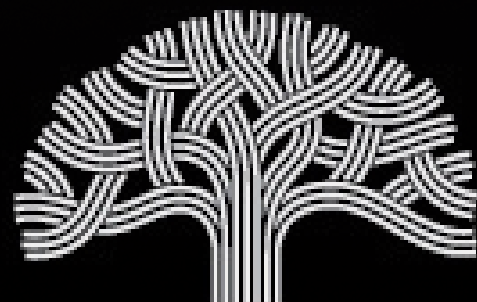


AN ECONOMIC DEVELOPMENT ACTION PLAN FRAMEWORK FOR OAKLAND



DRAFT March 2025

ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT



**CITY OF
OAKLAND**



**Samuel Merritt University
Downtown Campus**

ROLE OF EWDD

Sustain, attract and grow businesses to increase investment in Oakland

Connect businesses with City, community, and other resources

Build relationships with businesses and leaders

Manage and dispose of City owned surplus land through Public Private Partnerships

Manage City's real property assets through licensing and leasing

Administer Workforce Development Board

Attract and administer grants and funding

Permit and Enforce Special Events, Uses, and Mobile Food Vendors

Guide Mayor, Council and City departments on economic policy and business relations

STAKEHOLDERS

- **Businesses and Employers**
- **Entrepreneurs**
- **Land and Property Owners**
- **Real Estate Partners**
- **Investors and Lenders**
- **Economic Development Organizations**
 - **BIDs, Chambers, Merchant Groups, East Bay EDA**
- **Workforce Partners**
- **Education and Training Partners**
- **Arts, Culture and Creative Industries**



INCLUSIVE ENGAGEMENT PLAN

Data Led

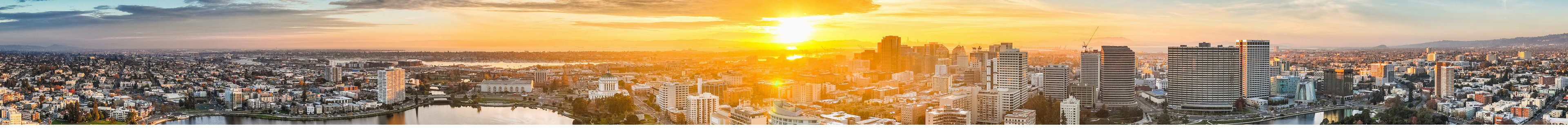
**Citywide Economic Assessment
City Council District Assessment
Corridor Economic Assessments**

**Community
Verified**

**Local Businesses and Employers
Neighborhood Business Associations
Real Estate Developers & Investors
Business Support Organizations and Finance**

**Responsive
Policy**

**EWDD Divisions
City Departments
City Administrator's Office
Council and Mayor**



Economic Development Action Plan Framework

VISION

Oakland's thriving economy provides equitable opportunities to live, work, learn and play in sustainable neighborhoods.

MISSION

To ensure Oakland's economy is strong, equitable, and benefits all Oaklanders, the Economic & Workforce Development Department works to close equity gaps in access to jobs, business ownership, housing, and goods and services. EWDD works to increase investment in Oakland to help grow the City's revenue base to support vital government services.

GOALS

1. Attract, Grow, and Retain Key Sectors

2. Support Businesses

3. Build Oakland's Workforce

4. Invest In and Implement Place Based Strategies

5. Amplify Oakland's Social and Cultural Activities

PRINCIPLES

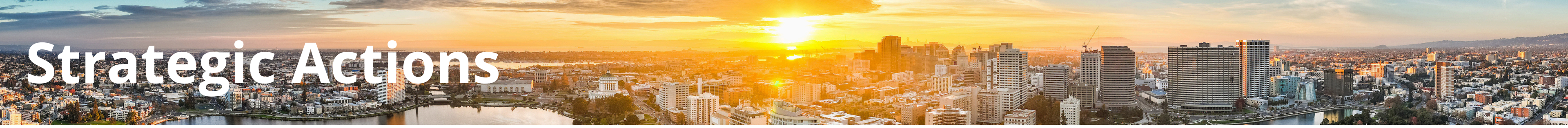
Advance a Just and Equitable Economy

Be Responsive, Accountable and Transparent

Use Data, Informed by Community Experience

Cultivate Community Partnerships

Support Oakland's Climate Transition Policies



Strategic Actions

1. Attract, Grow, and Retain Key Sectors

A. Support a clean, safe, and inviting place to do business

B. Develop a marketing plan and promote Oakland's assets and place in the regional economy

C. Pursue sector specific strategies to catalyze investment and support growth

D. Build employer partnerships in key sectors

2. Support Businesses

A. Assist businesses to navigate City services

B. Provide regular opportunities for business engagement with government

C. Assist with site identification and business location services

D. Connect businesses with capital and financial assistance

3. Build Oakland's Workforce

A. Deliver job training and employment services for adults and youth

B. Enhance business and industry engagement

C. Establish equity-focused partnerships

D. Advance special workforce initiatives and innovation

4. Invest In and Implement Place-Based Strategies

A. Enable the conditions for private sector development

B. Pursue public/private real estate development projects

C. Manage the City's real property assets

D. Advance business corridor development strategies

5. Amplify Oakland's Social and Cultural Activities

A. Invest in culture, arts, and creative industries

B. Facilitate spaces for community connection and celebration

C. Support local business and vendor participation in cultural and social activities

D. Increase economic development through activation of parks, streets, and vacant spaces



1. Attract, Grow, and Retain Key Sectors

A. Support a clean, safe, and inviting place to do business

- 1. Coordinate with City services and business associations to ensure clean, safe and thriving business corridors
- 2. Coordinate with Planning and Building to update policy for new industry specifications and business needs with a focus on ground floor and *retail uses*)
- 3. Partner with community and economic development organizations to manage active business corridors with mixed-use flexible development

B. Develop a marketing plan and promote Oakland’s assets

- 1. Create promotional materials documenting Oakland’s infrastructure and commercial assets
- 2. Work with Oakland’s property and real estate sector to showcase major development projects in commercial areas
- 3. Cooperate with the Port, BART, County, Caltrans, and other agencies that own land in Oakland to align and develop joint sector property strategies
- 4. Support international and regional events to engage Oakland businesses, educational, and real estate partners

C. Pursue sector specific strategies to catalyze investment and support growth

- 1. Plan for and coordinate infrastructure improvements through the General Plan Update and Infrastructure and Capital Facilities Element
- 2. Build partnerships with the City, local agencies, and Oakland’s business community to coordinate supply chain and business outreach to plan for major events and projects
- 3. Facilitate local business access to trade and logistics partners, technical support, and resources for procurement and exports
- 4. Support finance and funding applications for food, creative and cultural industries, climate investment and infrastructure
- 5. Invest in incubator, accelerator and business support partnerships to provide opportunities in growth industries

D. Build employer partnerships in key sectors

- 1. Develop Employer Advisory Councils to engage major employers, education, training and community partners in sector initiatives and funding applications and increase Oakland residents’ employment and entrepreneurship opportunities
- 2. Build partnerships with local agencies and businesses to create apprenticeships, internships and career pathways that address skill gaps in growth sectors, e.g., healthcare and life sciences, technology, manufacturing, and construction
- 3. Provide employer resources, tax incentives and credits to connect Oakland business to workforce initiatives, e.g., cannabis, creative and neighborhood business sectors including childcare, landscaping, security, and janitorial
- 4. Support sector events and collaboration opportunities for Oakland education, workforce and employer partnerships

2. Support Businesses

A. Assist businesses to navigate City services

1. Act as liaison between businesses and City departments to establish or grow their businesses
2. Establish inter-departmental coordination with City Administrator's support to advance process improvements for business development
3. Provide procurement assistance for small contractors to fairly and equitably compete for City contracts
4. Use data to inform economic and business policy recommendations

B. Provide regular opportunities for business engagement with government

1. Grow EWD's business outreach activities: share resources and information with business community through multiple platforms and languages
2. Facilitate and connect businesses with technical assistance providers
3. Convene business partnerships to inform and advance service delivery

C. Assist with site identification and business location services

1. Establish real estate working group that includes key real estate actors
2. Assist businesses with property searches, relocation and acquisition, ownership advice and support
3. Explore a vendor program with temporary permits and flexible uses for streets, ground floor sites, and community facilities
4. Build stakeholder capacity to reduce vacancy and increase vibrancy in priority business corridors

D. Connect businesses with capital and financial assistance

1. Attract, develop, and distribute grants, subsidies, and low-interest loans through various City sponsored programs
2. Attract and leverage investment to Oakland thorough private, Federal, and State incentives
3. Support community led grant proposals with data, design, and partnership
4. Connect community finance organizations with Oakland's businesses

3. Build Oakland's Workforce

A. Deliver job training and employment services for adults and youth

1. Expand promotion of Oakland's American Job Centers of California (AJCC) in all workforce development-related programs in the City. AJCC's provide job training and employment services for unemployed or underemployed Oakland residents
2. Support youth programs, including summer and year-round job placements, career exploration, and financial literacy education
3. Enhance job training programs and employment services by leveraging partnerships with workforce development providers, educational institutions, labor organizations, and employers to address skills gaps and create equitable, high-quality job opportunities for Oakland residents

