Alameda’s employment grew by 20 percent. Alameda had recent success growing jobs in restaurants, life sciences, alternative energy, hotels, specialty food and beverage manufacturing, and corporate headquarters. While not growing as rapidly, the maritime/blue tech industry continues to be a stable source of jobs in Alameda. Alameda has lagged the region in attracting jobs in professional, scientific, and technical services, as well as high technology manufacturing, which have been growing rapidly in the East Bay.

Compared to neighboring cities, Alameda has an inventory of lower cost, high-quality industrial, office, and R&D buildings that have allowed the City to offer a variety of spaces that serves diverse businesses throughout their startup and expansion. However, older industrial spaces (especially at Alameda Point and on the Northern Waterfront) will require significant upgrades and investments on infrastructure in the short term, which may be out of reach for small businesses accustomed to paying below-market rents.

Figure 2 Asking Rents in Alameda and Nearby Cities, 2016



Sources: CoStar Group, 2016; Strategic Economics, 2016.

Alameda’s existing shopping centers and districts generally perform well, with a very low vacancy rate overall. Alameda’s highest sales tax generating category is restaurants and bars. Alameda can be expected to continue to capture sales growth in dining and drinking places, as well as food stores, specialty retail, and clothing stores. The City has underutilized centers and retail nodes that could be repositioned to increase sales. There are also opportunities to add restaurants and services in selected business parks (Harbor Bay and Alameda Point) that lack nearby retail and amenities.

The City of Alameda offers a wide array of destinations, as well as 564 hotel rooms serving visitors from the Bay Area and beyond. Alameda’s attractions and hotels bring significant economic benefits to the City, including boosting sales for local businesses, and tax revenues to the city’s General Fund. However, the City lacks funding sources for a visitor marketing program to promote Alameda as a destination. In addition, several tourist attractions believe that signage, lighting, and wayfinding improvements are required to help visitors find them.

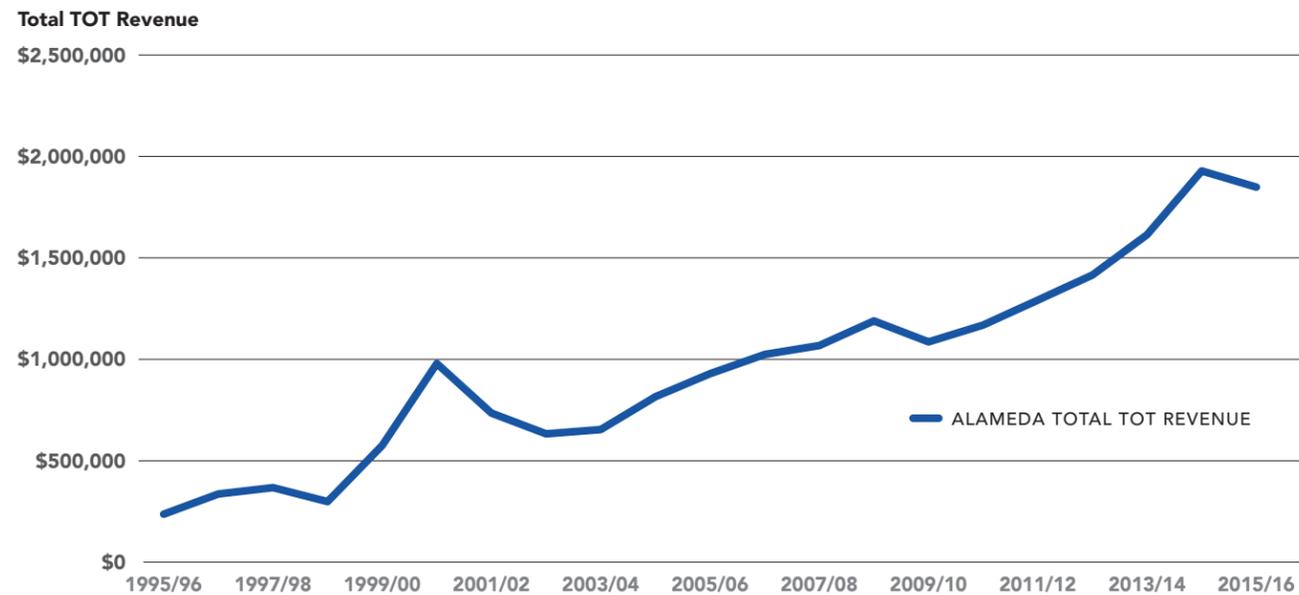
Subarea	Total Rentable Building Area		Vacancy Rate	Monthly Asking Rents (Per Sq. Ft.)
	Sq. Foot	% of Total City		
South Shore Center	580,539	15.9%	5.0%	\$2.67
Alameda Landing	292,113	8.0%	4.8%	N/A
Marina Village Shopping Center	112,255	3.1%	7.8%	\$2.58
Bridgestone Center	110,476	3.0%	0.0%	N/A
Harbor Bay Landing	89,499	2.5%	15.6%	\$2.68
Park Street	851,197	23.3%	1.8%	\$2.76
Webster Street	457,212	12.5%	1.7%	\$1.52
City of Alameda	3,648,717	100%	3.6%	\$2.33

Sources: CoStar Group, August, 2016; Strategic Economics, 2016.

The high cost of housing, combined with very low unemployment rates, is constraining the ability of Alameda’s employers to attract and retain talented workers. As housing costs and rents increase, Alameda may increasingly struggle to attract less skilled workers that require lower cost housing close to their jobs.

Greater investments in regional and local transit can help make Alameda a more successful business location. The City will host a new ferry terminal at Alameda Point and has recently invested in new bicycle lanes. More comprehensive bus service connecting the major employment areas of the City would help attract employers relying on young, talented workers who are less likely to drive and more likely to take transit to work.

Figure 4 Transient Occupancy Tax Revenues in Alameda, 1995 to 2016



Sources: Bureau of Labor Statistics Census of Employment and Wage, 2008-2015; Strategic Economics, 2016.



v.

Vision Statement

The EDSP Task Force adopted the following vision statement for the Alameda Economic Development Strategic Plan:

Alameda shall continue to evolve into a thriving and resilient economy with a range of quality jobs by supporting innovative businesses, entrepreneurs, and artists; providing a wide range of housing; enhancing the vibrancy of retail, restaurants, tourism, and cultural destinations; leveraging its unique waterfront assets; improving multimodal local and regional transportation options; and pursuing clean energy solutions, while maintaining a commitment to environmental sustainability, climate action, social equity, and fiscal health.



vi.

Proposed Alameda EDSP Strategies

The following pages describe the EDSP strategies and implementation details. The strategies are organized around the SMART framework in order to ensure that they are implementable:

SMART STRATEGIES

- Specific:** The strategy is clear and focused.
- Measurable:** The strategy will have outcomes.
- Actionable:** The strategy is achievable, even if it is ambitious.
- Relevant:** The strategy relates directly to the vision statement.
- Time-bound:** There is a defined time frame of 5 to 10 years for implementation.

To implement the vision described above, the EDSP Task Force recommended ten priority areas to support Alameda’s economic resiliency. The priority areas can be divided into two major categories: A) Business sectors identified as opportunities for growth, and B) Critical services to support the retention, expansion, and growth of businesses in Alameda.

The EDSP provides implementation strategies for each priority area, naming lead agencies, partners, time frame, and required resources. The numbering of the priority areas and strategies has no relationship to their relative importance for implementation.

