



**AGENDA
REGULAR MEETING
CITY COUNCIL OF THE TOWN OF COLMA**

**Wednesday, March 24, 2021
7:00 PM**

On March 17, 2020, the Governor issued Executive Order N-29-20 suspending certain provisions of the Ralph M. Brown Act in order to allow for local legislative bodies to conduct their meetings completely telephonically or by other electronic means. Pursuant to the Shelter-in-Place Orders issued by the San Mateo County Health Officer on March 16, 2020 and March 31, 2020, the statewide Shelter-in-Place Order issued by the Governor in Executive Order N-33-20 on March 19, 2020, and the CDC's social distancing guidelines which discourage large public gatherings, the Council Chamber will not be open to the public for this Town of Colma City Council Meeting. The purpose of these orders was to provide the safest environment for Council Members, staff and the public while allowing for public participation.

Members of the public may view the meeting by attending, via telephone or computer, the Zoom Meeting listed below:

**Join Zoom Meeting: <https://us02web.zoom.us/j/81289976261>
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Members of the public may provide written comments by email to the City Clerk at ccorley@colma.ca.gov before or during the meeting. Emailed comments should include the specific agenda item on which you are commenting or note that your comment concerns an item that is not on the agenda. The length of the emailed comment should be commensurate with the three minutes customarily allowed for verbal comments, which is approximately 250-300 words.

CLOSED SESSION – 6:00PM

1. In Closed Session Pursuant to Government Code Section 54957.6 – Conference with Labor Negotiators.

Agency Negotiator: Austris Rungis, IEDA
Employee Organizations: Colma Peace Officers Association and Colma Communications/Records Association
Unrepresented Employees: All (Except City Manager, Police Chief, and any other Local Agency Executive)

PLEDGE OF ALLEGIANCE AND ROLL CALL - 7:00 PM

ADOPTION OF AGENDA

PRESENTATION

- Message of Solidarity with the Asian American Community
- Update from the San Mateo County Mosquito and Vector Control District
- Proclamation in Honor of Women’s History Month
- Mayor’s Water Challenge Announcement

PUBLIC COMMENTS

Comments on the Consent Calendar and Non-Agenda Items will be heard at this time. Comments on Agenda Items will be heard when the item is called.

CONSENT CALENDAR

2. Motion to Accept the Minutes from the March 10, 2021 Regular Meeting.

STUDY SESSION

3. **ECONOMIC DEVELOPMENT**

This item is for discussion only; no action will be taken at this meeting.

REPORTS

Mayor/City Council
City Manager

ADJOURNMENT

The City Council Meeting Agenda Packet and supporting documents are available for review on the Town's website www.colma.ca.gov or at Colma Town Hall, 1198 El Camino Real, Colma, CA. Persons interested in obtaining an agenda via e-mail should call Caitlin Corley, City Clerk at 650-997-8300 or email a request to ccorley@colma.ca.gov.

Reasonable Accommodation

Upon request, this publication will be made available in appropriate alternative formats to persons with disabilities, as required by the Americans with Disabilities Act of 1990. Any person with a disability, who requires a modification or accommodation to view the agenda, should direct such a request to Pak Lin, ADA Coordinator, at 650-997-8300 or pak.lin@colma.ca.gov. Please allow two business days for your request to be processed.

1. In Closed Session Pursuant to Government Code Section 54957.6 – Conference with Labor Negotiators.

Agency Negotiator:	Austris Rungis, IEDA
Employee Organizations:	Colma Peace Officers Association and Colma Communications/Records Association
Unrepresented Employees:	All (Except City Manager, Police Chief, and any other Local Agency Executive)

This is a Closed Session item; there is no staff report for this item.



**MINUTES
REGULAR MEETING**

City Council of the Town of Colma
Meeting Held Remotely via Zoom.us
Wednesday, March 10, 2021
7:00 PM

PLEDGE OF ALLEGIANCE AND ROLL CALL

Mayor Diana Colvin called the meeting to order at 7:01 p.m.

Council Present – Mayor Diana Colvin, Vice Mayor Helen Fisicaro, Council Members Raquel Gonzalez, Joanne F. del Rosario, and John Irish Goodwin were all present.