B. Enhance business and employer engagement

1. Build partnerships and host business roundtables in key sectors such as clean energy, healthcare, transportation, logistics, and technology
2. Collaborate with employers to identify workforce needs and create demand-driven training programs, develop and expand apprenticeship programs, internships, and career pathways for advancement
3. Promote and expand on-the-job training incentives and other hiring tax credits
4. Deliver services that respond to layoffs and plant closings by quickly coordinating services and providing immediate aid to companies and their affected workers

C. Establish equity-focused partnerships

1. Prioritize services for historically underrepresented communities
2. Leverage interdepartmental collaborations and resources to align and scale workforce programming across service providers and neighborhoods
3. Facilitate access to resources for youth and adults facing systemic barriers to employment in partnership with other public agencies like Alameda County Social Services Agency, Oakland Housing Authority, and others

D. Advance special workforce initiatives and innovation

1. Fund and administer Summer Youth Employment Program
2. Fund and administer CA Volunteers Job Corps program, Oakland Forward, serving 16–30-year-olds.
3. Fund and administer Marine Trade and Water Transportation Career Initiative
4. Fund and administer BayTech Career Initiative
5. Fund and administer Day Laborer Program

4. Invest In and Implement Place-Based Strategies

A. Enable the conditions for private sector development

1. Guide private development projects through City processes from concept to occupancy, potentially including identifying and facilitating eligible funding and partnership opportunities
2. Coordinate with Planning and Building to update policies and zoning regulations to meet evolving business needs
3. Work with State and local agencies, the utilities, and City services to ensure commercial areas are ready for development and investment
4. Partner with the real estate community to accelerate new development, including negotiation of Development Agreements and Community Benefit Agreements

B. Pursue public/private real estate development projects

1. Generate revenue and commercial activity through the development of City-owned land consistent with the State Surplus Lands Act
2. Balance Action B1 by activating public property for community good, consistent with affordable housing priorities and other community needs (e.g., arts and culture organizations, the unhoused)
3. Manage and monitor long-term and ongoing City real estate agreements (e.g., Exclusive Negotiating Agreements, Disposition and Development Agreements, etc.)
4. Coordinate with the Port, BART, County, Caltrans and other regional agencies to develop sites in Oakland

C. Manage the City's real property assets

1. Preserve value and generate revenue through the leasing, licensing, asset management, and disposition of City-owned properties (e.g., properties and facilities owned and managed by OPRYD)
2. Explore platforms to track and monitor leases/licenses to support revenue generation and collection
3. In coordination with other City Departments and as part of the Infrastructure and Capital Facilities Element of the General Plan, explore public financing to address capital improvement needs of City-owned real estate assets

D. Advance business corridor development strategies

1. Develop business corridor stabilization and activation plans with community partners in high and highest priority neighborhoods
2. Convene and/or meet regularly with local business organizations and other stakeholders to identify their vision for their commercial corridors
3. Leverage partnerships and City services to implement community led corridor development strategies
4. Support community led efforts, identifying and facilitating funding mechanisms (e.g., BID, NMTC, TIF, Opportunity Zones, etc.)

5. Amplify Oakland's Social and Cultural Activities

A. Invest in culture, arts, and creative industries

1. Manage a cultural grants program for arts organizations and festivals, as resources are available
2. Initiate a cultural facilities plan via Cultural Affairs Commission in coordination with the General Plan Update
3. Manage the City's Public Art Program (1.5% of CIP) and Public Art in Private Development (0.5% for residential and 1.0% for non-residential), and facilitate private community investment in public art for public spaces

B. Facilitate spaces for community connection and celebration

1. Promote safe community connection and celebration by reducing barriers to accessing local spaces
2. Coordinate with City departments to issue permits that support safe events, festivals, and film production
3. Connect cultural arts organizations with planning assistance and links to resources
4. Work with community partners to protect arts, culture, and community spaces (e.g., site matching, referral to technical assistance programming)
5. Develop an implementation plan for Arts, Culture, and Entertainment Districts in Oakland

C. Support local business and vendor participation in cultural and social activities

1. Assist Oakland's cultural businesses with education, connection to financial resources, technical assistance, and location referral
2. Work with real estate community and landlords to encourage short-term leasing that supports foot traffic and public safety
3. Collaborate regularly with businesses in the hospitality, entertainment and event industries to ensure local businesses benefit from Citywide events

D. Increase Economic Development through activation of parks, streets, and vacant spaces

1. Leverage parklets, street closures, public markets and permitted special events to encourage commercial corridor activation
2. Consider a temporary use permit in the City Planning Code to allow flexibility and prevent long-term vacant storefronts.
3. Build capacity within community economic development organizations to market neighborhoods, connect to community property ownership opportunities, and assist with tenant and vendor referrals
4. Coordinate City services to support clean and safe events, activations, and installations

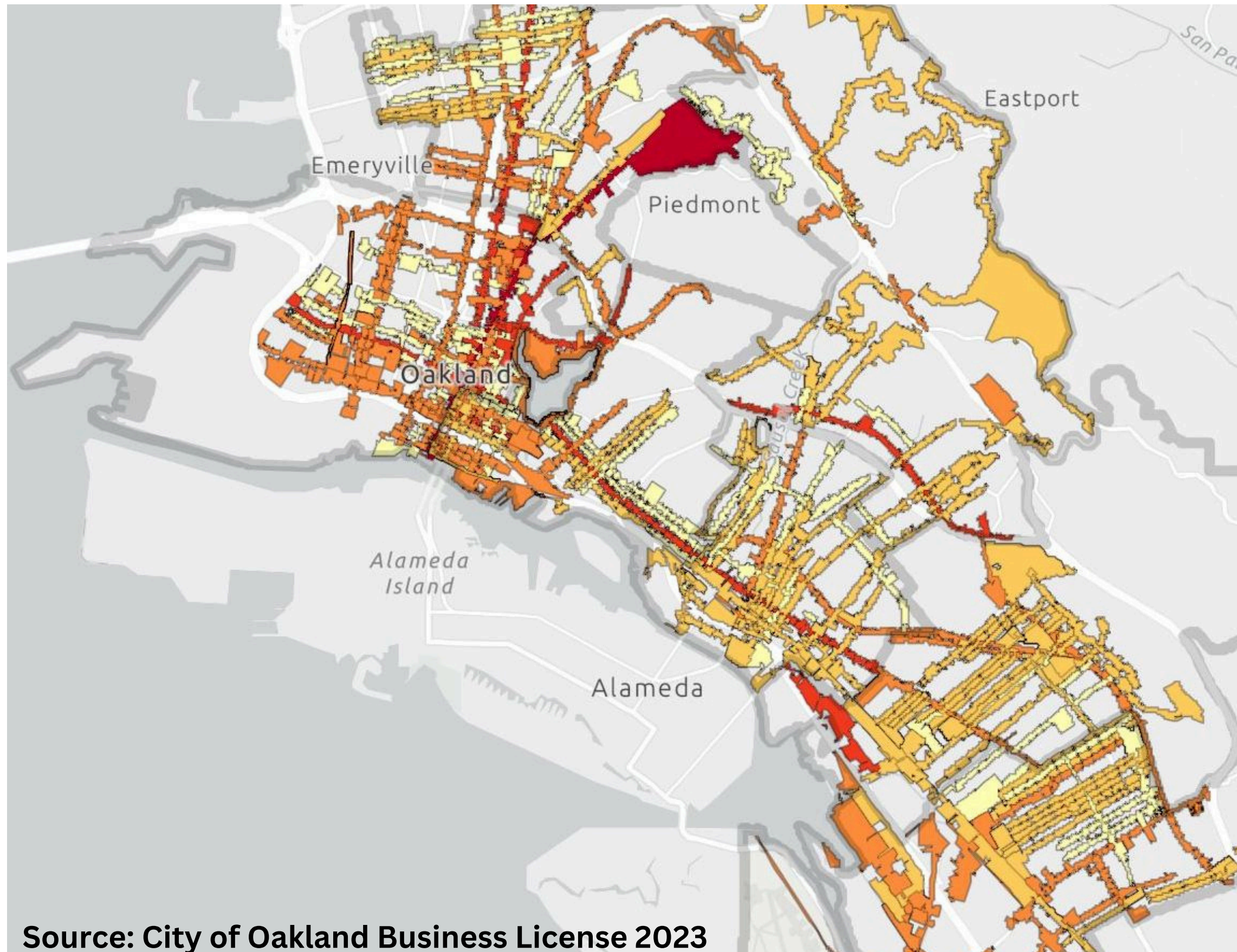
DRAFT PERFORMANCE METRICS

- Real estate conditions: new construction, absorption, vacancy, rent - over time and by geography
- Sector trends: establishments, employment, wage growth (by race and gender)
- Sales tax trends: by corridor, by sector
- Business license trends: by corridor, by sector, by race
- 311 reports: location, number, type and response time
- Entitlement and permitting timelines
- Participation in workforce training programs and job placement
- Number of special events and attendance: film, festivals
- RFQ and NOA issuances and responses
- Lease/license agreement revenue generation
- BID formation, assessment and performance data
- Public art and mural installations

