

**ECONOMIC VITALITY COMMITTEE
AGENDA**

**THURSDAY, APRIL 16, 2026
7:30 AM**

City Council Chamber, 200 Old Bernal Avenue, Pleasanton

Role of the Economic Vitality Committee: *Assess the current and ongoing business climate in the City of Pleasanton and offer suggestions and recommendations to the City Council intended to maintain a strong economic development base in the City.*

CALL TO ORDER / PLEDGE OF ALLEGIANCE

ROLL CALL

AGENDA AMENDMENTS

CONSENT CALENDAR – *Items listed on the consent calendar are considered routine in nature and may be enacted by one motion. If discussion is required that item will be removed from the consent calendar and considered separately.*

1. Approve meeting minutes of February 19, 2026

PUBLIC COMMENT – *From the audience for items not listed on the agenda.*

PUBLIC HEARINGS AND OTHER MATTERS

2. Receive an overview of the 2026-2027 Business Outreach Strategy Framework
3. Economic Development Information/Updates

MATTERS INITIATED BY ECONOMIC VITALITY COMMITTEE

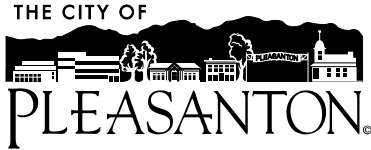
ADJOURNMENT

Notice

Under Government Code §54957.5, any writings/documents regarding an open session item on this agenda provided to a majority of the Commission after distribution of the agenda packet are available for public inspection at the Economic Development Division, 123 Main Street, Pleasanton.

Accessible Public Meetings

The City of Pleasanton can provide special assistance for persons with disabilities to participate in public meetings. To make a request for a disability-related modification or accommodation (e.g., an assistive listening device), please contact the Economic Development Division at 123 Main Street, Pleasanton, CA 94566, econdev@cityofpleasantonca.gov or (925) 931-5039 at the earliest possible time. If you need sign language assistance, please provide at least two working days' notice prior to the meeting date.



**ECONOMIC VITALITY COMMITTEE
REGULAR MEETING MINUTES**

**February 19, 2026
7:30 a.m.
200 Old Bernal Avenue, Council Chambers**

CALL TO ORDER/PLEDGE OF ALLEGIANCE

Meeting called to order at 7:33 a.m. by EVC Chair Ken Benhamou followed by the Pledge of Allegiance.

ROLL CALL

Present: Chair Ken Benhamou, Vice Chair Josh Chanin, Steve McCoy-Thompson, Paresh Hule, Pravin Venketsamy, Gavin Shea, Igor Leonov, Steve McCoy-Thompson, Brian Wilson

Absent: None

City staff: Deputy Director of Community and Economic Development, Melinda Denis
Economic Development Manager, Abraham Salinas

AGENDA AMENDMENTS

None were noted.

CONSENT CALENDAR

- 1. Approval of December 18, 2025, meeting minutes were approved as presented on motion by Shea and second by Wilson. The motion passed unanimously.

MEETING OPEN TO THE PUBLIC

Chair Benhamou opened public comment. There were no public comments. Chair Benhamou closed public comment.

PUBLIC HEARINGS AND OTHER MATTERS

- 2. Receive update on potential Transient Occupancy Tax (TOT) Measure.

Melinda Denis, Deputy Director of Community and Economic Development, provided an overview of the potential Transient Occupancy Tax (TOT) Measure.

Chair Benhamou opened public comment. There were no public comments. Chair Benhamou closed public comment.

The committee provided feedback on the information presented and asked for clarifying questions related to use of the funds, timing of the measure, and message to business community.

Vice Chair Chanin recommended a motion for a single increase from 8% to 12%, effective July 1, 2027, rather than the phased increase as proposed by staff. Second by Wilson. The motion passed unanimously.

3. Receive Economic Development Information/Updates

Melinda Denis, Deputy Director of Community and Economic Development, provided the Economic Development information and updates.

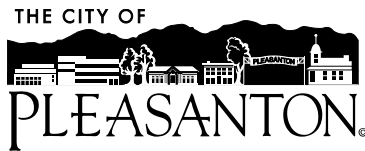
MATTERS INITIATED BY ECONOMIC VITALITY COMMITTEE

Chair Benhamou requested staff provide an update on the upcoming budget discussions or share City Council memorandums or agenda reports as they are published.

