



# **CITY OF ALAMEDA**

## **ECONOMIC DEVELOPMENT STRATEGIC PLAN UPDATE**

*Approved by the City Council of the City of Alameda  
January 15, 2008*

# Economic Development Strategic Plan Update

## Table of Contents

EXECUTIVE SUMMARY .....	1
ECONOMIC DEVELOPMENT VISION STATEMENT .....	1
INTRODUCTION.....	2
Strategy #1: Create Industrial and Office Jobs.....	5
Strategy #2: Increase the Availability and Quality of Retail Goods and Services.....	11
Strategy #3: Business Travel Market and Limited Impact Tourist Attractions.....	16
Strategy # 4: Create Recreational and Entertainment Facilities.....	18
Strategy # 5: Provide for Internal and External Multimodal Circulation.....	21
Strategy # 6: Foster New Enterprises.....	25
Strategy # 7: Promote Affordable Housing .....	27
List of Appendices.....	30

## **EXECUTIVE SUMMARY**

The City of Alameda's Economic Development Strategic Plan (EDSP) is the City's long-term roadmap to achieve economic growth while at the same time, improving quality of life of Alameda residents and employees. As foreseen by the initial Task Force in the year 2000, many changes and events have occurred in the local, regional, and national economies and in public policies that compel a periodic review and realignment of the EDSP with these new realities. The most notable of these new realities, with the potentially most significant and far-reaching effects on the future of economic development in the city, is the redevelopment and re-integration of the former Alameda Naval Air Station (Alameda Point), representing a substantial portion of the city's land area, into the existing Alameda community.

This periodic review was initiated in late 2005 by the Economic Development Commission (EDC) with the establishment of a Subcommittee to guide the process to update the 2000 EDSP. The periodic review involved an extensive community engagement process to ensure that the updated EDSP addresses the economic development priorities of major stakeholders and the community-at-large.

The following chapters document the City's progress in implementing the EDSP; the relevant economic trends and public policy changes that have occurred; and the proposed new and continued priorities for the EDSP based on these trends and the community outreach effort. Of particular note, the updated EDSP incorporates recent progress on the redevelopment of Alameda Point, particularly with the selection of the Master Developer and the preparation of the Alameda Point Preliminary Development Concept.

## **ECONOMIC DEVELOPMENT VISION STATEMENT**

The vision of the Economic Development Strategic Plan is to assure the integration of developments into the evolving fabric of the community, with deliberate, documented consideration of the City's developing needs and values, including:

- Attracting businesses and jobs that reflect the existing community, encourage local employment, minimize traffic congestion, and create a positive impact on the environment and community;
- Considering the appropriate balance between housing, business, public services, and amenities, including efforts to address our City's needs for youth, the arts, and community gathering spaces; and
- Encouraging housing that mirrors the evolving nature of the City's needs, including the nature and timing of development cycles.

## INTRODUCTION

The City of Alameda's EDC, in conjunction with City staff, has prepared an update to the EDSP to reflect the city's changing economic and public policy environment. It has been more than five years since the City Council accepted the long-term strategic plan in July 2000 and subsequently approved an implementation program in March 2001.

The City Council had authorized the original Economic Development Strategic Plan with the following objectives:

Define the direction of Alameda's economic development with goals that maximize economic opportunity and consider the qualities of Alameda. The plan should be long term (ten-plus years), include milestones for measuring success and provide for periodic review.

The Council established a broad-based Task Force to undertake this initial effort in conjunction with the EDC. The 28-member Task Force was comprised of business and community leaders, and was led by the EDC chair. The group held six public meetings to: review economic trends and opportunities; formulate goals that maximize economic opportunity and consider the qualities of Alameda; and develop a strategy.

As a result, the current EDSP focuses on achieving economic growth without a decline in the quality of life important to Alameda residents and employees. The EDSP contains seven economic development strategies that would capitalize on the benefits of economic growth while avoiding the potential pitfalls. The seven economic development strategies are:

1. Create industrial and office jobs;
2. Increase the availability and quality of retail goods and services;
3. Promote business travel market and limited impact tourist attractions;
4. Create recreational and entertainment facilities;
5. Provide for internal and external traffic circulation;
6. Foster new enterprises; and
7. Promote affordable housing.

***Why the mid-point review?*** As foreseen by the initial Task Force, many changes and events have occurred in the local, regional, and national economies and in public policies that compel a realignment of the EDSP with these new realities. For example, since the implementation of the EDSP, California communities and businesses experienced:

- A statewide energy crisis with rolling blackouts;
- The dot com industry collapse and the slow recovery of the local office market;
- The continued escalation in housing prices;

- The emergence of promising new high tech fields such as stem-cell and bio-fuels research; and
- The increased awareness of climate change and its effects.

Moreover, significant local changes and advances since 2000 include:

- Progress being made on the future redevelopment of Alameda Point, including the preparation of the Alameda Point Preliminary Development Concept; the recent selection of SunCal Companies as the Master Developer; and the continued negotiations with the Navy on conveyance of the land. The redevelopment of Alameda Point represents the single, largest remaining development opportunity in the city; its redevelopment will have far-reaching impacts on the future economic development of the city. As SunCal's community outreach and land planning effort evolves over the next several months, the update to the EDSP may need to be amended or re-evaluated.
- Catellus's Alameda Landing redevelopment project on the former Navy Fleet Industrial Supply Center, which has evolved from an office/R&D project (previously known as Enterprise Landing) into a 97-acre, mixed-use housing and retail development project; and
- The City's development of numerous policy documents over the last five years, including the Webster Business District Strategic Plan and the Citywide Retail Study. Also, the recent draft Transportation Master Plan stresses reducing single-occupancy vehicle (SOV) trips on the island and creates a new street classification system.

***How the mid-point review was conducted?*** As part of the community engagement process, the EDC hosted two community forums, on February 23, 2006 and March 2, 2006, to discuss ways to update the EDSP. The workshops included a status report on the City's economic development accomplishments since 2000; a presentation (Appendices B and C) on the latest local economic and development trends; and a discussion about future economic development goals and priorities. Additionally, City staff met with representatives of the local business associations, Alameda Unified School District, and College of Alameda to solicit their comments on future economic development opportunities for the city. The City also retained a consultant to conduct a survey of Alameda residents to ensure that the updated EDSP addresses the economic development priorities of the community-at-large (Appendix D). The survey consultant developed and conducted a 15-minute scientific telephone survey of 400 local residents (200 residents from the community-at-large and 200 registered voters), and analyzed the results of the survey using both descriptive and advanced statistical methods.

Finally, the City coordinated these efforts with the development of the City's draft Transportation Master Plan, the City's current and advanced planning efforts, the Alameda Point Preliminary Development Concept, and the work of the City's newly formed Climate Protection Task Force.<sup>1</sup> The goals and principles of the draft Transportation Master Plan and the Climate

---

<sup>1</sup> The Climate Protection Task Force is charged with setting a Citywide greenhouse gas reduction rate and developing a Local Action Plan that will help both the City and Alameda community reduce greenhouse gas emission that are harmful to the people, environment, and economy of Alameda.

Protection Location Action Plan are incorporated into this EDSP update. The EDSP is not intended to supersede these formulating policy documents.

The following chapters are organized according to the seven original economic development strategies in the EDSP. Each chapter outlines the respective strategy; the City's major accomplishments in implementing the strategy; relevant economic trends and public policy changes; and proposed updated priorities for the EDSP based on these trends, the community outreach effort, and the community survey.

## **Strategy #1: Create Industrial and Office Jobs**

The 2000 EDSP proposed that the focus of business attraction efforts should be to create and maintain a balanced economic base that not only supports expansion of rapidly growing technology sectors, but also allows for continued prosperity of existing businesses that provide diversity to the job base. An emphasis of this strategy is on utilizing existing buildings and sites, and that the scale of new development be compatible with the existing character of Alameda.

### ***A. Summary Statement of the Strategy***

The EDSP emphasized the need to create quality, high paying, skilled jobs and a variety of employment possibilities for Alameda residents. Strategy #1 supported private sector property owners, property managers, developers and marketing agents in their efforts to create primary jobs through “clean,” light-industrial and office business attraction and expansion by:

- 1) Conducting active outreach to attract desired businesses;
- 2) Establishing zoning that restricts use of heavy industrial activities; and
- 3) Establishing zoning and areas for businesses that are compatible with residential or main street retail areas (e.g. not automotive repair, big box retail, etc.)

### ***B. Major Accomplishments***

Since 2000, the City has successfully tracked and implemented the 15 initiatives outlined in the EDSP to attract and retain businesses and to help with employment training programs (Appendix A matrix). Some of the major accomplishments include:

- The Community Improvement Commission (CIC) approved a Disposition and Development Agreement with Catellus, entitling 400,000 s.f. of office, 300,000 of retail, and up to 300 housing units at former Naval Fleet Industrial Supply Center (FISC) site.
- The City approved Marina Village’s request for an amendment to the Marina Village Master Plan and the City’s General Plan to develop a 143,000 s.f. business park over the Shipways, though this remains to be built. The business park was recently sold to new owners, Legacy Partners, in 2006, for \$191 million.
- The City has helped to retain and attract high quality businesses such as:

Abbott Diabetes Care	Ion Systems
Allergy Research Group	Peet’s Coffee Roasting Facility
Cheese Works	Clif Bar
Convergent Laser Technologies	Donsuemor
Ettore Products	Niman Ranch
Concise/ABB Optical	

- The City has conducted business retention site visits with major businesses; held two bio-tech networking events for 120 people; and held quarterly Commercial Broker’s Forums and Annual Human Resource Directors Luncheons.

### **C. Discussion of Major Trends and Public Policy Changes**

Alameda has more than 200 high-tech businesses, primarily located in the Marina Village and Harbor Bay business parks. The Alameda office market currently has approximately 3.5 million square feet of building base. Since the adoption of the 2000 EDSP, the local commercial market has shifted from primarily campus office users to light industrial and biotech companies. Some of the major economic implications and trends are outlined below.

#### General Office and Light Industrial Trends

- The East Bay office market is slowly recovering from the glut of available space following the dot.com industry collapse in 2001. The East Bay is still in an “absorption phase,” characterized by rising rents, decreasing vacancies, but little new construction. New construction is not anticipated until there is a stabilized market with a roughly 10% vacancy rate.
- The Alameda office vacancy rates are higher than surrounding areas along the I-80/880 corridor, but are gradually decreasing. Marina Village and Harbor Bay closed 2006 at 28% and at 21% respectively for a combined vacancy of 25%. The overall average asking rate was \$2.03 per square foot full service at the end of 2006, representing an increase of \$0.27 from 2005.
- Alameda remains a solid secondary office sub-market in the long-term as vacancies fall in prime East Bay markets (i.e., Oakland’s central business district and Emeryville).
- Alameda’s comparative advantages include: Alameda Power & Telecom’s (AP&T) competitive energy rates, five-year economic discount program (Appendix E), and green power content label (Appendix F); newly completed Ron Cowan Expressway; and public safety. AP&T’s mission of supplying clean, renewable energy is particularly appealing with the heightened general public concern about climate change and for companies like Clif Bar and Peet’s Coffee & Tea that have strong environmental values. These businesses relocated to Alameda in part due to these green energy benefits.
- Alameda is also a secondary market for mid-size biotech companies. Proposition 71—where California voters in 2004 approved \$3.0 billion in funding for the stem cell research over the next ten years—and the California Institute for Regenerative Medicine (CIRM)<sup>2</sup> in San Francisco are likely to have “spin off” benefits for the East Bay, including Alameda, as evidenced by the relocation of Advanced Cell Technology (ACT) to Alameda. The Massachusetts-based ACT opened its new Alameda headquarters to be closer to CIRM. Similarly, British Petroleum’s \$500 million investment at UC Berkeley to create the Energy Biosciences Institute may act as a growth pole for an emerging biofuels sector.

---

<sup>2</sup> CIRM was created to regulate stem cell research and provide funding, through grants and loans, for such research and research facilities.



### Marina Village

Marina Village is comprised of 34 high-quality office and office-tech buildings located in a 200-acre master planned community. Marina Village has a 24-hour private security service and a dedicated waterfront pedestrian walkway including a par course exercise circuit.

- Legacy Partners purchased Marina Village in 2006 for \$191 million, which has resulted in a flurry of recent tenant activity:
  1. The South Korea-based biotech firm Bioneer recently leased 21,908 square feet;
  2. Voxify, a developer of automated customer service representatives leased 24,019 square feet;
  3. AIC Laboratories recently signed a ten year lease for 31,200 square feet and is expected to move in early 2008. The R&D company is expected to employ roughly 30 people.
  4. Existing tenants—including Arriva Pharmaceuticals, Xenogen, and Berkeley Heart Labs—expanded by 50,000 square feet.

### Harbor Bay

The Harbor Bay Business Park is home to more than 80 companies. It has continued to see activity since the opening of the Ron Cowan Parkway in 2005, which improved access to Harbor Bay from I-880 and the Oakland International Airport.

- Harbor Bay's large office campus model, typified by the Lucent Campus, became outdated with the downturn in office market.
- Harbor Bay began to attract a blend of flexible office, biotech, commercial and light industrial users in underutilized and undeveloped areas, with low interest rates fueling ownership and the build-to-suit market. Recently attracted companies included: Peet's Coffee & Tea roasting facility (Peet's), Abbott Diabetes Care, Ettore, and Venture Corp's industrial condos.

### Maritime Industries

Fundamentally, Alameda's geography foretells the continued mainstay of maritime industries in the local economy. The 2000 EDSP Appendix B (Market and Fiscal Overview) mentioned that "Alameda has significant employment in several other industry groups including maritime industries." Alameda has the second largest concentration of small boat slips in California, roughly 3,400 slips. Since 2000, the recreational maritime industry has continued to expand in Alameda. Pineapple Sails, which makes sails for large and small cruising and racing sailboats, built a new, 18,000 square foot industrial building on Blanding Avenue. This is the largest sails manufacturing facility in northern California. Also,

Developments in Alameda's maritime industry also included Bay Ship & Yacht's \$10 million expansion project. Bay Ship & Yacht, a full service ship repair company, is reconstructing the shoreline, removing buildings and locating a "ship elevator" facing the estuary to load up to five ferry-size vessels at a time to a new shoreline boat repair area. The Port of Oakland and other agencies have helped to fund the project. Bay Ship & Yacht employs over 200 people at its Alameda facilities.

**D. Updated Priorities**

The recent public opinion survey conducted for this update showed a strong community consensus to promote Alameda as a “green city” as a means of attracting clean office and light industry to Alameda. This approach has also been reinforced by the City’s recent success of attracting environmentally conscious and high quality companies like Clif Bar and Peet’s.

The community also requested, through public workshops and stakeholder meetings, that preservation of the waterfront orientation and the attraction of research institutions and major projects (such as the Bay Area Ferry Terminal Operation) be incorporated into the updated EDSP. Residents also expressed a desire for more restaurants near the office parks. Based on the public opinion survey, community workshops, and outreach to community stakeholders, the proposed updated priorities for Strategy #1 are summarized below in Table 1.

Table 1: Updated Priorities for Creating Industrial and Office Jobs

<b>Time Frame*</b>	<b>Department Responsibility (Primary and Secondary)</b>	<b>Initiative</b>
<b><i>Business Parks</i></b>		
Continuous	PW and Planning	Increase bicycle facilities and transit access to the business parks.
Near term	DSD and Planning	Attract more restaurants and other employee amenities closer to business parks.
Near term	PW	Complete feasibility study for providing a separate West End pedestrian and transit estuary crossing.
Mid term	PW and DSD	Work with regional, state, and federal agencies and developers to provide stable funding for a BART Shuttle service to Marina Village Business Park and to complement existing AC Transit services to Marina Village.
Mid term	PW and DSD	Work with the Bay Area Water Transit Authority (WTA) and AC Transit to increase connectivity of ferry and bus services.
<b><i>Industry Attraction</i></b>		
Continuous	DSD	Attract projects, such as WTA ferry terminal administration, research and academic facilities.
Continuous	DSD	Support the development of the biotech, biofuels, and biodiesel industries in Alameda.
Near term	DSD, AP&T, Planning	Expand and market Alameda’s green policies and attributes.
<b><i>Development</i></b>		
Continuous	Planning and DSD	Maintain waterfront orientation.

<b>Time Frame*</b>	<b>Department Responsibility (Primary and Secondary)</b>	<b>Initiative</b>
Continuous	Planning	Encourage the location of shower facilities in new commercial development.
Mid term	Planning	Develop and implement sustainable building design ordinances that include a green building ordinance to promote sustainable design principles on residential, commercial and public facilities, and adaptive reuse at a minimum to LEED-certified levels. <sup>3</sup>
Near term	Planning and PW	Develop and implement a smart growth ordinance that promotes new transit oriented development (including transportation demand and system management measures) and infrastructure layout.
Mid term	Planning, PW and DSD	Develop the Northern Waterfront, promoting waterfront orientation and green building concepts.
Long term	DSD, PW and Planning	Develop the non-residential space at Alameda Point to allow for long-term flexibility and a mix of commercial uses, such as office, R&D, service-commercial, maritime, industrial, and warehouse uses. Promote green building and sustainability efforts at Alameda Point.
Long term	PW, and Planning	Consider historic rail corridors for transit, bicycle and pedestrian options.
Long term	DSD, PW, and Planning	Work with developers to encourage transit oriented development (TOD) with minimum impact to existing infrastructure.
Long term	DSD, PW, and Planning	Develop according to any relevant City-approved guidelines that result from the Climate Protection Task Force.
<b><i>Marketing</i></b>		
Near term	DSD, PW, Planning, & AP&T	Develop a website, brochure, or press kit that showcases the City's sustainability efforts and economic and greenhouse gas reduction impacts.
Near term	AP&T	Develop a business community energy savings contest award.
<b><i>Maritime</i></b>		
Continuous	DSD	Follow Asset Management Guidelines for Tideland Leasing (adopted by the City Council June 6, 2007) in marina lease negotiations.

<sup>3</sup> The Leadership in Energy and Environmental Design (LEED) Green Building Rating System is the nationally accepted benchmark for the design, construction, and operation of high performance green buildings.

<b>Time Frame*</b>	<b>Department Responsibility (Primary and Secondary)</b>	<b>Initiative</b>
Continuous	DSD	Support the development of maritime industries in Alameda.

\*Near term = to be initiated and completed within the next one to two years;  
Mid term = to be initiated and completed within next three to five years; and  
Long term = to be initiated and completed within next five to ten years.

## Strategy #2: Increase the Availability and Quality of Retail Goods and Services

The primary focus of the retail strategy is to provide new and enhanced community-level shopping opportunities for people living and working in Alameda. Retail activity is also a means of generating wealth and circulating capital through the community. The 2000 EDSP stated that substantial effort should be made to improve the “shopping experience” in Alameda by providing a collection of interesting shops in a pleasing and stimulating environment. Increasing the availability of retail also helps support economic development by generating sales tax dollars that the City can use to provide many essential services, like police and fire protection.

### A. Summary Statement of the Strategy

The EDSP emphasized the need to support the Chamber of Commerce, merchants and merchant associations in their efforts to increase the availability and quality of retail goods and professional services that meet the purchasing preferences of Alameda residents and employees by:

1. Supporting Park and Webster as “Man Street” retail zones;
2. Supporting the Stations as “neighborhood” retail zones; and
3. Limiting mall scale retail to Harbor Bay Landing, Marina Village, and South Shore Center (now known as Alameda Towne Centre), and other potential sites of appropriate scale.

### B. Major Accomplishments

The City has witnessed substantial success in increasing the availability and quality of retail goods and services and implementing the 28 retail initiatives contained in the EDSP. Some of the major accomplishments include:

- The City helped implement the top priorities of the *Park Street Downtown Vision* (e.g., “Green Machine,” Streetscapes, Sign Ordinance Update, Park St. Design Guidelines, Alameda Theater project, and the new Alameda Free Library).
- The City assisted in the development, improvement, and re-tenanting of prime retail space such as the Alameda Marketplace; the John Knowles Buildings (with Starbucks, House of Bagels, Pippen Hill, Happy Trails, Sumbody, Books Inc., Dog Bone Alley, Tomatina, and Mints); the Bridgeside Shopping Center anchored by Nob Hill Foods; and Alameda Towne Centre (with the addition of Trader Joe’s, Old Navy, and Bed, Bath & Beyond).
- The Park Street re-tenanting has resulted in over 40 new businesses during the last five years, including:

Barcelona Restaurant  
Barron’s Meat & Poultry  
Books Inc.  
C’era Una Volta

JP Seafood  
Peet’s Coffee & Tea  
Pippen Hill  
Quiznos

District Footwear	Robek’s Juice
Dog Bone Alley	Speisekammer
Doumitt Shoes	Starbucks
Farmstead Cheese and Wines	Sumbody
Happy Trails	Tomatina

- Similarly, the Webster Street re-tenanting has resulted in 16 new businesses, including:

Aria International Market	Kelly-Moore Paints
Calafia Taqueria	Needle in a Haystack
Chef’s Wok	Otaez
Eyes on Webster	Switzers Café
Fortune Cookie	The New Zealander
Hawthorn Suites Hotel	Tiny’s
Home-Restored Furniture & Refinishing	Tran’s Vietnamese Restaurant
Katsu Sushi House	Urban Forest/Bay Station Accents Fine Framing

- The City has completed and initiated major, new public investment projects in the retail commercial districts, such as:
  - The streetscape improvements in the Webster Street district (\$3 million in total investment) and in the Park Street district (\$2.5 million total investment);
  - A recently released Request for Proposals for a proposed Phase II of Park Street streetscape (\$700,000 investment);
  - Construction of the Civic Center Parking Structure and renovation of the Historic Alameda Theater; and
  - Completed DDA and current construction of a seven-screen cineplex with ground floor retail.
- The City has also developed important technical studies and policy documents, including the Citywide Retail Policy and the Webster Street Strategic Plan and is currently conducting a Parking Study for the main street commercial districts.
- The City has improved the appearances of over 20 storefronts in the main street districts in fiscal year 2006/07 through the Façade Grant Program.
- The City’s approval of Alameda Landing includes the potential of up to 300,000 square feet of new retail development.

***C. Discussion of Major Trends and Public Policy Changes***

The opening of Trader Joe’s in September 2002 and other new retail outlets over the last several years were crucial events in highlighting the city’s current period of successful retail activity. Trader Joe’s was the largest weekend opening in the company’s history and demonstrated the latent and unmet consumer spending power of Alameda residents. Trader Joe’s also marked the beginning of redevelopment of the Alameda Towne Centre. Since then:

- The city has experienced a major retail market shift with continued upscale redevelopment and re-tenanting of Alameda Towne Centre and Bridgeside Shopping Center.
- The city has also attracted a diverse mix of quality restaurants for dinner and lunchtime crowds. The attraction of quality restaurants is often considered as precursor to further retail growth.
- Restaurant sales have grown 50% faster than all other retail sectors in Alameda. All taxable sales in Alameda (excluding business-to-business) has increased 2% per year compared to the 3% increase per year in restaurant sales.

After the 2000 EDSP, the city was also exposed to the vulnerability of losing several large sales tax generators:

- The dot com bust in the early part of the decade led to a significant drop in sales tax from business-to-business transactions, most notably with the loss of the Lucent campus.
- Also, the commercial district on Park Street north of Lincoln—traditionally known as “Auto Row”—is an area in transition. Auto dealerships have been the primary source of sales tax revenue for the City’s General Fund. In the current market, auto dealerships prefer sites larger than the ones in Alameda and with more immediate freeway access. Toyota of Alameda (formerly known as “Ron Goode Toyota”) will be moving when its new facility on Hegenberger Road in Oakland is completed sometime within the next year. Cavanaugh Motors, another major Alameda dealership, closed its facilities last fall. The City is in the process of hiring a consultant to help create a Strategic Plan for the area.

To encourage and direct its changing retail activity, the City adopted the Alameda Citywide Retail Policy in 2004 that identified the following goals for retail development:

- Retain, maintain, and revitalize existing Alameda retail;
- Attract new businesses to Alameda that Alamedans want;
- Recognize, reward, and encourage retailers who support Alameda through high levels of community involvement;
- Build on unique assets of Alameda, such as water access and views; and
- Generate sales tax revenue for the City.

#### ***D. Updated Priorities***

The public opinion survey showed 81% agreement with the City making a concerted effort to enhance shopping and entertainment opportunities in the “Main Street” retail zones in Alameda. There was only moderate support (51%) for the construction of a public plaza, or gathering place, in the Alameda Civic Center. The survey also revealed support for future mixed-use development of Auto Row, with a blend of retail with either residential housing or office space.

The workshops reiterated the concerns raised in the original EDSP and the subsequent Citywide Retail Strategy about the recruitment and location of big box retailers. The workshop attendees

voiced support for high quality stores that primarily meet local demand and for retail development that preserves or enhances Alameda's waterfront orientation.

Based on the public opinion survey, community workshops, and outreach to community stakeholders, the proposed adjusted priorities are summarized in Table 2 below.

**Table 2: Updated Priorities for Increasing the Availability and Quality of Retail Goods and Services**

<b>Time Frame</b>	<b>Department Responsibility (Primary and Secondary)</b>	<b>Initiative</b>
<i>Planning</i>		
Continuous	Planning and DSD	Evaluate implications of recruiting "big box" retailers.
Continuous	DSD	Maintain the Façade Grant Program to improve the appearances of storefronts in the Main Street districts and the neighborhood "station" districts.
Continuous	Planning and DSD	Ensure new retail development and commercial infill projects are pedestrian oriented, create an attractive street frontage that is pleasant for pedestrians and neighbors with entrances and storefront windows directly on the street.
Continuous	PW, Planning, and DSD	Work with new and existing retail development to set aside existing parking areas as well as develop and promote mode transfer points, such as park-and-ride lots, to enhance the use of alternative modes of transportation and to help the development of an inter-modal transportation system.
Continuous	PW, Planning, and DSD	Support use of parking in-lieu fees to increase and encourage public transit options; evaluate minimum parking requirements and the use of shared parking strategies in mixed use areas.
Near term	Planning and DSD	Create a Strategic Plan for the commercial district on Park Street north of Lincoln, traditionally known as "Auto Row."
Near term	Planning	Update the General Plan to include retail study recommendations from the various technical and policy document prepared in the last five years.
Near and mid term	Planning, PW, and DSD	Implement recommendations from the current Parking Study, after City Council approval.



<b><i>Retail Centers</i></b>		
Near term	Planning and DSD	Encourage continuity between Alameda Landing retail development and West Alameda Business District.
Near term	DSD and PW	Extend news rack districts to stations to promote uniform streetscapes.
Near term	DSD	Include Alameda Landing in Business Improvement Association (BIA) for Webster Street.
Near and mid term	DSD and PW	Continue streetscape projects along Alameda's main street commercial districts.
Mid and long term	DSD and Planning	Promote appropriate retail development and encourage waterfront orientation at the Northern Waterfront.
Long term	DSD, PW, and Planning	Develop a pedestrian-oriented town center at Alameda Point with community retail shops and services, potentially including an anchor grocery store, drug store, restaurants, and other community-serving stores. Create links to transit, ferry service, and transportation nodes.
<b>Marketing</b>		
Near term	DSD	Promote retail districts at the International Council of Shopping Centers (ICSC) annual convention in Monterey and at other venues.
Near and mid term	DSD	Review and update marketing brochures for Park and Webster Main Street commercial districts.

### **Strategy #3: Business Travel Market and Limited Impact Tourist Attractions**

The 2000 EDSP found that Alameda did not have adequate facilities for business-related conferences and events, despite the increase in high-tech service sector businesses in the city and the region. It was considered that a conference center designed to serve primarily local business events would increase spending in the community for local merchants and increase tax revenues vital for meeting growing demands for citizen services.

The EDSP also stated an interest in expanding tourist attractions in the city, but not at the expense of degrading Alameda's quality of life through the development of low-end facilities or by inappropriate placement of tourist facilities.

#### ***A. Summary Statement of the Strategy***

To meet this goal, the EDSP aimed to develop facilities to serve the business traveler, business conference market, and vacationing tourists by:

1. Attracting quality hotel/conference centers;
2. Constructing a championship golf course;
3. Implementing a resort/conference center plan; and
4. Preparing a list of and marketing existing meeting spaces in Alameda.

#### ***B. Major Accomplishments***

The City's accomplishments related to attracting business travel and tourism included:

- The City issued a Request for Proposals (RFP) for a resort hotel, conference center, and golf course in 2003. All three proposals required a City subsidy. The local hotel market was not considered sufficiently strong to support the proposed hotel/conference center. Consequently, plans for the hotel and golf course were put on hold pending an economic recovery in the hotel development market.
- The City published the draft EIR for the golf course and dredging required for its development. The City also selected a world renowned golf course designer, Kyle Phillips to develop preliminary design concepts.
- Alameda was successful at attracting new hotels with much needed meeting facilities, including the Hawthorn Suites on Webster Street and the Extended Stay America in Marina Village, with a combined total of 171 new rooms. Hawthorn Suites has recently submitted expansion plans for an additional 16 rooms. Also, Hampton Inn has submitted plans for a new hotel in Harbor Bay Business Park.
- The City recently created a Film Commission to promote Alameda's scenic and visitor attributes to the film industry.

**C. Discussion of Major Trends and Public Policy Changes**

Alameda hotels are mostly dependent on business travelers and families staying in Alameda for youth sporting tournaments and events. With little influx from regional or statewide tourist travel, local hotels experience steady occupancy levels throughout the year with limited seasonal fluctuations.

**D. New Priorities**

The public opinion survey showed that a majority of residents (53%) did not want the City to make a concerted effort to construct a resort quality conference center at Alameda Point that would include a championship golf course. Moreover, a strong majority (77%) said that they would not support such a project if it required a subsidy from the City.

The survey also showed modest support (66%) for the City to promote its historical assets to the Bay Area as a means to attract visitors. Some participants at the workshops pointed out that Antiques by The Bay is a major regional destination that may be leveraged to market Alameda’s historical character. They suggested developing brochures for self-guided walking tours through historic neighborhood and business districts, which may be distributed at Antiques by The Bay.

**Table 3: Updated Priorities for Increasing Business Travel Market and Limited Impact Tourist Attractions**

<b>Time Frame</b>	<b>Department Responsibility (Primary and Secondary)</b>	<b>Initiative</b>
Continuous	DSD	Support the development of meeting facilities in Alameda.
Near term	DSD	Leverage the Film Commission materials to market Alameda as a visitor’s destination.
Long term	DSD	Evaluate potential for a resort conference center and golf course at Alameda Point as negotiations continue with the Master Developer and the Navy.
Long term	DSD	Promote Alameda Point as a visitor destination with the USS Hornet and the development of regional parks and Seaplane Lagoon marina.

## **Strategy # 4: Create Recreational and Entertainment Facilities**

Recreation and entertainment amenities are important to creating a sense of place and to shaping the local economy. Business executives have mentioned to City staff that Alameda's scenic waterfront paths, beaches, and golf courses are strong advantages for locating their businesses in Alameda and for recruiting and retaining employees. Moreover, recreation and entertainment facilities like Crown Memorial State Beach—recognized as one of the best spots in the region for windsurfing and kite boarding—and the soon-to-be restored historic Alameda Theater are prominent landmarks that define Alameda.

Strategy #4 focused on the treatment of the waterfront around the entire city and the development of entertainment and cultural venues. The EDSP considered that it is vital to provide visual and pedestrian access to the water, and desirable to create nodes of public waterfront activity such as restaurants, boating, water sports competitions, and recreation such as kite flying and bicycling. This strategy also highlighted restoring the Alameda Theater, exploring options for a modern cineplex theater, and developing other historical attractions such as the Hornet at Alameda Point and the Park Street Historic District.

### ***A. Summary Statement of the Strategy***

The EDSP emphasized the creation of recreational and entertainment facilities that serve residents and employees of local firms as well as business and tourist visitors to the community by:

1. Providing a completed public access trail for Alameda's shoreline and implementing of the City's Bicycle Master Plan;
2. Establishing a Civic Center, highlighting Kofman Auditorium, Alameda Theater and a new main library, with a civic center parking structure for Alameda's Downtown; and
3. Supporting Historic Main Streets on Park and Webster (theme light standards, upgraded street trees, flowers, facade improvements, sign ordinance enforcement, etc.)

### ***B. Major Accomplishments***

Since the year 2000, the City has made significant progress towards the renovation and restoration of the Alameda Theater, which is expected to be open to the public in early 2008:

- The City acquired the historic Alameda Theater;
- City executed and approved a Disposition and Development Agreement (DDA) with Alameda Entertainment Associates, L.P. for a first-run ,eight-screen movie theater;
- Construction is underway to renovate the historic theater and to build an adjoining public parking structure and cineplex; and
- The City is currently reviewing proposals to lease the retail storefronts at the Alameda Theater, preferably for restaurant and complementary movie theater uses.

The City has also performed a comprehensive assessment of the unmet recreational needs of the city's youth and seniors. As part of this effort, the following tasks were carried out:

- Assessment forms were sent to every household in 2003;
- Implementation began in 2004, including family-oriented events such as outdoor family movies in the parks;
- Mastick Center is currently completing a supplemental assessment of seniors to inform potential program adjustments, as funding permits; and
- The City enhanced para-transit services to seniors and people with disabilities by providing free transit to recreational destinations.

### ***C. Discussion of Major Trends and Public Policy Changes***

The Bay Trail is intended to provide public access along the entire shoreline. This is a challenge, since so much of the area has been traditionally used for either private industrial or residential uses. New projects such as Alameda Landing and the future development of Alameda Point create significant opportunities to extend the Bay Trail. Also, projects like the ones at Mariner Square provided opportunities to fill in the gaps necessary to create continuous public access along the shoreline.

The East Bay Regional Park District recently started construction on a seven mile shoreline loop trail around Alameda Point. The first area to be built is a roughly one mile-long section running from the Encinal boat ramp, behind Encinal High School, to the aircraft carrier-turned-museum USS Hornet. Eventually, the paved trail will encircle all of the former base and become part of the San Francisco Bay Trail.