A. BUSINESS SECTORS FOR GROWTH
1 Life Sciences
2 Clean Tech, Green Tech, High Tech
3 Blue Tech and Maritime
4 Retail and Restaurants
5 Tourism / Hospitality
6 Artists and Small Manufacturers

A. BUSINESS SECTORS FOR GROWTH

Based on the background economic analysis and interviews with industry leaders, the EDSP Task Force has identified six business categories that should be targeted for retention, expansion, and attraction efforts. These include: life sciences, clean tech/green tech/high tech, blue tech/maritime, retail/restaurants, tourism/hospitality, and artists/small manufacturers.

1: LIFE SCIENCES

Alameda features a rapidly growing cluster of businesses and employment in the life sciences industry, including companies such as Penumbra, Biotime, and ABB Concise. The City competes for these businesses based partly on its access to a diverse, skilled labor pool that satisfies needs for talented workers in management, research, and skilled manufacturing occupations. Harbor Bay offers opportunities to attract large, consolidated life sciences operations – including high volume manufacturing – while Marina Village provides smaller, flexible spaces for growing small- and mid-sized businesses engaged in a combination of research and development and production. Sites at Alameda Point also provide future growth opportunities.

B. CRITICAL SERVICES TO SUPPORT BUSINESSES
1 Transportation Choices
2 Housing
3 Workforce Development
4 City Services and Policy Documents

Strategy	Lead	Partners	Timeline	Staff Time or Additional Financial Resources Required
			Ongoing Immediate < 1 year Short = 1-2 years Medium = 3-5+ years	
1.1	Economic Development	<ul style="list-style-type: none"> • Real estate brokers • related businesses • business parks/districts • life sciences businesses and associations 	Immediate	Staff time, funding for marketing
1.2	Economic Development	<ul style="list-style-type: none"> • Employers • Alameda Unified School District, College of Alameda • other local and regional colleges and universities, labor organizations • Alameda County Workforce Development Board, other workforce development agencies 	Short	Staff time
1.3	Economic Development	<ul style="list-style-type: none"> • Local and regional life sciences businesses, • venture capital investment firms 	Short	Staff time, funding for events

The following strategies support innovative businesses and entrepreneurs. The strategies focus on proactively helping Alameda to compete for a greater share of the region’s significant life sciences industry by marketing Alameda’s advantages for these businesses, removing regulatory barriers to growth, and deepening the network of local businesses and regional businesses and investors.

1.1: Develop new marketing materials (print and digital) by 2019 to attract small- and mid-sized medical device manufacturing companies. Materials should be targeted based on input from existing life sciences employers, and could feature the City’s availability of R&D/flex space at Harbor Bay and at/near Marina Village, opportunities for growth – including spaces at Alameda Point – and Alameda’s existing cluster of life sciences companies.

1.2: Reach out to employers, the school district, College of Alameda, other local and regional colleges and universities, labor, the Alameda County Workforce Development Board, and other workforce development agencies to determine and implement, by 2019, a plan for the City to enhance its role in supporting training, skill-building, and mentorship programs for local residents focused on life sciences.

1.3: Host one networking event annually (beginning in late-2018) targeted to life sciences businesses and the Bay Area region’s venture capital community.

2: CLEAN TECH /
GREEN TECH /
HIGH TECH



2: CLEAN TECH / GREEN TECH / HIGH TECH

Clean tech, green tech, and high tech businesses research, develop, and/or produce products that enhance environmental sustainability and advance technological innovation. This industry includes software and computer technology, alternative energy, and other advanced manufacturing and high tech businesses in Alameda, with some degree of overlap with the life science and blue tech/maritime industries. Alameda is positioned to capture a share of the growth in the clean tech / green tech / high tech industry, due to its central location within the East Bay region, which has a strong hub of these industries. Alameda Point already is home to some alternative energy firms. For businesses that can take on the cost of upgrading infrastructure and buildings, there are significant opportunities to acquire spaces suitable for testing and production of heavy equipment – especially for companies requiring waterfront access. Meanwhile, the Marina Village and Harbor Bay business parks provide flexible R&D spaces in a variety of sizes. These assets and Alameda’s central location create the potential to strengthen the City’s role within the larger complementary regional clean tech / green tech / high tech cluster in the East Bay.

The following strategies foster the growth of clean tech / green tech / high tech businesses in support of the EDSP’s vision of supporting innovative businesses, entrepreneurs, and pursuing clean energy solutions while maintaining a commitment to environmental sustainability. The following strategies establish a multi-pronged approach for attracting startups, increasing workforce preparedness, improving existing practices, and deepening awareness of Alameda and integration with the larger regional clean tech / green tech / high tech industry.

2.1: Host one networking event annually, beginning in late-2018, for small and mid-sized clean tech, green tech, and high tech businesses and the Bay Area region’s venture capital community, incorporating promotion of Alameda Point, Harbor Bay, and Marina Village as potential locations for establishing and growing these businesses.

2.2: Hold meetings twice a year with employers, the school district, College of Alameda, other local and regional colleges and universities, labor, the Alameda County Workforce Development Board, and other workforce development agencies to develop a plan for the City to enhance its role in supporting training, skill-building, and mentorship programs for local residents focused on these sectors by 2020.

2.3: Establish a plan and produce print and digital materials to provide assistance and resources to businesses to operate more sustainably and receive Bay Area Green Business Certification by 2021; incorporate successful examples in City marketing efforts, as part of strategy 2.4.

2.4: Create print and digital marketing materials by 2021 that highlight Alameda’s commitment to sustainability, highlighting AMP’s renewable energy programs, AMP’s other benefits to businesses, proposed EV charging stations, and existing clean tech and green businesses.

Strategy	Lead	Partners	Timeline	Staff Time or Additional Financial Resources Required
			Ongoing Immediate < 1 year Short = 1-2 years Medium = 3-5+ years	
2.1	Economic Development	<ul style="list-style-type: none"> Local and regional clean tech / green tech / bio tech businesses, venture capital investment firms 	Immediate	Staff time, funding for marketing
2.2	Economic Development	<ul style="list-style-type: none"> Employers, Alameda Unified School District, College of Alameda, other local and regional colleges and universities, labor organizations, Alameda County Workforce Development Board, other workforce development agencies 	Short	Staff time
2.3	Economic Development	<ul style="list-style-type: none"> Alameda County 	Medium	Staff time, funding for marketing materials
2.4	Economic Development	<ul style="list-style-type: none"> Alameda Municipal Power (AMP), related businesses 	Medium	Staff time, funding for marketing materials

3: BLUE TECH AND MARITIME

Alameda is a waterfront community that incorporates both recreational and industrial maritime uses along the San Francisco Bay and Oakland Estuary. Given this geographic advantage, Alameda competes for businesses in the maritime and blue tech industry, which includes any business that requires waterfront access and/or engages in research, development, and technological innovations related to the “Blue Economy.” Alameda’s Blue Tech/ Maritime sector can be characterized by three major categories of businesses:

- Industrial/commercial maritime businesses that provide ship building and repair services, such as Bay Ship and Yacht, Power Engineering, Marine Express, and Starlight Marine Services.
- Recreational maritime businesses like commercial marinas, yacht sales, ship chandleries, and goods or services related to the recreational use of the water. Examples include Commodore Dining Cruises, West Marine, Fasco Fastener, and Club Nautique.
- Blue tech companies which include research and development, engineering, software, and advanced manufacturing. Examples of blue tech companies in Alameda include Saildrone, which makes autonomous research sailing vessels, and Herbert Engineering, which designs ships, marine transportation systems, and offshore structures.

