



2020-2025 ECONOMIC DEVELOPMENT STRATEGIC PLAN

CITY OF LIVERMORE
OFFICE OF INNOVATION & ECONOMIC DEVELOPMENT

**2020-2025
ECONOMIC
DEVELOPMENT
STRATEGIC
PLAN**

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INTRODUCTION

Strategic planning is a critical and necessary element of organizational success. It provides the structure, process and direction to answer three key questions:

1. What is our purpose? (Mission),
2. What do we want to achieve? (Goals & Objectives), and
3. How are we going to get there? (Work Plan)

More specifically, strategic plans provide the roadmap to drive decision-making, from daily staffing and resource commitments to longer term decisions like how to identify and address structural challenges, invest in core infrastructure, align goals, establish shared priorities and/or deliver work plans on schedule.

In doing so, they act as both compasses and communicators: providing clear, written direction to ensure that crises or distraction don't derail strategic goals and putting that direction in writing so that both internal and external stakeholders know where the organization is headed and what steps are required to get there.

This 2020-2025 Strategic Plan summarizes nine months of economic research, stakeholder input and forecasting to identify actionable work products that can be achieved or initiated within the next three to five years. This work was further divided into three phases as described below.

PROCESS

This 2020-2025 Strategic Plan is the result of a three-phase process designed to map the characteristics of Livermore's existing economy, identify the desired outcomes of a diverse representation of local stakeholders, and create an executable plan for delivering the most impactful of those outcomes. The three phases and the questions they seek to answer are:

Phase 1 - Primary Research: What does the data say about our economy?

Phase 2 - Public Outreach: What does the community see as our greatest strengths, challenges and opportunities?

Phase 3 - Plan Preparation: What Work Plan maximizes our chances for success?

The resulting Work Plan gives particular emphasis to initiatives that have multiplier effects to more than one sector of the economy.

PLAN STRUCTURE

This Strategic Plan provides a clear, actionable and realistic work plan for improving Livermore's economic position, including a few longer-term items to start discussing now. Its conclusions are built on months of stakeholder interviews, hundreds of survey results, dozens of site visits and public engagements, and extensive data collection and best practices research.

The Plan is organized in the following sections:

- Executive Summary
- Why Economic Development Matters
- Background and Current Conditions
- Research Methods and Key Findings
- Objectives, Strategies and Example Tactics
- Prioritized Work Plan
- Vision to the Future

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Staff of the Office of Innovation and Economic Development is pleased to offer this 2020-2025 Economic Development Strategic Plan to help guide the City of Livermore's planning efforts over the next five years.

The Strategic Plan is the result of over nine months of economic research, dozens of stakeholder focus groups, hundreds of community surveys and countless hours of discussions, scenario planning exercises, and prioritization efforts and represents the first citywide economic development strategic plan in 23 years.

It represents a broad vision for building on the current strength of our local economy and ensuring its long-term health by focusing on a hierarchy of three measures:

1. Goals: *desirable future states envisioned by the City;*
2. Objectives: *what needs to be achieved to make each Goal possible; and*
3. Key Results: *the measurable, short term actions that must be taken to accomplish each Objective.*

The strategic planning process identified the following three Goals, each with specific Objectives and Key Results so that staff can monitor progress toward them:

1. Encourage an innovation-driven economy (selected by the Council as a citywide goal in February 2019);
2. Further enhance Livermore's unique sense of place and elevate the City's standing as a world-class destination; and
3. Ensure Livermore's economy remains diverse, inclusive, and resilient.

These collectively form a Work Plan for the Department and - together with the longer term Vision to the Future items which exceed the five year timeframe of the Strategic Plan - lay the foundation for the upcoming update to the General Plan and its Economic Development and Fiscal Element.

The good news is that the fundamentals of Livermore's economy have never been stronger. By planning ahead today, the City can take active steps to prepare for a tomorrow where Livermore remains an economically healthy place to live, work and play.



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CONTEXT

**WHY IT MATTERS
LIVERMORE TODAY
PREVIOUS PLANNING
COUNCIL GOALS**

WHY ECONOMIC DEVELOPMENT MATTERS

Economic development is a critical component of community vitality. While economic development objectives are often narrowly focused on measurable outcomes like job creation, investment, and city revenues, these indicators only matter to the extent that they contribute to making a vibrant and livable community.

