

# CITY OF PACIFICA ECONOMIC DEVELOPMENT COMMITTEE MINUTES

December 8, 2015  
Pacifica Police Station, 2075 Coast Highway

In attendance were members: Peter Menard, Brent Shedd, Jim Heldberg, Kevin Cubba, Victor Spano, David Joves, David Leal (7)

Council members: Karen Ervin, Sue Digre

Guest Speakers: City Manager Lorie Tinfow, Pacifica Tribune Owner/Publisher Sherman Frederick

Staff: Anne Stedler, Sarah Coffey

Absent: Matthew Dougherty, Courtney Conlon

## 1) Call to Order

Chair Peter Menard called the meeting to order at 6:07 pm.

## 2) Presentation on City Council 2015-2016 Priorities (City Manager Lorie Tinfow)

City Manager Lorie Tinfow spoke to the Committee on the City Council Goal Setting and Work Plan for fiscal year 2015-2016. In February 2015, the City Council held their annual retreat and goal setting meetings to come up with City of Pacifica's Goals (Exhibit A): (1) Fiscal Sustainability, (2) A Connected Community, (3) Stewardship of City Infrastructure, (4) A Healthy and Compassionate Community, (5) Preserve and Enhance Natural Resources, and (6) A Strong Workforce Infrastructure. In March 2015, the Council proceeded to evaluate a list of 55 projects and initiatives (Exhibit B) presented on a scorecard with the six goals and additional criteria to consider in prioritizing the items. Council members individually determined their top ten projects / initiatives from the list, matched the projects to the City goals, then discussed their choices as a group and decided as a group on the top ten projects and initiatives for the City. EDC participants went through this similar exercise during the presentation, dividing up into groups of three to review the list of 55 projects / initiatives and select their top ten. Participants observed what a challenge it was to select a top ten and agree upon top ten items from the list. Strategies used included identifying "low-hanging fruit" projects, choosing individual favorites and identifying common favorites then adding others.

The City Manager explained that similar dynamics were at work during the City Council's review of the scorecard and selection of top priority items. In the end, the City Council decided to continue work on the projects / initiatives that were already underway and add eleven of their top-ranked items for a total of twenty projects / initiatives to comprise the 2015-2016 Work Plan. At the June 8, 2015 City Council meeting, the Council unanimously adopted the 2015-2016 Work Plan (Exhibit C), which ranks all twenty projects / initiatives by Council priority, matches to City goals, and identifies two lead staff for each item.

The City Manager gave a brief update with respect to the items on the Work Plan. Launch the Economic Development Program received Council's top priority on the Work Plan; Economic Development Manager Anne Stedler was hired and provides staff support to the Economic Development Committee. Second rank went to Phase 1 of Palmetto Avenue Streetscape and Beach Boulevard Property Development. The Beach Boulevard Hotel Request for Qualifications has gone out with a deadline of January 22, 2016 for responses. The General Plan Update is in progress. A plan to begin repayment of \$4 million loans between funds is expected to be brought before Council in February 2016. Community engagement on Highway 1 widening was started in July 2015 with the City pushing out information; next step will be holding community meetings and using feedback from those to make recommendations to City Council. Affordable Housing needs have been a topic of much recent concern, and the subject of the recent study session on rent stabilization that was held this past Saturday (December 5, 2015); part of the Affordable Housing needs will be addressed in the General Plan Update as well. Creating an Employee Recognition and Retention Program has been a priority started up under Lorie Tinfow's management; today the City had a holiday event for staff, and a spring recognition event is being planned by the committee formed to address this priority. Staff is working on introducing Priority-Based Budgeting and preparing for the January 25, 2016 City Council meeting. At its November 23, 2015 meeting, City Council took action to direct staff to continue work towards planning for construction of a new library. Public Works Department is continuing on an in-depth study of the Pavement Condition Index, and will present the study to City Council at the January 25, 2016 meeting. The City last conducted a needs assessment for new City facilities in 2008, and information from that assessment may still be usable. Staff will bring a plan to begin to allocate funds to the Emergency Reserve Fund to City Council in February 2016. The City is currently working with the County to address the issue of sea level rise. The City has completed obtaining grant funding for Pedro Point Headlands and Trail and has purchased the Colt Property primarily with grant money. In October 2015, the City found out that it was not successful in winning the grant for which it applied for funds for the Milagra Off Ramp and Manor Overpass projects. Planning for the Equalization Basin project is underway; this is a project that will divert water during storm times to prevent flooding and reduce load on the pump station. The City will also continue improvements to the Sewer Collection System. The Safe Routes to Schools project was completed with five lighted crosswalks installed near Pacifica school locations and grant money obtained for the project.

