

CITY OF OAKLAND

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OFFICE OF THE CITY CLERK
OAKLAND

AGENDA REPORT

TO: Office of the City Administrator
ATTN: Deanna J. Santana
FROM: Community and Economic Development Agency
DATE: January 24, 2012

RE: A Follow-up Report and Proposed Action on the Community and Economic Development Director's Economic Development Strategy for the City of Oakland

SUMMARY

On September 27, 2011 the Community & Economic Development (CED) Committee of City Council heard a report by staff on an Economic Development Strategy and directed staff to return with recommendations for the creation of a Strategic Plan. Key areas of interest for the Committee were information on the City's current economic development strategies that are working; workforce and small business development strategies; and strategies to brand and promote the City of Oakland as a choice for businesses and talent. Staff proposes to develop an updated Economic Development Plan and return to Council by May of 2012, pending identification of resources.

The first phase of the Plan creation will be to confirm Oakland's current status and standing among the existing business community and leadership to define priorities and strategies for going forward, given constraints and need for re-alignment of City resources. The subsequent phase will be to develop the Economic Development Strategic Plan with definable short and long term actions and timelines. This Plan should serve as a coordinating document, relating cross-divisionally as a companion to the adopted General Plan of the City and informing city staff cross-divisionally of the importance of economic development to all divisions of the City.

Staff intends to engage with key partners, such as UC Berkeley, Oakland Chamber of Commerce, Inner City Advisors, the East Bay Economic Development Alliance, and the Oakland Workforce Investment Board as well as others in this process. The creation of a plan will require contracting with an economic development consultant(s) to assist in this effort, in addition to City staff to support this and the ongoing work being done on a day to day basis within Economic Development Division. This level of support is required to ensure that the Plan will be developed by May 2012, given the urgency to respond to the demise of the Oakland Redevelopment Agency and the need for Economic Development staff to continue to serve clients. This report presents staff recommendations regarding the components of the Oakland Economic Development Strategic Plan and requests input and direction of the CED Committee.

FISCAL IMPACT

This is an informational report, thus there is no fiscal impact.

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BACKGROUND

As discussed at the previous CED Committee meeting, the City of Oakland offers a number of economic development services and activities that have been guided by economic development principles described in *Attachment C*. However, during the September 27th meeting the Committee asked for an assessment of whether the collective impact of these programs and services has made a significant impact to Oakland's economy, and further asked if these programs encourage innovation, entrepreneurship, and economic growth. Given the expected significant reduction of funding formalized since the September meeting, it is urgent that the City take time to re-evaluate its economic development approach and priorities. Staff has reviewed the planning process of other cities and forwards the following for discussion. (See *Attachments A and B*).

The Economic Development Division will be greatly impacted by the State's decision to dismantle redevelopment funding. The City's business retention, attraction and expansion programs efforts, including funding of tenant improvements (Redevelopment matching grant programs), are a direct outcome of the positive relationships and resulting projects which Business Development staff implement on a daily basis with existing and new businesses. For example:

- major business attraction efforts, including the Lawrence Berkeley National Laboratory second campus attraction and the MTC/ABAG retention effort, are directly supported through redevelopment dollars;
- the food production industry in Oakland is flourishing due to the direct efforts by Business Development staff to support that entrepreneurial sector;
- the Oakland innovative tech and creative media cluster was launched by the private sector in partnership with Business Development staff;
- \$270,000 in Central District Redevelopment Project funds was committed to support 2012 and 2013 Broadway Shuttle operations, which are managed by Business Development staff;
- the Business Assistance Center is entirely supported by redevelopment dollars, including staffing for the Enterprise Tax Credit program;
- the retail participation in national attraction efforts at ISCS and other events is similarly supported by redevelopment dollars.

Finally, Business Development unit staffing, is responsible for the day to day support and attraction of businesses, and thereby investment and job growth, in Oakland, is supported almost entirely by Redevelopment Agency funding, supplemented only by a minor percentage of Community Development Block Grant (CDBG) and Recycling Market Development Zone (RMDZ) funding. A new paradigm shift is taking place, one in which investment, revenue (business license, local sales tax) and jobs are the key to Oakland's recovery. The development of an Economic Development Strategic Plan will assist Oakland to focus its scarce resources and direct staffing during this time of uncertain market conditions.

