



State of Hawaii Office of Planning / TOD Council

April 10, 2018

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Economic Development Director &
Chief Innovation Officer, City of Fremont, CA

Transit Oriented Development and Innovation Industries



Fremont Facts

4th largest city in the Bay Area

Population – 231,000

90 square miles

Most startups per capita in the nation

Average HH income - \$114,684

98 languages spoken in Fremont homes



Fremont's Role in Silicon Valley

Part of the Technology Ecosystem



Fremont represents the “The Hardware Side of the Bay”

BART TOD as Catalyst for Innovation and Identity



Warm Springs Innovation District:
an Employment Focused "TOD"



Historical Context



NUMMI Closure in 2010

Solyndra Bankruptcy in 2011

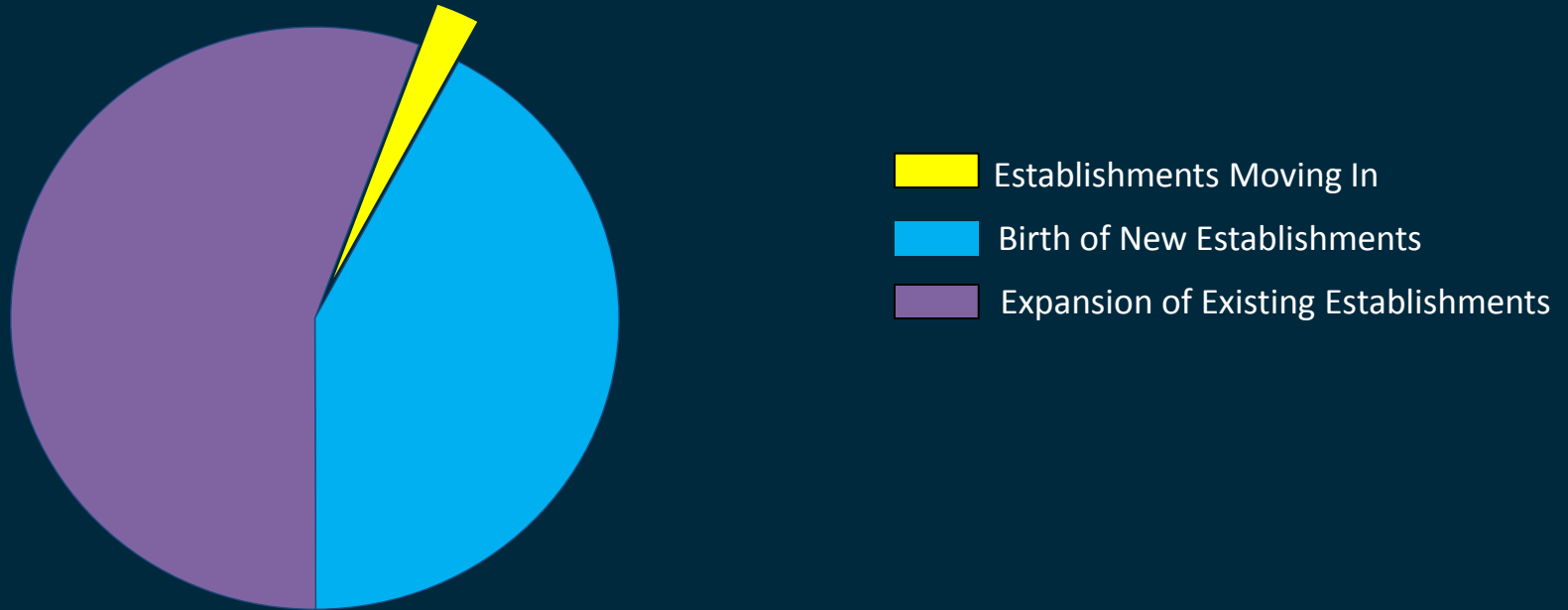
6,000 jobs lost

Reflecting on the Journey

1. Know Environment/ Lead with Strengths
2. Embrace Innovation
3. Balance Housing and Jobs
4. Plan and Prioritize
5. Invest
6. Convene / Partner
7. Incubate and Activate
8. Build the Workforce Pipeline
9. Placemaking
10. Branding and Storytelling

