

bae urban economics

FINAL

Colma Economic Development Plan

Phase 3: Economic Development Strategy and Action Plan

December 11, 2012



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I. INTRODUCTION

Purpose

This document represents the culmination of a three-part process initiated by the Town of Colma to prepare a strategic Economic Development Plan. The Town launched this effort to take a longer-term view of its business/economic base, fiscal revenues, and development opportunities, with the intent of developing strategies to enhance existing businesses and future development to reinforce a strong fiscal foundation. This document establishes a strategy framework for economic development and presents action steps for efforts that can be implemented in the next ten years, and is the final product of the Economic Development Plan.

Relationship of Economic Development Plan to Other Town Policies

The overarching Town policy which guides this Economic Development Plan is the Town's expressly stated goal, which is to manage Town land use and its General Fund to ensure maximum fiscal revenues and quality of life for its residents and businesses. Colma faces the unusual position of a small resident base, combined with a relatively large retail and business sector. These circumstances mean that the Town needs to ensure continued fiscal stability through concerted economic development efforts.

The Town of Colma relies on its General Plan and related ordinances to govern most of its physical development. Related ordinances include design review, zoning code, and parking requirements. The Town is currently preparing to update its General Plan to reflect recent development and ready the Town for future contemporary development concepts. The Town's fiscal year 2012-2013 budget includes funding to initiate the General Plan update process.

This Economic Development Strategy and Action Plan is a first step towards laying the groundwork for more refined site analysis, regulatory review, and updating of the General Plan, including the Land Use Element, Housing Element, and Transportation Element. As such, this Economic Development Strategy and Action Plan makes note of certain Town development policies and regulations which may require updating in order to implement the recommended strategies, particularly with regard to future business attraction. In addition, this Economic Development Strategy and Action Plan recommends several new retail concepts, which will require further discussion, analysis, and refinement in order to incorporate them into the framework of an updated General Plan.

Economic Development Strategy Timeframe

This Economic Development Strategy and Action Plan is intended primarily to guide actions over the next ten years. The Town has already begun implementing some of recommendations described in this Plan. While many of the activities are expected to be ongoing, some will take several years to complete. As economic conditions change over time, it will be advisable to revisit this Plan and update it as necessary.

Overview of Economic Development Strategy Process

There are three phases to the Economic Development Plan:

- Phase 1: Evaluate Existing Economic Conditions and Trends
- Phase 2: Identify Economic Development Opportunities and Potential Strategies
- Phase 3: Develop an Economic Development Strategy and Action Plan (this report)

The development of this Phase 3 Economic Development Strategy and Action Plan builds on findings from the Phase 1 Existing Local Conditions report prepared in 2011, and the Phase 2 Economic Development Opportunities and Strategies analysis from 2012. The information from both studies has been presented at City Council meetings, a community meeting, and to business owners as part of an outreach effort led by Town staff. The feedback from these stakeholders has been incorporated to develop the final economic development strategy, which lays out an action plan and implementation steps for the City Council and Town Staff to execute in the short-, medium-, and long-terms.

Summary of Phase One Research and Findings

The Town of Colma has a unique history and an unusual land use pattern. Originally developed as the site of cemeteries relocating from San Francisco to northern San Mateo County, Colma was incorporated in 1924. Today, the Town has approximately 1,600 residents, more than 3,700 daytime workers, over 800,000 square feet of retail space, a thriving licensed cardroom operation, and eleven dealerships representing 14 brands of new automobiles.

This convergence of a small residential household base, combined with a relatively large business base, means Colma has long operated as a Town with a strong fiscal foundation. Colma collects high per-capita tax revenues, primarily driven by its strong taxable retail sales derived from both merchandise and auto sales, as well as revenue collected from a cardroom. At the same time, much of its land area is devoted to a mix of for-profit and non-profit cemeteries, which utilize three-quarters of the Town's land area without extensive direct fiscal contributions to the Town.

Taxable retail sales and cardroom taxes are a major source of Colma's General Fund revenue. In fiscal year 2007-08, these sources accounted for 70 percent of General Fund revenue, compared to just 26 percent in a typical California city. However, sales tax revenue has declined over the last decade, largely attributable to lower auto sales. Like most retail, which saw a drop in sales during the economic downturn, the quantity of new cars sold in Colma was flat and falling even before the recession. This highlights the importance of maintaining Auto Row's visibility in the region, even as it is poised to recover when the economy rebounds.

Colma's consumer-oriented retail sector has performed very well. A taxable sales per square foot analysis of a sampling of local stores that are part of national chains shows that the Colma stores outperformed their national counterparts, even during the economic downturn. Indicators of continued interest by national chains, active private property management, and the competitive advantage of capturing sales from San Francisco, which lacks similar large format stores, all support Colma's continuing retailing strength.

Full-service restaurants and home furnishings are missing from Colma's retail mix based on the leakage analysis conducted as part of the Phase 1 analysis. The Town is well-positioned to attract these sales, given the large agglomeration of existing retail stores and high shopping traffic. Interviews conducted with local businesspeople indicated a near-unanimous belief that Colma is underserved by restaurants, especially more quick-serve and mid-priced sit-down facilities that can capitalize on local residents, cemetery visitors, funeral attendees, and local workers. In addition, Colma can add to its current selection of home furnishing stores (e.g., Bed Bath & Beyond, Anna's Linens, Pier 1), to attract complementary stores like Crate & Barrel (or its outlet), West Elm, or other successful catalog/bricks and mortar stores that would benefit from Colma's strategic location.

Colma can benefit from adding a hotel, which can serve I-280 business travelers as well as both cemetery visitors and cardroom customers. As analyzed in Appendix C of the Phase 2 report, there appears to be a gap in hotel offerings along the I-280 corridor (most hotels in this part of the Peninsula are concentrated on the Highway 101 corridor). The existing hotels serving I-280 are experiencing solid occupancy rates that are trending upwards, and room rates have also stabilized and shown signs of increasing. Further, demand within the regional lodging market, as indicated by the the number of passengers deplaned at SFO, is also trending upwards. Based on findings such as these, the Phase 2 report recommended a three-star hotel targeted to contemporary business travelers related to freeway accessibility and proximity to San Francisco, as well as to families visiting Colma related to the cemetery sector. Brands that fit this category include the Hyatt Place and Holiday Inn Express, and the Phase 2 report recommended targeting a smaller format hotel, of approximately 75 rooms, similar to the Hyatt Place in Davis, CA.

In addition to providing an attractive amenity for visitors, a hotel also has the added value of providing a new revenue source to the General Fund, since a transient occupancy tax (TOT) is typically set at a rate of 8 to 15 percent of hotel charges, all of which accrues to the host city. Since Colma is heavily dependent on sales and cardroom taxes, this is a unique opportunity to leverage the existing visitor base to develop an additional revenue generator.

Summary of Phase Two Key Opportunities

The Phase 2 report built on the detailed analysis in Phase 1 and further assessed the Town's economic strengths and challenges. These findings were used to develop eight strategic recommendations that addressed key opportunities the Town could pursue. The strategies are diverse, and aimed at leveraging the Town's existing assets, while addressing weaknesses among certain sectors. The strategies represent a comprehensive set of recommendations that when pursued in tandem, will allow Colma to retain and enhance its economic strength in the long-run.

The Phase 2 report identified the following economic strengths and weaknesses:

Economic strengths:

- Close to San Francisco
- Good freeway access

- Strong transit access via Colma BART Station and South San Francisco BART station
- Town government that is considered responsive and business-friendly
- Strategic Town investments in physical infrastructure such as streetscapes, signage, and gateway markers
- Consistent design guideline application to new development and building renovations, creating a Spanish Mediterranean ambiance and identity
- Strong private property management leading to continued maintenance and reinvestment, and generally low vacancy rates
- Beautiful open vistas and scenery
- Over 20,000 visitors monthly to local cemeteries from all over the world
- A strong historic heritage, showcased by several facilities
- Support from the Colma/Daly City Chamber of Commerce
- Fiscal stability

Economic challenges:

- Lack of a clear image and identity in the marketplace
- Limited freeway visibility in certain locations
- Lack of vacant land for new commercial development
- Dedication of substantial acreage to cemetery use which do not generate fiscal revenues
- Lack of a full spectrum of restaurants, particularly in full-service categories
- Lack of higher-end specialty retail categories
- Lack of overnight hotel accommodations, which could support visitation, extend visitors' stay in Colma to shop and dine, and could generate substantial fiscal revenues
- Lack of Town staff expertise in economic development

The recommendations proposed in Phase 2 were organized around near-term opportunities to retain and expand existing businesses, and longer-term opportunities to capitalize on the Town's strengths. The key strategies included:

A. Existing Business Retention and Expansion

1. Refine Town's Communications to Retain Existing Businesses
2. Strengthen Auto Row
3. Expand and Diversify Retail and Restaurant Sectors
4. Accommodate Cardroom Expansion
5. Create Branding and Promotional Materials for Colma

B. New Business Attraction

6. Create Retail/Entertainment/Dining District
7. Develop Hotel
8. Create Town Center

Community and Business Feedback on Phase 2 Recommendations

These recommendations were presented at a community meeting held on August 22, 2011, where moderators facilitated group discussions among local residents. In total, the meeting was attended by approximately 20 local residents of all ages, who were divided among three working groups.

Because some recommendations are already part of ongoing efforts, Town staff was particularly interested in soliciting comments about four recommendations which were viewed as potentially representing departures from existing Town direction: expanding the diversity of retail and restaurant offerings, creating branding materials, developing a retail/entertainment/dining district, and creating a Town Center with a hotel option. Participants expressed support for the general direction advanced by the recommendations, and placed a high interest in expanding retail and restaurants offerings, and creating a retail, entertainment and dining district (see Appendix A for the facilitator's notes from the meeting).