KEY ISSUES AND IMPACTS

A cohesive, action-oriented plan is needed, one that leverages Oakland's unique resources and assets, builds upon key existing programs, brings stakeholders together, and explores creative opportunities across four key dimensions – People (Talent), Business Climate, Strategic Opportunities and Community Assets. These dimensions are vitally important to Oakland's ability to attract, retain, expand, and create businesses and jobs. The development and refinement of strategies lay the foundation for specific short - and long-term actions that Oakland can take to be competitive, stimulate investment, and enhance Oakland's position in the global marketplace. Several issues will impact the City's economic development efforts going forward. Current resources already constrained due to funding limitations, will be further impacted by the loss of redevelopment funding for staffing and programs. It is important for Oakland to prioritize critical public policies and actions. Staff is not recommending that current economic development activities cease during the development of the economic development strategy. Instead staff are recommending that work begin immediately, aided by local regional resources and a consultant team.

Staff requests that the CED Committee review the following conceptual content for the proposed Economic Development Strategic Plan, and provide input and direction.

PROJECT DESCRIPTION

Economic Development Strategic Plan Timeline

Staff recommends that the Plan guide City economic development policy and actions over the next 2-3 years. The Economic Development division acts under guidance of the Council-adopted Economic Development Strategy for the City of Oakland, the principles of which will continue to guide staff efforts until fully evaluated and revised to reflect available resources and any new policy direction (See *Attachment C*). Periodic review of the Strategy is recommended, pending a stabilization of longer term patterns among the public and private sector.

Development of the Strategic Plan

Staff is proposing the implementation of a four month (February/March through June 2012) process for the Plan, to be conducted in two phases. At each stage a specific deliverable shall be expected with accompanying specific actions and or activities (both short term and multi-year actions) associated with meeting the outcome. The following represents a list of proposed tasks, undertaken with the assistance of local organizations and consultants.

Phase I Economic Framework

Task 1: Review of Selected Economic Performance & Indicators

- Labor Force Characteristics

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- Demographic Characteristics (age, ethnicity, income, educational attainment, housing)
- Market Performance Measures (Retail, Office and Industrial, Hotel, wages, major employers, sectors, real estate)
- Targeted Industry Clusters (venture capital, wages, vendors & suppliers)
- Multiplier effect documentation/ supplier network employment and revenue impact of targeted clusters

Expected Deliverable: Economic Overview/present conditions report

Task 2: Review of existing plans and strategies

- General Plan
- Zoning Updates
- Redevelopment Project Area Plans
- Specific Plans
- Economic Development Plans (Oakland Partnership, WIB Plan, East Bay EDA)
- Industry Cluster Work (private and public)

Expected Deliverable: Cross divisional and cross disciplinary analysis of existing City policies, procedures and plans that support economic development.

Task 3: Key Stakeholder and Market Leader interviews

- CED Committee Planning Session
- Business and Community Leader interviews
- Targeted Cluster focus groups

Expected Deliverable: Publication (web-based) of focus group feedback with update of material previously gained from industry leaders through the Oakland Partnership leadership committees

Task 4: Development of Key Goals for a 21st Century Economic Development Program: Scorecard on Oakland's Performance by:

- Niches of Competence
- Infrastructure for Innovation (Targeted Clusters, Small Businesses)
- Human Capital Assets
- City and Regional Promotion
- Smart and Vibrant Community Places
- City Development and Finance

Expected Deliverable: Trends Analysis report

Task 5: Identification of major areas for strategy development

- Confirmation of major areas for which strategies are required
- Prioritization of key strategy areas

Expected Deliverable: Priority Initiatives and Targeted Industries report

Phase II: Creation of the Economic Development Strategy

- Identification of Years 1-5 Goals, objectives and desired outcomes for each strategy
- Infrastructure for Innovation
- For each of the major areas and goals, potential strategies, including identification of roles/assignments.

Expected Deliverable: Final Economic Development Strategy

SUSTAINABLE OPPORTUNITIES

Economic: This report presents Oakland’s Economic Development Strategic Plan framework and requests direction on how to strategically focus and coordinate the efforts of staff and the City’s many partners to create and support a robust economy. Oakland’s economic development approach must be built on strengthening initiatives that are sustainable, promote innovation, inclusive and flexible.

Environmental: Enhancing and growing green business and green business operations in Oakland will be one of the key principles of the Economic Development Strategic Plan.

Social Equity: Creating sustainable jobs and business opportunities for Oakland residents is a guiding principle to the proposed Economic Development Strategic Plan.

DISABILITY AND SENIOR CITIZEN ACCESS

Disability and Senior Citizen access are not directly affected by the creation of an Economic Development Strategic Plan.

