

# CITY OF EMERYVILLE

## ECONOMIC DEVELOPMENT STRATEGY

OCTOBER 17, 2017

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MAINTAIN and ENHANCE Emeryville's economic status

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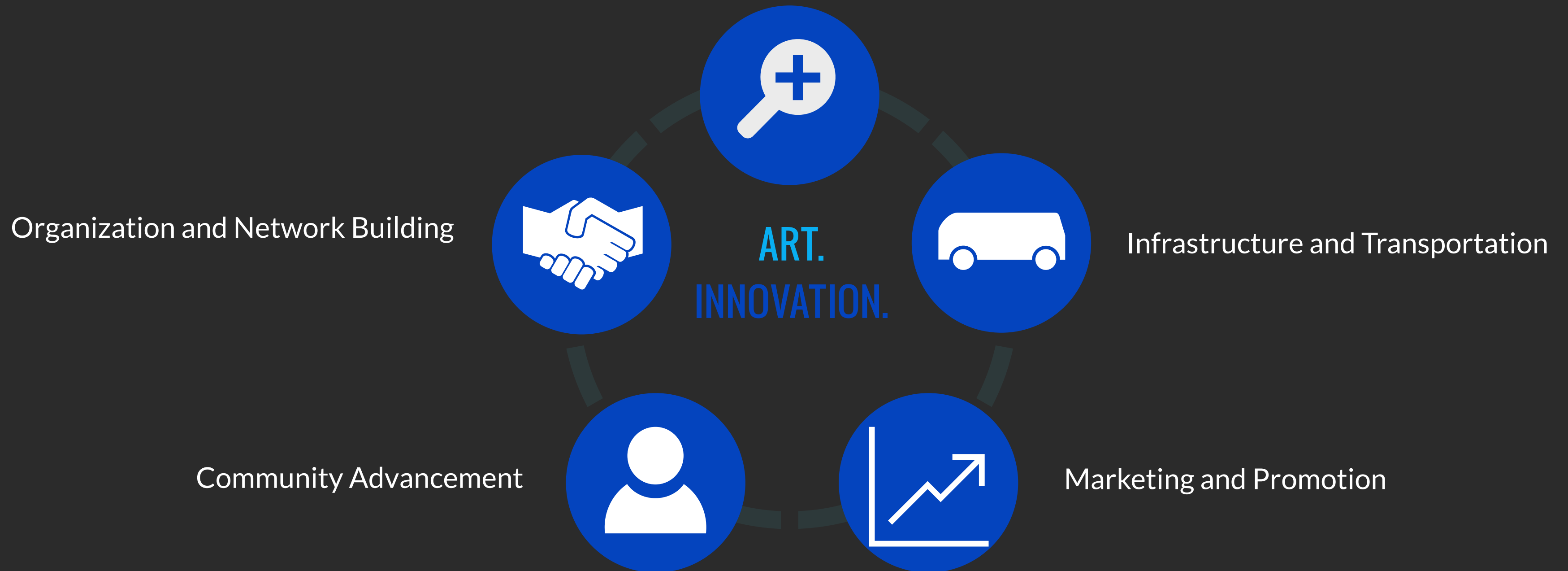
by leveraging its COMPETITIVE ADVANTAGE

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as a CITY OF ART AND INNOVATION

STRATEGY.  
FRAMEWORK.

Use the lens of ART AND INNOVATION to achieve economic development goals



## BACKGROUND

This Economic Development Strategy (Strategy) is a guide for deployment of the City of Emeryville's economic development resources, which can include staff time, funding and other assets. The Strategy is "resource unconstrained", meaning the actions in the Strategy are proposed without regard to costs. This is intended to encourage creative approaches to leveraging limited resources.

Emeryville's prior Economic Development Strategy was last reviewed by the Emeryville City Council on December 16, 2014. In recognition of the need to update the Economic Development Strategy, the Economic Development Advisory Committee (EDAC) began to discuss an update at its July 20, 2016 meeting.

After a year of development by the EDAC, a subcommittee of the EDAC, and with input from a small business listening session on May 16, 2017, the EDAC recommended the City Council adopt the Strategy on September 20, 2017.

## INTRODUCTION. BACKGROUND.

## STRUCTURE

The Strategy is arranged in an outline form, beginning with broad "areas". These are refined by narrower "topics". Under topics are "actions". Finally, the specificity of actions is further refined through "details" which suggest specific, practical ways of pursuing the listed actions.

