

City of Brisbane

Agenda Report

Date: City Council Meeting of December 18, 2014
To: Mayor & City Council
From: City Manager
Subject: Economic Development Workshop – Update

RECOMMENDATION

Receive report, and provide comment to the Economic Development Subcommittee.

BACKGROUND

On November 3rd of this year, the City Council held a workshop to discuss and receive community input on the subject of Economic Development. Although the subject matter was economic development much of the input from the community revolved around sense of community identity and “wish list” of ideas that would make Brisbane a more vibrant city to live and work.

Attached are two documents: Summary of Comments and Draft Goals & Objectives.

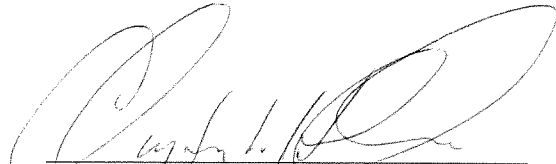
The Summary of Comments is a compilation of comments from citizens, councilmembers and staff. The Draft Goals & Objectives is an effort to provide some structure and categories for various items. Both documents are in draft form. The Goals & Objectives are delineated into four categories with a preamble titled “What is Brisbane’s Identity”. Category 1. (Community Planning/Zoning) and Category 2. (Community Facilities) are areas that the City has control over. Category 3. (Business Outreach/Marketing) is an area that the City of Brisbane has not traditionally engaged in. These are areas of effort that may more appropriately be done through a City department of economic development or business organization (such as the Chamber of Commerce) or some combination of the two. The final category was an effort to identify areas that would likely be City responsibility and would be new. As you review this document you can see that there is overlap between categories. The documents value and purpose is to provide some assistance and guidance in how we move forward. For example, items that are in the Community Planning /Zoning section will be staffed by the Community Development Department. Items under Community Facilities will come under the purview of the Public Works Department.

Policy direction will come from various City Council subcommittees and Council appointed Commissions, as appropriate.

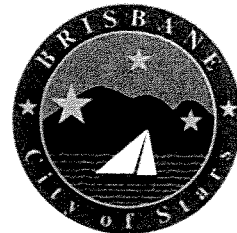
The Economic Development subcommittee is scheduled to meet Monday, December 15th to discuss the content of these documents and will be providing additional input on Thursday evening when the City Council reviews this item.

FINANCIAL IMPACT

Many if not most of the items under consideration have a financial impact. As items come forward the fiscal cost will be provided.



Clay Holstine, City Manager



**Draft Summary of Comments from November 3, 2014 Economic Development Workshop
(A Chronological Overview, Prepared by Sr. Analyst Caroline Cheung)**

Last Updated: November 18, 2014

Councilmembers present: Lentz, Liu, Miller, O'Connell and Mayor Conway

Staff Present: City Manager Holstine, Administrative Services Director Schillinger,
Community Development Director Swiecki, Sr. Analyst Cheung

Mayor Conway called the workshop to order at 7:33 p.m.

City Manager Holstine provided an overview of the meeting format, stating the goal of the workshop was to identify the goals and objectives for the City's Economic Development program. He said that the focus areas for the workshop would be Downtown Brisbane as defined by the City's General Plan (Visitacion Ave. and The Brisbane Village Shopping Center) as well as Crocker Industrial Park. He then briefly described each of the attachments included in the packet.

Council Members Lentz and Liu then explained the reasons for having the workshop. Mainly, how can they, as the Economic Development Subcommittee, work to implement these goals, how can city services be enhanced through economic development, and how can economic development enhance community enjoyment?

Administrative Services Director Schillinger then went over the Top 25 Revenue Generators for the City (Attachment 2). He indicated that total revenues from these 25 companies produced \$7M of the City's \$12M budget. He then answered questions posed by Councilmembers.

Community Development Director Swiecki highlighted the goals from the Local Economic Development chapter of the City's adopted 1994 General Plan. He also briefly described the Technical Assistance Panel (TAP) report that was prepared by the Urban Land Institute for Crocker Park and

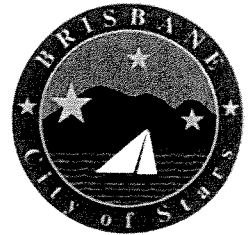
Sr. Management Analyst Cheung spoke about the online comments that were received through Userve, where an Economic Development Forum had been open since late September. She went through the 27 ideas submitted by community members and highlighted some of their corresponding comments. The top ideas had to do with a new library in Central Brisbane, revitalization of Visitacion Ave., to have a Trader Joe's or Whole Foods in town, and for a Brisbane Maker Space.