Like much of the Bay Area, Livermore is experiencing a transition driven largely by external economic factors including the rising cost of living and the rapid expansion of the regional tech economy. A successful economic development strategy must take into account the opportunities and challenges presented by this transition and act in the best interest of the community. This includes striving to create the following outcomes which are necessary to sustain a vibrant, prosperous, and fiscally sound city:

- Long-term financial stability for the City through revenue growth and economic resiliency;
- Access to high quality jobs available to a broad cross section of the workforce;
- New business creation across a variety of sectors; and
- A unique sense of place that elevates the community's reputation and builds civic pride without sacrificing those characteristics that residents have come to love.

A successful economic development strategy also recognizes that change is both healthy and inevitable but that unguided change can have negative consequences. Responsible economic development offices must therefore evaluate the effects of new economic growth on existing residents and businesses, working to ensure that it:

- mitigates citywide impacts;
- creates opportunities for the entire community;
- is resilient enough to withstand anticipated future shocks and contractions; and,
- contributes to the community's identity and sense of place.

CURRENT CONDITIONS

Livermore Today

The City of Livermore is a community of just over 91,000 residents in eastern Alameda County. Its unique cultural identity blends elements of western heritage, viticulture and open space with science and innovation, a vibrant historic downtown, and a thriving cultural arts community. With a healthy jobs-housing balance of 1.3 jobs per household, residents have long enjoyed economic opportunity amid a high quality of life, with over 85% of residents annually rating Livermore as a great place to live (National Community Survey).

Long a scientific and industrial innovator, Livermore is becoming increasingly absorbed into the broader San Francisco Bay Area innovation ecosystem. This means successfully competing in a global marketplace with access to talent, capital, and resources but it also means increased in- and out-migration as workers in the Central Valley seek higher wages in Livermore and Livermore residents do the same in Silicon Valley, San Francisco, and Oakland.

Livermore enjoys a number of key regional assets that set it apart from its more residential neighbors, including:

- Two national laboratories and a number of innovative companies, which provide a wealth of research, technology, intellectual capital, and invention;
- Livermore Valley Wine Country, award-winning Downtown, and the San Francisco Premium Outlets, which attract many of the one and a half million visitors to the region year-round;
- Livermore Municipal Airport which provides service to the \$42 Billion Tri Valley economies of Livermore, Pleasanton, Dublin, San Ramon, and Danville;
- Over 19 million square feet of industrial space or more than 78 percent of the Tri Valley industrial total; and,
- An urban growth boundary protecting its expansion into agricultural land and celebrated areas on Livermore's periphery, including the Livermore Valley American Viticultural Area, one of the earliest and still one of the largest wind farms in the world, and regional parks and open spaces with 40 miles of bicycle trails and paths, Sycamore Grove Park, and Lake Del Valle Recreation Area.

CURRENT CONDITIONS

Previous Planning Efforts

The City of Livermore's last comprehensive Economic Development Strategic Planning effort took place 23 years ago. At that time, the Strategic Plan was a component of the City's Vision 2000 and was assembled by a 22-member Economic Development Strategy Task Force convened by City staff with assistance from consultant Keyser Marsten Associates.

In July 1996, after 12 months of work, the Strategic Plan Task Force presented four briefing papers (the Changing Role of the National Laboratories, Industrial Diversification, Downtown Redevelopment and Revitalization, and Tourism and the Wine Industry), recommended the City create a Director of Economic Development, and identified 7 Objectives with 32 Strategies.

These Objectives and Strategies were largely incorporated into the February 2004 update to the City's General Plan and led to the creation of a new Economic Development and Fiscal Element.

As can be seen in the full July 1996 Economic Development Strategic Plan (available at OIED.net), many of the Goals, Objectives and Strategies remain as relevant today as they were then. The groundwork laid in 1996 helped to deliver a number of celebrated community successes we enjoy today, from a revitalized downtown to a vibrant wine country, a prosperous new outlet mall, and new anchor industrial spaces now occupied by innovative companies like Gillig, Tesla and Draexlemaier.

This 2020-2025 Economic Development Strategic Plan, therefore, builds on the foundation of this work and seeks to update it for current market conditions and future identified needs.

As the City prepares to update its General Plan in the next two years, we hope this document will serve as a similar guidepost for City planning and will both chart a near-term work plan to do so and ignite a community conversation around the longer-term future of Livermore as an outstanding place to live, work, and play.