2024 DATA INNOVATIONS

- Business License application data illustrates the locations of Oakland's economy: **where does Oakland do business, what does Oakland sell?**
- Business Owner and Census data to identify race, gender, language and ability: **who drives Oakland's economy?**
- Geographic analysis to target priority commercial corridors and opportunity sites: **who needs City support and where?**
- Alignment with City data, policy and strategy for a comprehensive economic view: **what are Oakland's economic assets and challenges?**
- City Service Performance data: **where is the City investing to keep Oakland's streets clean and safe for a vibrant economy?**

BUSINESS CORRIDORS 2023

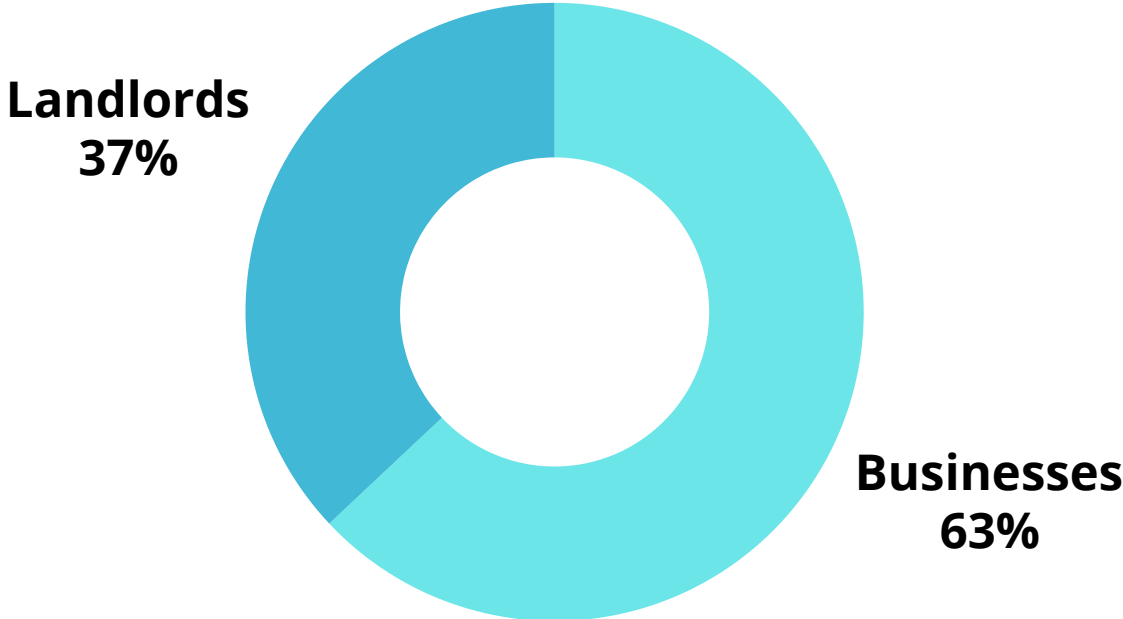


Source: City of Oakland Business License 2023

| Number | Street Name | Business Count |
|--------|----------------------------|----------------|
| 1 | MacArthur Blvd | 668 |
| 2 | Franklin Street | 534 |
| 3 | International Blvd | 495 |
| 4 | 9th Street | 307 |
| 5 | Foothill Blvd | 278 |
| 6 | Webster Street | 246 |
| 7 | Broadway | 233 |
| 8 | 7th Street | 231 |
| 9 | Coliseum Way | 229 |
| 10 | Martin Luther King Jr. Way | 225 |