Following the presentation, Lorie opened the floor to questions from EDC members. Peter noticed that some language changed between the items on the scorecard and the corresponding item on the adopted Work Plan. Lorie explained that the Council made some changes to language for the Work Plan to align the description with the Council's intent for staff and Council focus. David Leal observed that the Work Plan could be considered a living, breathing document, and asked how the plan might change as priorities may shift or new issues come up. Lorie agreed with the observation and mentioned some recent examples of issues that have come up that required some shift of focus from the Work Plan. The issue of studying rent stabilization is underway; Council is still gathering information and if Council decides to give the Manager direction to pursue rent stabilization, they may also need to look at how to shift or remove items from the Work Plan to shift staff resources to this new project. Staff also recently focused on work on a Pacific Skies Estates relocation plan that was not initially on the Work Plan. The question of shifting priorities would be decided by what the majority of the Council would like the City Manager to do. Peter remarked that the initiative on Economic Development encompasses more than just the Economic Development Committee. He asked to what extent the EDC should align its work plan with the Council adopted work plan. Anne

responded that the EDC annual report that Peter presented to Council in September was well-received, showing acceptance of the EDC's current mandate. Jim remarked that the process as Lorie presented shows that the City is being managed, and defining a set of goals and work plan in the midst of all of the wants and needs of citizens provides a benchmark and focal point to which the Council and staff can be held responsible. David Joves asked if all the projects on the Work Plan are funded. Lorie responded that the Palmetto Streetscape Phase 1 is funded, partially by a grant that has been received; Anne has taken the lead on Beach Blvd development; the new library is not yet funded; affordable housing needs funding and work to improve the Pavement Condition Index is not yet funded. Kevin thinks the Work Plan is great. He questioned whether the Work Plan represents a realistic workload, observing that the Public Works Director is responsible for 8 items on the Work Plan. Lorie responded that so far the Work Plan has been doable, as projects progress at different speeds and there are 2 staff assigned to each to share the workload.

Lorie asked EDC members what they felt was not on the Work Plan. Victor responded that there is a safety issue along Skyline Blvd that needs to be addressed, noting that a teenager was run over and killed a few days ago and someone else was run over at Hickey Blvd about a year and a half ago. Peter asked what the City Manager sees as the most challenging from a communication standpoint, and the City Manager responded that she would like to do more pushing of information out to the public, but the challenge lies with a small staff compared to other cities and limited staff to manage communications. The City Manager is currently acting as PIO. Karen pointed out some of the regular communications that are already underway: Lorie has a monthly column in the Tribune, the city pushes information through social media (NextDoor, Facebook page launched in September). There continues to be a need for education (e.g. on General Plan Update, Pavement Condition Index) and to get feedback. Jim stated that the city needs a dedicated PIO, and suggested having Police Chief, Fire Chief, other directors share information as Lorie does in the Tribune. Lorie mentioned that she has had staff contribute in the monthly Tribune column; EDC Manager Anne has contributed to the Tribune column. Brent asked if the city has an active intern program; Lorie responded that there is no current program. Brent mentioned that intern work in the public sector would be a good addition to a resume, and Peter noted that internships may help with creating a connected community.

### 3) Presentation by Pacifica Tribune Owner (Sherman Frederick)

Anne introduced Sherman and Christina Frederick as the new owners in the Pacifica Tribune. Sherman Frederick spoke to the Committee about his background, experience in the newspaper business, perspective and vision for the Pacifica Tribune and its role as a community newspaper. Sherman Frederick owns seven newspapers in California and six in Nevada, most recently acquiring the Pacifica Tribune.

