

Economic Development Strategy Implementation Plan FY 2012-2013 and 2013-14

The primary purpose of the Economic Development Strategy (Strategy) is to support and expand the economic base of Emeryville. The Implementation Plan identifies policies, programs, and initiatives to be pursued or implemented during FY 2012-13 and 2013-14.

Strategic Goal 1: Improve access

Improving physical access allows employees to get to and from work, facilitates business operations and enhances the quality of life for both residents and workers. Efficient use of parking resources as well as enhancing bicycle, pedestrian, and mass transit options improves accessibility within Emeryville by relieving traffic congestion and facilitating ease of connection within the City.

Implementation Action

- Initiate a paid on-street parking program in the North Hollis District by funding initial capital costs estimated \$1 million through the Fiscal Year 2012-13 Capital Improvement Program.
- Secure funding for a study that will explore the feasibility of the Emeryville-Oakland-Berkeley Tram (EBOT).
- Partner with the Transportation Management Association to facilitate the implementation of the bike-share program.

Strategic Goal 2: Facilitate new infill development

Emeryville is small city, constrained by expansion by the cities of Berkeley and Oakland to the north, east, and south and by the San Francisco Bay to the west. In order to accommodate new businesses or the expansion of existing businesses, new development must be infill, on brownfields or on currently underutilized sites, such as surface parking lots. Developing these sites is more costly than developing greenfield sites in suburban locations. Therefore, to make Emeryville more competitive for business attraction and retention, it will be necessary to offset these costs by providing funding for: brownfields remediation, infrastructure (utility undergrounding, sewer, storm drains), and public parking structures to replace surface parking lots.

As funding from the Emeryville Redevelopment Agency is no longer available, projects meeting public goals and objectives will likely require a layering of various funding sources in order to achieve financial feasibility. Financial strategies will rely on federal, state, and regional grants and loans, land secured

financing, and public/private partnerships. Over the next year, it is possible that new economic development tools may become available as the State Legislature attempts to offset the loss of redevelopment.

Implementation Action

- Identify funding for two key infill economic development projects that were to be funded by the Redevelopment Agency: EmeryStation West/Transit Center and the Art Center. Funding mechanisms that could be used for each project are:

Transit Center:

- Existing Funding Secured - brownfield remediation, bus bays
 - Brownfield remediation - \$3 million EPA Revolving Loan Fund Loan to developer
 - Bus Bays - \$4.2 million State Transportation Improvement Program grant
- Outstanding Funding Required - parking structure
 - Potential tools (See Strategic Goal 10)
 - Infrastructure Financing District
 - California Infrastructure and Economic Development Bank Loan
 - Developer financing
 - State/federal grant

Art Center:

- Site acquisition – explore potential of City purchase of facility and lease and or sale to Emeryville Center for the Arts
 - Site construction
 - 501(c)(3) Revenue Bonds
 - New Market Tax Credit
 - Explore developing a relationship with the University of California arts programs
- Complete the North Hollis Underground Utility Assessment District in the Central and North zones of the project area.

Strategic Goal 3: Create conditions supportive of the business community

A key competitive advantage of Emeryville is that it is perceived as business-friendly and responsive to business' needs. Implementation actions planned to support the business community would provide resources or resource referral, reduce barriers to starting a business, assist in filling retail vacancies, and solve problems for businesses on as-needed basis. Overall objectives are to reduce

the cost of doing business and streamline the process of locating and operating business in Emeryville.

Implementation Action:

- Streamline the entitlement and permit approval process by implementing the East Bay Green Corridor solar permitting program and exploring the expansion of this program to all of Emeryville's permit applications.
- Support and market the Enterprise Zone by marketing the zone to major employers in the City through preparing and distributing collateral material, holding workshops, and meeting with major employers.
- Develop a "Business Ambassador Program" wherein key City staff and elected officials will meet with new and existing businesses to discuss their needs and interests.
- Develop a "Welcome to Emeryville" package to be distributed by various City departments that work with new businesses (e.g. Planning and Building Department, and Finance Department).
- Continue to review and revise as needed, the Business Resource Guide on the City's website.

Strategic Goal 4: Workforce Development

Workforce development provides support to programs that assist local residents and businesses. Training skilled workers is a primary need of business and Emeryville residents also benefit from improving skills that make them more attractive employees. It also involves strengthening linkages between local companies and educational institutions, so education can better meet the needs of business.

Implementation Action:

- Promote/continue partnership with Rubicon by marketing the program to residents and employers.
- Work with the Emery Unified School District to support and expand the school district's internship program with Emeryville businesses.
- Partner with regional efforts to strengthen the linkage between education and the bio-science business community by working with stakeholders including the Emeryville bio-science companies, City of Berkeley, East

Bay EDA, Bayer, Community Colleges, and California State University East Bay.

Strategic Goal 5: Support and explore innovative and emerging business clusters

A number of economic clusters in innovative and emerging industries, such as bioscience and new media, are located in Emeryville. Several emerging industries, such as the bioscience sector, have been a bright spot in the local economy even during the recession. Supporting and developing these industries can be accomplished by identifying and addressing their needs. Focusing on the growth and support of clean and innovative industries will leverage the significant private and public investment made in these sectors.