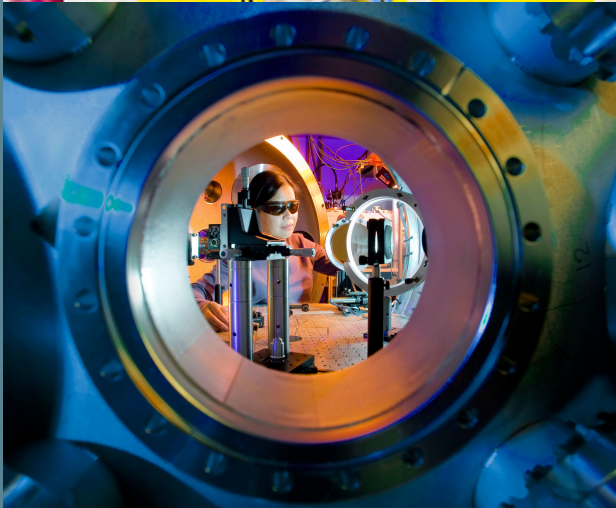
COUNCIL GOALS

On February 19, 2019, the Livermore City Council selected the following Goals for FY 2019-2021 from a lengthy list of City activities:

- **ASSET MANAGEMENT:** Establish a comprehensive Asset Management Program, ensuring the community continues to receive vital services through a sustainable infrastructure strategy.
- **DOWNTOWN:** Enhance the City's vibrancy by completing critical projects downtown, ensuring the right balance of local amenities to support quality of life.
- **EMERGENCY MANAGEMENT AND PUBLIC SAFETY:** Establish a comprehensive emergency management program ensuring staff and community readiness and expand the use of technology enhancing public safety.
- **ENCOURAGE AN INNOVATION DRIVEN ECONOMY:** Encourage an innovation-driven economy, supporting revenue-generating businesses, high-quality jobs, entrepreneurs, and unique experiences for residents and visitors.
- **HOMELESSNESS AND AFFORDABLE HOUSING:** Establish a homelessness strategy, engaging local partners to develop a coordinated response, and expand diversity of affordable housing opportunities.

The Office of Innovation and Economic Development is dedicated to achieving the fourth goal to encourage an innovation-driven economy. Establishing this policy goal sets forth the City's intent to create the best environment possible for new business creation, high-growth companies, and the skilled workforce that drives them.

An innovation-driven economy that encourages entrepreneurial activities is more resilient in the face of rapid industry and technology changes and is more attractive to large employers which contribute quality jobs and economic stability to the community. The presence of innovation-driven companies and the skilled workforce they employ also supports "main street" entrepreneurs, whose distinctive product and service offerings contribute to the unique character of Livermore and enhance the quality of life for residents and visitors.



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KEY FINDINGS

**ECONOMIC STATISTICS
FOCUS GROUPS
SURVEY RESPONSES**

KEY FINDINGS

Phase 1 of the strategic planning process, Primary Research, focused on developing a more concrete understanding of the current state of Livermore's economy, including historic trends, unique assets, and industry demographics. Phase 1 results were presented to the City Council at their April 8, 2019, meeting and are summarized below:

Community and Economy

Demographics

Population	91,039
Avg Annual Pop Growth (2008)-2018)	0.9%
Median Household Income	\$109,084
Number of Housing Units	32,425
Median Home Value	\$782,500
Median Rent Price	\$3,095

Employment

Number of Jobs	57,017
Avg Annual Earnings per Job	\$85,800
Unemployment Rate	2.5%
Number of Employer Businesses	3,733

Real Estate

Type	Inventory	2013	2019
Office	2.2 million sf	Vacancy Rate 13.3% Market Rent: \$1.57/sf	Vacancy Rate: 9% Market Rent: \$2.41/sf
Industrial	19.1 million sf	Vacancy Rate: 10.1% Market Rent: \$0.67/sf	Vacancy Rate: 3% Market Rent: \$1.16/sf
Retail	5.4 million sf	Vacancy Rate: 5.7% Market Rent: \$1.91/sf	Vacancy Rate: 2.8% Market Rent: \$2.48/sf

Source: EMSI Research

KEY FINDINGS

The Visitor Economy

Unlike nearly every other wine region in California, the Tri-Valley lacks destination lodging with quality restaurant, resort, and/or conference facilities. The 38 hotels and roughly 4,800 rooms in the Tri-Valley (the 18 in Livermore are all along the 580) cater to visitors drawn to the area for regional business, family or sporting events or a convenient night's stay on their way along the 580 or 680 corridors. This poses a challenge for everything from wedding bookings to family reunions, corporate retreats, and the broader ability to market the wine region as a destination. It also impacts local restaurants and retail who rely on the larger customer base that visitors bring.

