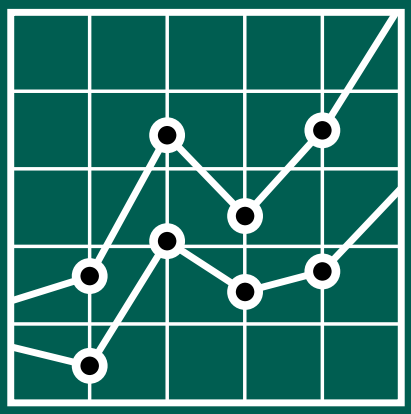


Economic Development

Chapter 6

City of Fremont
General Plan

Adopted December 2011

CITY OF
Fremont

This page intentionally left blank.

Introduction

Considered an optional General Plan element by the State, the Economic Development Element is included to formally establish the City's policy framework for economic development activities and decisions. This policy framework offers necessary guidance to provide for the City's regional competitiveness and long-term economic and fiscal stability. Based on analysis of recognized business trends and a strong understanding of the needs and variety of Fremont's business industries, this policy framework aims to ensure economic decision making is well-integrated into other aspects of city development. In addition to the goals and policies provided in this element, other important policies influencing where certain uses locate are provided in the Land Use Element.

Fremont's economy is as diverse as its citizenry. The City's business base includes a variety of industries ranging from traditional manufacturing and retail goods and services to innovative research and development and technology. Major locations for business include the City Center and South Fremont. The City Center has evolved into a primary location for health services, featuring major employers as Washington Hospital, Kaiser Permanente, and Palo Alto Medical Group. The City's primary industrial areas, comprising 3,000 acres in South Fremont, are home to many high technology, biotechnology, and clean technology firms, supporting a growing number of "green tech" companies. Retail activities are dispersed throughout the community, with concentrations at Pacific Commons and the Hub in the City Center.

While the local economy has grown and job numbers have increased over time, the City faces a number of challenges in its economic development efforts for the future. Firms attracted by Fremont's highly educated work force and its excellent infrastructure are sensitive to the high cost of doing business in California, including the high cost of housing for their employees. While the City is generally well-served by retail, it lacks the specialty shops that many residents seek leading to "leakage" of sales tax dollars to nearby communities. As communication technology continues to change the way people work and shop, the City's economic development activities are challenged to keep pace.

Element Structure

The Economic Development Element policy framework was developed with extensive input from the public, the Economic Development Advisory Commission, and the City Council. The economic development policy framework consists of the following topic areas:

- Retail/Commercial
- Industrial
- International Trade
- Sustainability in Business
- Promoting Fremont

Baseline Conditions

In preparation for the General Plan update, the City commissioned two studies to understand trends in both the retail/commercial and industrial sectors. These studies analyzed current economic trends; assessed future demand; assessed current development capacity in the City; evaluated implications of future demand on the City's capacity for that demand; and recommended approaches to a policy framework to manage and support that future growth citywide. Both the retail and industrial studies were completed in early 2008, prior to the national economic crisis that dramatically altered the global business climate, including significant impacts on the local economy. When the studies were completed, economic growth was robust, but economic growth fell sharply with the onset of the economic crisis. These studies, as well as subsequent analysis completed to understand the changed baseline conditions and their impact on the City's economic development policy framework through 2035, are discussed in the following Retail/Commercial and Industrial sections.

Retail/Commercial

As described in the Land Use Element, the majority of the City's retail/commercial areas are located along major roadways, such as Fremont Boulevard and Auto Mall Parkway. The largest concentration of retail/commercial uses is located within the City Center and Pacific Commons in the Bayside Industrial Community Plan Area. In 2008, Fremont had over 5.9 million square feet of retail space located primarily in 29 retail "clusters." The largest of these clusters, all offering between 500,000 and 645,000 square feet of retail space are the City Center (excluding the Hub), Pacific Commons, the Hub, and Mowry East/Mowry Landing. Each of these centers is defined either as a regional center (serving a three to five mile trade area) or a combination regional and neighborhood center (serving a one to five mile trade area).

The retail districts corresponding to Fremont's original towns—Irvington, Centerville, Warm Springs, Mission San Jose, and Niles—are in the next tier, between 80,000 and 500,000 square feet of retail. These districts are considered neighborhood serving (one-mile trade area) with the exception of Warm Springs which is a combination of regional and neighborhood serving retail/commercial.

Other sizable centers include I-880/Stevenson (432,000 square feet) and Auto Mall Parkway/I-680 (423,000 square feet), both regional centers, and the 302,000 square foot Fremont Boulevard West, a neighborhood center between I-880 and Nicolet Avenue. Diagram 6-1 depicts existing shopping districts and centers in Fremont.

Retail Study

The 2008 retail study, entitled "Fremont Market Analysis and Retail Strategy," concluded that Fremont generally has sufficient land devoted to retail, but that the City lacked the variety of specialty retail shopping opportunities typically associated with communities of the same size and average household income. The City had 5.9 million square feet of retail space with a 3.0 percent vacancy rate (about 177,000 square feet) with average retail rents at $2.46 per square foot. At that time, there was 783,000 square feet of retail space under construction, reflecting strong interest and optimism about Fremont's economic strength. The City's median household annual income was $90,000, with associated strong retail demographics. Regardless, the 2008 study found that the City lacked retail shopping opportunities typically associated with a community of its size

and wealth of its residents. The study states that shopper preferences have evolved towards retail offerings in lifestyle and main street oriented centers. As a result of the lack of retail variety, local retail revenue has been lost to neighboring communities via sales outflow (i.e., sales tax leakage) where the retail shopping experience and businesses desired by the local community are provided.

Data from the 2008 study was updated in 2010 to determine how the national economic crisis was impacting Fremont's retail outlook. This update found that the vacancy rate had risen to 5.3 percent (about 312,700 square feet) and the average retail rent decreased to $1.80 per square foot. In 2010, there was only one proposal for new retail construction. This project included the addition of 260,000 square feet of retail space and a 16-screen movie theater at the Pacific Commons shopping center, increasing the total retail area at the center to approximately 1.2 million square feet.

