

San Leandro Economic Development Strategy – Administrative Draft

San Leandro City Council
July 8, 2024



ED Strategy Update

Purpose – Present Strategies & Gain Feedback on the Public Draft Strategy Document

- Strategy Process, Data Findings & Community Feedback
- Draft Strategy
 - Proposed Vision
 - Goals & Strategies
- Next Steps & Timeline
- Council Feedback –
 - Comments on Strategies
 - Anything Missing?



ED Strategy Overview

- Context - Supports other Council Priorities
- Unique – Strategic actions that highlight community’s unique economic position, opportunities, and vision
- Guide - Prioritizes and focuses limited resources
 - Action-oriented plan for the City
- Outcome - Strategies work to strengthen jobs, amenities, businesses, and revenue for public services



ED Strategy Structure

- Policy document to guide ED activities over next 5 to 10 years
 - ✓ SMART Strategies – Specific, Measurable, Actionable, Relevant, and Time-Bound
 - ✓ Implementation Action Steps – prioritizes resources and programs
 - ✓ Performance Objectives – gauge success





Economic Development Strategy Process and Findings

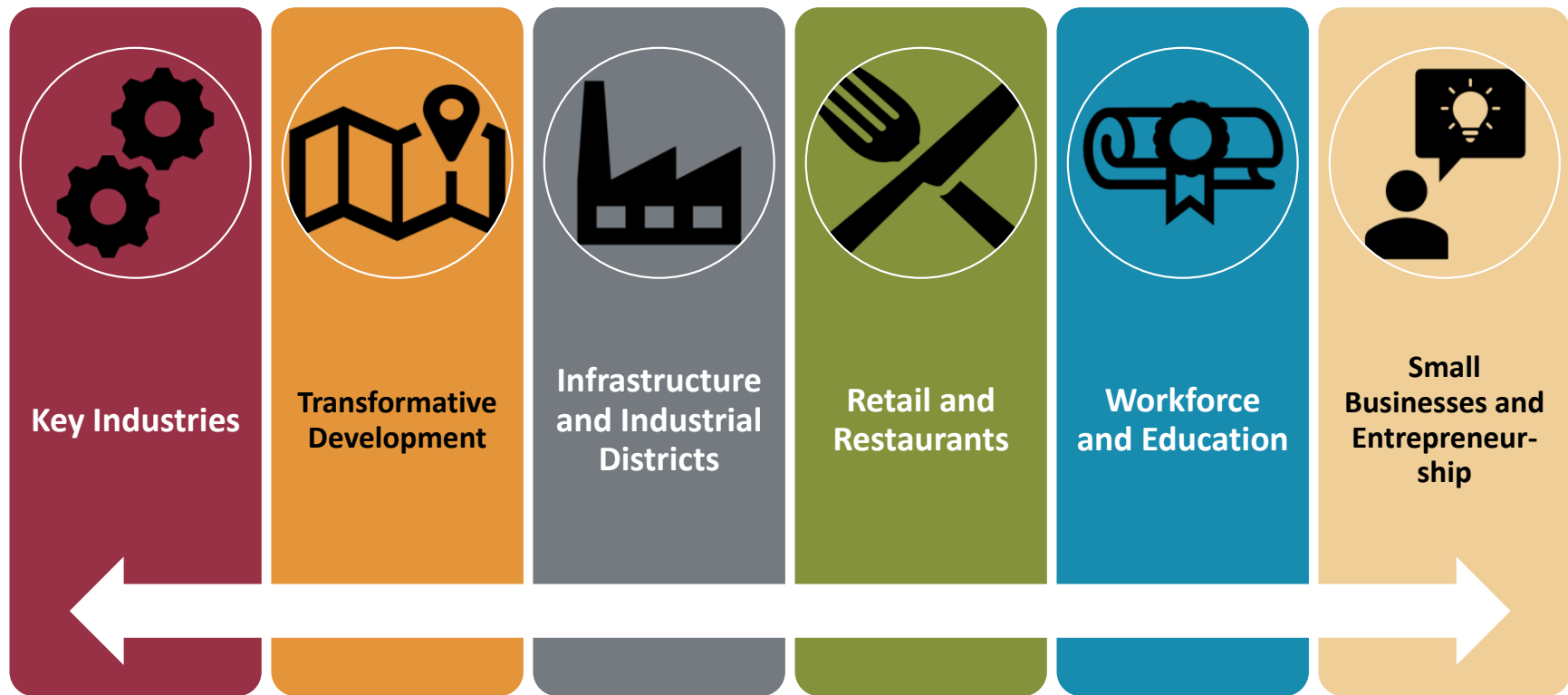


Economic Development Strategy Process



Input and Analysis Conclusions

Supporting Growth in 6 Areas:



Input and Analysis Conclusions (cont.)

Analysis Highlights

- Key innovative business opportunities from existing strengths & assets:
 - food tech, clean tech, robotics, & biomedical
- Need for modern industrial flex buildings and upgraded infrastructure
- Development challenges - construction costs, permitting, financing
- Desire for retailers and shopping centers to be upgraded
- Career pathways in locally strong industries = opportunities for residents
- Small business and creative industry assistance supports families and quality of life

Input and Analysis Conclusions (cont.)

Feedback from Workshops

Workshop #1 - Priorities

- Highest priorities - safety, public spaces, small businesses

Workshop #2 – Top Strategies

- Expanding workforce partnerships & job access
- Cultivating mixed-use, transit-oriented development
- City process improvements & facilitating new development



Input and Analysis Conclusions (cont.)

