



#### Academy Board 2015 - 2016

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#### Academy Staff

**Gurbax Sahota**  
Executive Director

## The California Academy for Economic Development

March 7, 2016

Jacque Atchison, Chair  
Pacific Grove Economic Development Commission  
c/o City of Pacific Grove  
300 Forest Avenue  
Pacific Grove, CA 93950

Dear Jacquie:

Thank you for the opportunity to provide a proposal for a Local Economic Advisory Program (LEAP) for the City of Pacific Grove. We are looking forward to the opportunity to work with you in meeting your economic development needs.

We understand you wish to focus primarily on retail and downtown revitalization, and seek a better understanding of ways to enhance the experience for visitors and residents. You are also interested in the City's overall economic development potential and specific opportunities in your five designated business districts. See below for an initial Statement of the Problem.

To meet these needs, we will organize and deliver a one-day LEAP forum in Pacific Grove – or if you prefer we can deliver a 2-day LEAP event. In concert with Academy staff, I will work with you to refine your specific needs, and will then identify a team of three to four practicing economic development professionals with relevant expertise (e.g. retail and downtown development). The Academy will then solicit their participation. The advisory team will donate their time and professional expertise for the day(s) to assist your community in moving forward with its economic development efforts.

The cost of the 1-day forum is a \$5,000 honorarium to the California Academy for Local Development plus travel expenses for participating staff and the advisory team members. A 2-day event will cost \$5,600 plus expenses. A written summary report to you is included in this cost. Through a grant from Wells Fargo, we will contribute \$2,500 to the cost of this program.

The Academy will work with you to schedule the event and define the specific work agenda. Typically, the day starts with a briefing of the LEAP team by local staff. Next it is common to tour the site(s). The LEAP then often includes confidential interviews with key decision-makers and stakeholders (individually and in groups) to obtain a clear understanding

of any underlying (sometimes hidden) forces at work shaping the issue. The Advisory Team will then spend some time in one or more closed meetings to pull together their notes, thoughts, observations, findings and recommendations. Finally our observations, findings and recommendations will be presented to the appropriate audience (staff, elected officials, community leaders or the community at large depending on your interests). A written report will be provided within thirty days of the LEAP event.

The City/ED Commission will be responsible for providing in advance any relevant background material including strategic plans, studies, and any other documents or other information. The City/ED Commission will be responsible for securing adequate facilities (including a meeting place and interview rooms), scheduling interviews, hosting tours, and providing any required working meals or refreshments. You will also be responsible for handling invites and RSVPs for the local participants in the day's events. If you elect to have us report back to a larger audience we will need a flip chart, markers, and tape, a projection screen, a speaker's podium, water, and a sound system if required for the room acoustics.

Once again, thank you for the opportunity to work with you to further your economic development efforts. I will act as your LEAP manager for this event. If you have any questions, please don't hesitate to call me at 916-216-9141.

Sincerely,



Gurbax Sahota  
President and CEO  
CALED

Cc: Wes Ervin  
Carol Nickning

Encl: Statement of Problem  
Sample agendas

**LEAP – LOCAL ECONOMIC ADVISORY PROJECT  
CITY OF PACIFIC GROVE, CA  
Spring 2016**

**DRAFT STATEMENT OF THE PROBLEM**

Pacific Grove is a small built-out Monterey Peninsula city with a population of about 15,000<sup>1</sup>. Since Pacific Grove is adjacent to Monterey, Cannery Row, Carmel and 17-Mile Drive, it enjoys significant tourism revenue. The City's finances are therefore heavily dependent on retail and TOT tax. In addition, because of proximity to larger more upscale tourist destinations, it is increasingly difficult for less well-known Pacific Grove to sustain quality shopping and lodging opportunities. Lighthouse Avenue and the downtown may have too many antique stores and not enough grocery, variety stores, restaurants and bars. The City's population is aging and affluent.

Nevertheless, city officials and members of the Economic Development Commission are optimistic about Pacific Grove's future. They conduct business walks and other business support activities, and actively seek downtown and retail development to better meet the needs of local residents and visitors. However, more revitalization and strategizing are needed.

