



Draft

Economic Development Strategic Plan

June 2023



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Introduction & Executive Summary

Introduction

This Economic Development Strategic Plan is a policy document that will guide the City of Pleasanton's economic development priorities and activities over the next five years. The plan is based on the technical findings of the Economic Profile Report, as well as input from City staff, the Pleasanton Economic Vitality Committee, local stakeholders, and the City Council.

To address the changing economic conditions since the adoption of the City's 2013 Economic Development Strategic Plan, including a global pandemic and recovery, the City of Pleasanton Economic Development Division retained the consulting team comprised of Willdan Financial & Economic Consulting Services and the Metts Group to formulate an updated Economic Development Strategic Plan ("EDSP").

The EDSP's implementation plan is a tactical roadmap for the City of Pleasanton's economic development policies, programs, and initiatives, prioritized by up-to-date demographic, economic, and real estate market trends.

Economic Development Strategic Plan Goals

To recalibrate the City of Pleasanton's economic development policies, programs & strategies to proactively meet today's market opportunities & challenges

This evaluation serves as a foundation for the allocation of the City's economic development resources to make tangible progress on the following primary goals over the next five years:

- Local Revenue Growth
- Business Retention & Expansion
- Life Science/Biotech Attraction
- Retail Revitalization

This economic development effort leverages the wealth of strategic recommendations from prior City investments in urban design, planning, and real estate market analysis, as

well as stakeholder interviews, to distill these ideas into specific action steps guiding City staff and strategic partners.

The resulting implementation plan creates a robust set of new City-led economic development policies, programs and initiatives backed up by a validation of need, best practices, performance metrics, and a detailed schedule of time-bound activities.

Economic Profile Report Findings

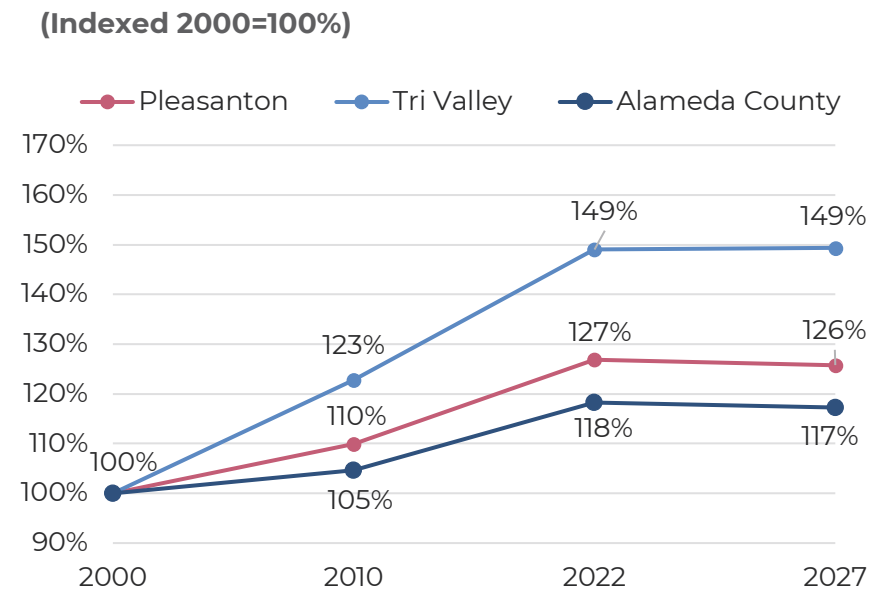
Demographic & Economic Overview

The City of Pleasanton is located in Alameda County, California—a suburb of the East Bay region of the San Francisco Bay Area. Pleasanton, along with the cities of Dublin, Livermore, and San Ramon and the town of Danville are part of the region known as the Tri-Valley. The area is broadly known for its Mediterranean climate, wineries, and nature within the sixth largest economy and the fastest growing urban area of the country.¹

Pleasanton is home to a relatively larger regional share of residents with higher levels of educational attainment that are living in family-oriented, higher income households in comparison to the larger Alameda County market area.

At the same time, Pleasanton’s population is growing at a slower pace than Tri-Valley as a whole. This projection is partially informed by past growth trends and does not include anticipated development from the recently adopted Housing Element.

Figure 1: Estimated and Projected Population Growth



Source: ESRI Business Analyst; Willdan, 2022

¹ <https://www.axios.com/local/san-francisco/2022/11/15/san-francisco-bay-area-economic-growth>

This finding is further validated by the City’s comparative age of built housing stock. In Pleasanton, approximately 17% of the housing stock was built over the last 22 years (after 1999). In contrast, the majority of Dublin’s housing stock (53%) was built during the same period.

The City is proud of its thoughtful approach to development and resulting quality of place. The City also recognizes that important elements of economic development include a desire to cultivate clusters of business activity, as well as the need to respond to regional housing demand pressures.

Detailed demographic and economic conditions of the City of Pleasanton are provided in the EDSP’s Economic Profile Report.

Business Climate Survey Findings

According to the *2022 Survey of Pleasanton Business Leaders* conducted from January 18 – February 18, 2022, the City of Pleasanton overall rates highly as a place to do business. More than 81% of businesses “definitely/probably” anticipate being in Pleasanton in two years.

Survey data on Pleasanton’s amenities indicate that Downtown, recreational activities, the variety of restaurants, the city’s shopping and retail options, and public schools are all highly rated.

Ratings related to the amount of affordable housing for employees and entertainment options indicate that these economic development amenities require proactive attention.

Table 1: Rating Pleasanton's Amenities

Amenity ¹	Excellent/ Good	Fair	Poor	Don't Know
Downtown	81%	13%	3%	3%
Recreational activities	79%	13%	1%	8%
Variety of restaurants	77%	18%	3%	1%
Shopping and retail options	75%	17%	5%	3%
Public schools	71%	6%	1%	22%
Entertainment options	56%	29%	8%	7%
Amount of affordable housing for employees	12%	27%	47%	14%

¹Results for Business Climate Survey question: “Thinking about the amenities or quality of life elements in Pleasanton. Would you say that the quality of the in Pleasanton (is)(are) excellent, food, fair, or poor?”

Source: City of Pleasanton Business Climate Survey 2022

Economic Development SWOT Analysis

The EDSP stakeholder outreach process included a “SWOT” workshop to solicit input from the Pleasanton Economic

Vitality Committee (EVC) regarding the City’s economic development strengths, weaknesses, opportunities, and threats. The workshop’s key findings informed the EDSP’s Priorities.

