



## CITY OF PACIFICA

# ECONOMIC DEVELOPMENT COMMITTEE AGENDA

Tuesday, December 8, 2015

6:00 PM

POLICE DEPARTMENT CONFERENCE ROOM

2075 Coast Highway

1. Call to Order
  - a. Members: Peter Menard, Brent Shedd, Matthew Dougherty, Jim Heldberg, Kevin Cubba, Victor Spano, David Joves, David Leal
  - b. City Council Liaisons: Karen Ervin, Sue Digre
  - c. Staff Liaisons: Anne Stedler, Sarah Coffey
  - d. Guest Speakers: City Manager Lorie Tinfow,  
Pacifica Tribune Publisher Sherman Frederick,  
Pacifica Chamber of Commerce CEO Vickie Flores
2. Presentation on City Council 2015-2016 Priorities (City Manager Lorie Tinfow)
3. Presentation by Pacifica Tribune Owner (Sherman Frederick)
4. (5 min.) Approval of November 10, 2015 Minutes (Attachment 1)
5. (2 min. ea.) Oral Communication from the Public at Opening
6. Topics for Committee Discussion and Possible Action
  - a. (8 min.) Palmetto
    - i. City update (Anne Stedler)
    - ii. Goals and Planning Document (Peter Menard)
    - iii. Vote on creation of ad hoc subcommittee
  - b. (5 min.) Signage
    - i. Drafting a Goals and Planning Document (Peter Menard)

- c. (2 min.) Collaboration with Beautification Advisory Committee (Peter Menard)
  - d. (3 min.) Survey going to Committee Members (Peter Menard)
  - e. (3 min) Portola Discovery Anniversary (Sue Digre)
7. (5 min.) Chamber of Commerce Update (Vickie Flores)
8. (2 min.) Economic Development Manager Update (Anne Stedler)
- a. Commercial Space Inventory progress
9. (2 min. ea.) Oral Communication from the Public at Closing
10. Oral Communication from the Committee
- a. Updates
  - b. Topics for Future Meetings (see below)
11. Next EDC Meeting Date: January 12, 2016
12. Adjourn

#### Topics for Future Meetings

1. Sporting Events in Pacifica (Victor Spano)
2. Signage (TBD)
3. AirBnb / TOT, Uber (TBD)
4. Support of Businesses During Disruption / Crisis (TBD)
5. Norms on Addressing the Public
6. How to Respond to Inquiries on Large Development Sites (e.g. Quarry, Beach Blvd) – fact sheets
7. Private Event Online Resource Catalog / Guide; weddings
8. Staffing City Booths at Events

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## CITY OF PACIFICA ECONOMIC DEVELOPMENT COMMITTEE MINUTES

November 10, 2015  
Pacifica Police Station, 2075 Coast Highway

In attendance were members: Peter Menard, Brent Shedd, Jim Heldberg, Matthew Dougherty, Victor Spano, David Joves, David Leal.

Council members: Karen Ervin, Sue Digre

Staff: Anne Stedler, Sarah Coffey

Absent: Kevin Cubba, Courtney Conlon

### 1) Call to Order

Chair Peter Menard called the meeting to order at 6:03 pm.

### 2) Approval of October 13, 2015 Minutes

Jim noted that he was pleased with the presentation on the budget during last month's meeting. Jim moved to approve the Minutes as drafted; David Leal seconds the motion. Aye: 3; No: 0; Abstain: 2 (Brent, Matthew). Passed unanimously by members that were present at October 13 meeting.

### 3) Oral Communication from the Public at Opening

Esther Harris introduced herself from the Pacifica Tribune.

Cindy Abbott introduced herself as the Executive Director of the Sanchez Art Center. She is interested in opportunities to fulfill the Art Center's mission to create community through art.

Dan Stegink introduced himself to the Committee and supports the work that the Economic Development Committee is doing.

### 4) Chamber of Commerce Update

Vickie Flores, CEO of the Chamber of Commerce, was invited to the table as guest speaker on behalf of the Chamber of Commerce. She started by sharing that the annual Rockaway Tree Lighting would be held on December 6 from 4pm to 7pm; they are already sold out of booths, will have 18 booths this year (14 booths at last year's event). Fairmont School is now hosting the decorations.

