



EQUITABLE ECONOMIC DEVELOPMENT: Existing Conditions and Initial Strategic Directions

Presentation to the Joint Steering
Committee and Technical Advisory
Committees

Meeting Agenda

- Welcome and Introduction (15 min)
- Equitable Economic Development Presentation (30 min)
 - Discussion of Findings and Initial Strategic Direction
 - Clarifying Questions and Answers
- Facilitated Discussion (60 min)
- Next Steps (15 min)

What is the Equitable Economic Development (EED) Strategy?

- Technical assistance grant through ABAG/MTC FOCUS program – responding to community concerns.
- Building on the ongoing efforts to ensure equity in the WOSP
- Final product will be an Equitable Economic Development (EED) chapter of the WOSP

EED Strategy Tasks

1. Information gathering leading to identification of initial strategies (Existing conditions/Initial Strategic Directions Memo)
2. Feedback on Initial Memo
 - City Staff
 - SC/TAC meeting 
 - Community meeting (July 18)
3. Draft EED chapter (including community feedback)
4. Feedback on Draft Chapter
 - City staff (late summer)
 - SC/TAC meeting (September-ish)
5. Final EED Chapter (fall)

Purpose of Today's Meeting: We need your help!

- What did we get right?
- What did we miss?

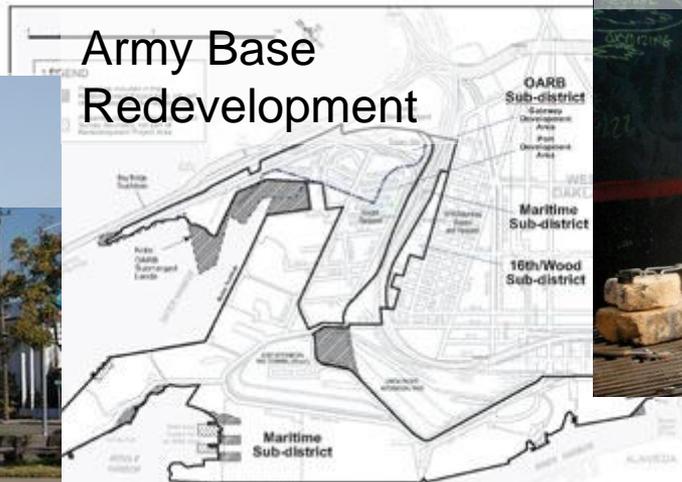
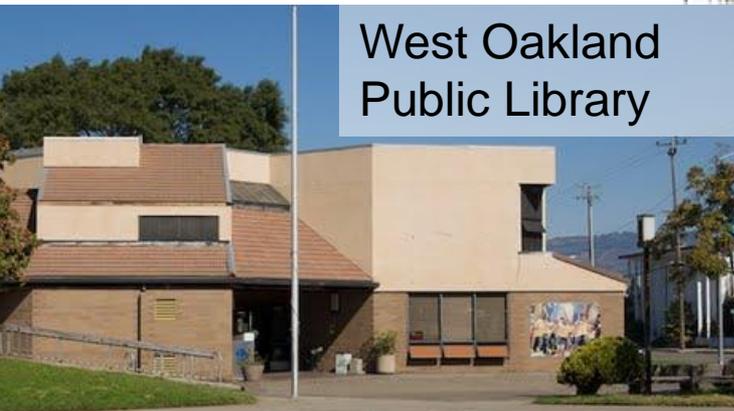
Discussion Agenda

- **What is an EED Strategy?**
- Existing Conditions
- Community Concerns
- Emerging Opportunities
- Initial Strategic Directions

What is Equitable Economic Development (EED)?

- Enabling existing West Oakland residents and businesses to **participate in and benefit from economic growth** and development facilitated by the WOSP.
- Focus on economic development, including business and workforce development
- WOSP includes **separate Neighborhood Stabilization chapter** to address housing affordability and residential displacement.

An EED Strategy Must Build On All of the Area's Existing Assets and Initiatives, Not Just Focus on New Development



EED Strategy Components

Building on Existing Assets

Programs and Policies

Small business assistance programs, job training, local hire policies etc.

