

CITY OF PACIFICA  
ECONOMIC DEVELOPMENT COMMITTEE  
MINUTES

September 8, 2015

6:00 PM

Police Station

Approved on October 13, 2015

In attendance were members: Peter Menard, Jim Heldberg, Kevin Cubba, Matthew Dougherty, Victor Spano.

Council members: Karen Ervin, Sue Digre

Staff: Anne Stedler, Sarah Coffey

Absent: Brent Shedd, Courtney Conlon

1) Call to Order

Chair Peter Menard called the meeting to order at 6:21 pm.

2) Approval of August 11, 2015 Minutes

Jim moved to accept the Minutes as drafted. Matthew seconded. Passed unanimously by voting members present. Aye: 5; No: 0, Abstain: 0.

3) Oral Communication from the Public at Opening

None

4) Ad Hoc Committee Reports & Discussion

a. Palmetto Ave. Activities (Anne)

Anne moved forward with information gathering internally, but collecting information to provide for public outreach is still under discussion as key staff members August vacation schedules since last EDC meeting had an impact. Karen asked about information on the Palmetto Streetscape to be provided at the Fog Fest booth; Anne will be meeting with City Manager tomorrow to discuss what information, if any, can be provided at Fog Fest. Peter met with Anne and was planning to send a sign up sheet for staffing a booth at the Fog Fest. Jim cautioned that Fog Fest is only 2 ½ weeks away, and reminded members that Brent suggested to allow enough lead time to pull informational materials together before the event. Anne had done substantial work with Kevin, Brent and Peter since last meeting on three business-engaging / customer-engaging activities for the Fog Fest booth from an economic development perspective, but those ideas have been dismissed due to other major considerations.

Peter reminded the group that Ad Hoc Committees are time-limited and that the Ad Hoc Committees formed last winter, including the Palmetto Ave. Activities Ad Hoc Committee, are approaching that time limit. Peter proposes to disband the

Palmetto Ave. Activities Ad Hoc Committee and reform an Ad Hoc Committee on Events (next agenda item). Sue expressed some concern about fulfilling the goal of the Ad Hoc Committee to gather information from the public on what is wanted for Palmetto Ave., particularly as the Streetscape project will be starting to move forward and there are empty lots in the area for which it should be determined what use should be encouraged. Karen reminded members that the area is zoned for mixed use. Members discussed questions around specific zoning with respect to what types of retail are encouraged / allowed and percentages of types of businesses in the area. Karen informed the committee that zoning is specified in the draft General Plan, which describes the zoning of the area as it now exists and projects a target. Sue mentioned that the area is already zoned as “historical.” Peter requested a presentation to the Committee on the draft General Plan specific to the Palmetto area. Anne mentioned that Palmetto is a multi-year focus, and presents the challenges of a learning curve for Pacifica in that it will be the first experience Pacifica has with a “main street” project.

Peter called for a motion to dissolve the Palmetto Activities Ad Hoc Committee. Victor moved to dissolve the Ad Hoc Committee; Kevin seconded. Motion to dissolve Palmetto Activities Ad Hoc Committee passed unanimously by voting members present. Aye: 5; No: 0, Abstain: 0.

Kevin commended the members of the Ad Hoc committee, and acknowledged that it was brought to a successful conclusion with much being learned in the process.

**Action Items:**

- Explore bringing information to Committee on General Plan Update, particularly with respect to Palmetto Ave. area.

b. Special Events and Beta Test / New Ad Hoc Committee (Peter)

Matthew advised that the beta test of the special events process does not need an Ad Hoc committee, as the Ad Hoc committee had already been split up due to vacating committee members. Matthew is currently the only active member residing on the Ad Hoc committee. Anne, Matthew and the Planning Director were going to meet on the special events process. Anne reminded members that this Ad Hoc committee was formed to carry out the mandate to improve customer service, focused on Events. Kevin inquired as to whether work can also be done outside of the Ad Hoc committee. Peter pointed out that working within a formal Ad Hoc committee facilitates reporting on progress with set agenda items and set outcomes. Karen cautioned that it is important that the committee is working on something that fits with the Council’s mandate for the Economic Development Committee, and advised that subcommittee formation must go to Council for approval. Peter asked that the Commissions & Committees Handbook be sent to all EDC members, and will pitch annual training to the Council during his presentation of the Annual Report next week. Peter wondered if training was committee-specific.