#### a. Aspiring Entrepreneurs Event

Vickie informed the Committee that this year's Aspiring Entrepreneurs mixer went well with 25 people in attendance. The Chamber will have more of these events and do more broadcasting of the event. Victor had a sign-in sheet for the event to track attendance. He

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agreed that it was a good event. As some background, Victor mentioned that there were two of these events held in 2013, and this one was even better than previous events. All outside attendees were interested in another entrepreneurs' event. This year's event had four presentations. Vickie added that of the 25 attendees, 4 became Chamber members and 5 were looking for business space here in Pacifica. One looking for space is a surf shop focused on female surfers. Another is a wine / gift shop. Peter was impressed with how Victor tracked the outcomes of past entrepreneur events.

### b. Technology Assessment & Support for Businesses

Vickie is interested in value-add support for business owners that are members of the Chamber of Commerce. She is excited to add a technology assessment as support for member businesses. It would entail an on-site scheduled appointment to look at the business' technology and assess their knowledge and skill set: use of social media such as Facebook, twitter and LinkedIn; Office applications such as Excel, Word, Powerpoint; email; website. Vickie will be doing these assessments herself, using the knowledge she has accumulated with over 25 years in the technology sector and experience with Microsoft, IBM and telco. Vickie mentioned that there is a new Pacifica LinkedIn page that is hosted by the Chamber of Commerce. Brent asked if the technology assessment would tie in with Kevin's work on getting Pacifica businesses on Google maps, and Vickie confirmed.

### c. Small Business Recruitment

Vickie described a recruitment strategy of attracting small businesses to Pacifica, particularly with beachfront opportunities and lower rents. They will hand out small packets of information to businesses, targeting small / "mom & pop" businesses. David Joves suggested targeting the Mission District in this outreach as well. Sue is interested in drawing bicycle shops / bike rental shops to Pacifica. Karen mentioned restaurants. Jim suggested using real estate agents in town to help do some of the legwork and distribute information. David Joves asked about the average rental price per square foot for retail space in Pacifica, and wondered if Pacifica offered enough of a discount to draw businesses from SF. Peter asked about Vickie's perspective coming back to Pacifica on what opportunities need to be developed. Vickie recognizes different stances of individuals living here from those that want no change to those that are OK with chain stores coming in. She sees the coast as Pacifica's asset. There are shops on the coast that do not need to be located along this asset that may be willing to move with relocation assistance. Vickie would like to put businesses along the coast that draw traffic to the area, generate revenue and improve the condition of the coastal asset. She would like to target SF waterfront businesses to consider Pacifica's coast. Vickie is also focused on embracing the arts, music and sports communities, mentioning art fairs, a Renaissance Fair that is being planned for March and music festivals. Sue noted to not forget about history, too; local theater folks can reenact historical events from Pacifica's past. Sue reminded members that the Portola anniversary is coming up.

### **Action Items – None**

5) Economic Development Manager Update

a. Commercial Space Listings

Anne mentioned Kevin Cubba's past summary of how diverse and erratic Pacifica's information on available commercial space is. Anne has been doing work in the following three areas to put Pacifica's available commercial space on the map: (1) access to website "AREAS" (Anne and Vickie have access) to list in one central location people looking for retail space (Anne brought a flyer about this website), (2) COSTAR database which is a more analytic driven engine for retail space opportunities, (3) "oppsites.com" for property developers and private real estate market, a new site which went live within the past 4 months or so; the site at Beach Blvd. is listed on opp sites. Anne mentioned that properties can be listed on "oppsites" even if the real estate owner is not selling the property. Brent mentioned the potential for properties along Palmetto, and Anne indicated that when listing properties as an opportunity that is not being realized currently one must keep in mind consistency with the General Plan and zoning for the area.

b. Palmetto Business Outreach

Anne expressed the need to reach out to businesses along Palmetto before the Palmetto Streetscape construction begins. Anne has an outline of information for the outreach goals and objectives (Exhibit A – Profile: Business Ambassador for Palmetto – Engaging Businesses). The outline while focusing on Palmetto as a starting point, may be broadened for outreach to other business districts / businesses. Brent asked for clarification on the EDC members' role in the outreach. Anne would work to form teams of ambassadors and would go out initially with each team to initiate contact with the businesses. Peter indicated that the business ambassadors would be building a relationship that Anne helps to initiate. Karen emphasized that it means a lot to businesses to know that the City has an Economic Development Committee that is serious about building relationships with them and supporting them. Peter echoed this, and said that building relationships with the current business community lets them know that the EDC is not just about bringing in new businesses, but also invested in the success of existing businesses.

c. Beach Boulevard Update

Anne provided an update on the Beach Boulevard development site. On October 26, staff took a proposal to City Council to put out a Request for Qualifications (RFQ) out to developers for the Beach Boulevard site. City Council approved the recommendation and staff is moving forward with the RFQ process. Anne explained that developers can respond to the RFQ without much cost or investment. The City would select the top candidates from the RFQ to proceed onto the Request for Proposal (RFP) process, which requires much more investment on the part of the developer.