Concurrently, Town staff reached out to local businesses to request additional feedback, as part of ongoing communication efforts to engage with local businesses. Participants included automobile dealers, cemetery directors, the cardroom operator, and property managers for the Town's large retail centers. Like local residents, the businesses interviewed generally expressed support for the Phase 2 recommendations, particularly for expanding restaurant and retail stores, initiating a Town branding campaign, and considering future expansion for the cardroom. There was mixed support for a joint marketing campaign and no support for a shared vehicle storage and detailing facility from the auto dealers interviewed. However, there was general consensus that any efforts that draw in more visitors to the Town are beneficial for business.

II. ECONOMIC DEVELOPMENT STRATEGY FRAMEWORK

An Economic Development Plan encapsulates multiple strategies that are implemented in tandem with other recommendations over the course of many years, such that benefits accrue from ongoing, synergistic efforts. The preliminary strategy ideas recommended in the Phase 2 report were related to Colma's various strengths, weaknesses, opportunities, and challenges. Based on feedback from residents, local businesses, and the City Council, many of the Phase 2 recommendations showed broad appeal, even as stakeholders expressed differences how strategies should be prioritized. The organization and emphasis of the different recommendations has been adjusted based on the feedback from the community meeting as well as from the business outreach conducted by Town staff.

The concepts from the Phase 2 assessment form the framework for this Economic Development Strategy and Action Plan, and this report presents concrete action steps Colma can undertake to promote economic development consistent with these strategies. The strategies are divided between two broad categories aimed at enhancing and expanding the performance of existing sectors, and at attracting new businesses. The eight key strategies are:

A. Existing Business Retention and Expansion

1. Refine Town's Communications to Retain Existing Businesses
2. Strengthen Auto Row
3. Expand and Diversify Retail and Restaurant Sectors
4. Accommodate Cardroom Expansion
5. Create Branding and Promotional Materials for Colma

B. New Business Attraction

6. Create Retail/Entertainment/Dining District
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Implementing the Strategy

With the strategy framework established, the next step was to prepare a series of programs and actions that Colma can undertake in order to implement the strategies. BAE collaborated with Town staff to develop a series of programs and actions, given reasonable expectations about resources that would be available over the next ten years. The City Council will continue its leadership role in local economic development by providing policy guidance and direction on specific economic development activities to the City Manager and staff. The Town staff, under the direction of the City Manager, and in collaboration with stakeholders from outside Town government, will be responsible for implementing the Economic Development Strategy and Action Plan. Town staff will provide the Council with updates on economic development issues on a regular basis. In addition, the City Manager will provide the City Council with an annual status report to summarize the prior year's actions and recommend a work plan for implementation activities for the coming year. This annual

status report will be provided prior to the annual goal setting process , so that the economic development work plan can be factored into the budget for the coming year.

Roles and Responsibilities

Implementing an economic development strategy requires teamwork among multiple partners. Critical team participants in this process include the City Council, Town staff, private property owners, and the Chamber of Commerce. While the existing staff is extremely capable, the action steps required to fully implement the economic development strategy go beyond the purview of their existing responsibilities. In order to realize the full benefits of this Economic Development Strategy and Action Plan, the Town will need to secure additional staff or consultants to carry out some of the initiatives. While existing Town staff resources will be used when possible as capacity allows, tasks that require additional expertise or an extensive and ongoing level of involvement should be outsourced to consultants, or assigned to a new Town staff member who would work either part-time or full-time on economic development activities, depending on the tasks. This new staff member would report to one of the existing department heads. The roles and responsibilities of the key partners are outlined below.

City Council. The City Council will play a crucial role in several ways. First the City Council will be responsible for ensuring that all Town policies it sets, including funding decisions, are supportive of the Town's economic development objectives. The City Council will also be responsible for directing staff to consider the economic development ramifications of day-to-day procedures and operations. Participating in outreach activities and other public events that are imperative to business retention and attraction is an active role that City Council members will play. By participating in these events, the Council will communicate its support to the business community and strongly reinforce the key message that Colma is business-friendly, and the policymakers are in touch with local economic development issues as a result of their direct involvement in the process. Should a constituent or stakeholder express problems with economic development-related issues, a Council Member will relay these concerns to the City Manager for follow up as necessary.

Town Staff. The City Manager (or new economic development staff member or consultant) will be the primary point of contact on economic development issues for businesses, property owners, real estate brokers, developers, and others requiring assistance. In addition, the City Manager will coordinate efforts necessary to support the Town's economic development activities, report to the City Council on a regular basis, and maintain an ongoing relationship with private property owners, local businesses, and the Chamber of Commerce.

Working under the direction of the City Manager, the staff member or consultant will take the lead responsibility for implementing this Economic Development Strategy and Action Plan. When possible, existing Town staff resources, including the Acting City Planner and other departmental staff, will be used to support specific programs and actions. The nature of the action steps will dictate the staffing, depending on whether implementation is a targeted effort or an ongoing activity.

Private Property Owners. Private property owners also play a key role in executing this strategy. The Economic Development Strategy and Action Plan was designed to ensure the Town's long-term fiscal health, and owners and businesses also stand to benefit, from higher property values and access to a larger customer base. Both the Town and property owners have goals that are mutually aligned, and can share the financial costs and rewards for some of the initiatives outlined in this Plan. In particular, there are two sets of private property stakeholders that should be considered:

- Automobile dealers: Colma's automobile dealers are all concentrated along Serramonte Boulevard, and this geographic agglomeration provides advantages for Auto Row, particularly because new car buyers have access to multiple brands within a defined location. Colma's Auto Row features dealerships representing 14 national and international brands, offering a broad selection of choices to new car purchasers.
- Other private property owners and businesses include residential property owners, private property management firms running the retail centers, and other business owners in the cemetery sector and others, including the Lucky Chances card room, the Town's single-largest employer.

Chamber of Commerce. The Chamber of Commerce will continue to contribute to the Town's economic development efforts by partnering with Colma on business retention, attraction, and marketing outreach activities, and facilitating networking among Colma businesses. The Chamber can also provide follow-up support for Town staff in response to information requests, and represent business interests in ongoing policy discussions with City Council.

Information Dissemination

The Town needs to disseminate information about economic development issues and activities to a number of stakeholders on a regular basis. There are two primary mechanisms for this:

- The *ColmaWorks* newsletter, which is posted online at the Town's website and provides periodic e-bulletins to businesses and commercial property owners regarding economic development initiatives, new business openings and other Town news of interest. The *ColmaWorks* newsletter is posted online at the Town's website, and provides information aimed at local businesses, including contact information for Town staff.
- Monthly City Council meetings, where ongoing economic development issues and activities can be presented.

III. ACTION PLAN

This Action Plan, which is the focal point of this Phase 3 report, describes the specific actions and activities the Town’s elected officials, staff, and other partners should undertake to implement the primary economic development strategies. Under each strategy established in the framework are narrative descriptions that outline the recommended undertakings for each of the various Actions.

The Action Plan also identifies the recommended time frame to initiate the Actions, as well as any supporting partner organizations that will assist with implementation. Some Actions will be accomplished by Town staff in the course of their ongoing day-to-day workload. Other Actions will require one-time expenditures for special studies or plans, or for capital investments; others will require ongoing budget support, which may include funding for new staff and/or consultant support. In most cases, the Town will have the ability to scale efforts to match with the availability of resources. There will also be opportunities to leverage Town funds with funds or resources from outside sources such as contributions from cooperating businesses, or regional, state, or federal grant programs that support objectives that align with local economic development objectives. For example, the U.S. Environmental Protection Agency’s Building Blocks for Sustainable Communities program provides technical assistance to communities that are seeking to plan for mixed-use development, which could assist with planning for a mixed-use Town Center in Colma.

In addition to providing programmatic direction for the economic development efforts, the Action Plan assumes that the Town will direct some resources to economic development during the time period covered by this strategy. Acknowledging that Colma is interested in moving quickly but has limited resources to invest in economic development, the Actions range in the amount of time needed for implementation and costs. The Actions are listed in same order as in the Phase 2 report for ease of reference. This presentation enables the Council to pick among the Actions as they set the Town’s priorities which may change over time.

Exhibit A presents a summary matrix that outlines the eight Strategy elements and their corresponding Actions. The matrix also summarizes timing, estimated costs, staff time requirements, potential funding sources, and potential partnerships for implementation.

Exhibit A: Town of Colma Economic Development Strategy Summary

Strategy/Action	Timing (a)	Relative Cost (b)	Implementation Responsibility	Potential Funding (c)	Potential Partnerships	Notes
1. Refine Town Communications Program to Retain Existing Businesses						This strategy acknowledges the importance of retaining Colma's existing businesses. Colma supports businesses in many sectors, including consumer retail, auto retail, entertainment, and cemetery-related businesses. These actions encourage local businesses to grow and expand.
Action 1A: Continue ongoing efforts to retain and expand the existing economic base	Ongoing	\$	Existing staff		City Council, Town Staff, Chamber of Commerce, local business support organizations, such as SBDC and SCORE.	Examples include holding Mayor/Chamber of Commerce "business walks", utilizing the <i>ColmaWorks</i> e-newsletter, continuing marketing brochures, using the website to coordinate business support resources, and continuing efforts with the Chamber of Commerce.
Action 1B: Conduct Ongoing Outreach to Identify Retention and Expansion Needs of Local Businesses	Short-term	\$	Existing and additional staff		City Council, Chamber of Commerce, Property Owners, Real Estate Brokers	Suggested forms of outreach include annual surveys of businesses as part of the business license renewal process, interview 3-4 key businesses annually outreach/exit interviews with businesses that are moving, and regular business "breakfast meetings".