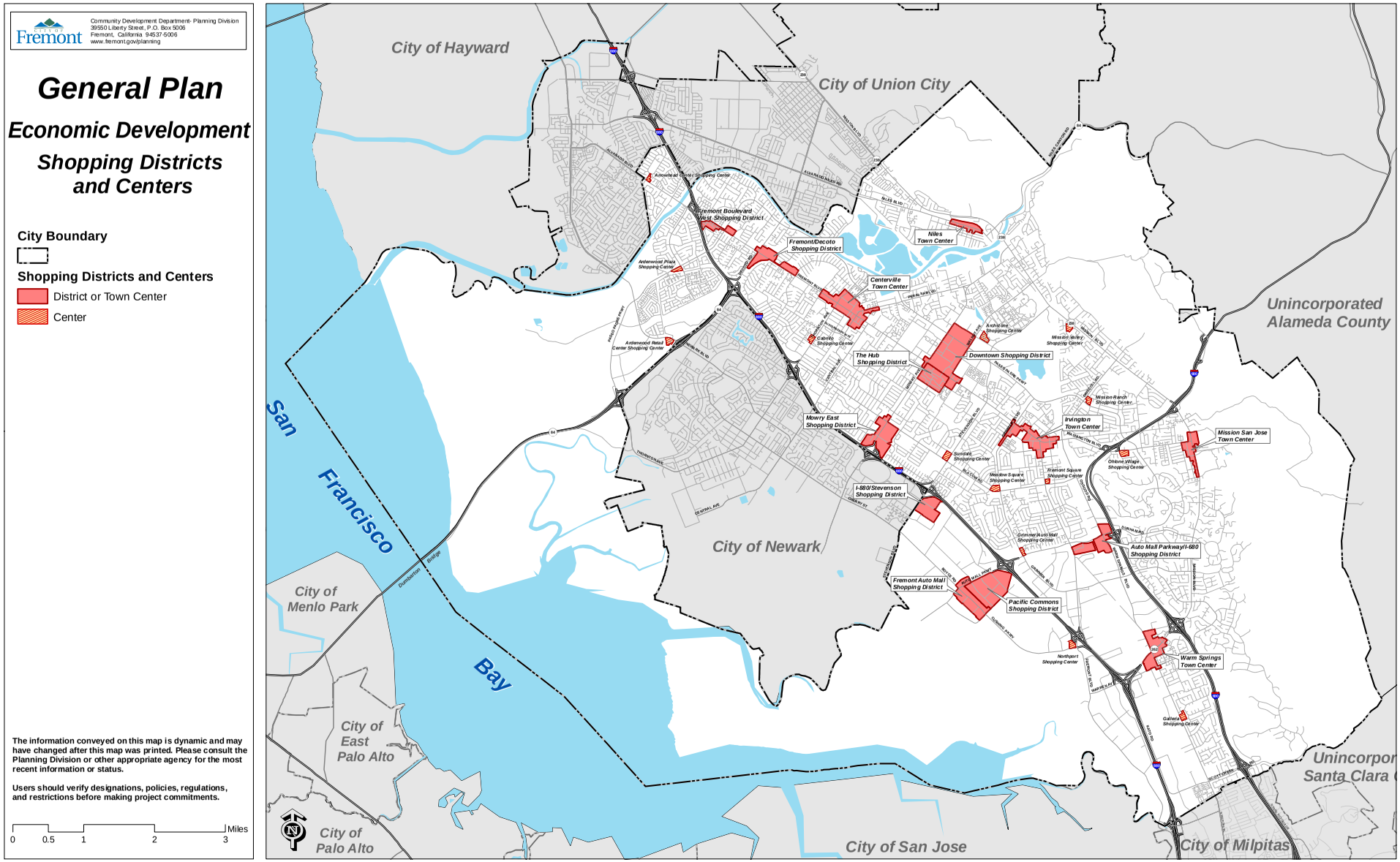


Diagram 6-1 Shopping Districts and Centers

This is a reduced image. Please see the most current color full-size maps available at the Fremont Planning Division or online at www.fremont.gov/planning
The information on this diagram is dynamic and may have changed since this page was last printed.

This page intentionally left blank.

Table 6-1
Retail Rent and Vacancy Rate 2008 to 2010

Item	2008 Retail Study	2010 Retail Study Update
Average Retail Rent	$2.46/sf	$1.80/sf
Vacancy Rate	3.0%	5.3%

Source: Strategic Economics, Fremont Market Analysis and Retail Strategy, Table 12, September 2008.
Boyd & Associates, Strategic Economics Report Update and 2010 Snapshot, August 2010.

Overall, the 2010 update found that consumer shopping patterns have been negatively impacted by the economic recession, resulting in higher demand for value-oriented goods and less demand for high-end luxury and big ticket items with fewer dollars being spent. To capture this outflow and meet the needs of the community, the 2008 study recommended the City:

- Complete a comprehensive update of the commercial zoning and design standards, including parking, to reflect the different markets and priorities for each type of geographic area;
- Identify and establish a method to address under-performing retail centers;
- Concentrate mixed use development opportunities in strategic locations;
- Limit the conversion of industrial land to retail uses;
- Provide a strong regulatory framework to manage retail condominiums;
- Use Community Plans to define good public place-making with appropriately scaled architecture and streets to improve urban form; and
- Continue retail recruitment efforts, including support of small retailers.

These recommendations provide the basis for the retail policy framework in the Economic Development Element. In concert with the Land Use and Mobility Elements, the Economic Development Element calls for focusing retail in existing locations and for undertaking "place-making" efforts in the City Center and the Town Centers.

Industrial

To understand how Fremont's industrial markets function, it is important to understand its geographic context. Fremont lies at the intersection of two of the Bay Area's most significant economic sub-regions, Silicon Valley and the I-80/880 Corridor. Fremont's local economy is formed by and tied to the economic trends in the broader region.

Silicon Valley

The defining characteristics of Silicon Valley are its interrelated industries and economic activities that have created a region recognized worldwide as a leader in technological innovation and progressive corporate culture. Silicon Valley's core geographic area includes Santa Clara and San Mateo Counties. However, the region's strong economic connections and reach have effectively extended its range to include Fremont, Newark, and Union City in Alameda County.

In 2010, Silicon Valley was home to the headquarters of many prominent high technology firms including IBM, Cisco, Apple, Google, Yahoo, Oracle, and Intel, as well as Fremont-based technology firms like Lam Research, Asyst, and Logitech. In addition, the region continues to provide fertile ground for venture capitalists and start-up firms that create new advanced technologies and corresponding local jobs and revenues.

I-80/880 Corridor

The Interstate 80/880 (I-80/880) Corridor generally runs in a north-south direction along the eastern edge of San Francisco Bay, extending north from the Fremont to the City of Berkeley.

As depicted in Table 6-2, in 2005, prior to the economic recession, businesses operating along this corridor accounted for about 545,000 jobs. Industrial jobs (manufacturing, wholesale, and transportation) comprised 40 percent of all Fremont jobs, a much higher percentage than the I-80/880 Corridor and Silicon Valley areas with about 27 and 28 percent, respectively. The higher percentage of industrial jobs is related to the history of the corridor as an industrial area, including its proximity to key transportation infrastructure, particularly the Port of Oakland.

The second largest employment industry in Fremont at that time was health, education, and recreation, with about 23 percent of all Fremont jobs. Both the I-80/880 Corridor and Silicon Valley areas had larger per-

centages in health, education, and recreation, at about 32 and 27 percent, respectively. For the other industry sectors, all three areas had comparable composition of jobs around 10 percent for retail, 18 percent for financial/professional services, and 13 percent for all other jobs, as seen in Table 6-2.

Table 6-2
Comparison of Employment by Geographic Area, 2005

Industry Sector	Fremont Jobs	% of all Fremont Jobs	I-80/880 Corridor Jobs	% of all Corridor Jobs	Silicon Valley Jobs	% of all Silicon Valley Jobs
Manufacturing, Wholesale, & Transportation	37,950	40.4%	145,410	26.7%	336,860	27.8%
Retail	9,250	9.9%	56,680	10.4%	123,120	10.2%
Financial & Professional Services	15,650	16.7%	97,130	17.8%	256,210	21.2%
Health, Education, & Recreation Services	21,480	22.9%	171,580	31.5%	327,930	27.1%
Other[1]	9,550	10.2%	74,570	13.7%	159,710	13.2%
Total[2]	**93,880**	**100%**	**545,370**	**100%**	**1,210,210**	**100%**

Source: Economic & Planning Systems, Industrial Land Use Analysis for the Fremont General Plan Update, Tables 1 through 5, April 2008.
[1] Includes Information, Construction, and Public Administration
[2] Excludes Agriculture and Natural Resources

As shown in Table 6-3, Fremont jobs comprised about 17 percent of all I-80/880 Corridor jobs, with industrial jobs comprising the largest amount of corridor jobs at 26 percent. Both the retail and financial/professional services sectors comprised about 16 percent of Fremont's corridor jobs, while health, education, and recreational services comprised about 13 percent of corridor jobs.

Table 6-3 Fremont Contribution to All I-80/880 Corridor Employment, 2005

Industry Sector	Fremont Jobs	I-80/880 Corridor Jobs	Fremont % of I-80/880 Corridor Jobs
Manufacturing, Wholesale, Transportation	37,950	145,410	26.1%
Retail	9,250	56,680	16.3%
Financial & Professional Services	15,650	97,130	16.1%
Health, Education & Recreation Services	21,480	171,580	12.5%
Other[1]	9,550	74,570	12.8%
Total[2]	**93,880**	**545,370**	**17.2%**

Source: Economic & Planning Systems, Industrial Land Use Analysis Fremont General Plan Update, Tables 1-5, April 2008.
[1] Includes Information, Construction, and Public Administration
[2] Excludes Agriculture and Natural Resources

Table 6-4 provides a comparison of unemployment rates for various geographic areas within the California. While comparable data by industry sector as provided in Table 6-3 was not readily available, the unemployment data provided in Table 6-4 demonstrates that, overall, Fremont's industries have fared slightly better than other areas by the national economic recession. As shown, Fremont continues to trend about four the five points below the State unemployment rate and two points below the San Francisco metropolitan area and Silicon Valley. Nonetheless, Fremont's unemployment rate has increased three points from December 2008 to June 2010 from 5.5 percent to 8.3 percent, respectively.

