

# AGENDA REPORT

TO: DEANNA J. SANTANA  
CITY ADMINISTRATOR

FROM: Fred Blackwell

SUBJECT: Economic Development Tracking

DATE: March 7, 2012

City Administrator  
Approval

Date

3/15/12

COUNCIL DISTRICT: City-Wide

## RECOMMENDATION

Staff recommends that the City Council Accept a **Monthly Tracking Report on Specific Actions Taken On the Economic Development Strategy for the City of Oakland During the Last Month.**

## EXECUTIVE SUMMARY


The Office of Economic and Workforce Development is charged with the creation of the Oakland Economic Development Strategy. A comprehensive strategy provides a forward-looking framework to set priorities, align resources, and guide activities and programs that will revitalize Oakland's economy; this need is all the more evident in an era of resource limitations and a changing economy and marketplace. The City Council has directed the development of a focused economic development strategy which prioritizes support for Oakland's existing businesses and fosters new investment, revenue and employment opportunities for Oakland residents.

The Office of Economic and Workforce Development has been directed to report back each month on specific actions taken under the Oakland Economic Development Strategy. Additionally, staff was asked to present a Timeline for the development of the new strategy. **Attachment A** to this report provides the Economic Development Strategy Timeline, and **Attachment B** is a summary of key tasks accomplished in support of the Strategy during the month of February 2012.

Item: \_\_\_\_\_  
CED Committee  
March 27, 2012

For questions regarding this report, please contact Aliza Gallo, Economic Development Coordinator, (510) 238-7405.

Respectfully submitted,



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Fred Blackwell, Assistant City Administrator

Prepared by:  
Aliza Gallo, Economic Development Coordinator,  
Economic Development Unit

***Attachment A: Economic Development Strategy Timeline***

***Attachment B: Economic Development Unit Work in Support of Strategy***

Item: \_\_\_\_\_  
CED Committee  
March 27, 2012

**ATTACHMENT A:**  
**ECONOMIC DEVELOPMENT STRATEGY TIMELINE**

	Activity	Description
February – March 2012	Project Set Up Coordination Meetings  Updated Economic Assessment & Indicators Report for Oakland	Meeting with UC Berkeley: School of City and Regional Planning, Haas Business School, and School of Information to discuss partnership with UC Berkeley to develop updated Oakland Economic Development Strategy. Proposed that data collection and analysis to be conducted by UC students under supervision of UC Berkeley Department of City and Regional Planning. Coordination meeting is set for March 8 <sup>th</sup> to discuss approach, work products and timeline. Meetings with East Bay Economic Development Alliance Executive Director and Oakland WIB Executive Director to discuss access to data developed for recent economic and workforce assessments. The Office of Economic and Workforce Development was formed in mid February. Staff is underway with the review of staffing, budget and resources. Overall goal is to develop an updated Oakland Economic Performance Assessment. Selected economic indicators such as: Socio-Economic demographics, employment data (labor market characteristics, unemployment and job growth); standard market performance analysis (retail, office, industrial, hotel industries); understanding of overall direct and indirect employment and business activities.
March 2012	Economic Development Strategy Project Kick Off	Identify ED Strategy Team members; collection of data; ED Team Meeting scheduled for March 28 <sup>th</sup> – review expectations, timeline, goals – main areas of focus, topic internal and external experts.
March 2012	Review of ED Tools: Local/State and Federal	Working as member of EBEDA Director’s Council to explore available financial resources for business development. Coordinating with Mayor’s Office on grant opportunities. Exploring potential sources, such as US Dept of Commerce.
April – June 2012	Assesment of Oakland’s Industries – Current and Emerging	Analysis of Oakland’s key industries and emerging industries. Analysis of current work, additional data gathering, analysis of industry performance to review and affirm Oakland’s “import” and “export” economic drivers. Activities may include review of Oakland business license data, previous studies, analysis of regional industry trends and performance, business surveys, focus groups and business visitations as well as regional information. Goal is to determine Oakland’s Economic Drivers to shape future economic development policies and actions.