Leveraging Future Development

Community Benefits Agreements

Project-specific, area-wide, city-wide etc, as appropriate

Possible Financing Mechanism

developer agreements

Additional Role of this Effort:

1. Ensure that entire WOSP is consistent with EED goals.
2. Coordinate with existing City initiatives.

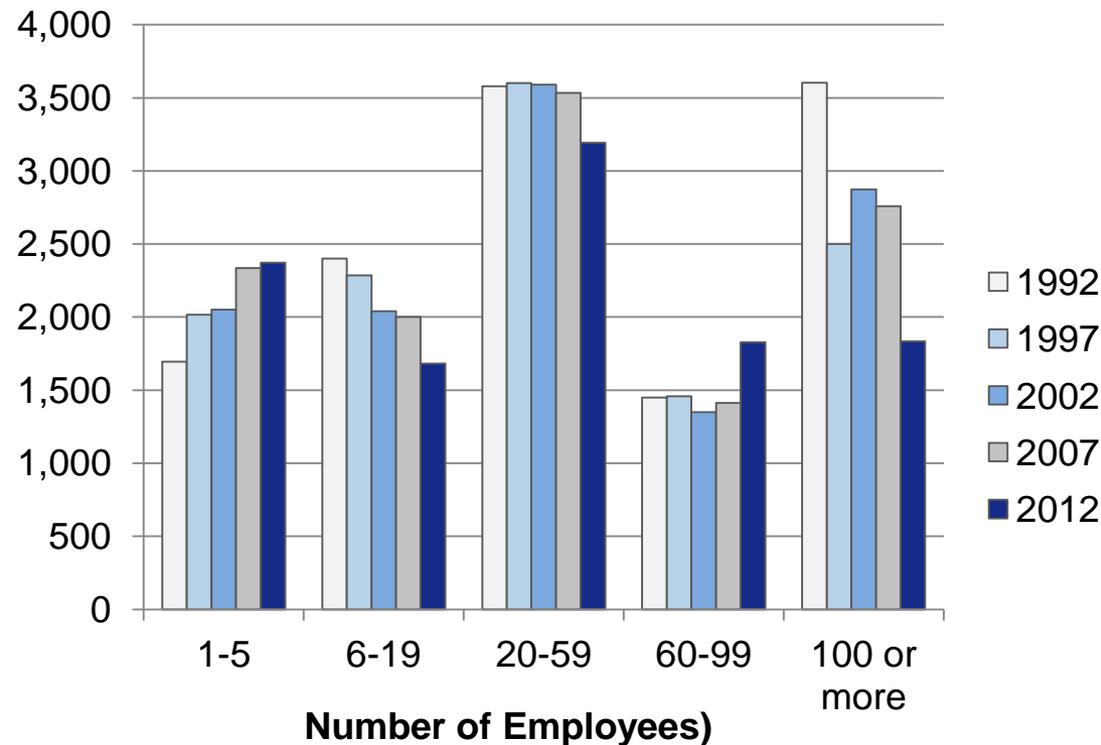
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West Oakland Demographics and Resident Work Force Issues

- An African-American community since the 1940s/50s that is growing in population and becoming increasingly diverse.
- Work Force Issues
 - High unemployment: 27% in West Oakland compared to 9.3% in Alameda County
 - Educational disadvantage: 84% of WO residents have high school degree or lower; only 6% have college degree