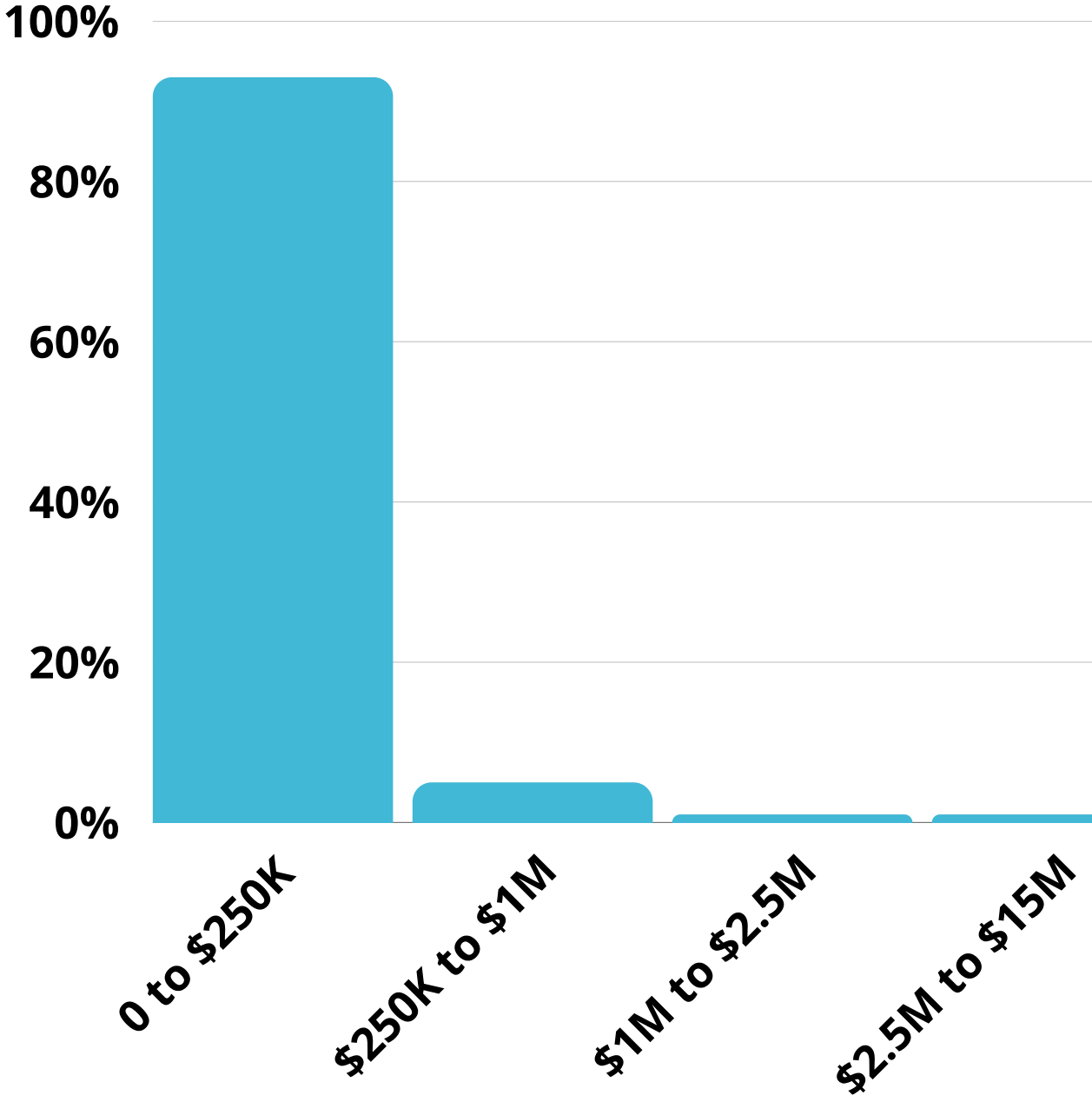
BUSINESS SIZE 2023

Business Licenses

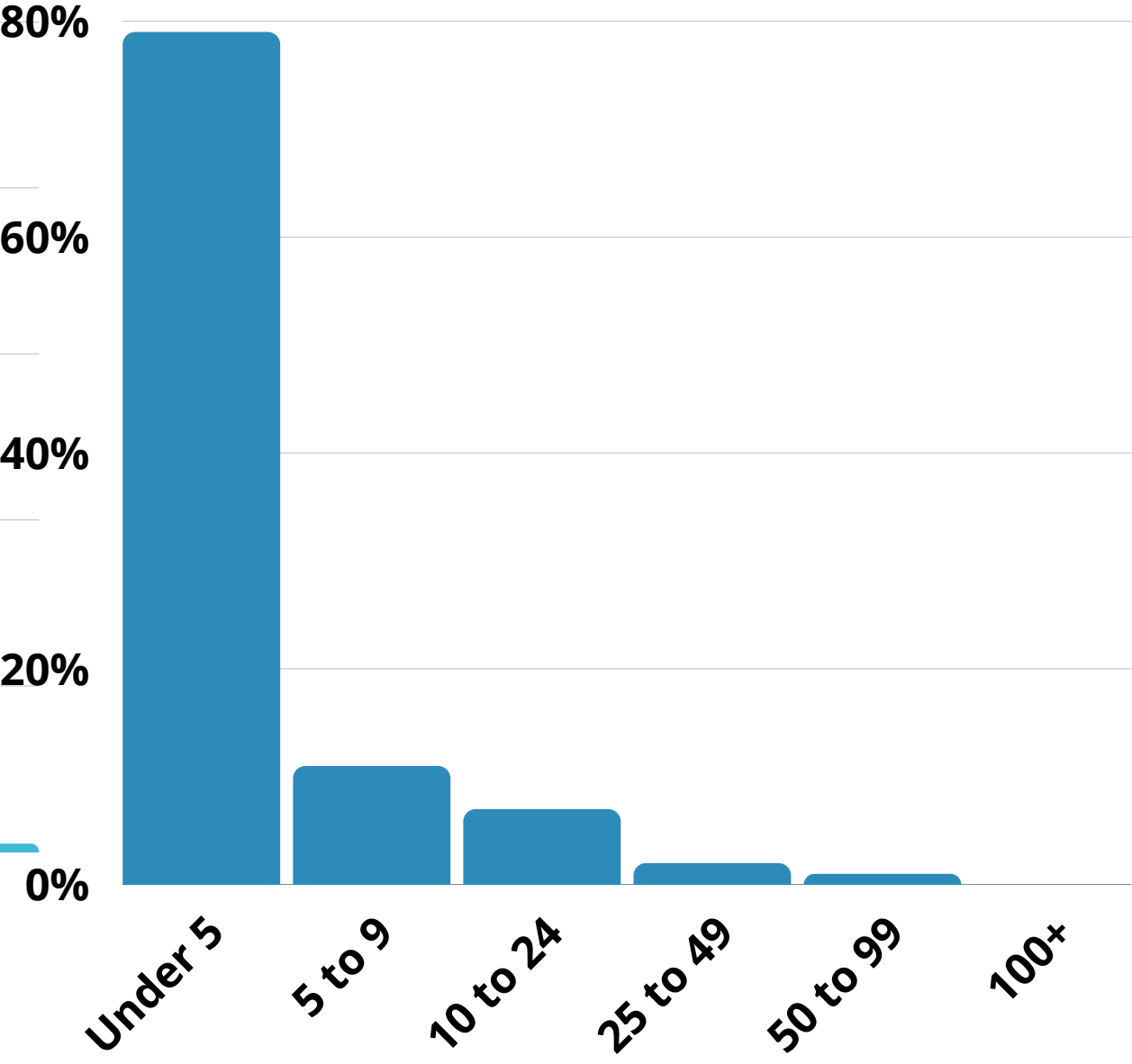


54,000 Businesses

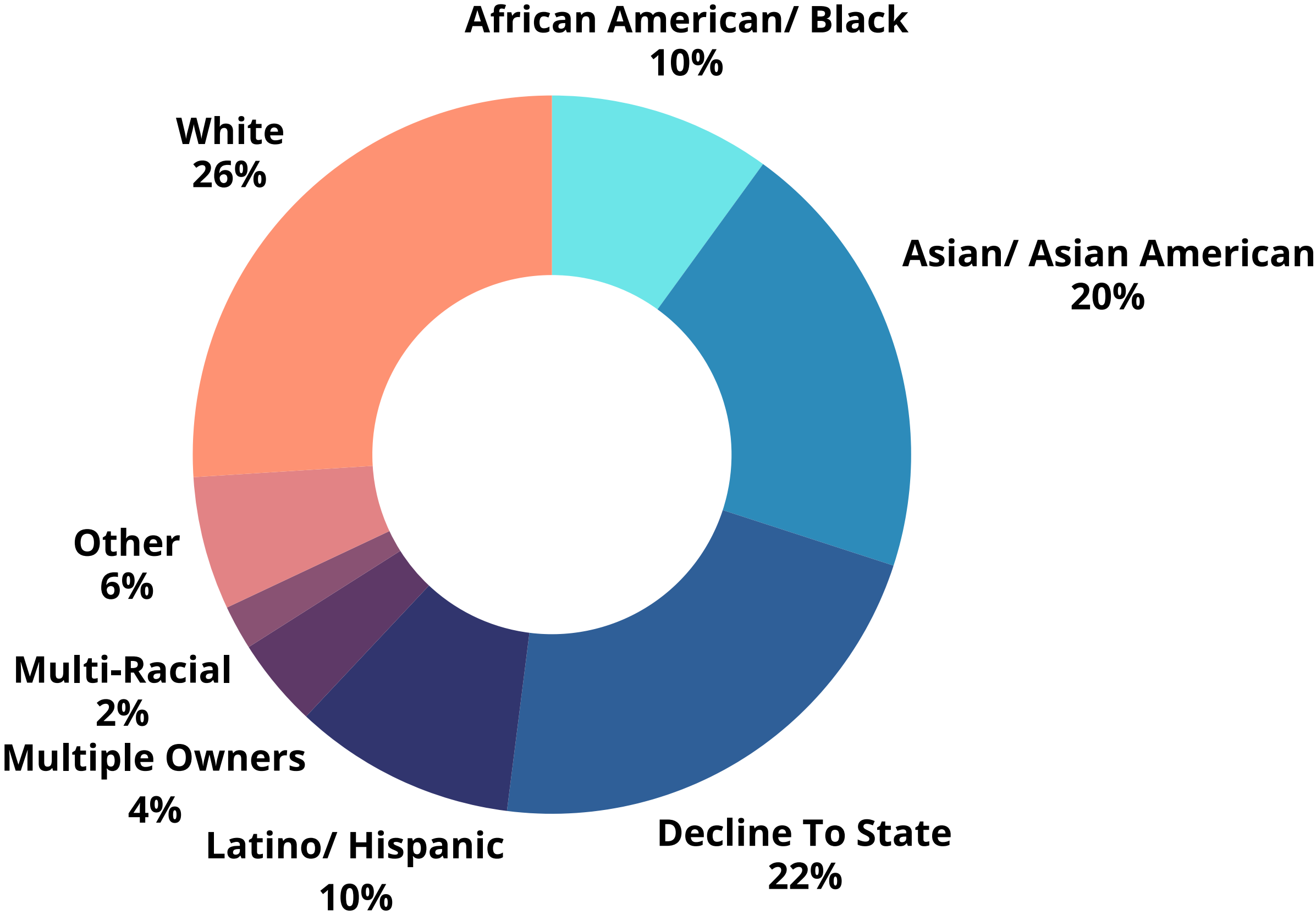
Business Revenue



Number of Employees

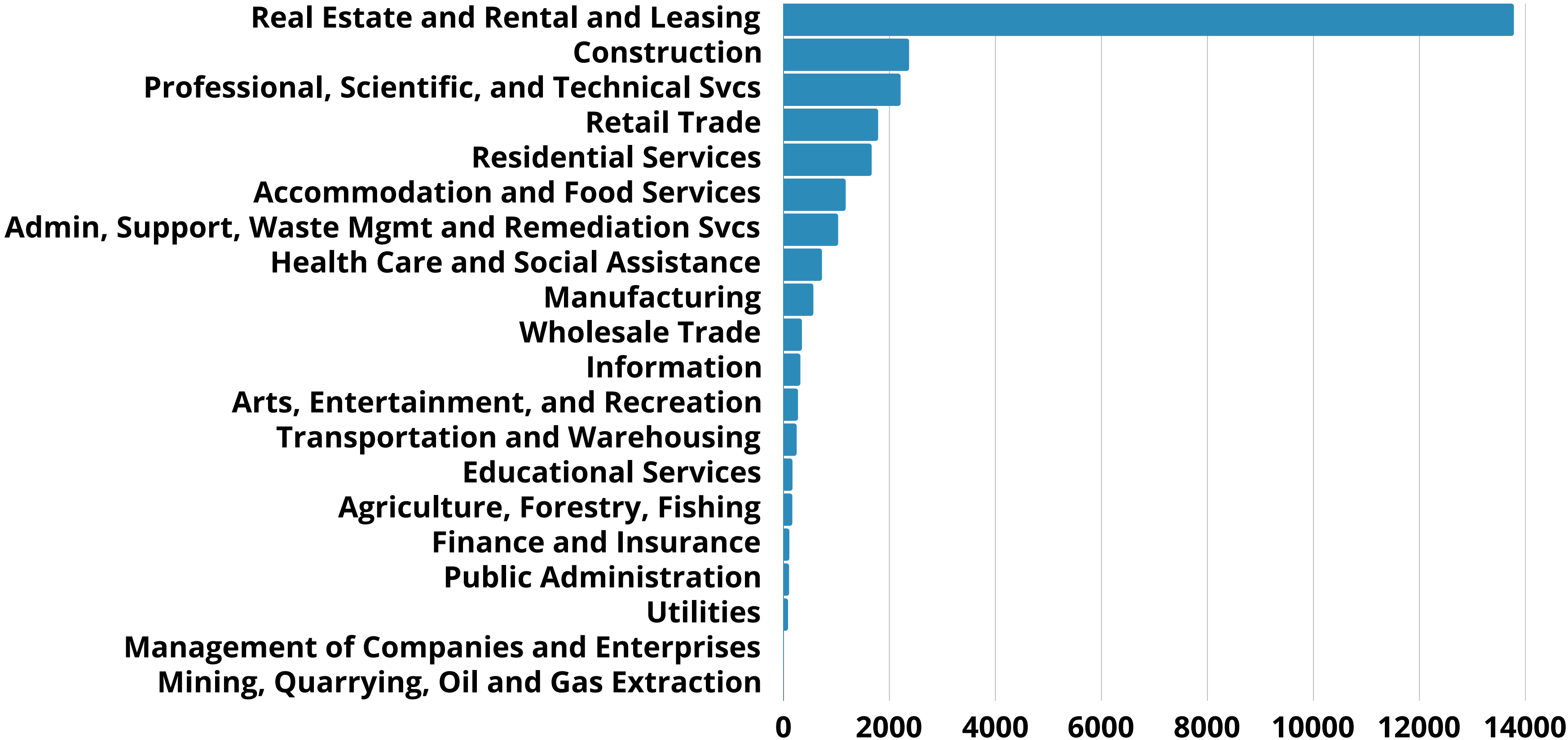