## PRIORITIZATION

The top level "areas" are not arranged in any particular order, however the "topics" and "actions" are arranged in priority order, with highest priority items listed first. "Details" are also provided in no particular order. Arranging the plan in this way allows for allocation of limited resources but at the same time recognizes that a sound strategy must simultaneously address multiple facets of the City's economy.

## TIMEFRAME

The timeframe for implementation of the Strategy is not specified. Rather, any future updates or revisions will be driven by fundamental changes in the economic context or substantial progress in implementation of the Strategy.

## FLEXIBILITY

While the bulk of the Strategy is intended to be a relatively static list of areas, topics and actions, the "details" level of the strategy is a flexible list of practical suggestions that can be either followed as written, or used as points of departure for implementation of the Strategy.



## **PARKING.**

Develop a parking management plan.

## **PUBLIC TRANSPORTATION.**

Support initiatives to encourage bicycling and walking.  
Support and expand Emery-Go-Round.  
Support and expand public transportation (ferry, bus, train).

## **COMMUNICATIONS.**

Market the availability of fiber optic connections.  
Support the expansion of broadband networks.

**INFRASTRUCTURE.  
TRANSPORTATION.**





## MARKETING. PROMOTION.

### WEB/DIGITAL.

Develop a business listing website.  
Publish a business newsletter.  
Run a social media Campaign.  
Include search engine optimization.  
Produce video content.

### PRINT.

Produce targeted collateral.  
Develop banners and signage.

### EXPERIENTIAL.

Produce a signature annual event.  
Complete the Art Center project  
Participate in regional/national events.  
Develop an "inside-out" campaign.  
Support public art.

### INCENTIVES.

Establish facade grant program.  
Provide permit assistance/ombudsman.  
Improve permit processes.  
Provide cost relief for targeted industries/sites.





## YOUTH.

Initiate intern/summer employment program.  
Support STEAM initiatives in Emeryville schools

## RESIDENTS.

Support construction of affordable housing.  
Attract high-quality jobs.  
Target services to low-income residents.

## EMPLOYER + EMPLOYEES.

Monitor existing labor standard ordinances.  
Support services for low-wage workers  
(training, referral and placement in growing industries)

COMMUNITY.  
ADVANCEMENT.





## EVENTS.

Organize general networking events.  
Participate in other, existing networking events.

## PARTNERSHIPS.

Establish partnerships with other agencies  
(education/nonprofits/other cities/regional entities).  
Organize periodic meetings with real estate brokers.

## ORGANIZATION.

Support the establishment of business organization(s)  
(Chamber/Business Council/Associations).

ORGANIZATION | NETWORK.  
BUILDING.





## PARKING.

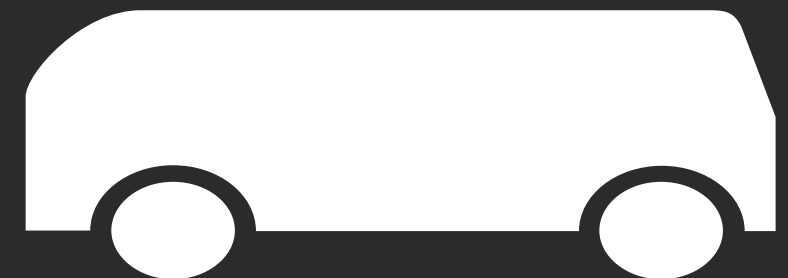
*Develop a parking management plan.*

Update and expand the parking management study completed in 2010 to include the whole City, including the marina area, and develop an implementation plan for initiating paid parking on City streets and update to residential parking permit program.

Address construction parking impacts and residential “spillover” parking in commercial areas.

In coordination with the Police Department, address security issues at parking lots and on-street to reduce car break-ins. Explore how parking revenues and enforcement activities could result in decreased break-ins/increased security

INFRASTRUCTURE.  
TRANSPORTATION.



## TRANSPORTATION.

*Support initiatives to encourage walking and bicycling.*

Advocate and apply for grant funding for bicycle racks at businesses, develop policies that simplify and encourage installation of bike racks at businesses including providing funding for bike racks and installation

Support expansion and use of bike sharing facilities

Advocate and apply for funding for traffic calming measures and street lighting

*Support and expand Emery-Go-Round (EGR)*

Advocate and apply for grant funding to support EGR operations, capital needs, and service expansion, with an emphasis on advanced transportation technology. Support the TMA's applications for funding for the same