Table 6-4 Unemployment Rate by Geographic Area

Month Year	California	San Francisco Metro Area [1]	Silicon Valley [2]	Fremont
December 2008	9.0%	7.0%	7.1%	5.5%
December 2009	12.2%	10.2%	10.6%	8.0%
June 2010	12.2%	10.5%	10.6%	8.3%

Source: US Department of Labor, Bureau of Labor Statistics, Local Area Unemployment Statistics, September 2010.
(1) Data for San Francisco-Oakland-Fremont Metropolitan Statistical Area
(2) Combined data for San Mateo County and Santa Clara County; does not include any Alameda County data.

Tables 6-5 and 6-6 provide building space area allocation and average annual lease rates for the three geographic areas for 2007 and 2010. As shown in Table 6-5, all three areas have experienced increases in vacant building space. However, Fremont's vacancy rate has increased at a greater rate than then other geographic areas, increasing about six points, while the two other area vacancy rates increased about two points.

Table 6-5 Building Space Area Allocation by Market Area, 2007 to 2010

Item	Fremont		I-80/880 Corridor		Silicon Valley	
	2007	2010	2007	2010	2007	2010
Total Area (sf)	40,567,572	40,352,116	225,615,519	224,132,380	368,614,040	341,528,405
Vacant Area (sf)	5,351,184	7,666,902	20,438,143	27,120,018	40,237,509	52,539,288
Vacant (%)	9.1%	14.9%	10.9%	12.1%	13.2%	15.4%

Source: Economic & Planning Systems, Industrial land Use Analysis for the Fremont General Plan Update, Tables 9 and 11, April 2008.
Cassidy Turley/BT Commercial, Summary Report Q2-2010 Report, August 2010.

For average annual lease rates, Table 6-6 demonstrates that office lease rates for all three regions have remained relatively stable during the economic crisis, with little to no change in lease rates. For the other market areas, the national economic crisis has had varying effects on the three geographic areas. For Fremont, R&D lease rates have fallen the greatest, decreasing 21.9 percent, which was also the greatest decrease in R&D rates for the three geographic areas. For warehousing space lease rates, the I-80/880 Corridor experienced the greatest decrease at about 19 percent, while Fremont rates have remained stable with no change and Silicon Valley rates have increased slightly. For manufacturing space lease rates, both the I-80/880 Corridor and Silicon Valley decreased more than 20 percent, while Fremont experienced a more moderate decrease at about 8 percent.

Table 6-6 Average Annual Lease Rates by Market Area, 2007 to 2010

Market	Fremont			I-80/880 Corridor			Silicon Valley		
	2007	2010	% Change	2007	2010	% Change	2007	2010	% Change
Office ($/sf)	2.31	2.11	-8.7%	2.16	2.16	n/a	2.58	2.59	0.4%
R&D ($/sf)	1.05	0.82	-21.9%	0.96	0.89	-7.3%	1.14	0.99	-13.2%
Warehousing ($/sf)	0.43	0.43	n/a	0.47	0.38	-19.1%	0.45	0.43	-4.4%
Manufacturing ($/sf)	0.62	0.57	-8.1%	0.57	0.44	-22.8%	0.77	0.61	-20.8%

Source: Economic & Planning Systems, Industrial land Use Analysis for the Fremont General Plan Update, Tables 10, 12, and 13, April 2008. Cassidy Turley/BT Commercial, Summary Report Q2-2010 Report, August 2010.

Fremont's Core Industrial Areas

Fremont's industrial lands are primarily concentrated in three core areas:

- Ardenwood Technology Park in North Fremont
- Bayside Industrial Community Plan Area
- South Fremont Community Plan Area

These three areas provide approximately 3,340 net acres of industrial land. The South Fremont and Bayside Industrial Community Plan Areas comprise the majority of the core industrial area, with 90 percent of this land inventory. Ardenwood, located in North Fremont, comprises the remaining 10 percent (or 345 acres) of core industrial land inventory. Tables 6-7 and 6-8 provide land area and building space information for the three core industrial areas.

Table 6-7 Industrial Area Building Space

Item	Ardenwood	Bayside Industrial	South Fremont	Total
Total Building Space (sf)	2,759,000	15,599,000	20,271,000	38,629,000
Vacant Building Space (sf)	414,000	1,936,000	2,510,000	4,860,000
% Vacant	15%	12%	12%	13%

Source: Economic & Planning Systems, Industrial land Use Analysis for the Fremont General Plan Update, Table 24, April 2008.
(1) Land associated with obsolete building square footage.

Table 6-8
Industrial Land Area Development Capacity

Item	Ardenwood	Bayside Industrial	South Fremont	Total
Net acres	345	1,284	1,708	3,337
Total vacant (acres)	153	129	170	452
Total underutilized (acres)	6	97	148	251
Potential capacity (acres)	159	226	318	703
Developable Vacant (acres)	137	116	153	406
Developable Underutilized (acres)	5	87	134	226
Total Capacity(1) (acres)	143	203	286	632

Source: Economic & Planning Systems, Industrial land Use Analysis for the Fremont General Plan Update, Table 26, April 2008.
(1) About 10 percent of the potential capacity assumed not developable due to parcel configuration and sizes.

Ardenwood Technology Park

Located in northern Fremont at the junction of State Route 84/I-880, Ardenwood Technology Park is characterized by two- to four-story buildings with office, R&D, and manufacturing uses. Since the 1990s, Ardenwood has accommodated a large number of new businesses and attracted many biotech and information technology firms. In 2008, Ardenwood's prominent list of life science businesses includes Amgen, while companies such as Solaria comprise the green technology cluster. In 2008, Ardenwood provided approximately 5,500 jobs.

Ardenwood had 2.7 million square feet of total building space with 15 percent (414,000 square feet) of the space vacant in 2008. Of Ardenwood's 345 acres, 153 acres (44 percent) were vacant, with a total development capacity of 143 acres (inclusive of redevelopment of underutilized parcels).

Bayside Industrial

Located at the southern end of Fremont and accessible by I-880, Bayside's character is of a more traditional industrial nature (compared to Ardenwood), with more heavy manufacturing operations, such as concrete manufacturers and similar businesses. Areas adjacent to I-880 are characterized by relatively new single-story R&D/manufacturing buildings and office parks. Bayside includes some of the largest business parks in the Silicon Valley, including Bayside Business Park and Bayside Technology Park. In 2008, the Bayside Industrial area had large undeveloped tracts of land. Area amenities include wider, tree-lined streets and sidewalks compared to the other core industrial areas. Prominent employers in the Bayside area include Lam Research Corporation, Boston Scientific Corporation, Asyst Technologies, and Smart Modular Technologies. In 2008, Bayside provided approximately 20,000 jobs.

Bayside had about 15.6 million square feet of total building space with 12 percent (1,936,000 square feet) of vacant space in 2008. Of Bayside's 1,284 acres, 129 acres (10 percent) were vacant, with a total development capacity of 203 acres (inclusive of redevelopment of underutilized parcels).

South Fremont

South Fremont is located in south central Fremont, between I-680 and I-880. The area is characterized by low-rise R&D and warehouse space, with pockets of vacant and underutilized land interspersed between a mix of older industrial businesses and a few newer businesses. A number of technology businesses in this area engage in software, hardware, telecommunications, semiconductors, biotech, and clean tech industries. Prominent employers in the South Fremont area include Western Digital, Seagate Technology, Wintec, and Stats CHIP Pac Ltd Thermo.. In 2008, the South Fremont area provided about 35,000 jobs.