Additionally, a Sports Complex will be developed at Alameda Point as part of the larger redevelopment effort. As currently envisioned, the facility would include four softball/baseball fields, six soccer fields, a swimming pool and tennis courts. The Master Developer is undertaking a community effort to update the Sports Complex Master Plan by March 2008. The rest of Alameda is considered to be built-out in terms of parks and recreational facilities. The emphasis will be on renovating existing facilities, based on a 1998 study.

Also, in November 2006, a final decision by the state trial court has been issued in favor of the City of Alameda in its dispute with the Alameda Belt Line railroad over ownership of property sold in the 1920s. The master plan for recreational use along the 22-acre Belt Line is currently underway. The funding for the Belt Line improvements has not been identified.

### ***D. Updated Priorities***

The public opinion survey showed 72% agreement that the city's waterfront areas should be developed and granted maximum public access. The respondents also felt that a concerted effort should be made to attract commercial enterprises to these waterfront areas, such as restaurants, boating, and other recreational opportunities. A majority of those surveyed also placed a premium on more recreational amenities within the redevelopment of Alameda Point. As

mentioned previously, preservation and capitalization of waterfront orientation was also a dominant subject in the public workshops and stakeholder meetings.

**Table 4: Updated Priorities for Creating Recreational and Entertainment Venues**

<b>Time Frame</b>	<b>Department Responsibility (Primary and Secondary)</b>	<b>Initiative</b>
Continuous	Recreation and Parks	Continue renovation of existing recreational facilities, according to the 1998 study.
Mid term	Planning	Develop a Waterfront Design Access Plan to help activate both day- and night-time uses, create a safe public environment.
Mid and long term	PW, Recreation and Parks	Continue the development process for the recreational/open space improvements of the Belt Line property.
Mid and long term	Planning, PW, DSD, Recreation and Parks	Incorporate waterfront orientation, public access, possible recreation and parks opportunities with the development of the Northern Waterfront.
Long term	Planning	Planning a network of public parks, promenades, piers, and plazas at Alameda Point to maximize waterfront accessibility.
Long term	DSD and Recreation and Parks	Secure funding paid by the project to develop a sports complex at Alameda Point.
Long term	Planning and PW	Create bike paths and lanes throughout Alameda Point.
Long term	Planning and Recreation and Parks	Project will provide for passive and active recreational opportunities with the Seaplane Lagoon, public parks, open space, and waterfront promenades at Alameda Point.
Long term	Planning and Recreation and Parks	Plan for Alameda Point's protected water areas to be available for recreational water activities, such as sailing, kayaking, and for boat ramps and marina facilities.

## **Strategy # 5: Provide for Internal and External Multimodal Circulation**

The 2000 EDSP promoted strategic transportation planning to help moderate the impact that economic and job growth may have on traffic. The EDSP developed strategies to ease the circulation of people and goods both within and to and from the city at an acceptable level.

Strategy #5 focused on the creation of a City Master Transportation Plan using developer impact fees, and County, State and Federal transportation funds. The Master Transportation Plan would also address traffic circulation approaches for neighborhood commercial centers and residential areas.

To advise the City Council on the development and implementation of the Master Transportation Plan, the 2000 EDSP recommended that a new commission, or a new advisory group composed of members of existing boards and commissions, such as planning, economic development and transportation, should be created.

### ***A. Summary Statement of the Strategy***

The EDSP emphasized providing for internal and external traffic circulation sufficient to permit the efficient flow of people and goods throughout the city and to and from its adjacent areas by creating a City Master Transportation system.

### ***B. Major Accomplishments***

The 2000 EDSP contained various initiatives under this strategy. Some of the City's transportation accomplishments include:

- The City created a new Transportation Commission in 2002.
- The City Council readopted the City's Bicycle Master Plan in 2002.
- The General Plan Transportation Element is now being updated and on a multi-year schedule.
- A pilot shuttle study for the West End has been completed, though no funding has yet been identified.
- A Pedestrian Master Plan is currently under development.
- The City has requested funding from the County to update the Bicycle Master Plan.
- Ron Cowan Expressway opened in early 2005.
- Willie Stargell Avenue (formerly Tinker Avenue) was recently extended to Webster Blvd.

### ***C. Discussion of Major Trends and Public Policy Changes***

The City is embarking on major redevelopment projects to enhance our quality of life by revitalizing shopping districts, improving commercial development and providing additional housing. These projects include the redevelopment of Alameda Point, Alameda Landing, the former Del Monte and Encinal Terminals properties, and major renovations at the Bridgeside and

Alameda Towne Centre shopping centers. While these projects will contribute to the City’s tax base and offer many benefits to residents, careful planning is required to ensure the transportation needs of the community are also considered.

The City is currently developing the Transportation Master Plan (TMP). The first phase of the TMP is the Multimodal Circulation Plan. The policy portion of the plan is expected to be adopted in summer 2008, which will update the City’s General Plan Transportation Element. The plan is multimodal because it considers the needs of users of all modes of transportation — motor vehicles, buses, bicycles, pedestrians, trucks, and ferries. The multimodal emphasis is also reflected in the new title for Strategy #5, which was formally named “Provide for Internal and External Traffic Circulation.”

The primary purpose of the Multimodal Circulation Plan is to determine the most appropriate use of streets throughout the city. The Multimodal Circulation Plan will be the blueprint on which future transportation system decisions are made.

***D. Updated Priorities***

Like preservation of waterfront orientation, traffic was a prevalent theme throughout the community engagement process for the EDSP update. Traffic was the top un-prompted answer when residents were asked if there was a local issue that they were especially concerned about. (Traffic received 12 percent of the responses, with Alameda Point a close second with ten percent.) Residents also ranked traffic congestion as the highest priority when they were read a list of local issues. Among a list of possible transportation-related proposals, residents gave their strongest support for a bus shuttle service to BART, followed by improved street connections to and from I-880, increased ferry service, and improved traffic signal timings.

Based on the public opinion survey, the draft Transportation Element, Alameda Point’s Preliminary Development Concept, and the City’s draft Climate Change initiatives, proposed transportation initiatives for the EDSP update include:

**Table 5: Updated Priorities for Providing for Internal and External Traffic Circulation**

<b>Time Frame</b>	<b>Department Responsibility (Primary and Secondary)</b>	<b>Initiative</b>
<b><i>Community and Government Relations</i></b>		
Continuous	PW and DSD	Promote Walk and Bike-to-school/Bike-to-work.
Near term	PW and DSD	Promote transportation demand management subsidies.
Near term	PW	Explore provision of public transit through AC Transit service with complementing shuttles.
Near term	PW	Work with AC Transit /BART to provide Transit Passes at reduced prices to encourage increased ridership.



<b>Time Frame</b>	<b>Department Responsibility (Primary and Secondary)</b>	<b>Initiative</b>
Near term	PW, Finance, and AP&T	Explore vehicle share program (i.e. the City of Berkeley car share program: City staff use vehicles during the day and citizens use them during the evening and weekends.)
<b><i>Development</i></b>		
Continuous	Planning	Encourage the location of shower facilities in new commercial development.
Near term	Planning and PW	Implement development standards that encourage the use of alternative modes of transportation and strongly support transit-oriented development projects and initiate programs that could subsidize development.
Mid term	Planning and PW	Implement plans to use the corridor of the former Alameda Belt Line rail road for transit, bicycle, and pedestrian transportation.
Mid term	Planning and PW	For large-scale developments consider park-and-ride areas at major transportation access nodes (e.g. at Alameda Landing, the Northern Waterfront, and Alameda Point).
Long term	Planning and PW	Create bike paths and lanes throughout Alameda Point.
Long term	Planning and PW	Develop Alameda Point with multi-modal, transit-oriented-development concepts.
<b><i>Planning</i></b>		
Near term	Planning, PW and DSD	Develop an action item list that targets how to spend the collected commercial in-lieu parking fees, Transportation Demand Management fees and Transportation System Management fees on alternative transportation systems, similar to Emeryville's "Emery Go Round."
Near term	Planning, PW, and DSD	Review parking minimum and maximum standards for commercial developments to encourage the public's use of alternative modes of transportation (to be consistent with the current Parking Study).
Near term	Planning, PW, and DSD	Evaluate the use of shared parking strategies in mixed use areas.
Near term	PW	Develop a Pedestrian Plan to improve pedestrian access for residents and visitors of the city. The Pedestrian Plan will be a component of the comprehensive, citywide Transportation Master Plan.

<b>Time Frame</b>	<b>Department Responsibility (Primary and Secondary)</b>	<b>Initiative</b>
Near term	PW	Maintain and implement the Bicycle Master Plan with regard to physical system improvements (especially the identified priority projects), as well as programs and policies relating to encouragement, education and enforcement.
Mid term	Planning and PW	Develop and implement a smart growth ordinance that promotes new transit development (including transportation demand and system management measures) and that can be accommodated within existing or planned transportation infrastructure layout.
Long term	Planning and PW	Create a network of major streets to facilitate the seamless integration of Alameda Point with the rest of the city and to use Transportation Demand Management and Transportation System Management strategies.
Long term	Planning and PW	Develop the town center at Alameda Point to include a transit center providing regular ferry service to San Francisco and the South Bay, regular bus service to Downtown Oakland and BART, and bicycle facilities.
Long term	PW and Planning	Consider historic rail corridors for transit options (such as converting Fruitvale rail bridge for transit connection to BART).

## Strategy # 6: Foster New Enterprises

The 2000 EDSP focused on encouraging new enterprises, including youth run ventures in the city, as a way to help ensure economic diversity in the city. The success of existing small businesses that have found expansion sites in the city after initially starting up elsewhere can be a continuing source of business development.

Strategy #6 focused on an incubator facility that could provide space and support to startup businesses in those clusters targeted by the EDSP. Moreover, the EDSP also encouraged that the City work closely with the existing and proposed incubators to help ensure that their graduates locate within the city and employ Alameda residents to the extent possible.

### ***A. Summary Statement of the Strategy***

Strategy #6 aimed at establishing Alameda as a center for the location for new enterprises spun off by regional businesses or local incubators and service sector businesses growth by creating a public/private New Business office that focuses on assisting:

1. small businesses (less than 100 employees); and
2. youth (under 21 years of age) run business ventures.

This office would be a resource center for new businesses, providing referrals to business information, funding sources and other services.

### ***B. Major Accomplishments***

The City's accomplishments include:

- Training academy for entrepreneurs (SPAP) developed with the Alameda Adult School – 172 small businesses assisted.
- Youth Incubator and Entrepreneurship at the High School Level: HOME/BASE developed Home Sweet Home Child Care and a recording studio. Youth received on-the-job training and business experience.

### ***C. Discussion of Major Trends and Public Policy Changes***

The two high-tech business incubators that were located in Alameda in 2000—CALSTART and ACET—have since closed their operations. The City had worked closely with ACET (Advancing California's Emerging Technologies), which had been awarded a \$6.4 million grant from the U.S. Department of Commerce's Economic Development Administration for a new facility in Alameda. However, the award was rescinded due to ACET mismanagement issues.

The City has recently developed a strong working relationship with the Alameda County Workforce Investment Board (WIB) and its “Alameda One Stop Career Center,” located at College of Alameda. The Career Center helps local businesses with training, prescreening, and interviewing of applicants, and with referrals of only pre-qualified candidates in specialized fields. The Center can also target recruitment in the surrounding areas based on the needs of an employer.

Moreover, the Center and WIB partners with public and private training venders to offer customized training programs tailored to the needs of individual employers. These training programs may also be provided on-site. WIB works closely with the University of California, Berkeley, Extension; the contract education programs of Ohlone, Laney, and Contra Costa Community Colleges; and other colleges and universities as appropriate.

The City of Alameda is also a member of The Bay Area East Shore (BAES), a coalition of the five East Bay shoreline cities—Alameda, Berkeley, Emeryville, Oakland and San Leandro—and the Economic Development Alliance for Business (EDAB). The BAES was established to promote the East Shore region of the Bay Area as an innovative center for advanced technologies, with a focus on attracting businesses to locate in the East Bay and supporting the growth of resident companies. In recent years, BAES has promoted industry-specific networking events and other activities with the intent to cultivate and retain local start-up companies. Venture capital has invested \$168 million in Bay Area green industries in Second Quarter 2007, 48 percent increase from the previous year.

**D. Updated Priorities**

The public opinion survey showed moderate support (52%) for the City to sponsor incubator facilities to provide space and support for both adult and youth start up businesses.

Many at the public workshops suggested that the arts be incorporated into the EDSP as a tool for economic and community development. The recent opening of Rhythmix Cultural Works at the refurbished Clamp Swing building may signify the arts as an emerging economic sector in Alameda, which already includes such established arts and cultural organizations as the Frank Bette Center for the Arts, the Alameda Children’s Musical Theatre, the Alameda Civic Light Opera, and the Altarena Playhouse.

**Table 6: Updated Priorities for Fostering New Enterprises**

<b>Time Frame</b>	<b>Department Responsibility (Primary and Secondary)</b>	<b>Initiative</b>
Continuous	DSD	Partnership with Alameda County Workforce Investment Board (WIB), “Alameda One Stop Career Center”, the College of Alameda, and other non-profit organizations and training programs on business development and attraction activities.
Continuous	DSD	Partnership with EDAB and BAES on business retention and expansion activities.
Continuous	DSD	Support the development and expansion of green businesses in Alameda.
Near term	DSD	Explore means to market and expand arts and culture as an economic sector.

## Strategy # 7: Promote Affordable Housing

The EDSP recognized the relationship between economic development and affordable housing for the full range of employees that firms and retailers need (such as support personnel and entry-level staff as well as professionals recruited nationally or internationally). The EDSP addressed rental as well as ownership housing.

### *A. Summary Statement of the Strategy*

The EDSP emphasized the need to provide affordable housing opportunities throughout the city for current and all future employees that would like to live in Alameda and establishing new housing developments that fully integrate with the surrounding areas.

### *B. Major Accomplishments*

The City adopted the Housing Element in 2003. The Housing Element is the City's policy document for meeting all of its housing needs, including housing affordable to low- and moderate-income families. As part of the implementation of the Housing Element, the City also strengthened its inclusionary housing standards in 2004 by establishing:

- 25% affordable housing requirement for new residential development in redevelopment areas (an increase from 15%); and
- a new requirement of 15% affordable housing for new residential development citywide.

Since 2000, the City and/or private developers have constructed new affordable housing including:

- 52 rental and 58 ownership units at Bayport;
- 39 new affordable rental units will be built along Wilber “Willie” Stargell Avenue, near the College of Alameda, as the final piece of the Bayport Community;
- 12 units completed at Marina Cove; and
- 8 for-sale homes on Buena Vista Avenue currently being built by Alameda Development Corporation (a local non-profit housing developer) and the East Bay Habitat for Humanity.

The City also offers the following housing programs to help low- and moderate-income families:

- Free Home Buyer Workshops—which cover the complete home buying process
- Downpayment Assistance Loan Program--offers generous financial assistance to first time homebuyers looking to purchase a home in Alameda, available to households with a wide range of incomes.
- Minor Home Repair Program—provides grants for emergency repairs to health, safety and security items, or minor repairs of carpentry, plumbing, heating, and electrical items. This program is available to low income Alameda homeowners on a first-come, first-served basis.

- Housing Rehabilitation Program—helps low-income Alameda homeowners repair and improve their homes.
- Rental Rehabilitation Program—provides loans to landlords who rehabilitate rental property in Alameda. The majority (at least 51%) of the households in the structure must be low income, and the majority of the units must be two-bedrooms or larger with rents not in excess of Alameda fair market rents.
- Substantial Rehabilitation Program—provides below market-rate loans to Alameda property owners to create new affordable rental units in vacant or underutilized space in existing structures.

### ***C. Discussion of Major Trends and Public Policy Changes***

The Bay Area housing market has slowed over the last year: home sales have declined to a 11-year low with no significant price appreciation. In Alameda, though, sales over the last year have remained steady. And, housing affordability remains a serious concern for economic development in Alameda. In the last several years, median home prices increased significantly – rising 40 percent in the Bay Area and 48 percent in the City of Alameda.

The Alameda rental market is stabilizing with rents rebounding and vacancy rates decreasing after several years of downturn. Rental rates have increased 8.5% and vacancies fell from 7.4% to 5.1% in 2005.

Two new residential or mixed-use projects have obtained entitlements from the City of Alameda in 2007:

- Alameda Landing, a new mixed-use development, will include 300 new residential units, of which 25% (75 units) will be affordable; and
- Grand Marina Village, a new residential development at the Estuary end of Grand Avenue, will provide 40 new units, of which 25% (10 units) will be affordable.

The Alameda Unified School District also plans new affordable housing units for school district employees. At Alameda Point, the Preliminary Development Concept (PDC) estimates approximately 1,735 new households over the next 15 to 20 years, resulting in 434 new affordable housing units. The PDC anticipates that an additional 178 units will be needed to meet the Housing Element's goal of 612 affordable units at Alameda Point.

The EDSP recommended the implementation of the City's work/live ordinance and mixed use zoning in the Northern Waterfront area. The first implementation of the work/live ordinance is the recently opened Rhythmix Cultural Works at the former Clamp Swing Building. The 16,000-square-foot space includes seven work/live units for resident artists.

### ***D. Updated Priorities***

The public opinion survey showed modest support for affordable housing: 48% of those surveyed considered the creation of affordable housing a high or medium priority for the EDSP. Participants at the public workshops expressed support for new residential development to be smoothly integrated with the rest of the city by maintaining the street grid pattern and by having no walled communities.

The EDSP's housing strategies were consolidated and incorporated into the Housing Element. The Housing Element will be reviewed and updated in 2008, with City Council approval expected in Spring 2009.

**Table 7: Updated Priorities for Promoting Affordable Housing**

<b>Time Frame</b>	<b>Department Responsibility (Primary and Secondary)</b>	<b>Initiative</b>
Continuous	DSD	Continue Substantial Rehabilitation Program and other housing programs to help low- and moderate-income families.
Continuous	DSD and Planning	Continue to support and implement Housing Element policies.
Continuous	DSD, Housing Authority	Coordinate with Housing Authority on relevant acquisition projects.
Near term	DSD	Work with School District to help facilitate Island High affordable housing plan.
Mid and long term	DSD	Ensure 25 percent affordable housing incorporated in the redevelopment of the Northern Waterfront, Alameda Landing, and Alameda Point.

## **List of Appendices**

- A. Status of 2000 EDSP Initiatives
- B. PowerPoint Presentation from February 23, 2006 Community Forum
- C. PowerPoint Presentation from March 2, 2006 Community Forum
- D. Scientific Survey of Local Voters and the Community at Large
- E. Alameda Power & Telecom Economic Development Incentive Discount
- F. Alameda Power & Telecom Green Power Content Label



**ECONOMIC DEVELOPMENT STRATEGIC PLAN UPDATE**

**JANUARY 2008**

**APPENDIX A**

**STATUS OF 2000 EDSP INITIATIVES**



## Appendix A: Status of 2000 EDSP Initiatives

### Strategy #1a - 'Create Industrial/Office Jobs': Implementation Plan – Primary Initiatives

Initiative	Lead Responsibility and Principal Partners	Schedule	Estimated Cost and Potential Sources	Measure	Status
<b>INCREASE INVENTORY OF SPACE</b>					
Continue establishing a Stakeholder Marketing Partnership to stimulate development	<b>AP T, ED/Redev, AP Leasing,</b> Harbor Bay Bus. Park, Marina Village, Catellus, Chamber, Alameda Lincoln Gateway Property Owners, Managers and Developers	1999-2000	40 hours to establish Partnership Agreement <b>Source:</b> APT budgeted in 1999-00	Partnership Agreement	<ul style="list-style-type: none"> <li>Continue to collaborate with other local cities and EDAB on regional marketing campaign (“Bay Area East Shore”)</li> <li>DSD and APT continue to work closely with EDAB, local business parks and developers, and Quarterly Brokers Forum to share leads and to work on marketing efforts.</li> </ul>
		2000-2005	0.1 FTE per year each for BWIP and APT and AP Leasing to share leads and market collaboratively. <b>Source:</b>	Annual renewal of Partnership Agreement	
Negotiate & Execute DDA – Catellus Project	<b>City Manager,</b> ED/Redev, Planning, PW, <b>Catellus</b>	1999-2001	\$830k reimbursement of City cost. 2 FTE <b>Source:</b> Catellus	Executed DDA, Amended General Plan, Amended BWIP Plan	<ul style="list-style-type: none"> <li>Approved DDA entitling 1.3 million s.f. of office/R&amp;D at FISC site.</li> </ul>

<b>Initiative</b>	<b>Lead Responsibility and Principal Partners</b>	<b>Schedule</b>	<b>Estimated Cost and Potential Sources</b>	<b>Measure</b>	<b>Status</b>
		2000-2001	\$100,000 legal \$80,000 Prop. liab. ins. CD: 2+ FTE Source: General Fund Reserves Loan		
Construct Catellus Business Park (Alameda Landing)	<b>PW</b> , Catellus Inc., Planning, Planning Boards, CIC ED	Phs 1: 2001-03  Phs 2: 2003-05	FTE=TBD Proj. Mgmt. Team Source: Land sale proceeds and project tax increment to finance infrastructure and City admin.	-15 acres and 200,000 sq. ft. per phase, - 760 jobs per phase (4,600 total)	<ul style="list-style-type: none"> <li>The CIC approved a DDA with Catellus entitling 400,000 s.f. of office/R&amp;D to 300,000 s.f. of retail and up to 300 housing units.</li> <li>Project is currently in the pre-development stage.</li> </ul>
Process Marina Village's request for Master Plan and GP Amend. To increase business park and develop business park over the Shipways	<b>Planning Board</b> , City Council, Alameda Vintage Assoc., Planning, PW <b>Alameda Vintage Assoc.</b>	Phase I: 1999-2000  Phase II: 2001-2005	Privately financed  Privately financed	-Create entitlements -Construct 143,000 s.f. of flex tech space -Create 475 jobs	<ul style="list-style-type: none"> <li>Entitlements completed; however, never constructed – property is for sale.</li> </ul>
Bldg. 5 Orton Development: <b>Phase I</b> - Issue Use Permit for 110,000 s.f.  <b>Phase II</b> - Issue Use Permit for 150,000 s.f.	<b>Planning</b> , Planning Board, Orton Develop. Co, AP Leasing	Phase I - 2000-2001	Privately financed 0.2 FTE  Source: AP Leasing	Lease 12-15 spaces by start-up light industrial companies in spaces ranging from 2,000 to 20,000 s.f. Create 150-200 jobs.	<ul style="list-style-type: none"> <li>Plans for Orton were not realized.</li> </ul>
	<b>Planning</b> , Planning Board, Orton Develop., AP Leasing	Phase II- 2001-2002	Privately financed	New start up, light industrial business. Create 175-250 jobs	
Continue marketing of available Alameda Point bldg. space	AP Leasing, Planning	2000-2005	3.0 FTE – AP 0.5 FTE - Planning	New businesses and jobs in 2.0 million s.f.	<ul style="list-style-type: none"> <li>PM Realty Group continues its extensive marketing campaign.</li> </ul>

Initiative	Lead Responsibility and Principal Partners	Schedule	Estimated Cost and Potential Sources	Measure	Status
<b>ATTRACT BUSINESS</b>					
Evaluate/Review/Expand Marketing Materials and Media Campaign	<b>ED/Redev. AP&amp;T, AP</b> Leasing, Developers, Property Owners	2000–2005	\$100,000 over five years 0.15 FTE each Sources: Prop owners; \$30,000 AP&T, \$25,000 Comm. Rev. Fund	Number of new business starts and expansions and jobs created	<ul style="list-style-type: none"> <li>Created “Energy Based Marketing Campaign” information sheets (2000), “Alameda Development Update” (2002, 2004), and “Alameda At a Glance” (2002).</li> </ul>
Targeted marketing of EDSP business sectors, including trade shows, etc.	<b>APT, ED/Redev., EDAB,</b> Chamber, Developers	2000-2005	\$7,500 Annually. 0.15 FTE each  Sources: CR Fund, BWIP, APT	Number of new business starts and expansions and jobs created	<ul style="list-style-type: none"> <li>Since 2003, City efforts have helped to retain and attract: Abbott Diabetes Care, Allergy Research Group, Cheese Works, Convergent Laser Technologies, Ettore Products, and Ion Systems.</li> <li>City co-sponsored an East Bay Technology Outlook Breakfast Forum (5/02) attended by over 150 people.</li> <li>City coordinated two biotech networking events (3/04 and 6/05) each attended by over 60 people.</li> </ul>
Continue Publication of the Commercial Bldg. Vacancy List	<b>ED/Redev.</b> Brokers, property owners	2000-2005	0.15 FTE  Sources: BWIP	Centralized listing of all commercial vacancies on a bi-monthly basis.	<ul style="list-style-type: none"> <li>Ongoing.</li> </ul>

<b>Initiative</b>	<b>Lead Responsibility and Principal Partners</b>	<b>Schedule</b>	<b>Estimated Cost and Potential Sources</b>	<b>Measure</b>	<b>Status</b>
Implement LAMBRA Program	<b>AP Leasing, ED/Redev., Planning, Building Services, APT</b>	2000-2001	See Appendix E for list of incentives	Number of new business starts and expansions and jobs created at Alameda Point	<ul style="list-style-type: none"> <li>Most businesses that relocate to Alameda Point do not take advantage of the LAMBRA tax credit because of the penalties associated with its requirements. To date, one business (St. Georges) has applied for LAMBRA</li> </ul>
<b>RETAIN/ EXPAND BUSINESS</b>					
Continue to implement the Strategic Employer Visitation Program	<b>Alameda Retention Team</b>	2000-2001	TBD 0.2 FTE APT	Number of firms and jobs retained	<ul style="list-style-type: none"> <li>Continue to conduct high-level site visits to major Alameda-based business and complete business retention surveys to major middle- and large-size businesses in industries.</li> </ul>

<b>Initiative</b>	<b>Lead Responsibility and Principal Partners</b>	<b>Schedule</b>	<b>Estimated Cost and Potential Sources</b>	<b>Measure</b>	<b>Status</b>
<b>EMPLOYMENT AND TRAINING</b>					
Work with AUSD to improve quality of schools	<b>AUSD, corporate involvement</b>	2000-2005	Private funds	Test score improvements and additional enrichment programs	<ul style="list-style-type: none"> <li>Quarterly meeting of City Council and School Board representatives, City Manager and Superintendent addresses mutual concerns.</li> </ul>
Develop education and training plan for youth and adults to meet the requirements of businesses targeted for location or expansion	<b>One Stop Center, Workforce Investment Board (WIB), Chamber, College of Alameda, SITCON, AUSD, HOME</b>	2000-2005	TBD 0.25 FTE – CD 0.15 FTE – ED/Red. Sources: WIB CD Division	Number of Alameda residents hired by current and future Alameda businesses	<ul style="list-style-type: none"> <li>Business Retention Team interviews company leaders to ascertain long-range employment and training needs of local businesses. Information will be shared through One –Stop Career Center community partnership.</li> <li>The City works with the State Labor and Workforce Development Agency on programs for new companies coming into the area.</li> </ul>

## Strategy #1b – ‘Create Industrial/Office Jobs’: Implementation Plan – Supporting Initiatives

Initiative	Lead Responsibility and Principal Partners	Schedule	Estimated Cost and Potential Sources	Measure	Status
Prepare Specific Plan for N. Waterfront	Planning, Prop. Owners, Neighborhoods, ED/Redev.	2000-2001	\$520,000 total  Sources: Prop. Owners, \$60k City/CIC	Property owner investment.	<ul style="list-style-type: none"> <li>• Reimbursement Agreement executed with Peter Wang, property owner of Del Monte Building/Encinal Terminals/Marina Cove Phase II</li> <li>• Northern Waterfront Advisory Committee established to provide input</li> <li>• General plan Amendment drafted, in lieu of a Specific Plan.</li> <li>• Property owner is conducting community meetings on possible project concepts.</li> </ul>
Hire independent consultant to conduct peer review of permitting and entitlement process. Streamline permit process & determine feasibility of creating One Stop Permit Center	Building Services, Planning, ED/Redev., AP Leasing	2000–2001	-\$50,000 annually -0.7 FTE Plng -0.25 FTE Bldg. -0.15 ED/Redev – 0.15 AP Leasing Source: \$50k AP bond proceeds, or Comm. Rev. Funds	Strategic Plan to create One Stop Permit Center, reduced processing time for all City required permits for commercial development and establishment of evaluation measure to monitor the entitlement process.	<ul style="list-style-type: none"> <li>• Plan completed.</li> </ul>



Strategy #2a – ‘Increase the Availability and Quality of Retail Goods and Services’:  
Implementation Plan

<b>Initiative</b>	<b>Lead Responsibility and Principal Partners</b>	<b>Schedule</b>	<b>Estimated Cost and Potential Sources</b>	<b>Measure</b>	<b>Status</b>
Charge the EDC and BRDTF subgroup to monitor and provide feedback on the strategic initiatives	<b>BRDTF, ED/Redev</b>	2000–2005	0.15 FTE  Sources: CIC Staff Budget	Expansion of 20 existing retail/professional services businesses per year, in addition to new business recruitment efforts.	<ul style="list-style-type: none"> <li>Business retention visit program renewed in FY 2005-2006 with guidance from Commercial Brokers’ Forum based on criteria including: new business, leases coming to term, or business deserving recognition.</li> </ul>
Conduct an aggressive recruitment program to fill identified retail opportunities ( <i>see Retail Baseline Report for potential retailers</i> )	ED/Redev, BRDTF	2000-2002	\$48,000 ’00-’01; \$25,000 ’01-’02 0.5 FTE  Sources: 0.5 FTE BWIP=\$25,000 CRF= \$23,000	Recruit 5 new retail/professional services businesses per year, including 3 per year in historic retail centers.	<ul style="list-style-type: none"> <li>Ongoing. 38 new businesses have opened in the Park Street district, and 17 new businesses have opened in the Webster Street district.</li> </ul>
Implement the Vision for Downtown	As noted in the Vision	As noted in the Vision	As noted in the Vision	As noted in the Vision	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
Attract a diverse mix of quality restaurants for dinner and lunchtime crowds – review zoning ordinances that allow on-street dining for effectiveness. Survey local restaurants for interest in outdoor dining.	<b>ED/Redev. Planning, PSBA, WABA</b>	2001-2003	50 hours of staff time  Sources: TBD	Increased restaurant revenues.	<ul style="list-style-type: none"> <li>Accomplished. Between 1999 and 2005, restaurant sales have grown 50% faster than all other retail sectors in Alameda, after excluding the highly erratic Business-to-Business Sector. Non-business to business retail has grown on average 2% per year. Restaurant sales have grown at a rate of 3%.</li> </ul>
Solicit Developer interest in	<b>ED/Redev. Property Owners, WABA</b>	2001-2005	\$500,000 to \$600,000 gap per site,	Creation of new retail leasable area and new retail	<ul style="list-style-type: none"> <li>New gross leasable space created in renovation and/or</li> </ul>

<b>Initiative</b>	<b>Lead Responsibility and Principal Partners</b>	<b>Schedule</b>	<b>Estimated Cost and Potential Sources</b>	<b>Measure</b>	<b>Status</b>
redeveloping blighted Webster St. properties as identified by WABA			0.5 FTE Staff  Source: BWIP Fund	businesses targeted by the EDSP	redevelopment projects including: Wienerschnitzel /Double Rainbow, Hawthorn Suites, Otaez Restaurant, Kelly Moore Paints, and East Ocean.
Create dev. Incentives for business and property owners ➤ Create CDBG Micro Enterprise Loan Program; ➤ Create a Comm. Building Rehab and Tenant Improvement Loan Program in collab. With local lenders	<b>CD, ED/Redev.</b> /local banks	2000–2005	Each year \$50,000 for micro enterprise 0.15 FTE \$120,000 first yr for Comm. Bldg. Loan fund 0.15 FTE  Sources: -\$50k CDBG for -\$120k BWIP	Jobs created by retail business expansions	<ul style="list-style-type: none"> <li>• Small Business Assistance Program assisted small business start-ups with 13 loans and nine marketing grants. The program was cancelled in June 2005 because of high program delivery costs.</li> <li>• CDBG funds reserved and guidelines written. BWIP funding not available.</li> </ul>
Negotiate a draft Owner Participation Agreement with current or future owner to redevelop and re-tenant Bridgeside Center	<b>ED/Redev., Planning, Property Owner, CIC</b>	2000-2001	TBD.  0.2 FTE – ED/Red.  Sources: Prop owner, CIC	Return of full service grocery store, continued drug store and/or specialty foods, and support of retail that capitalizes on waterfront location.	<ul style="list-style-type: none"> <li>• Completed. In 2003, the CIC sold the property to Regency Centers under a 2003 Disposition and Development Agreement; 114,000 square feet of new retail including Nob Hill Foods opened in February 2007.</li> </ul>

<b>Initiative</b>	<b>Lead Responsibility and Principal Partners</b>	<b>Schedule</b>	<b>Estimated Cost and Potential Sources</b>	<b>Measure</b>	<b>Status</b>
Revitalize South Shore Shopping Center to meet the consumer preferences of Alameda residents and workers and maximize waterfront location.	<b>Harsch Dev. Co.</b> ED/Redev.	2000-2005	\$90,000 0.25 FTE-ED/Red. 0.25 FTE-Planning Source: Property owner CRF	Additional leasable square footage and altered retail mix with higher quality, higher priced merchandise.	<ul style="list-style-type: none"> <li>• Underway. Trader Joe's and Blue Tomatoes opened. Beverly's relocated into new space, new Safeway to open doors in December, 2005.</li> <li>• Old Navy and TJ Maxx opened in summer 2007.</li> <li>• Bed, Bath &amp; Beyond scheduled to open in early 2008.</li> <li>• Border Books planned to open in spring 2008.</li> </ul>

