



# WEST ALAMEDA BUSINESS ASSOCIATION SUMMARY OF ACTIVITIES FISCAL YEAR JULY 1, 2017 – JUNE 30, 2018

## Executive Summary

The '17-'18 has been transformative for the West Alameda Business Association. During the course of this year we have seen major changes on our board of directors, the formation of a new strategic plan, a refreshed brand, a fresh approach for district events, and an expanded district with new businesses on Webster St., Alameda Landing and members at large throughout West Alameda.

In an effort to recruit fresh voices to the board of directors the number of seats was expanded from 7 members to 9 and welcomed a number of new faces to the board including Marie Ortega (Feathered Outlaw), Tanoa Stewart (A-Town Events), Rachel Campos de Ivanov (RCdI Strategies), JP Parker (Spin Pizza), Marie Riccobenne (USS Hornet), and Danie Hoy (Architect).

In addition to the new members there were major shifts to the executive board. Longtime member and President, Sandip Jariwala, has stepped down after dedicating over 20 years to the business association. Sandip, however, will continue on as a key resource and advisor. The new executive board includes:

- President – Sandy Russell (Fireside Lounge)
- Vice President – Rachel Campos de Ivanov (RCdI Strategies)
- Treasurer – Marie Riccobenne (USS Hornet)
- Secretary – Sam Koka (SK Auto)

As Alameda Landing has matured a number of new businesses have been welcomed in to WABA, for instance, Koja Kitchen and Curry Up Now. The association has played an active role in working to support the success of the center through cross promotion of Alameda Landing specific events, hosting of a new WABA produced event, outreach to new businesses and the surrounding neighborhood associations.

With all the new energy dedicated to the district through the board, strategic plan, and businesses it was time for a refreshed brand mark, website, and marketing collateral to help tell the story and encourage visitors to “Explore West Alameda.”

## Economic Development Committee

RCdI Strategies spearhead the development of a new five-year strategic plan for the organization on a pro-bono basis. The plan incorporated event strategies, strategic placemaking objectives, business development and tourism. This will serve as a roadmap for the board and Executive Director to help guide energies towards the key goals of the district. The plan was adopted by the board in September of 2017, formally presented at the annual membership meeting in October 25, 2017 at which time members also had the opportunity to vote to finalize the logo design. This plan was also rolled out to the Economic Development team in August 2017 and the City Manager in January 2018.

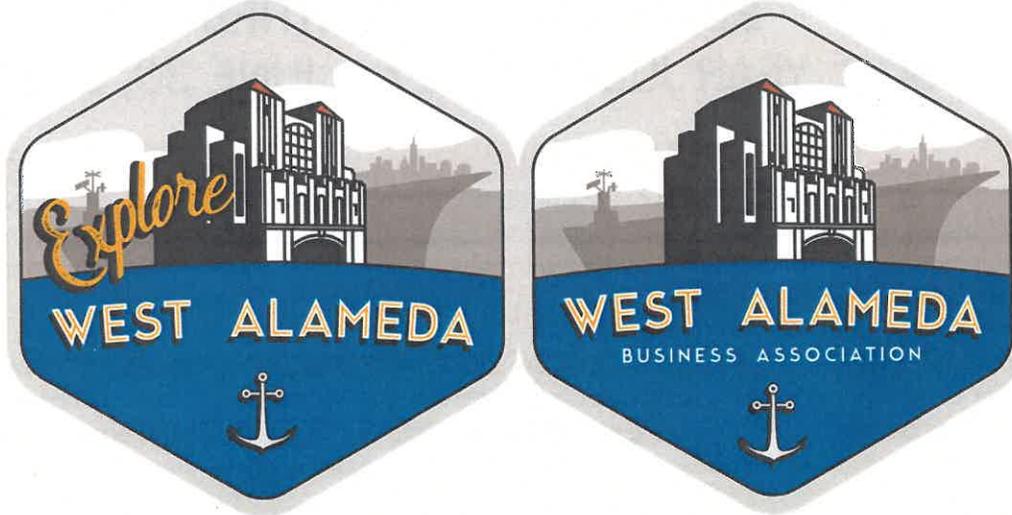
A key tenet of the strategic plan includes taking a broader focus to incorporate the changing landscape in West Alameda. As such, a new vision statement has been adopted:

*“West Alameda is a key economic driver for the island with new mixed-use neighborhoods and a charming, historic Main St. district. The district boasts opportunity to a diverse array of businesses including local boutiques, innovators i*

technology, and award-winning craft beverages. The West Alameda Business Association supports this entrepreneurial spirit by being builders ourselves. We create:

- Connections with community leaders and stakeholders, advocating on behalf of our members
- Audiences through our marketing initiatives and events.
- Community with new visitors from throughout the surrounding region inviting them to our emerging arts & entertainment district.
- Dreams for our unique business partners, nurturing their growth and providing services to help them thrive. Explore West Alameda.”

In conjunction with WABA's Marketing Committee, new logos and branding were developed, highlighting key West Alameda landmarks, and marketing tagline “Explore West Alameda” were developed. The team continues to update all marketing collateral with the latest WABA branding and objectives.



### 2017 - 2022 Strategic Objectives

Strategic Objective	Status	Projected time to complete
Refresh the WABA brand	Completed	Year 1
Expand the organization to include Alameda Point	In progress	Year 3
Leverage Alameda traditions like Fairy Doors and Little Free Libraries to encourage new visits to the district	Completed and ongoing	Year 1
Revisit and expand the district's events portfolio	Completed and ongoing	Year 3
Expand the signage/branding to Alameda Landing & Alameda Point	Pending funding	Year 3
Incorporate tactical urbanism projects including painted projects and parklets in to Webster St.	In progress and pending funding	Year 3
Revamp 2 <sup>nd</sup> Friday Art Walk program	Launching April 2018	Year 3
Establish a “Sister Business District” program	In progress	Year 3
Conduct in-depth study to address changing needs of West Alameda and the business district	Not started	Year 5
Increase visual and performing arts footprint	In progress	Year 5

Currently Webster St. has a low vacancy rate however, to help translate the new vision for the West End to the commercial real estate and retailers WABA will be hosting a summit with key stakeholders including the owners of Cookie Bar/Neptune's, Café Jolie/J Couture, commercial brokers Victor Jin and Rich Krinks. The objective is to elevate the quality of retail and restaurants in the West End and diversify the portfolio of services offered. These summits will be led by the WABA Economic Development committee and will be held on a semi-annual basis and will be coordinated with

city staff. The WABA staff also actively provides information to inquiring parties regarding vacancies within the district.

