

**APPROACH TO COMMERCIAL
AND INSTITUTIONAL GROUPS
Economic Development Strategy
For Alameda Point**

Prepared for:
City of Alameda

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I. Executive Summary

Introduction

Tasks 1 and 2 of the Economic Development Strategy for Alameda Point identified the opportunities and constraints of Alameda Point for attracting commercial development relative to other local and regional locations as well as identifying existing businesses and business clusters at Alameda Point. These tasks were completed by Keyser Marston Associates (KMA) in April 2012.

In Task 1 (market study), KMA stated that the vast majority of jobs in the East Bay are created by establishments that start and expand in the East Bay; as opposed to companies moving in to the area. The Bay Area Council Economic Institute (BACEI) provided more detailed data on the City's business dynamics and the factors driving employment growth for the period 1995-2008. As shown in Appendix A, these data confirm that more than 80 percent of jobs in the City are created by new companies that are started in the City or by existing companies based in the City that are expanding. For this reason, it is important to understand what industries are currently present in Alameda Point and the City as whole. Appendix B includes a list of businesses currently located in Alameda Point. Appendix C contains a list of the largest employers in the City. If the trends observed between 1995 and 2008 continue, these companies are likely to account for a significant share of job growth (and hence demand for commercial real estate) in the City going forward.

However, companies relocating to the City also account for a significant share of employment growth. According to data provided by BACEI, business relocations account for approximately 18.7 percent of job growth in the City. One important observation is that more than 51 percent jobs and more than 56 percent of companies relocating to the City do so primarily from five locations: Oakland, San Leandro, Berkeley, Emeryville, and Hayward. Alameda Point with its underdeveloped land presents an attractive opportunity for companies located in these cities that are looking to expand. For illustrative purposes, Appendix D contains a list of the largest employers in these cities. These are the types of companies that may want to relocate to Alameda Point in the future. In fact, Lawrence Berkeley National Laboratory (LBNL) already considered doing so, and North Face, Inc (a.k.a VF Outdoors) recently chose Harbor Bay in Alameda as a location for a new headquarters. Exhibit C also demonstrates how twelve of Alameda's largest employers relocated from those five cities.

Task 3 takes these findings into consideration and expands the analysis to assess the potential for commercial and institutional users interested in relocating, consolidating, or expanding to Alameda Point. For Task 3, KMA interviewed real estate brokers, regional trade councils and associations, and representatives from various industries, with the goal of identifying tenant profiles with potential for locating at Alameda Point. Appendix E contains a complete list of

people interviewed. Information collected through interviews was supplemented with information from trade magazines and news articles.

Based on findings from Task 1 and 2 and the interviews conducted for Task 3, KMA evaluated the prospect of twelve industries to locate and/or expand at Alameda Point. These industries were evaluated primarily on three dimensions:

1. Outlook for the industry or sub-industry. KMA examined the growth potential for these industries based on historic employment trends and projection.
2. Regional clustering patterns. KMA approached this assignment with the understanding that Alameda Point may be able to attract new types of industries which are currently not located in the City. However, as explained above, most employment growth in the City is generated by companies that are started in the City or companies already based in the City that are expanding. Or as one of the brokers that was interviewed stated: "The market has spoken. The industries that you see in the area today are the industries that are likely to generate new jobs and be attracted to the area in the future." For this reason, industries that already have a strong presence in the City are considered to have potential to further contribute to job growth in the future.

KMA also considered industries with a presence in the region (from Berkeley to Hayward) as having potential to locate in Alameda Point because, as explained above more than 50 percent of companies that relocate to the City, do so from this area.

3. Suitability of existing space at Alameda Point to accommodate these businesses, or the attractiveness of Alameda Point as a location to develop new build-to-suit space.

Based on these criteria, KMA segmented industries into three categories according to their potential to relocate and/or expand at Alameda Point:

1. High potential: Industries in this category are relatively strong across all three of dimensions evaluated.
2. Moderate potential: industries in this category are strong across all three dimensions, but there are some factors (either endogenous or exogenous to Alameda Point) that may make it difficult for Alameda Point to attract or help companies in this sector grow.
3. Limited potential: Industries in this category have weaknesses in two or more of the dimensions examined.

'Evaluation' and 'classification' of the industries is not based on a formula or a scientific methodology, but is instead based on KMA's professional judgment.

The summaries below for each industry present a brief overview of why a particular industry may have high, moderate, or limited potential for expanding and/or relocating at Alameda Point.

Sections II, III and IV provide more detailed industry descriptions, as well as opportunities and constraints for each industry and examples of companies located in the East Bay.

Industries with high potential

1. Specialized manufacturing: Specialty food production

Specialty food production has been on the rise in the East Bay. Many of the companies that started their operations in the last decade may outgrow their current locations and may look for newer or larger facilities in the area. This is partly what has driven the relative success of Harbor Bay, which has attracted numerous food companies looking to grow their operations and ready to invest in new facilities. It is possible that other companies may want to relocate there. However, Harbor Bay only has only approximately 10 acres left for new development. This presents an opportunity for Alameda Point to position itself as an attractive alternative location for specialty food companies looking for build-to-suit space.

Existing buildings could also be attractive for companies starting out in this industry. However, young companies may not have the capital or credit required to make the necessary capital improvements in addition to the tenants improvements they need. The City of Oakland has been successful at attracting food production companies to existing industrial buildings. However, some of those buildings were already suitable for food production. Other companies that moved into existing industrial spaces in the Oakland waterfront relied on redevelopment funds and loans from the Oakland Business Development Corporation to make the buildings suitable for production.

Another potential challenge is that in order to make the existing buildings at Alameda Point suitable for this industry, they need to be subdivided into smaller spaces.

2. Specialized manufacturing: Specialty beverages (Wine, Beer, and Spirits Production)

Specialty beer, wine, and spirit production is expected to experience sustained growth in the East Bay. The urban winery movement has experienced tremendous growth in the U.S. over the past two decades. Today, the East Bay is home to one of the highest densities of urban wineries in the US at more than 20. Also, new 'production' breweries, which focus on production and distribution as opposed to direct customer sales, have recently been appearing in the East Bay, including Alameda Point. Meanwhile, the micro-distillery (or craft-distillery) industry is still in its very early stages, but it also has experienced tremendous growth during the last five or seven years.

There is great potential for Alameda Point to become a hub for specialty wine, beer and spirit production. Two prominent businesses in this sector already call Alameda Point

their home: St. George Spirits and Rock Wall Winery. Also, Faction Brewery recently signed the lease for 30,000 square feet at Building 22. Moreover, Rosenblum Cellars, one of the most storied urban wineries in the country, is located across the street from Alameda Point.

New companies in this cluster are most likely to be interested in the existing space at the base (they are not likely to be interested in building new build-to-suit facilities). The primary challenge for Alameda Point in attracting these companies is the size of the buildings. Most companies in this industry, particularly wineries, need spaces under 10,000 square feet (2,500 – 5,000 SF are most common). Sugarmill in Clarksburg and the Wine Ghetto in Lompoc provide examples of how large industrial spaces can be subdivided to accommodate small urban wineries. See Appendix G for a description and pictures of the Wine Ghetto in Lompoc.

However, as illustrated by St. George Spirits, Rock Wall Winery, and Faction Brewery, some of the companies in this cluster may occupy significantly larger spaces. St. George Sprits and Rock Wall Winery, for example, occupy approximately 60,000 square feet of space each, and Faction Brewery is slated to occupy approximately 30,000 square feet.

3. *Specialized manufacturing: Artisan goods/small urban manufacturing*

Demand for locally made products is on the rise driven by consumers who increasingly value a sense of place in their products. As a result, the number of companies that manufacture products to serve primarily the regional market is on the rise. This includes businesses such as cabinet making, custom iron working, etc. Locations along the I-880 Corridor are attractive for businesses in this sub-sector because they provide proximity to nearby population and business centers, and have historically offered a supply of affordable industrial space. It is partly for these reasons that Alameda Point is already home to a large number of artisan businesses.

Businesses in this industry are not likely to require build-to-suit space. These businesses typically need basic industrial buildings and need few tenant improvements to be able to operate. Along with central location, affordability is one of the principal characteristics they value in a building. These businesses are also more likely to be priced out of San Francisco, Berkeley and Emeryville. In this respect these types of business present an opportunity to lease the existing buildings at Alameda Point.

The biggest challenge to accommodate these businesses at the Point is the size of the buildings. However, there are examples at Alameda Point (Buildings 14 and 29) which demonstrate viable ways to make existing buildings suitable for these types of use. Also, Appendix H describes a nonprofit in Brooklyn, New York, which has been relatively

successful at converting large industrial spaces into space suitable for small urban manufacturing.

4. *Marine-related industries*

Companies in marine-related services currently account for the largest amount of leased buildings/land and therefore generate the largest amount of rent revenues at Alameda Point. In general, it is difficult for companies in this cluster to find suitable space (i.e. affordable industrial space with deep water access) in the Bay Area. San Francisco is not perceived to be friendly toward the industry due to the redevelopment of the waterfront, Marin County does not have land-side access, and the Peninsula does not offer deep water access. In the opinion of a representative of Power Engineering, a marine-related services company that was interviewed, Alameda Point offers a “match made in heaven” for marine-related companies.

The maritime industry has been relatively stable, and companies in this cluster have experienced significant growth over the past decade. According to people interviewed, it is not unreasonable to expect future growth in this industry. There are also emerging sub-sectors, such as the super yacht industry, that are gaining momentum. Moreover, in the short-run, the America’s Cup, which will be held in the San Francisco Bay in 2013, will present opportunities for Alameda Point to lease space to marine-related companies; either racing teams or companies providing support services.

While the existing businesses in this sector have tended to occupy existing industrial space, the business owners interviewed indicated that businesses in this industry would be willing and able to finance construction of new facilities in areas that provide easy access to piers and wharves, especially if the terms are favorable (i.e., long term leases).

Industries with moderate potential

1. *Specialized manufacturing: High tech*

High tech manufacturing is one of the few sub-sectors in the manufacturing industry that has experienced and is expected to continue experiencing growth, particularly in the Bay Area. However, existing buildings at Alameda Point are probably not suited to accommodate this type of user. Also, due to a glut of flex space currently in the East Bay market, including Marina Village, demand for new space for high tech manufacturing is most likely five to seven years out.