Implementation Action:

- Strengthen Emeryville's regional identification as a bio-science center by developing a brand and marketing strategy for the cluster in partnership with the City of Berkeley, and the Chambers of Commerce of Emeryville and Berkeley
- Form and support a BioTechnology Committee with members of existing biotechnology companies such as Novartis, Amyris, Bayer, and Ernest Gallo Clinic and Research Center to provide insight as to how the City can best support the biotechnology industry
- Work with City of Berkeley to develop a marketing campaign promoting local area lifestyle benefits to help attract qualified workers needed by key economic clusters.
- Facilitate installation of fiber optics for faster internet connection for commercial users by partnering with the Chamber of Commerce to identify underserved businesses and facilitating expansion of private service

Strategic Goal 6: Market Emeryville to Business and Recreational Travelers

Emeryville's strategic location within the Bay Area, easy accessibility from all major modes of transportation, and its high number of hotel rooms uniquely positions the City as a destination for both business and recreational travelers. Promotion of this sector will provide customers for the City's retail and restaurants as well as increase hotel tax revenues to the City's General Fund.

Implementation Action:

- Work with Emeryville hotel operators, the Chamber of Commerce, and hospitality-related businesses to develop a coordinated marketing program for the America's Cup.
- Meet with hotel operators to discuss the benefits of forming of a Tourism Improvement District (TID) or other mechanism to fund and coordinate promotion of Emeryville hotels/hospitality venues to encourage business stays, meetings and tourism.

Strategic Goal 7: Support small, local-serving business development

Small businesses that provide essential goods and services for the local area are a major component in the vitality of the community. For many Emeryville residents, these small businesses are the day-to-day face of the business community and provide place for people to gather and interact. The overall goal of the Strategy is to enhance revenues for local serving business through programs that increase sales or reduce costs and to promote a greater diversity of business types.

Implementation Action:

- Establish "buy local" policies in conjunction with revision of City purchasing policy
- Hold a business owners meeting with San Pablo Avenue businesses to explore developing a Business Improvement District.
- Develop incentives through the Zoning Ordinance Bonus Point System to encourage small, local business development.
- Explore the development of a mentoring program for local entrepreneurs

Strategic Goal 8: Build upon and expand strategic partnerships

Strategic partnerships with neighboring jurisdictions and affinity organizations provide access to new resources and identify economic development opportunities. Building partnerships allows Emeryville to expand its capacity for regional and statewide advocacy to support business growth. Strengthening Emeryville's ties to major local research facilities such as UC Berkeley and

Lawrence Berkeley National Laboratory (LBNL) will provide additional support and resources for the City's economic development objectives.

Implementation Action:

- Continue to collaborate with the Chamber of Commerce on implementing the Economic Development Strategy, particularly through the Economic Development Strategic Task Force.
- Continue to actively participate in the East Bay Economic Development Alliance and the East Bay Green Corridor to aggregate resources with respect to advocacy and pursuit of possible funding opportunities such as Property Assessed Clean Energy (PACE) bonds or future funding potentially available through the iHub program.
- Collaborate with neighboring cities with similar interests, such as bio-science development and lifestyle marketing.

Strategic Goal 9: Promote Sustainable Development

A strong economy is one that plans for and includes sustainability, as environmental stewardship ensures the long term viability and livability of Emeryville as a community. Evidence of commitment to a sustainable community also attracts new innovative enterprises to Emeryville that care about the environment. This can be accomplished by pursuing joint programs that implement both the Economic Development Strategy and the Climate Action Plan and partnering with major companies and property owners to pilot innovative sustainability programs.

Implementation Action:

- Complete the State Catalyst grant received for the "green living room" at the Public Market
- Complete an evaluation of the feasibility of a Green Building and Bay Friendly Landscaping Ordinance

Strategic Goal 10: Implement fiscal development strategy

In the past, economic development efforts undertaken by the City of Emeryville were funded by the Emeryville Redevelopment Agency. In order to implement the Strategy without the resources of redevelopment, other funding sources must be identified.

Implementation Strategies:

- Participate in statewide efforts to promote the development of financial tools to replace resources lost with the dissolution of redevelopment including the League of California Cities Special Task Force on the Next Generation of Economic Development Tools and work on revisions to the Infrastructure Financing District.
- Explore establishment of a Community Development Corporation that could serve as a public/private vehicle for identifying and pursuing real estate projects meeting public purpose goals and objectives.
- Pursue alternative financing sources for job creation, economic development, infrastructure, and public/private projects such as:
 - Funding for Public Improvements
 - General Obligation Bonds
 - Parking Revenue Bonds
 - Lease Revenue Bonds
 - Certificates of Participation
 - Assessment Districts
 - Infrastructure Financing Districts
 - California Infrastructure and Economic Development Bank (loans and bonds)
 - Transfer Development Rights
 - Funding for Private Improvements
 - New Market Tax Credits
 - Industrial Development Bonds
 - Federal EB-5 program
 - Funding for Operation and Maintenance of Public Improvements
 - Development Agreements
 - Municipal Services Fee
 - Special District Funding
 - Business Improvement Districts
 - Tourism Improvement Districts