The Council then invited community members to share their ideas.

Jerry Kuhel asked how many participants there were on Userve. *Looking into this after the workshop, it was seen that a total of 72 registered users participated on Userve, as well as 24 anonymous users.*

Beth Grossman spoke about artist studios, the ones she knows to exist in Minneapolis, and how Crocker Park could be a possible location.

Anja Miller stated she thought economic development was about money and business and how it should be asked, What kind of businesses should come here? She also said there is not enough attention paid to the Chamber of Commerce and what they're doing, as Crocker Park has 91%



occupancy. She spoke about how parking downtown at lunchtime is very difficult and asked about a Parking Assessment District, as economic development needs to have more parking.

Mitch Bull, President of the Brisbane Chamber, said that economic development should be renamed “community sustainability” as it’s not about bringing in, but enhancing current businesses. He said there needs to be discussion about “Crocker Park 2.0” and Brisbane could be a regional center. He said economic development is about marketing – What do we want this little village to be?

Carolyn Parker said we need to ask the citizens of this town how much they want to expand the population of this city; there is nothing like Brisbane in the vicinity and we should build upon this point of uniqueness.

Michele Salmon stated that he weed to focus on things that make us unique and special. She asked how come the City can’t support The 23 Club which is about to be lost. She remarked that Brisbane is a beautiful setting and that we need to be on the map because of who we are, not who we want to be.

Jerry Kuhel said that a maker space can make money as a collective, where users can run their machinery for a fee.

David Fraser stated how knowledge industry jobs are easily outsourced and that a maker space would be an incubator for a skill set that will be valuable for the future. It is like shop class without a grade where people can come together and exchange ideas. He remarked that the Teen Center building was a former shop so the location for the maker space there makes sense.

Ron Davis remarked how he moved to Brisbane at age 21 and for years it was about the stars and The 23 Club. He said that once you know who you are, then everything falls into place. He suggested that loft spaces in Crocker Park could be used by artists. Regarding Crocker Park, he said that the industrial park keeps the coffee shop alive. Lastly, he suggested a community visioning event in the Community Center for participants to do a “brain dump” exercise. In a previous retreat he attended, that was well done and is when the real magic happens.

Michael Schuman said how the library can help facilitate employment of residents, which is one of the goals of the General Plan chapter on Local Economic Development. This can be done with trainings and activating a space. The Tech Shop in San Francisco is a good example of a commercial maker space. He brought up the Placemaking workshop where one of the ideas was to slow down traffic on Bayshore instead of it being a thoroughfare.

Nicole Pasini, Library Services Manager, said that a huge part of why people use the space is to apply for a job, do homework, up their computer skills. She cited that Berkeley Library has a tool-lending program and that what they could do with an expanded space seems to be what Brisbane wants.

Danette Davis reiterated that the coffeehouse depends on Crocker Park businesses. She suggested looking at other towns to see what they have. She cited Pescadero as being a destination, where people come to bike which probably raises the area a lot of money. She stated that parking is a difficult situation, as it’s not enforced on Visitacion. Residents park on Visitacion all the time and businesses can’t park on residential streets. She said there needs to be a bigger facility for the Library and



Community Center and suggested the City buy The 23 Club and attach it to the Teen Center. There could be 2 stories on Visitacion to keep to the building heights and 3 stories on San Bruno.

Kevin Fryer remarked that without regional draw, he wouldn't have a concert series. In his experience with Live at Mission Blue, it's 50/50 for ticket sales and fundraising. 50% of concert attendees are non-residents, and 50% of his support comes from out of town.

Melissa Vivas remarked she's nervous if there is too much focus on social media. She found the Top 25 Revenue Generators interesting and suggested looking at the tax structure to make it easier for businesses to be here. She stated Brisbane's history is The 23 Club and the arts, which could be beefed up with a maker space.

Carolyn Parker asked how the boxing school is funded and said there is a big draw for out-of-towners at the Pool and ball fields. She also said a maker space could encompass people from different ages.

Ken Walker said that the Pool, park, and weather are big draws. Brisbane is a safe place for families/family-oriented, and suggested thinking of how to get families to stay a little longer.