Alameda’s current maritime and blue tech employment is concentrated at Alameda Point and along the Oakland Estuary. The maritime and blue tech industry is confronting challenges to growth, including: rapid changes in the market for recreational and industrial maritime businesses, potential displacement due to the conversion of industrial lands for residential development, deteriorating waterfront infrastructure, a lack of trained workers in and near Alameda, and zoning conversions.

The City of Alameda should proactively prioritize and pursue opportunities to support its Blue Economy, recognizing that businesses within these industry sectors leverage Alameda’s unique waterfront assets and are a core component of Alameda’s economy and community identity. Recent efforts included a stakeholder charrette and development of a white paper that defined the sector, described its performance and challenges, and set forth recommended public policies and actions. The strategy ideas and examples from the white paper are shown in Appendix A. The following strategies reflect the EDSP Task Force’s direction provided after reviewing the white paper recommendations. The strategies support the EDSP’s vision of providing a range of quality jobs by supporting innovative businesses, and leveraging Alameda’s unique waterfront assets.

- 3.1:** Create and implement an action plan for growing jobs in the maritime industry, with a focus on the blue tech sector, by 2019.
- 3.2:** Update land use and zoning regulations for waterfront sites in Alameda to include objective standards that ensure development projects preserve economically-viable water-dependent maritime uses and maintain adequate access to the waterfront for business operations.
- 3.3:** By 2019, identify waterfront locations and sites best-positioned to serve and retain maritime businesses, and review the adequacy of the existing zoning for these locations to support maritime industrial uses in the future. Provide recommendations on modifications to zoning to preserve these uses by 2020.
- 3.4:** Beginning in 2019, convene meetings twice a year with workforce development agencies and organizations, community colleges, the Alameda Unified School District, and local maritime employers to identify strategies to better align their training programs with employer needs.
- 3.5:** Identify available grants at the regional, state, and federal levels for harbor dredging, sea level rise mitigation/adaptation, and for necessary capital improvements to the city’s water infrastructure by 2020.

Strategy	Lead	Partners	Timeline	Staff Time or Additional Financial Resources Required
			Ongoing Immediate < 1 year Short = 1-2 years Medium = 3-5+ years	
3.1	Economic Development	<ul style="list-style-type: none"> • Base Reuse, • Planning, • related businesses, • labor organizations, • workforce development organizations 	Immediate	Staff time
3.2	Planning	<ul style="list-style-type: none"> • Economic Development • related businesses 	Ongoing	Staff time
3.3	Planning	<ul style="list-style-type: none"> • Economic Development • developers • property owners • workforce development organizations 	Short	Staff time
3.4	Economic Development	<ul style="list-style-type: none"> • Maritime employers • local non-profit / labor organizations • College of Alameda • Alameda Unified School District • Alameda One Stop Career Center • Alameda County Workforce Development Board • East Bay Economic Development Alliance • other workforce development agencies 	Short	Staff time
3.5	Economic Development	<ul style="list-style-type: none"> • Public Works • Planning • waterfront property owners and businesses 	Short	Staff time

4: RETAIL AND RESTAURANTS



4: RETAIL AND RESTAURANTS

Alameda has a unique mix of retail, dining, and drinking uses in a variety of districts and centers. Some of the City’s retail and restaurant districts are historical and cultural destinations that draw visitors from across the region. Park Street and Webster Street host a mix of notable local businesses and destinations, while Alameda Point’s Spirits Alley has emerged as a destination for tasting rooms for its producers of wine, beer, and spirits. Meanwhile, multiple shopping centers and “neighborhood stations” serve day-to-day resident needs, while South Shore Center also attracts visitors from well beyond Alameda. To support its business districts, the City of Alameda administers a façade grant program. To be eligible, businesses must be located in the Webster Street Business District, the Downtown Alameda Business District, historic stations, or gateways.

However, there are some retail centers in the City that are underutilized or have high vacancies, which will require investment from property owners in the near future to be revitalized.³ In some shopping centers, existing lease agreements with large anchor tenants to limit competition can be very restrictive about the types of retailers that can be recruited. Furthermore, the market for retail uses is rapidly changing, as consumer preferences have shifted to more online shopping and delivery services. At the same time, consumers are committing a greater share of their spending on experiential retail (dining, personal services, and fitness), offering new opportunities for businesses to incorporate more interactive experiences into their stores.

The EDSP vision calls for strategies that support entrepreneurs and artists, enhance the vibrancy of retail, restaurants, and cultural destinations, and maintain a commitment to fiscal health by growing local sales tax revenue. In the current economic environment, the City of Alameda’s role is to continue to support existing shopping and dining districts by working with private property owners and business associations to improve retail spaces and the public realm, recruit and retain tenants, assist with marketing, and provide technical assistance to businesses.

4.1: Advertise Alameda’s dining assets and events as part of marketing efforts, expanding on the City’s existing “Dine Alameda” and “Restaurant Week” campaigns by 2019.

4.2: Amend the Alameda Municipal Code to facilitate inclusion of restaurants and retail stores and on-water access opportunities (e.g., floating docks with picnic tables and transient boat docks when appropriate) in new projects on waterfront sites – such as the Northern Waterfront, Alameda Point, South Shore, Park Street Landing, and Bridgeside Shopping Center.

4.3: Encourage property owners and businesses in the Park Street area to adopt new fees or increase fees to ensure a higher standard for public infrastructure (sidewalks, streetscape, and garbage collection) by 2019. Potential funding sources could be increases to parking rates and/or increases to the Landscape and Lighting District assessments (similar to increases implemented at Webster Street).

Strategy	Lead	Partners	Timeline	
			Ongoing	Staff Time or Additional Financial Resources Required
4.1	Economic Development	<ul style="list-style-type: none"> Public Information Officer restaurants shopping centers business districts 	Immediate	Staff time, funding for marketing
4.2	Planning	<ul style="list-style-type: none"> Economic Development Base Reuse property owners developers 	Ongoing	Staff time
4.3	Economic Development	<ul style="list-style-type: none"> Planning, DABA 	Immediate	Staff time, potential new fees
4.4	Economic Development	<ul style="list-style-type: none"> Brokers, property owners 	Short	Staff time
4.5	Economic Development	<ul style="list-style-type: none"> Brokers, property owners 	Short	Staff time
4.6	Economic Development	<ul style="list-style-type: none"> Local non-profit organizations, Alameda County Small Business Development Center 	Short	Staff time
4.7	Economic Development	<ul style="list-style-type: none"> Property owners, business owners 	Medium	Staff time, additional funding source to maintain / expand program

4.4: Identify potential underserved markets in Alameda that could become opportunities for revitalizing older and underutilized shopping centers as the longer-term anchor tenants transition out. The City should also work with local brokers and property owners to formally identify and disseminate opportunities for attracting successful tenants to existing retail nodes at Webster Street, Park Street, the North Park Street Plan Area, and other neighborhood stations by no later than 2020.

4.5: Beginning in 2019, send letters to property owners of underutilized retail centers and vacant retail spaces – including neighborhood stations, Webster Street, Park Street, and North Park Street – to offer the City’s assistance with redevelopment planning, permitting, tenancing, and façade improvements.