As a result, while overall spending has increased, the number of visitors to the Tri-Valley dropped last year:

Number of visitors to the Tri-Valley

2017: 1.64 million
2018: 1.53 million

Visitor Travel Spending

2017: \$669 million, supporting 6,000 jobs
2018: \$680 million, supporting 6,300 jobs

Overnight vs. Day Trippers

Hotel patrons spent \$258 per person, per day
Day visitors spent \$105 per person, per day

Tax Receipts

2017: \$69.6 million
Local - \$35.8 million
State - \$33.8 million

2018: \$74 million
Local - \$36.6 million
State - \$37.3 million

Source: Dean Runyan Associates California Travel Impact Report Findings, published in the Visit Tri-Valley Annual Report 2018-2019

COMMUNITY OUTREACH

Phase 2 of the strategic planning process consisted of two parts:

1. A series of focus groups with over 25 arts, industry, retail, hospitality viticulture, business, laboratory, and youth stakeholder groups throughout the community; and
2. An online survey promoted at the Downtown Street Fest and weekly Farmers Markets, at the April 8, 2019 City Council meeting, and the Mayor's State of the City, in all stakeholder focus groups, in the City's quarterly newsletter, on the OIED and City websites, on social media, at two citywide job fairs, and at the information table at the Aircraft Owner and Pilots Association Fly-In.

Focus Groups

Staff met with 25 stakeholder groups including:

- *Business Groups* - Livermore Valley Chamber of Commerce, Livermore Downtown Inc., Livermore Valley Winegrowers Association, Visit Tri-Valley and Innovation Tri-Valley.
- *Entrepreneurs* - i-GATE entrepreneurs, Creative Industries and Independent Retailers.
- *Large Employers* - Lawrence Livermore National Laboratory, Sandia National Laboratories, GILLIG, Lam Research, Topcon Positioning Systems, Acelis Connected Health (Abbott), FormFactor, Simon Property Group, Fremont Bank, Kinetics, Admedes, Vintage 99.
- *Real Estate* - Colliers International, Ponderosa Homes, Jones Lang LaSalle.
- *Community Groups/Advisory Bodies* - Livermore Commission for the Arts, Livermore Cultural Arts Council, Livermore Area Youth Advisory Commission, Livermore Valley Joint Unified School District, Livermore Area Recreation and Parks District, Las Positas College.

Each stakeholder group included between 2 and 32 individuals for a total participation of over 250 people.

FOCUS GROUPS

What We Heard

The purpose of the focus groups was to identify the priorities and objectives of each organization, as well as explore challenges and advantages they experience by virtue of their location in Livermore. Stakeholders were also asked to identify opportunities the City could pursue to improve their experience.

Responses to these prompts varied, but the following themes consistently emerged:

- **Proximity** - Business leaders cited location or proximity to both Silicon Valley/San Francisco Bay Area and the Central Valley as an advantage to doing business in Livermore. Access to a diverse pool of customers, labor, and supply chain partners spanning the Bay Area and Central Valley is particularly valuable to companies that make or sell physical products.
- **Transit** - Major employers who were interviewed identified the lack of transit options and regional congestion on Altamont Pass and along Highways 84, 580, and 680 as barriers to doing business.
- **Accommodations** - Business and hospitality leaders identified the lack of high-end accommodations as a significant challenge. Company leaders cited the difficulty in bringing visiting executives to the region and the wine industry cited spa, resort or family accommodations as a key inhibitor to future growth and even inclusion in certain industry publications.
- **Workforce Recruitment and Retention** - Housing supply, traffic congestion, and relatively lower wages were identified as factors that present a challenge to recruiting and retaining workers.
- **Branding** - Another identified recruitment tool leaders cited was the need to update the public perception of Livermore as a hub for technology, innovation, and creativity set amid a thriving wine region and downtown. Several business owners cited the need for a citywide branding campaign they could use to show new hires the benefits of relocating to the region.