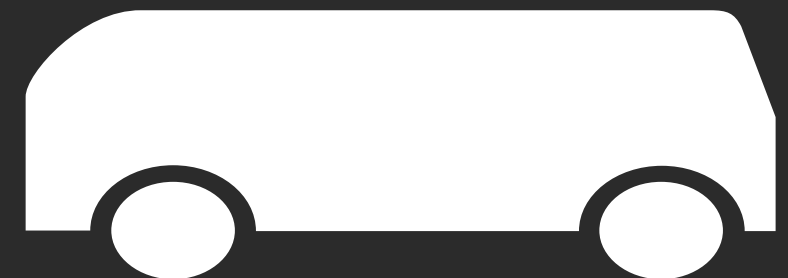
Provide marketing support for EGR services, use EGR for event transportation, including cultural arts events. Cite EGR as a benefit in City marketing materials and when pursuing events/conferences.

*Support and expand public transportation (ferry, bus, train)*

Advocate and apply for grant funding to support ferry, bus and rail transportation projects

Maintain support in long term plans for the Emeryville Marina Fuel Dock

## INFRASTRUCTURE. TRANSPORTATION.



# COMMUNICATIONS.

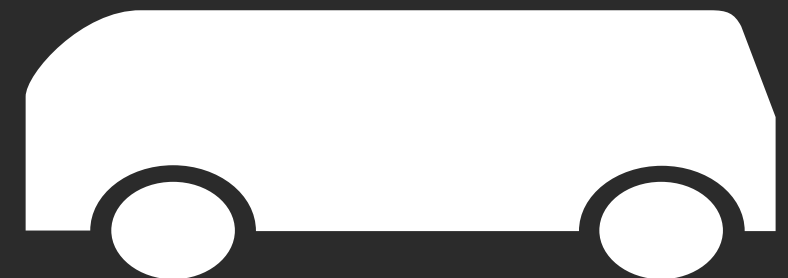
*Market the availability of fiber optic data connections.*

Research existing broadband deployment to determine Emeryville's relative competitiveness/standing vs. other locations and include this information in City marketing materials. Convene a meeting of local fiber providers to determine level of support for joint marketing collateral/campaign

*Support the expansion of broadband networks.*

Determine the level of need/problem statement for expansion of broadband network and design a program to address that need

# INFRASTRUCTURE. TRANSPORTATION.



## WEB/DIGITAL.

*Develop a business listing website.*

Use the business license database to build an online business directory. Discuss the intended purpose of a web-based business directory, and incorporate this information into the directory design. Consider directories targeted to specific use cases, e.g. a directory of art/creative businesses, or a directory of companies primarily engaged in technology. The directory could consider cross referencing data from other publicly available online databases, such as manta.

*Publish a business newsletter.*

Produce a periodic newsletter to be delivered electronically and/or through print medium that announces the arrival of new businesses, good news of existing businesses, basic commercial real estate information, area events, and City activities of interest to businesses. Explore the use of advertising revenue to support production costs.

*Run a social media Campaign.*

Develop targeted social media campaigns that help establish a narrative/brand of Emeryville as a Center of Art and Innovation. Explore “guerilla” and virial social media marketing methods. Targeted audiences include tourism/visitors, local restaurant and retail customers, and business decision makers

Develop a media relations program to coordinate social media and traditional media messaging and responses.

*Include search engine optimization.*

Explore search engine optimization to drive traffic to web assets including the business directory, City E-news, videos, newsletter and/or social media content described above. Redesign the City's website to reinforce the art and innovation narrative and improve legibility, in terms of both content and design

## MARKETING. PROMOTION.



## WEB/DIGITAL.

*Produce video content.*

Create a plan for video content production and marketing. Explore the use of interns to produce, edit and coordinate the work contemplated by the plan.

Develop series of short videos profiling individuals and companies organized around themes. Example themes could include independent restaurants, companies in Emeryville with global reach, bio-materials companies, visual artists, etc. Drive traffic to these videos using a newsletter, social media posts and search engine optimization as described above. These videos may also be considered for airing on E-TV.

Consider using audio from clips (interviews) to publish as podcast

By combining clips from above video series, produce a short promotional video highlighting the Art and Innovation aspects of the City, for general or business recruitment use and/or a video to promote Emeryville as a visitor destination

Consider crowdsourcing methods for video or still image content, for example a video submittal contest on twitter or other social media platforms

## MARKETING. PROMOTION.



## PRINT.

### *Produce targeted collateral.*

Produce high quality, professionally designed brochures that can be modified through placement of inserts for specific audiences. For example: a folder could include general marketing information about the City, with inserts designed for recruitment of businesses in specific industries such as Cannabis manufacturing companies, biotechnology companies, art galleries and retailers or other targeted industries.