Notes:

(a) Timing Key

Short-Term = Initiate Project within 1-2 years of Strategy Adoption
 Medium-Term = Initiate Project within 3-4 years of Strategy Adoption
 Long-Term = Initiate Project within 5-10 years of Strategy Adoption

(b) Cost Key (approximate Town investment amount)

\$ = \$0-\$5,000, or primarily existing staff time
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Strategy/Action	Timing (a)	Relative Cost (b)	Implementation Responsibility	Potential Funding (c)	Potential Partnerships	Notes
2. Strengthen Auto Row						Colma's Auto Row is an important asset, and the Town wants to maintain its premier status in the Bay Area.
Action 2A: Convene an Auto Dealer's Working Group	Short-term	\$	Existing and additional staff		Auto Row dealerships	Town to facilitate process by convening and funding the Auto Dealers Working Group, which will discuss common needs for branding, marketing/promotion, and improvements.
Action 2B: Deploy enhanced signage	Medium-term	\$\$	Contract	BID assessments (if BID formed). Possible TOT revenues, if TOT established, advertising fees.	Auto Row dealerships, other Serramonte businesses, BID (if formed).	Deploy consistent street banners and other public displays that communicate the unified brand for the area.
Action 2C: Deploy streetscape improvements and freeway-visible signage	Medium-term	\$\$\$\$	Contract	BID assessments (if BID formed). Possible TOT revenues, if TOT established, advertising fees.	Auto Row dealerships, other Serramonte businesses, BID (if formed).	Building upon Action 2B, implement signage along I-280 announcing Auto Row and other streetscape improvements, such as enhanced landscaping. Initial investments in freeway signage may be offset by fees charged to advertisers on an ongoing basis, depending upon the type of signage.
Action 2D: Facilitate joint auto dealership marketing program	Medium-term	\$\$\$	Consultant, additional staff	Funding for ongoing advertising from auto dealers and/or BID (if formed).	Auto Row dealerships, BID (if formed)	Examples of implementation actions include streetscape improvements, collaborative gift card exchange programs between auto and consumer-retailers, and a website featuring Colma's dealerships. A joint marketing campaign can be developed in coordination with the Working Group, and can include public sector contributions, to be negotiated.
Action 2E: Target new dealerships	Ongoing, depending on vacancies	\$\$	Existing and additional staff		Auto Row dealerships	Attract brands not represented in the market, including GMC, Infiniti, Mitsubishi, and Suzuki.

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Strategy/Action	Timing (a)	Relative Cost (b)	Implementation Responsibility	Potential Funding (c)	Potential Partnerships	Notes
3. Expand and Diversify Retail and Restaurant Sectors						Colma depends on the strength and vitality of its retail offerings to support the Town's General Fund revenues. Colma is underserved by restaurants and home furnishing stores, and is well-positioned to attract these retail options.
Action 3A: Coordinate with cemetery and auto dealerships to promote local restaurants	Short-term	\$	Existing and additional staff	Possibly TOT revenues, if TOT established.	Chamber of Commerce, Auto Row dealerships, cemeteries	Encourage cemeteries and auto dealerships to promote local restaurants, either through direct outreach or through organizations and associations, or in partnership with the Chamber of Commerce.
Action 3B: Maintain Town database on vacant spaces suitable for new retail and restaurant tenants	Ongoing	\$	Existing staff		Property Owners, Chamber of Commerce, Area brokers	By maintaining an inventory of spaces suitable for new retail and restaurant tenants, Colma can monitor leasing activity and facilitate the re-tenanting of existing vacant spaces to fill the unmet needs for restaurants and other retail.
Action 3C: Work with property owners, the Chamber of Commerce, and area brokers to attract new businesses	Short-term	\$	Existing and additional staff		Property Owners, Chamber of Commerce, area real estate brokers	Suggested forms of outreach include sponsoring an annual market roundtable with commercial brokers and property owners, holding informal broker meetings, presenting Colma's economic strengths at brokerage firms' staff meetings, and sending periodicals and marketing materials to area brokers.
Action 3D: Identify potential locations for development of new full-service restaurants through the General Plan update process	Medium-term	*	General Plan Consultant, Existing Staff		-	Colma can expand the potential for new restaurants and retail by identifying additional locations for full-service restaurants through the General Plan update process.
Action 3E: Identify potential locations for the attraction of, or development of a new large-format sporting goods store	Medium-term	*	General Plan Consultant, Existing Staff		Property owners, real estate brokers for targeted site(s).	Colma can address retail leakage in the sporting goods category by identifying new locations for stores like REI through the General Plan update process.
Action 3F: Promote the findings of this study, with key visitation data and general positive business climate	Ongoing	\$	Existing staff		Chamber of Commerce, property owners, area real estate brokers	Colma benefits from many strategic assets, including a strong retail sector, over 20,000 estimated visitors per month associated with the cemeteries, and a business-friendly, fiscally solid local government.

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* The Action step will be part of the General Plan update, and the cost of implementing this step will be folded into the update cost.

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<u>Strategy/Action</u>	<u>Timing (a)</u>	<u>Relative Cost (b)</u>	<u>Implementation Responsibility</u>	<u>Potential Funding (c)</u>	<u>Potential Partnerships</u>	<u>Notes</u>
4. Accommodate Cardroom Expansion						The Lucky Chances cardroom is Colma's largest employer, and generates substantial revenue for the General Fund. Its current facility is not large enough to accommodate all the tables it is licensed to operate, and its lease is set to expire in seven years. The Town should initiate discussions about the business's long-term expansion needs.
Action 4A: Work Closely with Lucky Chances management to identify timing and space needs	Ongoing	\$	Existing staff		Lucky Chances	Establish a meeting with Lucky Chances management to discuss long-term expansion needs, in anticipation of the General Plan update. At a minimum, Town staff should meet annually with Lucky Chances to maintain an ongoing dialogue.
Action 4B: Use General Plan process to identify possible locations for expanded cardroom and possible hotel	Medium-term	*	General Plan Consultant, Existing Staff		Lucky Chances	Explore other locations within Colma to accommodate an expanded cardroom and hotel under the General Plan update.

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5. Create Branding and Promotional Materials for Colma						Community branding is a process of identifying community core values, strengths, key features, or creative concepts to describe the community for economic development purposes.
Action 5A: Prepare RFP and retain branding and marketing firm	Short-term	\$\$\$\$	Consultant, additional staff		City Council, Property Owners, Auto Row dealerships, Chamber of Commerce, retail businesses, cemeteries	Prepare an RFP and hire a firm to develop a community branding campaign. The process often involves local outreach, surveys, interviews with business leaders and other research, utilized to establish creative options for the community's brand.
Action 5B: Create simple promotional materials and upgrade web site	Short-term	\$\$	Consultant, additional staff	Possibly TOT revenues, if TOT established.	Chamber of Commerce, San Mateo County Economic Development Association, Auto Row dealerships, Lucky Chances, major retailers and retail center managers, future hotel, San Mateo County Convention and Visitors Bureau, Comcast, other cooperating businesses	Incorporate brand consistently on websites, gateway signs, marketing brochures, letterhead, in public spaces, on advertising and promotional campaigns, etc. Create holiday advertisements to encourage shopping in Colma. Join the San Mateo County Convention and Visitors Bureau and promote shopping in Colma in their guide.
Action 5C: Launch an expanded image and branding campaign	Medium- to Long-term	\$\$\$\$	Consultant	Funding for ongoing advertising from participating businesses. Possibly TOT revenues, if TOT established.	Auto Row dealerships, Lucky Chances, major retailers and retail center managers, future hotel, other cooperating businesses	Utilize community branding campaign to formulate a strategy and promote the Colma brand, logo, visuals, and tag line(s) developed in Actions 2B and 5A to a wider regional audience.

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Strategy/Action	Timing (a)	Relative Cost (b)	Implementation Responsibility	Potential Funding (c)	Potential Partnerships	Notes
6. Develop Specialty Retail/Entertainment/Dining District						Based on market analysis for retail, restaurant, and hotel uses, the opportunity to develop a cluster of specialty retail (particularly home-furnishings) and restaurant/entertainment appears strong over the long term. These categories were identified as leaking retail sales in the Colma trade area, offering the potential to synergize with regional retail shoppers already coming to Colma's extensive retail facilities.
Action 6A: Select location or target area through General Plan update process	Medium-term	*	General Plan Consultant, Existing Staff		-	Select a location or target an area that is large enough to accommodate a specialty retail and entertainment district as part of the General Plan update process.
Action 6B: Revise Town development standards and parking requirements to encourage the establishment of a specialty retail and restaurant district	Medium- to long-term	\$\$	General Plan Consultant, Existing Staff		-	Many urban outdoor entertainment districts are pedestrian-friendly environments with tree lined streets, outdoor seating, and other amenities. The Town should review existing requirements and design standards to encourage development supportive of a modern, specialty retail district.

Notes:

(a) Timing Key

Short-Term = Initiate Project within 1-2 years of Strategy Adoption
 Medium-Term = Initiate Project within 3-4 years of Strategy Adoption
 Long-Term = Initiate Project within 5-10 years of Strategy Adoption

(b) Cost Key (approximate Town investment amount)

\$ = \$0-\$5,000, or primarily existing staff time
 \$\$ = \$5,000 to \$20,000
 \$\$\$ = \$20,000 to \$50,000
 \$\$\$\$ = \$50,000 to \$100,000
 \$\$\$\$\$ = Over \$100,000

* The Action step will be part of the General Plan update, and the cost of implementing this step will be folded into the update cost.

