COMMUNITY-ECONOMIC DEVELOPMENT STRATEGIC PLAN

City of Burlingame
Economic Development Division
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www.burlingame.org

VISION

In partnership with the community, to improve the economic conditions of local residents and businesses, support local labor development, and aid the businesses in expanding their network to ensure the City is financially stable and show its commitment to improving the quality of life.

MISSION

To provide services and resources to the business community with the purpose of retaining, attracting, and expanding business and employment opportunities, stimulating the local economy, and expanding local retail sales, transient occupancy, and commercial property tax bases, while maintaining a positive balance between economic growth, social equity, and flourishing culture that make communities vibrant.

VALUES

To adhere to the sound fundamental principles of community-economic development: business *retention,* by supporting established businesses; business *attraction,* by actively pursuing diverse and innovative businesses; business *expansion*, by nurturing both established and emerging companies; *workforce development*, by cultivating opportunities for local workers and residents to enhance their skills and become active contributors to our community; all supported by improved and well-maintained *public infrastructure* vital to maintaining a safe and healthy environment that helps retain and attract businesses, workers, and residents.

Executive Summary

Burlingame Avenue Train Station

The Community-Economic Development Strategic Plan recognizes the connection between economic development and the quality of life for the community. By improving the community's business climate, the City will be able to enhance its municipal resources, thus beginning an upward process where the City can expand its services and fund improvements to public infrastructure that can assist in attracting new businesses and residents to our community. In order for this plan to be effective, it should be evaluated and updated on an annual basis so as to modify strategies to meet the ever-changing economic environment.

The plan serves as a blueprint for policy consideration guiding the City's investment in community-economic development initiatives, programs, and projects. To show the community the City's dedication to increasing the quality of life, the City can take a proactive approach focusing staff time and financial resources on working with property owners, property managers, and businesses to identify economic development opportunities, partner with organizations interested in investing in our community, and build positive networks among members of the community. The Economic Development Specialist will also take the lead in providing essential services and resources to the business community that can help shape positive development projects that can bring about economic vitality.

The plan helps to integrate important community-economic development principles and values into the overall goals and objectives of the community and the City. The plan is presented in seven chapters:

1. Why does Burlingame need Community-Economic Development?
    - Core Values of Community-Economic Development
    - Essential Components to a Thriving Community
2. Economic Development Division Goals
    - To build positive relationships with potential private and public partners interested in our community by fostering and supporting the business communities and with City departments by cross-departmental coordination.
    - To monitor economic conditions, responding to opportunities and challenges.
    - To facilitate and encourage new uses and development, in coordination with the City's Planning team, that provide substantial and sustainable fiscal and economic benefits to the City and the community while maintaining health, safety, and quality of life.

- To attract and retain a balance of different kinds of retail, office, and industrial businesses that diversify the City's tax base and help strengthen the economic viability of each business district.

3. Economic Development Specialist Duties
4. Economic Activity Hubs Boundaries and Maps

Burlingame has seven economic activity hubs where commercial and industrial business takes place; where retail sales, transient occupancy (TOT), and commercial property tax revenues are generated. These districts are located throughout the city, and the boundaries have been defined and can be viewed on pages 18-24. These hubs have been named as follow:

- Downtown Burlingame
- Broadway Commercial District
- Burlingame Plaza and El Camino Real North
- Auto Row (California Drive Corridor & Broadway between California and U.S. 101)
- Bayfront (Hotel District)
- Inner Bayshore Industrial Park
- Rollins Road Industrial Park

5. Economic Activity Hubs Objectives

Due to the unique opportunities and challenges faced by each economic activity hub, different objectives have been established for each area. By developing specific objectives for each economic activity hub, City staff will be better able to address the needs of each business area:

- Identifying and responding to business retention, attraction and expansion needs
- Forming positive partnerships with business and cultural associations, members of the development community, and property owners and managers
- Facilitating development in coordination with the City's Planning team
- Reaching and maintaining full occupancy
- Improving and maintaining public infrastructure
- Conducting marketing and outreach
- Generating employment opportunities through workforce development

6. Economic Activity Hubs Strategies

The strategies of the Community-Economic Development Strategic Plan define specific economic development initiatives, programs, and projects. The strategies support the objective for each of Burlingame's retail, commercial, and industrial/research hubs, and areas ripe for development. Currently, the major strategies include:

- Addressing business retention, attraction and expansion goals

- Promoting the City's "brand" in partnership with the two business improvement districts (i.e. Broadway Commercial District and Downtown Burlingame)
- Conducting regular outreach to business and property owners, property managers, developers, non-profits and other organizations that are interested in contributing to the growth of the community
- Monitoring economic conditions and responding to opportunities and challenges
- Facilitating tenant improvements that keep our districts attractive and promote a "walkable city"
- Coordinating with the Public Works and Community Development Departments to achieve public infrastructure needs and goals, ensuring safety for residents and visitors
- Ensuring both Broadway and Burlingame Avenue Downtown, California Avenue and other neighborhood shopping areas are vibrant, attractive, and add value to the community
- Assisting property owners and realtors in connecting with potential businesses
- Seeking opportunities to nurture start-up and micro-business incubators

7. Measuring Economic Vitality

To help the City pursue appropriate economic development policies, monitoring the economic health of the community is crucial. Effective tools for measuring economic vitality describe what is being measured, provide demonstrable evidence of progress, and ensure performance measures are linked to established goals. The measures are:

City Measures

- Retail Sales Tax Per Capita
- Sales Tax Trends for Neighboring Cities
- Sales Tax by Industry Sector
- Sales Tax by Geographic Area
- Business License Trends
- Building Permit Trends

Market Measures

- Commercial Vacancy Rate Trends
- Commercial Rent Conditions
- Commercial Properties for Sale or Lease

Innovation Measures

- Venture Capital Invested in Burlingame-Based Companies
- Venture Capital Invested by Industry Classification
- Start-ups and Early Stage Companies

Why does Burlingame need Community-Economic Development?