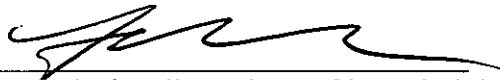
RECOMMENDATION(S) AND RATIONALE

A confirmation and prioritization of Oakland’s economic development efforts is critical at this time to utilize limited resources, and identify short term flexible strategies.

ACTION REQUESTED OF THE CITY COUNCIL

Staff recommends that the City Council direct staff to continue with efforts to develop the Economic Development Strategic Plan, and direct staff to return with specific work plans to implement these recommendations.

Respectfully submitted,




Fred Blackwell, Assistant City Administrator
Community and Economic Development Agency

Reviewed by:
Gregory Hunter, Deputy Director

Prepared by:
Aliza Gallo, Business Development Services Coordinator

APPROVED AND FORWARDED TO THE
COMMUNITY AND ECONOMIC DEVELOPMENT COMMITTEE:


Office of the City Administrator

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Attachment A:

SAN FRANCISCO'S ECONOMIC DEVELOPMENT PLAN			
Plan Date	November 2007		
Weblink	http://www.oewd.org/media/docs/SF%20Economic%20Strategy%20Report.pdf		
Primary Goals	<ul style="list-style-type: none"> • Create job opp by building on strengths to promote overall economic growth • Ensure greater inclusion/equity in job opp to reduce inequality • Ensure sound fiscal footing by encouraging industries with positive fiscal impact 		
Priority Sectors	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> • Info Tech/Digital Media, Biotech ▪ Tourism (Retail, Accommodations) </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> • Transportation, Construction ▪ Health Care </td> </tr> </table>	<ul style="list-style-type: none"> • Info Tech/Digital Media, Biotech ▪ Tourism (Retail, Accommodations) 	<ul style="list-style-type: none"> • Transportation, Construction ▪ Health Care
<ul style="list-style-type: none"> • Info Tech/Digital Media, Biotech ▪ Tourism (Retail, Accommodations) 	<ul style="list-style-type: none"> • Transportation, Construction ▪ Health Care 		
Overall Strategies			
<ul style="list-style-type: none"> • Align workforce and strategic industries • Get local business tax right • Support entrepreneurs and small business economy • Make land use decisions that promote the strategy's objectives • Use quality of life, procurement, infrastructure, and technology investments strategically • Other priorities: <ul style="list-style-type: none"> ▪ Parks, open space, arts, neighborhoods as economic drivers ▪ Growing clean tech sector through city procurement ▪ Expansion, service improvements in local/regional transportation ▪ Supporting emerging technology industries and infrastructure 			
Business Attraction and Retention			
<ul style="list-style-type: none"> • Create a local tax policy that promotes the City's ED priorities by convening working group of Mayor, Controller, President of Supes, and Treasurer to set goals and revenue targets, consider alternatives to current system, reconsider outdated small business exemption to payroll tax • Increase business outreach and private sector partnerships <ul style="list-style-type: none"> ▪ Create comprehensive outreach program to inform businesses of fed/state/local financial incentives ▪ Expand external business dev. and marketing ▪ Form regional EDC; coordinate with Alameda, Marin and Santa Clara Counties to build on cluster-based efforts for regional ED strategy ▪ Work more with ethnic Chambers, neighborhood merchant groups and small biz advocates – need full-time manager to work with biz groups • Streamline business interaction with the City <ul style="list-style-type: none"> ▪ Upgrade 311 phone system to handle biz requests ▪ Re-launch sfbizinfo.org to provide info on starting and permitting a biz ▪ Create physical one-stop TA center for small biz w/ focus on physical infrastructure biz • Evaluate economic impact of City policies on business by continuing to have Office of Econ Analysis prepare impact report for proposed legislation impacts econ dev. • Use City purchasing and regulation to promote competitiveness of priority sectors <ul style="list-style-type: none"> ▪ Fast-track permitting of new renewable energy sources ▪ Provide or require electric vehicle parking spaces ▪ Re-evaluate LBE policy and process of certification 			
Workforce Development			
<ul style="list-style-type: none"> • Create coordinated workforce dev strategy around ED priorities <ul style="list-style-type: none"> ▪ Consolidate authority over workforce policy and resources within one office (Dept. of Econ and Workforce Dev.) ▪ Revamp WIB by adding CEOs from major employers to formulate customer-driven workforce training system ▪ Create workforce plan that IDs training needs of residents and creates multiple access points and streamlined pathways for job-seekers • Better prepare youth for careers <ul style="list-style-type: none"> ▪ Collaborate with SFUSD to est. formal pathways to priority sector jobs w/ focus on non-college-bound students 			