Vice Chair Chanin encouraged committee members to share the upcoming city board, commission and committee recruitment with friends.

MEETING ADJOURNED

The meeting was adjourned at 8:28 a.m.



ECONOMIC VITALITY COMMITTEE REPORT

April 16, 2026
Economic Development

TITLE: RECEIVE AN OVERVIEW OF THE 2026-2027 BUSINESS OUTREACH STRATEGY FRAMEWORK

BACKGROUND

In August 2023, the City Council adopted the updated Economic Development Strategic Plan (EDSP) which the Economic Vitality Committee uses as the foundation for its work. The strategic plan defines the City's economic development goals, strategies, and implementation actions over the five years from 2023 through 2028. The EDSP is available here: https://www.cityofpleasantonca.gov/wp-content/uploads/2024/05/CityOfPleasanton_EconomicDevelopmentPlan_FINAL_Web.pdf

Implementation of the EDSP is included in the citywide strategic plan, ONE Pleasanton key goal: Building a Community Where Everyone Belongs: Livability and Community Development. A summary of ONE Pleasanton is available at: <https://www.cityofpleasantonca.gov/assets/our-government/city-manager/strategic-plan-summary.pdf>

The EDSP comprises five 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

Each priority includes key initiatives with specific programs and tasks assigned to implementation years.

Priority area 2.0, Business Retention, Expansion & Attraction, includes four key initiatives:

- 2.1 Enhance Visibility, Marketing, & Branding Strategy
- 2.2 Expand BRE Program Communications & Outreach Strategy
- 2.3 Formalize Recurring Employer/Business Meetings to Create Touchpoints with City
- 2.4 Assess & Strengthen Talent/Workforce Development Offerings

Staff developed a 2026-2027 Business Outreach Strategy Framework to formalize and expand the City's approach to business engagement in alignment with EDSP Priority 2.0, Business Retention, Expansion & Attraction. The framework is provided in full as Attachment 1 to this report. This discussion summarizes the key components and identifies the specific areas on which staff is seeking Committee input, which will inform preparation of a draft Business Outreach Strategy for subsequent review.

DISCUSSION

Overview and Purpose

Staff developed a 2026-2027 Business Outreach Strategy Framework to formalize and expand the City's approach to business engagement in alignment with EDSP Priority 2.0, Business Retention, Expansion & Attraction. The framework is provided in full as Attachment 1 to this report. This discussion summarizes the key components and identifies the specific areas on which staff is seeking Committee input.

The strategy reflects Year 4 of the EDSP, a point at which initiatives 2.2 and 2.3 call for a structured and documented outreach program. Per best practices established by the International Economic Development Council, a formal Business Retention and Expansion Program is a core component of an effective economic development strategic plan. This framework operationalizes that expectation within the City's current staffing capacity of two dedicated Economic Development FTEs.

Building on Prior Efforts

In prior fiscal years, staff established a contact list of key business types and conducted direct outreach to major employers, including Workday, Kaiser Permanente, The Clorox Company, Oracle, and others, primarily through the Pleasanton Chamber of Commerce and Pleasanton Downtown Association. While these efforts produced meaningful early relationships, coverage has not yet been systematically extended to medium-sized businesses, real estate stakeholders, the hospitality sector, or several economically significant industry sectors identified in the EDSP. The 2026-2027 framework is designed to close those gaps while maintaining continuity with established outreach.

Outreach Target Framework

The framework organizes outreach into five tiers, each defined by business type, size, and economic significance to the City. A summary of each tier is provided below; full detail is included in Attachment 1.

- **Tier 1 - Anchor Employers and Top Revenue Generators:** Continued structured outreach to the top 25 employers and top gross sales tax generators, deepening existing relationships and identifying emerging needs.
- **Tier 2 - Medium-Sized Businesses:** A new segment defined by employee counts of approximately 50 to 200, identified using business license data, CoStar (a commercial real estate data platform providing tenant and leasing information), and ESRI Business Analyst (a GIS-based tool providing business listings, employment data, and demographic profiles by location). This tier addresses a

gap in prior outreach and is intended to surface retention risks and expansion needs before they escalate.