Nevertheless, if growth in this industry continues as expected, Alameda Point could position itself to accommodate a user looking to build a new facility in the mid to long-

term. The main reason for this conclusion, is that Alameda is already home to a number of companies in this cluster, including Abbot Diabetes Care (designs, develops and manufactures several leading-edge diabetes monitoring systems), Penumbra (medical device manufacturer), RGB Spectrum (designs and manufactures high tech product for medical and military uses). These three companies are among the City's largest private employers.

2. *Clean Tech: Renewable resources (biofuels, wind, hydro, excluding solar)*

Although it is currently relatively modest in size (i.e., employment and space leased), the clean tech industry is thought to have the potential for business and job growth in the East Bay. However, it is unclear how the struggles of the solar-energy industry will impact other renewable energy companies, such as those developing biofuels, wind, and hydro technology. Nevertheless, the recent opening of the Energy Biosciences Institute, the Joint Bio-Energy Institute, and the Joint Center for Artificial Photosynthesis at U.C. Berkeley and LBNL, as well as the continued flow of venture capital to industrial energy (which includes biofuels, wind, and hydro power) companies in the East Bay bode well for capturing businesses in this industry in the region.

The existing buildings at the Point may be suitable for companies in this sub-sector looking for affordable flex space. In fact, Alameda Point already has four companies in this cluster. Makani Power, Natel Energy, Phasor Corporation, and Point Source currently occupy approximately 20,000 square feet of space at Alameda Point. Even though their footprint is relatively small, their presence at the Point could make it easier to attract similar companies. There is also the potential that these companies that are currently located at Alameda Point could grow and expand their real estate footprint at the Point.

Industries with limited potential

1. *Traditional Large-Scale, General Manufacturing*

Industry trends do not favor future growth in the Bay Area. Also availability of existing industrial space closer to distribution networks (i.e. I-880), as well as the availability of greenfield development opportunity sites elsewhere in the East Bay make it difficult for Alameda Point to attract heavy, more traditional industrial activities.

2. *Clean Tech: Solar*

The future of the solar industry in the U.S. is highly uncertain. While consumer demand for solar energy is on the rise, U.S. companies are struggling. More and more production is moving overseas. Also, the growth of the solar-energy industry was made possible partially by subsidies from the federal government and these subsidies are disappearing.

3. *Biotech*

The East Bay, including the City of Alameda, is home to one of the largest biotech clusters in the country. Nevertheless, the industry's prospects for growth are not favorable in the short- to mid-term.

Also, according to real estate brokers, competing locations, such as Emeryville, Mission Bay, and South San Francisco appear to have an edge over Alameda Point due to the existing clusters and availability of specialized space.

4. *High Tech: Gaming and Social Media*

The historic buildings at Alameda Point could be attractive to companies in these industries, which tend to favor 'creative', non-traditional space. In fact, some companies in these industries have expressed interest in leasing space at Alameda Point. However, companies in this sub-sector tend to favor amenity-rich locations, such as San Francisco's South of Market and the Peninsula. Companies are willing to pay premium rents to locate in transit friendly, urban locations that will help them attract top talent. Also, the industry leaders, such as Zynga and Twitter have recently relocated or expanded in San Francisco. Start-ups and smaller companies tend to cluster around the industry leaders.

5. *High Tech: Start-up Incubator/Co-Working Spaces*

Start-up incubators and co-working spaces favor amenity-rich locations, such as San Francisco's South of Market and the Peninsula. Companies are willing to pay premium rents to locate in transit friendly, urban locations.

6. *Wholesale Trade, Transportation and Distribution*

While the I-880 Corridor is a preferred location for businesses in these industries, it will be difficult for Alameda Point to attract these businesses because of limited accessibility.

Real estate brokers indicated that, given the availability of warehouse space in other locations within the East Bay, it will be difficult for these companies to justify locating on an island with limited access.

Other industries with moderate to high potential

In addition to the industries described above, there are two categories that have moderate to high potential, but were not examined in depth:

1. *Arts, Entertainment, and Recreation*

None of the people interviewed had a strong knowledge of this industry. Therefore, we received limited information in Task 3 for the potential for this industry in Alameda Point. However, as demonstrated in Task 2, businesses in this industry currently lease the second most amount of space at Alameda Point and generate the second most amount of rent revenue. Also, because businesses in this industry attract large numbers of visitors to the Point, they help to raise the visibility of the Point as a destination.

The presence of the Bladium (one of the largest entertainment and recreation venues in the East Bay) and Antiques/Auction by the Bay makes Alameda Point an attractive location for other entertainment and recreation businesses to locate there. In Appendix C of Task 1, KMA noted that approximately 15 percent of the leasing inquiries received at Alameda Point are in this category. Inquiries included businesses looking to locate facilities, such as mini-golf, ice hockey, indoor skate parks, indoor bike parks, swimming clubs, etc. In fact, the City is currently negotiating the lease of approximately 25,000 square feet of space for an indoor skate park at Alameda Point.

2. *Film/Event Production*

This industry includes businesses primarily engaged in the production of motion pictures, videos, television program, or commercial, and/or promoting, organizing, and managing live performing art productions. KMA does not have sufficient information to estimate the potential growth of this industry. However, as shown in Appendix B, Alameda Point is home to numerous businesses in this industry. This is a good indication that the existing spaces at the Point are suitable for their activities. Also, production of television shows and films made/produced in Alameda Point, such as Mythbusters or the Matix increases the visibility of Alameda Point.

Build-to-suit development opportunities

In the market study, KMA posited that Alameda Point with its central location within the Bay Area, safe and welcoming community, and underdeveloped land presents an attractive location for companies looking to develop new facilities. Brokers and industry representatives corroborated this observation. However, they pointed out that it is difficult to predict what types of industries they may be, although they concur that they are likely to be companies already located in the general vicinity.

For this task, KMA tried to identify growing industries that may be suitable for new light industrial, R&D, and businesses park/campus development as well as the reuse of existing buildings. However, most of the industries identified as having high or moderate potential for relocating or expanding at Alameda Point appear more suitable for the reuse of existing

buildings. Nonetheless, three of these industries present an opportunity for new build-to-suit development at Alameda Point:

1. Specialty food production. Many of the companies in this industry that started their operations in the East Bay over the last decade are outgrowing their current facilities. Some of these companies with a successful track record may be ready to invest in new facilities. For these companies, Alameda Point could offer an attractive, safe location not far from their current location, which is important for employee retention and to continue to be located within the market they serve. Semifreddi's Bakery and Donsumor Madeleines, which relocated from Emeryville, are examples of these types of companies.
2. Marine-related industries. Currently most of the businesses in this sector have tended to occupy existing industrial space. However, given the limited and shrinking supply of waterfront industrial space in Bay Area, these businesses may be willing and able to finance construction of new facilities in waterfront areas that provide access to piers and wharves, especially if the terms are favorable (i.e., affordable, long term leases).
3. High tech manufacturing. Demand for new, build-to-suit R&D and light industrial space for high tech manufacturing is likely to be limited in the short- and mid-term due to the amount of vacant inventory in Silicon Valley and the I-880 Corridor South and the I-680 Corridor. There is also excess supply of flex space at Marina Village and Harbor Bay.

However, in the long run, if the industry continues to perform relatively well, as existing excess supply is absorbed, there may be some demand for new, build-to-suit development opportunities at Alameda Point.

It is likely that opportunities to attract new office or R&D campus development to Alameda Point in industries other than the ones described above will materialize in the future. However it is difficult to predict what industries they may be and what the timeline may be. It would have been hard to predict that the LBNL would consider Alameda Point as a potential location for a second campus, or that VF Outdoors would consider moving its headquarters from San Leandro to Alameda. Yet, both did. In the near term, the best approach for the city to attract new development opportunities when they arise is to have sites available and ready to be developed. According to brokers and developers, the City will also have to be very proactive in the marketing of Alameda and educate potential new tenants about the benefits of locating in Alameda. Also, to be competitive with other cities, the City will need to make sure that permitting is streamlined and the business terms will need to be competitive to compensate for the infrastructure costs.

II. Industries and users with high potential for locating and/or expanding at Alameda Point

Specialized Manufacturing: Specialty Food Production

Specialty food products differentiate themselves through quality, innovation and style in their category. These products typically maintain a high perceived value and often command a premium price. Their specialty nature derives from some or all of the following characteristics: their originality, authenticity, ethnic or cultural origin, specific processing, ingredients, limited supply, distinctive use, extraordinary packaging or specific channel of distribution or sale.

Illustrative Examples of East Bay Companies

Company	City	Industry Detail	Notes
Semifreddi's Bakery	Alameda	Handcrafted breads and pastries	Moved from 20,000 SF in Emeryville to a 33,000 SF space at Harbor Bay in 2009.
Donseuemor Madelines	Alameda	Gourmet French cookies	Moved from a 10,000 SF facility in Emeryville to 33,000 SF at Harbor Bay in 2007.
Cheese Works	Alameda	National distributor of premium cheese	Occupies approximately 30,000 SF facility at Harbor Bay.
Peet's Coffee & Tea	Alameda	Coffee Roasters	Relocated its roasting facilities from Emeryville to a brand-new, 135,000 SF facility in Harbor Bay.
Annie's Homegrown	Berkeley	Organic food products	Relocated from Napa into the space vacated by Cliff Bar in 2011. Approx. 34,000 SF
Hodo Soy	Oakland	Specialty Tofu manufacturer	12,000 SF facility.
GU Energy Labs	Berkeley	Sports nutrition products	Moved from another location in Berkeley in 2011. Approx. 26,000 SF.

Note: The companies presented here have not been contacted by KMA. They are listed merely as illustrative examples of companies in this industry that are located in the East Bay. It is not known if these companies have plans for expansion or relocation.

Opportunities

The specialty food industry continues to enjoy robust growth, outpacing most sectors within the U.S. economy. From 2009 through 2011, sales of specialty foods rocketed by 19.1 percent. Sales at retail grew 9.2 percent between 2010 and 2011. In the East Bay, the "Bakeries and Tortilla Manufacturing" sub-sector, which includes specialty food production, is one of the sectors with the highest rates of new business formation and survival rate.¹ Alameda, Berkeley,

¹ The formation rate measures the number of new companies as a proportion of total business. The survival rate measures the ability of businesses to survive past their 5-year anniversary.

Hayward, Oakland, and San Leandro in particular are popular locations for this type of businesses. These cities have a good supply of industrial space at affordable rates and provide an excellent location to serve the Greater Bay Area.