Dave Fraser remarked how he recently moved from the Pacific Northwest, and was surprised there was no visitor center for San Bruno Mtn.

Michele Salmon said she is on the board w/ San Bruno Mtn. Watch and that the Mountain is a big attraction. She would love to have an interpretive center on the Levinson property. She suggested a "paint night" at The 23 Club, which could be a combination dance/artist/non-profit/bar space. She also remarked that we don't have a breakfast option anymore.

Ron Davis said that affordable housing on Visitacion is a big mistake, and parking will be an issue.

Anja Miller remarked that the name of the Council Subcommittee should be "Community Development".

Meena Jagdish Rajan commented she'd like to see the see the Teen Center revived. It could be a Community & Teen Center combined into one. She also suggested giving subsidies to kid-friendly companies, as there is no proper art class and she is forced to go out of town a lot. She stated she is representing a group of families that have moved in with young families.

Beth Grossman commented she had a recent art show at Oakland's Impact Hub which like the SF Hub is a collective space where artists pay a monthly fee for conference rooms, events, and meditation.

Jerry Kuhe said he is aware of an offer on The 23 Club and that it is a private sale.

Renee Marmion said she would like to see a gymnasium with basketball courts. She also mentioned the upstairs of the Brisbane Inn as having a kitchen and dining room which she could see as offering jazz.

Ken Walker asked if there was anything the city can do to help businesses with a retail aspect come to Brisbane, where we won't go bankrupt.

Ron Davis inquired about UPC's 700 room hotel site and why it didn't go forward.



Mayor Conway said that a feasibility study was done which said the area would support a 200-300 room hotel if the area built out and there were headquarter companies.

Mitch Bull remarked that Rick Swigg performed the feasibility study and commented that if anyone wants to build a hotel, they first go to Rick.

This concluded the community input portion of the workshop.

CM Lentz said that the community's feedback was excellent.

CM Miller began his comments in response to "Community Development, Preservation, Viability" all need to be thought about. He remarked that to have a viable business community, we need to have all of those things.

He first suggested enhancing what we have, with a focus on green-conscious businesses. He next spoke about the Library remodeling/upgrading having been on the radar of the Facilities Subcommittee and how there has been a report from the County Library System on their needs. The city needs to look at sites and what we can afford. In looking at different users, they'll need to look at a facility in light of those changes and the Library is an important part of enhancement of the community.

He next suggested a Visitacion Ave. Task Force – we need to understand what's keeping businesses from being there. He is skeptical about minor incentives – what counts is they sell a lot of stuff! We have to be realistic of what will fit, and what the market will handle.

Next, he remarked that Crocker Park is doing relatively well, with new businesses from San Francisco overflow. He's concerned about landscape maintenance and suggested using GVMID to see if we can address those issues with that. He said he has questions about mixed use in Crocker and is not sure about that yet.

Mentioning next the TAP Report, he said one of the recommendations was moving the CalTrain station to Old County & Bayshore. The former location then would be used by Brisbane residents but Kinder Morgan would need to first be moved. If we want activity around transit, then Kinder Morgan can't be there.

Next, he spoke about the Baylands and inquired why we can't plan in phases. There is no longer infrastructure financing like there used to be. He said that the Geneva Extension is an expensive project. Maybe we can do some things like retail off of Bayshore that don't require the Extension.

Lastly, he commented on the enhancements that the community suggested. A maker space and artist studios are part of a bigger picture. These are supplemental things. He said we should focus on what we believe our identity to be. What do we want to sell to people, businesses? We haven't consciously devoted ourselves to answering those types of questions. It would also help with our marketing. That may be another task force. What Brisbane used to be and what it is now is very different. There weren't even streets and drainage! Brisbane was an oaky town that Johnny Cash visited. However, the ideas on social media give us a lot to work with.

Mayor Pro Tem O'Connell said it's the "cool factor" of being a small town that we want to see on entering town. But those aren't going to make the Top 25 Revenue Generators. What can we change in our business park to make the cool factor happen? We're here to talk about income. Little cute stuff



isn't going to make us money to pay for staff. She asked, Can we live like we do now and be happy? She said Yes. She suggested looking to commercial areas to see what those businesses need to stay here. She supported a task force for getting pride of ownership on Visitacion Ave.