Develop a “welcome package” of printed materials for transmittal to new businesses including a welcome letter, information on key City services and contacts, City amenities and other businesses. Explore the use of advertising revenue to support production costs.

Develop an “adult coloring book” of Emeryville scenes, to highlight the art and innovation aspects of the City.

Develop a “visit Emeryville” brochure or “rack card” that promotes Emeryville as a visitor destination, for placement at California visitor centers and transportation gateways (i.e. airports, train stations, etc.)

Develop a “taste of Emeryville” brochure or flyer that promotes Emeryville’s independent restaurants and bars, for placement at community events, trade shows, area hotels and other local venues

### *Develop banners and signage.*

Develop a wayfinding signage program to help announce arrival in Emeryville, and let people know about smaller businesses, especially those without freeway exposure. Provide assistance to improve identification and wayfinding signage at multi-tenant properties

Update the City’s light pole banners. Content could include identification of the City’s Cultural Arts District and/or its status as a center of innovative businesses. Placement could be focused at key gateways to the City

## MARKETING. PROMOTION.



# EXPERIENTIAL.

*Produce a signature annual event.*

Develop a signature, annual event for the City that can become a regional draw. Consider leveraging the Cultural District designation, the annual Celebration of the Arts, and the City’s public art installations to promote a studio crawl-type event or “City as a gallery”. Consider a small business street fair or similar type of event, perhaps an art and libation (i.e. beer/wine/etc.) themed event. Consider opportunities to establish a participatory event that aims for “world record breaking” activities in terms of scope or size.

Explore the possibility of a series of "meet the artist" pop-up events in small businesses

*Complete the Art Center project.*

Develop the Art Center as a place for the annual Celebration of the Arts, a place for artists to display work, and other arts-based community activities.

*Participate in regional/national events.*

Develop smaller annual events/activities in coordination with National Manufacturing Day, Small Business Week, Plaid Weekend/Small Business Saturday, East Bay Innovation Awards, Day on the Bay and other regional and national business marketing events

# MARKETING. PROMOTION.



# EXPERIENTIAL.

*Develop an "inside-out" campaign.*

Initiate a program to provide street-level exposure to the innovative and creative businesses in Emeryville that do not have a retail presence in the City. An example could be an augmented reality app that allows users to “see” a fictional scene inside a building through their phone’s camera, or installation of a physical representation of the work happening inside a building on the adjoining sidewalk.

*Support public art.*

Continue to support the expansion of the City’s public art program, which has helped establish the City as a place that values art. The public art program provides aesthetic benefits and opportunities for marketing the City through walking tour maps, events and other arts-related activities.

Develop a mobile application to create a technologically advanced version of the public art walk currently communicated through print maps.

# MARKETING. PROMOTION.





# INCENTIVES.

*Establish facade grant program.*

Re-establish a Façade Grant Program. The goals should be to help both existing and new businesses with the costs of capital improvement of their spaces. Because of limited funding, the program should be targeted to strategic industries and/or sites

*Provide permit assistance/ombudsman.*

Identify an individual staff member to help businesses with licensing, permitting, street trees and other public improvements and to serve as a liaison to other City departments. This ombudsman should also provide an orientation for businesses new to the City.

*Improve permit processes.*

Review permit processes by discussing businesses' experiences with permitting and collecting feedback from applicants. Make changes to permit processes where inefficiencies are found.

*Provide cost relief for targeted industries/sites.*

Provide relief (rebate, waiver, financing, etc.) from development impact fees sandwich board sign fees, and cabaret fees. Fee relief incentives should be targeted to strategic industries/sites, such as independent retail/restaurants, arts-based businesses, etc.

Provide financial assistance, in the form of grants or loans, for clean-up of contaminated sites for productive reuse. Provide in-kind assistance to owners seeking grants and financing from State and Federal sources.

Explore mechanisms that can provide small businesses with relief from increasing rent costs

# MARKETING. PROMOTION.



# YOUTH.

*Initiate intern/summer employment program.*

Partner with the existing regional workforce system, including California State University East Bay (CSUEB), the Alameda County Workforce Development Board and other workforce development groups to encourage area businesses to hire interns from Emery Unified School District

*Support STEAM initiatives in Emeryville schools*

Support CSUEB's CircleLabs program, the Artists In Schools program and initiate partnerships to further investments in STEAM initiatives in Emeryville schools

# COMMUNITY. ADVANCEMENT.



# RESIDENTS.

*Support construction of affordable housing.*

Use resources such as City-owned property, “boomerang” residual tax increment funds, local and state bond proceeds, grants and low income housing tax credits to support the development of permanently affordable housing.