In an effort to bring the district in-line with other similar organizations including the Chamber of Commerce a new fee structure was adopted by the Board for members-at-large.

In March 2018 WABA initiated outreach to Jack London Square Business Association to investigate potential partnerships and opportunities to encourage mutual visits to each district as part of the "Sister Business District" initiative.

Executive Director, Linda Asbury and board member Rachel Campos de Ivanov played a very active role with the Economic Development Strategic Plan scheduled to be delivered to council Summer 2018.



Blues, Brews & BBQ – September 2017  
Photo credit: Onyx & Ash

WABA is playing a very active role in the planning of the upcoming Mini-Maker Faire scheduled for July 8, 2018 and is attending regular meetings hosted by the city and supporting efforts with planning materials.

Finally, the district is taking a proactive stance to represent the business and property owner's interest in addressing concerns regarding increased homelessness population in the West End.

## Landscape & Lighting

WABA's Executive Director, Linda Asbury, has worked closely with the City of Alameda's Public Works team to ensure a clean, safe streetscape. Efforts centering around landscape and lighting on Webster St. have included:

- Monthly walks with Public Works to identify safety, maintenance, and aesthetic issues that need to be addressed.
- Working with the City's Public Works team regarding tree well grates to eliminate trip hazards.
- Addressing blighted, unused news racks on Santa Clara, Walgreens parking lot, and Lincoln.
- Changing of seasonal banners twice a year; holiday lights on light poles
- Installing the U.S. flag throughout the length of Webster Street and Alameda Landing for the Memorial Day through the 4<sup>th</sup> of July.
- Managing the refresh of street planters from Central to Pacific.
- Scheduled annual power washing of Webster St. sidewalks to be completed by March 31, 2018.
- Removing old, blighted mushroom garbage cans and replace with a more elegant, sturdy solution.

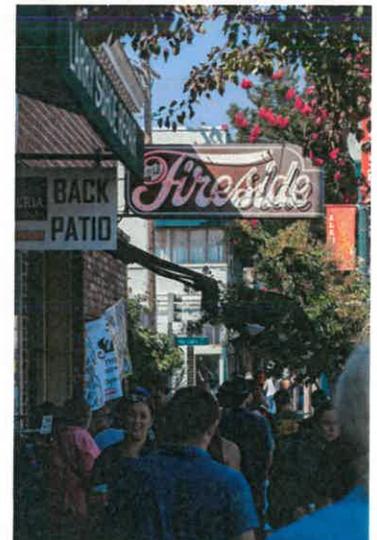


Photo credit: Onyx & Ash

## Design Committee

WABA plays an active role in ensuring that new businesses within the Webster St. district maintain a design that complements the historic nature of the area. Activities of the past year include:

- Working to better define the design submittal process for new applicants.
- Reviewing and providing feedback for three key projects at 1435 Webster St., 1629 Webster St. and 1929 Webster St.
- Reviewed applications and documents related to signage additions/changes, installation of new awnings, and plans for new construction on Webster Street.
- Continued to work with businesses to insure compliance with sign ordinance and design criteria.
- Identified candidates and Encouraged West End businesses to submit proposals for the façade grant program.

- Participated on the committee for the City of Alameda's façade improvement grant program to review applications and award grants.

WABA members who expect to benefit from this important city program include The Hunter, Donut Petit, Discount City and J Couture.

## Events and Marketing Committee

2017-2018 a new Events and Marketing committee was formed which includes Sandy Russell (Fireside), Rachel Campos de Ivanov (RCdl Strategies), Marie Ortega (Feathered Outlaw) and Linda Asbury. This team oversaw a complete refresh of the district's website, marketing and membership collateral, and banners to reflect the updated branding, tagline and long-term vision.

This new committee has also revisited the approach for both mixers and public facing events. The revamp of the event calendar brings opportunity to enhance successes and experiment with new events that are aligned with the five-year strategic plan and to launch new programs that celebrate Alameda's diversity and our local makers.

Public and Member Event Activities	
Ongoing	Sponsorship of the <b>Farmers' Market</b> on Tuesdays and Saturdays, which bring thousands of visitors from Alameda and surrounding communities.
July 26, 2017	Hosted an outdoor mixer at <b>Neptune Plaza</b> . The event was attended by nearly 50 business and community members.
Aug. 23, 2017	Created first time event at Alameda Landing, <b>Hot August Nights</b> . The program included live music programmed by A-Town Events and refreshments from Landing restaurants Spin Pizza, Curry Up Now, and additional refreshments T-Mobile and AT&T.
Sept. 17, 2017	WABA Provided financial sponsorship and volunteer support to the <b>3<sup>rd</sup> Annual "Blues, Brews &amp; BBQ"</b> street festival. This homegrown event produced by the West End Arts & Entertainment District doubled attendance in 2017 to over 7,000 visitors.
Oct. 25, 2017	WABA annual membership meeting hosted at Calafia.
Oct. 29, 2017	Organized the annual <b>Halloween on Webster Trick-or-Treat</b> which attracted over 200 parents and kids in costume.
Dec. 8, 2017	The re-envisioned <b>Holiday with Santa</b> to include more activities that would attract families and adults alike. This year's event included a ribbon cutting for a newly positioned fairy door, photos with Santa in Pacific Pinball Museum's community room, and a holiday craft fair next door to Calafia Mexican Restaurant. Attendance was estimated at 250.
Feb. 17, 2018	A new cultural tradition for the island was launched, the <b>West End Chinese (Lunar) New Year Celebration</b> . This free mini-street festival attracted over 300 attendees to Webster St. and the Farmer's Market. Entertainment included crafts for kids, cultural performances from the Toi Shan Family Association, and complementary bites from East Ocean Seafood. As a result of the event foot traffic to the market increased by 66%.
March 28, 2018	Hosted a <b>Taste of West Alameda</b> , a sampling event designed to highlight the West End's finest drinking and dining establishments. This year's new format has enabled the event to expand and include more participation from Alameda Point and Alameda Landing businesses. Over 12 restaurants are expected to participate.
April 20, 2018	WABA will be sponsoring a table at the <b>2018 Annual City Manager's Report and Luncheon</b> organized by the Alameda Chamber of Commerce
April 21, 2018	Participating in the City of Alameda's <b>Earth Day Celebration</b> at Washington Park.
June 17, 2018	Participating in the planning with the Chamber of Commerce, organizer of the annual festival on Webster Street during Father's Day weekend. The annual event brings approximately 20,000 participants to Webster Street.
June 8, 2018	Working with Alameda Rotary Club in the planning for the 2018 season of <b>Concerts at the Cove</b>