Strengths

- Strong & charming downtown with 500+ businesses
- Small businesses were well supported during the pandemic
- Diverse retail offerings (downtown, neighborhood shopping centers, Stoneridge regional mall)
- High quality of life, quality schools, and recreation amenities
- Transportation corridors: BART, 580, 680
- Auto dealers are the top sales tax revenue generators
- Effective regional collaboration within the Tri-Valley, with Pleasanton in a leadership role
- Highly quality labor force: highly educated workers & available blue-collar workforce nearby
- Increasing demand for hotel room nights from recreational groups and individual corporate visitors
- Commercial rents holding steady with rebounded sales & leasing in 2022

- Maturing Life Sciences cluster:
 - Demand for a co-located mix of uses in campus settings
 - Organic growth from existing businesses
 - Multiple national labs incubate businesses that locate in Pleasanton as they grow
 - New investor interest
- History of fiscally responsible development

Pleasanton’s economic development assets are highly valuable for a city of its size with a concentration of high wage “head of household” jobs across multiple interlinking sectors including Life Sciences and Biotechnology, Professional, Technical & Scientific Services, Insurance, & Healthcare

Gaps & Opportunities

- Facilitating housing affordability and new construction supports ongoing employer attraction
- Regional retail competition: outdoor & outlet malls (“retail follows rooftops”)
- Unmet entertainment demand
- Refresh Downtown BID
- Opportunity to increase hotel occupancy on weekends
- Deficient meeting space capacity to serve visitor groups (corporate, sports, etc.)
- Opportunities to improve the pedestrian experience between BART and surrounding development
- Aging infrastructure, needed investments in telecommunications and water
- Evidence of underutilized parcels, with opportunities for repositioning and/or intensification
 - Hacienda
 - Stoneridge
 - Underutilized/obsolete Class B commercial spaces
- Opportunity for legal and regulatory interventions (i.e., modify zoning definitions to allow co-located office, light manufacturing, R&D, and distribution)
- Opportunities to reduce development timelines and increase certainty for target growth industries (i.e., Life Sciences)
- Opportunity to leverage private investment with public financing tools and incentives (special assessments, bonds)
- Need to preserve industrial space and local-serving industrial uses (i.e., auto repair)
- Development constrained by increasing materials costs, labor costs, and interest rates
- Lean City of Pleasanton economic development staff resources for a city of this size – increased organizational capacity is likely necessary for full implementation of this EDSP

Summary of Implementation Plan Priorities

Policy Framework

This 2023 Economic Development Strategic Plan builds upon and updates the prior Economic Development Strategic Plan, which was completed in 2013.

The underlying policy framework that formulated the City of Pleasanton's overall goal to foster economic growth Citywide was established by the *2005 Pleasanton Plan 2025's Economic and Fiscal Element*.

An update to the City's General Plan is slated for the coming years. It is worth noting that certain areas discussed in this document, such as Stoneridge Mall and Hacienda, have Planned Unit Developments that drive their planning processes.

Thus far, Pleasanton has been successful in capitalizing on its strengths; this sentiment is the foundation of the Implementation Plan's priorities and initiatives. By linking the City's resources to the EDSP's priorities, Pleasanton can take the necessary steps to grow its emerging Life Sciences and Biotechnology sectors, while also strengthening the City's fiscal health.

Looking ahead, it will be to the City's economic benefit for the Economic Development Division to build upon its current role as ombudsman to bridge the needs and goals of

the private sector with the city's operations in planning, zoning, and infrastructure.

To address the opportunities and gaps identified in the Economic Profile Report findings, the Implementation Plan defines the following five priority areas for economic development activities in Pleasanton over the next five years.

Implementation Plan Priorities

- 1.0 Economic Development Capacity Building**
- 2.0 Business Retention, Expansion & Attraction**
- 3.0 Local Revenue Growth**
- 4.0 Entrepreneurship & Innovation Outreach**
- 5.0 Major Projects Accelerator Program**

Implementation of each priority, program, or initiative is supported by action steps that are tied to a proposed timeframe for implementation.

The following discussion provides the rationale for each of the EDSP’s priorities, including an overview of existing conditions and best practices, as well as the initiatives and tasks (action steps) necessary to implement this plan.

II. Priorities & Key Initiatives

1.0 Economic Development Organizational Capacity Building

Existing Conditions

The Economic Development Strategic Plan is designed with the primary role/function of the Economic Development Division in mind, building upon the Economic Development staff’s current roles and responsibilities.

The recommended strategies will be led by the Economic Development Division in collaboration with strategic partners. See Appendices III and IV for lists of partners.

Economic Development Division responsibilities are varied across multiple functions and departments with many tasks assigned as the result of unforeseen/unscheduled needs.

These activities include:

- Economic Development Program Management

- Business Development Services
- New Economic Development Program Development
- Business Attraction & Retention Activities
- Business/Project Recruitment
- Economic Development Event Planning
- Networking Events (such as local business Lunch & Learns)
- Broker Relations (meetings, fielding calls, gathering updates)
- Planning & Zoning Coordination & Support
- Economic Vitality Committee coordination (meetings, projects, research, and other activities)
- Other miscellaneous projects as assigned (i.e., internal organizational initiatives and programs, etc.)

Currently, the Economic Development Division is comprised of one (1) full-time equivalent (Economic Development Manager) and (1) 50% shared full-time equivalent administrative support function (Senior Office Assistant).

To ensure targeted business and infrastructure investment efforts occur in close coordination with regional economic

development efforts of the County and Tri-Valley regional agencies and organizations, the Implementation Plan includes external support provided by strategic partners.

The following five key initiatives are proposed as primary focus areas for Economic Development staff and related strategic partners to implement.

Key Initiatives

1.1 Establish Yearly Priority Goals, Performance Benchmarks & Evaluation

The Economic Development Division will take the lead in expanding the City's organizational capacity to administer cutting-edge economic development initiatives through definition, collection and evaluation of performance metrics.

1.2 Facilitate Ongoing Enhancement of Infrastructure Necessary to Support Citywide Economic Development

Track business/developer feedback regarding water, wastewater, transportation (roads and transit), power, telecommunications, and housing gaps for consideration by the City's biannual Capital Improvement Plan (CIP) and budget process.

1.3 Adopt & Incorporate DEI Best Practices in Economic Development

The City will establish an internal and public-facing culture of Diversity, Equity and Inclusion (DEI) through identification,

expanded outreach and event programming to historically underrepresented and currently underserved business communities. This effort will also include an update to the City's Business License application to gather key demographic data.

1.4 Formalize Community & Business Partnerships

The Economic Development Division will continue to leverage existing regional strategic partnerships through expanded collaboration on the implementation of the City's new Business Retention, Expansion and Attraction Program.

