



Alameda Economic Development Strategic Plan

City Council Meeting

July 24, 2018



Purpose of the EDSP

- Create a long term (5 - 10 years) roadmap for business attraction, retention, and workforce development activities.
- Identify specific goals, strategies, and actions necessary to create, support, and attract businesses and jobs, diversify the local economy, and maintain fiscal health.
- Replace the previous EDSP created in 2001, updated in 2008

Previous Work to Inform EDSP

Background Report

- Data analysis
- Topic-specific focus groups

Community Engagement

- 2 workshops
- Online survey

Guiding Principles

- Draft guiding principles
- Draft strategies

Meetings and Public Hearings

- Economic Development Advisory Panel and EDSP Ad-Hoc Subcommittee
- Planning Board (Dec 2016)
- City Council (Feb 2017)

EDSP Task Force

- City Council called for broader community involvement at Feb 2017 meeting
- EDSP Task Force formed in August 2017
 - 21 members representing businesses, labor, housing, developers, residents, education, tourism, sustainability, and other community members
- 7 meetings from August 2017-March 2018
- Approved Draft EDSP in January 2018



Planning Board and EDAP

- Presented Draft EDSP to Planning Board in March 2018, and made the following revisions based on the comments received:
 - Provided more supporting data and key findings from Background Report
 - Drafted an executive summary
 - Clarified that the EDSP has identified 6 business sectors and 4 critical services (transportation, housing, workforce development, city services) to support those businesses
- Planning Board unanimously approved revised EDSP on May 29, 2018
- EDAP unanimously approved EDSP on June 21, 2018



Vision Statement

“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.**”

“Chasing Smokestacks” vs. “Economic Gardening”



Focus: Recruiting “Drivers”

Local Assets:

- Lower labor costs
- Land, infrastructure
- Public incentives
- Regulatory structure



Focus: Growing from Within

Local Assets:

- Talented workforce
- Existing businesses, entrepreneurs, and “anchor institutions”
- Quality of place

Ten Priority Areas

Business Sectors

- Life Sciences
- Clean Tech and Green Tech
- Blue Tech and Marine
- Retail and Restaurants
- Tourism and Hospitality
- Artists and Small Manufacturers

Critical Services to Support Businesses

- Transportation Choices
- Housing
- Workforce Development
- City Services and Policy Documents



I. Life Sciences

- Rapid growth in life science businesses, clustered in Harbor Bay & Marina Village
- Strategies:
 - Marketing Alameda's advantages for life sciences businesses
 - Removing regulatory barriers to growth
 - Deepening the network of local and regional businesses and investors in Alameda

2. Clean Tech/ Green Tech/ High Tech

- Alameda can capture more clean tech and green tech jobs, due to existing alternative energy firms, and central location within the East Bay region
- Strategies:
 - Attracting startups
 - Increasing workforce preparedness
 - Heightening awareness of Alameda and integration within the larger regional clean tech, green tech, and high tech industries

3. Blue Tech and Maritime

- Blue Economy and maritime industries are important to Alameda's economy and identity
- Strategies:
 - Create and implement action plan for job growth in this sector
 - Reviewing waterfront land use and zoning regulations
 - Increasing workforce preparedness



4. Retail and Restaurants



- Changing market for retail, with the growth of online shopping
- Growth in “experiential” retail (dining, services, fitness)
- Strategies:
 - Improve existing retail spaces and public realm
 - Continue to work on tenant recruitment and retention
 - Market retail districts, stations
 - Revitalize older and underutilized centers/districts
 - Provide technical assistance to businesses

5. Tourism and Hospitality

- City has unique attractions and destinations
- Hotels and tourism contribute to fiscal base
- Strategies:
 - Provide unified image of Alameda's destinations
 - Facilitate hotel growth
 - Improve wayfinding, signage, lighting at Alameda Point
 - Explore creation of a new funding source for tourism promotion



6. Artists and Small Manufacturers

- Artists, makers, and small manufacturers have potential to scale up and serve a larger market
- Strategies:
 - Facilitate process for artists and manufacturers to find suitable, inexpensive spaces and hold special events
 - Enhance opportunities to build skills and expand businesses
 - Explore locations for entertainment district, exhibition spaces



Photo: Laura Morton, Special To The Chronicle



7. Transportation Choices

- Strategies
 - Improving the commute for Alameda residents and workers
 - Promoting bicycle- and pedestrian-friendly infrastructure
 - Pursuing funding for diverse transportation options that enhance access to Alameda's businesses



8. Housing

- Housing stability and affordability is critical in order to retain and attract workers and employers
- Strategies:
 - 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

- Strategies
 - Strengthen the coordination between labor, colleges, Alameda USD
 - Connect the local workforce with job training and placement in jobs that offer solid economic opportunities and meet the needs of employers
 - New minimum wage ordinance

Partnership between College of Alameda and Bay Ship and Yacht



Source: Ray Chavez/Bay Area News Group

10. City Services and Policy Documents

- EDSP presents opportunity to incorporate economic development priorities within the General Plan
- Strategies:
 - Improve the permitting process for businesses
 - Improve City's special event permitting process
 - Begin amending the GP Land Use Element and Municipal Code to be consistent with the EDSP
 - Study the potential to enact policies that promote greater participation from minority-owned and women-owned businesses.