In addition to this rigorous schedule of activities WABA has also worked on an ongoing basis to support partner activities through Facebook, our weekly column in the Alameda Sun "What's Happening on the West End", and our membership newsletter which is sent monthly to 1,000 subscribers.



Chinese New Year – February 2018  
Photo credit: Melissa Rivers

#### Notable Press –

Fairy Doors

<http://abc7news.com/society/whimsical-tiny-fairy-doors-delight-alameda-residents/2801758/>

<https://www.eastbaytimes.com/2017/12/14/fairy-door-craze-takes-over-alamedas-webster-street/>

Chinese New Year -

<https://www.eastbaytimes.com/2018/02/05/chinese-new-year-comes-to-alamedas-west-end-on-feb-17/>

### Strategic Placemaking

Consistent with the newly adopted five-year strategic plan the WABA team has begun aggressively pursuing placemaking improvements that will build on the district's assets. Sourcing a combination of public and private funding will be crucial to accomplish these objectives. Activities have included:

- **Painted Streets** - Submittal of a public art grant through the City of Alameda's RFP process for a \$25,000 grant focused on painted intersections at the key corner of Webster & Haight.
- **Gateway Mural** - Identification of an artist, Brian Barnecko, and initiation of the design for a large-scale mural along the edge of the Rodeway Inn (Webster & Ralph Appenzato Memorial Parkway) to serve as a gateway to the West End.
- **Parklet** - Initiation of design to update the bulb out between Santa Clara & Haight to become an urban parklet





# WEST ALAMEDA BUSINESS ASSOCIATION ANNUAL PLANNING FISCAL YEAR JULY 1, 2018 – JUNE 30, 2019

## Executive Summary

2018-2019 with a full board in place and office staff will be the year to focus on executing larger objectives outlined within the strategic plan. Key activities for WABA will center around:

- Increasing our marketing footprint with more emphasis on social media and digital advertising
- Pursuing additional members-at-large throughout the district
- Continuing to support Alameda Landing through marketing and events efforts

Fundraising and increasing the coffers of the organization is a major priority. Our Executive Director is actively working on opportunities that open up new revenue streams including the Mini Maker Faire, sponsorships, and events in order to accomplish larger district strategic objectives including expanding and refreshing the light pole banner program.



Painted Crosswalk – Santa Barbara, CA

## Economic Development Committee

Fiscal year '18-'19 will bring the opportunity to focus on expanding marketing efforts and members-at-large to focus on businesses west of Grand Ave. The organization will also continue to focus on attracting more premium restaurants and retail businesses within the district. Continuing to execute on the semi-annual brokers summits will also be an essential tool to accomplish this objective.

The organization will also continue to define and initiate outreach for the Sister Business District program with complementary districts in Oakland and beyond. Efforts will include promoting tourism to Alameda and cross promoting businesses and events.

## Landscape & Lighting

In order to ensure that Webster St. maintains its reputation for clean, well maintained streets WABA will be continuing work hand-in-hand with our partners in Public Works including the monthly walks and scheduling the annual sidewalk power washing.

Additionally, WABA will oversee the changing of seasonal banners twice a year, holiday lights on light poles, and placement of flags along Webster St.

Exploring the pricing, design, and installation costs to expand the light pole banner program starting with Webster St. then expanding out to the sub-districts as needed.

## Design Committee

WABA will continue to maintain an active role in facilitating the charm of the historic district through our design committee. Activities include:

- Facilitating monthly committee meetings and on-line as needed.
- Maintaining a close relationship with the owner/developers for key in-fill projects on Webster St. at 1435 Webster St., 1629 Webster St. and 1929 Webster St.
- Reviewing the proposed redesign of the McDonald's building located at 715 Central Ave.
- Continuing to work with West End businesses to encourage participation in the City's façade grant program as funds become available.



Brian Barneclo mural – San Mateo Caltrain Station

## Events and Marketing Committee

Starting in calendar year 2018 WABA has dedicated additional resources to increase our marketing efforts through social media and digital advertising. A part-time outside contractor will help to facilitate the execution, creating unique content, and reporting on success metrics of the program. The objective is to double the social media following of the organization by Dec. 31, 2018, establish a presence on Instagram and increase our email database.

We will also be working closely with Vestar, owner of Alameda Landing, to help amplify their efforts and will be producing one WABA standalone event in Aug. 2018 with heavy promotion via print and online.