4.6: Develop and maintain a list of resources in Alameda County and the East Bay region for small business training, micro-credit, and loans by 2020 to distribute to small business owners and entrepreneurs.

4.7: Identify a new, consistent stream of funding for the façade improvement program for small retail businesses in commercial districts by 2021 to make the program more sustainable over the long term.

³ The research and analysis for the Economic Development Strategic Plan Background Report showed that the Harbor Bay Landing shopping center had a vacancy of 16 percent, considerably higher than the citywide vacancy rate of under four percent. According to available records, Harbor Bay Landing has not been renovated since the late 1980s.

5: TOURISM / HOSPITALITY

Alameda’s visitor destinations include museums, food and beverage manufacturing at Spirits Alley, and recreational uses, especially on the waterfront. The City has seven hotels that generate transient occupancy tax revenue, a very important funding source for Alameda. Historically, the City has lacked a unified image reflecting its visitor attractions, including little wayfinding signage. As a result, opportunities exist to enhance marketing, improve access to attractions, and better integrate destinations with local shops and restaurants. Opportunities also exist to add hotels, based on current strong market conditions and the City’s excellent positioning for travelers requiring access to Oakland International Airport and Downtown Oakland.

The following tourism and hospitality strategies fulfill the EDSP vision statement’s emphases on enhancing the vibrancy of tourism and cultural destinations, leveraging unique waterfront assets, and maintaining a commitment to fiscal health. The strategies focus on promoting a unified, comprehensive image of Alameda’s destinations, facilitating hotel growth, improving access to destinations, and exploring opportunities to grow new destinations.

5.1: Meet annually with hotel site selection specialists, beginning in 2018, to promote available sites for the development of a hotel with meeting facilities. Work closely with hotel operators and hotel unions to ensure that new hotels in Alameda provide high-quality jobs.

5.2: Identify key publications for targeting outreach regarding news articles on visitor attractions and destinations in Alameda; complete the identification and begin this outreach by 2019.

5.3: Continue to improve the wayfinding, signage, and lighting at Alameda Point, including prior to and during major construction projects, with signage improvements in place no later than 2020 and lighting improvements in place by 2023.

5.4: Work with hotel properties and operators of attractions to evaluate the potential to create a new funding source for tourism promotion (such as a tourism business improvement district, or “TBID”), with a goal of creating a TBID by 2022.

5.5: As new local funding sources are established – such as the TBID – expand the City’s role in tourism marketing and promotions by 2023, highlighting all attractions and destinations.

Strategy	Lead	Partners	Timeline	
			Ongoing	Staff Time or Additional Financial Resources Required
5.1	Economic Development	<ul style="list-style-type: none"> • Planning • property owners • developers • hotel operators and site selection specialists • labor unions 	Immediate	Staff time
5.2	Economic Development	<ul style="list-style-type: none"> • Public Information Officer • visitor destinations • hotel operators • media 	Immediate	Staff time
5.3	Base Reuse	<ul style="list-style-type: none"> • Economic Development • Public Works • Planning • Alameda Point developers and businesses 	Short	Staff time, funding for signage, lighting, and other improvements (potential contributions from developers & businesses)
5.4	Economic Development	<ul style="list-style-type: none"> • Finance • hotel owners and operators • visitor attractions 	Medium	Staff time, consultant cost for establishing district
5.5	Economic Development	<ul style="list-style-type: none"> • Public Information Officer • visitor destinations • shopping centers • business districts 	Medium	Staff time, TBID or other new funding source

6: ARTISTS AND SMALL MANUFACTURERS



6: ARTISTS AND SMALL MANUFACTURERS

Alameda has an established community of artists, “makers,” and small manufacturers, many specializing in the food and beverage sector, at Alameda Point and Harbor Bay. Alameda’s inventory of large industrial buildings in close proximity to the Bay Area’s major urban markets is very attractive to manufacturers and artists.

Makers and artists are also drawn to Alameda Point’s “funky” and historical buildings. The Navigator and Dreyfuss buildings provide space for woodworkers, metalworkers, machinists, piano makers, acoustical engineers, artists, and sculptors. While many of them are entrepreneurs or small companies, they have the potential to become larger drivers of economic activity as they mature. As noted earlier, Spirits Alley has already evolved into a hub of craft beverage manufacturers that serves regional and national markets. To continue growing its base of artists, entrepreneurs and small “maker” businesses, the City must address their need for inexpensive real estate, exhibition spaces, improvements to infrastructure and utilities at Alameda Point, and enhanced city services to new and existing businesses.

The following strategies advance the vision to “support innovative businesses, entrepreneurs, and artists.” The strategies outlined focus on facilitating the process for artists and new businesses to find space and for existing businesses to expand their facilities, pursuing funding to improve infrastructure at Alameda Point, and enhancing opportunities for local artists and makers to thrive.

6.1: Create print and digital marketing materials by 2019 to enhance recruitment of small specialized manufacturers and makers to Alameda. Materials should market the City’s availability of space at Harbor Bay and Alameda Point, opportunities for growth, and Alameda’s existing cluster of food and beverage manufacturing companies.

6.2: Enhance the City’s economic development web and social media presence by 2019 to make it easier for manufacturing businesses, makers, and artists to find the property leasing / purchasing information for city-owned parcels at Alameda Point, and other locations throughout Alameda.

6.3: Beginning upon adoption of the EDSP, convene exploratory meetings with local artists, makers, non-profit organizations, business districts, shopping centers, and galleries to discuss opportunities to jointly host regular citywide artist and maker events that showcase their work.

6.4: Beginning upon adoption of the EDSP, convene exploratory meetings with local artists, makers, non-profit organizations, business districts, shopping centers, and galleries to discuss opportunities to attract more special events to market Alameda.

6.5: Continue working with developers to encourage the reuse of buildings to accommodate artists and “makers” at Alameda Point and other locations in Alameda, with a goal of increasing the total number of artists and makers in the City by 2023.

6.6: Continue to publicize available funding for artists through the Alameda Public Art Fund.

6.7: Partner with artists and interested property owners to evaluate potential locations to establish an arts and entertainment district, including exhibition/performance spaces, by 2021.

6.8: Introduce and deepen connections between the College of Alameda’s FabLab, private companies, labor, workforce development organizations, and the Alameda County Workforce Development Board to create new opportunities for artists, small manufacturers, students, and innovators to build skills.

Strategy	Lead	Partners	Timeline	
			Ongoing	Staff Time or Additional Financial Resources Required
6.1	Economic Development	<ul style="list-style-type: none"> Public Information Officer Base Reuse brokers related businesses 	Immediate	Staff time, funding for creation of marketing materials
6.2	Economic Development	<ul style="list-style-type: none"> Base Reuse Public Information Officer brokers 	Immediate	Staff time
6.3	Economic Development	<ul style="list-style-type: none"> Local artists and galleries business districts shopping centers 	Immediate	Staff time, public-private partnership to co-sponsor events
6.4	Economic Development	<ul style="list-style-type: none"> Local artists and galleries business districts shopping centers 	Immediate	Staff time, public-private partnership to co-sponsor events
6.5	Base Reuse	<ul style="list-style-type: none"> Economic Development, Alameda Point developers 	Ongoing	Staff time
6.6	Economic Development	<ul style="list-style-type: none"> Public Information Officer 	Short	Staff time, Alameda Public Art Fund, outside grants
6.7	Economic Development	<ul style="list-style-type: none"> Planning local artists property owners galleries 	Medium	Staff time, public-private partnership to sponsor promotion
6.8	Economic Development	<ul style="list-style-type: none"> Local artists College of Alameda Alameda County Workforce Development Board labor organizations, other workforce development organizations 	Medium	Staff time, partner resources

7: TRANSPORTATION CHOICES



B. CRITICAL SERVICES TO SUPPORT BUSINESSES

The successful attraction, retention, and expansion of jobs in Alameda will require the City to implement additional strategies to expand the amenities and services that support economic growth, including: multi-modal transportation choices, housing at a range of income levels, workforce development, and supportive regulatory policies and city services.