- **Tier 3 - Small Businesses:** Continued engagement through the Pleasanton Chamber of Commerce and Pleasanton Downtown Association, with enhanced focus on identifying small, women-owned, minority, and disadvantaged business entities in alignment with the EDSP's DEI commitments.
- **Tier 4 - Real Estate Stakeholders:** Structured outreach to shopping center owners, property managers, and active commercial brokers to keep the City informed of leasing trends, availability, and investment activity. Pleasanton's retail market encompasses approximately 5.2 million square feet, with neighborhood center vacancy currently elevated at 9.7% as of Q2 2026.
- **Tier 5 - Hospitality Sector:** Pleasanton is home to 14 hotel properties, representing an important source of transient occupancy tax revenue and a sector identified in the EDSP's Tourism and Hospitality Program as an area of near-term opportunity. Staff plans to conduct structured outreach to all 14 properties in FY 2026-27, engaging operators and general managers to understand business conditions, identify opportunities to increase demand, and explore the potential for conference and meeting space development.

Sector Priorities

The framework identifies expanded sector outreach priorities drawn from the EDSP and Economic Profile Report. Continued focus on Life Sciences and Biotechnology and Professional, Technical, and Scientific Services is complemented by expanded attention to Healthcare and Social Assistance, which is the second-largest employing industry in Pleasanton with over 7,000 jobs, as well as Manufacturing and Industrial, Light Industrial and Logistics, Finance and Insurance, and Construction.

Outreach Frequency and Visit Format

The framework establishes a tiered cadence for outreach frequency and provides guidance on in-person versus virtual visit format by business type and relationship stage. Specific cadence parameters for Tiers 2 through 5 are proposed as starting points for discussion and are noted as items to be finalized. The Committee's perspective on appropriate frequency, given both business community expectations and staff capacity, is welcomed.

Business Climate and Needs Survey

Consistent with EDSP initiative 2.2(e), staff plans to administer a Business Climate and Needs Survey in spring 2027, approximately five years after the 2022 survey. Results will inform future outreach strategy adjustments and support preparation of the Annual Economic Development Report.

Committee Feedback Requested

Staff is presenting this framework for Committee review and input prior to preparing a draft Business Outreach Strategy. Feedback is specifically requested on the following:

1. Does the tiered outreach structure adequately capture the breadth of Pleasanton's business community, and are there segments or sectors the Committee believes should be elevated or added?
2. Does the Committee have recommendations on outreach frequency or visit format, particularly for Tiers 2 through 5 where parameters are still being finalized?
3. Are there partner organizations or communication channels not currently reflected in the framework that the Committee recommends incorporating?
4. Regarding the Business Climate and Needs Survey, does the Committee have input on priority topic areas, distribution methods, or target respondent groups?

Staff will incorporate the Committee's feedback into a draft Business Outreach Strategy for subsequent review at a future EVC meeting.

ACTION: RECEIVE AN OVERVIEW OF THE 2026-2027 BUSINESS OUTREACH STRATEGY FRAMEWORK (ATTACHMENT 1), PROVIDE FEEDBACK TO STAFF, AND RECOMMEND STAFF PREPARE A DRAFT BUSINESS OUTREACH STRATEGY INCORPORATING COMMITTEE INPUT



City of Pleasanton

2026-2027 Business Outreach Strategy Framework

1. Purpose and Strategic Intent

This Business Outreach Strategy formalizes the City of Pleasanton's approach to business retention, expansion, and attraction in alignment with Priority 2.0 of the Economic Development Strategic Plan (FY2024-2028). Per best practices established by the International Economic Development Council (IEDC), a formal Business Retention and Expansion (BRE) Program is a core component of an effective economic development strategic plan. The strategy is designed to accelerate the City's advancement toward a proactive and intentional approach to delivering economic development services, building personal relationships with businesses, and expanding the City's network of community champions.