Item: \_\_\_\_\_  
CED Committee  
March 27, 2012

March 2012 -	Review of Existing Studies & Participation in Current Oakland Planning Efforts	Coordination with Office of Planning, Building & Neighborhood Preservation, Office of Housing & Community Development and Office of Neighborhood Investment to review existing studies. Economic Development staff to increase participation on current Strategic Plans (West Oakland, Broadway Valdez, Lake Merritt and Zoning Update for Central Estuary) with ED targeted actions to be recorded. Staff to participate in Zoning & Building Dept Reform actions (business climate and streamlining efforts).
April - June 2012	Review & Analysis of Recent Oakland Workforce Development Studies & Data	Utilizing current available data sources such: 2012-2014 Excellence in Workforce Development, Strategic Plan for the Oakland Workforce Investment Board; Building on Our Assets: Economic Development & Job Creation in the East Bay, October 2011; Putting the East Bay To Work, Sustainable Jobs for the Underemployed, 2009; and the Oakland Industrial Business Survey, 2010; augmented by other data sources such as: State Employment Development Department (EDD), Harris Data, and Dunn & Bradstreet. Activities may include a Survey to Select Industry Sectors.
April -	Review of Existing Business Services	Staff to review services to existing businesses; business improvement districts, merchant associations, business service partners and industries. Outreach through surveys, group meetings and industry focus groups. The City Council's direction prioritized Retention and Expansion Services to existing businesses.
June 2012	Identification and Presentation of Key Findings	CED Committee Workshop: Presentation of Key Findings
March 2012-December 2012	Key Stakeholder and Market Leaders Interviews	Support and staff the City Administrator's Business & Economic Development Advisory Committee. The Advisory Committee will be a group of Oakland's business leaders that will meet on a quarterly basis with City management to discuss various issues and business development ideas, solutions and initiatives. A key role of the Advisory Committee will be to advise the City Administrator's Office in the development and implementation of the City's Economic Development Strategy. Other activities might include advising the City Administrator and staff on economic development marketing, development process/permit streamlining, land use recommendations, parking issues, business taxation and incentives, small business support, workforce development and municipal services that impact business activity and development. Include youth entrepreneurship in above activities.
March - December 2012	Emerging Industry Trends and Opportunities	Formulating actions to support new Emerging Industry sectors, with generated by UCB research in conjunction with direct engagement with existing entrepreneurs.

Item: \_\_\_\_\_  
CED Committee  
March 27, 2012

Summer- September 2012	Creation of Economic Development Strategy Document	Strategy Elements to include Findings, Business Interview Summary; Action Plan outlining Goals, Actions, Responsible Staff or Agency, Evaluation Metric and Timeline . Create a branding and marketing strategy relative to the key actions and targeted sectors.
October 2012	Adoption	Presentation to CED Committee and City Council for adoption

Item: \_\_\_\_\_  
CED Committee  
March 27, 2012

**Attachment B:**

**OAKLAND ECONOMIC DEVELOPMENT STRATEGY  
Economic Framework Activities  
February-March 2012 Update**

<b>Updated Economic Assessment &amp; Indicators Report for Oakland</b>	<b>Tasks: Research Partner Coordination</b> February 2012: Discussion with UC Berkeley: School of City and Regional Planning, Haas Business School, and School of Information to discuss partnership with UC Berkeley to develop updated Oakland Economic Development Strategy. Proposed that data gathering and analysis to be conducted by UC students under supervision of UC Berkeley Department of City and Regional Planning. 2nd Coordination meeting held on March 8 <sup>th</sup> to discuss approach, work products and timeline. Agreement was to utilize available economic data to inform both short and long term economic development efforts. March 2012: Obtained commitments from East Bay Economic Development Alliance (EBEDA) to access economic data from recent regional analysis. Workforce-related data will also be utilized from the Workforce Investment Board's Workforce Development Strategy work.
<b>Creation of Economic Baseline</b>	<b>Task: Data Identificatlon</b> Staff is also compiling background data from various sources, updating databases from HDL (Sales Tax) Harris, Dunn & Bradstreet, to aggregate information on key industry clusters. Staff is using the new US Dept of Commerce supported cluster mapping program created by the Harvard Institute for Strategy & Competitiveness. Staff will coordinate with other key city agencies: WIB, Contract Compliance, Revenue staff and key partners such as Inner City Advisors and the Alameda County Small Business Development Center to incorporate various sources of business/workforce related data. Staff will publish and maintain an economic web dashboard to report on local economic conditions. The Dashboard will inform City leaders on key economic indicators to measure business climate: business start ups and closures, employment, jobs by sector, key commercial real estate indicators (inventory and absorption in retail, office, industrial), and when significant, trends in residential real estate, hotel occupancy rates, constmction activity to help monitor progress and seize new opportunities. Goal is to publish along with updating the Economic Development website by May 2012.