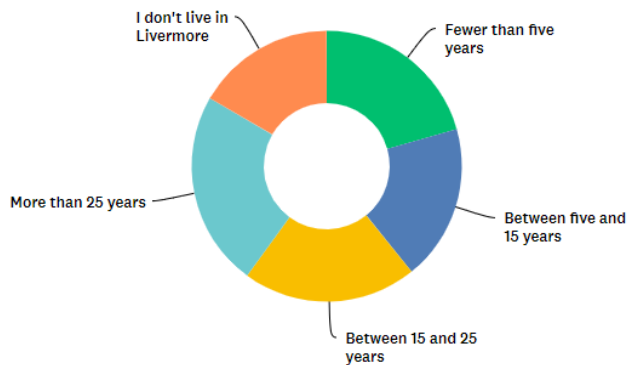
SURVEY RESPONSES

Online Survey

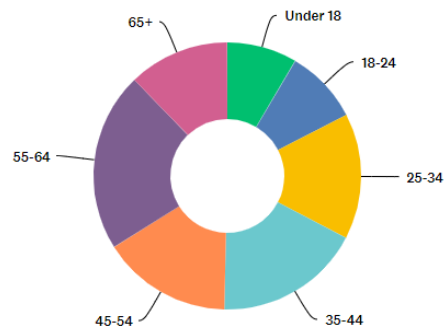
The online survey was designed to give individual respondents the opportunity to provide unfiltered input. Widely publicized and open from April to September 2019, the survey asked eight simple questions, took on average less than four minutes to complete, and was completely anonymous. While not a statistically significant representation of the entire community, it did elicit specific feedback and highlighted general themes as summarized below.

The first three questions were used to contextualize responses and showed that responses reflected a surprisingly even distribution of tenure and age and generally reflected the ethnic composition of Livermore:

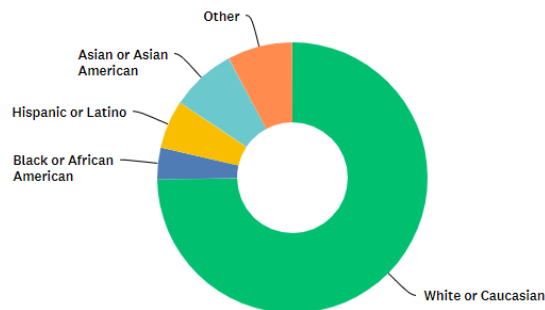
Q1 How long have you lived in Livermore?



Q2 How old are you?



Q3 What is your ethnicity?



SURVEY RESPONSES

Participants were asked to answer three questions, designed to elicit feedback about the past, present, and future of our community:

- 1) What is the one thing that you love most about Livermore?
- 2) What is the one thing that Livermore is missing?
- 3) What one thing are you most excited that is happening in Livermore?

Responses varied, but the following common themes emerged:

- 1) Amenities - including Downtown, Small Town Feel & Community, Wineries, Open Space, Arts and Entertainment, and Shopping & Dining Options
- 2) Transit Options; and
- 3) Higher Quality Accommodations.

1) What is the one thing that you love most about Livermore?

A large percentage of survey respondents explicitly identified either the downtown (20.33%) or the community/small town feel (18.7%) as something that they most love about Livermore, followed by wineries, open space and other descriptions of Livermore's physical characteristics and community orientation. Out of town respondents mostly mentioned the wineries, downtown, and shopping at the outlets as things they love about Livermore.

Specific examples of the more popular themes included:

"I grew up in Livermore, and I really enjoy the new downtown area."

"Revamped First Street with more restaurants & two new theaters."

"I love the diversity of my neighbors and the community. We have scientists, engineers, agriculture, construction, services, sales, artists, etc. from all walks of life."

"It has a small town feel but also lots of cool/fun things to do like wine tasting, live music, breweries, great restaurants, etc."

"The location relative to everything the Bay Area has to offer."

"Of all the cities in the Tri-Valley — and I'm speaking from experience: I've lived in all of 'em for at least a few years each — Livermore feels the most balanced in all the metrics you might use to size up a town."

SURVEY RESPONSES

2) What is the one thing that Livermore is missing?

Survey respondents identified transit options and BART, parks or facilities for youth activities, higher quality hotels, and affordable housing as things that Livermore is missing. Downtown was also heavily emphasized, with many respondents stating their desire to see a completed downtown along with more parking and improved bike and pedestrian access.

Specific examples of the more popular themes about what Livermore is missing included:

“HOUSING! Young people who come to work at the lab have NOWHERE to live. We haven't built apartments in decades.”

“There are more three-car garages than single-bedroom apartments in Livermore”

*“Livermore is missing *comprehensive*, fast linkage to transportation across the Bay Area (other than cars and the ACE Train).”*

“I'm sure this is a popular answer...affordable housing. I work at LLNL and make good living for myself, but am still struggling to find anything within my partner and I's budget. Even the townhouses popping up around town are surpassing \$700/800K. Makes it hard to figure out a way to stay here long term especially when I think about wanting to start a family too.”

SURVEY RESPONSES

"The high cost of living, housing, and the proximity to high tech companies in the Silicon Valley are all factors that pose a challenge for LLNL recruiting"

"Bike lanes and areas to park bikes downtown and electric car charging stations."

"We have the wineries, but it still doesn't feel like a "destination." Would love to see our arts community take things to the next level."

"I think Livermore is missing activities for the youth."