An issue facing local food companies in the future may be the need to upgrade and/or expand existing facilities. This presents an opportunity for the City to attract young, independent, mid-sized, growing companies that are strongly tied to the local market. In fact, the City has been relatively successful at attracting companies that are ready to expand into and invest in newer, larger facilities. Businesses in this cluster that moved to Alameda in the last five years were companies that were located in older facilities in Emeryville, Berkeley or Oakland that no longer meet their needs.

Harbor Bay has been particularly successful in attracting these types of companies because they have been able to offer sites that are ready to be developed and the opportunity to partner with an experienced development partner (SRM)². Since 2005, food-production companies have developed new production facilities in over 21 acres of land at Harbor Bay. However, there are only approximately 10 acres left for new development at Harbor Bay. This represents an opportunity for Alameda Point to be positioned as an alternative site for similar companies.

There may also be an opportunity for Alameda Point's existing buildings to attract companies that are growing, but not ready to invest in brand new facilities. These companies are typically looking for affordable space and are willing to locate in relatively dated buildings. There are, however, some challenges that need to be addressed to be able to attract these companies.

Challenges

Food production companies have very specific space needs, such as proper drainage (floor drains) and wastewater disposal systems, and loading features (loading docks). For companies that are ready to build new facilities this is not an issue. However, for companies that are looking to use existing industrial space this is an issue. The existing buildings at Alameda Point do not offer all these features, and it may be difficult for companies that are just starting to raise the capital to make the improvements necessary to make the existing buildings at Alameda Point suitable for their needs, in addition to capital improvements to make the buildings usable at all.

Currently more than 30 small and mid-size food production companies line the Oakland waterfront, which is promoted as the "Oakland Waterfront Trail". Most of these businesses occupy industrial buildings vacated by industries that relocated elsewhere. Oakland has been relatively successful at attracting food producers to existing buildings for a couple of reasons: 1) Unlike existing buildings at Alameda Point, some of the buildings in the Oakland waterfront

² Food production businesses typically are not be able to oversee the development of new facilities on their own, therefore a turnkey developer is a necessity.

were ready for food production facilities. Some of the specialty food producers currently based in Oakland occupy space vacated by big food producers. 2) The City provided redevelopment funds and funds from the Oakland Business Development Corporation to some of these companies for the retrofit of old industrial buildings. There are, however, examples of companies that have moved into old industrial buildings and funded their own improvements. For example Voila Juice bought a metal shaving facility in the Oakland waterfront and converted it into a juice production facility. Hodo Soy in Oakland also financed its own improvements.

Another challenge for Alameda Point is the current vacant inventory of industrial space in the East Bay. Specialty food companies could choose to locate in other parts of the East Bay as they make their next round of investment decisions.

Space Requirements

Food production facilities require reliable power sources to support mechanical systems and equipment, proper drainage (floor drains) and wastewater disposal systems, and loading features (loading docks).

Food production companies typically need small spaces, usually less than 5,000 square feet. According to professionals in this field, there is a big need for even smaller spaces; 1,000-3,000 square feet. People interviewed indicated that there is need for a food incubator space that can accommodate small food start-ups.³

Also, sometimes these companies have higher gas and electrical usage, therefore promoting incentive programs by the Alameda Municipal Power such as the Economic Development Incentive Discount may help to make Alameda Point more competitive with other locations.

Additionally, location near compatible uses is important for these companies, for example when Faction Brewery was scouting a location the owners found a building in the City of Richmond that was ideal for the Brewery's operations. However, an adjacent use (oil blending facility) was the primary deterrent for not choosing that particular location. They instead chose Alameda Point.

Build-to-Suit Opportunity

While many of the businesses in this industry are likely to occupy small, existing spaces, there are opportunities to attract build-to-suit development. Some of the larger companies that are ready to expand production to serve larger markets and that are ready to invest in new state of the art facilities typically build much larger spaces. Semifreddi's Bakery, Donsuemor Madeleines, and Cheese Works, for example, built new facilities at Harbor Bay ranging between

³ The market has taken note. Ellis Partners plans to refocus Jack London Square Market, which was originally planned as a food hall. Ellis Partners is now trying to market the spaces to food manufacturers.

30,000 and 35,000 square feet. Some companies, such as Peet's, can build facilities as large as 140,000 square feet. Other companies similar to these could be attracted to Alameda Point if development sites are identified and readied for development with adequate infrastructure.

Specialized Manufacturing: Specialty Beverages (Wine, Beer, and Spirits Production)

This category is a subset of the specialty food manufacturing described above. Specialty beverages include a wide range of products, such as wine, natural juices, tea, coffee, beer, and sprits. The following discussion focuses on the urban winery concept because the East Bay, and Alameda, already have a strong cluster. Additionally, Alameda Point could also be an attractive location for other specialty beverage production, particularly spirits and beer, given the location of St. George Spirits and Hangar 1 at the Point.

Illustrative Examples of East Bay Companies

Company	City	Notes
Rock Wall Wines	Alameda	40,000 SF facility at Alameda Point where Rock Wall wines are made is a production facility shared with a lineup of boutique wineries (including Blacksmith, Carica, R & B Cellars, JRE Wines, and Ehrenberg Cellars).
Rosenblum Cellars	Alameda	62,000 SF facility
St. George Spirits	Alameda	65,000 SF facility at Alameda Point
Urban Legend Cellars	Oakland	2,500 SF
Dashe Cellars	Oakland	Started in a 4,000 square foot facility in Alameda. Now shares a 16,000 square foot state-of-the-art winemaking facility with JC Cellars
JC Cellars	Oakland	16,000 square foot state-of-the-art winemaking facility with Dashe Cellars
Trumer Brauerei	Berkeley	Moved from Emeryville to Berkeley in 1997. Owns more than 43,000 SF of light-industrial space in west Berkeley.
Pyramid/Berkeley Alehouse	Berkeley	
Linden Street Brewery	Oakland	Production facilities are approximately 1,700 SF and the company has filed to expand to 3,500 and to include a sales and tasting room
Oakland Brewing Company	Oakland	Facilities are approximately 35,000 square feet.

Note: The companies presented here have not been contacted by KMA. They are listed merely as illustrative examples of companies in this industry that are located in the East Bay. It is not known if these companies have plans for expansion or relocation.

Opportunities

Urban wineries have been sprouting all over the country spurred by changing consumer preferences toward urban artisanal products. Today, the East Bay is home to the greatest density of urban wineries in the US at more than 20 wineries.

The East Bay is also home to more than eight microbreweries, including larger producers, such as Pyramid and Trumer Brauerei in Berkeley.

There are a few trends that bode well for Alameda Point as an attractive location for more wineries, wineries and distilleries:

- Most of the East Bay wineries are located in Berkeley, Oakland, and Alameda, which creates a cluster that attracts an agglomeration of interconnected producers that sell materials, products, components and services to this industry.
- Many of the companies that opened in the East Bay in the last five to seven years may be looking to expand in the next two to four years.
- Alameda Point is home to Rock Wall Winery, and Rosenblum Cellars is located across the street. Smaller companies looking to expand may want to locate close to these industry leaders to take advantage of the customer traffic generated by these companies.
- Alternative models of urban wineries are emerging, which are not yet present in the East Bay. For example, the make-your-own-barrel concept, which allows people to make their own wine or even launch their own wine labels, is not very prevalent in the East Bay (although Rock Wall Wines offers a variant of this model).
- New production breweries, which focus on production and distribution as opposed to direct customer sales, have recently been appearing in the East Bay. In 2007, Linden Street Brewery became the first production brewery to open in Oakland in 40 or 50 years. A second production brewery, Oakland Brewing Company, opened in 2011.
- The micro-distillery (or craft-distillery) industry is still in its very early stages. This presents tremendous opportunity for growth. According to an industry analysis presented at the American Distilling Institute (ADI) Conference, there were roughly 50 micro-distilleries operating in 2005; today there are about 250 spread among 45 states. Many expect this industry to imitate the rise of craft beers that America experienced in the '90s. Alameda Point is also home to one of the most famous artisan distilleries, St. George Spirits. It is possible that other startups may want to relocate nearby.

Challenges

For wineries, perhaps the biggest challenge for Alameda Point is the size of the buildings available. Except for some of the largest urban wineries, such as Rosenblum and Rock Wall Wines, most urban wineries occupy small spaces (i.e. under 10,000 square feet). There are, however, models, such as Wine Ghetto in Lompoc and Sugarmill in Clarksburg, in which multiple wineries operate under a single large, subdivided space.

The condition of the buildings is also a challenge. Companies in this industry generally do not have a lot of capital to spend on capital improvements in a building. Turn-key space is generally more attractive for smaller wineries.

Space Requirements

The space needs for wineries, distilleries, and breweries is similar to food production facilities. Their facilities require reliable power sources to support mechanical systems and equipment, proper drainage (floor drains) and wastewater disposal systems, and loading features (loading docks). Ideal buildings are typically 1-story, with some yard space, and space for small office, tasting-room, and small lab space.

Existing buildings at Alameda Point could be suitable for these businesses but they may need to be divided up into smaller spaces. For wineries, most demand will be for spaces smaller than 5,000 square feet, although some companies may need as much as 10,000 square feet as they grow. Breweries, particularly production breweries, may occupy larger spaces, 30,000 to 40,000 square feet.

Build-to-Suit Opportunity

It is unlikely that these businesses will have demand for new, build-to-suit space, at least in the short- to mid-term. Even established businesses in this industry in the Bay Area, such as Trumer Brauerei, Anchor Steam Brewery, and Rosenblum Cellars have not moved to build new facilities. Perhaps, in the long-run, as the industry matures and companies grow there may be demand for build-to-suit facilities.

Specialized Manufacturing: Artisan goods/small urban manufacturing

This category includes manufacturing of fabricated metal products, textiles, apparel and accessories, and other custom products including artisanal furniture, woodwork, and sign-making.

Illustrative Examples of East Bay Companies

Company	City	Industry Detail	Notes
Christopher Loomis Studios	Alameda	High-end, designer furniture	Subtenant in Bldg. 14 at Alameda Point
Wolfgang Brink Small Boats	Alameda	Custom kayak construction	Subtenant in Bldg. 14 at Alameda Point.
Frank Bletsch Design	Alameda	Special purpose machines, furniture, electric motorcycles, etc.	
Woodmasters	Alameda	Custom cabinetry, mill work, furniture and refacing	Leases approximately 4,500 SF in Bldg. 43 at Alameda Point.
Juniper Ridge	Oakland	Maker of wild-crafted and natural aromatherapy products	

Note: The companies presented here have not been contacted by KMA. They are listed merely as illustrative examples of companies in this industry that are located in the East Bay. It is not known if these companies have plans for expansion or relocation.