The Environment for Bay Area Business Growth

Bay Area Job Creation



Business Expansion Success



\$500+ Million Private Investment



Industry Sector Focus – Tapping into our Strengths

Advanced Manufacturing



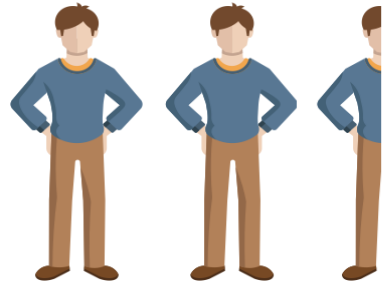
Biotech / Medical Device



Clean Technology



For Every 1 **ADVANCED**
MANUFACTURING JOB 



Another
2.2 JOBS Are Created

Embracing Innovation

In May 2014, the Brookings Institute* released

“The Rise of Innovation Districts: A New Geography of Innovation in America”

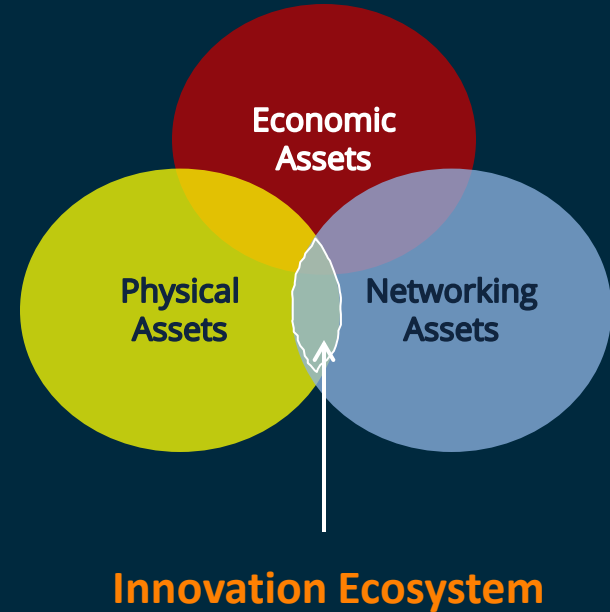
*Based in Washington, D.C., and considered to be one of the most influential think tanks in the world, the Brookings Institute focuses on economics, metropolitan policy, governance, foreign policy, and global economy and development.



Innovation Districts vs. Office Parks

Authors Bruce Katz & Julie Wagner define Innovation Districts as:

*Geographic areas where leading-edge companies, research institutions, start-ups, and business incubators **cluster** and **connect**. Physically compact, accessible by **public transit**, technically wired, the areas offer **mixed-use** housing, office, and retail amenities.*



Innovation District Models

Anchor Plus

Urbanized Science Park

Re-imagined Urban Area



BROOKLYN
NAVY
YARD

An Analysis of the Economic Impact and Opportunities for Replication

 **Pratt Center**
for Community Development

Who Delivers?

- Mayors/Local Gov.
- Developers/Landlords
- Research Campuses
- Anchor Companies
- Advanced Research Institutions
- Medical Campuses
- Philanthropic Investors
- Incubators/Accelerators

Why They Matter

- Ties job growth to disruptive economic forces that leverage distinct economic positions. (**"Convergence Economy"**)
- Empowers Entrepreneurs as key vehicle for economic growth (**"Collaboration"**)
- Increases better and more accessible jobs (**"Shared Prosperity"**)
- Reduces carbon emissions (**"Sustainability"**)
- Raises revenues and repairs local balance sheets (**"Economic Development 2.0"**)

Lessons Learned So Far...

- Labeling something “innovative” does not make it so...
- Importance of Place
- Importance of Intermediaries (accelerators & incubators)
- Importance of Inclusive Growth and Equitable Outcomes



Catalytic Opportunity in Warm Springs for Balanced TOD



- Employment-focused transit connectivity
- Jobs / Housing Balance
- Strategic Urbanism / Density
- Urban Amenities
- Market-based