1.5 Create & Disseminate an Annual Economic Development Report

Compile data from each economic development initiative to measure investment, business, and employment activity in an annual performance measures update.

Implementation Plan Priorities

1.0	Economic Development Organizational Capacity Building	FY 2023-24 Yr1	FY 2024-25 Yr2	FY 2025-26 Yr3	FY 2026-27 Yr4	FY 2027-28 Yr5
1.1	Establish Yearly Priority Goals, Performance Benchmarks and Evaluation Metrics					
1.2	Facilitate Ongoing Enhancement of Infrastructure Necessary to Support Citywide Economic Development					
1.3	Adopt and Incorporate DEI Best Practices in Economic Development					
a	Update Business License application to gather demographic data					
1.4	Formalize Community & Business Partnerships					
1.5	Create and Disseminate an Annual Economic Development Report					

Source: City of Pleasanton; The Metts Group; Willdan, 2023

Year 1 Priorities focus on capacity building, supporting infrastructure, integrating DEI principles into day-to-day economic development functions, and formalizing community and business partnerships

2.0 Business Retention, Attraction & Expansion

Existing Conditions

One of the primary goals of the EDSP is to define the actions needed to accelerate the City’s advancement towards a proactive and intentional approach to delivering economic development services.

Accordingly, the EDSP’s Economic Profile Report² identifies the City’s highest value growth sectors and associated near-to mid-term opportunities to protect and leverage these economic assets. Key findings validate the strength of the City’s emerging Life Sciences and Biotech sector with very low vacancy rates and continuing year-over-year rent growth.

The key partners’ interview feedback was highly positive and valuable, providing evidence of employers planning expansions and seeking to attract new skilled labor. The greatest challenges to proposed expansions are availability of land and suitable buildings, talent attraction, and training new employees fast enough and with a sufficient level of retention to meet the business growth needs across multiple sectors.

While the City of Pleasanton has developed productive strategic partnerships through collaboration with the Pleasanton Downtown Association, Pleasanton Chamber of Commerce, Visit Tri-Valley, Hacienda, and other community groups, there is opportunity to further strengthen the City’s value proposition to investors/developers/operators by formalizing those partnerships with as-needed agreements which outline desired outcomes.

Following are the proposed implementation recommendations to launch a formalized Business Retention, Expansion & Attraction Program.

² The Pleasanton EDSP’s Economic Profile Report is a staff background report issued under separate cover.

Key Initiatives

2.1 Enhance Visibility, Marketing & Branding Strategy

The Economic Development Division will create marketing collateral to share with brokers, developers, employers, and business targets.

The use of City logos, taglines and other economic development messaging will be consistently utilized in BRE Program activities. Materials will be updated periodically to report on the City of Pleasanton's economic development successes and opportunities.

2.2 Expand BRE Program Communications & Outreach Strategy

The Economic Development Division will procure and manage internal project management software to expand existing and target business lists. The outreach strategy will include multiple tiers of communication channels directed by a schedule to ensure timely follow-up on critical business needs.

2.3 Formalize Recurring Employer/Business Meetings to Create Touchpoints with City

The Economic Development Division will plan and deliver recurring employer/business meetings to build personal relationships and expand the City's list of community champions through exceptional customer service. This data

will evolve over time into both a network of high value business contacts and a collection mechanism for feedback on-site selection decisions.

2.4 Assess & Strengthen Talent/Workforce Development Offerings

The City will routinely market the capacity to facilitate workforce development training programs and employment events. This activity will be further supported through regular communication with local high schools, Las Positas College, and the Alameda County Workforce Development Board.

Implementation Plan Priorities

2.0	Business Retention, Attraction & Expansion Program	FY 2023-24 Yr1	FY 2024-25 Yr2	FY 2025-26 Yr3	FY 2026-27 Yr4	FY 2027-28 Yr5
2.1	Enhance Visibility, Marketing and Branding Strategy					
a	Create and disseminate digital and print collateral to define Pleasanton’s value proposition (“Why Pleasanton” brochure)					
b	Track and promote Economic Development success stories					
c	Collaborate with businesses and developers to promote Pleasanton’s potential redevelopment areas					
d	Plan and support marketing events (ICSC, Life Science Summit, #GameChangers)					
e	Attend 2-3 sector-focused trade shows annually (Regional/State NAIOP, ULI, ICSC)					

Source: City of Pleasanton; The Metts Group; Willdan, 2023

Formal BRE programming will leverage investment in the EDSP process through implementation of marketing collateral to new business attraction channels

Implementation Plan Priorities

2.0 Business Retention, Attraction & Expansion Program	FY 2023-24 Yr1	FY 2024-25 Yr2	FY 2025-26 Yr3	FY 2026-27 Yr4	FY 2027-28 Yr5
2.2 Expand BRE Program Communications and Outreach Strategy					
a Form BRE Program working group and assign quarterly communications strategy tasks					
b Create BRE target/opportunity list annually					
c Identify Small, Women-owned, Minority and Disadvantaged Business Entities					
d Track business, developer and broker outreach targets; monitor results with a portal-based software tool (i.e., Asana, Monday)					
e Update, conduct and disseminate results of Business Climate Survey every 2-3 years					

Source: City of Pleasanton; The Metts Group; Willdan, 2023

Implementation Plan Priorities

2.0 Business Retention, Attraction & Expansion Program	FY 2023-24 Yr1	FY 2024-25 Yr2	FY 2025-26 Yr3	FY 2026-27 Yr4	FY 2027-28 Yr5
2.3 Formalize Recurring Employer/Business Meetings to Create Touchpoints with City					
a Conduct and track outreach to key business types, including current large employers, new businesses, and Small, Women-owned, Minority and Disadvantaged Business Entities.					
b Explore outreach to non-Pleasanton large employers to discuss expansion opportunities					
c Routinely track and report business infrastructure needs to link economic development priorities to the CIP development process					
d Triage critical business needs and initiate follow up conversations (e.g., “Exit Interviews”)					
e Deliver targeted assistance within 30 days of business risk discovery					

Source: City of Pleasanton; The Metts Group; Willdan, 2023

Implementation Plan Priorities

2.0 Business Retention, Attraction & Expansion Program		FY 2023-24 Yr1	FY 2024-25 Yr2	FY 2025-26 Yr3	FY 2026-27 Yr4	FY 2027-28 Yr5
2.4	Assess and Strengthen Talent/Workforce Development Offerings					
a	Explore and establish partnerships for “Pathways Programs” with educational institutions, businesses, and workforce boards					
b	Promote a life (soft) skills training program in collaboration with regional partners					
c	Promote occupation certification & apprenticeship partnership opportunities with local universities/community colleges					

Source: City of Pleasanton; The Metts Group; Willdan, 2023

**A Skills Gap Analysis focused on Pleasanton’s labor pool validated the need for a new Workforce Development Program to expand outreach and training for:
1) Accounting 2) Nursing Assistants 3) Electricians 4) Plumbers**

3.0: Local Revenue Growth

Existing Conditions

Pleasanton’s retail centers, employment centers, and hotel properties are primary drivers of the City’s economic resilience. With increasing competition for new commercial development—and dated retail inventory in need of reinvestment—it is in the City’s long-term interests to focus on economic development strategies that lead to local revenue growth and future provision of high-quality public services and amenities.