### Public and Member Event Activities

Ongoing	Sponsorship of the Farmers' Market on Tuesdays and Saturdays, which bring thousands of visitors from Alameda and surrounding communities.
July 2018	Hosted an outdoor mixer at Neptune Plaza.
July 4, 2018	Participate in the Mayor's 4 <sup>th</sup> of July parade
July 8, 2018	Participation in the first annual Mini-Maker Faire at Alameda Point
Aug 2018	Created first time event at Alameda Landing, Hot August Nights
Sept. 18, 2018	Provide financial sponsorship and volunteer support to the 4 <sup>th</sup> Annual "Blues, Brews & BBQ" street festival.
Oct. 2018	WABA annual membership meeting.
Oct. 2018	Annual Halloween on Webster Trick-or-Treat event.
Dec. 2018	The return of the re-envisioned Holiday with Santa with more activities for families and adults alike. The event will include photos with Santa and a holiday craft fair.
Feb. 2019	West End Lunar New Year Celebration
April 2019	Taste of West Alameda, a sampling event designed to highlight the West End's finest drinking and dining establishments.
April 2019	Participate in the City of Alameda's Earth Day Celebration at Washington Park.
June 2019	Island Jam produced by the Chamber of Commerce
June –Aug 2019	Concerts at the Cove



Thayer St. parklet – Providence, RI

The biggest change to the district will be accomplish one, or more, of the strategic placemaking efforts outlined in our five-year plan. The organization is currently designing a parklet style refresh of the bulb out on Webster St. between Santa Clara & Haight. This would include new benches, landscaping, and different textures to create a warm, invitin seating area. The design work will be produced pro-bono bu funding for installation will need to be raised by the organization.

Similar to the parklet, the organization sees the corner of Webster St. & Ralph Appezzato Memorial Parkway as a key gateway to West Alameda. We have identified an artist and are working on concepts for a large scale 2,500 sq. foot mural along the Rodeway Inn. In order to accomplish this objective, we are seeking a combination of public and privat funds to accomplish this objective. This includes crowd funding and tapping in to the city of Alameda's façade grant.

A Public Art Proposal was submitted for a painted streets program on Webster St. @ Haight, the key crosswalk heavily used during Farmers' Market days. Should that project be funded installation would align with the planned repaving of Webster St. scheduled for summer 2019.



# West Alameda Business Association Balance Sheet for Calendar Year 2017

## Assets

Dec. 31, 2017

### Current Assets

#### Checking/Savings

Bank of Marin - General	3,863
Edward Jones - Money Market	23,154
Financial Benefits Credit Union	20,130
TPNB - CD	17,407
TPNB - Operating Chkg	41,926
<b>Subtotal</b>	<b>\$ 106,480</b>

#### Accounts Receivable

Accounts Receivable	1,400
<b>Subtotal</b>	<b>\$ 1,400</b>

#### Other Current Assets

Prepaid Expenses - Marketing	10,892
<b>Subtotal</b>	<b>\$ 10,892</b>

#### Fixed Assets

Computer Equipment	2,750
<b>Subtotal</b>	<b>\$ 2,750</b>

#### Other Assets

Rent Deposit	1,000
<b>Subtotal</b>	<b>\$ 1,000</b>

<b>Total Assets</b>	<b>\$ 122,522</b>
---------------------	-------------------

## Liabilities & Equity

### Liabilities

Accounts Payable	14,047
<b>Subtotal</b>	<b>14,047</b>

### Equity

Opening Bal Equity	90,801
Unrestricted Net Assets	17,674
<b>Subtotal</b>	<b>108,475</b>

<b>Total Liabilities &amp; Equity</b>	<b>\$ 122,522</b>
---------------------------------------	-------------------

Version date: 2-6-2018



# West Alameda Business Association Budget Summary for 2018

## Income

### Event Income

Taste of West Alameda (formerly Wine & Dine)	7,500
Sponsorships	16,500
<b>Subtotal</b>	<b>\$ 24,000</b>

### Membership

BIA	100,000
Other/Non BIA Dues	6,000
<b>Subtotal</b>	<b>\$ 106,000</b>

### Services

Parking Administration - per quarter	1,800
<b>Subtotal - Other Income</b>	<b>\$ 1,800</b>

<b>Total Income</b>	<b>\$ 131,800</b>
---------------------	-------------------

## Expenses

### Personnel

Salaries/Benefits/Taxes	26,000
Payroll Processing	-
Workers Compensation Insurance	-
<b>Subtotal</b>	<b>26,000</b>

### General & Administrative

Rent	7,360
Utilities	1,600
Insurance: Liability and D&O	1,740
Office	3,100
Accounting & Tax Preparation	4,600
Contingency	2,500
<b>Subtotal</b>	<b>\$ 20,900</b>

### Events

Advertising & Promotions	1,300
Mixers	1,300
Setup & Breakdown Help for Events	1,800
2nd Friday Artwalk	5,000
Blues, Brews & BBQ	7,000
Taste of Alameda	3,500
Other WABA events	4,500
<b>Subtotal</b>	<b>\$ 24,400</b>

**Marketing**

Advertising	10,500
Membership Outreach	375
Printing	1,500
Promotions	1,500
Social Media Services	7,000
Staff	31,200
Website Maintenance & Email marketing	800
<b>Subtotal</b>	<b>\$ 52,875</b>

**Webster Street**

Banner & Flag Materials	250
Banner Changes & Replacement	6,000
Holiday Decorations - Supplies	1,375
<b>Subtotal</b>	<b>\$ 7,625</b>

<b>Total Expenses</b>	<b>\$ 131,800</b>
-----------------------	-------------------

<b>Net Income</b>	<b>\$ -</b>
-------------------	-------------

Version date: 1-17-2018

# West Alameda Business Association

Five-Year Strategic Plan

**WEST ALAMEDA**  
BUSINESS ASSOCIATION

# Situational Analysis

The West End of Alameda is the home to future growth and evolution of the island. Multiple residential, commercial, and mixed-use projects in the pipeline take advantage of the area's resources including developable land, stunning views, waterfront access, and the charm of a traditional Main St. business district. However, change has been slow in coming to the district which has been reeling from the hangover effects of the closure of Alameda NAS 20 years ago.