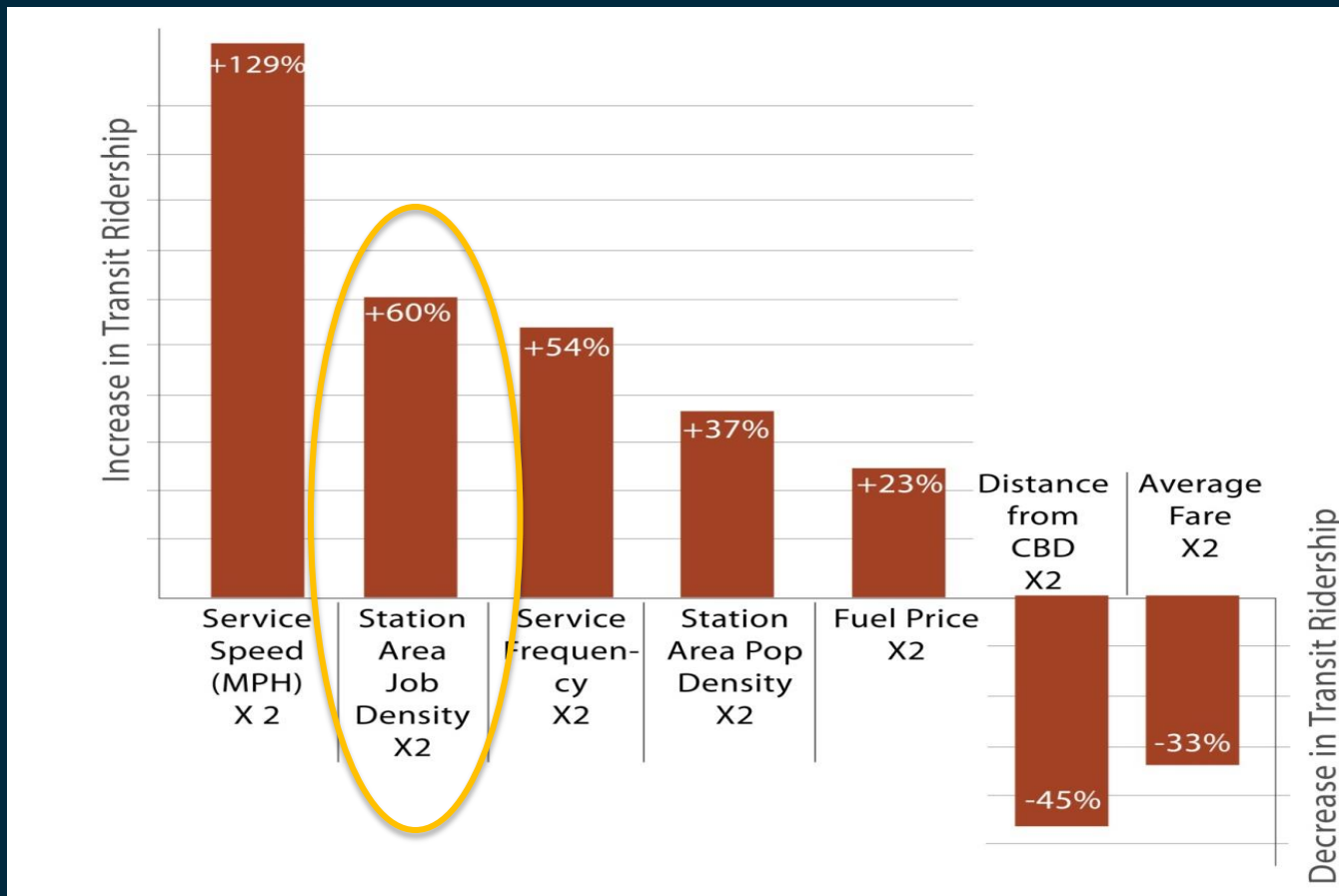


BART TOD Land Use Over-emphasized Housing over Employment

There is no BART-accessible employment district south of Downtown Oakland

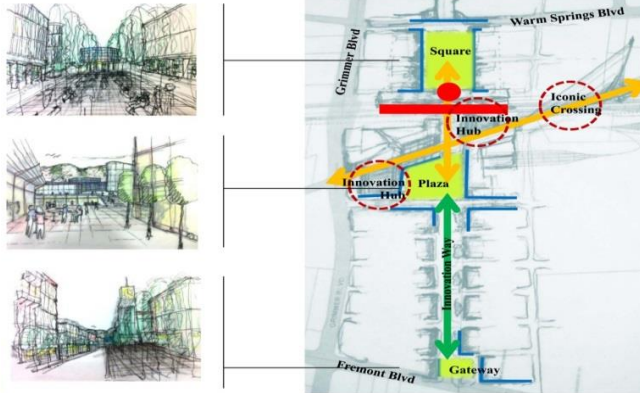
<div>19th Street</div> <div>• Employment</div>	<div>12th Street City Center</div> <div>• Employment</div>	<div>Lake Merritt</div> <div>• Balanced residential and employment</div>	<div>Fruitvale</div> <div>• Residential and local services</div>	<div>Coliseum</div> <div>• Residential, industrial, special events</div>	<div>San Leandro</div> <div>• Residential</div>	<div>Bayfair</div> <div>• Residential and retail</div>
<div>Hayward</div> <div>• Residential and civic mixed-use</div>	<div>South Hayward</div> <div>• Residential</div>	<div>Union City</div> <div>• Residential</div>	<div>Fremont</div> <div>• Retail, hospital, residential</div>	<div>Warm Springs South Fremont</div> <div>TBD</div>	<div>Milpitas</div> <div>• Planned residential</div>	<div>Berryessa</div> <div>• Residential</div>