Staff Present – City Manager Brian Dossey, City Attorney Christopher Diaz, Chief of Police John Munsey, Administrative Services Director Pak Lin, Director of Public Works Brad Donohue, City Planner Michael Laughlin and City Clerk Caitlin Corley, were in attendance.

The Mayor announced, “Welcome to another of our completely remote Council Meeting. A few notes about tonight’s meeting: We are accepting public comments through email— please email ccorley@colma.ca.gov to submit a public comment. You can also use the chat function to chat directly to our city clerk and she will be able to let us know that you would like to make a comment when your item comes up in the agenda. Thank you.”

ADOPTION OF THE AGENDA

Mayor Colvin asked if there were any changes to the agenda; none were requested. She asked for a motion to adopt the agenda.

Action: Council Member del Rosario moved to adopt the agenda; the motion was seconded by Council Member Gonzalez and carried by the following vote:

Name	Voting		Present, Not Voting		Absent
	Aye	No	Abstain	Not Participating	
Diana Colvin, Mayor	✓				
Helen Fisicaro	✓				
Raquel Gonzalez	✓				
Joanne F. del Rosario	✓				
John Irish Goodwin	✓				
	5	0			

PUBLIC COMMENTS

Mayor Colvin opened the public comment period at 7:04 p.m. Linda Koelling, Former Foster City Mayor made a comment on housing legislation. The Mayor closed the public comment period at 7:07 p.m.

CONSENT CALENDAR

1. Motion to Accept the Minutes from the February 24, 2021 Regular Meeting.

2. Motion to Approve the Report of Checks Paid for February 2021.
3. Motion Accepting the 2020 Annual Report on the Implementation of the General Plan, Including the Housing Element.

Action: Vice Mayor Fiscaro moved to approve the Consent Calendar item #1 – 4; the motion was seconded by Council Member Goodwin and carried by the following vote:

Name	Voting		Present, Not Voting		Absent
	Aye	No	Abstain	Not Participating	
Diana Colvin, Mayor	✓				
Helen Fiscaro	✓				
Raquel Gonzalez	✓				
Joanne F. del Rosario	✓				
John Irish Goodwin	✓				
	5	0			

STUDY SESSION

4. PENSION AND OPEB UPDATE

Administrative Services Director Pak Lin introduce the presentation by Dan Mantusiewicz of OpenGov. Mayor Colvin opened the public comment period at 7:28 p.m. and seeing no one request to speak, she closed the public comment period. Council discussion followed.

This item was for discussion only; no action was taken at this meeting.

5. CREEKSIDE VILLAS RENTAL POLICY REVIEW

City Attorney Christopher Diaz and City Manager Brian Dossey presented the staff report. Mayor Colvin opened the public comment period at 7:59 p.m. Resident Ken Gonzalez made a comment. The Mayor closed the public comment period at 8:02. Council discussion followed.

This item was for discussion only; no action was taken at this meeting.

NEW BUSINESS

6. MID-YEAR FINANCIAL UPDATE AND BUDGET AMENDMENT

Administrative Services Director Pak Lin presented the staff report. Mayor Colvin opened the public comment period at 9:03 p.m. Resident Ken Gonzalez asked a question. The Mayor closed the public comment period at 9:05 p.m. Council discussion followed.

Action: Council Member Gonzalez moved to Accept the Fiscal Year 2020-21 Mid-Year Financial Report Through December 31, 2020 and Authorizing a Copy to be Posted on the Town's Website; the motion was seconded by Council Member del Rosario and carried by the following vote:

Name	Voting		Present, Not Voting		Absent
	Aye	No	Abstain	Not Participating	
Diana Colvin, Mayor	✓				
Helen Fiscaro	✓				
Raquel Gonzalez	✓				
Joanne F. del Rosario	✓				
John Irish Goodwin	✓				
	5	0			

Action: Vice Mayor Fiscaro moved to Adopt a Resolution Appropriating Funds and Amending Budget for Fiscal Year 2020-21 to Increase General Fund Appropriation by \$158,000 and Capital Project Fund by \$225,000 and Use \$140,000 of Unassigned Capital Reserve Fund; the motion was seconded by Council Member Goodwin and carried by the following vote:

Name	Voting		Present, Not Voting		Absent
	Aye	No	Abstain	Not Participating	
Diana Colvin, Mayor	✓				
Helen Fiscaro	✓				
Raquel Gonzalez	✓				
Joanne F. del Rosario	✓				
John Irish Goodwin	✓				
	5	0			

COUNCIL CALENDARING

The next Regular Meeting will be on Wednesday, March 24, 2021 at 7:00 p.m. and it will be held remotely.