Matthew moved to dissolve the Special Event Ad Hoc Committee; Kevin seconded. The motion to dissolve Special Event Ad Hoc Committee passed unanimously by voting members present. Aye: 5; No: 0, Abstain: 0.

**Action Items - None**

## 5) Chamber of Commerce Update

### a. Start a Business in Pacifica (Victor)

Victor updated members that the “Start a Business in Pacifica” event will be held October 27 from 7:00pm – 8:30pm at First National Bank in Linda Mar. Robert Shoffner of San Mateo County Small Business Center for aspiring entrepreneurs will be a speaker at the event in addition to Cassandra Monte, the Small Business Association lending officer at First National Bank Linda Mar branch, a speaker from the Chamber of Commerce and possibly a speaker from the Renaissance Entrepreneur Center. Speakers will address the attendees for about 10-15 minutes and refreshments will be served. Victor posted information about the event on NextDoor for the north end of Pacifica, and one person already signed up. Victor will also post to Pacifica Patch. Kevin offered to post information on NextDoor for the south end of Pacifica. Karen asked if the City can post information on the event on NextDoor. Victor also mentioned that the Chamber of Commerce will have a booth at the Fog Fest and a float in the Fog Fest Parade.

#### **Action Items:**

- Kevin to post information on “Start a Business in Pacifica” event on NextDoor for south Pacifica.

### b. Google Get Your Business Online (GYBO) (Kevin / Anne)

Victor mentioned that the Chamber of Commerce is looking for a CEO as Courtney’s replacement, and is still accepting applications. They have placed an ad with the Association of Chamber Executives.

Kevin provided an update on the Google Get Your Business Online work with the Chamber of Commerce. The goal is to get your business recognized by Google search and drive business. Google is getting involved with cities, particularly bigger cities such as Santa Fe. Anne and Kevin went to some training with Google GYBO that discussed outreach and public / private partnerships. Anne will discuss with Courtney how to best outreach to businesses with incomplete or non-existent Google profiles. Outreach will not happen quickly; it is volunteer intensive to help individual businesses get online. Anne emphasized that Pacifica wants its businesses to pop up on Google maps. On September 17 from 3:00pm – 6:00pm, the Chamber of Commerce will offer the first training to businesses for GYBO, and look for feedback on what worked / didn’t work. This effort will likely take 3 – 5 months.

Sue asked if the Chamber was incorporating businesses that already have a successful online presence in the outreach / training. Anne mentioned that currently 400 businesses in Pacifica are on the Google map, but Google cannot give us a list. Kevin emphasized that it is not enough just to be listed in Google; people want to see business hours, reviews, pictures, etc. Yelp and Groupon provide good online visibility to businesses. Matthew asked if EDC Business Ambassadors could help with this effort. Karen observed that the Chamber of Commerce is a good advocate of Google map, and Kevin indicated that the Chamber is using this outreach as a means of recruiting businesses to join the Chamber.

## **Action Items - None**

### 6) Topics for Committee Discussion and Possible Action

#### a. EDC Outreach (Anne)

Anne advised that one function of EDC Outreach / Business Ambassadors is to put businesses on the map. Assisting businesses with building their online profile for Google mapping is an excellent one-on-one opportunity. Anne also mentioned having suggestions for next steps for businesses that may already be on Google maps. Anne has drafted some information including the business ambassador position description, Palmetto Streetscape information and Google information. Kevin observed that there is a good business opportunity in itself in helping businesses build an online presence and linking businesses up with recommended partners to break down the digital divide and help businesses understand what services and trusted resources would benefit them most in increasing visibility online. Karen observed that individualized attention is so important to businesses.

#### **Action Items:**

- Anne to send out a description of Business Ambassadors to EDC members via email.
- Anne to provide more information on Palmetto Streetscape, Google GYBO via email.