She remarked about the notion of giving more responsibility to the Chamber for business retention, but at 91% occupancy, it's a moot point if we don't have a spot for a company like Facebook. Ideas for services and talent can help bring a vital downtown, but that is not what our economy is based on. For that we need to talk to the Chamber and see what we're willing to put up with to get someone new in our Top 25 list.

Mayor Conway remarked that it's not a monetary engine on Visitacion, but a community identity. He remarked that the Chamber did a Visitacion Ave. Business Consortium, which has now dissipated. Due to people renting, there is no incentive for owners to upgrade. Renters are just trying to survive and they don't want to put in capital if they're trying to put food on their table.

He next said that Brisbane has the same number of people as it did 50 years ago. There has been a big change in how things functioned; it was a local economy, but it no longer is. We don't have the economic push to help enhance Visitacion. In the past, it was "We'll recall you" and everyone had a drama story about The 23 Club.

Looking at the shopping center, he likes the idea of doing mixed use with affordable housing; this is an important feature of how to plan our future.

Crocker Park he said is a weird animal. Technology incubators are palpable; that's how Facebook and HP started. Artist incubators are a good idea, as are biotech incubators – we should be talking to Fisher Scientific.

When it comes to hiring someone, doing so may not be able to be quantified until years later. The Chamber is a half a day, but they're doing a great job with retention.

He commented he'd like to bring back a dairy at the Levinson property – it could provide local food, and the kids could find out where milk, cheese and butter come from. Perhaps there could be funds available through the Bill & Melinda Gates Foundation.

Lastly, he remarked that they would not be focusing on the Baylands tonight.

Mayor Pro Tem O'Connell remarked that we are small and getting a building permit is the same as other cities, but we are so much nicer.

Mayor Conway remarked that broadband in Crocker Park is something else they're working on.

CM Liu said that in order to figure out where we want to go, we need to know our identity. She said that people don't know the history, but like it for the same reason old-timers do.

In regards to Economic Development in Brisbane – 91% in Crocker Park is great, but we need to plan for the next recession. South San Francisco really planned a process to be about biotech. We want to be economically-marketable.



She said she likes the idea of a maker space. In regards to community development, she wants to look at recreational opportunities.

She wants to see a more vibrant downtown with more coffee shops, Greek yogurt.

She likes seeing the Mountain driving in; undergrounding wires would preserve views. Looking down and up from the Village, she likes the idea from the TAP Report of turning the shopping center out towards Bayshore. An entryway project would slow down traffic on Bayshore to get people to stop, maybe with an iconic art structure, and come into town.

Speaking about murals around the Bay Area, mural tours can be organized to show people the history of Brisbane. We could also set up space in the Community Center for people to sell their artwork.

In speaking about the Village, she remarked how anchor tenant spaces are so important, and we should work with the owners to market those spaces. She'd like to see 2 stories w/ a parking structure on top. She felt it important to take advantage of the views of the Mountain.

She then commented that a high-end seafood steakhouse at the Marina should be encouraged. She also made suggestions for a soda fountain on Visitacion, a pharmacy at the Village, and that she didn't want to see vacancies on Visitacion. She remarked she sees the need for affordable housing. She doesn't want to see vacant lots at the Village that Bank of America owns. She suggested a beautification project with the community to clean up weeds.

In mentioned regarding solar panels that there should be incentives for businesses to install them. We should also have an electric vehicle (EV) charging station to show that we're progressive.

In regards to Crocker Park, CM Liu said she likes the Southeast Crocker Park mixed used plan and brought out the recommendation from the ULI TAP Report about creating showrooms to open up the city's sales tax potential, and for incentives to be offered for companies to come to Brisbane.

CM Lentz said we need to bring back music, and have artist galleries/studios where artists can make and display their product. He said the city owns a number of spaces downtown that we're not doing anything with. The TAP Report would be presented to everyone. He also said that most of the ideas suggested tonight can happen and suggested looking into partnerships with private businesses or the County.

Anja Miller made a final remark about how the city got the bank, but the permit was given on condition of a three-phase process, where they would phase into a permanent building. They haven't fulfilled their promise.

Mayor Conway thanked the community and adjourned the meeting at 11:03pm.

Draft Goals & Objectives for the City's Economic Development Program

(Based on feedback from the Council 11-3-14 Economic Development Workshop, past City workshops, and discussions with the Economic Development Subcommittee)

WHAT IS BRISBANE'S IDENTITY?