REPORTS

City Manager Brian Dossey gave an update on the following topics:

- There will be a Closed Session at 6pm at the March 24, 2021 Council Meeting.
- Colma is ranked second in the County for COVID-19 vaccinations.
- COVID-19 cases are trending down; the County is still in the Red Tier but could enter the Orange Tier in the coming weeks.
- Remember to Spring Forward this weekend!

ADJOURNMENT AND CLOSE IN MEMORY

Mayor Colvin adjourned the meeting at 9:13 p.m. and closed in memory of former Colma Council Member Eugene Daneluz, and in memory of the one-year anniversary of the passing of Georgette Sarles, longtime CEO and President of the Colma/Daly City Chamber of Commerce and friend of Colma.

Respectfully submitted,

Caitlin Corley
City Clerk



STAFF REPORT

TO: Mayor and Members of the City Council
 FROM: Peter Ingram, Economic Development Advisor
 VIA: Brian Dossey, City Manager
 MEETING DATE: March 24, 2021
 SUBJECT: Economic Development Study Session

RECOMMENDATION

Staff seeks broad direction from the City Council: What specific information will be needed by the Council to evaluate the General Plan Update's potential effectiveness in enabling robust future economic development?

EXECUTIVE SUMMARY

The purpose of this study session is twofold:

- Increase the focus on economic development by reviewing the Council's cumulative direction over the past eight years and the resulting, interrelated plans and strategies that must be effectively tied together and activated when the Council adopts the General Plan Update 2040 later this year;
- Commence a discussion on how to ensure that the Council's "economic development tool kit" will contain all the appropriate tools, levers and mechanisms that will be required to realize the draft General Plan's policy theme for economic development:

"Economic Development and Fiscal Sustainability: Encourage businesses and activities that will allow the Town to maintain a high standard of public services and improvements into the future."

The Colma 2020-2022 Strategic Plan's stated goal for economic development is:

"Create Placemaking and Develop Marketing Strategy"

This two-part goal statement – and how to bring it into reality in Colma – provides the basis for this study session, which will focus on placemaking as related to the pending General Plan Update.

FISCAL IMPACT

None at this time.

BACKGROUND

In 2012 BAE Urban Economics prepared the Colma Economic Development Plan. The plan was intended to guide actions over the ensuing ten years, and laid out potential strategies in response to overall land use and urban design needs. The recommended actions identified the then-current market demand for a variety of land uses, but did not reflect land availability or associated redevelopment constraints.

The 10-year actions were:

1. Refine Town Communications Program 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
6. Develop Specialty Retail/Entertainment/Dining District
7. Develop Hotel
8. Create Town Center

In the fall of 2013 the Town's land use consultants Dyett and Bhatia provided a form-based vision for future development and growth in Colma, to gauge community sentiment about the development of identified key properties. The resulting Land Use and Urban Design Strategy was accepted in October 2014. The Strategy considered land use issues anticipated over a 20-year period and provides an innovative framework for the eminent General Plan Update. The following Guiding Principles emerged from discussions and analysis:

- A Walkable Town Center Destination. There is demand for a retail, dining, and entertainment district within the Town of Colma, and the updated General Plan should identify a location and accommodate development scaled to suit this need. A central location that is accessible by local residents, workers, visitors, and travelers is preferred. The district should include pedestrian-oriented streets and/or paths; incorporate a density that sustains pedestrian traffic; and project a recognizable style or identity that is consistent with the Town's existing Design Review Overlay Requirements.
- Community Facilities and a Cohesive Open Space Scheme. Future development should provide services for local residents near the center of town. These should include recreational open space, a public plaza, and small-scale retail, office, and dining uses. Intensification of development along and near corridors as well as a unified aesthetic will facilitate place-making for the community.
- Improved Accessibility. The updated General Plan should establish measures consistent with the San Mateo County Comprehensive Bicycle and Pedestrian Plan as well as the Town's own priorities for bicycle and pedestrian accessibility. A cohesive bike network, localized streetscape improvements that prioritize pedestrian movements, and building-to-street relationships that enhance the pedestrian realm will all help create an inviting urban environment.