#### b. Annual Report to City Council (Peter)

Peter distributed a draft of the EDC Annual Report to the City Council for review (Exhibit A.2). Karen indicated that this item will be first on the agenda on Monday, September 14 Council meeting at 7:00pm, and anticipated an approximately 15-minute presentation to the Council. Anne encouraged all EDC members to attend the Council meeting to support Peter in his presentation to the Council. Victor and Kevin both indicated that they plan to attend. Peter asked if he should follow up the presentation with information on InPacifica and vacant commercial properties, two examples of work that the committee has been doing that the committee would like to flesh out more. Peter may have Kevin summarize the slide on commercial space and Brent summarize the slide on developing Pacifica's identity (InPacifica).

Jim distributed a handout (Exhibit B) outlining additional goals that he would like the City Council to consider for the Economic Development Committee: Assist the Quarry Project and Attract Major Businesses (e.g. Microsoft, Genentech). Peter advised that asking for changes to the EDC mandates may not be needed to pursue additional goals if those goals fit within the existing mandates. Matthew sees Jim's suggestions as projects that fall under the EDC's current mission; perhaps Council can provide direction on specific issues to focus attention on within the current mission. Peter agrees that it would be nice for the EDC to assist the new quarry owners in navigating potential pitfalls. Karen informed the committee that the quarry owners have met with Councilmembers and City staff and are aware of past public sensitivity on the quarry issue. Peter opened some discussion of Jim's second goal: attract major businesses, and saw Kevin's work on providing information around vacant commercial properties as building up to attracting businesses and filling vacancies. Peter asked Jim if he had ideas on how

contacts with major businesses would be made to market Pacifica as a site of interest. Peter suggested bringing Jim's proposals back for committee discussion at the October meeting.

Peter requested input on the term Pacifica's "sweet spot" in describing the niche market of businesses that offer a good fit to Pacifica. Members agreed that this term implied a good fit as well as the right mix / balance of businesses. Peter summarized themes that kept coming up in agendas and minute. Jim asked what is meant by businesses "of a certain size" – does this mean "small"? Anne observed that Pacifica does not have space to fit big businesses or the traffic infrastructure to support them; we need to identify businesses that bring daytime sales potential that Pacifica can support. Sue and Jim did not like the use of the term "rebranding" of Scenic Pacifica on page 3 of the draft; Anne acknowledged that the drafted language was sequenced awkwardly. Kevin and Anne suggested using the word "marketing" instead of "rebranding." Karen observed that Pacifica has been very successful in attracting tourism over the past few years, but needs to focus on attracting Monday through Friday business. Sue suggested some changes to wording to keep the focus positive, and to focus on sharing conclusions. Matthew requested that the PowerPoint presentation be shared with EDC members the day before presenting at the Council meeting. Kevin asked about a copy of the Beautification Committee Report to Council.

**Action Items:**

- Anne and Peter to finalize Annual Report presentation to Council and send PowerPoint to EDC members the day before.
- Schedule discussion of Jim's proposed goals for next meeting.

c. Off The Grid and City Revenues from Development (Anne)

Anne updated the committee clarifying the Off The Grid (OTG) event is not a dead issue, but on hold as Anne needs to address traffic and parking concerns that were raised by the public. Summer brought some repeated high traffic congestion days, which prompted public concern when OTG was proposed at the Planning Commission in July. Matthew inquired about Fairmont as a venue for OTG. Anne had raised Fairmont as a potential idea with OTG, but they did not consider Fairmont with the initial group of desirable options. Anne heard from a small group of people that OTG is the right event, but Linda Mar is the wrong location for it. Sue says that Fairmont could use a boost. Peter reminded the committee that OTG was initially proposed as an event to build community and share information around Beach Boulevard, but OTG did not find that location desirable. Peter wondered how we might make Beach Boulevard move up the algorithm for a viable OTG consideration, and what other events could be used to fulfill the initial goal of a community event around Beach Boulevard. A crab feed at the pier was mentioned. Matthew still thinks that it is a good idea to have OTG at Linda Mar, as it still meets the community building goal. Anne mentioned the advantage Linda Mar has in catching southbound traffic on Highway 1.

Peter proposed moving the City Revenues from Development topic to next meeting; Anne OK'd.

d. Vacant Commercial Space (Anne) – Postponed to next meeting

7) Oral Communication from the Public at Closing - None

8) Oral Communications from the Committee

Matthew and Kevin passed on comments.