Key Initiatives

3.1 Expand Citywide Retail and Tenant Support Program

The City will conduct a retail assessment to obtain retail sales and shopping center performance data to establish focus areas for assistance. The City should also explore the demand for expedited tenant improvement (TI) permitting for cosmetic modifications to help catalyze retail redevelopment.

3.2 Evaluate the Pleasanton Downtown Association’s Business Improvement District Structure

To ensure economic vitality in Downtown Pleasanton, it is recommended that the City and Pleasanton Downtown Association evaluate the current business improvement

district structure for increased funding for economic development opportunities.

3.3 Manage and Enhance the City’s “Support Local” Program

The City’s Support Local Program brings important visibility to the small business community which is a diversity of retail, dining, and service establishments. This program should be enhanced to reach three key audiences: Pleasanton’s residents, employees, and visitors.

3.4 Tourism & Hospitality Program

The Tourism and Hospitality Program will leverage the efforts of Visit Tri-Valley, the region’s destination marketing organization, to generate increased tourism and substantial spin-off spending activity within the community.

To attract targeted hospitality investment and development, the City may consider expedited regulatory approvals for conference hotels with meeting space, or properties serving visitation to community anchors like the Alameda County Fairgrounds and business parks. The City should also inventory existing public infrastructure that supports tourism and the visitor experience to identify potential infrastructure enhancements.

Implementation Plan Priorities

3.0	Local Revenue Growth	FY 2023-24 Yr1	FY 2024-25 Yr2	FY 2025-26 Yr3	FY 2026-27 Yr4	FY 2027-28 Yr5
3.1	Expand Citywide Retail & Tenant Support Program					
a	Conduct Retail Inventory Assessment					
b	Manage, monitor, and report on Temporary Covid Business Assistance Programs (outdoor dining, grant, and loan programs)					
c	Request a dedicated Citywide Retail Tenant Coordinator					
d	Evaluate retail permitting processes for opportunities to support and expedite					
e	Facilitate communication between major utility providers and key retail areas					
f	Identify retail focus areas and triage closure risks					
g	Adopt and market citywide Façade Improvement Program updates (i.e., eligibility requirements, allowable improvements, dollar thresholds, etc.)					

Source: City of Pleasanton; The Metts Group; Willdan, 2023

The proposed Retail & Tenant Support Program will build on the City’s activities by elevating the Economic Development Division’s role in identifying focus areas and triage of closure risks

Implementation Plan Priorities

3.0 Local Revenue Growth		FY 2023-24 Yr1	FY 2024-25 Yr2	FY 2025-26 Yr3	FY 2026-27 Yr4	FY 2027-28 Yr5
3.2	Evaluate the Pleasanton Downtown Association’s Business Improvement District Structure					
3.3	Manage and enhance City’s “Support Local” Program					
a	Implement City’s “Support Local” Marketing Plan Strategies to encourage patronage from residents, employees, and visitors to Pleasanton					
b	Formalize Partnerships with Community and Business Organizations for events and campaigns					
3.4	Tourism & Hospitality Program					
a	Leverage Visit Tri-Valley marketing programs to promote Pleasanton					
b	Facilitate hotel diversification/development and explore expedited planning/permitting processes for hospitality projects					
c	Leverage regional analyses of demand for meeting, conference, and event space to capture group business and visitors					
d	Inventory tourism infrastructure gaps and partner with departments and agencies to implement solutions					
e	Identify opportunities and funding sources to grow new attractions and amenities					

Source: City of Pleasanton; The Metts Group; Willdan, 2023

4.0 Entrepreneurship & Innovation Outreach

Existing Conditions

The Business Climate Survey revealed that Pleasanton’s economic base is comprised of primarily small businesses, approximately 86% of licensed entities.

The Pleasanton Industry Cluster Analysis findings also highlight potential unmet demand for entrepreneurship and innovation programming by the priority growth sectors, including Life Sciences and Biotech industries.

The following three key initiatives are proposed as primary focus areas for Economic Development staff and related strategic partners to fill current identified gaps.

Key Initiatives

4.1 Enhance Regional Partnerships

One of Pleasanton’s greatest strengths is its location within a region with a critical mass of entrepreneurship and innovation activity.

Entrepreneurship and innovation programming is a synergistic activity that must build upon the City’s existing ecosystem (i.e., I-Gate, Innovation Tri-Valley). Extending and strengthening these regional partnerships will require sustained focus on networking and program development.

³ <https://economicgardening.org/>

4.2 Assess and Strengthen “Economic Gardening” Programs to Amplify Entrepreneurship and Business Support³

Economic Gardening® programs provide cities with database research, search engine optimization, geographic information systems, and listening posts to find new markets, provide competitive intelligence to support local “Stage 2” growth companies, and grow jobs locally.

4.3 Assess and Strengthen Entrepreneurial Networking and Mentoring Programs

Entrepreneurial networking and mentoring programs are a vital component for workforce attraction

Several existing resources are available to the City of Pleasanton to scale the City’s entrepreneurial ecosystem. Business incubator/accelerator events and training could include expanding low cost and high impact programs like the Kauffman Foundation’s 1,000,000 Cups.⁴.

The City should also evaluate existing local and regional programs to identify possibilities for new programs, ensuring opportunities across demographic lines (e.g., women, youth, underrepresented racial/ethnic groups) and a special lens for underserved populations (e.g., financially distressed).