BUSINESS OWNERSHIP BY RACE 2023



Source: City of Oakland Business License 2023

BUSINESS LICENSES BY SECTOR 2023

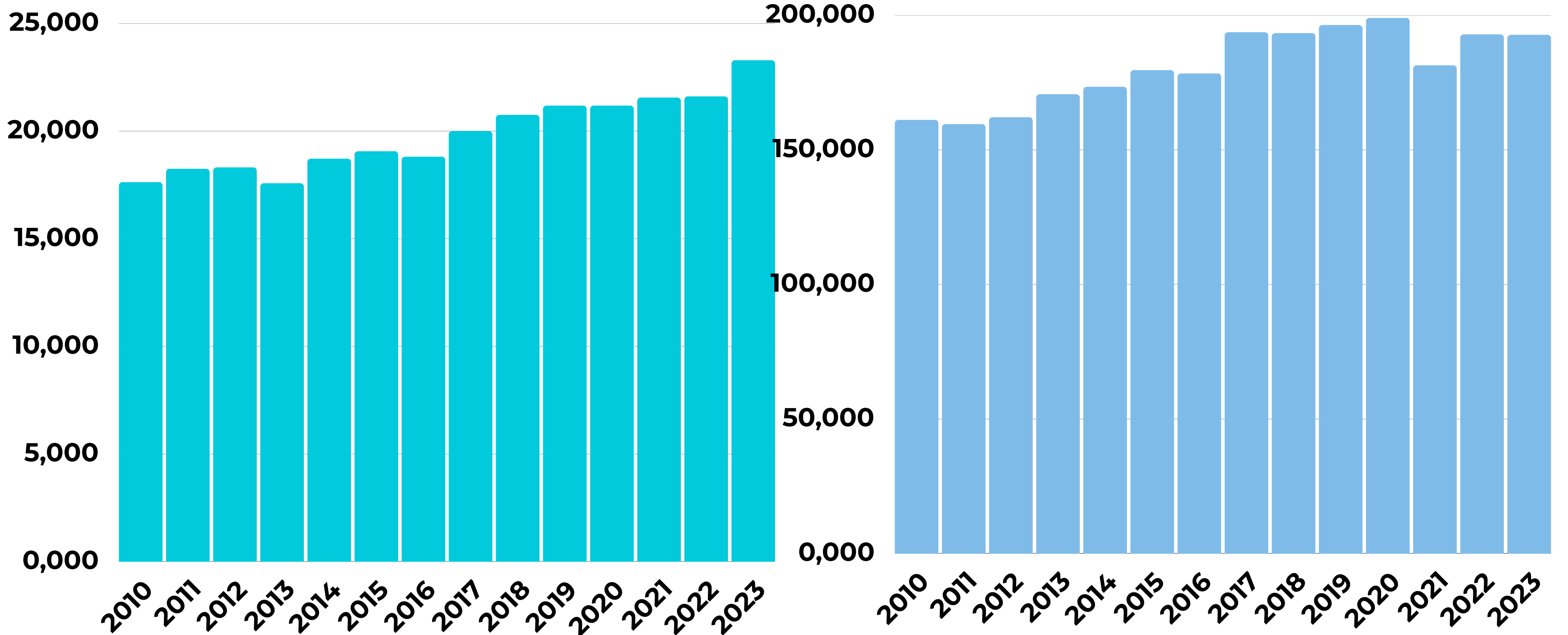


Source: Oakland Business License 2023

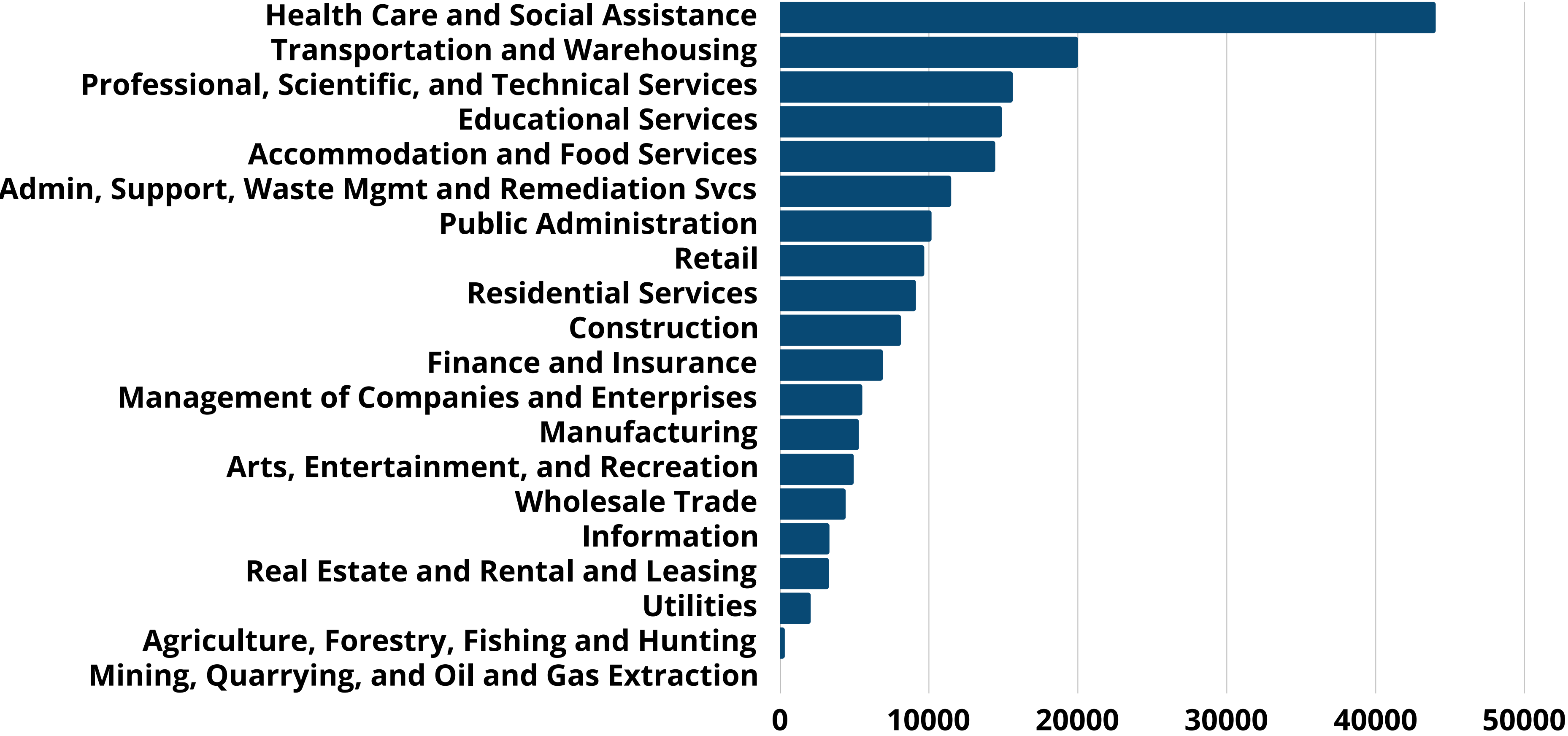
EMPLOYMENT 2010-2023

NUMBER OF EMPLOYERS 2010-2023