This project is intended to provide City officials and Economic Development Commission members a better understanding of the area's economic future. Specific information being sought includes:

1. A better understanding of the city's economic development potential within the context of today's economy and growth, competing communities, retail and downtown revitalization trends, and other factors.
2. A profile of the typical shopper in Pacific Grove and whether the City has the proper business mix to serve those tastes.
3. A suggested prioritized and practical strategy for the City and each of its 5 business districts, which can be implemented over the next 1-2 years.
4. A review of the City's small industrial park and its potential.
5. The Downtown, including identifying retail and revitalization opportunities.

**QUESTIONS TO BE ADDRESSED BY PANEL MEMBERS**

1. What economic development priorities could and should the city undertake given their limited resources?
2. How does the city's retail and business mix fit in to the region and how well does it serve local residents?

**RELATED DOCUMENTS** to be provided by the city

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<sup>1</sup> [https://en.wikipedia.org/wiki/Pacific\\_Grove,\\_California](https://en.wikipedia.org/wiki/Pacific_Grove,_California)

## Sample Agendas

### 1-DAY LEAP EVENT:

1. Initial interview to confirm key areas of interest and need
2. Send proposal and cost Estimate to client, with travel costs included
3. Recruit advisory team members (3-4)
4. Schedule the day or days
5. Prepare basic community profile
6. Prepare optional community survey in advance of event (\$800 additional cost)
7. Client arranges stakeholder invites to meetings
8. Day of event:
  - a. Kickoff meeting at breakfast for staff, key community champions and team
  - b. Site tour 1-2 hours
  - c. 3-6 focus group or one-on-one meetings about key topics. Group meetings are 2-6 people with similar interests
  - d. Working lunch – checkup among team members
  - e. \*5-8 focus group or one-on one meetings about key topics
  - f. \*4pm – assessment team sequestered to prepare presentation
  - g. Working dinner
  - h. \*Evening – oral presentation to community/Council
9. Written report of observations, findings and recommendations within 3 weeks
10. 3-month, 6-month and 1-year checkups

### \*2-DAY EVENT – SECOND DAY:

- 8e. Focus groups added during afternoon, evening and following morning;
- 8f. Assessment team meets in evening and early next morning
- 8h. Oral presentation at about 10:30 am second morning

# Local Economic Advisory Program

## Our Economic Development Experts Come to You!

**The LEAP service is efficient.** We are in and out in a day or two, and we leave you with a ton of ideas. We also suggest ways to implement those ideas. We won't leave you hanging, either. CALED offers a number of follow-up assistance programs. We also follow up later to see how you are doing.

**We select from CALED's database of experienced economic development professionals from outside your community who understand your unique needs and will give you objective advice.**

You can get specific advice on economic development strategies, recruiting new business, helping existing business expand, attracting visitors, downtown revitalization, small business growth, creative project financing, technology, incubators, and much more.

Results are not pre-determined, they are uniquely yours — grounded in sound economic development principles. Your LEAP team can include developers, economic development directors, city managers, realtors, marketing experts, utility representatives, bankers and others.

## How LEAP Works

LEAP is a 1 or 2 day-long event that helps your community leaders and other stakeholders understand their local economy, learn about economic development, and identify and build consensus for action. Pricing is standardized and affordable.

When you schedule your event, we will jointly plan with you, help send invitations, and otherwise prepare for the event. As an added feature, we provide you with a basic community profile and offer an optional pre-event email stakeholder survey.

The day of the event is fast-paced and includes lots of observing and questioning via a site tour, focus groups, individual interviews, and a review of existing plans and other relevant literature. The LEAP team then sequesters itself to prepare an oral presentation to stakeholders or we can close by facilitating an action planning session. You'll then receive a written report of findings and recommendations within three weeks following your LEAP event.



## Contact Us Today About LEAP!

The California Academy for Economic Development is excited to announce our new full-featured local advisory program — an excellent value!