⁴ Kauffman Foundation’s Ten Million Cups, www.kauffman.org

Implementation Plan Priorities

4.0	Entrepreneurship & Innovation Outreach Program	FY 2023-24 Yr1	FY 2024-25 Yr2	FY 2025-26 Yr3	FY 2026-27 Yr4	FY 2027-28 Yr5
4.1	Enhance Regional Partnerships					
a	Propose a dedicated Life Sciences and Biotech Development Manager co-funded through regional collaboration					
b	Plan and co-sponsor an annual life sciences and biotech “Career Day”					
c	Evaluate opportunities to attract off-shoots of South Bay innovation and entrepreneurship programs in Pleasanton					
4.2	Assess and Strengthen “Economic Gardening” Programs to Amplify Entrepreneurship and Business Support					
4.3	Assess and Strengthen Entrepreneurial Networking and Mentoring Programs					

Source: City of Pleasanton; The Metts Group; Willdan, 2023

The Entrepreneurship & Innovation Outreach Program may require additional staff resources and scheduled for Year 2 or 3 implementation after the Organizational Capacity Building Initiative and BRE Programs are operational

5.0 Major Projects Accelerator Program

Existing Conditions

The existing legal and regulatory environment in Pleasanton relies heavily on individual approvals of Planned Unit Developments (PUDs). Historically, this approach has been a fiscally responsible method of managing Pleasanton's greenfield development. Yet it has limitations when portions of a PUD become underutilized and would benefit from redevelopment. Two major opportunities have been identified for the City of Pleasanton:

Stoneridge Mall

Stoneridge Mall is a major redevelopment opportunity in the northeast portion of Pleasanton. After a planning process that included community meetings, workshops, and the development of a Framework Plan, the Pleasanton City Council adopted the Stoneridge Mall Framework components in January 2023.

The components include land use modifications to allow multifamily residential development of up to 1,170 units in mixed use settings with retail / commercial and open space. Until more detailed development standards are adopted by the City as part of the Framework or other master planning document, development at Stoneridge Mall will be governed by the regulations specified in the Objective Design

Standards for Housing, as applicable, the Framework components, and the Pleasanton Municipal Code. The Economic Development Division will provide guidance throughout the redevelopment process to ensure the long-term economic viability of Stoneridge Mall.

Redevelopment of Underutilized Commercial Parcels

Pleasanton has numerous underutilized commercial parcels, which would benefit from redevelopment for land uses with greater demand and relatively higher values. Currently, these parcels are primarily underutilized Class B commercial office developments in suburban style settings with surrounding parking, often dating from the 1980s and 1990s. Some of these parcels are located within Hacienda Business Park, although opportunity parcels exist throughout the city.

From an economic development perspective, it would benefit the City of Pleasanton to be an active leader in taking an inventory of these parcels and supporting their redevelopment.

According to partner interviews, real and perceived barriers in Pleasanton's approval process make redevelopment in Pleasanton higher risk for developers and business operators when compared with other competitor municipalities.

There is clear demand from high-value Life Sciences and Biotechnology firms for co-location of land uses, with a mix

of office, R&D, manufacturing, warehousing, and some limited distribution. Pleasanton's zoning code does not allow for this without considerable staff review and approval.

There is also demand for multifamily residential, especially within walking distance of the two BART stations. It is expected that these opportunities will not move forward without attention and intervention from the City of Pleasanton.

The Economic Development Division should work closely with the Community Development Department on such efforts, to ensure the City can capitalize on opportunities, which can provide critical revenues for needed infrastructure improvements that the city will require in the years to come.

Key Initiatives

5.1 Create Business Roadmap to Provide Clear Pathway for Zoning and Permitting

The City should communicate its commitment to the real estate investment and business community by creating a business roadmap to provide a clear pathway for zoning and permitting. This could be accomplished during the General Plan update by considering a zoning designation that would

allow for Life Sciences, such as the “Business Technology Park” designation utilized by the City of South San Francisco.

5.2 Review Existing Local, Regional, Statewide, and Federal Incentives Bi-Annually

Track existing local, regional and statewide incentives bi-annually to continually assess the City’s competitive position.

5.3 Respond to RFIs and RFPs that Align with the City’s Economic Development Strategic Plan

The City can leverage data collected through the BRE Program and other activities to continually improve the City’s readiness to respond to high value Requests for Information (RFIs) and Requests for Proposals (RFPs) issued by public and private sector organizations.

5.4 Deliver and Support Regional Networking Events for Businesses/Target Sectors and Developers/Brokers

The City should continue to support business networking events with a focus on elevating the profile of major projects.

The City should link economic development-related marketing and branding efforts to these events and maintain ongoing messaging around the City’s commitment to advancing major projects.

Implementation Plan Priorities

5.0	Major Projects Accelerator Program	FY 2023-24 Yr1	FY 2024-25 Yr2	FY 2025-26 Yr3	FY 2026-27 Yr4	FY 2027-28 Yr5
5.1	Create Business Roadmap to Provide Clear Pathway for Zoning And Permitting					
	a Identify zoning code modifications that would help bring target sectors to Pleasanton					
	b Evaluate creating an online portal for certain types of building permits					
	c Create and maintain an inventory of underutilized commercial parcels for potential redevelopment					
	d Identify infrastructure required to support development/redevelopment, and report findings as part of the budget cycle and to inform CIP development					
5.2	Review Existing Local, Regional, Statewide, and Federal Incentives Bi-Annually					
5.3	Respond to RFIs and RFPs that Align with the City's EDSP					
5.4	Deliver and Support Regional Networking Events for Businesses/Target Sectors and Developers/Brokers					

Source: City of Pleasanton; The Metts Group; Willdan, 2023

III. Performance Metrics

International Economic Development Council (IEDC) best practices for economic development strategic planning have established the adoption of performance metrics and monitoring activities as an industry standard.⁵ The Economic Development Division will work with other City department staff to collect and review data on a regular basis.

Data may be tracked monthly or annually, subject to availability, according to the following evaluation methodology:

- **2023 Baseline:** data collected to date.
- **2024 Target Performance:** recommendation for increase or decrease from the baseline level.
- **2024 Update:** future data to be collected using the same sources and methodologies as in the baseline year.

- **2023-2024 Net Change:** Sum of 2024 data values less the 2023 baseline values.
- **2024 Results:** Determination if metrics are increasing or decreasing from prior evaluation year and if “meeting” or “exceeding” target values – or – if attention is required.

The following “Economic Development Dashboard” model provides an example of the performance metrics that may be considered for ongoing monitoring and refinement of Pleasanton’s Economic Development Strategic Plan Priorities.

⁵ *Making it Count: Metrics for High Performing EDOs*, www.iedconline.org.

