

**ECONOMIC VITALITY COMMITTEE
AGENDA**

**THURSDAY, JUNE 18, 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 April 16, 2026

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

PUBLIC HEARINGS AND OTHER MATTERS

2. Review Draft 2026-2027 Business Outreach Strategy
3. Economic Development Information/Updates

MATTERS INITIATED BY ECONOMIC VITALITY COMMITTEE

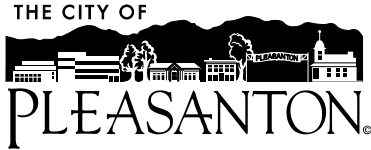
ADJOURNMENT

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.

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**ECONOMIC VITALITY COMMITTEE
REGULAR MEETING MINUTES**

**April 16, 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 Bnhamou, Vice Chair Josh Chanin, Steve McCoy-Thompson, Paresh Hule, Gavin Shea, Davinder Channon

Absent: Brian Wilson, Igor Leonov, Pravin Venketsamy

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

AGENDA AMENDMENTS

Deputy Director Denis corrected the roll call for the April meeting.

CONSENT CALENDAR

- 1. Approval of February 19, 2026, meeting minutes were approved with the correction on motion by McCoy-Thompson and second by Hule. 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 an overview of the 2026-2027 Business Outreach Strategy Framework.

Deputy Director Denis provided a presentation and overview of the 2026-2027 Business Outreach Strategy Framework.

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

The Committee provided feedback on the four questions outlined in the agenda report and presentation. In response to question one, Committee members commented the outreach strategy should incorporate ways to bring Tier 1 and 2 businesses together; consider sub-tiers for Tier 2 and identify emerging businesses; and all five tiers adequately address the needs of

the community. In response to question two, Committee members commented annual business visits should be more consistent; the initial in-person one on one visits with businesses are important to establish relationships with the businesses and city representatives, and can be followed up by virtual meetings or phone calls; Tier 2, 3, and 4 outreach should be prioritized as the businesses need face time with city representatives; and Tier 4 outreach should include brokers and property managers in addition to the tenants. In response to question three, Committee members commented outreach should include virtual meetings in addition to in-person meetings; allow businesses options for meeting types such as seminars or group conversations; and provide technical assistance or a business concierge service to assist businesses through the permit process. In response to questions four, Committee members stated the survey should incorporate into the marketing that our community is a great place to live, work and play.

No formal action was taken by the Committee and Deputy Director Denis stated the Draft Business Outreach Strategy will be presented at a future EVC meeting.

3. Receive Economic Development Information/Updates

Deputy Director Denis provided the Economic Development information and updates.

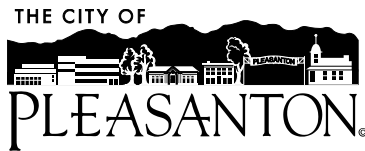
MATTERS INITIATED BY ECONOMIC VITALITY COMMITTEE

Vice Chair Chanin recommended the city explore a potential utility tax on new uses, like other jurisdictions.

Committee Member McCoy-Thompson recommended city staff use Monday.com as an additional tool and resource and incorporate additional QR codes on the 'Pleasanton Playbook' publication.

MEETING ADJOURNED

The meeting was adjourned at 8:42 a.m.



ECONOMIC VITALITY COMMITTEE REPORT

June 18, 2026
Economic Development

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

BACKGROUND

In August 2023, the City Council adopted the updated Economic Development Strategic Plan (EDSP) which the Economic Vitality Committee (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>

EDSP 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

At its April 16, 2026 meeting, the Committee received an overview of the 2026-2027 Business Outreach Strategy Framework, which proposed organizing the City's business engagement activities into a five-tier outreach structure aligned with EDSP Priority 2.0. Staff presented the framework to solicit Committee input on the tiered outreach structure, outreach frequency and visit format, partner roles, and the planned Business Climate and Needs Survey.

Following the meeting, staff incorporated the Committee's feedback and recommendations, conducted additional outreach discussions with industry partners, and undertook further research and analysis to develop the Draft 2026-2027 Business Outreach Strategy. The draft strategy is provided in full as Attachment 1 to this report.

DISCUSSION

The draft strategy establishes a formal, repeatable framework for the City’s business engagement activities, grounded in International Economic Development Council (IEDC) best practices and aligned with EDSP Priority 2.0. It defines the segments of the business community to be engaged, the methods and frequency of engagement by segment, the resources and assistance available to businesses, and the metrics by which program effectiveness will be evaluated. The following summarizes how the draft addresses Committee feedback and the additions developed through partner discussions and staff research since April.

Incorporating Economic Vitality Committee Feedback

Committee Feedback Area	How Addressed in the Draft Strategy
Purpose, Goals, and Vision for Success	The draft strategy articulates six organizational goals and a dedicated Vision for Success section defining expected outcomes for both the business community and the City, including a known point of contact for all businesses, 30-day response to critical needs, and annually reported performance metrics.
Tier 1 Sector Specificity	Tier 1 is subdivided into six industry sectors: Life Sciences and Biotechnology; Healthcare and Social Assistance; Professional, Technical, and Scientific Services; Information and Technology; Automotive and Retail (Top Sales Tax Generators); and Manufacturing and Industrial, each with tailored outreach focus areas reflecting sector-specific conditions and needs.
Tier 2 Sector Organization and Emerging/Target Industry Identification	Tier 2 is organized by six industry sectors with identified target business categories and outreach focus areas. Emerging growth categories from the EDSP’s Industry Cluster Health Check, including home health care services, offices of physical and occupational therapists, and services for the elderly and disabled, are explicitly called out.
Cross-Sector Connector Program	A new Cross-Sector Connector Program creates City-facilitated pathways between Tier 1 anchor employers and Tier 2 businesses through three mechanisms: a standing question in all Tier 1 visits regarding local procurement and mentorship capacity; targeted referrals during Tier 2 visits; and one to two sector-specific roundtables convened annually.

Additions from Partner Discussions and Staff Research

In addition to incorporating Committee direction, staff conducted discussions with industry partners and undertook further research and analysis between April and June. The following additions to the draft strategy reflect those efforts.

- **Hacienda Coordination Role:** A quarterly coordination cadence with Hacienda's Executive Director and management team is formalized, covering vacancy and absorption conditions, tenant retention risks development pipeline activity, and coordination of joint visits where Hacienda already holds an established relationship with a target business.
- **Expanded Partner Coordination Structure:** The Partner Roles and Coordination section defines specific areas of coordination and engagement cadences for seven named organizations: Pleasanton Chamber of Commerce, Pleasanton Downtown Association, Hacienda, Visit Tri-Valley, Innovation Tri-Valley and i-Gate Hub, Las Positas College and Alameda County Workforce Development Board, and Alameda County Fairgrounds.
- **Life Sciences Sector Context:** Broker interviews and staff research confirm Pleasanton's position as a cost-competitive alternative to South San Francisco, Emeryville, and Hayward, with costs 1.25 to 2.5 times lower. Findings on maturing Tri-Valley incubated companies and inbound relocations from higher-cost markets are incorporated into the Tier 1 and Tier 2 life sciences subsections.
- **Small Business Technical Assistance Partnerships:** A new subsection within Tier 3 identifies the East Bay Small Business Development Center, Community Development Financial Institutions, and the U.S. Small Business Administration as key technical assistance partners. Referrals to these organizations will be incorporated as a standard follow-up action in the BRE visit workflow.
- **Stoneridge Mall Outreach Structure:** A dedicated subsection within Tier4 addresses Stoneridge Mall's four-owner structure (Simon Property Group, Macy's, 300 Venture Group, and SHPR Investment) separately from other retail properties, with outreach conducted owner-by-owner and coordinated with Planning Division staff as the Framework Plan advances.
- **CIP and Annual Report Linkage:** The strategy explicitly connects outreach findings to the City's Capital Improvement Plan process and Annual Economic Development Report, with performance metrics compiled and reported to the Committee annually.
- **Finalized Outreach Frequency Cadence:** The draft includes a finalized cadence for all five tiers, reflecting the current staffing level of two dedicated FTEs: Tier 1 – annual in-person visit and mid-year digital touchpoint; Tier 2 – in-

person visit on a rolling two-year cycle and annual digital touchpoint; Tier 3 – ongoing through Chamber, Hacienda and PDA partnerships; Tier 4 – semi-annual contact; Tier 5 – annual visit to all 14 properties with ongoing Visit Tri-Valley coordination.