- A Stronger Commercial Base. The General Plan should facilitate the expansion of Colma's existing businesses. Auto Row along Serramonte Boulevard; the Lucky Chances cardroom; and dining options for cemetery visitors, the local workforce and travelers are examples of uses that the General Plan should seek to accommodate. A new hotel will also serve to complement and strengthen Colma's commercial base.

Taken together, these ideas establish the overall priorities for future development within the Town.

In Nov. 2018 The City Council adopted the Town of Colma Transient Occupancy Tax Ordinance, setting a room rental tax rate of 12%.

In January 2020 the Serramonte Blvd. & Collins Ave. Master Plan was completed. The plan articulated the need for re-imagining Serramonte Boulevard and Collins Avenue. Despite being home to one of the Bay Area's premier Auto Rows and regional-serving retail destinations, the automobile-oriented streets and infrastructure within the Master Plan Area are difficult for pedestrians to navigate, and the area lacks a cohesive identity. To plan for the future for Serramonte Boulevard and Collins Avenue, the Master Plan aims to create public realm improvements focused on supporting economic development, improving mobility for a variety of transportation modes, improving safety, and promoting sustainability in the public realm. The Master Plan outlines a vision for this key commercial district and provides guidance for strategic improvements to circulation, streetscape, infrastructure, and aesthetics to improve the overall design and function of this important business community for the years to come. Specific objectives identified for the Master Plan include (Partial list):

- Economic Development. Support, retain and increase commercial business activities while fostering a dynamic and sustainable business district that can respond to changing market conditions.
- Land Use and Urban Design. Incorporate land use and urban design elements that sustain and enhance the function and unique identity of Serramonte Boulevard and Collins Avenue.

In March 2020 the State of California and the County of San Mateo initiated the first stay-at-home orders in response to the Covid-19 pandemic. As of this date, it is unclear when all health and safety orders will be finally lifted, and the Town's services and the community's businesses will be unrestricted. Further, the effects on the economy at all levels are and will be in a state of flux.

On June 3, 2020 the Town issued a Notice of Preparation (NOP) for a programmatic Environmental Impact Report (PEIR) for the General Plan Update 2040, and opened the public comment period through July 13, 2020. (See Attachment A – NOP Project Description)

By the fall of 2020 staff had completed drafting the elements of the General Plan Update 2040 (with the exception of the Housing Element, which is now under way and required to be approved by the state in early 2023). The regional housing allocation for the town has been set at 202 units, so the Housing Element will need to identify viable housing sites that can

accommodate these units during the eight year period of the new Housing Element. The primary site to be designated for housing will be the Town Center site.

On Dec. 9, 2020 the first in a series of City Council study sessions on the draft General Plan was held, focused on the Introduction, Land Use, and Historic Resources elements.

As was stated in the staff report and presentation, the updated General Plan (particularly the Land Use Element) needs to clearly articulate Colma's community vision concerning potential land uses and development for the next 20 years.

On Feb. 10, 2021 the City Council received a status update on each program of the previously approved 2020-2022 Strategic Plan. The City Manager's presentation also included newly proposed initiatives that the City Council considered as they discussed the plan update. The Council gave direction on prioritization of the programs for 2021, and whether to include the newly proposed initiatives in the update for the 2020-2022 Strategic Plan. Ultimately the City Council accepted the update as recommended, and made no changes to the economic development strategy.

ANALYSIS

In January 2021 City Council members responded to a list of questions about economic development and the current state of the local economy, in light of the continuing Covid-19 pandemic. Council responses were captured via individual interviews with the City Manager and his economic development advisor. A synopsis of the interviews is provided for reference in Attachment B to this report. Broadly interpreted, the Council's collective thinking falls into two categories – and mirrors their standing Strategic Plan goal for economic development:

- Land use changes ("Placemaking")
- Partnerships and programs ("Marketing Strategy")

Land Use Changes / Placemaking

The Town's 2012 Economic Development Plan includes policies which will rely on an intensification of existing land uses and new land uses that should be considered, including a hotel and the creation of a Town center. The current General Plan does not include any policy directives for these specific projects and does not currently allow for a hotel. Additionally, current floor area, lot coverage, height and parking standards would need to be modified to allow for new development at desired locations.