South Fremont had about 20.3 million square feet of total building space with 12 percent (2,510,000 square feet) of vacant space. Of South Fremont's 1,708 acres, 170 acres (10 percent) were vacant, with a total development capacity of 286 acres (inclusive of redevelopment of underutilized parcels).

Industrial Study

The 2008 study completed to analyze the City's industrial sector is entitled, "Industrial Land Use Analysis for the City of Fremont General Plan Update." The study concluded that the City was likely to experience a shortfall of industrial land by 2035.

As with the retail study, the local impacts of the national economic crisis were significant in the City's industrial sector. Where, in 2008, it appeared that vacant industrial land would be completely developed during the life of this General Plan, in 2010, it seemed more likely that Fremont would have sufficient industrial land capacity through at least 2035. This is evidenced by the impact of the recession on vacancy and lease rates, as shown in Tables 6-5 and 6-6.

The 2008 industrial study demand and capacity analysis is summarized in Table 6-9. Based on the analysis, the study found that by 2025, the City would have a deficit of approximately 95 acres of industrial land. However, as depicted in Table 6-5, after the onset of the national economic crisis, the inventory of vacant industrial space increased from 5.3 to 7.7 million square feet by mid-2010. As a result, it is now likely that this additional industrial space inventory may accommodate the demand for industrial space in Fremont through 2035.

Nonetheless, the 2008 industrial study found that the City's core industrial areas of Ardenwood, Bayside Industrial, South Fremont are the locations where new and expanding industries, particularly innovative industries, would be located in the future. To provide for such opportunities, these employment and revenue generating lands should be protected from conversion to non-industrial uses, and be buffered so they continue to function without operational restrictions (such as hazardous material use) due to encroachment of sensitive adjacent land uses.

Table 6-9
Industrial Area Demand and Capacity by 2025

Item	Total
Industrial Land Demand	
Total building space needs/demand	11,620,340 sf
Vacant/excess building space/capacity	2,826,920 sf
Net Space needs	8,793,420 sf
Net land needs	537 acres
Land Demand/Vacant Capacity Comparison	
Vacant land capacity	406 acres
Industrial land surplus (deficit)	(131 acres)
Vacant land capacity (with NUMMI and PG&E lands)	500 acres
Industrial land surplus (deficit)	(38 acres)
Land Demand/Vacant and Redevelopment Comparison	
Vacant land capacity/developable vacant area	406 acres
Redevelopment capacity/developable underutilized area	226 acres
Total potential capacity	632 acres
Industrial land supply surplus (deficit)	95 acres

Source: Economic & Planning Systems, Industrial land Use Analysis for the Fremont General Plan Update, Table 27, April 2008.

Regional Advantages and Challenges

Companies consider a wide range of criteria when deciding where to locate their facilities, including: operations costs; workforce quality; intellectual property protection; potential for collaboration with universities and other academic institutions; access to capital; local housing affordability; availability of executive housing; government policies and tax rates; and availability of suitable land and workspace.

In the Bay Area, ties with prominent educational institutions with their attendant research centers and trained workforces provide a great advantage for business looking to locate here. A number of businesses have chosen to locate in proximity to San Jose State, UC Berkeley, UC San Francisco, and Stanford to benefit from this advantage. Further, the Bay Area provides a large number of venture capital firms that, along with local universities access to State and federal grants, provides access to funding opportunities that are lacking in other metropolitan regions. Additionally, the area's existing industry clusters, such as biotechnology, information technology, and personal computing, consistently generate new collaboration and innovation.

Along with these advantages, however, come challenges. These include the availability of affordable workforce housing and the quality of transportation systems to facilitate commuting and logistics. Housing development pressure, though it abated during the financial downturn in the late-2000s, makes it difficult for industrial users to find locations that are buffered from residential areas. Correspondingly, the high land and labor costs may discourage industries from locating here. Less unique to the Bay Area, but still a challenge, are business concerns about the availability of appropriate industrial land and work space, as well as rising costs associated with land, workspace rents, and utilities, all of which are critical to successful long-term economic development.

Fremont's "Driving Industries"

The 2008 industrial study identified Fremont's economic driving industries. Driving industries are concentrations of industries that have at least two of the following characteristics: high location quotient (indicative of specialization); high growth; or high employment (indicative of industries that provide a sizable number of jobs). These driving cluster sectors go beyond providing goods and services locally. Based on analysis of scale, recent growth rates, and concentrations of employment, Fremont's key driving industries include: biotechnology/biomedical; clean technology;

DRIVING INDUSTRIES

Fremont's key driving industries include:

- Biotechnology and Biomedical
- Clean Technology
- Computer and Communications Hardware
- Distribution and Logistics
- Diversified Industrial Support
- Software and Communications Technology
- Health Services
- Professional services

computer and communications hardware; distribution and logistics; diversified industrial support; software and communication technology; health services and professional services.

Table 6-10 provides the location quotient for each of the driving industries by subarea. Location quotient (LQ) indicates the cluster concentration by subarea. A location quotient greater than 1 indicates a specialization above the city average, identified in italics in Table 6-10. As shown, biotechnology, computer/computer manufacturing, distribution/logistics, diversified industrial support, and software/communications are driving industries clustered in the three core industrial areas. Outside of the core industrial areas, the driving industries of health services, professional services, as well as software communications are clustered in the City Center and other districts.

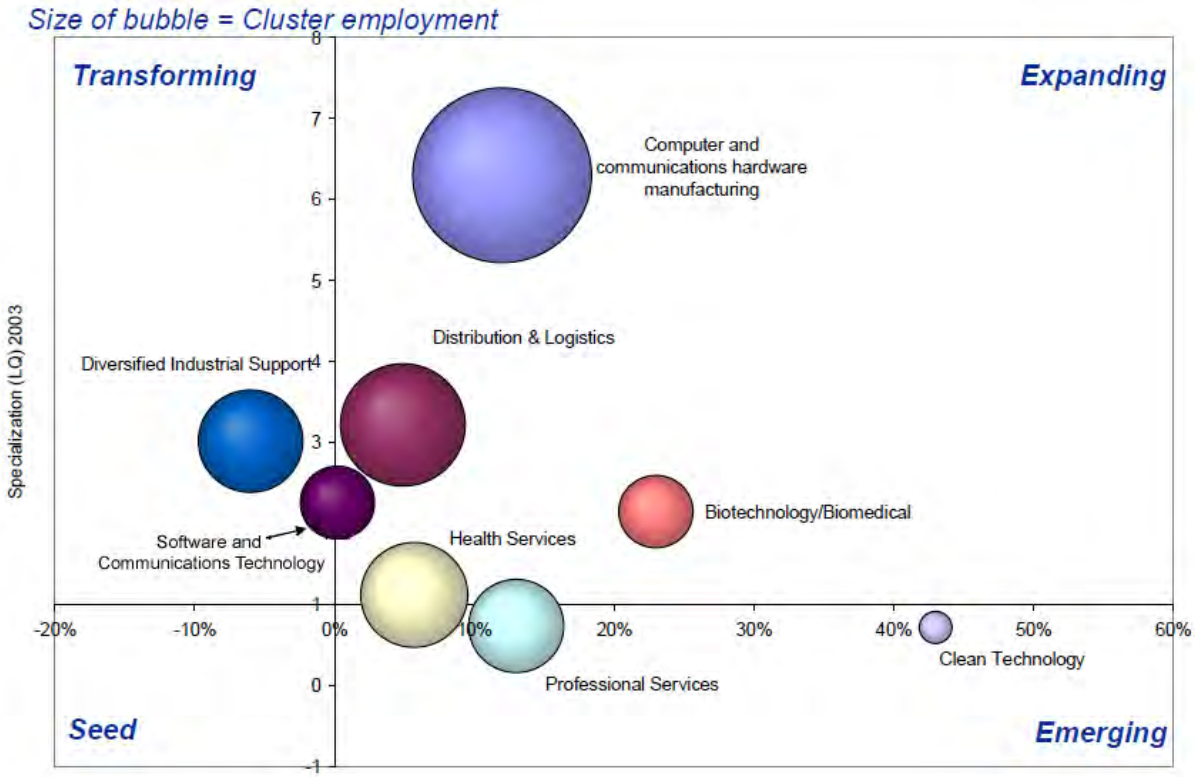
Table 6-10
Driving Industries Location Quotient (LQ) by Subarea