Overview of the Draft 2026 – 2027 Business Outreach Strategy

The draft strategy is organized into eight sections covering all major components of the outreach program. A brief description of each section is provided below.

Section	Description
1. Purpose, Goals, And Vision for Success	Establishes the strategic rationale, six organizational goals, and expected outcomes for both the business community and the City over the course of FY2026-27 and beyond.
2. Outreach Target Framework	Defines the five-tier structure with sector-specific subsections for Tiers 1 and 2, the Cross-Sector Connector Program, dedicated Stoneridge Mall guidance within Tier 4, and small business technical assistance partnerships within Tier 3.
3. Expanded Sector Priorities	Identifies established priority sectors (Life Sciences and Biotechnology; Professional, Technical, and Scientific Services) and five expanded sectors for FY2026-27 (Healthcare and Social Assistance; Manufacturing and Industrial; Light Industrial and Logistics; Finance and Insurance; Construction and Contractors).
4. Outreach Program Design	Defines visit format guidance for in-person, virtual, and written communication; finalized outreach cadence by tier; trade association and partner engagement; and the 30-day business need triage and follow-up protocol.
5. Business Climate and Needs Survey	Confirms the spring 2027 administration target and outlines the approach to survey design, administration, and use of results to inform strategy adjustments and the Annual Economic Development Report.
6. Partner Roles and Coordination	Establishes defined roles and coordination cadences for seven partner organizations, ensuring complementary, non-duplicative engagement across all outreach tiers.
7. Marketing and Value Proposition	Identifies the priority need to assess and develop a current ‘Why Pleasanton’ value proposition piece, outlines the digital presence review, and establishes a plan to attend two to three sector-focused trade shows and regional events annually.

8. Tools, Tracking, and Performance Metrics

Establishes the outreach tracking platform and defines ten annually tracked performance metrics drawn from the EDSP's Economic Development Dashboard, to be reported to the Economic Vitality Committee.

Staff requests the Economic Vitality Committee provide input regarding the Draft 2026-2027 Business Outreach Strategy, and any additions or adjustments the Committee believes should be reflected in the final document. Based on the Committee's input, staff will incorporate revisions and return with a final Business Outreach Strategy for the Committee's consideration at a subsequent meeting.

ACTION: RECEIVE AND REVIEW THE DRAFT 2026-2027 BUSINESS OUTREACH STRATEGY (ATTACHMENT 1), PROVIDE FEEDBACK TO STAFF, AND RECOMMEND STAFF INCORPORATE COMMITTEE INPUT INTO THE FINAL BUSINESS OUTREACH STRATEGY.

Attachments:

1. Draft 2026-2027 Business Outreach Strategy

City of Pleasanton

2026–2027 Business Outreach Strategy

Economic Development Division

Executive Summary

The 2026–2027 Business Outreach Strategy establishes a formal, repeatable framework for how the City of Pleasanton's Economic Development Division engages the local business community. Prior to this strategy, outreach occurred on an ad hoc basis without a defined methodology for who was contacted, how frequently, or with what intended outcomes. This strategy addresses that gap in alignment with the Business Retention, Attraction, and Expansion priorities of the Economic Development Strategic Plan (FY2024–2028) and best practices established by the International Economic Development Council (IEDC).

The strategy organizes outreach targets into five tiers: Tier 1 covers anchor employers and top gross sales tax generators, subdivided by six industry sectors with tailored focus areas for each; Tier 2 targets mid-sized businesses with approximately 50 to 200 employees, organized by sector with emerging industries identified through the EDSP's Industry Cluster Health Check; Tier 3 encompasses the small business community, served through the Chamber of Commerce and Downtown Association with a structured technical assistance partnership framework; Tier 4 covers real estate stakeholders, with dedicated attention to Stoneridge Mall given its four-owner structure and active Framework Plan redevelopment process; and Tier 5 encompasses all 14 Pleasanton hotel properties. A Cross-Sector Connector Program creates City-facilitated pathways between Tier 1 and Tier 2 businesses through visit integration, targeted referrals, and annual sector roundtables.

Sector priorities are integrated into the tiered visit program, with Life Sciences and Biotechnology and Professional, Technical, and Scientific Services as established focus areas, and Healthcare and Social Assistance, Manufacturing and Industrial, Light Industrial and Logistics, Finance and Insurance, and Construction and Contractors identified as expanded priorities for FY2026–27.

Outreach will be conducted through in-person and virtual visits following a standardized visit guide, with a finalized cadence for each tier and visit records documented within five business days. When a visit surfaces a critical need, staff will deliver a targeted response within 30 days. A Business Climate and Needs Survey is planned for spring 2027. Coordination roles are defined for seven partner organizations, including a formalized quarterly engagement structure with Hacienda and Visit Tri-Valley. Marketing collateral and digital presence will be assessed prior to program launch, and ten performance metrics will be tracked annually and reported to the Economic Vitality Committee (EVC).

1. Purpose, Goals, and Vision for Success

1.1 Background and Purpose

Pleasanton's business community is a primary driver of the local economy, generating the sales tax revenues, transient occupancy tax, business license fees, and employment that support City services and community quality of life. The City's Economic Development Division has long recognized the importance of maintaining relationships with local businesses and has engaged the business community in various capacities over the years. However, that engagement has not followed a formalized or structured framework. Outreach has occurred largely on an ad hoc basis, without a defined methodology for who is contacted, how frequently, through what format, or with what intended outcomes.

The absence of a structured approach has created gaps in the City's visibility into business conditions across sectors and size categories. Businesses that have not had prior relationships with Economic Development staff, that operate in sectors outside prior areas of focus, or that fall between the thresholds of the City's largest employers and its small business community have had limited structured access to City resources and support.

The 2026–2027 Business Outreach Strategy addresses this gap by establishing a formal, repeatable framework for how the City of Pleasanton conducts business outreach. The strategy defines the segments of the business community that will be engaged, the methods and frequency of engagement by segment, the resources and assistance the City can provide, and the metrics by which program effectiveness will be evaluated. It is grounded in best practices established by the International Economic Development Council (IEDC), implements the Business Retention, Attraction, and Expansion priorities of the Economic Development Strategic Plan (FY2024–2028), and incorporates feedback received from the Economic Vitality Committee during the April 2026 presentation of the strategy framework.

1.2 Goals

The strategy is organized around the following goals:

1. **Formalize and Systematize Business Outreach:** Establish a consistent, documented approach to business engagement that is repeatable across fiscal years and not dependent on individual relationships or ad hoc circumstances.
2. **Broaden the Reach of Outreach Across Sectors and Business Sizes:** Ensure that businesses across all major sectors and size categories, including those that have not previously received structured City contact, are included in the outreach program.
3. **Serve Businesses and Maintain Proactive Communication:** Create a clear and accessible point of contact within the Economic Development Division so that businesses can receive guidance on permitting, space needs, workforce programs, regulatory questions, and other matters in a timely manner. In parallel, ensure that businesses receive accurate, coordinated information from the City on issues such as infrastructure

projects, utility or service updates, and regulatory changes that may affect their operations.