Building upon land use goals, the form-based planning approach in the Land Use and Urban Design Strategy examines the relationship between building facades and public streets, considering the form and mass of buildings in relation to one another to create a desirable sense of place. The Strategy also looks at the existing land uses and land use parameters (such as height, floor area, lot coverage etc.) and vacant or underutilized properties.

To some degree, land use may be described as the "quantitative" portion of economic development.

Partnerships and Programs / Marketing Strategy

In addition to setting a land use framework that encourages the development of a desirable and economically viable community, partnerships and programs will also be important to furthering the Town's economic success. Staff intends to return to the Council ahead of the General Plan adoption for a focused discussion on this aspect of economic development.

The range of programs and the nature of partnerships are often more "qualitative" in their execution and apparent outcomes.

Land Use Policy Considerations

To enable the Council's discussion in this study session and beyond, and to assist with providing direction for subsequent Council discussions and actions, the following list of policy factors is offered as a starting point:

- The 2014 Land Use & Urban Design Strategy and the 2020 Serramonte Blvd & Collins Ave. Master Plan need to be fully integrated into the General Plan, with effective enabling policies and legislation;
- The proposed densities shown in the Land Use & Development Standards must be high enough to trigger transformations of underutilized properties;
- Building height limits and set-backs need to allow for financial return on investments while conforming to aspirational urban design standards;
- The updated General Plan's land use pallet and development densities must incentivize developers to purchase occupied properties and seek entitlements as envisioned in the Town's cumulative goals, vision and strategies;
- Significant envisioned infrastructure improvements and other desirable community benefits will be dependent on developers making significant financial contributions;
- As the General Plan goes through the final public review and hearings, the Council will want to capture the attention of the current business community as well as the regional development sector;
- When the General Plan Update is adopted, the Town needs to be ready to receive and proactively process development applications.
- Concurrent with the GP land use track, working toward economic development partnerships and programs is desirable and will complement placemaking efforts.

Case Studies

Staff and the Town's economic development consultant will provide a presentation that includes several case studies of land use policy changes and resulting development activity in other communities. The intent of this portion of the presentation is to help the Council see how land use plans can affect opportunity/underutilized properties, and to test ideas and approaches to land use changes and placemaking that may work well in Colma.

Staff recommends that the City Council engage in the study session presentation, ask questions and provide feedback and preliminary direction to staff. Specific questions for the Council will be posed sequentially as the presentation progresses.

Council Adopted Values

Considering enabling policies for economic development is consistent with the Council value of *responsibility* because it proactively considers policy that will enhance the Town over time.

Sustainability Impact

The General Plan and its policies will promote sustainability since development will be in-fill in nature and encourage more walking, biking and transit use.

Alternatives

None with regard to holding this study session. However, the Council could determine in the course of discussion that alternative approaches to pending land use policies as drafted in the General Plan Update are desirable for subsequent study and potential Council actions.

CONCLUSION

The eminent adoption of the 2040 General Plan Update provides a unique and timely opportunity to strengthen the core foundations of long-term economic development in Colma. Taking the time now to focus on the Town's land use tools through the lens of economic development is yet another affirmative action by the City Council on this stated strategic priority.

ATTACHMENTS

- A. Notice Of Preparation of a PEIR – Project Description
- B. Synopsis of Council Members Responses – January 2021 Interviews

Notice of Preparation – Project Description Excerpt

Issued June 3, 2020.

Public Review Period June 9 to July 13, 2020

The Town of Colma General Plan articulates the long-term shared community vision for the preservation, enhancement and improvement of the Town. It is a long-range plan that directs decision making, and establishes rules and standards for town improvements and new development. It reflects the community's vision for the future and is intended to provide direction through the year 2040. The last General Plan Update was in 1999. The housing element was updated in 2015 and will not be a part of the current General Plan update. The 2040 General Plan update will provide the context to effectively plan and manage the Town of Colma based on an updated set of goals, policies, and implementation programs that reflect the values and aspirations for the future expressed by the community. Additionally, the update will equip the Town of Colma with a policy framework to responsibly manage future projects and have the capacity to accommodate the growth and development anticipated to occur in the Town for the next 20 years.