***It's customized for your project and needs — we help local governments and non-profits with their specific economic development needs, and help build momentum for local prosperity. It also provides a solid platform from which to “jump start” major economic development projects.***

During the recession too many communities lost capacity to actively help their local economies. Now, as we all rebuild we can benefit from expert advice on how to revitalize.

# A Typical LEAP Event



## 1-DAY LEAP:

1. Initial interview to determine key areas of interest and need
2. Recruit advisory team members (3–4)
3. Send proposal and cost Estimate to client, with travel costs included
4. Schedule the day or days
5. Prepare basic community profile
6. Prepare optional community survey
7. Client arranges stakeholder invites to meetings
8. Day of event:
  - a. Kickoff meeting at breakfast for staff, key community champions and team
  - b. Community tour 1–1.5 hours
  - c. 3–6 focus group or one-on-one meetings about key topics. Group meetings are 2–6 people with similar interests
  - d. Working lunch — checkup among team members
  - e. 5–8 focus group or one-on one meetings about key topics
  - f. 4 PM — assessment team sequestered to prepare presentation
  - g. Working dinner
  - h. Evening — oral presentation to community/Council

## 2-DAY LEAP — ADD:

9. Replace evening presentation (8h) with 4–6 evening focus groups & one-on-one meetings for those who cannot attend during the day.
10. Day #2 Working breakfast — checkup among team members, staff, finalize presentation.
11. Morning — oral presentation to community/council.
12. Working lunch.
13. 2–1/2 hour facilitated consensus building session to identify and prioritize next steps.

## BOTH — AFTER THE EVENT

14. Final report provided 3 weeks after event drafted by your LEAP team.
15. 3-month, 6-month, 1-year follow up.

## Your LEAP Managers:

- Wes Ervin, CEcD, 27 years varied economic development expertise.
- Gurbax Sahota, CALED and Academy President, organization management and economic development expertise.
- Your Academy and CALED staff:
  - My Kristy Nong
  - Michelle Stephens
  - Jillian Boyd

Talk to us about ways to fund your LEAP event!



**The California Academy  
for Economic Development**

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Managed by the California Association for  
Local Economic Development (CALED)

# CITY OF PLEASANT HILL

## LOCAL ECONOMIC ADVISORY PROGRAM (LEAP)

*A Study in the Vicinity of the City's Limited Industrial Park  
Held on February 23, 2015*

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  3. Preliminary Report, Pleasant Hill Commons Redevelopment Project Plan Amendment
  4. Pleasant Hill Commons Plan Amendment DEIR
  5. Feasibility Study Hookston Station (Site Contamination Report)
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  7. Contra Costa Economic Forecast by Caltrans
  8. East Bay Economic Outlook 2014-15 by East Bay EDA
  9. ABAG Jobs-Housing Connections Strategy, 2012
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# PLEASANT HILL LEAP

## Overview

### THE STUDY AREA AND THE PANEL'S ASSIGNMENT

#### STATEMENT OF THE PROBLEM

This project is a real estate and economic development analysis involving older Limited Industrial zoned areas of the City east of I-680 that have long been problematic due to limited access, and current location surrounded by residential uses. The City is a low property tax City and as such is highly dependent on sales tax revenues. With that in mind, City officials seek a better understanding of the area's economic future. The three specific sites studied are:

1. The Hookston Station (Limited Industrial Area) along Vincent Road is a smaller older industrial area with a prior history of oil and railroad uses. The tracks are long removed and are now designated as the Iron Horse Regional Trail. The area is zoned Limited Industrial with 16-20 small buildings -- many multi-tenant -- and is dominated by small independent service businesses such as automotive repair, propane supply, engineering, metal fabrication, and several small contractors. There are stagnant property values, circulation issues, prior soil and groundwater contamination, and perhaps substandard buildings. Some renovation has recently occurred. At one time the City considered including the area in its Redevelopment Project area, but decided against doing so. The City is seeking advice on Hookston Station's most appropriate future.

2. The newer industrial area on Estand Way north of Hookston includes a cross-fit gym that is exploring opportunities to expand by another 20,000 square feet. Also zoned Limited Industrial and generally isolated from the City's commercial areas. The City would like advice on whether allowing the expansion is desirable at this location.