4. **Gather Business Intelligence and Identify Retention and Expansion Needs:** Use outreach to gather intelligence about current business conditions and analyze feedback to identify trends with potential major impacts across the business community, such as shortages in qualified labor, effects of inflation, and crime or graffiti concerns. In doing so, identify businesses that may be going through a sensitive transition period, which may present opportunities for growth or a need for technical assistance, financing, or other business support services.
5. **Apply Outreach Findings to City Priorities and Foster Community Connections:** Use findings from business visits and outreach to inform the City's Capital Improvement Plan, budget process, policy development, and Annual Economic Development Report. Additionally, identify opportunities where the City can serve as a convener, helping businesses in different size tiers and sectors build relationships that generate mutual economic benefit.

1.3 Vision for Success

The following outcomes reflect what effective implementation of this strategy would produce over the course of the 2026–2027 fiscal year and beyond.

1.3.1 Outcomes for the Business Community

- Businesses across all tiers have a known, accessible point of contact within the City's Economic Development Division.
- Businesses that flag operational challenges, space needs, workforce issues, or regulatory concerns during outreach visits receive a substantive City response within 30 days.
- Mid-sized and emerging businesses in sectors that have not historically received structured outreach are identified, engaged, and connected to relevant City and regional resources.
- Businesses in Tier 1 and Tier 2 have structured opportunities to connect with one another through City-facilitated introductions and sector roundtables, resulting in new business-to-business relationships.
- All businesses receive clear and timely communication from the City regarding infrastructure, regulatory updates, and other matters affecting their operations.

1.3.2 Outcomes for the City

- An annually updated, comprehensive BRE target list that spans all tiers and sectors, tracked through the City's project management platform.
- A documented record of outreach activity, including visits conducted, issues identified, referrals made, and follow-up actions completed.

- Business intelligence gathered through visits that is systematically reported to inform the CIP process and Annual Economic Development Report.
- A diversified and stable local tax base supported by retention of existing businesses and attraction of new investment in priority sectors.
- Performance metrics that allow the Economic Vitality Committee and City leadership to assess program effectiveness and make informed decisions about future resource allocation.

2. Outreach Target Framework

2.1 Overview

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 utilizes a tiered structure to ensure that engagement is calibrated to the size, sector, and strategic significance of each business segment. 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. Depending on the nature of the need, assistance may include permitting and zoning navigation, workforce development referrals, commercial space connections, coordination with other City departments, or introductions to regional partners and other Pleasanton businesses.

The framework is organized into five tiers. Tiers 1 and 2 are further subdivided by industry sector to reflect the distinct conditions, needs, and opportunities that characterize each cluster and to facilitate more targeted, informed engagement.

2.2 Tier 1: Anchor Employers and Top Revenue Generators

2.2.1 Overview

Tier 1 encompasses Pleasanton's largest employers and top gross sales tax generators. These businesses represent the foundation of the City's economic base and are the primary recipients of structured, in-person annual visits conducted by Economic Development staff. Outreach at this tier is designed to sustain and deepen existing relationships, identify emerging risks before they escalate, and ensure that the City's most consequential business partners have a direct and responsive connection to City leadership and staff resources.

2.2.2 Life Sciences and Biotechnology

Pleasanton has a burgeoning life sciences and biotechnology cluster anchored by national and global firms operating in medical devices, laboratory instruments, pharmaceutical preparation, and R&D. The city is viewed as a more affordable alternative to South San Francisco, Emeryville, and Hayward, with costs 1.25 to 2.5 times lower than those markets according to broker interviews conducted for the 2023 Economic Profile Report. Very low vacancy rates and continuing year-over-year rent growth signal strong demand and ongoing investment activity.

Representative Tier 1 businesses in this sector include Roche Molecular Systems, 10x Genomics, Thermo Fisher, Abbott, and Veeva Systems.

City Outreach Focus Areas:

- Understand space expansion needs and near-term facility investment plans to anticipate retention and attraction opportunities
- Assist businesses in navigating the City's zoning and permitting processes, particularly given documented demand for mixed-use campus configurations that may require discretionary review
- Strengthen the City's visibility and credibility with regional life sciences firms through engagement with industry associations such as BIOCOM, California Life Sciences (CLS), California Life Sciences Institute, etc.
- Coordinate with regional innovation partners, including Innovation Tri-Valley, i-GATE Innovation Hub, and Startup Tri-Valley, to align outreach efforts and share market intelligence
- Connect businesses with workforce development resources through Las Positas College and the Alameda County Workforce Development Board to address talent pipeline needs

2.2.3 Healthcare and Social Assistance

Healthcare is Pleasanton's second-largest employing industry with over 7,000 jobs citywide. Anchor institutions including Kaiser Foundation Hospitals and Stanford Medicine Health Care Tri-Valley are among the top five largest employers in the city. The sector's concentration of high-wage, community-serving employment and its ties to regional health system investment trends make these relationships particularly important to monitor and sustain. The EDSP also identifies the HMO Medical Center industry as actively investing in place-based community wellness hubs connected to university and R&D networks, a trend with direct implications for Pleasanton's development opportunities and land use planning.

City Outreach Focus Areas:

- Engage representatives of major healthcare networks, including Kaiser, Stanford Healthcare Tri-Valley, and Sutter, to understand long-term facility development plans, service line expansions, and anticipated space needs
- Identify facility investment and service expansion plans that may intersect with redevelopment opportunities or require coordination with the City's Planning Division
- Monitor consolidation trends and system-level decisions that could affect local operations, employment, or service availability
- Connect healthcare employers with workforce pipeline resources through Las Positas College and the Alameda County Workforce Development Board to address documented shortages in clinical and allied health occupations
- Explore opportunities to align with regional wellness hub development trends, including potential partnerships with educational institutions and research networks consistent with EDSP best practices

2.2.4 Professional, Technical, and Scientific Services

Professional and technical services represent Pleasanton's largest employing sector at nearly 11,000 jobs, with major anchors including Workday, Oracle, and Blackhawk Network. This cluster is among Pleasanton's most concentrated relative to regional and national norms and drives significant demand for Class A office and R&D space throughout Hacienda Business Park and the broader commercial market. The EDSP identifies best practices for capturing continued growth in this sector, including marketing Pleasanton's quality of life and transportation access to attract remote and hybrid workers from the San Francisco Bay Area.

City Outreach Focus Areas:

- Assess the effects of remote and hybrid work policies on space utilization, leasing decisions, and long-term footprint planning to monitor implications for Hacienda Business Park and the broader office market
- Understand talent attraction and retention challenges, including workforce pipeline needs that may be addressed through regional education and workforce development partnerships
- Gauge interest in Pleasanton's redevelopment opportunities, particularly within Hacienda Business Park, where existing underutilized space may be candidates for repositioning or adaptive reuse
- Explore alignment with regional entrepreneurship and innovation programming through partners such as Innovation Tri-Valley, i-GATE Innovation Hub, and Startup Tri-Valley, consistent with the EDSP's priority growth strategy for interlinking scientific and technical sectors
- Identify opportunities to market Pleasanton's competitive advantages, including cost relative to San Francisco and Silicon Valley, transportation connectivity, and quality of life, to firms considering relocation or expansion in the Tri-Valley

2.2.5 Information and Technology

The information sector employs approximately 5,800 workers in Pleasanton, reflecting a strong concentration of software, data, and communications firms. The Economic Profile Report identifies software developers as the single largest occupation in Pleasanton by job count, with more positions than qualified local residents to fill them, underscoring a persistent talent gap that shapes both business retention risk and attraction opportunity. Businesses in this sector are frequently co-located with or closely linked to the Professional and Technical Services cluster and share similar space, workforce, and infrastructure needs. The EDSP identifies data processing, hosting, and software publishing as priority growth subsectors within the city's interlinking scientific and technical industries framework.