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Strategy/Action	Timing (a)	Relative Cost (b)	Implementation Responsibility	Potential Funding (c)	Potential Partnerships	Notes
7. Develop Hotel						Colma's strategic location along I-280, proximity by San Francisco and San Francisco International Airport, its attraction of cardroom customers from a large region, and its extensive draw for cemetery-related activities, all point to the potential opportunity for development and market support of one or more hotel projects. Hotels not only serve to support other local businesses, but contribute extensively to local government tax revenues.
Action 7A: Select possible hotel locations through General Plan update process	Medium-term	*	General Plan Consultant, Existing Staff		-	Although one location will ultimately be chosen, multiple sites should be selected through the General Plan process to provide flexibility in placement. Sites should be freeway accessible.
Action 7B: Prepare RFP and retain consultant to complete feasibility analysis	Medium- to long-term	\$\$\$	Consultant, Existing and additional staff		Owners of site(s) identified in Action 7A	Complete a feasibility analysis to determine whether a hotel is viable, and analyze fiscal impacts for the Town. Utilize findings to entice hotel developers to Colma.
Action 7C: Update Town regulations to allow for and encourage the construction of a hotel	Medium-term	\$	Existing staff		-	Colma currently does not have any provisions in the General Plan or zoning code to allow for hotel development. As part of the General Plan update, the Town will update its zoning regulations to allow for this type of development.
Action 7D: Seek voter approval of a transient-occupancy tax and passage of an ordinance implementing TOT	Medium- to long-term	\$	Existing staff		Hotel developer	Cities have the authority to charge a transient occupancy tax (TOT), which is levied against the occupancy of a room of a lodging facility, if granted approval to collect such taxes by the voting public and approved by the local city council. Implementing a TOT can diversify Colma's revenue stream, and augment the General Fund income.

Notes:

(a) Timing Key

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Strategy/Action	Timing (a)	Relative Cost (b)	Implementation Responsibility	Potential Funding (c)	Potential Partnerships	Notes
8. Create Town Center						The Town has long sought more local-serving businesses, which can offer open-air retail and a community gathering place. Some have suggested a location near Town Hall for this concept, using a design which complements the historic City Hall and new Town Police Station on El Camino at Serramonte Boulevard. This vision would create a "heart of Colma" at the crossroads of the two major streets, creating a mixed-use project with retail, housing and/or office uses.
Action 8A: Select possible Town Center locations through the General Plan update process	Medium-term	*	General Plan Consultant, Existing Staff		City Council	Although one location will be chosen, multiple sites should be selected to provide flexibility in placement. The Town should seek community input, and identify locations or target an area for a future Town Center through the General Plan process.
Action 8B: Analyze parking needs	Medium-term	\$\$	Existing staff, Traffic consultant	Possible regional, state, or federal grant funding from programs to support smart growth.	-	Analyze parking requirements for conformance with Grand Boulevard Initiative, assess traffic impacts, and propose recommendations for new parking ratios that will apply to a Town Center development.
Action 8C: Modify Town regulations to allow for this type of development and mixture of land uses.	Medium to Long-term	*	General Plan Consultant, Existing Staff	Possible regional, state, or federal grant funding from programs to support smart growth.	-	Review existing regulations, including the 30' setback along El Camino Real, and others as part of the General Plan update.

Notes:

(a) Timing Key

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Sources: Town of Colma, BAE, 2012.

Strategies to Retain and Expand Existing Businesses

Strategy 1: Refine Town Communications Program to Retain Existing Businesses

The Town recognizes that it is easier to retain a business that is already located in Colma than it is to recruit a new business. Additionally, while there are opportunities to expand the economic base by encouraging local businesses to grow and by attracting new businesses, retail sales are, and will remain, a key driver of the local economy. Colma supports a diverse group of businesses in major sectors, including consumer retail, auto retail, entertainment, and cemetery-related businesses. These actions target efforts that encourage and support existing businesses.

Action 1A: Continue Ongoing Efforts to Retain and Expand the Existing Economic Base

The Town is currently conducting several successful programs as outlined below, to retain and support the expansion of existing businesses. The Town should continue the following efforts:

- **Hold Mayor/Chamber of Commerce “Business Walks”.** The Town and Chamber of Commerce have traditionally held annual business walks, involving the Mayor and the City Manager to introduce themselves to business owners and solicit feedback on business issues. At the conclusion of the walk, the Town staff and Chamber of Commerce representatives discuss solutions to issues raised and conduct follow-up as needed.
- **Utilize “ColmaWorks” E-Newsletter to Maintain Contact with Business and Property Owners.** To increase the frequency of Town outreach and contact with businesses who cannot meet in person, the Town has started *ColmaWorks*, a periodic newsletter aimed at local businesses. This effort should continue, with periodic e-bulletins sent to all businesses and commercial property owners regarding economic development initiatives, new business openings, and other Town news of interest. This can be further enhanced with a newsletter sign-up form, a place to add questions or comments, and a regular calendar of events showing upcoming “Business Walks” and “Business Breakfasts”.
- **Continue distributing the *Starting a Business in Colma* Brochure.** There are numerous resources outlined in the *Starting a Business in Colma* brochure that can provide assistance to small businesses. Commonly, a significant barrier to small businesses gaining access to these resources is a lack of knowledge that these services are available. This brochure helps to make local small businesses more aware of resources, and Colma should continue to produce and distribute it.
- **Use Town Website to Coordinate Existing Business Support Resources.** The Town can facilitate access to business support services by using the Town website as a portal with links to helpful resources. Although the Town maintains an excellent website, it can be enhanced with a special “Business” tab that will highlight the *ColmaWorks* newsletter, contact information for Town Hall, the brochure on starting a business in Colma, and a list of available business support services.

- **Partner with the Chamber of Commerce to Promote Local Business-to-Business Collaboration and Sourcing.** Another way to support local businesses is to assist them in making contact with other local businesses. For retail and service businesses, these connections provide a way to market goods and services, increasing local customers. Some communities publish a full business directory online, while others have initiated “Buy Local” campaigns to foster business-to-business (B2B) networks.

While the Chamber of Commerce substantially fulfills this function, this initiative can be enhanced further, based on a structure to be determined jointly between the Town and the Chamber of Commerce. Since there are some major industries in Colma, including cemetery, automobile, and consumer retail, local business to business partnerships can be encouraged within sectors, and then expanded to capitalize on synergies across sectors, utilizing assets like local restaurants and entertainment. The first initiatives should target smaller local businesses, and eventually engage Colma’s larger chain stores.

- **Support the Chamber of Commerce’s Business Mixer/Outreach Events.** The Town should continue to support the Chamber of Commerce’s business mixer/outreach events, especially those focused on conducting outreach and identifying the needs of specific business sectors. The Town should also continue to invite representatives of local business support providers to have a presence at Town and/or Chamber of Commerce-sponsored business events, where these providers can get direct exposure to local business people.

Implementation Responsibility

Timing: Ongoing efforts over time

Potential Partnerships: City Council, Town Staff, Chamber of Commerce, local business support organizations, such as Small Business Development Center (SBDC) and Service Corps of Retired Executives (SCORE)

Action 1B: Conduct Ongoing Outreach to Identify Retention and Expansion Needs of Local Businesses

Ongoing communication between Town staff and local businesses is critical to maintaining and expanding Colma’s economic base. Ensuring that the Town is well aware of business concerns and needs is an important step in tailoring actions to create a supportive business environment and adapt to changes in the environment. For example, in response to concerns about a trend in store downsizing, City outreach efforts could seek to identify stores that may wish to find smaller spaces and help them to remain in Colma by linking them with information on other available spaces within the Town that suit their needs, as part of Action 3B, below.

Through regular communication, the Town can identify problems and work with affected parties to devise solutions before problems reach a critical state. Too often, cities learn of a business’s problems only after the business announces plans to close or relocate. Even if the loss of a business

is inevitable, the Town should quickly initiate efforts to minimize the period of vacancy. This regular contact with businesses will also provide valuable feedback regarding the effectiveness of various Town programs and projects.

Following are a number of ways Colma can maintain communication with local businesses:

- **Conduct Annual Surveys of Businesses as Part of the Business License Renewal Process.** The Town should conduct an initial survey of local businesses to determine broad business retention and expansion needs. Then, in order to keep up-to-date on business concerns and issues, the Town should conduct more targeted surveys on an annual basis in conjunction with business license renewals. This survey will determine business needs and obtain valuable feedback on economic development programs in order to fine-tune economic development efforts.
- **Interview Three or Four Key, Large Businesses per Year.** Following an initial introductory meeting, staff should place follow-up phone calls every six months to check on any issues that might have been identified in the initial meeting and report on any follow-up actions taken, and see if any new concerns have developed.
- **Offer Outreach/Exit Interviews with Businesses that are Moving or Closing.** This will help the Town to pinpoint any local conditions that may be hampering local business vitality. Town staff should seek an “exit interview” directly. If the business does not want to meet, Town staff should research reasons for moving or closing with property owners, real estate brokers, or Chamber staff.
- **Convene Regular “Breakfast Meetings.”** On an occasional basis, the Town should invite a group of related businesses/property owners to Town Hall to meet as a group and talk about common concerns. Key Town representatives should attend as needed. This is a great way to demonstrate the Town’s ongoing commitment to its business sector.

Implementation Responsibility

Timing: Initiate Action within 1-2 years of Strategy adoption, continuing efforts over time

Potential Partnerships: City Council, Chamber of Commerce, Private Property Owners, Real Estate Brokers

Strategy 2: Strengthen Auto Row

Colma features one of the premier Auto Row concentrations in the Bay Area. The Town currently has 11 new car dealerships representing 14 national and international car brands. Auto Row generates a significant amount of sales tax revenue, and ensuring Colma’s Auto Row is a primary destination among new car purchasers is an important goal. The recent recession lowered sales of new cars in Colma, echoing trends regionally and nationally. Between 2001 and 2007, Colma dealerships sold an average of 12,300 vehicles per year. Sales dropped to a low of just 6,000 cars in 2009, but recovery started in 2010, with a rise to 6,700 sales for that year. This trend of fewer new car sales affected all dealers in California during the recession, and this sector is poised to recover as the economy rebounds.