"Hotels - when we have friends and family in town it's impossible to show them how great the area is without hotels in a good location"

"1. Quality resort hotel properties 2. Quality 55+ downsized residential development"

"I would love for my now teen and adult children to be able to move back here. I would like to see a variety of housing in stock, including more smaller, condo type spaces that my husband and I could move into when we age out of a big house, and apartments, smaller spaces that my kids (and those like them) could afford as they start their careers."

"Butcher, fish monger or at least a decent market like a Whole Foods."

"What's one thing we're missing? More public transit, especially around "Little Mexico"- Route 14 is the only bus that runs every hour."

3) What one thing are you most excited that is happening in Livermore?

Finally, there is much the community is excited about, including:

"The renewal of the downtown (which has started and should be completed in 2021), fostering the arts, business, and new affordable housing for those in our community."

SURVEY RESPONSES

*"The City's plan for our downtown.
We have been waiting a very long time."*

"The potential for light rail and the Isabel Neighborhood Plan"

*"The community activities such as the farmers market, downtown
Livermore events, winery events, etc."*

*"Getting a sewer line to the wineries so we can have agritourism like
measure D was supposed to have."*

"The growing attention to the Arts"

"Preserving and keeping our beautiful hills green and free from building."

*"It would be great if we can incorporate smart, intentional development
plans that build off of the coming rail connection via Valley Link."*

*"I wish we could bring more people to Livermore to experience our
surrounding open space -- our wineries, ranchlands and open hillsides."*

*"The arts need a place where they can build and do things, practice.
Art is a beautiful thing but making it is not always beautiful, you
need a place for behind the scenes."*

*"I want my kids to be able to live here after they graduate from college if
they so wish. At this rate I'll have to sell my house to help them afford
housing. I can't afford to move my grandmother to town because of the
lack of affordable senior housing."*



**2020-2025
ECONOMIC
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WORK PLAN

**GOALS
OBJECTIVES
KEY RESULTS
VISION TO THE FUTURE**

WORK PLAN AND METHODOLOGY

Goals, Objectives and Key Results

Strategic planning requires high-level, long-term visioning that contemplates numerous future scenarios around an identified set of goals or objectives. However, to be effective it must further break those goals into specific, actionable, near-term tasks that determine whether you are moving in a direction that maximizes your chances of achieving the identified objectives.

Linking the vision with the tasks can pose a challenge so staff chose to organize the Work Plan into a framework of Goals, Objectives and Key Results (GOKRs). Goals start with high-level themes while OKRs, famously described by the investor John Doerr as a "vaccine against fuzzy thinking," are widely used within the private sector to create and measure clear, executable work plans.

In the framework of this Work Plan, "Goals" are the desirable future states that the City wishes to bring to fruition; "Objectives" describe what needs to be achieved to make each Goal possible; and "Key Results" are the measurable, short term actions that must be taken to accomplish each Objective.

Specific weight was given to those GOKRs that unlocked future opportunities and/or had multiplier effects to multiple sectors of the economy.

This framework helped to identify three high-level Goals, prioritize a distinct set of Objectives within each Goal, and create the following concrete Work Plan, measured by Key Results, that maximizes meaningful outcomes for the economy and the community.

WORK PLAN

Goal 1	Encourage an Innovation-Driven Economy
Objective 1	Deliver transit infrastructure high-growth, innovative companies need to access workforce
Key Result 1	Get support for Valley Link from SPUR, Bay Area Council and Silicon Valley Leadership Group
Key Result 2	Lobby state agencies to gain support and funding for Valley Link
Key Result 3	Ensure Valley Link is included in the project list for Faster Bay Area
Objective 2	Become the preferred Tri-Valley city of residence for early-career knowledge workers
Key Result 1	Advocate for adding new housing types in complete neighborhoods that appeal to younger knowledge workers, e.g. near transit, lower pricepoint, high walkability, close to amenities.
Key Result 2	Establish a series of festival-like experiences (food, beverage, music, etc.)
Key Result 3	Develop and execute a branding campaign focused on outdoor activity, craft products, night life, and other experience economy attractions
Objective 3	Create more startup activity and support for technology-based entrepreneurship
Key Result 1	Continue financial support of i-GATE's incubation and network building activities
Key Result 2	Recommend changes to zoning, permit fees and regulatory requirements to remove or minimize barriers to entry
Key Result 3	Develop a long-range plan for turning Livermore into a startup hub
Objective 4	Enable the development of commercial facilities needed by high-growth, innovative companies
Key Result 1	Adoption of the Isabel Neighborhood Specific Plan
Key Result 2	Identify high-potential, high-value uses of the "Innovation Hub" component of the Isabel Neighborhood
Key Result 3	Recommend new measures to preserve developable land for high-value, job rich uses
Key Result 4	Recommend changes to existing City policies in order to incentivize uses with high employee headcount, e.g. by-right land uses, traffic impact fees, parking requirements, etc.