### **Strategy #2b - 'Increase the Availability and Quality of Retail Goods and Services': Implementation Plan -- Supporting Initiatives**

<b>Initiative</b>	<b>Lead Responsibility and Principal Partners</b>	<b>Schedule</b>	<b>Estimated Cost and Potential Sources</b>	<b>Measure</b>	<b>Status</b>
Revise the Zoning Ordinance to support the retail development strategy and Downtown Vision	<b>Planning,</b> ED/Redev., Planning Board, EDC, Chamber of Commerce	2000-2001	0.3 FTE-Planning 0.3 FTE-ED/Redev. Source: proposed in Planning and Redev. Budgets	Revised Zoning Ordinance Adopted.	<ul style="list-style-type: none"> <li>• Accomplished. Community Commercial overlay adopted for Park and Webster business districts.</li> </ul>
During General Plan Update: <ul style="list-style-type: none"> <li>➤ Consider potential sites for community-level retail;</li> <li>➤ Consider strategies to provide adequate off-site parking that would allow development</li> </ul>	<b>Planning,</b> ED/Redev., Planning Board, EDC	2000-2002	2.0 FTE-Planning Source: GP scope of work budgeted	General Plan amendments adopted.	<ul style="list-style-type: none"> <li>• General Plan update delayed.</li> </ul>

<b>Initiative</b>	<b>Lead Responsibility and Principal Partners</b>	<b>Schedule</b>	<b>Estimated Cost and Potential Sources</b>	<b>Measure</b>	<b>Status</b>
<p>of pedestrian oriented new buildings, with continuous storefronts; consider subsequent modification of on site parking requirements for new retail buildings developed in the Park and Webster Street business districts.</p>					
<p>➤ Expand the existing scope of work for update of the General Plan to determine the best location for independent auto service and repair businesses.</p> <p>➤ Regarding auto sales businesses, focus on improving the appearance of auto row, possibly incorporating concepts presented in the Park Street Auto Row Study</p>	<p><b>Planning,</b> Planning Board, Auto Dealers, ED/Redev.</p>	<p>2000–2002</p> <p>2001-2005</p>	<p>Source: General Plan scope of work budgeted.</p> <p>Approx. \$1 mil. per block</p> <p>Sources: L&amp;LD, BWIP, Property owner assessment</p>	<p>General Plan amendments adopted.</p> <p>Improved building and streetscape appearance</p>	<ul style="list-style-type: none"> <li>• General Plan update delayed.</li> </ul>

<b>Initiative</b>	<b>Lead Responsibility and Principal Partners</b>	<b>Schedule</b>	<b>Estimated Cost and Potential Sources</b>	<b>Measure</b>	<b>Status</b>
(1994).					
Include auto row geography in Downtown Vision efforts to determine the most appropriate circulation pattern for Park Street.	<b>PW,ED/ Redev, Planning,</b> PSBA, Auto Dealers	2000-2001	TBD	Increased sales	
Rent/lease shared signage along I 880 for Alameda Auto row and list the dealers.	ED/Redev, PSBA, Auto Dealers.	2000-2001	TBD	Increased sales	<ul style="list-style-type: none"> <li>• Collaboration with Ron Goode Toyota to redevelop and modernize dealership; effort suspended by owner.</li> </ul>
Work with College of Alameda to explore intensifying the use of its site to include retail development in connection with the Tinker extension and state route designation and comprehensive economic development /circulation planning for Webster commercial corridor.	<b>College of Alameda,</b> Alameda Point Leasing, ED/Redev., Planning	2000-2005	\$25-50,000 0.3 FTE  Source: BWIP	Feasibility Study	<ul style="list-style-type: none"> <li>• WABA initiated a series of exploratory meetings with College of Alameda, as part of development of Citywide Retail Report. Effort suspended due to lack of interest by College of Alameda.</li> </ul>
Prepare streetscape designs for improvement of Webster St.	<b>ED/Redev,</b> WABA, PW, Planning	2000-2002	\$71,000 0.3 FTE  Sources: WECIP	Public investment in Commercial District	<ul style="list-style-type: none"> <li>• Completed.</li> </ul>
Construct Webster streetscape improvements	<b>ED, PW</b>	2003-2005	\$3.9 million 0.5 FTE ED 0.5 FTE PW Sources: Poten. WECIP bond issue, MTC	Complete improvements	<ul style="list-style-type: none"> <li>• Completed.</li> </ul>

<b>Initiative</b>	<b>Lead Responsibility and Principal Partners</b>	<b>Schedule</b>	<b>Estimated Cost and Potential Sources</b>	<b>Measure</b>	<b>Status</b>
			grant, other		
Implement appropriate streetscape improvement plans along Park Street.	<b>ED/Redev,</b> PSBA, PW, Planning, TPC	2000-2002	\$1.0 million Sources: L&LD, BWIP, Prop. Owner assessment	Complete improvements	<ul style="list-style-type: none"> <li>Completed.</li> </ul>
Develop a “Gateway”/entry statement for Downtown at the foot of Park Street.	<b>ED/Redev,</b> PSBA, PW, DSD	2002-2005	\$300,000 Sources: L&LD, BWIP	Complete improvements	
Purchase <u>sidewalk</u> cleaning equipment.	<b>PW,</b> PSBA, WABA	2002-2003	TBD Sources: L&LD	Improved street appearance	<ul style="list-style-type: none"> <li>Done - a “Green Machine” has been placed in each district.</li> </ul>
Increase frequency of sidewalk cleaning	<b>PSBA, WABA</b>	2002-2003	TBD Sources: L&LD	Improved sidewalk appearance	<ul style="list-style-type: none"> <li>Done.</li> </ul>
Hire/dedicate staff for code enforcement including existing ordinances related to signage, health and safety, zoning, cleanliness, etc.	<b>Building Services,</b> ED/Redev, Planning	2000-2001	\$60,000/yr. 1.0 FTE  Sources: BWIP	Improved building conditions	<ul style="list-style-type: none"> <li>Our Code Compliance Officer is dedicated to redevelopment code issues.</li> <li>Signage Code Update completed in 2005.</li> </ul>
Pursue MTC planning and construction grants for both Park and Webster	<b>ED/PSBA,</b> <b>WABA</b>	2000	\$2,000 0.2 FTE	Successful grant applications	<ul style="list-style-type: none"> <li>Done - each was funded for Phase One.</li> </ul>
Hire independent consultant to conduct peer review of permitting and entitlement process. Streamline permit process & determine feasibility of creating One	Building Services, Planning, ED/Redev., AP Leasing	2000–2001	See cost detail in Strategy 1b implementation plan	Strategic Plan to create One Stop Permit Center, reduced processing time for all City required permits for commercial development and	<ul style="list-style-type: none"> <li>Plan completed. Long-term plan: invest in capital improvement sinking fund to convert Carnegie Building into a One-Stop Permit Center.</li> </ul>

<b>Initiative</b>	<b>Lead Responsibility and Principal Partners</b>	<b>Schedule</b>	<b>Estimated Cost and Potential Sources</b>	<b>Measure</b>	<b>Status</b>
Stop Permit Center				establishment of evaluation measure to monitor the entitlement process.	
Study potential merger of WECIP and BWIP	<b>ED/Redev,</b> WABA, EDC	2000-2001	\$20,000 0.25 FTE Sources: BWIP/WECIP	Ability to use WECIP tax increment to redevelop blighted sites on Webster St.	<ul style="list-style-type: none"> <li>• Done.</li> </ul>

### Strategy #3 - 'The Business Travel Market and Limited Impact Tourist Attractions': Implementation Plan

Initiative	Lead Responsibility and Principle Partners	Schedule	Estimated Cost and Potential Sources	Measure	Status
<p>Conference Center Hotel:</p> <ul style="list-style-type: none"> <li>➤ Circulate RFQ/RFP to select Developer of Hotel/Conference Center/Links style golf course located in Northwest Territories at Alameda Point</li> <li>➤ Negotiate/Execute a DDA</li> </ul>	<p><b>ED/Redev.,</b> Golf Dept., Planning, CIC, City Council, ARRA Board, City Manager</p>	<p>2000-2005 2000-2002</p>	<p>\$75,000</p> <p>0.25FTE-Golf Course 0.75FTE-ED/Redev. 0.15FTE-Planning 0.15 FTE-PW</p> <p>Sources: Golf Course, or Alameda Point Bond proceeds</p>	<p>Execution of an Exclusive Right to Negotiate</p>	<ul style="list-style-type: none"> <li>• City issued an RFQ/RFP in 2003. All three proposals received required a City subsidy as part of the development program. This indicated that the hotel market was not strong enough to support the proposed hotel/conference center. The project is on hold until the hospitality market strengthens.</li> <li>• The first program EIR will be certified in Spring 2006 and the City will begin negotiating receipt of dredge materials with the Army Corps and Port of Oakland. These are necessary pre-development activities.</li> </ul>
	<p><b>Golf Dept., ED/Redev., Planning, Planning Board, CIC,</b> City Council, ARRA Board, City Manager, Developer</p>	<p>2002-2004</p>	<p>\$75,000 each year</p> <p>0.25 FTE-Golf Course 0.75 FTE-ED/Redev. 0.15 FTE-Planning 0.15 FTE-PW</p> <p>Sources: Golf Course or Alameda Point Bond proceeds</p>	<p>Execution of the DDA</p> <p>Adoption of the plan and completion of the center</p>	<ul style="list-style-type: none"> <li>• On hold.</li> </ul>



<b>Initiative</b>	<b>Lead Responsibility and Principle Partners</b>	<b>Schedule</b>	<b>Estimated Cost and Potential Sources</b>	<b>Measure</b>	<b>Status</b>
<p>Hire independent consultant to conduct peer review of permitting and entitlement process. Streamline permit process &amp; determine feasibility of creating One Stop Permit Center</p>	<p>Building Services, Planning, ED/Redev., AP Leasing</p>	<p>2000–2001</p>	<p>See cost detail in Strategy 1b implementation plan</p>	<p>Strategic Plan to create One Stop Permit Center, reduced processing time for all City required permits for commercial development and establishment of evaluation measure to monitor the entitlement process.</p>	<ul style="list-style-type: none"> <li>• Plan completed. See Strategy #2b.</li> </ul>

## Strategy #4 – ‘Recreational and Entertainment Facilities’: Implementation Plan

Initiative	Lead Responsibility and Principal Partners	Schedule	Estimated Cost and Potential Sources	Measure	Status
Renovate/ Restore Alameda Theater: <ul style="list-style-type: none"> <li>➤ Issue RFQ to developers and negotiate agreement with selected developer</li> <li>➤ Coordinate phasing of theater redevelopment with development of parking structure.</li> <li>➤ Support Downtown as a prime location for theater facilities</li> </ul>	<b>ED/Redev, Planning, Property Owner, Developer</b>	2001-2005	.025 FTE \$5,000 BWIP  \$500-\$600K Sources: BWIP bond, CDBG 108 loan		<ul style="list-style-type: none"> <li>• City executed and approved a Disposition and Development Agreement (DDA) with Alameda Entertainment Associates, L.P. for the rehabilitation/restoration of the historic Alameda Theater in conjunction with a new seven-screen Cineplex and 350-space parking garage on adjacent parcels. The City acquired the historic Alameda Theater in October 2005 and will issue a Call for Bids to pre-qualified contractors for both the garage and the historic Theater in Spring 2006. Construction is anticipated to be completed by Spring 2008.</li> </ul>
Create a capital improvement project for preparation of a City wide recreation improvement plan	<b>Recreation and Parks Department</b>	2003-2005	0.2 FTE \$100,000 Source: TBD	Creation of CIP	<ul style="list-style-type: none"> <li>• This plan has been identified in the past two budget cycles but has not yet been funded.</li> <li>• Council gave positive feedback about future funding at a recent City Council/Recreation &amp; Park Commission Joint Meeting.</li> <li>• Researching potential funding sources in FY 06-07 for a Master Plan.</li> </ul>
Improve parking related to the beach and provide for more entertainment	<b>East Bay Regional Park District</b>	2000 – 2005	TBD	Increase in utilization of the beach	<ul style="list-style-type: none"> <li>• This will be part of the Master Plan Process.</li> <li>• ARPD is currently involved in events that promote awareness of</li> </ul>

<b>Initiative</b>	<b>Lead Responsibility and Principal Partners</b>	<b>Schedule</b>	<b>Estimated Cost and Potential Sources</b>	<b>Measure</b>	<b>Status</b>
venues					existing resources such as the annual Beach Clean-up (in conjunction with Public Works Environmental Resources) in September, the annual sand castle contest in June, and the annual Earth Day activities at Washington Park in April.
Improve signage to Crown Memorial Beach	<b>Recreation and Parks,</b> Caltrans, PW	2002-2003	\$200 per sign to manufac. and install. 0.1 FTE Rec. & Park  0.1 FTE PW Sources: Rev produc'g Rec. funds.	Increase in utilization of the beach	<ul style="list-style-type: none"> <li>No progress to report at this time. Will require coordination with Public Works.</li> </ul>
Perform a comprehensive assessment of the unmet recreational needs of the City's youth and seniors	<b>Recreation and Parks,</b>	2002-2003	\$25,000 , and 0.2 FTE Potential sources: Recreation revenue producing accounts (Golf Course, etc.)	Adoption of the study recommendations	<ul style="list-style-type: none"> <li>Assessment forms were sent to every household receiving an Activity Guide in Summer 2003.</li> <li>Data compiled in Fall 2003.</li> <li>Implementation began in 2004.</li> <li>Demand for more family-oriented events has resulted in events such as outdoor family movies in the parks.</li> <li>Mastick Center conducting assessment of senior needs and will adjust their program accordingly, as funding permits.</li> </ul>
As part of the GP update, review the existing Recreation Element regarding Bay Trail beachfront walkways around the City	<b>Planning,</b> Planning Board	2000-2002	Source: GP scope of work budgeted	Update of walkway plan.	<ul style="list-style-type: none"> <li>ARPD has been attempting to secure grants to improve the trail behind Paden School and ultimately connect it to the Bay Trail.</li> <li>This will need to be coordinated with Public</li> </ul>

<b>Initiative</b>	<b>Lead Responsibility and Principal Partners</b>	<b>Schedule</b>	<b>Estimated Cost and Potential Sources</b>	<b>Measure</b>	<b>Status</b>
					Works' Bikes & Trails Plan. <ul style="list-style-type: none"> <li>• This will also be reviewed as part of the Recreation Element of the General Plan.</li> </ul>

## Strategy #5 – ‘Internal and External Traffic’: Implementation Plan

<b>Initiative</b>	<b>Lead Responsibility and Principal Partners</b>	<b>Schedule</b>	<b>Estimated Cost and Potential Sources</b>	<b>Measure</b>	<b>Status</b>
Make update of the 1990 General Plan (GP) and its Transportation Element a high priority, including the addition of policies directing:	<b>Planning Board,</b> Planning Department, Public Works, Planning Board	2000-2002	Included in the proposed scope of work and General Fund Budget for 2000-2002 0.5 FTE PW	Adoption of General Plan by City Council	<ul style="list-style-type: none"> <li>The Public Works Department has undertaken a multi-year program to update the Transportation Element.</li> </ul>
➤ Investigation of feasibility of expanding existing City supported shuttle service, to key points in the City	<b>TAC,</b> PTC, Planning, PW, Planning Board, WABA Chamber/ Business Coalition	2000-2002	Source: TBD	Policy creation	<ul style="list-style-type: none"> <li>Transportation Systems Management (TSM) pilot shuttle program has been discussed with the Transportation Commission. A scope of work and request for funding to City Council is planned. Both routes and technologies (e.g., electric) will be explored. Focus of the scope of work will not be limited to the West End.</li> </ul>
➤ Development of circulation designs oriented to pedestrians, bicycles, and transit, particularly for Park and Webster.	<b>TAC,</b> Planning, PW, Planning Board	2003-2005	Included in scope of traditional Transp. Element	Adoption of designs by City Council	<ul style="list-style-type: none"> <li>Pedestrian Traffic Master Plan being created. Will be meeting with schools to determine which crosswalks should be emphasized.</li> <li>The City’s Bicycle Master Plan will be updated. The City is currently on the County plan for funding purposes.</li> <li>In-pavement pedestrian lights planned for the Streetscape projects.</li> </ul>
➤ Analysis of the relationship between traffic capacity and growth and economic	<b>Planning Board,</b> Planning Department, Public Works, Planning Board	2000-2002	Included in the proposed scope of work and General Fund Budget for 2000-2002	Adoption of General Plan by City Council	<ul style="list-style-type: none"> <li>Ongoing analysis of traffic impacts during environmental review of economic development projects.</li> <li>The City is looking</li> </ul>

<b>Initiative</b>	<b>Lead Responsibility and Principal Partners</b>	<b>Schedule</b>	<b>Estimated Cost and Potential Sources</b>	<b>Measure</b>	<b>Status</b>
development			0.5 FTE PW		at TSM measures to motivate commercial carpools and shuttles and the Ecpass Program, which would be targeted to residential customers.
Charge the Planning Board to establish a standing Transportation Sub-Committee, with adjunct representatives from the Economic Development Commission, the Public Transportation Committee and the Transportation Advisory Committee, to oversee implementation of transportation planning and project implementation.	<b>Planning, PW, ED/Redev.</b>	2001-2002	0.2 FTE Planning 0.2 FTE PW 0.1 FTE ED/Redev.		<ul style="list-style-type: none"> <li>The City Council created the Transportation Commission to address transportation policy issues for the City.</li> </ul>
Request PTC consider for inclusion in their top priorities studying feasibility of expanding water transportation to and from sites outside the City	<b>PTC, PW, Ferry providers, Water Taxi provider</b>	2000-2001	0.1 FTE of existing staffing of PTC  Source: PW	PTC revised expanded priorities	<ul style="list-style-type: none"> <li>Part of the TSM – City working in coordination with the Water Transit Authority to enhance service to the ferry terminals.</li> </ul>
Request PTC consider for inclusion in their top priorities petitioning A.C. Transit for expanded service to Marina Village, Marina Square area and Alameda Point	<b>PTC, PW, A.C. Transit, EDC</b>	2000–2001	0.1 FTE of existing staffing of PTC  Source: PW	PTC revised expanded priorities	<ul style="list-style-type: none"> <li>Service is currently provided to meet the existing (limited) demand.</li> <li>A transit connection is planned at Tinker.</li> </ul>
Work cooperatively to obtain approval	<b>City Council, City Manager,</b>	2000-2010	\$200,000 Study	Viability determination	<ul style="list-style-type: none"> <li>The new crossing was originally discussed</li> </ul>

<b>Initiative</b>	<b>Lead Responsibility and Principal Partners</b>	<b>Schedule</b>	<b>Estimated Cost and Potential Sources</b>	<b>Measure</b>	<b>Status</b>
of and funding for a new crossing from Alameda to Oakland. Possible actions include: Study alternatives and economic benefits/cost	<b>PW</b> , Caltrans, City of Oakland, Port of Oakland, BCDC, and US Army Corps of Engineers Planning Board, EDC, TAC		\$75,000-lobbyist 0.15 FTE – PW  Sources: Undetermined		as part of the Alameda Point Master Developer selection process. <ul style="list-style-type: none"> <li>The City is working with State Senator Perata’s office for assistance in obtaining funding for a new crossing, with a special emphasis on bicycles. Infill development will be emphasized in the language of the legislation.</li> </ul>
Work cooperatively to improve and modify connections to I-880.	<b>City Council, City Manager, PW</b>	2000-2005		Improved access to/from freeway	<ul style="list-style-type: none"> <li>Connections being studied: <ul style="list-style-type: none"> <li>Broadway/Jackson</li> <li>I-880 &amp; 29th</li> <li>I-880 &amp; 42nd</li> <li>I-880 &amp; High</li> <li>Park Street Triangle</li> </ul> </li> <li>Feasibility Study to be presented to Council in March 2006.</li> </ul>
Develop and implement a parking management plan for Downtown	<b>DSD</b>	2000-2003	See Downtown Vision		<ul style="list-style-type: none"> <li>DSD, PW, &amp; Planning are supervising consultant contract.</li> <li>Report expected to be completed in early 2008..</li> </ul>
Improve signage, visibility and access to existing parking lots in Downtown	<b>PW</b>	2000-2002	See Downtown Vision		<ul style="list-style-type: none"> <li>Signage requests are submitted to the Transportation Technical Team (TTT).</li> <li>Now that the Streetscapes are completed, PW staff is working with the Business Association Executive Directors on a signage Master Plan.</li> </ul>
Determine the most appropriate circulation pattern for Park Street to improve the pedestrian environment and contribute to the economic	<b>PW</b>	2002-2005	See Downtown Vision		<ul style="list-style-type: none"> <li>The Planning Board has mentioned a possible restudy of the Civic Plaza concept recently.</li> <li>The Civic Plaza would need to be coordinated with the Streetscapes and parking plans.</li> </ul>

<b>Initiative</b>	<b>Lead Responsibility and Principal Partners</b>	<b>Schedule</b>	<b>Estimated Cost and Potential Sources</b>	<b>Measure</b>	<b>Status</b>
redevelopment of Downtown. Coordinate circulation with streetscape improvements.					
Carpooling Locations  (Item addition requested by Barbara)	<b>PW</b>				<ul style="list-style-type: none"> <li>Proposed location would be the triangle located by the Tube Portal owned by the City and bound by Marina Village, Mariner Square Dr. and Constitution Way.</li> </ul>



## Strategy #6 – ‘New Enterprises’: Implementation Plan

<b>Initiative</b>	<b>Lead Responsibility and Principal Partners</b>	<b>Schedule</b>	<b>Estimated Cost and Potential Sources</b>	<b>Measure</b>	<b>Status</b>
Develop Training Academy for entrepreneurs at College of Alameda	<b>Workforce Investment Board</b> , College of Alameda	2000–2002	TBD  0.1 CD Div	Number of new business starts in the City by graduates	<ul style="list-style-type: none"> <li>Program was developed with Alameda Adult School Ninety percent of SPAP participants received small business training through this partnership, which continues even though the loan/grant program has ended.</li> </ul>
Support a youth incubator, the Home Project and ROP programs of AUSD in entrepreneurship at the High School level	<b>Home Project, Alameda Unified School District, Workforce Investment Board, HOME project</b>	2000–2003	\$68,000 annual ARRA investment in forgone market rent.  Source: Alameda Point Leasing, Fy 2000-2002	Form youth project incubator; involve 30 youth and develop and launch 2 sustainable youth businesses; develop a multi-media arts studio; expand the child care into a sustainable, licensed business, number of youth operated micro business start-ups, and other services.	<ul style="list-style-type: none"> <li>HOME/BASE successfully developed Home Sweet Home Child Care and a recording studio. Youth received on-the-job training and business experience.</li> </ul>
Work w/ACET, CALStart, etc, to keep their graduates in Alameda	<b>Econ Dev/Redev</b> , Commercial Brokers, AP Leasing, SBDC	2000-2005	100 hours	Number of graduates retained in Alameda vs. total # of businesses graduated	<ul style="list-style-type: none"> <li>ACET and Calstart are no longer operating in Alameda.</li> </ul>
Develop a new system for tracking business starts, possibly by modifying the city’s existing business license	<b>ED/Redev. Finance</b>	2002-2003	TBD	Increased accuracy of business records to facilitate business assistance services and programs.	<ul style="list-style-type: none"> <li>Done.</li> </ul>

<b>Initiative</b>	<b>Lead Responsibility and Principal Partners</b>	<b>Schedule</b>	<b>Estimated Cost and Potential Sources</b>	<b>Measure</b>	<b>Status</b>
system.					
Hire independent consultant to conduct peer review of permitting and entitlement process. Streamline permit process & determine feasibility of creating One Stop Permit Center	Building Services, Planning, ED/Redev., AP Leasing	2000–2001	See cost detail in Strategy 1b implementation plan	Strategic Plan to create One Stop Permit Center, reduced processing time for all City required permits for commercial development and establishment of evaluation measure to monitor the entitlement process.	<ul style="list-style-type: none"> <li>Plan Completed. See Strategy #2b.</li> </ul>

## Strategy #7 – ‘Affordable Housing for Current and All Future Employees That Would Like to Live in Alameda’: Implementation Plan

<b>Initiative</b>	<b>Lead Responsibility and Principal Partners</b>	<b>Schedule</b>	<b>Estimated Cost and Potential Sources</b>	<b>Measure</b>	<b>Status</b>
Consider the EDSP and the housing policies originated by the ad Hoc Home Ownership Committee and adopted by Council in revision of the Housing Element. Establish criteria to require more than the minimum levels of affordable housing in projects in redevelopment areas.	<b>Housing Development Division,</b> Planning, Planning Board	2000-2001  2003 (Cynthia)	\$200,000 1.0 FTE  Sources: -\$95,000 State -TBD	Adoption of Housing Element reflecting EDSP goals	<ul style="list-style-type: none"> <li>Housing Element adopted in May 2003 includes new inclusionary housing requirement: 25% in redevelopment areas and 15% citywide.</li> <li>The housing policies of the Ad Hoc Home Ownership Committee were adopted into the Housing Element.</li> </ul>
Invite a focus group of work-live developers to critique the City’s mixed use and work/live zoning to evaluate effectiveness in providing residential as an ancillary use to office, retail, light manufact. and incubator activity.	Planning, Planning Board	2002-2004	0.2 FTE  Source: BWIP tax increment	Amendment to the Zoning Ordinance if found necessary	<ul style="list-style-type: none"> <li>The City’s Work/Live Ordinance has been under legal challenge and has not been amended.</li> </ul>
Continue to operate the Substantial Rehabilitation program	Community Development Division	2000-2005	\$2.0 million 2.0 FTE Sources: Home CDBG, etc.	Number of housing units rehabilitated	<ul style="list-style-type: none"> <li>Thirteen new affordable housing units developed.</li> </ul>
Hire independent consultant to conduct peer review of permitting and entitlement process. Streamline permit process & determine feasibility of creating One Stop Permit Center	Building Services, Planning, ED/Redev., AP Leasing	2000–2001	See cost detail in Strategy 1b implementation plan	Strategic Plan to create One Stop Permit Center and reduced processing time for all City required permits for commercial development and establish evaluation	<ul style="list-style-type: none"> <li>Plan completed.</li> </ul>

<b>Initiative</b>	<b>Lead Responsibility and Principal Partners</b>	<b>Schedule</b>	<b>Estimated Cost and Potential Sources</b>	<b>Measure</b>	<b>Status</b>
				measure to monitor the entitlement process.	
Establish a Housing Trust Fund	Housing Development Division	2000-2002	\$25,000 0.25 FTE Source: APIP Housing	Number of new non-market, moderate-income units	<ul style="list-style-type: none"> <li>Project deferred due to lack of resources.</li> </ul>

**ECONOMIC DEVELOPMENT STRATEGIC PLAN UPDATE**

**JANUARY 2008**

**APPENDIX B**

**POWERPOINT PRESENTATION FROM  
FEBRUARY 23, 2006 COMMUNITY FORUM**



City of Alameda

# **ECONOMIC DEVELOPMENT STRATEGIC PLAN UPDATE 2006**

**Community Forum #1**

February 23, 2006

**DEVELOPMENT SERVICES DEPARTMENT**

## **Goal of Economic Development Strategic Plan (2000)**

- Define the direction of Alameda's economic development with goals that maximize economic opportunity and consider the qualities of Alameda.
- The plan should be long-term (10+ years), include milestones for measuring success and provide periodic review.

EDSP Update 2006

## **EDSP Strategies**

- **#1 Create Industrial and Office Jobs**
- **#2 Increase the Availability and Quality of Retail Goods and Services**
- **#3 Business Travel Market and Limited Impact Tourist Attractions**
- **#4 Recreational and Entertainment Facilities**

EDSP Update 2006

## **EDSP Strategies (*cont.*)**

- **#5 Provide for Internal and External Traffic Circulation**
- **#6 Foster New Enterprises**
- **#7 Promote Affordable Housing**

EDSP Update 2006

## **EDSP Update 2006 - Purpose**

- **Perform 5-year review and incorporate major new economic trends and proposed development projects into the existing Economic Development Strategic Plan**
- **Prepare Draft EDSP Update for Economic Development Commission review and comment**
- **Presentation to the EDC and City Council**

EDSP Update 2006

## **Community Workshop #1**

- **Survey Accomplishments**
- **Review Major Housing and Retail Trends**
- **Discuss Potential Changes and Additions to the EDSP**

EDSP Update 2006

## **Community Workshop #2**

- **Review Major Office and Light Industrial Trends**
- **Summarize Proposed Alameda Point Preliminary Development Concept**
- **Discuss Potential Changes and Additions to the EDSP**

EDSP Update 2006

## **Survey of Accomplishments**



## Strategy #1: Create Industrial and Office Jobs

- Approved a Disposition and Development Agreement with Catellus, entitling 1.3 million square feet of office/R&D at FISC site; Catellus now proposes converting 900,000 s.f. of office/R&D to 300,000 of retail and up to 300 housing units.
- Approved Marina Village's entitlements for 143,000 s.f. office space over the Shipways; construction has not begun.

EDSP Update 2006

## Strategy #1: Create Industrial and Office Jobs

- Assisted in the attraction and retention of numerous businesses:
  - Abbott Diabetes Care
  - Allergy Research Group
  - Cheese Works
  - Convergent Laser Technologies
  - Ettore (squeegee manufacturer)
  - Peet's Coffee Roasting Facility
  - Ion Systems
- Conducted five detailed retention surveys and site visits with major businesses, held two bio-tech networking events for 120 people, and held quarterly Broker's Forums

EDSP Update 2006

## Strategy #2: Increase the Availability and Quality of Retail Goods and Services

- Implemented 8 of the top 10 priorities of the Park Street Downtown Vision (i.e., Green Machine, Streetscapes, Sign Ordinance Update, Park St. Design Guidelines, Alameda Theater project)
- Developed/upgraded and re-tenanted prime retail space, including:
  - Alameda Marketplace (last new tenant under construction)
  - John Knowles Buildings (Starbucks, House of Bagels, Pippen Hill, Happy Trails, Sumbody, Books Inc., Dog Bone Alley, Tomatina and Mints)
  - Bridgeside Shopping Center (under construction) – Nob Hill Foods grocery anchor
  - Alameda Towne Centre (ongoing) – Trader Joe's

EDSP Update 2006

## Strategy #2: Increase the Availability and Quality of Retail Goods and Services

### *Park Street Retenancing Resulted in 40 New Businesses:*

- |                        |                              |
|------------------------|------------------------------|
| • Barcelona Restaurant | • Speisekammer               |
| • C'era Una Volta      | • Starbucks                  |
| • Peet's Coffee & Tea  | • Tomatina                   |
| • Quiznos              | • District Footwear          |
| • Books Inc.           | • Doumitt Shoes              |
| • Happy Trails         | • Pippen Hill                |
| • Dog Bone Alley       | • Barron's Meat & Poultry    |
| • Sumbody              | • JP Seafood                 |
| • Robek's Juice        | • Farmstead Cheese and Wines |

EDSP Update 2006

## Strategy #2: Increase the Availability and Quality of Retail Goods and Services

### *Webster Street Retenancing Resulted in 17 New Businesses*

- Alameda Art Center
- Aria International Market
- Eyes on Webster
- Home-Restored Furniture and Refinishing
- Hawthorn Suites Hotel
- Kelly-Moore Paints
- Needle in a Haystack
- Tiny's
- Urban Forest/Bay Station Accents Fine Framing
- Chef's Wok
- Calafia Taqueria
- Fortune Cookie
- Katsu Sushi House
- Otaez
- Switzers Café
- The New Zealander
- Tran's Vietnamese Restaurant

EDSP Update 2006

## Strategy #2: Increase the Availability and Quality of Retail Goods and Services

- Attracted a diverse mix of quality restaurants for dinner and lunchtime crowds
  - Restaurant sales have grown 50% faster than all other retail sectors in Alameda
  - All taxable sales = 2% increase/year (excluding business-to-business)
  - Restaurant sales = 3% increase/year

EDSP Update 2006

## Strategy #2: Increase the Availability and Quality of Retail Goods and Services

- Completed New Public Investment in the Commercial Districts:
  - Completed \$3 million of new streetscape improvements in the Webster Street district and \$2.5 million in the Park Street district with \$1.8 million MTC grant
  - Additional \$700,000 MTC grant for Phase II of Park Street
  - Prepared plans and specifications to solicit bids for construction of Park Street Parking Structure and renovation of the Historic Alameda Theater
  - Completed DDA for construction of a seven-screen cineplex with ground floor retail

EDSP Update 2006

## Strategy #3: Business Travel Market and Limited Impact Tourist Attractions

- Hotel/Conference Center/Golf Course at Alameda Point - City issued an RFP in 2003
  - All three proposals required a City subsidy.
  - Hotel market not strong enough to support the proposed hotel/conference center.
  - Project on hold until the hospitality market strengthens.
- New Hawthorn Suites on Webster St., Extended Stay America in Marina Village and new proposed Hampton Inn in Harbor Bay
- Created Film Commission

EDSP Update 2006

## **Strategy # 4: Create Recreational and Entertainment Facilities**

- **Renovate/Restore Alameda Theater:**
  - The City acquired the historic Alameda Theater
  - City executed and approved a Disposition and Development Agreement (DDA) with Alameda Entertainment Associates, L.P. for a first-run eight-screen movie theater
  - Bid documents have been prepared for the rehabilitation and restoration of the Alameda Theater

EDSP Update 2006

## **Strategy # 4: Create Recreational and Entertainment Facilities**

- **Perform a comprehensive assessment of the unmet recreational needs of the City's youth and seniors:**
  - Assessment forms sent to every household in 2003
  - Implementation began in 2004, including family-oriented events such as outdoor family movies in the parks.
  - Mastick Center completing assessment of seniors to inform potential program adjustments, as funding permits.