West Oakland Business and Employment Trends



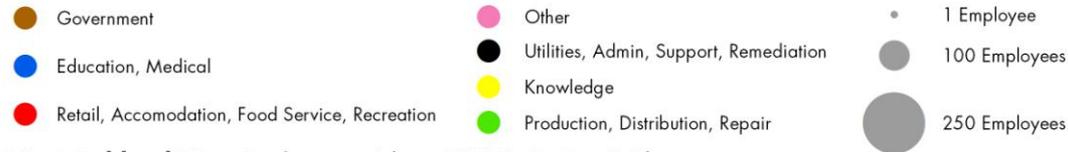
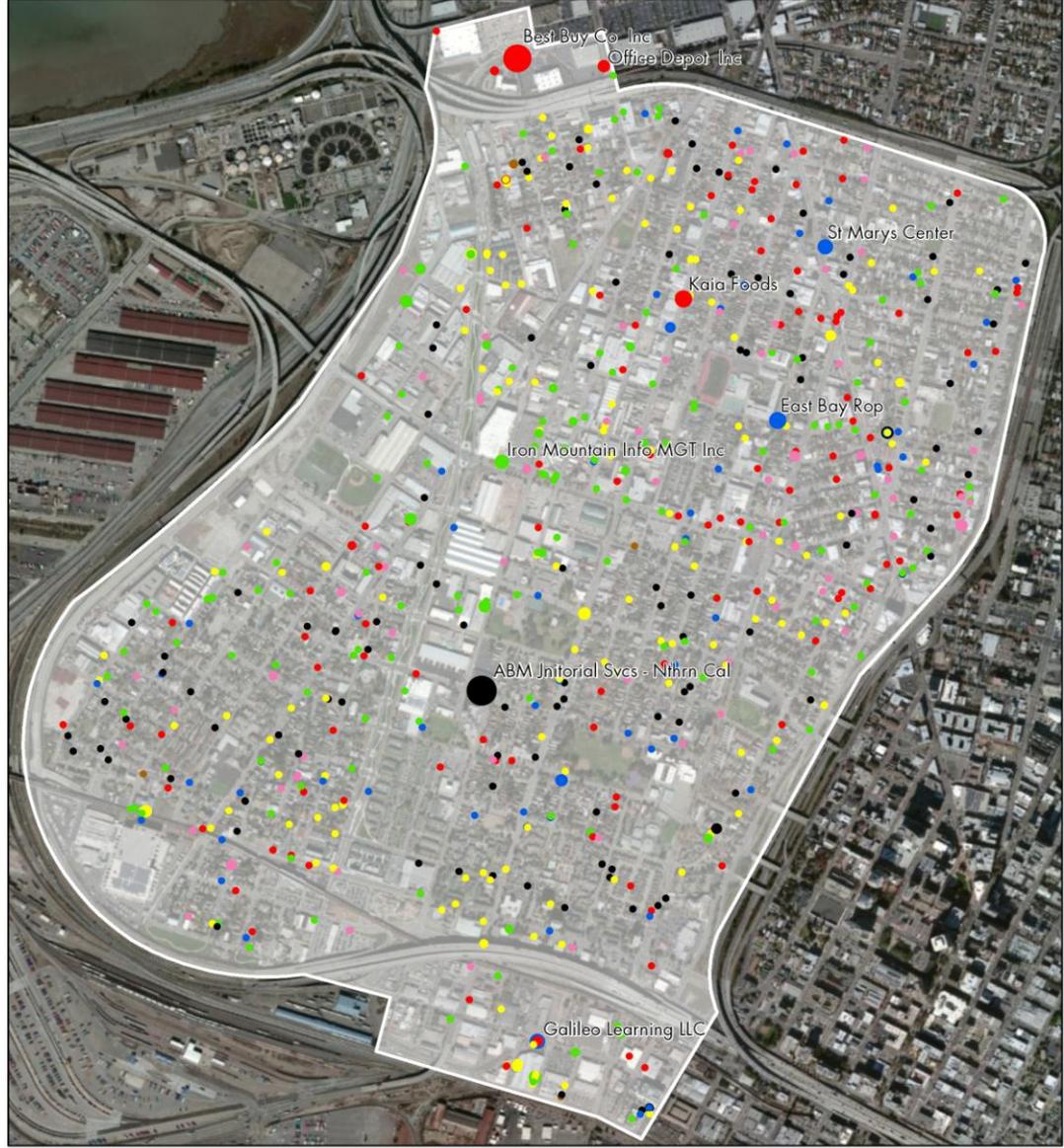
- 15% decline in jobs compared to 1992 (loss of approx. 1,800 jobs).

- Nature of businesses is changing:

- Employment in large businesses on the decline: loss of approx. 1,700 jobs from 1992 to 2012

- Small firms account for a greater share of employment: added approx. 680 jobs from 1992 to 2012.

- Approx. 850 new businesses in West Oakland from 2007 to 2012
- Strongest growth in PDR, Knowledge-based businesses and Retail
- Strong urban manufacturing center and arts-related businesses



West Oakland New Businesses (since 2007): Sector & Size

Sources: Dun & Bradstreet, 2012; Urban Explorer, 2013; Strategic Economics, 2013.

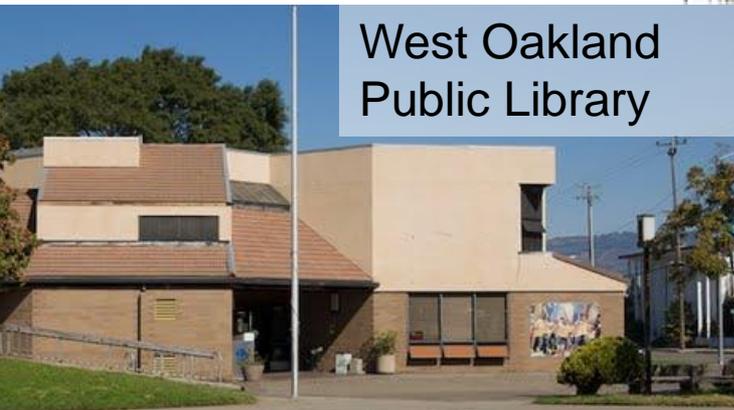
Many Existing Initiatives focused on Community Quality and Workforce Development