David Leal asked how long the site has been listed on "oppsites"; Anne replied that it has been up for about 6 days at most. Peter asked Anne to send a link to the posting on oppsites. David Joves asked about when the City last put a property up for sale, and Matthew asked specifically about the background on the sale of the Beach Boulevard site, the City's control of what goes into the site and Coastal Commission approval. This had been before Anne came on as Economic Development Manager. Anne indicated that the City Council had intended this site to be used for a new library and for potential hotel development for years, but when previously envisioned the real-estate market was non-

existent and the old plan had not been addressed with the Coastal Commission in those early stages. However, now the market is in a much better position and it is the time to move forward with marketing the site. Anne explained that in the case of the Beach Boulevard site, the City is not constrained to focus only on the price offered because the site is subject to development, and the City can consider the developer's experience and track record with similar developments. The property is being marketed primarily as a hotel development site, and the library is clearly indicated on the site as part of the plan. Karen indicated that the library assessment will be a topic on the next City Council meeting, and also indicated that the Coastal Commission has now given some feedback on the use of the site and is receptive to the planned use for a library and hotel at the site.

d. "Connect with Us" and "For The Record"

Anne brought Committee members' attention to "Connect with Us" cards that were used to gather contacts with specific topics of interest specified during Fog Fest for community outreach. Anne mentioned that the cards were the City's way of reaching people in the community that may not have knowledge of the City's efforts in key areas of interest such as Highway 1, General Plan, Palmetto Streetscape, Pavement Condition, Coastal Trail, Beach Blvd, Library, Economic Development. Peter asked if an online form was available. David Leal suggested putting the cards out at locations such as the libraries, Safeway, local businesses. He also questioned how the City will maintain the contact list and keep it current. Brent suggested pairing contact cards with bills that households regularly receive, but questioned the use of paper rather than an electronic format for the contact cards. Victor mentioned that another audience could be reached via the Tribune with a card that readers could cut out and mail in.

e. Website

Anne mentioned the City working on building a "For The Record" webpage that would serve to address / dispel rumors or validate information heard around town. Anne asked EDC members to send her an email if there are any rumors that they come across and feel the City should address on the webpage. She also mentioned that the City is actively working with a website vendor on updating the City of Pacifica website overall.

f. Budget Presentation Follow-up

Anne encouraged Committee members that have any questions about the budget to contact Assistant City Manager Lorenzo Hines or Anne by email or phone.

**Action Items:**

- Anne to send link to Beach Blvd posting on "oppsites" to EDC members

6) Topics for Committee Discussion and Possible Action

a. Formation of New Ad Hoc Committees

Committee members discussed EDC goals and direction. Peter and Anne listed the following ideas for possible Ad Hoc Committees, and asked members for input on interest and priority. Jim asked also that the ideas be mapped to one or more of the Council-directed mandates for the EDC (Marketing indicated by M, Business Outreach indicated by B, improve City processes indicated by P). The following ideas were discussed:

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- Aspiring Entrepreneurs (B)
- Business Outreach – Palmetto (B)
- Business Outreach – Commercial Space / Business Readiness (M)
- Events – In Pacifica (M, B)
- Events – Permitting (P)
- Signage – for businesses, way-finding (M, B, P)
- Utility Box Painting – suggest to Beautification Advisory Committee
- Website Presence for Pacifica Businesses

Jim questioned whether the mandates for the Committee established several years ago should be updated. Karen indicated that the City Council is satisfied with the EDC mandates and the actions taken to carry out those mandates. Peter suggested that the broad language of the mandates allow for more flexibility for the EDC to establish specific goals within the broadly worded mandates. Sue mentioned that a paper copy of the mandates should be made available at all EDC meetings. Brent asked about ground rules and expectations with respect to the ad hoc committees. He reminded the Committee that ad hoc committees were limited to one year in duration. Peter Victor mentioned that ad hoc committee participants should expect to meet at least once a month in between the regular EDC meetings to do ground work towards their objectives. David Joves asked if the scope of work was defined for the ad hoc committees. Peter replied that defining the scope of work would be one of the first jobs of each ad hoc committee, in addition to defining deliverables and potential outcomes for each time frame to report back to the EDC. Anne can provide a sample format for reporting back to the EDC and make sure each ad hoc committee has staff support for bringing updates onto the agenda. Peter asked members to think about what is feasible to accomplish in the next 6 to 12 months. Peter would like to have the ad hoc committees established with specific goals set before engaging Laree Kiely, the consultant for work planning.