City Outreach Focus Areas:

- Identify technology infrastructure needs, including connectivity, power reliability, and data center or server capacity requirements that may inform City planning or capital investment discussions

- Understand interest in co-location arrangements and campus-style development, particularly within Hacienda Business Park, where shared infrastructure and proximity to complementary firms are key attraction factors
- Connect businesses with regional universities, community colleges, and workforce development partners to address documented shortfalls in software and technical occupations, particularly for software developers and data professionals
- Support the City's broader marketing efforts positioning Pleasanton as an accessible and cost-competitive destination for Bay Area technology firms, leveraging the city's transportation connectivity, quality of life, and proximity to innovation corridors
- Monitor signs of workforce or space-related stress that could signal retention risk, particularly among mid-sized software and data firms that may be vulnerable to consolidation or relocation

2.2.6 Automotive and Retail (Top Sales Tax Generators)

Automotive dealers, general retail, service stations, and building and construction suppliers collectively represent Pleasanton's most significant sources of sales tax revenue. The City's autos and transportation category alone has historically led all business groups in local sales tax production, while general retail, dining, and construction-related businesses round out the top tier of contributors. The 2023 Economic Profile Report identifies diversification of the sales tax base as a long-term fiscal resilience priority, making sustained engagement with top revenue-generating businesses across both categories especially important.

Across both sub-sectors, the City will conduct in-person, on-site visits with at least 10 of the top 50 sales tax generators per year to monitor business conditions, maintain direct relationships, and gather intelligence that informs the City's Local Revenue Growth Initiative and broader fiscal planning efforts.

Auto Dealers

Pleasanton's auto dealer cluster represents a concentrated and historically reliable source of General Fund revenue. Active relationship management is warranted given ongoing industry shifts in vehicle sales models, electrification, and dealership consolidation that could affect the long-term stability of this revenue stream.

City Outreach Focus Areas:

- Monitor sales performance trends and near-term business plans to anticipate changes that could materially affect the City's sales tax revenue outlook
- Stay informed of ownership transitions, franchise changes, or brand realignments that could affect the long-term viability of dealership operations at key locations
- Understand how electrification trends and shifting consumer vehicle preferences are affecting dealer operations, inventory strategy, and infrastructure needs such as EV charging
- Assess site utilization and any interest in facility upgrades, lot reconfiguration, or expansion that may require City coordination or permitting support

- Build and maintain relationships with major brokers, developers, and other prominent representatives active in the automotive retail industry to monitor market activity and position Pleasanton competitively for new or expanding dealerships

General Retail

General retail, including department stores, grocery, dining, apparel, and construction suppliers, constitutes a broad and economically significant category within Pleasanton's sales tax base. Stoneridge Mall, neighborhood power centers, and Downtown Pleasanton each represent distinct retail environments with different demand drivers, tenant mix considerations, and redevelopment trajectories that warrant ongoing attention.

City Outreach Focus Areas:

- Engage with the retail industry through ICSC and other relevant trade organizations to stay current on national retail trends, tenant demand patterns, and investment activity that may affect Pleasanton's retail market
- Monitor the health of major retail nodes, including Stoneridge Mall, neighborhood power centers, and Downtown, by maintaining regular contact with property owners, center managers, and anchor tenants
- Identify vacancy trends, tenant transitions, or lease expirations that may signal risk or opportunity and warrant proactive City engagement or coordination with property owners
- Assess the performance and near-term plans of top grocery, dining, and construction supply businesses, which collectively represent significant and relatively stable contributors to the City's sales tax base
- Coordinate outreach findings with the City's retail assessment efforts and the Local Revenue Growth Initiative to ensure business intelligence informs fiscal planning, leasing strategy support, and policy discussions

2.2.7 Manufacturing and Industrial

Manufacturing employs approximately 3,541 workers in Pleasanton, with industrial rents increasing 98% over the past decade and currently averaging \$25 per square foot, well above the East Bay metro average. The Stanley and Valley Industrial Parks and portions of Hacienda Business Park accommodate a mix of advanced manufacturing, flex space, and logistics users, and sustained investor activity in the submarket reflects strong underlying demand. Despite this performance, the EDSP and Economic Profile Report both identify Pleasanton's zoning framework as an artificial constraint on supply, noting that the inability to co-locate office, R&D, manufacturing, and distribution on a single site limits the City's ability to accommodate growing businesses. Encroachment of non-industrial uses into the Stanley and Valley Industrial Parks is also identified as an ongoing risk to the long-term integrity of Pleasanton's industrial land base.

City Outreach Focus Areas:

- Assess space expansion needs and site planning considerations, particularly for businesses approaching the threshold at which relocation or new facility development typically becomes necessary
- Understand the extent to which current zoning limitations are affecting business operations or expansion decisions, and use those findings to inform coordination with the Planning Division
- Gauge business interest in zoning flexibility that would allow co-located office, R&D, manufacturing, and distribution on a single site, consistent with the EDSP's identified opportunity to modify zoning definitions for flex and industrial uses
- Monitor for non-industrial encroachment into the Stanley and Valley Industrial Parks and gather intelligence that supports the City's efforts to preserve industrial land for appropriate uses
- Connect businesses with workforce development resources through Las Positas College, the Alameda County Workforce Development Board, and regional apprenticeship programs to address skilled trades and technical occupation needs
- Partner with regional organizations such as Manex, AMBayArea, CMTA, and the East Bay EDA to track industrial development and workforce trends, identify growth opportunities, and ensure Pleasanton's outreach efforts are informed by broader regional market intelligence
- Identify businesses that may benefit from closer coordination with Planning Division staff on permitting, approvals, or adaptive reuse planning, or that may be candidates for the City's Major Projects Accelerator Program

2.3 Tier 2: Medium-Sized Businesses

2.3.1 Overview

Tier 2 encompasses businesses with approximately 50 to 200 employees that have not historically been the subject of structured City outreach. This segment is significant because businesses at this size are frequently at a critical inflection point. They may be outgrowing their current space, navigating workforce growth, seeking access to incentive programs, or evaluating whether to expand in Pleasanton or relocate. Timely City engagement at this stage can meaningfully influence those outcomes.

The Tier 2 target list will be built using business license data, CoStar commercial property and tenant records, and ESRI Business Analyst employment and demographic data. 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 supplement the City's business license records to produce a comprehensive and spatially organized target list.

Businesses are organized below by sector, with emerging industries identified based on the EDSP's Industry Cluster Health Check analysis.

2.3.2 Life Sciences and Biotechnology

Pleasanton's life sciences cluster is maturing, with Tri-Valley incubated companies increasingly seeking to locate in Pleasanton as they advance from early-stage operations into production and scale. Businesses in this tier typically require 10,000 to 40,000 square feet and are at a stage where City assistance with site identification, permitting navigation, and workforce connections can be consequential to their growth decisions. Beyond locally incubated firms, the 2023 Economic Profile Report documents companies relocating to Pleasanton from higher-cost markets including Richmond, San Diego, and Sunnyvale, underscoring the city's ongoing role as a cost-competitive destination within the Bay Area life sciences ecosystem.

Target Business Categories Within This Sector:

- Pharmaceutical Preparation Manufacturing
- R&D services and laboratory operations, including wet and dry lab facilities
- Data Processing and Hosting supporting biotech and medical applications
- Semiconductor and Electrical Equipment Manufacturing linked to life sciences instrumentation

City Outreach Focus Areas:

- Assess space needs and near-term growth plans, with particular attention to businesses approaching the scale at which facility decisions become critical to continued operations
- Assist businesses in navigating the City's permitting and zoning processes, and use findings to inform ongoing coordination with Planning Division staff on barriers to life sciences development
- Identify candidates for the City's Major Projects Accelerator Program, particularly firms requiring vertically integrated facilities that may benefit from early and sustained City coordination
- Connect businesses with i-GATE, Innovation Tri-Valley, Startup Tri-Valley, and UC Berkeley's Life Sciences Entrepreneurship Center for mentorship, peer networks, and access to regional innovation resources
- Facilitate introductions between Tier 2 businesses and Tier 1 anchor companies where supply chain, talent pipeline, or research collaboration opportunities may exist
- Partner with BIOCUM and the East Bay Biomedical Manufacturing Network to monitor sector trends, track inbound relocation interest, and strengthen Pleasanton's visibility among regional life sciences firms considering expansion

2.3.3 Healthcare and Social Assistance

Beyond the anchor institutions included in Tier 1, a substantial number of mid-sized healthcare businesses operate in Pleasanton, including physician group practices, outpatient therapy and rehabilitation providers, specialty clinics, and home health and social service agencies. The EDSP's Industry Cluster Health Check identifies offices of physicians, home health care services, and services for the elderly and disabled as emerging growth areas warranting dedicated outreach.