Job Density Supports Transit Use



Planning and Prioritization

Warm Springs Square

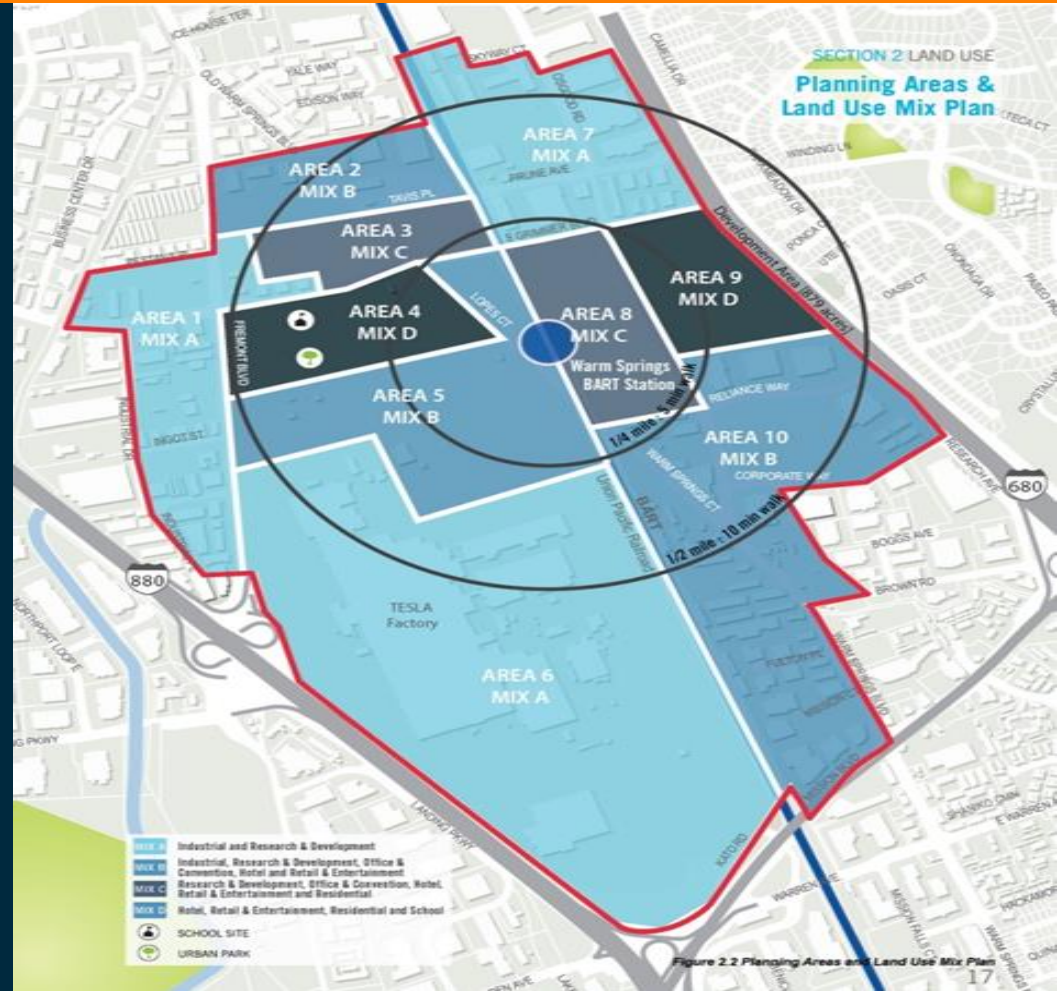


MIX A Industrial and Research & Development

MIX B Industrial, Research & Development, Office & Convention, Hotel and Retail & Entertainment

MIX C Research & Development, Office & Convention, Hotel, Retail & Entertainment and Residential

MIX D Hotel, Retail & Entertainment, Residential and School



Public Investment and Partnership

- Leveraging Land Assets
- Create Enterprise Fund
- Key infrastructure investments
- CFD's



Developer Investment in Warm Springs TOD



- 4,000 Residential Units (524 affordable)
- 20,000 New Jobs
- 11M SF floor area; 4.6M commercial
- Development Minimums Required (not maximums)