3. A handful of properties within City limits along adjacent Mayhew Way, between Buskirk Avenue and the Iron Horse Regional Trail. This includes a vacant commercial property at 100 Mayhew Way, which the buyer desires to develop as multi-family housing. Zoning on Mayhew includes PAO (Professional &



# PLEASANT HILL LEAP

Administrative Offices) and residential. This area is also designated by the Association of Bay Area Governments (ABAG) as part of the Buskirk Avenue Corridor Priority Development Area (PDA), partly because of its proximity to the Contra Costa Centre/Pleasant Hill BART Station.

## QUESTIONS TO BE ADDRESSED BY PANEL MEMBERS

1. What is the economic contribution of these areas to the City's overall economy and quality of life?
2. Are there any lots in this area that would be more appropriately zoned as retail, mixed use or multi-family, recognizing the City's need for sales tax revenue?
3. If project area continues to be zoned as Limited Industrial, what actions should the City take to encourage additional redevelopment and private investment?

## Methodology

The LEAP Team and City staff conducted the following activities:

1. Prior to the Event:
  - The Team worked with City staff prior to the event, including discussing the project, preparing the problem statement and reviewing literature relevant to the study;
  - City staff arranged the venue and schedule, and invited the participants
2. On the day of the event, the Team:
  - Met with City staff and two council members, including the Mayor
  - Went on a guided site tour with City staff;
  - Conducted individual and small group interviews, including two prior to the event
  - Convened to discuss what we heard and discussed our findings and recommendations
  - Presented the preliminary recommendations to the City Council
  - Conducted follow-up research to refine our recommendations
3. After the event, the Team:
  - Conducted follow-up interviews
  - Prepared and discussed the report
  - Are available to make follow-up presentations to Economic Development Committee and/or City Council.

# PLEASANT HILL LEAP

## Observations

The Team offers the following observations based on all available information, including the interviews:

### VINCENT ROAD, ESTAND WAY AND HOOKSTON ROAD

1. The City's Limited Industrial (light industrial) Zone has been in existence since 1991 and business has changed since then. In particular, the recession forced businesses to diversify in order to survive. More businesses now have broader mixes of manufacturing, assembly and retail. Examples include the Diablo CrossFit training establishment (manufacturing, training, and the desire for a café or juice bar), the restaurant supply store (wholesale and retail), the SPCA (animal boarding and public visits), and the wine storage facility (storage and wine tasting). Retail is less and less an ancillary use, and is becoming a major component of the business profile. The space is the same, but the area now sees more customer visits. The City has steadfastly held to its light industrial zoning, but could consider loosening its retail floor space limitations.
2. The market is here and the location is excellent. As the economy continues to recover, this park and the area are an important industrial/commercial asset for the region. The area is centrally located in the East Bay and is again becoming desirable to potential tenants.
3. This is the only affordable light industrial area in the 680 Corridor that is near BART, abuts the Iron Horse Regional trail, and is centrally located to labs, universities, and good housing. It has relatively easy access to I-680. It is affordable compared to other space in Concord and Walnut Creek. It is walkable/bikeable from a BART station, and is near local amenities used by the businesses, such as housing, hotels, restaurants, and shopping.
4. This park is a unique asset in the region. There is an eclectic creativity and vibrancy going on in the area, and some small local business groupings have naturally formed. There are multiple businesses in personal fitness, technology, just-in-time warehousing<sup>1</sup>, R&D, and home improvement. Because of its location, there is an opportunity for an artesian<sup>2</sup> community to establish. This could include one or