Having a proactive Community-Economic Development Strategic Plan can help stimulate the local economy, expand the tax base for local government, and create valued-added jobs for residents while also attracting local and regional talent and maintaining a positive balance between economic growth and social equity that leads to a flourishing economy and generates revenues for public services. The need to direct private investment toward projects, programs, and initiatives that results in generating new wealth within Burlingame is a critical component of the City's General Plan. The General Plan serves as an overall guide for public-decision making and an action plan for development policies.

The City of Burlingame has a keen interest and legitimate role to play in economic development efforts aimed at increasing economic vitality and the overall quality of life for Burlingame residents, employees, and visitors. A successful economic development program will produce outcomes, including commercial and employment opportunities, a robust environment for the business and development communities, and revenue growth for City-wide services, all of which can lead to a thriving economy.

As highlighted by the author Mihailo Temali in his community-economic development handbook, "Community-Economic Development is not just about developing buildings and businesses…it is about developing the talent, skills, and living conditions of the people who live in those buildings, the people who own those businesses, and the people who become their customers…assisting an entire community to rise up."[1] The City's efforts in pursuing economic development should yield positive impacts on businesses and community growth, or at the very least, the potential for growth with the outcome of producing economic opportunity and meaningful prosperity.

The Economic Development Specialist seeks to partner with the businesses, non-profit and social organizations, and the development community to spawn private and public investment generating wealth through increased employment opportunities, employee income, new development, expansion of the local tax base, and raising property values. Public and private partnerships are essential to the success of the economic development program and the community.

Core Values of Community-Economic Development

Community-Economic Development will continue to help shape the future of Burlingame by employing guiding values and principles of business attraction, retention and expansion, workforce opportunities, and public safety and infrastructure improvements. Business *attraction* includes actively pursuing private investment and new businesses aimed at stimulating the local economy that generate employment

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1. Temali, Mihailo, Community Economic Development Handbook: Strategies and Tools to Revitalize Your Neighborhood. (New York: Fieldstone Alliance, pg. 2, 2012.)

opportunities. Business *retention* is the process of supporting and retaining established businesses in order to achieve a reliable and diverse revenue stream that continually improves the City's fiscal health. Business *expansion* involves working with both established and emerging companies that are prepared to grow and invest in their operations. Lastly, improvements to *public* i*nfrastructure* strengthen City staff's ability to build an environment that results in attracting, retaining, and expanding businesses and welcoming new visitors.

The aforementioned core values and principles are practiced daily by the Economic Development Specialist in assessing the strengths, weaknesses, opportunities, and challenges to the businesses located in Burlingame.

Essential Components to a Thriving Local Economy

A major component to Burlingame's Community-Economic Development Strategic Plan is ensuring that businesses, developers, and public organizations are able to participate in development projects that lead to economic progress for their neighborhoods. Locally, a sustainable economic base will be measured by the ability of Burlingame to retain and attract local-serving and regionally-serving business sectors, resulting in a greater return on investment of staff time and limited resources. Local-serving businesses provide residents the opportunity to conveniently obtain goods and services from eateries, bookstores, banks, dry cleaners, home furnishing stores, pharmacies, etc. Regionally-serving businesses sell goods and services to consumers outside of our community from regional to national to global levels. These can include, but are not limited to, office supplies stores, graphic or website designers, medical device companies, etc.

Both local-serving and regionally-serving sectors infuse wealth into the local economy and depend on a strong public infrastructure, established and maintained by the City staff, and yet each sector brings different values to our community. Local-serving businesses help nurture an environment for their residents to enjoy and bring neighbors together; expanding the local workforce and improving economic opportunities for local residents, while at the same time attracting tourists and shoppers to the community, bringing additional wealth into the community. The regionally-serving businesses sell products and services to clients outside of the community, which brings a larger amount of new wealth into the local community than locally-serving businesses, connects the community to new markets and networks, and helps market the City's "brand" from regional to global levels.

Burlingame Point Project

Economic Development Division Goals

Setting goals helps set specific outcomes an organization expects to accomplish using the principles and values of community-economic development, keeping in mind the vision and mission. All strategies and actions comprising the output of the Economic Development Division are aimed at achieving four pivotal goals:

1. To build positive relationships with the local businesses, with the development community, and with public and private organizations that have an interest in helping our community prosper; and at the same time nurture positive cross-departmental coordination with City departments and other government agencies.

2. To monitor economic conditions and respond to opportunities and challenges.

3. To facilitate and encourage new uses and development of key public and private economic assets.

4. To ensure the business environment is vibrant, diverse, and has meaningful prosperity.

These four pivotal goals provide the framework for the Economic Development Division in connecting with key stakeholders, assessing and evaluating situations and circumstances related to local economic development. By guiding and expanding the physical environment for commerce, the City is taking a lead in nurturing an environment that benefits the community as a whole.

The goals are presented below in more detail:

Goal 1: To build positive relationships with the local businesses, with the development community, and with public and private organizations that have an interest in helping our community prosper; and at the same nurture positive cross-departmental coordination with City departments and other government agencies.

The outcome of this goal is to establish clear, effective, and on-going communication internally and externally resulting in realistic expectations and objective solutions. The Economic Development Specialist dedicates time to connecting with revenue-producing businesses, commercial real estate brokers, local developers, property owners, property managers, and organizations that support businesses. The Economic Development Specialist is responsible for listening to, being aware of the current mood of, and proactively responding to the ideas of the business communities. With this awareness and knowledge, the Economic Development Specialist is able to work with City staff and civic leaders in formulating policies, programs, and services that support our local businesses and help market Burlingame as a business-friendly city.

Another role of the Economic Development Specialist is to enhance cross-departmental coordination by building positive and effective relationships among the City departments, acting at times as a communicator of information, consulting, and resolving conflicts. Through coordination, City staff is showing the community their interest in building strong and active relationships with the public, and employees are better positioned to be more creative and committed to achieving defined community-economic development goals.

Goal 2: To monitor economic conditions and respond to opportunities and challenges.