Attachment A:

<ul style="list-style-type: none">▪ Complete inventory of youth employment programs and strategically market programs to priority sector businesses• Close digital divide<ul style="list-style-type: none">▪ Continue working with private partners to provide free/low-cost internet access▪ Develop programs and secure funding to increase computer ownership and provide culturally competent computer training to vulnerable communities
Quality of Life and Neighborhood Revitalization
<ul style="list-style-type: none">• Upgrade neighborhood commercial areas<ul style="list-style-type: none">▪ Expand tourism marketing to include distinctive neighborhood districts▪ Assess the feasibility of creating free shuttles between neighborhoods▪ Expand Neighborhood Marketplace Initiative, which provides grants and other technical support to commercial districts that are not yet CBDs▪ ID permanent funding source for streetscape improvement program, promote façade improvement matching grants to select businesses• Encourage creativity by continuing to develop City as center for the arts<ul style="list-style-type: none">▪ Use land use and financial resources to increase affordable housing and workspaces for artists▪ Award density bonuses for developers who include arts space in their projects▪ Create and support a touring program to raise visibility of SF arts industry• Recognize and enhance value of parks and open spaces<ul style="list-style-type: none">▪ Park and Rec should explore the feasibility of creating and managing Park Improvement Districts▪ Develop ongoing relationships with nonprofits to fund improvements in play structures and other park amenities
Infrastructure
<ul style="list-style-type: none">• Provide sufficient real estate for strategic priorities<ul style="list-style-type: none">▪ Provide a clear and rational land use entitlement process• Maximize City's accessibility to local/regional workforce<ul style="list-style-type: none">▪ Complete Transbay Transit Center, fund efforts to improve the reliability and efficiency of transit system▪ With MTA, develop bicycle and pedestrian projects of major regional value• Work to reduce cost of residential and commercial dev.<ul style="list-style-type: none">▪ Streamline building and permitting processes▪ Create area plans with program EIRs that reduce need for project-specific EIRs▪ Create incentives for replacing single story retail bldgs. with multi-story mixed-use projects and for additional secondary units▪ Commit to citywide goals for homeownership, which should increase over time
Technology and Innovation
<ul style="list-style-type: none">• Support commercialization of research and technology<ul style="list-style-type: none">▪ Explore feasibility of creating additional incubator space for early stage biotech companies▪ Explore partnerships with UCSF and other institutions to develop additional research institutes along the likes of QB3• Improve telecom infrastructure for info-intensive industries<ul style="list-style-type: none">▪ Consider making underutilized fiber optic facilities available to businesses at a reasonable cost• Support efforts to create more investment vehicles for startups• Identify, evaluate and support emerging industries by forming think tank of industry experts on emerging industries

Attachment A:

SAN JOSE'S ECONOMIC DEVELOPMENT PLAN	
Plan Date	2010
Weblink	http://www.sjeconomy.com/learn/strategy.asp
Primary Goals	<ul style="list-style-type: none"> ▪ Regain jobs for growing population ▪ Fashion an outstanding business and living environment that competes with world's best cities over the longer term
Priority Sectors	<ul style="list-style-type: none"> ▪ Software ▪ Life Sciences ▪ Clean Tech • Retail • Manufacturing
Overall Strategies	
<ul style="list-style-type: none"> ▪ Increase San Jose's influence in regional state and national forums to advance City's goals and secure resources 	
Business Attraction and Retention	
<ul style="list-style-type: none"> • Focus on key growth sectors: software, life sciences and clean tech <ul style="list-style-type: none"> ▪ Undertake targeted efforts to attract foreign companies planning to establish operations in the United States; participate in Indian and Chinese networks ▪ Strengthen relationship with SJSU to encourage entrepreneurs to incubate emerging companies in San Jose • Increase retail by expanding major regional shopping centers, adding new shopping centers, upgrading outdated strip malls, improving neighborhood business districts, integrating retail in TOD and recruiting mix of retail to downtown <ul style="list-style-type: none"> ▪ Develop new tools like sales-tax sharing agreements to fund pre-development and transportation improvements to move retail projects forward ▪ Amend the General Plan/Zoning to add more sites for large-scale retail ▪ Prioritize retail projects and related investments in redevelopment project areas that will general retail sales tax • Preserve and strengthen manufacturing activities <ul style="list-style-type: none"> ▪ Protect and improve trucking and freight transportation access to the City's key employment areas ▪ Preserve industrial lands by aligning land use decisions with the Preservation of Employment Lands Framework • Nurture Small Business through BusinessOwnerSpace network of 35 small business resource providers <ul style="list-style-type: none"> ▪ Develop a new online forum to connect businesses to resource providers in real time, new on-line job and procurement fairs, and a new online "how green is your business" assessment tool ▪ Develop a new master permit program for small-retail leases in large shopping complexes; assist small restaurants in navigating the planning and permitting process • Streamline development process and reduce cost of operating a business <ul style="list-style-type: none"> ▪ Have a clear point person for the goal of reducing the cost of operating a business in San Jose ▪ Complete and adopt enhanced development plan check submittal process to provide customers with clear guidance about how to obtain the necessary Public Works permit 	
Workforce Development	
<ul style="list-style-type: none"> • Create partnerships between K-12, community colleges, pre-apprenticeship and apprenticeship programs and institutions of higher learning • Convene education, business and nonprofit leaders to develop a plan to better align existing resources around shared goals of increased graduation rates and college preparedness • Provide occupational assessment and counseling services to advance people to middle-income jobs through ID of career ladders and transferable skills • Explore creating a guarantee of first-year community college tuition for San Jose high school graduates • Enable creation of more charter and private schools to increase K-12 options • Attract more higher ed institutions • Provide key wrap-around services such as child care and transportation to lower-skilled job seekers 	