Opportunities

Demand for locally made products appears to be increasing. Appendix I includes references to more than 11 news articles that describe how consumers increasingly value a sense of place in their products. Consumers increasingly value where the products they purchase are made, what unexpected ingredients are used, how small and special each and every batch is.

Today, small manufacturers account for a large and growing share of all manufacturing. In 2007, nationally, 91 percent of America's manufacturing businesses employed fewer than 100 people, and 70 percent employed fewer than 20 people.

Locations along the I-880 Corridor are attractive for small manufacturing businesses because they provide proximity to nearby population and business centers, provide good freeway accessibility to the rest of the region, and have historically offered a supply of affordable industrial space. Alameda Point has a relatively large number of businesses in this cluster. There are more than 20 artisan, designers, and artists at Alameda Point manufacturing products from kayaks to electric motorcycles. Alameda Point offers suitable space (except for size – see below) options at competitive, affordable rents/prices for manufacturing uses. Alameda Point also provides companies with access to workers of various levels and skills. Agglomeration provides benefits to companies, particularly for young and growing companies.

This cluster represents a particularly good opportunity to occupy existing buildings at Alameda Point. It may be possible to attract companies to existing building stock with minimum improvements, since businesses in this cluster typically need few tenant improvements to be able to operate.

Challenges

The size of existing industrial spaces at Alameda Point is the biggest challenge to accommodate this type of users. Most businesses in this category occupy spaces smaller than 5,000 square feet. However, there are numerous examples of successful partitioning of large spaces to accommodate small users (see below). Another challenge is that businesses in this industry generally do not have a lot of capital to spend on capital improvements in a building. There are, however, some relatively successful examples of large industrial buildings being repositioned to accommodate these types of users. See examples below.

A third challenge for Alameda Point to attract this type of companies is that it must compete with large amounts of relatively affordable industrial space available in the inner East Bay, particularly, Oakland, San Leandro, and Hayward.

Space Requirements

Industrial/Manufacturing Space. Older industrial buildings, divided up for smaller uses (under 5,000 square feet). May require clear heights and yard space, as well as loading docks/doors.

Examples of space:

- Buildings 14 and 29 at Alameda Point currently host numerous artisans/urban manufacturers, including woodworkers, kayak manufacturers, welders, and a piano repair shop.
- Old Flint Inc Factory in West Berkeley. Orton Development has renovated a 105-year-old former ink factory in Berkeley with approximately 133,000 square feet of space. The first phase (78,000 sq. ft.) attracted a mix of tenants, including a maker of electric scooters and vehicles, a solar panel testing facility, a maker of electric cables and connectors, a winery, a roofing company, and a clothing manufacturer.
- 25th Street Collective converted a 6,000 sq. ft. warehouse space in Oakland's Uptown Arts District. Provides tools and workspace designers need to support their own businesses. Tenants include wine makers and apparel designers.
- Greenpoint Manufacturing and Design Center in Brooklyn has also been relatively successful at adapting large industrial complexes for this type of uses.

Build-to-Suit Opportunity

It is unlikely that businesses in this industry will have demand for new, build-to-suit space. These businesses typically need basic industrial buildings and affordability is one of the key characteristics they value in a building.

Marine Related Industries

Marine-related service providers fall in a wide range of industries from manufacturing and construction, to retail and wholesale, to professional, scientific, and technical services.

Illustrative Examples of East Bay Companies

Company	City	Industry Detail
Bay Ship & Yacht Co	Alameda	Ship building and Repair
NRC Environmental Services	Alameda	Environmental and ecological services
Power Engineering	Alameda	Marine contractors and designers
Delta Sandblasting	Alameda	Sandblasting (ships)
DOER Marine	Alameda	Subsea Robotics and submersible systems

Note: The companies presented here have not been contacted by KMA. They are listed merely as illustrative examples of companies in this industry that are located in the East Bay. It is not known if these companies have plans for expansion or relocation.

Opportunities

It is difficult to measure the size and growth of the marine-related services in the East Bay because they are dispersed across a wide range of industries. However, there is evidence that the industry is important for Alameda and Alameda Point, in particular, and that there are opportunities for growth. For example:

- In Tasks 1 and 2 of the Economic Development Strategy, KMA identified 11 businesses in this cluster that are located in Alameda Point. These businesses lease the most building space at Alameda Point and generate the most rent revenue. Some of these businesses, such as Bay Ship & Yacht, NRC Environmental, and Power Engineering are also among the City's largest employers.
- KMA interviewed representatives of DOER Marine and Power Engineering and learned that both companies have experienced significant growth, expect to continue growing, and are happy with their Alameda location. DOER Marine is located along the Northern Waterfront in the City which is expected to be rezoned to allow mixed use which could make it unaffordable for them to expand at their current location. Alameda Point presents an opportunity to retain these businesses in the City.
- New maritime-related industries are emerging that represent an opportunity for Alameda Point. For example, the super yacht industry grew at 500% a year over the decade before the Great Recession. The industry has slowed since, but it is still relatively strong. The Bay Area has not yet captured a significant share of this market. According to representatives from DOER Marine this is an area where Alameda Point could build a strong cluster.

- The America's Cup represents an opportunity for short-term leasing of facilities at Alameda Point, as well as public exposure.
- The large number of marine slips in Alameda presents a potential market. Sail manufacturing, repair, boat equipment and repairs are all industries that have been stable in Alameda due to customer proximity.
- Bay Ship & Yatch, one of the City's largest employers, has potential to repair ferries and coast guard cutters. There are few places along the west coast where this can be done, so the firm has a unique niche.

Despite the potential for growth of the industry, it is difficult for marine-related companies to find suitable space (i.e., affordable industrial space with deep water access) in the Bay Area. San Francisco is not perceived to be friendly toward the industry, Marin County does not have land-side access, and the Peninsula does not offer deep water access. In the opinion of Power Engineering, Alameda Point offers a "match made in heaven" for marine-related companies. Also, according to DOER Marine and Power Engineering, it is possible that some of the larger companies in this cluster would have the funds to make improvements to existing buildings and even build new facilities.

Challenges

The opening of a wider Panama Canal in 2014, raises some questions about potential shipping activity decline in maritime ports in the U.S. West Coast.

Access to piers and wharves is key for many companies in this cluster. Pier access is limited at Alameda Point, since most of the space is used by MARAD and the U.S.S. Hornet.

Space Requirements

Given the heterogeneity of companies in this cluster, it is difficult to specify what the space requirements are for these businesses. In Task 2, KMA identify all the marine-related businesses at Alameda Point. These businesses use a variety of buildings ranging from large industrial spaces in buildings 167 and 166, to small offices in Building 7.

Build-to-Suit Opportunity

While the existing businesses in this sector have tended to occupy existing industrial space, the business owners interviewed indicated that businesses in this industry would be willing and able to finance construction of new facilities in areas that provide easy access to piers and wharves, especially if the terms are favorable (i.e., affordable, long term leases).

III. Industries and users with moderate potential for locating and/or expanding at Alameda Point.

Specialized Manufacturing: High tech

Companies in this sector produce predominantly high value added, advanced, technical products that lead the world in sophistication, including manufacturing of medical devices and equipment, measuring/control instruments, industrial machinery, electronic components, and other scientific-related products.

Illustrative Examples of East Bay Companies

Company	City	Industry Detail	Notes
Abbot Diabetes	Alameda	Medical device maker	Largest private employer in the City
Penumbra	Alameda	Catheter maker	Harbor Bay tenant
RGB Spectrum	Alameda	Products for audio-visual, industrial, medical, and military applications	21,000SF of office space
Mettler Toledo	Oakland	Precision medical instruments	
IMT Precision	Hayward	Sheet metal fabrication for space exploration, medical equipment, semi-conductor industries	56,500 SF flex space.

Note: The companies presented here have not been contacted by KMA. They are listed merely as illustrative examples of companies in this industry that are located in the East Bay. It is not known if these companies have plans for expansion or relocation.

Opportunities

Specialized high tech manufacturing is one of the few sectors of manufacturing that has shown signs of expanding employment in the East Bay. It currently accounts for nearly one-half of manufacturing employment in the East Bay. Nine of the top fifteen largest companies relocating to the East Bay between 1995 and 2009 are this sector.

Some of Alameda's largest employers, including Abbot Diabetes, Penumbra, and RGB Spectrum are in this sub-sector. Brokers for Marina Village indicate that surgical and medical instrument manufacturing is one of the promising sectors for Alameda Point.

As discussed below, most of the employment in this sector in the East Bay concentrates in the southern I-880 and I-680 Corridors. However, Alameda Point presents a great opportunity for businesses in this sector looking to build a new facility and wanting to locate in the northern I-880 Corridor, since existing inventory of real estate in the Oakland to Hayward portion of I-880 is obsolete to accommodate this type of users, and new development opportunity sites along the waterfront are limited. Also, proximity to UC Berkeley and the LBNL may be an asset for these companies.

Challenges

High tech manufacturing operations prefer locations that have businesses and facilities that can support and respond to their needs. Due to proximity to Silicon Valley, availability of quality space, and skilled labor force, Fremont and Newark are the most popular destination for firms in this sector relocating to Alameda County from elsewhere.

The existing buildings at Alameda Point are most likely not suitable for companies in this cluster, especially since there is a lot of inventory in other parts of the Bay Area, such as Fremont/Newark. Real estate brokers commented that as long as flex vacancies remain above 10 percent in parts of the South Bay, potential tenants will be reluctant to invest in the construction of new space or the retrofit of obsolete space.

A potential challenge for Alameda is that most industrial/warehousing businesses have a short lead time for leasing a space. The space needs to be ready to be occupied. Businesses cannot afford to spend time on protracted lease negotiations or approvals, or retrofitting buildings, especially given that there are so many alternatives in the market.

Space Requirements

Demand for existing buildings at Alameda Point for high tech, specialized manufacturing is likely to be minimal, partly because the buildings are not suitable for this type of uses, but mostly because Silicon Valley, the I-880 Corridor South and the I-680 Corridor have been overbuilt. There currently is an excess inventory of flex space in those parts of the Bay Area.