Target Business Categories Within This Sector:

- Home health care services
- Offices of physical, occupational, and speech therapists
- Services for the elderly and disabled
- Outpatient mental health and substance use disorder treatment providers

City Outreach Focus Areas:

- Space availability and tenant improvement support
- Workforce pipeline connections with Las Positas College's nursing and allied health programs
- Awareness of the City's permitting resources and processes
- Coordination with the Alameda County Workforce Development Board on healthcare occupational training

2.3.4 Professional Services

The EDSP identifies management consulting, marketing consulting, HR management services, computer facilities management, accounting services, and advertising agencies as potential emerging industries within the Professional Services cluster. Mid-sized firms in these categories often represent significant local employment and stable revenue but have had limited prior interaction with the City's economic development function.

Target Business Categories Within This Sector:

- Management and marketing consulting firms
- HR management and staffing services
- Accounting and financial advisory services
- Advertising agencies and communications firms
- Interior design and facilities management services

City Outreach Focus Areas:

- Workforce needs and implications of remote and hybrid work arrangements
- Interest in co-working and collaborative space options
- Connection to regional business networks and sector-focused events
- Awareness of the City's Support Local program and marketing resources

2.3.5 Manufacturing, Industrial, and Logistics

Mid-sized manufacturers and industrial operators in the Stanley and Valley Industrial Parks and Hacienda represent a sector that has seen strong rent growth and sustained investor interest but limited direct City outreach. The EDSP recommends protecting industrial areas from encroachment by non-industrial uses and adjusting zoning to accommodate the flexible, co-located uses that the life sciences cluster increasingly requires.

Target Business Categories Within This Sector:

- Electrical Equipment and Component Manufacturing
- Merchant Wholesalers of nondurable goods
- General Freight Trucking and logistics operations
- Automobile manufacturing-adjacent businesses including EV components, battery suppliers, and recycling

City Outreach Focus Areas:

- Zoning flexibility and permitting navigation
- Protection of industrial space from non-industrial encroachment
- Workforce connections for skilled trades including electricians, machinists, and logistics operators
- Introduction to Tier 1 manufacturers for potential supply chain relationships

2.3.6 Finance and Insurance

Finance and Insurance accounts for approximately 4.4% of business establishments in Pleasanton, above the Tri-Valley average, and includes a notable concentration of direct health and medical insurance carriers. The EDSP flags this category as requiring attention, as Alameda County has seen significant job losses in this sector despite its regional importance.

Target Business Categories Within This Sector:

- Direct health and medical insurance carriers
- Regional managing offices of national financial firms
- Mortgage banking and financial technology companies
- Insurance and risk management services

City Outreach Focus Areas:

- Retention risk identification given countywide sector trends
- Awareness of available commercial space and City resources
- Connection to regional workforce and talent programs that support financial services occupations

2.3.7 Construction and Contractors

Construction ranks among Pleasanton's top sales tax generating categories and employs approximately 4,550 workers. Mid-sized general contractors, specialty trade contractors, and construction-related suppliers operating in Pleasanton represent an economically significant segment that has received limited structured outreach.

Target Business Categories Within This Sector:

- Electrical contractors
- Mechanical and structural engineering services
- Specialty trade contractors serving the life sciences and technology construction market

City Outreach Focus Areas:

- Awareness of upcoming public and private development projects that may represent local contracting opportunities
- Connection to the City's CIP planning process and project pipeline
- Workforce development linkages for apprenticeship programs in the trades

2.4 Tier 1 and Tier 2 Cross-Sector Connector Program

2.4.1 Program Purpose

The Economic Vitality Committee identified an opportunity to leverage the knowledge, talent, and resources of Pleasanton's anchor employers in support of the city's growing mid-sized business community. The Tier 1 and Tier 2 Cross-Sector Connector Program responds to that direction by creating deliberate, City-facilitated pathways for cross-tier engagement.

The program is designed to cultivate a more collaborative local business ecosystem in which mid-sized and emerging businesses can access the expertise, talent pipelines, supply chains, and professional networks of Pleasanton's anchor employers. The City's role is to serve as a convener and facilitator, identifying natural alignment between businesses across tiers and creating structured opportunities for connection. The intended outcomes include new business-to-business relationships, local supply chain development, workforce and mentorship partnerships, and a more interdependent local economy that benefits businesses at all levels.

2.4.2 Types of Cross-Tier Connections

The following examples illustrate the kinds of connections this program is designed to facilitate, organized by sector.

Life Sciences and Biotechnology: Anchor employers such as Roche, Thermo Fisher, and 10x Genomics maintain established supply chains, laboratory services needs, and R&D functions that mid-sized Pleasanton firms may be positioned to serve. Staff will identify potential vendor and subcontractor relationships between Tier 1 and Tier 2 businesses in this sector and facilitate introductions through sector-specific roundtables and targeted referrals.

Healthcare: Tier 1 anchor institutions including Kaiser and Stanford Health Care Tri-Valley operate workforce development pipelines and clinical training programs that mid-sized physician practices, therapy providers, and home health agencies may benefit from. Staff will work with both tiers to surface partnership opportunities in workforce training, specialist referral networks, and community health programming.

Professional and Technical Services: Major employers such as Workday and Oracle operate procurement programs, startup mentorship initiatives, and professional alumni networks that mid-sized Pleasanton firms may be positioned to access. Staff will maintain awareness of these programs and facilitate connections during Tier 2 business visits where appropriate.

Manufacturing and Industrial: Mid-sized manufacturers may serve as vendors, component suppliers, or contract manufacturers for Tier 1 operations. Staff will facilitate supply chain conversations and, where appropriate, convene small-group introductions between Tier 1 procurement contacts and Tier 2 manufacturers.

2.4.3 Implementation Approach

The Cross-Sector Connector Program will be implemented through three primary mechanisms.

Business Visit Integration: During all Tier 1 visits, Economic Development staff will include a standing question regarding local procurement preferences, vendor relationships, and mentorship capacity. Responses will be recorded in the City's outreach management platform and maintained as an inventory of Tier 1 resources available for cross-tier connection.

Targeted Referrals: During Tier 2 visits, staff will assess each business's needs and growth stage and identify whether a Tier 1 connection would be appropriate and mutually beneficial. Referrals will be made on a targeted, relationship-by-relationship basis rather than through broad introductions.

Sector Roundtables: The City will convene one to two sector-specific roundtables annually, bringing together Tier 1 and Tier 2 businesses in a structured, facilitated format designed to surface collaboration opportunities. These gatherings will be focused and purposeful, organized around specific sectors or shared business interests.

2.4.4 Tracking and Reporting

Connections facilitated, referrals made, and business outcomes resulting from cross-tier engagement will be tracked through the City's outreach management platform. Program progress will be reported annually to the Economic Vitality Committee as part of the broader outreach program performance review.

2.5 Tier 3: Small Businesses

2.5.1 Overview

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. Small

businesses collectively represent approximately 86% of all licensed business entities in Pleasanton and are a defining feature of the city's commercial identity and quality of life.

2.5.2 Outreach Approach

Staff will continue to leverage the Pleasanton Chamber of Commerce and Pleasanton Downtown Association as primary conduits for small business outreach, given the scale of this segment and the established relationships these organizations maintain with their respective memberships. The City will coordinate with both organizations to ensure that outreach activities are complementary and avoid duplication.