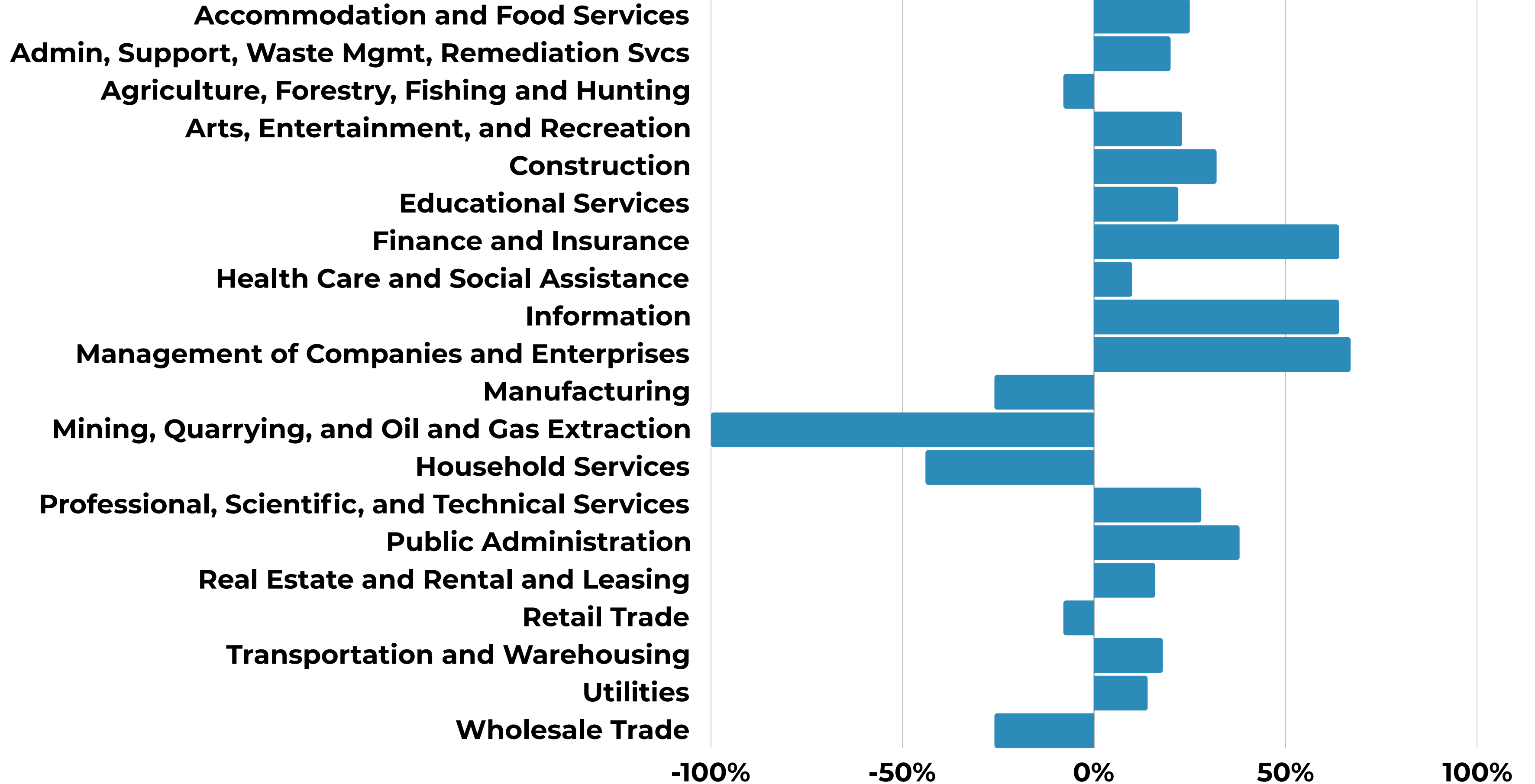
NUMBER OF EMPLOYEES 2010-2023



EMPLOYMENT SECTORS 2023

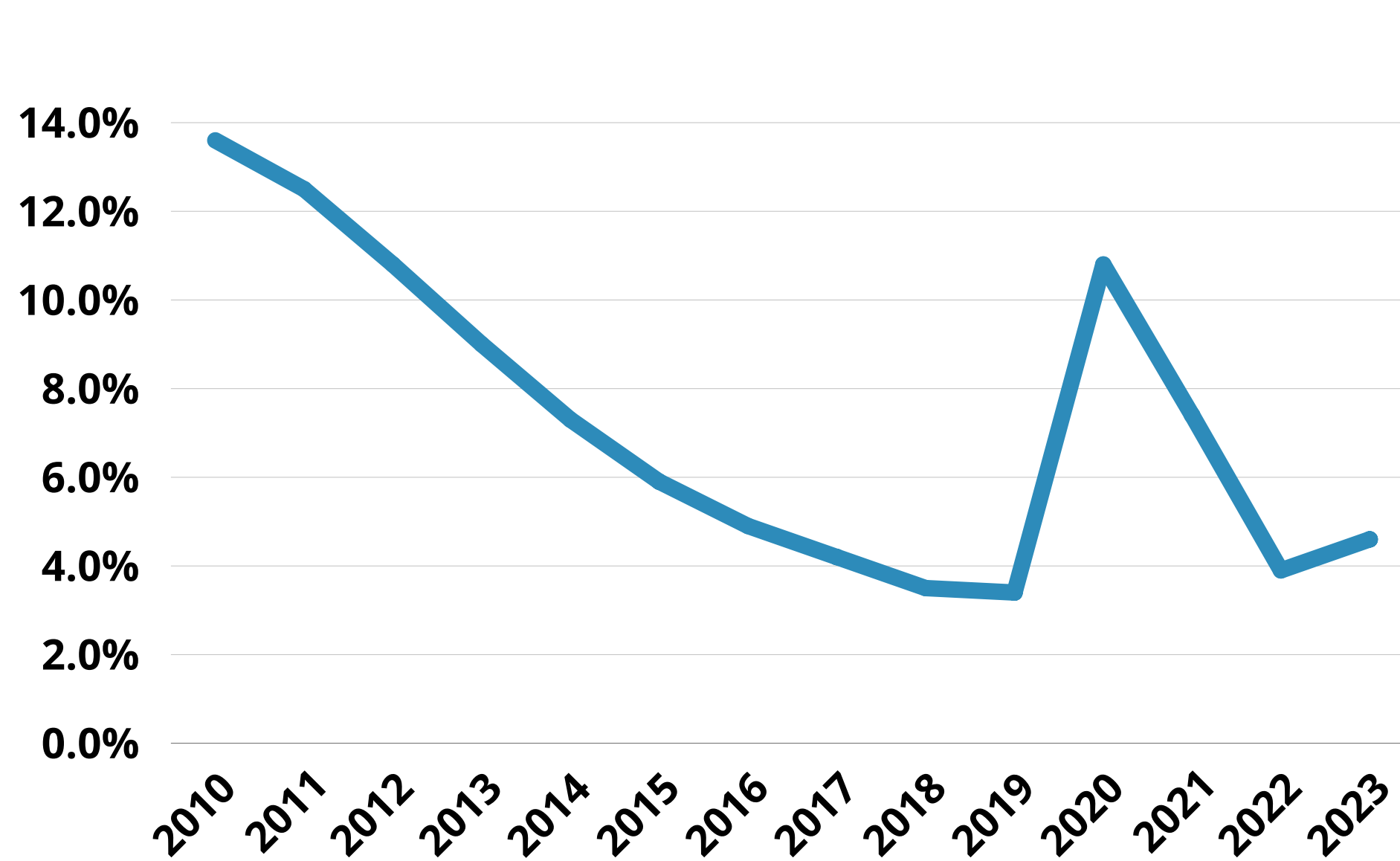


EMPLOYMENT CHANGE BY SECTOR 2010-2023

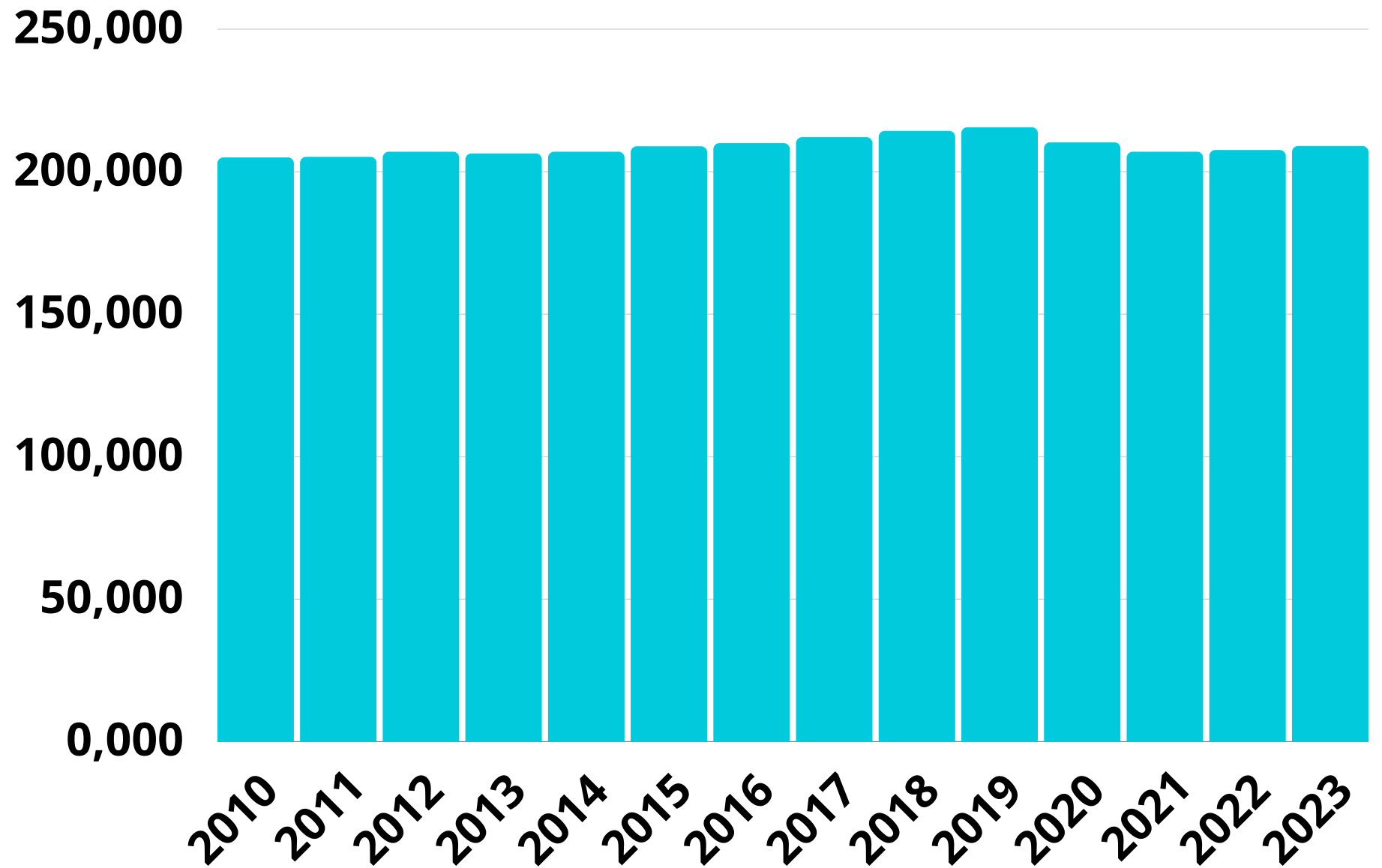


OAKLAND RESIDENTIAL PROFILE 2023

Unemployment Rate