While four of Colma’s dealerships (Lexus, Nissan, Volkswagen, and Acura) are ranked as the top volume sellers for their brand in San Mateo County, local dealerships face a series of challenges, including competition from internet sales outlets, flat rates of auto ownership among San Francisco households, and high gas prices. As demand shifts, Colma dealerships must maintain a visible presence in the minds of new car purchasers. The dealerships already utilize a variety of marketing techniques to attract customers, including print, radio, and television advertisements. The Town can facilitate improvements to supplement these marketing campaigns and strengthen new car sales in Colma dealerships.

Action 2A: Convene an Auto Dealers Working Group

The Town should convene an Auto Dealers Working Group, so that local dealers can meet and discuss common needs for branding, marketing/promotion, and streetscape improvements. A consultant may need to facilitate this process, and provide ongoing Auto Row assistance.

The Town can initiate this by convening and funding the Working Group. It is recommended that a process be undertaken in the near-term, to engage a consultant, and launch this process. The goal would be to further detail the Auto Row strategy for increased sales and dealer attraction.

This Working Group should also be represented in the broader Colma image/branding strategy described later in this report, so that Auto Row can be integrated into the materials.

Implementation Responsibility

Timing: Initiate Action within 1-2 years of Strategy adoption

Potential Partnerships: Auto Row dealerships

Action 2B: Deploy Enhanced Signage

Once the strategy is formulated, a key component of the campaign is to create signage, consistent street banners, and other public displays (including on Colma’s gateway signs), that communicate this unified brand. The City of Hayward implemented this, with city banners on light posts along the entire length of its Auto Row. The banners in front of each dealership were customized with the

dealer's brand, providing additional visibility for the dealers while still maintaining a unified sense of place. A similar strategy can be deployed along Serramonte Boulevard in Colma, along with other streetscape improvements, as funding allows.

Streetscape improvements, such as landscaping enhancements, and signage are examples of public improvements that are often funded by Business Improvement Districts (BID), which can be formed under California law to collect a special assessment from either benefitting businesses or benefitting property owners, with the assessed businesses or property owners deciding how much should be collected and how the funds should be spent. If a group of business owners or property owners decides that such actions would be to their benefit, formation of a BID may represent a good mechanism to formalize participation from those who benefit. A BID could also undertake other types of marketing activities discussed in this strategy, assist with maintenance activities, and could make agreements with the Town to share costs for mutually desired projects.

Implementation Responsibility

Timing: Initiate Action within 3-4 years of Strategy adoption

Potential Partnerships: Auto Row dealerships, Other Serramonte businesses, Business Improvement District (if formed)

Action 2C: Deploy Streetscape Improvements and Freeway Visible Signage

The placement of signage visible from I-280 announcing the Colma brand and the presence of Auto Row would represent a significant enhancement to Action 2B, with concurrent increases in the level of investment. One option is to feature a simple sign near the closest exit on both the northbound and southbound directions announcing the exit for Colma's Auto Row. These signs should display the brand and logo developed as part of the coordinated branding strategy, and the Town should investigate the process for implementing this signage. Auto Row dealerships have also expressed an interest in elevating an electronic sign above I-280. This option may be more challenging because Caltrans has designated the portion of I-280 by Colma a "landscaped freeway". According to Caltrans' Outdoor Advertising Act and Regulations, no advertising displays are allowed adjacent to a landscaped freeway, unless the displays are advertising the goods or services directly on the property upon which the display is placed. Colma can request an exception from Caltrans, which is expected to be a lengthy process. If an exception is granted, further steps to identify a site, distribute costs, and allocate marketing time will need to be negotiated. Additionally, if other marketing opportunities along I-280 are available, or if the dealerships wish to target specific markets in San Francisco or San Mateo County, the Auto Dealers Working Group should consider other billboards or other advertising mechanisms to reach these target audiences.

As with Action 2B, formation of a BID could be a tool to both plan for, fund, and maintain freeway signage and streetscape improvements.

Implementation Responsibility

Timing: Initiate Action within 3-4 years of Strategy adoption

Potential Partnerships: Auto Row dealerships, Other Serramonte businesses, Business Improvement District (if formed)

Action 2D: Facilitate a Joint Auto Dealership Marketing Program

There are many approaches to joint marketing among dealers. Previously, a joint market effort was attempted among Colma dealerships, and reportedly, the participating dealers disagreed over the cost-formula used to allocate marketing expenses. However, other places with similar concentrations of auto dealerships have successfully launched joint-marketing efforts. Some examples of successful ventures are described below. The joint marketing program can be developed in coordination with the Auto Dealers Working Group, and can include public sector contributions to help facilitate the process. The final arrangement would be negotiated between the Town and the Auto Dealers Working Group.

For example, the City of Oakland supported an initiative to brand and promote Broadway Auto Row, including the installation of street banners and street furniture, and advertising Broadway Auto Row through multiple media channels. This approach reportedly increased sales until the recession impacted nationwide auto sales volumes.

Another example of public sector support occurred in 2009 in Tracy, CA where the City funded a \$400,000 gift card program; shoppers who visited local auto row dealers received \$500 gift cards to obtain merchandise at local retailers. This program funded 800 gift cards, and was reportedly very successful in attracting car buyers to Tracy's dealers at a time during the recession when auto customer traffic was low. Other similar efforts have occurred throughout the US, funded by local merchants directly in collaboration with car dealers.

A third approach to joint marketing has been undertaken by Napa auto dealers, who joined together in 2007 to create a common website to promote each participant's used car inventory. The web site, found at <http://napacardealers.com/>, was developed to attract local buyers who were traveling outside the City of Napa to find used car deals.

There are several challenges to structuring a successful joint marketing program. Most automobile dealers are highly competitive, and would benefit from a third-party such as the Town, facilitating the process. In addition, structuring a high-return marketing campaign may be expensive; careful planning would be needed to assess and structure a beneficial program, in conjunction with all of the dealers in Colma.

The Town may wish to consider contributing some matching funds as an enticement for auto dealers to participate in an initial pilot project, with the idea that the auto dealers would fund the effort on an

ongoing basis if the initiative proves effective. There are various methods to track the effectiveness of such a campaign, including incorporating a coupon for a giveaway in advertising materials, so that dealers can track and report redemptions, or having dealership sales representatives survey their visitors to determine what attracted them to Colma, etc. This effort could also be coordinated with or incorporated into a Town-wide branding campaign, as described under Action 5C.

Implementation Responsibility

Timing: Initiate Action within 3-4 years of Strategy adoption

Potential Partnerships: Auto Row dealerships, Business Improvement District (if formed)

Action 2E: Target New Car Dealerships

At the time of the writing of this action plan, the following brands did not have a presence in the market and could “fit” within the competitive landscape in Colma: GMC, Infiniti, Mitsubishi, and Suzuki. These brands are currently not located within 10 miles from Colma, since California regulations and manufacturer agreements with dealerships include a stipulation that new car dealers selling the same nameplate must be located at least 10 miles from each other. If vacancies emerge among auto dealerships, companies representing these brands that are active in the Bay Area may consider Colma as a location to open a new franchise. The Town can promote the findings of this study, and advance the strategic benefits of starting a franchise in Colma. Of course, dealership companies will have to determine if there is a profitable business opportunity based on sufficient volume offset by reasonable costs, before opening up a new location.

Implementation Responsibility

Timing: Ongoing, depending on vacancies

Potential Partnerships: Auto Row dealerships

Strategy 3: Expand and Diversify Retail and Restaurant Sectors

Colma depends on the strength and vitality of its retail offerings to support the Town’s General Fund revenues and to provide municipal services. Colma’s location on I-280 near the major population centers of Northern San Mateo County and San Francisco makes the Town an excellent location for region-serving retail. With over 800,000 square feet of retail space, Colma offers a wide selection of stores for regional shoppers, including two major shopping centers, automobile dealerships, and small shops. Colma receives “injections” in store categories such as general merchandise, clothing stores, building materials, and food and beverage stores, which means that visitors come from the surrounding region to shop in Colma stores.

Interviews conducted with local businesspeople indicated that there is a near-unanimous belief that Colma is underserved by restaurants, especially more quick-serve and mid-priced sit-down establishments which would capitalize on local residents, cemetery visitors, funeral attendees, and local workers. In addition, although Colma has several home furnishing stores (e.g., Bed Bath & Beyond, Anna’s Linens, Pier 1), the area could likely attract complementary stores such as Crate & Barrel (or its outlet), West Elm, or other successful catalog/bricks and mortar stores that would benefit from Colma’s strategic location.

Action 3A: Coordinate with Cemetery and Auto Dealerships to Promote Local Restaurants

As part of the efforts to foster better business to business networks, Colma can encourage cemeteries and auto dealerships to promote local restaurants, either through direct outreach to individual businesses or through organizations like the Auto Dealers Working Group or cemetery associations. Based on interviews of cemetery directors, while many visitors ask for suggestions for local restaurants, few recommend local Colma establishments, and instead point to restaurants in Daly City and South San Francisco. Both cemeteries and auto dealerships can improve their promotion of local restaurants. Dealers who present local food or shopping options give purchasers with family members who are less interested in negotiating more autonomy and flexibility when considering their purchase, which can translate into improved sales.