In parallel, staff will work to identify and engage small, women-owned, minority, and disadvantaged business entities in alignment with the EDSP's DEI commitments, with the goal of ensuring that historically underserved business owners have equitable access to City resources and programs. The City's Support Local Program will be enhanced to complement outreach efforts and increase visibility of the small business community among residents, employees, and visitors.

2.5.3 Small Business Technical Assistance and Resource Partnerships

Small businesses frequently lack the in-house capacity to access capital, navigate regulatory processes, or pursue growth opportunities without outside support. Consistent with the EDSP's direction to serve as a "gap filler" and to formalize strategic community partnerships (EDSP Initiative 1.4), the City will pursue active referral relationships with organizations that specialize in small business technical assistance.

Key partners will include the East Bay Small Business Development Center (SBDC), which provides no-cost advising and training on business planning, financial management, and access to capital; Community Development Financial Institutions (CDFIs) offering flexible lending and microloan products for businesses that may not qualify for conventional financing; and the U.S. Small Business Administration (SBA), whose programs include loan guarantees, the SCORE mentorship network, and Women's Business Centers. The City will also coordinate with regional partners such as the East Bay Economic Development Alliance and the Tri-Valley Career Center to connect small businesses with workforce and networking resources.

In practice, staff will incorporate technical assistance referrals as a standard follow-up action in the BRE visit workflow, maintain a curated small business resource guide distributed through the Chamber and PDA, and explore co-hosted workshops that bring multiple assistance providers together in a single forum. These efforts directly support the EDSP's commitment to delivering targeted assistance within 30 days of business need discovery (EDSP Initiative 2.3e) and ensuring equitable access to City resources for historically underserved business owners.

2.6 Tier 4: Real Estate Stakeholders

2.6.1 Overview

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 at 9.7% as of Q2 2026. The condition of the City's retail and commercial real estate market has direct implications for sales tax revenue, business attraction, and the overall vitality of Pleasanton's commercial corridors.

2.6.2 Stoneridge Mall

Stoneridge Mall represents one of the most significant real estate and redevelopment priorities in Pleasanton and warrants dedicated outreach within the Tier 4 framework. The 75-acre site contains 1.3 million square feet of commercial retail space and is owned by four distinct parties: Simon Property Group (45 acres), Macy's (12 acres), 300 Venture Group (10 acres), and SHPR Investment (8 acres). The mall has experienced successive anchor closures over the past several years, including Sears in 2018, Nordstrom in 2020, and JCPenney in February 2026, leaving Macy's as the sole remaining anchor tenant. Approximately 340,000 square feet of space was already built but vacant prior to the JCPenney closure, and that figure has since grown.

In January 2023, the Pleasanton City Council adopted the Stoneridge Mall Framework Plan components, which allow for mixed-use redevelopment including up to 1,170 multi-family residential units, open space and plazas, and improved pedestrian and bicycle connectivity to the West Dublin/Pleasanton BART Station. The EDSP explicitly assigns the Economic Development Division a guidance role throughout the redevelopment process to ensure the site's long-term economic viability.

Given the complexity of the site's ownership structure, outreach to Stoneridge Mall will be conducted on an owner-by-owner basis rather than through a single point of contact. Staff will establish and maintain relationships with representatives of each ownership party, with the goal of remaining informed of leasing activity, redevelopment timelines, and investment plans. Outreach will be coordinated with Planning Division staff as the Framework Plan implementation process advances, and findings will be reported to the Economic Vitality Committee as part of the annual Tier 4 outreach summary.

2.6.3 Outreach Approach

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. 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 to help catalyze retail redevelopment.

Engagement with this tier will also support the City's efforts to track and respond to changes in commercial vacancy, identify underutilized properties with redevelopment potential, and

maintain awareness of inbound business inquiries and broker activity that may signal attraction opportunities.

2.7 Tier 5: Hospitality Sector

2.7.1 Overview

Pleasanton is home to 14 hotel properties. The broader Pleasanton-Livermore submarket includes 46 properties with approximately 5,300 rooms, with most properties in the upper mid-scale or economy category. 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.

2.7.2 Outreach Approach

Staff will 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 be organized around the following areas of inquiry and assistance:

- Occupancy trends, operational challenges, and near-term capital investment plans
- Opportunities to increase demand through coordination with Visit Tri-Valley and local event programming
- Potential for conference and meeting space development consistent with the EDSP’s Tourism and Hospitality Program
- Connection to relevant City resources and programs where appropriate

Staff will monitor transient occupancy tax performance as a key indicator of sector health. Findings will be compiled and reported to the Economic Vitality Committee annually to inform the City’s broader tourism and hospitality strategy.

3. Expanded Sector Priorities

3.1 Overview

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. The sector priorities below reflect both the City’s established areas of strength and the emerging industries identified through the EDSP’s Industry Cluster Health Check analysis as warranting dedicated outreach and support.

Sector-focused outreach will be integrated into the tiered visit program described in Section 2, with businesses identified using CoStar, ESRI Business Analyst, and business license data. Engagement will focus on understanding sector-specific needs, connecting businesses with available City and regional resources, and identifying regulatory or infrastructure barriers that may be limiting growth or investment.

3.2 Established Priority Sectors

3.2.1 Life Sciences and Biotechnology

Life Sciences and Biotechnology represents Pleasanton's most prominent growth cluster, characterized by very low vacancy rates, continuing year-over-year rent growth, and a pipeline of maturing Tri-Valley companies seeking to locate in the city. Outreach will continue through structured visits to anchor employers, participation in sector-focused events including the 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.

3.2.2 Professional, Technical, and Scientific Services

Professional and Technical Services is Pleasanton's largest employing sector and a defining feature of its economic identity. Outreach will focus on monitoring space utilization trends, understanding the impact of remote and hybrid work on local office demand, and maintaining awareness of expansion and relocation intentions among key employers.

3.3 Expanded Sector Focus

The following sectors have been identified as underserved by prior outreach efforts or as emerging growth opportunities warranting dedicated attention in FY2026–27.

3.3.1 Healthcare and Social Assistance

Healthcare and Social Assistance is Pleasanton's second-largest employing industry with over 7,000 jobs and a growing presence of both anchor institutions and mid-sized providers. The EDSP identifies home health care services, physician offices, and therapy practices as emerging growth areas. Outreach will focus on understanding space needs, workforce challenges, and opportunities to support sector growth through permitting assistance and workforce development partnerships.

3.3.2 Manufacturing and Industrial

Pleasanton's industrial market has seen industrial rents increase 98% over the past decade and sustained buyer interest. The EDSP recommends economic incentives and infrastructure investment to attract manufacturing, warehousing, and additional large industrial users as a means of diversifying the City's tax base. Outreach will focus on retention of existing operators, protection of industrial zoning, and identification of expansion opportunities.

3.3.3 Light Industrial and Logistics

The light industrial and logistics segment benefits from Pleasanton's access to I-580 and I-680 and its position within the Tri-Valley regional distribution network. Outreach will focus on understanding current space needs and operational challenges, and on identifying businesses that may benefit from the City's zoning flexibility discussions.

3.3.4 Finance and Insurance

Finance and Insurance is an area of relative concentration in Pleasanton relative to the Tri-Valley average, with a notable presence of direct health and medical insurance carriers. Given documented job losses in this sector countywide, outreach will focus on retention risk identification and connection to available City resources and regional support programs.

3.3.5 Construction and Contractors

Construction is both a top sales tax generating category and a significant employer in Pleasanton. Outreach will focus on maintaining awareness of business conditions, connecting contractors to the City's CIP project pipeline, and supporting workforce development linkages for skilled trades apprenticeship programs.

4. Outreach Program Design

4.1 Overview

This section defines the operational mechanics of the business outreach program, including visit format, communication cadence by tier, and protocols 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 and Annual Economic Development Report.