Industry	Ardenwood	Bayside Industrial	South Fremont	City Center	Other Districts [1]
Biotechnology/ Biomedical	*2.49*	*1.96*	0.48	0.13	0.36
Clean Technology	n/a	0.57	*2.09*	n/a	0.06
Computer/Computer Manufacturing	*1.89*	*1.17*	*1.29*	n/a	0.10
Distribution & Logistics	0.56	*1.83*	0.78	0.02	0.92
Diversified Industrial Support	0.00	0.34	*2.17*	0.04	0.28
Health Services	0.12	0.02	0.03	*5.71*	*2.66*
Professional Services	0.49	0.31	0.36	*2.90*	*3.08*
Software/Communications Technology	0.35	*1.17*	0.84	0.32	*1.99*

Source: Economic & Planning Systems, Industrial land Use Analysis for the Fremont General Plan Update, Table 8, April 2008.

Figure 6-1 depicts Driving Industries in Fremont. In the graphic, the size of the bubble is indicative of the scale of the employment cluster. As shown, a large number of the driving industries are expanding, with the computer/communications hardware manufacturing and distribution/logistics clusters showing the largest amount of expansion. Some smaller clusters such as clean technology is an emerging sector, while others such as diversified industrial support (traditional manufacturing) is a transforming sector (e.g., traditional auto manufacturing at the former NUMMI facility to the manufacturing of Tesla's electric cars).

Figure 6-1
Driving Industries Location Quotient (LQ)



Source: ICF International, 2007

Consistent with the location quotient, the majority of jobs in each of these industry clusters are concentrated in the City's core industrial areas, including Ardenwood, Bayside Industrial, and South Fremont. The majority of professional and health services, however, are concentrated in the City Center and other non-core industrial areas. The 2008 industrial study found strong job growth in all of the driving industries, with the exception of diversified industrial support (traditional manufacturing, which contracted further with the closure of NUMMI facility in 2010) and software and communications technology. Biotechnology has also shown growth, but experienced setbacks with the departure or closure of large biotech firms toward the end of the decade.

The 2008 industrial study found that future growth prospects in the core industrial areas of Ardenwood, Bayside Industrial, and South Fremont, include the following:

- Computer/communications manufacturing: This cluster includes technology-related, generally high-value added manufacturing that supports the Bay Area's information technology and electronics industry. In the mid-2000s, Fremont experienced significant growth in this sector, providing about 26,000 jobs.
- Distribution and logistics: The distribution and logistics cluster is composed of businesses that either directly engage in or facilitate the transportation or warehousing of products, including the scheduled air transportation, railroads, freight trucking, and warehousing industries. In the mid-2000s, this cluster provided significant employment in Fremont at about 13,000 jobs. Fremont has three times the concentration of jobs in this cluster relative to the State average.
- Biotechnology/biomedical: The biotechnology/biomedical cluster includes a number of industry sectors related to the life-sciences industry with a primary focus on medical device manufacturing and R&D. Fremont's biotechnology/biomedical cluster provided about 5,000 jobs in the mid-2000s, with a greater concentration than the Statewide average. While the City lost some large biotech firms in the mid-2000s, it continues to experience strong growth. The City is well-positioned to increase this cluster in the future.
- Clean technology: This cluster is loosely defined as including a diversity of sectors related to energy efficiency, alternative energy, and "greener" business practices and/or technologies. In the 2000s, Fremont captured clean tech firms, particularly those engaged in activities around solar energy, developing total cluster employment of over 500 persons.

In the future, the City will strive to ensure that industrial land areas, particularly in the core industrial areas, provide opportune space for employment and revenue-generating businesses. Once these buffered lands are no longer available, it will be difficult for firms requiring a buffer to locate in the City. To provide protection for these important industrial operations and revenue generators, this element includes policies to limit conversion of industrial land to other uses, except in circumstances of extraordinary benefit to the City. Extraordinary circumstances may include recruitment of a large tax revenue generating business that is not located in the region or State. While it appears less likely that the City's supply of industrial land will be exhausted by 2035, the policy framework protects the industrial areas from conversion to ensure an adequate supply of land is available to allow further evolution of the innovative technologies that are attracted to Fremont. Further, additional policies ensure that operating industrial businesses are protected from introduction of uses with sensitive occupants providing assurance that these businesses may continue to operate and expand as provided for by the underlying industrial zoning districts.

International Trade

As described elsewhere, Fremont's population is ethnically and culturally diverse. This diversity can be a powerful economic development tool by attracting foreign entrepreneurs or companies to Fremont because of ties to local residents or the local business community.

The City works to capitalize on this competitive advantage by seeking enhanced international economic ties. By participating in trade delegations, providing translated materials, business assistance to international firms, and targeted marketing, Fremont can continue to attract foreign businesses and to assist them as they learn U.S. and local business requirements. Accordingly, the General Plan includes a policy and implementation measures to promote Fremont as a "Location of Choice" for international trade.

Sustainability in Business

Economic Sustainability

In the economic context, sustainability means providing an adequate number of jobs locally to reduce out-commuting of the local work force. This means creating a jobs-housing balance by attracting and retaining businesses that offer job opportunities sufficient in number for working-age residents, as well as matching jobs with the skill levels of the local work force (i.e., jobs-housing match). Sustainability also means a business sector that produces revenues to support City services, such as public safety and street maintenance. Correspondingly, economic sustainability means ensuring that an adequate supply of employment generating sites is available to locate firms in the City.

One important strategy for recruiting and retaining businesses is to assist businesses with their needs for building permits, technical assistance, and information. Also, by maintaining infrastructure and ensuring that land use regulations are consistent with the needs of emerging industries, Fremont can continue to position itself as an attractive business location. The Economic Development Element includes several policies and implementation measures aimed at helping simplify the process for businesses wishing to locate and remain in Fremont.

Environmental Sustainability in the Business Sector

In recent years, green technology has become a growing component of Fremont's economy. In 2010, Tesla Motors announced its intention to build electric vehicles in Fremont in a portion of the former NUMMI auto plant, providing a potent example of the role that green technology could play in replacing dwindling jobs in traditional manufacturing.

In addition, many other clean technology companies and suppliers have established a presence in Fremont. Venture capital investment in Fremont-based clean technology firms provides clear evidence that Fremont is a location of choice these businesses. In 2009, of the $414 million in clean technology venture capital investments in East Bay cities, $331 million (80 percent) was invested in Fremont clean technology firms, as shown in Table 6-11.

Table 6-11
East Bay Clean Technology
Venture Capital Investments, 2009

East Bay City	Investments	Amount
Fremont	6	$331,174,800
Emeryville	1	$41,750,100
Oakland	1	$12,258,900
Union City	1	$10,000,000
Berkeley	1	$8,609,000
Hayward	1	$7,120,000
Livermore	1	$3,800,000
Alameda	1	N/A
Pleasant Hill	1	N/A
Total	**14**	**$414,712,800**

Source: PricewaterhouseCoopers, MoneyTree Report, 2009.

This Element provides the policy framework to promote Fremont as a location for additional green technology firms, including preparing the local workforce for future green jobs. This Element also recognizes the key role that other businesses will play in meeting the community's goals related to greenhouse gas emissions, specifically reducing vehicle mile traveled, the primary contributor of these emissions in the State. This Element promotes environmentally sustainable practices for all businesses in Fremont.