Attachment A:

Quality of Life and Neighborhood Revitalization

- Continue to position downtown as Silicon Valley's City Center
 - Expand and upgrade the Convention Center
 - Launch a special effort to attract more start-up companies and create a sense of community among downtown entrepreneurs
 - Proactively coordinate downtown policy, operational issues and stakeholder communication including efforts to attract stronger mix of evening entertainment and live music offerings
 - Improve street amenities, including newsracks and bus shelters
- Create more walkable, vibrant mixed-use environments to attract talent
 - Complete the General Plan update, locating new employment and housing in pedestrian and bicycle friendly, mixed-use corridors and villages supported by parks and other amenities
 - Facilitate new housing in designated mixed-use village settings to served households headed by seniors and under-35 young adults
- Develop a distinctive set of sports, arts and entertainment offerings
 - Enable construction of a Major League Soccer Stadium on the Airport West property
 - Continue planning for MLB facility in Diridon station area
 - Attract an NBA team to relocate to HP Pavilion
 - Emphasize the strategic themes of "multicultural arts" and "art on the edge" as cultural areas where San Jose can distinguish itself

Infrastructure

- Advance Diridon Station Area as key transportation center for Northern California
- Keep developing a competitive, world class airport and attract new air service

Technology and Innovation

- Develop new financial tools to attract driving industry companies, including manufacturing companies that generate business-to-business sales tax
- Aggressively implement the CleanTech Strategy and Green Vision. Create 25,000 Clean Tech jobs, focusing on well-paying jobs for people of all abilities that cannot be outsourced.
- Support and advance Regional Innovation Cluster efforts
- Secure federal and state funding to encourage private sector investment, such as DOE guarantees
- Support the expansion of the life sciences business incubator and lab facility and support the clean tech business incubator
- Build and strengthen VC relationships

Attachment A:

SACRAMENTO'S ECONOMIC DEVELOPMENT PLAN	
Plan Date	March 2007
Weblink	http://www.cityofsacramento.org/econdev/quick-links/documents/EDStrategy_final.pdf
Primary Goals	<ul style="list-style-type: none"> • Strengthen business • Link residents to jobs • Build an economically healthy community • Focus on themes of Producers, People, Places and Participation
Priority Sectors	<ul style="list-style-type: none"> • Clean tech/medical devices • Education and Health Services • Government • Construction/transportation
Overall Strategies	
<ul style="list-style-type: none"> • Coordinate City departments to implement strategy • Partner with other agencies throughout City government to develop customer-service-driven approach to meeting needs of business • Support development of EDC and consider role for EDC beyond financing for development • Promote the city as a leader within the regional and collaborate with other organizations on a regional level • Establish a distinct City identity and improve the visitor experience to the city 	
Business Attraction and Retention	
<ul style="list-style-type: none"> • Develop outreach program to gather information on the needs of businesses through surveys and visits • Expand opportunities to help local businesses access new export markets, particularly Asia • Analyze the competitiveness of the region's existing industry sectors and ID opp for growth and possible seed clusters • Strengthen city's efforts in business formation and small business development <ul style="list-style-type: none"> ▪ Create one-stop shop for small business assistance • Conduct targeted business attraction and recruitment <ul style="list-style-type: none"> ▪ ID industries to target for business attraction ▪ Market city's assets and strengths through multiple channels 	
Workforce Development	
<ul style="list-style-type: none"> • Create and expand a "skills pipeline" focused on advancement and renewal • Establish a "Campus Sacramento" initiative to retain college grads in city 	
Quality of Life and Neighborhood Revitalization	
<ul style="list-style-type: none"> • Strengthen residents' assets and reduce income disparities <ul style="list-style-type: none"> ▪ Expand opp for home ownership by increasing supply of affordable housing, including workforce housing in transit-rich areas ▪ Consider citywide policies to reduce income disparities, such as a City Working Families Credit • Ensure that adequate open space and park areas are developed and maintained throughout the City • Support expansion of recreation, arts, entertainment and other public amenities such as festivals and new destinations • Bring new investment to commercial corridors and neighborhoods <ul style="list-style-type: none"> ▪ Conduct ongoing needs assessment of these areas ▪ Convene commercial corridor stakeholders to collaborate on problem solving ▪ Link commercial corridor activities with small business development such as targeted assistance, business attraction, and general marketing ▪ Establish new housing and mixed-use development opportunities around and along corridors 	

Attachment A:

Infrastructure
<ul style="list-style-type: none">• Promote expansion of non-car modes of transportation• Effectively plan for Opportunity Zones, including brownfields, former military bases, undeveloped land and mixed use redevelopment areas<ul style="list-style-type: none">▪ Consider the strategic use of opp zones such as for a designated technology/research park or new university▪ Create a manufacturing district to support growth in this sector• Use capital improvement program funds to encourage development and leverage private investment• Support investments in legacy infrastructure
Technology and Innovation
<ul style="list-style-type: none">• Perform competitiveness analysis of emerging industries to ID regional seed clusters• Work with CSUS, UC Davis and regional partners to adopt an “Innovation Pipeline” approach to ED that escorts ideas from research to marketplace• Develop business formation programs specific to high tech industries and existing/seed clusters• Increase involvement in developing regional seed and venture funds and business incubators to help finance businesses in existing and emerging clusters• Encourage technology commercialization in the region’s universities, business and other organizations

ATTACHMENT B

City Economic Development Plans - Comparison Matrix

City	Plan Date	Primary Goals Priority Sectors	Overall Strategies	Business Attraction and Retention	Workforce Development	Quality of Life and Neighborhood Revitalization	Infrastructure	Technology and Innovation
Sacramento	2007	<ul style="list-style-type: none"> Strengthen business Link residents to jobs Build an economically healthy community Focus on themes of Producers, People, Places and Participation Clean tech/medical devices Government Education and Health Services Construction/transportation 	<ul style="list-style-type: none"> Coordinate City departments to implement strategy Partner with other agencies throughout City government to develop customer-service-driven approach to meeting needs of business Support development of EDC and consider role for EDC beyond financing for development Promote the city as a leader within the regional and collaborate with other organizations on a regional level Establish a distinct City identity and improve the visitor experience to the city 	<ul style="list-style-type: none"> Develop outreach program to gather information on the needs of businesses through surveys and visits Expand opportunities to help local businesses access new export markets, particularly Asia Analyze the competitiveness of the region's existing industry sectors and ID opp for growth and possible seed clusters Strengthen city's efforts in business formation and small business development Conduct targeted business attraction and recruitment 	<ul style="list-style-type: none"> Create and expand a "skills pipeline" focused on advancement and renewal Establish a "Campus Sacramento" initiative to retain college grads in city 	<ul style="list-style-type: none"> Strengthen residents' assets and reduce income disparities Ensure that adequate open space and park areas are developed and maintained throughout the City Support expansion of recreation, arts, entertainment and other public amenities such as festivals and new destinations Bring new investment to commercial corridors and neighborhoods 	<ul style="list-style-type: none"> Promote expansion of non-car modes of transportation Effectively plan for Opportunity Zones, including brownfields, former military bases, undeveloped land and mixed use redevelopment areas Use capital improvement program funds to encourage development and leverage private investment Support investments in legacy infrastructure 	<ul style="list-style-type: none"> Perform competitiveness analysis of emerging industries to ID regional seed clusters Work with CSUS, UC Davis and regional partners to adopt an "Innovation Pipeline" Develop business formation programs specific to high tech industries and existing/seed clusters Increase involvement in developing regional seed and venture funds and business incubators to help finance businesses in existing and emerging clusters Encourage technology commercialization in the region's universities, business and other organizations