Table 2: Economic Development Strategic Plan Performance Metrics

1.0 Economic Development Organizational Capacity Building		Data Source
1	# of Capacity Building Tasks Completed	City
2.0 Business Retention, Expansion & Attraction Program		
3	# of New Business Licenses	City
4	BRE Target List - # of Businesses	City
5	BRE Target List - # of Developer/Broker Contacts	City
6	# of Meetings with Workforce Development Organizations	City
7	# of New Workforce Development Programs	City
3.0 Local Revenue Growth Initiative		
8	Downtown Pleasanton - Increase in Avg Length of Stay (Minutes)	Placer.ai
9	Retail Vacancy Rate	CoStar
10	Retail Inventory Rehabilitation (\$ or Sq Ft)	City
4.0 Entrepreneurship & Innovation Outreach Program		
11	# of Economic Development Events	City
12	# of External Events Attended	City
13	# of Life Sciences/Biotech Companies Assisted	City
5.0 Major Projects Accelerator Program		
14	Increase in Tax Base	City
15	Action Items Accomplished from Existing City Plans	City
16	# of Housing Starts	City
17	# of Residents	Esri

¹The proposed initiatives are planning targets subject to change according to the City's economic development priorities and resource availability.

²Performance metrics shall be reported as meeting targets, exceeding targets, or attention needed.

Source: City of Pleasanton, International Economic Development Council; Willdan, 2023

IV. Implementation Costs & Funding Sources

Cost estimates should be further refined throughout the life of the EDSP and tied to the Implementation Plan’s monitoring and reporting tracker.

Expanded City resources are recommended to create a Business Retention and Expansion (BRE) Program to formalize BRE outreach and workforce training/placement activities (e.g., marketing and event promotion, data licenses, and participation in conferences and trade shows), as well as to support retail and restaurant tenants citywide.

Although the plan does not anticipate the need for incremental staff or contract labor in the first two years of implementation, resource requirements should be evaluated during regularly scheduled annual plan updates that correspond to the City’s budget cycle.

These funds will also support the City’s targeted visibility, marketing, and branding investments to increase Pleasanton’s brand recognition in the San Francisco Bay Area’s regional market within the Life Sciences and Biotech sectors as a central focus of the City’s BRE Program strategy.

It is recommended that Economic Development staff collaborate with the City Manager’s Office to provide recommendations for prioritizing other citywide

infrastructure needs linked to the City’s economic development goals and objectives. These funding recommendations will require further evaluation by City staff, subject to prioritization of funding needs and available resources.

Estimated expenditures and the potential funding sources identified to date are planning factors subject to change according to the City’s economic development priorities and resource availability

Recommended Resources

Investment in technology-based resources is recommended to foster cross-cutting economic development activities such as:

- **Economic Development Organization (EDO) Operations:** email, electronic calendar, and scheduling, contact database, project management.
- **Research Uses:** community profiles and information documentation, economic impact monitoring, building and site inventory management.

- **Web Presence:** web site, social media, blogging, Facebook, LinkedIn, Twitter, Wikipedia, mobile phone applications, business assistance directory.
- **Program Specific Technologies:** business attraction, business prospect/lead management, business-to-business networking, business retention and expansion, business climate surveys.

While most of the proposed interventions would benefit the entire City of Pleasanton, there are targeted policies and programs that are structured to achieve “major project” strategic objectives related to sustaining Downtown Pleasanton’s economic vitality, supporting the long-term economic viability of Stoneridge Mall, and redevelopment of underutilized parcels throughout the City.

The formal development of each program will require further refinement with respect to defining program eligibility guidelines, application processes (if needed), business outreach activities, and desired program outcomes.

Appendix I: Methodology & Approach

Introduction

Willdan collected demographic and economic data from August 2022 through April of 2023 from a variety of industry standard software subscription licenses to evaluate trends and projections related to the City of Pleasanton’s competitive market position within the regional economy.

These findings informed the following EDSP deliverables and consensus building work sessions with staff and the Pleasanton Economic Vitality Committee:

- Demographic & Economic Profile Report
- Data Collection Interviews/Developer Outreach
- Retail/Dining & Mixed-Use Market Analysis
- Business Retention & Expansion Strategy
- Workforce Attraction Strategy
- Case Study Research
- Internal Consensus Building Work Session
- Economic Development Performance Measures Dashboard
- Implementation & Funding Plan

The study also relies on client provided background reports, studies, and data including:

- 2005 Pleasanton General Plan 2025
- 2013 Economic Development Strategic Plan
- Pleasanton Economic Development Strategic Plan Background Report, Aug 2013
- Pleasanton Economic Assets Report, Nov 2013
- City of Pleasanton Downtown Specific Plan, Adopted Aug 2019
- City of Pleasanton Community Survey, Oct 2021
- 2022 Business Climate Survey
- Stoneridge Mall Framework Components, Adopted Jan 2023
- City of Pleasanton 2023-2031 Housing Element, Adopted Feb 2023

Additional documents provided during partner interviews:

- Visit Tri Valley 2023-2027 Destination Strategic Plan Overview
- Innovation Tri-Valley 2040 Vision Plan
- Alameda County Fairgrounds Demographics, 2022

- Alameda County Fair Demographic Survey Findings, 2023
- The Mirador View, 2022 Perspectives on the Tri-Valley
- Pleasanton Biotech Companies Business Listing

Data Sources

Stakeholder Interviews

Willdan conducted data collection interviews with key stakeholders in the real estate and economic development community from August 2022 through March 2023. The team provided regular project updates to the City's Economic Development Manager and the Economic Vitality Committee (EVC) to ensure that a broad representation of stakeholder input is reflected in the EDSP's Economic Profile Report's findings and the Implementation and Funding Plan's Priorities.

The summarized list of stakeholders who participated in the EDSP process is provided in the acknowledgements page of this implementation plan.

Geographic Information Systems (GIS)

This analysis is informed by geographic information systems (GIS) data in several ways. Spatial data was collected for where available from ESRI Business Analyst, CoStar and Placer.ai.

ESRI Business Analyst

ESRI Business Analysis provides demographic and economic indicators for the City of Pleasanton in comparison to the State of California, Alameda County, and the Tri-Valley. The platform aggregates data from a variety of sources including the US Census' American Community Survey, Bureau of Labor Statistics, and other proprietary sources.

Placer.ai

Placer.ai is a new web-based tool that provides analysis of consumer behaviors based on anonymous cell phone data. Willdan relied on Placer.ai data to define the "true trade areas" for Pleasanton's retail market, along with average length of stay in Downtown Pleasanton, customer journey patterns, and leakage for retail/dining/entertainment uses.

Pleasanton Industry Cluster Analysis

The EDSP Economic Profile Report analyzed the current state of Pleasanton's industries to identify sectors that are potential emerging, important/requiring attention, and priority growth industries.

The results of this analysis and corresponding best practices recommendations directly inform the Implementation Plan's focus by sector.