Creation of an effective economic development function for the City requires extensive data collection. The Economic Development Specialist is responsible for proactively monitoring local and regional economic activities, including venture capital investment, vacancy trends, number of business license permits issued, the number of building permits issued, and real estate information. The data collected will be continually reviewed and analyzed so as to gain the best understanding of the strengths and weaknesses of Burlingame's local economy.

In addition, to more effectively monitor current economic trends and conditions on all levels from local to regional to state, the Economic Development Division will participate in selected seminars, workshops, and conferences to be aware of the latest practices and innovations in our profession for the benefit of the City and the community as well as to continue to build and expand a network that can help our community grow.

Through collection of data to monitor economic conditions in Burlingame, City staff may utilize this data to identify obstacles to local economic growth, hone appropriate tools for our community's specific needs, and gather reliable information about the region's business climate for effective local decision-making by City staff, the City Council, and the community.

Goal 3: To encourage new uses and development of key public and private economic assets.

The community of Burlingame has seven economic activity hubs: Downtown Burlingame, Broadway Commercial District, Burlingame Plaza and El Camino Real North, Auto Row, Bayfront/Hotel Area, Inner Bayshore, and Rollins Road. Most commercial activity that generates revenues for the City takes place in these hubs, which include both public and private institutions. The private economic producers are the hotels, Downtown Burlingame and the Broadway Commercial District businesses, Burlingame Plaza and the talented local workforce. Public economic assets include City staff, land uses, zoning, parking, public works infrastructure, and community facilities.

This goal serves to ensure that the economic activity hubs continue to thrive and shows the commitment of the City to create and maintain the physical environment as attractive, safe, sustainable, and pedestrian-friendly, allowing businesses to succeed.

Goal 4: To ensure the business environment is vibrant, diverse, and has meaningful prosperity.

Ensuring that Burlingame's business environment evolves in a manner that is valuable to the businesses, residents, and visitors will be a result of achieving the three previous goals. Building effective relationships, monitoring local economic conditions, responding to opportunities and challenges, and enhancing public infrastructure will help our community to stimulate the local economy. To achieve economic vitality is a team-effort of City staff, City Council, the business communities, residents, and the development community. The Economic Development Division serves as a conduit of information and discussion for future possibilities while also serving the needs of existing businesses.

Economic Development Specialist Duties

The Economic Development Specialist performs and coordinates many administrative duties and responsibilities that endeavor to nurture a positive business environment, while also providing support and help to other City Departments and Divisions. There are several initiatives aimed at coordinating or improving permit processing, connecting local businesses to resources from both private and public entities, and being available to the businesses when they need help. The Economic Development Specialist performs a broad range of administrative duties including, but not limited to the following:

- Participate in meetings with the Finance Director involving quarterly sales tax summaries, transient occupancy tax (TOT) and other revenue-related topics that help to keep staff apprised of the latest economic conditions
- Implement quarterly updates for the Economic Development webpage
- Participate in marketing/outreach through personal interactions with potential businesses, the Chamber of Commerce, and online resources such as Oppsite and Loopnet.com
- Participate in relevant local and regional economic development seminars, business symposiums, webinars and workshops to keep up on the latest economic development strategies that can benefit the business community and increase the quality of life for its residents
- Keep City's Code Compliance Officer informed of matters that may be detrimental to the City's economic vitality and help simplify Code Enforcement on parking, illegal dumping, and other economic development-related issues
- Maintain a database on local economic conditions and trends
- Participate in and/or attend City committee/commission meetings related to economic development
- Provide information and follow-up on City Manager and Community Development Director requests
- Answer questions and address issues presented by individual businesses, Broadway BID and Burlingame Avenue DBID, and the development community.
- Maintain and regularly update the Economic Development Activity Dashboard
- Present business resources on the City's weekly e-newsletter
- Participate in Planning staff meetings and pre-application process meetings related to economic development or associated with the business community
- Facilitate the monthly meetings of the Economic Development Subcommittee of the City Council, which meets to discuss economic development opportunities.

Economic Activity Hub Boundaries & Maps

The City of Burlingame has seven unique areas where commercial and industrial activity takes place. According to the zoning designations as presented by the Planning Division, they are as follows: *Downtown Burlingame, Broadway Commercial Area, Burlingame Plaza, Auto Row, Bayfront/Hotel Area, Inner Bayshore, and Rollins Road*. These commercial and industrial districts are located throughout the community where retail sales, transient occupancy and commercial property tax revenues are generated. These locations are generally known by the names and boundaries identified below:

Downtown Burlingame (BAC, HMU, DAC, CAC, BMU and C-2 Zoning Designation)

The streets that make up Downtown Burlingame include Burlingame Avenue (its main commercial artery), California Drive, Chapin Avenue, Donnelly Avenue, El Camion Real, Hatch Lane, Highland Avenue, Howard Avenue, Lorton Avenue, Park Road, and Primrose Road. The downtown area borders include El Camino Real, Bayswater Avenue, California Drive, Donnelly Avenue, and Chapin Avenue. (Map on page 18)

Broadway Commercial District (C-1 and C-2 Zoning Designations)

The streets that make up the Broadway Business District include Broadway (its main commercial artery), California Drive, Capuchino Avenue, Chula Vista Avenue, El Camino Real, and Paloma Avenue. The businesses are established primarily along Broadway between El Camino Real and California Drive. (Map on page 19)

Burlingame Plaza and El Camino Real North (C-1, ECN Zoning Designation)

The Burlingame Plaza Shopping Center is located along El Camino Real between Trousdale Drive and Murchison Drive. Include in this area are a wide range of retail, personal-, medical-, and financial-service businesses. Next to the Burlingame Plaza is the Mills-Peninsula Medical Center. (Map on page 20)

Auto Row (CAR, C-2, and RR Zoning Designations)

Burlingame has two designated areas that are known as Auto Row. The first is located along California Drive near Burlingame Avenue. The second is located along Broadway, between California Drive and the Bayshore Freeway (U.S. 101). (Map on page 21-22)

Bayfront/Hotel District (SL, AA, APN and APS Zoning Designations)