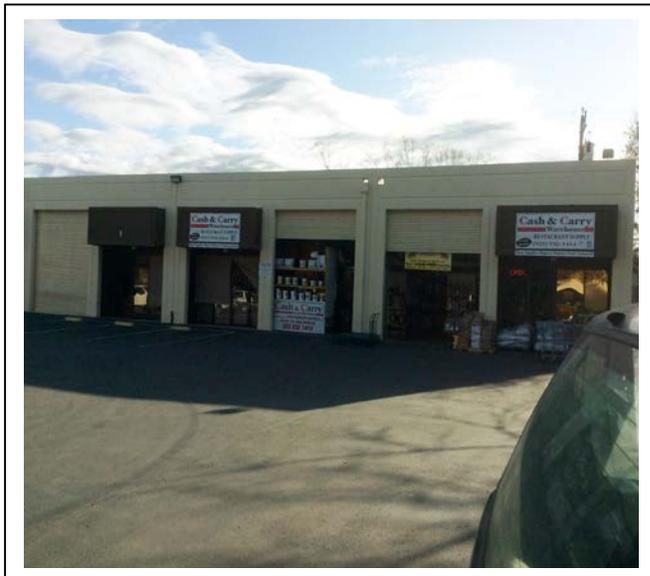
<sup>1</sup> Just-in-time warehousing means keeping products and parts close by so they can be accessed by customers the same day. Two examples are the Friedman's furniture warehouse, and the auto parts/tool warehouse that serves local auto repair shops.

<sup>2</sup> "Artesian", or "Artisan" means craftsmen, persons skilled in specialty arts, construction, or fabrication.

# PLEASANT HILL LEAP

more microbreweries. These groupings are opportunities for the City and building owners to promote over time.

5. The area was often labeled an incubator because of its business mix and its attractiveness to smaller users. It is an affordable graduation space for home businesses seeking to expand, especially small research and service businesses. An incubator facility is a good idea in the area, but it should be privately funded. Publicly funded incubators often require continuous subsidies to operate.
6. The area contributes more to the community than sales and property tax numbers indicate. According



to ReferenceUSA®, there are 401 businesses and 1,777 employees on and within 0.3 miles of Vincent Road. The business mix promotes links to residents and downtown, and involves plenty of business-to-business commerce. The location attracts residents who take advantage of fitness, and also serves local businesses. Examples include wine storage, mini-storage, parts warehousing, ambulance staging, IT and server capacity, and automotive services;

7. There is little concern about water, sewer, drainage, streets. Fiber optics along Vincent and Estand were, however, mentioned several times. Individual appeals to the local cable provider would be less persuading than if several businesses and the

City approached them en masse.

8. There is also little concern about its location surrounded by housing. Because it is a long-established smaller light industrial park, there are limited noise conflicts with the surrounding residential properties. According to City planners, Hookston Road is a heavily-used commute arterial with about 20,000 trips per day.
9. The existing buildings are generally well maintained and fully occupied. However, there are some issues:
  - The feed store can use a face-lift and improved access. As one of the original businesses in the area, it has been limited by its long, narrow parcel shape and has been hemmed in by development of the Iron Horse Trail.
  - Some properties are not as well maintained as others, and there is some reluctance among owners to upgrade or landscape. This is primarily because rents are affordable the investment would not be offset. Over time, as the City considers establishing Gateways on Hookston and Mayhew, the City may need to partner with landowners to make these areas more attractive.

# PLEASANT HILL LEAP

- More attention by the City to maintenance, mowing, patrolling on public rights-of-way, and on-going code compliance is recommended.
10. The Iron Horse Trail is an asset to the park, and as it is further landscaped will become an even more attractive amenity;
  11. One constraint to further development is the anxiety about site contamination among existing tenants, potential tenants, local residents and property owners. There is plenty of information about the extent of contamination, the sites that are listed on GeoTracker,<sup>3</sup> and the extent of cleanup. The City can ease this anxiety by convening an informational meeting on this topic. The group, the City and individual owners can then take the initiative in establishing cleanup goals.
  12. Other constraints to development include some lack of awareness among businesses and brokers about the opportunities in this area. Promotion and meetings with brokers could improve awareness.
  13. The area benefits from a strong Community College (Diablo Valley College) and private university with a business focus (JFK). Some interaction occurs between businesses and these schools, but there are more opportunities for collaboration including intern programs, contract education, etc. The City has an opportunity to play a key broker role.