Since that time much attention has been paid to the opportunity that exists on the West End. Two studies have been conducted, one in 2005 and a visioning study in 2010 both focused on improving opportunity along the Webster corridor.

# Situational Analysis (Continued)

As part of the 2010 visioning study a detailed “Grocery List” of suggested improvements was made. Seven years in many improvements are still unfulfilled yet continue to be relevant. (Slide 4)

Alameda Point, the area with the greatest opportunity for growth and redevelopment, has begun to lay the foundation for change with the adoption of the master infrastructure and Main St. plans ultimately leading to the development at The Point (site A), Main St. Neighborhood, and several smaller adaptive reuse projects.

Concurrently Alameda Landing’s shopping district has completed construction adding 300k sq. feet of retail. Alameda Landing, Star Harbor, Shipways are in various stages of the development process and stand to add thousands of new residential units to the West End and additional retail square footage.

The 5-year vision for the West Alameda Business Association includes welcoming these new projects in to the organization to create a cohesive, creative, and thriving business environment.

# Webster Street Grocery List

## PUBLIC REALM IMPROVEMENTS

### ZONING

- Encourage And Signage In The "Marketing Zone"
- Parking Requirement
  - Reduce Requirements
- Amend Building Heights
- Form-Based Code
- Joint Parking & Access Agreements

### GATEWAY LANDSCAPING

- Streetscapes Between Pacific And Atlantic
- Beltline Park/Cross Alameda Trail
- Caltrans ROW
- Housing Authority Frontage
- Neptune Park
- College Of Alameda Along Webster

### SIGNAGE

- Highway
- Wayfinding
- District

### PEDESTRIAN ENHANCEMENTS

- Pedestrian Enhancements At Key Intersections (Atlantic, Lincoln; Central) as Appropriate
- Park-And-Ride Lots
- Car Share
- Bike Parking Facilities
- Collage Of Alameda Circulator
- Restoration Of The Posey Tube Portal

### PUBLIC ART

- Create A Strategy
- Replica Of The Neptune Beach Tower

## INITIATIVES

### CREATE TOWN AND GOWN RELATIONSHIP

- Fee-Based Classes In Vacant Storefronts
- Reorient Campus To Webster Street With Extraneous Uses
  - Food Service
  - Micro Retail

### PROMOTE PAINT-UP | FIX-UP

- Ma Buildings
- 1611-25 Webster Street (Tin Building)
- Discount City
- Neptune Plaza

### ENCOURAGE INFILL

- Redevelopment Of Taylor Parking Lot/US Bank Site
- Rebuild Union 16 Gas Station
- Building At Pacific And Webster (Adjacent To Ozeaz)
- Housing Authority Senior Site

### FACILITATE REDEVELOPMENT

- Days Inn Site
  - Retail
  - Hotel With Ground Floor Retail
- Residential With Ground Floor Retail
- Office With Ground Floor Retail
- Redevelopment Of Liquor Store/Tire And Brake Site
  - Mixed-Use

### OH YEAH- AND

- 
- 
- 
-

# Vision Statement

West Alameda is a key economic driver for the island with new mixed-use neighborhoods and a charming, historic Main St. district. The district boasts opportunity to a diverse array of businesses including local boutiques, innovators in technology, and award-winning craft beverages.

The West Alameda Business Association supports this entrepreneurial spirit by being builders ourselves. We create:

- **Connections** with community leaders and stakeholders, advocating on behalf of our members
- **Audiences** through our marketing initiatives and events.
- **Community** with new visitors from throughout the surrounding region inviting them to our emerging arts & entertainment district.
- **Dreams** for our unique business partners, nurturing their growth and providing services to help them thrive.

Explore West Alameda.

# Mission Statement

The West Alameda Business Association is dedicated to **supporting and promoting local businesses** in West Alameda in order to promote a vibrant business and community environment.

**WEST ALAMEDA**  
BUSINESS ASSOCIATION

# SWOT Analysis

## Strengths

- Established organization with an existing structure, support, and connections within Alameda – easier to expand than build from scratch
- Unique business districts – charming historic, rustic industrial
- Low vacancy rate on Webster St.
- New Executive Director, staff, and board members lend fresh energy and perspective to the organization

## Weaknesses

- Lack of diversity within the retail mix
- Limited businesses on Webster St. open after evening hours
- Limited availability of commercial space on Webster St. to change culture
- Minimal housing directly on Webster St.
- Constrained annual budget may limit events, marketing and placemaking initiatives

# SWOT Analysis (Continued)

## Opportunities

- Tremendous growth in development creates opportunity to grow footprint and strength of the organization by expanding outreach to Alameda Point, Marina Village, and Star Harbor developments
- Establish Alameda as a regional tourist destination increasing off-island visits
- Build a cohesive district across multiple sub-districts (Webster, Alameda Landing, Alameda Point, Star Harbor)
- Developing an arts district and creative placemaking are proven methods of creating community, increasing pedestrian traffic, and business engagement

## Threats

- Outside market forces make it a challenging climate for retailers
- Placemaking efforts require additional coordination with Public Works
- Stakeholder resistance to change
- Potential resistance to shifting focus to West Alameda vs. Webster St.