WORK PLAN

Goal 2	Further enhance Livermore's unique sense of place
Objective 1	Grow Livermore's tourism economy
Key Result 1	Facilitate development of South Livermore and Downtown hotels
Key Result 2	Help create a festival or festivals that draw attendees from across the region
Key Result 3	Develop and execute a branding campaign focused on outdoor activity, craft products, night life, and other experience economy attractions
Objective 2	Enhance and celebrate Livermore's unique community character
Key Result 1	Establish a pilot pop-up event program to create a unique, experience-driven venue and lower the barrier to entry for local makers, artists and artisans seeking to connect with potential customers.
Key Result 2	Creating a funding category for new cultural events through Mini Grants and Policy and Program Grants
Key Result 3	Create and launch a "Livermore Valley Made" campaign
Key Result 4	Complete an update of the Cultural Arts Master Plan and begin implementation with the Commission for the Arts
Objective 3	Grow Livermore's experience economy, specifically within food, beverage, and entertainment
Key Result 1	Provide support for hometown entrepreneurs and local products and experiences
Key Result 2	Produce media content that captures the unique nature of Livermore's environment, economy, and community.
Key Result 3	Recommend changes to zoning, permit fees and regulatory requirements to stimulate the growth of food, beverage and entertainment sectors

WORK PLAN

Goal 3	Ensure Livermore's economy remains diverse, inclusive and resilient
Objective 1	Ensure access to local employment and entrepreneurship opportunities for a broad cross section of the community
Key Result 1	Continue providing job fairs targeting a diverse array of skill levels and industries
Key Result 2	Recommend measures the City could take that would lower the barriers to entry for entrepreneurs with less access to financial resources
Key Result 3	Develop a practical resource guide for helping capital-constrained entrepreneurs access financial resources
Objective 2	Ensure Livermore remains a place where people of all backgrounds and skill levels can live and work
Key Result 1	Advocate for market rate and affordable housing production in numbers and product types that support affordability
Key Result 2	Work with Community Development to align planned housing production with economic productivity, e.g. walkable TOD near jobs.
Key Result 3	Support and celebrate cultural events and experiences that engender a sense of belonging among underrepresented groups in Livermore
Objective 3	Economic Resiliency
Key Result 1	Work with the City's Disaster Preparedness team to develop an economic resiliency program that helps local businesses plan for and survive a disaster
Key Result 2	Develop a business diversity rubric we can use to evaluate and improve Livermore's economic diversity in key areas of revenue, jobs, and land use efficiency
Key Result 3	Provide infrastructure (collision spaces, networking opportunities, etc.) that supports the development of the entrepreneurial ecosystem

VISION TO THE FUTURE

This section focuses on long-range initiatives that are consistent with identified goals and objectives and may initiate within the 2020-2025 planning horizon but will require extensive community conversations that exceed the focus of this report. Some of these initiatives may be controversial or difficult to execute, but they all represent unique opportunities to positively impact Livermore's economy and should be considered in the City's upcoming update to its 2003 General Plan.

Goal 1: Encourage an Innovation-Driven Economy

Transit-Oriented Development at Southfront site

Potential benefits include:

- Redevelopment of over 5 million square feet of underutilized land into a walkable, mixed-use neighborhood;
- Providing transit-oriented, infill housing that improves the likelihood of state transportation funding while improving the connectivity and services of surrounding neighborhoods like Springtown; and,
- Complete neighborhoods along planned transit corridors to create sustainable transportation options, jobs and housing opportunities and minimize disruption to established neighborhoods.

Last Mile Connections to/from Valley Link

Potential benefits include:

- Reduced greenhouse gas emissions;
- Ease of talent access for local businesses drawing employees from across the region; and
- Reduced need for parking to support visitors to Downtown, Las Positas College, the national laboratories, the San Francisco Premium Outlets, wine country and other top destinations.

Master Plan for the Greenville Road Corridor

Potential benefits include:

- Funding for permanent protection of the eastern hills;
- Enabling the development of a research campus near the national laboratories;
- Creating a more attractive entry to eastern Livermore and wine country; and,
- Considering whether county land use goals are aligned with those of the City.