EDSP Update 2006

## **Strategy # 5: Provide for Internal and External Traffic Circulation**

- Created a new Transportation Commission in 2002
- The General Plan Transportation Element updated on a multi-year schedule
- Transportation Systems Management (TSM) pilot shuttle program under consideration; developing scope of work; no funding has been identified.

EDSP Update 2006

## **Strategy # 5: Provide for Internal and External Traffic Circulation**

- **Pedestrian Traffic Master Plan under discussion.**
- **The City requesting funding from the County to update the Bicycle Master Plan.**
- **Ron Cowan Expressway opened in early 2005**

EDSP Update 2006

## Strategy # 6: Foster New Enterprises

- Training academy for entrepreneurs (SPAP) developed with the Alameda Adult School – 172 small businesses assisted.
- Youth Incubator and Entrepreneurship at the High School Level: HOME/BASE developed Home Sweet Home Child Care and a recording studio. Youth received on-the-job training and business experience.

EDSP Update 2006

## Strategy # 7: Promote Affordable Housing

- Housing Element adopted in May 2003 with new inclusionary housing standards:
  - 25% in redevelopment areas
  - 15% citywide
  - 52 rental and 58 ownership units projected at Bayport (16 sold since 2000)
  - 12 units completed at Marina Cove since 2000
  - 8 for-sale units contracted with Alameda Development Corporation and Habitat for Humanity
- AUSD plans new affordable housing units for school district employees

EDSP Update 2006

## Strategy # 7: Promote Affordable Housing

- Evaluating effectiveness of Work/Live Zoning:
  - City Work/Live Ordinance - seven units under construction
- Operate Substantial Rehabilitation Program:
  - Create new affordable units in the footprint of existing housing.
  - 15 new affordable housing units developed since 2000.
- Establishment of a Housing Trust Fund:
  - Project deferred due to lack of resources.

EDSP Update 2006

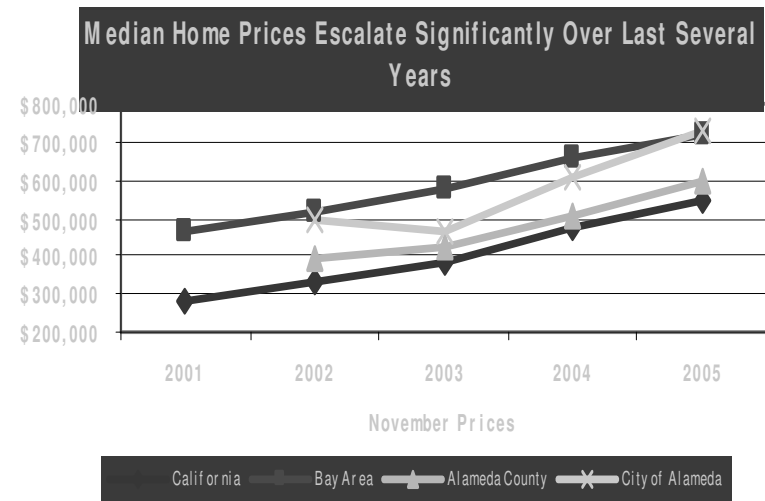
## Economic Trends: Housing

## Housing Trends

- Housing affordability still a serious concern for economic development in Alameda
- Median home prices increased significantly in the last several years – rising 40 percent in the Bay Area and 48 percent in the City of Alameda
- Housing Element and inclusionary housing ordinance address affordable housing issues
- Rental market stabilizes with rents rebounding and vacancy rates decreasing after several years of downturn
- Rental rates increased 8.5 percent and vacancies fell from 7.4 percent to 5.1 percent in 2005.

EDSP Update 2006

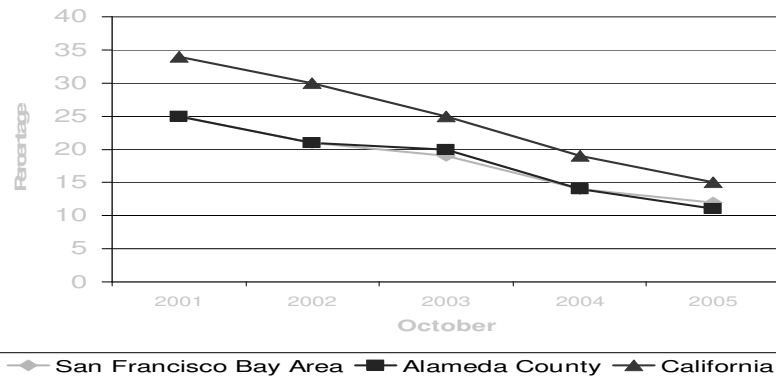
## Housing Trends (cont.)



EDSP Update 2006

## Housing Trends (cont.)

Fewer Than 15 Percent of Households in Alameda County Can Afford Median Priced Home



EDSP Update 2006

## Housing Trends (cont.)

- Bayport and Alameda Point likely to add close to 2,500 new households to the West End over the next 15 to 20 years, creating support for new retail businesses and providing a supply of new affordable housing, potentially as many as 625 units

EDSP Update 2006

## Economic Trends: Retail

### Retail Trends

- City's Retail sector is stable; new higher end stores creates potential for future growth
- City attracts new restaurants and other specialty retail – Marketplace, Books Inc, Pippen Hill, New Zealander, The Art Center
- Major retail market shift with redevelopment and re-tenanting of Towne Centre and Bridgeside shopping centers

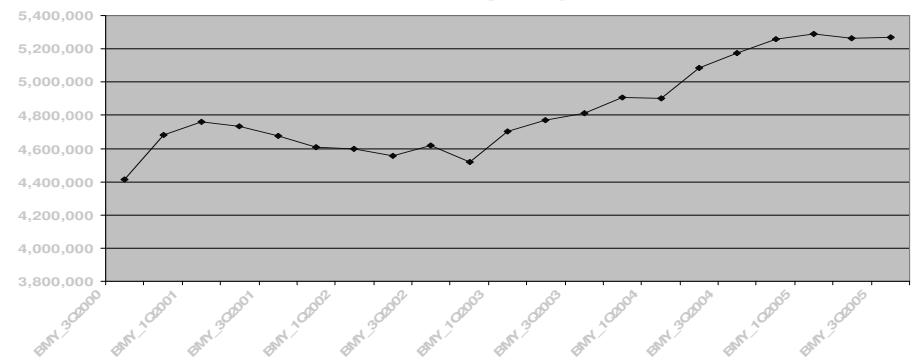
EDSP Update 2006

### Retail Trends (cont.)

- Sales tax below annual rate of inflation in City – increased annually by two percent over the last several years
- City vulnerable to loss of several large sales tax generators including business-to-business generators
- Uncertainty about future of Park Street commercial area north of Lincoln
- New Citywide Retail Policy, retail sales tax leakage evaluation, and Webster Street Strategic Plan

EDSP Update 2006

Stable Sales Tax Growth of Retail Sector (2% per year)



BMX = Benchmark Year

EDSP Update 2006

## **Opportunities for Discussion: Housing and Retail Trends**

## **Opportunities for Discussion: Housing Trends**

- **Strategy #7** : Incorporate references to consistency with affordable housing policies in Housing Element and inclusionary housing ordinance

EDSP Update 2006

## **Opportunities for Discussion: Retail Trends**

- **Strategy #2**: Incorporate conclusions of new retail studies and policy documents into EDSP
- **Strategy #2**: Acknowledge uncertainty of “auto row” area along Park Street and impact to annual sales tax collections and strategize for future.
- **Strategy #2**: Encourage retail in West End targeted to needs of existing and new households

EDSP Update 2006

## **Questions and Comments**

## Next Steps

- **Community Workshop #2 – March 2, 2006**
- **Receive comments from Economic Development Commission and community**
- **Prepare Draft EDSP Update for Economic Development Commission review and comment**
- **Post Draft Update to City website**
- **Presentation to EDC and City Council**



**ECONOMIC DEVELOPMENT STRATEGIC PLAN UPDATE**

**JANUARY 2008**

**APPENDIX C**

**POWERPOINT PRESENTATION FROM  
MARCH 2, 2006 COMMUNITY FORUM**



City of Alameda

# **ECONOMIC DEVELOPMENT STRATEGIC PLAN UPDATE 2006**

**Community Forum #2**

March 2, 2006

**DEVELOPMENT SERVICES DEPARTMENT**

## **Goal of Economic Development Strategic Plan (2000)**

- Define the direction of Alameda's economic development with goals that maximize economic opportunity and consider the qualities of Alameda.
- The plan should be long-term (10+ years), include milestones for measuring success and provide periodic review.

EDSP Update 2006

## **EDSP Strategies**

- **#1 Create Industrial and Office Jobs**
- **#2 Increase the Availability and Quality of Retail Goods and Services**
- **#3 Encourage Business Travel Market and Limited Impact Tourist Attractions**
- **#4 Develop Recreational and Entertainment Facilities**

EDSP Update 2006

## **EDSP Strategies (*cont.*)**

- **#5 Provide for Internal and External Traffic Circulation**
- **#6 Foster New Enterprises**
- **#7 Promote Affordable Housing**

EDSP Update 2006

## **EDSP Update 2006 - Purpose**

- **Perform 5-year review and incorporate major new economic trends and proposed development projects into the existing Economic Development Strategic Plan**
- **Prepare Draft EDSP Update for Economic Development Commission review and comment**
- **Presentation to EDC and City Council**

EDSP Update 2006

## **Community Workshop #1**

- **Surveyed Accomplishments**
- **Reviewed Major Housing and Retail Trends**
- **Discussed Potential Changes and Additions to the EDSP**

EDSP Update 2006

## **Community Workshop #2**

- **Review Major Office and Light Industrial Trends**
- **Summarize Proposed Alameda Point Preliminary Development Concept**
- **Discuss Potential Changes and Additions to the EDSP**

EDSP Update 2006

## **Economic Trends: Office and Light Industrial Trends**

## Office and Light Industrial Trends

- East Bay office market recovering from dot.com bust – rising rents, decreasing vacancies, but little new construction
- Alameda office vacancies higher than surrounding area, but slowly decreasing – current 20 percent vacancy down from 25 percent a year ago
- Alameda remains a solid secondary office sub-market in the long-term as vacancies fall in prime East Bay markets (i.e., Oakland CBD, Emeryville)

EDSP Update 2006

## Office and Light Industrial Trends (*cont.*)

- During downturn in office market, Alameda attracted light industrial users in underutilized and undeveloped areas with low interest rates fueling ownership and build-to-suit market (i.e., Harbor Bay)
- AP&T competitive energy rates and newly completed Ron Cowan Expressway help to attract these uses to Alameda
- Alameda already secondary market for biotech users; Stem Cell Institute located in San Francisco may have “spin off” for East Bay including Alameda

EDSP Update 2006

## Office and Light Industrial Trends (*cont.*)

- Marina Village:
  - Leased 100,000 square feet of space including corporate headquarters for Crescent Jewelers and two mid-sized law firm office
  - Existing tenants expanded by 50,000 square feet including Arriva Pharmaceuticals, Xenogen, and Berkeley Heart Labs

EDSP Update 2006

## Office and Light Industrial Trends (*cont.*)

- Harbor Bay:
  - Office campus model – typified by previous Lucent Campus -- no longer reflects current market
  - Trend toward ownership with a blend of flexible office, biotech, commercial and light industrial space (i.e., Peet’s Roasting, Abbott Diabetes Care, Ettore, Venture Corp’s industrial condos)

EDSP Update 2006

## Office and Light Industrial Trends (cont.)

- Example of New Light Industrial Tenants:
  - Cheese Works Ltd., specialty foods distributor, custom-built 30,000 s.f. (*owner-occupied*)
  - Venture Commerce—developed two buildings of 15 “commercial condos.” Eleven of the 15 are either in contract or have closed.
  - Peet’s Coffee & Tea will build a new \$24 million, 134,000 s.f. coffee roasting and distribution facility. (*owner-occupied*)

EDSP Update 2006

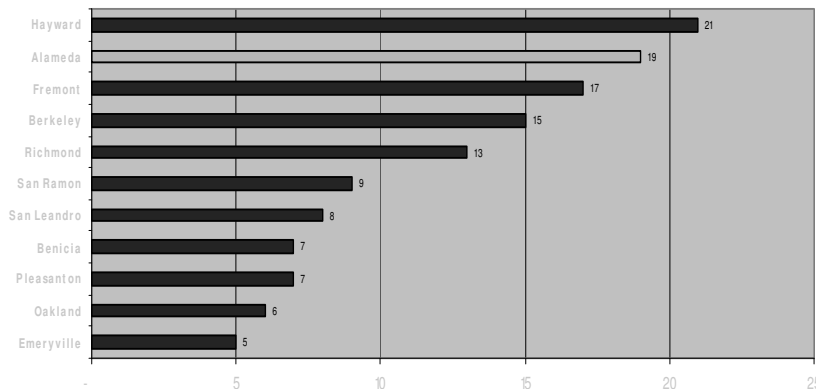
## Office and Light Industrial Trends (cont.)

- Example of New BioTech Tenants:
  - Abbott Diabetes Care—has almost tripled its Alameda work force and has plans to expand. (*owner-occupied*)
  - Food and Drug Administration San Francisco District Office—inspection of the manufacturing operations of pharmaceutical, cosmetic, and medical device companies, blood banks and food industry.
  - Xenogen Corp.—received \$ 22 million in VC funding in 2003 and raised \$29 million with its IPO in 2004.

EDSP Update 2006

## Office and Light Industrial Trends (cont.)

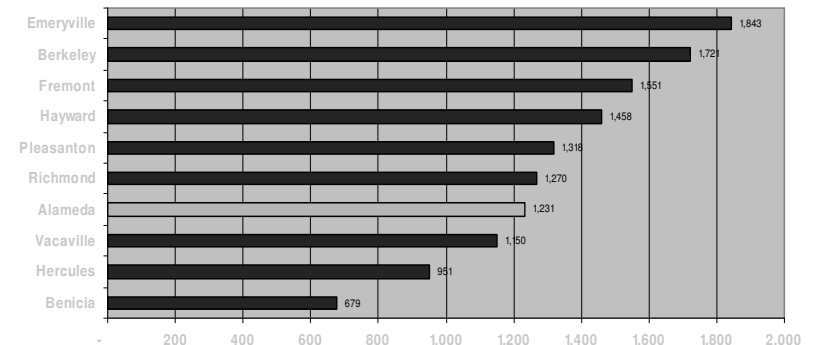
Alameda Was a East Bay Leader in Number of Biotech Companies, 2001



EDSP Update 2006

## Office and Light Industrial Trends (cont.)

Alameda Home to Fewer Biotech Employees Than Most East Bay Communities, 2001



EDSP Update 2006

## **Opportunities for Discussion: Office and Light Industrial Trends**

## **Opportunities for Discussion: Office and Light Industrial Trends**

- Strategy #1: Recognize shift from office to light industrial users at Harbor Bay, and impact of low interest rates
- Strategy #1: Continue emphasis on recruitment of biotech sector

EDSP Update 2006

## **Opportunities for Discussion: Office and Light Industrial Trends (cont.)**

- Strategy #3: Promote “tasting rooms” as low-impact tourist attractions (i.e., Hangar 1, Rosenblum Cellars, Peet’s)
- Strategy #3: Take advantage of potential benefits of newly established Film Office/Film Commission
- Strategy #6: Foster supportive environment for new, emerging biotech and light industrial enterprises

## **Alameda Point Preliminary Development Concept (PDC)**

EDSP Update 2006

## Alameda Point PDC

- Reuse of Alameda Point represents last major development opportunity for Alameda
- Future redevelopment remains uncertain
- Significant implications for the future of economic development in the City

EDSP Update 2006

## Alameda Point PDC -- Summary

Land Use	Total
New Housing	1,735 units
Existing Housing	200 units
Community/Civic	132,000 square feet
Office/R&D*	2.9 million square feet
Retail	336,000 square feet

\* Includes 1.3 million square feet in existing buildings

EDSP Update 2006

## Alameda Point PDC -- EDSP

- Incorporate and coordinate aspects of proposed Alameda Point PDC with update of EDSP

EDSP Update 2006

## Alameda Point PDC

- Strategy #1: Create Industrial and Office Jobs
  - 2.9 million s.f. of non-residential including 1.3 million of existing space
  - Mix of commercial uses to allow for long-term flexibility including office, R&D, service-commercial, maritime, industrial and warehouse uses

EDSP Update 2006



## Alameda Point PDC

- **Strategy #2: Increase the Availability and Quality of Retail Goods and Services**
  - 336,000 square feet of retail space
  - Neighborhood centers including cafes, shops and offices
  - Town center retail including anchor grocery store, drug store, restaurants and other community serving stores
  - Create links to transit and transportation nodes

EDSP Update 2006

## Alameda Point PDC

- **Strategy #3: Business Travel Market and Limited Impact Tourist Attractions**
  - Hotel/Conference Center/Golf Course proposed for Northwest Territory – an integral part of Alameda Point
  - Regional park and Seaplane Lagoon marina likely to attract local and some regional tourism

EDSP Update 2006

## Alameda Point PDC

- **Strategy #4: Recreational and Entertainment Facilities**
  - Network of public parks, promenades, piers and plazas to maximize waterfront accessibility
  - Extensive bike paths and lanes throughout community
  - Seaplane lagoon to include passive recreation, water access and venues for community gatherings

EDSP Update 2006

## Alameda Point PDC

- **Strategy #5: Internal and External Traffic**
  - Network of major streets to facilitate seamless integration of Alameda Point with rest of the City
  - Transportation Strategy that supports land uses and maximizes transit use and minimizes traffic impacts

EDSP Update 2006

## Alameda Point PDC

- **Strategy #6: New Enterprises**
  - Significant non-residential space with potential for local and small business development and expansion

EDSP Update 2006

## Alameda Point PDC

- **Strategy #7: Affordable Housing for Current and Future Employees**
  - 25 percent of new units in each phase should be affordable units
  - Total of 434 affordable units at a mix of income levels
  - Affordable units should be dispersed throughout the project and designed to be comparable and blend with market rate units

EDSP Update 2006

## Next Steps

- **Prepare Draft EDSP Update for Economic Development Commission review and comment**
- **Post Draft Update to City website**
- **Presentation to EDC and City Council**

EDSP Update 2006

## Questions and Comments

**ECONOMIC DEVELOPMENT STRATEGIC PLAN UPDATE**

**JANUARY 2008**

**APPENDIX D**

**SCIENTIFIC SURVEY OF LOCAL VOTERS AND THE  
COMMUNITY AT LARGE**



**Developing a Strategic Plan for...**

# **Economic Development in the City of Alameda**



**A Scientific Survey of Local Voters and the Community at Large**

**January/February 2007**

*In partnership with...*

**Toll Free 800.224-7608**

**[WWW.SRI-CONSULTING.ORG](http://WWW.SRI-CONSULTING.ORG)**

**The Institute for  
CONSENSUS BUILDING**



**STRATEGY  
RESEARCH  
INSTITUTE**

## *Table of Contents*

1.0	<b>Introduction</b> .....	<b>1</b>
2.0	<b>Executive Summary</b> .....	<b>1</b>
3.0	<b>Research Design &amp; Methodology</b> .....	<b>6</b>
4.0	<b>Findings</b> .....	<b>7</b>
<b>Addendum A: Figures and Charts</b> .....		<b>11</b>
<i>Figure 1</i>	Local Issues of Concern (Front-end of Mind)	
<i>Figure 2</i>	Local Issues of Concern (Core Values)	
<i>Figure 3</i>	Prioritizing Elements in City’s Economic Development Strategic Plan	
<i>Figure 4</i>	Alameda Should Become a Green City	
<i>Figure 5</i>	Shopping and Entertainment Opportunities should be Sought for ‘Main Street’ Retail Zones	
<i>Figure 6</i>	Additional Parking should be Constructed in Webster Street Commercial District	
<i>Figure 7</i>	Additional Parking be Constructed in Park Street Commercial District	
<i>Figure 8</i>	Should a Public Plaza be Constructed in Alameda?	
<i>Figure 9</i>	Redeveloping Alameda Point should be a High Priority	
<i>Figure 10</i>	Should the City Sponsor ‘Incubator’ Facilities?	
<i>Figure 11</i>	Should a Resort Quality Conference Center be Constructed at Alameda Point?	
<i>Figure 12</i>	Level of Support for Subsidizing a Resort Quality Conference Center	
<i>Figure 13</i>	Alameda Should Promote its Historic Assets	
<i>Figure 14</i>	The City’s Waterfront Areas Should be Developed and Granted Maximum Public Access	
<i>Figure 15</i>	Preferences for Use of Waterfront Property along Estuary and Northern edge of City	
<i>Figure 16</i>	How Best to Redevelop Alameda Point	
<i>Figure 17</i>	Preferences for Transportation Master Plan	
<i>Figure 18</i>	Best Use of Auto Row Properties	
<i>Figure 19</i>	Priority of Deliberate Steps to Address Global Warming	
<i>Figure 20 A,B</i>	Demographics	
<b>Addendum B: Questionnaire with Percentages</b> .....		<b>32</b>
<b>Addendum C: Responses to Open Ended Questions</b> .....		<b>45</b>



## 1.0 Introduction

The City of Alameda's Economic Development Commission (EDC), in conjunction with City staff, is preparing an update to the **Economic Development Strategic Plan** (EDSP) to reflect the City's changed economic and development trends and public policies, over time. It has been more than five years since the City Council accepted the ten-plus year strategic plan in July 2000 and subsequently approved an implementation program in March 2001.

As part of its public participation process, the EDC hosted two public workshops on February 23, 2006 and March 2, 2006 to engage the community on specific ways to update the EDSP. The workshops included a status report on the City's economic development accomplishments since 2000; a presentation on the latest local economic and development trends; and a discussion about future economic development goals and priorities. Additionally, City staff met with representatives of the local business associations, Alameda Unified School District, and the College of Alameda to solicit their input regarding future economic development opportunities for the City. Lastly, City staff and the EDC proposed conducting a survey of Alameda residents to make certain that the updated EDSP addresses the economic development priorities of the community at large.

The City selected Strategy Research Institute (SRI) to develop and conduct a 22-minute, scientific survey of 400 local residents (200 residents from the community-at-large and 200 registered voters), and analyze the results of the survey using both descriptive and advanced statistical methods. The survey was administered by telephone. This report presents the findings from the telephone survey.<sup>1</sup>

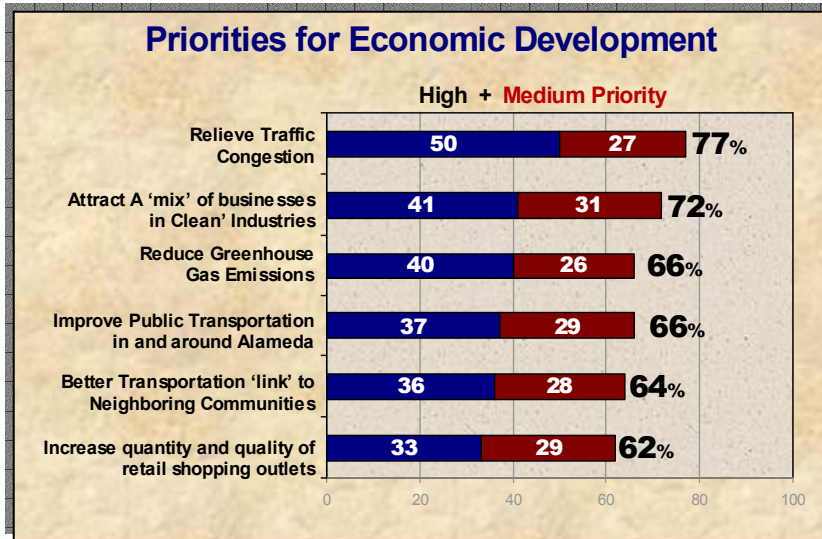
## 2.0 Executive Summary

The main focus of the present survey was to identify the collective wishes (public opinion) of two groups of constituents in the City of Alameda — the community-at-large and local electorate — with respect to the best way to improve the City's downtown economic base, while simultaneously addressing a variety of issues inherent to updating the City's Economic Development Strategic Plan.

---

<sup>1</sup> A comprehensive discussion of the research design and methodology employed in the present scientific survey is presented in Section 3.0, entitled: **Research Design and Methodology**, beginning on Page 6 of this document.

The findings are clear. Local residents want the City’s economic development strategy to be designed to attract environmentally friendly businesses to Alameda (see graphic below and Figure 3). For example, nearly three quarters (72%) of the respondents said they would place a high priority on a “mix” of businesses including biotech, research and development, software development, health care technology, motion picture/television programming, warehousing, as well as professional and business services.

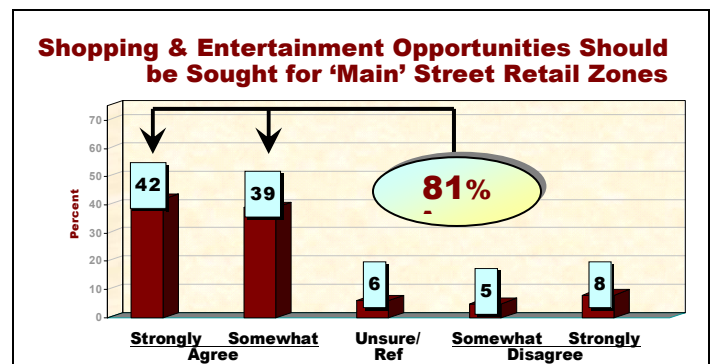


Two thirds (66%) of the respondents would encourage City officials to establish policies and programs to reduce greenhouse gas emissions in the City. In fact, a huge majority (87%) of the respondents said City officials should promote Alameda as being a “Green City” (see

Figure 4). Toward that end, there is a consensus among local residents that the City should develop policies that restrict any business and industry that is known to pollute the environment.

Almost equal to Economic Development, local residents place a high priority on **public transportation**. For example, two-thirds (66%) of the respondents said they would place high priority on improving public transportation designed to assist local residents traveling in and around Alameda, especially improvements in bicycle and pedestrian accessibility.

Yet another priority has to do with increasing both the quantity and quality of retail outlets in the City. As seen in the graphic below (also refer to Figure 5), over eighty percent (81%) of the respondents said City officials should make a concerted effort to enhance shopping and entertaining opportunities in the “Main Street” retail zones of Alameda, specifically, the Park Street and Webster Street commercial districts.

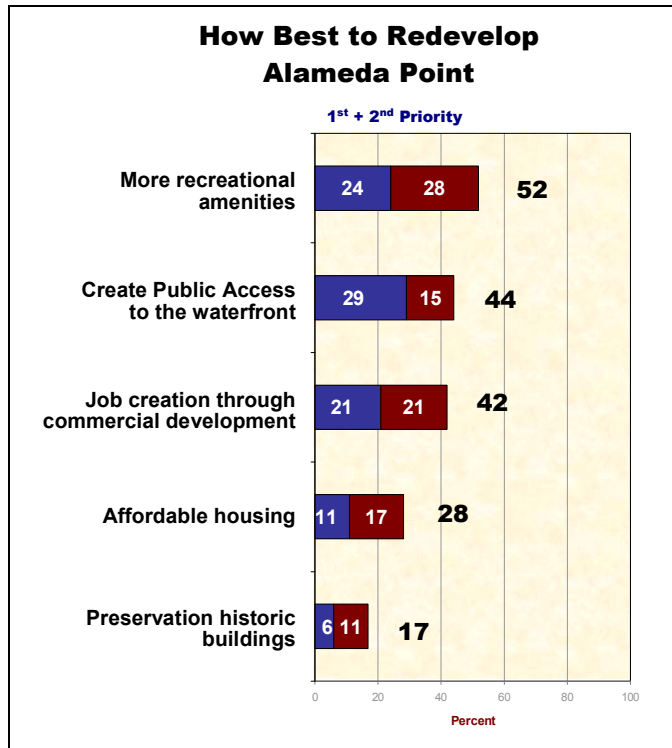




Consistent with this perspective, well over half (60%) of the respondents stated that additional parking should be constructed in the Webster Street commercial district (see Figure 6); nearly three quarters (73%) of the respondents would like the City to construct additional parking in the Park Street commercial district of Alameda (see Figure 7).

Most residents (82%) in Alameda want the City to redevelop Alameda Point (see Figure 9). When asked to rank-order five (5)

alternative uses for Alameda Point, the top priority is assigned to creating more recreational amenities (see chart at left and Figure 16).



The next priority is having public access to the City’s waterfront areas. In fact, nearly three quarters (72%) of the respondents said they either strongly or somewhat agree with the notion that, “...waterfront areas throughout the City should be developed in a fashion that allows maximum public access” (see Figure 14).

With this comes a desire for such commercial enterprises as waterfront restaurants and boating (see Question 6.1 in Addendum B).

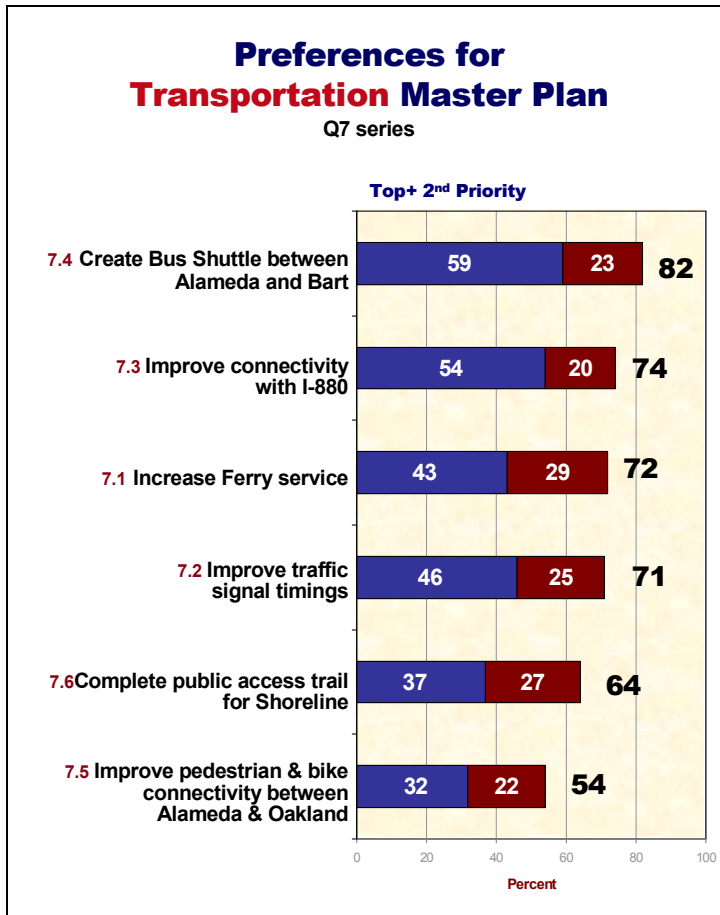
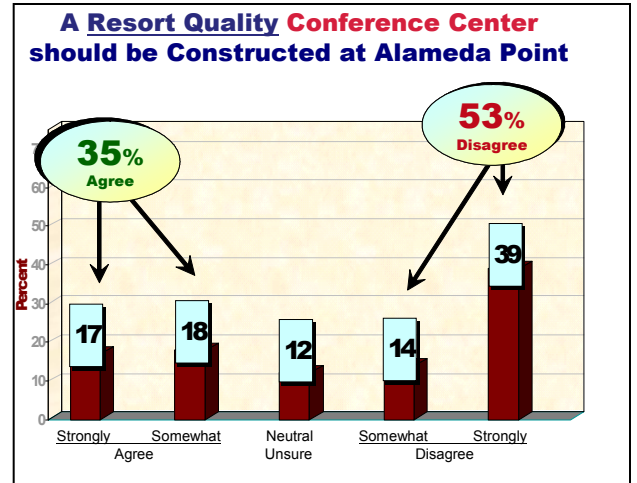
This mindset is consistent with other waterfront properties in Alameda, as well. Specifically, nearly three quarters (74%) of the respondents think the waterfront property along the Estuary and the northern edge of Alameda should be dedicated mostly to “mixed use” including offices, commercial, and residential development... along with some of the waterfront property being preserved as permanent open space (see Figure 15).

As can be seen in the chart on the next page (also refer to Figure 11), there is relatively little support for developing a resort quality conference center at Alameda Point, one that would include a championship golf course. In fact, support for a conference center virtually disappears when the matter of having the City subsidize either the

construction or operation of such a facility (see Figure 12). Over three quarters (77%) of the respondents stated that they would not support the notion of having the City subsidize a conference center.

One final topic merits attention in the Executive Summary. Respondents were asked to rank-order their preferences with respect to elements that should be incorporated into the City’s Transportation Master Plan.

As can be seen in the graphic below, there is overwhelming support for creating a bus shuttle between Alameda and BART. Nearly sixty percent (59%) of the respondents see this as a top priority, while nearly one fourth (23%) rank this as a second priority.



Not far behind is the need to improve connectivity with I-880. Over half (54%) of the respondents ranked this as a top priority, while twenty percent saw this as a second priority.

Enhancing ferry service to and from Alameda was ranked as a third preference for the Transportation Master Plan. Nearly three fourths (72%) of the respondents ranked this as being a high priority item on their “wish list” involving public transportation and public transit.

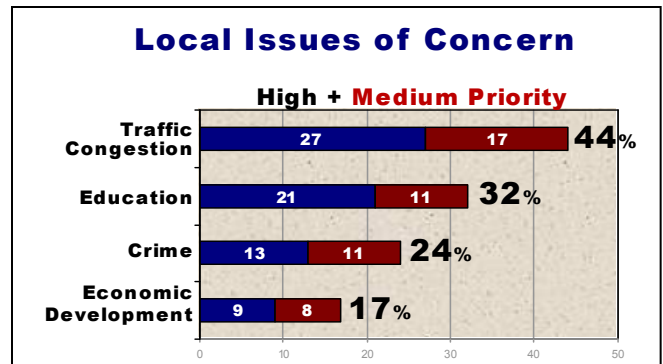
Finally, the present survey was also designed to identify issues of concern to Alameda residents.