# WABA Value Proposition

- Strength and structure of an established business organization
- Advocacy to City Hall and local stakeholder groups
- Shape the district by networking with other West Alameda businesses
- Event promotion:
  - WABA sponsored events and programs
  - Advertise member events through WABA marketing channels

# Stakeholders

## Primary

Business Owners

On Webster St. owner

Off Webster St. (Alameda Landing,

Alameda Point, Marina Village, Star

Harbor)

Commercial Property Owners

General Public

College of Alameda

## Secondary

City of Alameda

Economic Development

Public Works

West End residents and residential  
property owners

DABA, GABA, Chamber of Commerce

# Overarching KPIs

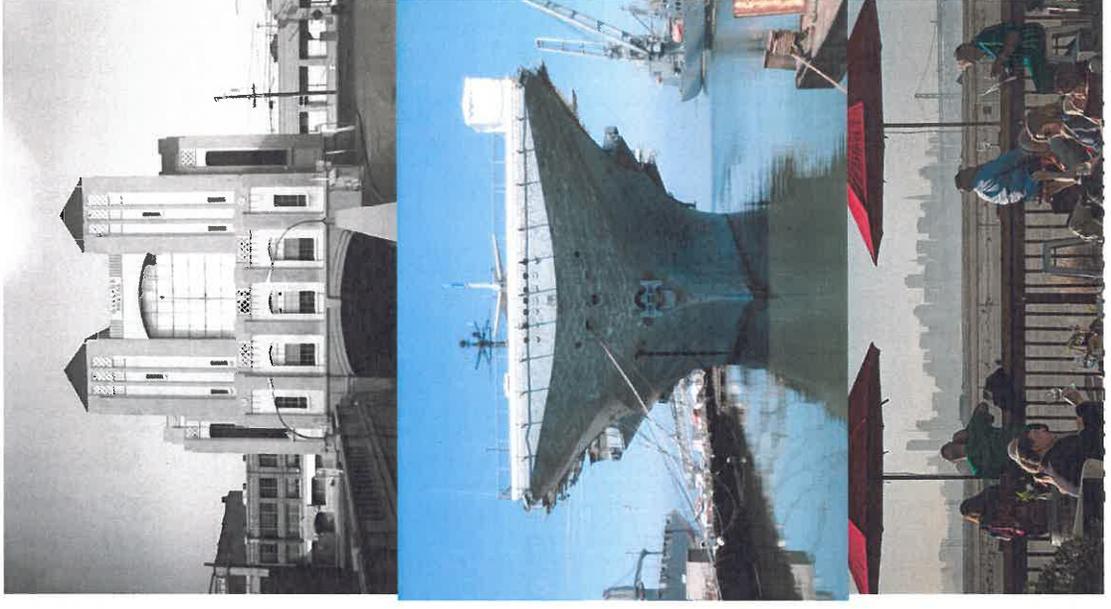
- Increased membership
  - Member-at-large to increase by 100%
  - Expand the BIA to include other sub-districts (Alameda Point, Marina Village, Star Harbor)
- Growth in social media following
  - 100% YoY growth
- Vibrancy in each sub-district
  - Growth of sales tax
- Increased operating budget to accomplish objectives

**Measurement Period** – Measurement period runs Jan – Dec with results reported quarterly.

# Year 1 – Strategic Objective

## Rebrand the District

- **Objective:** Develop new logo to highlight all of West Alameda. Update coordinating suite of marketing materials including website, brochures, email templates, etc.
- **Timeline for Completion:** Q4 2017
- **Budget:**
  - Logo/Style Guide - \$1000
  - Website – \$10,000
  - Collateral – \$3,000
  - Banners – \$200
  - Total projected brand suite – In progress
- **KPI:** Completion of logo, website, and coordinating collateral



# Updated Logo



**WEST ALAMEDA**  
BUSINESS ASSOCIATION

# Year 1 – Strategic Objective

## Strategic Plan Rollout

- **Objective:** Develop campaign and events for rollout of updated WABA to key stakeholders. Leverage rollout to expand business-at-large memberships as well as social footprint.
- **Timing:** October – December 2017
- **Budget:** TBD
- **KPI:**
  - Meeting or event for each stakeholder group - business, property owner, brokers, and public.
  - Grow member-at-large members by 100% by Dec. 2018
  - Increase social footprint by 100%

# Year 1 – Strategic Objective

## Creative Placemaking – Up the Alameda

- **Objective:** Draw in our local audience to get familiar with new local businesses by supporting the creative programs Alameda has embraced – Fairy Doors and a Little Free Library.
- Tie in with 2<sup>nd</sup> Friday Art Walk.
- **Timeline for Completion:** Q2 2018
- **Budget:** \$750
- **KPI:** Press coverage for district and sponsoring business.



# Year 3 - Strategic Objective

## Expand Events Portfolio

- **Objective:** Enhance the quarterly beat of event programming
- **Timing:** Ongoing
- **Budget:** Varies
- **KPI:** Event profitability, attendance, press and promotion

# Expanded Events Portfolio

Timing	Event	Sub-District	Owned/Sponsored
February	Lunar New Year	Webster	Owned
March	Wine & Dine	District Wide	Owned
May – Oct.	Summer Art Walk	Webster	Sponsored
April	Earth Day Celebration	Washington Park	Sponsored
<b>May</b>	<b>Spring Fling Wine Walk</b>		<b>Owned</b>
June	Webster St. Jam	Webster	Sponsored
July	Mayor's 4 <sup>th</sup> of July Parade	Webster	Sponsored
July	Neptune Plaza Summer Affair	Webster	Owned
August	Hot August Nights	Alameda Landing	Owned
September	Blues, Brews & BBQ	Webster	Sponsored
<b>October</b>	<b>Welcome to the Fleet</b>	<b>Alameda Point</b>	<b>Sponsored</b>
October	Halloween Walk		Owned
December	Winter Celebration on Webster	Webster	Owned

# Year 3 Strategic Objective

## Expand Signage and Branding

- **Objective:** In order to create a cohesive district, build on the new WABA brand to refresh light pole banners and expand the program to other sub-districts.
- **Sub-District** – all
- **Timeline for Completion:** Q4 2020
- **Budget:** \$45k - \$250k
- **KPI:** Press coverage for district and sponsoring businesses.