2. Outreach Target Framework

The Economic Development Division will maintain and annually update a BRE target and opportunity list, tracking outreach to businesses, developers, and brokers using a portal-based project management tool. The outreach strategy will utilize multiple tiers of communication channels directed by a schedule to ensure timely follow-up on critical business needs. Staff will triage critical business needs identified during visits and initiate follow-up conversations, with the goal of delivering targeted assistance within 30 days of business risk discovery.

2.1. Tier 1: Anchor Employers and Top Revenue Generators

Pleasanton's top employers represent a concentration of high-wage jobs across interlinking sectors including Life Sciences and Biotechnology, Professional and Technical Services, Insurance, and Healthcare, with Workday, Kaiser Foundation Hospitals, and Oracle among the largest. Automotive and transportation businesses have historically been the leading sales tax revenue source, with Medical/Biotech emerging as a significant growth category. Staff will continue the established practice of structured outreach to the top 25 employers and top gross sales tax generators, building on prior visit programs to deepen existing relationships and identify emerging needs.

2.2. Tier 2: Medium-Sized Businesses



Medium-sized businesses represent a gap in prior outreach efforts and an important opportunity to broaden the City's engagement across a wider cross-section of the local economy. This tier will be defined by employee count of 50 to 200 and built using business license data, CoStar, and ESRI Business Analyst. CoStar is a commercial real estate data platform that provides property, tenant, and leasing information used to identify businesses occupying commercial space within the city. ESRI Business Analyst is a GIS-based tool that provides business listings, employment data, and demographic profiles at the local level, enabling staff to identify and map businesses by size, sector, and location. Together, these tools will supplement the City's business license records to produce a more complete and spatially organized target list for this tier.

Outreach to this segment will help surface retention risks and expansion needs that may otherwise go undetected before escalating and will position the City to support businesses at a growth stage where timely assistance with permitting, space identification, or workforce resources can meaningfully influence whether a business expands within Pleasanton or looks elsewhere.

2.3. Tier 3: Small Businesses

The City's small business community includes more than 500 businesses in Downtown Pleasanton alone, representing a diverse mix of retail, dining, and service establishments. Staff will continue to leverage the Pleasanton Chamber of Commerce and Pleasanton Downtown Association as primary conduits for small business outreach, while also working to identify and engage small, women-owned, minority, and disadvantaged business entities in alignment with the EDSP's DEI commitments. The City's Support Local Program will be enhanced to complement outreach efforts and increase visibility among residents, employees, and visitors.

2.4. Tier 4: Real Estate Stakeholders

(Shopping Centers, Property Managers, and Brokers)

Pleasanton's retail market includes approximately 5.2 million square feet of space across Stoneridge Mall, power centers, neighborhood centers, and general retail, with overall vacancy at 8.6% and neighborhood center vacancy elevated at 9.7% as of Q2 2026. The EDSP calls for a citywide retail assessment to obtain retail sales and shopping center performance data and establish focus areas for assistance, including potential expedited tenant improvement permitting. Staff will conduct structured outreach to shopping center owners, property managers, and



active commercial brokers to strengthen the City's relationships with real estate decision-makers and remain informed of leasing trends, availability, and investment activity.

2.5. Tier 5: Hospitality Sector (Hotels and Hotel Operators)

Pleasanton is home to 14 hotel properties, and the broader Pleasanton-Livermore submarket includes 46 properties with approximately 5,300 rooms. The City lost approximately \$9 million in hotel tax revenues during the first year of the COVID-19 pandemic, and while occupancy has recovered to approximately 64%, average daily rates remain below pre-pandemic levels.

Staff plans to conduct structured outreach to all 14 hotel properties as part of the 2026-2027 business visit program, engaging operators and general managers to establish direct relationships and understand current business conditions. Outreach will focus on occupancy trends, operational challenges, and near-term investment plans; opportunities to increase demand through coordination with Visit Tri-Valley and local event programming; and the potential for conference and meeting space development consistent with the EDSP's Tourism and Hospitality Program. Staff will connect hotel operators with relevant City resources where appropriate and will monitor transient occupancy tax performance as a key indicator of sector health. Findings will be compiled annually and reported to the Economic Vitality Committee to inform the City's broader tourism and hospitality strategy.