Implementation Responsibility

Timing: Initiate Action within 1-2 years of Strategy adoption

Potential Partnerships: Chamber of Commerce, Auto Row dealerships, cemeteries

Action 3B: Maintain Town Database on Vacant Spaces Suitable for New Retail and Restaurant Tenants

By keeping a current inventory of spaces suitable for new retail and restaurant tenants, Colma can facilitate the re-tenanting of existing vacant spaces, and fill unmet needs for additional restaurants and retail. Also, as discussed under Action 1B, the Town may also identify existing retailers who would like to remain in Colma, but have needs for different types of space than what they currently occupy. Such an inventory could thus facilitate business retention efforts, also. The Chamber of Commerce already keeps a list of real estate agents who represent residential and commercial

spaces, and the Town can draw upon this list and refer people who express interest in starting a new business or relocating to the Town. Maintaining a database also allows the Town to monitor leasing activity, and remain proactive about contacting firms whose leases are expected to expire, to help assure that they remain in Colma.

Implementation Responsibility

Timing: Initiate Action within 1-2 years of Strategy adoption

Potential Partnerships: Property Owners, Chamber of Commerce, area real estate brokers

Action 3C: Work with Property Owners, the Chamber of Commerce and Brokers to Attract New Businesses

It is important for Colma to develop and maintain working relationships with property owners, the Chamber of Commerce, and brokers active in the area. These professionals often have the best overview of the current market strengths and weaknesses and provide valuable information on ways the Town can improve its overall economic environment. In turn, Colma staff can provide information about locally available properties that meet tenant needs that brokers are seeking to fulfill. The following activities can all be undertaken to build and maintain productive relationships:

- Sponsor an annual market roundtable, inviting retail brokers and property owners to present information and share ideas with the Town.
- Hold smaller, more informal meetings with brokers on a more frequent basis, depending on conditions and current vacancy rates.
- Town staff can contact local commercial brokerages that handle office or retail transactions and set up appointments to make brief presentations during their in-house staff meetings. These presentations can provide an opportunity to meet brokers and present information on development opportunities, especially if these become available as changes to the General Plan take effect.
- Create a list of brokers interested in receiving the *ColmaWorks* periodical and other materials that Colma may release.

The Chamber of Commerce also receives inquiries from people seeking locations to start new businesses. While the Chamber provides information outlining the economic benefits of starting a new business in Colma, and refers people to the Town, it can also provide the contact information for a Town staff member or brokers with more direct knowledge of the available vacancies. The Chamber follows up with these businesses within six months after initial contact, and should report back on where the business decided to locate, and the reasons why.

Implementation Responsibility

- **Timing:** Initiate Action within 1-2 years of Strategy adoption
- **Potential Partnerships:** Area real estate brokers, property owners, Chamber of Commerce

Action 3D: Identify Potential Locations for Development of New Full-Service Restaurants Through General Plan Update Process

Colma is underserved by full-service restaurants for larger groups with banquet facilities, and mid-priced and full-service dining options. High-quality restaurants, including chain establishments and independent operators, can offer dining opportunities to many groups, including evening entertainment to families and attractive options for visitors and local workers, and can generate foot traffic at shopping centers. While Colma can facilitate attraction of new restaurants by maintaining a database of suitable vacant spaces, it can also expand the potential for new development by identifying locations for new full-service restaurants through the General Plan update process. The Town is currently preparing to update its General Plan, and can include this action as part of the process.

Implementation Responsibility

- **Timing:** Initiate Action within 3-4 years of Strategy adoption
- **Potential Partnerships:** -

Action 3E: Identify Potential Locations for Attraction of, or Development of a New Large-Format Sporting Goods Store such as REI, Through General Plan Update Process

One of the opportunities Colma identified through the leakage analysis that can contribute strong fiscal benefits is the attraction of a sporting goods store such as REI, a high quality sporting goods cooperative. This retailer, which had been seeking a San Francisco location for many years, has recently located on Brannan Street. Due to the popularity of this retailer in the Bay Area market, and the lack of another REI between San Francisco and San Carlos, REI may represent a potential destination retailer for this property, since the company has been seeking new retail opportunities. In order to accommodate a sporting goods store, the Town can identify potential locations for the development of new sporting goods store through the General Plan update process.

Implementation Responsibility

- **Timing:** Initiate Action within 3-4 years of Strategy adoption
- **Potential Partnerships:** - Property owners, real estate brokers for targeted site(s)

Action 3F: Promote the Findings of this Study, with the Key Visitation Data and General Positive Business Climate

Colma benefits from many strategic assets. The Town features strong retail sectors that draw customers from all over the region. In addition Colma receives more than 20,000 visitors per month associated with the cemetery sector. The Lucky Chances cardroom is another major economic attractor. The Town is known to be responsive and business-friendly, and has a demonstrated willingness to invest in physical infrastructure such as streetscapes, signage, and gateway markers. These assets should be promoted among brokers, the Chamber of Commerce, and in marketing

brochures, to reinforce Colma as an attractive location for businesses seeking new locations to expand.

Implementation Responsibility

- **Timing:** Initiate Action within 1-2 years of Strategy adoption
- **Potential Partnerships:** Chamber of Commerce, property owners, area real estate brokers

Strategy 4: Accommodate Cardroom Expansion

One of the key businesses in Colma, Lucky Chances, generates substantial revenue to the Town’s General Fund, and attracts numerous customers from throughout the region. In fiscal year 2009-10, Colma received \$4.9 million in tax revenue from Lucky Chances, which accounted for 38 percent of the Town’s General Fund revenue. Revenue from cardroom taxes is expected to remain steady and grow in the near future, as national gaming statistics indicate a strong growth trend in cardroom revenues. Gaming revenue has historically increased during economic downturns, which has helped to offset revenue decreases from retail and auto sales. Lucky Chances is also the single largest employer in Colma.

An interview with Lucky Chances management indicated that the business obtained licenses for an additional 14 card tables several years ago, but does not have sufficient room to add these tables to its existing facility. If the new tables generated revenue similar to the existing 60 tables, this addition to the business not presently viable, could add up to another \$1.7 million to the Town’s General Fund per year.

Lucky Chances leases its space and has approximately seven years remaining on its current lease, with options to renew to 2028. Although the business operator reports great satisfaction with its location in Colma, the future need to accommodate additional card tables may cause it to seek a new location. The operator would like to remain in Colma, but will need to evaluate options for new locations.

Action 4A: Work Closely with Lucky Chances Management to Identify Timing and Space Needs

Although Lucky Chances still has seven years remaining on its current lease term, with options to extend to 2028, the Town would benefit from initiating discussions to accommodate the business’s long-term expansion needs. The Town currently maintains a strong working relationship with the operator, and should set up an annual meeting to sustain an ongoing dialogue.

<u>Implementation Responsibility</u>
- Timing: Ongoing
- Potential Partnerships: Lucky Chances

Action 4B: Use General Plan Process to Identify Possible Locations for Expanded Cardroom and Possible Hotel

As Colma ramps up for the General Plan update, it should work closely with Lucky Chances management to identify timing and long-term space needs. Because their current facility cannot accommodate the additional tables the cardroom is licensed to operate, Colma should explore additional locations for an expanded cardroom under the General Plan update. In fact, there is a unique opportunity to pair this expansion with other key strategies presented in this Economic Development Plan, specifically the establishment of a new entertainment destination that could feature a new cardroom and hotel, alongside new restaurants and a specialty retail district.

Because the General Plan Update is expected to start soon, the cost for implementing this action would be included in the General Plan update, and not separately itemized in this plan.

Implementation Responsibility

- **Timing:** Initiate Action within 3-4 years of Strategy adoption
- **Potential Partnerships:** Lucky Chances

Strategy 5: Create Branding and Promotional Materials for Colma

According to stakeholder interviews conducted for this report, business leaders and elected officials are concerned that Colma suffers from a lack of identifiable image, aside from its historic legacy as a major cemetery location. While this historic image is important to the Town’s residents, it may not provide the strongest image for economic development because it does not fully reflect the base of businesses found in Colma.

A key challenge in branding and promoting Colma is that although the Town has many attributes that can be captured in a community brand and logo, the diversity of Colma’s features - extensive retail, Auto Row, cemeteries, open vistas and topography, friendly businesses, BART access, and a well-managed municipality - are challenging to blend together into a single image.

Action 5A: Prepare RFP to Select Branding and Marketing Firm

Community branding is a process of identifying community core values, strengths, key features, or other creative concepts to describe the community for economic development purposes. Most cities interested in economic development undertake these efforts, promoting features such as positive demographic characteristics, available sites, historic preservation, recreational facilities, and key businesses. In Colma’s case, the emphasis will likely be on retail and auto businesses, transit access, convenience to San Francisco and northern San Mateo County, business-friendly Town services, and related aspects. The Town should promote links to its history, museum, cultural aspects of its cemetery, and its monument artisans.

The Town should issue an RFP and engage a consultant to undertake this process to formulate a “brand” identity that is unique to Colma and draws on the Town’s strengths as a retailing location. The process to develop the brand often involves local outreach, surveys, interviews of business leaders and other research, utilized to establish creative options for the community’s brand and graphic logo.

<u>Implementation Responsibility</u>
- Timing: Initiate Action within 1-2 years of Strategy adoption
- Potential Partnerships: City Council, Property Owners, Auto Row dealerships, retail businesses, cemeteries, Chamber of Commerce

Action 5B: Create Simple Promotional Materials and Upgrade Web Site

Once the brand has been created, economic developers recommend placing it consistently on websites, gateway signs, marketing brochures, letterhead, and in public spaces. The brand and logo can also be used in advertising, and promotional campaigns. For both the branding and promotional materials, the San Mateo County Economic Development Association may be able to provide assistance. There are also numerous consultants available to create a branding strategy and promotional materials. Activities envisioned as part of this action could include but are not limited

to: creating holiday advertisements to encourage shopping in Colma and joining the San Mateo County Convention and Visitors Bureau and promoting shopping in Colma in their guide.