Bayshore Highway and Airport Boulevard serve as the main streets through the Bayfront area. Burlingame's hotels are located in this region and serve travelers from SFO. The Inner Bayshore, which is specifically the industrial zones, makes up a quarter of the whole Bayfront area. (Map on page 23)

Inner Bayshore (IB Zoning Designation)

Located between the east side of the Bayshore Freeway and Bayshore Highway, this area includes office complexes and industrial businesses. The types of businesses established in this area include professional and administrative offices, distribution centers, and other uses supported by access to SFO. (Map on page 23)

Rollins Road (RR Zoning Designation)

The Rollins Road area lies between the Bayshore Freeway and the Caltrain railroad tracks, the city boundary of Millbrae, and Broadway. (Map on page 24)

Economic Activity Hub Objectives

The Community-Economic Development Strategic Plan recognizes that each of the economic activity hubs has their own unique strengths and challenges, their own goals, and each serve different segments of the market. Different objectives have been established to effectively aid each hub in achieving their goals. These objectives are tailor-made to help address specific public infrastructure and safety issues, enhance communication between City departments and the business community, and focus marketing to fit the specific needs of each commercial area.

Downtown Areas

Burlingame is honored with two distinct downtown business districts, the Broadway Commercial District and Downtown Burlingame. The Economic Development Specialist will continue to work closely with the local businesses, Broadway Business Improvement District, and Downtown Burlingame Business Improvement District to address any issues that may arise, to ensure a clean and safe environment, to keep businesses informed about the latest ordinances and rules that affect them, and to connect the businesses to organizations that can help them thrive.

To help achieve the desired cleanliness and attractiveness of the downtown areas, it can benefit the community to partner with artist organizations such as the Burlingame Art Society to fill vacancies temporarily with art displays. Community events can create an active and vibrant downtown experience for visitors and residents that can translate into more sales tax for the City and more business for the downtown stores. City staff will continue to coordinate with the two downtown business improvement districts to ensure appropriate permits are issued on a timely manner.

City staff understands that the community is interested in seeing the former Burlingame Main Post Office, located at 220 Park Road, redeveloped so that it is a vibrant amenity in the downtown. Since the developer of the Post Office property is still working through the City's planning processes, the Economic Development Specialist will continue to do outreach to potential tenants and seek usage opportunities for this location. As a condition of the sale, U.S.P.S. placed a preservation covenant on the property to ensure retention of certain historical elements. The City of Burlingame has consented to serve as responsible agency for monitoring and enforcement of the preservation covenant.

Burlingame Plaza

The City can work closely with the property owners and businesses to ensure full occupancy and maintain an attractive, safe, and vibrant shopping center. Minor renovations of a portion of Burlingame Plaza are currently underway, which should help the plaza be more appealing to shoppers and safer for drivers seeking parking spaces. During construction and/or modifications, the Economic Development Specialist will be available to the businesses to provide assistance and support to help their businesses continue to thrive.

Auto Row

The Economic Development Specialist will work to ensure that economic development projects continue to support the auto-related businesses and services along California Drive and on Broadway to sustain and expand their revenue inflows via attractive public infrastructure and make that area safer for pedestrians, bicyclists, and drivers.

Bayfront (Hotel District)

The Bayfront area mostly consists of Burlingame's hotels that serve the SFO business travelers and tourists who plan to spend several days or weeks in the Bay Area. The Trolley shuttle program helps to connect those staying at the hotels to the Broadway and Burlingame Avenue Downtown areas. There is a great deal of opportunity, and interest, for future development that could help enliven the area and expand the City's tax base. Bringing in additional hotels could help attract more travelers to stay in Burlingame, which would then translate into more sales tax and TOT. There is a need to improve the walkability and safety factors for bicyclists as well as a need to beautify the area further with additional landscaping and trees, decorations, and enhanced lighting.

With the City in the midst of updating its General Plan, there may be opportunities to pursue such ideas as modifying the zoning for the Bayfront area to a more varied mixed-used approach to development that would allow for a wide range of businesses such as more restaurants, retail, and personal services. With the current zoning for hotels, restaurants, and office-type businesses, this area presently serves as a great opportunity to designate and establish an incubator hub that can welcome and nurture start-ups. Start-ups and early stage companies have the potential to introduce new products and talent to the community and, with City support, these companies can expand into long-term, thriving companies that expand and provide more job opportunities for residents. The Burlingame Point project, which was approved by the City Council in 2012, exemplifies the City's desire to welcome more tech-related and life science companies into the community. The project is located at 300 Airport Boulevard in the Anza Point subarea and consists of 767,000 square feet of new uses, including office or life science uses, retail and restaurant uses in four buildings, a two-story amenities building (to include a child care facility, a recreational facility and food service) and a 5.5 level parking structure.

Inner Bayshore & Rollins Road

Both of these areas include mostly industrial and office buildings. More recently these uses have been commercial recreational facilities such as gyms and fitness centers. The overall objective for these two areas is to focus on the needs of the existing businesses while also attracting industrial and office businesses seeking to relocate to Burlingame. As part of the attraction strategy, improving public infrastructure, public transportation, pedestrian and vehicular safety, and landscaping of the area will help to create a more appealing location that could attract a wider range of businesses. By expanding the types of businesses in the area, the City would be able to expand the tax base and generate revenue while also producing a wide-range of different types of jobs.

Regarding all the aforementioned areas, City staff will proactively advance ideas and facilitate development of vacant land and resurrecting facilities that may have developed blight. Planning policies and ordinances play a crucial role in how the City can approach the revitalization of these areas.

Economic Activity Hub Strategies

The strategies proposed in this plan are designed to help achieve the objectives presented above. Due to the distinct character and different objectives for each commercial center, different strategies have been devised for each. Please note these strategies may need to change overtime to adapt to a constantly changing economic environment.