Sue asked for clarification on Topics for Future Meetings – Support Businesses during Disruption. Kevin clarified that this topic was generalized from Highway 1 widening potential displacement / disruption of businesses.

Karen commented that a lot of great ideas have been raised by this committee.

Victor mentioned that Fogtoberfest is in the works and the Chamber will roll out information on this event soon. Fogtoberfest was held last year at Saint Peter's church; this year they are looking at Sanchez. They set up a big tent, have beer, food and fun.

Jim attended the grand opening of the Historical Society Museum at the Little Brown Church. He was amazed at the power of the people there. He was disappointed that there were no signs on the Highway advertising the museum. The museum is open Tuesdays, Thursdays and Saturdays.

Anne pointed out the number of people active in the wedding business in Pacifica and that Pacifica does a lot of wedding business because of the beach. Businesses can group around the wedding niche market. Are there other categories of businesses that can collaborate on referrals similar to the wedding niche market? Anne also mentioned her work with Super Bowl 50 Host Committee. She said this event has formed a loose consortium of interested cities, and Anne will email ideas for opportunities that may stem from Super Bowl 50. December 19 will mark 50 days in front of Super Bowl day, and the consortium has discussed a synchronized wave or illuminating a key landmark in gold (e.g. Pacifica pier) to mark this date. Pacifica's Fog Fest is also one of the few events that will house the eight Lombardi trophies as part of the Super Bowl Community Tour.

Peter also attended the grand opening of the Historical Society Museum at the Little Brown Church, and expressed that it was very cool.

9) Next Meeting Date: October 13, 2015 at 6:00pm

Anne requested to add a handout into the record for Item 6b with a lead-in covering the Council-directed objectives of the EDC to pair with the draft Annual Report to Council. Jim made the motion for this addition; Kevin seconded; the motion passes unanimously. The handout will be added in as Exhibit A.1.

10) Meeting Adjourned at 8:17pm

When the City Council acted in 2014 to reconstitute the EDC Council set the date of September 2014 for presentation of the annual Report to Council. The report identifies the work and initiatives of the committee to meet the three objectives set by the City Council in Resolution No. 27-2011 (adopted July 11, 2011):

- (1) Work with the City Manager, to review and develop plans to improve customer service in departments interfacing with current and potential Pacifica businesses;
- (2) Facilitate owners/operators in existing business districts to organize, develop and implement plans for improvement and business development; and
- (3) Devise and implement a plan for outreach and marketing of Pacifica to encourage business growth.

The EDC voted on September 8, 2015 to thank the Council for the opportunity to serve, and to state its appreciation for the participation of Ex Officio members Mayor Ervin and Mayor Pro Tem Digre. Further, the EDC voted to thank the two representatives from the Pacifica Chamber of Commerce, Executive Director Conlon and Board Member Spano, for their work and partnership on behalf of Pacifica business community. Finally, the EDC noted that 2015 – 16 is the first year that the EDC is supported by an Economic Development Manager, and that Economic Development has been ranked as the City Council's top priority. The EDC appreciates the partnership and the critical importance of the work at this point in time, and invites the Council's response to its first annual Report.

*in development*

**City of Pacifica**  
**Economic Development Committee**  
**Report to City Council**  
September 14, 2015

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**I. Introduction**

In 2013 Pacifica City Council re-established an Economic Development Committee (EDC)...

1. To review and develop plans to improve customer service in departmental interfacing with current and potential Pacifica businesses.
2. To facilitate owners/operators in existing business districts to organize, develop and implement plans for improvement and business development.
3. To devise and implement a plan for outreach and marketing of Pacifica to encourage business growth.

These three goals will be referred to throughout this report.

The reformed EDC began meeting in February, 2014, and has met seventeen times. It has had four ad hoc subcommittees work on specific efforts. There are currently three vacancies, so only includes representation from a limited set of industries and segments of Pacifica (business owners, software engineering, advertizing, education, Chamber of Commerce). The EDC has experienced turnover during its nineteen months. Only four of the members present at the first meeting on February, 2014, remain on the committee.