Build-to-Suit Opportunity

In the long run, as existing R&D is absorbed in Silicon Valley, the I-880 Corridor South and the I-680 Corridor, there may be some demand for new, build-to-suit development opportunities at Alameda Point. See Appendix B for a description of the ideal attributes of development sites for high tech manufacturing.

Clean Tech: Renewable Resources (biofuels, wind, hydro, excluding solar)

This sector includes businesses that develop and commercialize technology products, goods, services, and processes that use renewable energy sources, such as biofuels, wind, and hydro. The solar-energy sector is the largest sub-sector of this industry and is therefore presented separately.

Illustrative Examples of East Bay Companies

Company	City	Industry Detail	Notes
Makani Power Inc.	Alameda	Developing wind-energy extraction technology.	Tenant in Building 19 at Alameda Point (approximately 17,000 SF occupied along with Natel Energy)
Natel Energy	Alameda	Developing clean hydro-electric energy technology	Subtenant in Building 19 at Alameda Point (approximately 17,000 Makani Power)
PhasorCorp/Biofuel Resources	Alameda	Developing biodiesel technology	Subtenant in Bldg. 163
Point Source Power	Alameda	Developing biofuel extraction technology.	Leases small space (approx. 1,800 SF) in building 7.

Note: The companies presented here have not been contacted by KMA. They are listed merely as illustrative examples of companies in this industry that are located in the East Bay. It is not known if these companies have plans for expansion or relocation.

Opportunities

According to data from the Brookings Institute, as of 2010, the San Francisco-Oakland-Fremont metro area had the most clean tech jobs of any region in the nation. The fastest growth in the clean tech industry (between 2003 and 2010) occurred in the wind energy, fuel cells, smart grid, solar thermal, and battery sub-sectors.

Alameda Point has already attracted companies in these sub-sectors (see list above). Currently, these companies do not have a significant real estate footprint at Alameda Point. They lease less than 35,000 square feet of space. However, their presence is important because regional trends point toward potential sustained growth of this industry. For example, growth of this industry has been made possible partially by the flow of venture capital. According to the East Bay Economic Development Alliance, even as the allure of solar technology diminishes, East Bay companies in these sub-sectors have continued to receive significant amounts of venture capital. The level of venture capital is an important indicator because it encourages growth in specific sectors.

Also, the East Bay prominence in renewable energy technology development is likely to be bolstered by the recent opening of three research institutes:

- Energy Biosciences Institute in Berkeley (at UC Berkeley)
- Joint BioEnergy Institute in Emeryville
- Joint Center for Artificial Photosynthesis in Berkeley (at the LBNL site)

Challenges

Despite the industry being concentrated in the San Francisco-Oakland-Fremont metro area, the clean tech industry represents a relatively small share of the local economy (less than 0.7 percent of total metro area employment). Real estate brokers have expressed skepticism about the ability of the clean tech sector to create substantial demand for real estate.

Also Federal funding for clean technologies peaked in 2009. A new study by the Brookings institute finds that money will dry up over the next two years. As a result, the report predicts that more clean-tech companies are likely to go bankrupt or be consolidated.

Space Requirements

Companies in these sub-sectors are more likely to be start-ups looking for light industrial space that allows them to test product development, some production/assembly/construction, and some office space for operations. This is illustrated by the use of Building 19 by Makani Power and Natel Energy. There may also be need for smaller lab space similar to what is currently available in Building 7.

Build-to-Suit Opportunity

For businesses in this industry, existing buildings are likely to provide more affordable options than new construction, particularly in the short- to mid-term. It is difficult to predict whether there will be demand for new, build-to-suit space as this industry matures.

IV. Industries and users with limited potential for locating and/or expanding at Alameda Point.

In addition to the industries described in Section II and III, KMA investigated the potential to attract businesses in industries that are currently experiencing significant growth (gaming, social-media, and other high tech startups) and industries that have a significant footprint in the I-880 Corridor (biotech, traditional large scale manufacturing, wholesale, logistics and distribution). These industries do not appear to be good candidates for relocation or expansion at Alameda Point. Specific reasons for each industry are described below.

Their inclusion in this list does not presume that no businesses in these industries will want to locate at Alameda Point. In fact, there may be opportunities to attract companies in these sectors, but they will be limited.

Traditional Large Scale General Manufacturing

Employment trends indicate a continuous decline of the manufacturing industry in the East Bay. As discussed previously, there are sub-sectors of the manufacturing industry which are still growing, but traditional, large scale, general manufacturing has been shifting overseas. The trend is not expected to reverse in the future.

Also, availability of existing industrial space closer to I-880, as well as the availability of Greenfield development opportunity sites makes it difficult for Alameda to attract heavy industrial activities.

The current lack of traditional large-scale, general manufacturers in the City illustrates the difficulty of attracting this sub-sector to the City. KMA did not identify any companies in this sub-sector, neither in Task 1, where KMA identified the City's largest employers, nor Task 2, where KMA identified businesses located in Alameda Point.

Clean Tech: Solar

There are few solar-related companies currently located in the City. Companies currently located in the City tend to be more 'construction-type companies' focusing on installation of small scale residential and commercial photovoltaic systems. Nevertheless, four of the nation's largest solar companies are based in the East Bay: Bright Source, First Solar, and Millennium are based in downtown Oakland, and Sun Power has a branch in the Ford Building in Richmond. The presence of these companies in the East Bay may represent opportunities for Alameda Point. Some of these companies, for example, could outgrow their existing space and look for a new campus opportunity, or other companies may be attracted to the area to be close to these industry leaders. Nevertheless, there are industry wide trends, which limit the potential for such opportunities.

Three of the largest solar companies in the US filed for bankruptcy in 2011, including Solyndra (California), Evergreen Solar (Massachusetts), and Spectra Watt (New York). Another company, BP Solar, halted manufacturing at its complex in Maryland. Richmond's Sun Power, whose fight for survival forced it to find a new owner in oil firm Total, announced in April 2012 that it will stop producing cells at one of its factories in the Philippines to save money. The struggles of the industry are reflected in the Bloomberg Large Solar Energy Index of the 17 top solar companies, which lost more than two-thirds of its value in 2011.

The problems for the industry appear to affect companies developing or deploying photovoltaic cell technologies. However, even companies such as Bright Source Energy, which uses an alternative solar-thermal technology, have been impacted. Bright Source Energy has halted their initial public offering twice in the last year.

Adding to the struggles of the industry, federal funding for clean technologies peaked in 2009, and a new study by the Brookings institute finds that money will dry up over the next two years. As a result, the report predicts more clean tech companies are likely to go bankrupt or be consolidated.

Biotech

Emeryville and Berkeley are prime locations for many biotech companies due to their proximity to the UC Berkeley and business-friendly atmosphere. As a result, these cities typically have very low vacancy rates and rents that tend to be higher than elsewhere in the East Bay. Alameda has also been relatively successful in attracting companies. Advanced Cell Technology, Avigen, Bio Time, and Celera, for example, are located in Harbor Bay. InSite Vision and Calipher Life Sciences are located in Marina Village. Smaller companies such as InTouch Biosolutions, and Biochem lease small spaces at Alameda Point.

Despite the potential for further growth created by this cluster of companies, there are wider-industry-wide trends that limit the potential for future growth, particularly the limited availability of funds for further research. Venture funds focused on life sciences have struggled to raise money, and several diversified funds have cut their allocations to this sector.

According to real estate brokers, it will also be difficult for Alameda Point to compete for new development opportunities with alternative locations, such as Mission Bay, South San Francisco, and Emeryville. Also, except for Building 7 which may be suitable for other small companies looking for affordable space, the existing space at Alameda Point is not suitable for biotech companies.

High Tech: Gaming and Social Media

The historic buildings at Alameda Point are attractive to companies in this industry, which tend to favor 'creative', non-traditional space. In fact, some companies in these industries have expressed interest in leasing space at Alameda Point. However, currently, companies in this industry value amenity-rich (public transit, restaurants and entertainment) environments such as SOMA and the Peninsula. For these companies attracting top talent is their biggest challenge, and offering a central location served by public transit and lots of amenities is key to attracting top talent. Also, real estate is a small percentage of these companies' budgets, therefore they do not mind paying premium to be in a space that will help them attract the talent they need to succeed.

Real estate brokers believe that if these companies make the leap to the East Bay it will be primarily to places such as downtown Oakland, or Emeryville, and perhaps the I-680 Corridor. N

High Tech: Start-up Incubator/Co-Working Spaces

This industry is similar to the gaming and social media industry in that companies value amenity-rich (public transit, restaurants and entertainment) environments such as SOMA and the Peninsula for the same reason described above: it helps to attract talent. Incubators and co-working spaces in the East Bay favor proximity to UC Berkeley and research laboratories (Lawrence Berkeley National Lab, Lawrence Livermore National Lab, and Sandia National Laboratory).

Wholesale, Transportation, and Distribution

While the I-880 Corridor is a preferred location for businesses in these industries, it will be difficult for Alameda Point to attract these businesses because of limited accessibility.

Real estate brokers indicated that with the availability of existing vacant warehouse space in the East Bay, it will be difficult for these companies to justify locating on an island with limited access.

APPENDIX A – City of Alameda Business Dynamics

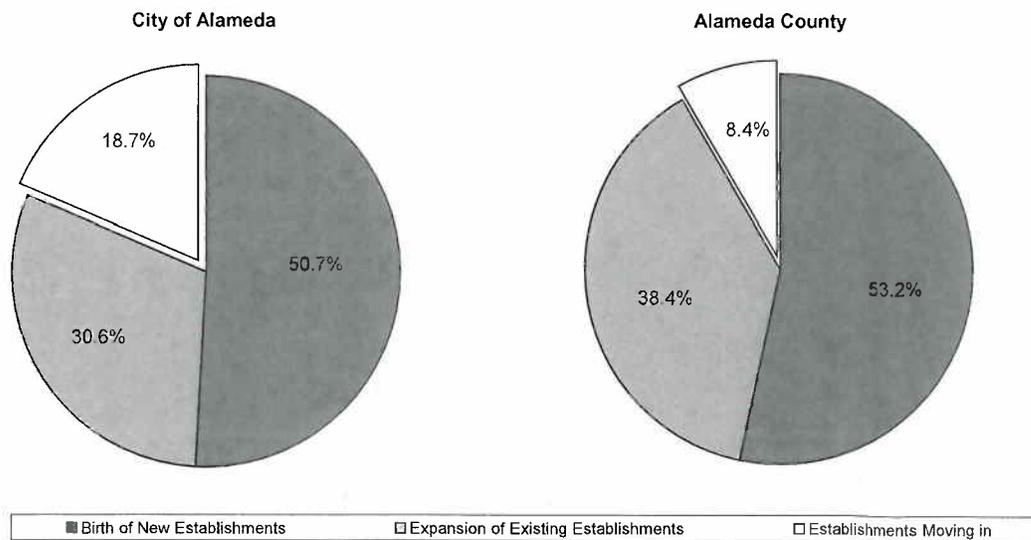
KMA analyzed data provided by the Bay Area Council Economic Institute (BACEI), which provides more detailed information on the City's business dynamics and the factors driving employment growth. Our findings are presented below.