As required by CA Government Code section 65302, the General Plan will cover the seven mandated elements. However, for the Town of Colma General Plan Update these include: Land Use, Circulation/Transportation (Mobility), Housing, Natural Resources/Conservation, Hazards and Safety. In addition to these elements, Colma has chosen to prepare a Historic Resources Element due to most of the Town's land use being reserved for cemetery uses. This element will provide an information base of existing historic resources as well as provide policy direction for the preservation of the Town of Colma's historic cultural resources.

These elements will establish policy direction for the Town, relating to:

- The use and development of all remaining land within the Town of Colma
- The types and provision of housing growth in the community
- The protection and continued use and expansion of cemetery land uses
- The growth of existing businesses as well as the attraction of new commercial ventures
- The provision of public safety services and protection against natural and human caused hazards (including noise)

The 2040 General Plan update identifies and prioritizes opportunities to preserve the character of the community, conserve natural resources, and direct land use policies that enable sustainable growth and employment opportunities in Colma.

As part of the alternatives process for the General Plan update, the Town evaluated the change in land use type and development intensity that may result in environmental impacts. These changes are described as follows:

- Change in permitted land use and intensity for the "Town Center Site" located at the southwest corner of Serramonte Boulevard and El Camino Real
- Change in permitted land use and intensity for undeveloped lands on the east side of Hillside Boulevard
- Change in permitted land use and intensity for properties which may redevelop along the Serramonte Boulevard corridor
- Change in intensity for specific in-fill development opportunity sites
- Change in land use policies which would allow for housing in specific areas of the Town where housing has not been permitted before

It is anticipated that these potential changes in land use and intensity or density would be a primary change in the General Plan that may result in environmental impacts. The Proposed Land Use Map is shown in Figure 3. At buildout under the draft General Plan, the Town anticipates the following:

- Residential Units: 328 units
- Commercial Building Square Footage: 993,500
- Office Building Square Footage: 35,000

A Draft Program-level Environmental Impact Report (EIR) will be prepared in conjunction with the 2040 General Plan Update. A program-level EIR generally looks at the broad policy of a planning document, i.e., a general plan, and will analyze the potential environmental consequence of adopting the proposed 2040 General Plan Update Colma General Plan 2040. It may will not address potential project specific site-specific impacts of the any individual projects that may fall within the planning document.be approved by the City Council.

Synopsis of Council Members Responses - January 2021 Interviews

1. *Economic Development is:*

- a. A strategy to encourage investment and economic growth through retention and expansion of existing businesses
- b. A partnership with businesses to help them be successful
- c. Attention equally applied to supporting existing businesses and attracting new businesses
- d. A plan for future development and how to sustain the right revenue stream
- e. An understanding of economic trends and how to use those insights wisely for the future
- f. Having an answer to the question, "What if [a key business] fails?"
- g. Generating and sustaining more diverse commercial activity
- h. Expanding and building on what we have done well

2. *Before Covid, what was working:*

- a. We were fortunate in the past during the ups and downs in the economy
- b. Auto Row has done well and with the addition of Car-Max we have a broader mix of quality used cars
- c. Serra Center has always appeared to do well with its mix of businesses despite its proximity to Serramonte Shopping Center. They are proactive in filling vacancies. Pre-Covid the Towns' partnership with Serra Center was the best example of what was working.
- d. Prior to Covid we did not have so many business vacancies, and Colma was a good place to do business.

3. *Before Covid, what was missing:*

- a. A broader, more diverse band of sales tax revenues
- b. Business sustainability and sensitivities to economic downturns post-Covid: How do we know what will work?
- c. A more rapid pace of real estate turn-over.
- d. Incentives that will protect Colma from other cities pulling businesses away.
- e. A commitment from and proactive measures by 280 Metro Center for vastly improving business retention and filling of Center vacancies. We need to see a strategy that is focused on shoppers needs and experience.
- f. We need to be more creative in the types of new businesses we bring in. I would stay away from corporate companies, and focus on smaller business and small start-ups.