As can be seen in the graphic on the following page, the three (3) local issues of greatest concern to Alameda residents, rank-ordered, are: (i) traffic congestion, (ii) the quality of education being provided through the public school

district, and (iii) crime...followed closely by the need for economic development (refer to Figure 2 for a more comprehensive listing).

A more detailed discussion of the “findings” from the present scientific survey of Alameda residents is contained in the following section of this document.

Addendum ‘A’ contains a comprehensive set of charts, graphs, and tables.



Addendum ‘B’ contains a copy of the research instrument (questionnaire) showing percentages for each question asked in the survey. This document will allow City officials to identify important differences and similarities between the community-at-large and among registered voters who comprise the electorate in the City of Alameda

In addition, a Book of Cross-tabs has been provided to the City; thus, you will be able to see differences and similarities in the collective perceptions, attitudes, and core values of respondents in the present scientific survey, based upon such demographic determinants as gender, level of education, household income, ethnicity, and more.

The “intelligence” contained in the present document is intended to assist Alameda officials in moving forward with developing and implementing a comprehensive strategic plan for Economic Development in the City of Alameda; one that will play a significant role in the future of the City of Alameda.



### 3.0 Research Design and Methodology

The telephone survey was comprised of four hundred twelve (N=412) completed interviews; N=200 of these were with high and moderate propensity voters in Alameda and N=212 were from the community-at-large. The interviews were conducted from January 27<sup>th</sup> to February 1, 2007.

At 95% confidence level, a random sample of N=412 to represent a community the size of Alameda yields sampling error  $\pm 4.8\%$ . Sampling error for each of the two subsets (registered voters and the community-at-large) is  $\pm 6.9\%$ .<sup>2</sup>

Thus, the “findings” from the present research effort are highly “representative” of the respective populations from which they were drawn.

Special care was taken to ensure that appropriate measurement “scales” were employed in order to maximize both the “reliability” (accuracy) and “validity” (truthfulness) of the findings.

After the data were gathered, they were analyzed using a statistical package called SPSS, which accommodates the application of both descriptive and advanced statistical analyses.

By working closely with City officials, SRI researchers were able to create a research instrument (questionnaire) tailored to the City’s needs and expectations.<sup>3</sup> The research instrument was “pre-tested” and appropriate adjustments were made prior to fielding the study.

<sup>2</sup> The present research effort adheres strictly to “**The Scientific Method**,” as do all SRI studies.

<sup>3</sup> **Addendum ‘B’** contains the final research instrument (questionnaire) showing percentages for each of the questions incorporated into the study.

While the “findings” from the present research effort are representative of the population(s) from which the respective samples were drawn, it is to be expected that the demographic profile of the respondents will differ from those reported in the U.S. Census. There are two fundamental reasons for this.

First, the U.S. Census provides the demographic profile of the community-at-large; however, in the case at hand, half of the population surveyed is limited to “high” and “moderate” propensity voters throughout the community. As such, the demographic profile of this subset of the sample is, by definition, representative of “likely voters” throughout the City of Alameda, not the community-at-large... which was the intent of the present scientific survey.

Second, the sample drawn from the community-at-large will not mirror the U.S. Census data, either. This is due to the fact that there are certain subsets in the general population who are not inclined to participate in any form of survey, telephone or otherwise; for example, undocumented residents tend not to participate in such surveys.

The only way to avoid this reality is to “stratify” the sample and force the demographic profile of the sample to mirror that of the U.S. Census; in other words, call a sufficient number of people in each subset within the community until the ratio of respondents mirrors the ratio of each group that exists within the City of Alameda. The problem with this approach is two-fold:

(i) You no longer have a “true” random sample, thus the findings are NOT “representative” of the population from which the sample was drawn and, for example, cannot be “generalized” from the sample to the community-at-large.

(ii) Stratifying the sample would increase the cost of administering the survey to the point that, in all likelihood, would be cost prohibitive.

Thus, from purely a practical perspective, it is essential that public officials have access to an accurate “read” on the collective public opinion from these individuals. Having such intelligence is central to “consensus building” within any community.

The proof that the sampling strategy that was employed in the present scientific survey is, indeed, the appropriate methodology, thus, not problematic, comes in form of results. Literally without exception, SRI’s predictions of voting behavior over the past two decades have turned out to be within 1% (and no more than 2%), when the statistical “margin of error” (sampling error) typically ranges between 4.5 to 5.8%. In other words, the methodology employed in SRI’s public opinion surveys accurately predicts behavior virtually to the letter.

#### 4.0 Findings

The present research effort resulted in numerous “findings” that are relevant to the research questions it was designed to address. Those that merit note in the present report include the following:

***Finding 1* Traffic and Alameda Point were the top two unprompted issues of concern.**

Respondents were asked if there were any local issues that concerned them today; 62% said “yes”. The top two issues of concern were traffic at 12% and Alameda

Point at 10%. The top five issues are listed on the chart below. For a complete listing, refer to Addendum B, Question 1.1 in the research instrument (questionnaire).

<b>Traffic</b>	<b>12%</b>
<b>Alameda Point</b>	<b>10%</b>
<b>Education</b>	<b>7%</b>
<b>Target Store</b>	<b>6%</b>
<b>Growth &amp; Development</b>	<b>5%</b>

***Finding 2* After being read a list of local issues (prompted) the top three issues of concern were traffic congestion, quality of education, and crime.**

Respondents were read a list of eleven (11) issues in the City of Alameda. The three issues of most concern to local residents turned out to be: (i) traffic congestion at 44%, (ii) quality of education at 32%, and (iii) crime at 24%.

The top five issues are listed in the chart below, for a full list of prompted issues see question 2 series on the questionnaire. (see Figure 2, Q2 series)

<b>Traffic congestion</b>	<b>44%</b>
<b>Quality of education</b>	<b>32%</b>
<b>Crime</b>	<b>24%</b>
<b>Economic Development</b>	<b>17%</b>
<b>Protect Open Space</b>	<b>14%</b>

***Finding 3* Of the nine elements listed in the Economic Development Strategic Plan, highest priorities are “Relieve traffic congestion” and “Attract Clean Industries”.**

Respondents were read a list of nine (9) elements that may be considered as the City develops its Economic Development Strategic Plan. Each item was prioritized by 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> and not a priority. The top three items ranked as being either 1<sup>st</sup> or 2<sup>nd</sup> priority were: (i) relieve traffic congestion at 77%; (ii) attract “clean” industries at 72%, and; (iii) improve public transportation in and around Alameda at 66%. The top five (5) ranked items are listed in the chart below, for a full listing of all items see Figure 3, Q3 series.

<b>Elements for Economic Development</b>	<b>1st + 2nd Priority</b>
Relieve traffic congestion	<b>77%</b>
Attract “clean” industries	<b>72%</b>
Improve public transportation in and around Alameda	<b>66%</b>
Reduce Greenhouse gas emissions	<b>66%</b>
Improve Public Transit to link neighboring communities	<b>64%</b>

***Finding 4* There is a mandate (87%) for Alameda becoming a Green City.**

An economic objective of City officials has been to promote Alameda as a Green City. A huge majority of the respondents (87%) agree that the City should develop policies that restrict types of business and industry that are known to pollute the environment...in favor of retaining and

attracting clean office business and light industry to Alameda. (see Figure 4, Q4.1).

***Finding 5* Over eighty percent (81%) of respondents would like to see more shopping and entertainment opportunities on Main Street.**

Eighty-one percent (81%) of residents of Alameda would like to see a concerted effort made to enhance shopping and entertainment opportunities in the “Main Street” retail zones in Alameda, specifically the Park Street and Webster Street commercial districts. (see Figure 5, Q4.2)

***Finding 6* A clear majority (60%) of residents would like additional parking in Webster Street commercial district.**

Sixty percent (60%) of respondents would like to see additional parking constructed in the Webster Street commercial district of Alameda. (see Figure 6, Q4.3)

***Finding 7* Nearly three fourths (73%) of residents would like to see additional parking in the Park Street commercial district.**

Seventy-three percent (73%) of respondents would like to see additional parking constructed in the Park Street commercial district of Alameda. (see Figure 7, Q4.4)

***Finding 8* Half of the residents of Alameda (51%) would like to see a Public Plaza constructed in Alameda.**

Fifty-one percent (51%) of respondents would like a public plaza, or gathering place, constructed either in the Park Street commercial section of downtown Alameda, or adjacent to the civic center. (see Figure 8, Q4.5)

**Finding 9 Eighty-two percent (82%) feel that redeveloping Alameda Point should be a HIGH PRIORITY.**

Eighty-two percent (82%) of respondents feel that City officials should place a high priority on redeveloping Alameda Point. (see Figure 9, Q4.6)

**Finding 10 Half of the respondents (52%) feel the City should sponsor ‘Incubator’ facilities.**

Half of the respondents (52%) felt the City should sponsor ‘incubator’ facilities that provide space and support for both adult and youth start-up businesses as an alternative to operating out of their homes. (see Figure 10, Q4.7)

**Finding 11 The majority of residents (53%) do NOT want a resort quality conference center constructed at Alameda Point.**

Only 35% of local residents would like to see a concerted effort be made to construct a resort quality conference center at Alameda Point that would include a championship golf course. Over half (53%) were against constructing such a conference center. (see Figure 11, Q5.1)

**Finding 12 Over three-fourths (77%) of respondents WOULD NOT support having the City subsidize a Conference Center.**

A huge majority of local residents (77%) are against the notion of constructing a resort quality conference center, including a championship golf course, if it turns out that the City would have to subsidize the construction and/or operation of the facility. (see Figure 12, Q5.1a).

**Finding 13 Over half (66%) of respondents feel Alameda should promote its Historic Assets.**

Over half of the residents of Alameda (66%) feel that the City should make a more concerted effort to promote its historic assets to the San Francisco Bay Area. (see Figure 13, Q5.2)

**Finding 14 Almost three-fourths (72%) feel Waterfront areas should be developed and have MAXIMUM public access.**

Seventy-two percent (72%) of local residents would like the City to make a concerted effort to attract such commercial enterprises to these waterfront areas as restaurants and boating; further, such activities as water sport competitions, including windsurfing and kite boarding, should be sponsored and highly promoted; and other activities should be encouraged, such as kite flying and bicycling. (see Figure 14, Q6.1)

**Finding 15 Three-fourths (74%) of respondents would like MIXED USE of Waterfront property along Estuary and Northern Edge of City.**

Three-fourths (74%) of respondents would like to see mixed use, including office, commercial, residential & open space of the waterfront property along Estuary and the Northern edge of the City.

Only 17% support the notion of dedicating this property to maritime and industrial use only. (see Figure 15, Q6.2)

**Finding 16 The top two priorities for redevelopment of Alameda Point are: more recreational amenities and creating public access to the waterfront.**

Five uses are presently being considered for the redevelopment of Alameda Point. Of these the two highest ranked (1<sup>st</sup> + 2<sup>nd</sup> priority) were: More recreational amenities at 52%, and; Creating public access to the waterfront at 44%. (see Figure 16, Q6.3 series)

<b>Proposed Re-development at Alameda Point</b>	<b>1st + 2nd Priority</b>
More recreational amenities	<b>52%</b>
Create public access to waterfront	<b>44%</b>
Job creation through commercial development	<b>42%</b>
Affordable Housing	<b>28%</b>
Preservation of historic buildings	<b>17%</b>

***Finding 17* Top priority for the Transportation Master Plan is creating bus shuttle service between Alameda and BART (82%).**

Respondents were read a list of six transportation-related services and facilities that are being considered for the City's Transportation Master Plan. One of the highest priority (Top + 2<sup>nd</sup> priority) items is to create a bus shuttle service between Alameda and BART.

All six items are rank-ordered in the chart below (see Figure 17, Q7 series).

<b>Proposed items for Transportation Master Plan</b>	<b>1st + 2nd Priority</b>
Create bus shuttle between Alameda and Bart	<b>82%</b>
Improve connectivity with I-880	<b>74%</b>
Increase Ferry service	<b>72%</b>
Improve traffic signal timings	<b>71%</b>
Complete public access trail for Shoreline	<b>64%</b>
Improve pedestrian & Bike connectivity between Alameda & Oakland	<b>54%</b>

***Finding 18* There is a slight preference (52%) of blending residential housing & retail outlets on the Auto Row properties.**

If the automobile dealerships located along Park Street north of Lincoln Avenue in Alameda decide to relocate outside of Alameda, there is a slight preference **52%** for blending residential housing and retail outlets vs. 42% preferring retail stores and office buildings. (see Figure 18, Q8.0)

***Finding 19* Global Warming is on the collective mind of local residents.**

More than three-fourths of respondents (77%) feel that taking deliberate steps to address global warming should be a moderate to top priority. In fact, nearly half (44%) believe this should be a top priority for the City of Alameda. (see Figure 19, Q9.0)



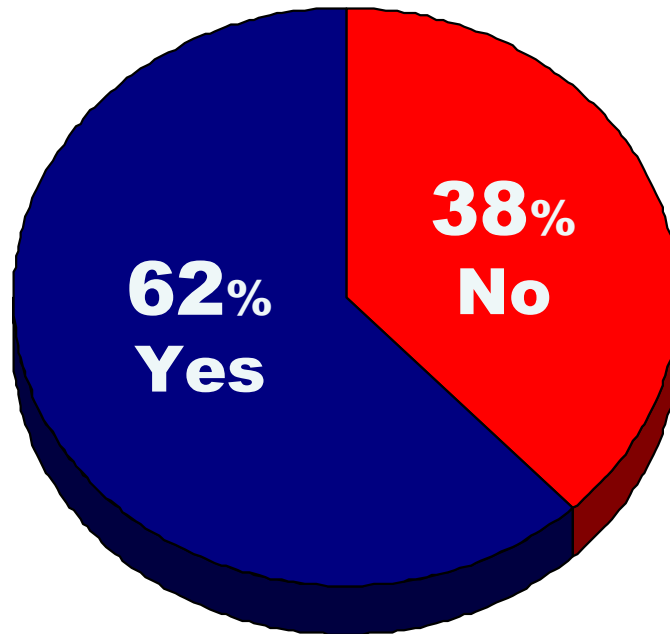


**Addendum A**

Figure 1  
Alameda Economic Development Strategic Plan  
January/February 2007

**Local Issues of Concern  
(Front-end of Mind)**

**Question 1.0:** Is there a Local Issue you are especially concerned about today?



Top five local issues: Unprompted	
12%	Traffic
10%	Alameda Point
7%	Education
6%	Target Store
5%	Growth & Development



Figure 2  
**Alameda Economic Development Strategic Plan**  
 January/February 2007

**Local Issues of Concern**  
**(Core Values)**  
 Q2 series

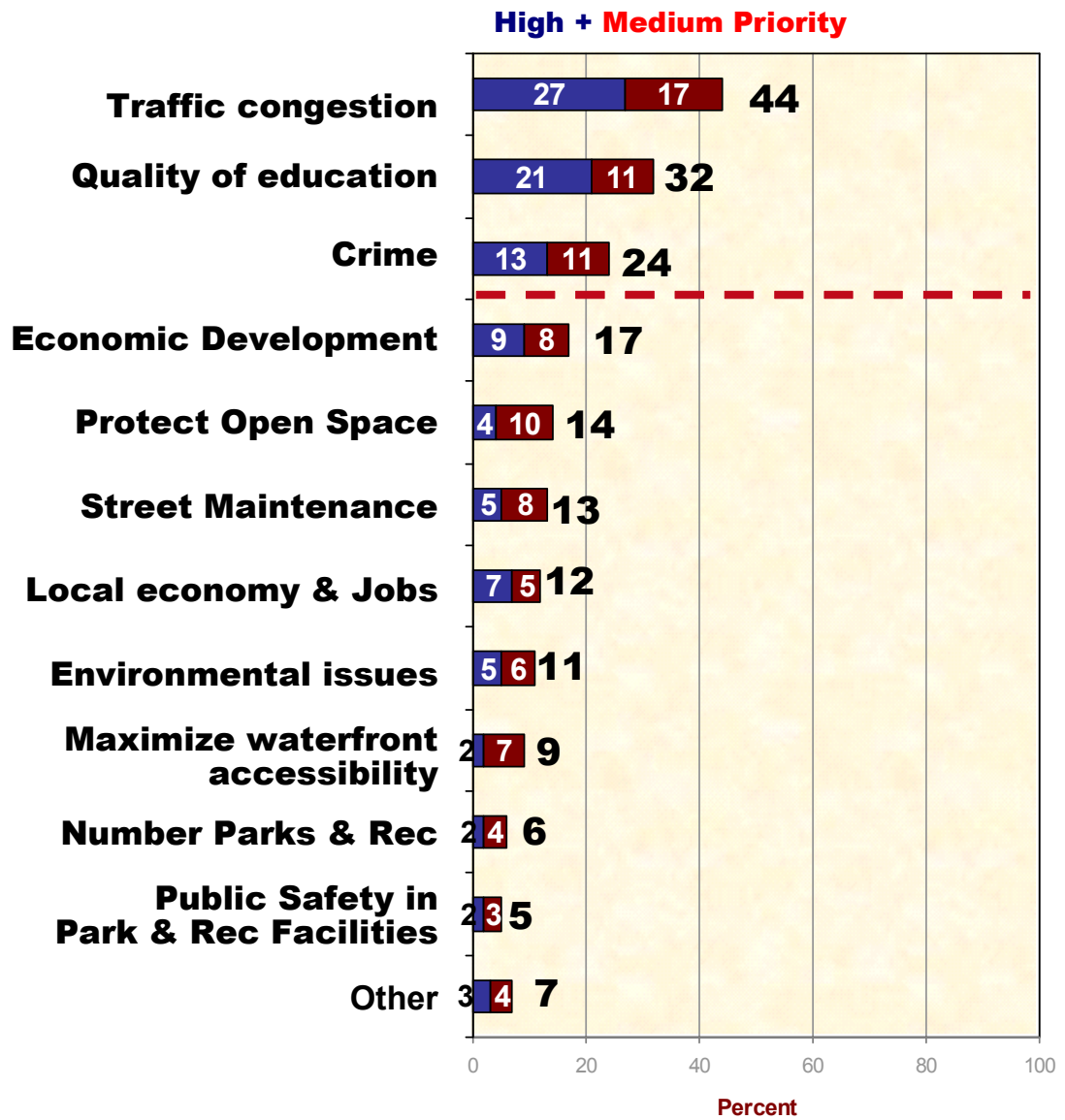


Figure 3  
**Alameda Economic Development Strategic Plan**  
 January/February 2007

## Prioritizing Elements in City's Economic Development Strategic Plan

Q3 series

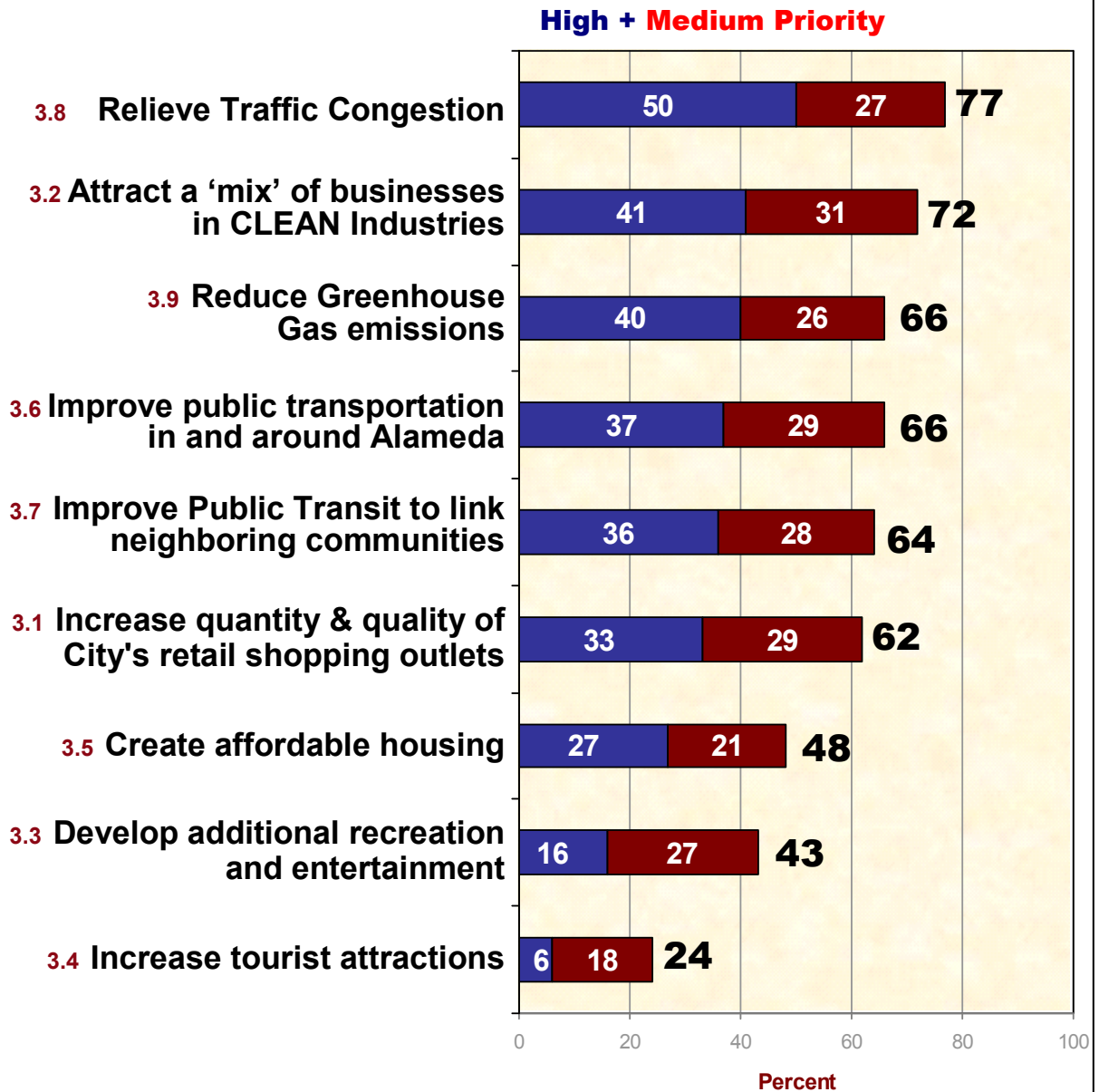


Figure 4  
Alameda Economic Development Strategic Plan  
January/February 2007

## Alameda Should Become a Green City

**Question 4.1:** An economic objective of City officials has been to promote Alameda as a **Green City**. Toward this end, the City should develop policies that restrict types of business and industry that are known to pollute the environment...in favor of retaining and attracting clean office businesses and light industry to Alameda...

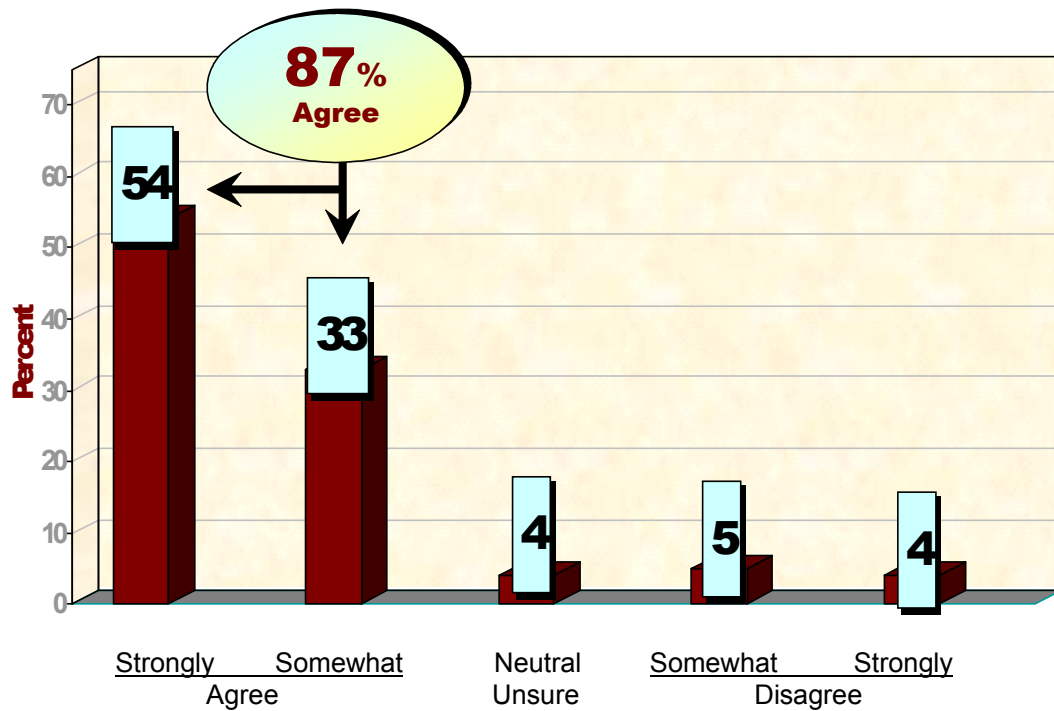


Figure 5  
Alameda Economic Development Strategic Plan  
January/February 2007

## Shopping and Entertainment Opportunities should be Sought for ‘Main Street’ Retail Zones

**Question 4.2:** A concerted effort should be made to enhance shopping and entertainment opportunities in the “Main Street” retail zones in Alameda; specifically, the Park Street and Webster Street commercial districts.

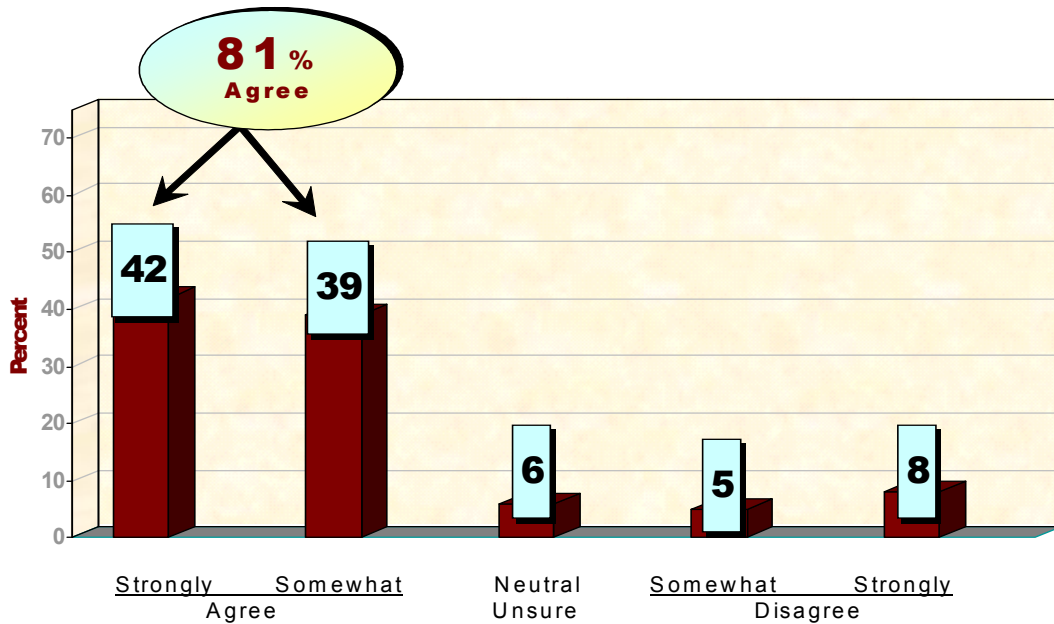


Figure 6  
Alameda Economic Development Strategic Plan  
January/February 2007

## Additional Parking should be Constructed in **Webster Street** Commercial District

**Question 4.3:** Additional Parking NEEDS to be constructed in the **Webster Street** commercial district of Alameda?

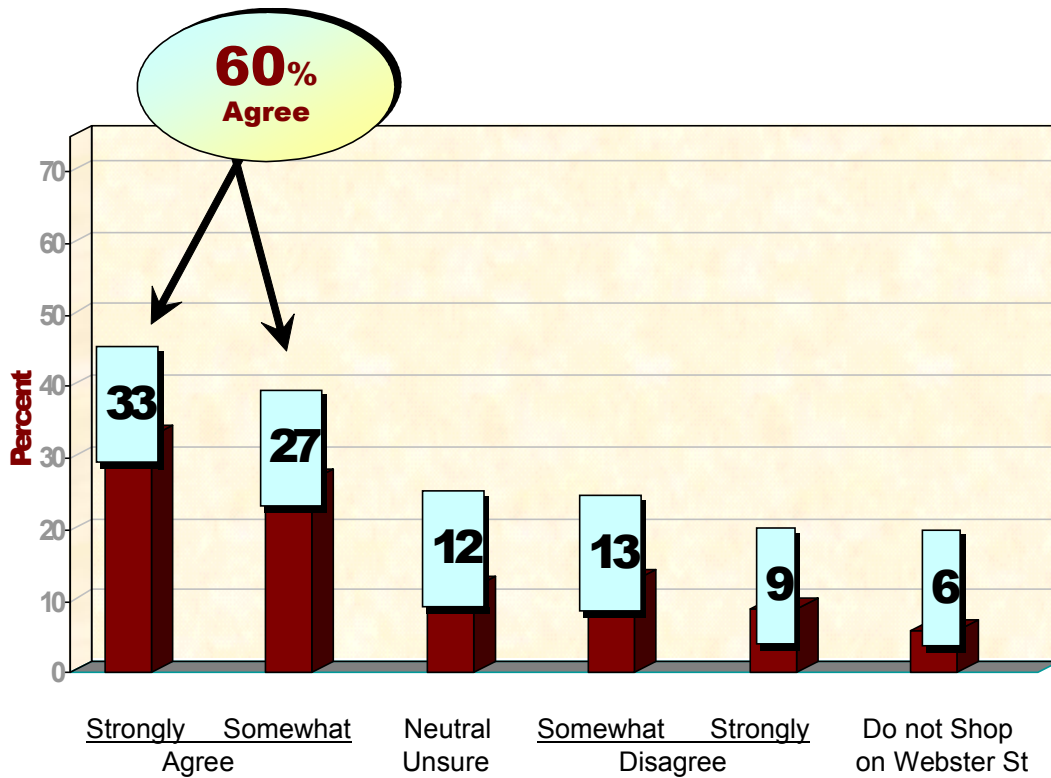


Figure 7  
Alameda Economic Development Strategic Plan  
January/February 2007

## **Additional Parking be Constructed in **Park Street** Commercial District**

**Question 4.4:** Additional Parking NEEDS to be constructed in the **Park Street** commercial district of Alameda?

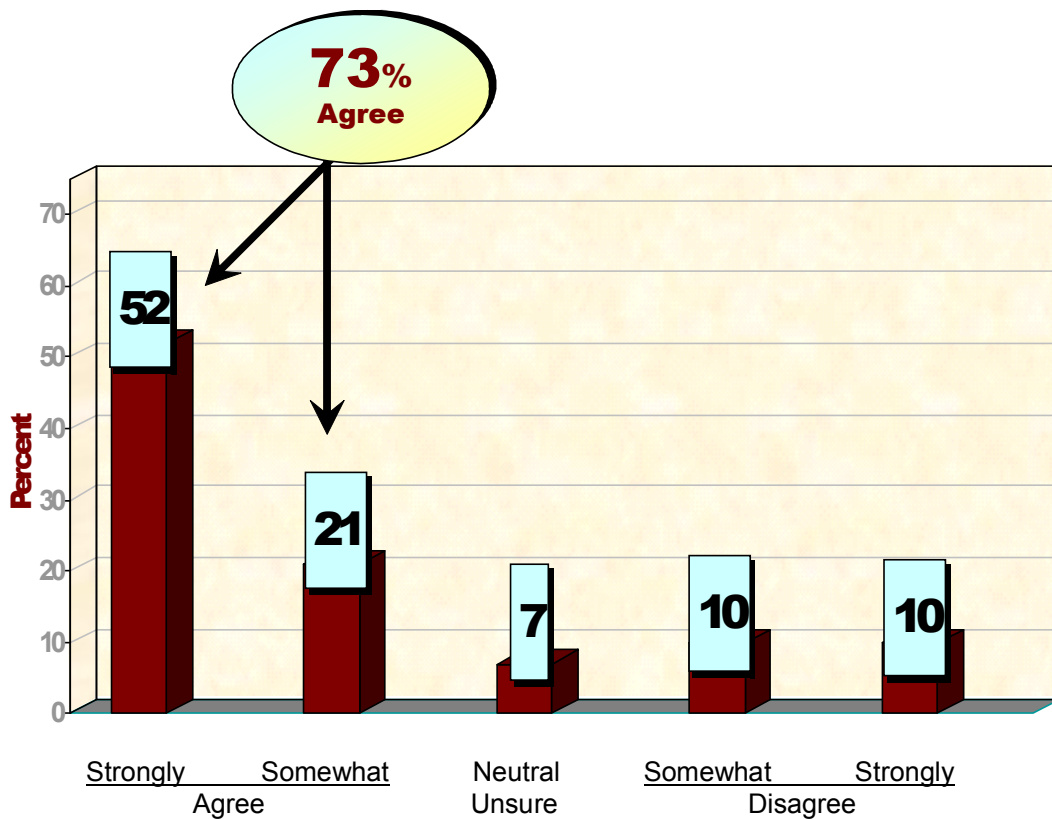


Figure 8  
Alameda Economic Development Strategic Plan  
January/February 2007

## Should a **Public Plaza** be Constructed in Alameda?

**Question 4.5:** A public plaza, or gathering place, should be constructed either in the Park Street commercial section of downtown Alameda or adjacent to the Civic Center.