*Attract high-quality jobs.*

Provide site selection services for new businesses interested in locating in Emeryville. Actively recruit businesses in strategic growth sectors including life sciences, technology and Cannabis as well as lifestyle businesses such as independent retail, restaurant, arts and entertainment.

Conduct business retention and expansion activities including a periodic survey of existing businesses and a business visitation program to identify and support expanding firms.

*Target services to low-income residents.*

Maintain a focus on equity and provide access to programs for low-income residents.

Support regional homelessness efforts, provide funding to assist with housing the homeless.

Manage existing affordable housing assets to ensure continued compliance with program and agreement requirements in order to supports the availability of these units to low-income residents

# COMMUNITY. ADVANCEMENT.



## EMPLOYERS + EMPLOYEES.

*Monitor existing labor standard ordinances.*

Support initiatives to coordinate local labor standards at the regional and/or subregional level in an effort to improve consistency for employees and employers

Thoroughly consider small businesses when evaluating new or changes to existing local labor standards

Conduct research and support rigorous academic research of the effects of labor standards

Develop a campaign to raise awareness with customers about the City's labor standards to market the City's businesses as a socially conscious purchasing choice

*Support services for low-wage workers*

*(training, referral and placement in growing industries)*

Engage the regional workforce development system to provide support to employers and employees and improve mobility from low-wage jobs to higher wage jobs.

Consider innovative approaches to workforce development that recognize and capitalize on Emeryville's unique employment makeup. One possible approach includes establishing a "one stop" service center in Emeryville.

Support single payer healthcare

## COMMUNITY. ADVANCEMENT.



# EVENTS.

*Organize general networking events.*

Organize periodic events for small business with relevant presenting speakers and/or programs designed to encourage connections between businesses. Possible ideas include “wine and walk” events that involve a series of business tours in a specific neighborhood, “speed dating” between businesses, or brief “art and innovation” talks, designed similar to “TED talks” with these events sponsored by the speakers’ companies. theme could include “mash-ups” between different but indirectly related industries, for example restaurants and food producers, or biotechnology and small medical providers, for example.

Organize periodic networking events for general interaction between businesses, elected officials and other stakeholders. Possible themes include an Emeryville small business award program that annually or quarterly recognizes an Emeryville small business for an achievement or contribution to the community, possibly with a City Council proclamation

*Participate in other, existing networking events.*

Participate in area networking events organized by other organizations such as Chambers of Commerce, the East Bay Economic Development Alliance, Biocom and other groups by informing Emeryville businesses about these events, sending City staff to represent the City and co-sponsoring the event, when appropriate. These events could include the East Bay Innovation Awards, Bay Area Urban Manufacturing Initiative events, Biocom biotechnology events and others.

ORGANIZATION | NETWORK.  
BUILDING.



# PARTNERSHIPS.

*Establish partnerships with other agencies*

*(education/nonprofits/other cities/regional entities)*

Participate in programs and look for additional means to establish working partnerships with area universities and community colleges, community based organizations (CBOs), other Cities and regional agencies. For every action in the Economic Development Strategy, universities and colleges can provide research, training and workforce assets. CBOs can provide diverse public benefits depending on the individual CBO's mission. Other Cities and regional agencies can lend expertise and support that can help coordination and economic development at a regional scale.

*Organize periodic meetings with real estate brokers.*

Hold periodic meetings between staff and commercial real estate brokers to exchange information relating to available commercial properties, trends in leasing and sales activity, and information on City policies that is relevant to commercial property users.

ORGANIZATION | NETWORK.  
BUILDING.



# ORGANIZATION.

*Support the establishment of business organization(s) (Chamber/Business Council/Associations).*

Assist with capacity building to develop Little City Emeryville as a small business association. Assistance could be in the form of helping LCE incorporate as a nonprofit, or funding for activities such as events, website costs or communications, business education events and/or research projects

Explore opportunities to partner with existing organizations, including other Chambers of Commerce, industry-specific trade associations or other similar business-supportive organizations

Encourage the development of a tourism assessment district to provide financial support for visit Emeryville activities.

Provide capacity-building assistance to a group focused on tourism/visit Emeryville marketing, assistance could include project-based financial assistance for communications, marketing or networking and community events.

## ORGANIZATION | NETWORK. BUILDING.