4.2 Visit Format and Communication

4.2.1 In-Person Visits

In-person visits are the preferred format for initial contact with businesses across all tiers, as well as for ongoing engagement with Tier 1 anchor employers and any business that has flagged a critical need or risk. In-person visits allow staff to observe business conditions directly, build personal relationships with key contacts, and gather qualitative information that may not surface through other formats.

All in-person visits will be conducted using a standardized visit guide that includes a consistent set of questions covering business conditions, space and workforce needs, regulatory or permitting concerns, and awareness of City resources. Visit notes will be recorded in the City's project management platform within five business days of each visit.

4.2.2 Virtual Visits

Virtual visits via video conference are an appropriate format for follow-up engagement, mid-year check-ins, and initial contact with businesses where an in-person visit is not logistically practical within the current outreach cycle. Virtual visits will follow the same standardized question guide used for in-person visits and will be similarly documented.

4.2.3 Written and Digital Communication

Written and digital communication, including email updates, newsletters, and targeted correspondence, will be used to maintain contact between visits, disseminate relevant City information, and ensure businesses are aware of programs, events, and resources available to them. The City's Communications staff will be engaged to support the development of business-facing materials and messaging.

4.3 Outreach Frequency by Tier

The following cadence reflects the recommended frequency of structured contact for each tier, balanced against the current staffing capacity of the Economic Development Division.

Tier	Segment	Recommended Cadence
Tier 1	Anchor Employers and Top Revenue Generators	Annual in-person visit; mid-year digital touchpoint
Tier 2	Medium-Sized Businesses	In-person visit on a rolling two-year cycle; annual digital touchpoint
Tier 3	Small Businesses	Ongoing through Chamber and PDA partnerships; annual City-coordinated outreach activity
Tier 4	Real Estate Stakeholders	Semi-annual contact; as-needed engagement around specific vacancy or investment activity
Tier 5	Hospitality Sector	Annual in-person or virtual visit to all 14 properties; ongoing coordination through Visit Tri-Valley

Frequency decisions will be reviewed annually and adjusted based on staff capacity, emerging business conditions, and program performance data.

4.4 Trade Association and Partner Organization Engagement

Effective business outreach extends beyond direct firm-level contact. The City will maintain active engagement with trade associations, business membership organizations, and technical assistance providers as complementary channels for reaching the broader business community.

The Pleasanton Chamber of Commerce and Pleasanton Downtown Association serve as primary partners for small business outreach, and the City will coordinate with both to align programming and participate in association-sponsored events. Where applicable, staff will also engage sector-specific trade associations to stay informed of industry trends and connect businesses with relevant peer networks.

The City will additionally cultivate referral relationships with organizations providing direct technical assistance to entrepreneurs and small businesses, including the East Bay Small Business Development Center (SBDC), Community Development Financial Institutions (CDFIs), and the U.S. Small Business Administration (SBA). Staff will incorporate technical assistance

referrals as a standard follow-up action in the BRE visit workflow and maintain a current resource guide distributed through the Chamber, PDA, and the City's digital channels.

4.5 Business Need Triage and Follow-Up Protocol

When a business visit surfaces a critical need, retention risk, or issue requiring City intervention, staff will initiate a structured follow-up process. The goal is to deliver a substantive response or referral to the appropriate City department or partner organization within 30 days of the visit, consistent with the EDSP's Implementation Plan. All triage actions and outcomes will be documented in the City's project management platform.

Where a business signals an intent to relocate or close, staff will conduct an exit interview to document the reasons and determine whether any City intervention is feasible or appropriate. Findings from exit interviews will be reported to the Economic Vitality Committee and incorporated into future outreach strategy adjustments.

5. Business Climate and Needs Survey

5.1 Background

The 2022 Survey of Pleasanton Business Leaders, conducted from January to February 2022, provided the most recent comprehensive assessment of business sentiment and conditions in the city. Key findings indicated that 81% of businesses anticipated remaining in Pleasanton within two years, that Downtown and recreational amenities were among the city's highest-rated qualities, and that affordable housing for employees and entertainment options were areas requiring attention. The EDSP calls for the Business Climate Survey to be updated and conducted every two to three years, with results disseminated to the business community.

5.2 Planned Survey: FY2026–27

Staff plans to conduct the next Business Climate and Needs Survey in FY2026–27, with a target administration window of spring 2027, approximately five years after the 2022 survey. The updated survey will be designed to capture current business sentiment, identify emerging needs and priorities across sectors, and assess the business community's awareness of and satisfaction with City resources and services.

5.3 Survey Design and Administration

The survey instrument will be developed with reference to the 2022 survey to allow for year-over-year comparisons on key indicators. It will also include new questions reflecting the City's expanded sector focus, the introduction of the formalized outreach program, and any issues that have emerged through the 2026–2027 business visit program. The survey will be administered digitally with targeted outreach through the Chamber of Commerce, Pleasanton Downtown Association, and direct contact with businesses on the BRE target list.

5.4 Use of Survey Results

Survey results will be disseminated to the business community and reported to the Economic Vitality Committee. Findings will be incorporated into the Annual Economic Development Report and used to inform adjustments to the outreach strategy, sector priorities, and City resource allocation in subsequent fiscal years.

6. Partner Roles and Coordination

6.1 Overview

The EDSP emphasizes that successful BRE programs require strong strategic partnerships in the community and recommends formalizing key partnerships through agreements that outline desired roles and outcomes. The City will coordinate with the following partner organizations to ensure that outreach activities are complementary, avoid duplication, and leverage the established relationships and capabilities of each organization.

6.2 Partner Roles

6.2.1 Pleasanton Chamber of Commerce

Primary conduit for small business outreach and programming. The Chamber will coordinate business events, distribute City communications to its membership, and serve as a referral point for businesses seeking City resources. Staff will maintain regular coordination with Chamber leadership on at least a quarterly basis to align outreach calendars, share relevant program updates, and avoid duplication of effort.

6.2.2 Pleasanton Downtown Association

Primary conduit for Downtown small business outreach. The PDA will coordinate Downtown-specific programming and business communications, support the City's Support Local Program, and serve as a point of connection for Downtown businesses seeking City assistance.

6.2.3 Hacienda

Hacienda is the City's most significant institutional partner for Tier 1 and Tier 2 outreach. As an 875-acre master-planned business park with more than 7.6 million square feet of office, industrial, and flex space and approximately 650 tenant companies, Hacienda has direct relationships with a substantial portion of the City's target outreach population. Its management team maintains ongoing awareness of tenant conditions, lease activity, vacancy trends, and emerging space needs that are directly relevant to the City's retention and attraction efforts.

Staff will engage Hacienda's Executive Director and management team at least quarterly to exchange business intelligence, align outreach priorities, and coordinate joint or concurrent visits where appropriate. Topics will include vacancy and absorption conditions across office, R&D, and flex product types; tenant retention concerns or known relocation risks; emerging life sciences

and advanced manufacturing opportunities consistent with EDSP attraction priorities; and Hacienda's development pipeline, including any planned adaptive reuse or new construction.

Where Hacienda has an established relationship with a Tier 1 or Tier 2 business, the City will work collaboratively to avoid duplicative outreach and conduct joint visits where appropriate. Relevant findings will be incorporated into the City's outreach management platform and reported to the Economic Vitality Committee as part of the annual program summary.

6.2.4 Visit Tri-Valley

Visit Tri-Valley is the City's primary regional marketing and coordination partner for hospitality sector outreach. Given the City's dedicated Tier 5 engagement structure covering all 14 Pleasanton hotel properties, this relationship is central to the effectiveness of that effort. Staff will coordinate with Visit Tri-Valley at least quarterly to align outreach timing, share occupancy and performance intelligence, and identify hotels that may benefit from targeted City engagement.