Finance Committee

Feedback Received

- Be specific about goals and objectives
- Focus on big opportunities for transformative development, attracting innovative industries
- Create opportunities for lower-income residents
- Attract / retain high skill workers, and high-quality, family-friendly retail
- Promote/re-brand, and emphasize diversity including LGBTQ+

How We Addressed

- Creating SMART strategies and actions
- Focusing on key development opportunities
- Prioritizing growing, innovative industry opportunities
- Partnerships for workforce development & small businesses
- Targeted branding and marketing strategies

Vision and Goals

San Leandro's Unique Vision & Assets

Innovation

East Bay's premier location for innovation-based industry

Quality

High-quality retail, transformative development

Community

Diverse and welcoming, charming neighborhoods, vibrant dining & cultural scene

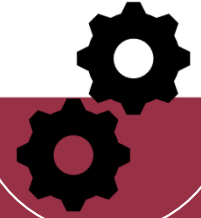
Equity

Workforce opportunities & small business support help all share in success

Character

Strong public image, known for diversity, creativity, innovation & production

Innovation and Target Industry Growth



Accelerate Innovation

- Attract innovation-based industries (food tech, clean tech, robotics, biomedical)
- Branding & Marketing Strategy – improve visibility & identity, attract businesses & residents
- Explore opportunities for building the Creative Economy

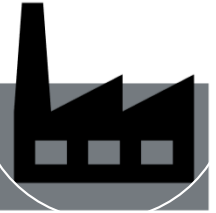
Transformative Development



Facilitate Projects and Enhance City Regulations/Processes

- Facilitate Transformative Development Projects – Bay Fair, Downtown, Shoreline, Kaiser North
- Evaluate & Update Zoning and Review Processes to support strategy goals

Industrial Districts & Infrastructure



Preserve Industrial Districts & Address Infrastructure Needs

- District-based planning to modernize industrial infrastructure
- Partnerships to advocate for power upgrades
- Improved transportation connections

Retail, Restaurants, & Vibrant Places



Attract High-Quality Retail & Support Shopping Districts

- Develop Retail Action Strategy for specialty, experiential and family-oriented retail
- Assist shopping centers to make aesthetic, tenant and safety upgrades
- Support placemaking in downtown & along E 14th St.
- Analyze Hotel market and promote key sites

Workforce & Education



Facilitate Workforce Development & Education Opportunities

- Ensure programs are responsive to resident & business needs
- Explore higher-education partnerships
- Support childcare services to reduce barriers to employment

Small Business & Entrepreneurship



Support Small Businesses & Entrepreneurs

- Expand and formalize technical assistance programs to ensure ongoing support
- Reduce barriers to entry, providing guides for diverse businesses

Implementation Matrix

- Draft staff level workplan
- Council Priority workplan
- Sequencing
- ID additional resources and staffing needed
- Inter-departmental collaboration brings success

GOAL 4. CREATE VIBRANT GATHERING PLACES WITH QUALITY RETAIL, DINING, HOSPITALITY, AND ENTERTAINMENT BUSINESSES				
8. Support Retail & Restaurant tenant mix to adapt to changing demographics and market dynamics	8.1. Develop a Retail Action Strategy , including evaluations of retail shopping patterns, influence of demographic changes on future retail spending, and leakage to other communities in particular sectors. The Strategy should include programs to retain the diverse retail culture, and attract new retailers in entertainment, experiential, and family-oriented retail.	Economic Development	Retail Action Strategy	Year 1
	9.3. Work with owners of local retail centers to encourage them to improve their customer experience and tenant mix , to offer blended, experiential centers, and to modernize and upgrade their properties.	Economic Development	Work with shopping centers to implement Retail Action Strategy and attract quality retail	Year 2-5
	9.4. Encourage shopping centers to continue reinvestment in their facilities to increase their attractiveness, and better integrate them into the walkable urban fabric of the city. Explore opportunities for new incentive or assistance programs, pilot projects, or other public-private partnerships.	Economic Development	Grant all funds in annual Commercial Incentive Program, implement new programs as appropriate	Ongoing
10. Downtown Placemaking	10.1 Assess the public improvement needs in Downtown to enhance the pedestrian experience and attract visitors. This may include projects to: add bike lanes, install streetscaping and/or traffic calming measures, widen sidewalks, enhance and expand plazas, expand parkland along San Leandro Creek, and upgrade infrastructure to support new mixed-use development.	Economic Development & Public Works	Downtown Public Improvements Needs Assessment	Year 3
	10.2. Design and implement cohesive improvements to downtown plazas and walkways. Evaluate potential to expand or augment downtown plazas to support public events. Pursue funding for comprehensive improvements to plazas.	Public Works	Downtown Plaza Feasibility Analysis	Year 3
	10.3. Design and install wayfinding, murals, and art throughout the downtown area to enhance the pedestrian experience and direct drivers to parking.	Economic Development / Public Works	Install new downtown wayfinding, continue public art as feasible	Year 4

What Does Success Look Like?



Successful **innovative** businesses in target industries that create valuable products and good jobs.



Progress of **transformational development** opportunities at Bayfair, Downtown, Shoreline, Kaiser North



Strong and cohesive **industrial districts** with resources to infrastructure needs



Addition of **quality businesses** in retail, dining, hospitality, and entertainment



Workforce training that is relevant to residents and businesses and provides access to high-quality **job opportunities**



Strong support for **small businesses** and reduced barriers to entry.

Next Steps and Discussion



Next Steps

- Modifications to strategy in response to comments
- Format Executive Summary
- Funding and resource assessment
- Council Priority Workplan
- September - Council adoption

Discussion

- Council feedback on strategies
- Anything missing?