7: TRANSPORTATION CHOICES

Alameda has two existing ferry terminals at Main Street and Harbor Bay – both of which have experienced rapid increases in ridership – and multiple high-ridership AC Transit bus lines providing direct service to/from San Francisco and connections to/from BART stations. Due to these transportation options, Alameda residents are much more likely to take transit than other East Bay residents. Additionally, access to the ferry is frequently cited by businesses as a key selling point for some locations within Harbor Bay and Alameda Point, allowing employees to easily access Alameda from other locations in the Bay Area. The City of Alameda is currently implementing its new Transportation Choices Plan to further enhance resident, worker, and visitor transportation choices for accessing homes, jobs, schools, local businesses, and amenities by reducing drive-alone trips at estuary crossings and through Alameda over the next 15 years.

The *Transportation Choices Plan* identified a number of transportation challenges in Alameda:

- There has been an increase in congestion, especially at estuary crossings and adjacent intersections/ramps.
- While the ferry is used frequently by Alamedans commuting to San Francisco for work, it has not received the same level of service from South San Francisco and Silicon Valley to Alameda.
- There is a need to expand transit, bicycling, and walking to and from Oakland and BART.
- The bus network is perceived as being inconvenient; improving the service and creating lower cost or free buses within Alameda would increase ridership.

The challenges described above have a negative impact on Alameda’s economic development goals by making it more difficult for local businesses to hire and retain workers. Further investments in regional and local transportation improvements can help support all types of businesses in Alameda. Enhancements like a new ferry terminal at Alameda Point, bicycle lanes, and improved frequency, speed, and reliability of bus service will help to support existing companies in Alameda and attract new ones. The following transportation strategies support the EDSP vision of improving multimodal local and regional transportation options. The strategies focus on improving the commute for Alameda residents and workers coming into Alameda, promoting bicycle- and pedestrian-friendly infrastructure to reduce car trips, and pursuing funding for diverse transportation options that enhance access to Alameda’s businesses – both from within and outside of the City.

Strategy	Lead	Partners	Timeline	
			Staff Time or Additional Financial Resources Required	
7.1	Transportation Planning	<ul style="list-style-type: none"> • Public Works • Planning • Economic Development 	Ongoing	Staff time, outside funding sources for projects (as available)
7.2	Planning	<ul style="list-style-type: none"> • Economic Development • Transportation Planning • property owners • businesses • developers 	Ongoing	Staff time, developer and property owner investments

7.1: Pursue funding to implement the 39 transportation projects and programs in the Transportation Choices Plan, with a focus on achieving the following objectives to support the City’s economic development efforts:

- Provide high frequency transit service that comprehensively connects Alameda’s residents and business districts and supports community vibrancy
- Enhance links and direct access to regional transportation hubs, including BART, the ferry terminals, and potential future BART stations in Alameda
- Connect commuters and shoppers from outside Alameda – especially Downtown Oakland – to the City’s businesses
- Leverage opportunities to expand water-based transportation options, including water taxis
- Examine how transportation improvements can support the needs of specific industry sectors and business districts
- Expand use of clean energy for transportation

7.2: Work with property owners, employers, and developers to encourage them to provide pedestrian and bicycle infrastructure when planning for major expansions, renovation, or redevelopment projects; examples include pedestrian-oriented building entrances, wide landscaped sidewalk areas buffered from the street, benches, street trees, and bicycle storage facilities.

8: HOUSING

Much like the rest of the Bay Area, Alameda has a shortage of housing, and the need for affordable housing is great – especially among lower-income renter households. California is experiencing an unprecedented housing crisis throughout the state. The crisis impacts economic development efforts in many ways, including the creation of significant challenges for local businesses in hiring and retaining workers. While many of Alameda’s housing policies focus on increasing the supply of housing, protecting Alamedans who are already housed is a short-term imperative. Approximately 53 percent of Alameda’s residents are renters, according to the U.S. Census Bureau’s 2016 American Community Survey. The EDSP recognizes that renters are a key driver of the city’s economy, whether as workers for local and regional employers, or as purchasers of local goods and services from local businesses. Housing stability and affordability for households of all types is critical in order to retain and attract workers and employers.

The 2014 Housing Element, which is the City of Alameda’s primary housing policy document, describes strategies to preserve existing affordable housing and assist existing homeowners and tenants. The Housing Element also identifies four major initiatives to meet Alameda’s housing needs, including the production of housing affordable to a diverse range of household types and incomes (e.g., low income families, moderate and middle-income professionals like teachers, and persons experiencing homelessness). The initiatives include:

- Retooling and improving successful affordable housing programs: The City must find local financial resources for affordable housing development.
- Transit-oriented housing and sustainable development: Alameda will provide a variety of housing types in transit-oriented, pedestrian-oriented, and mixed-use locations.
- Northern Waterfront Priority Development Area: The former industrial sites along the estuary are an opportunity to provide housing along the waterfront (in conjunction with Strategy 3.2 and Strategy 3.3).

- Naval Air Station Alameda Priority Development Area: This area includes Alameda Point and Alameda Landing, and represents an opportunity to add up to 1,825⁴ housing units in the City.

The strategies below support the EDSP vision of providing a wide range of housing consistent with the Housing Element, and maintaining a commitment to social equity. The first strategy requires the City to track housing indicators. The second strategy focuses on implementing Housing Element policies regarding improved access to middle-income and affordable housing. Strategies 8.3, 8.4, and 8.5 focus on the City’s direct role in coordination and outreach to deliver additional housing.

8.1: In order to gauge the potential impacts of housing challenges on Alameda’s workers, residents, and businesses, the City should immediately commence annual collection of information on average rental rates, length of tenancy, and other relevant indicators.

8.2: Implement Housing Element policies to support middle-income and affordable housing initiatives and first-time homebuyer programs.

8.3: As part of the City’s annual housing report, continue to evaluate publicly owned sites with potential to deliver affordable housing for lower income and special needs households, as well as homeless shelters.

8.4: Annually review the Housing Element and the associated zoning policies to ensure they promote the growth of housing near major commercial districts in order to support stores, restaurants, and services.

8.5: Collaborate with the College of Alameda to explore the potential for development of student or faculty housing on the campus, with proactive outreach meetings conducted no later than 2021.

Strategy	Lead	Partners	Timeline	
			Staff Time or Additional Financial Resources Required	
8.1	Planning	• Economic Development	Immediate and Ongoing	Staff time
8.2	Planning	• Housing Authority	Ongoing	Staff time
8.3	Planning	• Economic Development • Base Reuse • affordable housing developers	Ongoing	Staff time, dedication of land or other resources if development is pursued
8.4	Planning	• Economic Development	Ongoing	Staff time
8.5	Economic Development	• Planning • College of Alameda	Medium	Staff time, potential funding assistance for studies of development opportunities

4 Includes 1,425 units at Alameda Point and 400 units at Alameda Landing.

9: WORKFORCE DEVELOPMENT

Alameda has a highly skilled workforce. Nearly half of adult residents in Alameda have a bachelor’s degree or higher educational attainment. However, Alameda also has many low wage workers in a variety of industries. Income disparity, or the gap between rich and poor, is growing in the United States. In the Bay Area, low-wage earners are at a further disadvantage because the cost of living in the Bay Area is higher than the national average.