3. Expanded Sector Priorities

The 2024 Economic Profile Report identifies Pleasanton's highest-value growth sectors and associated near- to mid-term opportunities to protect and leverage these economic assets, with Life Sciences and Biotechnology showing very low vacancy rates and continuing year-over-year rent growth. Healthcare and Social Assistance represents the second-largest employing industry in Pleasanton with over 7,000 jobs, and the EDSP identifies home health care services, physician offices, and related healthcare services as emerging growth opportunities requiring targeted outreach. The industrial and light industrial sector is also a priority, with industrial rents increasing 98% over the past decade and the EDSP recommending economic incentives and supportive infrastructure investment to attract manufacturing, warehousing, and additional large industrial users to build a diversified and resilient tax base.



3.1. Established Priorities

Life Sciences and Biotechnology and Professional, Technical, and Scientific Services represent Pleasanton's most established and highest-performing growth sectors. Outreach to businesses in these sectors will continue through structured visits to anchor employers, participation in sector-focused events such as the 2025 Tri-Valley Life Sciences Summit and the annual #GameChangers event, and ongoing engagement with regional partners including Innovation Tri-Valley and i-Gate Innovation Hub. The goal is to deepen existing relationships, monitor emerging retention risks, and identify expansion opportunities that keep these industries anchored in Pleasanton.

- Life Sciences and Biotechnology
- Professional, Technical, and Scientific Services

3.2. Expanded Sector Focus (new or underserved)

The following sectors have been identified as underserved by prior outreach efforts or as emerging growth opportunities warranting dedicated attention in FY 2026-27. Outreach to these sectors will be integrated into the tiered visit program, with businesses identified using CoStar, ESRI Business Analyst, and business license data. Engagement will focus on understanding sector-specific needs, connecting businesses with available resources, and identifying any regulatory or infrastructure barriers that may be limiting growth or investment.

- Healthcare and Social Assistance
- Manufacturing and Industrial
- Light Industrial and Logistics
- Finance and Insurance
- Construction and Contractors

4. Outreach Program and Design

The Economic Development Division will plan and deliver recurring employer and business meetings to build personal relationships and expand the City's list of community champions through exceptional customer service. This section defines the operational mechanics of how outreach is conducted, including visit format, communication cadence by tier, and the protocol for triaging business needs identified in the field. Outreach findings will be tracked using a portal-based software tool and routinely reported to link economic development priorities to the City's Capital Improvement Plan development process.

4.1. Visit Format and Communication Considerations



Outreach visits may be conducted in person or virtually depending on the business type, relationship stage, and nature of the engagement. [TBD: Staff to define preferred default format by tier and circumstances under which virtual visits are appropriate.] All visits will be guided by a standard set of talking points and a structured note-taking protocol to ensure consistency and comparability of findings over time.

4.2. Outreach Frequency by Tier

[TBD: Finalize cadence for each tier.] As a starting point for discussion, Tier 1 businesses may receive annual in-person visits with a mid-year digital touchpoint; Tier 2 businesses may be visited on a rolling two-year cycle; and Tier 3 through 5 stakeholders may be engaged through a combination of direct outreach and partner-facilitated touchpoints. Frequency decisions should account for staff capacity given that the Economic Development Division currently operates with 2 dedicated FTEs.

5. Business Climate and Needs Survey

The EDSP calls for the Business Climate Survey to be updated and conducted every two to three years, with results to be disseminated to the business community. Staff plans to conduct the next Business Climate and Needs Survey in FY26/27, with a target administration window of spring 2027, approximately five years after the 2022 survey. The survey will provide updated data on business sentiment, needs, and priorities to inform future outreach strategy adjustments and support the preparation of the Annual Economic Development Report.

6. Partner Roles and Coordination

The EDSP emphasizes that successful BRE programs require strong strategic partnerships in the community, and recommends formalizing key partnerships through agreements that outline desired outcomes. The City will continue to leverage existing relationships with the Pleasanton Chamber of Commerce, Pleasanton Downtown Association, Hacienda, Visit Tri-Valley, Alameda County Fairgrounds, i-GATE Innovation Hub, and Innovation Tri-Valley, among others. Partner roles will be clearly defined to avoid duplication of effort and ensure that each organization's outreach activity is coordinated with and complementary to the City's program.

