

Vision Statement: Alameda has a unique community spirit and a rich maritime heritage. It is a safe, charming place to live, work, and visit. The City has a balance of jobs and housing to support a vibrant economy with innovative industries and high quality jobs for its local workforce. It is a distinct destination for shopping, dining, and recreational activities with accessible waterfronts for all residents and visitors.

Opportunities and Constraints

Strategies

1. Business Attraction and Retention

Goal: Support employers, property owners, property managers, developers and commercial brokers in their efforts to retain, attract, and expand jobs.

- Alameda lags the region in growing office-based jobs, particularly in high tech industries (professional, scientific, and technical services and high tech manufacturing)
- Alameda lacks name recognition, which is an impediment to attracting new businesses.
- The City's permitting and entitlement processes are perceived as slow and unpredictable.

- 1.1. Develop branding and marketing strategies, directed at business development and awareness.
- 1.2. Identify and improve specific areas of concern with the permitting and entitlements processes to reduce uncertainty for businesses and to expedite and lower the cost for new construction for new businesses.
- 1.3. Create and frequently update a user-friendly inventory of existing public properties that are available for leasing, providing information regarding allowed uses, building conditions, infrastructure needs, etc.
- 1.4. Continue an interdepartmental economic development team within the City ("Alameda At Your Service") to guide new and existing businesses through entitlements and expansions, and ensure they receive high quality City services.
- 1.5. Develop a program that provides energy incentives to targeted industry groups (AMP).
- 1.6. Explore the feasibility of a new technology incubator/co-working space to encourage emerging businesses to grow in Alameda.

ALAMEDA ECONOMIC DEVELOPMENT STRATEGIC PLAN
DRAFT FRAMEWORK OF STRATEGIES

Opportunities and Constraints	Strategies
2. Built Environment and Infrastructure <i>Goal: Encourage the development and revitalization of buildings and infrastructure to accommodate a variety of businesses in Alameda, working closely with commercial developers, employers, brokers, transit agencies, and utilities.</i>	
<ul style="list-style-type: none">• Alameda is one of few inner Bay Area locations with a working waterfront. However, existing industrial maritime lands require major investments that cannot be supported by maritime leases.• Transportation access is a problem.• Alameda's office districts lack nearby amenities for workers (retail, restaurants, services).• Commercially zoned lands currently allow for non-commercial uses (schools, housing, etc.)	<p>2.1. Develop re-investment strategies for key industrial sites in order to retain maritime businesses.</p> <p>2.2. Explore working with other nearby cities that have maritime industries (e.g. Richmond, Oakland, Berkeley, and Emeryville) to identify joint funding and financing options for waterfront infrastructure improvements.</p> <p>2.3. Market underutilized or vacant second floor spaces on Park and Webster Street to smaller technology and creative firms seeking mixed-use office spaces close to shops, restaurants, transit, and other amenities.</p> <p>2.4. Work with commercial developers and employers to integrate retail and restaurant uses into future expansions and development projects.</p> <p>2.5. Amend General Plan to include strong policies preserving prime commercial sites for employment-generating uses.</p>
3. Workforce <i>Goal: Facilitate partnerships between workforce development organizations, community college, Alameda Unified School District, and employers to improve access to high quality jobs and housing opportunities and to meet the needs of local employers.</i>	
<ul style="list-style-type: none">• There is an apparent mismatch between the skills requirements of the jobs that are located in Alameda – which are concentrated in industries with high numbers of lower skill occupations (such as restaurants and hotels) – and the high educational attainment levels of existing residents.	<p>3.1. Work with workforce development organizations, community college, school district, and local employers to align and coordinate their training programs.</p> <p>3.2. Focus attraction/retention efforts on industries that offer career pathways and higher skilled jobs.</p> <p>3.3. Encourage development of additional student and workforce housing options that are affordable to a range of incomes.</p>

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4. Retail	
<i>Goal: Support Chamber of Commerce, merchants, and business associations to create and maintain vibrant retail environments that provide a variety of options for Alameda's residents, workers, and visitors.</i>	
<ul style="list-style-type: none">• The retail industry is forecasting continued growth in the dining sector.• Park Street businesses are concerned about maintenance and cleanliness of the district.• Due to changes in the retail industry, the best potential for new space is in “experiential” retail/service businesses. There are vacant spaces in existing retail centers (including Harbor Bay Landing) that could attract new businesses with new investments.	<p>4.1. Build on the City's reputation as a dining destination.</p> <p>4.2. Invest in initiatives to create attractive, vibrant public spaces, especially in existing retail areas and waterfront locations, to attract experiential retailers.</p> <p>4.3. Continue to implement the façade improvement program for small businesses in the commercial districts. Explore methods to raise additional private funding for maintenance of sidewalks and garbage collection.</p> <p>4.4. Consider the creation of a cultural/arts district to strengthen the City's "main street" retail areas and/or other areas in the City.</p>
5. Tourism and Visitation	
<i>Goal: Support the development and promotion of Alameda's destinations and attractions to regional visitors, and ensure that local businesses and retail districts benefit from increased visitor spending.</i>	
<ul style="list-style-type: none">• Low name recognition and awareness of Alameda's visitor attractions (including retail destinations like South Shore and Park Street).• Inadequate conference and meeting facilities to support events and business needs.• Attractions located near shopping districts have more potential to generate additional sales for local businesses.• Inadequate wayfinding, signage, and lighting for tourist attractions on Alameda Point.• Tourist attractions are not well connected, resulting in one-stop visits rather than trip-chaining visits to multiple attractions.	<p>5.1. Expand the City's role in tourism marketing and promotions, highlighting all attractions and destinations.</p> <p>5.2. Encourage the development of additional hotels, especially those that provide meeting facilities.</p> <p>5.3. Continue to improve the wayfinding, signage, and lighting at Alameda Point, including prior to and during major construction projects.</p> <p>5.4. Work with representatives of attractions, hotels, and AC Transit to enhance transit connections between various destinations.</p> <p>5.5. The City has an inventory of public properties which could be leased to visitor attractions at a lower cost, and in locations where visitor traffic can generate more revenues for local businesses.</p>

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6. Transportation	
Goal: Sustain high quality of life in Alameda by improving mobility for residents, workers, and visitors.	
<ul style="list-style-type: none">• Transportation access to Alameda is constrained, with limited ways on and off the island, making it more challenging to recruit and retain workers.• There are limited transportation options to major shopping centers, tourist attractions, and major business locations.• There are several overlapping private shuttles that only serve specific employers or residents.	<p>6.1. Improve multimodal access to/from BART stations, Oakland, and ferry terminals.</p> <p>6.2. Improve multimodal access within Alameda transit connections between employment areas, shopping areas, and tourist attractions.</p> <p>6.3. Encourage private employers to participate in the City's Transit and TDM programs.</p>