The following workforce development strategies support the EDSP vision to provide a range of quality jobs and maintain a commitment to social equity. The City is home to important educational and workforce training assets – including the College of Alameda and a “One Stop Career Center” – that provide job placement, career counseling, training opportunities, and other assistance to job seekers. The strategies focus on coordinating the efforts of labor organizations, colleges, and the Alameda Unified School District to connect the local workforce with job training and employment placement in jobs that offer solid economic opportunities for residents while meeting the needs of employers.

9.1: Expand promotion of the One Stop Career Center in all workforce development-related undertakings of the City.

9.2: Enhance collaboration with workforce partners and labor organizations to identify industries (including and beyond those targeted by the EDSP) and occupations with the greatest potential to provide high numbers of high-quality jobs with career pathways for advancement; by 2021, complete collaborative contacts and develop protocols for prioritizing connecting businesses within these targeted industries with workforce development organizations and resources.

9.3: Collaborate with employers, labor organizations, workforce development agencies, College of Alameda, and the school district to expand the availability of workforce training (especially training that leads to industry-recognized credentials and certificates) and job placement resources in areas that have a high percentage of unemployed and underemployed residents; conduct initial meetings with these organizations by 2020, and make demonstrable progress in targeting resources by 2022.

9.4: Compare the minimum wage requirements of surrounding cities and prepare a minimum wage ordinance for City Council consideration. Collaborate with employers, business associations, labor organizations, community organizations to conduct community meetings and to solicit community concerns.

Strategy	Lead	Partners	Timeline	
			Staff Time or Additional Financial Resources Required	
9.1	Economic Development	<ul style="list-style-type: none"> Alameda One Stop Career Center 	Ongoing	Staff time
9.2	Economic Development	<ul style="list-style-type: none"> Local employers labor organizations Alameda Point Collaborative other local non-profit organizations Alameda One Stop Career Center Alameda County Workforce Development Board East Bay Economic Development Alliance 	Medium	Staff time
9.3	Economic Development	<ul style="list-style-type: none"> Local non-profit / labor organizations One Stop Career Center College of Alameda Alameda Unified School District Alameda County Workforce Development Board other workforce development agencies 	Medium	Staff time
9.4	Economic Development	<ul style="list-style-type: none"> Employers business associations labor organizations community organizations 	Medium	Staff time

10: CITY SERVICES AND POLICY DOCUMENTS

Various City departments interact with businesses to assist them with setting up or expanding their operations. During interviews conducted as part of the EDSP update, some business representatives felt that the permitting and licensing processes in Alameda can be slow and often unpredictable, creating delays and additional cost for new and expanding businesses. The City has made progress with improving its permitting process, particularly with the creation of the "At Your Service Program." There are opportunities to continue improving the quality of services from the City to the business community.

In addition to ongoing business services, Alameda's adopted General Plan is a policy document that outlines goals and policies to guide the City's future conservation and development efforts. Its purpose is to guide residents, businesses, policymakers and elected officials in making choices about public and private activities that shape the City's physical environment. Alameda's current General Plan contains very few policies related to economic development. The process of creating this new EDSP presents an opportunity to incorporate the community's economic development priorities within the General Plan.

10.1: Improve known areas of concern with the permitting process to reduce permitting costs and provide more certainty for businesses, with a goal of making demonstrable progress each year. Steps include the following:

- Continue to improve and promote user-friendly, web-based interfaces that provide customer status and notification information, forms, and customer feedback opportunities.
- Regularly revise and create handouts to guide applicants through the permitting and entitlement processes. Review websites of comparable cities to determine best practices.
- Continue surveying businesses after they complete interactions with the City's permitting and entitlement processes to monitor customer satisfaction and to identify specific areas for improvement. Review the existing survey to ensure it gathers useful and comprehensive information.

10.2: Study potential areas of improvement for the City's special event permitting processes, and implement changes to make permitting simpler, faster, more predictable, and more transparent by 2020.

10.3: Begin to amend the General Plan Land Use Element by 2019 to include policies that support and reflect the economic development priorities and strategies included in the EDSP.

10.4: Consider revising the Alameda Municipal Code to include changes in zoning described in Strategies 3.2, 3.3, and 4.2

10.5: Assess the potential to develop policies that encourage greater participation from minority and women-owned business enterprises (MBE/WBE) in city contracts.

Strategy	Lead	Partners	Timeline		Staff Time or Additional Financial Resources Required
			Ongoing	Immediate < 1 year	
10.1	Economic Development	<ul style="list-style-type: none"> • Planning • Building 	Short and Ongoing	Short = 1-2 years Medium = 3-5+ years	Staff time
10.2	Economic Development	<ul style="list-style-type: none"> • Planning • Building • Fire • Police 	Short		Staff time
10.3	Planning	<ul style="list-style-type: none"> • Economic Development 	Short		Staff time
10.4	Planning	<ul style="list-style-type: none"> • Economic Development 	Short		Staff time
10.5	City Manager's Office	<ul style="list-style-type: none"> • Economic Development 	Medium		Staff time



VII.

Appendix A: Example Project Ideas Associated With EDSP Strategies

This Appendix lists specific tactics, examples, and ideas to consider and explore during implementation of the EDSP strategies.

EDSP Task Force members and members of the public raised these tactics and ideas during deliberations, but the Task Force decided not to incorporate the ideas into the primary strategies because of the ideas' specificity and/or reliance on uncertain or changing partners, funding, and opportunities. However, City staff should regularly consider these tactics, examples, and ideas in order to identify approaches to implementing the strategies and to monitor potential emerging opportunities.

ALAMEDA POINT

The EDSP Task Force recognized that Alameda Point presents a wide variety of opportunities as a relatively undeveloped area with open spaces and a stock of historic and underutilized buildings. Yet, Alameda Point also presents challenges due to its extensive infrastructure needs and the major renovations required to make many of its buildings functional. The primary strategies of the EDSP therefore retained flexibility when addressing Alameda Point, recognizing that opportunities will change over time. In contrast, this appendix suggests additional tactics and investments that can be opportunistically considered in the future to enhance Alameda Point's role within City economic development efforts:

- A. Re-brand and refresh the Alameda Point Land Plan by creating districts via a community design charrette process. Instead of marketing buildings, market districts:
 - i. Spirits Alley District: Re-brand and develop "Spirits Alley" as a destination (complete with related conditions, covenants, and restrictions (CC&Rs), wayfinding, signage, street lighting, street furniture, etc.)
 - ii. Racing Village District (see detail in item G, below)
 - iii. Arts & Entertainment District
 - a. In addition to Maker Spaces, create a space for theater, dance, and music performances at Alameda Point
 - b. Consider other arts opportunities, including a quarterly night market event
- B. Marketplace District
- C. Shipyard District
- D. Campus District
- E. Enterprise District
- F. Develop a visitor's center at Alameda Point or elsewhere in Alameda

- G. Explore the development of a state of the art boat racing village at Alameda Point
 - i. Make the racing village a "world-class destination" and part of the waterfront development
 - ii. Combine blue tech economic development with tourism
 - iii. Create and preserve a space at Alameda Point for professional boat racing with the goal of becoming a "Host City" for events like the Volvo Ocean Race, the America's Cup and other boat racing events
 - iv. Potentially integrate the racing village into a larger "Waterfront District" at Alameda Point
 - v. Include hotels, restaurants, and shopping
 - vi. Examine the Newport Rhode Island Shipyard as a model
 - vii. Prepare Alameda to compete for America's Cup events
- H. Pursue development of a life sciences educational campus at Alameda Point (or other areas of the City in which opportunities emerge) with a goal of fostering ongoing education opportunities that help reinforce and support the labor needs of life sciences employers in Alameda and beyond, and of supporting life sciences growth and connectivity to new trends and developments in the industry.
 - i. Focus on efforts to support and expand the existing cluster of blue tech, clean tech, and green tech businesses concentrated at Alameda Point, and potentially leverage these businesses to expand tourism to the area.