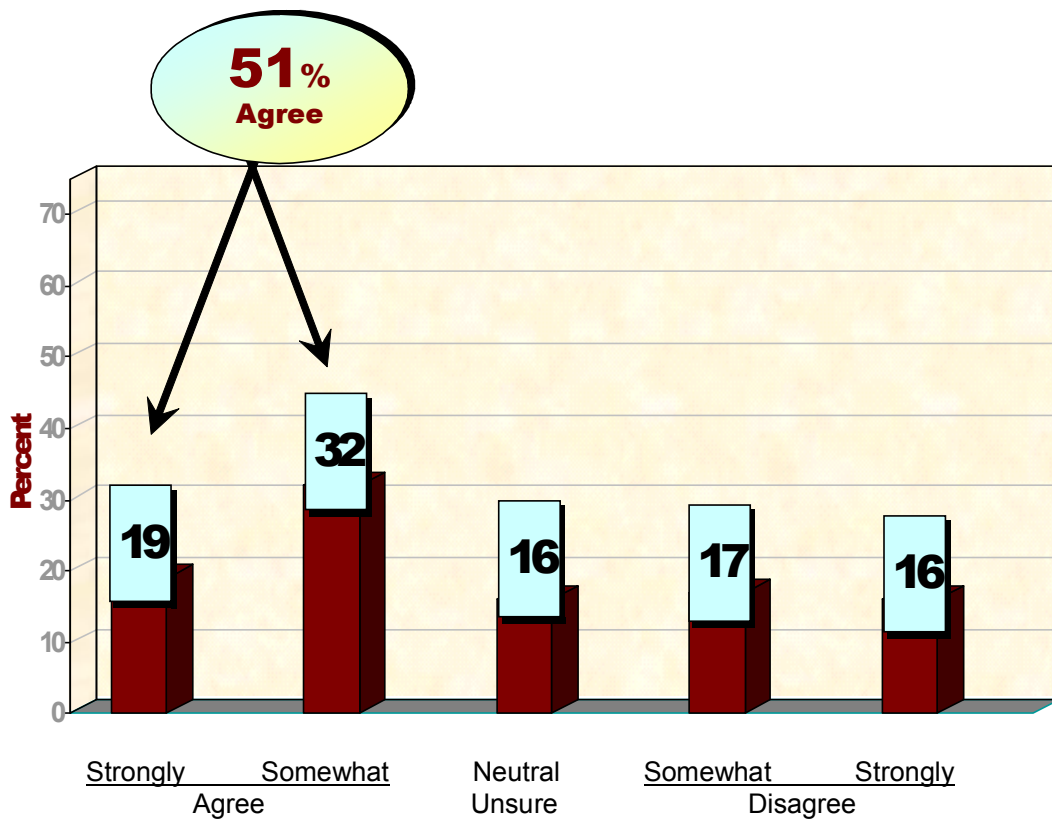




Figure 9  
Alameda Economic Development Strategic Plan  
January/February 2007

## **Redeveloping Alameda Point should be a High Priority**

**Question 4.6:** City officials should place a high priority on redeveloping Alameda Point.

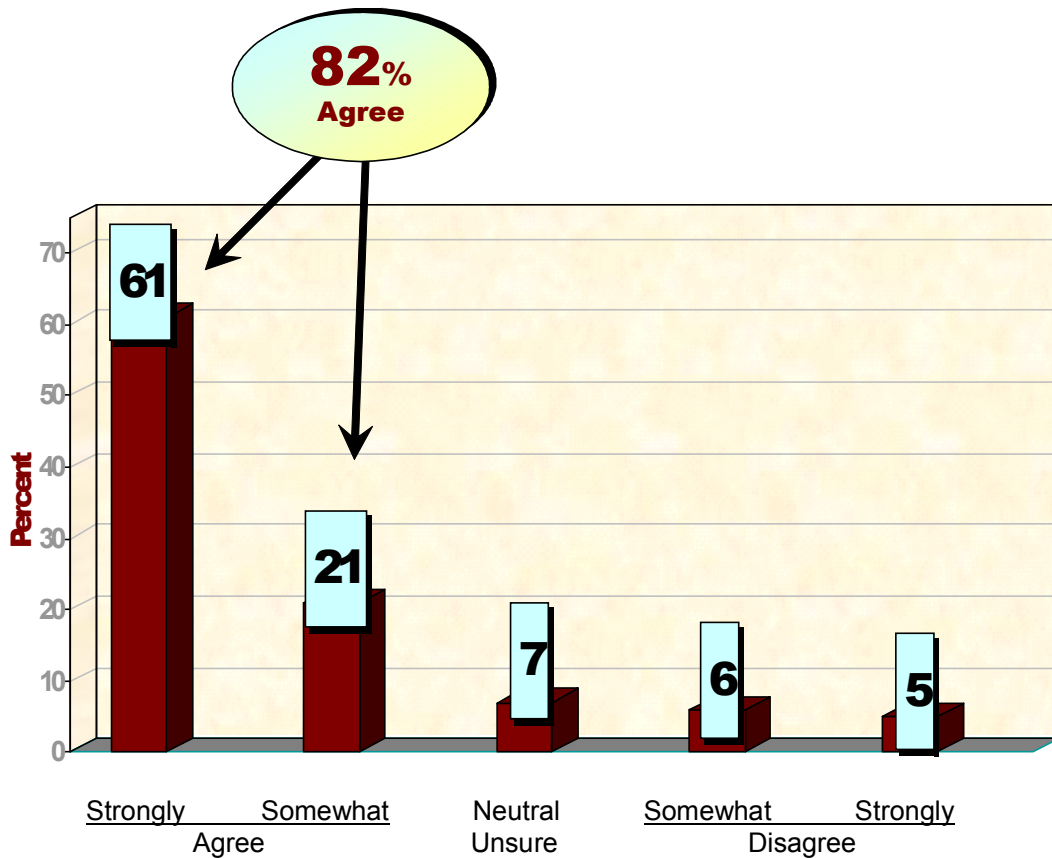


Figure 10  
Alameda Economic Development Strategic Plan  
January/February 2007

## Should the City Sponsor 'Incubator' Facilities?

**Question 4.7:** The City should sponsor “incubator” facilities that provide space and support for BOTH adult and youth START-UP BUSINESSES as an alternative to operating out of their homes?

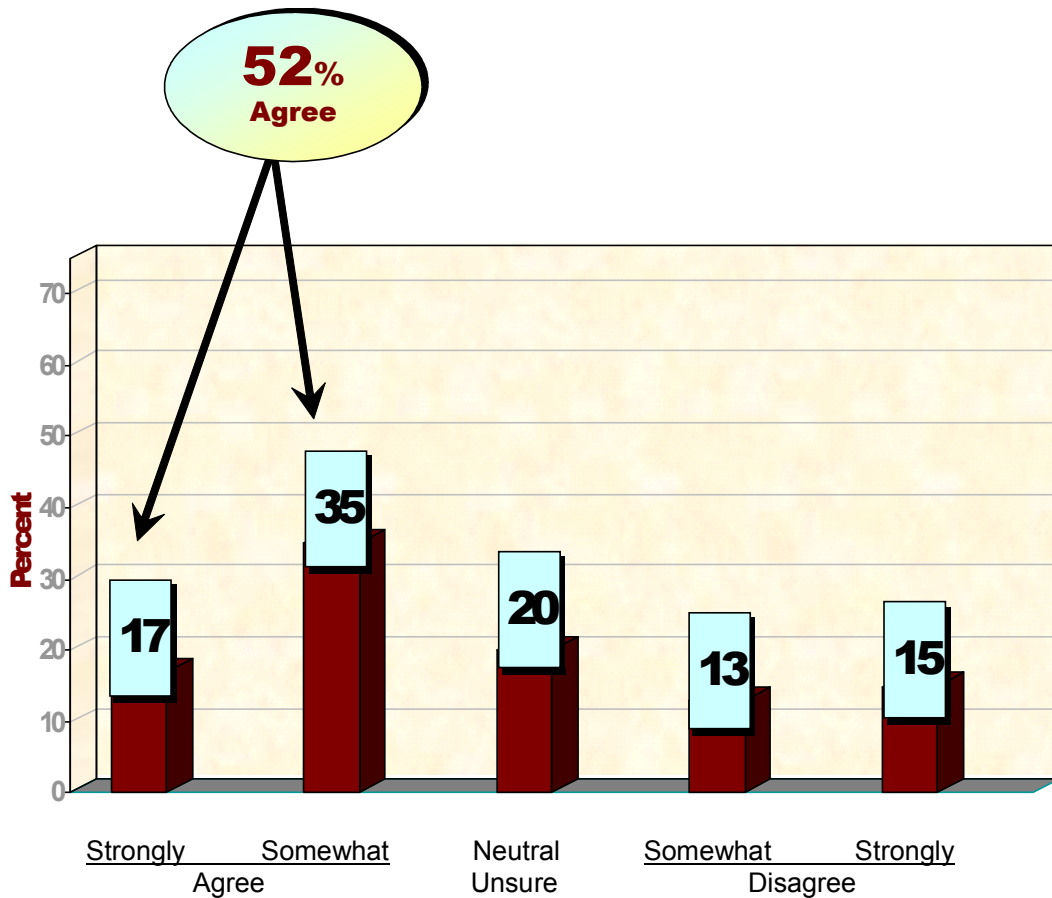


Figure 11  
Alameda Economic Development Strategic Plan  
January/February 2007

## Should a Resort Quality Conference Center be Constructed at Alameda Point?

**Question 5.1:** A concerted effort should be made to construct a resort quality Conference Center at Alameda Point that would include a championship golf course.

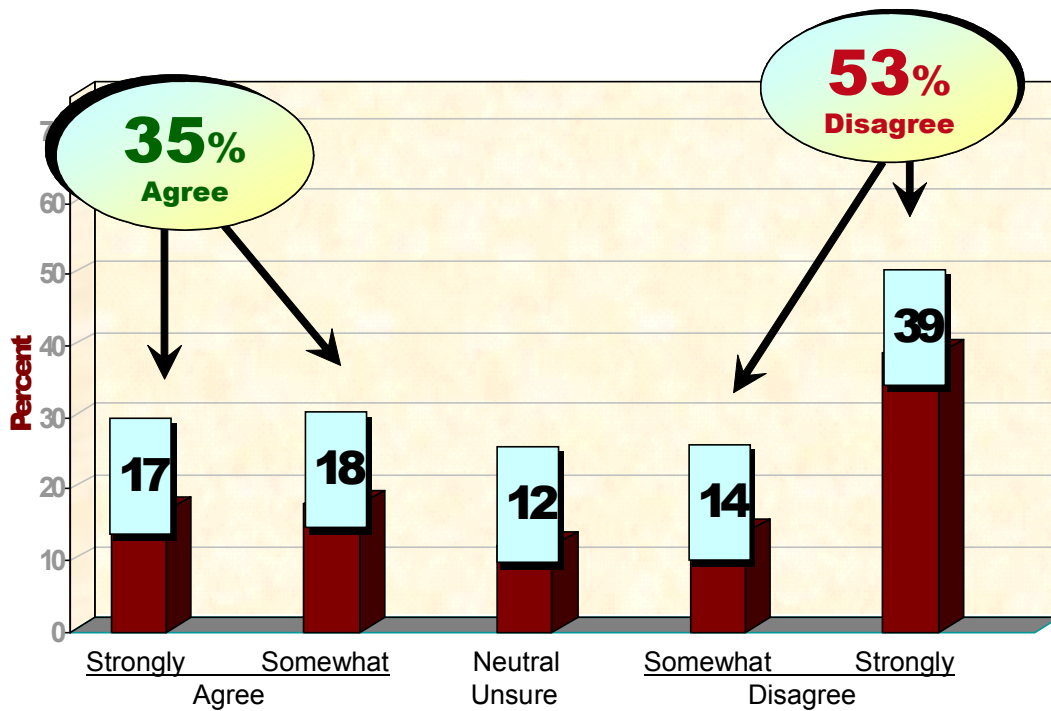


Figure 12  
Alameda Economic Development Strategic Plan  
January/February 2007

## Level of Support for **Subsidizing a Resort Quality Conference Center**

**Question 5.1a:** If it turns out that in order to have a resort quality Conference Center, including a championship golf course, constructed at Alameda Point, the City must **SUBSIDIZE BOTH** the construction and operation of the facility, using tax dollars, would you still support such a project?

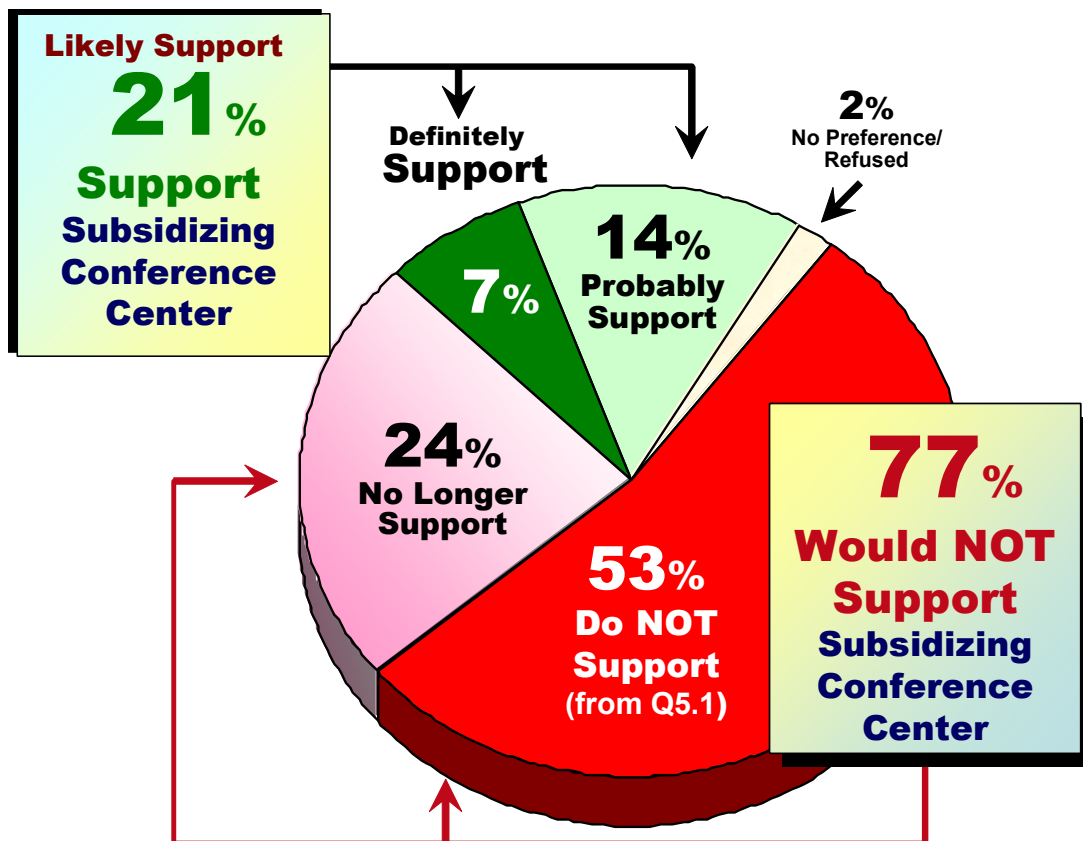


Figure 13  
Alameda Economic Development Strategic Plan  
January/February 2007

## Alameda Should Promote its Historic Assets

**Question 5.2:** It has been suggested that the City should make a more concerted effort to promote its historic assets to the San Francisco Bay Area.

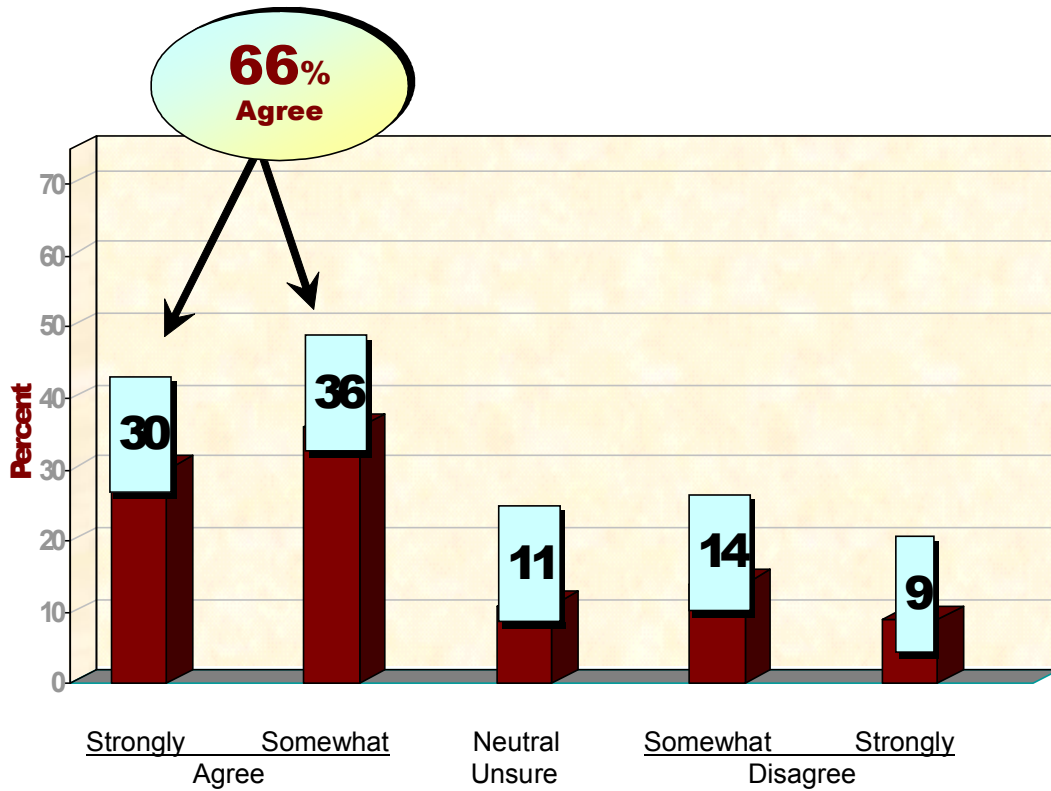


Figure 14  
Alameda Economic Development Strategic Plan  
January/February 2007

## The City's **Waterfront** Areas Should be Developed and Granted MAXIMUM **Public Access**

**Question 6.1:** Some people believe the public waterfront areas throughout the City of Alameda should be developed in a fashion that allows maximum PUBLIC ACCESS. As part of this effort a concerted effort should be made to attract such commercial enterprise to these waterfront areas as restaurants and boating...

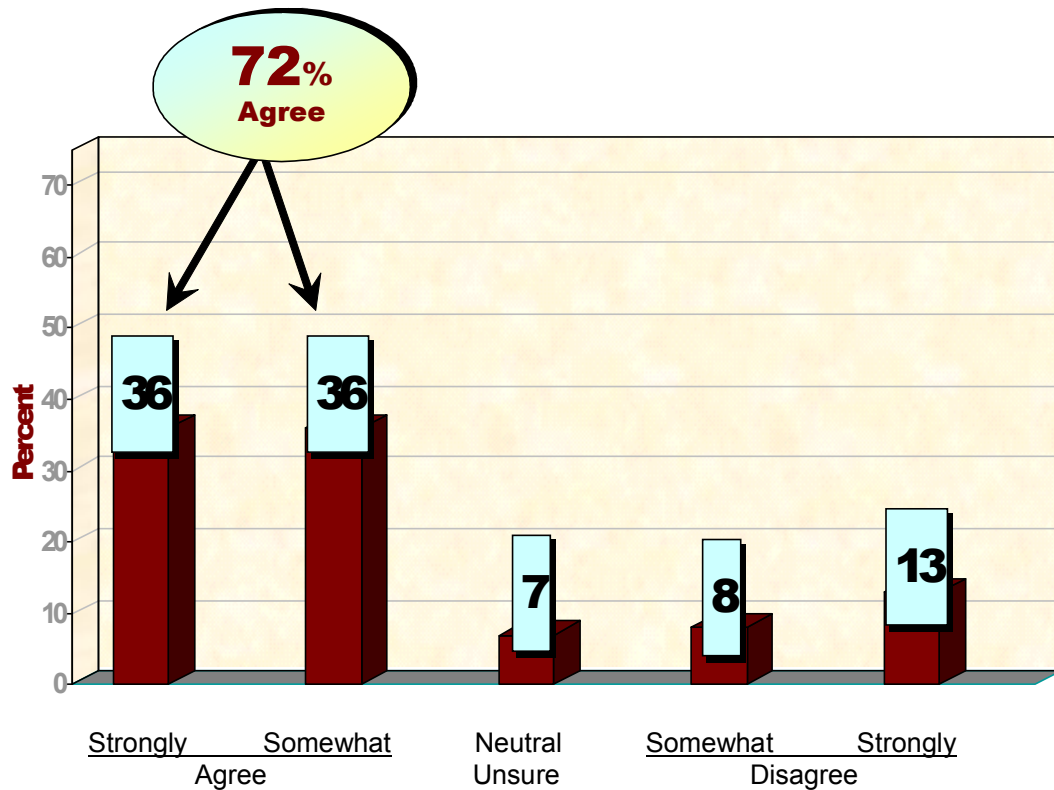


Figure 15  
Alameda Economic Development Strategic Plan  
January/February 2007

### Preferences for Use of **Waterfront** Property along Estuary and Northern edge of City

**Question 6.2:** Alameda officials are presently trying to determine what the BEST USE would be of the waterfront property along the Estuary and the Northern edge of the City.

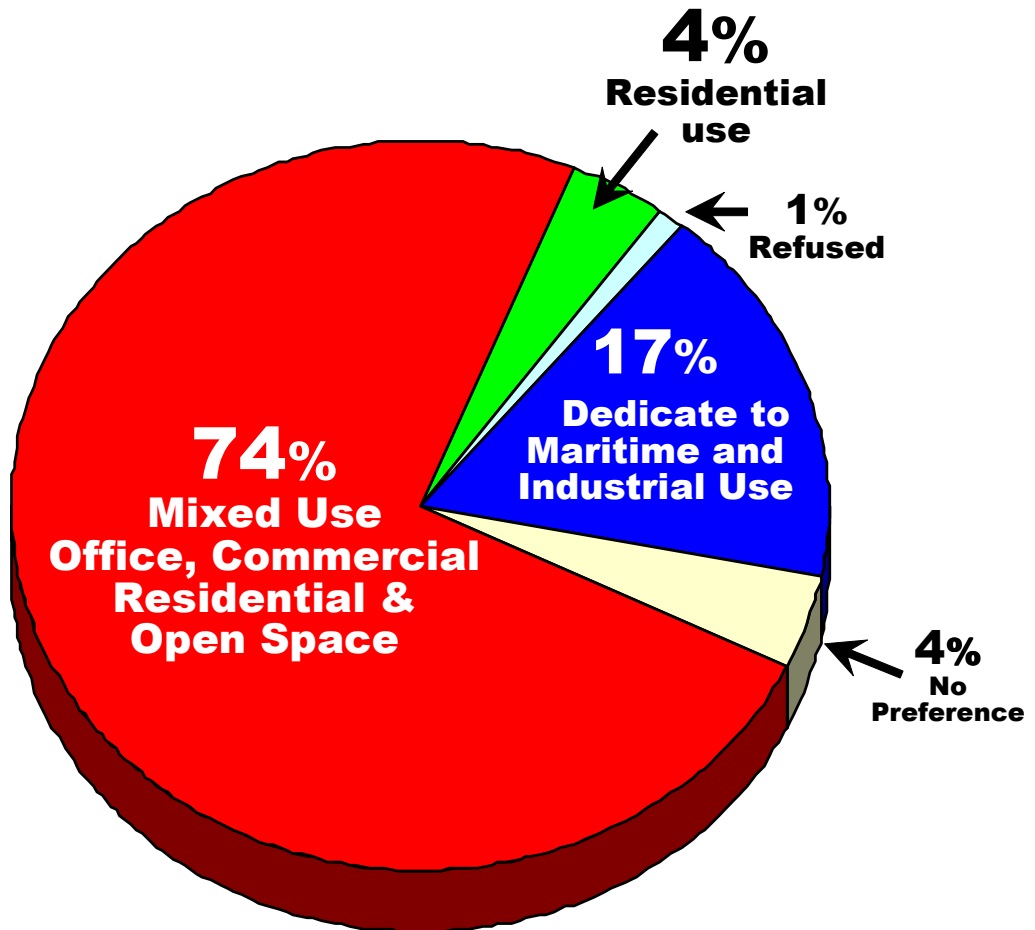


Figure 16  
Alameda Economic Development Strategic Plan  
January/February 2007

## How Best to Redevelop Alameda Point

Q6.3 series

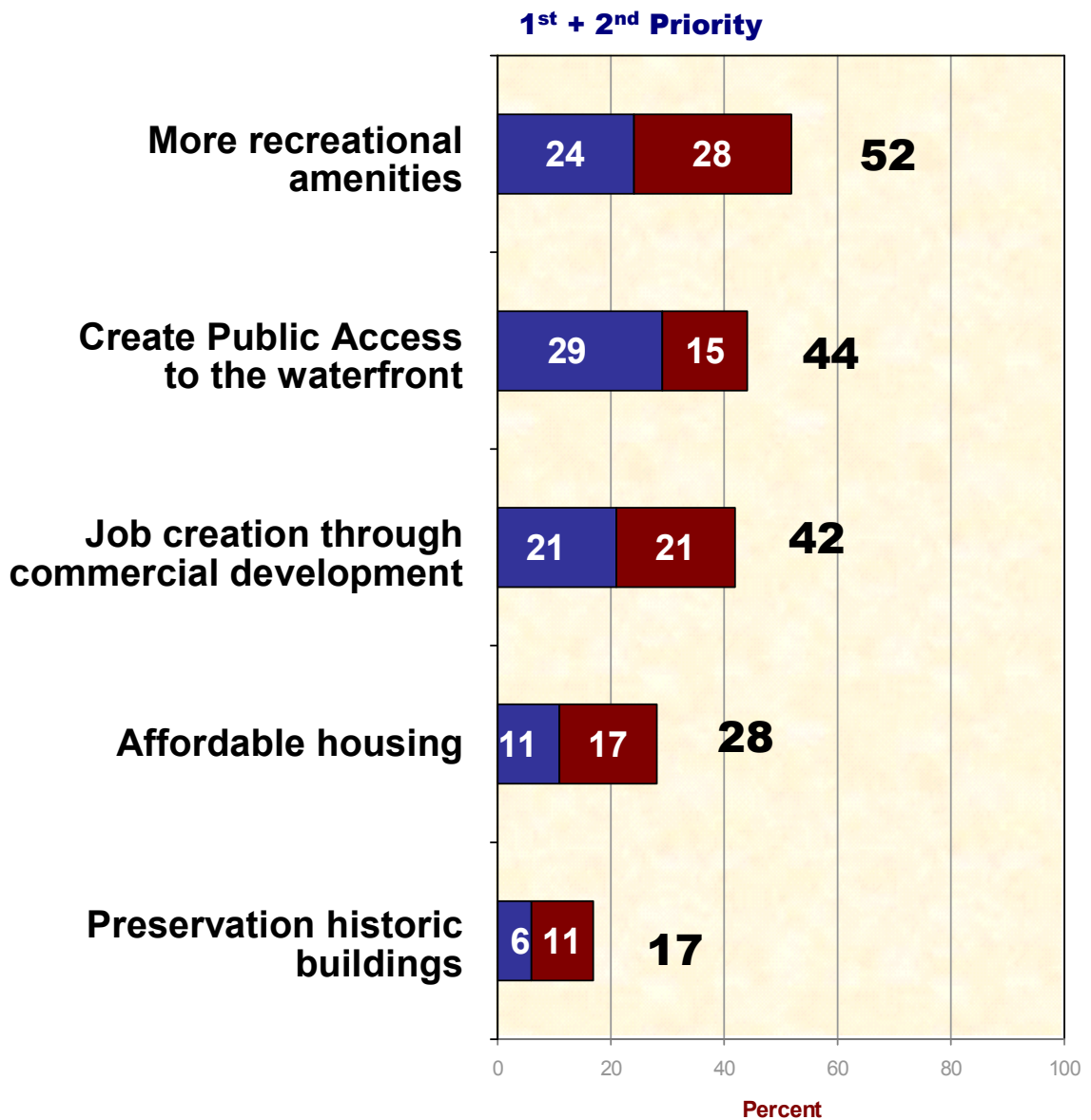




Figure 17  
Alameda Economic Development Strategic Plan  
January/February 2007

# Preferences for Transportation Master Plan

Q7 series

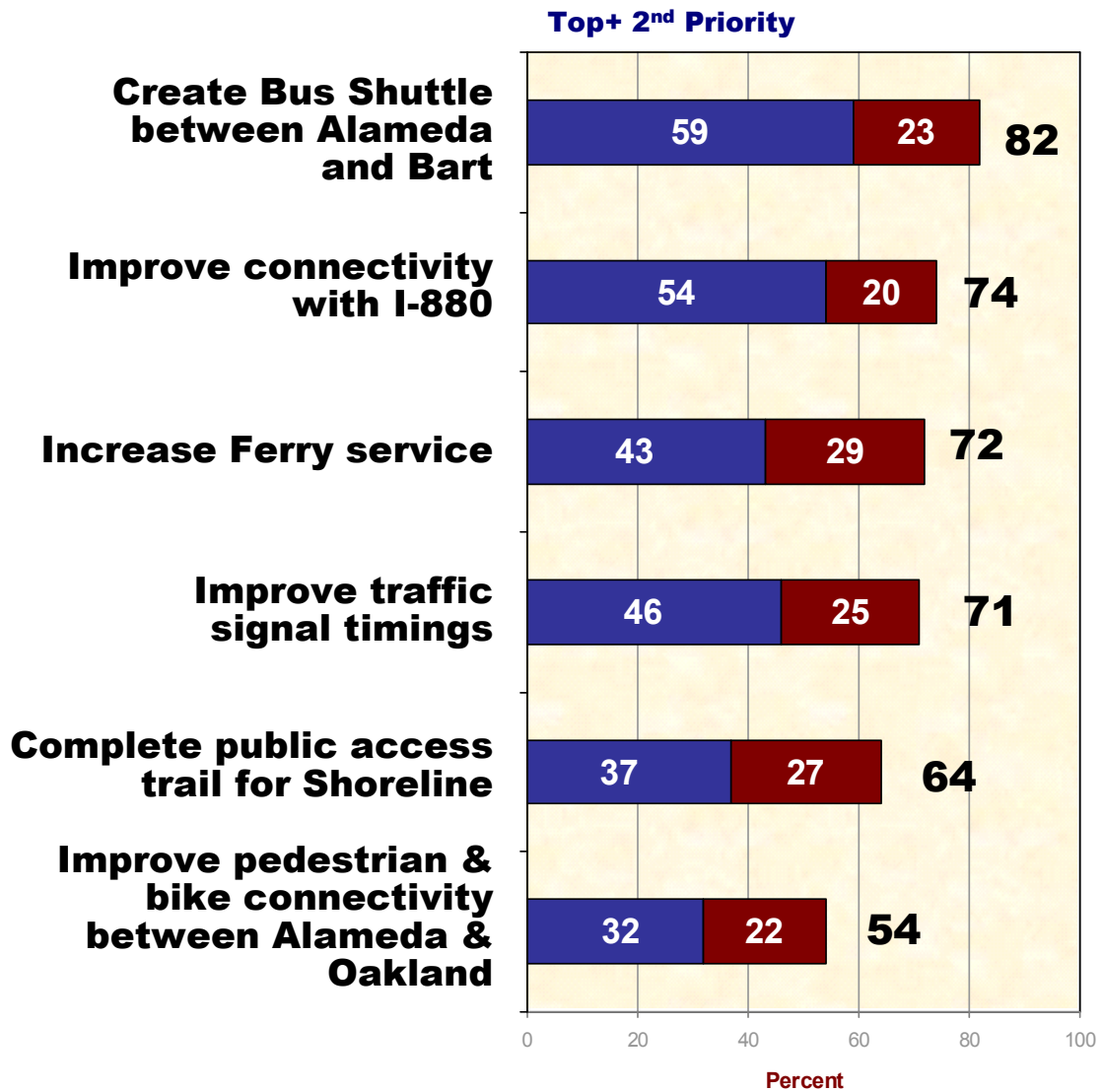


Figure 18  
Alameda Economic Development Strategic Plan  
January/February 2007

## Best Use of Auto Row Properties

**Question 8.0:** It is uncertain, at the present time, just how long the automobile dealerships located along Park Street north of Lincoln Avenue in Alameda will remain where they are today. If these businesses decide to relocate outside of Alameda this property could be used for a variety of commercial purposes. I would like your opinion regarding three of these possible uses.