7. Marketing and Value Proposition

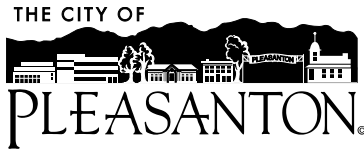
The Economic Development Division will create and maintain marketing collateral to share with brokers, developers, employers, and business targets, with consistent use



of City logos, taglines, and economic development messaging across all BRE Program activities. Materials will be updated periodically to highlight the City's economic development successes and opportunities, including Pleasanton's strengths in transportation access via BART, I-580, and I-680, quality of life, and a highly educated workforce. Staff should assess whether a current "Why Pleasanton" value proposition piece exists and is ready for active use and identify any gaps in the collateral inventory prior to launching the outreach program.

8. Tools, Tracking, and Performance Metrics

Per IEDC best practices, the Economic Development Division will define, collect, and evaluate performance metrics on a regular basis to monitor the effectiveness of outreach activities. Key BRE metrics drawn from the EDSP include the number of businesses on the target list, the number of developer and broker contacts maintained, the number of new business licenses issued, and the number of meetings held with workforce development organizations. Outreach data will be tracked using a portal-based project management platform and compiled annually to support the City's Economic Development Report and provide input into the Capital Improvement Plan process.



ECONOMIC VITALITY COMMITTEE REPORT

April 16, 2026
Economic Development

TITLE: ECONOMIC DEVELOPMENT INFORMATION/UPDATES

Pleasanton Playbook

Following its introduction at the 2026 State of the City in March, the Pleasanton Playbook is now available as a new resource for businesses looking to open or expand in Pleasanton. Designed to support new and expanding businesses, the Pleasanton Playbook serves as a step-by-step guide to navigating the City's process, from site selection through opening day. It provides a clear overview of key steps, resources, and considerations to help businesses move forward with confidence. [Pleasanton Playbook - 8.5x11 Digital](#)

Upcoming Business Meetings, Events and Other Items:

1. **East Bay SBDC: Government Contracting Workshop**, April 15, 2026, 11:30 am to 1:00 pm. Local businesses have an opportunity to participate in the East Bay SBDC workshop series focused on helping businesses become contract-ready and compete for government contracts. This series is designed to provide practical guidance on how to navigate the government contracting process, including how to become certified, identify the right opportunities, prepare competitive proposals, and secure financing to fulfill contracts. To learn more and register, visit: [How to Win Government Contracts 4 - Responding to Government Opportunities](#)
2. **Tri-Valley Innovation Fair**, April 18, 2026, from 10:00am to 5:00pm at the Alameda County Fairgrounds. | Businesses, innovators, and community members are invited to take part in the Tri-Valley Innovation Fair. To learn more, visit: [Tri-Valley Innovation Fair | Quest Science Center](#)
3. **Earth Day & Arbor Day**, April 25, 2026, from 10:00 am to 1:00 pm at the City of Pleasanton Library and Civic Center. The City of Pleasanton invites the entire community to explore local resources, participate in community activities, and connection with organizations working toward a more sustainable future. To learn more, visit: [City of Pleasanton Earth and Arbor Day Celebration | Events | Pleasanton Public Library](#)
4. **Pleasanton Downtown Association Annual Wine Stroll**, Saturday, May 2, 2026, 5:00 pm to 8:00 pm. Pleasanton's Annual Wine Stroll will turn various downtown locations into tasting rooms as they partner up with local wineries. Guests will have the opportunity to spend a beautiful evening in charming

Downtown Pleasanton sipping, shopping, and strolling. Additionally, there will be live artists and musicians performing throughout Main Street. Tickets available at: [Downtown Pleasanton's Wine Stroll Tickets, Saturday, May 2 from 5 pm to 8 pm | Eventbrite](#)

5. **Pleasanton Chamber of Commerce Young Professionals Mixer**, Thursday, May 7, 2026, 5 – 7 pm, Alameda County Fairgrounds | No cost for Chamber members and \$10 for guests. To register visit: [Pleasanton Young Professionals Mixer May 2026 - May 7, 2026](#)

ACTION: RECEIVE ECONOMIC DEVELOPMENT INFORMATION/UPDATES