Table 3: Pleasanton, Ca Industrycluster “Health Check” 2023

PLEASANTON, CA INDUSTRYCLUSTER “HEALTH CHECK” 2023		
Potential Emerging	Important & Requiring Attention	Priority Growth Industries
<p>Professional Services:</p> <ul style="list-style-type: none"> ▪ management consulting ▪ marketing consulting ▪ HR management services ▪ computer facilities management ▪ advertising agencies ▪ accounting services ▪ interior design services <p>Healthcare Services</p> <ul style="list-style-type: none"> ▪ home health care services ▪ offices of physicians and physical/occupational/speech therapists 	<p>Merchant Wholesalers</p> <ul style="list-style-type: none"> ▪ Electrical Equipment and Component Manufacturing (electronic boards for cell phones and appliances) <p>Direct Health/Medical Insurance Carriers</p> <ul style="list-style-type: none"> ▪ Pharmaceutical Preparation Manufacturing 	<p>Interlinking Scientific & Technical Sectors</p> <ul style="list-style-type: none"> ▪ Research & Development ▪ Software Publishers ▪ Electrical Contractors ▪ Automobile Manufacturing (EV, battery suppliers, recycling) ▪ Data Processing & Hosting ▪ Corporate, Subsidiary, Regional Managing Offices ▪ Electrical/Mechanical Engineering Services

Source: City of Pleasanton; Lightcast.io; The Metts Group; Willdan, 2023

Table 4: Pleasanton, Ca Industry Cluster Attraction Best Practices

PLEASANTON, CA INDUSTRY CLUSTER ATTRACTION BEST PRACTICES		
Potential Emerging	Important & Requiring Attention	Priority Growth Industries
<p>Professional Services Proximity to San Francisco opportunity to capture remote workers.</p> <p>Facilitate the curation/marketing of a remote workforce business community through support systems like happy hours, expansion of co-working spaces, and other services.</p> <p>Healthcare Services Link attraction activities to the Priority Growth Industries strategy for Scientific & Technical Sectors.</p>	<p>Merchant Wholesalers & Direct Health/Medical Insurance Carriers: The region’s existing large pharmaceutical sector provides a regional talent pool with above-average economic multiplier impacts and supply chains are a major economic asset to be protected.</p> <p>Significant job losses in this sector within Alameda County signal a need for business retention activities through a formalized Business Retention & Expansion Program focused on Life Sciences and Biotech.</p>	<p>Interlinking Scientific & Technical Sectors: The HMO Medical Center industry is investing in place-based community wellness hubs connected to university/lab R&D networks.</p> <p>Integrating university campus operations within each component of the medical center system will broadly access every facet of the region’s priority growth industries.</p> <p>Such integration attracts redevelopment/investment and creates a natural pathway from education to workforce with better long-term retention within the community.</p>

Source: City of Pleasanton; Lightcast.io; The Metts Group; Willdan, 2023

Appendix II: Best Practices

Organizational & Institutional Capacity Building

According to *Managing Economic Development*

Organizations published by the International Economic Development Council, the role of a local government-based economic developer in the community is to serve as:

Analyst: understand the strengths and weaknesses as well as the comparative advantages of the local economy. The analysis also provides quantitative and qualitative information to the decision and policy makers.

Catalyst: provide inducements to leverage the investment or involvement of different public and private sector actors. The catalyst invokes enthusiasm and excitement within the community to support initiatives.

Gap Filler: Provide facilitated support where the markets and institutions cannot or will not meet the needs of the community. Public sector efforts should not supplant the private sector where the private sector is willing and able to make needed investments.

Advocate: Speak out for the well-being of the community and protect the interests of existing businesses.

Educator: Inform the general public that may not be adequately informed about economic development regarding the costs and benefits of such initiatives.

The industry standard programs managed by a local Economic Development Organization include:

- Business & Development Research
- Business Retention/Expansion
- Business Finance
- Downtown Development/Revitalization
- Entrepreneurial and Small Business Development
- Minority Business Assistance Infrastructure Improvements
- International Trade Development
- Policy/Planning
- Real Estate Development and Reuse
- Workforce Development

Based on a focused analysis of the City of Pleasanton's existing economic development division staff resources and formalized programs, there is a clear opportunity to build incremental capacity within the division. This capacity building initiative will require building ongoing consensus

around the City’s top economic development priorities, programs, and major projects.

Existing activities should be reorganized to conform to IEDC’s best practices, followed by focused reallocation of available staff time and resources.

Business Retention & Expansion Program

According to best practices established by the International Economic Development Council, an Economic Development Strategic Plan should include establishment of a formal Business Retention & Expansion (BRE) Program.

A BRE program can help the City to identify business needs that may be addressed with economic development tools such as:

- Business and construction permitting/licensing
- Export assistance
- Infrastructure
- Financing and non-financial incentive
- Land and buildings
- Marketing and branding
- Power/water connections
- Retail inventory and Technical assistance
- Talent attraction
- Workforce training and retraining

Successful BRE Programs require strong strategic partnerships in the community. The City should establish a BRE small working group comprised of key members of the business community to be identified at the outset of implementation. The working group should review the findings of the EDSP’s needs assessment to inform the BRE program’s ongoing outreach to the business community.

As an initial step, the working group should decide upon an organizational structure for future business outreach efforts (either entirely in-house, managed by a consultant team, or a hybrid of the two) and then create a shared schedule to monitor and report on the findings from business retention needs/trends, inbound business startup or relocation leads, and BRE Program successes (new business formations, jobs created, private investment dollars, or other wins).

Workforce Development

While the following workforce development best practices provide focus on manufacturing and construction, they also support the community vision of professional services and tech scientific, integrating industry in education provides a vision to integrate university within the business district.

1. Catalog Regional Training Assets

It is critical that the region's education and training infrastructure keep up with new technologies. Companies looking to invest in the region will want to focus on the expertise of people graduating from local educational institutions and training programs.

2. City-Sponsored Workforce Training Fund & Program

Establish a workforce training fund and program that partially, or fully, covers the costs of target sector needs.

When economic development organizations in the region help with the costs of training its own workforce, this tends to create more loyalty to the region.

Examples of this relationship building in other communities include provision of training funding to the employer with a reciprocal commitment to stay in the region for a minimum of two years or more (depending on the level of funding).

3. Regional High School Learning Ecosystem Development

Cities are increasingly establishing a front-line, practice approach to building a regional high school work-based learning ecosystem by leveraging existing resources.

Work-based learning is a proven practice for helping high school students make better career choices and for better preparing them for adult work life.

4. Youth Mentorship Program

Incorporate the “New Generation Partnerships” model by offering a wide range of tools and services to discover local career and business opportunities and involve youth in meaningful ways.