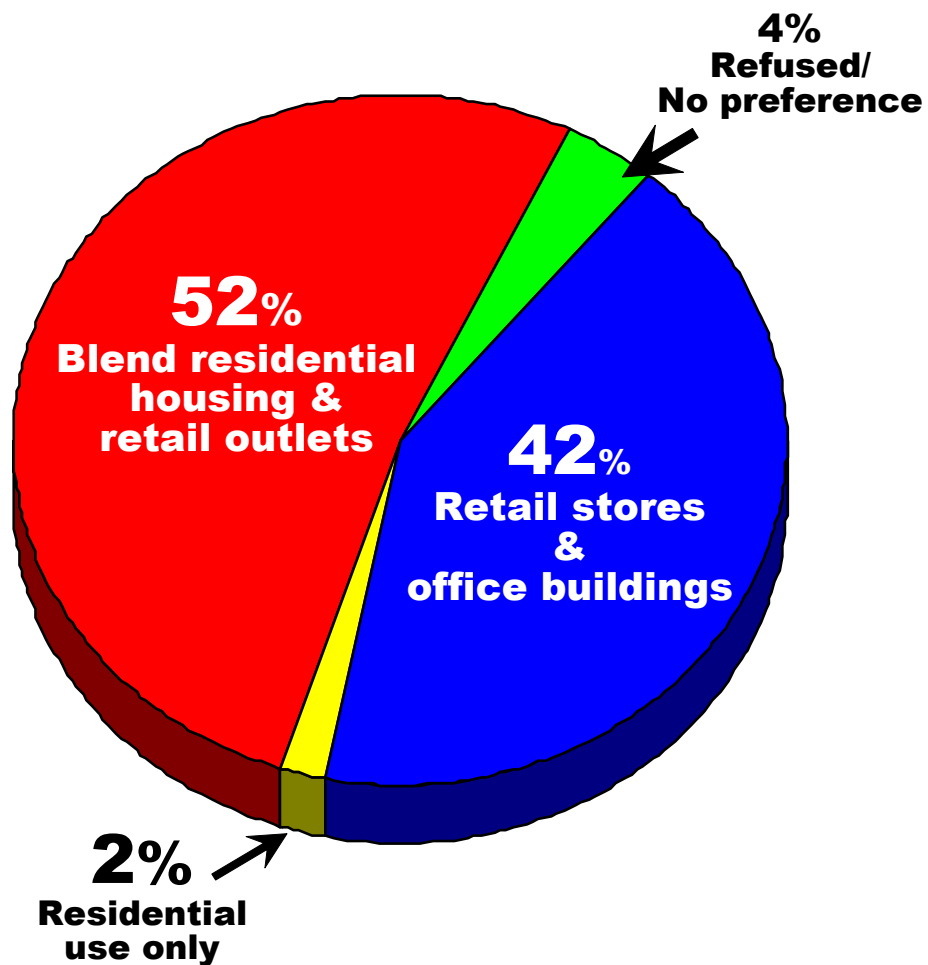


Figure 19  
Alameda Economic Development Strategic Plan  
January/February 2007

## Priority of Deliberate Steps to Address **Global Warming**

**Question 9.0:** What priority should Alameda City officials place on taking **DELIBERATE** steps to address global warming and related matters that impact *climate change*.

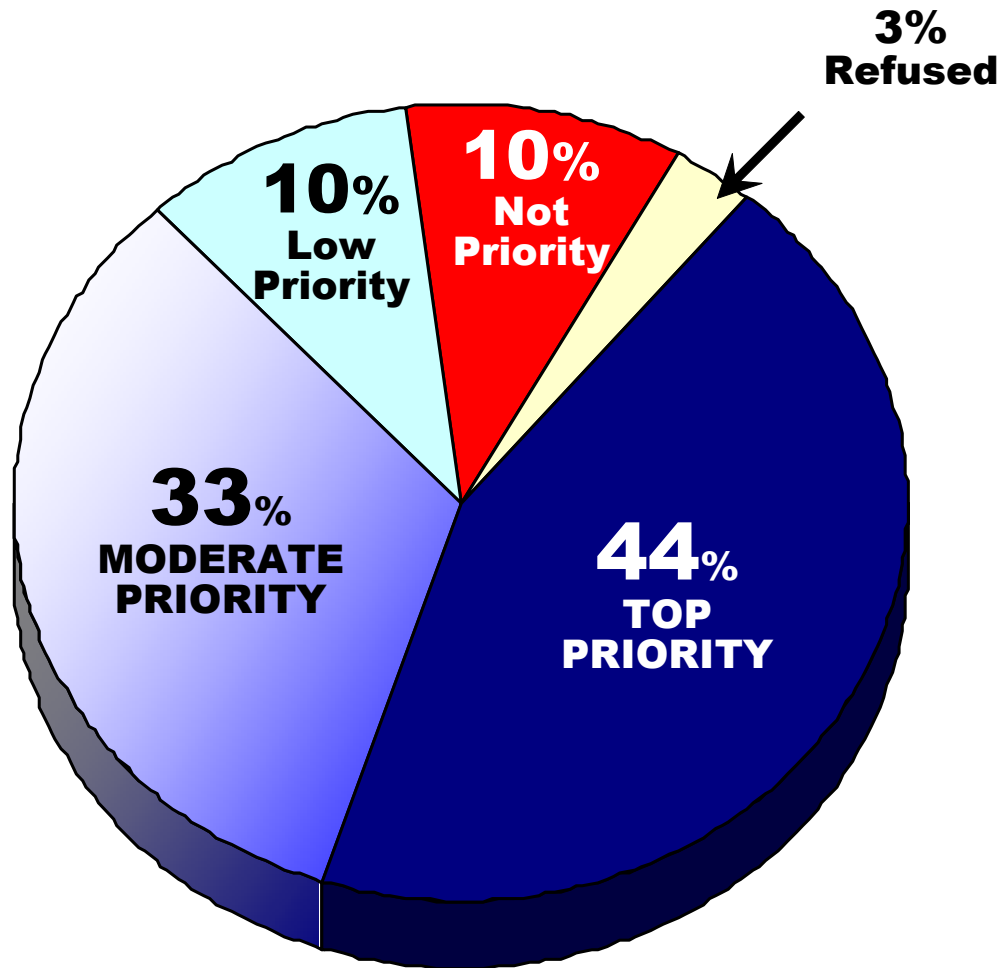


Figure 20A  
**Alameda Economic Development Strategic Plan**  
 January/February 2007

## Demographics

### **Length of Residency**

<b>0-5 yrs</b>	<b>16%</b>
<b>6-10 yrs</b>	<b>16%</b>
<b>11-25 yrs</b>	<b>27%</b>
<b>Over 25 yrs</b>	<b>40%</b>
<b>Refused</b>	<b>1%</b>

### **Gender**

<b>Male</b>	<b>40%</b>
<b>Female</b>	<b>60%</b>

### **Education**

<b>Less High</b>	<b>2%</b>
<b>High School</b>	<b>9%</b>
<b>Some College</b>	<b>22%</b>
<b>College Grad</b>	<b>32%</b>
<b>Grad School</b>	<b>34%</b>
<b>Refused</b>	<b>1%</b>

### **Income**

<b>Under \$25K</b>	<b>7%</b>
<b>\$25-50K</b>	<b>13%</b>
<b>\$50-\$75K</b>	<b>17%</b>
<b>\$75-100K</b>	<b>13%</b>
<b>Over \$100K</b>	<b>35%</b>
<b>Refused</b>	<b>15%</b>

### **Age**

<b>18-30</b>	<b>5%</b>
<b>31-40</b>	<b>14%</b>
<b>41-50</b>	<b>20%</b>
<b>51-65</b>	<b>33%</b>
<b>Over 65</b>	<b>26%</b>
<b>Refused</b>	<b>2%</b>

### **Ethnicity**

<b>Caucasian</b>	<b>76%</b>
<b>Hispanic</b>	<b>3%</b>
<b>Black</b>	<b>2%</b>
<b>Nat Am</b>	<b>1%</b>
<b>Nat Haw</b>	<b>1%</b>
<b>Asian</b>	<b>7%</b>
<b>Other</b>	<b>3%</b>
<b>Refused</b>	<b>7%</b>



Figure 20B  
**Alameda Economic Development Strategic Plan**  
 January/February 2007

## Demographics

### **Number of Children**

<b>None</b>	<b>69%</b>
<b>One</b>	<b>13%</b>
<b>Two</b>	<b>13%</b>
<b>Three or more</b>	<b>4%</b>
<b>Refused</b>	<b>1%</b>

### **Home Ownership**

<b>Own</b>	<b>75%</b>
<b>Rent</b>	<b>23%</b>
<b>Refused</b>	<b>2%</b>

### **Ideology**

<b>Liberal</b>	<b>36%</b>
<b>Moderate</b>	<b>42%</b>
<b>Conservative</b>	<b>16%</b>
<b>Refused</b>	<b>6%</b>

### **City Where Work**

<b>Alameda</b>	<b>30%</b>
<b>Oakland</b>	<b>9%</b>
<b>San Francisco</b>	<b>5%</b>
<b>Fremont/Hayward</b>	<b>3%</b>
<b>Berkeley</b>	<b>2%</b>
<b>Emeryville</b>	<b>2%</b>
<b>San Leandro</b>	<b>2%</b>
<b>Other</b>	<b>12%</b>
<b>Retired/homemaker/ student/no job</b>	<b>34%</b>
<b>Refused</b>	<b>1%</b>

### **Occupation**

<b>Blue Collar</b>	<b>10%</b>
<b>Education</b>	<b>9%</b>
<b>Medical</b>	<b>8%</b>
<b>Consultant/ contractor</b>	<b>8%</b>
<b>Finance</b>	<b>5%</b>
<b>Arts</b>	<b>4%</b>
<b>Computers</b>	<b>4%</b>
<b>Government</b>	<b>4%</b>
<b>Construction</b>	<b>3%</b>
<b>Misc</b>	<b>9%</b>
<b>Does not work</b>	<b>33%</b>
<b>Refused</b>	<b>3%</b>



**Addendum B**

*City of Alameda*  
**Scientific Survey to Secure Community Input to the  
 City’s Economic Development Strategic Plan**

**N=412**

**Voters: N=200**

**Community-at-Large: N=212**

Hello. My name is \_\_\_\_\_ and I am with the **Survey Research Institute**. We are conducting a survey for the City of Alameda regarding issues that impact the *quality of life* for ALL residents in the community, with an emphasis on the direction the City’s Economic Development efforts should take over the next 5 to 10 years. This survey is not part of any political campaign, nor are we selling anything. Would you kindly take a few minutes to respond to our questionnaire?

NOTE TO INTERVIEWER: If respondent asks "How long will the survey take?" answer, "About 10 minutes"

**Comparing Economic Development with other Factors that Impact Quality of Life**

1.0 Is there a **Local Issue** you are especially concerned about today?

YES	NO	
62%	38%	
63%	37%	Voters
62%	38%	CAL

1.1. What would that be?

- 12%Traffic
- 10%Alameda Point
- 7%Education
- 6%Target Store
- 5%Growth & Development
- 3%Theatre and parking structure
- 3%Economic Development
- 2% Crime
- 2%Parking
- 2%Housing
- 1%Government corruption
- 10%Other

2.0 I will read a list of **local issues**. Please tell me, in order of priority, which **three** of these local issues are of **most** concern to you today? (indicate 1st, 2nd, and 3<sup>rd</sup>.)

NOTE TO INTERVIEWER  
 ROTATE the order in which you read the list of locals concerns, 2.1 thru 2.12

	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>		
2.1	13% 11% 15%	11% 11% 11%	8% 6% 10%	All Voters CAL	Crime
2.2	7% 7% 6%	5% 5% 5%	5% 7% 4%	All Voters CAL	Local economy & jobs
2.3	27% 29% 25%	17% 17% 17%	8% 10% 7%	All Voters CAL	Traffic congestion on City streets and thoroughfares
2.4	5% 8% 3%	8% 9% 7%	4% 3% 5%	All Voters CAL	Street maintenance
2.5	21% 18% 23%	11% 12% 9%	8% 7% 9%	All Voters CAL	Quality of education being provided through public schools
2.6	4% 5% 3%	10% 8% 11%	10% 11% 10%	All Voters CAL	Protect and preserve open space
2.7	2% 3% 2%	7% 6% 7%	6% 5% 7%	All Voters CAL	Maximized waterfront accessibility
2.8	2% 2% 1%	4% 3% 4%	4% 4% 4%	All Voters CAL	The number of Parks and Recreation facilities provided in Alameda
2.9	2% 1% 2%	3% 3% 4%	7% 9% 4%	All Voters CAL	Public safety in neighborhood Parks and Recreation facilities in Alameda
2.10	9% 9% 9%	8% 7% 8%	10% 7% 11%	All Voters CAL	The need for additional Economic Development in Alameda
2.11	5% 5% 5%	6% 6% 6%	11% 12% 9%	All Voters CAL	Environmental issues
2.12	3% 3% 4%	4% 5% 3%	4% 3% 4%	All Voters CAL	Others

**Attitudes Toward City Services and Quality of Life**

3.0 Alameda City Council, the City’s Economic Development Strategic Plan Task Force, the Economic Development Commission, and the City’s professional staff believe that the City’s future economic development efforts should maximize economic opportunity for new and existing business, thus, creating new jobs for local residents; and, this must be accomplished without compromising Alameda’s unique quality of life.

Toward this end, there are a variety of elements that Alameda City officials must take into consideration as they structure an **Economic Development Plan** that is tailored to the needs of the community-at-large. I will read from a list of some of these elements. After I read each one, please tell me if you would rank it as being:

- 1 = Absolutely essential, a top priority
- 2 = Very important, but second priority
- 3 = Somewhat important, a third priority
- 4 = Not a priority

You may consider **all** of the elements I am about to read as **top** priorities, or you may consider **none** of them as being a **top** priority.

NOTE TO INTERVIEW: ROTATE the order in which you read the list of locals concerns, 3.1 thru 3.9. Also, **re-read scale** options only as necessary

	Top	2 <sup>nd</sup>	3 <sup>rd</sup>	Not	D/K	
	Priority				Ref	
First, <b>how would you rank</b> the need to....						
3.1 Increase the <u>availability</u> and <u>quality</u> of <b>retail shopping outlets</b> in the community?	33%	29%	19%	18%	1%	All
	34%	31%	15%	19%	1%	Voters
	32%	28%	22%	17%	1%	CAL
3.2 Create an economic environment in Alameda that will attract a “mix” of firms biotech industry, research & development, software development, health care technology, motion picture/ television programming, warehousing, and related professional and business services?	41%	31%	15%	12%	1%	All
	44%	32%	11%	12%	1%	Voters
	39%	29%	20%	12%	0%	CAL
3.3 Develop additional <b>recreation and entertainment</b> opportunities in the community?	16%	27%	31%	25%	1%	All
	14%	27%	30%	27%	2%	Voters
	17%	28%	31%	23%	1%	CAL
3.4 Increase and promote <b>tourist attractions</b> in Alameda, such as “tasting rooms” and similar attractions?	6%	18%	29%	46%	1%	All
	6%	22%	27%	44%	1%	Voters
	6%	15%	31%	48%	0%	CAL
3.5 Create additional <b>affordable housing</b> in Alameda?	27%	21%	21%	30%	1%	All
	27%	21%	19%	31%	2%	Voters
	26%	22%	22%	29%	1%	CAL
3.6 Improve <u>public transportation</u> , bicycle and pedestrian accessibility, and amenities to assist local residents <b>traveling in and around</b> Alameda?	37%	29%	18%	15%	1%	All
	39%	27%	17%	16%	1%	Voters
	35%	31%	20%	14%	0%	CAL



	Top	2 <sup>nd</sup> Priority	3 <sup>rd</sup>	Not	D/K Ref	
3.7 Improve public transit and public transportation designed to <b>link Alameda with neighboring communities?</b>	36% 40% 31%	28% 26% 31%	16% 11% 20%	19% 22% 17%	1% 1% 1%	All Voters CAL
3.8 Take specific steps to relieve <b>traffic congestion</b> throughout the community?	50% 53% 47%	27% 24% 30%	12% 15% 9%	9% 7% 12%	2% 1% 2%	All Voters CAL
3.9 Establish and implement policies and programs to reduce greenhouse gas emissions?	40% 40% 40%	26% 24% 27%	16% 15% 18%	15% 18% 13%	3% 3% 2%	All Voters CAL

**Testing Concepts that are Driving Economic Development Planning**

4.0 City officials, in conjunction with the City’s Economic Development Commission Sub-Committee and the City’s Professional staff, are putting together an approach to Economic Development that is intended to match future Economic Development to the **character of the community**. I will read several statements that are central to the approach presently under consideration by City officials; after I read each one, please tell me if you agree or disagree with the statement. In responding, please use the following scale:

- 5 = Strongly Agree
- 4 = Somewhat Agree
- 3 = Don't really agree or disagree
- 2 = Somewhat Disagree
- 1 = Strongly Disagree

4.1 An economic objective of City officials has been to promote Alameda as a **Green City**. Toward this end, the City should develop policies that restrict types of business and industry that are known to pollute the environment... in favor of retaining and attracting clean office businesses and light industry to Alameda, such as those that are involved in bio-tech, software development, health care, multi-media, commercial and professional businesses, and other environment-friendly businesses. Do you “strongly” AGREE, “somewhat” AGREE, “somewhat” DISAGREE, or “strongly” DISAGREE with this notion; or, do you not care either way?

Strongly Agree	Somewhat Agree	Neutral Unsure	Somewhat Disagree	Strongly Disagree	Refused	
54%	33%	4%	5%	4%	0%	All
58%	29%	5%	5%	3%	0%	Voters
50%	37%	3%	5%	5%	0%	CAL

4.2 A concerted effort should be made to **enhance shopping and entertainment opportunities in the “Main Street” retail zones in Alameda**; specifically, the Park Street and Webster Street commercial districts. Do you “strongly” AGREE, “somewhat” AGREE, “somewhat” DISAGREE, or “strongly” DISAGREE with this notion; or, do you not care either way?

Strongly Agree	Somewhat Agree	Neutral Unsure	Somewhat Disagree	Strongly Disagree	Refused	
42%	39%	5%	5%	8%	1%	All
45%	36%	5%	4%	9%	1%	Voters
40%	42%	5%	6%	6%	1%	CAL

4.3 **Additional parking** NEEDS to be constructed in the **Webster Street** commercial district of Alameda. Do you “strongly” AGREE, “somewhat” AGREE, “somewhat” DISAGREE, or “strongly” DISAGREE with this notion; or, **do your NOT shop in the Webster Street** commercial district, or do you have no opinion either way?

Strongly Agree	Somewhat Agree	Neutral Unsure	Somewhat Disagree	Strongly Disagree	Do NOT shop On Webster St.	No Opinion	Refused	
33%	27%	11%	13%	9%	6%	1%	0%	All
37%	25%	11%	12%	8%	4%	2%	1%	Voters
28%	29%	12%	13%	11%	7%	0%	0%	CAL

4.4 Similarly, **additional parking** NEEDS to be constructed in the **Park Street** commercial district of Alameda. Do you “strongly” AGREE, “somewhat” AGREE, “somewhat” DISAGREE, or “strongly” DISAGREE with this notion; or, **do your NOT shop in the Park Street** commercial district, or do you have no opinion either way?

Strongly Agree	Somewhat Agree	Neutral Unsure	Somewhat Disagree	Strongly Disagree	Do NOT shop On Park St.	No Opinion	Refused	
52%	21%	5%	10%	10%	0%	2%	0%	All
51%	24%	5%	6%	11%	1%	1%	1%	Voters
51%	18%	6%	14%	9%	2%	0%	0%	CAL

4.5 A **public plaza**, or gathering place, should be constructed either in the Park Street commercial section of downtown Alameda or adjacent to the Civic Center. Do you “strongly” AGREE, “somewhat” AGREE, “somewhat” DISAGREE, or “strongly” DISAGREE with this notion; or, do you not care either way?

Strongly Agree	Somewhat Agree	Neutral Unsure	Somewhat Disagree	Strongly Disagree	Refused	
19%	32%	15%	17%	16%	1%	All
18%	30%	18%	15%	18%	1%	Voters
20%	34%	12%	18%	15%	1%	CAL

4.6 City officials should place a high priority on redeveloping Alameda Point?

Strongly Agree	Somewhat Agree	Neutral Unsure	Somewhat Disagree	Strongly Disagree	Refused	
61%	21%	5%	6%	5%	2%	All
59%	21%	4%	7%	7%	2%	Voters
63%	20%	6%	5%	4%	2%	CAL

4.7 The City should sponsor “**incubator**” facilities that provide space and support for BOTH adult and youth START-UP BUSINESSES as an alternative to operating out of their homes. Do you “strongly” AGREE, “somewhat” AGREE, “somewhat” DISAGREE, or “strongly” DISAGREE with this notion; or, do you not care either way?

Strongly Agree	Somewhat Agree	Neutral Unsure	Somewhat Disagree	Strongly Disagree	Refused	
17%	35%	18%	13%	15%	2%	All
16%	37%	21%	9%	16%	1%	Voters
19%	32%	16%	17%	14%	2%	CAL

**Significance of Developing Travel Industry & Tourism in Alameda**

5.0 Some people argue that Alameda does not, at the present time, have adequate facilities for hosting business-related conferences, events, and tourism. These people are encouraging City officials to work toward the construction of a Conference Center designed to accommodate such events and to better serve business travelers. These people also believe that such a center would make it possible for local businesses to host conferences in Alameda, rather than going to other communities for such events, thus increasing spending in the community for local merchants, while increasing tax revenues that are badly needed by local government for meeting the growing demands for providing City-sponsored services to local residents.

I will list two plans that are presently under consideration. After I read each one, I will ask if you:

- 5 = Strongly Agree
- 4 = Somewhat Agree
- 3 = Don't really agree or disagree
- 2 = Somewhat Disagree
- 1 = Strongly Disagree

NOTE TO INTERVIEWER  
 ROTATE the order in which you read the two questions in this section, 4.1 and 4.2  
 Also, **re-read scale** options only as necessary.

5.1 A concerted effort should be made to construct a resort quality Conference Center at Alameda Point that would include a championship golf course. . Do you “strongly” AGREE, “somewhat” AGREE, “somewhat” DISAGREE, or “strongly” DISAGREE with this idea; or, do you not care either way?

Strongly Agree	Somewhat Agree	Don't care either way	Somewhat Disagree	Strongly Disagree	Refused	
17%	18%	11%	14%	39%	1%	All
17%	15%	12%	15%	40%	1%	Voters
17%	22%	9%	14%	37%	1%	CAL
Ask Q5.1a	Ask Q5.1a	Ask Q5.1a	SKIP to Q5.2	SKIP to Q5.2	SKIP to Q5.2	

5.1a If it turns out that in order to have a resort quality Conference Center, including a championship golf course, constructed at Alameda Point, the City must **SUBSIDIZE BOTH** the construction and operation of the facility, using tax dollars, would you still support such a project? And, would that be...

All	Voters	CAL	
7%	6%	8%	Yes, DEFINITELY support, or...
14%	14%	14%	PROBABLY support, or...
24%	23%	24%	Would you NO LONGER support the construction of a Conference Center at Alameda Point?
1%	56%	52%	No preference. [DO NOT READ this option]
54%	1%	2%	Refused or Disagree at Q5.1) [DO NOT READ this option]

5.2 It has been suggested that the City should make a more concerted effort to promote its historic assets to the San Francisco Bay Area. . Do you “strongly” AGREE, “somewhat” AGREE, “somewhat” DISAGREE, or “strongly” DISAGREE with this idea; or, do you not care either way?

Strongly Agree	Somewhat Agree	Don't care either way	Somewhat Disagree	Strongly Disagree	Refused	
30%	36%	10%	14%	9%	1%	All
28%	36%	13%	14%	8%	1%	Voters
32%	35%	7%	15%	9%	2%	CAL

**The City's Waterfront**

6.0 Considerable attention is being given to the idea of enhancing the waterfront areas around the community.

I would like to ask two specific questions about how these waterfront areas should be developed.

6.1 First, some people believe the public waterfront areas throughout the City of Alameda should be developed in a fashion that allows maximum PUBLIC ACCESS. As part of this effort, a concerted effort should be made to attract such commercial enterprise to these waterfront areas as restaurants and boating; further, such activities as water sport competitions, including windsurfing and kite boarding, should be sponsored and highly promoted; and other activities should be encouraged, such as kite flying and bicycling. Do you agree or disagree with this idea; and would that be “strongly” AGREE, “somewhat” AGREE, “somewhat” DISAGREE, or “strongly” DISAGREE; or, do you not care either way?

Strongly Agree	Somewhat Agree	Don't care either way	Somewhat Disagree	Strongly Disagree	Refused	
36%	36%	6%	8%	13%	1%	All
36%	35%	6%	8%	14%	1%	Voters
36%	38%	5%	8%	12%	1%	CAL

6.2 Alameda officials are presently trying to determine what the BEST USE would be of the waterfront property along the Estuary and the northern edge of the City. If you were an advisor to the City, which one of the following three alternatives for this waterfront property would you recommend?

All	Voters	CAL	
17%	20%	15%	Should City officials continue to dedicate this property to maritime and industrial uses, as it is presently being used? Or...
4%	5%	4%	Should the majority of this property be developed solely as <u>residential</u> property? Or...
74%	71%	77%	Should the City begin plans to dedicate portions of this property to “mixed use” with some combination of office, commercial, residential, and some of the property being dedicated to permanent open space?
4%	4%	3%	No preference. [DO NOT READ this option]
1%	0%	1%	DK/refused. [DO NOT READ this option]

6.3 Another property that City officials are considering for redevelopment is **Alameda Point**. City officials want to know how the community would like to see this property used. Five uses are presently being considered; they include the following: (1) creating public access to the **waterfront**, (2) constructing **recreational amenities**, (3) **creating jobs** through commercial development, (4) providing more **affordable housing**, and (5) **preservation** of historic buildings? We would like to now what priority you would place on each of these uses I will read each of the five alternative uses one more time; please rank-order them with one (1) being the HIGHEST priority and five (5) being the lowest priority.

(Note to callers: use the following scale when recording respondent’s answers: 1=top priority, 2=2<sup>nd</sup> priority, 3=3<sup>rd</sup> priority, 4=4<sup>th</sup> priority, 5=5<sup>th</sup> priority).

1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	Ref		
29%	15%	21%	15%	16%	4%	All	Creating public access to the waterfront
29%	17%	20%	15%	15%	4%	Voters	
30%	12%	22%	15%	17%	4%	CAL	
24%	28%	15%	12%	15%	6%	All	More recreational amenities
27%	25%	15%	11%	15%	7%	Voters	
21%	30%	16%	12%	15%	6%	CAL	
21%	21%	22%	10%	15%	11%	All	Job creation through commercial development
21%	22%	20%	11%	15%	11%	Voters	
21%	19%	24%	10%	14%	12%	CAL	
11%	17%	20%	18%	19%	15%	All	Affordable housing
9%	15%	26%	16%	20%	14%	Voters	
14%	19%	15%	20%	17%	15%	CAL	
6%	11%	12%	31%	24%	16%	All	Preservation of historic buildings
8%	10%	11%	33%	23%	15%	Voters	
5%	11%	13%	30%	25%	16%	CAL	

**Public Transportation Plan**

7.0 The City has begun a **Transportation Master Plan** to develop policies and projects for addressing, in a comprehensive fashion, various types of public transportation-related services and facilities; these include, but are not limited to, automobiles and all motor vehicles, public transit, bicycles, and transportation-related facilities relating to pedestrians. I will read from a list of elements that would be part of such a plan; after I read each one, please tell me if you would rank it as being:

- 1 = Absolutely essential, a top priority
- 2 = Very important, but second priority
- 3 = Somewhat important, a third priority
- 4 = Not a priority

Like before, you may consider **all** of elements I am about to read as **top** priorities, or you may consider **none** of them as being a **top** priority.

NOTE TO INTERVIEWER: **Re-read scale** options only as necessary

		Top	2 <sup>nd</sup>	3 <sup>rd</sup>	Not	D/K	
		Priority				Refused	
7.1	Increase Ferry service to and from Alameda	43%	29%	13%	14%	1%	All
		50%	26%	14%	9%	1%	Voters
		37%	32%	11%	19%	1%	CAL
7.2	Improve traffic signal timings to reduce congestion within Alameda	46%	25%	14%	14%	1%	All
		48%	25%	14%	12%	1%	Voters
		43%	25%	15%	16%	1%	CAL
7.3	Reduce traffic congestion in Alameda during rush hours by improving street <u>connectivity</u> to and from I-880	54%	20%	11%	13%	2%	All
		56%	17%	11%	13%	3%	Voters
		52%	24%	10%	12%	2%	CAL
7.4	Create a bus shuttle service to improve the connection between Alameda and BART	59%	23%	9%	8%	1%	All
		60%	22%	10%	7%	1%	Voters
		59%	24%	8%	8%	1%	CAL
7.5	Improve pedestrian and bicycle connectivity between Alameda and Oakland	32%	22%	17%	28%	1%	All
		29%	27%	17%	26%	1%	Voters
		34%	17%	16%	31%	2%	CAL
7.6	Complete a public access trail for ALL of Alameda’s shoreline.	37%	27%	17%	19%	0%	All
		35%	27%	19%	18%	1%	Voters
		40%	26%	15%	19%	0%	CAL

**The future of Auto Row**

8.0 It is uncertain, at the present time, just how long the automobile dealerships located along Park Street north of Lincoln Avenue in Alameda will remain where they are today. If these businesses decide to relocate outside of Alameda this property could be used for a variety of commercial purposes. I would like your opinion regarding three of these possible uses?

All	Voters	CAL	
42%	43%	41%	Is the best use of this commercial property a mixture of <u>retail stores</u> and <u>office buildings</u> ? Or...
2%	3%	2%	Should the majority of this property be developed solely as <u>residential</u> property? Or...
52%	51%	53%	Would a better use of this property be a <u>blend</u> of residential housing and retail outlets, including “work/live” studio units designed to accommodate artists, and other types of entrepreneurs?
3%	2%	3%	No preference. [DO NOT READ this option]
1%	1%	1%	DK/refused. [DO NOT READ this option]

**Addressing the growing problem of Climate Change**

9.0 **Climate change** due to global warming is fast becoming an issue of deep concern and public debate. The scientific community has concluded that human activity, primarily fossil fuel combustion from cars, coal-fired power plants, and oil and natural gas heating sources, is the leading cause of climate change; further, that global warming will ultimately result in **devastating consequences** to the *quality of life* everywhere on the planet. Some argue that since human activity is the cause of climate change...then human activity can, and should, be at least part of the solution to this growing problem. Toward that end, governments are being urged to adopt a long term plans and policies designed to **keep greenhouse gases at safe levels** and to **protect water quality**, especially in urban environments like the City of Alameda. Organizations in BOTH the public and private sectors are being encouraged to switch to green power, create incentives that will promote the use of solar energy, implement a host of strategies designed to improve energy efficiency in the home and at work, promote car pooling, van pooling, increase the use of mass transit...and more. My question is this...**What priority should Alameda City officials place** on taking **DELIBERATE steps** to address global warming and related matters that impact *climate change*; these might include, for example, purchasing only zero-emission vehicles for City use, requiring solar panels for new housing developments within the City’s domain, establishing policies that could result in the City losing out on certain opportunities involving Economic Development (some of these could result in a loss of new jobs that would otherwise come into the City), what-have-you. Should such policies be considered an:

All	Voters	CAL	
44%	44%	44%	Absolute, <b>top priority</b> ;
33%	32%	34%	<b>Moderate priority</b> , other factors should weigh equally when establishing such policies;
10%	11%	9%	<b>Low priority</b> , adopted only when such policies have little or no negative impact on Economic Development in Alameda, or...
10%	9%	10%	<b>Not at all a priority</b> for the City of Alameda?
3%	4%	3%	Don't know/unsure/Refused [DO NOT read]

<b>Demographics</b>
---------------------

Finally, I have a few brief questions about you. I will read several response categories. Please tell me when I read the category that applies to you.

10.0 How long have you lived in Alameda?

16%	0 to 5 years
16%	6 to 10 years
27%	11 to 25 years
40%	Over 25 years
1%	Refused

11.0 How many children do you have living at home under the age of 18?

69%	none	[SKIP to Q12.0]
13%	one	
13%	two	
4%	three or more	
1%	Refused	

11.1 Do any of the children attend public schools, kindergarten through high school?

12%	no
19%	yes
69%	No children at Q11.0

12.0 How many adults (18 years or older) do you have living in your household?

23%	1
60%	2
12%	3
3%	4
1%	5 or more
1%	DK/refused

13.0 Do you own or rent your home?

rent	Own	Refused
23%	75%	2%

14.0 How many years of school have you completed?

2%	less than High School
9%	High School graduate (or Trade School)
22%	Some college
32%	College graduate
34%	Graduate school, Professional school
1%	Refused



15.0 Using the traditional political labels would you describe yourself as **liberal**, **moderate**, or **conservative**?

liberal	moderate	conservative	Refused
36%	42%	16%	6%

16.0 Into what range does your annual household income fall?

7%	under \$25,000
13%	between \$25,000 and \$50,000
17%	between \$50,000 and \$75,000
13%	between \$75,000 and \$100,000
35%	over \$100,000
15%	Refused

16.1 Would you consider your household as a "one income" household or a "two income" household?

one income household	two income household (or more)	Refused
51%	43%	6%

17.0 In what city do you work?

30%	Alameda
9%	Oakland
5%	San Francisco
3%	Fremont/Hayward
2%	Berkeley
2%	Emeryville
2%	San Leandro
12%	Other
34%	Retired/homemaker/student/no job
1%	Refused

18.0 What is your occupation?

10%	Blue collar
9%	Education
8%	Medical
8%	Consultant, contractor, etc
5%	Finance
4%	Arts
4%	Computers
4%	Government/public service
3%	Construction/engineering
9%	Misc
33%	Does not work
3%	Refused

19.0 In what age range do you belong?

5%	18 to 30 years
14%	31 to 40 years
20%	41 to 50 years
33%	51 to 65 years
26%	Over 65 years
2%	Refused

20.0 What is your ethnic background?

76%	White or Caucasian
3%	Hispanic/Latin
2%	African American or Black
1%	Native American/Alaskan Native
1%	Native Hawaiian & other Pacific Islander
7%	Asian
3%	Other
7%	refused [DO NOT READ]

Thank the interviewee for participating in the survey and politely say "Good-bye."

**DO NOT READ THE FOLLOWING QUESTIONS; SIMPLY RECORD THE INFORMATION.**

Gender of respondent?