4. *Ways in which Colma's businesses will be affected by Covid and the troubled economy:*

- a. There is hope that many of our businesses will fare pretty well once the Covid infection rate diminishes and vaccinations are well underway.
- b. People in general are pandemic weary and anxious to return to some semblance of normalcy and this will contribute to the success of our businesses once they re-open.
- c. There is fear that Colma businesses (especially some of the smaller ones) are hanging on by a thread, and we will lose more to closures. Larger retailers may downsize or stop their business here.
- d. Covid has changed how we all shop: We're getting used to on-line from home. What will be next? Will returns facilities need more space? And I'm curious about ways to provide services that are in between traditional brick-and-mortar stores and online opportunities:
 - The Nordstrom Rack experiment with personalized on-line shopping coupled with try it on at pick-up and go – quicker in/out experience. A trend that we could adapt?
 - Joint use commercial kitchens for food prep / take-out and/or (indoor/outdoor) food court facilities could fit well in Colma?

- e. I wonder if our businesses feel abandoned [now]? Did they feel supported before Covid? Do they think the Town cares about them? How should we reach out to them?
- f. Maybe we need a C.A.P.E. program model for businesses.
- g. Think in terms of disaster recovery. Assist them in navigating through recovery. Ask “How can we help?”
- h. Nationals are a challenge. Focus on what we can do with our local partners. Share info / talk with other cities.
- i. Auto Row: Is it sustainable? Their recovery will be slow, and EVs can be a plus for Colma. We need to be ready, and offer help/support.
- j. Lucky Chances: Can they pivot to outdoors as Covid continues (spring/summer 2021)?
- k. Kohl’s has been a good store during Covid – hope to see that continue.
- l. The big ‘If’ is – will the vaccine change things as early as this summer?

5. Aspirations for the economic development of the Town:

- a. Broaden Colma’s shopping destination “from cemeteries, cars and cards” to a theme along the lines of, “We’re a small, friendly town”
- b. Keep Colma relevant
- c. Solve the ‘big box’ vs. internet conflict/challenge
- d. Support the shift to EVs by 2035 [big opportunity with lead time to plan]
- e. Tap the flow of cemetery visitors
- f. Generate and share big ideas with Council
- g. Act and think differently to increase optimism. “Let’s save this sales tax town!”

6. How the GP Land Use Element (as drafted/proposed) could be an effective economic development tool:

Challenges

- a. Footprint of Cemeteries - our room to grow / available land is limited. Parking and accessibility will need careful planning.
- b. The Kohl’s property is prime, and earmarked for mixed use, but it will be a challenge to get the parties to change uses.
- c. Colma has a great history, but we really don’t have a historic element to revitalize around.
- d. Some properties that could be redeveloped are too small or have issues.
- e. Not easy to nudge current owners to sell or redevelop? Sandblaster site - example of challenges.
- f. I also think there are gaps in service businesses (“few and far between”), such as dry cleaners, shoe repair, personal care salons, alterations, etc.
- g. We seem to have a lot of limitations, and we need to shift how we get and explore ideas and get beyond our limiting image
- h. I see the draft GP is calling for more business space, and I don’t necessarily agree.
- i. Not in favor of considering adding housing at 280 Metro, it would result in an isolated pocket of residential isolated from the Sterling Park neighborhood.
- j. Key to implementation of the Land Use Element: Flexibility to respond to inquiries, stay in conversation, “get traction”. For example, develop a dialogue with Kohls and the property owner.

Opportunities

- a. In 2018 we passed TOT. A hotel would help, but do we need incentives?
- b. We do not have a hotel, and we fall short on our ability to welcome out of town visitors to stay.
- c. We’ve talked about adding a hotel to the Lucky Chances area or in the future Town Center.

- d. A hotel would be good for our town, esp. tied to out-of-town cemetery visitors. There is demand for banquet rooms. A smaller hotel brand, maybe a “boutique” type could fit.
- e. A hotel would not have to be huge – and it could help make Colma more of a destination.
- f. Hotel: In the longer term, could be a good land use. We definitely have room/land. I would consider it a positive convenience.
- g. Next generation of Colma businesses: What will it be? Large ones (department store, for example) are good, but small businesses are [perhaps] more nimble.
- h. What about a grocery store at 280 Metro Center? Would it draw people would also shop at adjacent businesses?
- i. Is there a way to repurpose existing or added space for small footprint shared retail/services?
- j. I’d like to see some incubator space too, esp. to support those entrepreneurs who may need to restart after the pandemic. I’d like to see some examples or a [development/business] model for how this could work.
- k. Look to other peninsula cities for good examples of recent development.