# Year 3 Strategic Objective

## Creative Placemaking –Parklets & Color

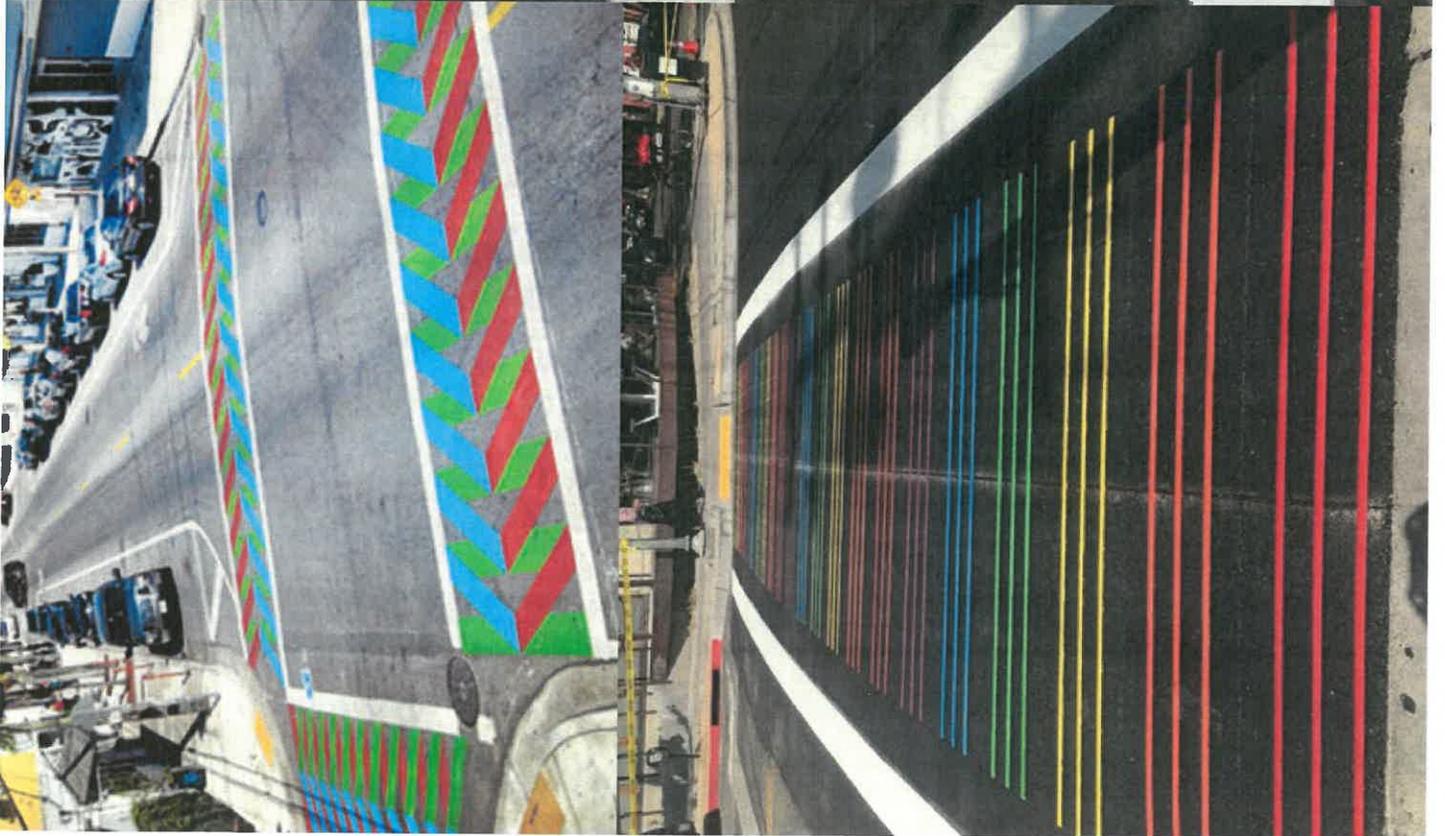
- **Objective:** Reimagine one or more Webster St. bulb outs and intersection with new permanent or semi-permanent improvements. Parklets, moveable fixtures, different textures, and color to create a unique feel block-by-block.

Tie in unveiling with monthly Art Walk.

- **Sub-District** – Webster St. w/possible expansion to Spirits Alley
- **Timeline for Completion:** Q4 2020
- **Budget:** \$5,000 (temporary) to \$20,000 - \$70,000 (permanent)
- **KPI:** Increase in pedestrian footfalls and visitor time spent within relevant district.

Press coverage for district and sponsoring businesses.





# Year 3 – Strategic Objective

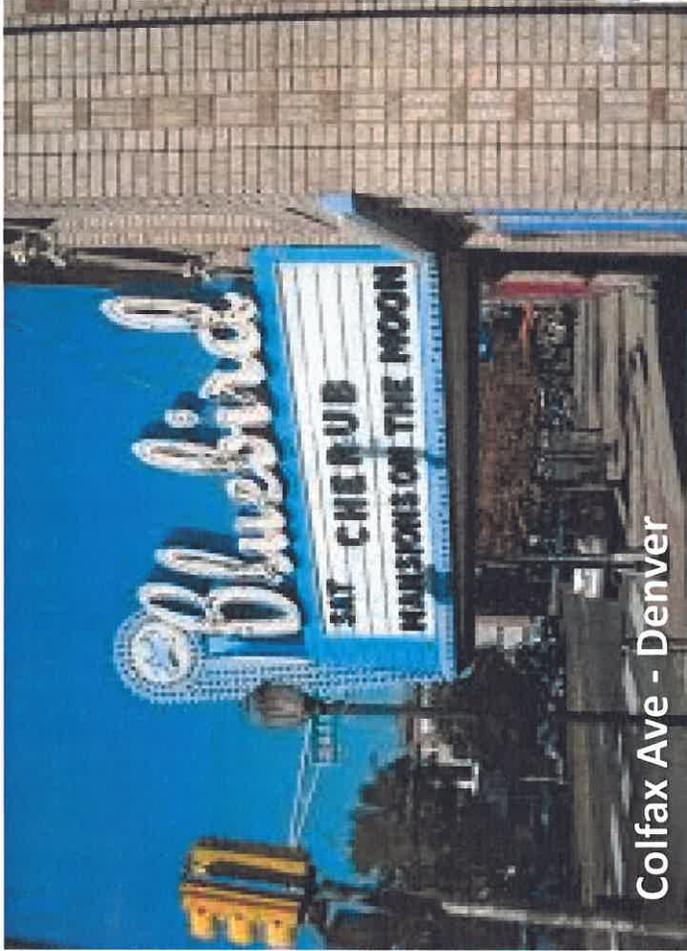
## Revamp Art Walk

- **Objective:** Partner with West End Arts & Entertainment District to re-envision participation in 2<sup>nd</sup> Friday Art Walk. This approach allows all to focus on increasing West End traffic without sacrificing the success of the art walk island wide.
  - Develop distinct monthly block party event May – October with street closure between Taylor and Central
  - Increase vendor participation through charging for booth space and live art/performance
  - Partner with evening expansion of farmers market
- **Timeline for Completion:** Q1 '19
- **Budget:** TBD
- **KPI:** Increase event attendance