For purposes of this analysis, it is assumed that job growth, and hence demand for commercial real estate, is driven by three main factors:

1. Births of new establishments (i.e., births);
2. Expansion of existing establishments (i.e., expansions); and
3. Establishments moving in from elsewhere (i.e., move-ins).

As illustrated below, approximately 50 percent of new jobs generated in the City are created by births of new establishments. Expansion of existing companies located in the City account for an additional 30 percent of new jobs. Meanwhile, move-ins account for approximately 18.7 percent of new jobs in the City. By comparison move ins account for only 8.4 percent of new jobs in Alameda County.

Figure A.1 - Job Creation: 1995-2008

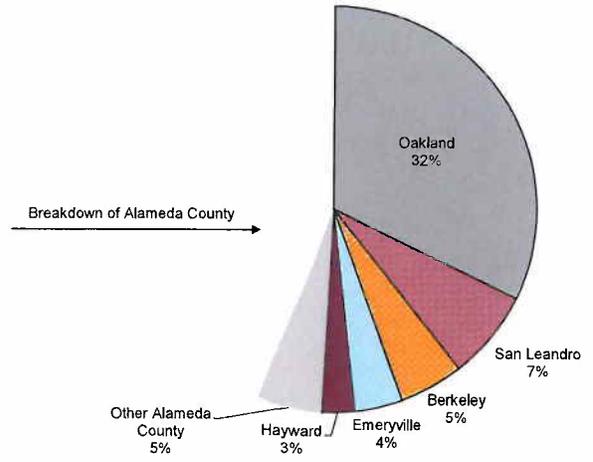
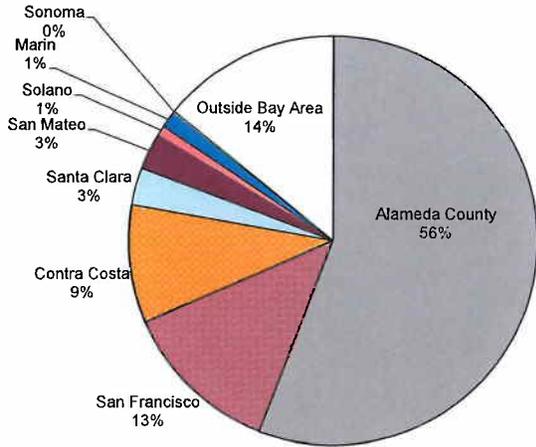


Source: Bay Area Council Economic Institute

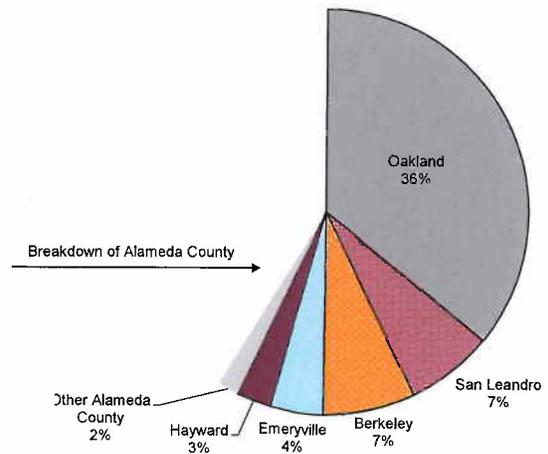
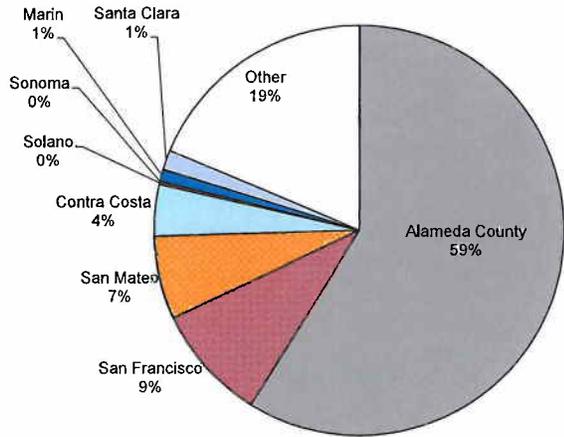
Given that move-ins account for 19 percent of the City's job creation in the City, KMA sought to a better understanding of where these companies/jobs are relocated from. As shown in Table A.1, approximately 59% of companies that relocated to the City relocated from other locations in Alameda County. The majority of these jobs come neighboring communities, such as Berkeley, Emeryville. Businesses relocating from these communities account for approximately 57 percent of all companies relocating to the City.

Figure A.2
Source of Employment Relocation to the City of Alameda, By County and City
Approach to Commercial and Institutional Groups
Alameda Point Economic Development Strategy

Number of jobs relocating to Alameda County from other locations (by County)



Number of companies relocating to Alameda County from other locations (by County)



Source: Bay Area Council Economic Institute

Appendix B**Businesses Located in Alameda Point****Approach to Commercial and Institutional Groups****Alameda Point Economic Development Strategy**

Industry/Company	Building	Address	Industry SIC Description	Job Range	Headquarters/ Branch
Arts, Entertainment, and Recreation					
1 Alameda Naval Air Museum	77	2151 Ferry Pt # 77	Museums	1 to 4	Single Location
2 Alameda Soccer Club	Lot 22	250 W. Hornet Ave.	Soccer Club	N/A	N/A
3 Antiques By The Bay	NWT 22	2700 Saratoga St	Antiques-Dealers	1 to 4	Single Location
4 Auctions By The Bay Inc	18, 20, 25, 525	1951 Monarch St	Auctions/Sales	20 to 49	Single Location
5 Aircraft Carrier Hornet Fndtn	Pier 3 and Parking Area	707 W Hornet Ave # 3	Museums	1 to 4	Single Location
6 Bladium/Hangar 40 Sports Bar & Café	40	800 W. Tower Ave.	Health Clubs Studios & Gymnasiums	20 to 49	Single Location
7 Piedmont Youth Soccer Club	Fields 424, 425 (License)	2655 Lexington St.	Sports Organization	N/A	N/A
Business Related Storage ¹					
1 American Red Cross	8	451 Stardust Pl	Social Service & Welfare Organizations	5 to 9	Branch
2 Architectural Glass & Aluminum	118 (Fenced Lot)	104 W. Tower Av. (Fenced Lot)	Glass and Glazing Work	N/A	N/A
3 Chabot Space & Science Center	8	2350 Saratoga St.	Museums	N/A	N/A
4 Friends of the Alameda Theater	91	651 W. Tower Ave.	Member Associates	N/A	N/A
5 General Services Administration	169	1680 Viking St.	Government Offices-Federal	1 to 4	Branch
6 Glenn Products	Subtenant (unknown)	2701 Monarch St	Storage of Personal Equipment	5 to 9	Single Location
7 JK Communications & Construction	118 (Fenced Lot)	106 W. Tower Av.	Fiberglass, cable installation	1 to 4	Branch
8 Matson Navigation	(Subtenant Bldg. 23)	2401 Monarch #23	Ship Parts & Equipment Storage	1 to 4	Branch
9 Scooterimporter.com	Subtenant (unknown)	51 W Hornet Ave	Toys-Retail	5 to 9	Branch
10 The Pacific Pinball Museum	13	2100 Ferry Point, Suite 100-300	Museums	N/A	N/A
Civic & Non Profit					
1 Alameda Development Corp	7	851 W Midway Ave # 102	Housing Assistance	1 to 4	Single Location
2 Alameda Fire Training Div	6, 522	950 W Ranger Ave	Fire Departments	1 to 4	Branch
3 Alameda Head Start Matheson	Subtenant (Collab.)	670 W Midway Av	Child Care Service	5 to 9	Single Location
4 Alameda National Wildlife Refuge	Air Field	Air Field	Wildlife Refuge	N/A	N/A
5 Alameda Municipal Power	162, 557		Utility Company	N/A	N/A
6 Alameda Point Collaborative	607	677 W Ranger Ave	Social Service & Welfare Organizations	20 to 49	Single Location
7 Bessie Coleman Court	Subtenant (Collab.)	2500 Barbers Point Rd	Housing Assistance	1 to 4	Single Location
8 Changing Gears Bike Shop	Subtenant (Unknown)	650 W Ranger Ave	Bicycle Repair	1 to 4	Single Location
9 City of Alameda	1, 6, 60, 76, 134, 162, 397	950 W. Mall Sq.	Government	20 to 49	Branch
10 Community Bible Church	564		Religious		N/A
11 Native American Health Center	Subtenant 607	677 W Ranger Ave	Clinics	1 to 4	Single Location
12 Operation Dignity		2350 Rainbow Ct	Housing Assistance	5 to 9	Single Location
Construction					
1 Advanced Roofing Svc Inc	Subtenant	1450 Viking St	Roofing Contractors	10 to 19	Single Location
2 Alliance Solar Svc	Subtenant (Bldg. 163, 414)	1800 Orion St	Solar Energy Equipment Installation	1 to 4	Single Location
3 All Phase Electric	Subtenant (14)	1800 Ferry Pt. #14	Electric Contractors	1 to 4	Single Location
4 Hadal	Subtenant	1500 Ferry Pt	Contractors-Engineering General	5 to 9	Single Location
5 Jim Bustos Plumbing	612	1450 Viking St	Plumbing Contractors	5 to 9	Single Location
6 Megaletric	Subtenant (Bldg, 166)	1501 Viking St # 100	Electric Contractors	1 to 4	Single Location
7 Rain Defense Inc	Subtenant	2400 Monarch St	Roofing Contractors	10 to 19	Single Location