Promoting Fremont

Given the focus of attracting and retaining businesses generating large tax revenue and employment, competition for economic development is fierce. The State of California must compete with other states and countries to attract and retain businesses. The Bay Area region must compete with other regions within California to create successful economic development ventures. For Fremont, the City must compete with other communities in the Bay Area to attract businesses that provide jobs for residents, as well as to recruit businesses that offer goods and services needed and desired by the community.

Different companies choose their locations for different reasons. For some, the determining factor might be the availability of skilled workers; for retailers, the number of nearby residents meeting certain demographic criteria might dictate: for a start-up technology firm, the most important factor might be where the CEO lives. As part of its Economic Development efforts, the City will continue to promote Fremont's many attributes with the intention of continued business success.

Goals, Policies, and Implementing Actions

Goal 6-1: A Dynamic Local Economy

Create and sustain a dynamic local economy that attracts investment, increases the tax base, generates public revenues, creates employment, provides recreational, shopping and service opportunities for residents, and maintains a balance of jobs and housing.

• Policy 6-1.1: Increasing the Tax Base

Encourage economic development that generates sales tax, property tax, and other revenues that help sustain municipal services.

• Policy 6-1.2: Fremont as a Business-Friendly Community

Promote Fremont as a business-friendly community and location of choice for a broad range of business types. Offer programs that expedite permitting and create a supportive environment for local business to increase local employment and revenues.

> Implementation 6-1.2.A: Streamlined Business Permitting

Continue to improve and streamline business permitting and expedited permit decisions.

> Implementation 6-1.2.B: Permit and Technical Assistance

Continue to provide ombudsperson services to assist existing and new businesses with their permitting process, including assistance with other agencies such as utility districts and other regulatory bodies.

> Implementation 6-1.2.C: Corporate Site Visits

Continue business site visit program targeting businesses to learn of new industries/technologies and specific needs of local firms to ensure City policies are reflective of changing and emerging business needs, as well as respond to possible company expansion needs.

> Implementation 6-1.2.D: Business Workshops

Continue and expand business workshops by partnering with other agencies to promote local entrepreneurship and offer individualized counseling to assist in business and employment growth.

> Implementation 6-1.2.E: Partnerships

Promote the Fremont business community by working in partnership with the Fremont Chamber of Commerce, business and civic associations, regional economic development and trade groups, property owners, and developers to improve the general business climate and to discuss opportunities for change and revitalization.

> Implementation 6-1.2.F: On-Line Site Information

Provide searchable information on-line about available sites and spaces, and offer individualized site selection assistance including demographic reports to assist businesses in their customer and workforce profile needs.

• Policy 6-1.3: Business Recruitment/Retention

Through business-friendly policies, recruit new businesses and retain existing businesses that provide revenues to the City and jobs to the community.

> Implementation 6-1.3.A: Recruitment/Retention Incentives

Periodically conduct a review of possible incentives aimed at recruiting/retaining specific businesses (e.g., theaters, boutiques, restaurants) that achieve identified economic development goals of the district (e.g., Downtown). These incentives may include FAR bonuses, reduction, deferral or waiver of fees, expedited permitting, business tax exemptions, and other incentives.

> Implementation 6-1.3.B: Fee/Tax Impacts on Business Attraction/Retention

Consider the impact of establishing new or revising existing fees and taxes on business attraction and retention.

> Implementation 6-1.3.C: Updated Commercial/Industrial Zoning

Perform a comprehensive update of Fremont's commercial and industrial zoning to include references to the North American Industry Classification System (NAICS) to update business classifications. Regularly update the zoning to consider the needs of emerging industries.

> Implementation 6-1.3.D: Assist Expansion Efforts

Assist firms in their efforts to expand locally and provide individualized site selection assistance to ensure that Fremont firms have adequate space to grow their operations in suitably zoned areas that will accommodate future expansion.

> Implementation 6-1.3.E: Small Business Retention Efforts

Focus resources to help retain small businesses to continue operating to provide goods and services to the community.

> Implementation 6-1.3.F: Child Care Facilities

Encourage the siting of child care facilities in areas with compatible land use and character, including located near transit hubs, employment centers, recreation facilities, community centers, schools, and homes.

> Implementation 6-1.3.G: Infrastructure Maintenance

In partnership with relevant public agencies and private companies, continue to maintain Fremont's infrastructure to support economic development including well-maintained streets, transit improvements, adequate water and sewer services, and communications infrastructure.

See also Mobility Policy 3-3.5

• Policy 6-1.4: Large Sales Tax and Employment Generators

In order to attract and retain businesses that generate large amounts of sales tax or number of jobs, incentives or special considerations should be provided to these businesses because of the significant economic benefit they provide to the City. These special considerations may include variations to development standards (e.g., floor area, parking, signage), wayfinding signage in the public right of way, expedited permit

processing, or other considerations to facilitate attraction or retention of these businesses. A business providing such a sales tax benefit that would be eligible for such consideration(s) includes those that generate a minimum of one million dollars or more in annual revenue to the City (including sales tax, property tax, transit occupancy tax, and/or other applicable direct City revenue source) within three years after start of operation of the business. A business providing such an employment generation benefit that would be eligible for such consideration(s) includes those that provide 500 or more jobs within three years after start of operation of the business.

• Policy 6-1.5: Workforce Development

Facilitate job training and education programs to prepare Fremont residents for high quality jobs. This will not only benefit residents but also the larger community by attracting businesses seeking well-trained employees.

> Implementation 6-1.5.A: Partnerships

To train local residents and prepare students for jobs in emerging areas of the economy, continue to partner with outside agencies and educational institutions such as the Ohlone Community College District, the Regional Occupational Program, the Fremont Unified School District, the Alameda County Workforce Investment Board (WIB) and other organizations/agencies.

> Implementation 6-1.5.B: Additional Educational Institutions

Consider opportunities for additional colleges and technical schools to locate in Fremont to provide education and training that benefits local residents and employers.

• Policy 6-1.6: Jobs-Housing Balance

Support economic growth that provides quality employment opportunities in order to balance Fremont's jobs with its housing supply, resulting in a more sustainable City.

• Policy 6-1.7: Local Hiring

Encourage new and existing business to hire local residents to help achieve a jobs-housing balance and assist with sustainability efforts.

• Policy 6-1.8: Transportation Infrastructure and Amenities

Facilitate efforts to help Fremont's employers get their employees to their jobs (e.g., transit forums and similar programs), as well as to allow the transportation of goods to businesses.

• Policy 6-1.9: Economic Development Program

The City shall maintain an economic development program with staff dedicated to administer the policies contained within this Economic Development Element.

Goal 6-2: Vibrant Shopping Areas

Create and sustain a hierarchy of well-defined vibrant retail centers to meet the shopping, entertainment, dining, and service needs of Fremont residents and workers and the local region.

• Policy 6-2.1: Well-Defined Locations for Retail

Focus future retail businesses and development in the locations designated for retail in the General Plan Land Use Map so retail uses are concentrated together to establish vibrant shopping areas that provide a range of goods and services and create synergy between businesses.

> Implementation 6-2.1.A: Hierarchy of Retail Lands

Ensure the City's land use designations and zoning allow for a hierarchy of retail types, ranging from regional-serving centers to local shopping areas.

See also Land Use Policy 2-4.2

> Implementation 6-2.1.B: Conversion/Redesignation to Retail Only Uses

Create a process to convert or redesignate non-commercially designated lands (e.g., industrial, residential, public, recreational) to retail only in extraordinary circumstances (e.g., attraction of a high revenue retailer that is not currently located with the region or State and is unable to locate within existing retail centers). Requests for conversion or redesignation of non-commercially designated lands to retail only shall, at the time the request is made, provide evidence justifying the extraordinary circumstance(s) warranting the conversion/redesignation.

• Policy 6-2.2: Identify Retail Needs and Strategically Recruit Retailers

Periodically study the City's retail needs and recruit retailers that will fill those needs and eliminate gaps in Fremont's retail offerings.