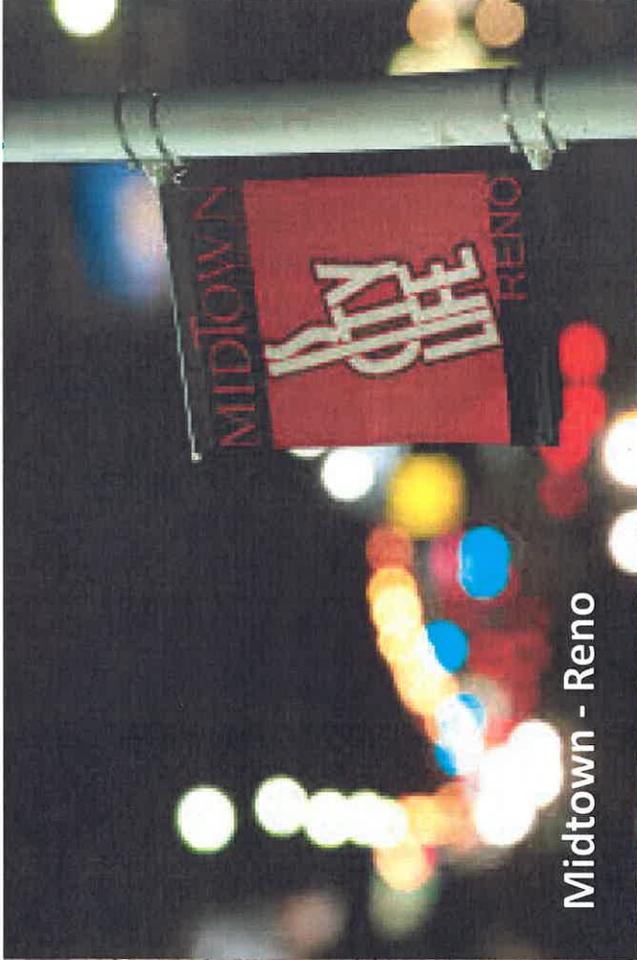
# Year 3 – Strategic Objective

## Sister Business District Program

- Build on the cultural cache of complementary business districts by establishing a Sister Business District program similar to Alameda’s existing sister city initiative.
- Examples include: Pearl District (Portland), E. Colfax (Denver), Downtown Austin, Midtown Reno, Santa Barbara Funk Zone, Gaslamp Quarter (San Diego)
- Sub-District – all
- Timeline for completion – Q1 2019
- Budget: Negligible
- KPI: Positive press from program launch. Increased tourism.



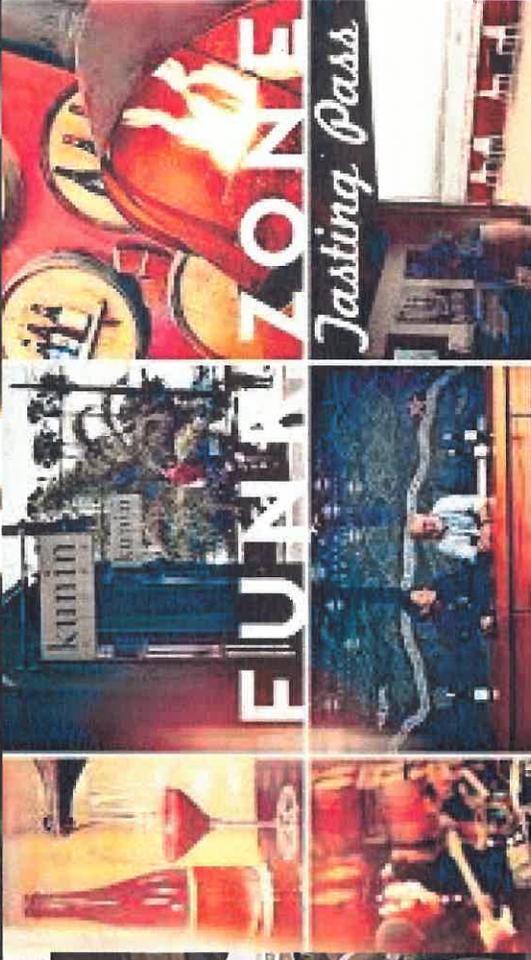
Colfax Ave - Denver



Midtown - Reno



Funk Zone – Santa Barbara



Downtown – San Luis Obispo

# WEST ALAMEDA

BUSINESS ASSOCIATION

# Year 5 – Strategic Objective

## Conduct in-depth community study

- As more development projects will have solidified, broken ground, or be completed to cover the entire district from Alameda Point to Grand. The study should involve integrated transit/parking solutions, placemaking, signage, retail/commercial strategies, and zoning changes necessary to meet the needs of this evolving area.
- **Sub District – all**
- **Timeline for Completion – Q4 2020**
- **Budget - \$100 - \$150k**
- **KPI – Community and business sign off on the updated visioning study**

# Year 5 – Strategic Objective

## More art... everywhere

- **Objective:** Leverage the economic power of the arts by establishing the Arts & Entertainment District. Supporting more visual art throughout the district. This includes murals, stencils, signage, place making, events, creative bike racks, painted garbage cans, and creative event programming.

