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1. INTRODUCTION

A. Purpose

The City of Alameda (The City) is seeking a firm with significant experience in developing an Economic Development Strategic Plan (Plan). The strategy will provide a road map for the City in determining where to allocate resources and identify priorities over a three-year period in business attraction, retention, and expansion. The strategy is to be fact based and market-disciplined and is to include specific action items geared towards creating new job opportunities, encouraging entrepreneurship and innovation, enhancing fiscal sustainability, investing in catalyst development areas, and increasing private investment throughout the City.

The Plan is to replace the previous 2018 Economic Development Strategic Plan in a way that moves Economic Development forward to meet current as well as future needs and priorities. The selected firm will provide a work plan and roadmap for implementing recommended strategies and establishing metrics in which to measure the outcomes. The selected firm will be one that has demonstrated experience in preparation and implementation of economic development strategic plans.

B. Background

The City of Alameda is an island community centrally located in the San Francisco Bay Area, directly across the bay from San Francisco and adjacent to the communities of Oakland and Berkeley. Alameda contains walkable and bike-friendly neighborhoods, locally owned shops and restaurants in thriving historic retail districts. The city is home to three top-tier business parks with concentrations in BioTech/BioScience, Clean/Green Tech and BlueTech/Maritime.

The Research Park at Marina Village contains 1.4 million sq. ft. of multi-tenant life science, office, and R&D facilities and is home to over forty life science and research companies. Harbor Bay Business Park contains 2.0 million sq. ft. of space with more than 24 acres of fully entitled land available for immediate development on the waterfront and only minutes from Oakland International Airport. It is home to companies such as Abbot Diabetes Care, Exelixis, Penumbra, Peet's Coffee and Semifreddi's. Lastly, Alameda Point (former Alameda Naval Air Station) contains 852 acres of prime real estate for lease or

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development opportunities available with stunning views of the Bay and the San Francisco skyline. Alameda Point is home to Blue Tech and Clean Tech companies such as Pyka, Saildrone, Navier and Kairos.

In addition to business parks, Alameda is also home to two successful small business districts and corridors as well as major retail centers. Downtown Alameda Business District, along the Park Street corridor, contains over xxxx square feet of commercial and retail space and is anchored by a 356,000 sq. ft., restored art deco movie theater. West Alameda Business District, along the Webster Street corridor, contains 205,000 sq. ft. of locally owned shops, cafes, and a vibrant arts scene. South Shore Shopping Center is a 594,000 sq. ft., open air shopping center with Safeway, Trader Joes, Old Navy, Kohls as anchors. Lastly, Alameda Landing is a 285,000 sq. ft. shopping center containing Target, Safeway, Michael's, In-N-Out Burger, and a variety of restaurants and other retailers.

Alameda is a commuter friendly city, with accessibility by BART, Amtrak, ferry, plane, highway or bicycle. Bay Area Rapid Transit (BART) has two BART stations within one mile of the island, with shuttle service from major business parks. Three Ferry Systems connect Alameda with direct service to downtown San Francisco, Oracle Park, the Chase Center, Pier 41, South San Francisco, and Oakland. AC Transit has express Transbay bus service to and from San Francisco and high frequency bus service within Alameda to and from Oakland. Oakland International Airport is just 6.7 miles away from downtown Alameda and less than 15 minutes by car from major business parks. Amtrak Station and the Capitol Corridor Line are less than 5 miles away, and residents of Alameda enjoy over 22 miles of bike lanes throughout the city.

In addition to transportation and location benefits, Alameda businesses benefit greatly from a business-friendly power structure that no other City in the Bay Area has - Alameda Municipal Power (AMP). AMP is a community-owned electric utility that has been serving the needs of Alameda residents and businesses for more than 130 years. AMP offers 100% clean, renewable energy, with rates that are 35% below neighboring communities, and with 50% fewer power outages compared to other Bay Area utilities. In addition to savings on electrical rates, AMP offers businesses the ability to add the power needed for new construction and expansion.

Previous Strategic Plan

In 2018, the City Council adopted the existing Economic Development Strategic Plan (EDSP), which was designed to guide the City's economic development activities over the following five to ten years. The EDSP served as Alameda's roadmap to achieve economic growth, and to improve the quality of life for residents and employees. The overall goal of the EDSP at that time was to focus limited City resources for economic development on the business sectors in which Alameda was an attractive option, there was room for growth, and they complemented Alameda's long-term goals.