- Unique small-town "village" feel – friendly and small population; not suburbia
- Environmental stewardship (San Bruno Mountain)
- Views of San Bruno Mountain and the Bay
- Friendly City staff (e.g., Planning Dept)
- Artists' community
- Good weather
- Music (23 Club, 7 Mile House)
- Family-friendly and safe; people care about each other
- Residents & businesses with high level of civic engagement and community participation
- Outdoor recreation, parks (welcoming entrance with weeping willows on Old County)
- Perfect location – close to freeways, airport, San Francisco & Peninsula

I. COMMUNITY PLANNING/ZONING

- a. Create housing opportunities that don't take away from commercial space
- b. Artist incubators/hubs/lofts/studios/gallery
- c. Be realistic of what will fit, and what the market will handle
- d. Sustainable development that identifies the need for affordable housing which is connected to amenities and public transportation
- e. Direct access to Bayshore Blvd. – turn the Village out towards Bayshore
- f. Desire to reduce our carbon footprint
- g. Getting ideas from other small, destination towns could be benefitting
- h. The Village should take advantage of the views of the Mountain and have more parking
- i. Consider ULI TAP recommendations to create a revitalized Mixed Use area at the Brisbane Village and Southeast Crocker Park, including affordable housing (need for compliance with RHNA requirement)
- j. Create a strong town entry with opportunities for gathering and connectivity
- k. Zoning ordinances/Community Development Plan to ensure Community vision is properly identified and developers know what to expect when they apply for a permit
- l. Development has to be compatible with the Mountain and two residential areas
- m. Retail off of Bayshore that doesn't require Geneva Extension

II. COMMUNITY FACILITIES

- a. Support for a larger Library - can help facilitate employment of residents and better provide programs the community desires
- b. Support for the city to buy The 23 Club but also to use that space to build a new Library/Community Center
- c. Support for a larger Community Center to BDW, Parks & Rec Classes, meeting space
- d. Support for a gymnasium with basketball courts

- e. Support for a maker space for people of all ages to tinker, share ideas & tools
- f. Improve conditions of the Crocker Park Recreation Trail and enhance open space habitat
- g. Remove dead trees on Visitacion and replant (on public property)
- h. Enhance town entryway – slow down traffic on Bayshore with iconic art and/or park
- i. Improve fiber optic capabilities in Crocker Park
- j. Install EV Charging stations
- k. Install solar on City facilities
- l. Interpretive/Visitor Center for San Bruno Mountain

III. BUSINESS OUTREACH/MARKETING

- a. Build upon our uniqueness of being a small town – focus on what makes us special; our “cool factor”
- b. Support of a local economy – bed and breakfast, a place that serves breakfast and a burger, a place to hear live music, more coffee shops, yogurt shop, soda fountain, pharmacy, enhanced grocery experience, gym with childcare, kid-friendly businesses
- c. Attract restaurants that bring in an outside following; understanding that people from outside Brisbane help support what is positive in the downtown; need regional draw
- d. The view of San Bruno Mountain framing the downtown, close-to-nature downtown
- e. Improve landscaping at Bank of America lot – possible community beautification project
- f. Store façade improvement
- g. Entry level employment
- h. We’re safe place for families and have great weather
- i. Small business opportunity – promote small niche businesses such as consignment, boutique shops and those that use repurposed materials
- j. Promote what we have (sense of urgency to support Lava, Crocker Park keeps the coffeehouse alive, farmers’ market)
- k. Work with owners of the Village to market anchor tenant spaces
- l. Attract green-conscious businesses
- m. Incentivize businesses to install solar
- n. Remove dead trees on Visitacion and replant (on private property)
- o. Upstairs of Brisbane Inn – there is a kitchen & dining room
- p. Attract uses in Crocker Park as recommended in the ULI TAP Report, like showrooms to open up sales tax potential, home design and food, and specialized manufacturing uses such as Just in time (JIT) manufacturing and advanced manufacturing
- q. A dairy at the Levinson property to provide local food
- r. Biotech incubators – should be talking to Fisher Scientific

IV. NEW CITY PROGRAMS

- a. Enforce parking on Visitacion
- b. Parking Assessment District
- c. Look at tax subsidies, incentives for businesses to move in
- d. Visitacion Ave./Downtown Task Force
- e. Mural Program (using Public Arts Ordinance)
- f. Enhance special events (open studios)
- g. Consider vacant business tax or vacant business registration fee
- h. Expand recreational facilities throughout city