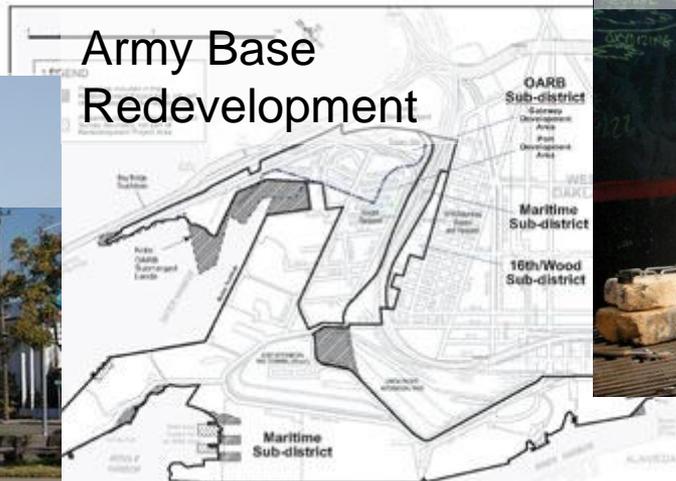
City Slicker Farms



Cypress Mandela Training Center



West Oakland Public Library



Army Base Redevelopment



The Crucible

Discussion Agenda

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Summary of Community Concerns (what's we've heard so far)

- Ensuring that economic growth leads to improved employment opportunities for local residents.
- Support retention of small businesses and entrepreneurial culture.
- Revitalization of West Oakland BART station area.
- Improved access to West Oakland BART for residents.

Community Concerns (cont'd)

- Need for additional neighborhood-serving retail and services.
- Blight and crime create barriers to economic development and quality of life.
- Increased educational opportunities aimed at a wide range of ages and skill levels will be critical.

Three Themes Emerge:

1. Retain and Support Existing Small Businesses, i.e. Entrepreneurship
2. Support Businesses that Promote Quality of Life Improvements for Residents
3. Create Employment Opportunities for WO Residents Both in WO and Elsewhere

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Emerging Opportunities

- Industrial Arts and Urban Manufacturing
 - Small business support and retention
 - Local hire opportunities
 - Competitive positioning
- Oakland Army Base Redevelopment
 - Community Jobs Policy
 - ≈150 permanent and 150 temporary jobs for West Oakland residents
 - West Oakland Jobs Resource Center

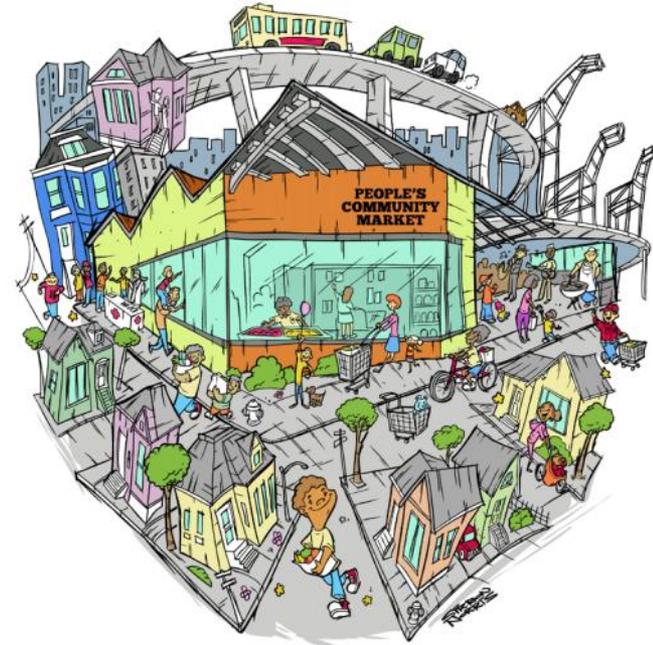


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Emerging Opportunities

- Neighborhood-serving Retail and Service Development
 - Mandela Grocers
 - People's Community Market
 - Community Trust Credit Union



Longer-term Opportunities

- Biotech, Green Tech and Information Technology
 - Identified in WOSP as having substantial growth potential.



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- **Initial Strategic Directions**

Initial Strategy Directions

Short Term

- Support Existing WO Businesses
 - Retain and support existing businesses.
 - Encourage preservation of industrial space.
 - Discourage encroachment of residential uses in commercial areas.
 - Explore of strategies to establish dedicated affordable industrial space.
- Focus on Attraction/Support of Businesses/Institutions that Improve WO Quality of Life
 - Retail node around West Grand Avenue and Market Street
 - People's Community Market
 - Strengthen “social seam” facilities to better integrate diverse community (schools, library, parks, grocery stores, youth programs)

Initial Strategy Directions

Short Term

- Connect West Oakland Residents to Jobs
 - Facilitate connections between local residents and existing businesses, including job training programs.
 - Better connect WO residents to jobs across the region.
 - Expand WO Job Resource Center.

Initial Strategy Directions

Long Term

- Explore options to work with future development to address need for EED.
 - Incremental over time.
 - Must be consistent with overall WOSP implementation.
 - Must work with multiple developers and building tenants.

EED Strategy – Next Steps

Ensure that Community's concerns are addressed:

- Highlight existing activities and assets
- Propose additional policies and strategies to augment other WOSP policies and address EED issues based on national case studies and other research

Integrate EED Chapter into WOSP, including Plan's Implementation Strategy

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June 18th, 2013