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When the EDSP was developed, there were ten priority areas that were identified to support Alameda's economic resiliency. The priority areas were divided into two major categories:

Business sectors identified as opportunities 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

Critical services to support the retention, expansion and growth of businesses in Alameda

1. Transportation Choices
2. Housing
3. Workforce Development
4. City Services and Policy Documents

The City is now at the stage where it needs to create a new EDSP to meet the needs of Alameda and the Economic Development program over the next five years. The new Strategic Plan will include assembling and analyzing data to develop policies, actions, and a roadmap to guide future economic development activities over the next five years. It is anticipated that the new Strategic Plan will cover the following content:

2. SCOPE OF WORK

The scope of work set forth in this Request for Proposals (RFP) represents an outline of the services to be performed and is presented for the primary purpose of allowing the City to compare proposals. The final scope of services to be incorporated into the Professional Services Agreement shall be negotiated between the City and the selected firm. The scope of services is provided as a framework to begin with, NOT limit your proposal, and it is encouraged to evaluate the proposed scope of services

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and recommend/provide revisions to achieve a better final product.

The following section identifies task that will be the focus of the scope of services agreement and the anticipated work tasks in preparation of an Economic Development Strategic Plan for the City of Alameda. The tasks identified do not represent a complete and exhaustive list of the tasks that may be necessary in the preparation of a comprehensive plan, nor are all tasks required if recommended otherwise. Bidders are encouraged to expand on the Scope of Work to demonstrate expertise. The anticipated work tasks will be done in coordination with City staff.

The successful proposal will include the following tasks within the City's time and budget constraints to inform the Economic Development Strategic Plan.

A. Evaluation of Current Conditions and Trends

- Review existing economic development programs and incentives.
- Conduct a Strengths, Weakness, Opportunities, and Threats (SWOT) analysis of the City's competitive position.
- Identify the fastest growing and most competitive industries in Alameda compared to Alameda and Contra Costa counties using quantitative analysis and broker interviews.
- Complete an inventory of existing space available for retail, office, industrial, lab space and R & D to include asking rents, total square footage, and vacancy rates. Include sub-areas of Downtown Alameda Business Association, West Alameda Business Association, Harbor Bay, Marina Village and Alameda Point subdistricts.
- Analyze sales and TOT tax trends per district as compared with the County and East Bay.
- Analyze housing costs and multi-family rents compared to Contra Costa and Alameda counties.
- Conduct a general assessment of water, sewer and electrical rates to determine competitive advantages/disadvantages.

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- Compare above information with Alameda and Contra Costa counties to determine competitive advantages/disadvantages.

B. Stakeholder engagement

Consultant will develop and execute a stakeholder engagement plan to solicit thoughtful participation and input from four stakeholder groups. The four groups include the following:

1. Members of the Alameda Mayor's Economic Development Advisory Panel
2. Advisory group made up of members from the Alameda Chamber of Commerce, the Downtown Alameda Business Association and the West Alameda Business Association
3. Advisory group made up of tenants and business owners of Alameda Point
4. Advisory group made up of developers and brokers active in the Alameda community
5. One-on-one major commercial owners and developers in Harbor Bay, Research Park at Alameda Village, Alameda Point and the Northern Waterfront.

C. Develop an Economic Develop Strategic Plan

Background

- Given current economic conditions, determine whether the six business sectors previously identified are still opportunities for growth to be focused on and whether there are more nuanced industries (as defined through the North American Industry Classification System, or NAICS) that require more targeted focus.
- Identify which industries to continue to target and develop attraction strategies and a roadmap to follow tied to the individual sectors.
- Identify within this framework, the extent to which the focus should be on retention and growth versus attraction.

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- Given existing staff resources and budgets, determine the role economic development staff can play in the four previously listed critical services categories and determine which service categories to continue to focus on.

Based on the information and understanding gained from the evaluation of Alameda's current conditions and trends, the stakeholder groups and the background evaluation described above, develop an Economic Strategic Plan that addresses that:

- Identifies industry best practices for utilizing data in developing programs, allocating resources and in making decisions.
- Compare the City's current development project processes, including setting fees, taxes, rates, and incentives to regional best practices, and provide recommendations to City staff for improvement.
- Identifies best practices for developing and enhancing strategic partnerships with entities such as county government, trade associations, business groups, schools, labor unions, etc.
- Defines our role in workforce development, including the development of strategies to enhance educational opportunities and job training, and the required relationships with trade and professional schools and higher education.

The Strategic Plan should also include specific plans to:

- Support small businesses and foster entrepreneur development.
- Support business attraction for targeted sectors.
- Support business retention and expansion.
- Include an Economic Development Marketing Plan that is multi-pronged and includes, but is not limited to, the creation of branding, campaigns, collateral, and website and social media content.

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Finally, the Plan should include the following components:

- A road map for any necessary modifications to the Economic Development Work Plan within the resources provided, and alternatives requiring more resources, with costs and benefits.
- An explanation of the important economic development roles tangentially assumed by other City departments (ie AMP, planning, building, public works and police)
- A plan for telling the story of the Economic Development program, activities and successes internally and externally.
- Identify appropriate economic development performance tracking metrics and methods and the cadence for performance monitoring by metric (quarterly, annually, biannually, every 5 years).
- Identify priorities and resources necessary for implementing recommendations.
- Provide recommendations for the frequency of future Economic Development Strategic Plan updates.