BLUE TECH AND MARITIME

The City of Alameda recently completed a charrette process and authored a white paper describing the state of the City's "Blue Economy." The white paper concluded with policy recommendations for supporting the industry. The EDSP Task Force incorporated some of these recommendations in its strategies. The Task Force also recommended providing the full recommendations from the white paper in this appendix, as listed below:

1. Preserve industrial and manufacturing zoning on waterfront sites necessary to retain maritime businesses, unless one of the following findings is made:
 - a. rezoning is necessary to fulfill state-mandated regional housing requirements and there is no other non-maritime land that can be rezoned in its place; or
 - b. rezoning of the site actively supports maritime operations on the site.
2. Preserve the city's cross-town truck route in meeting the needs of commercial and industrial land uses. Improve the compatibility of the truck route with other uses where possible, such as physically separating vehicle and bicycle traffic.
3. Partner with other local jurisdictions and/or SF Made/Bay Area Urban Manufacturing Initiative to identify and secure funding for water infrastructure that supports existing industrial maritime activities, as well as to encourage new commercial development and reuse of former industrial buildings.
4. Enhance and support marinas and public waterfront access areas by facilitating the development of adjacent, visitor-serving uses (restaurants and retail stores), on-water access opportunities (floating docks with picnic tables and transient boat docks), and similar place-making initiatives.
5. Partner with workforce development organizations, community colleges, the Alameda Unified School District, and local maritime employers to align their training programs.
6. Promote and market Alameda's blue tech cluster, and provide support for development of blue tech incubators in Alameda.
7. Continue to work with MARAD, the Coast Guard, the Port of Oakland, and other potential partners to urge state regulators to develop a rational dredging policy, which may include alternatives to current dredging practice, such as "knock down dredging," that allow for more cost-effective maintenance of Alameda's shipping channel.
8. Continue to coordinate disaster preparedness plans with MARAD and WETA.
9. Work with WETA to encourage multi-modal transit hubs, bike amenities, and more frequent service at ferry terminals.
10. Explore supporting a local maritime business advocacy organization on dredging, state grants, sea-wall reconstruction, and job training initiatives.

SPECIAL EVENTS

Community members attending the Task Force meetings offered many detailed ideas and strategies, including actions to improve the special events process in the City and at Alameda Point. The following ideas were contributed by Rachel Campos de Ivanov:

ALAMEDA POINT

The following describes potential actions to improve the process for special events at Alameda Point.

- Shortening the timeframe for approval provides more time for all departments to work through the permit process.
- Tenant/neighborhood notification for Alameda Point events with amplified sound or potential traffic impacts (extend beyond 300')

CITY PROCESS

The following describes actions to improve the approvals process for special events citywide.

- It would be clearer to label the application as "Special Event"
- Are there any best practices information for athletic, music, children's or street events?
- What restrictions on music or content and what is the appeal process?
- Provide guidelines about the types of activities that are likely to trigger more stringent insurance requirements
- Transparency with fees
 - » When does something qualify (or not) for a non-profit waiver?
 - » Establish a rate card with cost estimates for inspections, fire watch, plan check, overtime inspections, etc.
 - » What is the premium for special services including outside inspections, plan check, fire watch, etc.
 - » How to appropriately assign value if a building permit is necessary?

CITY DEPARTMENTS

The following are specific ideas for how the City's Building Department can help facilitate the process for special events.

- Clarify the types of events where Building Department should be involved early
- Clarify the cutoff for the maximum square footage that can operate under the city's tent permit, and it becomes a temporary structure
- Provide direction about specific building/fire codes an event vendor needs to be prepared to comply with (lighting, emergency egress, aisle width, etc.)
- Establish best practices for ADA access
 - » What are the most common requirements (restrooms, bar/table height, etc.)?
 - » The ADA Network planning guide can be accessed at <https://adata.org/publication/temporary-events-guide>
- Help event producers understand what to expect for plan check
 - » Be clear about the timing for submittal in relation to event setup
 - » Clarify how many copies and what information needs to be included on all drawings, including things like numbering pages
 - » Specify exactly the types of drawings that need to be engineer stamped
 - » Clarify submittal requirements like paper size and number of copies
- Inspection process
 - » 90% of events happen on weekends, making it a challenge for early inspections. It drives up costs and often the event is not 'show ready' until the day before. Work with event planners to find a solution that can work for both sides.

The following are recommendations for changes to the security plans as they pertain to special events (in coordination with Police Department)

- Require a minimum of 90 days for outdoor, large-scale events over 3,000 people, 120 days for events of over 5,000.
- Events over 750 people should include a detailed security plan
- Provide sufficient time for Police Department to evaluate security plan and team and provide opportunity for an in-person meeting to review event details

Examples of cities with more in-depth permitting guidelines:

https://www.cityofberkeley.info/Health_Human_Services/Special_Events_Permits/Park_Event_Permit.aspx

<https://www.sanjoseca.gov/DocumentCenter/View/32496>

<https://www.cityofsanmateo.org/DocumentCenter/Home/View/1156>

SUSTAINABLE ECONOMIC MODELS

Community members offered ideas and tactics to develop more innovative, sustainable economic models in Alameda, including the following contributions by Damian Mason:

- The vision of the EDSP is to promote a thriving and resilient economy to support innovative businesses, entrepreneurs, and artists with a commitment to environmental sustainability, social equity, and fiscal health. Local examples of small businesses, startups and incubators that fit this vision include: O2AA Artisans Aggregate, the Omni Commons, with Counter Culture Labs doing open-source citizen-based Bio-Science, and Back to the Roots. Almost all of these examples utilize a Circular Economic development model that uses wastes as a primary input or creates a closed-loop design process. This model is a crucial aspect of economic development that maintains a commitment to environmental sustainability and social equity to grow a thriving and resilient economy.
- Alameda could replicate the model of O2 Artisans Aggregate (O2AA), an eco-industrial park located in West Oakland. O2AA is home to a network of artisans working collectively to develop and promote environmentally progressive projects. Some of their systems include:
 - » Aquaponic gardening and fish farming
 - » Solar power production
 - » Wastewater digestion for re-use
 - » Construction an artisanal community kitchen space
 - » Bio-char and bio-chip production
 - » Composting facilities and up-cycling food waste to create a sustainable animal feed
- Regenerative marine permaculture systems could be installed at Alameda Point near Seaplane Lagoon. They would showcase innovative, sustainable bi-science using living machines to purify polluted waters, while providing jobs and promoting education and tourism to the maritime sector.



viii.