<p>Overview of Economic Development Program Activities</p>	<p><b>Activity: Business Development Efforts</b>  The Office of Economic and Workforce Development became fully operational on February 23<sup>rd</sup>. The Office will be comprised of Marketing &amp; Cultural Arts, Workforce Development and Economic Development units. Unit work plans are under review and priority projects are being defined. Economic Development staff will be working closely with the other units to strengthen overall business development services. Economic Development staff is involved in a business outreach activities. During March (1-15) staff held eight group meetings with developers, owners and businesses concerning major new business development opportunities, including the new Tribune building owner and two owners/operators of large industrial sites, and two retail development projects. Staff is working on 3 large business attraction cases (industrial) and provided citywide tours for two Bay Area developer groups interested in reviewing Oakland opportunity sites</p> <p>To focus on neighborhood development, Economic Development staff is coordinating three actions: collecting retail vacancy data from the business improvement districts and key merchant associations; setting up meetings with business service providers and key city staff; and will be touring and meeting with merchant leaders; staff made a presentation to the February OMLF meeting.</p> <p>Staff attended two regional ICSC retail meetings and will meet with Oakland retail brokers during the month of April to provide updates on city activities. Staff attended two meetings of the Chamber's Retail Advisory Committee, and is aiding the Mayor's Office and Chamber in the planning for the Oakland-Heart of the Mega Region (May 4<sup>th</sup>) event. Staff participated in the East Bay Green Corridor meetings, is working with PWA Environmental Services staff to prepare the 5<sup>th</sup> Annual San Francisco Business Times - Oakland Green Business Supplement. As part of this publication effort, staff met with key Oakland Green businesses and improvement districts and key merchant associations.</p>
<p>Formation of Business Outreach Advisory Group</p>	<p><b>Activity: Invite a diverse representation of Oakland business leaders for input on the business Conditions/Economic Development Strategy</b>  Staff has provided input and assistance in the formation of the City Administrator's Economic &amp; Business Leadership Council; subsequently plans are to form a subgroup of active business operators and commercial brokers as the Economic Development Advisory taskforce. Staff will prepare a presentation for these groups.</p>

<p><b>Targeted Cluster Identification &amp; Follow Up</b></p>	<p><b>Activity: Industry Stakeholder Input</b>  Staff is conducting an outreach campaign to the 250 respondents to the 2010-2011 Industrial Survey, and will incorporate additional questions about Workforce and Energy Efficiency needs in the follow up .A Food Industry Focus Group meeting will be scheduled in later Spring to focus on three aspects of operation: Supply Chain Networking, Distribution, and Facility Needs. A web-based Oakland Food Trail will result from the outreach, and be produced along with a new presence on the web for the Office of Economic Development &amp; Workforce, by late Spring, 2012. Staff is in contact with 2.Oakland (formerly In Oak tech cluster) and will provide support of their efforts to expand the industry group to be a marketing and business attraction platform for new and existing tech businesses (digital media, social media, bio-tech, clean tech and entertainment tech companies). Staff is working with 10 businesses on permitting guidance, expansion or retention issues, within the Food, Engineering, and Non-Profit sectors. Staff made visits on basic retention and permitting issues with over 25 businesses, mainly larger commercial-industrial. Staff is also supporting the expansion efforts of a major green tech company.</p> <p>Staff attended two regional ICSC retail meetings and will meet with Oakland retail brokers during the month of April to provide updates on city activities. Staff attended two meetings of the Chamber's Retail Advisory Committee, and is aiding the Mayor's Office and Chamber in the planning for the Oakland-Heart of the Mega Region (May 4<sup>th</sup>) event. Staff participated in the East Bay Green Corridor meetings, is working with PWA Environmental Services staff to prepare the 5<sup>th</sup> Annual San Francisco Business Times - Oakland Green Business- Oakland Green Business Supplement. As part of this publication effort, staff met with key Oakland Green businesses.</p>
<p><b>Business Retention and Expansion, and Enterprise Zone</b></p>	<p><b>Activity: New &amp; Existing Business Services</b>  City efforts to assist businesses included contact with 162 prospective or small businesses in the past month. The Enterprise Zone Program statistics for February 2012: 362 tax voucher requests in the past month. Each Voucher represents a new or existing job. Of the 362 vouchers: 286 are existing jobs; 76 are newly created jobs. Of these employee voucher issuances: 270 are Oakland residents; 63 are Economically Disadvantaged; 18 are on Public Assistance; 5 are Dislocated Workers; 4 Ex-Offender; and 1 Veteran.</p>
<p><b>Urban Land Institute Daniel Rose Fellowship Project</b></p>	<p><b>Activity: Broadway Corridor</b>  Staff hosted the national Urban Land Institute-Daniel Rose Center Site Panel during the week of February 27<sup>th</sup>, culminating in a public presentation on their preliminary findings. Staff arranged for ULI to conduct interviews of 50 key stakeholders and businesses in regard to the overall Broadway Corridor.</p>