## 100 MAYHEW WAY

14. 100 Mayhew is a 3.2 acre site that was a former AT&T data center, now with a 40-year old 30,000+/- square-foot windowless tilt-up building with plenty of parking. It is currently unoccupied and fenced off. A study provided by the owner of the site and our own interviews and observations suggest that barring a unique user, non-residential development on the site will have to wait several years for the market to catch up:
  - This is a good office site, but in this market it is not poised for quick commercial development. The site is good for a single office commercial user who could raze the building and build new, or could renovate the building, add windows and a new interior, and occupy it. However, neither that much space nor this location are in demand in the current market. It also lacks the nearby amenities that are more readily available in office developments in the area. Probably 10 years or more before office development would occur there;
  - The site is adjacent to an office/medical complex with smaller units. This site could be developed similarly. However, the cost of demolition and site preparation vs. the revenue potential for this use may eliminate it as a possibility.



<sup>3</sup> GeoTracker is a listing maintained by the State Water Resources Control Board. It tracks the status of known contaminated sites in California

## PLEASANT HILL LEAP

- The site generated some interest in the past year by six hotel developers, but all candidates passed. Three other candidate hotel sites in the area are more attractive. The site lacks direct visibility from I-680, lies within a less attractive neighborhood, and is not as close to employment and amenities<sup>4</sup>. There is an Extended Stay America hotel in the adjacent Pleasant Hill Shopping Center anchored by Best Buy. Probably 10 years or more before hotel development would occur at the site;
- Retail development is feasible if assembled with surrounding properties, especially those along Buskirk. To be viable as retail, the site needs visibility to I-680, access from Buskirk, and a rectangular shape. It also needs to be larger to accommodate a reasonable grocery-anchored or similar center. The back of the Best Buy retail development abuts the site, so a connection between the two would be problematic. While a multi-story building on the site would be visible from I-680, the site is currently screened from view by a 2-story building and a one-story building on the properties between it and Buskirk/I-680. Without better visibility the site still would have less-than-optimal development potential as a retail site or a hotel site even if multi-storied. Patronage at Best Buy and the hotel next door, for instance, almost certainly depends in part on their exposure to I-80 through an open parking lot, even if only for an instant.
- With land assembly, the site would similarly be suitable for mixed use development. The retail component of a mixed use project would be viable if set up along Buskirk. As is, the site is clearly more attractive to developers as multi-family space or high density single family housing. That appears to be the one use that has market viability right now.

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<sup>4</sup> From “Market Demand Analysis, Proposed Hotel, Pleasant Hill, California” September 2014, by PKF Consulting [www.pleasanthillca.org/hotelstudy](http://www.pleasanthillca.org/hotelstudy)

# PLEASANT HILL LEAP

## Recommendations

The Team Formulated the following recommendations based on all available information:

1. Uses that bring revenue to the City are important, and the City should continue to optimize revenue opportunities. That being said, the area is fully developed with existing buildings and uses, which limit opportunities for significant new revenue from this area. Encouraging renewal along Iron Horse Trail and the development of 100 Mayhew have the greatest opportunity for new revenues,
2. No major re-purposing is needed. The park is now about as economically productive as it can be for its size and age. As the market for commercial buildings improves, we recommend refinement and incremental improvement of what's already there;
3. The Team recommends a re-branding of the area, some joint promotion, and outreach to local brokers to increase awareness and interest. These are extensions of business retention, which should continue in this area;
4. The Limited Industrial Zone is generally fine. However, a zoning review is desirable. In particular, Zoning may need to be more flexible with regard to how much retail is allowed in a building. This will better reflect the mixed uses now desired by existing tenants and actual demand in the area. One approach may be to allow one or two individual retail uses within the entire area such as cafe, deli or convenience store. Small delis in existing industrial spaces that serve the area for breakfast, lunch and snacks are a common and important amenity in areas like this;
5. The City could help ease anxiety about site contamination by facilitating a meeting with the property owners to help them establish cleanup goals. Brokers should also be included.
6. 100 Mayhew. The City should encourage assembling this property with those along Buskirk to create a larger rectangular property that is more attractive to retail users. Alternatively, the City will have to choose whether it prefers: 1) a quicker return of the property to productive use by allowing it to develop as housing (current market demand), or 2) keeping it vacant perhaps for several years while the market for single office, retail and hotel development grows (future market demand). Because of its future revenue and economic development potential, the Team leans towards the patient approach;
7. Increase outreach to tenants and property owners. Set up regular sessions to discuss fiber, site contamination, gateways, maintenance and patrols, increasing the percentage of retail uses, incentives for renovations, and other topics.
8. Encourage increased linkages between local tenants and the Chamber, the Small Business Development Center, Diablo Valley College, JFK University, the Workforce Investment Board and employment services agencies.
9. Begin planning and implementation of City Gateway signs/features on Hookston and Mayhew. This activity will also increase awareness of the area.