Appendix B: Additional Acknowledgments— EDSP Community Engagement Meetings and Interviews

In addition to the Task Force meetings, the EDSP process included community engagement and participation through Planning Board and City Council meetings, community workshops, an on-line survey, focus group meetings, individual interviews, and meetings with the Mayor's Economic Development Advisory Panel.

The Task Force would especially like to thank the following members of the public for their dedicated attendance at Task Force meetings, and for their constructive input throughout the Task Force's deliberations.

- Damian Mason
- Rachel Campos de Ivanov

PUBLIC MEETINGS

Mayor's Economic Development Advisory Panel (EDAP) Meetings

- July 20, 2016
- November 2, 2016

Planning Board Meeting

- December 12, 2016

City Council Meeting

- February 21, 2017

PUBLIC ENGAGEMENT

Community Workshops

- September 22, 2016—approximately 20 people attended
- December 8, 2016—approximately 40 people attended

On-line community survey

- February 23 to March 10, 2017—1,557 respondents

ADDITIONAL COMMUNITY ENGAGEMENT MEETINGS

EDAP EDSP Subcommittee Meetings

- November 14, 2016
- January 12, 2017

One-on-One Interviews

**Denotes interviewees who no longer hold the identified position.*

1. Mayor Spencer
2. Vice Mayor Matarrese
3. Vice Mayor Vella
4. Councilmember Daysog*
5. Councilmember Oddie
6. Councilmember Marilyn Ezzy Ashcraft
7. City Manager Keimach and Assistant City Manager Warmerdam
8. Lorre Zuppan, Planning Board member*
9. Andrew Thomas, City staff
10. Nanette Mocanu, City staff
11. John Knox White, Planning Board member*
12. David Mik, CEO Power Engineering/EDAP Chair
13. Joe Ernst, developer
14. John McManus, commercial broker, office/industrial
15. Katie Singer, commercial broker, retail
16. Rich Krinks, commercial broker, retail/DABA board member
17. Michael Keely, commercial broker, office

Focus Groups and Interviews

**Denotes interviewees who no longer hold the identified position.*

City Department Staff

1. Shahram Aghamir, City Engineer, Public Works*
2. Lois Butler, Economic Development Manager, Community Development Department
3. Eric Fonstein, Development Manager, Community Development Department
4. Liam Garland, Deputy Public Works Director
5. Bill Garvine, Senior Customer Programs Coordinator, AMP
6. Amanda Gehrke, Management Analyst, Community Development Department
7. Carolyn Hogg, Information Technology Director
8. Barry Leska, Assistant General Manager, AMP
9. Nanette Mocanu, Assistant Community Development Director
10. Jennifer Ott, Director of Base Reuse
11. Paul Rollari, Chief of Police

Retail Brokers and Businesses

1. Michelle James-Berner, Office Manager, West Alameda Business Association*
2. Rich Krinks, Broker Associate, Harbor Bay Realty
3. Donna Layburn, President of DABA, Director of Alameda Marketplace
4. Remy Monteko, Vice President, Jamestown/EDAP member
5. John Ngu, Owner, Cookie Bar Creamery
6. Kate Pryor, Owner, Tucker's Ice Cream
7. John Sechser, Senior Vice President-Director of Retail Operations, Transwestern
8. Craig Semmelmeier, Principal, Main Street Property Services

9. Ryan Semmelmeier, Retail Consultant, Main Street Property Services
10. Mark Sorenson, Executive Director, Alameda Chamber of Commerce/EDAP member
11. Sean Whiskeman, Senior Vice President-Development, Catellus Development Corporation

Bio/Clean/High Tech Businesses

1. Jessica Andrews, Partnerships Associate, Natel Energy
2. Gene Berdichevsky, CEO, Sila Nanotechnologies
3. Anna Christensen, Co-Founder and CEO, Magnetic Insight
4. Adam Elsesser, Founder and CEO, Penumbra/EDAP member
5. Alyssa McConnell, Senior Human Resources Representative, Singulex
6. Christopher Seiwald, Founder of Perforce Software and Little House Cafe

Workforce Development Professionals

1. Birch Early, Career Pathways and Work Based Learning Coordinator, College of Alameda
2. Karen Engel, Director of Economic and Workforce Development, Peralta Community College District
3. Jewel Laguerre, Chancellor, Peralta Community College District/EDAP member
4. Samantha Miller, Program Specialist, Business Services, Alameda County Workforce Investment Board
5. Chris Rochette, Field Safety and Training Manager, Bay Ship & Yacht*
6. Felicia Vargas, CTE Pathway Specialist, Alameda Unified School District

Tourism Businesses

1. Erik Johnson, Co-Founder, Pedal Beach
2. Alan Michaan, Founder and CEO, Auctions by the Bay
3. Jill Knowland Rapposelli, Executive Director, USS Hornet Museum*
4. Michael Schiess, Founder, Pacific Pinball Museum

Maritime Businesses

1. Alan Cameron, General Manager, Bay Ship & Yacht
2. Leslie Cameron, Credit Manager and Corporate Secretary, Bay Ship & Yacht
3. Don Durant, CEO, CSO, Club Nautique
4. Dwight Durant, Alameda Base Manager, Club Nautique
5. Bill Fairchild, Operations Manager, Starlight Marine
6. David Mik, Owner, Power Engineering/EDAP member
7. Kame Richards, Sail Maker and Sail Designer, Pineapple Sails
8. Liz Taylor, President, DOER Marine
9. Bobby Winston, Proprietor, Bay Crossings

Specialty Food & Beverage Manufacturing Businesses

1. Jim Bevilacqua, Peet's
2. Andrea Leal, Alameda Fruit Company
3. Jeff Nibler, Wonky Kitchen
4. Kent Rosenblum, Rock Wall Wine Company
5. Caley Shoemaker, Hangar 1

Chamber of Commerce Government Relations Committee

1. Kari Thompson, First Community Bank
2. Harry Hartman, Hartman Insurance Services
3. Tony Kuttner, Greater Alameda Business Association
4. Bill Garvine, Alameda Municipal Power
5. Robb Ratto, Downtown Alameda Business Association*
6. Marie Flores, South Shore Shopping Center
7. Becca Perata, Vox Populi
8. John Jacobs, Bank of Marin
9. Greg Chan, EBMUD*
10. Kathy Moehring, AEC Living
11. Bonnie Panlasigui, Alameda Hospital*
12. Mark Sorensen, Alameda Chamber of Commerce

Labor Organizations

1. Andrew Silvka, Carpenters Local Union 713
2. Doug Bloch, Teamster Joint Council 7

Housing Advocates

1. Mari Perez-Ruiz, Alameda Renters Coalition
2. Patricia Young, Alameda Home Team*
3. Victoria Johnson, Alameda Housing Authority

Visitor Destination & Hotel Representatives

1. Brad Shook, Owner, Bladium
2. Morgan Dill, Naturalist, Crab Cove Regional Park
3. Erin Dooley, Faction Brewing
4. Dhruv Patel, Owner, Hampton Inn
5. Sandip Jariwala, Owner, Hawthorn Suites
6. Michael Schiess, Executive Director and d'Arci Bruno, Program Manager Pacific Pinball Museum
7. Vanessa Layton and Erik Johnson, Owners, Pedal Beach
8. Lance Winter, Distiller, St. George Spirits/EDAP member
9. Jill Knowland Rapposelli, Executive Director, USS Hornet*