The EDC would like to express a sensitivity to, and appreciation for, the many other members of our community that are working on developing our economy. The EDC's impact relies upon supporting, coordinating with, and being sensitive to them. These include City Council and Staff, the other city commissions and committees, Chamber of Commerce, Historical Society, Sanchez Art Center, and many local businesses and organizations. It is an implicit part of the EDC's charter to identify and pursue opportunities not already being pursued by others, and it is with this in mind that the EDC has worked towards its three goals.

## **II. Themes**

No matter what the topic of discussion was at past EDC meetings, members found themselves circling back to a certain questions. Without answers to these questions the EDC found it difficult to prioritize and take action.

*What does economic development mean in Pacifica (and what does it not mean)?* The consensus of the EDC is that economic development in Pacifica should center on increasing the flow of money and resources through Pacifican businesses and residents in a way that increases well-being and opportunity. Economic development does not mean "remaking" Pacifica into something it is not. Pacifica has much to value and sustain and care must be taken not to attract development that changes the things that people came to live here for.

*The current decrease in population size during the workday* is a significant limitation on economic activity in Pacifica. A large portion of Pacifica employers are in service and retail and due to limited traffic and density during the workday. They are dependent upon evening and weekend business and a mix of locals and visitors as Pacifica's population is not sufficient to solely support those businesses. Unfortunately, capacity to increase tourist/visitor traffic during peak weekend times is stretched by available infrastructure and lodging. As such, the EDC has concluded that attracting employers of a certain size at type, and who conduct business during the workday (what we have grown to call Pacifica's "sweet spot"), will play a key role in health and sustainability of Pacifica's economy, character, and environment.

*Correcting Pacifica's image* also has been a constant theme at EDC meetings. Committee members continue to have interactions with people in the Bay Area who perceive Pacifica as constantly foggy and

are unaware of the incredible assets in our community. The Chamber of Commerce has been leading effort to rebrand “Scenic” Pacific, and the EDC...

*How can efforts be fair to all of the groups and neighborhoods that call Pacifica home?* Both anecdotal observation and data available to some committee members point out that Pacifica has been undergoing a demographic transition. There appears to be an increase in the number of families living in Pacifica whose parents are in “white-collar” professions. This presents both an opportunity and a challenge.

*Pacifica does not function as an economic whole.* People living and doing business in Fairmont can have no ties to those living and doing business in Linda Mar. EDC discussion has often been complicated by the desire to see Pacifica as a whole. The EDC has concluded, however, that the most effective actions will be those that target and address the needs of specific economic neighborhoods, and that serving the neighborhoods serves the whole. (Appendix A)

*How can the EDC be more productive and effective?* Some of the norms that evolved during the first year of meetings include: 1) An understanding that while the EDC can take on a wide variety of advisory actions, it can only take on other efforts when there is a member championing them. 2) That EDC benefits from exploring even ideas that face clear obstacles, and even efforts that need improvements may deserve support. The EDC is also moving to specify goals by economic neighborhood, increase use of ad hoc subcommittees to advance projects, and developing a common understanding of a project’s life cycle to help bring ideas to fruition. The EDC plans to increase coordination with other city committees, commissions, and community groups. The City Handbook for City Commissions and Committees also refers to a training to be provided annually. The EDC hopes to use this training, when scheduled, to become more action-oriented and increase tangible outcomes of our work.

Also in regards to EDC effectiveness, the impact of our Economic Development Manager, Anne Stedler, cannot be overstated. The EDC now benefits from the knowledge, insight, and work of a professional who has, in the short time she has been with the City collected and analyzed ground-level data, built relationships, led projects, and in generally connected and energized people and groups in Pacifica that were not. The increased effectiveness of our committee is largely due to the expertise, perspective, and commitment Ms. Stedler has brought to our meetings (committee and subcommittee).

### **III. Efforts**

*Draft Economic Development Plan.* The first order of business in February, 2014, was to examine the Draft Economic Development Plan produced for the city in \_\_\_\_\_ for items that the committee might pursue. \_\_\_\_\_ (Appendix B)

*Opportunity for Revenue Generation.* One of the city’s pressing needs made apparent to the EDC was the need to generate more revenue for the city so that it can increase its capacity to maintain and make improvements to city infrastructure, processes, and programs.