# PLEASANT HILL LEAP

## Persons Interviewed

Ken Carlson, Mayor  
Sue Noack, Councilmember  
June Catalano, City Manager  
Kelly Calhoun, Economic Development Manager  
Greg Fuz, City Planner  
Mario Moreno, City Engineer

Pello Walker, Business Owner  
Jonathan Kandler, Property Owner  
Tom Capler, Property Owner  
Dr. Oswald Siegmund, Business Owner  
Chris Thomas, Chamber of Commerce  
John Mathesen, Resident and Educator  
Sam Patti, Property Owner  
Steve Coff, Property Owner

Bill Bankert, Planning Commissioner  
Craig Howard, Business Owner  
Ed Del Beccarro, Real Estate Broker  
David Bowlby, Property Owner  
Oscar Dominguez, Small Business Development Center  
Becky & Michael Ashley, Property Owners  
Judy, local farmer  
Tim Toomay, Business Owner  
Larry Pines, Property Owner  
Jim Bonato, Planning Commissioner  
Bob Burke, Property Owner  
Ann Luke, Chamber of Commerce  
Thomas Gearing, Attorney

Special thanks to Kelly Calhoun, Pleasant Hill Economic Development Manager, and the City staff for the great work organizing the day and inviting the participants.

# PLEASANT HILL LEAP

## The Advisory Team

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## About the Local Economic Advisory Program

A LEAP is a one- or two-day long event that helps community leaders and other stakeholders understand their local economy, learn about economic development, and build consensus for action. LEAP events are customized for each community's specific needs. Each LEAP team is built from CALED's database of experienced professionals from outside the community who can provide advice on the specific problem, whether it be economic development strategies, recruiting new businesses, downtown revitalization, industrial park assessments, and much more.

# PLEASANT HILL LEAP

## About the California Academy for Economic Development



The California Academy for Economic Development (Academy) is a center devoted to Economic Development training, education, and research. By emphasizing innovation as well as tested methods, we strive to educate economic developers and communities on the best ways to grow healthy, vibrant communities. We are a 501(c)3 non-profit, managed by the California Association for Local Economic Development (CALED).

### Our mission:

- Educate economic development professionals, officials and others about the critical processes and strategies needed to improve California's communities so they can succeed in the global economy.
- Provide new business information and resources to local economic development professionals so that they, in turn, can pass this information on to entrepreneurs in their communities.
- Conduct supportive research, data development and analysis.
- Strengthen the link between economic development and educational institutions.
- Make economic development professionals more productive by bringing new technologies to the field.

## Contact Information

### California Academy for Economic Development

Gurbax Sahota, Executive Director  
Wes Ervin, LEAP Program Manager

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# PLEASANT HILL LEAP

## APPENDIX A

### PLEASANT HILL COMMUNITY PROFILE 2015



# PLEASANT HILL LEAP

## APPENDIX B

### Web Links to Relevant Documents

February 23, 2015 City Council Meeting Agenda <http://www.ci.pleasant-hill.ca.us/Archive.aspx?ADID=1952>

Pleasant Hill Zoning Map <http://www.ci.pleasant-hill.ca.us/Index.aspx?NID=93>

Preliminary Report, Pleasant Hill Commons Redevelopment Project Plan Amendment  
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