> Implementation 6-2.2.A: Retail Strategy

Update the retail development strategy at least every five years to keep it current on retail trends and market conditions. Implement most recently completed retail development strategy.

> Implementation 6-2.2.B: Targeted Retail Recruitment

Continue retail business attraction efforts such as marketing, trade shows and broker/developer events. Capture sales tax leakage in key sectors, such as high end retail and restaurants, and eliminate gaps in retail categories by utilizing direct communications with targeted retailers.

> Implementation 6-2.2.C: Rental Assistance Program

Explore development of a rental assistance program as a recruitment incentive to attract targeted, desired retailers and restaurants to key locations.

• Policy 6-2.3: Regularly Evaluate Existing Retail Centers

Periodically review the performance and condition of retail centers. Support reinvestment and consider changes in the retail mix as warranted from this periodic performance and condition review.

> Implementation 6-2.3.A: Evaluate Performance of Retail Centers

Periodically evaluate the performance of the City's retail centers. As part of the evaluation, analyze and make recommendations regarding measures likely to improve retail performance.

> Implementation 6-2.3.B: Conversion of Existing Retail Centers

Consider converting low-performing retail centers to other compatible uses when evidence justifying such conversion is provided, including high vacancy rates, poor center sales, and/or lack of reinvestment. In areas underserved by neighborhood serving retail centers and businesses (e.g., grocery store) or where the proposed conversion would eliminate the only neighborhood serving retail options, conversion of the entire center to a non-retail use shall not be allowed.

> Implementation 6-2.3.C: Non-Retail Businesses in Retail Centers

Evaluate the amount of space used by non-retail businesses (e.g., recreation, religious facilities, offices) in retail centers to identify impacts on tenant mix and center viability. If determined necessary, revise zoning to establish thresholds for maximum amounts of space used by non-retail businesses in retail centers.

> Implementation 6-2.3.D: Outreach

Conduct outreach efforts with owners and brokers of underperforming retail centers to discuss options for rehabilitation of the centers, possible changes in retail mix, or conversion to non-retail uses.

> Implementation 6-2.3.E: Private Investment

Where rehabilitation is likely to help make underperforming centers economically viable, encourage property owners to invest in upgrades.

> Implementation 6-2.3.F: Public Investment

Periodically review and streamline programs providing loans for commercial rehabilitation and other assistance to commercial property owners to ensure they are operating efficiently.

• Policy 6-2.4: Review and Update Regulations

Ensure that the City's zoning regulations are updated to reflect the City's retail goals.

> Implementation 6-2.4.A: Revised Commercial Zoning

Update Fremont's commercial zoning and design standards to reflect modern business definitions and categories.

> Implementation 6-2.4.B: Parking Standards

Review and amend parking standards for commercial uses and centers, and where feasible include measures, such as shared parking and structures that minimize the land devoted to parking while meeting the demand for parking.

See also Land Use Policy 2-4.11 and Mobility Policy 3-7.1

> Implementation 6-2.4.C: Framework for Retail Condominiums

Establish a strong regulatory framework to manage retail condominiums including requirements for Covenants, Conditions and Restrictions (CC&Rs), management of the owners association, and enforcement of the CC&Rs.

> Implementation 6-2.4.D: Minimize Construction Impacts

Work with new development and infrastructure projects to minimize temporary construction impacts so that patronage of nearby existing businesses is not negatively impacted.

• Policy 6-2.5: Fremont as a Retail Location

Promote Fremont as a prime location to the retail sector and a variety of trades and industries through print, internet, trade shows and networking.

> Implementation 6-2.5.A: Retail Attraction

Attend major and regional trade events, such as those sponsored by retail trade groups, to ensure that available Fremont sites and opportunities are promoted.

> Implementation 6-2.5.B: Catalyst Retail Businesses

Attract quality and specialty retail goods to act as catalysts to stimulate economic development activity and attraction of high-end retail enterprise to Fremont.

> Implementation 6-2.5.C: Day and Evening Visitors

Work to attract a variety of retail businesses to encourage resident, worker, and visitor patronage during both day and evening hours.

> Implementation 6-2.5.D: Retail Broker Relationships

Continue to sponsor special events that include property owners, developers, real estate brokers, business owners and retailers to ensure that parties are familiar with Fremont programs, opportunities and sites.

• Policy 6-2.6: City Center

Promote the City Center as the focus of the City's governmental, cultural, and commercial activities, including expanding upon its role as a regional health care services center. New health care services should be concentrated in the City Center. Within this area, the Downtown district should be the focus of pedestrian-oriented social, cultural, and entertainment activities.

> Implementation 6-2.6.A: Place-Making Efforts

Encourage place-making efforts in the City Center. Consider incentives for pedestrian-oriented mixed use centers.

> Implementation 6-2.6.B: Health Care Facilities

Support the regional role of health care facilities in the City Center such as Washington Hospital, Palo Alto Medical Center and Kaiser Medical Center. Promote policies attracting other related health care businesses to this cluster. Consider creation of a targeted health care services zoning district.

> Implementation 6-2.6.C: Downtown

Promote the Downtown area as the pedestrian-oriented social, cultural and entertainment center of the City, not only because of the economic benefits from the district itself, but also for the benefits to citywide economic development efforts.

> Implementation 6-2.6.D: Special Incentives

Consider developing incentives to promote the development of the Downtown area as a unique business, social, cultural and entertainment center of the City.

• Policy 6-2.7: Town Centers

Fremont's town centers provide a unique range of services and retail small businesses. Continue to leverage the unique environment and heritage of each of these centers to benefit the local economy by creating specialty retail, unique shopping experiences, and interesting spaces for small local businesses and services.

> Implementation 6-2.7.A: Adaptive Re-Use

Promote adaptive reuse of older commercial structures and encourage complementary and compatible new high quality development.

> Implementation 6-2.7.B: Smaller Shops and Storefronts

Work to attract retail businesses and services that utilize smaller shops and/or smaller storefronts in keeping with the character of the town center area.

> Implementation 6-2.7.C: Promote Special Events in the Town Centers

Recognizing that town centers provide a unique environment, support special events that promote the heritage of each district and create interesting events for visitors and residents.

> Implementation 6-2.7.D: Centerville

Identify policies for Centerville to take advantage of its historical business area, promote redevelopment of the Center Theater, and increase transit ridership.

> Implementation 6-2.7.E: Irvington

Continue to support ongoing activities in Irvington including development of the new BART station and increased pedestrian-oriented projects.

> Implementation 6-2.7.F: Niles

Continue to support place-making efforts in Niles through redevelopment of the area surrounding the Niles Town Plaza.

> Implementation 6-2.7.G: Mission San Jose

Continue to support place-making efforts in Mission San Jose through investment of the area surrounding the historic town center.

> Implementation 6-2.7.H: Warm Springs

Support efforts in Warm Springs to create an identifiable, pedestrian oriented town center.

Goal 6-3: A Diverse Mix of Industrial and Technology Uses

Support and promote a diverse mix of industrial and technology uses to provide jobs and tax revenues for the community.

• Policy 6-3.1: Diverse Industrial and Technology Uses

Provide for a variety of industrial uses to minimize the impact of industry-specific downturns on the local economy, to provide a range of job opportunities for local residents, and to provide opportunities for synergy between various industries.

> Implementation 6-3.1.A: Industrial Strategy

Update industrial strategy at least every five years to keep it current with business trends and market conditions. Implement most recently completed industrial strategy.

> Implementation 6-3.1.B: Adequate Industrially-Zoned Land

Ensure that adequate land is available within each of the industrial zoning districts to accommodate a wide range of industrial uses including those that require intensive operations, yard space, access to rail, and hazardous materials, as well as those requiring a campus-like environment. Use zoning to ensure that businesses with similar impacts can locate in areas where they can expand their operations without impacting non-industrial uses.