Tenant investment: Tesla Master Plan

256-acre campus

4.6M SF of additional
potential growth

3,000 additional local jobs

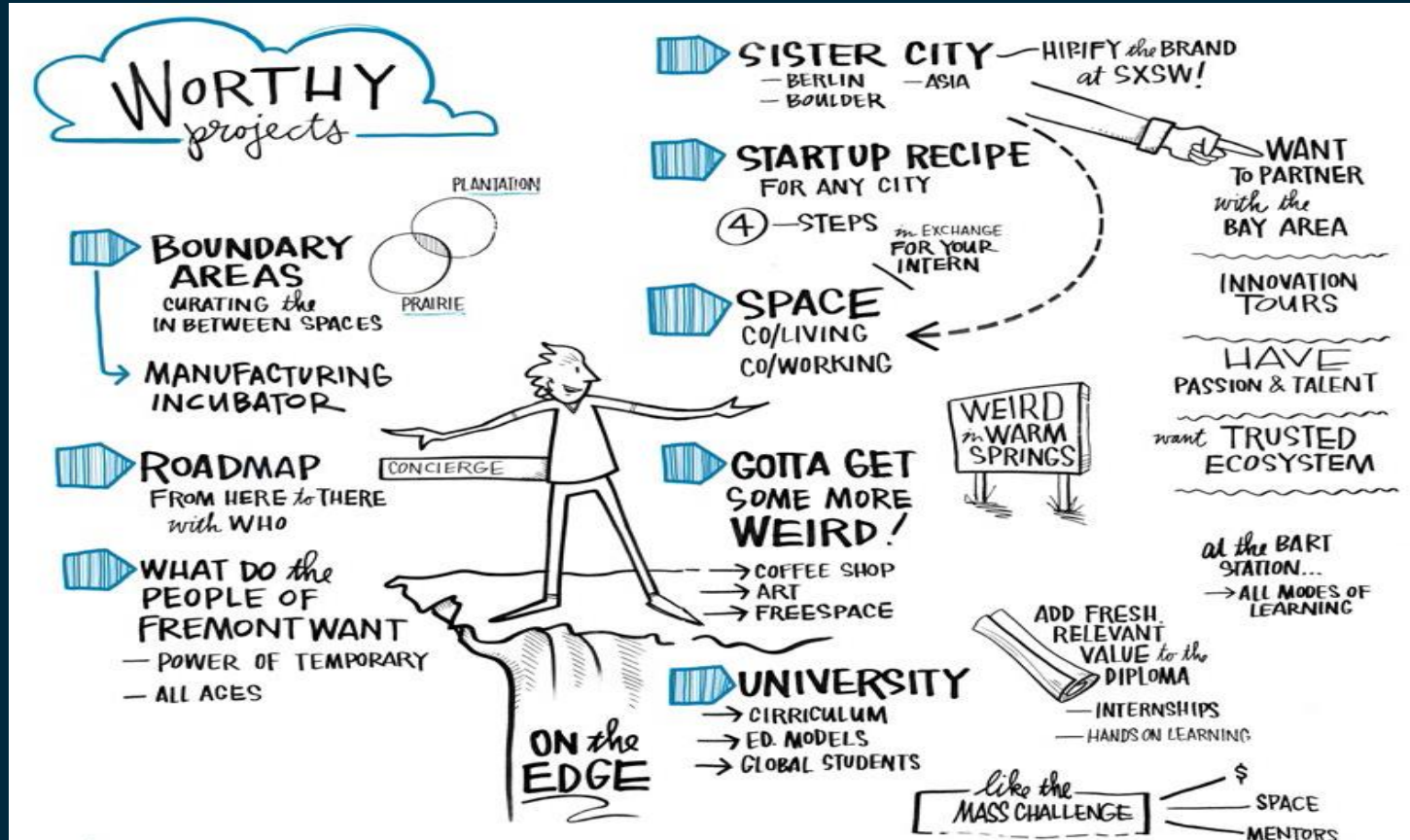
Capacity to produce
500,000 cars/year



Convene and Partner



Engaging Aspirational Stakeholders



Incubating Our Future

- Startup Support
- Shared Spaces
- Small Scale Manufacturing (a.k.a. 'Makers')