<u>Implementation Responsibility</u>
- Timing: Initiate Action within 1-2 years of Strategy adoption
- Potential Partnerships: Chamber of Commerce, San Mateo County Economic Development Association, Auto Row dealerships, Lucky Chances, major retailers and retail center managers, future hotel, San Mateo County Convention and Visitors Bureau, Comcast, other cooperating businesses

Action 5C: Launch an Expanded Image and Branding Campaign

One of the steps that cities can take to enhance sales is to create a coordinated image and branding campaign in order to establish the “place” in customers’ minds and visually announce it to passing traffic and visitors. One way to develop this strategy is to embed this exercise an expanded community branding campaign, which aims to raise awareness for Colma’s businesses as a whole, within the larger region. Such a campaign could incorporate the branding materials developed in Action 5A into a larger promotional and marketing effort and also be flexible enough to incorporate or coordinate with the auto Auto Row initiative described under Action 2C. If the Town engages a consultant to undertake this task, the expert may recommend more refined concepts on how to communicate the overall image/brand and the specific features of Auto Row.

As noted by many local stakeholders, the existing auto dealers often use Serramonte (the street location) in their company name, rather than Colma. These aspects of Colma’s name and image would need to be considered and resolved in a successful Town-wide branding strategy. One option may be a dual naming feature with consistent graphics, which brands Auto Row as a component of the larger Colma logo and branding tag line. Alternatively, the Auto Dealers Working Group may choose to launch a joint marketing campaign and finance this effort directly, with a unified branding theme of their own, as described under Action 2C.

<u>Implementation Responsibility</u>
Timing: Initiate Action within 3-5 years of Strategy adoption
Potential Partnerships: Auto Row dealerships

Strategies to Attract New Businesses

Strategy 6: Develop Specialty Retail/Entertainment/Dining District

Based on market analysis for retail, restaurant, and hotel uses, the opportunity for developing a cluster of specialty retail (particularly home-furnishings) and restaurant/entertainment appears strong over the long term. Furniture and home furnishings were identified in the Phase 2 report as leading retail sales categories in the Colma trade area, offering the potential to synergize with regional retail shoppers already coming to Colma's extensive retail facilities. This is also an opportunity to diversify the Town's retail base by creating a critical mass of businesses that can attract shoppers who may not already be visiting Colma, to purchase from store types that are not already well-represented in the community. The Brannan Street area of San Francisco, the Gilman Corridor in Berkeley, and portions of the Fourth Street specialty shopping district in Berkeley have all attracted larger home furnishings retailers into light-industrial and service-commercial structures. Moderately-priced, contemporary home furnishings stores, such as CB2, West Elm, Restoration Hardware, and Z Gallerie have all located in these types of urban, adaptive reuse districts, with new construction and rehabilitated buildings mixed into an interesting, unique district.

Thus, this concept holds potential for Colma if a large commercial site or cluster of sites become less viable and businesses seek to relocate elsewhere. Combined with an anchor entertainment project, this larger development vision would create a one-of-a-kind shopping district with easy access to I-280. This concept could generate substantial sales tax revenues for the Town, and the concept was well received by both residents and business leaders. It would be attractive to Colma residents, as well as serving as a destination for residents from surrounding communities. Such a destination would also be a cross-promotional opportunity for card room and cemetery visitors.

Many urban areas of California and elsewhere have experienced revitalization of former industrial, low-rise buildings into interestingly designed brew pubs, sports bars, and combination bar/restaurant districts that offer nightlife to complement daytime retail districts. The concept of an anchor entertainment/dining project that could eventually lead to significant changes to an entire corridor appears feasible from a market perspective. It could also be beneficial from the standpoint of creating the type of socially vibrant commercial district that can continue to attract shoppers to bricks-and-mortar locations even as Internet sales continue to expand.

Action 6A: Select Location or Target Area through General Plan Update Process

The first step in this process is to select a location or target an area that is large enough to accommodate a specialty retail and entertainment district. It is likely that a minimum of 10 to 15 acres will be needed. The process for selecting a target area for this type of development would involve a community process and an analysis of areas in the Town that may be underutilized. Once a location is selected, the General Plan and related zoning ordinances need to be updated to reflect this new targeted land use. The Town is currently preparing to update its General Plan in the upcoming year, and given the community interest in this concept, the Town should pursue this as part of the General Plan update. The cost for implementing this action is included in the General Plan update, and is not separately broken out in this plan.

Implementation Responsibility

- **Timing:** Initiate Action within 3-4 years of Strategy adoption
- **Potential Partnerships:** -

Action 6B: Revise Town Development Standards and Parking Requirements to Encourage the Establishment of a Specialty Retail and Restaurant District

In order to maximize the development potential of the site, the Town should review existing development and design standards along with parking requirements to encourage the establishment of a specialty retail and restaurant district. Many urban outdoor shopping areas feature pedestrian-friendly elements with amenities like tree-lined streets, benches, and areas for outdoor seating. Parking is often concentrated and tucked behind retail areas. Updating the zoning code to reflect these design standards can facilitate the development of a modern, attractive, specialty retail district.

Implementation Responsibility

- **Timing:** Initiate Action within 3-4 years of Strategy adoption
- **Potential Partnerships:** -

Strategy 7: Develop Hotel

Colma's strategic location along I-280, proximity to San Francisco and San Francisco International Airport, its attraction of cardroom customers from a large region, and its extensive draw of cemetery-related activities, all point to the potential opportunity for development and market support of one or more hotel projects. Hotels not only serve to support other local businesses, but contribute extensively to local government tax revenues.

A hotel located near I-280 in Colma, serving both business travelers and visits related to the cemetery and card room, should experience strong demand. There is strong visibility and access to I-280, offering the ability to attract business and tourist lodging demand from San Francisco's neighborhoods along this corridor, and visitors to northern San Mateo County. In addition, Colma receives more than 20,000 visitors per month associated with the cemetery sector. These visitors are not only attending funerals, but also come for numerous types of cultural events honoring the deceased, involving extended family members from all over the world. With an estimated five to 10 percent from distant locations, these visitors should generate strong demand for a hotel catering to their needs. Finally, hotel demand may also come from customers at the Lucky Chances cardroom.

Hotel performance among lodging facilities located near Colma revealed relatively strong occupancy rates. There appears to be an undersupply of hotel rooms along the I-280 corridor, which may be due to a large clustering of hotels along Highway 101, which more directly serve SFO-generated demand and general northern San Mateo demand. For this study, four hotels located near Colma were analyzed for recent market performance. This sample of hotels had a total of 221 rooms. For the four hotels near Colma, occupancy rates appeared strong. In May 2011, the latest month for which data was obtained for this study, occupancy rates in the I-280 hotels averaged 77 percent, exceeding the larger regional area's occupancy rate of 73 percent. Industry analysts consider occupancy rates above 75 percent as indicative of a strong market. Average room rates for the hotels near Colma have started to rebound from their low during the recession. For the last period of data available (May 2011), room rates averaged \$83 per night for the four hotels analyzed.

While the relative lack of hotel rooms along the I-280 corridor, the Town's existing visitor attractions, and strong occupancy rates among existing hotels may signal potential market demand for a new hotel in this area, a feasibility study prepared in 2010 for BART, for hotel development near the Millbrae BART station calls into question the financial feasibility of developing a hotel given prevailing room revenues relative to construction costs. This may mean that that new construction to meet demand may not be feasible until hotel rates rise to higher levels; thus, the medium- to long-term time frame identified for actions associated with this strategy are more realistic than short-term time frames.

The addition of a new hotel in Colma would allow the Town to leverage its strong visitor base and develop a new revenue source for the General Fund. As discussed previously, establishment of a local Transient Occupancy Tax in conjunction with new hotel development might also create the opportunity for the Town to dedicate a portion of the new stream of funding to support various visitor attraction, marketing, and promotion activities recommended as part of this Action Plan.

Action 7A: Select Hotel Location through General Plan Update Process

The first step in this process is to select a location that can accommodate a hotel. A prototypical 51,000 square foot, four-story structure with 75 rooms, 1,200 square feet of meeting space, and at-grade parking occupies approximately 3.3 acres. The process for selecting a location will involve community input and an understanding of locational features that hotel developers seek for new sites. A suitable site should be freeway-accessible. Ideally, a site would allow signage visible to I-280. Specific attraction of a hotel project will depend on the land price, location, and ability to obtain entitlements for a hotel. The Town is currently preparing to update its General Plan in the upcoming year, and should pursue this concept as part of the General Plan update.

<u>Implementation Responsibility</u>
- Timing: Initiate Action within 3-4 years of Strategy adoption
- Potential Partnerships:

Action 7B: Prepare RFP to Select Consultant to Complete Feasibility Analysis

An analysis must be completed in order to determine whether a hotel development is feasible. Although the Phase 2 report presents preliminary findings based on an analysis of occupancy rates and average daily rents, a full market study can provide more detailed findings and can be used to inform hotel developers about the market potential for a new lodging facility, and entice interest among developers. The consultant should also analyze fiscal impacts to the Town's General Fund.

<u>Implementation Responsibility</u>
- Timing: Initiate Action within 3-5 years of Strategy adoption
- Potential Partnerships:

Action 7C: Develop Town Regulations to Encourage Construction of a Hotel

Colma does not currently have any provisions in the General Plan or zoning ordinance to allow for a hotel development. As part of the General Plan Update, Colma should update Town regulations to allow for a hotel, and establish parking and other requirements for this use. In crafting these regulations, Colma should carefully consider how to balance parking ratios, floor area ratio (FAR), building heights, and other design regulations in a way that encourages hotel construction and maintains flexibility.