*Developing Pacifica’s Identity.* When it became clear that the Pacifica was suffering from an “image problem,” the EDC began exploring ways to define Pacifica’s identity that would be inclusive of all the communities that make Pacifica home and highlight the assets that make Pacifica a wonderful place to live, visit, and do business. Committee member, Brent Shedd, developed and proposed a ideas for the City that promise to articulate Pacifica’s identity, and the EDC hopes to put them into action during the next year. The first is the “...in Pacifica” rebranding campaign. \_\_\_\_\_ use for a YouTube video competition. A second idea is the Utility Pole Art Program. \_\_\_\_\_

*Local Event Development.*

- ❖ Improving the transparency of the permitting process and fee structure
- ❖ nonprofit roundtable

*Attracting Employers.* The EDC believes that many of the other efforts described in this report work together to increase the likelihood that employers fitting Pacifica’s “sweet spot” will be brought here. These include correcting Pacifica’s image, bringing new people to Pacifica with events, increasing Pacifica’s visibility digitally and physically, etc. Another more direct effort towards this end include EDC member, Kevin Cubba’s, work with the Chamber of Commerce on identifying and improving, organizing, and accessing digitally information on vacant commercial properties.

*Physical Presence*

- ❖ Coordination with Caltrans for directional signs.
- ❖ Exploring opportunities for improving city directional signage.
- ❖ Business signage and use of “A-frames” (code enforcement and possible need for revision)
- ❖ Beautification and landscaping

#### Internet Presence

- Recommended restructuring and revisions of city’s website.
- Provided feedback on city’s potential use of online video vendors and proposed alternatives.
- Coordination with the Chamber of Commerce site
- Calendaring events
- Advertise Pacifica Business’ Groupons and promotions at Fogfest and other events
- Commercial space listings
- Kevin’s help to Chamber website

#### Palmetto Streetscape

- the plans and identifying important aspects to communicate and developing vehicles to communicate them.
- “...in Pacifica” Youtube video competition

#### “Land Shark” Event

#### Food Truck Event

- Originally intended to bring the Sharp Boulevard community together towards goal number 2 and be a vehicle for working with the Palmetto Business Association and sharing information about Palmetto Street Streetscape Project working towards goal number 1.
- Committee member Brent Shedd reached out to Off the Grid. After they assessed Pacifica’s potential they expressed interest in hosting a weekly event at Linda Mar Beach. Shifts event from focusing on goals 1 and 2 to goal 3.
- Economic Development Manager, Anne Stedler, is currently leading efforts with Off the Grid and community members to develop a food truck event that would the needs of the food trucks, local businesses, and residents towards goal number 3, but then also return to focusing on goals 1 and 2.

#### VI. Future Wish List

- EDC activities in city event booth
- Liaisons between committees
- Facilitating business and neighborhood associations by region