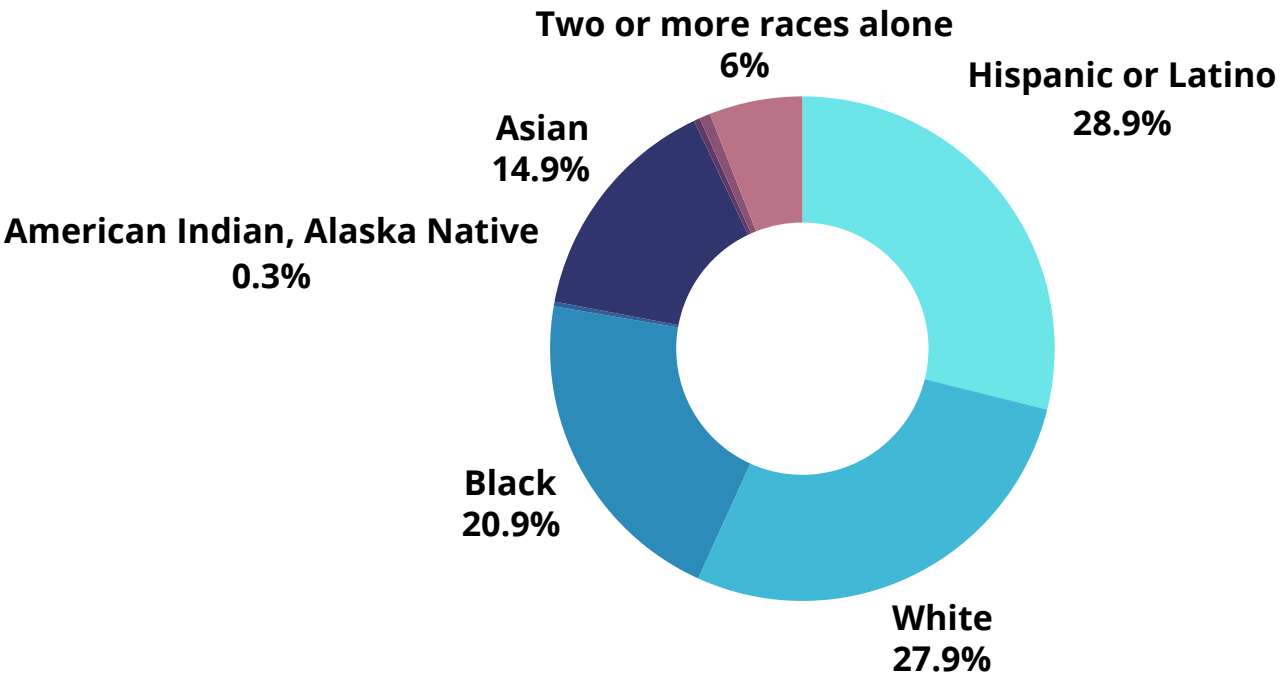


Labor Force

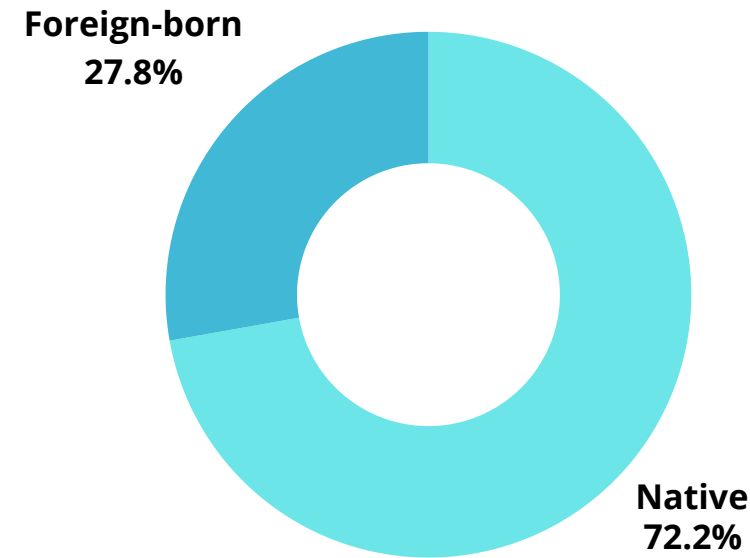


RESIDENTIAL PROFILE 2023

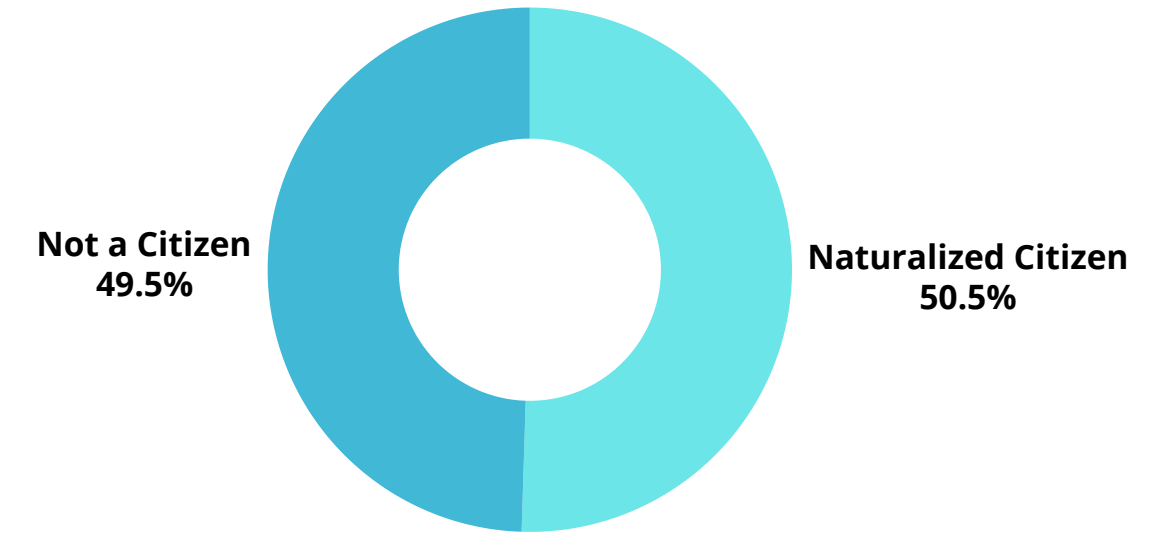
Race Distribution



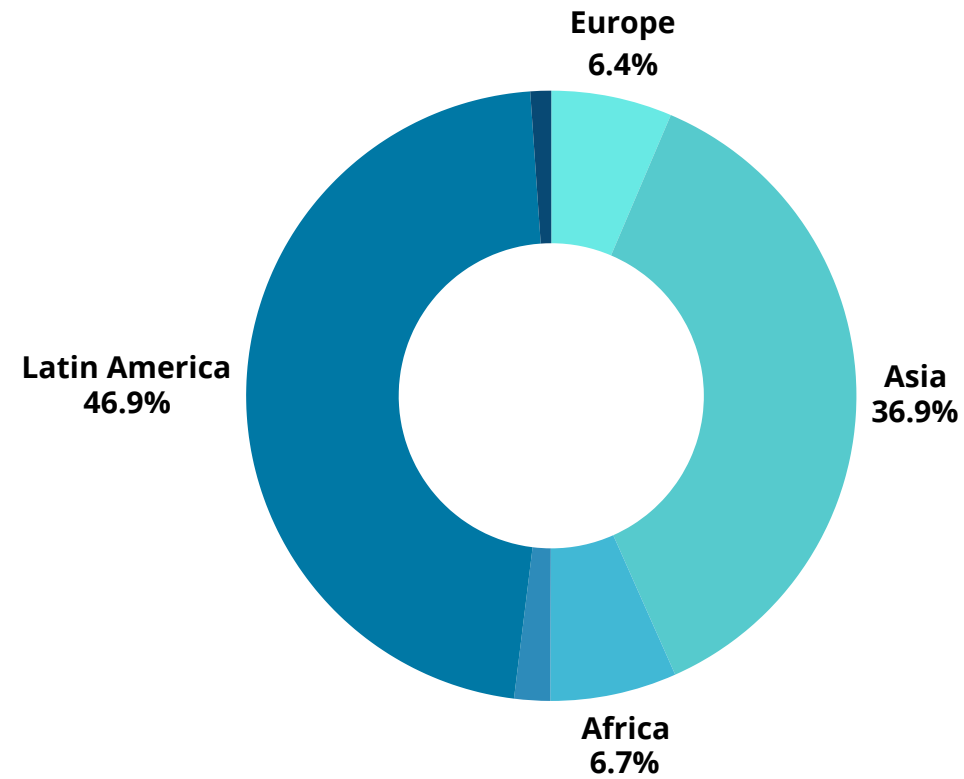
Foreign Born Residents