Attachment B

City Economic Development Plans - Comparison Matrix

City	Plan Date	Primary Goals Priority Sectors	Overall Strategies	Business Attraction and Retention	Workforce Development	Quality of Life and Neighborhood Revitalization	Infrastructure	Technology and Innovation
San Francisco	2007	<ul style="list-style-type: none"> • Create job opp by building on strengths to promote overall economic growth • Ensure greater inclusion/equity in job opp to reduce inequality • Ensure sound fiscal footing by encouraging industries with positive fiscal impact 	<ul style="list-style-type: none"> • Support entrepreneurs and small business economy • Make land use decisions that promote the strategy's objectives • Use quality of life, procurement, infrastructure, and technology investments strategically 	<ul style="list-style-type: none"> • Create a local tax policy that promotes the City's ED priorities • Increase business outreach and private sector partnerships • Streamline business interaction with the City • Evaluate and refocus City's Business Assistance Programs • Evaluate economic impact of City policies on business • Use City purchasing and regulation to promote competitiveness of priority sectors 	<ul style="list-style-type: none"> • Create coordinated workforce dev strategy around ED priorities • Better prepare youth for careers • Close digital divide 	<ul style="list-style-type: none"> • Upgrade neighborhood commercial areas • Encourage creativity by continuing to develop City as center for the arts • Recognize and enhance value of parks and open spaces 	<ul style="list-style-type: none"> • Provide sufficient real estate for strategic priorities • Maximize City's accessibility to local/regional workforce • Work to reduce cost of residential and commercial dev. 	<ul style="list-style-type: none"> • Support commercialization of research and technology • Improve telecom infrastructure for info-intensive industries • Support efforts to create more investment vehicles for startups • Identify, evaluate and support emerging industries
	2010	<ul style="list-style-type: none"> • Regain jobs for growing population • Fashion an outstanding business and living environment that competes with world's best cities over the longer term 	<ul style="list-style-type: none"> • Increase San Jose's influence in regional state and national forums to advance City's goals and secure resources 	<ul style="list-style-type: none"> • Focus on key growth sectors: software, life sciences and clean tech • Increase retail, improve neighborhood business districts, integrate retail in TOD and recruit mix of retail to downtown. • Preserve and strengthen manufacturing activities • Nurture small business through BusinessOwnerSpace network of 35 small business resource providers • Streamline development process and reduce cost of operating a business 	<ul style="list-style-type: none"> • Create partnerships between educational providers at all levels and develop a plan to better align existing resources • Explore creating a guarantee of first-year community college tuition for San Jose high school graduates • Enable creation of more charter and private schools, attract more higher ed institutions • Provide job counseling and key wrap-around services such as child care and transportation to lower-skilled job seekers 	<ul style="list-style-type: none"> • Continue to position downtown as Silicon Valley's City Center • Create more walkable, vibrant mixed-use environments to attract talent • Develop a distinctive set of sports, arts and entertainment offerings 	<ul style="list-style-type: none"> • Advance Diridon Station Area as key transportation center for Northern California • Keep developing a competitive, world class airport and attract new air service 	<ul style="list-style-type: none"> • Develop new financial tools to attract driving industry companies. • Aggressively implement the CleanTech Strategy and Green Vision. • Support and advance Regional Innovation Cluster efforts • Secure federal and state funding to encourage private sector investment • Support the life sciences and clean tech business incubators • Build and strengthen VC relationships