Appendix B**Businesses Located in Alameda Point****Approach to Commercial and Institutional Groups****Alameda Point Economic Development Strategy**

Industry/Company	Building	Address	Industry SIC Description	Job Range	Headquarters/ Branch
Film/Event Production					
1 Area 51 Productions	Subtenant (24, 25)	2301 Monarch St # 200	Motion Picture Producers & Studios	1 to 4	Single Location
2 Beyond Productions	NWT (License)	2900 Navy Way	Filming	N/A	N/A
3 Da Vinci Fusion Inc	Subtenant (unknown)	650 W Ranger Ave	Events-Special	1 to 4	Single Location
4 Edge Innovations	13	2100 Ferry Point, suite 400	Event Lighting and Design	N/A	Branch
5 Event Productions Inc	91	651 W Tower Ave	Conventions, trade shows and corp. events	20 to 49	Single Location
6 Gene Productions	Subtenant (Bldg. 163, 414)	1800 Orion St	Event Management	N/A	
7 Sacchi Enterprises	170 (South Land)	1770 Viking St.	Film Props	1 to 4	Single Location
8 Turn Key Show Productions	459	101 W. Tower Av.	Motion Picture and Tape Distribution	N/A	N/A
Manufacturing: Midsize					
1 American Bus Repair	24	2301 Monarch St	Truck-Repairing & Service	10 to 19	Single Location
2 Group Delphi	39, 117	950 W Tower Ave	Display Designers & Producers	50 to 99	Headquarter
3 Jetsmart / Alameda Aerospace	398		Aircraft maintenance and services	10 to 19	N/A
Manufacturing: Artisan Goods/Urban Manufacturing					
1 Alameda Import Automotive LLC	Subtenant (Bldg. 608)	50 W Hornet Ave	Automobile Repairing & Service	1 to 4	Single Location
2 Avanti Cabinets	Subtenant (Bldg. 98)		Cabinet Makers	1 to 4	Single Location
3 Brian Harte	Subtenant (Bldg. 14)	1800 Ferry Pt	Furniture-Designers & Custom Builders	1 to 4	Single Location
4 Callahan Piano Service	Subtenant (Bldg. 14)	1800 Ferry Point	Piano Reconditioning and Rebuilding		
5 Christopher Loomis Studios	Subtenant (Bldg. 14)	1800 Ferry Pt # 14	Furniture-Designers & Custom Builders	1 to 4	Single Location
6 Dreyfuss Capital Partners	29	1701 W. Monarch St.	Lighting Manufacturing, general office	N/A	N/A
7 Eco Exotic	Subtenant (Bldg. 91)	651 Tower Ave	Furniture & Design	1 to 4	Single Location
8 Frank Bletsch Design	Subtenant (Unknown)	50 W Hornet Ave	Metal Fabricators - Artistic	1 to 4	Single Location
9 Hirschfeld Fabrications	Subtenant (Unknown)	450 W Atlantic Ave	Metal Fabricators - Artistic	5 to 9	Single Location
10 Janofsky Design	Subtenant (Bldg. 14)	1800 Ferry Pt # 14	Woodworkers	1 to 4	Single Location
11 Leon Paulos (Loenidas Kyriakopoulos)	Subtenant (Bldg. 14)	1800 Ferry Pt # 14	Furniture-Designers & Custom Builders	1 to 4	Single Location
12 Navigator Desk Systems	14	1800 Ferry Pt # 14	Ergonomic furniture manufacturer	5 to 9	Single Location
13 One Inch Round	Subtenant (Bldg. 14)	1800 Ferry Pt # 14	Custom Buttons	5 to 9	Single Location
14 Stafford Sent Packing	611	2440 Pan Am Way	Real Estate Staging	1 to 4	Single Location
15 Studio Roeper	Subtenant (Bldg. 14)	1800 Ferry Pt	Furniture-Designers & Custom Builders	1 to 4	Single Location
16 The Last Inch	Subtenant (Bldg. 14)	1800 Ferry Pt # 14	Furniture-Designers & Custom Builders	1 to 4	Single Location
17 The Pilgrim Soul Forge	Subtenant (Unknown)	450 West Atlantic Avenue	Artist Blacksmith		Single Location
18 West Teak Inc	Subtenant (Bldg 166)	1501 Viking St # 108	Furniture-Outdoor	1 to 4	Single Location
19 Wolfgang Brinck Small Boats	Subtenant (Bldg. 29)	1701 Monarch St	Kayak manufacturers		
20 Woodmasters	43	2440 Monarch St # B	Woodworkers	1 to 4	Single Location

Appendix B**Businesses Located in Alameda Point****Approach to Commercial and Institutional Groups****Alameda Point Economic Development Strategy**

Industry/Company	Building	Address	Industry SIC Description	Job Range	Headquarters/ Branch
Marine Related Services					
1 BAE	Subtenant (167)	1500 Ferry Pt # 200	Ship Builders & Repairers (Mfrs)	10 to 19	Single Location
2 Bay Ship & Yacht Co Fleet Svc	292, 400A	1450 Ferry Pt	Ship Building and Repair	10 to 19	Branch
3 Building 43 & Associates	43	2440 Monarch St.	Ship Repair	N/A	N/A
4 Delta Sandblasting Co Inc	Subtenant (Bldg. 166)	1501 Viking St	Sandblasting	1 to 4	Single Location
5 Island Planet Sails	Subtenant (Bldg. 163, 414)	1800 Orion St.	Sailmaking		Branch
6 MARAD	168, Piers 1, 2, 3	1651 Viking St. & Piers 1, 2, 3	Government - Cargo Ships	100 to 249	Branch
7 Nelson's Marine	167	1500 Ferry Pt # 167	Boat Storage	20 to 49	Single Location
8 NRC Environmental Svc Inc	15, 64, 616	1500 Ferry Pt	Environmental & Ecological Services	50 to 99	Branch
9 Power Engineering Contrs Inc	166	1501 Viking St # 200	Marine Contractors & Designers	50 to 99	Single Location
10 Puglia Engineering Inc	67	401 W Seaplane Lagoon	Ship Repair	10 to 19	Single Location
11 Vigor Marine	7	851 Midway Ave. # 104A	Boat Repairing	1 to 4	Single Location
Other Services					
1 AT&T	22		Cellular Service Provider	N/A	Branch
2 B & B Environmental Safety Inc	7	851 W Midway Ave # 201c	Environmental & Ecological Services	1 to 4	Single Location
3 Cingular Wireless	Unknown		Cellular Service Provider	N/A	Branch
4 Conmar	98	451 W Seaplane Lagoon	Concrete Prods-Ex Block & Brick (Mfrs)	N/A	Branch
5 MDG Promo	Subtenant (166)	1501 Viking St # 103	Advertising-Promotional	1 to 4	Single Location
6 Nextel	624		Cellular Service Provider	N/A	Branch
Professional, Scientific, and Technical Services (High Tech)					
1 InTouch BioSolutions	7	851 W. Midway Ave. #113, 114	Biotechnical research	N/A	N/A
2 Kirsan Radio Vision	Subtenant (Bldg. 163, 414)		High-tech 3-D imaging	N/A	
3 Makani Power, Inc.	19, NWT (License)	2175 Monarch Street	Energy Extraction technologies	N/A	N/A
4 Natel Energy	Subtenant (19)	2175 Monarch Street	Energy Extraction technologies	N/A	Single Location
5 MTR, Inc. Membrane Tech. & Research	Subtenant (Bldg. 163, 414)		Gas separation systems for oil and gas	N/A	Branch
6 PhasorCorp / Biofuel Resources	Subtenant (Bldg. 163, 414)		Biodiesel car	N/A	
7 Point Source Power	7	851 W Midway Ave # 104a	Energy Extraction technologies	1 to 4	Single Location
8 Renovare International Inc	7	851 W Midway Ave # 104c	Electrochemical cell technology	5 to 9	Single Location
9 Sustainable Technologies	Subtenant (Bldg. 163, 414)	1800 Orion St # 101	Design, fabrication, and installation of PVsys	5 to 9	Single Location
10 Volochem, Inc.	7	851 W. Midway Ave. #208, 201B	Biotech R&D	1 to 4	Single Location
Public Storage					
1 Alameda Point Storage	Land	50 W Oriskany Ave	Storage-Household & Commercial	1 to 4	Single Location
2 Container Storage Inc	338, 608	50 W Hornet Ave	Storage-Household & Commercial	1 to 4	Single Location
Specialty Beverages and Food					
1 Pacific Fine Food Inc	42	2480 Monarch St	Food Preparation/Catering	5 to 9	Single Location
2 Rockwall Wine Co Inc	24, 25	2301 Monarch St # 300	Winemaking & retail tasting	1 to 4	Single Location
3 St George Spirits	21	2601 Monarch St	Distillers (Mfrs) & retail tasting	20 to 49	Single Location

Appendix B
Businesses Located in Alameda Point
Approach to Commercial and Institutional Groups
Alameda Point Economic Development Strategy

Industry/Company	Building	Address	Industry SIC Description	Job Range	Headquarters/ Branch
Transportation and Warehousing					
1 D R Trucking	Subtenant (unknown)	1190 W Tower Ave	Trucking	1 to 4	Single Location
2 GFC/North American Van Lines	170	1770 Viking St	Movers	10 to 19	Branch
3 GRM	9	707 W. Tower Ave.	Document Management	1 to 4	Branch
4 Trans Freight Express	11	1190 W Tower Ave	Transportation/Shipping	5 to 9	Single Location
Wholesale Trade					
1 Con-Roc Distribution Inc	Subtenant (Bldg. 43)	2440 Monarch St	Concrete Equipment & Supplies (Whls)	1 to 4	Single Location
2 West Coast Novelty	23	2401 Monarch St # 23	Importers (Whls)	20 to 49	Branch

Source: City of Alameda, HdL Companies, Info USA, KMA.

¹ Business Related Storage differs from "transportation and warehousing" in that the later category use its facilities as a productive asset.