Victor and David Leal expressed interest in Business Outreach to Palmetto and Signage. Peter expressed interest in Business Outreach to Palmetto and Events – In Pacifica. Matthew had previously worked on Events – Permitting process and can continue this work with Anne without forming an ad hoc committee; he also is interested in Business Outreach to Palmetto and Business Readiness, especially with respect to Palmetto. Anne sees the issues of Web Presence and Signage as areas of deficit that need to be addressed; she feels that so much has been invested in Events – In Pacifica that effort should be continued. Upon further discussion of the Utility Box Art idea, the Committee felt that this topic would be a good suggestion for the Beautification Advisory Committee (BAC) to consider pursuing; Peter and Brent volunteered to address the BAC (first Wednesday of the month).

Jim's interest involves the need to solicit big, Fortune 500 businesses to move into Pacifica and bring their experience to us. This led to discussion on whether there was ready space of the size needed for businesses of that size to move in, how to go about the work needed to define assets, availability, marketing, developer relationships, demographics and connections to decision makers to land such companies. Large companies may look for corporate housing, access to convention space for meetings, opportunities for satellite offices. With Pacifica on their radar, large companies may make significant investments in our community.

### **Action Items:**

- Anne to follow up individually regarding interest in specific ad hoc committees.

b. Work Planning Sessions

Peter would like to have the ad hoc committees established with specific goals set before engaging Laree Kiely, the consultant for work planning. Anne mentioned that the focus can then be on working together, bringing in other participants to the ad hoc committees. Anne will send survey questions in the next few days to EDC members and will call each regarding scheduling.

**Action Items:**

- Anne to survey EDC members regarding Work Planning sessions.

c. November Election of Chair and Vice Chair

Peter and Brent gave an overview of the position of Chair and Vice Chair. Matthew nominated Brent for Chair. Brent recommended Peter for Chair for another year, and Peter responded that he is willing to continue. Jim was pleased with Peter as Chair and seconded the recommendation for Peter to continue in that role. Matthew thought that Kevin would be a good Chair, though Kevin was not present to accept a nomination. After discussion, Brent proposed a vote on Peter continuing his role as Chair and Brent continuing his role as Vice Chair.

Peter was elected unanimously as Chair for another year; Brent was elected unanimously as Vice Chair for another year.

7) Oral Communication from the Public at Closing

Dan Stegink commented on the discussion of ad hoc committees, feeling that considering nine ad hoc committees with only nine members of the EDC is too much. He felt that efforts should be consolidated into three divisions: branding, events and business with three tasks assigned to each. He felt that EDC should not pursue the utility box art, but should focus on making connections with Fortune 500 companies.

Cindy Abbott stated that it had been a couple of years since she last attended on EDC meeting, and sees that the current committee has a different focus and energy. She observed that it is a group of volunteers and was concerned about the large list of ideas for ad hoc committees with a lot to accomplish. She emphasized the importance of setting priorities and liked that Anne identified topics for which City staff would take more of a lead role. She also liked that Peter reminded the committee that other people aside from those seated on the EDC could be included in the ad hoc committees. She mentioned including residents along Palmetto in an ad hoc committee focused on Palmetto outreach. Ms. Abbott commented that the utility box art work belongs with the Beautification Advisory Committee. She also had some comments regarding the Contact Cards, stating that the cards need to let the person know how their contact information will be used and what information they will get if they sign up. She suggested that topics should be expanded beyond City projects to include information about Parks, Beaches and Recreation department events and activities, etc.

Esther Harris appreciated all of the information discussed at this meeting. She stated that she has some questions for individuals after the meeting.



8) Oral Communications from the Committee

Matthew was pleased to see that Recology garbage rates were decreasing.

Jim is excited to see Rockaway Beach torn apart, as he knows that it is paving the way for improvements and the expansion of Holiday Inn Express.