5. Foster Communication & Collaboration

Keeping active with the regional Workforce Development Board, labor organizations, State Employment Services, and other workforce-related programs should be a central focus of a city's Business Retention & Expansion Program.

The strategic partnership created by dedicating more time and focus on interplay between these specific organizations are proven sources of effective regional cooperation and collaboration. Regular communication is the key to attracting industry champions to provide leadership for

strengthening alignment between industry, education, and workforce development.

By creating this platform, industry has been at the table in partnering with education and government to tackle workforce issues that are inherent to all. Other efforts that can help improve communication, collaboration, and awareness of what the manufacturing and construction fields have to offer, including (some areas in the region may already be doing these). One popular example is Career Day, where professionals engage and educate students about career opportunities within skilled trade industries.

Students are provided with the opportunity to talk with local business owners to learn about the different careers the community has to offer.

- Reverse career fair
- Manufacturing week
- Hands-on field trips
- Leverage recently retired manufacturers to build relationships with colleges and industry

- Facilitate data sharing agreements between agency partners.

Workforce Development Case Studies

- Grand Valley State University Master Plan, Grand Rapids, MI⁶
- Sector Partnership Model:
<http://www.sectorstrategies.org/toolkit/introduction>
- Teacher Externship (summer classroom module for teachers and counselors): manufacturers, construction trades, and engineering firms bring teachers to their facilities for externship to boost workforce development efforts – teachers create curriculum around what they learned on the floor from their week-long manufacturing tour.
- Technical high school
- Connecting industry representatives to classrooms: Nepris <https://www.nepris.com/>
- Diploma Pathways: Louisiana legislation example – <http://www.louisianabelieves.com/courses>

⁶ https://www.gvsu.edu/cms4/asset/83D77566-0FCE-1482-0E85CB93ACE30B91/gvsu_master_plan_update_2022_final_document_web.pdf

- Agenda 360 is a model for conducting a results-driven initiative to retain and grow talent in the region:
<http://www.cincinnati-chamber.com/agenda360/#.WirH80qnFPY>
- Sector based Transportation Strategies:
<http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=2617>
- City-Curated Businesses Resource List for workforce, loans, programs, etc.
- Communication & Collaboration Tactics: For the underemployed, define and identify the population through workforce development channels. Identify outreach efforts to target this population and provide services to achieve full-time work with competitive wages.

Business engagement in K-12: through industry partnerships, engaging businesses to do more onsite visits in the classroom, hands on learning, or business tours will educate students (as well as teachers and counselors) on careers and give them the opportunity to learn that career progression to obtain employment opportunities

and/or career goals or open their eyes to opportunities unknown.

- Human Resource Managers to educate and address low-income wage earners: HR professionals are the gateway into a business. Meeting with HR groups to address major workforce issues—such as how to address this cohort—will help with barriers.
- Entrepreneurs: identify entrepreneurs through data integration and current networks. Establish strategic ways to cultivate a strong culture of entrepreneurs and provide support and services for this blooming subculture.

Major Projects Accelerator Programs

In the past, a city's role in advancing "Major Projects" revolved around business and developer incentives.

According to IEDC, incentives as "the" economic development tool have evolved into a highly "local" game – with relative value determined by market conditions, personal relationships, and economic opportunity.

While the City of Pleasanton lacks formalized business and developer programming, the City's economic development function is poised to build upon its ad hoc successes to date.

According to IEDC's "More than Money – Alternative Incentives that Benefit Companies and Communities" local governments should adopt different types of non-monetary alternative incentives to use in conjunction with financial incentives for greatest competitive value.

Commonly used incentives like workforce training credits and expedited permitting are considered "typical economic development practice" and not a differentiator in site selection decisions. Alternative incentives in the form of business and developer programming focused on major development projects can be effectively used, especially in conjunction with other financial incentives.

Property Repositioning

Streamlining a community's planning and permitting processes is more than a question of convenience for the businesses. Prolonged processing increases the cost of development and decreases businesses' ability to respond to rapidly changing market realities.

Communities can also offer other types of real estate services, such as lists and data on available buildings, assistance with feasibility studies and more.

Implementing technology as well as staffing to expedite permitting; Alameda County liaison; expand budget to DDA to expand authority; by-right developmental zoning for target industries; transfer development rights.

Networking and Promotion

Helping new businesses make connections in the community is as much about customer service as it is about developing and strengthening existing clusters and local supply chains through business-to-business connections. This category also includes services such as assistance with spouse relocation, access to cluster partnerships and peer mentoring. This could include targeted networking events to reach distinct audiences (industrial, retail, residential, minority, entrepreneurial/start-ups, small businesses, and others). These activities also link to the Implementation Plan.

Linking Economic Development Objectives to Infrastructure Investments

Locational strategies that focus limited infrastructure resources to major projects such as the Northlake Mall Redevelopment, Downtown and Lawrenceville Highway will produce the highest return on public investment by advancing three major anchor/attractors within the near term. This category also includes less expensive infrastructure improvements such as signage and streetscape upgrades, among others but should be marketed as the City's investment in advancing the implementation of its Major Projects.

Such services are especially valuable to those that lack the in-house capacity to conduct sophisticated analysis or otherwise cannot access specialized datasets. Also included in this category is access to community-level information, both through an economic development agency website as well as connections to current employers who can offer insights into the quality of the business environment.

According to evaluation of existing conditions, it is recommended that the City create a formalized Business & Developer Programming including the following financial and non-monetary incentives and other resources.

Appendix III: Community & Business Organizations

- Chabot-Las Positas Community College District
- Hacienda
- i-Gate
- Innovation Tri-Valley
- John Muir Health
- Kaiser Permanente
- Las Positas College
- Pleasanton Downtown Association
- Pleasanton Chamber of Commerce
- Pleasanton Unified School District
- Stanford Health Care Tri-Valley
- Stoneridge Mall
- Sutter Health
- Visit Tri-Valley

Appendix IV: Regional Innovation and Entrepreneurship Resources

- Associated Builders & Contractors, Inc. Bay East Association of Realtors (Housing Affordability Focus)
- Biocom California
- Carpenter Center (Trade Association for Carpenters and Construction)
- Daybreak Labs *powered by I-Gate*
- East Bay Economic Development Alliance
- Indas Entrepreneurs
- Innovation Tri-Valley
- Lawrence Livermore National Laboratory
- Quest Science Center
- Sandia National Laboratories
- Start-up Tri-Valley
- Tri-Valley Regional Occupational Program (ROP)
- Tri-Valley Career Center/Alameda County Workforce Development Board
- Tri-Valley Connect
- UC Berkeley’s Life Sciences Entrepreneurship Center