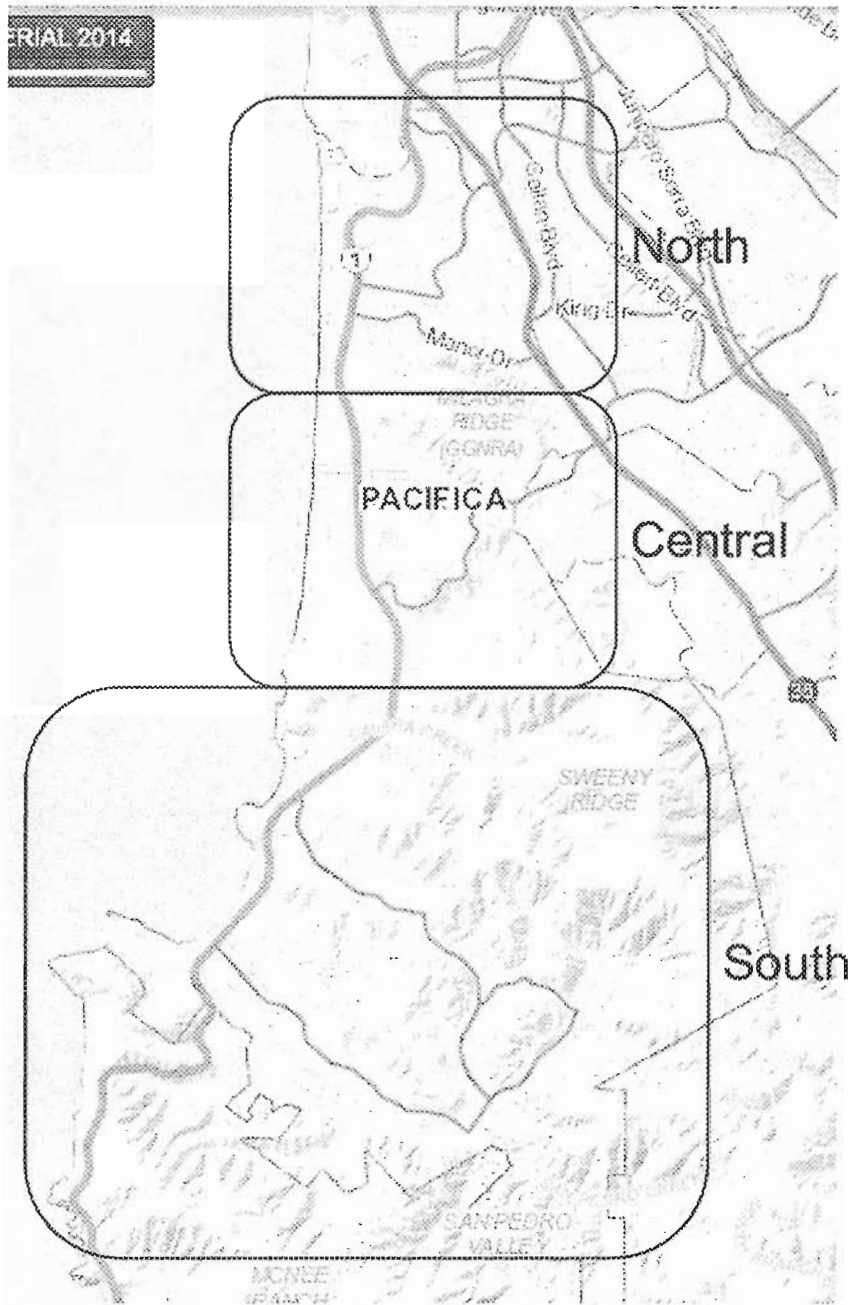
**V. Questions for Council**

- Based on \_\_\_\_, what do you see as our strengths and needs in our work/direction toward the goals in the EDC charter.
- Expertise, industries, and perspective to add to the EDC. (local market knowledge/connections, sensitivities and vision to niche markets that can fit the Pacifica's sweet spot)
- Support the coordination of local organizations so resources can be shared/leveraged further.
- Please send us information about any people and resources.

**Appendix A**

*Pacifica Economic Region Guide*

Boundaries are flexible depending upon goal to be pursued and relevant constituency.



Appendix B

*Prioritized items from discussion of the Draft Economic Development Plan*



**SEGWAY**  
**Silicon Segway**

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5 September 2015

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**ECONOMIC DEVELOPMENT COMMITTEE:**

As we prepare our annual report to City Council, I propose we request to be given some new goals. Our current projects may produce temporary short-term gains, but I believe we should also aim higher for larger, longer-term results.

I suggest the EDC be assigned additional goals to:

- **ASSIST QUARRY PROJECT**
  - We could assist the new quarry owners to avoid mistakes, and design a project that Pacificans will support. Owners will probably look favorably on our help, knowing how the last 2 proposals suffered disastrous community defeat at the polls. We'll need to get owners' permission to help, learn about current plans, and offer suggestions for success.
  
- **ATTRACT MAJOR BUSINESSES**
  - The rapid growth of high-tech Silicon Valley businesses needs expansion space. Our lower cost real estate and scenic seaside site could attract the "next new thing" from Google, Microsoft, Apple, Genentech, startups, or whoever. We should promote Pacifica to this market, and invite suitable businesses to locate here. This could also reinforce our quarry objective above.

Jim Heldberg