

Opportunities and Constraints	Potential Strategies
1. Improving Alameda’s Jobs/Housing Balance	
<ul style="list-style-type: none">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.Alameda's office districts lack nearby amenities for workers (retail, restaurants, services). Commercially zoned lands currently allow for non-commercial uses (schools, housing, etc.)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.Employees of local firms have difficulty finding housing within Alameda.Transportation access to Alameda is constrained, with limited ways on and off the island, making it more challenging to recruit and retain workers.	<ol style="list-style-type: none">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 construction for new businesses.1.3. Develop a program that provides energy incentives to targeted industry groups (AMP).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. Market underutilized or vacant second floor spaces in Community Commercial Zones to smaller technology and creative firms seeking mixed-use office spaces close to shops, restaurants, transit, and other amenities.1.6. Continue to encourage conversion of automobile-oriented properties on North Park Street to mixed-use development, allowing commercial uses on the ground floor and office, housing, or "work-live" uses on the upper floors, consistent with the Park Street Gateway District Strategic Plan.1.7. Work with commercial developers and employers to integrate retail and restaurant uses into future expansion and development projects.1.8. Amend General Plan to include strong policies preserving prime commercial sites for employment-generating uses.1.9. Work with workforce development organizations, community college, school district, and local employers to align and coordinate their training programs.1.10. Focus attraction/retention efforts on industries that offer career pathways and higher skilled jobs.1.11. Encourage development of additional student and workforce housing options that are affordable to a range of incomes.1.12. Improve multimodal access to/from BART stations, Oakland, and ferry terminals.

2. Preserving Alameda’s “Quirky and Magical” Character and Quality of Life

- Alameda has a highly-educated resident labor force, which includes entrepreneurs interested in starting and/or growing their businesses in Alameda.
- Artists and “makers” are attracted to Alameda’s inexpensive and “funky” spaces, particularly at Alameda Point.
- 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.
- Alameda is one of a few inner Bay Area locations with a working waterfront. However, existing industrial maritime lands require major investments that cannot be supported by maritime leases.
- There are limited transportation options to major shopping centers, tourist attractions, and major business locations.
- There are several overlapping private shuttles that serve specific employers or residents.

- 2.1. Explore the feasibility of a new technology incubator/co-working space to encourage emerging businesses to grow in Alameda.
- 2.2. Encourage development and reuse of buildings to create cooperative spaces for artists and other “makers.”
- 2.3. 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.
- 2.4. Consider the creation of a cultural/arts district to strengthen the City's "main street" retail areas and/or other areas in the City.
- 2.5. Develop re-investment strategies for key industrial sites to retain maritime businesses.
- 2.6. 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.
- 2.7. Continue to improve the wayfinding, signage, and lighting at Alameda Point, including prior to and during major construction projects.
- 2.8. Work with representatives of attractions, hotels, and AC Transit to enhance transit connections between various destinations.
- 2.9. Improve multimodal access within Alameda transit connections and between employment areas, shopping areas, and tourist attractions.
- 2.10. Encourage private employers to participate in the City's Transit and TDM programs.

3. Maintaining Fiscal Stability	
<ul style="list-style-type: none">• The retail industry is forecasting continued growth in the dining sector.• 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.• 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.• Retail located near visitor destinations could generate more revenue for local businesses.	<ul style="list-style-type: none">3.1. Build on the City's reputation as a dining destination.3.2. Encourage the development of an ethnic retail shopping center or node in Alameda, anchored by an Asian grocery store and restaurants.3.3. Invest in initiatives to create attractive, vibrant public spaces, especially in existing retail areas and waterfront locations, to attract experiential retailers.3.4. Expand the City's role in tourism marketing and promotions, highlighting all attractions and destinations.3.5. Encourage the development of additional hotels, especially those that provide meeting facilities.3.6. Consider leasing city-owned properties located near retail and amenities to visitor attractions (such as museums) so that visitors can better support local businesses.