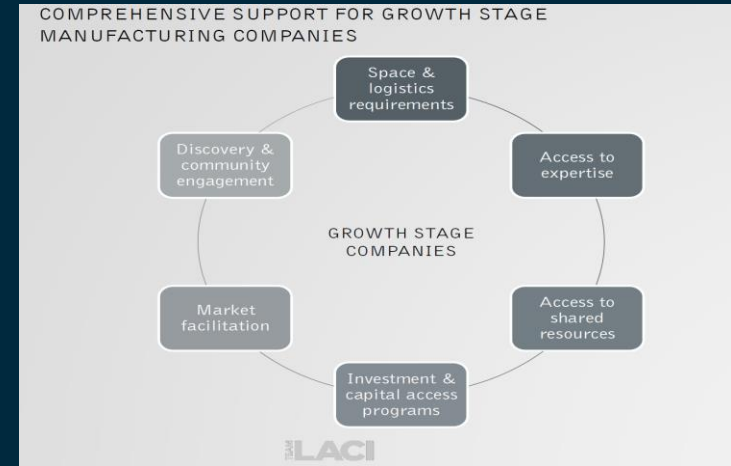


Recast City Analysis:

- Discover Local Gems
- Adjust Zoning Codes
- Partner w/ Owners & Brokers

Incubation and Acceleration - with a focus

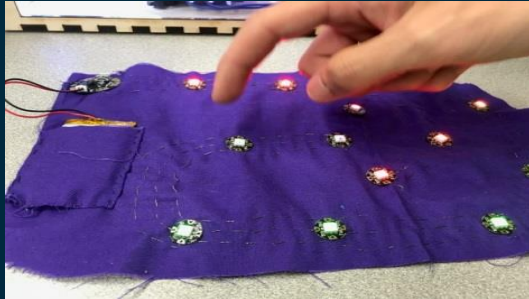
- Center for Manufacturing Excellence
- Additional Higher Education
- Startup Support Infrastructure