The strategies are defined below:

Bayfront (Hotel District)

- Assist the hotels in connecting more with the downtown areas by expanding the trolley routes, marketing, and offering more opportunities to the hotels to participate in public events.
- Seek opportunities for infrastructure improvements that enhance the streets, sidewalks, and bicycle lanes to ensure a more pedestrian- and bicycle-friendly environment.
- Continue to participate with City staff on the development of the Burlingame Point project.
- Focus new commercial development attention on remaining vacant parcels to create more economic opportunities.
- Meet quarterly with top tax revenue producers and businesses poised for growth. Burlingame's hotels are amongst the highest tax generators in the community.

Burlingame Plaza

- Work with property owners to ensure the Burlingame Plaza retail complex is fully occupied with local-serving tenants and help coordinate required permits.
- Aid and support the existing businesses during re-construction projects.
- Seek marketing opportunities and establishment of public events to help the plaza attract more customers.

Downtown Burlingame and Broadway Commercial District

- Further develop real estate broker relationships and related business attraction efforts in order to help connect prospective tenants with appropriate spaces.
- While focusing on independent businesses as the preferred tenants, strive to strike a balance with appropriate regional or national brands to achieve the optimum tenant mix.
- Assist City staff in the General Plan update process by including economic development issues that address business growth and sustainability.
- Continue to help improve public infrastructure that will transform the two downtown areas into a more pedestrian and bicycle-friendly place as well as increase the vibrancy of the areas. Current examples of progress in this direction include the addition of bike racks for Broadway and opening opportunities for additional sites for musical bands to play on the First Friday of each month for Burlingame Avenue. As part of this strategy, the Economic Development Specialist will continue to be engaged with downtown merchants as stakeholders for improvements.
- Be an active participant and/or promoter of events, celebrations, business task force(s), retail workshops, and forums, such as the two Downtown Business Improvement Districts, Burlingame Business Symposium, and new business grand openings.
- Provide help to tenants/property owners maintain and improve their businesses and properties.
- Assist business owners, property managers, and property owners through licenses and permit processes, sign design, and other types of permits.
- Continue efforts to attract a bakery, local-serving grocery store, and other potential candidates for Broadway as proposed by the local business community.

Auto Row

- Assist the auto dealerships and auto repair businesses along California Drive and Broadway in sustaining their operations and opportunities to reach out to more clients.
- Establish quarterly business retention visits to ensure the businesses are able to communicate with City staff on challenges they face and to learn of potential infrastructure improvements.

Inner Bayshore and Rollins Road

- Evaluate the potential for revenue generating business opportunities in these districts.
- Evaluate the effectiveness of public and private improvements to date by fiscal year-end.
- Work with the Police and Fire Departments to evaluate and resolve any security and safety issues.
- Develop an appropriate brand for the industrial/research districts by drawing on the character and history of the two areas that in part can focus on life sciences, medical devices, clean energy, green technology and future emerging technologies, while continuing to foster these districts as a "technology hub."
- Develop relationships with interested developers, businesses and other stakeholders looking to revitalize the industrial districts and seek projects that can help bring value to the community.
- Continue periodic strategy sessions with City Planning and Finance staff to identify areas where conditional use permits and license processing can be improved for these areas.
- Encourage the creation of an incubator park by seeking locations and interested property owners, supporting business incubators, promoting growth in established and in-coming start-ups and early stage companies, and ensuring that these businesses mature into larger self-sustainable operations.
- Evaluate the tenant mix that evolves since the publication of this plan to determine marketing and branding potential.
- Investigate partnering with Phase2Career to ensure local job seekers are matched with local employers in technology-related jobs.
- Initiate meetings, if warranted, with property owners to review and consider alternative concepts that may result in a master development plan.

Measuring Economic Conditions

An important component of the Community-Economic Development Strategic Plan must include an effective way to evaluate progress to show if the benefits expected are being delivered at a cost the community is willing to pay.

City Council and staff's desired evaluation outcomes are to:

- Provide tools to measure the health of the local economy.
- Describe what is to be measured and methods used.
- Make certain that tools and measurements are linked to community goals.

Trend data is the best method to see how the local economy is evolving so that policy-makers can identify the positive or negative indicators and allow for corrections in initiatives or ordinances that can better serve the community's needs.

The Economic Development Specialist is responsible for establishing a database system for economic development-related data and providing reports that translate the data into meaningful strategies. The measures presented in the plan help to provide a holistic picture of the health of the local economy. The list was compiled by the Economic Development Specialist based upon economic development principles and professional experience that can serve as readily recognized indicators of economic activity. The measures listed are associated with the Community Development goals, objectives, and strategies. Below are listed the three main measurements and specific data used.

CITY MEASURES

- **Retail Sales Tax Per Capita** – illustrates Burlingame's progress in retail sales that can reveal the surplus and gaps in the local market.

- **Retail Sales Tax by Business Clusters** – shows the performance of Burlingame's seven business categories generating retail sales tax; auto & transportation, restaurants & hotels, general retail, business & industry, construction, fuel & service stations, and food & drug.

- **Retail Sales Tax by Economic Activity Hub** – provides a geographic version of the retail sales, TOT, and other revenue-related data above by showing the current and past revenue generating performance of Burlingame's seven economic activity hubs.

- **Retail Sales Tax Revenue Performance for Neighboring Cities** – shows how the City of Burlingame compares to its neighboring cities within San Mateo County.

- **New Business Growth from Business Licenses** – indicates a growing or declining local business climate. New businesses play an important role as additional revenue sources for the City, thus allowing the opportunity to expand or create new community services.

- **Commercial Building Permits** – measures commercial building permits issued showing a rise or decline in the amount of construction, modifications, and repairs taking place in the City of Burlingame.

- **Business Environment Survey** – From time to time, it may be valuable to measure the overall perception of the City's environment by business owners licensed in Burlingame through a mail survey.

MARKET MEASURES

- **Commercial Vacancy Rate Trends** – illustrates the commercial vacancy rates for the City's major geographic areas and reveals the status of the seven economic activity hubs in attracting new businesses.

- **Commercial Rent Conditions** – presents average commercial rental rates for the City's seven economic activity hubs where higher rents can present a greater challenge to business attraction and help guide in the modification of strategies used.