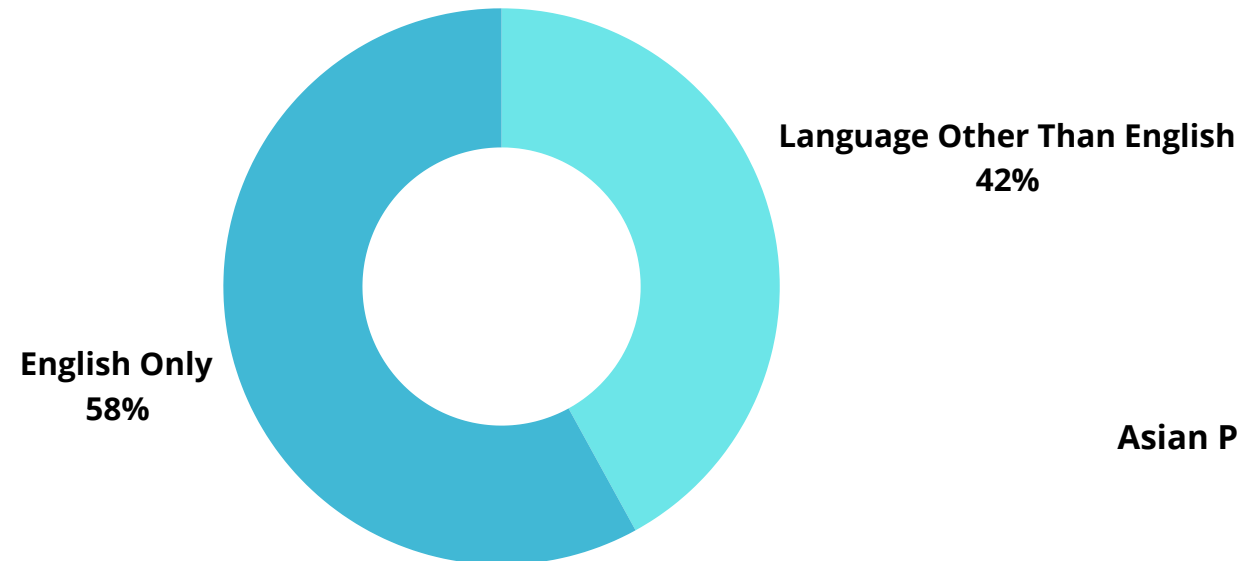
Foreign Born Citizenship



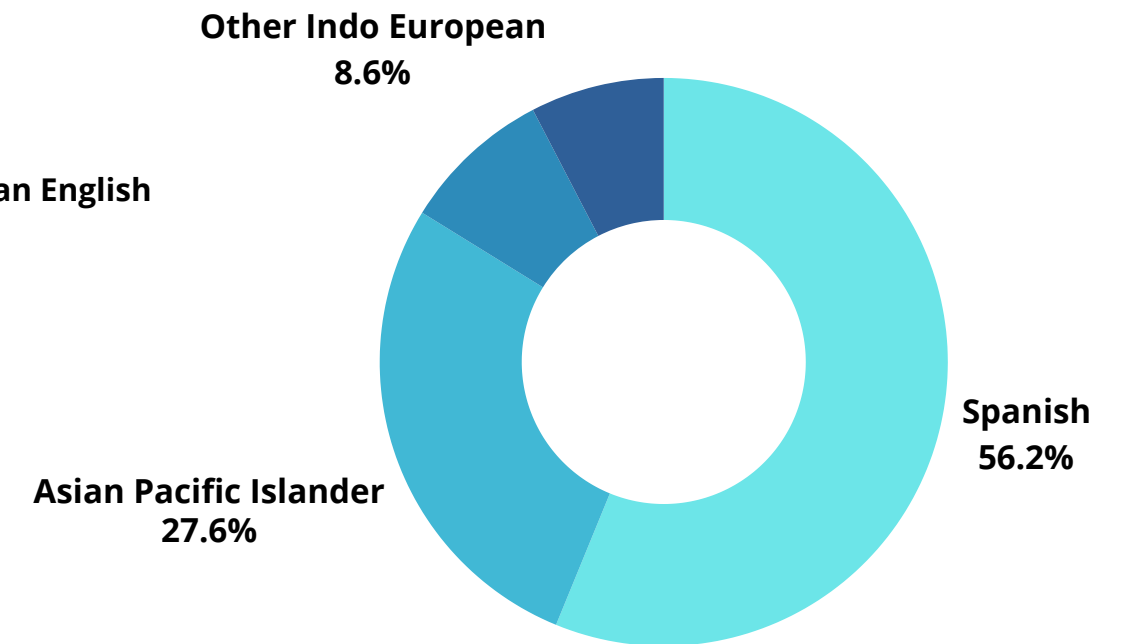
Country of Origin



Language Spoken at Home

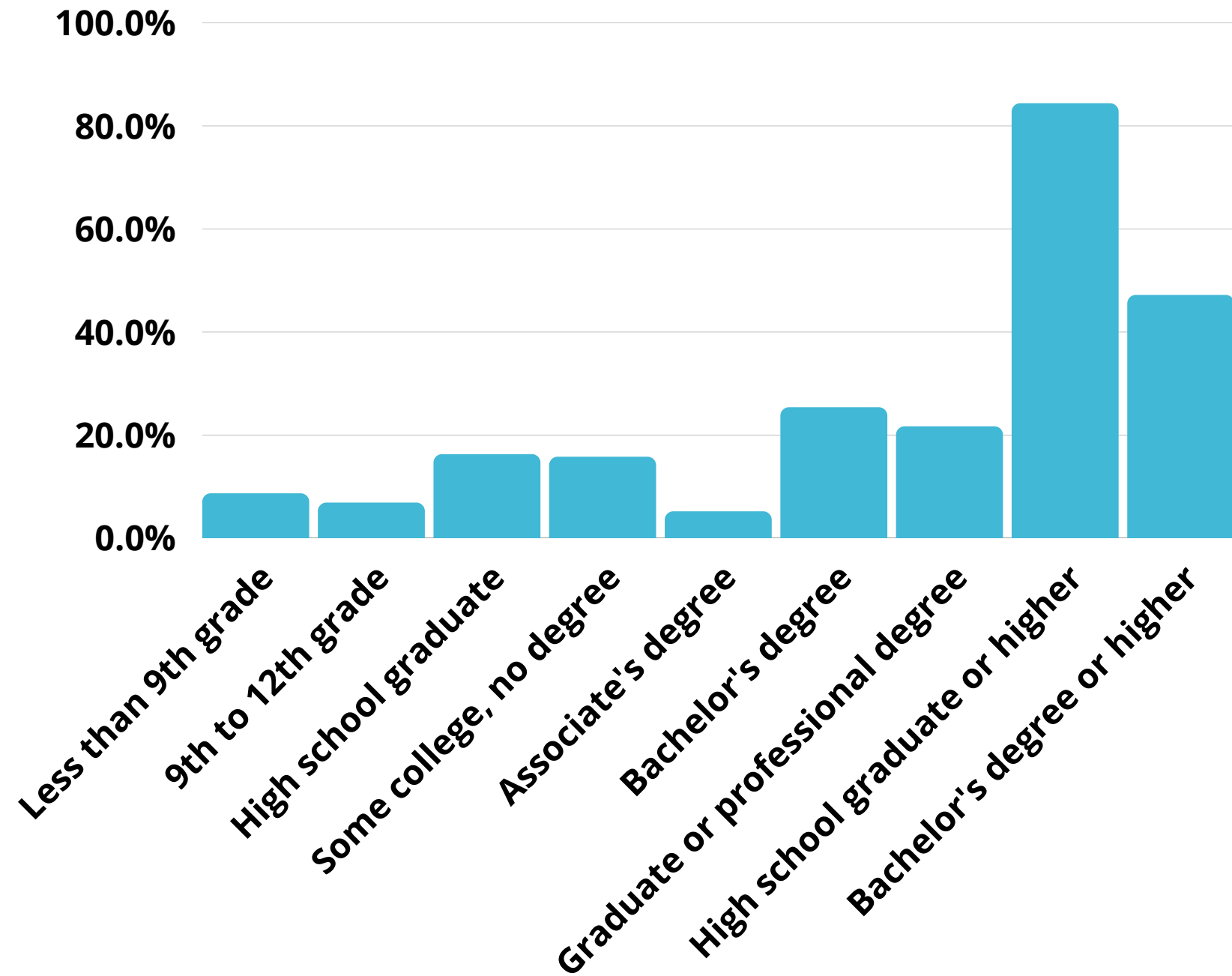


Languages Spoken at Home



RESIDENTIAL PROFILE 2023

Educational Attainment



Household Income