Mr. Frederick started in the newspaper business as a student intern, and worked his way up to CEO. Upon retirement, he took one year off and then decided to get back into the game and invest in newspapers, focusing mostly on small community newspapers like the Pacifica Tribune. He began with investing in the newspaper for Eureka, Nevada which is the oldest continuing newspaper published in the state of Nevada, and has about 400 subscribers. He also acquired the Sparks (Nevada) Tribune, mentioning the new Tesla plant that recently moved to the area. He spoke of his experience as a reporter out in Mesquite, Nevada and his challenges as an outsider interviewing the residents of a rural LDS community about their feelings regarding casinos coming to the area.

Expanding from Nevada, he dipped his toes into the California newspapers when he bought the Marin community newspaper group, and about six months later saw that the Pacifica newspaper was for sale. Mr. Frederick is very enthusiastic about Pacifica, and active community with an active newspaper. Pacifica has a great newspaper filled with community news and has a worthy staff. His perspective is that the trend of taking two small newspapers and combining them into a larger paper doesn't make sense from a community newspaper perspective. He believes that a little tender care with a focus on the community it serves can make these smaller newspapers really sing. He is not planning any radical changes to the Pacifica Tribune, but is working on some redesigning which will be coming in mid-January. He has begun running a column in the Pacifica Tribune by Steven Kalas, who offers good writing on the human condition; the column by Kalas runs in all of the newspapers owned by Frederick. Other features that he has already added to the Tribune include The Peanuts comic strip. He also has changes in store for the Pacifica Tribune flag. Mr. Frederick sees newspapering as a delicate art, and recognizes that people are attached to their local newspaper. The Pacifica Tribune has a loyal subscriber base. They offer a low senior rate, and have a lot of senior subscribers.

Sherman Frederick emphasized his interest in providing a forum for wrestling with the issues of the day for the local community. It is critical for communities to discuss issues in a forum where people don't divide into factions, but can articulate differing views. He acknowledges that things will change, such as the likelihood of Highway 1 expansion and that people have differing views on what change makes sense. The newspaper can be used to facilitate discussion, to defend positions, offer opposing positions. He wants to support small businesses, encourage them to advertise in the paper. He recognizes that it is a tough business for small businesses: fees, state taxes, minimum wage increases can make it tough and you need a reason behind being in business or you just get hammered.

A good community newspaper is a good partner and focuses on voices being heard. However, as nice as the newspaper media is, it is also a dangerous entity. The newspaper's job is also to be a watch dog. They will investigate. He will expose government shenanigans and does not want a government mess to happen under his watch. Open, transparent government is good, and he applauded the City Manager's excellent presentation on the City's goals and work plan.

Mr. Frederick invited questions from the Committee. Jim asked about the Tribune's market penetration. Mr. Frederick approximated around 5,000 in circulation at present, but was probably up to around 7,000 – 8,000 in the past. They will try to recapture that level of circulation and keep pace, but does not plan to offer the publication free of charge. Brent asked about what Mr. Frederick believed to be the top issues in Pacifica. Sherman Frederick thinks that people would love to come to Pacifica, and has good for economic development opportunities. Affordable housing and rent control is a hot topic, and a very tough topic; he is happy to run articles and help to figure these things out. He feels that it is stunning that Pacifica could potentially lose its Alister Mackenzie golf course.

Sherman Frederick concluded by inviting the public to reach him through Horace Hinshaw at the newspaper. He plans to be here about 50% of the time, and is excited to see what Pacifica is going to be like tomorrow.

#### 4) Approval of November 10, 2015 Minutes

Peter noted the need for an edit to the drafted Minutes from the November 10, 2015 meeting on page 5 to correct a reference to "Peter Victor". David Leal moved to approve

the Minutes with the edit; David Joves seconds the motion. Aye: 6; No: 0; Abstain: 1 (Kevin).

5) Oral Communication from the Public at Opening

Dan Stegink commented that he is worried about the overlap of Chamber of Commerce and EDC goals. He asserts that average attendance at EDC is 6 members, and with 4 being members of Chamber of Commerce, the Chamber can rubber-stamp anything. More than 3 Chamber members is a super majority of the Committee. He identified Victor Spano and Jim Heldberg as Chamber members.