	<p>Please see:  <a href="https://oakmail.oaklandnet.com/exchweb/bin/redir.asp?URL=http://oakland.ericus.com/MediaPiaver.php?publish_id=88">https://oakmail.oaklandnet.com/exchweb/bin/redir.asp?URL=http://oakland.ericus.com/MediaPiaver.php?publish_id=88</a> for a video presentation of the ULI Panel's presentation. The Oakland Fellows are responsible for continued project development and follow up with key retailers and developers; the Fellows will travel to Chicago in mid April for meetings with ULI advisors. The year- long project will result in an action plan to assist in revitalization of the full Broadway Corridor.</p>
Specific Plans	<p><b>Activity: Provide Economic Development Guidance for Specific Plans</b>  Economic Development staff participates in the Broadway Valdez Specific Plan and the West Oakland Specific Plan meetings and has provided support with the Lake Merritt Station Plan and the Central Estuary Implementation Plan. The West Oakland Plan has especially engaged staff in reviewing the draft and subsequent finalized "Market Assessment" "Business and Land Use Activity reports. The Housing &amp; Artist Community Reports offered demographics which, along with the Market business Assessment, are timely and valuable, and which can be applied to the Economic Development Strategy. It is expected that Economic Development staff will also be involved in the Coliseum City Specific Plan, particularly as it relates to the re-positioning of the business park, including the formation of a business improvement district, and targeted industries attraction.</p>
Business Climate Development	<p><b>Activity: Business Communications</b>  Staff is participating on a regional committee through EBEDA on a Business Climate Pledge campaign (outcome of the Building on our Assets report) to encourage a friendly business climate throughout the East Bay. The goal is not to dictate practices but raise awareness. Adoption of the pledge is also a signal to the businesses and the public that the adopting city or agency is aware of the impact that customer service has on the business climate of the East Bay. Staff is working with other departments (Fire, Planning, Building Services) to prepare Business "How To" permit guidance for their website. Economic Development staff will be working with Marketing staff to design and develop business communications – marketing collateral, website and economic development newsletter. Current coordination activities include marketing materials for retail development activities; ULI project presentation materials; Mega Region conference and support with Broadway Shuttle publications. In addition, staff continues to work with Marketing regarding events and media inquiries .</p>
CBD Program Development	<p><b>Activity: Assistance to Existing Districts and District Formations</b>  Staff attended 2 meetings of the Oakland CBD/BID Managers Council meetings; is currently assisting IBID with its district renewal process; and is providing ongoing assistance with new 2 CBD formations. Staff is working with PWA and Building staff regarding public right of way improvement projects in 3 districts (banners, public art projects) and the development of a district master encroachment permit program recently assisted 2 districts in grant applications for funding public/private safety programs. Staff will engage the CBDs/BIDs to solicit business</p>

	stakeholder interviews and participants in the Economic Development Advisory Group and to solicit input and provide information regarding services of the Office of Economic Development & Workforce
<b>Broadway Shuttle</b>	Staff worked with Caltrans regarding recent Broadway Shuttle/Transit Line Project and submitted a grant request to the Alameda County Transportation Commission to continue funding the Broadway Shuttle, and possibly extend service hours past 7pm on the weekdays. Staff coordinated with PWA signage and route requirements and AC Transit regarding shuttle operations.