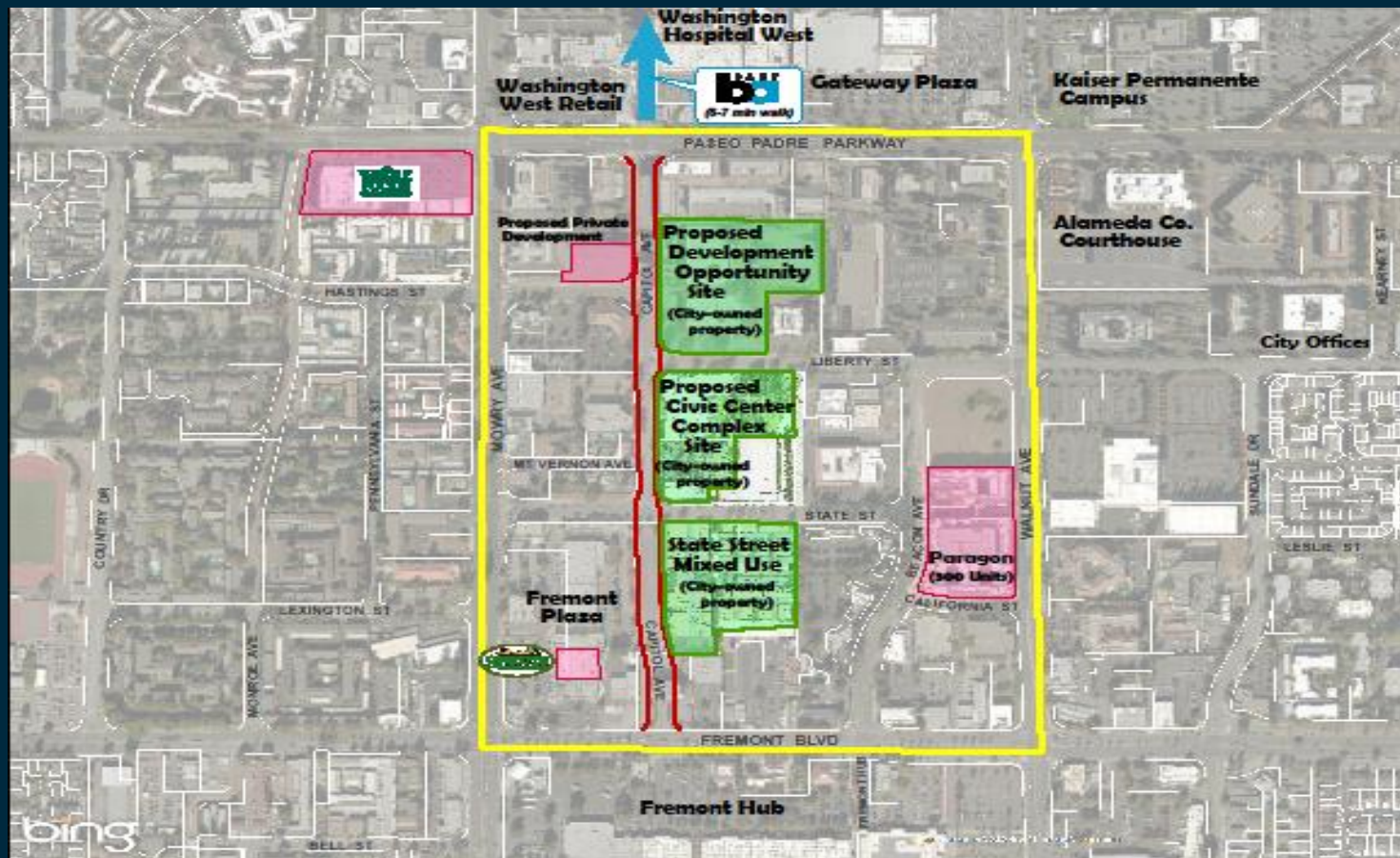
Building the Workforce Pipeline



FUSE Fellowship - Partnership with Fremont Unified School District to develop K-12 "Maker Ed" curriculum



TOD #2 – Civic Placemaking



Downtown Fremont: If we come, they will build it!



WHO'S WEIRD?
WE'RE WEIRD.



StudioYAU copyright 2016



Branding and Storytelling



WHAT WE THINK (BLOG)



We're the City

that's not afraid to roll up its sleeves
to help companies start and grow their business.

Give us a call at [\(510\) 284-4020](tel:(510)284-4020)
and let's figure out how Fremont's ecosystem
can work for you.

900

COMPANIES
MAKE STUFF IN FREMONT

23%

JOBS
IN MANUFACTURING

50+

MILLION SQUARE FEET
OF OFFICE/R&D/INDUSTRIAL SPACE

9+

MILLION SQUARE FEET
OF COMMERCIAL SPACE
IN WARM SPRINGS INNOVATION DISTRICT

#1

FOR TECH STARTUPS
PER CAPITA IN THE COUNTRY
(SIZEUP.COM)

27

MILES
TO THE PORT OF OAKLAND

Thank you!



@fremont4biz



TakesFromSiliconValleyEast

www.ThinkSiliconValley.com