Sue appreciates all of the work that EDC has done over the past year. She reminded the Committee about her involvement in the airport noise issues, and emphasized the importance of keeping data such as address impacted by the noise, time of day, duration of noise, airplane markings and to report this information to the contact for complaints on the FAA website and also to copy her on any complaints filed as she is tracking this information as well. She is aware of some complaints from resident directly under flight paths that hear airplane noise every 2 minutes, and the issue impacts a large area spanning from Santa Cruz to Portola Valley. Sue also mentioned that PARCA recently received a grant that paid for a woman with Down Syndrome to be hired as a Zumba instructor for a class at the Little Brown Church; the first class will be November 24 for an hour in the evening.

David Leal thanked Jim for the Segway tour, and remarked about going through the Sharp Park tunnel on the tour. David would like to add discussion of Transient Occupancy Tax (TOT) to future agenda topics, since the City receives 100% of the TOT. In his research on Airbnb, he observed that some cities do collect TOT on Airbnb rentals.

David Joves attended Courtney Conlon's goodbye event and met a lot of small business owners at the event.

Karen thanked the Committee members for all the work that they do, and wished all in attendance a Happy Thanksgiving.

Peter thanked Jim for the Segway tour as well. Peter encouraged Committee members to share any articles of interest for distribution to other members as was done last month. Peter supported Vickie's mention of the interest of an all-female surf outfitting shop in Pacifica, and observed that the Maverick's competition does not yet allow women to compete. Peter also commented on the topic of Signage for ad hoc committees that work with the Hotel BID could dovetail well with improving signage. Peter will work on the next agenda to express the priorities of the group with respect to selecting ad hoc committees.

Vickie mentioned interest in pursuing a three-day surf expo next October, which would bring out the surfing community and bring surfing businesses in locally for the event similar to events that are held in Hawaii and Mexico. Planning will be underway in January. On the topic of Signage for consideration as an ad hoc committee, she noted that this work would cost money and recommended making sure there was money in the budget to pursue work on signage.

9) Next Meeting Date: December 8, 2015 at 6:00pm

10) Meeting Adjourned at 8:18pm

**Profile: BUSINESS AMBASSADOR for PALMETTO – ENGAGING BUSINESSES**

**I. OUTREACH**

**Goal: Deliver service to businesses and encourage businesses to communicate with City Hall and EDC (Businesses include commercial property owners)**

**Objectives:**

- Communicate services and programs of City, Chamber
- Hear and document current business needs and grips
- Identify common ground among businesses
- Route needs and gripes to City, Chamber and EDC as appropriate
- Encourage interaction among businesses for
  - Better business district communication
  - Better service to public through cross-referrals
  - Better communication and leverage with City & EDC
  - Opportunity to achieve goals with group that are unattainable individually
  - Information and support for BID

**Attributes:**

Introduction followed by on-going contact – every three weeks until we get good base understanding

**Analytics:**

- Measure effectiveness:
  - Number of gripes answered
  - Number of problems solved
  - Number of businesses on Google Map with complete profiles
  - Number of businesses who are aware of Chamber services
  - Number of businesses which join the Chamber of Commerce
  - Number of businesses involved in joint effort:
    - Initiatives
    - Association formation
    - Fundraising
    - BID formation

**Accountabilities (excellent committee talent; limited budget for ongoing execution: crafty):**

- Leadership & Overall Accountability: *name*
- Positioning: *name* and Anne
- Content & Applications : Justin Lovell and Anne with Vickie Flores

**Audiences:**

- Existing Businesses & investors, including property owners
- Visitors – Business, Event, Leisure

**E D Applications:**

- Basis for extending the Business Ambassador program to other business districts

**II. Applications for Social Media, Tribune, Pacifica Magazine, Industry Publications, Blogs**

- TBD

**III. City Review Parallels Ad Hoc Committee' Incremental Progress**

- Monthly during development prior to each EDC meeting report in
  - i. Involves ad hoc committee chair, Anne
  - ii. Set up initial meeting at ad hoc committee chair request
- Concept approval at outset and with each new item
- Turn-around time could be 1 day for ongoing updates.
- Approval of concept and implementation could be at committee meeting or by phone
- May include outreach information from other City Departments, such as the SMC Alert

**IV. PLAN FOR SUSTAINABILITY**

- Accountability: name w ad hoc committee

Companion pieces:

- Folder for merchant, leave-behind
- Web site content – equivalent of leave behind
- Schedule for reaching \_\_\_ merchants and \_\_\_ property owners before December 11
- FAQ to keep information accurate
- Web page for Palmetto business owners