6) Topics for Committee Discussion and Possible Action

a. Palmetto

i) City update

Anne reminded the Committee that the City received the core grant for Palmetto Streetscape Phase 1, but found out in October that another grant that was application was denied. Brent asked why the grant was denied. Anne responded that it was a federal funding source (federal transportation funds) and there was competition from other cities. Anne will find out the criteria used to evaluate applicants for the grant.

ii) Goals and Planning Document

Peter provided a handout "City of Pacifica Economic Development Committee Subcommittee Goals and Planning Document" (Exhibit D), explaining that it is a working document that does not yet reflect the opinion of the Committee. It shows the EDC mandates at the top for reference. Peter was looking for input on the document from the Committee on whether the goals provide clear enough objectives for ad hoc committees with enough flexibility. Brent likes the format, but feels that it is missing a timing commitment, which should be specific (ex: 1 hour / week, meets Tues). Anne noted that the Palmetto outreach time commitment would involve reaching the businesses then being back in touch in approximately 3 weeks to establish a continuing communication, especially over the next few months. Brent added that ad hoc committees need accountability with milestones and dates assigned for reports back to the EDC. Peter reminded the Committee of the one year time limit for ad hoc committees, and that there will be a standing item on the agenda for the ad hoc committee to report back to the EDC what progress has / has not been made since the last meeting and why. He also suggested that the idea of meetings could be a bottleneck, and encouraged ad hoc committees to find more ways to collaborate. David Joves asked about the typical life span of an ad hoc committee, and Peter responded that some spanned only the summer while others reached the one year maximum. Brent mentioned that some ad hoc committees were impacted by committee members that resigned their seat on the EDC. Sue suggested enlisting the assistance of the Tribune for outreach to small businesses, with a focus on Palmetto. Brent suggested getting the paper to publish information about the subcommittees and contact with businesses. Kevin asked about how to measure the results of the ad hoc committees and how to establish a baseline. Discussion followed on how specific the goals, objectives and plan should be upon forming the ad hoc committee to effectively establish a way to measure the work but allow the freedom to develop details to the ad hoc committee. Peter suggested that the scope be defined, and the ad hoc members could define the work in more detail.

Brent believed there was enough detail in the goals and planning document to form the ad hoc committee for Palmetto outreach. Anne summarized the main focus of the Palmetto outreach would be to provide information on upcoming changes to Palmetto / Beach Blvd, establish contacts for more information, and make efforts to bring resources to small businesses. David Leal asked, for example, if the scope of information provided during outreach to Palmetto would include Beach Blvd, the Streetscape and the new library. Peter emphasized using the subcommittees to involve others in the community, and suggested developing a resource packet with a script to talk about, questions to ask, and guidelines for what data to collect during outreach to help to relate the outreach work directly back to the goals and mandates of the EDC. From her experience on the Mayor's Walks, Karen said that small businesses are very receptive to information from the City and creating a stronger relationship between businesses and the City. They want to know what is going on in the City and talk to City staff. Brent and Victor both expressed the goal of opening the conversation with businesses. Victor emphasized that aside from developing questions and a script, also take the opportunity to hear the concerns of the businesses and be open-ended. Peter heard that both Victor and Matthew expressed interest in being involved in the Palmetto ad hoc committee.

**Brent moved to vote to form the Palmetto Outreach ad hoc committee; David Leal seconded the motion. Passed – Aye: 6, No: 0, Abstain: 1.**

b. Signage

The Committee agreed to table the topic of Signage to the next meeting.

c. Collaboration with Beautification Advisory Committee

Peter attended the Beautification Advisory Committee meeting on December 2, 2015. He would like to explore further how to increase the connection between our Committees.

d. Survey Going to Committee Members

Peter updated that the survey of committee members will not happen, as the Brown Act prohibits contacting more than a quorum of members in a month.

e. Portola Discovery Anniversary

Sue talked to the Pacifica Collaborative and historical folks about sister cities, and will connect with Anne to discuss further. Sue is also involved in the Open Space and Parkland Advisory Committee (OSPAC) and she is looking to connect with Christine Fitzgerald from the National Park Service through her work with OSPAC. Sue will reach out to Anne LeClair as well. Peter asked if there was anything EDC could do to assist, and Sue will let the Committee know if help is needed. The Portola Discovery Anniversary is in 2018, but planning is starting now. She would like to keep updates on this on Future Agenda Topics for EDC.

7) Chamber of Commerce Update

Victor provided the Chamber of Commerce update, mentioning that the Rockaway Tree Lighting was a great success. He will be attending the opening of Grocery Outlet Bargain Market in Pedro Point on Thursday at 10:00am.