<u>Implementation Responsibility</u>
- Timing: Initiate Action within 3-4 years of Strategy adoption
- Potential Partnerships: - Owner of site(s) identified in Action 7A

Action 7D: Seek Voter Approval Establishing Transient Occupancy Tax (TOT) in Colma, and Adopt an Ordinance Initiating TOT

Cities and counties have the authority to charge a transient occupancy tax (TOT), which is levied on the occupancy of a room in hotels, motels, inns, or other lodging facilities, if granted approval to collect such taxes by the voting public. A transient occupancy tax in Colma would allow the Town to diversify its revenue stream. Colma has not approved the establishment of a TOT, and would require voter approval and the passage of an ordinance by the City Council initiating the TOT. The cost of bringing a TOT initiative to the ballot will vary depending on whether it is incorporated in a general election or a special election. Given the Town's small base of voters, election costs should be modest, relative to the revenues that a TOT would generate, if a hotel is to be developed within the Town.

Implementation Responsibility

- **Timing:** Initiate Action within 3-5 years of Strategy adoption
- **Potential Partnerships:** - Hotel developer

Strategy 8: Create Town Center

Colma has long sought more local-serving businesses that can offer open-air retail and a community gathering place. Some have suggested a location near Town Hall for this concept, using a design which complements the historic City Hall and new Town Police Station on El Camino Real, at Serramonte Boulevard. This vision would create a “heart of Colma” at the crossroads of the two major streets, creating a mixed-use project with retail and public gathering spaces at ground level, and housing and/or office uses above. A project site of 5 to 10 acres would likely provide sufficient size to incorporate these elements.

The Town Center concept would pair nicely with the Grand Boulevard Initiative, a grant-funded collaborative planning effort of 19 member cities, counties, and other public agencies which have jurisdiction over El Camino Real along its 45+ mile route through San Mateo and Santa Clara Counties. This initiative aims to coordinate planning and development along El Camino Real, eventually offering an integrated “complete street” with transit options, transit-oriented or pedestrian-oriented mixed-use development, affordable housing to meet local needs, and a smarter development pattern. Colma is a member of the Grand Boulevard Initiative.

In December 2010, the Grand Boulevard Initiative published a consultant-authored report called “Economic & Housing Opportunities Assessment,” which summarized the land capacity that could house new residents and jobs along the length of the corridor, along with analysis of the resulting aggregated new property tax revenues and employment opportunities. The report recommends creating nodes of denser activity along the El Camino corridor; the Colma segment is not identified as a major node for targeted development in that framework. However, in between the major nodes, the report recommends seeking additional mixed-use development opportunities where possible, and envisions new housing at 14 units an acre to 40 or more units an acre (four stories over parking). The report also shows mixed-use, with housing over retail in many locations, taking advantage of future transportation improvements including bus rapid transit, as well as proximity to BART stations.

As with the Specialty Retail/Entertainment/Dining district recommended in Strategy 6, this type of mixed-use development represents the type of setting that is more likely to continue to be attractive to retailers and shoppers, even as Internet sales expand, because it offers opportunities for social interaction that can be an important component of the shopping experience.

Action 8A: Select Town Center Location through the General Plan Update Process

The first step in this process is to select a location with approximately 5 to 10 acres that can accommodate a Town Center. The concept would need to be developed further, with community input and a specific plan to define possible uses, which can include a mixture of retail, residential, and office. As part of the General Plan Update process, the Town can identify a location or target a general area where a future Town Center can be developed.

Implementation Responsibility

- **Timing:** Initiate Action within 3-4 years of Strategy adoption
- **Potential Partnerships:** City Council

Action 8B: Analyze Parking Needs

The development footprint of the Town Center is affected by minimum parking ratios. If the Town Center concept is incorporated as part of the Grand Boulevard Initiative, which envisions augmenting public transit service, and pedestrian-oriented destinations, the parking ratios need to be analyzed, particularly to comply with priorities of the initiative, especially if the project seeks to qualify for grant funding. The Town can engage a consultant to review the parking requirements recommended in the Grand Boulevard Initiative, assess traffic impacts, analyze parking needs, and make suggestions for parking ratios that can apply to a Town Center development. Various regional, state, and federal grant programs seek to promote sustainable development, and might provide grant funding or technical assistance to help with this Action.

Implementation Responsibility

- **Timing:** Initiate Action within 3-4 years of Strategy adoption
- **Potential Partnerships:** -

Action 8C: Modify Town Regulations to Allow for this Type of Development and Mixture of Land Uses

In addition to parking ratios, other regulations affect development, including existing 30 foot setbacks along El Camino Real, which effectively reduces the buildable area of parcels. Other requirements include height limits, floor area ratios, and design standards. Complete this analysis as part of the General Plan update. Various regional, state, and federal grant programs seek to promote sustainable development, and might provide grant funding or technical assistance to help with this Action.

Implementation Responsibility

- **Timing:** Initiate Action within 3-5 years of Strategy adoption
- **Potential Partnerships:** -

APPENDIX A: FACILITATOR’S NOTES FROM COMMUNITY MEETING



Town of Colma Community Meeting: Economic Development Plan
 Colma Community Center
 1520 Hillside Blvd.

August 22, 2012
 6:30 – 8:30 PM

Meeting Notes

Table Report Out

1. Top Priority

- Retail/Entertainment/Dining district [like Auto Row]
- Retail with entertainment
- Paint ball
- -Courses closer than San Jose
- -Concern about place/where?
- Branding/Image is important

2. Themes

- Need more parking- underground parking [i.e: if bulldoze Kohl’s—six floors below ground]
- Have city car share car lot near BART station on Auto Row—convenience of parking

Small Group Discussions

Group 1:

1. Expand Retail and Restaurants

- +Liked expanded restaurant selection
- +Opportunity for fine dining—above Serramonte Ford; Collins and Junipero Serra
- +Hotels attractive—mixed use—hotel over retail
- Not sure if sporting goods viable—competition
- Not sure if home furniture viable

High	3
Medium	1
Low	0
Not at all	0

2. Branding and Promotional Materials for Colma

- +Like concept—need to work in Colma into business branding
- +Like branded license plate frames
- Cemetery is challenge for branding
- All businesses need linkage

High	1
Medium	2

Low	1
Not at all	0

3. Retail/Entertainment/Dining District

- Branding will depend on client and offerings
- Difficult with ECR restrictions
- +Like idea—walkable good
- Need to get away from strip mall pattern—lots of wasted space
- Consider parking structure below ground—addresses a concern for parking
- +Can Santana Row be a model?
- Consider creative retail layouts—Tesla in Santana Row

High	3
Medium	1
Low	0
Not at all	0

4. Town Center

- Like spaciousness of town
- Concern about growing too big
- +Place near or at Kohl's
- +Target store location good—Target parking lot
- Consider underground parking

High	0
Medium	0
Low	2
Not at all	1

GROUP 2

1. Expand Retail and Restaurants / Paintball

- Paint balling is missing
 - Empty Nissan dealership
 - Get a store also
 - Courses where old golf course was or by the dump
- Do not have too many fancy restaurants, which only some people can go to
- Medium priced restaurants could attract a lot of people
- Kid's restaurants: Chilis, Elephant Bar, Boston Market, Sizzler, Fresh Choice
- Sporting goods
- Concerned about traffic running through town because of more retail
- Need more stop signs to stop speeding, especially since kids play in the street

High	7
Medium	0
Low	0
Not at all	0

2. Branding and Promotional Materials for Colma

- Currently others think it has got stigma because of cemeteries
- For some cultures it is bad to live facing a cemetery or make money on death
- Would like more connection to the tech world—near Silicon Valley
- Retail—get outlets
- Have paintball be something fun for adults—youthful town; not just cemeteries

High	0
Medium	1
Low	5
Not at all	1

3. Retail/Entertainment/Dining District

- Santa Rosa is a good model—is not just thought of for agriculture—also known for fishing, wine, and music
- For young adults [21+] have entertainment/dancing
- Recreation Center with a pool w/ a diving board
- Have a big symbolic statue or piece of architecture like the Eiffel Tower or Statue of Liberty
- How would they pay for it? Tax?
- Is there an area big enough to have a district for all of this?
- A walkway area could be covered near BART so people would have easy access

High	4
Medium	1
Low	1
Not at all	1

4. Town Center

- +Happy about town center
- Indoor basketball court
- Have a hotel, 4 to 5 stories high, and an indoor pool nearby
- The statue/piece of architecture could be here
- Big fountain with lights
- Colma could be known for its Town Center to rebrand it from cemeteries
- Day Care center
- Have an outdoor marketplace
- Perhaps a farmer's market
- Safe place for kids to play
- Nice gated area around Town Center so you have to enter the town center from a central location
- Have a urban water park in the middle—
- Big area with water spraying up sometimes [San Jose has one] for kids lower in some areas, higher in other
- Other water ideas: Have an obstacle course, a maze like and amusement park such as Great America, Six Flags, Raging Waters

High	4
Medium	0
Low	0
Not at all	1

GROUP 3

1. Expand Retail and Restaurants

- +Would love to see a nice sit down restaurant—not too noisy
- Maybe locate near Colma Blvd.
- Locate at end of Serramonte and Junipero Serra Blvd.
- +Like coordinating to promote with auto dealerships
- +Anything that generates tax for the city is good
- No concerns

High	3
Medium	0
Low	0
Not at all	0

2. Branding and Promotional Materials for Colma

- +We need this
- Concerned do not understand the steps to go through for this
- Do not like some of the current advertising ex.: Daly City/Colma

High	0
Medium	3
Low	0
Not at all	0

3. Retail/Entertainment/Dining District

- +Like idea in general
- +Like: Action step—review redevelopment standards and parking requirements
- Concerns that where to do this is an issue—there is not a place

High	2
Medium	1
Low	0
Not at all	0

4. Town Center

- +Like the idea/concept
- Concerned that do not know where there is a place to put a town center
- Possible solution: If Kohl's left, this could be a place

High	1
Medium	2
Low	0
Not at all	0