City Economic Development Plans - Comparison Matrix

City	Plan Date	Primary Goals Priority Sectors	Overall Strategies	Business Attraction and Retention	Workforce Development	Quality of Life and Neighborhood Revitalization	Infrastructure	Technology and Innovation
Long Beach	2007	<ul style="list-style-type: none"> Create more and better jobs for residents Diversify and strengthen local economy Develop stronger, more vibrant neighborhoods with more attractive connecting corridors Add retail services throughout the city Health Services Education Manufacturing Trade & Professional Services 	<ul style="list-style-type: none"> Increase business friendliness by streamlining processes and improving customer service Create jobs by targeting growing sectors, employing land use to encourage business growth, preserving and expanding industrial property and supporting small business Strengthen neighborhoods by rebuilding corridors, attracting retail, supporting the arts, investing in infrastructure improvement and supporting BIDs 	<ul style="list-style-type: none"> Expedite permitting, adequately resource Planning & Building, establish fee and license structure comparable with other cities, evaluate new regulations for impact on businesses Create jobs by targeting growing sectors, supporting small business through TA and continuing incentive programs Create access to capital by referring businesses to non-city financial resources; make strategic use of business incentives to develop key sectors Market city and neighborhoods for retail attraction; develop and implement retail recruitment strategies for specific neighborhoods Increase employment by 15% or 25,000 jobs through business attraction and retention. 	<ul style="list-style-type: none"> Over 5 years, train 2,500 workers in targeted industries and assist in placement of 5,000 workers through employment assistance outreach, counseling and workshops Over 5 years, assist 5,000 youth by connecting schools with career and vocational training 	<ul style="list-style-type: none"> Increase investment in arts related programs by 20% Use business improvement districts, façade programs, streetscapes and code enforcement to support neighborhood retail and business improvement in corridors. 150 façade improvements, 3 major streetscapes and creation of two new BIDs Over 5 years, recycle 5 underutilized properties (such as brownfields, infill, strip retail) into productive use 	<ul style="list-style-type: none"> Over 5 years, make \$25 million in strategic investments in public infrastructure such as parking, curb and gutter, off-sites, sidewalks and street resurfacing to facilitate business development. Work with development community and use land use tools and financing to facilitate retention and development of modern commercial and industrial sites, including 500,000 s.f. of new industrial/commercial space over 5 years 	Not stated in Plan.
Emeryville	May 2011 (Proposed)	<ul style="list-style-type: none"> Support and expand economic base Build tax base through programs and projects that intensify land use, expand retail and support the hotel market New media Bioscience Hotels/hospitality Retail 	<ul style="list-style-type: none"> Diversify commercial uses to grow and secure tax base Attract and retain a mix of retail and encourage location in neighborhood centers Encourage development and retention of small businesses, start-ups, partnership incentives, and office space Encourage development of dynamic leading edge industries that provide good quality jobs Encourage development of existing businesses Work with existing businesses, Chamber and other partners to address econ needs 	<ul style="list-style-type: none"> Improve Process of Operating Business in City Develop business recovery plan as component of disaster recovery planning Continue to study and support key sectors such as new media and bioscience Improve communication and marketing with business Support small local business 	<ul style="list-style-type: none"> Promote/continue partnership with Rubicon to provide access to State/Federal funding for businesses, job training and placement assistance 	<ul style="list-style-type: none"> Explore integrating ED Strategy with Climate Action Plan Increase LEED-certified projects Pursue additional park and open space development in the CIP 	<ul style="list-style-type: none"> Improve access through improved parking strategy and traffic circulation, sustainable transportation plan, and expanded shuttle service Support infill development by assisting with property acquisition, funding replacement parking, offsetting costs of brownfields remediation Provide regional/statewide advocacy to support business growth 	<ul style="list-style-type: none"> Evaluate fiber optics for faster internet connection Focus on encouraging growth and supporting new media and bioscience industries Create marketing program for bioscience corridor in partnership with the City of Berkeley, and the Chambers of Commerce of both cities Explore developing business incubator Pursue Lawrence Berkeley National Lab second campus

Attachment C:

Over time, the Oakland City Council has directed actions and policies in support of economic development. The following represent a variety of activities undertaken by the Business Development Services unit of the Economic Development Division.

- Promote a strong, diversified and sustainable local economy and enhance the quality of life in the community
- Increase the City's sales tax revenue growth and tax base by developing Retail to its full potential
- Retain and enhance the existing businesses
- Encourage active cooperation between the City and local businesses concerning economic development issues
- Promote local citizen support of businesses
- Encourage and attract companies that can drive Oakland's economy to generate revenue for City
- Preserve and strengthen Oakland's traditional industries – Manufacturing, Logistics and Specialty Food
- Nurture the success of Oakland's many small businesses through training, financing and location assistance, including incubators
- Increase Oakland's influence and involvement in regional state and national forums
- Improve Oakland business environment and private business and investor confidence
- Prepare residents to participate in Oakland's economy training, education and career development by increasing workforce training around prioritize target areas
- Create and complete catalytic economic development projects that spark major revitalization and sustainable multiple economic development benefits
- Develop a world class business environment to engage in the global economy
- Create vibrant, mixed-use modern environments for business and residents to foster urban innovation and enhancing neighborhood business vitality
- Celebrate Oakland's diversity, spirit and communities