## 8) Economic Development Manager Update

### a. Commercial Space Inventory progress

Anne updated that she has finished the commercial property inventory in an Excel database, which will need to be maintained. This will serve as the core database on which queries and reports can be created. As examples, the database would serve to lay the groundwork for studying vacancies and print a listing of all Palmetto businesses with their information. The City had a person from the Management Talent Exchange Program for three months. He was instrumental in helping to compile the commercial property inventory.

Sue asked if the database could be used to compare attributes on what commercial space is available in Pacifica. Anne responded that there is an online source for commercial space that can be informed by the data that we have put together. Anne would love to show the EDC the online resources, and polled the group to see if they would be comfortable with bringing a device that could connect via wifi online so that she could present materials online during meetings.

Jim asked for a summary of the information from the database, and Anne responded that she could bring a summary.

#### **Action Items:**

- Anne to provide a summary of commercial database information

## 9) Oral Communication from the Public at Closing

Laura Allen introduced herself as a long-time Pacifica resident who works for Embarcadero Advisors in commercial property management. She is familiar with the use of COSTAR and LoopNet to do online market research. She was looking for vacant space in Pacifica and could not find anything. She is happy to help walk the EDC / staff through the sites.

Dan Stegink spoke and urged the City not to break its promise to customers with respect to Palmetto Streetscape.

## 10) Oral Communications from the Committee

David Joves and Victor Spano passed on comments.

David Leal attended the Rockaway Christmas Tree Lighting and saw the Segway shop packed with people. This was his first time attending the event and he sees opportunity for expanding. It seemed well-attended and the vendors were doing very well.

Kevin observed that some business locations seem to have constant turnover (for example, the shop next to Gorilla BBQ which was Vintage at Heart), and wonders about the reasons: not getting support, traffic, etc.

Brent had a conversation with Anne about signage and In Pacifica. He asked if Pacifica has a style guide, and observed the inconsistency in style of City signage. He says that there is the issue of a mark to use, but that it is not just that: there should be a guide to font, icons, etc. He feels that creating a style guide needs to get on someone's agenda, and acknowledges that it is a big task but will help Pacifica mature as a municipality.

Jim echoed what David Leal observed during the Rockaway Tree Lighting. The weather was bad, but the crowd was great. Some attendees drove by, saw the crowd gathered and decided to stop in. The overall effect was very good. He praises the City for its support of the event, noting that the first event was a bit of a hodgepodge but this year City crews were out there cleaning the parking lot, the light fixtures, setting up the tree. He felt the full support of the City at this year's event.

Karen said that the Council was very busy this past week on the issue of rent stabilization. They held a meeting this past Saturday (12/5/2015) on rent stabilization at which Council directed staff to look at guidelines from Healdsburg. Council is taking the issue seriously as a city. It is the best of times, but also the worst of times for some, and there are people being displaced. She feels the need to come together as a community and adapt to the situation. She is part of the Jobs / Housing Gap Task Force, and learned that 220,000 jobs have been created in San Mateo County but only 6,000 additional housing units for about 10,000 employees, leading to a significant housing shortage in the county.

Sue said that public transit and housing is part of economic development. She missed the Rockaway Tree Lighting, but heard about the stage which was a new addition this year and the booth by the Sanchez Art Center that invited participants to make art. Sue also reminded the Committee about the airport noise issue that impacts quality of life and health and feels it is also an issue that relates to economic development. She says that the FAA is listening and there is an email contact for the FAA ombudsman for Pacifica to hear from those impacted by airplane noise. Go to [loudjet.net](http://loudjet.net) to easily report a complaint of airplane noise. There is a presentation coming up on January 5<sup>th</sup> on airplane noise. Jackie Speier's office is helping on the issue.

Brent mentioned that Vallemar is impacted by airplane noise, but at his home in Shoreview he cannot hear the airplanes; impact is very dependent on neighborhood.

Peter attended the Rockaway Christmas Tree Lighting. He also attended the Kimco event at Fairmont Shopping Center. They had Santa, balloon animals, face painting and a spinning wheel with prize giveaways. He thanked Brent for his idea about the City style guide. Peter continues to be interested in pushing reading materials / articles of interest out to committee members between meetings.

11) Next Meeting Date: January 12, 2016 at 6:00pm

12) Meeting Adjourned at 8:38pm