- **Commercial Properties for Sale or Lease** – partner with realtors to share what properties are available for new businesses and existing businesses that want to expand.

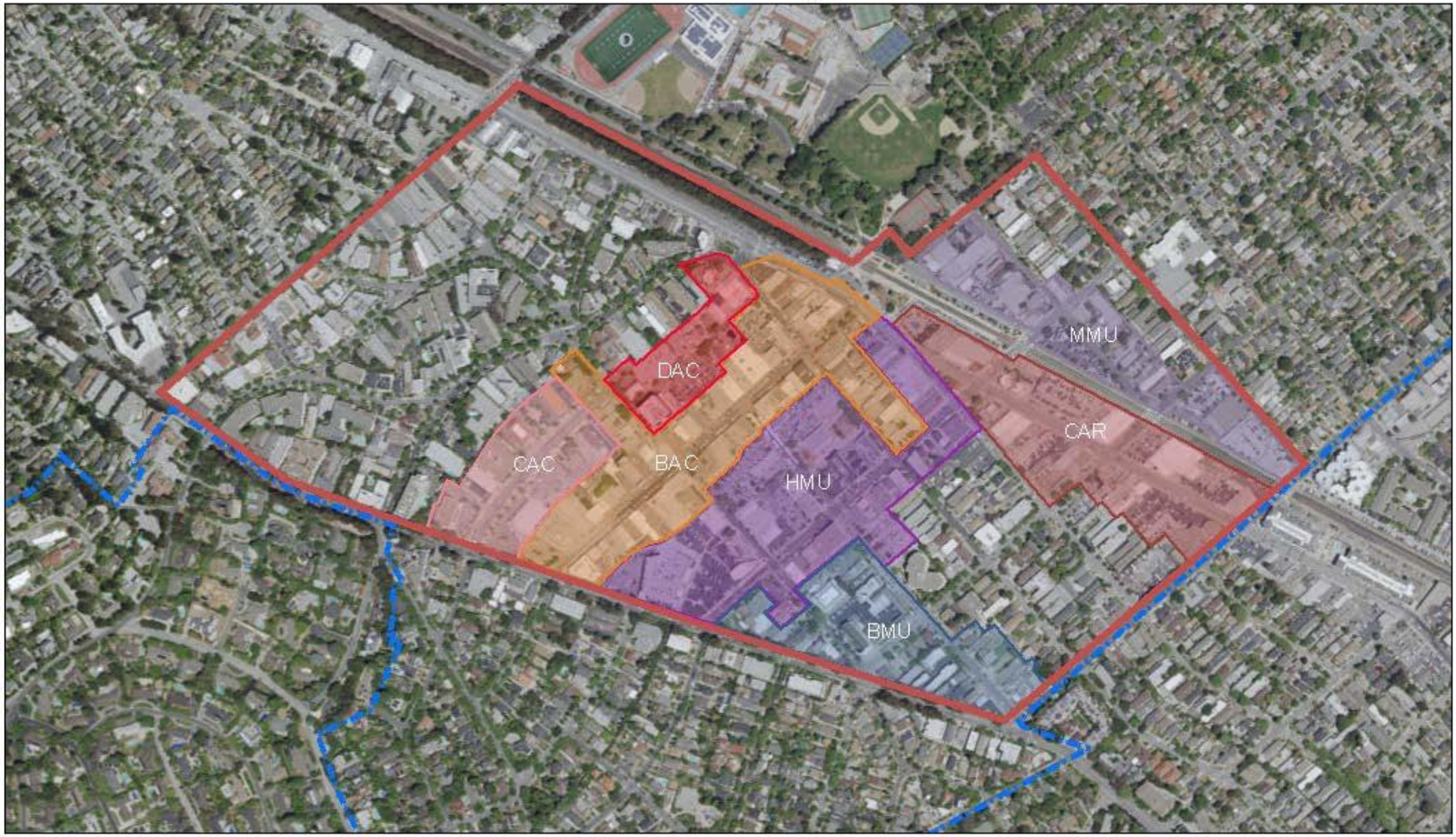
INNOVATION MEASURES

- **Venture Capital Invested in Burlingame Companies** – illustrates venture capital invested in Burlingame-based companies by funding amount, number of companies, and number of venture capital firms investing.

- **Venture Capital Invested by Industry Classification** – measures local venture capital activity in specific emerging industry sectors and specialized growth niches, such as biotechnology, and medical devices.

- **Start-ups and Early Stage Companies** – illustrates business incubator activity and number of companies that have "graduated" from two local business incubators.

Downtown Burlingame



October 28, 2015

City Boundary

1:9,028

0 0.075 0.15 0.3 mi

0 0.1 0.2 0.4 km

Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, swisstopo, and the GIS User Community

Web AppBuilder for ArcGIS

Broadway Commercial District

October 26, 2015

City Boundary

1:4,514

0 0.0375 0.075 0.15 mi

0 0.05 0.1 0.2 km

Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, swisstopo, and the GIS User Community