Coordination will focus on group business demand generation, tourism programming and events, and strategies to increase visitor spending in support of the City's transient occupancy tax revenue goals. Where Visit Tri-Valley has existing relationships with individual hotel operators or ownership groups, the City will ensure a unified and complementary outreach approach. Findings will inform the City's annual Tier 5 outreach priorities and be incorporated into program reporting to the Economic Vitality Committee.

6.2.5 Innovation Tri-Valley and i-GATE Innovation Hub

Innovation Tri-Valley and i-GATE serve as referral and ecosystem partners for Tier 2 outreach to emerging businesses in life sciences, biotech, and technology. Both organizations maintain active relationships with companies at various growth stages and offer visibility into the regional innovation pipeline that complements the City's direct business engagement.

When a business visit surfaces a need for mentorship, peer networking, incubator or accelerator resources, or connections to regional capital networks, staff will initiate a warm referral to the appropriate organization based on the nature of the need and the company's stage of development. Staff will coordinate with both organizations periodically to remain current on available programs and ensure referrals are timely and well-matched. Innovation Tri-Valley and i-GATE will also serve as a source of intelligence on companies approaching a growth stage at which City outreach and site assistance would be consequential.

6.2.6 Las Positas College and Alameda County Workforce Development Board

Coordination on workforce development referrals identified through business visits. These partners will be engaged when businesses surface workforce gaps or training needs that can be addressed through existing programs or partnerships.

6.2.7 Alameda County Fairgrounds

The Alameda County Fairgrounds is one of Pleasanton's most significant demand generators for hotel occupancy and visitor spending. Major Fairgrounds events, including the Alameda County Fair, drive substantial room night demand and represent an important component of the City's

overall hospitality sector performance. Staff will maintain a coordination relationship with Fairgrounds leadership to stay informed of the annual events calendar, anticipated attendance, and any planned programming changes that may affect lodging demand patterns. This intelligence will be incorporated into Tier 5 outreach conversations with hotel operators and shared with Visit Tri-Valley to support aligned regional marketing efforts.

7. Marketing and Value Proposition

7.1 Overview

Effective business outreach requires not only direct engagement but also marketing collateral and a clear value proposition that communicates what Pleasanton offers to businesses operating here and to those considering locating in the city. The Economic Development Division will assess current materials and identify gaps prior to launching the outreach program.

7.2 Marketing Collateral

The Economic Development Division will create and maintain marketing collateral to share with businesses, brokers, developers, and employers during visits and at events. Materials will incorporate consistent use of City logos, taglines, and economic development messaging and will be updated periodically to reflect current data on Pleasanton's economic conditions, available space, and development opportunities.

A priority for FY2026–27 is the assessment and, if necessary, development of a current “Why Pleasanton” value proposition piece suitable for use during business visits and at trade shows and sector events. Staff will inventory existing collateral and identify gaps in coverage by sector, audience, and format prior to the launch of the outreach program.

7.3 Digital Presence

Staff will assess the City's current economic development web presence and social media channels to ensure that information available to businesses and investors is current, accurate, and aligned with the messaging used in direct outreach. Recommendations for updates will be coordinated with the Communications team.

7.4 Trade Shows and Sector Events

Consistent with the EDSP's Implementation Plan, staff will attend two to three sector-focused trade shows and regional events annually to maintain Pleasanton's visibility in the broader business and real estate community. Target events include ICSC for retail and real estate, the Tri-Valley Life Sciences Summit, NAIOP for industrial and commercial real estate, and the annual #GameChangers event. Participation decisions will be made annually based on budget availability and strategic alignment.

8. Tools, Tracking, and Performance Metrics

8.1 Outreach Tracking Platform

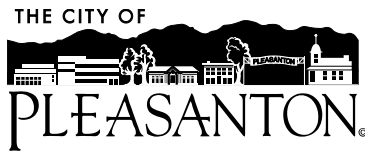
The Economic Development Division will use a portal-based project management platform to track all outreach activity, maintain the BRE target list, and document follow-up actions and outcomes. The platform will serve as the system of record for business contacts, visit notes, triage actions, referrals made, and issues resolved. Staff will enter visit records within five business days of each outreach activity.

8.2 Performance Metrics Per IEDC best practices, the Economic Development Division will define, collect, and evaluate performance metrics on a regular basis to monitor program effectiveness. The following metrics, drawn from the EDSP's Economic Development Dashboard, will be tracked annually.

Metric	Data Source
Number of businesses on BRE target list, by tier and sector	City
Number of business visits conducted, by tier	City
Number of developer and broker contacts maintained	City
Number of issues identified and resolved within 30 days	City
Number of cross-tier connections facilitated	City
Number of new business licenses issued	City
Number of meetings with workforce development organizations	City
Retail vacancy rate	CoStar
Transient occupancy tax performance	City Finance
Number of economic development events hosted or attended	City

8.3 Reporting

Outreach data and performance metrics will be compiled and reported to the Economic Vitality Committee on an annual basis. Findings will also be incorporated into the City's Annual Economic Development Report and used to inform budget recommendations, CIP priorities, and strategy adjustments in subsequent fiscal years.



ECONOMIC VITALITY COMMITTEE REPORT

April 18, 2026
Economic Development

TITLE: ECONOMIC DEVELOPMENT INFORMATION/UPDATES

GIS Shopping Center Map Launch

The Economic Development Division has launched a new interactive Shopping Center Map, providing a comprehensive view of Pleasanton's 20+ shopping centers. The map allows users to browse center locations, explore tenant mix, and identify available space across the city's retail corridors. It is intended to serve residents, prospective businesses, retail brokers, and site selectors.

The map is now live and accessible on the City's website under the Starting a Business page, Available Commercial Space section. <https://www.cityofpleasantonca.gov/our-government/economic-development/starting-a-business/#available-commercial-space>

Upcoming Business Meetings, Events and Other Items:

1. **Alameda County Fairgrounds**, the annual fair returns on June 19th and will continue through July 12. In addition to the carnival rides, concert series, action sports, food and shopping, the Fairgrounds will be hosting three FIFA World Cup watch locations, 9/11 Remembrance Exhibit, and a fireworks spectacular show on July 4th. For more information, visit: <https://annual.alamedacountyfair.com/entertainment/>
2. **Pleasanton Chamber of Commerce Young Professionals**, the Networking Mixers are held the first Thursday of each month, 5-7pm and the Coffee Meetups are held the last Tuesday of each month, 9-10:30am. For more information, visit: <https://www.pleasanton.org/pleasanton-young-professionals/>
3. **Pleasanton Chamber of Commerce Networking Mixer**, the Networking Mixers are held the second Wednesday of each month, 5-7 pm. For more information, contact jeannette@pleasanton.org or (925) 846-5858 ext. 202.
4. **Pleasanton Downtown Association Concerts in the Park**, every Friday evening beginning June 5th through August 28th, at Lions Wayside Park from 7-8:30pm. For more information visit: <https://www.pleasantondowntown.net/concert-in-the-park>
5. **Celebrate America's 250th in Pleasanton**, Pleasanton's annual Fourth of July celebration returns to Lions Wayside Park on Saturday, July 4, continuing a longtime community tradition that brings residents together to celebrate Independence Day through music, community, and patriotism. Hosted by the Pleasanton Lions Club in partnership with the City of Pleasanton, the event will

feature a performance by the Pleasanton Community Concert Band on the park's new bandstand. The free concert begins at noon and offers an opportunity for families, friends, and neighbors to gather and celebrate in the heart of downtown Pleasanton. This year's celebration is especially significant as it coincides with the 250th anniversary of the United States, marking a historic milestone in the nation's history. Community members can continue the festivities later that evening at the Alameda County Fair. The Fair will be open on July 4 with special programming and performances celebrating America's 250th anniversary, including Blues Fest entertainment and a spectacular fireworks show to cap off the festivities. <https://pleasantonband.org/>

ACTION: RECEIVE ECONOMIC DEVELOPMENT INFORMATION/UPDATES