> Implementation 6-3.1.C: Conversion/Redesignation of Industrial Lands to Non-Industrial Uses

Conversion or redesignation of industrial lands to non-industrial uses shall generally be prohibited. Only in extraordinary circumstances (e.g., attraction of a use not currently located within the region or State that is unable to locate within more appropriate locations or a large sales tax or employment generator), or for properties located within one-quarter mile of BART or ACE transit station platforms, or for properties surrounded with existing non-industrial development (e.g., sites in Niles, Centerville, and Irvington) shall conversion/redesignation be considered. Requests for conversion/redesignation of industrial lands to nonindustrial uses shall, at the time the request is made, provide evidence justifying the extraordinary circumstance(s) warranting the conversion/redesignation.

See Also Land Use Policy 2-5.3: Conversion of Industrial Land to Other Uses

> Implementation 6-3.1.D: Adaptive Reuse

Maintain development regulations that facilitate adaptive reuse of older industrial buildings. These regulations should address reuse requirements such as parking, traffic control, and seismic retrofitting.

> Implementation 6-3.1.E: Right to Operate

Emphasize that industrial businesses operating in industrial zoned areas have the right to operate as allowed by the district. Requests by non-industrial businesses proposing to locate within industrial zoned areas or adjacent to industrial businesses shall be evaluated for impact on industrial business operations and expansion potential. Non-industrial businesses with the potential to adversely impact important industrial businesses shall not be allowed to locate in the industrial zoned areas.

• Policy 6-3.2: Attracting Emerging Growth Industries

Recruit and retain emerging growth (industries with significant employment and performance potential) industries in order to increase employment opportunities for a wide range of skill levels and salaries to meet current and future employment, with an emphasis on industries such as high tech, biotech and clean tech that seek to locate in Silicon Valley.

> Implementation 6-3.2.A: Business Clusters

Encourage development of business clusters to ensure industrial vitality and promote networks of suppliers to support key industries such as life science and clean technology.

> Implementation 6-3.2.B: Monitor Economic Trends

Continually monitor local emerging growth industry trends to enable quick response to economic changes, including and modifying recruitment and retention efforts.

> Implementation 6-3.2.C: Private Reinvestment

Consider measures to encourage private reinvestment in vacant or underutilized industrial land to adapt such property to changing economic needs.

> Implementation 6-3.2.D: Public Reinvestment

In response to changing economic needs, facilitate and/or pursue public reinvestment opportunities (e.g., grants, loans, bonds) to assist in adaptive reuse planning of large vacant or underutilized industrial properties.

Goal 6-4: Promoting International Trade

Promote Fremont as a "Location of Choice" for international trade.

• Policy 6-4.1: Premier Location for International Business Opportunities

Maximize local partnerships and resources to promote Fremont at a premier location for international business opportunities.

> Implementation 6-4.1.A: Trade Delegations

Host international trade delegations and develop trade visits to targeted countries.

> Implementation 6-4.1.B: Regional Efforts for International Trade

To maximize opportunities focusing on international trade, participate in the regional efforts of other organizations, including, but not limited to the Bay Area World Trade Center, East Bay Economic Development Alliance, Bay Area Council Economic Institute, the U.S. Export Assistance Center of Silicon Valley, and other professional or business organizations.

> Implementation 6-4.1.C: Partnerships with Educational Institutions

Explore opportunities to partner with educational institutions as they continue to develop their international exchange programs with global universities.

> Implementation 6-4.1.D: Translation of Materials

Translate business resource materials into other languages as resources allow. In addition, bring targeted educational resources for international trade into Fremont (e.g., workshops, printed materials, trade events).

> Implementation 6-4.1.E: Rail, Port, and Air Access

Market advantages for international firms including convenient rail, port and air access, as well as our diverse, multi-cultural and highly educated workforce.

> Implementation 6-4.1.F: Foreign Trade Zones

Provide business assistance to local and international firms to determine if they could benefit from establishing a Foreign Trade Zone or other programs.

Goal 6-5: Sustainability

Promote environmental sustainability in the business sector.

• Policy 6-5.1: Promote Fremont as a Destination for Clean and Green Technology Firms

Continue to promote Fremont as an excellent business location for clean and green technology firms and their suppliers.

> Implementation 6-5.1.A: Clean Technology Cluster

Promote the development of a clean technology cluster by continuing specific incentives such as the current "Clean Tech Business Tax Exemption."

> Implementation 6-5.1.B: Green Jobs

Partner with local and regional agencies and educational institutions to offer courses/training that prepare students/workers for green jobs.

• Policy 6-5.2: Promote Environmentally Sustainable Business Practices

Encourage all businesses to adopt environmentally sustainable business practices.

> Implementation 6-5.2.A: Resources for Businesses

Continue to develop partnerships with PG&E and Stopwaste.org to improve public information and resources for Fremont businesses seeking to improve their energy efficiency and recycling programs.

> Implementation 6-5.2.B: Assistance to Green Businesses

Develop and implement marketing assistance, technical assistance to green businesses, and consider developing incentives such as reduced business license taxes.

> Implementation 6-5.2.C: Trip Reduction Strategies

Work with businesses to develop vehicle-trip reduction strategies such as commuter checks, direct transit subsidies, bike racks, lockers, showers, or parking charges.

See also Mobility Policy 3-2.9

Goal 6-6: Promoting Fremont

Promote Fremont's high quality of life to prospective businesses, residents, shoppers, and visitors.

• Policy 6-6.1: Highlighting Fremont's Livability

Promote Fremont as a city that has a broad variety of occupations and family incomes, ethnic and lifestyle diversity and a variety of housing accommodations, a broad range of commercial services, educational and job opportunities, and many recreational options.

> Implementation 6-6.1.A: Promote Fremont in Media

Publicize positive news of Fremont in the local media and business journals that promote Fremont's attractive qualities for residents and businesses.

> Implementation 6-6.1.B: Public Outreach

Continue efforts to inform the community about City programs and projects through the City's website, cable access channel, and newsletters. Consider adopting emerging new technologies to maximize public relations outreach.

• Policy 6-6.2: Fremont as a Destination

Promote Fremont as a destination for non-residents, including both visitors and Fremont employees, by offering regional shopping, dining, and recreational amenities and opportunities.

> Implementation 6-6.2.A: Fremont Festival and Events

Support a variety of special activities and events as resources allow that increase visitors to Fremont such as the annual Festival of the Arts hosted by the Fremont Chamber of Commerce.

> Implementation 6-6.2.B: Community and Dining Guide

Continue to publish a Fremont Community and Dining Guide as resources allow, which includes information on attractions and activities, calendar of events, restaurants, shopping locations, and suggested day-trip itineraries.

> Implementation 6-6.2.C: Social and Cultural Amenities

Continue to provide and add to cultural and social amenities that attract a skilled, creative workforce, such as interesting places and spaces and a variety of restaurants and activities.

• Policy 6-6.3: Support of Fremont Businesses

Partner with other business groups and organizations to develop programs that benefit the broader Fremont business community.

> Implementation 6-6.3.A: Support Local Businesses

Continue to promote Fremont businesses through the City's website, shopping bag distribution and other advertising efforts (such as print ads, street banners and media stories) to encourage residents to shop locally.

> Implementation 6-6.3.B: Local Vendor Preference

Continue to support existing local vendor preference policy and periodically review new approaches to encourage purchasing from local vendors.

> Implementation 6-6.3.C: Coordinate Efforts

Work cooperatively with local business associations and merchants groups to coordinate efforts and to improve local business climate, such as promoting sales and service transactions between businesses and customers located in Fremont.

• Policy 6-6.4: Lodging, Restaurants, and Meeting Facilities

Encourage the development of quality lodging, restaurants and meeting facilities to meet the needs of business, local residents and their guests and to bring visitors to the community.

• Policy 6-6.5: Visitor Services

Promote tourism and special events as a way to highlight unique Fremont neighborhoods and attractions and to bring revenues into the local economy.

> Implementation 6-6.5.A: Resources for Visitors

Continue to develop visitor resources such as local visitor's guides, which include dining, shopping and local attractions and events.