Web AppBuilder for ArcGIS

Burlingame Plaza & El Camino Real North

October 28, 2015

City Boundary

1:4,514

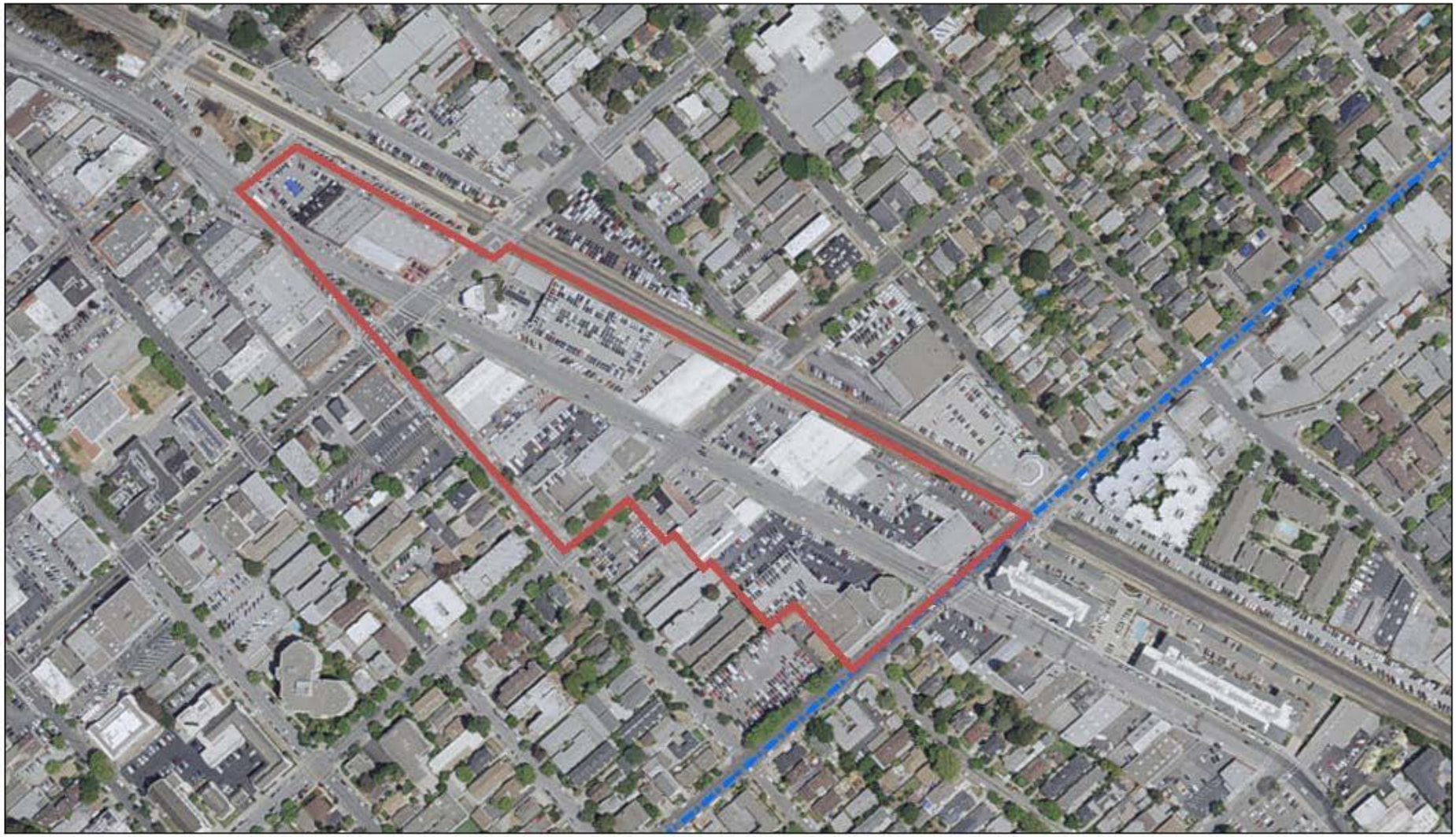
0 0.0375 0.075 0.15 mi

0 0.05 0.1 0.2 km

Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, swisstopo, and the GIS User Community

Web AppBuilder for ArcGIS

Auto Row California Drive



October 28, 2015

City Boundary

1:4,514

0 0.0375 0.075 0.15 mi

0 0.05 0.1 0.2 km

Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, swisstopo, and the GIS User Community

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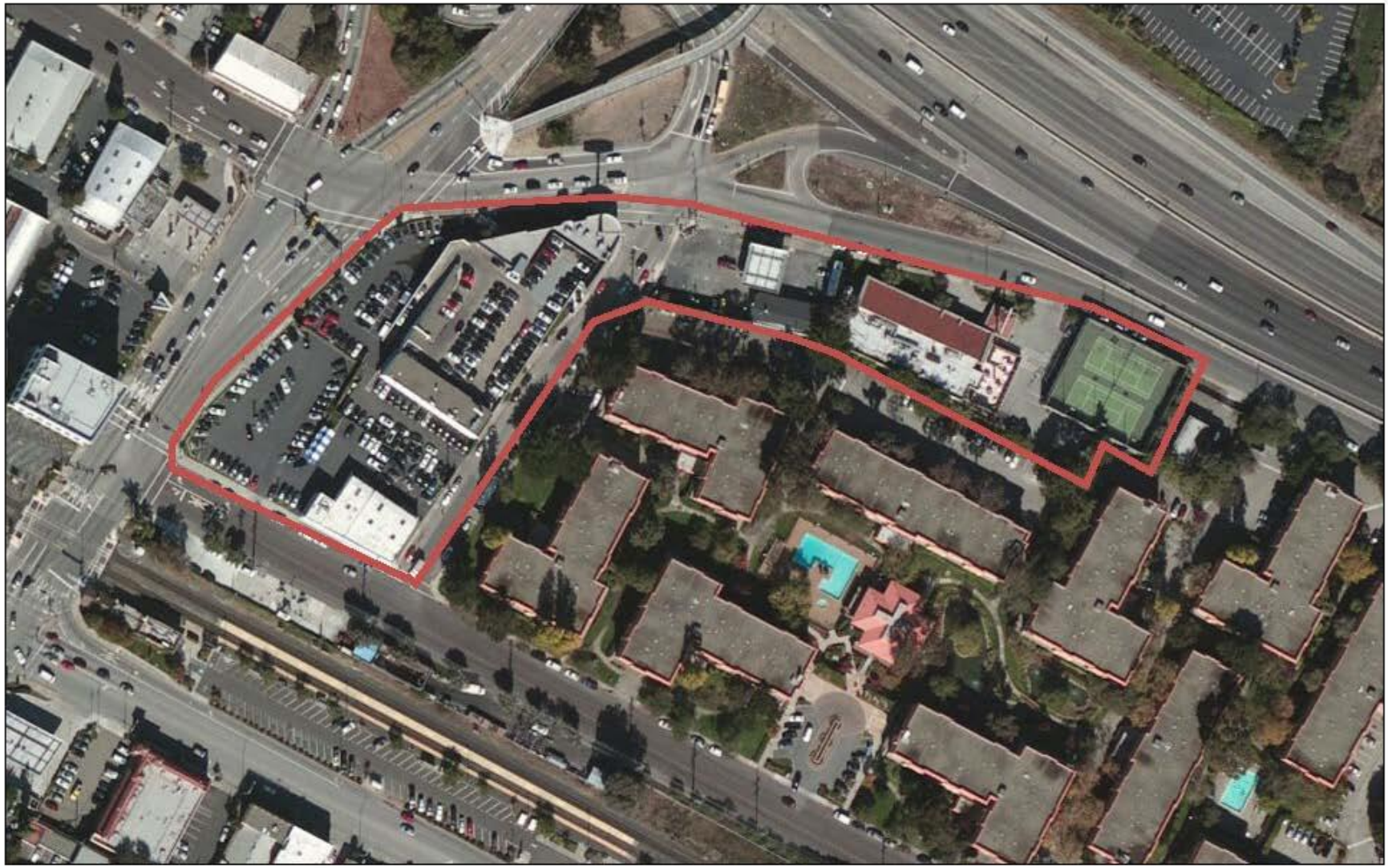
Auto Row Rollins Road/Carolan Avenue