VISION TO THE FUTURE CONTINUED

Goal 2: Further enhance Livermore's unique sense of place and elevate the city's standing as a world class destination

Sustain and Enhance Livermore Wine Country

Potential benefits include:

- Establishment of Livermore as a marketable wine country destination with adequate accommodations and enhanced wayfinding;
- Creation of a co-crush facility that would reduce costs for small growers and winemakers who may lack the production capacity or standardized production techniques, such as climate controlled fermentation tanks, to consistently produce high quality wines, thereby raising the overall reputation of the Livermore Valley American Viticultural Area; and,
- Environmentally sustainable utility connections for tasting rooms, event spaces, wine country inns or other wine country serving infrastructure.

Elevate the arts to include regional, multicultural and multi-generational attractions

Potential benefits include:

- Talent attraction for the next generation of innovators and entrepreneurs;
- Inclusion and celebration of underrepresented but growing groups in Livermore today; and,
- Economic development benefits for hotels, restaurants, retail and experiences that rely on regional customer bases to succeed.

Goal 3: Ensure Livermore's economy remains diverse, inclusive and resilient

Complete an analysis of tools, incentives or policies to smooth the transition to a more diverse and resilient local economy

Potential benefits include:

- Quicker recovery from economic downturns, power outages or natural disasters;
- Transition from low-intensity uses to higher value ones with long-term growth potential and greater multiplier effects to other economic sectors; and,
- Job growth in areas that will help Livermore maintain its strong jobs-housing balance.

**2020-2025
ECONOMIC
DEVELOPMENT
STRATEGIC
PLAN**

**THANK
YOU**

**ACKNOWLEDGEMENTS
CONTACT INFO**

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The 2020-2025 Strategic Plan was completed entirely in-house by Office of Innovation and Economic Development staff between February and October 2019.

Special thanks to the hundreds of stakeholders who spent countless hours sharing detailed visions of their challenges, opportunities and desires; the over 400 citizens who responded to our online survey with what they loved, were looking forward to or found missing in Livermore; and the numerous City staff who helped us fact-check our numbers and affirm or refine our final Work Plan.

Economic development is by nature opportunistic and responsive to external conditions but we hope this Strategic Plan serves as a guidepost as we work to realize the many visions we've recorded over the last nine months of community conversation.

As always, we love to hear from you and our doors and inboxes are always open.

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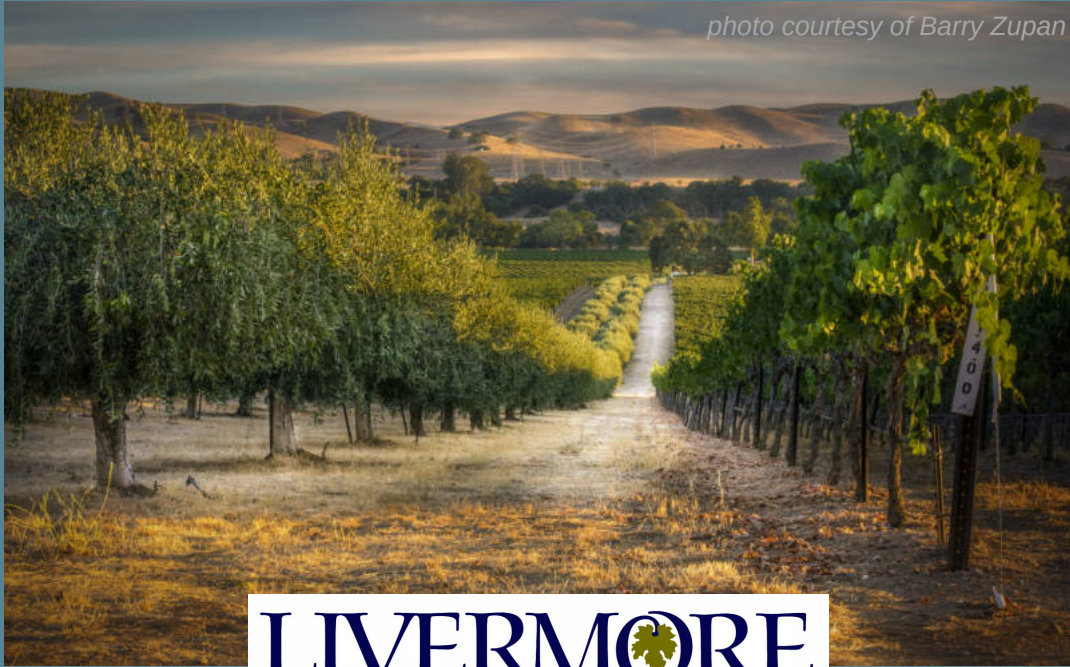


photo courtesy of Barry Zupan



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