Female	Male
60%	40%

January 2007

## Addendum C

# Open Ends

## Question 1.1 Unprompted local issues of concern

### Crime

CRIME  
I WANT ALAMEDA TO REMAIN A SAFE PLACE  
MAYBE THE CRIME  
NEIGHBORS AND ILLEGAL  
OUR POLICE DEPARTMENT, IT ESCALATES INCIDENTALS INTO  
MAJOR EVENTS. CITIZENS REVIEW AGAINST THE POLICE  
DEPARTMENT. IT IS HANDLED BY THE POLICE DEPARTMENT.  
SAFETY

### Traffic

A LOT OF STUFF GOING ON IN SOUTH SHORE. TRAFFIC  
FREEWAY CONNECTION TO ALAMEDA  
INTERSECTION SAFETY . THEY COULD DO MORE, THE MEGAPLEX,  
THE OVERALL ISSUES. MAINTAIN MORE TO THE BEACH TO  
ATTRACT THE TOURISTS. THE ALAMEDA CENTER TOWN  
CENTER. ALL MY FAVORITES STORES ARE ALL  
DISAPPEARING. NO SIGNS OF WHAT STORES ARE COMING  
BACK. I LIKE  
MAINTAINING GOOD TRANSIT IN THE CITY.  
NOISE FROM AUTOMOBILES  
PUBLIC TRANSPORTATION  
THE DEVELOPMENT ISSUES AND TRAFFIC  
THE INCREASE THE INCREASE IN TRAFFIC THROUGH THE POSEY  
TUBE, TALKING ABOUT HAVING SHUTTLE WATER TAXI,  
THEY HAVE TI BUILD ANOTHER TUBE, ALSO ON REGENT  
STREET, ALL HAVE THE PARKING , I CAN'T FIND PARKING ON  
MY STREET. WHY DON'T ALAMEDA HAVE A PARK AND R  
THE ROAD CONDITIONS  
THE TRAFFIC , TWO MANY CARS OVER BRIDGES  
THE TRAFFIC AND THE BUILDING , WE DON'T NEED THAT BIG  
THEATER. WE NEED TO JUST HAVE THE SMALLER GROUP  
THEATER, THE LITTLE THEATER ON 9TH AND CENTRAL. REDO  
THE ALAMEDA THEATER.  
THE TRAFFIC IN THE TUBE IS THE WORSE.  
TOO MUCH TRAFFIC, CARS, PARKING IS TERRIBLE.  
TRAFFIC: Mentioned 11 times  
TRAFFIC AND OVERBUILDING POORLY PLANNED DEVELOPMENT.  
NO PLANS FOR PARKING. ALAMEDA IS AN ISLAND ONLY FOUR  
WAYS IN AND OUT OF THIS TOWN. THEATER PROJECT IS  
IMPRACTICAL. NOT THAT MANY PEOPLE OUTSIDE OF  
ALAMEDA WILL COME HERE TO THE MOVIES. TRAFFIC AND  
PARK  
TRAFFIC AND POPULATION.  
TRAFFIC CONGESTION  
TRAFFIC CONGESTION  
TRAFFIC CONGESTION

TRAFFIC CONGESTION AND THE HOUSING AND TOO MANY PEOPLE.  
 TRAFFIC CONGESTION, THE GREENING OF ALAMEDA, EXTENDING  
 THE GREEN BELTS FOR BIKING AND JOGGING AND KEEP THE  
 POLICE WORKING HARD ON THE QUALITY OF LIFE CRIMES  
 TRAFFIC GOING TO SOUTH SHORE  
 TRAFFIC IN AND OUT OF ALAMEDA, ESPECIALLY THROUGH THE  
 TUNNEL  
 TRAFFIC INCREASED IN TOWN  
 TRAFFIC ON WEST END OF ALAMEDA  
 TRAFFIC, THERE ARE THEY PLANNING TO MAKE SURE THAT WE  
 WILL GET STUCK ON ISLAND WHEN THEY ARE BUILDING  
 THOUSAND OF HOUSES.  
 TRAFFIC, NO PARKING  
 TRAFFIC, SCHOOL DISTRICT  
 TRAFFIC, THE BUSINESS AREA PARK STREET THE TRAFFIC SHOULD  
 GO ONE WAY DOWN PARK STREET AND ONE WAY DOWN OAK  
 STREET.  
 TRAFFIC, WITH THE DIFFICULTY OF GETTING ONE PLACE TO  
 ANOTHER.  
 TRAFFIC. I HAVE ALMOST BEEN HIT SEVERAL TIMES.  
 TRAFFIC. THE DEVELOPMENT OF THE NORTH WEST ISLAND. THE  
 DEVELOPMENT OF WEBSTER STREET  
 TRANSPORTATION IN AND OUT OFF THE ISLAND.  
 TRUCK TRAFFIC OUTSIDE OF WEBSTER TUBE, DECENT GROCERY  
 STORE  
 WITH WEBSTER TUBE  
 ALAMEDA. TRAFFIC THAT IS GOING TO DEVELOP. DEVELOPERS ARE  
 GETTING A TAX BREAK AND IT IS A POOR USE OF OUR FUNDS.

### **Alameda Point**

ALAMEDA CEDAR  
 ALAMEDA POINT , CLEANED UP, AND DECIDE HOW TO DEVELOPED  
 IT.  
 ALAMEDA POINT AND CABLE SYSTEM  
 ALAMEDA POINT AND THE PROJECT LANDING AND ALAMEDA TOWN  
 CENTER STUFF.  
 ALAMEDA POINT. THE THEATER  
 I AM EXCITED THAT THEY ARE GOING TO REDEVELOP THE BASE.  
 MY CONCERN IS THAT THEY NEED TO CLEAN UP THE LAND  
 BEFORE DEVELOPING IT.  
 ALAMEDA THEATER, SO MANY PEOPLE ARE TRYING TO BLOCK IT  
 AND THAT IT WOULD FINALLY GO THROUGH.  
 DEVELOPMENT AT ALAMEDA POINT  
 DEVELOPMENT OF ALAMEDA POINT  
 DEVELOPMENT OF ALAMEDA POINT  
 DEVELOPMENT OF ALAMEDA POINT AND HOUSING  
 HOW ARE THEY GOING TO TAKE CARE OF ALAMEDA POINT AND  
 TRAFFIC IN PARK AND WEBSTER STREET  
 HOW CLEAN IS THE BEACH OF ALAMEDA, BACTERIA CONTAMINATION  
 I GUESS THE DEVELOPMENT OF ALAMEDA POINT.  
 NAVAL AIR BASE, OLD THEATER, STORES THAT ARE STILL EMPTY I  
 FEEL THAT THE STORES THAT ARE COMING IN WON'T BE  
 ABLE SUPPORT THEM. LOT OF RETIRED PEOPLE.  
 PROGRESS AT THE POINT  
 REDEVELOPMENT OF OLD NAVY BASE  
 REDEVELOPMENT OF THE OLD NAVAL AIR STATION.

SLOW RESPONSE FOR TURNING OVER THE AIR STATION TO THE CITY.  
 SOUL SHORE ARE PUTTING THINGS IN THAT I DON'T THINK WE NEED.  
 THAT ALAMEDA POINT IS GOING TO BE OVER DEVELOPED AND  
 CAUSE TRAFFIC PROBLEMS  
 THE ALAMEDA POINT AREA, DEVELOPING OF IT AND WHAT IS  
 GOING ON THERE  
 THE ALAMEDA POINT DEVELOPMENT I HOPE THAT THE CITY  
 SUPPORTS THE ULR DEVELOPERS, THEY ARE THE ONLY ONES  
 PROVIDING A SOLUTION WITH ULTRA LIGHT RAIL SYSTEM  
 AND CREATING JOBS FOR THE FUTURE RESEARCHING  
 EDUCATION ON GLOBAL WARMING, SUSTAINABLE  
 INCLUDING SOLAR  
 THE ALAMEDA TOWN CENTER, IT IS REALLY MESSED UP DOWN  
 THERE AND THE TRAFFIC IS REAL BAD. THERE IS NO PARKING  
 DOWN THERE. THE GROCERY STORE IS THERE THAT IS THE  
 ONLY REASON I GO THERE. IF IT WASN'T THERE I WOULDN'T  
 GO THERE  
 THE BASE PROPERTY, DEVELOPMENT OF THE BASE, I WANT IT NOT  
 TO BE OVER DEVELOPED. BE RESPONSIBLE AND TAKE OFF  
 THE TOXIC WASTE THAT WAS LEFT BY NAVY. DON'T WANT  
 TO MUCH DEVELOPMENT OR TOO MUCH TRAFFIC. I AM NOT  
 AGAINST IT, I JUST WANT IT DONE RESPONSIBLY.  
 THE BASE RE- DEVELOPMENT  
 THE DAILY BASE REUSED PROGRAM  
 THE DEVELOPMENT OF ALAMEDA POINT, THE LACK OF VISION FOR  
 THE TARGET AT THE TOWN CENTER AND THE REST OF THE  
 DEVELOPMENT AT THE TOWN CENTER. THE BRIDGE STONE  
 DEVELOPMENT. THE PRESENCE OF FAST FOOD  
 ESTABLISHMENTS AND LACK OF GAS STATION. TH BAYPORT  
 DEVELOPM  
 THE DEVELOPMENT OF THE BASE  
 THE DEVELOPMENT OF THE NAVAL AIR STATION. AND ALL THE  
 HOUSING THEY ARE TRYING TO PUT NI AT THE ESTUARY  
 AND ALL THE TRAFFIC CONGESTION, HAVING TROUBLE  
 GETTING IN AND OUT OF TOWN.  
 THE DEVELOPMENT OF THE NAVY BASE.  
 THE DEVELOPMENT ON THE OLD NAVAL BASE. SHOPPING CENTER  
 EXPANSION.  
 THE NAVY BASE FAILING TO BE CONVERTED.  
 THE NAVY BASE. GET THE DEVELOPMENT GOING ON IT, I GUESS THE  
 GOVERNMENT IS HOLDING THIS UP  
 THE OLD NAVAL BASE.. AND THE SOUTH SHORE SHOPPING  
 CENTER... TARGET AND TRAFFIC  
 THE PLANNING ON THE ALAMEDA POINT.  
 THE POINT, ALSO THE THEATER.  
 THE REHABILITATION OF ALAMEDA NAVAL STATION AND TRAFFIC  
 AND THE CARNEGIE LIBRARY.  
 THE WAY THEY'RE EXPANDING SOUTH SHORE OR ALAMEDA TOWN  
 CENTER. IT'S CREATING A HORRIBLE TRAFFIC SITUATION.  
 THE WAY THEY ARE RE-DOING SOUTH SHORE. WE ARE LOSING  
 SOME OF THE STORES THAT WE LIKE, LIKE NOAH'S BAGEL'S.  
 THEY ARE TAKING SO LONG AND IT IS INTERFERING WITH  
 SOME OF THE BUSINESSES, BECAUSE THEY BLOCK SOME OF  
 THE PARKING AREA. WE ARE ALL VERY UNHAPPY ABO

THE WAY WE ARE ALLOWING THE DEVELOPERS TO THROW UP BIG STORES ANYWHERE THEY WANT. SPECIFICALLY, TALKING ABOUT WHERE THEY ARE PUTTING THE TARGET IN. I LIKE TARGET, BUT THAT IS NOT THE PLACE TO PUT IT. WEST SIDE OF ALAMEDA. I DON'T LIKE THE PLANS FOR THE STATION THERE. THERE IS NO MASTER PLAN AND THERE ARE THINGS JUST SITTING THERE.

WHAT IS GOING TO HAPPEN TO THE NAVAL BASE PROPERTY. THE FACT THEY ARE BUILDING THAT THEATER IT DOES NOT MAKE ME HAPPY. MOVIES ARE ON THE DECLINE, WHY WOULD WE PUT IN SEVEN THEATERS. ALLOWING DENSE HOUSING TO BE BUILT. IN REGARDS TO TRAFFIC

WHAT IS GOING TO HAPPEN TO THE NEW TOWN CENTER AND NAVY BASE.

CONTINUATION OF THE BASE. LACK OF DOING ANYTHING WITH THE BASE AT THE POINT.

## Education

CLOSE WOODS SCHOOL, I AM CONCERNED ABOUT THAT.

CONCERNED WITH THE BURDEN OF THE SCHOOLS, PROPITIATION AFFECTED BUSINESS CONTRIBUTIONS TO THE SCHOOLS, THE NAVY LEFT. SCHOOLS ARE SHORT CHANGED BY THE STATE. THE ALAMEDA SCHOOLS ARE SUFFERING, THE LOCAL AND STATE LEVELS SHOULD HAVE CONCERTED EFFORT. THE

EDUCATION Mentioned 3 times

EDUCATION AND HEALTH CARE

EDUCATION IS A BIG ONE AND HEALTH CARE AND THE CITY DEVELOPMENT.

EDUCATION NEED; BETTER SCHOOLS

EDUCATION. TAX OF THE COMMUNITY. SOME THINGS THAT IMPACT SENIORS.

FUNDING FOR PUBLIC SCHOOLS

LEVEL OF EDUCATION, CRIME, UNEDUCATED YOUNGSTERS, MORE TEACHERS, MORE SCHOOLS, AFTER SCHOOL PROGRAMS, LOW INCOME, HEALTH CARE

MIDDLE SCHOOL MIGHT CLOSE. TIRED OF BOND MEASURES. TIRED OF LOW INCOME HOUSING. FIX THE TUBE

MORE CLASSROOMS ON EAST SIDE OF ALAMEDA

QUALITY OF SCHOOLS

ROADS AND QUALITY OF SCHOOLS

SCHOOL BUDGETS AND POTENTIAL CLOSING OF THE SCHOOL

SCHOOL QUALITY

SCHOOLS: Mentioned 3 times

SCHOOLS HOW COME THEY ARE CLOSING SOME OF THE SCHOOLS

THE BUDGET FOR THE SCHOOL DISTRICT. IT DOES NOT LOOK LIKE THEY HAVE CLEARLY THOUGHT OUT ONE OF THE PROPOSALS OF GOING FROM THREE MID SCHOOLS TO TWO SCHOOLS. IT DOES NOT LOOK LIKE IT MAKES FINANCIAL SENSE AND CERTAINLY GOES AGAINST THE ALAMEDA TRADITION

THE ELEMENTARY SCHOOL, EDISON, NOT HAVING ENOUGH ROOM FOR ALL OF THE KIDS IN THE DISTRICT

THE PUBLIC SCHOOLS AND THE DEVELOPMENT

THE SCHOOL SYSTEM

THE SCHOOLS SHOULD HAVE MORE MONEY, NOT A FAN OF THE THEATER PLAN

UNDERPAID TEACHERS

## Target

TARGET  
 TARGET IS SOUTH SHORE  
 TARGET STORE, ALAMEDA POINT, PARTICULARLY RELATED TO HOUSING MIX OUT THERE.  
 TARGET STORE, MOVIE THEATERS AND PARKING GARAGE.  
 TARGET, RUNAWAY DEVELOPMENT  
 TARGET, WE DON'T WANT IT  
 THE PROPOSAL TO BRING A TARGET STORE INTO THE COMMUNITY. DEVELOPMENT OF THE FORMER NAVAL AIR STATION.  
 THE TARGET STORE AT THE TOWN CENTER, DEVELOPMENT OF NAVAL BASE.  
 THE TARGET STORE, I WOULD LIKE IT TO COME TO ALAMEDA.  
 THEM TRYING TO GET THAT TARGET AT SOUTH SHORE AND WILL CAUSE A TRAFFIC ISSUE  
 I HEARD THEY WANT TO OPEN A TARGET OR KMART AND I DISAGREE WITH THAT. I DON'T KNOW IF IT IS TRUE OR NOT.  
 I WANT TARGET TO GO IN CITY CENTER  
 THINK WE SHOULD OPEN A TARGET STORE. I THINK WE SHOULDN'T OPEN THE MOVIE THEATER THATS A BAD IDEA.  
 INTEREST THE CITY HAS HAD IN BIG BOX RETAILERS. ALAMEDA IS UNIQUE AND TO ADD A TARGET OR SOMETHING IS REALLY NEGATIVE  
 WANT TARGET IN ALAMEDA  
 WOULD LIKE LARGE TARGET AND OTHER STORES IN THE CITY.  
 WOULD LIKE TO SEE SOME LARGER BIG BOX DEPARTMENT STORE'S SUCH AS TARGET INC. MOVE INTO THE SOUTHSHORE SHOPPING CENTER.  
 LIKE TO SEE, I AM A SENIOR CITIZEN AND I WOULD LIKE TO SEE TARGET GET HERE.  
 OPPOSED TO A KMART OR TARGET STORE ON THE SOUTH SHORE OPPOSED TO THE NEW TARGET STORE COMING IN.  
 WOULD LIKE TO SEE TARGET IN THE AREA. SUPPORTS THE MOVIE THEATER PROJECT.

## Growth & Development

ALL THE DEVELOPMENT, OR LACK OF IT. IT DOES SEEM THAT IS MOVING. THERE ARE A LOT OF EMPTY STORES THERE.  
 DENSITY OF BUILDING CREATE TRAFFIC  
 DEVELOPING TOO MUCH. SHADY DEALS.  
 DEVELOPING WHERE THE NAVAL AIR STATION USED TO BE DEVELOPMENT  
 DO NOT WANT TO SEE GROWTH GO WILD.  
 DON'T LIKE WHAT THEY'RE DOING TO THE TOWN CENTER.  
 EXPANSION OF THEATER, BUILDING OF IT, I DO WANT IT, IT TOOK FIVE YEARS TO GET A SIDEWALK FIXED IN FRONT OF MY HOUSE. THE TREE UPROOTED, IT CAUSED A WATER AT CURB NOT TOT DRAIN DOWN THE STREET.  
 FUTURE OF CARNAGIE LIBRARY, COMPLETION OF THE CINEMA.  
 GROWING NATURE OF THE CITY AND THE EXPANSION OF THE PRIVATELY OWNED HOMES WHERE THE OLD NAVAL BASE WAS.  
 GROWTH

GROWTH AND TRAFFIC  
 GROWTH AT ALAMEDA POINT  
 OAK STREET BIG BUILDING  
 OVER DEVELOPMENT  
 OVER DEVELOPMENT AND A BIG MESS OF ALAMEDA POINT.  
 OVER DEVELOPMENT OF SOUTH SHORE  
 OVERPOPULATION.  
 RAMPENT GROWTH

**Theater and Parking Structure**

DON'T WANT THEM TO BUILD THE 7 THEATER THING TO BE BUILT.  
 GOING FORWARD WITH THE PARKING GARAGE NEAR THE THEATER  
 DOWN TOWN.

Top	2 <sup>nd</sup>	3 <sup>rd</sup>	Not	D/K
_____				
Priority				Refused

HIGH RISE PARKING STRUCTURE THAT THEY ARE PUTTING UP.  
 I DON'T THINK THE THEATER SHOULD BE AS BIG AS THEY'RE  
 PUTTING. THEY'RE SUPPOSEDLY IMPROVING IT, BUT THERE'S  
 FEWER PEOPLE THAN THERE WERE. WE'VE GOT A LOT OF  
 EMPTY STORES. THE POLITICAL ATMOSPHERE IN TOWN HAS A  
 VERY LARGE AROMA AROUND IT. IN OTHER WORDS I  
 I WOULD LIKE TO HAVE A THEATER HERE AND A TARGET.  
 MOVIE THEATER NEAR PARK AVENUE.  
 NOT IN FAVOR OF CIMEMA IN ALAMEDA DON'T THINK ITS  
 ECONOMICALLY VIABLE. IT WOULD CREATE TOO MUCH  
 TRAFFIC. CONCERNED ABOUT CABLE COMPANY, DON'T  
 THINK APT SHOULD HAVE GONE INTO CALBE BUSINESS.  
 ALAMEDA IS TOO SMALL TO SUPPORT TWO CABLE  
 COMPANIES.  
 THAT WOULD BE THE ALAMEDA THEATER.  
 THE COST OF THE THEATER RENOVATION. THE ARE DOING A  
 RENOVATION ON THE ALAMEDA THEATER WITH THE  
 COMMUNITY FUND  
 MEGA PLEX  
 MEGAPLEX. I'M AGAINST GROWING THAT FAST. I'D LIKE TO KEEP  
 ALAMEDA SMALL.  
 THE THEATER PROJECT  
 THE THEATERS GOING IN AND TRAFFIC.  
 THEATER  
 STOPPING THE MOVIE THEATER, THE ALAMEDA POINT  
 DEVELOPMENT  
 STORES COMING TO SOUTH SHORE. CARS THAT DRIVE UP AND  
 DOWN THE STREET ARE ANNOYING. THE MOVIE THEATER

**Crime**

CRIME  
 I WANT ALAMEDA TO REMAIN A SAFE PLACE.  
 MAYBE THE CRIME  
 NEIGHBORS AND ILLEGAL  
 OUR POLICE DEPARTMENT, IT ESCALATES INCIDENTALS INTO  
 MAJOR EVENTS. CITIZENS REVIEW AGAINST THE POLICE  
 DEPARTMENT. IT IS HANDLED BY THE POLICE DEPARTMENT.  
 SAFETY



## **Economic Development**

BRINGING BUSINESS IN THE CITY.  
BUSINESS DEVELOPMENT FOR SMALL BUSINESSES.  
BUSINESS DEVELOPMENT ON THE ISLAND IN ALAMEDA.  
DON'T WANT TARGET AND I'M VERY UNHAPPY WITH THE CHOICES  
OF SHOPS AT BRIDGE-SIDE, PARTICULARLY TACO BELL. THEY  
COULD PUT SOME NICE RESTAURANT'S IN AND NICE RETAIL.  
NOT NECESSARILY UPSCALE, BUT UNIQUE, DIFFERENT  
ECONOMIC DEVELOPMENT  
LOCAL BUDGET  
RETAIL BUSINESS, TRAFFIC, MAINTAINING THE ROAD WAYS.  
SEE MORE ECONOMIC DEVELOPMENTS IN THE CITY, THE  
HISTORICAL REVIEW AND PLANNING COMMISSION AND  
DIFFICULTY IN HOME IMPROVEMENTS.  
THE LACK OF VARIETY OVER THE SHOPPING CENTERS.  
THE LENGTH OF TIME THAT IS TAKING OUR SOUTH SHORE STORES  
OPENING. I'D LIKE TO HAVE MORE POSITIVE BUSINESS  
SUPPORT IN THIS TIME  
THE QUALITY OF SHOPPING IN ALAMEDA  
THEY ARE TAKING AWAY ALL THE THINGS THAT PEOPLE CAN  
AFFORD TO GO TO. THEY TOOK OUT THE DOLLAR STORE AND  
ROSS. THEY JUST TOOK OUT OUR MUSIC STORE

## **Parking**

PARKING  
PARKING AND CONSTRUCTION OF THE TOWN CENTER, ALSO  
STREETS.  
PARKING DUE TO THE GREAT NUMBER OF HOUSES.  
PARKING IN MY NEIGHBORHOOD. WE ARE ON THE EDGE OF  
BUSINESS  
LACK OF PARKING ON PARK STREETS, THE BUSES PARKING SPACES  
WHERE CARS ARE PARKING. AND I AM REALLY AFRAID OF  
OUR CITY COUNCILS  
THEY TOOK AWAY THE PARKING ON PARK STREET AND WEBSTER  
STREET

## **Housing**

AFFORDABLE HOUSING  
CONTINUED DEVELOPING CONDOS AND MULTIPLE RESIDENTS.  
HOUSING  
HOUSING FOR ELDERLY AND LOW INCOME.  
HOUSING, LOCAL HOUSING AND AVAILABILITY OF LOCAL HOUSING  
LOW COST HOUSING ARE IN BAD CONDITION. ABANDONED  
BUILDINGS. THEY SHOULD FIX THEM UP  
THE COST OF HOUSING  
THE PRICE OF REAL ESTATE, TOO HIGH  
TOO MANY PEOPLE. BUILD TOO MANY HOUSES BEFORE BUILDING  
ROADS. LOTS OF CONGESTIONS.

## **Government Corruption**

CORRUPTION. THE CITY IS CORRUPT. EVERY PROJECT ENDS UP  
MAKING SOMEONE A LOT OF MONEY.  
THE COUNCIL AND MAYOR, SELLING OUT.  
THE POLITICAL ENVIRONMENT.  
THE WAY THE CITY COUNCIL IS OPERATING

## **Other**

BLIGHT  
CABLE SERVICE  
CABLE TV TO EXPENSIVE, WENT FROM 45 DOLLARS TO 95 DOLLARS  
CANADIAN GEESSE. THEY POOP EVERYWHERE.  
CITY EMPLOYEE  
CITY PLANNING  
CONCERNED ABOUT IT'S ABILITY TO THE POWER AND TELEPHONE  
DEPARTMENT TO BE ABLE TO GET OUT OF ITS INDEBTEDNESS  
CONCERNED ABOUT THE USE OF THE OLD CARNEGIE CITY LIBRARY.  
DISAGREE PUBLIC BOAT IN THE GARAGE  
DOG LEASH LODGE  
FINANCIAL HEALTH OF THE GOLF FACILITY  
GAY AND LESBIAN MARRIAGE.  
GETTING HER KID INTO KINDERGARTEN.  
GETTING KID INTO SCHOOL  
GETTING OFF OF THE ISLAND.  
GETTING THE THEATER FINISHED.  
I'M CONCERNED ABOUT THE WAY MY ALAMEDA POWER BILL  
DOUBLED WITHIN THE LAST MONTH.  
I FEEL THAT WE HAVE TO SUPPORT OUR LOCAL PEOPLE WELL.  
ILLEGAL IMMIGRATION AND WAR IN IRAQ.  
MILITARY BASE AND ITS TOXICITY.  
PUT BETTER STREETS LIGHTS FOR PEDESTRIANS TO CROSS BY SAFE  
WAY. PEOPLE DRIVE TO FAST. THERE ARE A LOT OF ELDERLY  
PEOPLE HERE AND THEY CAN NOT GET OUT OF THE WAY OF  
VEHICLES. THERE HAS BEEN A LOT OF NEAR MISS  
THE CARNEGIE  
THE CITY NEEDS TO SUPPORT A CULTURAL ARTS CENTER. THE CITY  
NEEDS TO MAKE SURE THE DEVELOPER AT THE POINT GETS  
ALTERNATIVE ENERGY RELATED BUSINESSES.  
THE HOMELESS PEOPLE, AND THE WAY THAT THEY TREAT THEM.  
THE SMOKE CONDITIONS.  
THE SOUTH SHORE MALL, TO BE FINISHED.  
THE TOWN CENTER, I WANT THEM TO PAY ATTENTION TO WHAT  
THE PEOPLE WANT.  
THE USE OF THE OLD PUBLIC LIBRARY, IT SHOULD BE A MUSEUM.  
THERE IS INCREASED NOISE FROM THE OAKLAND AIRPORT, WE ARE  
IN THE FLIGHTPATH.  
THEY HAD A FIRE OVER ON CLINTON AND THEY COULD NOT FIGHT  
THE FIRE ON THE LAGOON SIDE  
THEY PUT UP A CELL PHONE TOWER AT CRUSI PARK AND I'M  
CONCERNED ABOUT THE LONG TERM EFFECTS BECAUSE THE  
SCHOOL IS NEXT TO IT. WE NEED BETTER PARKING FOR  
SHOPPING CENTERS IN PARK STREET.  
WATER LEVEL RISING FROM GLOBAL WARMING.  
WE'RE SO BEHIND ON THE TIME. OTHER CITY'S HAVE IN  
IMPROVEMENTS. NO PROGRESS.  
WE DON'T REALLY HAVE A NEWSPAPER OF THE ALAMEDA AREA.

THE NEWSPAPER IS MOSTLY ABOUT OAKLAND AREA.  
THINK THE STREETS CONDITION , THE POTHOLES THEY WON'T FIX  
IT , ALSO THE SIDEWALKS.  
CONCERNED WITH ALL OF THE STOP SIGNS EVERYWHERE.  
CONCERNED WITH GAS CONSUMPTION BECAUSE OF ALL THE  
STOPPING AND GOING.  
THE STREETS NEED RE-DONE AND THE TREES NEED TAKING CARE  
OF. THE SIDEWALKS ARE A MESS.  
SHOULD MAKE UP THEIR MIND ABOUT USING OPEN SPACES. TO  
KEEP THE MONEY IN THE CITY. CITY COUNCIL NEEDS TO  
PROCEED WITH USE OPEN SPACES AND THE NAVEL BASE.  
AT GETTING A LOT OF PRESS, THE BELT LINE RAILWAY , STRIP OF  
LAND BY WIND RIVER.  
CLEAN UP OF THE NAVY BASE, DEVELOPMENT, CONTINUAL  
ENLARGEMENT OF THE CITY CENTER  
COMMUNICATION ON WHAT IS HAPPENING AT THE SOUTH SHORE  
SHOPPING CENTER.  
MORE PARKS  
WE NEED MORE BASEBALL FIELDS AND MORE GYM'S IN ALAMEDA  
REGARDING THE BUILDING OF THE MULTIPLEX THAT IS  
UNDERWAY. CONCERNED ABOUT THE CAR TRIPS COMING  
INTO  
GLOBAL WARMING, FLOODING THE ISLAND  
I AM EXCITED THAT THEY ARE GOING TO REDEVELOP THE BASE.  
MY CONCERN IS THAT THEY NEED TO CLEAN UP THE LAND  
BEFORE DEVELOPING IT.



**ECONOMIC DEVELOPMENT STRATEGIC PLAN UPDATE**

**JANUARY 2008**

**APPENDIX E**

**ALAMEDA POWER & TELECOM  
ECONOMIC DEVELOPMENT INCENTIVE DISCOUNT**



## Electric Rate Schedules

### Supplemental Schedule ED Economic Development Incentive Discount (Applied in Conjunction with the Standard General Service Rate Schedules)

#### Applicability

This schedule is available to qualified customers for the purpose of business attraction or facility expansion. Qualified customers are new or existing general service customers who add an annual peak demand of at least 50 kW, and who meet the criteria outlined below under Definitions and Special Conditions. Customers that depend on an extreme seasonal peak electric load to qualify may be excluded from service under this schedule. Existing customers may be asked to demonstrate that they have a similarly situated site outside Alameda Power & Telecom's (Alameda P&T's) service territory that would otherwise be expanded absent this discount. Qualified customers may be asked to sign an affidavit stating that this discount is a material factor in their decision to locate or expand in Alameda P&T's service territory. Participation under this schedule is voluntary and is made available at Alameda P&T's sole option.

#### Rates

A discount will be applied to all charges under the standard general service rate schedule for which the customer qualifies, exclusive of state or local taxes, as follows:

<b>Discount:</b>	First 12 months	25 percent
	Second 12 months	20 percent
	Third 12 months	15 percent
	Fourth 12 months	10 percent
	Final 12 months	5 percent

#### Definitions and Special Conditions

1. **CLASSIFICATION CRITERIA**

This schedule is intended to encourage customers who have options for locating all or part of their business operations outside Alameda P&T's service territory and for whom electric costs are material to their site selection decision, as determined by Alameda P&T, to choose to locate or expand in its service territory and take electric service from Alameda P&T. General service customers in certain business classifications, by their nature, do not have options for locating elsewhere and are therefore not eligible for the economic development incentive discount. Such classifications include public service facilities, utilities, and public elementary and secondary schools. Determination of eligibility shall be made by Alameda P&T at its sole discretion.

2. **MINIMUM LOAD FACTOR**

If the customer's load factor falls below 30 percent for three consecutive months, Alameda P&T may, at its option, remove the customer from this schedule. Load factor is calculated by dividing the energy by the product of the peak demand and the hours in the billing period and expressed as a percent.

3. **METERING**

At its sole option, Alameda P&T may require separate electrical metering for any new or additional load at an existing customer's premises. As an alternative, a ratio of new use/demand to historical use/demand [previous 36 months] may be used to apply this discount.

4. **ALL-REQUIREMENTS PROVIDER**

The customer agrees to take all electric service requirements from Alameda P&T. In no event shall the customer use co-generation, self-generation, or electricity wheeled from any other source without Alameda P&T's written consent for as long as service is furnished under this schedule. Emergency, back-up generation is excluded from this requirement.

5. **ENERGY EFFICIENCY**

Customers taking service under this schedule shall grant Alameda P&T the right to inspect the facilities or plans for the purpose of making energy efficiency recommendations. If the customer implements energy efficiency measures, such load reduction will not be reason to disqualify the customer from receiving service under this schedule.

6. **TERM**

The discounts will commence on the customer's regularly scheduled meter read day in the first month after the new load is to be connected to Alameda P&T's system and shall remain in effect for up to five years, unless terminated by the customer upon 30 days written notice. Alameda P&T, at its sole option, may remove the customer from this schedule upon 30 days written notice in the event the customer no longer meets the qualification criteria described herein.

7. **RELOCATION**

Business relocation out of Alameda within five years of this discount application requires a full refund of all discounts allowed, plus applicable taxes.

8. **RULES and REGULATIONS**

Other conditions, as specified in Alameda P&T's Rules and Regulations, shall apply to this electric rate schedule.

ADOPTED: July 21, 2003

RESOLUTION NO. 4585

(Superseding supplemental Schedule ED, effective July 1, 2001)

Effective: August 1, 2003

**ECONOMIC DEVELOPMENT STRATEGIC PLAN UPDATE**

**JANUARY 2008**

**APPENDIX F**

**ALAMEDA POWER & TELECOM  
GREEN POWER CONTENT LABEL**







# ALAMEDA POWER & TELECOM

*A Department of the City of Alameda*

<b>POWER CONTENT LABEL</b>		
<b>Energy Resources</b>	<b>Alameda P&amp;T (2005 projected)</b>	<b>2004 CA Power Mix** (for comparison)</b>
Eligible Renewable	49%	4%
— Biomass & waste	3%	<1%
— Geothermal	45%	3%
— Small hydroelectric	1%	1%
— Solar	<1%	<1%
— Wind	0%	<1%
Coal	4%	29%
Large Hydroelectric	29%	20%
Natural Gas	11%	45%
Nuclear	<1%	2%
Other	6%	0%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>
<p>*85% of Alameda System Mix is specifically purchased from individual suppliers.            **Percentages are estimated annually by the California Energy Commission based on the electricity sold to California consumers during the previous year.</p>		
<hr/> <p>For specific information about this electricity product, contact Alameda Power &amp; Telecom. For general information about the Power Content Label, contact the California Energy Commission at 1-800-555-7794 or <a href="http://www.energy.ca.gov/consumer">www.energy.ca.gov/consumer</a>.</p>		