January 5, 2016

City Boundary

1:2,257

0 0.0175 0.035 0.07 mi

0 0.03 0.06 0.12 km

Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, swisstopo, and

Web AppBuilder for ArcGIS

Bayfront & Inner Bayshore Industrial Park

January 5, 2016

City Boundary

1:18,056

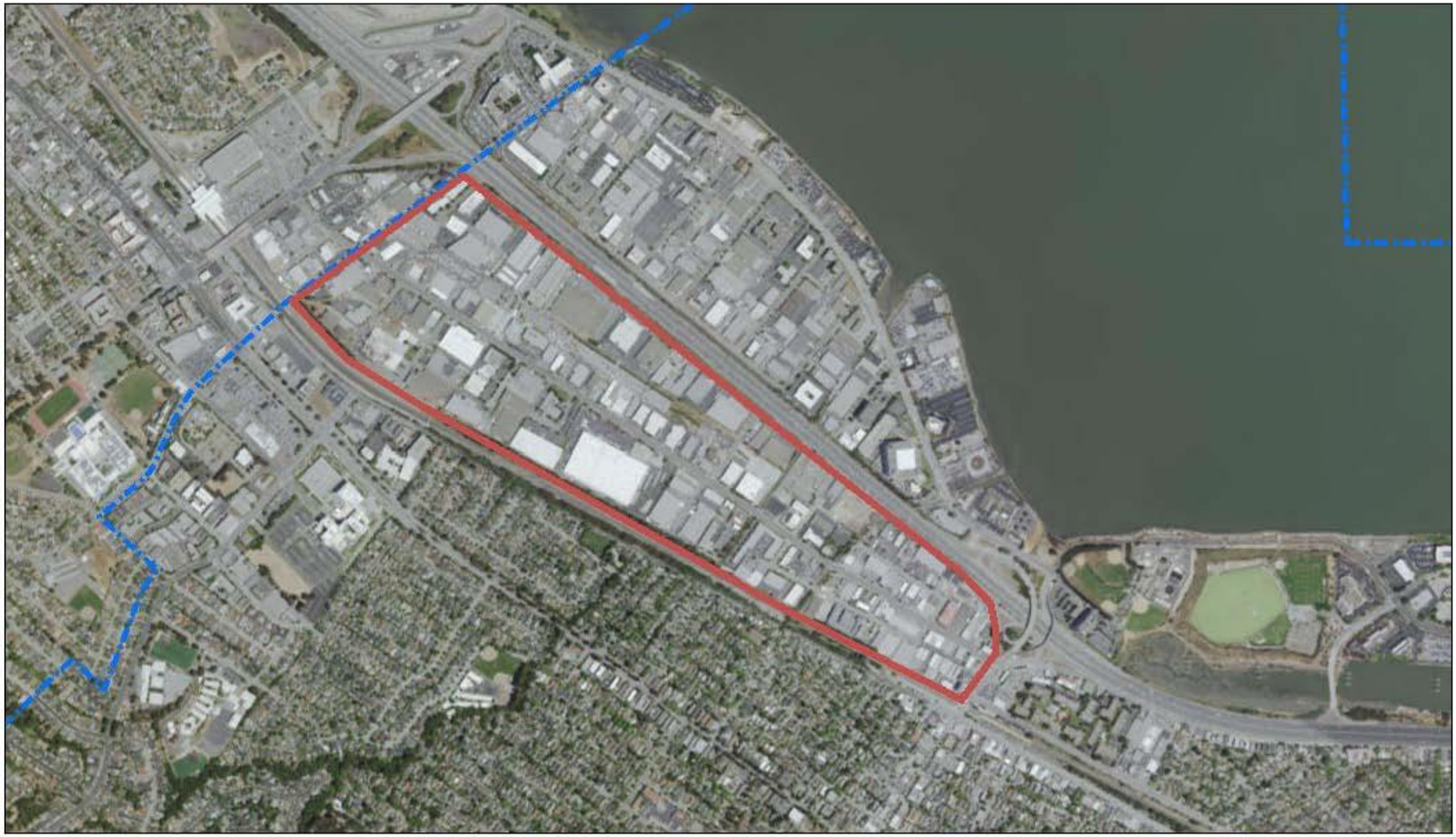
0 0.15 0.3 0.6 mi

0 0.25 0.5 1 km

Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, swisstopo, and the GIS User Community

Web AppBuilder for ArcGIS

Rollins Road Industrial Park



October 26, 2015

City Boundary

1:18,056

0 0.15 0.3 0.6 mi

0 0.25 0.5 1 km

Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, swisstopo, and the GIS User Community

Web AppBuilder for ArcGIS

Community Development Department
Economic Development Division
City of Burlingame

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