Appendix C

City of Alameda Largest Employers (Companies with over 50 employees) ¹

Commercial and Institutional Groups

Alameda Point Economic Development Strategy

<u>Company Name</u>	<u>Location Employee Size</u>	<u>Primary SIC Description</u>	<u>Broad Industry (NAICS)</u>	<u>HQ or Branch</u>	<u>Relocated From/Year</u>
Abbott Diabetes Care ²	250 to 499	Biotechnology Products & Services	Scientific, and Technical Services	Branch	
Alameda Hospital	250 to 499	Hospitals	Health Care and Social Assistance	Single Loc	
Associated Third Party Administrators	250 to 499	Insurance	Financial Activities	HQ	Oakland, San Francisco/ 1996
Bay Ship & Yacht ³	250 to 499	Yacht Repair	Transportation and Warehousing	Single Loc	Richmond / 1994
Wind River Systems	250 to 499	Computer Programming Services	Scientific, and Technical Services	HQ	
ABB Concise	100 to 249	Physicians & Surgeons Equip & Spls-Mfrs	Manufacturing	Branch	
Alameda Alliance For Health	100 to 249	Health Plans	Health Care and Social Assistance	Single Loc	San Leandro / 2001
Alameda Healthcare & Wellness	100 to 249	Convalescent Homes	Health Care and Social Assistance	Single Loc	
Bay View Nursing & Rehab Ctr	100 to 249	Rehabilitation Services	Health Care and Social Assistance	Branch	
Architectural Glass & Aluminum	100 to 249	Curtain Walls	Construction	HQ	Oakland / 2008
Crown Bay Nursing & Rehab	100 to 249	Nursing & Convalescent Homes	Health Care and Social Assistance	Single Loc	
Celera Corp	100 to 249	Physicians & Surgeons Equip & Spls-Mfrs	Manufacturing	HQ	
Penumbra	100 to 249	Hospital Equip. & Supplies (Whls)	Wholesale Trade	HQ	San Leandro / 2008
Waters Edge Nursing Home	100 to 249	Nursing & Convalescent Homes	Health Care and Social Assistance	Single Loc	
Alameda Family Svc	50 to 99	Organizations	Health Care and Social Assistance	Single Loc	
Berkeley Heart Lab	50 to 99	Laboratories-Medical	Health Care and Social Assistance	Branch	
CLEAR.COM	50 to 99	Cellular Telephones (Services)	Wholesale Trade	HQ	
Delphi Productions Inc	50 to 99	Display Designers & Producers	Scientific, and Technical Services	HQ	Oakland / 1998
Donsuemor Madeleines	50 to 99	Cookies & Crackers-Wholesale	Wholesale Trade	Single Loc	Emeryville / 2007
Ettore Products Co	50 to 99	Window Cleaning Equipment & Supls (Whls)	Wholesale Trade	HQ	Oakland / 2006
Fleenor Paper Co ⁵	50 to 99	Paper-Manufacturers	Manufacturing	HQ	Oakland / 2006
Frito-Lay Inc ⁶	50 to 99	Potato Chips (Whls)	Wholesale Trade	Branch	San Leandro / 2004
MBH Architects	50 to 99	Architects	Scientific, and Technical Services	Single Loc	
Net Sol Tech North America Inc ²	50 to 99	Computer Software	Scientific, and Technical Services	Branch	
NRC Environmental Svc Inc	50 to 99	Environmental & Ecological Services	Scientific, and Technical Services	Branch	West Sacramento / 2004
Perforce Software Inc	50 to 99	Computer Software	Scientific, and Technical Services	HQ	
Power Engineering Contrs Inc	50 to 99	Marine Contractors & Designers	Construction	Single Loc	
RGB Spectrum	50 to 99	Video Equipment-Manufacturers	Manufacturing	HQ	Berkeley / 1991
SKS Die Casting & Machining	50 to 99	Aluminum Die Castings (Mfrs)	Manufacturing	Single Loc	
Telecare Corp	50 to 99	Mental Health Services	Health Care and Social Assistance	HQ	Oakland / 1995
Valerian Patterson & Stratman	50 to 99	Attorneys	Scientific, and Technical Services	Single Loc	
Weinberg Roger & Rosenfeld	50 to 99	Attorneys	Scientific, and Technical Services	Single Loc	Pasadena / 2005

Relocated businesses

Prepared by Keyser Marston Associates, Inc.

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Appendix D

Berkeley, Emeryville, Oakland, San Leandro, Hayward Largest Employers - FY 2010-11 Approach to Commercial and Institutional Groups Alameda Point Market Study

Employer	Employees	City	Industry
Lawrence Berkeley National Laboratory	4,200	Berkeley	Research
Alta Bates Medical Center	3,100	Berkeley	Healthcare
Kaiser Permanente Medical Center	2,200	Hayward	Healthcare
Children's Hospital & Research	2,070	Oakland	Healthcare
Itron	2,000	Oakland	Technology
Bayer Corporation	1,476	Berkeley	Pharmaceuticals
Pixar	1,276	Emeryville	Animation
St. Rose	1,065	Hayward	Healthcare
Novartis	840	Emeryville	Pharmaceuticals
Gillig Corporation	700	Hayward	Manufacturing
Kaiser Permanente Medical Group	700	Berkeley	Healthcare
Bayer Healthcare Pharmaceuticals	499	Emeryville	Pharmaceuticals
Kobe Precision	450	Hayward	Technology
Injex Industries, Inc	425	Hayward	Manufacturing
American Medical Response West	402	San Leandro	Healthcare
Plastikon	400	Hayward	Manufacturing
Pacific Steel Casting Company	350	Berkeley	Manufacturing
Amyris Biotechnologies	336	Emeryville	Energy
Leapfrog	318	Emeryville	Educational Toys
North Face, Inc	314	San Leandro	Retail
Kindred Hospital	268	San Leandro	Healthcare
OSI Soft, Inc	238	San Leandro	Technology
Ex'pression Center for New Media	229	Emeryville	Education
Mobitv	223	Emeryville	Technology

Sources

City of Berkeley Comprehensive Annual Financial Report Fiscal Year Ended June 30, 2011
City of Emeryville Comprehensive Annual Financial Report Fiscal Year Ended June 30, 2011
City of Hayward Comprehensive Annual Financial Report Fiscal Year Ended June 30, 2011
City of Oakland Comprehensive Annual Financial Report Fiscal Year Ended June 30, 2011
City of San Leandro Comprehensive Annual Financial Report Fiscal Year Ended June 30, 2011

APPENDIX E – LIST OF INTERVIEWEES

<u>Contact</u>	<u>Title</u>	<u>Company</u>	<u>Industry</u>
1 Tom Currier	Founder	Black Swan Solar/Founder's Castle	High tech, Start-ups, Solar
2 Karen Engel	Executive Director	East Bay EDA	Regional economic promotion
3 Joe Ernst	Development Partner	SRM Associates	Real Estate Development
4 Ian Griffith/ Tony Lawson/Liz Taylor	Operations/Engineering Director/President	DOER Marine	Marine Services
5 Jon Haveman	Chief Economist	Bay Area Council	Economist
6 Duncan Logan	Founder/CEO	Rocketspace	High tech, Start-ups, Co-Working Space
7 John McManus	Broker	Cushman & Wakefield	Real Estate Brokerage
8 David Mik	Vice President	Power Engineering	Marine Engineering Services
9 Bill Nork	Senior Vice President	Cornish & Carey	Real Estate Brokerage
10 Kent Rosenblum	Founder	Rock Wall Company	Urban Wines
11 John Scharffenberger	CEO	Hodo Soy	Specialty Food Production
12 Ahmed Rubin	Founder	NUMI Teas	Specialty Teas
13 Steve Shaffer	Founder	Urban Legend Cellars	Urban Wines
14 T. Jeff Sterkovich / Sam Higgins	Managing Partner / Vice President	BT Commercial	Real Estate Brokerage
15 Sam Swan / Jon Elder	Managing Director / Senior Associate	Jones Lang LaSalle	Real Estate Brokerage

APPENDIX F – Development profile for High Tech Manufacturing Sites

The following is an excerpt from a study by the State of New York, which describes the requirements for high tech manufacturing sites:

Minimum Site Acreage: The site must have a minimum of 25 contiguous developable acres, but in metropolitan areas, the acreage may be less.

Appropriate Topography and Configuration: The topography of the site should generally have little elevation change and the developable acres must be outside the 100-year FEMA flood plain designation. The preferred site configuration is square or slightly rectangular, with few outparcel obtrusions.

Utility and Telecommunications Infrastructure (minimum criteria for a typical site of 25 developable acres):

Electricity

- Estimated Kilowatt (kW) Demand: 6,750 kW
- Estimated Monthly Kilowatt Hour (kWh) Usage: 3,500,000 kWh
- Connected Load: 7,500 kVA
- Should be on 15 kV line, or preferably larger
- Should be within 3 miles of a substation with minimum available capacity of 25mVa
- Potential for looped electric power (dual substation) preferred
- Dual feed redundant electric is a plus

Natural Gas

- Process Use: Possible
- Heating: Seasonal
- Demand: 9,300 CF/Hr.
- Usage: 194,000 Therms/year
- Minimum available capacity: 4-6 inch high pressure line within 2 miles

Water

- Minimum: 20,000 gallons per day (gpd) potable existing available capacity
- Water distribution line serving the site should be a minimum of 10 inches in diameter
- Municipal system preferred

Sewer/Wastewater

- Minimum available capacity: 20,000 gallons per day (gpd)
- Ability to treat industrial waste a plus

Telecommunications

- T-1 level of service capacity a minimum

APPENDIX G – Example of Industrial space converted into urban winery cluster

Wine Ghetto, Lompoc

The Lompoc Wine Ghetto is a loose collection of wineries, including many production facilities. This two-block industrial complex has been almost completely taken over by the wine industry. There are sixteen tasting rooms representing more than 20 local brands.



Source: Marc Liberts "A Tour of the Lompoc Wine Ghetto", edhat.com updated: Mar 19, 2011, 9:30 AM

APPENDIX H – Conversion of industrial space to accommodate artisans/small urban manufacturing businesses

Greenpoint Manufacturing and Design Center, NY

The Greenpoint Manufacturing and Design Center (GMDC) is a nonprofit industrial developer in New York City. Since its inception in 1992, GMDC has rehabilitated six North Brooklyn manufacturing buildings for occupancy by small manufacturing enterprises, artisans and artists. Currently GMDC owns and manages five of these properties, which together represent more than half a million square feet of space. These buildings are occupied by more than 100 businesses that together employ more than 500 people.

The Greenpoint Wood Exchange (picture below) is an 80,000 square foot building that was rehabilitated by GMDC in order to provide space for new tenants who were being evicted and displaced from their manufacturing buildings. The building (12 units) is fully leased primarily to woodworking firms.



Source: <http://www.gmdconline.org/>

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